

Creating A Powerful Organization: *Supercharging Your Talent Strategy Through DEI*

DECEMBER 2020

Diversity, Equity & Inclusion



Stanford Professor James March has noted that homogeneous groups become progressively less able to create different solutions. Their backgrounds are so similar that their knowledge overlaps and adds no new information to the decision.

Agenda

- **Effectively assessing talent**
 - Bias
 - Culture Fit
 - Intuition
- **Communicating for Inclusion**
 - “New” people (generational gaps)
 - New people (onboarding)

Interviewing:

A few sobering stats...

Unstructured interviews are correct 25% of the time.

Structured interviews are correct 50% of the time.

Your job is not to be right 100% of the time.

Your job is to do everything possible to keep increasing the odds of making the right decision.

Removing bias leads to more accurate decisions.

1. Pre-interview:

Separate “skills” from “traits”

Skills

(What they do...)

- Budgeting
- Forecasting
- Analysis
- Tax Planning
- Valuations
- Accounting

Traits

(How they do it...)

- Can-Do Attitude
- Resilient
- Optimistic
- Self-motivated
- Fast Learner

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Who should assess for traits? And when?

2. Interview:

Trait assessment

Q: Who assess for traits? And when?

A: Everyone. Every time.

Trait	Noticed this*	Noticed the opposite*
“Can-do” attitude		
Resilient		
Optimistic		
Self-motivated		
Fast learner		

*Leave blank if unobserved. (Unobserved is not considered negative.)

3. Post-interview: *Rethinking “culture fit”*

Is this person a “culture fit”?

Can this person adjust to our culture?

Can this person be a “culture add”?

Can you trust your intuition?



1. Good intuition in one domain doesn't guarantee good intuition in another.
2. Research shows we're better at detecting, for example, deception and sexual orientation when we rely on intuition instead of reflection.
3. Once an intuition hits, we cling to it despite the dangers. Intuition can, for example, lead to all sorts of cognitive and social biases, as well as racial prejudice.
4. Research shows weather forecasters, test pilots, and chess masters had more reliable intuition than psychologists, admissions officers, and judges – outcomes in the latter are fuzzier and play out long after a decision has been made.
5. The role of deliberation in honing instincts and knowing when to trust them reveals reflection's close collaboration with intuition, in both its development and deployment.

Half a Minute: Predicting Teacher Evaluations From Thin Slices of Nonverbal Behavior and Physical Attractiveness

Nalini Ambady and Robert Rosenthal

The accuracy of strangers' consensual judgments of personality based on "thin slices" of targets' nonverbal behavior were examined in relation to an ecologically valid criterion variable. In the 1st study, consensual judgments of college teachers' molar nonverbal behavior based on very brief (under 30 s) silent video clips significantly predicted global end-of-semester student evaluations of teachers. In the 2nd study, similar judgments predicted a principal's ratings of high school teachers. In the 3rd study, ratings of even thinner slices (6-s and 15-s clips) were strongly related to the criterion variables. Ratings of specific micro-nonverbal behaviors and ratings of teachers' physical attractiveness were not as strongly related to the criterion variable. These findings have important implications for the areas of personality judgment, impression formation, and nonverbal behavior.

The ability to form impressions of others is a critical human skill. "This remarkable capacity we possess to understand something of the character of another person, to form a conception of him as a human being . . . with particular characteristics forming a distinct individuality is a precondition of social life" (Asch, 1946, p. 258). In the present article, we show that this capacity is even more remarkable than Asch suggested: Our consensual impressions of others, even when based on very brief observations of nonverbal behavior, can sometimes be un-

expectedly accurate in predicting targets' self-reported traits, even when they are based on very superficial interactions (Albright et al., 1988; Passini & Norman, 1966; Watson, 1989). Third, these impressions can be accurate, as defined both by high consensus and by the prediction of a criterion (self-rating), even when there is absolutely no interaction between the targets and raters—for example, when impressions are based on 5-min videoclips of the targets (Colvin & Funder, 1991; Funder & Colvin, 1988; Watson, 1989).

Mindfulness, Intuition, & Bias

Mindfulness: *a mental state that involves an increased awareness of our emotions, thoughts, and surroundings, accompanied by a sense of nonjudgment.*

Mindfulness: *thinking about what you are thinking about.*

Mindfulness, Intuition, & Bias

Mindfulness practice: A promising approach to reducing the effects of clinician implicit bias on patients



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Unconscious (Implicit) Bias and Health Disparities: Where Do We Go from Here?

Irene V Blair, PhD, John F Steiner, MD, M

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Abstract

Disparities in health care are of great c unconscious (implicit) bias to play a ro empirical research has lagged. This art presence of implicit bias in health care operates, and interventions that may pr and revitalize efforts to understand imp suggestions are offered for individuals patients, and community members.

Substantial attention has been paid in r health care professionals contributes to Institute of Medicine concluded that un ethnic minorities, may affect communi

There exists a gap, however, between r

Article

Mindfulness Meditation Reduces Implicit Age and Race Bias: The Role of Reduced Automaticity of Responding

Adam Lueke¹ and Bryan Gibson¹

Abstract

Research has shown that mindfulness can positively affect peoples' lives in a number of ways, including relying less on previously established associations. We focused on the impact of mindfulness on implicit age and racial bias as measured by implicit association tests (IATs). Participants listened to either a mindfulness or a control audio and then completed the race and age IATs. Mindfulness meditation caused an increase in state mindfulness and a decrease in implicit race and age bias. Analyses using the Quad Model showed that this reduction was due to weaker automatically activated associations on the IATs.

Keywords

mindfulness meditation, implicit attitudes, implicit bias, prejudice

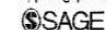
We are here to awaken from the illusion of our separateness.

—Thich Nhat Hanh

Mindfulness meditation focuses the individual on the present

& Custers, 2012), reduced problem solvers' reliance on automatic solutions (Ostafin & Kassman, 2012), and reduced the correlation between implicit alcohol attitudes and drinking behavior (Ostafin, Bauer, & Myxter, 2012; Ostafin & Marlatt, 2008). These findings suggest that mindfulness meditation

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1. Pre-Interview:

Know your biases

- **Make a bias list**
 - *Become aware of personal biases and jot them down (even if you wouldn't say them out loud).*
 - *What do you immediately notice about people when you first meet them?*
 - *“Innocent” biases (handshakes, shoes, eye contact) may overlap with societal biases.*
 - *These can affect the accuracy of your decision-making (hiring, performance reviews, etc.)*
 - *Are your personal biases relevant?*
 - *You need to be aware of them to control them. If not, they control you.*
- **Share your bias list...to keep you honest and accountable.**
 - *Doing this depends on org culture, trust, etc.*

2. Start of Interview:

Park your first impressions

Ask yourself: *Will this candidate interview well?*

Yes

I don't know

No

Once you've captured this, put it aside.
Ignore it for the remainder of the interview.
Come back to it afterward and discuss if necessary.
Beware of confirmation bias!

Communicating for Inclusion

Communication

Kapor Center Study

- Women 2x as likely to quit as men
- Black and Latino 3.5x as likely to quit

“Inclusion leads to retention.”

Gallup Study

- 40% of people leave job within 6 months.
- Most common reason is “post-hire shock.”
 - Lack of role clarity and communication

“Clarity of expectations is perhaps the most basic of employee needs and is vital to performance.”

Communication Hurdle #1:

Generational Gaps & Inclusion

Fresh Eyes ←————→ *Historian*

Says: *“I have a new idea!”* → Hears: *“You’ve been doing this wrong!”*

Hears: *“We’re inflexible and not open to change.”* ← Says: *“We’ve tried that before...”*

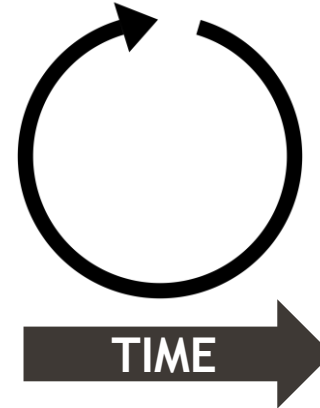
Mental Tip: *For the fresh eyes...*

“You will be better at going against the grain if you first take the time to know the grain.”

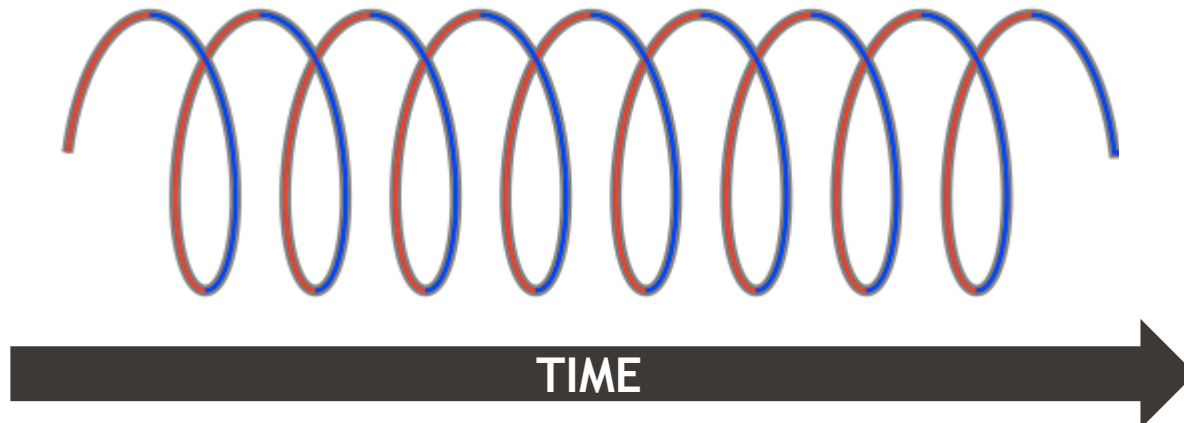
Lead with curiosity.
Curiosity allows you to think critically, without sounding critical.

Mental tip: *For the historians...*

Yes, history repeats itself. But not like this:



Rather, history repeats itself like this:



Ask yourself, “What’s different this time...?”

Communication Hurdle #2: *The Curse of Knowledge & Inclusion*

The Curse of Knowledge

A cognitive bias that occurs when we unknowingly assume others have the background to understand what we are communicating.

The Gift of Knowledge:

Beyond The Open-Door Policy

Listening Tours

- Arrange 30 min. meetings for new people to meet current team members 1:1 or in small groups across their first 2 months.
 - Have them circle back to you in between with questions, reactions, etc.
- Send yourself on a listening tour when you are grappling with something.

The Gift of Knowledge: *Create a “User Manual”*

“User Manual”

If you were a gift in a box. What would the “instructions” say about how you operate and how to interact with you?

The user manual helps people adapt to one another by offering an explicit description of one’s personal values and how one works best with others. This shortens the learning curve for new employees, and helps everyone avoid misunderstandings.

The Gift of Knowledge:

Create a “User Manual”

1. My style
2. What I value
3. What I don't have patience for
4. How to best communicate with me
5. How to help me
6. What people misunderstand about me

Search: *Abby Falik User Manual*

The Gift of Knowledge: Create a “User Manual”

I am patient, even-tempered and easygoing. I appreciate straight, direct communication. Say what you are thinking, and say it without wrapping your message.

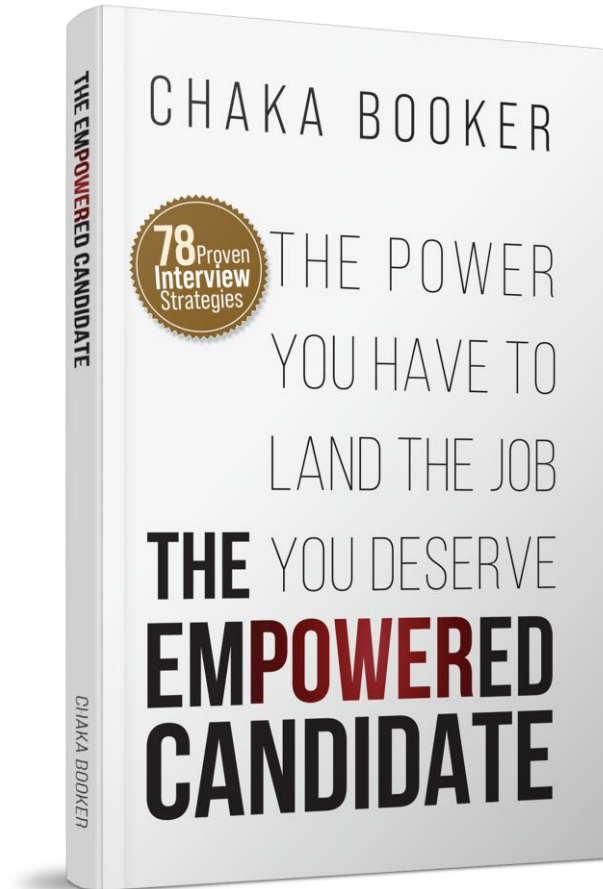
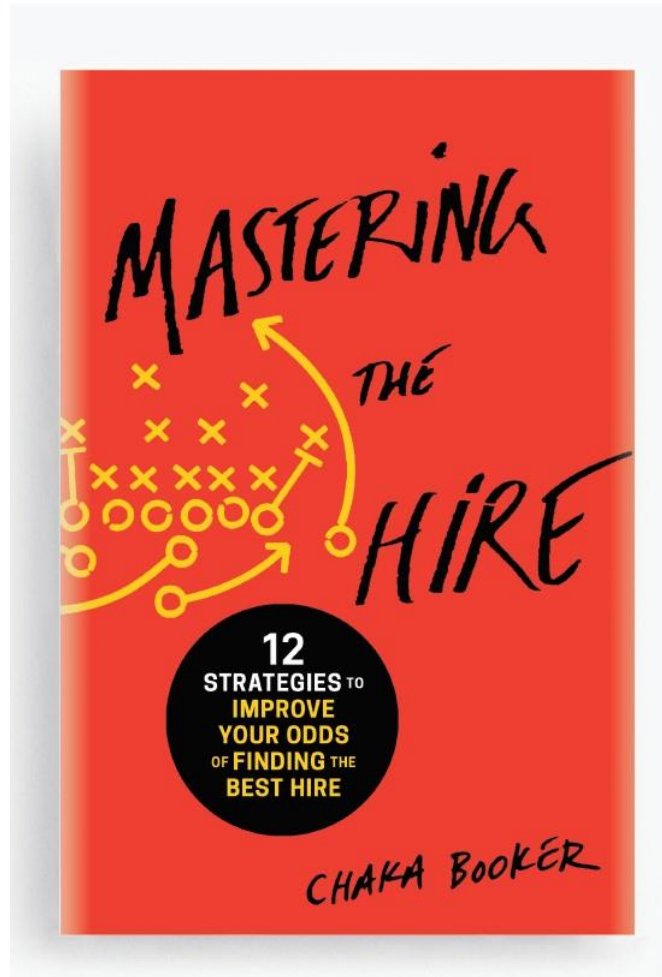
I am goal-oriented but have a high tolerance for diversity and openness to different viewpoints. So, don't be afraid to challenge the status quo.

I welcome ideas at any time, but I appreciate that you have real ownership of your idea and that you have thought it through in terms of total business impact.

The points are not an exhaustive list, but should save you some time figuring out how I work and behave. Please make me aware of additional points you think I should put on a revised version of this “user’s manual.”

Search:
User Manual
New York Times





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