

B: CIVIC
Summit





REALIZED **WORTH**

Engaging employees in corporate citizenship

Google



AstraZeneca



Microsoft



TARGET

Genentech



at&t

Walmart



Abbott

MAC



CNO FINANCIAL GROUP



Government of Canada

Gouvernement du Canada

Canada

Deloitte.

verizon



TOYOTA



Adobe



United Nations Office of Partnerships



accenture



United Way
of New York City

ebay



SIDLEY

LoyaltyOne

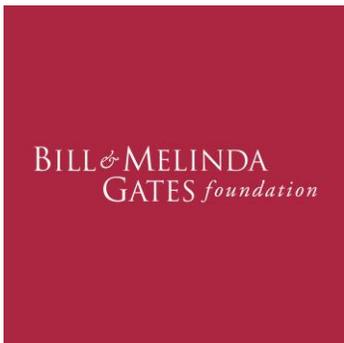
intuit.



Foresters
Financial



Standard Life



ESTÉE
LAUDER
COMPANIES





WHY
do we help?

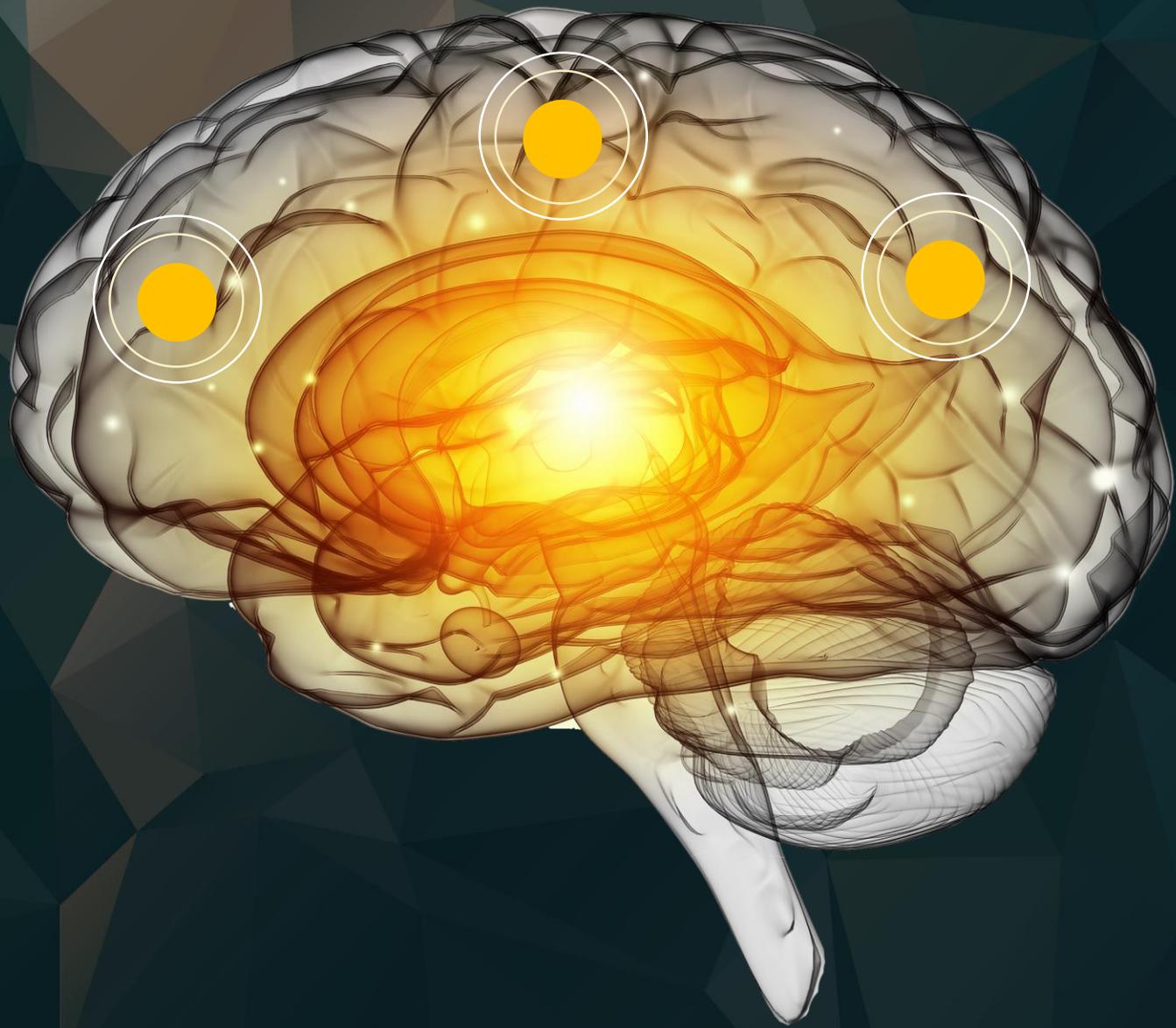




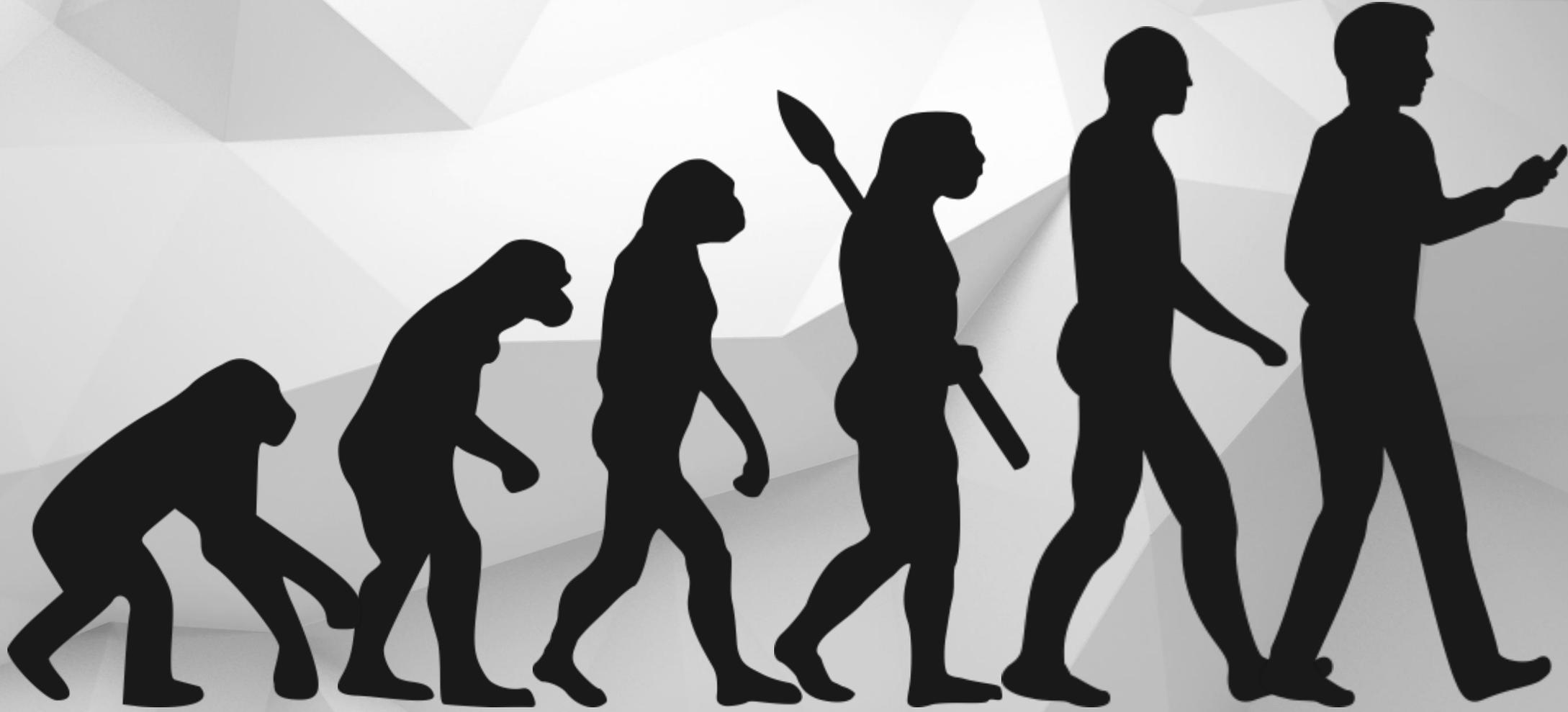
PHYSIOLOGY



PHYSIOLOGY



EVOLUTION





Where there are in groups...

there are out groups.

The dark side of empathy – “In groups” versus “Out groups”

Inclusion

Empathy motivates us to protect and prioritize our blood ties and those with whom we identify. We want to avert destruction and avoid pain for our “in groups” because we experience their pain as if it were our own.

vs.

Exclusion

Because we have “in groups”, we also have “out groups”. The less experience we have with another group, the less we identify with them. If the worst comes to the worst, we protect “in groups” and objectify “out groups”.



Starbucks: A Case Study

- A barista calls the police on two black men waiting for a friend.
- Starbucks responds with implicit bias training to help employees recognize subconscious racism.
- On May 29, 8000 stores closed to provide training to 175,000 employees aimed at “preventing discrimination in our stores.”
- Is this response good enough?
- Information on its own does not change attitudes and behavior.
- So, what’s the answer?





IMPLICIT BIAS...

WHAT DOES IT MEAN?

● IMPLICIT

Thoughts and feelings are “implicit” if we are unaware of them or mistaken about their nature.

● BIAS

Rather than being neutral, we have a preference for (or aversion to) a person or group of people.



REALIZEDWORTH



[ACCORDING TO JACK GLASER](#), PROFESSOR OF PUBLIC POLICY AT THE UNIVERSITY OF CALIFORNIA, BERKELEY, “THE NATURE OF IMPLICIT BIAS IS SUCH THAT YOU CANNOT SUBJECTIVELY EXPERIENCE WHEN IT’S INFLUENCING YOU.”



DR MAHZARIN BANAJI OF HARVARD, A RESEARCHER WHO DEVELOPED THE WIDELY USED [IMPLICIT ASSOCIATION TEST](#) (IAT) WAS “DEEPLY EMBARRASSED” UPON SEEING THE TEST RESULTS AS SHE DISCOVERED THAT SHE HAD A PRO-WHITE BIAS (SHE HERSELF IS A DARK-SKINNED FEMALE).

PROJECT IMPLICIT MENTAL HEALTH

Find out your implicit associations about self-esteem, anxiety, alcohol, and other topics! [GO!](#)

PROJECT IMPLICIT FEATURED TASK

Measure your implicit associations toward issues concerning race, religion, weight, or other topics [GO!](#)

PROJECT IMPLICIT SOCIAL ATTITUDES

Log in or register to find out your implicit associations about race, gender, sexual orientation, and other topics!

 [LOGIN](#) [REGISTER](#)

Or, continue as a guest by selecting from our available language/nation demonstration sites:

  [GO!](#)

IMPLICIT OR UNCONSCIOUS BIAS “REFERS TO THE ATTITUDES OR STEREOTYPES THAT AFFECT OUR UNDERSTANDING, ACTIONS, AND DECISIONS IN AN UNCONSCIOUS MANNER.

THESE BIASES, WHICH ENCOMPASS BOTH FAVORABLE AND UNFAVORABLE ASSESSMENTS, ARE ACTIVATED INVOLUNTARILY AND WITHOUT AN INDIVIDUAL’S AWARENESS OR INTENTIONAL CONTROL.”



COGNITIVE BIAS CHEAT SHEET

BECAUSE THINKING IS HARD



1 TOO MUCH INFO

SO ONLY NOTICE...

- CHANGES
- BIZARRENES
- REPETITION
- CONFIRMATION



2 NOT ENOUGH MEANING

SO FILL IN GAPS WITH...

- PATTERNS
- GENERALITIES
- BENEFIT OF DOUBT
- EASIER PROBLEMS
- OUR CURRENT MINDSET



3 NOT ENOUGH TIME

SO ASSUME...

- WE'RE RIGHT
- WE CAN DO THIS
- NEAREST THING IS BEST
- FINISH WHAT'S STARTED
- KEEP OPTIONS OPEN
- EASIER IS BETTER



4 NOT ENOUGH MEMORY

SO SAVE SPACE BY...

- EDITING MEMORIES DOWN
- GENERALIZING
- KEEPING AN EXAMPLE
- USING EXTERNAL MEMORY

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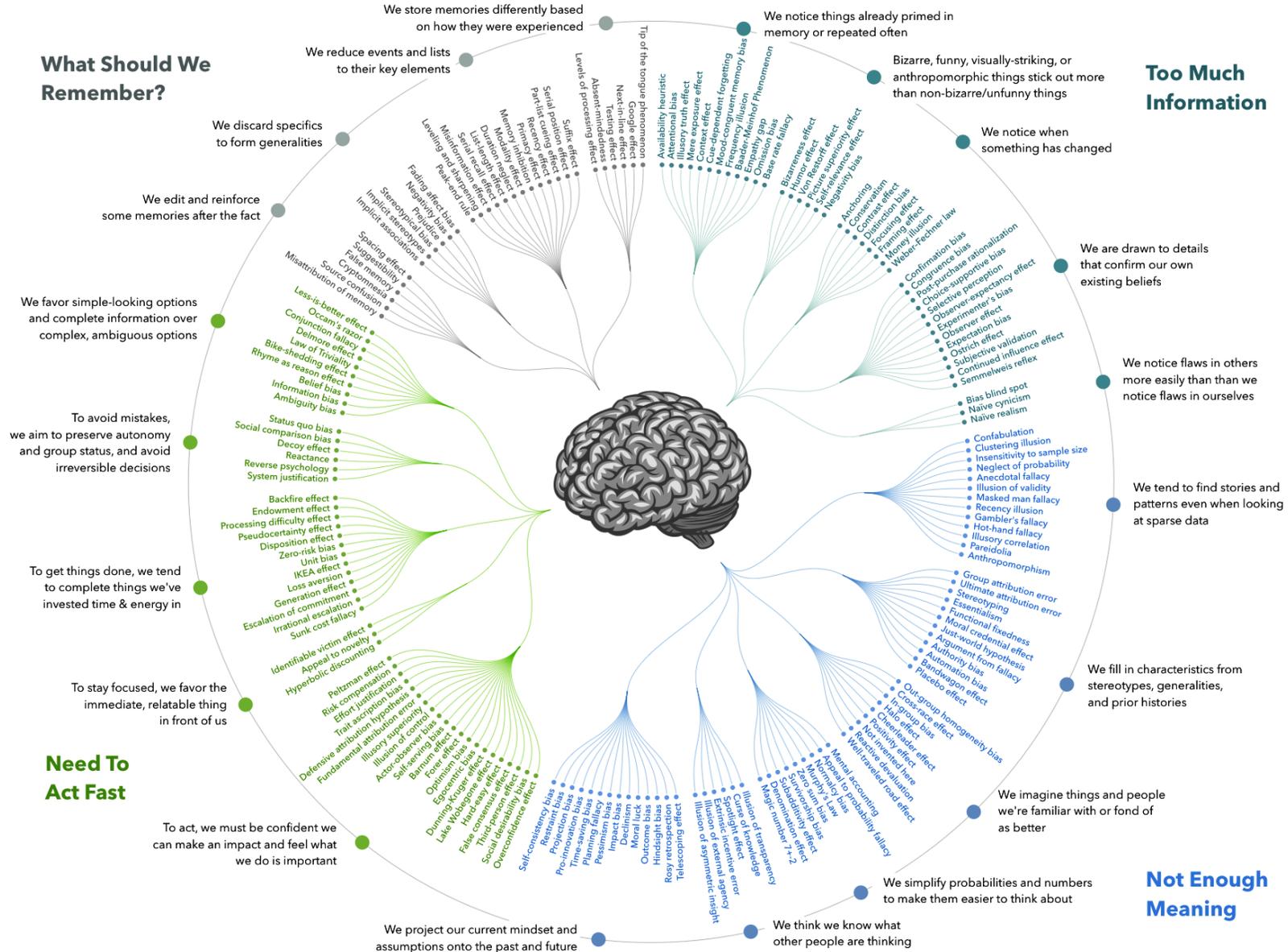
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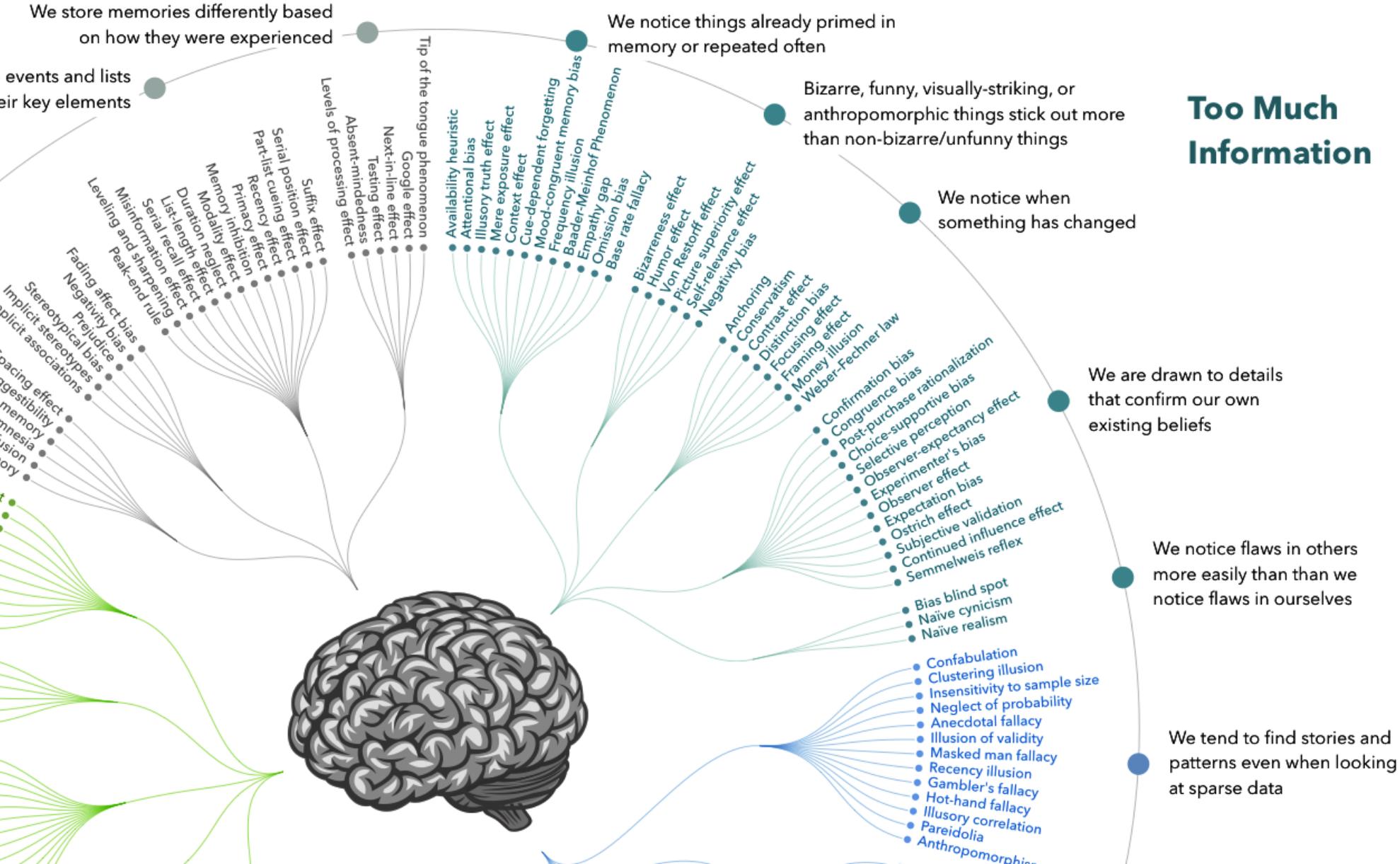
BY @BUSTER

[HTTP://BIT.LY/THINKING-IS-HARD](http://bit.ly/thinking-is-hard)

COGNITIVE BIAS CODEX

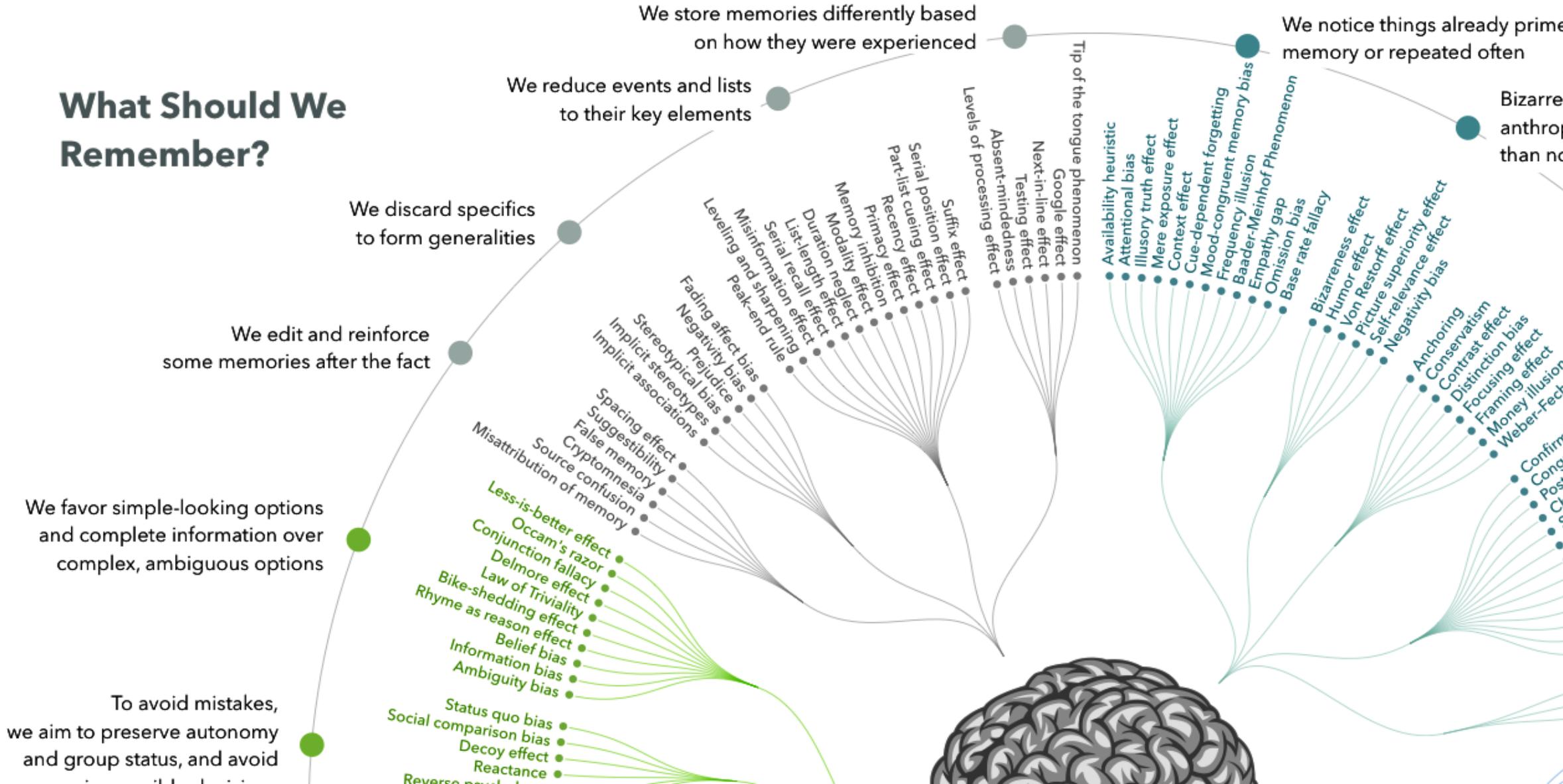


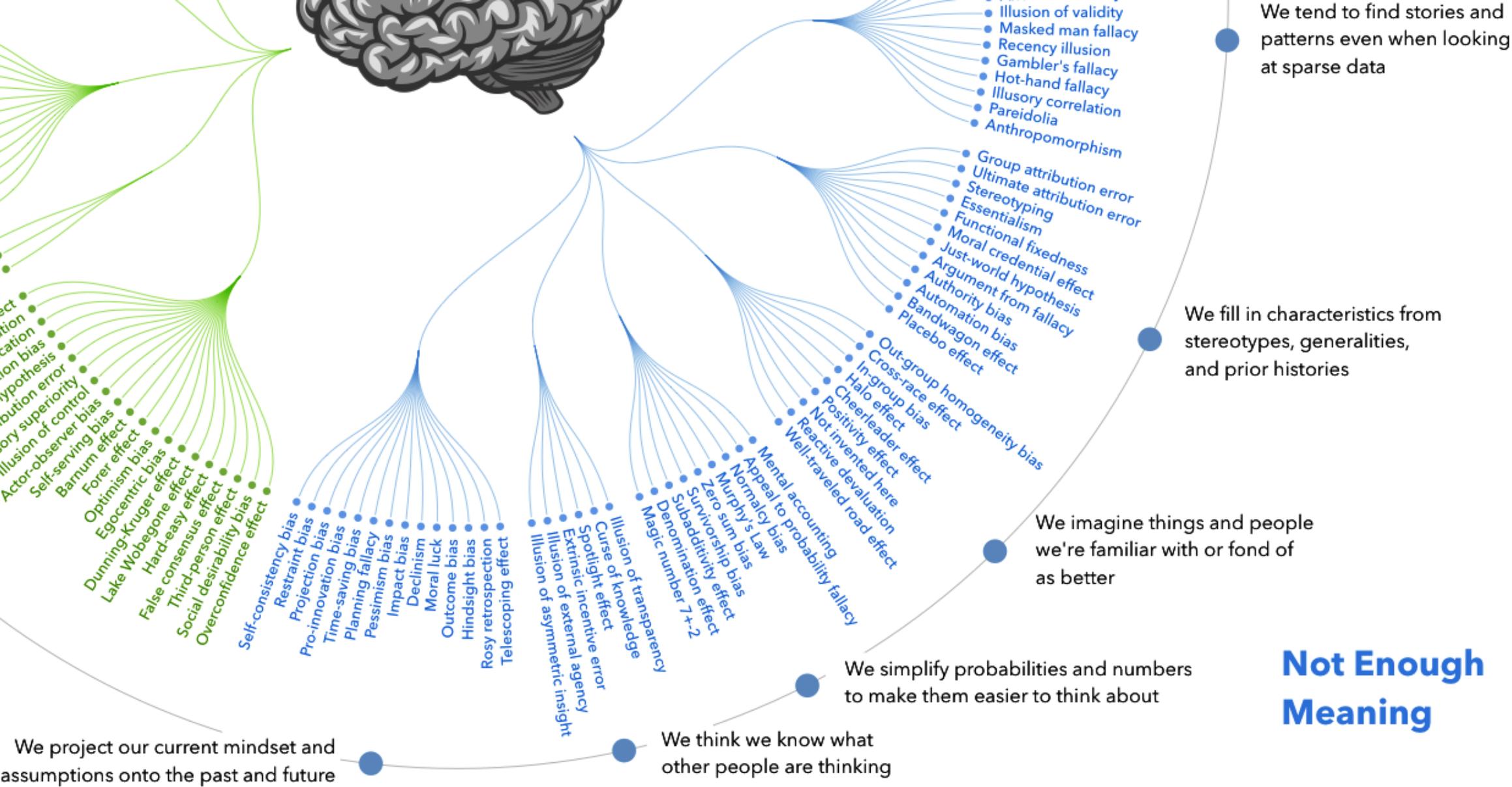
COGNITIVE BIAS CODEX



COGNITIVE BIAS CODEX

What Should We Remember?





Not Enough Meaning

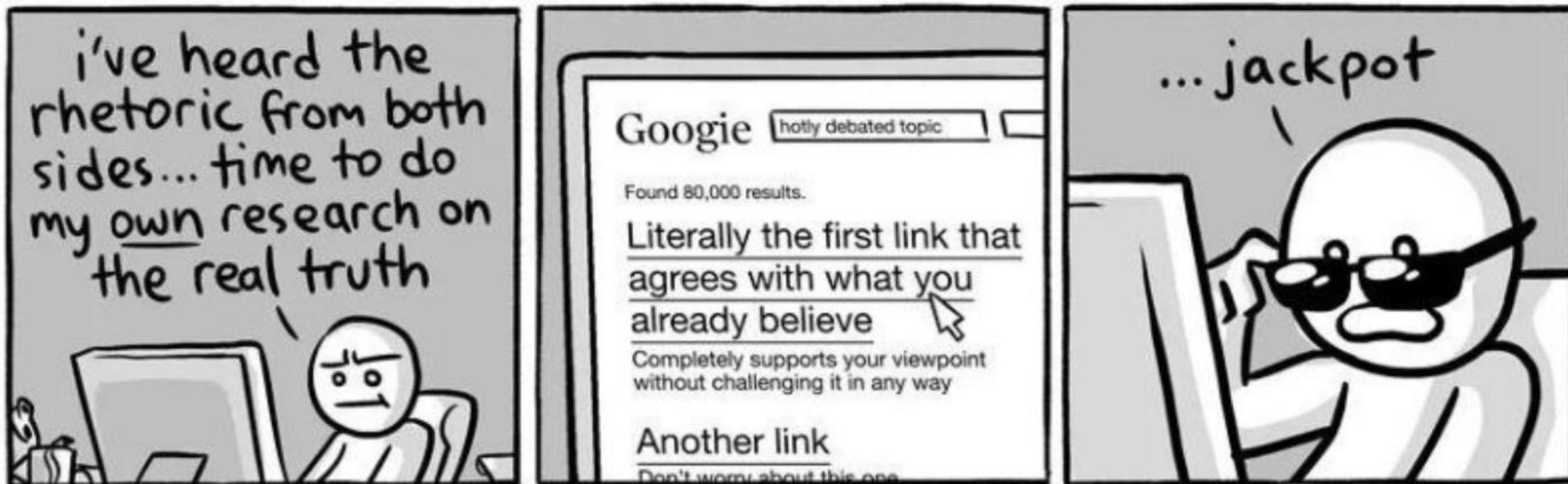
Why we get it wrong

We don't see everything. Some of the information we filter out is actually useful and important.

Our search for meaning can conjure illusions. We sometimes imagine details that were filled in by our assumptions, and construct meaning and stories that aren't really there.

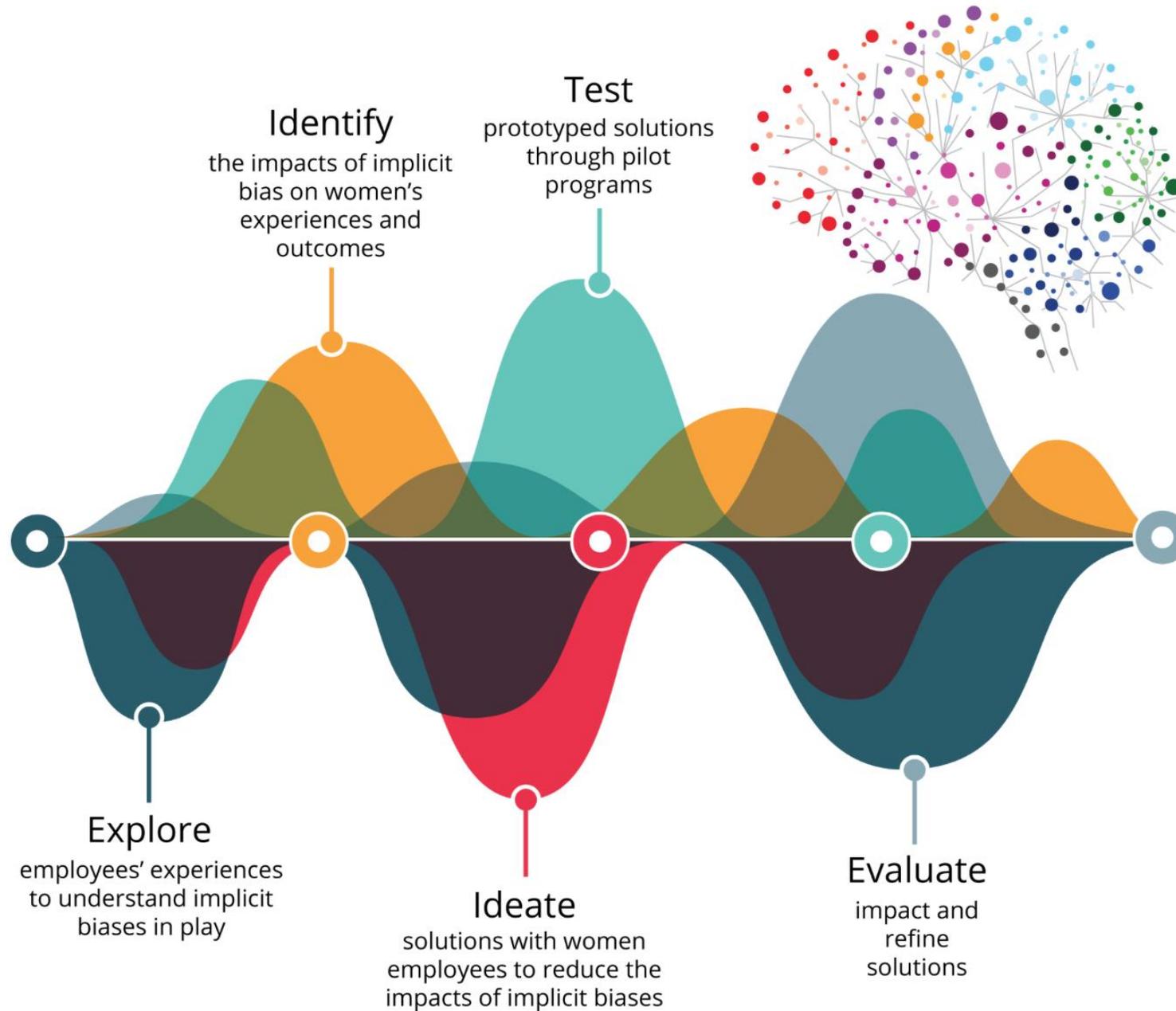
Quick decisions can be seriously flawed. Some of the quick reactions and decisions we jump to are unfair, self-serving, and counter-productive.

Our memory reinforces errors. Some of the stuff we remember for later just makes all of the above systems more biased, and more damaging to our thought processes.



Deloitte.

Figure 1. Design thinking applied to implicit gender bias



THE EIGHT
POWERFUL TRUTHS

1.
DIVERSITY OF THINKING
IS THE NEW FRONTIER

2.
DIVERSITY WITHOUT
INCLUSION IS NOT ENOUGH

3.
INCLUSIVE LEADERS
CAST A LONG SHADOW

4.
MIDDLE MANAGERS MATTER

5.
REWIRE THE SYSTEM
TO REWIRE BEHAVIORS

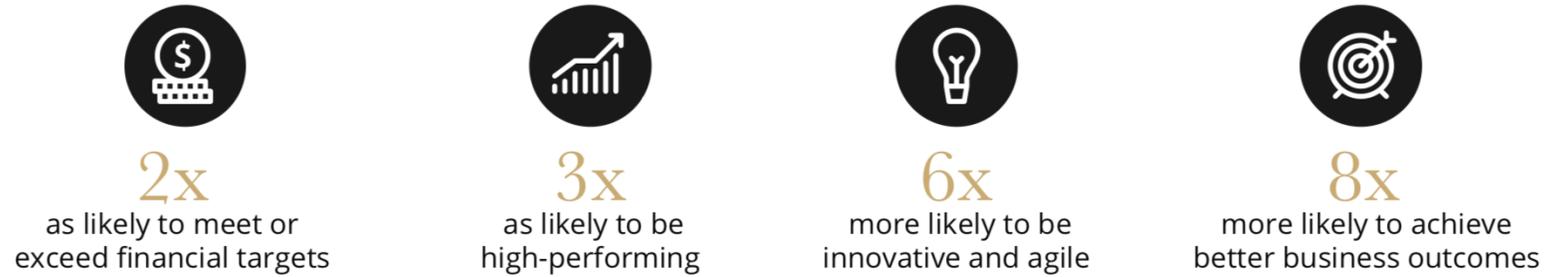
6.
TANGIBLE GOALS MAKE
AMBITIONS REAL

7.
MATCH THE INSIDE
AND THE OUTSIDE

8.
PERFORM A CULTURE RESET,
NOT A TICK-THE-BOX PROGRAM

FIGURE 2 | The case for an inclusive culture

Organizations with inclusive cultures are:



Source: Juliet Bourke, *Which Two Heads Are Better Than One? How Diverse Teams Create Breakthrough Ideas and Make Smarter Decisions* (Australian Institute of Company Directors, 2016).

FIGURE 4 | Inclusive leadership and team performance



Source: Based on Deloitte Australia's analysis of 105 leaders as assessed by 600 raters against the six signature traits of inclusive leadership and perceived performance outcomes.

2.
DIVERSITY WITHOUT
INCLUSION IS NOT ENOUGH

3.
INCLUSIVE LEADERS
CAST A LONG SHADOW

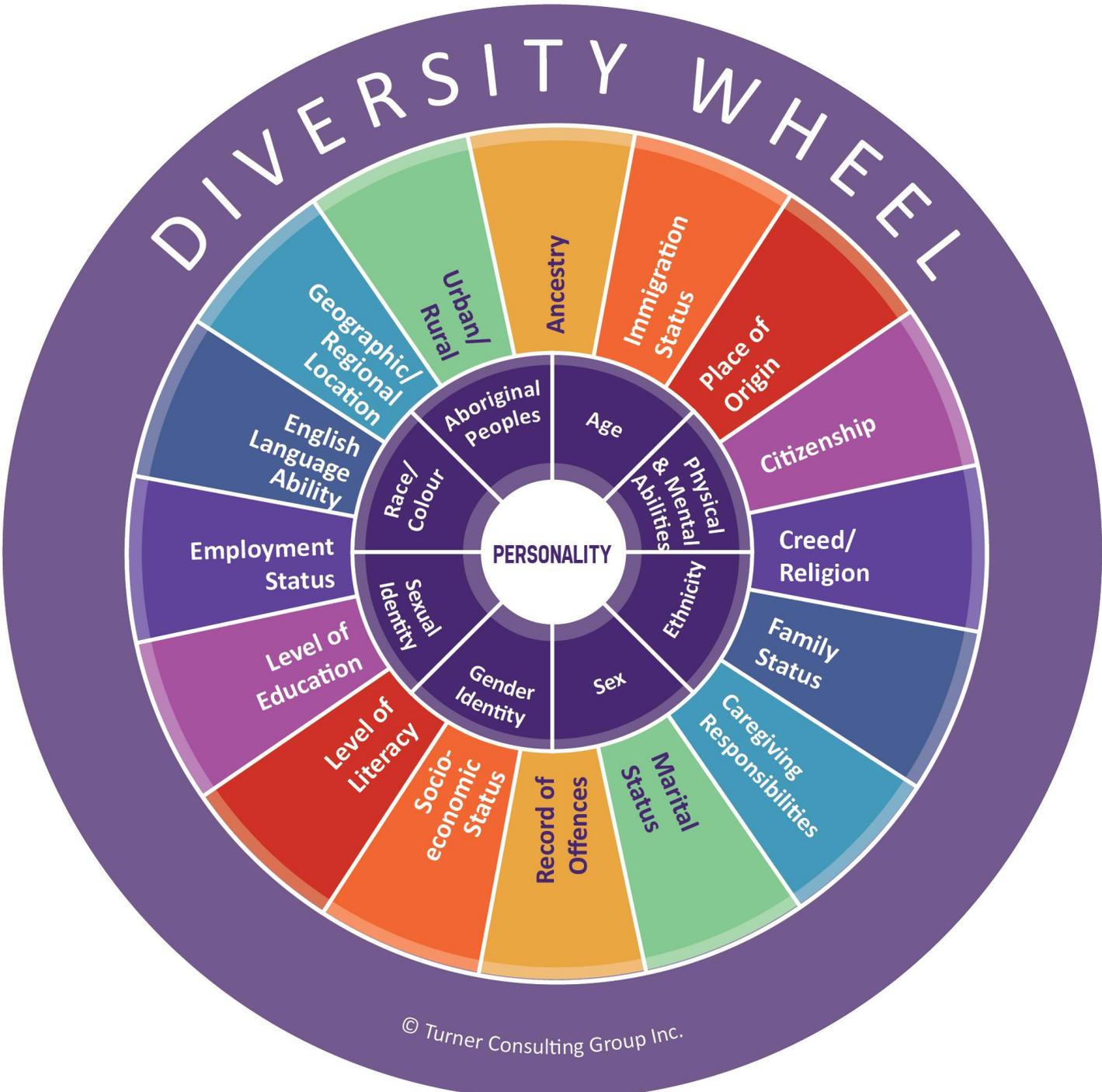
4.
MIDDLE MANAGERS MATTER

5.
REWIRE THE SYSTEM
TO REWIRE BEHAVIORS

However, when it comes to behavior change, training is often only a scene-setter.

The more complete story is that, to change people's behavior organizations need to adjust the system. Why? First, biases can only be reduced rather than completely eliminated, and it is difficult to control biases that are unconscious.

Second, biases can be embedded into the system of work itself, causing suboptimal diversity outcomes. Strategies to rewire the system make it easier to tackle biases and create a more comprehensive and sustainable solution.





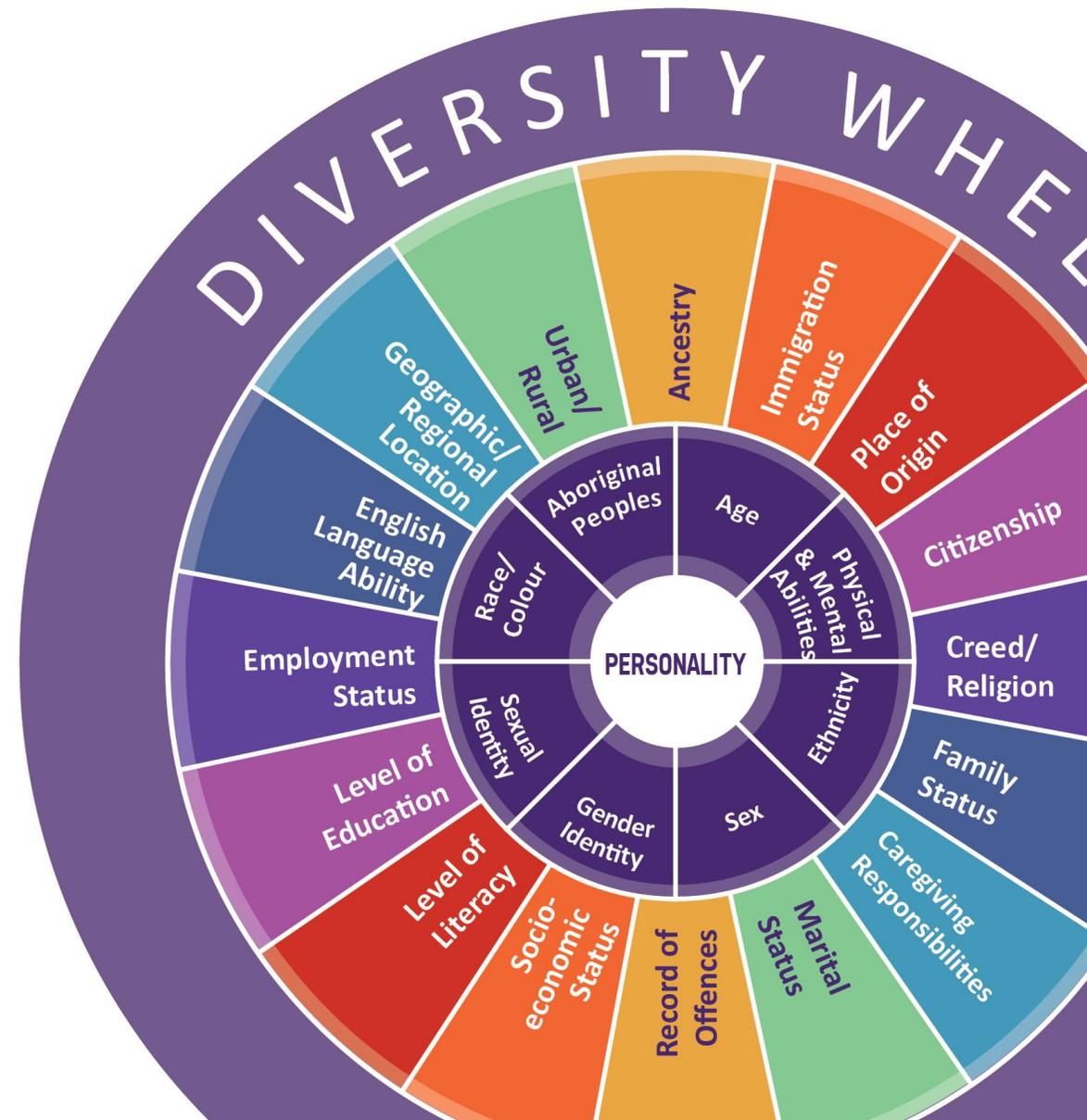
“Another difficulty in solving the issue is data. It’s easy to measure diversity: It’s a simple matter of headcount. But quantifying feelings of inclusion can be dicey. Understanding that narrative along with the numbers is what really draws the picture for companies.”

Diversity Doesn’t Stick Without Inclusion | HBR

[Laura Sherbin](#)

[Ripa Rashid](#)

FEBRUARY 01, 2017



Poor Returns on the Usual Diversity Programs

The three most popular interventions make firms less diverse, not more, because managers resist strong-arming. For instance, testing job applicants hurts women and minorities—but not because they perform poorly. Hiring managers don't always test everyone (white men often get a pass) and don't interpret results consistently.

% CHANGE OVER FIVE YEARS IN REPRESENTATION AMONG MANAGERS

Type of program	White		Black		Hispanic		Asian	
	Men	Women	Men	Women	Men	Women	Men	Women
Mandatory diversity training				-9.2			-4.5	-5.4
Job tests		-3.8	-10.2	-9.1	-6.7	-8.8		-9.3
Grievance systems		-2.7	-7.3	-4.8		-4.7	-11.3	-4.1

NOTE GRAY INDICATES NO STATISTICAL CERTAINTY OF A PROGRAM'S EFFECT.

SOURCE AUTHORS' STUDY OF 829 MIDSIZE AND LARGE U.S. FIRMS. THE ANALYSIS ISOLATED THE EFFECTS OF DIVERSITY PROGRAMS FROM EVERYTHING ELSE GOING ON IN THE COMPANIES AND IN THE ECONOMY.

FROM "WHY DIVERSITY PROGRAMS FAIL," BY FRANK DOBBIN AND ALEXANDRA KALEV, JULY-AUGUST 2016

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Why You Can't Just Outlaw Bias

- Change must be voluntary
 - The system is rigged to favor implicit bias
 - Formal grievance procedures create conditions for confrontation and backlash
- Executives favor a classic command-and-control approach to diversity because it boils expected behaviors down to dos and don'ts that are easy to understand and defend.
 - Yet this approach also flies in the face of nearly everything we know about how to motivate people to make changes.
 - Decades of social science research point to a simple truth: You won't get managers on board by blaming and shaming them with rules and reeducation.

Why Diversity Programs Fail

[Frank Dobbin](#)

[Alexandra Kalev](#)

FROM THE JULY–AUGUST 2016 ISSUE

EMPLOYEE VOLUNTEERING: What's the connection?

- Unraveling implicit bias requires literally creating new neural pathways in our brains. This process is known as neuroplasticity whereby the brain's synaptic connections are constantly being removed or recreated. This is how we learn new behaviors and gain new skills.
- Experiences where we interact with others against whom we carry unconscious bias is well documented as the only reliable strategy to change attitudes and behaviors in a lasting way.
- Employee volunteering represents opportunities to create nonthreatening space in which to challenge preconceived notions about people and issues that may seem “different”. It enables contact between in-groups and out-groups.



REALIZEDWORTH

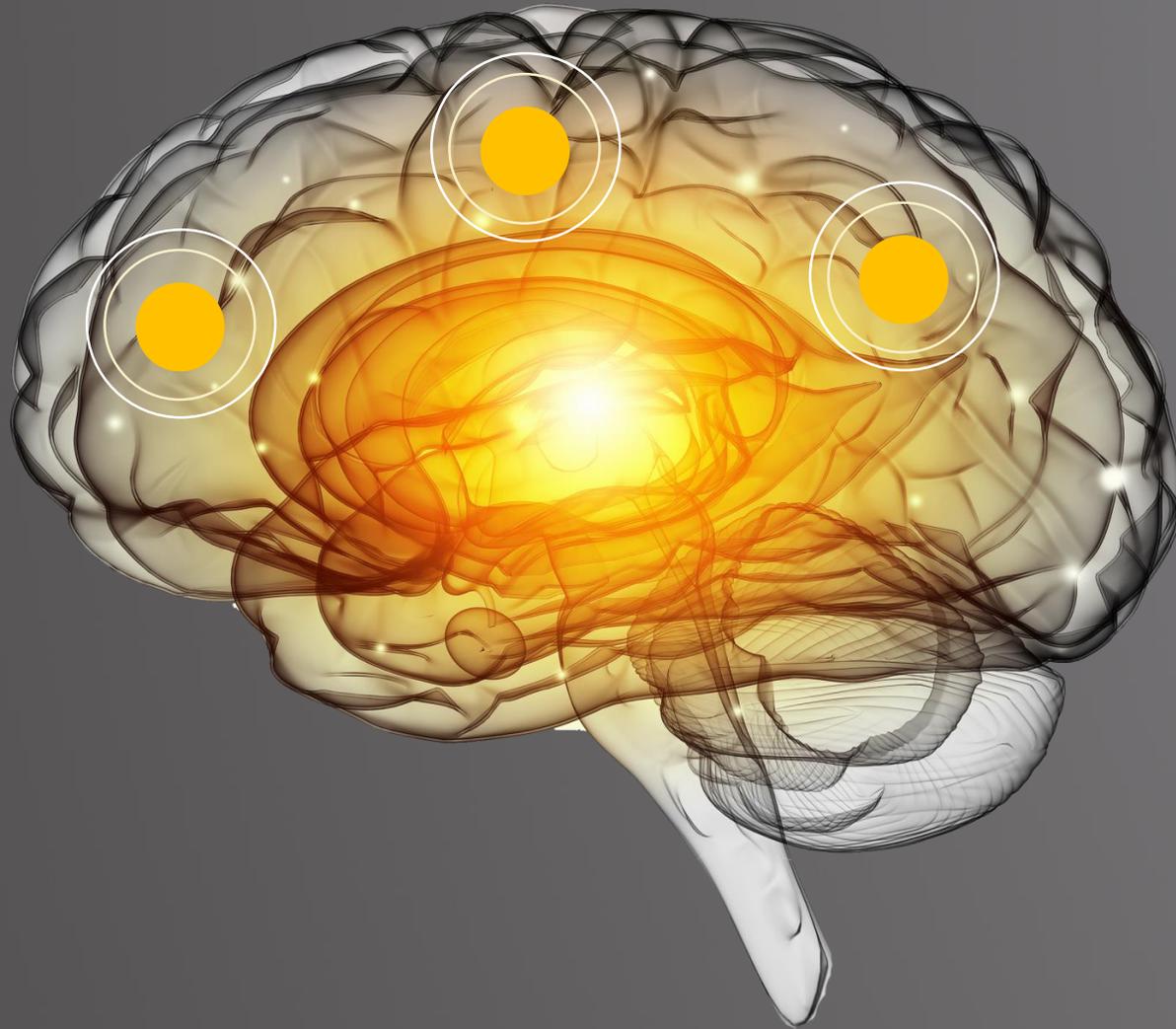
PLASTICITY



PERSPECTIVE

- Psychological - How I perceive myself in the world
- Convictional – What I believe to be true about the world
- Behavioral – How I act in the world

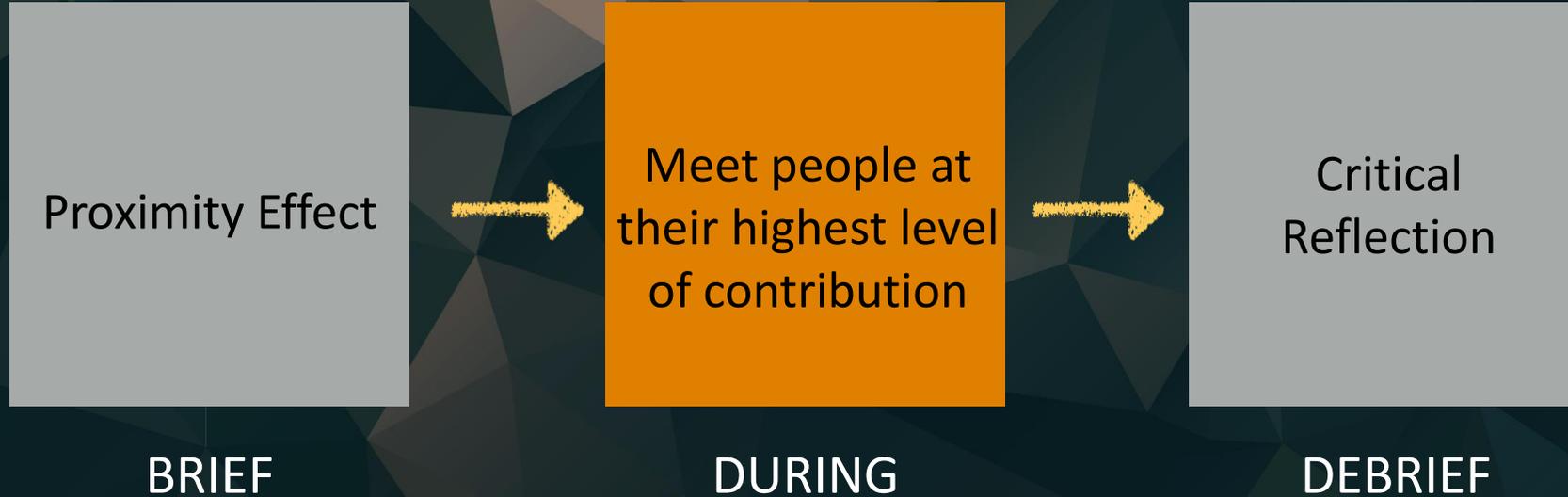
Transformative Learning Theory



**ALERT.
ORIENT.
ACT.**

New experiences can
**change preconscious
reactions and shift
implicit biases.**

Frame the Experience



Keystone Behaviors

Each Event is Framed by 3 Keystone behaviors



REALIZEDWORTH

WHAT CAN YOU DO?

Provide the mechanisms:

TRAINING

What do you want them to do and how do you want them to do it?

RESOURCES

Where can they access checklists, scripts, templates, and research?

SUPPORT

Who is their community of support and how can they access them?



REALIZEDWORTH

WHAT CAN YOU DO?

Add these elements:

CREATE PROXIMITY

1. Task significance
2. Visualize or imagine the beneficiary

CRITICALLY REFLECT ON EXPERIENCES

1. Ask the 2 questions
2. Challenge bias

SHIFT THE EMPHASIS

1. From helping to belonging
2. From fixing to becoming



REALIZEDWORTH



VOYAGER

TRANSFORM YOUR VOLUNTEERISM

Voyager is an online learning platform resulting in *Transformative Agency* across your employee volunteering program.

With Voyager, practitioners can focus on strategy and innovation while leveraging the platform to engage employee volunteers, delegate responsibility, manage training, and track success. The platform is white-labeled to your company brand and all content is designed to speak directly to your culture and program goals.

WHY DOES IT MATTER?

With the right tools and education, transformative volunteering makes it possible for us to:

- Lay the groundwork for more diverse and inclusive leadership
- Empower individuals to change their circumstances through Transformative Agency
- Deconstruct silos in the business by expanding empathy circles and break down barriers
- Instill meaning and purpose through the workplaces



ACTION STEPS



What is the right next step for you?

- I would like to **receive** the research referenced in this presentation
- I would like to **view** a demo of the Voyager Platform for my organization
- I would like to **speak** with someone in further detail about this presentation.



B: CIVIC
Summit

