

# From Unconscious Bias to Consciously Inclusive

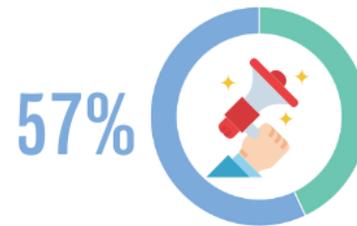


*Dr. Stefanie K. Johnson  
Associate Professor  
University of Colorado Boulder  
Leeds School of Business*

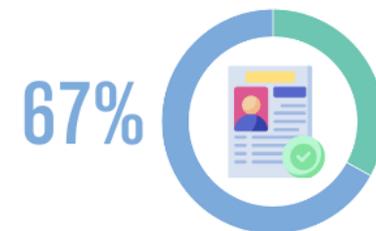
# Diverse Teams Perform Better



The most diverse companies are more likely to perform better than the least diverse companies



of team members wish their company would do more to promote and increase diversity



of job seekers consider diversity when eyeing up companies and job offers



of companies claimed to have developed strategies for hiring a more diverse workforce, but only..



..of them have set concrete targets for diversity

McKinsey, 2018



Which line is the same length as Line X?



$$(c - \theta)^2 = \frac{1}{n} \sum_{i=1}^n (s_i - \theta)^2 - \frac{1}{n} \sum_{i=1}^n (s_i - c)^2$$

**Crowd Error** =

How far is the crowd from the "truth," as a collective

**Average Error**

How far each of us individually is from the "truth" on average

- **Diversity**

How different each of us are from one another on average

$\theta$  = "truth"

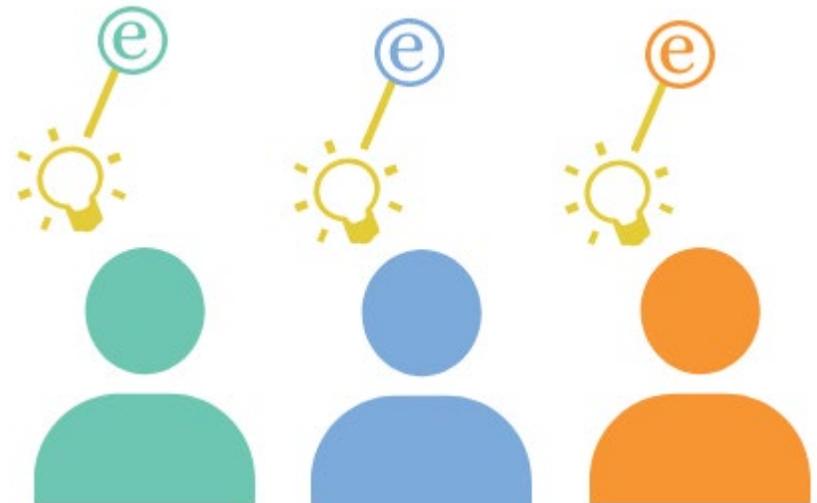
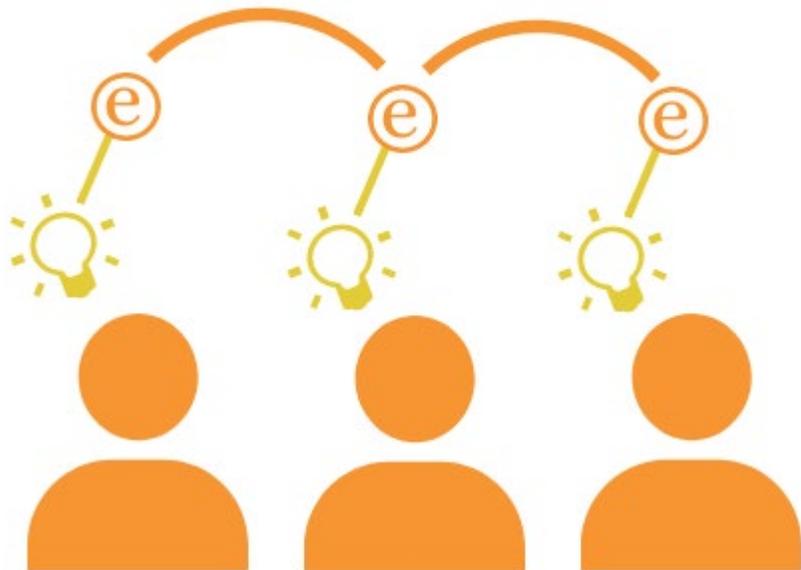
$s_i$  = individual  $i$ 's prediction

$c$  = crowd prediction

$(c - \theta)$  = crowd error

$(s_i - c)$  =  $i$ 's squared error (from crowd)

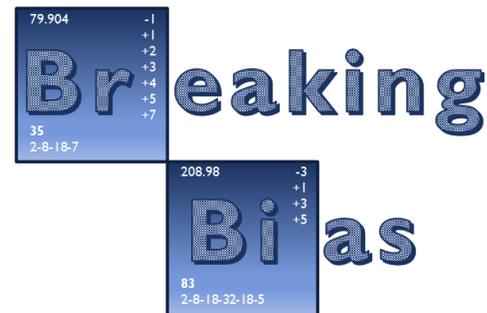
$(s_i - \theta)$  =  $i$ 's squared error (from truth)



**INCLUSIFY**

Unconscious Bias Represents Paired  
Associations and Prototypes From Which  
We Infer Motives and Ideals  
So We Need...

THE ABCs OF



**The ROCK STAR was unhappy with the amount of alcohol at the party**



INCLUSIFY

**The NUN was unhappy with the amount of alcohol at the party**

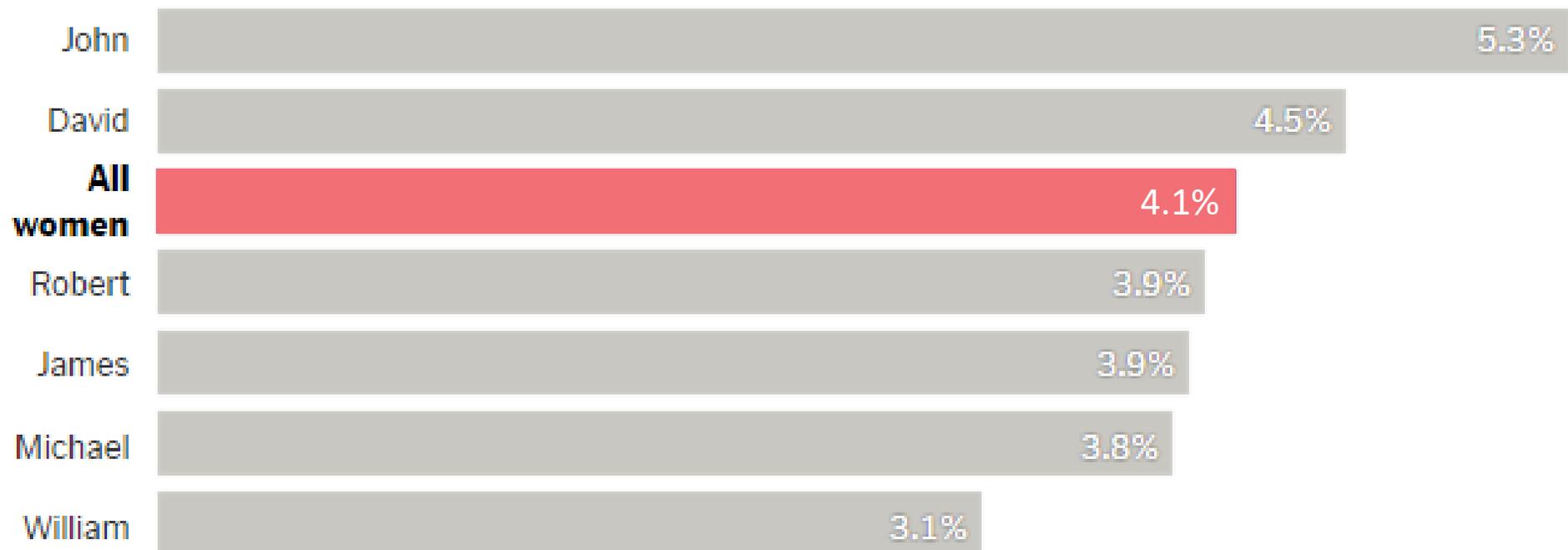
**The CEO told the board to take a hike.**



CEO  
David Wichmann  
UnitedHealth Group

## Guys Named John, and Gender Inequality

Share of C.E.O.s of S.&P. 1500 companies by C.E.O. name



Source: Execucomp

**The Boulder CO CEO told the board to take a hike.**

The GRANDPARENT was excited to take their second shot.

The **BASKETBALL PLAYER** was excited to take their second shot.



INCLUSIFY

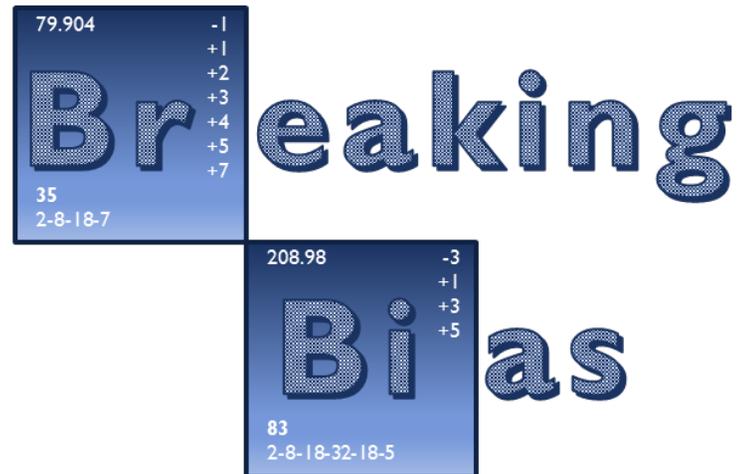
# 1953 NBA Champions Minneapolis Lakers

John Kundla

David Skoog



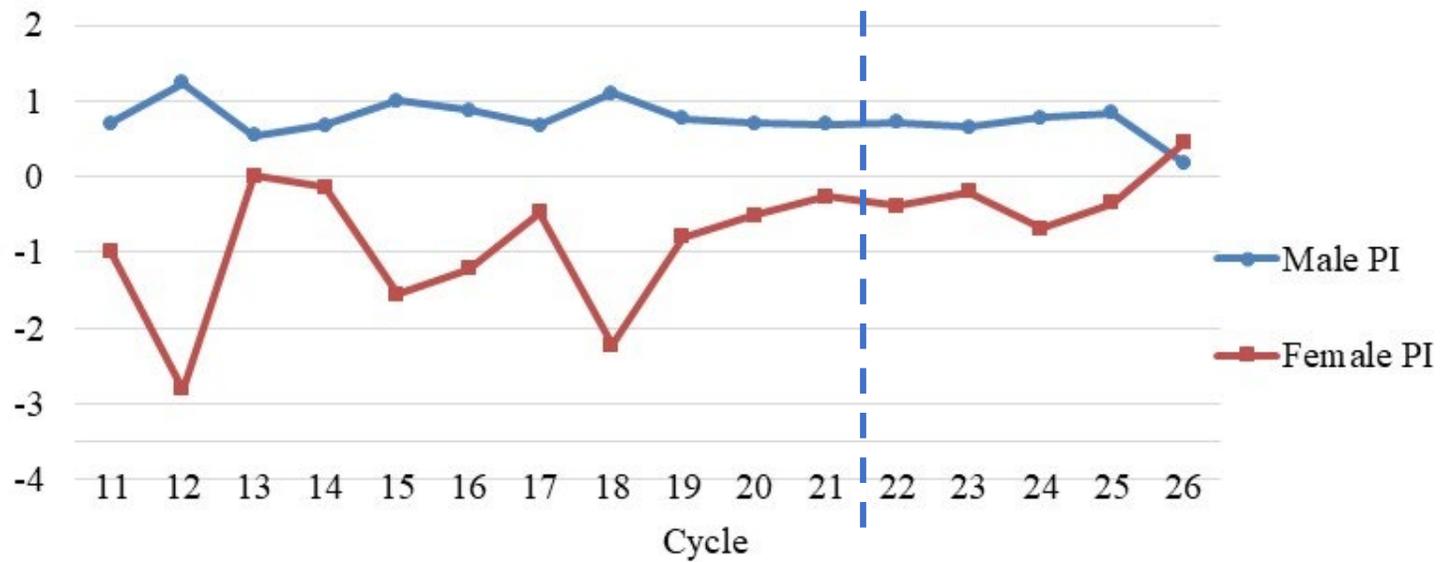
# THE ABCs OF



# A. ADMIT IT



## B. BLOCK IT



## C. COUNT IT

**Accenture** set a goal of 50% gender balance worldwide and 25% women managing directors by 2025 and racial equity goals are in progress



# S. SUPPORT IT

Harvard  
Business  
Review

DIVERSITY

## What 11 CEOs Have Learned About Championing Diversity

by [Stefanie K. Johnson](#)

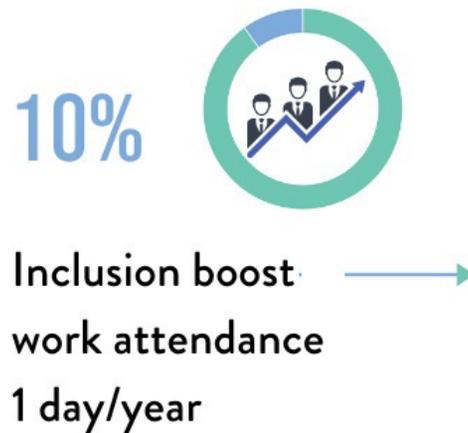
AUGUST 17, 2017 **UPDATED** AUGUST 29, 2017

[SUMMARY](#) [SAVE](#) [SHARE](#) [COMMENT](#) [TEXT SIZE](#) [PRINT](#) [\\$8.95 BUY COPIES](#)

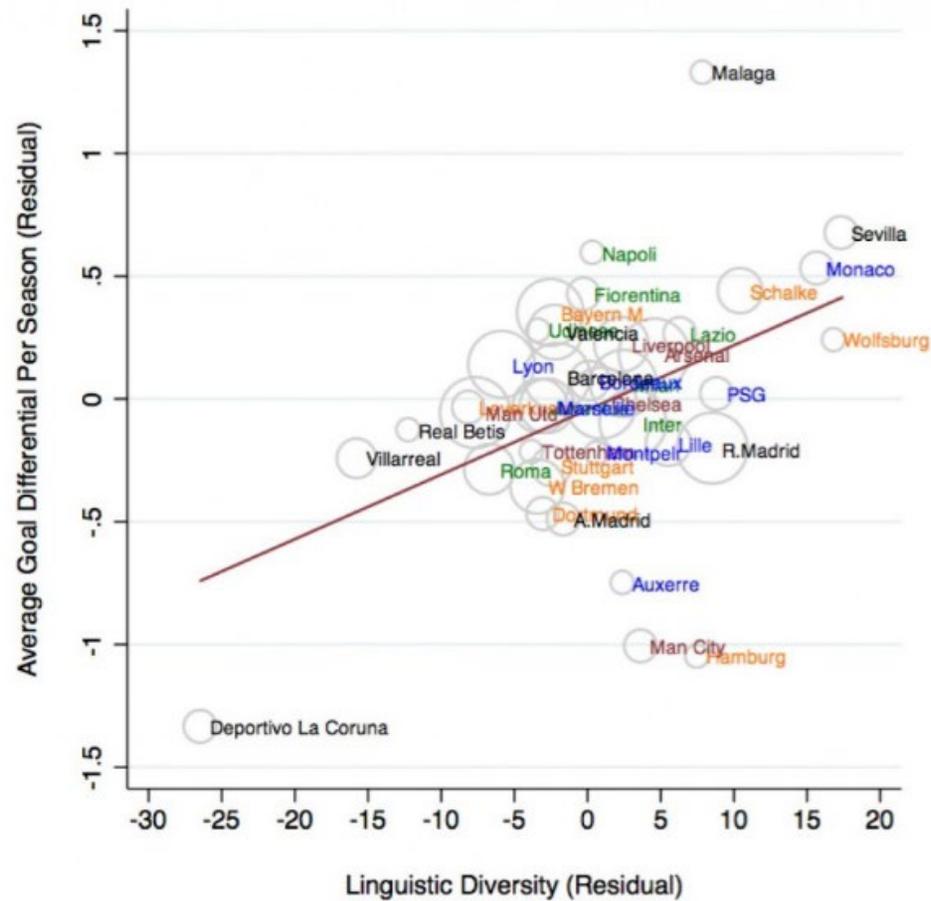


INCLUSIFY

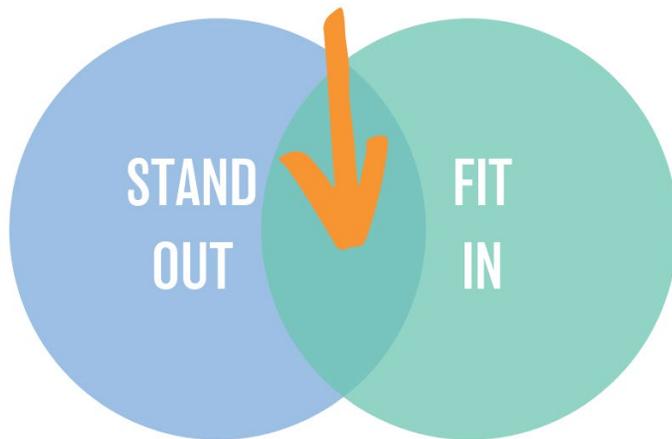
# Inclusive Companies Perform EVEN Better



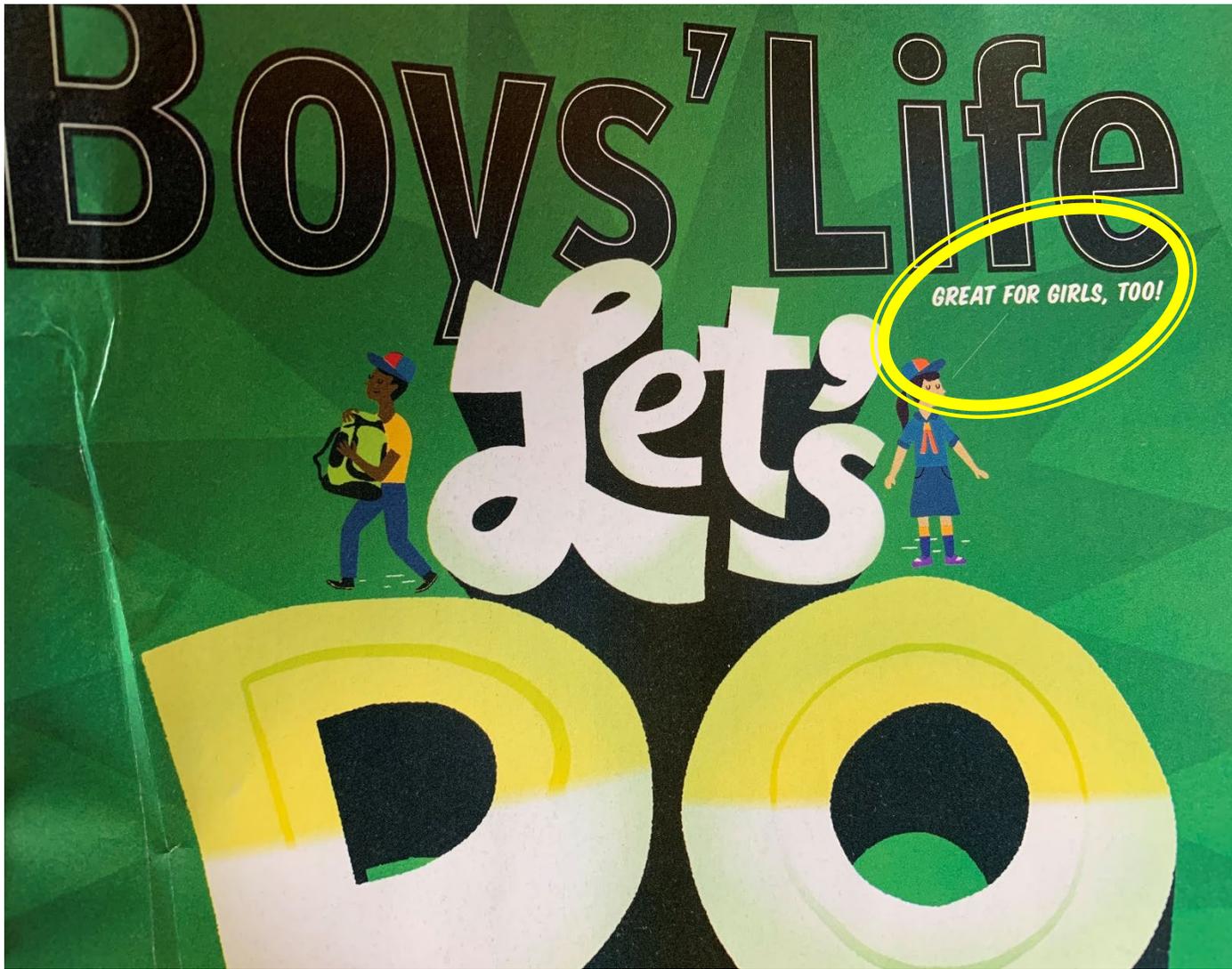
# Inclusion is Passing the Ball

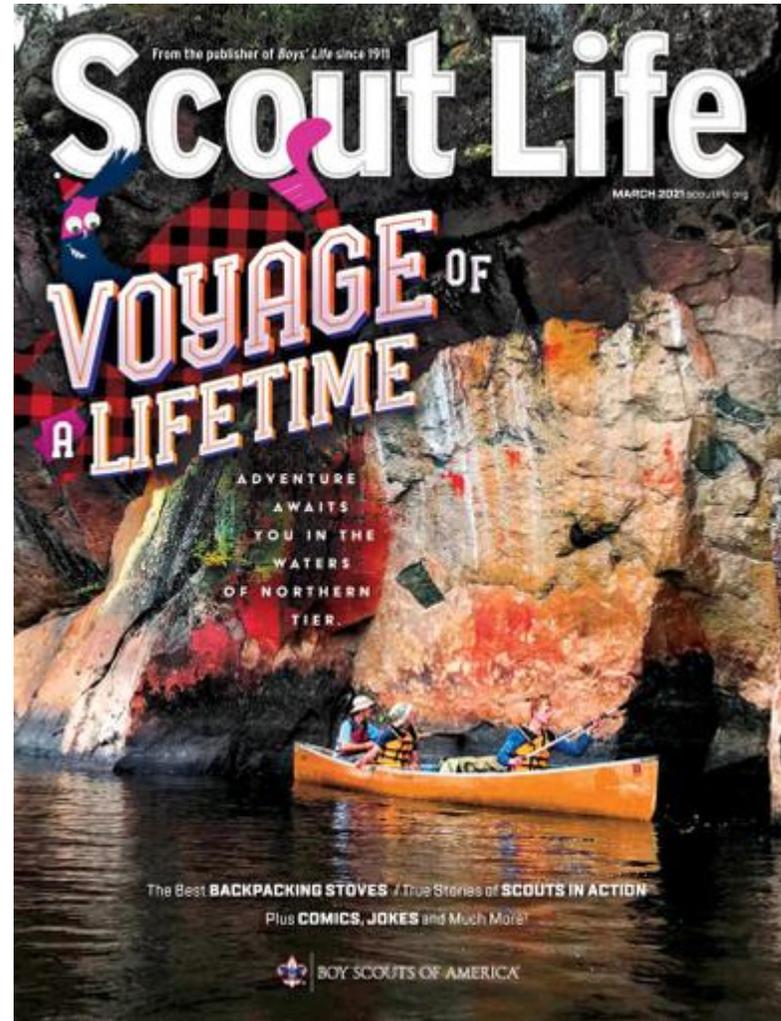


# Inclusion

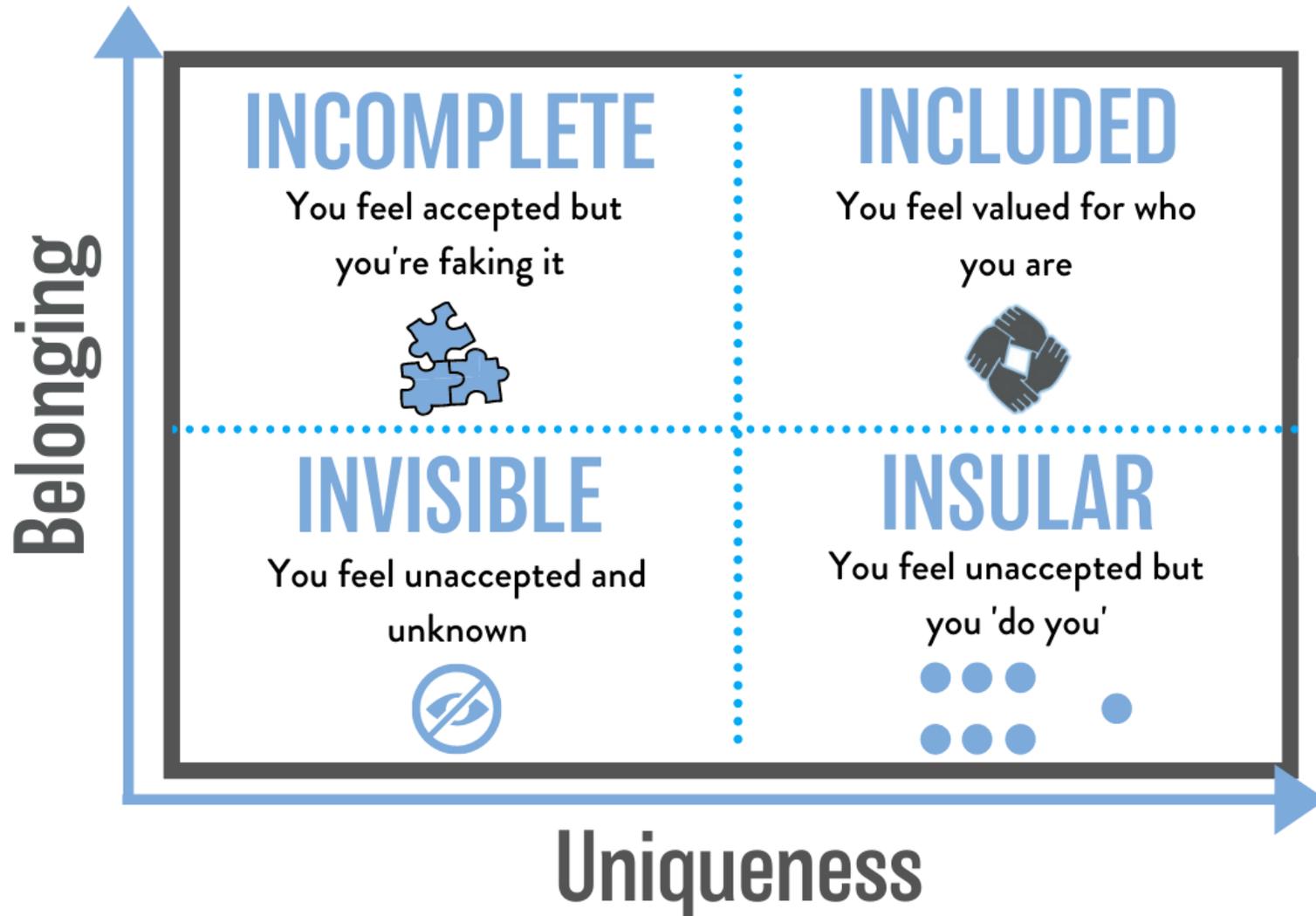


The feeling that you can still be yourself while being an essential, valued member of the team





**INCLUSIFY**



# How to be More Inclusive



When have you felt  
included? **And when have you not?**

How can we make everyone feel  
included? **And why is this so important?**



**INCLUSIFY**

When have you felt included?

And when have you not?

Get to voice my opinion, listened to

Feel like a **part** of the team

Have the opportunity to succeed

Included in social interactions

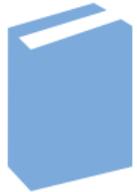
People feel treated fairly

Someone has your back (**care**)



## **Amplify:**

Ensure that others' voices are heard



## **Edify:**

Learn and teach others about inequality



## **Identify:**

Associate closely with; get to know personally



## **Optify:**

Give credit and highlight for opportunities



## **Unify:**

Bring in majority group members

# Amplify: It's a Win-Win



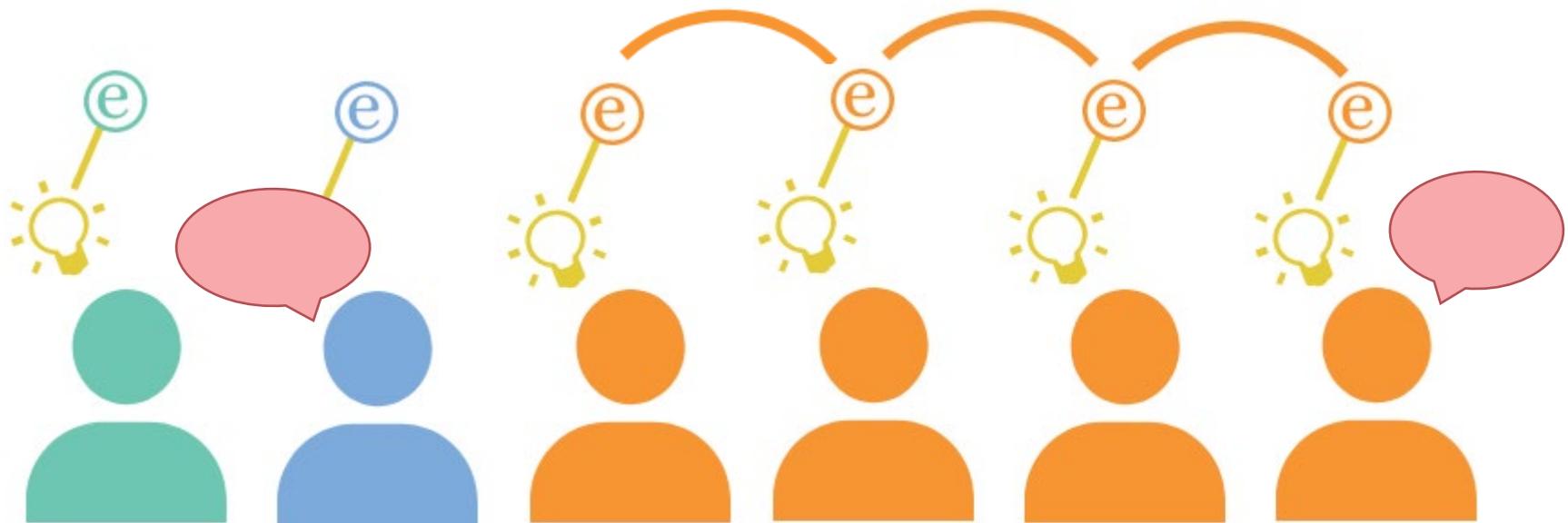
## The amazing tool that women in the White House used to fight gender bias

By Emily Crockett | @emilycrockett | emily@vox.com | Sep 14, 2016, 1:10pm EDT

f   SHARE

INCLUSIFY

# Amplify Voices



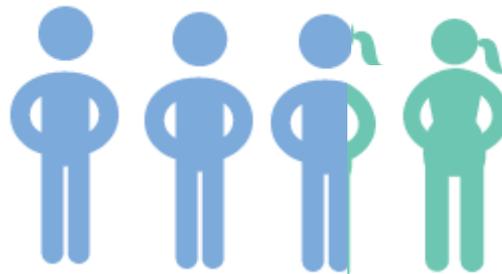
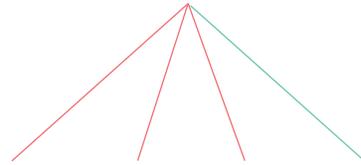
**35%** of people feel comfortable contributing during meetings

# Identify: Mentoring



36%

of men don't mentor women because how it might look



71% of mentoring relationships are same race and sex



Women are

24%

less likely to get advice from top leaders

\$ PAY



Mentees were **5X** more likely than **average** to get a raise

## RETENTION

**49%** average

**72%** of mentees

**69%** of mentors



## PROMOTION

Mentees were **6X** more likely to get promoted than **average**

Mentors were **5X** more likely to get promoted than **average**



# Optify: Give Credit

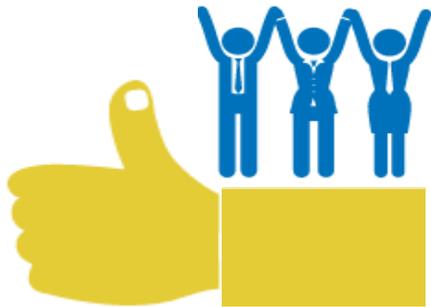
65% of employees have

**NOT**

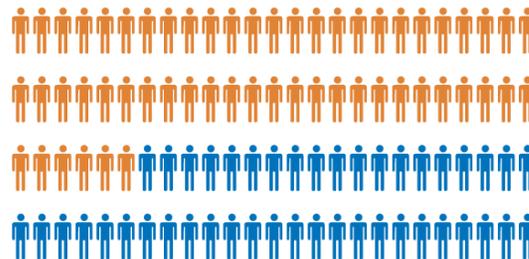
received recognition in the a year

High recognition companies have

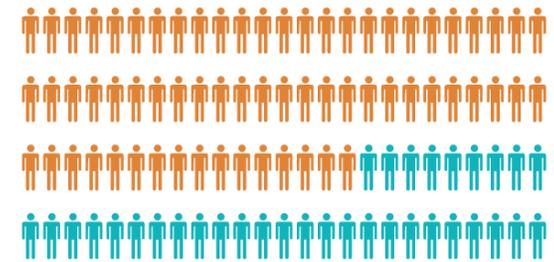
31% lower turnover



Only 44%  
of male senior managers



Only 34%  
of male employees



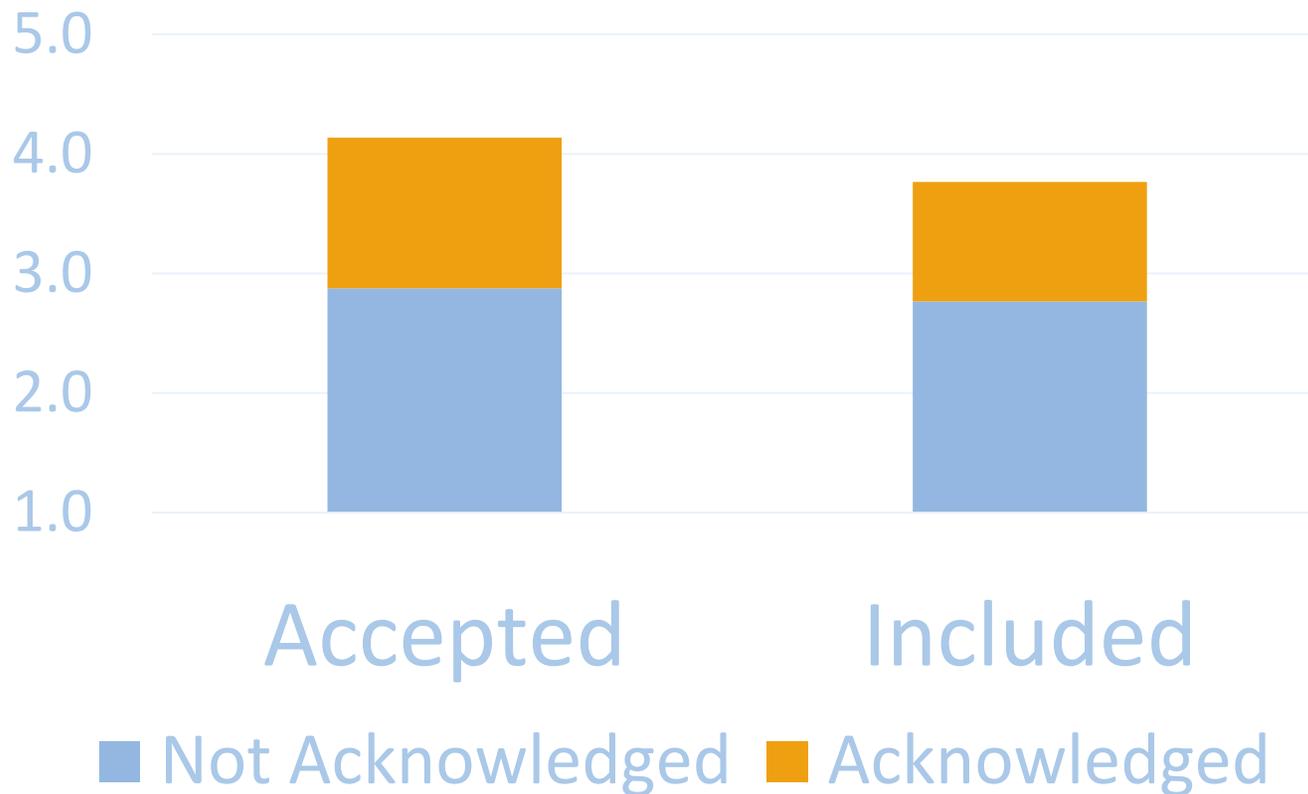
publically acknowledge or give  
credit for ideas to women of

color

29% of employees who were  
recognized in the last month feel a  
strong sense of belonging at work  
compared to 8%



# Others in this Organization Recognize my Strengths





## Peer to Peer Recognition



**36% more likely to have a positive impact on financial results than manager-only recognition**

# Unify: INCLUSION is about all of US

Harvard  
Business  
Review

DIVERSITY

## Women and Minorities Are Penalized for Promoting Diversity

by [Stefanie K. Johnson](#) and [David R. Hekman](#)

MARCH 23, 2016



SAVE



SHARE



COMMENT



TEXT SIZE



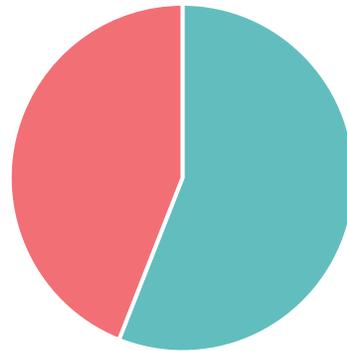
PRINT



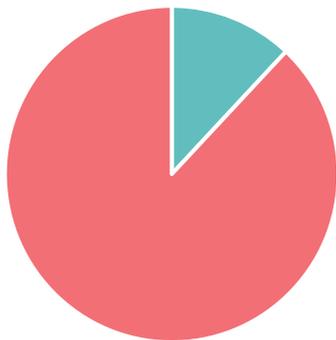
INCLUSIFY

# White Male Allies

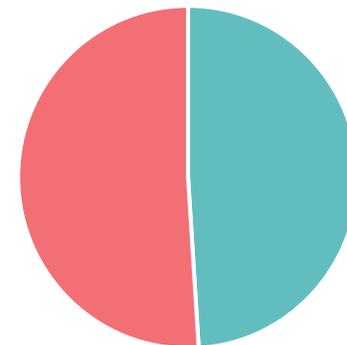
56% don't know how



88% of men want to help



49% want women to tell them how



# Unify

How can we  
get more  
White men  
involved in  
diversity and  
inclusion  
efforts?



of companies see progress



of companies in which men are  
not engaged see progress

Despite the obvious benefits of having  
men involved...



of companies say that men are engaged  
in diversity and inclusion efforts

Edify: Questions?