AGENDA

- Background on the NeuroLeadership Institute
- A Summary of Our Diversity Research
- Decide
  - What is the 30-day “sprint”?
  - Building up the Initiative
  - Overview of Materials
  - Inclusions
  - Measurement
  - Delivery Formats
- Q&A

WHO ARE WE?

A research-driven leadership institute with IP in development since 1998 & operations in 24 countries

Building a new language for leadership
SUMMARY OF OUR DIVERSITY RESEARCH

1. Lack of diversity & inclusion is a significant performance cost
2. Diverse & inclusive teams perform better but feel worse
3. Unconscious bias is the heart of the challenge
4. Just raising awareness of bias feels good but does little
5. It is possible to mitigate directly against specific types of bias
6. Mitigation requires if-then plans, Decision Guides, Preventative Measures

THE HEART OF THE CHALLENGE

Unconscious bias.

Accidental, unintended, subtle and completely unconscious choices, made by everyone, all the time.

“If you have a brain, you are biased.”

BIAS PARADOXES

People like unconscious bias training
- Validates their experiences
- Provides interesting insights
- Shows that their company values D & I

Yet unconscious bias training has minimal impact

Most biases occur unconsciously, education doesn’t change that

Biases have many causes, yet we throw the same remedy at everything
DEFINING THE SEEDS MODEL® OF BIAS

The Institute has taken 150+ biases and put them into buckets based on the underlying brain process driving a bias. This enables significantly better bias mitigation.

DEFINING THE SEEDS MODEL® OF BIAS

**Similarity:** “People like me are better than others.”

**Expedience:** “If it feels right, it must be true.”

**Experience:** “My perceptions are accurate.”

**Distance:** “Closer is better than distant.”

**Safety:** “Bad is stronger than good.”

SIMILARITY

“People like me are better than others.”

Common in all people decisions. A function of automatically defining everyone as in-group or out-group, and processing information differently as a result.

Similarity bias mitigation:
Finding commonalities

Examples:
- In-group Bias
- Out-group Bias

EXPEDIENCE

“If it feels right to me, it must be true.”

Common when we hurry or experience high cognitive load. Tied to limited prefrontal resources.

Expedience bias mitigation:
Consider all the information

Examples:
- Availability Bias
- Confirmation Bias
- Halo Effect
EXPERIENCE

“My perceptions are accurate.”

Common in creative and business decisions. A function of perceptions being highly subjective, with many processes invisible to us.

Experience bias mitigation:
Get other perspectives

Examples
- Fundamental Attribution Error
- False Consensus Effect
- Illusion of Transparency

DISTANCE

“Closer is better than far.”

Common in people and business decisions. Due to a ‘proximity’ network for all types of closeness, in time, space and ownership.

Distance bias mitigation:
Remove distance from the equation

Examples
- Temporal Discounting
- Affective Forecasting

SAFETY

“Bad is stronger than good.”

Common in business decisions. Due to a larger threat than reward system. Includes social dangers, like loss of status.

Safety bias mitigation:
Decide for someone else

Examples
- Loss Aversion
- Sunk Cost

MITIGATE THE SEEDS MODEL® OF BIAS

Similarity:
Find commonalities.

Experience:
Paint a complete picture.

Experience:
Get other perspectives.

Distance:
Take distance out of the equation.

Safety:
Decide for someone else.
THREE HABITS TO BREAK BIAS

1. Build If-then plans
Shift habits to make the unbiased choice in everyday people and business decisions
- Meetings & collaborations; assignments
- Minor investments

2. Use decisions guides
Step-by-step protocols for making key decisions
- Hiring, promoting
- Major investments

3. Design preventative measures
Remove triggers to keep biases from being activated

CHANGE BEHAVIOR WITH ‘IF-THEN’ PLANS

- If (or when) situation X occurs,
  then I will perform behavior Y

- Situation and action become linked in your mind
- Situation becomes high accessible – your brain searches for it
- Once detected, action is taken automatically

HOW EFFECTIVE ARE IF-THEN PLANS?

<table>
<thead>
<tr>
<th></th>
<th>If-Then Planners</th>
<th>Control</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sticking to Exercise</td>
<td>91%</td>
<td>39%</td>
</tr>
<tr>
<td>Finishing a resume by 5pm</td>
<td>80%</td>
<td>20%</td>
</tr>
<tr>
<td>Completing weekly task on time</td>
<td>Average: 3.5 hours</td>
<td>Average: 8 hours</td>
</tr>
</tbody>
</table>
THE ‘DECIDE’ 30-DAY SPRINT

Overall outcome:
Dramatically improve the quality of decisions that managers make, in just 30 days, at any scale.

To do this, we:
Develop if-then plans for everyday decisions
Embed a process for key people and business decisions
Encourage the development of preventative measures

BUILDING THE INITIATIVE

Choose a target audience
Choose a target month
Get everyone to care

THE ‘DECIDE’ PROGRAM – WEEKLY CONTENT

Week 1: Bias & the Brain

Five-minute video
Practice Tool
Research Summary

Each week, participants watch a five-minute video describing how to break bias in a particular kind of decision. They can download a one-page practice tool and a two-page research summary to more deeply embed their learning.
The ‘Decide’ 30-Day Sprint

WEBINAR CONTENT

- De-Brief on Previous Weeks’ Learning
- Introduce Decision Guides & Preventative Measures
- Embed Learning from Week 1-3

ALL EMPLOYEE VIDEO

- 5-minute video for all employees
- Watched in Week 4
- Positions the initiative
- Content:
  - What to expect from your manager
  - How to get the most out of this
  - A bit about the research
- 1 page Activity Guide to embed the research

Accept

The first step to making better decisions is to know that the brain is wired for bias. Bias is automatic and unconscious, it can get in the way of making better decisions.

Label

By labeling the kind of bias that will affect your decision, you can begin to take control of making good choices.

Use The SEEDS Model® to label bias.

1. When making decisions:
   - ACCEPT
   - Do Less
   - Do More
   - Assume your decisions are 100% conscious and objective
   - Recognize that decisions have unconscious, automatic influences
   - Try to fight automatic bias in EVERY decision
   - Identify critical decisions that can be derailed by bias
   - Take a one-size-fits-all approach
   - Identify the kind of bias most likely to impact your thinking

2. Practice labeling:
   - Circle the kind of bias(es) most likely to undermine each decision.

   - You have to make a decision quickly.
   - You are choosing from among three vendors.
   - You are deciding whether or not to sell a losing stock.
   - You are hiring a new assistant.
   - You are considering developing a new product.
   - You are running a meeting.
   - You are prioritizing projects.
   - You are considering a change of strategy.
   - You need to assign a team member to lead a project.
   - You are exhausted from a long day.

   - Team Activity
   - Discuss The SEEDS Model® with your colleagues, and identify critical decisions where you might want to mitigate bias.

   - Individual Activity
   - Think about the decisions that were made on your team in the last week. What are two ways they may have been biased?

3. Activities:
   - THE ‘Decide’ 30-Day Sprint
MEASUREMENT AND EMBEDDING

• Measurement of participants and their direct reports observations
• 4 follow up embedding messages
• Campaign can be run once or twice each year for further embedding
• Content lives in your LMS and can be used in many other ways

DELIVERY FORMATS

SCALABLE LEARNING SOLUTIONS

Digital Learning Solution

Integrated Learning Solution

In-Person Learning Solution

30-Day Digital Campaign

3 Live Virtual Sessions (available 2016)

1 HR or Half-Day Workshop

SCALABLE LEARNING SOLUTIONS
WHAT'S NEXT?

RESEARCH BRIEFINGS

Bring a transformative learning experience in-house.

Topics
- Breaking Bias
- Rethink Learning
- Transform Performance Management
- Establish Growth Mindset

Schedule Your Briefing Today:
Visit neuroleadership.com or email northamerica@neuroleadership.com

THE NLI SUITE OF SOLUTIONS

CONNECT
The Neuroscience of Quality Conversations

DÉCIDE
The Neuroscience of Breaking Barriers

ADAPT
The Neuroscience of Change Agility

INCLUDE
The Neuroscience of Inclusion Teams

SELECT
The Neuroscience of Selecting Talent

IMPROVE
The Neuroscience of Profitable Outcomes

SCHEDULE A DEMO

Explore what this scalable program could mean for your organization.

Visit neuroleadership.com to arrange a conversation with a Research & Solutions Coordinator.

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EDUCATION OPPORTUNITIES

Brain-Based Coaching

Learn cutting-edge research-based tools and skills to help you effectively coach others, in any situation.

Dallas/Fort Worth starts January 31st, 2017
Seattle starts March 3rd, 2017
New York City starts May 5th, 2017

Register: neuroleadership.com/education

Questions? mikedepietro@neuroleadership.com

EDUCATION OPPORTUNITIES

Certificate in the Foundations of NeuroLeadership

Take a comprehensive dive into neuroscience research and theory and broaden your impact as a leader, from anywhere.

This virtual program starts February 22nd, 2017

Register: neuroleadership.com/education

Questions? mikedepietro@neuroleadership.com

OUR NEXT WEBINAR

Wednesday January 17
1:00-2:00pm (EST)

Thank you.