Why Traditional Bias Training Hasn’t Worked and What Does It Take?

Khalil Smith, D&I Practice Lead
Dr. Kamila Sip, Senior Scientist
NeuroLeadership Institute

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

Building a new language for leadership

NLI’S VISION
Transform Leadership Through Neuroscience

A NEW LANGUAGE FOR LEADERSHIP
Research • Education • Solutions
THREE PRACTICES

Performance
Transform performance by lifting the quality of conversations

Diversity & Inclusion
Move the needle on today’s diversity and inclusion challenges.

Leadership & Change
Accelerate and embed new behaviors through brain-based strategies.

BACKGROUND TO OUR D&I RESEARCH

- 2.5 years of research
- 2 years evolving solutions since
- Developed significant breakthroughs in the field
- Listed by SHRM as one of the top 5 D & I disrupters

D&I ORIGINAL RESEARCH

CLIENT BASE: 2 YEARS SINCE LAUNCH

- Around 65 large organizations with over 1.6m people.
- Key partners are in technology, high end financial services, pharma, professional services.
- Public cases include Blackrock, and American Express
- One formal impact study so far, more on the way
SUMMARY OF OUR D&I RESEARCH

1. Lack of diversity & inclusion is a significant performance cost
2. This is because diverse & inclusive teams are truly smarter
3. Diverse & inclusive teams perform better, but feel worse
4. Unconscious bias is the heart of the challenge

D&I INDUSTRY PUBLICATIONS

OUR POV ON BIAS

• Everyone has it: ‘If you have a brain, you’re biased’
• Bias can be helpful, but needs to be mitigated selectively (Making people feel wrong about it doesn’t help much)
• You can’t reduce bias much at all in individuals, due to a biological constraint, not awareness or motivation

OUR POV ON MITIGATING BIAS

• The key is to Remove bias from processes, not individuals
• Reduce bias in team decisions
• Recognize and Label bias to address it strategically
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:**
Find commonalities

**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

**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
**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

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**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

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**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
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 lateness: 1.5 hours</td>
<td>Average lateness: 8 hours</td>
</tr>
</tbody>
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THE ‘DECIDE’ 30-DAY SPRINT

Dramatically improve the quality of decisions that managers make, in just 30 days, at any scale.
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 2-page research summary to more deeply embed their learning.

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

MEASUREMENT AND SUSTAINING

• 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
WHAT WE’VE LEARNED SO FAR

1. Each company has unique language and positioning

2. Getting senior leaders involved upfront is key

3. It’s a change strategy not a training program

4. The behavior changes are fairly universal across levels & cultures

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
BECOME A CORPORATE MEMBER

CORPORATE MEMBERSHIP

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DEVELOP YOURSELF

BBB Brain-Based Coaching

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Houston starts March 13th, 2018
New York City starts April 11th, 2018
Seattle starts May 10th, 2018

Register: neuroleadership.com/education

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CFN Certificate in the Foundations of NeuroLeadership

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This virtual program starts February 27th, 2018

Register: neuroleadership.com/education

Thank you.