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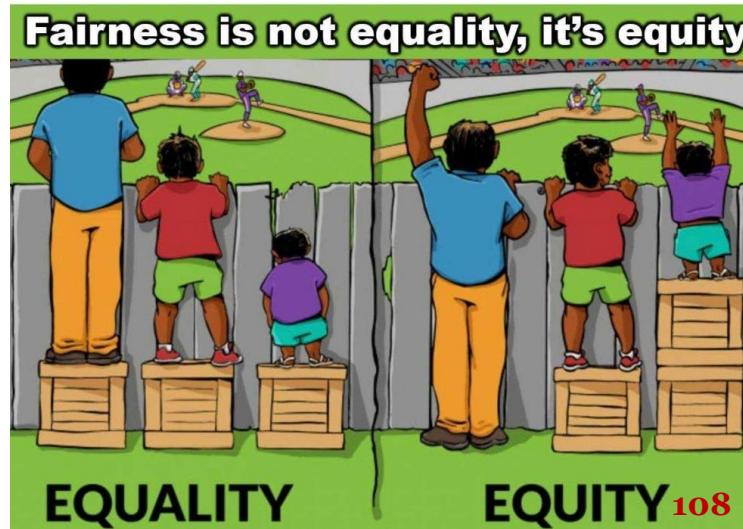
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Equity, Diversity and Inclusion (EDI)

Equity and Equality

- ✓ **Equality** means that everyone is given the same resources or opportunities.
- ✓ **Equity** recognises that each person has different circumstances and allocates the resources and opportunities needed to reach an **equal** outcome. It is about fairness, removing barriers to success and interrupting bias.



EQUITY VERSUS EQUALITY

Involves treating each individual according to his or her needs

Considers individual needs of people

Involves treating every individual in the same manner, irrespective of their differences

Does not consider needs and requirements of people 109

Equity, Diversity and Inclusion (EDI)

Diversity and Inclusion

- ✓ **Diversity** is about representation or the make-up of an entity including but not limited to race, ethnicity, gender, sexual orientation, age, social class, physical ability or attributes, religious or ethical values system, national origin, and political beliefs.
- ✓ **Diversity in the workplace** refers to an organisation that intentionally employs a workforce comprising individuals of varying gender, religion, race, age, ethnicity, sexual orientation, education, and other intersections.

- ✓ **Inclusion** means that all people, regardless of their abilities, disabilities, or health care needs, have the right to be respected and appreciated as valuable members of their communities or workplace.
- ✓ **Inclusion in the workplace:** All individuals are made to feel like they belong. They are treated fairly and respectfully, have equitable access to opportunities and resources, and can contribute fully to the organisation's success



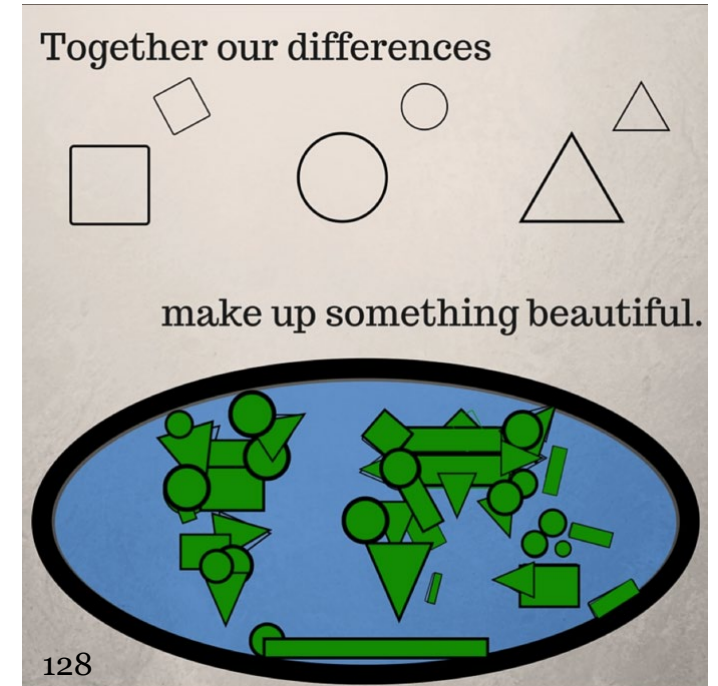
Diversity-in-recruitment



Why Diversity Matters in the Workplace?

According to McKinsey & Co [127], companies that are more diverse and inclusive drive value creation and performance in four key areas:

1. A diverse and inclusive workplace is central to attracting, developing, and retaining talent. **Diverse organisations have broader talent pools** to successfully compete in this changing world.
2. **Diverse groups make faster, better quality decisions**, which in turn, pushes better business performance.
3. **Inclusive and diverse teams are more creative and innovative.** They can give a better customer insight into diverse customer markets, serving the community better and increasing value.
4. It **improves employee satisfaction, collaboration, and loyalty**, creating an environment that's more attractive to high performers.



- ✓ Diversity comes in many forms: gender, race, religion, sexual orientation, age, culture, socioeconomic background, etc.
- ✓ All of these contribute to an individual's unique experience of the world.

Inclusive Behaviour

- ✓ Now more than ever is a time to be a role-model for **inclusive behaviours**
- ✓ **Inclusive leadership** is a process of bridge-building
 - It involves self-awareness, careful listening, outreach to people with different perspectives and persistent, stubborn efforts to find common ground
 - It is founded on mutual respect and trust – **trust is the currency of inclusion.**

Ten Inclusive behaviours [125]:

1. **Include** and seek input from people across a wide variety of backgrounds
2. **Listen** carefully to the person speaking until they feel understood
3. Make a habit of **asking questions**
4. If you have a strong reaction to someone, **ask yourself why**
5. Address misunderstandings and **resolve** disagreements
6. Act to reduce stressful situations
7. Understand each person's contribution
8. Examine your **assumptions**
9. Ensure **all voices** are heard
10. **Be brave**



Understand each person's contribution



Listen Carefully



A diverse and inclusive workplace

An Inclusive Leader

Quotes

- We are building products that people with very diverse backgrounds use, and I think we all want our company makeup to reflect the makeup of the people who use our products — *Sheryl Sandberg*
- Diversity & Inclusion needs to be something that every single employee at the company has a stake in — *Bo Young Lee*
- A diverse mix of voices leads to better discussions, decisions, and outcomes for everyone — *Sundar Pichai*

An Inclusive Leader

- ✓ An organisation becomes increasingly diverse – employing people of different races, genders, religions, abilities, identities and backgrounds
- ✓ **An inclusive leader** that you learn how to manage cultural differences and embrace this change.
- ✓ **Inclusive Leaders** are aware of their own biases and preferences, actively seek out and consider different views and perspectives to inform better decision-making.
- ✓ They see diverse talent as a source of competitive advantage and inspire diverse people to drive organisational and individual performance towards a shared vision.



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How to be an inclusive Leader?

The **Core traits** of an Inclusive Leader are [114]:

1. Authenticity

- Inclusive leaders are humble and set aside their ego.
- They authentically establish trust in the face of opposing beliefs, values, or perspectives.

3. Self Assurance

- Inclusive leaders take a stance of confidence and optimism.



3. Inquisitiveness

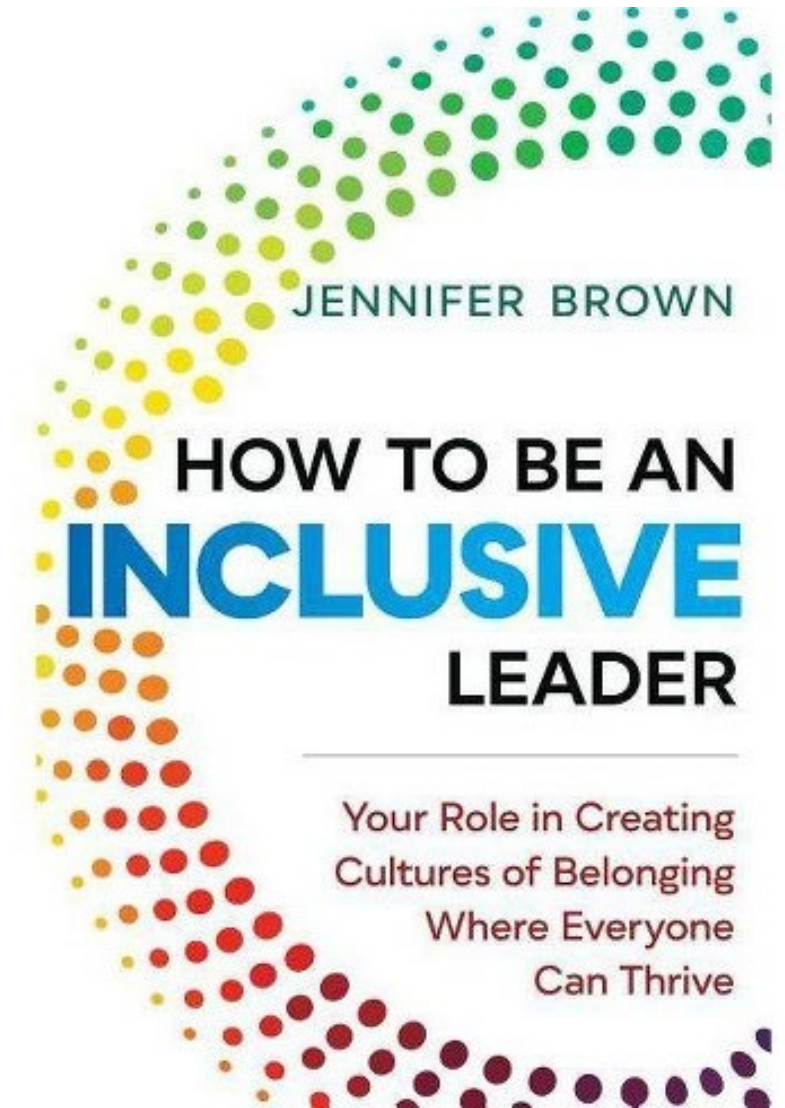
- Inclusive leaders are open to differences, curiosity, and empathy.

2. Emotional Resilience

- Inclusive leaders have the ability to **remain composed** in the face of adversity or any difficulty around differences.

4. Flexibility

- Inclusive leaders can tolerate ambiguity and adapt to diverse needs.



Inclusive Leadership Development

Inclusive Leadership

- Inclusive leaders must keep learning new ways of leading. Inclusive leadership is a lifelong journey.
- They must develop an approach to diversity and inclusion that leads to organisational impact
- Inclusive leaders' impact will be limited if they are not emotionally connected with the diversity of the people they are leading
- They must inspire other leaders throughout the organisation to make a much needed inclusive mindset shift and capability development, with the goal of realising the full potential of their diverse workforce.
- To build a truly inclusive workplace, leaders need to show personal commitment and take responsibility for making it happen.

Inclusive leaders:

- Are open to change
- Genuinely care about their employees
- Respect and welcome differences



1. What does inclusive leadership look like [116]?

✓ **Deloitte** has identified **six** inclusive leadership traits for leaders to work toward:

1. **Commitment** to improve diversity and inclusion

This includes:

- Allocating resources and holding yourself accountable for improving diversity and inclusion
- Treating all team members with fairness and respect
- Understanding what makes individuals unique, and ensuring they feel connected to the team and have a sense of belonging.
- Working through obstacles, and adapting to meet the needs of others

2. **Courage** to admit you don't have all the answers on what needs to change or how to change it

This includes:

- Seeking feedback and acknowledging personal weaknesses
- Showing humility and admitting when you've made a mistake
- **Challenging the status quo** and calling out bias when you see it



1. What does inclusive leadership look like [116]?

3. Awareness of bias as an individual and as an organisation

This includes:

- Developing an understanding of different kinds of personal biases, such as implicit stereotypes, group-think, and confirmation bias
- Learning to self-regulate and take corrective steps to ensure fair play
- Establishing transparent policies for making merit-based decisions about promotions, rewards, and task allocations

4. Curiosity and openness to different ideas and perspectives

This includes:

- Showing a desire for continuous learning and improvement
- Accepting your own limitations and seeking diverse perspectives
- Coping with ambiguity and accepting that some uncertainty is inevitable



Equity Diversity & Inclusion
Workplace

1. What does inclusive leadership look like [116]?

5. Cultural intelligence and confidence to lead cross-cultural teams

This includes:

- **Valuing cultural differences** and seeking opportunities to learn about other cultures
- Developing an awareness of how cultural stereotypes can influence expectations
- Accepting that people might need to change their behaviour to navigate cross-cultural interactions

6. Collaboration that empowers people to challenge and build on each other's ideas

This includes:

- **Putting together diverse teams** and avoiding the appearance of favouritism among members
- Building trust so everyone feels comfortable speaking up
- Empowering teams to handle difficult situations and being ready to help address conflict if needed



Inclusive Leadership: The key to successful quality improvement



What makes an Inclusive Leader

2. Putting it into Practice: Leading an inclusive workplace [116]?

Action Plan

The **Action Plan** might include commitments such as:

- **Demonstrate awareness of bias** by questioning your assumptions when making promotion decisions.
- **Show commitment to diversity** and inclusion by setting targets with accountability.
- **Measure commitment by analysing** promotion rates by factors such as race, gender, and disability status.
- **Deepen cultural intelligence** by attending a workshop on disability etiquette.
- Demonstrate curiosity by seeking diversity in your professional and personal networks.
- Encourage collaboration and respect differences by offering employees a variety of ways to contribute opinions and ideas.
- **Display courage by calling out bias**, and by admitting when you make a mistake or don't have all the answers.

- ✓ Courage to Admit and show humility can be one of the hardest traits for some **executives** to develop
- ✓ It is human nature to feel defensive or to feel defeated if you are uncertain about next steps
- ✓ But **inclusive leadership** in its most successful form is about constant questioning
- ✓ **Challenge your own decisions**
- ✓ Recognise that even if you are the most senior person in the room, you might not have the best solution in the room.



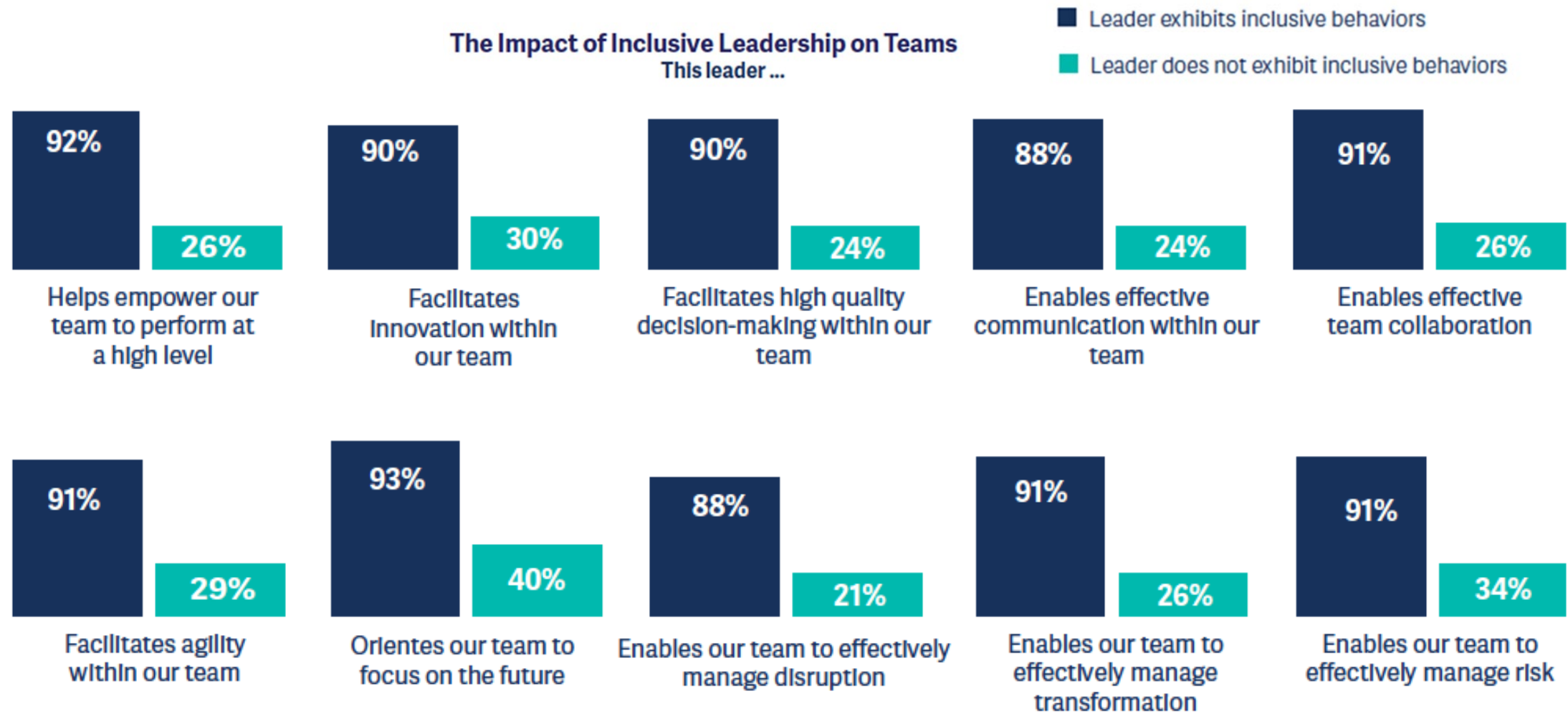
Outcomes of Inclusive Leadership – Russell Reynolds Associates [115]

- ✓ Russell Reynolds Associates (RRA) research shows **inclusive leaders**:
 - significantly affect their employees' experience at work;
 - **improving outcomes** including job satisfaction,
 - loyalty and sense of belonging.
- ✓ When employees have positive working relationships with their leaders and feel they can act authentically in the workplace, they are more likely to contribute at higher levels and improve firm performance.
- ✓ A Survey (2018 Diversity and Inclusion Pulse Survey) was conducted by RRA across **1800 senior executives across the globe** about their organisation' Diversity & Inclusion strategies and practices as well as their own experiences in the workplace

The Impact of Inclusive Leadership on Executives



Outcomes of Inclusive Leadership – Russell Reynolds Associates [115]



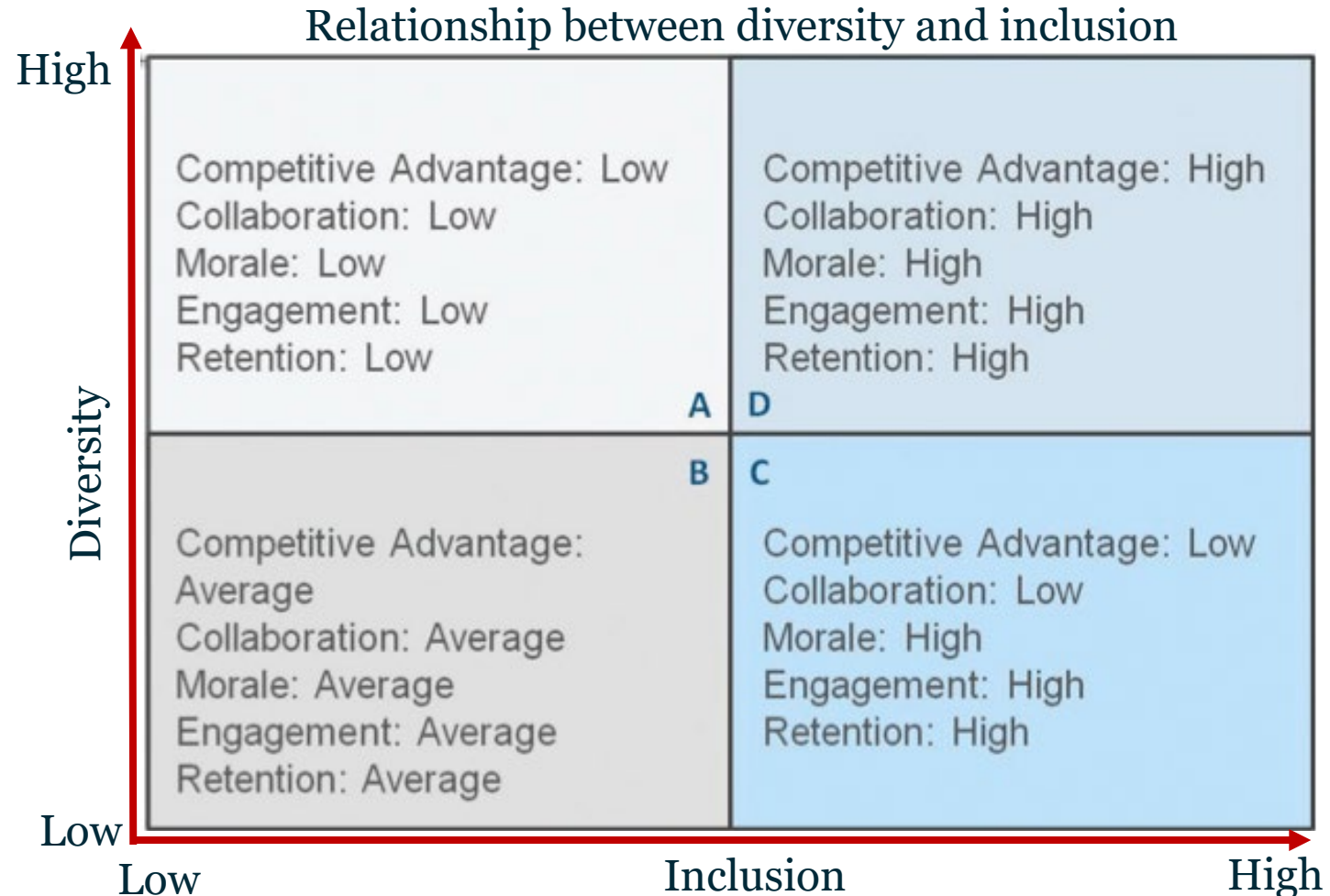
- ✓ Inclusive leaders also contribute to improved collaboration, as they are able to leverage the diverse contributions of each team member and **empower groups to perform beyond the sum of their parts**
- ✓ Teams with inclusive leaders were more likely to **make high-quality decisions**, produce innovative ideas, and perform at higher levels than others.

Correlation between Diversity and Inclusion[132]

- ✓ Organisations that practice both diversity and inclusion experience:
 - high levels of collaboration,
 - engagement, and
 - retention,

which provide a competitive advantage.

- ✓ Leadership roles in a company and on teams is crucial to drive performance in a globally diverse and inclusive environment.
- ✓ Teams that are created without a particular emphasis on diversity typically perform at **average levels**.
- ✓ By contrast, global and culturally diverse teams experience heightened risks and opportunities, but they can also achieve high performance if the **team leader prioritises inclusiveness**.



- Quadrant A shows high diversity but low inclusion
- Quadrant B shows low diversity but low inclusion
- Quadrant C shows low diversity but high inclusion
- Quadrant D shows high diversity but high inclusion

Chapter 3.3: Inclusive Leadership - Conscious and Unconscious Bias



Prof. Eliathamby Ambikairajah, School of EE&T

Term 1, 2021

Conscious and Unconscious Bias [123]

Explicit and Implicit Bias

- ✓ Many organisations and businesses are becoming aware of recognising that **Conscious (explicit) and Unconscious (implicit) Bias** can be damaging to creativity, profitability and success.
- ✓ **Bias** is defined as stereotypes, prejudices or deeply held beliefs which lead us to favour one thing, person, or group over another, in a way that is usually considered unfair.
 - This bias may be held by an individual but it can also be held by an entire group.
- ✓ When we are **Consciously Bias** we are doing it intentionally.
 - We know we are **being bias** towards a particular person or group. Imagine you prefer working with men more than women. Or you **don't like** working with young people or those with a different colour skin or culture. These are all dangerous prejudices.

Explicit Bias	Implicit Bias
You know about it	You don't know about it
You use language/direct gestures to show it.	You use body language, or indirect actions when you show it.
You think about it	You don't think about it
You do it on purpose	It just happens....
 <p>Example: " I don't like to play with...."</p>	 <p>Example: " You sit closer to somebody of the same race at lunch."</p>

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Unconscious Bias

- ✓ **Unconscious bias** is a type of bias carried out unconsciously. So you could be doing something **without realising you were doing it**. Everyone's unconscious bias is different according to the unique social factors which influenced them and formed the individual that they are.
 - For example, unconscious bias may cause a leader to assume that **an older person** would be more capable to handle the leader's job as opposed to an younger person.
- ✓ **Unconscious bias** can occur when we need to make decisions and judgements.
 - ✓ Our brains work quickly so they access information which is known and familiar to us first. This information is based on our personal experiences meaning there is a natural bias towards views and opinions which fit with the world view we are most familiar and comfortable with.
 - ✓ By doing this unconsciously, there is no malicious intent, we are often unaware that we have done it, and of **its impact and implications**.



Unconscious bias

- an automatic, mental shortcut used to process information and make decisions quickly

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Implications of Unconscious Bias [126]

Unconscious Bias

- ✓ Where there is bias (conscious or unconscious) in the workplace, we continue to recruit, promote, allocate work, and manage performance with filters on our thinking.
- ✓ We cannot change what we do not see or acknowledge, but we can change conscious attitudes and beliefs.
- ✓ **Unconscious bias in the workplace can mean:**
 - talented people are **left out** of your workforce or not allowed equal opportunity for development and career progression
 - **diverse voices** aren't heard in meetings and decisions can be impaired
 - **your culture** is not genuinely demonstrating inclusive workplace principles
 - employees are not able to fully contribute to your organisation
 - creativity and productivity of your team or organisation may be compromised.



Merit Trap:

- ✓ If we continue to define 'merit' as 'people like us' who have done what we did, we will get more of the same.
- ✓ If more organisations examine their use of merit in hiring people, a new generation will emerge and shape our economy and the old definition of merit – that is somebody who looks and thinks like me will be a thing of the past.

Types of Unconscious Bias [129]

1. Affinity Bias

- ✓ **Affinity bias**, also known as similarity bias, is the tendency people have to connect with others who share similar interests, experiences and backgrounds.
- ✓ When hiring teams meet someone they like and who they know will get along with the team, it's often because that person shares similar interests, experiences and backgrounds, which is not helping your team grow and diversify.
- ✓ While similarities shouldn't automatically disqualify a candidate, they should never be the deciding factor either.

2. Confirmation Bias

- ✓ **Confirmation bias** is the inclination to draw conclusions about a situation or person based on your personal desires, beliefs and prejudices rather than on unbiased merit.
- ✓ In hiring, confirmation bias often plays a detrimental role at the very beginning of the process when you first review a resume and form an initial opinion of the candidate based on inconsequential attributes like their name, where they're from, where they went to school etc.
- ✓ This opinion can follow you into the interview process and consequently steer questions to confirm the initial opinion of the candidate.

Types of Unconscious Bias [129]

3. Attribution Bias

- ✓ **Attribution bias** is a phenomenon where you try to make sense of or judge a person's behaviour based on prior observations and interactions you've had with that individual that make up your perception of them.
- ✓ While this may seem harmless, humans are quick to judge and falsely assume things about a person without knowing their full story.
- ✓ When hiring, attribution bias can cause hiring managers and recruiters to determine a candidate unfit for the job because of something unusual on their resume or unexpected behaviour during the interview.

4. Gender Bias

- ✓ Gender bias is the tendency to prefer one gender over another gender.
- ✓ It's no surprise that men are often given preferential treatment over women in the workplace.
- ✓ But, one study found that both men and women prefer male job candidates. So much so that, in general, a man is 1.5x more likely to be hired than a woman.

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Types of Unconscious Bias [129]

5. Ageism

- ✓ Ageism in the workplace is the tendency to have negative feelings about another person based on their age
- ✓ In many companies, ageism affects older people more often than younger people.
- ✓ [58% of workers](#) start noticing ageism when they enter their 50s. At that point, it can be more difficult to change careers, find a job or move up in their careers because employers tend to value younger talent more and more — even though experience and expertise are critical skills for any successful business.

6. Name Bias

- ✓ Name bias is the tendency people have to judge and prefer people with certain types of names — typically names that are of Anglo origin.
- ✓ This is one of the most pervasive examples of unconscious bias in the hiring process, and the numbers bear it out.
- ✓ One study found that white names receive 50% more call-backs for interviews than black American names.
- ✓ Additionally, applicants living in “nicer neighbourhoods” also receive more call-backs for interviews.
- ✓ Another study found that Asian last names are 28% less likely to receive a call-back for an interview compared to Anglo last names.

How to avoid unconscious bias [130]

5. Unconscious Bias

- ✓ Since **unconscious biases exists in our mind**, they are hard to stop completely. Steps can be taken to reduce the impact of these biases on the decision we make:
 - **Learn to recognise examples of unconscious bias** [Ensuring everyone knows unconscious bias exists is the first step to avoiding it. This can be done through diversifying your personal and professional networks, awareness training, etc]
 - **Assess which biases are most likely affect you and your company** [Knowing which biases are most likely to influence you, and then taking proactive steps to help reduce their impact on your decision making – e.g. hiring, promoting, how you interact with others etc]
 - **Remove bias from your hiring approach** [This could include the wording of the job posting (avoiding gender-specific language, for example), blindly judging candidates (not looking at name or gender), or even giving candidates a sample assignment to see what their work may look like.
 - **Diversify management** [If the senior employees are all of the same (gender, ethnicity, skill set etc), their unconscious biases will affect their decisions. Having diversity will ensure a wide array of viewpoints, and help avoid biases when it comes to hiring and promoting people]
 - **Hold employees accountable** [This doesn't necessarily mean you should punish employees if they make a decision based on unconscious bias, but the decisions should be monitored and watched for patterns. If data reveals a bias, someone will have to intervene. Encourage employees to speak up if they observe a bias.

Example: Inclusive Leadership Dilemma

Example: Inclusion Dilemma

You have recently been appointed as the manager of your team. This is your first manager role and you are keen to ensure that your team builds a strong connection and understanding with each other so that everyone can work productively. To do this, you take a few measures:

- (a) you hold a 20 min meeting at 9:00am every morning so that everyone can share their progress on what they are working on, and any challenges they need help with. You keep the meetings short and efficient because you don't want to waste anyone's time, but the meetings are enough time to get the info you need
- (b) you take your team out to the bar across the road, every Friday evening for a casual drink and an opportunity to wind down at the end of the week.
- (c) you insist that everyone needs to be in at the office every day to promote collaboration because you believe that the incidental conversation that happens in workplaces are valuable in sharing ideas.

One of your team members approaches you after a few weeks and says that he has spoken to some of the other members of the team who feel that your approach is not inclusive. You are surprised because your intention is to make everyone on the team included and to work collaboratively.

What are the possible reasons that your team feels your efforts are not inclusive?

Inclusion Dilemma: Possible Answers

What are the possible reasons that your team feels your efforts are not inclusive?

- Holding meetings at 9:00am every day is not an inclusive practice. Most companies do not hold meetings before 9:30am in order to ensure employees can take children to school, or have enough time in the mornings to avoid peak hour traffic when travelling.
- While Friday evening drinks is a well known social activity in workplaces, it has also been highly non-inclusive. It excludes those who don't drink, Friday evenings are often the start of family time and for some, there are religious considerations where they don't go out on Friday evenings. It is much better to have a lunch-time social activity during the week.
- Your perception of team collaboration only being possible in-person and in the office, is also non-inclusive. While it may be convenient to have everyone in the office at the same time, it excludes those who might work part-time or are working remotely.
 - There are ways to engage in incidental conversation that doesn't have to be in person (eg: using internal messaging channels like Slack, or scheduling social video conference calls over Zoom).
 - You must find ways to promote collaboration that includes everyone on your team, no matter where they are.

Example: Unconscious Gender Bias [131]

- ✓ Due to a crisis in the Asia Pacific office, a manager from the parent company in US must send a member of their team to resolve the issue that day.
 - The manager can choose from two candidates to send, both are equally competent.
 - They both have a spouse and two children and have both recently lost a parent.
 - One is male and the other is female.
 - The manager decides to send the male on the basis that they have a wife who will look after the children and they will be emotionally stronger than the female following the death of their parent.
 - The manager does not seek the opinion of either of the team members.
1. What are the consequences?
 2. What are the unconscious beliefs that led to this experience?
 3. How can I avoid these unconscious beliefs affecting my behaviour?
 4. What do I do if I have a similar experience?

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Gender Bias is Real

Employment Complex
Treatment Preference
GENDER BIAS
Unconscious Unequal
Disparity Attitudes Society
Prejudice Inequality Laws
Assumptions Legal Political
Discrimination Partiality

Rights Pay
Conscious
Subtle Legal
Obvious
Unfair

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Unconscious Gender Bias: Suggestion Options

1. What are the consequences?

- ✓ By not asking either party for their views, the manager would not be aware if, in light of their recent loss, the male chosen for the project did not feel emotionally robust enough to be away from his support system.
- ✓ The female may feel that she was unfairly discriminated against just because she has children, even though the male has children too.
- ✓ It is highly likely that this will decrease the confidence of the female in question.
 - A decrease in confidence can also have a number of effects including a decrease in quality of performance and therefore a decrease in selection for visible projects, leading to a vicious cycle



Unconscious Gender Bias: Suggested Options of Bias

2. What are the unconscious beliefs that led to this experience?

- ✓ Women are less emotionally stable than men and let their emotions impact their client relationships and decision-making ability.
- ✓ Women with children do not want to travel/be away from their children.
- ✓ Women with children must plan in advance/cannot travel at short notice.
- ✓ By making this decision I am looking after the woman's best interest.
- ✓ Men are willing to travel at short notice as they do not have the same commitments as women.
- ✓ Men with spouses/long term partners are able to give more commitment to their job as their wife will look after the personal commitments.

All of these are biased. They are also false assumptions, i.e the biases are not based on evidence from the two candidates.



Unconscious Gender Bias: Suggested Solution

3. How can I avoid these unconscious beliefs affecting my behaviour

- ✓ Question your unconscious assumptions.
- ✓ Ask a colleague to help evaluate your decisions.
- ✓ If you know that an individual has personal challenges, make your decision purely on competency and experience.
- ✓ Talk to both the individual and HR about any available resources to **enable their participation**

4. What do I do if I have a similar experience?

- ✓ Remember that the manager did not make the decision out of malice and is more than likely unaware that any form of bias entered their decision making process, but just because it was unintentional, does not make bias ok.
- ✓ You should also try to make them aware of their bias, as per point 2.

Multiple – Choice and Short Answer Questions

MCQ

Which of the following statements is TRUE about working in a diverse company (Select one only):

1. Leadership skills and earning trust do not enhance your ability to understand diversity
2. Being able to put yourself in someone's shoes helps you work effectively with people from different backgrounds
3. Language and cultural barriers make it impossible to communicate with everyone
4. The world is very connected now than it used to be 20 years ago so that means companies are diverse already.

Discussion Question

Think about a project that you have worked on that required team effort.

1. Provide an example of how that project outcome was enhanced as a result of the diversity on the team?
2. Talk about the elements of diversity that were present and what impact those elements had.

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