TWF'S BEST PRACTICE GUIDES TO DEVELOPING THE PIPELINE OF FEMALE TALENT

Success Markers for Effective Unconscious Gender Bias Strategies

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The Women's Foundation

UNCONSCIOUS BIAS: A SNAPSHOT

Our brains are exposed to 11 million pieces of information every second – far more data than they can process. In response to this, our unconscious mind has developed a way to filter this information to make quick daily decisions and judgements. In the busy world of work where we face multiple demands and complex tasks, we are more likely to stereotype to save time, particularly under stressful and time pressured situations.

Try this experiment to see how your brain can play tricks on you, particularly when you have been "primed" to expect a certain outcome![1]

Can you see the dog in this picture?
Clue - it has its head down and is in the centre of the picture.

UNCONSCIOUS BIAS: A SNAPSHOT

REVEAL: There is no dog, but because you were "primed" to expect to see a dog, your brain convinced you that you could see it!

Unconscious bias is a result of our limited cognitive capacity. The brain's automatic unconscious sifting and sorting of visual, verbal and behavioural cues to determine whether people are friendly or not, means we all develop unintentional people preferences. Over time, our brains associate things. They form neural pathways which become stronger every time these associations are recognised and unconsciously affirmed.

So, because we see a lot of white male engineers, our brains learn that engineers are white and male. It's actually "pleasing" to the brain when this association is affirmed. When we come across an Asian female engineer, this challenges our unconscious association and it's unsettling. It doesn't fit. As a result, we're more likely to be unconsciously biased against it.[2] For more examples of how your brain can play tricks on you, please visit: http://brainden.com/visual-illusions.htm.

The Women's Foundation

UNCONSCIOUS BIAS: A SNAPSHOT

Types of Bias [3]
Our biases take many forms:

Halo and Horns – Shorthand for positive or negative first impressions. A halo around the head means the person can't put a foot wrong. Horns means that they can't do anything right.
Affinity Bias – Favouring people who share the same social background, who look and sound like 'one of us'. We ignore the faults of people we like and notice the faults of those we don't.
Confirmation Bias – Noticing or looking only for evidence which confirms our ideas, good or bad, and ultimately reinforces our original viewpoint.
Social Comparison Bias – Having feelings of dislike and competitiveness with someone, or groups of people, that are seen as physically, or mentally, better than you.
Stereotype Threat – Fearing being viewed through the lens of a negative stereotype and of doing something that would confirm it.
Gender bias – Including being viewed as less competent, over protection, and asserting dominance over.
Ego depletion – The idea that self-control or will power is exhaustible. Emotional, cognitive and physical effort draws on mental energy. When mental energy is low, self-control is typically impaired.

Triggers
There can be many triggers for our unconscious biases:

- Ambiguous evidence
- Emotional overload; stress, anger, frustration
- Cognitive overload; complex decision
- Fear of threat
- Emotional and cognitive resources are depleted; tired, low blood sugar
- Short on time

WHY ORGANISATIONS NEED AN UNCONSCIOUS GENDER BIAS STRATEGY

The **benefits** of a gender diverse workforce are clear. Studies by Bloomberg, Credit Suisse and numerous others have shown that more women in senior management and board level positions delivers:

- **higher dividend payouts**
- **higher returns on equity** and
- **higher levels of growth**.

BUT biases are at play that prevent women from achieving success at the same level and rate as men.

According to the 2016 report published by Lean-In and McKinsey[4]:

- For every 100 women who get promoted to manager, 130 men get promoted.
- In 2015, 90% of CEOs were promoted from line roles and 100% of these were men.
- Women who negotiate, are **30%** more likely that men to receive feedback that they are "intimidating," "too aggressive," or "bossy" and are **67%** more likely than women who don't negotiate, to receive the same negative feedback.

HOW UNCONSCIOUS GENDER BIAS HOLDS WOMEN BACK

DIFFERENT STANDARDS OR EXPECTATIONS

- Women are recruited and promoted based on what they have proven and achieved, whereas men are often promoted based on their potential. [5]
- Bossy, abrasive and strident are labels women are more likely to attract while the same behaviour in men is positively framed as assertive and decisive. [6]
- Women tend to be expected to take on the office "house-work" like organising refreshments or taking minutes at meetings. [7]

DIFFERENT TREATMENT

- Women are often interrupted more when they speak or present and their ideas are often "not heard". This is partly due to women's apologetic language patterns but colleagues are also more likely to check their phones and other electronic devices when women are speaking or presenting. [8]
- If men leave the office early, it's assumed they are going to client events, even if they are going to a school event. For women, it's the opposite. [9]
- Women are perceived as more conflicted than men over work and family regardless of their actual caregiving duties. People are much faster to identify women as working mothers than they are to say a man is a working father. [10]

INCONSISTENT REWARDS & RECOGNITION

- Women are held to a higher or more stringent standard where their successes are challenged and evaluated more robustly. [11]
- Women's success tends to be attributed to the team or to luck more than in the case of men who are seen to be the drivers of their success. [12]
- Gender pay disparities mean women earn on average 80c to every dollar men earn. [13]

WHY ORGANISATIONS NEED AN UNCONSCIOUS GENDER BIAS STRATEGY

To tackle biases that are holding women back, more and more organisations including tech giants like Google, have spent US$265 million over the last two years on diversity initiatives, of which unconscious bias training comprises a large part.[14]

However, studies have shown that particularly, standalone unconscious bias training does not necessarily lead to changes in behaviours and, in some cases, may cause people to overtly act out on their biases.[15,16]

In sum, at TWF, we believe Unconscious Bias Training is an important **first step** but taken on its own, it is not an effective driver of sustainable change or measurable results. Instead, companies need to develop **a holistic strategy** to tackle unconscious gender bias to achieve a truly diverse and inclusive workforce and to consider the five success markers identified in this guide.

SUCCESS MARKERS FOR AN UNCONSCIOUS GENDER BIAS STRATEGY

1 **Leadership Commitment & Accountability**
- Real change requires sustained commitment and role-modeling by the senior leadership
- Having transparent hiring / retention / promotion targets and clear accountability on the part of individual managers are also important drivers

2 **Policies, Process & Practices**
- Design / review policies and processes to ensure they enhance and support change efforts instead of creating barriers and inconsistent outcomes
- Regularly review how key talent-related processes are working in practice for unconscious gender biases

3 **Awareness & Capability Building**
- Having the right building blocks in place is key: clarity on your organisation's current state and motivation for change is critical to the design of an effective UB strategy
- Creating awareness and de-stigmatising the subject are important starting points on the journey to having employees who instinctively recognise and challenge unconscious bias - the end goal for most UB programmes

4 **Expect & Plan for Incremental Progress**
- Recognise that behavioural change takes time. The journey to a more inclusive workplace is a marathon, not a sprint
- Evolve your goals, priorities and UB initiatives as the organisation develops greater awareness and employees become more adept at recognising and challenging bias

5 **Measuring & Tracking Impact**
- Measuring the success of your UB strategy should be included in the business's key KPIs
- Identify appropriate metrics and / or goals for your organisation. There is no 'one size fits all'
- Ensure that you celebrate milestone achievements!

I Leadership Commitment & Accountability

Leaders need to walk the talk

KEY POINTS:
- Change should start from the top – the leadership must own the issue and cascade the movement
- UB training needs to be mandatory just like compliance training – it needs to be seen as a means of risk management and therefore a business and operational priority
- The leadership needs to spread the message and role model appropriate behaviours, celebrate and highlight progress

Why senior leadership commitment is critical to success

Culture is driven by the organisation's leaders i.e. what they say and do. Change needs to start from the top.
- Leaders need to be able to compellingly communicate why gender balance is important and the urgency of tackling UB
- Leaders calling attention to their own biases can empower others to do the same
- Leaders need to consider setting hiring/promotion/retention targets for women and to clearly identify which individuals (HR and / or business line leaders) are accountable

Leaders and Managers can actively respond to UB in their everyday actions [17]
- Ensure everyone is heard
- Make it safe to propose novel ideas
- Give team members decision-making authority
- Share credit for success
- Give actionable feedback
- Implement feedback from the team

KEY POINTS
- Design / review HR policies and processes to ensure they enhance and support change efforts instead of creating barriers and inconsistent outcomes
- Regularly review how key talent related processes are working in practice for unconscious gender biases

- Having a clear mission statement that affirms the organisation's zero tolerance for discrimination is a helpful starting point.
- Focus safeguards in processes on structured and fact-based decision making, ensuring diverse decision making committees, and empowering observers in meetings to call out gender biased behaviours.

Selected examples of how to address unconscious gender bias in key talent processes:
- **Recruitment** – "no-names" / blind cv screening, include female interviewers, ensure search firms deliver gender balanced long/short lists, and have structured interview questions and feedback forms.
- **Performance Evaluation** – design gender-neutral competence frameworks, assess whether there is a gender skew in the distribution of constructive vs critical feedback, and train employees on how to give constructive 360/upward feedback.
- **Succession Planning** – identify female Hi-Po talent early and have programmes and networks in place to nurture and retain the female talent pipeline.
- **Reward** – ensure pay parity, have men and women on panels to determine discretionary bonus awards, and recognise that women can be incentivised differently in terms of non-financial rewards.
- **Promotion** – ensure decisions are made based on feedback / input from a range of people and have men and women on decision making panels .
- **Development opportunities** (Hi-Po, Mobility, Mentoring, etc) – ensure fair and structured candidate identification, selection and evaluation processes.

Start with the Right Building Blocks

KEY POINTS:
- Know the current state of the organisation and the motivation for change
- It is important to start with the right building blocks: an UB strategy needs to start with creating awareness & de-stigmatising the issue of UB before moving to enhance the capabilities of employees to instinctively recognise and challenge bias – the end goal for most UB programmes

Establish where your organisation is today
- Commit to conducting regular gender audits:
  - Analyse gender ratios by level, function, business unit to identify where the biggest gaps exist
  - Review employee opinion surveys with a gender lens to uncover potential hidden biases
  - Analyse exit interview data for patterns, themes, cues & clues as to what hidden biases exist
- Understand the current state so you can design a strategy that addresses the reality of your organisation.

Build awareness of unconscious bias throughout the organisation
- Acknowledge UB is experienced by all humans and that left unmanaged, unconscious biases can have a negative impact on the bottom line and the workplace.
- Identify where your organisation is with regards to understanding, accepting and being self-aware of UB e.g. Do you currently avoid the issue? Who is talking about and championing gender diversity?
- Train staff to recognise and understand the different types of bias and how they impact decision making. Encourage self-reflection and greater personal accountability to address UB within the organisation.

4 Expect & Plan for Incremental Progress — Priorities & programmes need to evolve as the organisation evolves

KEY POINTS:
- Pilot your UB training - the initial feedback you get will help determine if you are on the right track in terms of the messaging and training content/format for your particular organisation
- Recognise that behavioural change takes time
- Evolve your goals, priorities and UB initiatives as the organisation develops greater awareness and employees become more adept at recognising and challenging unconscious bias
- Use leaders, managers and employees to champion UB training, role model appropriate inclusive behaviours and cascade values across the organisation

Plan for training in phases:
- Once the leadership and senior managers have been trained, involve them in training others in the organisation. This is likely to require "Active Bystander" training on how to sensitively and effectively call out biased attitudes and behaviour on the part of peers and colleagues.
- Organisation-wide training can involve tailored training by experts with role-plays by actors or bespoke workshops. Organisations can also find a wide range of resources and tools online e.g., the Harvard Implicit Assumptions Test, Facebook's Managing Bias online training series, Google's UB training materials on their re: Work website.
- Separately and in parallel, organisations should consider introducing programmes to provide women with effective strategies to navigate biases they might experience. Examples include training in building confidence, being assertive, effective negotiations and providing difficult feedback.

KEY POINTS:
- "What gets measured gets managed; what gets reported gets managed even better!"
- Identify and regularly track the gender and D&I metrics that matter for your organisation
- Carefully nuanced communications campaigns that highlight success stories are helpful to reinforce and promote the positive benefits of change

Thoughtful impact assessment
Be thoughtful and strategic about measuring UB interventions e.g. organisations can look at the percentage of female candidates on shortlists or recruited vs the number of hiring managers who had UB training. Other ways of assessing impact would be to compare female vs male satisfaction levels in employee surveys.

Changes in attitudes and behaviours are not linear: be flexible
Organisations need to be flexible about re-adjusting the focus, priorities and objectives of UB strategies based on what the impact assessment data is showing.

Use carefully nuanced communications to reinforce and promote the positive benefits of changes
- Share internal and external examples that "myth-bust" gender stereotypes.
- Celebrate successes across the organisation where UB programmes led to positive outcomes.
- Highlight good management and leadership behaviour to demonstrate both male and female role models as champions of gender equity.

WHAT THE EXPERTS SAY

Gulnar Vaswani | Principal Consultant | Your Best Forward International

"To keep pace or STAY AHEAD of the competition, we need innovation and creativity but unconscious bias can get in the way. There is a bigger impact when we realise our natural unconscious affinity for comfort and familiarity, and our own perceptions and biases that get in the way of our decision making. This can narrow thinking, slow down change and limit innovation."

Susannah Yule | Managing Consultant and Head | YSC Hong Kong

"APPRECIATE that changing the way we think about others requires deep, slow work. Be hopeful about this change and realistic that no one intervention will be a panacea for any organisation."
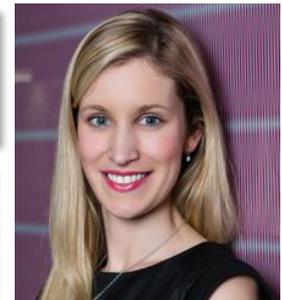
CASE STUDY – LEADERSHIP & ACCOUNTABILITY

Adam King | Vice President, Goldman Sachs University | Goldman Sachs

Diversity is essential to Goldman Sachs' mission, and the firm's commitment begins at the top. Goldman Sachs has prioritized enhanced leadership engagement and accountability by equipping managers with the knowledge and tools necessary to manage diversity through a number of initiatives. One core component of this curriculum is the programme *Blindspot: Hidden Biases of Good People*.

Leadership Commitment

The firm's leadership is committed to ensuring that their business leaders embody inclusive leadership and decision-making practices. This includes identifying and understanding potential thinking traps that can get in the way of critical decisions. The Board of Directors and all partners, managing directors, vice presidents, and executive directors globally, were strongly encouraged to attend the *Blindspot* training programme on unconscious thinking and its application to decision-making.

Key Learnings

Following the training session, key leadership development objectives are reinforced in a series of "Booster Shot" emails, sent to participants within six months. These objectives include the ability to: 1) avoid archetype decision-making when assigning work, managing teams, and engaging in discussions about performance; 2) build relationships with, provide career guidance to, and advocate for diverse individuals; 3) foster environments where members feel they can contribute equally; 4) identify assumptions that could impact staffing decisions; and 5) provide the same level of candid ongoing feedback to all team members.

Accountability Measures

Key learnings from the training are reinforced through accountability measures and are incorporated into other programmes as a part of the firm's holistic approach to drive and sustain behavioral change.

Claire Goodchild | Asia Head of Diversity & Inclusion | Morgan Stanley

Morgan Stanley has been recognised as Top 10 Best Employer for Women in India and has received a Gold Standard for LGBT Inclusion in published indices in Hong Kong and Japan.

Ensure a fair representation of women in hiring practices
Morgan Stanley employees are encouraged to work with Human Resources (HR) when a vacancy arises to ensure the job description is thorough and skill-set based, with clearly defined competencies to eliminate bias relating to backgrounds and behaviours. HR also advises on sourcing channels for diverse candidates and ensures that diverse talent market maps and candidates with career breaks and other non-traditional backgrounds are considered. For both external and internal hires, the Firm ensures there are a diverse set of candidates shortlisted for interview and a fair representation of women on the interview panel.

Track diversity efforts at each stage of the hiring process
Throughout the interview process, hiring managers are asked to document gender diversity efforts from the initial interviews to the approval-to-hire stage. Hiring data is regularly reviewed with senior management and the Asia Pacific Diversity Council, examining candidate diversity at each stage of the selection process, to identify strengths and gaps in representation. Morgan Stanley also looks at termination data to understand any trends.

Appoint a representative to be accountable for championing gender diversity
Morgan Stanley cascades diversity recruitment priorities through business units using leadership committees, team meetings and open forums. Diversity Council members champion diverse recruitment in their business units and where appropriate advocate for diverse candidates.

CASE STUDY – AWARENESS & CAPABILITY BUILDING

Hayden Majajas | APAC Head of Diversity & Inclusion | Bloomberg L.P.

In 2017, 99% of Bloomberg's leaders around the world undertook Unconscious Bias awareness training as part of Diversity & Inclusion initiatives. The sessions prompted many to review existing processes and the way that they and their businesses operate, looking for instances where bias - unconscious or otherwise - might have even a tiny impact and also seeking ways to innovate.

Questioning, Investigating and Tracking

In the News business for example, journalists asked a simple question: is there a way for us to further diversify the 'voices' in our stories? This question prompted a review of high level statistics tracking the gender of the sources quoted in stories which translated to coding being developed to track this more efficiently. The data was then reported back to regional News teams.

Implementable Actions

The impact of this action was significant. Once News teams began receiving and reviewing statistics on the gender of the sources in stories, they were able to implement further best practices such as having a checklist before stories are published to confirm whether a diverse voice was considered for the story.

Small Actions with Big Impact

Such actions, while they might seem simple, have a big impact on the way that we operate. As highlighted in the original Unconscious Bias training, it begins with awareness. Through diversity and inclusion, we are able to attract top talent, have better decision-making, and create a culture of innovation. As a technology and media company, that is important for us. It also helps us deepen our relationships with clients and become a connector of people and ideas.

CASE STUDY – PLAN FOR INCREMENTAL PROGRESS
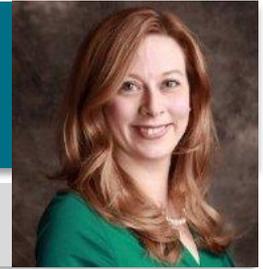
Sophie Guerin | Head of Diversity & Inclusion | Dell Asia Pacific & Japan

In 2015, Dell APJ articulated an ambitious five year change management plan to build and support our pipeline of female talent. To get there, we developed Project Inclusion, a roadmap comprised of 5 pillars with 25 work streams aimed at identifying, tackling and mitigating bias across our APJ organization. One of the work streams is the APJ roll out of the global Men Advocating Real Change (MARC) initiative.

Engage men to enact change
Men traditionally haven't been the target of diversity training and yet in so many businesses, men hold the majority of executive positions and have the ability to enact change. The MARC training has two formats, one aimed at our executive leadership population and the other for our broader people manger cohort. MARC is a platform to initiate conversations around concepts of dominant culture, masculinity, privilege and unconscious bias.

Make concrete adjustments
The training doesn't simply focus on raising awareness. Although it's geared toward men, women can also attend MARC training and share their experiences in a safe and open environment. Our goal is for 100% of our senior executives to participate in MARC and for them to cascade the training and learning outcomes to our entire people manger population. As a result, 82% of respondents have indicated a changes in their own thinking and 68% have seen a positive change in their leader's inclusive behavior.

5   CASE STUDY – MEASURING AND TRACKING IMPACT

Albert Ng | Chairman, China, Managing Partner, Greater China | EY

EY, with around 15,000 people in 26 offices across Greater China, has had a presence in the region for nearly 50 years. In recent years, over 40% of our new partners made up are female.

Leaders need to show the way

At EY, we have long valued everyone's differences and have worked hard to build a culture that embraces diversity and inclusiveness, which brings better business results and performance and is vital to achieve our "Vision 2020" ambition. In 2011, when D&I was still a pretty new concept, 12 senior partners led by me formed a D&I steering committee to kick-off and guide our D&I strategic journey in a structured way in Greater China.

Embed processes to foster D&I

Since then, we have been fostering a D&I culture by raising awareness of the importance of having different perspectives, providing support via various employee resources groups, and sowing the seeds of inclusive leadership by embedding a D&I lens in our key people processes and managing unconscious bias.

Regular tracking is important

Our annual global people survey results are telling us we are on the right track. According to the 2017 survey, our engagement index in Greater China remains high at 80%. Over 75% of people in Greater China feel free to be themselves and 88% feel that the organisation has created an inclusive environment where people with diverse backgrounds and experiences can succeed. We also pay attention to promotion parity - our promotion pipeline and other metrics are regularly reviewed through a D&I lens to ensure men and women have equal career opportunities.

THE GENDER DIVERSITY ECOSYSTEM

GENDER-DIVERSITY ECOSYSTEM
Gender diversity embedded into business strategy and culture

CEO AND MANAGEMENT COMMITMENT
» Vocal and active CEO
» Commitment and buy-in from management
» Fully integrated in business strategy

DEVELOPING WOMEN AS LEADERS
» Internal/External networking and community building
» Mentoring and sponsorship
» Training and coaching dedicated to women

COLLECTIVE ENABLERS
» HR policies and processes
» Relevant data indicators and reporting
» Targets and accountability

SOURCE: McKinsey Women Matters Research

APPENDIX 2

RECOMMENDED RESOURCES – USEFUL LINKS

Attributions of Implicit Prejudice or "Would Jesse Jackson 'Fail' the Implicit Association Test? (Psychological Inquiry, Vol 15, No 4, 2004)
http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.372.2454&rep=rep1&type=pdf

Does Unconscious Bias Training Work? Four Intervention Strategies that Can Help Create More Consciously Inclusive Organizations (Cook Ross, 2017)
http://cookross.com/services/thought-leadership/free-thought-papers/

Fostering Innovation Through a Diverse Workforce (Forbes Insights, 2011)
https://images.forbes.com/forbesinsights/StudyPDFs/Innovation_Through_Diversity.pdf

From Unconscious Bias to Conscious Inclusion (YSC Insights, 2016)
http://www.ysc.com/our-thinking/article/from-unconscious-bias-to-conscious-inclusion

Harvard Implicit Associations Test (Harvard University, 2011)
https://implicit.harvard.edu/implicit/takeatest.html

Managing Bias (Facebook, 2017)
https://managingbias.fb.com/

Microaggressions in Everyday Life: Race, Gender and Sexual Orientation (Derald Wing Sue, 2010)
http://as.wiley.com/WileyCDA/WileyTitle/productCd-047049140X.html

Proven Strategies for Addressing Unconscious Bias in the Workplace (Cook Ross, CDO Insights, August 2008)
http://www.cookross.com/docs/UnconsciousBias.pdf

re:Work - Unbiasing (Google, 2017)
https://rework.withgoogle.com/subjects/unbiasing/

The Gender Dividend: Making the Case for Investing in Women (Deloitte, 2011)
https://www2.deloitte.com/global/en/pages/public-sector/articles/the-gender-dividend.html

Unconscious bias workshops are not enough to tackle the problem of invisible bias (YSC Insights, 2016)
http://www.ysc.com/our-thinking/article/unconscious-bias-workshops-are-not-enough

APPENDIX 4

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