The future of leadership is gender equal
Tackling unconscious bias and un-stereotyping the workplace

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Are YOU conscious about YOUR unconscious bias?

Our brain processes **200,000** times more unconscious information than the conscious information we are aware of.
Some differences are obvious, whereas others are less so
We are vulnerable to various biases in our everyday life

**How we interact** with people who are different from us

**How we value ideas** based on their origin – the same proposal from different individuals may be evaluated differently.

**How we assess people** on the basis of their personal characteristics rather than their experience.

**How we contribute** to team tasks, listen to ideas, give feedback, and suggest improvements.

**How we welcome** new colleagues, show appreciation, and ask for support.

The ways in which we are drawn to people who are **like us**.
Different types of unconscious bias in the workplace

- **Affinity bias**: The tendency to warm up to people like ourselves.
- **Confirmation bias**: The tendency to seek information that supports an existing opinion or belief.
- **Stereotyping bias**: Attributing certain characteristics to all members of a group or set.
- **Halo/horns effect bias**: The tendency to form a generalized overall positive or negative impression of a person based on only a single or limited set of data.
- **Attribution bias**: The tendency to seek reasons to explain a person’s behavior.
Unconscious bias – why does it matter in the workplace?
### Overview of gender diversity in ASEAN countries

Gender diversity has improved in ASEAN countries, but still lags behind the rest of the world.

<table>
<thead>
<tr>
<th>Country</th>
<th>Female Board representation</th>
<th>Female senior management representation</th>
<th>Note</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thailand</td>
<td>20%</td>
<td>30%</td>
<td>No legislation enforcing gender diversity on Boards</td>
</tr>
<tr>
<td>Vietnam</td>
<td>15%</td>
<td>17%</td>
<td>Projecting that 35% of entrepreneurs will be women by 2020</td>
</tr>
<tr>
<td>Indonesia</td>
<td>15%</td>
<td>18%</td>
<td>No legislation enforcing gender diversity on Boards</td>
</tr>
<tr>
<td>Malaysia</td>
<td>13%</td>
<td>26%</td>
<td>Implemented a quota of 30% for women directors</td>
</tr>
<tr>
<td>Philippines</td>
<td>13%</td>
<td>33%</td>
<td>Encourages gender diversity on Boards; companies provide explanation if Board gender diversity is low</td>
</tr>
<tr>
<td>Singapore</td>
<td>12%</td>
<td>27%</td>
<td>Recommended a Board target of achieving 20% women representation by 2020</td>
</tr>
</tbody>
</table>

ASEAN average: 15% for female board representation and 25% for female senior management representation.

Business case for increased diversity and inclusion in ASEAN

Not only do women in leadership bring better business performance, but there is also an increase in female employment is positively associated with GDP growth

- 75% of companies that tracked gender diversity in management reported average profit increases
- 54% of companies saw improvements in creativity, innovation, and openness
- 1.5 times higher profitability, measured in ROE and ROA, for companies with >30% female Board Directors compared with no female representation
- 37% of companies felt gender diversity had an impact on more effectively gauging customer sentiment

It is crucial to incorporate D&I into talent strategy

Although half of companies in Asia (50%) prioritize the hiring of diverse talent, significantly fewer are focused on diverse talent retention (42%).

My organization places a priority on...
Responses shown: ‘somewhat agree’ or ‘strongly agree’

- Attracting diverse talent: 50%
- Developing diverse talent: 46%
- Retaining diverse talent: 42%
- Have an official strategy to create an inclusive culture: 36%
- Leaky talent pipeline: 31%

Key diverse talent has left due to a lack of inclusion and engagement.

Source: RRA, ‘Diversity and Inclusion Pulse’, 2018; for Asia, n = 129
Drivers and barriers of an effective D&I strategy

**Top drivers of D&I strategy**
1. Collaborative team structures
2. Fair and unbiased hiring/promotion criteria
3. Internal networking opportunities and employee resource groups
4. Employees encouraged to use flexible benefits
5. Mentorship/sponsorship of diverse talent
6. Compliance (external need to publish data or reach targets)

**Top barriers of D&I strategy**
1. Not enough processes and practices in place (i.e. flexible career paths, benefits)
2. Organization culture that is resistant to change
3. No Chief Diversity and Inclusion Officer
4. No leadership accountability for D&I goals
5. Lack of retention and development mechanisms for diverse talent
6. Talent strategy does not emphasize D&I

Source: RRA, ‘Diversity and Inclusion Pulse’, 2018; for Asia, n = 129
Reduce unconscious bias through conscious inclusion and diversity

- Be more self-aware
- Follow inclusive practices
- Talk openly about diversity and inclusion
- Surround yourself with diversity
## Recommendations how to de-bias the talent selection

<table>
<thead>
<tr>
<th>SCREENING</th>
<th>INTERVIEWS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create gender-neutral adverts</td>
<td>Assemble a diverse selection panel</td>
</tr>
<tr>
<td>Conduct blind screenings</td>
<td>Plan a structured interviewing process</td>
</tr>
<tr>
<td>Leverage artificial intelligence</td>
<td>Slow down and be thoughtful</td>
</tr>
</tbody>
</table>

**Provide hiring managers with unconscious bias training**
### Un-biased language and linguistic tone in job descriptions

Some words in job descriptions can dissuade women and underrepresented minorities from applying for a position.

<table>
<thead>
<tr>
<th>Words that appeal more to men and majorities</th>
<th>Words that appeal more to women and minorities</th>
</tr>
</thead>
<tbody>
<tr>
<td>DRIVEN BY</td>
<td>COLLABORATIVE</td>
</tr>
<tr>
<td>ROCK STAR</td>
<td>INCLUSIVE</td>
</tr>
<tr>
<td>AGGRESSIVE</td>
<td>NURTURING</td>
</tr>
<tr>
<td>AMBITIOUS</td>
<td>OUR TEAM</td>
</tr>
<tr>
<td>WORLD CLASS</td>
<td>EMBRACE</td>
</tr>
</tbody>
</table>

Text tools (e.g., Textio) help predict how the language will impact success in attracting candidates and suggests simple ways to improve the job posts to create a more diverse pool of candidates.

Results-based job descriptions help attract diverse talent, i.e., that are focused on what candidates will be expected to achieve vs. the skills they must have.
Leveraging artificial intelligence

Algorithms are complementary, objective tools that help reduce error, bias, and noise in talent identification

- **Standardize through video interviews and objectively capture behavioral data**
- **Identify actual drivers of performance and individual’s potential to contribute**
- **Improves upon its own algorithm over time**

- The purpose of using AI is not to push out the hiring manager or human stakeholders in the process; it is to help complement existing processes and help be more objective
- The teams that build the algorithms themselves also need to be diverse, with a variety of backgrounds and points of view, in order to correctly utilize the datasets and deliver the expected output

Companies using AI for talent hire/retention

- LinkedIn
- SAP
- Sysco

Companies developing AI tools for mitigating bias

- Accenture
- Google
- Facebook
- Pymetrics
Non-traditional interviews to test for relevant competencies

Neuroscience-based games and unique activities are increasingly used to determine cultural fit

These games measure personality traits, such as willingness to deliberate, ability to seek novel approaches to tasks, and/or tendency for social dominance.

An ideal platform would simulate the roles and responsibilities of the position, allowing the candidate to respond as if on the job, and allow the employer to evaluate based on performance.

Companies using non-traditional interviews:

- ActiView
- Arctic Shores
- pymetrics
- REVELIAN
- HackerRank
- Lloyds Banking Group
- slack
- Tesla
- Unilever
A reminder that best practices also include a commitment to compliance

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<th>LEGALLY CHALLENGING</th>
<th>FULLY COMPLIANT</th>
</tr>
</thead>
<tbody>
<tr>
<td>✗ Confuse ‘diversity’ with ‘women and minorities’</td>
<td>✓ Take broad based view of what diversity means</td>
</tr>
<tr>
<td>✗ Ask for a woman or minority only slate or exclude candidates on the basis of gender, ethnicity or any other protected characteristic</td>
<td>✓ Know that we will do our best to recruit a pool of qualified candidates from a diverse array of backgrounds and make special efforts to include women and minorities in the slate</td>
</tr>
<tr>
<td>✗ Expect us to include candidates on the slate who are not qualified for the position to diversify pool</td>
<td>✓ Expect us to exclude anyone who is not otherwise qualified</td>
</tr>
<tr>
<td>✗ Expect us to disclose race, ethnicity, or other protected information about a specific candidate</td>
<td>✓ Expect anonymous statistics on the composition of your long list and/or short list</td>
</tr>
</tbody>
</table>
An inclusive culture is needed to unleash the power of diversity

An inclusive culture has the greatest chance for success if leadership is diverse, driven to lead in an inclusive manner and aware of its own biases

**Inclusive leadership teams**
proactively behave in a way that drives a more inclusive culture; they create safe and open team climates, understand the potential of their own team’s diversity, and leverage these differences to increase team performance

**Diverse leadership teams**
are made up of a number of different thinking styles and backgrounds; ideally, they reflect their employee and customer bases with regard to race, gender and other demographics

**Conscious leadership teams**
have undergone unconscious bias training; they proactively engage in self-reflection and discussions to identify and mitigate their personal biases
Recap and key learnings

1. It is normal to be naturally biased

2. Make a conscious effort to go beyond first impressions

3. Identify and challenge stereotypical thinking in yourself

4. Focus on objective and verifiable criteria

5. Seek and celebrate diversity

The more tired and under pressure you are, the more prone to bias.

Be extra careful in these circumstances.
Q&A and discussion
Preparing you for what's next, right now

Insight-seekers
Relationship-builders
Collaborators

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