A Workplace Built for 2021 and the Future: Examining DEIB and Mitigating Implicit Bias

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Learning Objectives

• Define and distinguish between D.E.I.B: diversity, equity, inclusion and belonging.
• Explain why D.E.I.B. matters
• Define implicit bias
• Identify examples of implicit biases
• Describe solutions to reduce implicit bias
• Moving beyond awareness
Ground rules:

• You-on-you exercise
• Be willing to be vulnerable to your own self-inspection
• Lean into and welcome your growing pains
• Be open to growing and evolving
• Commit to a goal to challenge your own implicit bias
Consensus, overall....
Economic Devastation

2020 Stock-Market Crash

Staggering unemployment numbers

Largest stimulus package ever

Trade War/Tariffs
Polarizing Politics

Impeachment and acquittal of President Trump

Gridlock
Dead: Ahmaud Arbery (25)
February 23, 2020

Dead: Breonna Taylor (26)
March 13, 2020

Dead: George Floyd (46)
May 25, 2020

Targeting of LatinX population

Exponential growth of #BLM movement in the U.S. and abroad

Scapegoating Asian Americans

Rise of Anti-Asian racism
Wildfires burned more than 8.1 Million acres across the Western U.S.

Record-breaking Natural Phenomena

Murder hornets arrive in the U.S.

Massive flooding

Record number of hurricanes

Extreme Heat
COVID-19: epidemic to pandemic

Digital Divide (educational and corporate)

COVID-19: epidemic to pandemic

Pandemic-related school closures

Job closures

Staggering death toll in the U.S.

Overly-taxsed health-care system
2021 ALA ANNUAL CONFERENCE & EXPO

The Deaths of Icons
Starting the workday...
Diversity, Equity, Inclusion and Belonging….
DEIB: Breaking it Down

Diversity

Equity

Inclusion

Belonging
Diversity: presence of difference within a given setting. “Diversity is about a collective or a group and can only exist in relationship to others. A candidate is not diverse – they’re a unique, individual unit”
Equity: Awareness that advantages and disparities exist; not everyone comes from the same starting place. Accommodations must be made to achieve equity.
**Inclusion**: An action – the intentional creation of a space with the individual in mind. The goal should be for individuals to feel they were *invited* and are *welcome* to be, and are accepted as, who they are, *without compromise*.
Belonging: A feeling of security and support when there is a sense of acceptance, inclusion and identity for a member of a certain group or place.

Necessary component of inclusion

Strongest correlation to engagement – higher among historically underrepresented groups

Results in increased sharing of ideas, boost in confidence and meaningful contributions
Why Diversity Matters
Why Diversity Matters

- More than 35% of population is considered multi-cultural

- In 2018, the 50% threshold was reached wherein most babies born in the U.S. are non-white

  As of 2020, more than half of all children will be a part of a minority race or ethnic group.

- By 2044 no one racial or ethnic group will dominate the U.S. in terms of numbers

[Source: U. S. Census Quick Facts: www.census.gov/quickfacts]

Bottom Line: Credibility
“We know intuitively that diversity matters. It’s also increasingly clear that it makes sense in purely business terms.”

Drives stronger financial results

Improves innovation & creativity

Helps to attract & retain top talent

More effective decision making

Market share is shifted toward more diverse companies

Companies in the top quartile for racial and ethnic diversity are 33% more likely to have financial returns above their respective national industry medians.

Companies in the top quartile for gender diversity are 21% more likely to have financial returns above their respective national industry medians.

The unequal performance of companies in the:
- same industry
- same country implies that diversity is a competitive differentiator shifting market share toward more diverse companies.

Elite Law Firm’s All-White Partner Class Stirs Debate on Diversity

SPEAKING OF TONE-DEAF...

Paul, Weiss Announces Election of New Partners
paulweiss.com

Dear Your Law Firm,

We expect the outside law firms we retain to reflect the diversity of the legal community and the companies and customers we serve...We, as a group, will direct our substantial outside counsel spend to those law firms that manifest results with respect to diversity and inclusion, in addition to providing the highest degree of quality representation. We sincerely hope that you and your firm will be among those that demonstrate this commitment.

Sincerely,
Why Equity Matters
Equity ≠ Equality...

It’s not about everybody getting the same thing...It’s about everybody getting what they need in order to improve the quality of their situation.” - Cynthia Silva Parker, Infusing Equity into the Urban Planning Process
A long way to go to truly achieve **Equity**
Why does equity matter?

• Customized work experiences make individuals feel visible and valued. One size does not fit all, or even most.

• Mitigates against feelings of dissatisfaction, which leads to “quit-and-stay” or premature attrition

• Increases engagement

• “Equity is truly the capstone of the journey through diversity, inclusion and equality, and the best part about achieving equity is the unique and intangible sense of community and engagement it creates.” (Forbes, The Difference Between Workplace Equity and Equality and Why it Matters – Aug. 15, 2019)
Why Inclusion Matters
Why does inclusion matter?

- Inclusion fosters a welcoming workplace.
- Inclusion can lead to increased employee growth, retention, and satisfaction.
- Inclusion impacts productivity and success.
- Inclusion creates opportunities to learn from others and grow.


What we know... **Inclusion**

- Feelings of inclusion $\rightarrow$ 35% of an employee’s emotional investment in their work.
- Feelings of inclusion $\rightarrow$ 20% of employees’ desire to stay with their employer.
- 33% - 50% of Black, East Asian, and South Asian professionals report being highly on guard to protect against bias.
- 50% to 69% of Black, East Asian, and South Asian professionals who are highly on guard against bias $\rightarrow$ high intent to quit.
- 10% increase in perceptions of inclusion $\rightarrow$ drop in absenteeism (adding one day per year in attendance/employee)
- 61% of participants in a Deloitte study acknowledged masking parts of their identity to fit in (79% of Blacks and 83% of gay individuals.)
Why Belonging Matters
What we know… Belonging

• Feelings of belonging
  • → 56% increase in job performance
  • → 50% reduction in risk of turnover
  • → 75% decrease in employee sick days (healthier workplace)
  • → 167% more likely to recommend their workplace as a great place to work.

Deloitte Global Human Capital Trends Survey 2020
What is the most significant impediment to achieving DEIB in your workplace?
What is unconscious or implicit bias?
What is Implicit Bias?

As defined by the Kirwan Institute for the Study of Race and Ethnicity:

“the attitudes or stereotypes that affect our understanding, actions and decisions in an unconscious manner. These biases which encompass both favorable and unfavorable assessments are activated involuntarily and without an individual’s awareness or intentional control. Residing deep in the subconscious, these biases are different from known biases that individuals may choose to conceal for the purposes of social and/or political correctness.”

- Dr. Tamika Cross, a black female physician, was on a Delta Airlines flight when a passenger became sick. The flight attendant asked for a physician, but when Dr. Cross rang her call button and attempted to help, the flight attendant said, “Oh no, sweetie put your hand down. We are looking for actual physicians. We don’t have time to talk to you.”

- After producing her credentials, the flight attendant still did not believe Dr. Cross. A white male passenger walked up, said he was a doctor.

- The flight attendant told Dr. Cross, “Never mind we don’t need you now.”
  - The patient
  - Dr. Cross
  - Delta

Truths About Implicit Bias:

• Everyone has them
• They are not necessarily reflections of our conscious or declared beliefs
• In practice, they tend to favor ourselves and those like us
• Often not based on rational information, rather an emotional or visceral response
• **Good news: can be redirected; not permanent.**
What informs our implicit/unconscious bias?

How we are socialized...Our contextual lens through which we view the world around us and the people in it.

• Life experience – what was “normal” in our communities, region, homes, etc.
• Family
• Friends
• Colleagues
• Education
• Media
Our implicit biases are:

**Formed:**
Childhood (mis)education

Often, well-settled by adulthood:

- LL Cool J.
- Martha Stewart

Be Careful of Stereotypes!
Only One of Them is a Convicted Felon.
Benefits of Implicit/Unconscious Bias

• Short-cut thinking.

• Split-second decisions to avoid situations that make us feel threatened, instinctively.

• Ability to sift through and distill innumerable sensory cues to conduct a threat analysis of a person, situation, or event that then informs our next steps.
Affinity (Similarity) Bias

Common tendencies:

• connect with people who share similar backgrounds, experiences, or interests.
• act favorably toward those we know and who resemble us
  • Interviewer W may have a tendency to hire candidates who attended the interviewer’s alma mater.
  • Interviewer X, a former college athlete, may have a tendency to hire candidates who also played college sports.
  • Interviewer Y may have a tendency to hire candidates who are from his home town.
  • Interviewer Z may have a tendency to hire candidates who vacationed at the same lake during summers.

• Avoiding affinity bias – actively take note of similarities you share with the candidate so you can distinguish between attributes that may cloud your judgment vs. those that may be a “culture add” rather than “culture fit”
Avoiding Affinity Bias:

➢ *Standardized questions; standardized process*

➢ *Diverse hiring team*

➢ *actively take note of similarities you share with the candidate so you can distinguish between attributes that may cloud your judgment vs. those that may be a “culture add” rather than “culture fit”*

*Source: https://builtin.com/diversity-inclusion/unconscious-bias-examples*
Confirmation Bias

• Confirmation bias is our inclination to favor information that confirms our beliefs.

• We draw conclusions about a person or situation based on our personal prejudices, beliefs, or personal desires rather than on unbiased merit. **We believe what we want to believe!**

• Confirmation bias is the tendency to accept evidence that confirms our beliefs and to reject evidence that contradicts them.

Sources: https://builtin.com/diversity-inclusion/unconscious-bias-examples
https://www.thoughtco.com/what-is-confirmation-bias-1689786
Examples of Confirmation Bias in the Workplace

• Manager A subconsciously believes all workers of the purple race are inherently lazy. As a result, manager X never provides key assignments to employees of the purple race. At the end of the year, no purple-race employees have worked on key assignments.

Manager A: “See, I knew they were lazy.”

• Manager Z subconsciously believes female employees place a premium on managing the home front for the family, and as a result, Manager Y (in an effort to be respectful) never provides women professional development opportunities that involve travel – these opportunities are a fast-track to promotion. Women are not promoted at the same rate as men.

Manager Z: “That’s too bad. If they [women] would just devote a little more time to work; go that extra mile...”
Other Types of Unconscious Bias

• Gender bias- The tendency to prefer one gender over another gender or to make assumptions about a person because of his/her/their gender.

• Examples
  • Interviewer A believes that women will leave the workforce to have children. As a result, Interviewer A tends to hire more male candidates than female candidates.
  • Interviewer B presumes men are more confident than women. As a result Interviewer B tends to notice lack of confidence when he interviews female candidates as opposed to male candidates. Thus, Interviewer B tends to hire more male candidates than female candidates.
Age-based Bias:
The tendency to have negative feelings about another person based on their age.

Examples
• Interviewer C believes that millennials are more likely to job hop than their peers. As a result, Interviewer C is more inclined to hire older candidates.

• Interviewer D believes that an older candidate who is overqualified for a position is less likely to stay in the role than a younger candidate. Interviewer D tends to avoid hiring older overqualified candidates and prefers to hire younger candidates.
Micro-aggressions

“Everyday verbal, nonverbal and environmental slights, snubs, or insults whether intentional or unintentional, which communicate hostile, derogatory, or negative messages to target persons based solely upon their marginalized group membership.”
For example:

<table>
<thead>
<tr>
<th>[To a black female] “Don’t get angry, but....”</th>
<th>“You are so articulate”</th>
</tr>
</thead>
<tbody>
<tr>
<td>You must be so proud of his success in politics (e.g. Ben Carson, but you are a democrat and disagree entirely with his views.)</td>
<td>That’s not racist. Don’t be so sensitive. Can’t you take a joke?</td>
</tr>
<tr>
<td>How did you get this [insert seemingly prestigious position] job?</td>
<td>Your skin is so dark, but so beautiful Can I touch your hair?</td>
</tr>
<tr>
<td>Wow, you look so professional. [In an environment were professional dress is expected; often, the aggressor would consider him/herself as “looking professional, as well.”]</td>
<td>“I am color blind – I don’t see color”</td>
</tr>
<tr>
<td>“I am very proud of you” – from a person of equal rank, but different race.</td>
<td>I’m sure you heard about the gang-related shooting that happened in [pick a stereotypical black neighborhood.]</td>
</tr>
</tbody>
</table>
Ten Organizational Tools For Recognizing & Mitigating Bias

1. Continued strong commitment from leadership and collective ownership of inclusion dynamic.

2. Consistent communication/signaling of importance of inclusive workplace.

3. Introduction of accountability and mitigation of bias into processes at each point of the career trajectory
   - Including diverse interview teams; rotating work assignments; blind work evaluation systems; more transparent evaluation and promotion processes.

4. Casting broad nets in recruiting practices; addition of diverse team members in interviewing process.

5. Top/Down Infusion of inclusiveness into the DNA of the Organization.
Ten *Organizational* Tools For Recognizing & Mitigating Bias

6. Review of work assignment processes to ensure equitable allocations of stretch assignments.

7. Proper formal mentoring/sponsorship program to ensure equal opportunity for growth and development.

8. Respect for individual contributors and embracing differences.

9. Candid 360 degree feedback loops.

10. Reward contributions to diversity and inclusion efforts.
Reminders

❖ Stay encouraged

❖ Keep up the hard work

❖ Celebrate the wins

❖ Recalibrate when necessary

❖ Know when to bring in reinforcements
Diversity, Equity, Inclusion & Belonging is a journey, not a destination.

Customize
Grow
Adapt
Thank You!