

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



Michael Cohen
Duane Morris LLP
mcohen@duanemorris.com

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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

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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



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Consensus, overall....

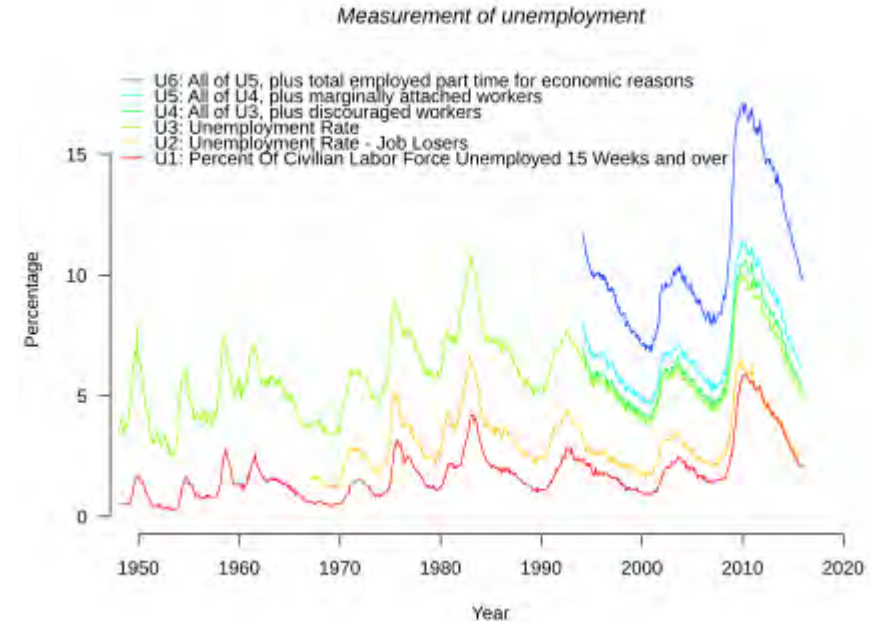


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Economic Devastation



2020 Stock-Market Crash



Staggering unemployment numbers



Largest stimulus package ever



Trade War/
Tariffs

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Polarizing Politics



Impeachment and acquittal of President Trump

Gridlock



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Racism and Racial Reckoning



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

**BLACK
LIVES
MATTER**



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



Scapegoating Asian Americans



Rise of Anti-Asian racism

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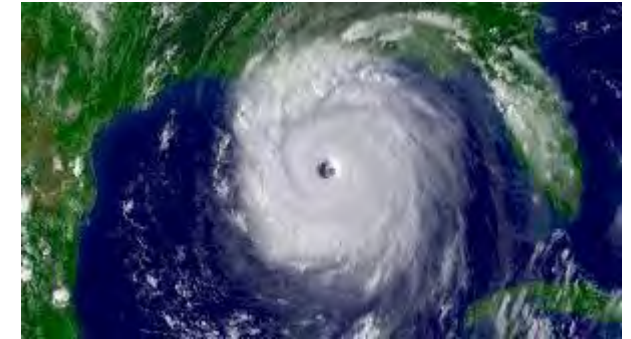
Record-breaking Natural Phenomena



Wildfires burned more than 8.1 Million acres across the Western U.S.



Murder hornets arrive in the U.S.



Record number of hurricanes



Massive flooding



Extreme Heat

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Pandemic of Catastrophic Proportion



Digital Divide
(educational and corporate)



COVID-19: epidemic to pandemic



Pandemic-related school
closures



Job closures



Staggering death toll in the U.S.



Overly-taxed health-care system

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The Deaths of Icons



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Starting the workday...



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Diversity, Equity, Inclusion and Belonging....

NOT
BUSINESS
AS USUAL

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DEIB: Breaking it Down

Diversity

Equity

Inclusion

Belonging

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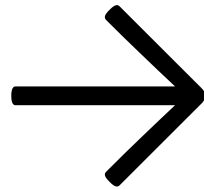
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Diversity.E.I.B



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”*

You're invited



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D.Equity.I.B



Equity: *Awareness that advantages and disparities exist; not everyone comes from the same starting place. Accommodations must be made to achieve equity.*



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D.E.*Inclusion*.B



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.



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D.E.I. *Belonging*

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

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Why Diversity Matters

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Why Diversity Matters



Bottom Line: Credibility

- 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]

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Why Diversity Matters



“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

[Source: <https://www.mckinsey.com/business-functions/organization/our-insights/why-diversity-matters>]

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

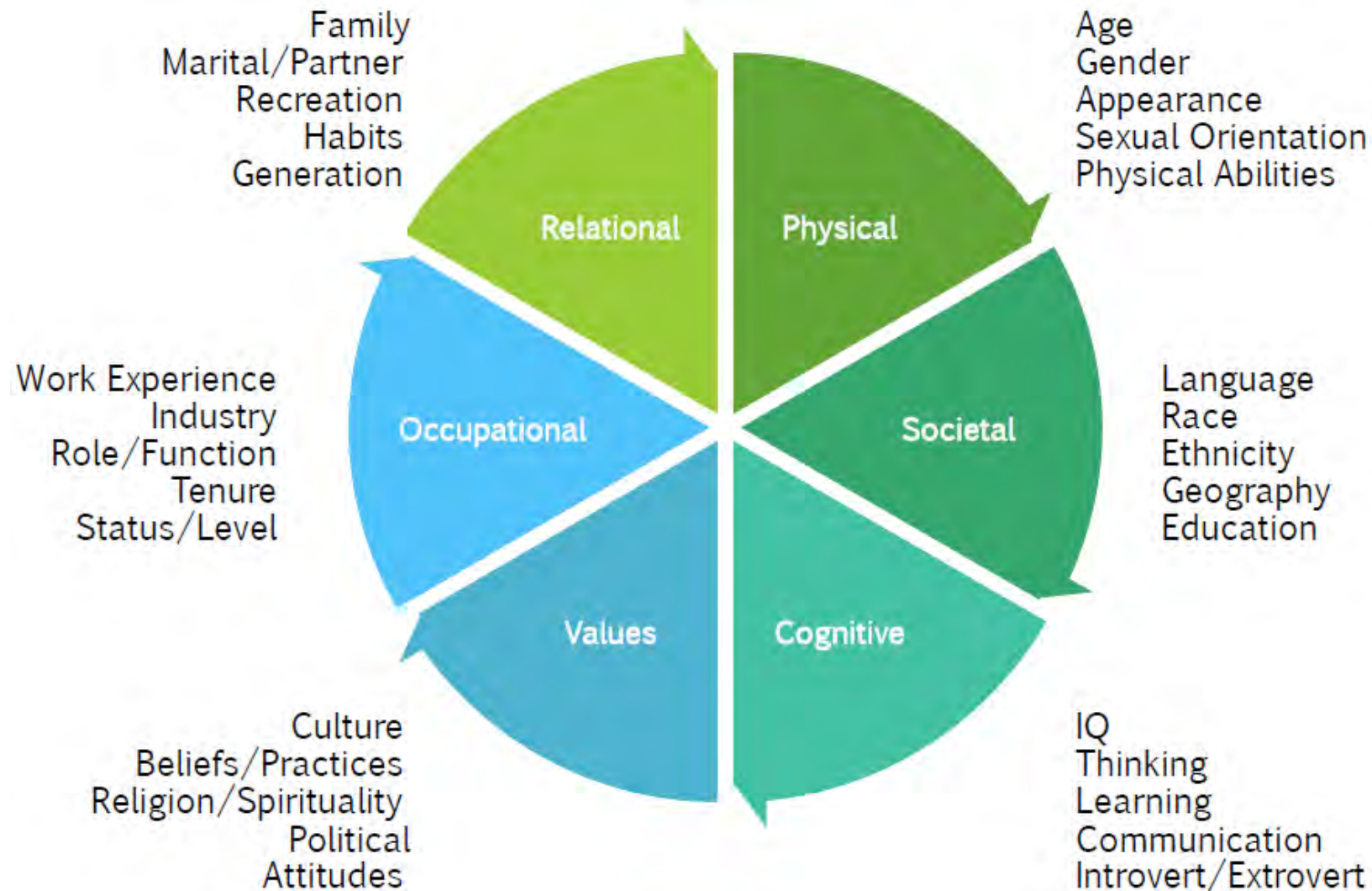
competitive differentiator

shifting market share toward more diverse companies.

[Source: <https://www.mckinsey.com/business-functions/organization/our-insights/delivering-through-diversity> (2017 Report)]

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Diversity Characteristics



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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

[Source: <https://www.nytimes.com/2019/01/27/us/paul-weiss-partner-diversity-law-firm.html>]

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An Open Letter to Law Firm Partners:

We are General Counsels and Chief Legal Officers of more than 170 companies, private companies, start-ups, and non-profit organizations. Our businesses range from technology, business and consumer facing products and services to health care, to software, publishing to life sciences, and hospitality to financial services. We launch IPOs, safeguard customers' privacy and data protection rights, litigate, bring life-saving drugs to market, navigate challenging regulatory obstacles, and complete mergers and acquisitions. Collectively, our companies spend hundreds of millions of dollars on legal services and we are committed to ensuring equality in the legal profession.

We expect the outside law firms we retain to reflect the diversity of the legal community and the customers we serve. We applaud those firms that have worked hard to build a partnership this year outstanding and highly accomplished lawyers who demonstrate a commitment to gender, gender orientation, sexual orientation, national origin, religion, and ethnicity. You and your firms have shown leadership by putting into place practices, policies, and programs that a broad spectrum of attorneys are attracted to your firms, have a chance to succeed, and are able to successfully navigate both their professional and personal lives with exemplary performance. We believe that a diverse workplace is evident in a work environment where all employees feel they belong and are accepted. We applaud your effort and investment.

At the same time, we are disappointed to see that many law firms continue to pay attention in no way reflect the demographic composition of entering associate classes. Partners are largely male and largely white. We have no doubt that these lawyers worked hard and deserve the success they have obtained at your firms. We also know that there are women and members of the LGBTQIA community and others who are no doubt equally deserving, but are not equally rewarded. We are left to wonder if you and your partners value diversity enough to put in place programs to develop, promote, and retain talented and diverse attorneys. It is not enough to come to a firm to diversity during the recruiting process or to hire a diversity and inclusion officer and expect a person can effect change without the full commitment of each member of the firm. Instead, the reality is that you must consciously and personally invest in diversity and inclusion and interview, hire, mentor, support, sponsor, and promote talented attorneys who don't always look like you or share your background.

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.

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,

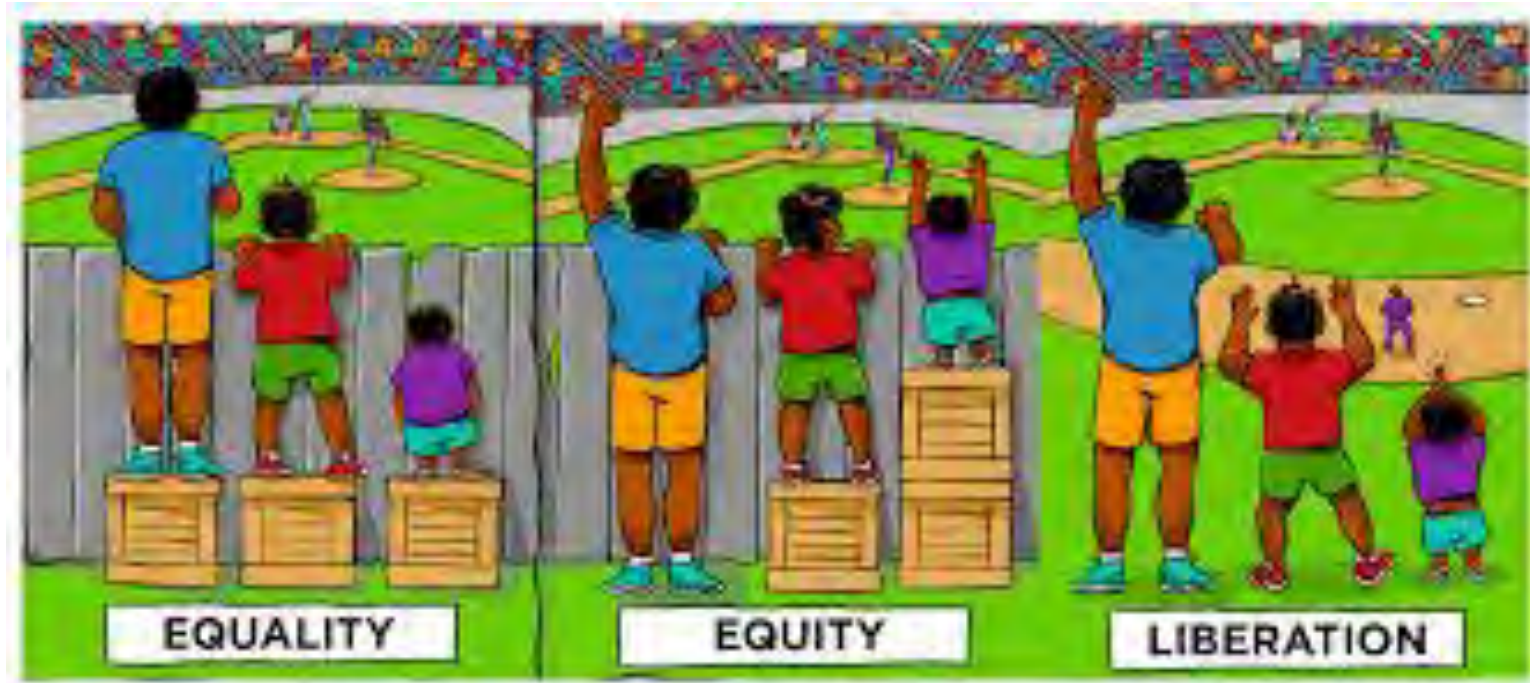
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Why Equity Matters

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Equity ≠ Equality...



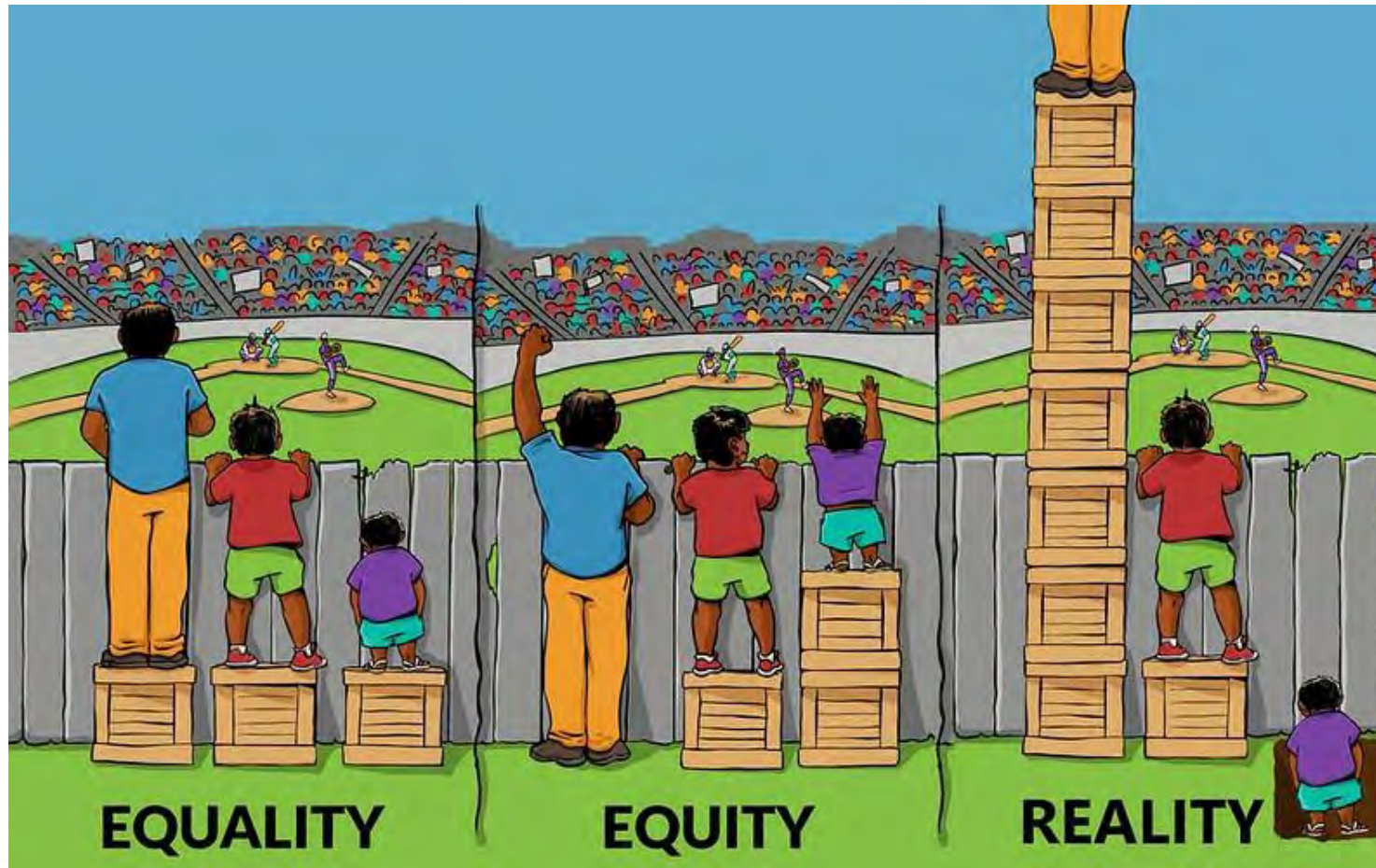
It's not about everybody getting the same thing...It's about everybody getting what they need in order to improve the quality of their situation." - Cynthia Silva Parker, Infusing Equity into the Urban Planning Process

Interaction Institute for Social Change | Artist: Angus Maguire

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A long way to go to truly achieve *Equity*



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Interaction Institute for Social Change | Artist: Angus Maguire

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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.

<https://www.opensourcedworkplace.com/news/what-is-workplace-inclusion-and-why-inclusion-matters-in-the-workplace>

<https://www.eamesconsulting.com/blog/2018/09/why-does-diversity-and-inclusion-matter>

What we know... *Inclusion*

- Feelings of inclusion → 35% of an employee's emotional investment in their work.
- Feelings of inclusion → 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 → high intent to quit.
- 10% increase in perceptions of inclusion → 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 DEI/B 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.”

New York Times Article – October 14, 2016

- 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

[Source: <http://www.nytimes.com/2016/10/15/us/black-doctor-says-delta-flight-attendant-brushed-her-aside-in-search-of-an-actual-physician.html?smprod=nytcore-iphone&smid=nytcore-iphone-share>]

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

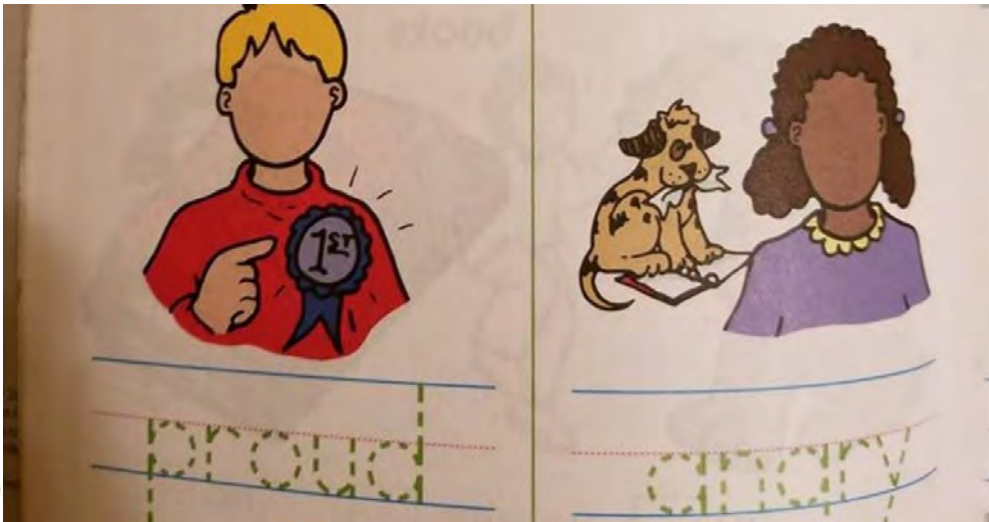
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Our implicit biases are:

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.

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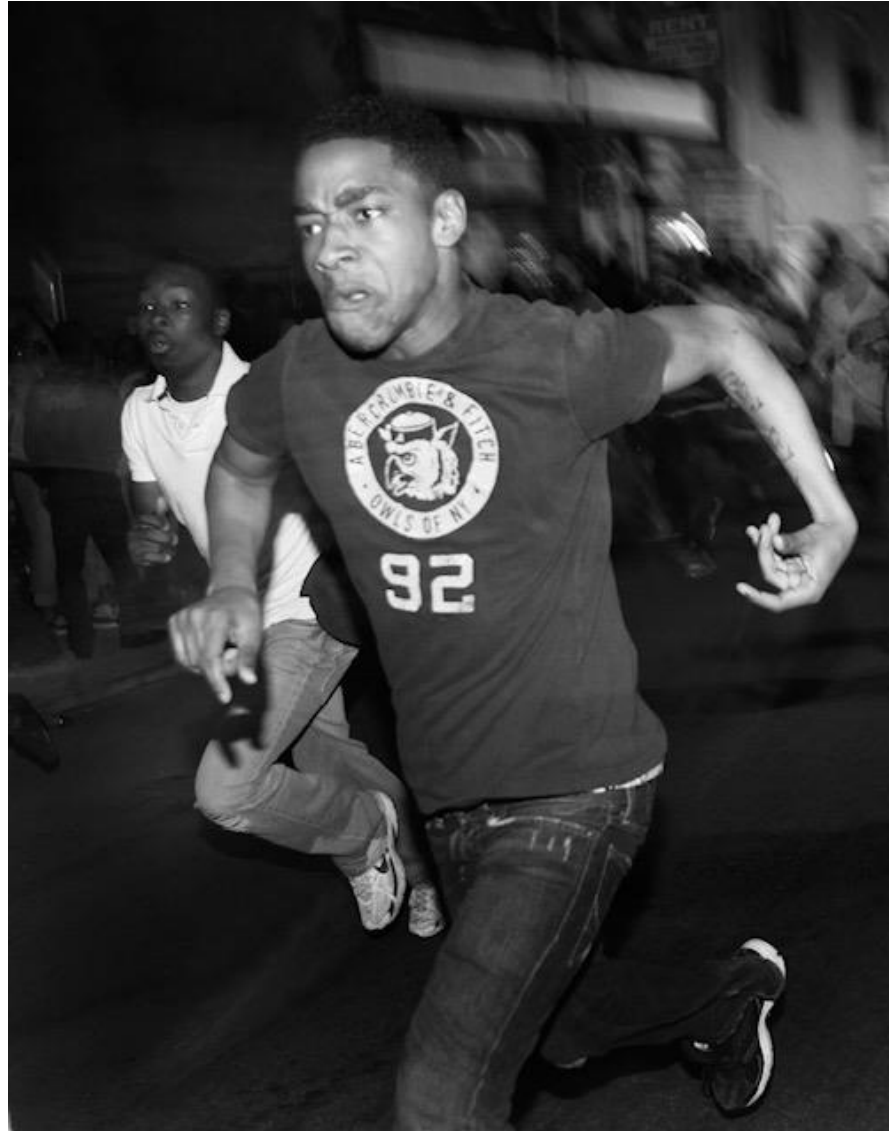
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Affinity (Similarity) Bias

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”*

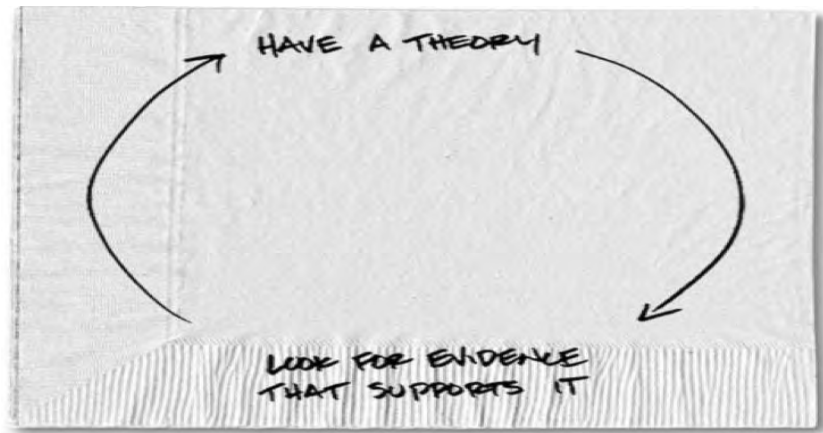
Avoiding Affinity Bias:

- *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*](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.



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.”

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For example:

[To a black female] “Don’t get angry, but....”	“You are so articulate”
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.)	That’s not racist. Don’t be so sensitive. Can’t you take a joke?
How did you get this [insert seemingly prestigious position] job?	Your skin is so dark, but so beautiful Can I touch your hair?
Wow, you look so professional. [In an environment where professional dress is expected; often, the aggressor would consider him/herself as “looking professional, as well.”]	“I am color blind – I don’t see color”
“I am very proud of you” – from a person of equal rank, but different race.	I’m sure you heard about the gang-related shooting that happened in [pick a stereotypical black neighborhood.]

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.



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Reminders

- ❖ Stay encouraged
- ❖ Keep up the hard work
- ❖ Celebrate the wins
- ❖ Recalibrate when necessary
- ❖ Know when to bring in reinforcements

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A photograph of a two-lane road stretching into the distance, flanked by green fields. The entire image is overlaid with a vibrant, multi-colored rainbow gradient that shifts and blends across the scene.

Diversity, Equity, Inclusion & Belonging
is a journey, not a destination

Customize

Grow

Adapt

Thank You!