Culture, Diversity, & Implicit Bias: Avoiding Discrimination and a Hostile Work Environment

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Avoiding Discrimination and a Hostile Work Environment

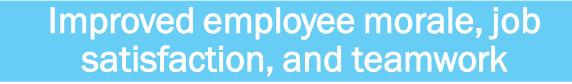
- The norm is to talk about . . .
- ✓ Training
- ✓ Policies
- ✓ Consistency
- ✓ Documentation
- ✓ Termination Checklist

All of That is Important, BUT

- In this day and age, we need to give as much thought about <u>how to go about</u> disciplining an employee or terminating employment, as the case may be, as we do about whether discipline / termination is legal and appropriate
- An employee who feels a positive connection to the organization, who feels respected, is much more likely to take to heart any criticism and is much less likely to bring a legal claim



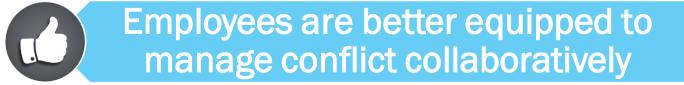
Benefits of a Respectful Workplace Include:



Lower absenteeism and turnover



Increased productivity





How Do We Create a Respectful Workplace?

- Culture
- Diversity
- Inclusion
- Leadership

What is Company Culture?

- Collective values, norms, beliefs, behaviors, attitudes, and underlying assumptions
- Shown in how the company conducts business and treats employees and others
- Established day-to-day and over time
- Affects performance and productivity



https://cdn.tdktalks.com/wp-content/uploads/2017/08/culture-workplace-attributes-tdktalks.png

Six Elements Necessary to Cultivate a Great Company Culture

- **Purpose** means connecting employees to your organization's reason for being or the difference you make in the world
- **Opportunity** means providing employees the ability to learn new skills, develop, and contribute
- Success means giving employees the opportunity to innovate, do meaningful work, and be on winning teams
- Appreciation means acknowledging and recognizing employees' outstanding work and unique contributions
- Well-being means paying attention to and constantly working to improve employees' physical, social, emotional, and financial health
- Leadership means connecting employees to purpose, empowering them to do great work, and creating a sense of camaraderie



Diversity vs. Inclusion

An employer can have a diverse workplace without having an inclusive culture.



https://www.bounteous.com/insights/2019/06/04/invit e-invigorate-inspire-culture-diversity-and-inclusion/



The Numbers

Over half of U.S. employees say their company should do more to increase diversity and inclusion

• 60%+ of millennials say their employer should do more

Glassdoor; The Harris Poll



The Numbers

- •61% of employees have experienced or witnessed discrimination based on age, race, gender or LGBTQ identity in the workplace
- •**1,000,000+:** The number of discrimination complaints that have been filed with the EEOC since 2010 (most common: retaliation, racial discrimination, and sex discrimination)

The Washington Post; Glassdoor; The Harris Poll

Implicit Bias

- To have a truly diverse and inclusive workforce, a business needs to have a better understanding about how implicit bias is potentially impacting the organization
- We live in a time where we quickly put people in boxes

20 COGNITIVE BIASES THAT SCREW UP YOUR DECISIONS 1. Anchoring bias. 2. Availability heuristic. 3. Bandwagon effect. 4. Blind-spot bias People are over-reliant on the first piece of information they hear. In a salary negotiation, whoever makes the first offer establishes a range of reasonable possibilities in each persona mind. People overestimate the importance of information that is available to them. A person The probability of one person adopting a belief increases based on the number of people who hold that belief. This is a Failing to recognize your own cognitive biases is a bias in itself. People notice cognitive and motivational biases much is available to them. A person might argue that smoking is not unhealthy because they know someone who lived to 100 and smoked three packs a day. more in others than in powerful form of groupthink and is reason why meetings 0 5. Choice-supportive bias. 6. Clustering illusion. 7. Confirmation bias. 8. Conservatism bias. When you choose something, you tend to feel positive about it, even if that choice has flaws Like how you think your dog is anyesome — even if it bites manche aven This is the tendency to see patterns in random events. It is key to various gambling fallacies, like the idea that red is more or less likely to turn up on a roulette table after a string of tendence. We tend to listen only to information that confirms ou preconceptions – one of the many reasons it's so hard to have an intelligent conversat Where people favor prior evidence over new evidence o information that has emerged People were slow to accept that the Earth was round because they maintained their instances of the the state of the s people every once in a while about climate change of reds. earlier understanding that the planet was flat. 9. Information bias. 10 Ostrich effect 11. Outcome bias. 12 Overconfidence The tendency to seek information when it does no Judging a decision based on the outcome - rather than how exactly the decision was made Some of us are too confider about our abilities, and this The decision to ignore dangerous or negative information by "burying" one's head in the sand, like affect action. More information causes us to take greater risks in our daily lives. Experts are is not always better. With leas in the moment. Just because information, people can often an ostrich. Research suggest you won a lot in Vegas doesn't more prone to this bias that nake more accurate prediction that investors check the value mean gambling your money laypeople, since they are more of their holdings significanth was a smart decision. convinced that they are right less often during bad marke 13. Placebo effect. 14. Pro-innovation bias. 15. Recency. 16. Salience. When simply believing that something will have a certain When a proponent of an innovation tends to overvalue The tendency to weigh the Our tendency to focus on latest information more heavily than older data. Investors often think the market will always loop the most easily recognizable features of a person or concep When you think about dying, yo effect on you causes it to have that effect. In medicine, people its usefulness and undervalue its limitations. Sound familiar given fake pills often experience the same physiological effects Silicon Valley? the way it looks today and make might worry about being mauler by a lion, as opposed to what is statistically more likely, like dyin 17. Selective perception. 18. Stereotyping. 19. Survivorship bias 20. Zero-risk bias. An error that comes from focusing only on surviving Allowing our expectations to influence how we perceive the Expecting a group or person to have certain qualities without having real information about Sociologists have found the we love certainty - even if it's counterproductive. Eliminating world. An experiment involving a football game between students examples, causing us to misjudge a situation. For the person. It allows us to quickly identify strangers as risk entirely means there is no chance of harm being caused from two universities showed stance, we might think that being an entrepreneur is easy because we haven't heard of all those who failed. that one team saw the opposing friends or enemies, but people tend to oversee and abuse it m commit more infraction

SOURCE: Ensin Bisser, Ethics Liverappot, Exploratio: Harvard Magachic; HouGhdTWork; LeuriVert, Dutome bias In decision evaluation. Journal of Personality and Social Psychology: Psychology Today: Pure Bias Bind Spot Perceptions of Bias In Ser Versus Others, Personality and Social Psychology: Buildin; The Cognitive Retice of Mac Communication; Theory and Resarch In Mac Communications: The last-8-in-one officier: Psedictions and seats, Judgment and Decision Making The New York Time; The Wall Strend Journal (Strends, Yano Keng, Yano

MISINESS IS

What is Implicit Bias?

- The unconscious association of stereotypes with particular groups
- In no way related to a person's intelligence, cognitive ability, or other personality traits
- People may act on the basis of stereotypes or prejudice without meaning to do so

Identifying & Interrupting Implicit Bias

- Seven Powerful Bias Interrupters
 - Give evidence
 - Benefit of the doubt
 - Waiver of objective rules/consistency
 - Likeability, modesty, deference
 - · Assumptions regarding parents and what they are able to do
 - "Culture Fit"; "Executive Presence" What does that mean?
 - Honest feedback
 - Notice
 - Opportunity to correct

Building a Respectful & Inclusive Workplace

RACE GENDER CULTURE RELIGION ETHNICITY LANGUAGE **EDUCATION** NATIONALITY **GENDER IDENTITY** PHYSICAL ABILITIES **SEXUAL ORIENTATION**



Challenges to Creating a Respectful Workplace

Getting used to differences

Coordinating work styles

Learning to communicate

Developing flexibility

Adapting to change



Manager's Role in Creating a Respectful Workplace

Set clear expectations of behavior
Be a positive role model
Create a positive work environment
Make it how you do business
Push back on disrespectful behaviors
Maintain open communication



How To Demonstrate Mutual Respect in the Workplace

Listen to your employees	Act on your employees' suggestions	Give timely praise on a job well done
Share company mission, vision, goals and objectives	Learn about your employees' professional and personal goals	Celebrate workplace milestones

Tips for Creating a Respectful Workplace

- Respect Differences
- Never Assume
- Encourage Teamwork
- Use the Variety of Experiences Among Coworkers
- Learn and use Acceptable Terms

- Treat Genders Equally
- Avoid Sexist Comments
- Show Interest in Coworkers
- Learn Names and Use
 Them Frequently
- Look at Coworkers' Abilities
 Not Disabilities

By Way of Example, Phrases to be Mindful of ...

- No offense, but. . .
- Don't be such a prude
- That was a ballsy move
- Wearing the pants
- Don't worry your pretty little head
- It's not a big deal
- Someone is whipped
- Why do all (men/women) . . .
- Grow a pair
- Boys will be boys
- It was just a joke

- Smile
- Working mom (versus working parent)
- When will you take time to start a family?
- For a woman/man you are a great . . .
- Office mom
- It's time to man up
- Are you sure you can handle this?
- "Debbie Downer" or "Negative Nancy"



Leadership

#1 Practice the qualities of leadership#2 Create a culture of appreciation and respect#3 Combat Defensiveness

• Doing so will give you credibility when you need to have a difficult conversation with your employees



Qualities of Leadership

Passion (You really care about what you are doing)
 Humility (You are not perfect either)
 Curiosity (You do not know everything)

Some Examples

- Acknowledging you need their help
- Focusing on solving problems and not placing blame
- Admitting when you are wrong
- Employees feel that their opinions count



Culture of Appreciation and Respect

- Regularly express appreciation, gratitude, and respect for your employees
- <u>Appreciation</u> is different from <u>Recognition</u>
 - Recognition is an event e.g. an award for 10 years of service
 - Appreciation ongoing acknowledgement that we are glad you are here
- The Ten Pennies . . .



Defensiveness

- We all tend to become defensive it is human nature when we feel attacked or threatened
- People do not like criticism especially when coupled with a sense of contempt
- Employees tend to react when they are defensive by blaming, minimizing, shifting focus, or shutting down

Combating Defensiveness

- Have compassion
- Genuinely listen and be curious (about their experience and feelings)
- Use "I" or "we" statements, as opposed to "you" statements
- Do not label the person or pass judgment
- Refrain from becoming defensive yourself
- Shift the discussion to finding a resolution
- Do not hesitate to take a break (without blaming the other person)



Perception vs. Intention

- Need to take into account co-workers' personal history
 - Affects how they perceive each situation
 - "Triggers" can cause well intended behavior to become unwelcome

Perception vs. Intention

- Some gauges to measure whether your own conduct is consistent with the law and your organization's policies:
 - Would you want your spouse, partner, child, or parent to be subjected to the same type of behavior?
 - Would you be willing to engage in the same conduct in front of a family member?
 - Would you be embarrassed to tell the same story in a courtroom in front of a judge and jury?