

2001



Breakout rooms

Is there anything in your life you're not doing because it seems too much of a risk?

2019



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What is unconscious bias

We make 30,000 decisions a day - we couldn't do this consciously
Most of these happen non-consciously

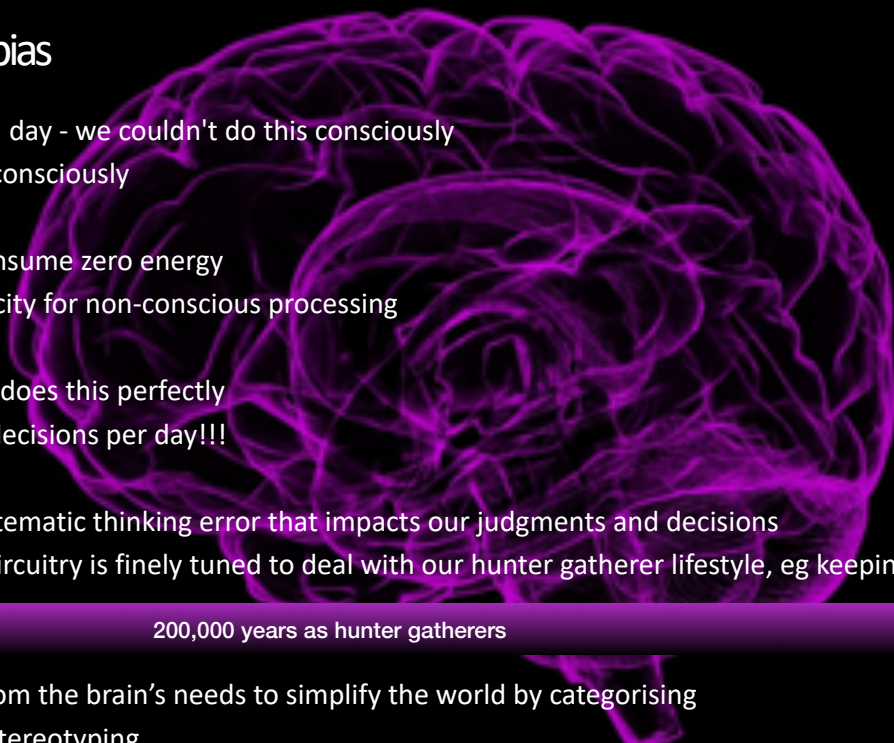
Non-conscious decisions consume zero energy
Our brain has limitless capacity for non-conscious processing

99.9% of the time our brain does this perfectly
0.1% failures mean 30 bad decisions per day!!!

An unconscious bias is a systematic thinking error that impacts our judgments and decisions
... often because our brain circuitry is finely tuned to deal with our hunter gatherer lifestyle, eg keeping us safe

200,000 years as hunter gatherers

Unconscious beliefs stem from the brain's needs to simplify the world by categorising
This is what leads to social stereotyping



Why bother with fairness?

JUST Companies Outperform The Market



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Source: JUST Capital



More equal societies do better



- Overall physical health
- Mental health
- Drug abuse
- Education
- Imprisonment
- Obesity
- Social mobility
- Trust and community life
- Violence
- Teenage pregnancies
- Child well-being

Wilkinson, R. G., & Pickett, K. (2010). *The spirit level: Why greater equality makes societies stronger*. New York: Bloomsbury Press.

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Wilkinson and Pickett, The Spirit Level 2009



'Unconscious bias is crap': KPMG staff share shock at UK chair's comments

Accounting firm investigates as more details emerge of meeting where Bill Michael told staff to stop moaning



KPMG boss Bill Michael quits

“There is no such thing as unconscious bias” he said.

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'Unconscious bias training' to be scrapped by ministers

By Sean Coughlan
BBC News

11 hours ago



"Unconscious bias training" is being scrapped for civil servants in England, with ministers saying it does not work.

Why has unconscious bias training got a bad name?
Why doesn't it work?

Bias blindspot - other people have biases, not me!
Understand the *why* behind bias
Make it non-threatening - no one likes being called prejudiced





The thalamus resolves conflicting sensory information

Vision trumps hearing

Ventriloquist effect

ARE WE SEEING THE WORLD AS IT IS?

A diagram of a human head in profile, showing the brain with the thalamus highlighted in red. Arrows point from the eyes and ears to the thalamus. Labels indicate '20-40ms' for visual input and '10ms' for auditory input.



Experience bias

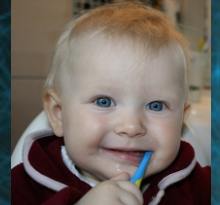
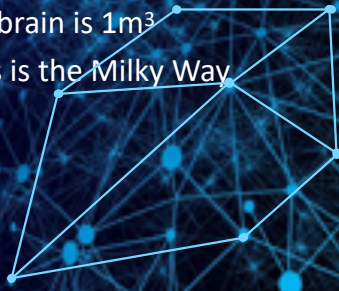
CONFIDENT IN OPINIONS	Dogmatic	Truth Exploring
		Inconclusive
	OPEN & REFLECTIVE	

Mitigation:

- Notice when you tend to think you're right
- Do you dominate with your strong opinions
- Listen to understand, not to reply
- Practice perspective getting
- Give your opinions last

The brain hardwires everything it can

If the conscious brain is 1m³
The unconscious is the Milky Way



Driving to work

Foul-mouthed UK motorists swear every two-and-a-half miles. Getting cut up by another driver is the main cause



Mitigation:

- Notice when you tend to judge or blame people
- Have you ever acted in a similar manner - what were the reasons and circumstances?
- Come up with a number of possible explanations for their behaviour
- Ask non-judgemental questions
- Practice empathy and perspective taking
- Read novels

Poll question

Temporal discounting trashes productivity

	Urgent	Not urgent
Important	Deadline-driven Crisis Panic	Prevention Relationships Vision Planning

Saliency bias - focus on what's in front of us - email

Cognitive ease - go with the flow rather than *really* thinking what needs doing

"I'll quickly check my emails" ...get sidetracked, interesting links...

Mitigation (breakout rooms)

Email three time per day?

Switch off alerts

Don't multi-task

Time-boxing

Forced decision points, eg after a task

Accountability buddy

If ... then plans

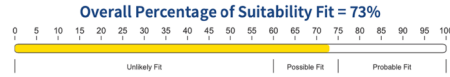
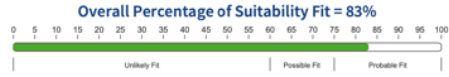
Similarity bias

Even if someone has the same name or birthday as us we like them more!

What's the cost?

How could you mitigate?





	ID: 1930381's Score	Negative Impact < -> Positive Impact										
	Score	Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong
Selling: <i>The interest in convincing or influencing others to purchase a product or service</i> Narrative: ID: 1930381 is quite interested in at least some aspects of selling. ID: 1930381's interest in some aspects of selling will probably have a slightly positive impact on job satisfaction and/or performance.	8.0											
Takes Initiative: <i>The tendency to perceive what is necessary to be accomplished and to proceed on one's own</i> Narrative: ID: 1930381 often tends to take initiative. This initiative will help him to achieve objectives. It is important that the employer provides opportunities for initiative and guidelines regarding what type of initiative can be taken. This will channel ID: 1930381's initiative in an appropriate direction. ID: 1930381's degree of initiative will probably have a slightly positive impact on job satisfaction and/or performance.	7.6											
Persistent: <i>The tendency to be tenacious despite encountering significant obstacles</i> Narrative: ID: 1930381 generally tends to persevere with a task when obstacles occur. ID: 1930381's tendency to be persistent is sufficient for this job.	7.1											
Analytical: <i>The tendency to logically examine facts and situations (not necessarily analytical ability)</i> Narrative: ID: 1930381 tends to very often analyse problems and decisions and enjoys it. ID: 1930381's degree of enjoyment of analysing will probably have a slightly positive impact on job satisfaction and/or performance.	9.0											
Enthusiastic: <i>The tendency to be eager and excited toward one's own goals</i> Narrative: ID: 1930381 tends to be quite enthusiastic about his goals. If ID: 1930381's goals are in alignment with the organisation's objectives, he will probably have a drive to achieve those objectives. ID: 1930381's degree of enthusiasm for his goals will probably have a slightly positive impact on job satisfaction and/or performance.	8.1											
Optimistic: <i>The tendency to believe the future will be positive</i>												

	ID: 1930380's Score	Negative Impact < -> Positive Impact										
	Score	Very strong	Strong	Substantial	Moderate	Slight	no impact	Slight	Moderate	Substantial	Strong	Very strong
	7.0											
	9.0											
	8.8											
	7.2											
	4.7											

Suitability

Influencing
Give me an example of a work situation in which you were particularly persuasive.

Look For...
ID: 1930381's enjoyment of being persuasive, his comfort with being persuasive, and especially the degree of persuasiveness he exhibited. The more ID: 1930381 has of this trait, the more likely he will perform well.

Persistent
Tell me a time in which you demonstrated determination to overcome a difficult obstacle.

Look For...
The difficulty of the obstacle and the degree of determination demonstrated. The more ID: 1930381 has of this trait, the more likely he will perform well.

Takes Initiative
Give me an example of a time when you perceived a need in your organisation and took steps to fulfil that need without being asked to do so.

Look For...
ID: 1930381's degree of initiative and appropriateness of initiative. The more ID: 1930381 has of this trait, the more likely he will perform well.



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Mitigating similarity bias

Diversity is a seat at the table
Inclusion is a voice at the table
If you're not deliberately including, you're probably excluding*

Tips to encourage inclusion

- If you are the team leader, give your opinion last
- Ensure everyone is listened to - especially the quiet ones
- "I only want to hear from those who disagree with me"
- Use Edward de Bono's thinking hats
- Beware of hybrid meetings - if one person is virtual, everyone is virtual
- In-group/out-group - be careful of having "favourites"

*David Rock

What 1% changes will you make to encourage team diversity?



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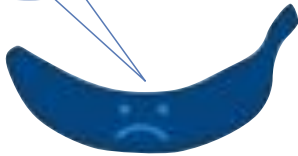
In group; out group bias

In group bias means we favour our own group

Out group bias means we show animosity towards other groups

- In our hunter/gatherer days, encounters with another tribe usually ended in death
- Today we see this in football club hostility, party politics, inter-departmental rivalry
- In-group hear each other's ideas as their own
- If they see you as the out-group, they won't even hear your ideas
- Common ground and common objectives brings you into their in-group... and gets you heard

what about
my idea?



yeah, great idea



Silo Working

Mitigation

Call it out

Inter-departmental projects

Don't be so focused on results that you forget to bring your people with you

Provide your people with a compelling context for working together



Loss aversion

Heads -£100 Tails +£150

Heads -£100 Tails +£200

Heads -£100 Tails +£300

Playing it safe is a risky business



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Poll question

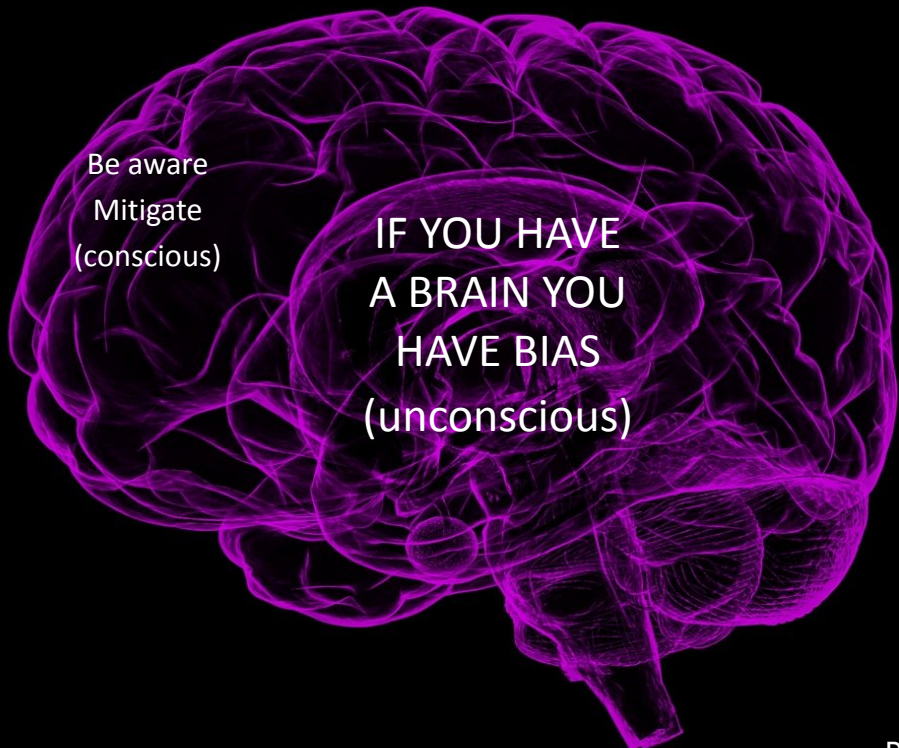


Key insights in chat

What will you now take on?

Be aware
Mitigate
(conscious)

IF YOU HAVE
A BRAIN YOU
HAVE BIAS
(unconscious)



David Rock