



# SETTING THE STANDARD: LEADING DIVERSITY & INCLUSION

2019 MDHS Faculty Leadership Retreat

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05/04/2019



Knowledge that works.

## Session Outline

### Setting the Standard: Leading Diversity and Inclusion

1. What is Diversity?
2. Not all forms of diversity are born equal
3. Strategic Diversity Management
4. An exercise: Biases in Recruitment and Selection
5. Wrap-up



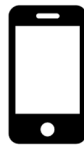
**Let's get started**

**Do you think that there are issues of bias in recruitment and selection at MDHS?**

Let's use Poll Everywhere:



**Link: [Pollev.com/facultyretreat](https://Pollev.com/facultyretreat)**



## Defining Diversity

### What is diversity?

“A **characteristic of a social grouping** (i.e., group, organization, society) that reflects the **degree** to which there are **objective** or **subjective differences** between **people within the group**”

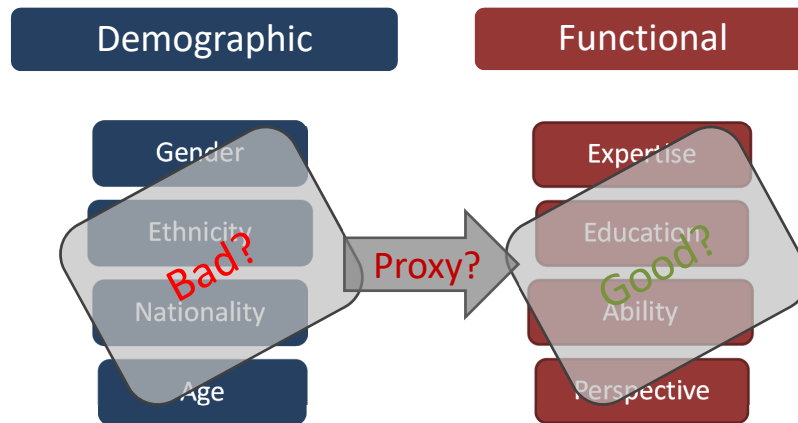
“The **distribution of differences** among the **members of a unit** with respect to a **specific attribute**”



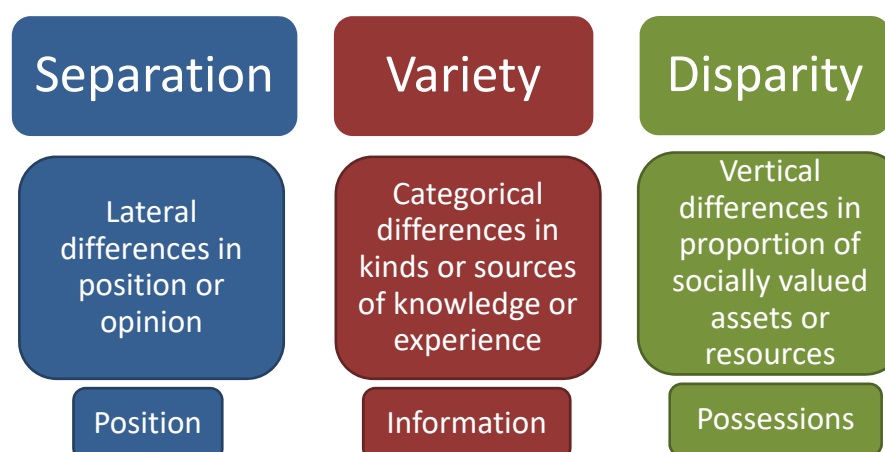
(Harrison & Klein, 2007)



### Classic thinking about workplace diversity



### Contemporary thinking about workplace diversity




(Harrison & Klein, 2007)

## Contemporary thinking about workplace diversity


# Separation

## Variety

# Disparity



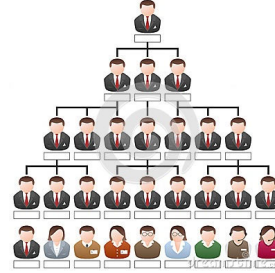
## Who Should I Vote For?



Political		
Left-Wing	Spectrum	Right-Wing
Liberal	Values	Conservative
Democrat	Party	Republican

Economic		
Publicly-Driven	Philosophy	Privately-Driven
Government	Jurisdiction	Business
Wealth Distribution	Theme	Wealth Protection
Raise taxes on wealthy	Taxation	Cut taxes
Stimulus	Economic Policy	Austerity



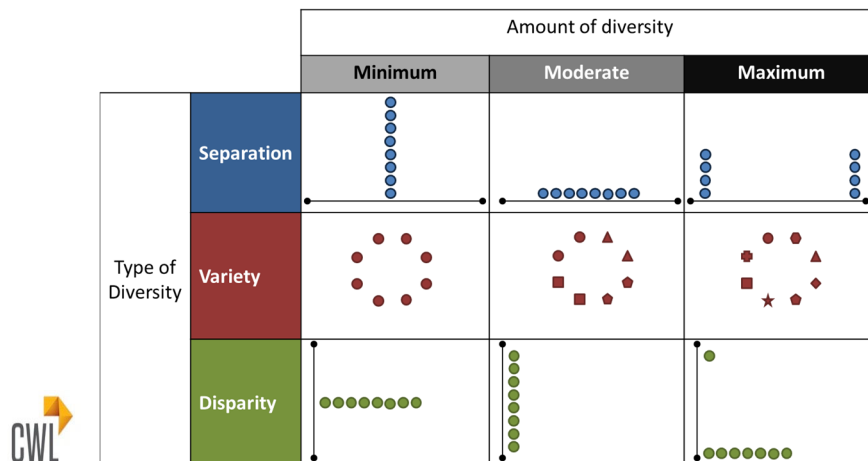
## Types of workplace diversity and outcomes

		Amount of diversity		
		Minimum	Moderate	Maximum
Type of Diversity	Separation			
	Variety			
	Disparity			



## Types of workplace diversity and outcomes

Correlations and Intersections  
between different types of diversity

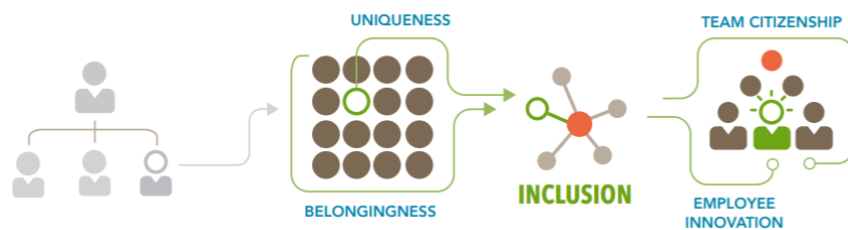


## STRATEGIC DIVERSITY MANAGEMENT



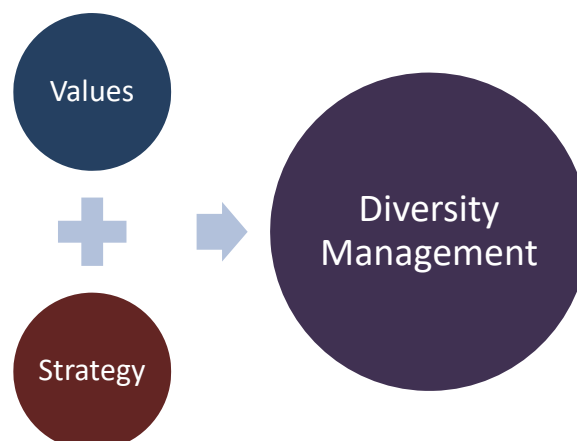
### Alignment and action: Leadership

- *The **best leaders** achieve great results by **including diverse voices** and creating a workplace culture that balances the **sense of uniqueness** and **sense of belonging** for all team members*



(Prime and Salib, 2014)

### Alignment and action: Strategy and Values



## Alignment and action: Day-to-day operations

- Lead by example
- Key messages
- Priority & resources

Setting the tone



- Practices that prevent discrimination and give access

Equal opportunity



- Mentoring
- Targeted development
- Networking, etc.

Supply-side strategies



- Reporting requirements
- Targeted recruitment
- Targets with teeth

Demand-side strategies



- Stakeholder mapping
- Curriculum
- Workforce mutuality

Service Delivery



- Prevention of resistance
- Management of resistance

Resistance to change



## Alignment and action: Day-to-day operations

- Practices that prevent discrimination and give access

Equal opportunity







### Comparing Unconscious Knowledge and Bias

#### UNCONSCIOUS KNOWLEDGE

- Implicit associations and automatic evaluations stored in long-term memory

#### UNCONSCIOUS BIAS

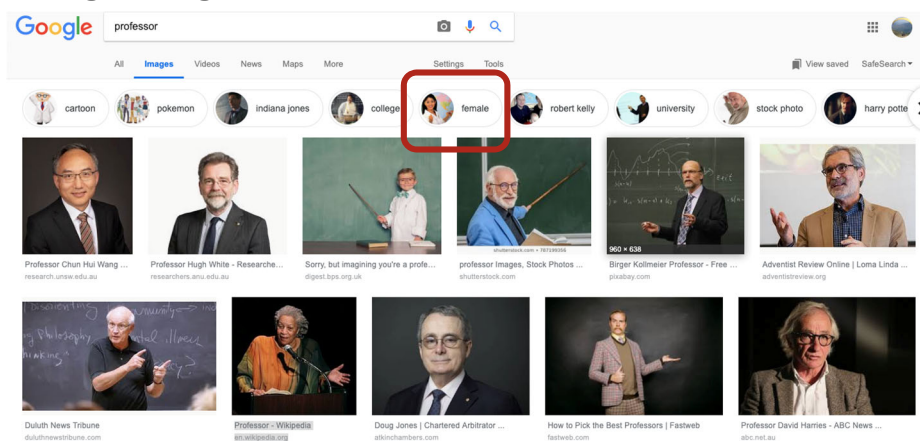
- Manifestation of unconscious knowledge, poor information or poor processing in explicit action



## What happens when we search for “Professor” on Google Images



## What happens when we search for “Professor” on Google Images



(31/03/2019)

## Then this



Add/Drop Dilemma: My Professor Is ...  
cunocfeed.com



professor awarded Guggenheim Fellowship ...  
news.illinois.edu



Grayson 'Professor' Boucher...  
business.facebook.com



Nabe Posh Office in Hop Broom Closet  
sites.dartmouth.edu



Associate Professor Julia Christensen ...  
cberlin.edu



Professor Profiles | Reflector Magazine  
reflectorgu.com



Geordie Williamson elected Fellow ...  
sydney.edu.au



Meeting With A College Professor  
admissionado.com



The Professor Is In: The First Round ...  
chronicle.com



Smallest Proportions Of Female College ...  
worldatlas.com



Professor John Biazard - Rese...  
researchers.uts.edu.au



Professor Philippe Grandjean links PFAS ...  
theherald.com.au



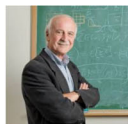
The Rules of a Professor | Chron.com  
work.chron.com



Media Tweets by Professor Protest ...  
twitter.com



## Then this



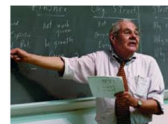
George Stephanopoulos - Mi...  
chime.mil.edu



Liverpool Centre for Cardiovascular ...  
news.liverpool.ac.uk



UNT professor lectured for...  
ireadshighered.com



So You Want to Be a Professor? Why ...  
mindingthecampus.org



Professor Martin Hott | UNS...  
research.unsw.edu.au



Best Undergraduate Business Professor...  
postsecondaryundergraduate.com



What's a 'professor'? - The TLS  
the-tls.co.uk



Grey Hair Professor Using Lept...  
depositphotos.com



Professor Simon Jackman ...  
utsac.edu.au



holding student's baby during class ...  
bbc.com



Professor Amanda Page | Staff ...  
selebrade.edu.au



two cents worth ...  
thefunonline.com



Professor John McGrath - UQ Rese...  
researchers.uq.edu.au



Professor Les Bokey: bowel cancer ...  
westernsydney.edu.au



Professor Green Tickets, Tour Date...  
songkick.com



Professor Sally Dunwoodie - ...  
victorchang.edu.au



Professor Robert Harvey | ST...  
usc.edu.au



Uni of Canberra to review ...  
canberatimes.com.au



What are the potential consequences  
of these implicit associations?



## TYPES OF BIASES IN MAKING DECISIONS AND JUDGEMENTS



## Types of Biases

- ▶ Affective heuristic
- ▶ Ambiguity aversion
- ▶ Anchoring bias
- ▶ Availability bias
- ▶ Bandwagon effect
- ▶ Commission bias
- ▶ Confirmation bias
- ▶ Default bias or status quo bias
- ▶ Frequency/percentage framing effect
- ▶ Hindsight bias
- ▶ Impact bias
- ▶ Loss/gain framing bias or loss aversion bias
- ▶ Omission bias
- ▶ Optimism bias or optimistic overconfidence
- ▶ Order effects: primacy/recency
- ▶ Outcome bias
- ▶ Representativeness heuristic
- ▶ Sunk-cost effect



## Activity 1: Biases in Recruitment and Selection

**Let's think about the steps followed in the recruitment and selection of academics in your Faculty. Which of these biases may be creeping in:**

### Individually:

1. Read the forms of biases defined in your workbook.

### With your team:

1. Identify which bias(es) is(are) more likely to appear in the process.
2. Provide at least one example or description of how that form of bias manifests.



## Activity 1: Biases in Recruitment and Selection

Let's use Poll Everywhere:

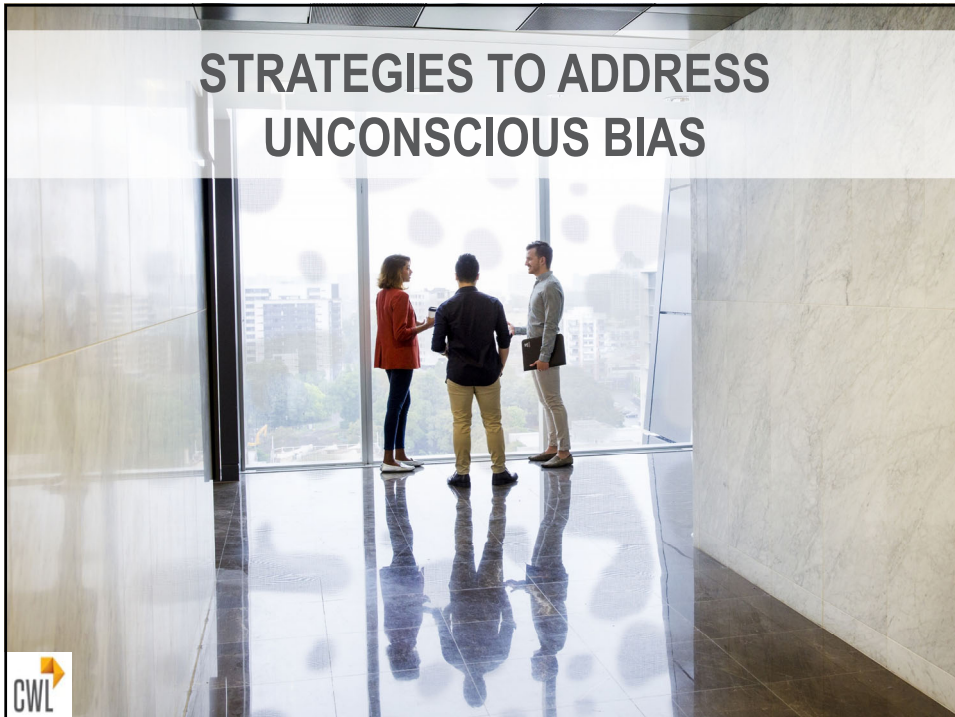


Link: [PolLEv.com/facultyretreat](https://PolLEv.com/facultyretreat)

1. Enter your response for Activity 1, in a single paragraph, in this order: **Selected process. Biases identified. Description of how the biases manifest.**
2. Wait for all the teams to finish, read the answers the other teams provided, and **vote up for the response all members of your team think requires more attention** (a response that exemplifies a core issue of bias in recruitment and selection in your faculty).



## STRATEGIES TO ADDRESS UNCONSCIOUS BIAS





## Reducing Bias in Recruitment and Selection

### Try to engage in Type 2 Processes:

- ▶ Analyse the language and emphasis in job ads.
- ▶ Standardise the process
- ▶ Provide clear evaluation criteria with examples to anchor people
- ▶ Cross validate, triangulate (multiple evaluators, multiple samples)
- ▶ Use a diverse range of evaluators
- ▶ Calibration of assessors beforehand
- ▶ Make assessors accountable
- ▶ Use bias mitigation prompts before, during, after
- ▶ Language matters: think about how you describe the role and other people, and how other people are being described.



**Run audits of the whole evaluation process**

## Activity 2: Reducing Biases in Recruitment and Selection

Let's go back to the biases you identified in Activity 1.

Considering all we have discussed so far, how would you change that specific step in the process to prevent bias from creeping in?

What personal changes (as a leader) and policy / practical changes would you implement to reduce bias?



Recruitment	<ul style="list-style-type: none"> <li>• Use open recruitment</li> <li>• Do gender job ads</li> <li>• Outline full range of benefits and expectations</li> </ul>
Selection	<ul style="list-style-type: none"> <li>• Do identity CVs</li> <li>• Take selection panel on bias mitigation</li> <li>• Use bias mitigation prompts before selection</li> </ul>
Inclusion	<ul style="list-style-type: none"> <li>• Call out inappropriate comments</li> <li>• Run well-structured meetings</li> <li>• Use roundtables</li> <li>• Ask for different points of view</li> </ul>
Task allocation	<ul style="list-style-type: none"> <li>• Diversify your go-to person</li> <li>• Assess a range of project allocations and use that info</li> <li>• Create real opportunities</li> </ul>
Client service	<ul style="list-style-type: none"> <li>• Consult with those you are delivering services to</li> <li>• Take others' point of view</li> <li>• Ask innocent questions, if you need to challenge them</li> </ul>
Budget planning	<ul style="list-style-type: none"> <li>• Consult the right people on key priorities</li> <li>• Bring to the room all relevant stakeholders</li> <li>• Keep your options in check</li> </ul>
Performance evaluation	<ul style="list-style-type: none"> <li>• Compare performance against set standard</li> <li>• Ask for different examples of behaviours performed</li> <li>• Audit your process, is there a specific group being penalised?</li> </ul>

## Activity 2: Reducing Biases in Recruitment and Selection

Let's use Poll Everywhere:



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1. Enter your response for Activity 2, in a single paragraph: **Description of how to modify the process to mitigate bias.**
2. Wait for all the teams to finish, read the answers the other teams provided, and **vote up for the response all members of your team think is most helpful** (a response that displays strategic imagination and consideration for what is possible).



## Let's wrap-up

Do you think that there are issues of bias in recruitment and selection at MDHS?

Let's use Poll Everywhere:



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## Take home messages

Organisations and Nations are becoming more diverse.

Diversity needs to be managed to make the most out of people's capabilities and to reduce negative consequences.

Diversity management efforts need to be well-aligned with organisational values and strategy.

Your behaviour as a leader will be a key determinant of how successful your diversity management efforts are.



## Thank you for participating

Want to know more?

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