



The future of leadership is gender equal
**Tackling unconscious bias and
un-stereotyping the workplace**

Bangkok, August 29, 2019
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SME Workshop

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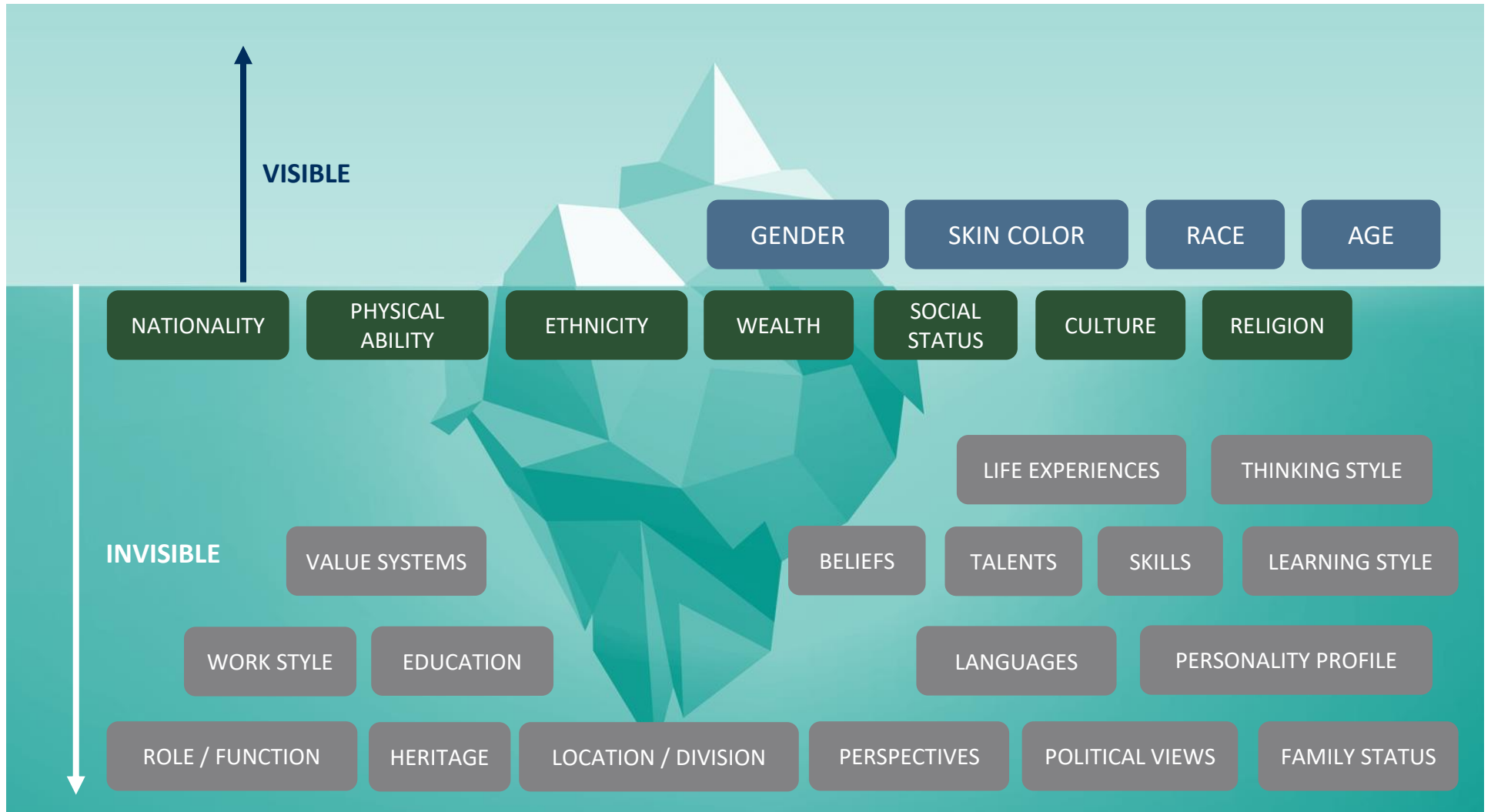
MARINA BAY *Sands*
SINGAPORE

Are YOU conscious about YOUR unconscious bias?

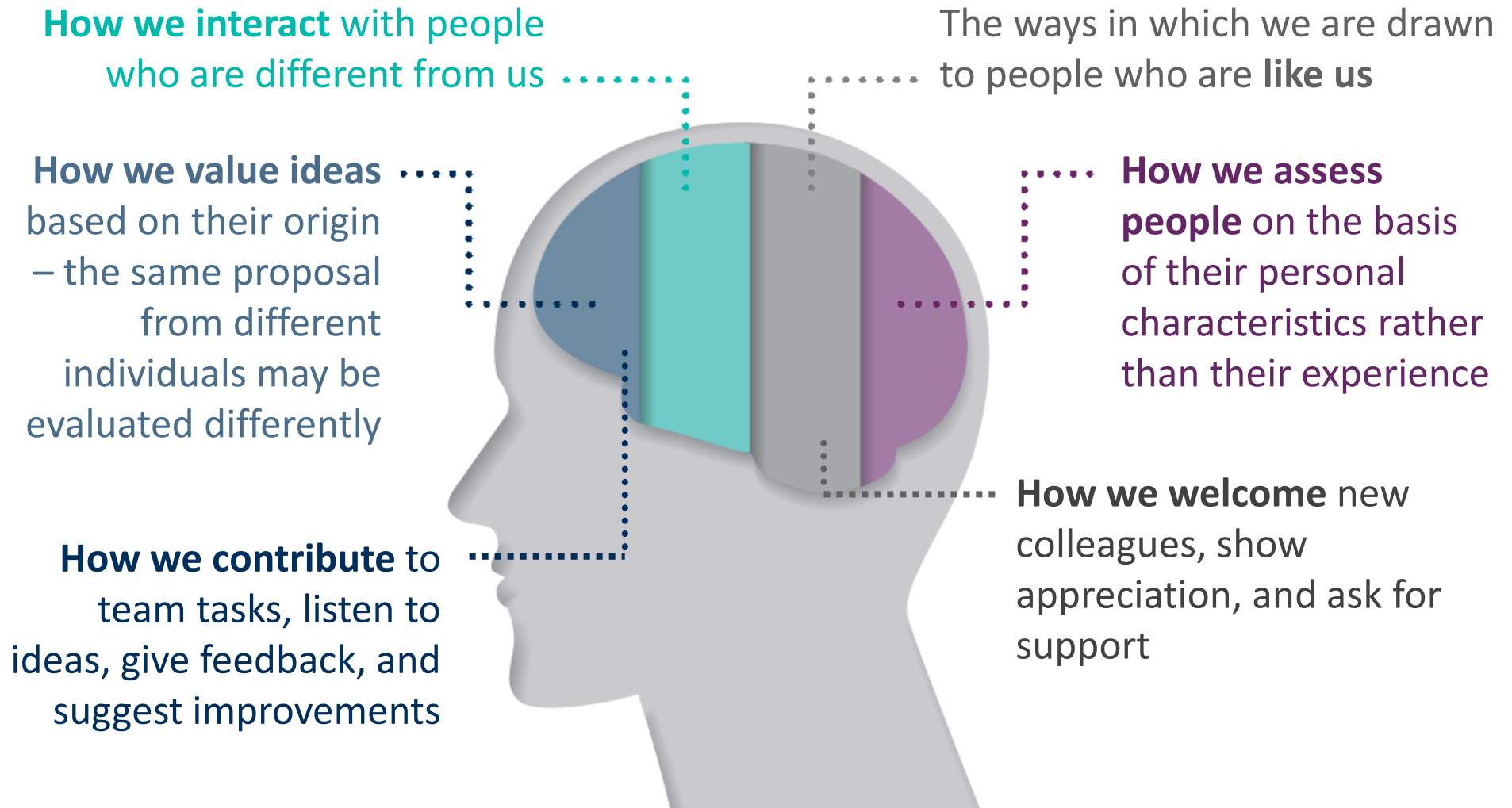


Our brain processes **200,000** times more unconscious information than the conscious information we are aware of

Some differences are obvious, whereas others are less so



We are vulnerable to various biases in our everyday life



Different types of unconscious bias in the workplace

Bias #1



Affinity bias

The tendency to warm up to people like ourselves

Bias #2



Confirmation bias

The tendency to seek information that supports an existing opinion or belief

Bias #3



Stereotyping bias

Attributing certain characteristics to all members of a group or set

Bias #4



Halo/horns effect bias

The tendency to form a generalized overall positive or negative impression of a person based on only a single or limited set of data

Bias #5









Attribution bias

The tendency to seek reasons to explain a person's behavior

Unconscious bias – why does it matter in the workplace?

Overview of gender diversity in ASEAN countries

Gender diversity has improved in ASEAN countries, but still lags behind the rest of the world

	ASEAN average	 Thailand	 Vietnam	 Indonesia	 Malaysia	 Philippines	 Singapore
Female Board representation	15%	20%	15%	15%	13%	13%	12%
Female senior management representation	25%	30%	17%	18%	26%	33%	27%
		No legislation enforcing gender diversity on Boards	Projecting that 35% of entrepreneurs will be women by 2020	No legislation enforcing gender diversity on Boards	Implemented a quota of 30% for women directors	Encourages gender diversity on Boards; companies provide explanation if Board gender diversity is low	Recommended a Board target of achieving 20% women representation by 2020

Source: International Finance Corporation, 'Board gender diversity in ASEAN', 2019

Business case for increased diversity and inclusion in ASEAN

Not only do women in leadership bring better business performance, but there is also an increase in female employment is positively associated with GDP growth



75%

of companies that tracked gender diversity in management reported **average profit** increases



1.5 times

higher profitability, measured in ROE and ROA, for companies with >30% female Board Directors compared with no female representation



54%

of companies saw improvements in **creativity, innovation, and openness**



37%

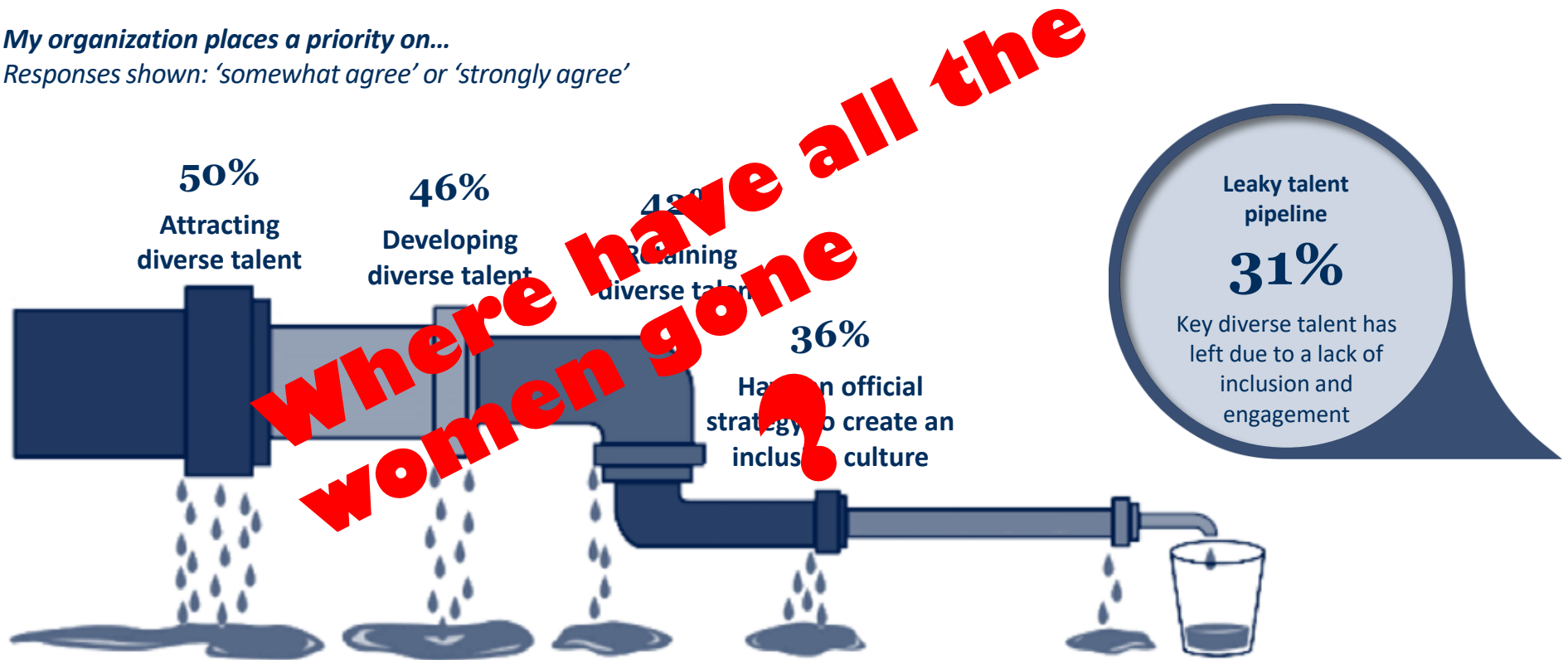
of companies felt gender diversity had an impact on **more effectively gauging customer sentiment**

Source: International Labor Organization, 'Women in Business and Management, The business case for change,' 2019; International Finance Corporation, 'Board gender diversity in ASEAN', 2019

It is crucial to incorporate D&I into talent strategy

Although half of companies in Asia (50%) prioritize the hiring of diverse talent, significantly fewer are focused on diverse talent retention (42%)

My organization places a priority on...
Responses shown: 'somewhat agree' or 'strongly agree'



Source: RRA, 'Diversity and Inclusion Pulse', 2018; for Asia, n = 129

Drivers and barriers of an effective D&I strategy

Top drivers of D&I strategy



1. Collaborative team structures
- 2. Fair and unbiased hiring/promotion criteria**
3. Internal networking opportunities and employee resource groups
4. Employees encouraged to use flexible benefits
5. Mentorship/sponsorship of diverse talent
6. Compliance (external need to publish data or reach targets)

Top barriers of D&I strategy



1. Not enough processes and practices in place (i.e. flexible career paths, benefits)
2. Organization culture that is resistant to change
3. No Chief Diversity and Inclusion Officer
4. No leadership accountability for D&I goals
5. Lack of retention and development mechanisms for diverse talent
6. Talent strategy does not emphasize D&I

Source: RRA, 'Diversity and Inclusion Pulse', 2018; for Asia, n = 129

Reduce unconscious bias through conscious inclusion and diversity



**Be more
self-aware**



**Talk openly
about diversity
and inclusion**



**Follow
inclusive
practices**



**Surround
yourself with
diversity**

Recommendations how to de-bias the talent selection

SCREENING



Create gender-neutral adverts



Conduct blind screenings



Leverage artificial intelligence

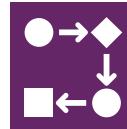


Provide hiring managers with unconscious bias training

INTERVIEWS



Assemble a diverse selection panel



Plan a structured interviewing process



Slow down and be thoughtful

Un-biased language and linguistic tone in job descriptions

Some words in job descriptions can dissuade women and underrepresented minorities from applying for a position

Words that appeal more to men and majorities

DRIVEN BY
AGGRESSIVE
WORLD CLASS
ROCK STAR
AMBITIOUS

Words that appeal more to women and minorities

COLLABORATIVE
INCLUSIVE
EMBRACE
NURTURING
OUR TEAM



Text tools (e.g., Textio) help predict how the language will impact success in attracting candidates and suggests simple ways to improve the job posts to create a more diverse pool of candidates

Results-based job descriptions help attract diverse talent, i.e., that are focused on what candidates will be expected to achieve vs. the skills they must have

Companies using the augmented writing

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Leveraging artificial intelligence

Algorithms are complementary, objective tools that help reduce error, bias, and noise in talent identification



Standardize through video interviews and objectively capture behavioral data



Identify actual drivers of performance and individual's potential to contribute



Improves upon its own algorithm over time



The purpose of using AI is not to push out the hiring manager or human stakeholders in the process; it is to help complement existing processes and help be more objective

The teams that build the algorithms themselves also need to be diverse, with a variety of backgrounds and points of view, in order to correctly utilize the datasets and deliver the expected output

Companies using AI for talent hire/retention



Companies developing AI tools for mitigating bias



Non-traditional interviews to test for relevant competencies

Neuroscience-based games and unique activities are increasingly used to determine cultural fit



These games measure personality traits, such as willingness to deliberate, ability to seek novel approaches to tasks, and/or tendency for social dominance

An ideal platform would simulate the roles and responsibilities of the position, allowing the candidate to respond as if on the job, and allow the employer to evaluate based on performance

Companies using non-traditional interviews



A reminder that best practices also include a commitment to compliance

LEGALLY CHALLENGING

- ✗ Confuse 'diversity' with 'women and minorities'
- ✗ Ask for a woman or minority only slate or exclude candidates on the basis of gender, ethnicity or any other protected characteristic
- ✗ Expect us to include candidates on the slate who are not qualified for the position to diversify pool
- ✗ Expect us to disclose race, ethnicity, or other protected information about a specific candidate

FULLY COMPLIANT

- ✓ Take broad based view of what diversity means
- ✓ Know that we will do our best to recruit a pool of qualified candidates from a diverse array of backgrounds and make special efforts to include women and minorities in the slate
- ✓ Expect us to exclude anyone who is not otherwise qualified
- ✓ Expect anonymous statistics on the composition of your long list and/or short list

An inclusive culture is needed to unleash the power of diversity

An inclusive culture has the greatest chance for success if leadership is diverse, driven to lead in an inclusive manner and aware of its own biases

Inclusive leadership teams

proactively behave in a way that drives a more inclusive culture; they create safe and open team climates, understand the potential of their own team's diversity, and leverage these differences to increase team performance



Diverse leadership teams

are made up of a number of different thinking styles and backgrounds; ideally, they reflect their employee and customer bases with regard to race, gender and other demographics

Conscious leadership teams

have undergone unconscious bias training; they proactively engage in self-reflection and discussions to identify and mitigate their personal biases

Recap and key learnings

1

It is normal to be naturally biased

2

Make a conscious effort to go beyond first impressions

3

Identify and challenge stereotypical thinking in yourself

4

Focus on objective and verifiable criteria

5

Seek and celebrate diversity



The more **tired** and **under pressure** you are, the more **prone to bias**.

Be extra careful in these circumstances.

Q&A and discussion





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