



Diversity Leadership

Enhancing Inclusion in the Workplace through
Emotional Intelligence & Anti-Bias Skill Development



Anima Leadership

Wisdom. Power. Change.



www.AnimaLeadership.com



Redefining Leadership

Anima: “soul” or “life-force”

- Leadership of Interdependence
- Emotional & Social Intelligence
- Conflict-Effective Environments
- Diversity, Inclusion and Anti-Discrimination





Anima Leadership
recipient of

2010 Award of Excellence
Best Practices in Diversity Training &
Development

by Canadian Race Relations Foundation



Objectives

- Explore the how integrating emotional intelligence and anti-bias strategies can assist inclusion in the workplace.
- Explore the concept of implicit bias and its relationship to the unconscious mind and automatic cognitive processes.



Awareness of Conversation

Conversations will occur in 3 formats:

1. Head: analysis, cognitive
2. Heart: feelings, emotional, experiential
3. Process: regarding teaching tools, choices

Note: Intellectuals and activists notice resistance...

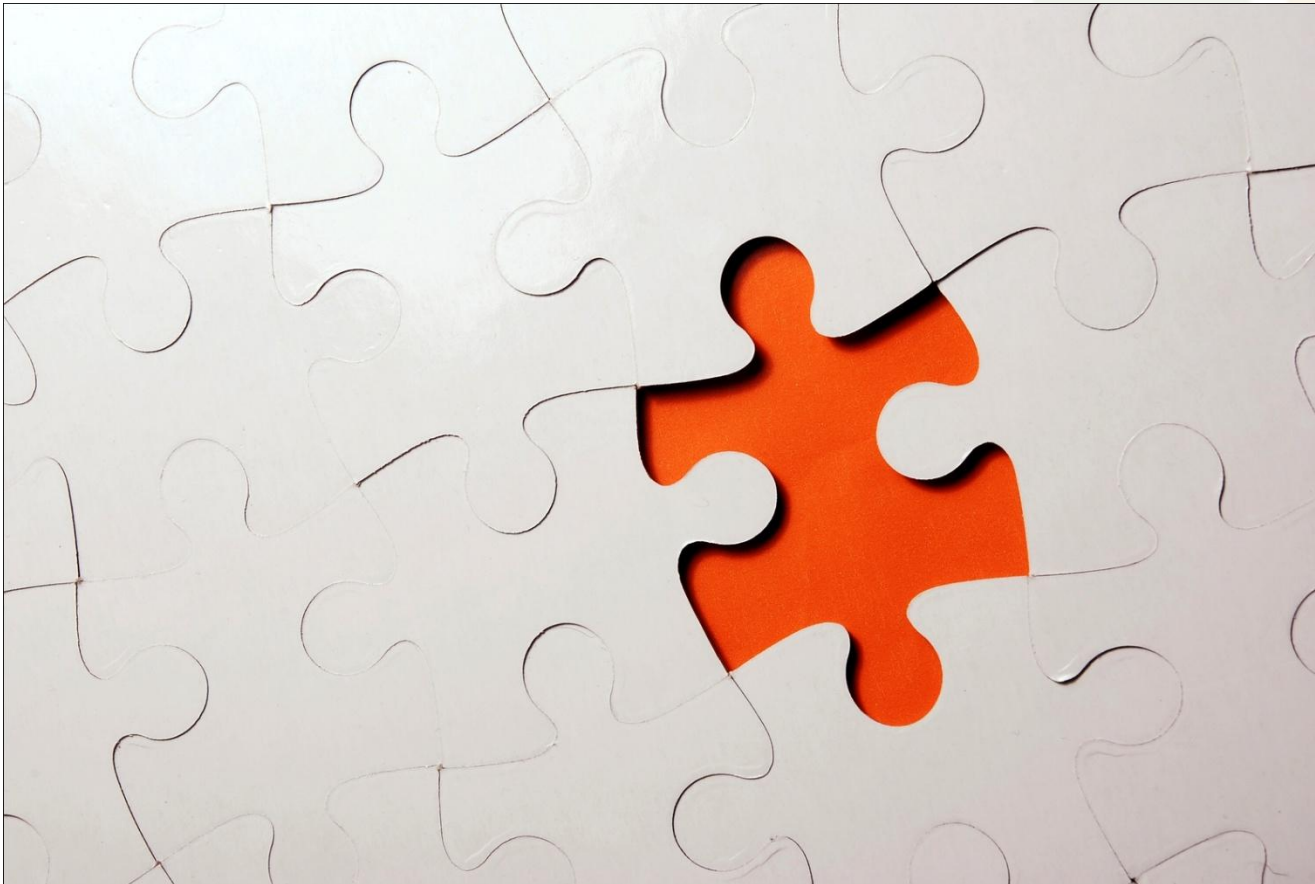


Individual Challenge

“Catch yourself in the act...”



Emotional Intelligence: The Missing Piece for Inclusion





Self-Awareness - Johari Window

<p>What I know about myself...</p> <p>What others know about me...the same.</p>	<p>What I know about myself...</p> <p>And others do <u>not</u> know about me.</p>
<p>What I do <u>not</u> know about myself...</p> <p>But others know about me.</p>	<p>What I do <u>not</u> know about myself...</p> <p>And others do <u>not</u> know about me.</p>



Tip of the Iceberg



conscious

un-
conscious



Two Minds

Conscious mind: rational,
thinking, slow

Unconscious mind:
emotional, automatic,
extremely fast





Emotions: Invisible and Controlling

Non-verbal Exchange Study:

- three silent strangers facing each other in a room
- moods transmitted by the one who is most emotionally expressive

Study of 70 Work Teams In Meetings

- all shared the same mood within 2 hours
- same results independent of team success or failures

Source: Daniel Goleman, Primal Leadership: Learning to Lead with Emotional Intelligence (2002)



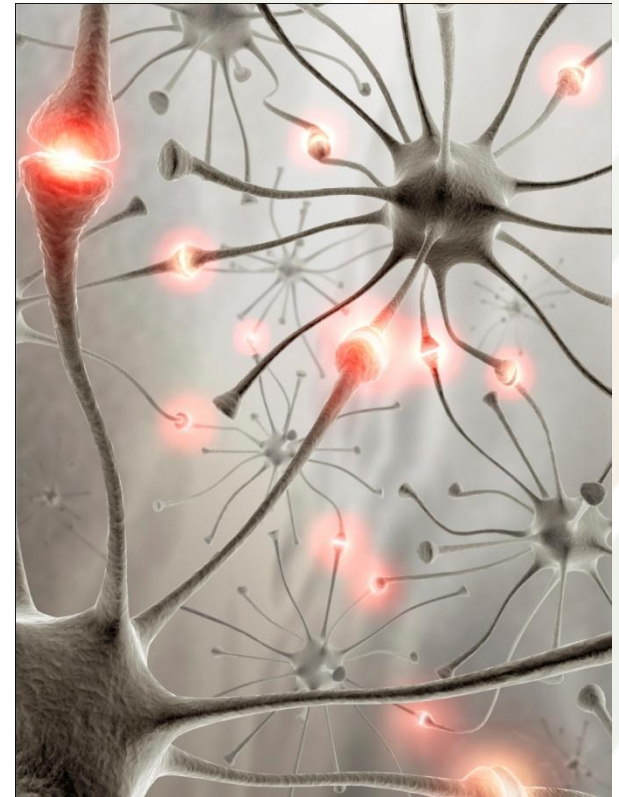
Neural Connections

Neuron - single cell of nervous system

Neural pathways form in our brain - apple, shoe, lion

Connections = path of least resistance

Emotions chemically re-enforce or establish neurological pathways.





Emotional Resonance

We catch emotions from others near to us...like catching a cold!

Emotional Resonance - positive interactions

Emotional Dissonance - negative interactions



Studies of Emotions in Leaders

Leader

Group Members

Mild anxiety

A signal that something needs more attention and careful thought.

Sober mood during crisis

Settles people.

Too much optimism

Careless, overconfident; ignore dangers and threats.

Prolonged Anxiety or stress

Sabotages relationships with & among group members.

Source: Daniel Goleman, *Primal Leadership: Learning to Lead with Emotional Intelligence* (2002)



Unconscious Workplace Behaviour

1. The manager, Sadia, crosses her arms and furrows her brow when the topic of overtime hours is raised.
2. Larry hates peer evaluations in spite of generous team members and fair guidelines. Unconsciously holding his breath increases his anxiety and he fixates only on the negative feedback.



EI Logarithm

Benjamin Schneider, U. of Maryland

1% increase in workplace climate
= 2% increase in revenue

Company performance is complicated.

20-30% of success of an organization determined by
workplace climate

Source: Daniel Goleman, *Primal Leadership: Learning to Lead with Emotional Intelligence*, Harvard Business School Press, 2002.



EI – Skills & Theory

EI = emotional literacy and skill development to better manage ourselves and our relationships

EI = management theory that postulates the best in people is unleashed in a workplace where there is good feeling and positivity.



Key EI Competencies

- Self-Awareness
- Self-Management (especially under stress)
- Empathy
- Relationship-Building & Conflict Skills



Process Point

- How does the information regarding emotions help you to think about your professional or personal life?
- How would you describe the emotional tone of various environments in which you have worked?



Storytelling Brainstorm



Implicit Bias



Our Implicit Bias

All humans have implicit bias.

We all absorb bias - conscious and unconsciously...

People are unaware of their implicit biases...

Our implicit bias predicts behavior...

Our implicit bias is less visible to ourselves...

People differ in levels of bias and can change over time...

Non-dominant groups in society are most impacted by bias...

Unlearning unconscious bias is a historical project...

Source: Project Implicit, Test yourself online, Project Implicit webpage:
<http://www.projectimplicit.net/generalinfo.php>



Bias Predicts Behaviour

Studies show individuals with higher levels of implicit bias were :

- less likely to interview/ hire those with Arab/Muslim names
- less likely to prescribe life-saving anti-clotting drugs to Black people;
- more likely to have an increased “weapons bias” associated with Black faces

Source: Siri Carpenter, “Buried Prejudice” in Scientific American Mind, Apr/May 2008



Stereotypes

- a generalization about a group of people
- may be based on a kernel of truth, an exaggerated reality, or it might be a complete fabrication.
- stereotype and prejudice are ordinary — they are firmly grounded in the ways in which humans commonly perceive, categorize, learn, and remember.
- a *neurological imprint* resistant to change; “exception to the rule” syndrome

Source: John B. Nezlek and Mahzarin R. Banaji “Implicit & Explicit Ethnocentrism: Revisiting Ideologies of Prejudice.” William Cunningham, 2004)



Confirmation Bias

A tendency to pay more attention to stereotype confirming behaviour while ignoring information that contradicts the behaviour.



Banaji, M. R. & Bhaskar, R. (2000)
"Implicit stereotypes and memory."

Memory and belief operate outside awareness or control

Unconscious stereotypes threaten fairness:

a) Perceivers & targets: unaware of steady, continuous judgments

b) Judgments based on beliefs about social groups rather than on actions



Stereotype Lift/Threat

Steele & Aronson - Stanford U., 1990's

- High achieving African-American students take GRE
- Test Group 1 = neutral conditions
- Test Group 2 = told “test measures intelligence”
- Students in Group 2 do worse = stereotype threat

Results reproduced and retested:

- East Asian women and math tests
- White golfers compared to Black golfers

Source: Haslam, S. Alexander et al. “The Social Psychology of Success,”
Scientific American Mind. April/May 2008: p 25-26.



Cultural Inertia

- stereotypes and bias appear to be fueled by an unconscious collective momentum
- “*cultural inertia*”



“There is nothing more painful to me at this stage in my life than to walk down the street and hear footsteps and start thinking about robbery – then look around and see somebody white and feel relieved.”

- Reverend Jesse Jackson



Internalized Stereotypes

Non-dominant groups also internalize the messages absorbed from mainstream society

- internalized racism
- internalized sexism
- internalized homophobia
- Internalized classism, etc.



Story from Yonge & Sheppard



Process Point

Recall a situation where you noticed an inconsistency between your words and actions regarding issues of diversity?

Or an inconsistency in others?



More Categories Needed

“Categorizing is a fundamental and natural human activity. It is the way we come to know the world. Any attempt to eliminate bias by attempting to eliminate the perception of difference is doomed to failure... What we need to do is learn to make more, not fewer, distinctions.”

-William B. Gudykunst, 2004



Implicit Bias Reduction

- To reduce bias, research suggests that:
- Diverse role models matter;
- Conscious, subtle challenging of stereotypes has an impact: “Safe, kind, generous”
- Intention and commitment to tackling bias matters.
- Those able to notice discrepancy between their own intention/words and actions are more successful;
- Meditation/mindfulness is very useful;
- Legislation and metrics make a difference.



Inclusion

Inclusion: people feel like they matter and belong.



Bias Management Tips

1. Acceptance of bias
2. Intention-setting: “*Catch myself in the act.*”
3. Be compassionate.
4. Uncover, name and analyze bias.
5. Notice your feelings.
6. Tackle bias through self-education.
7. Use counter-stereotypes to “rewire”.
8. Be mindful of bias kick-back.
9. A lifetime’s journey of learning and unlearning.
10. Share learning with others.



Neurons & Patterns

“When we behave on automatic pilot in a particular situation, we tend to see the same thing occurring in the situation as we saw the previous time we were in the same situation.

If we are consciously open to new information, we see the subtle differences in our own and strangers’ behaviour that may take place. The more we think about how to behave in situations, the more appropriate and effective our behaviour tends to be...”

-William B. Gudykunst, 2004