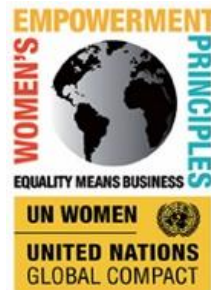


How to Tackle the Unconscious Mind for Inclusive Behavior

12 May, 2014 – 10:00 AM EST



Agenda



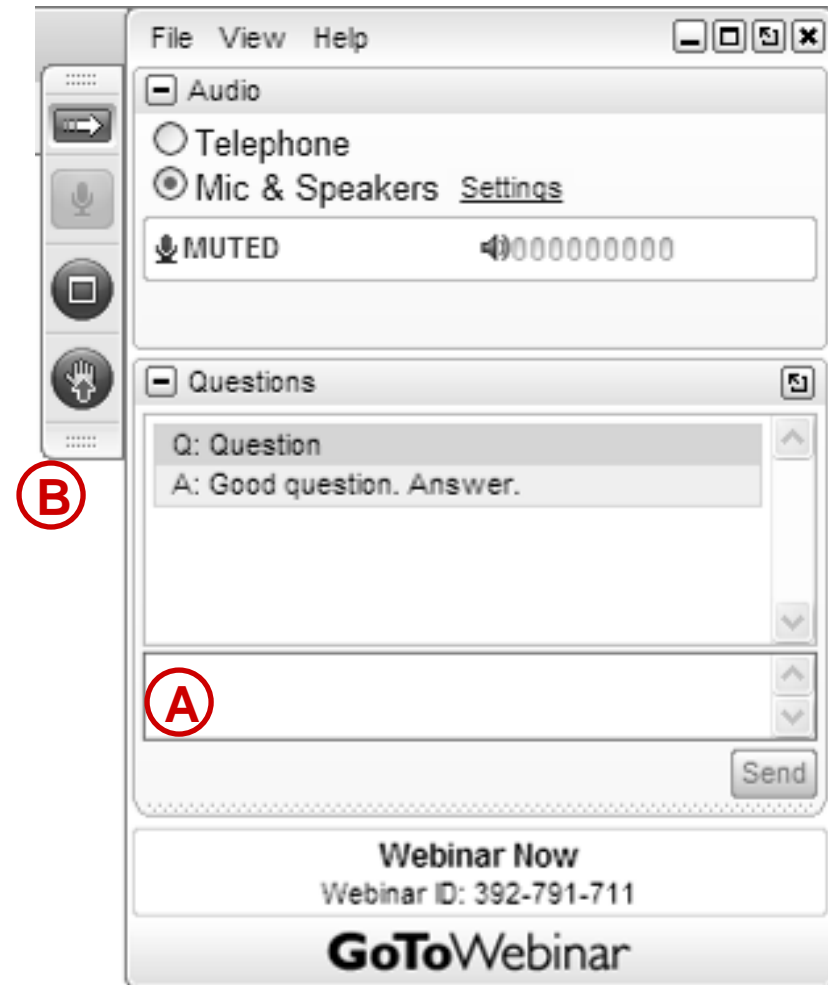
- Welcome
Ms. Ursula Wynhoven, Chief, Governance and Social Sustainability and General Counsel, UN Global Compact
- Women's Empowerment Principles (WEPs)
- The Concept of Unconscious Bias
- Inclusion Nudges
Ms. Tinna C. Nielsen, Global Head of Diversity, Inclusion & Collaboration, Arla Foods
Ms. Lisa Kepinski, Founder & CEO, Inclusion-Institute
- Discussion and Q&A

Posing a Question to the Presenter

Q&A: You can send questions to us throughout the webinar by using the Questions pane (A). Please specify to whom the question should be directed.

Example: *Question for John Doe: What are the Guiding Principles?*

Technical Difficulties: If you have technical issues, please let us know by typing a message in the Questions pane (A). You can raise your hand (B) if we do not respond.



Women's Empowerment Principles Overview





The Principles

- 1** Leadership Promotes Gender Equality
- 2** Equal Opportunity, Inclusion and Nondiscrimination
- 3** Health, Safety and Freedom from Violence
- 4** Education and Training
- 5** Enterprise Development, Supply Chain and Marketing Practices
- 6** Community Leadership and Engagement
- 7** Transparency, Measuring and Reporting

- Joint initiative of UN Women and the UN Global Compact
- Launched on International Women's Day 2010 following a year-long international, multi-stakeholder consultation process
- 7 Principles for business on how to empower women in the workplace, marketplace and community
- Elaborates the gender dimension of good corporate citizenship, the UN Global Compact, and business' role in sustainable development

Participate in the Annual WEPs Event



2009	2010	2011	2012	2013	2014
<p>Advancing Women in the Global Marketplace</p>	<p>Equality Means Business: Launch of the WEPs</p> <ul style="list-style-type: none"> - 40 Signatories - 140 Participants 	<p>Equality Means Business: Putting the Principles into Practice</p> <ul style="list-style-type: none"> - 181 Signatories - 191 Participants 	<p>Gender Equality for Sustainable Business</p> <ul style="list-style-type: none"> - 393 Signatories - 193 Participants 	<p>Inclusion: Strategy for Change</p> <ul style="list-style-type: none"> - 557 Signatories - 328 Participants  <p><i>UN Secretary General Ban Ki-moon</i></p>	<p>Gender Equality and the Global Jobs Challenge</p> <ul style="list-style-type: none"> - 695 Signatories - 300 Participants  <p><i>Anne-Marie Slaughter, President, New America Foundation</i></p>

Learn more at:
www.weprinciples.org/Site/MediaInformation

The Concept of Unconscious Bias



Unconscious bias refers to attitudes and stereotypes that affect our understanding, actions and decisions in way we are not aware of.

Implicit Association Test

- Project Implicit: <http://implicit.harvard.edu/>



HOW TO TACKLE THE UNCONSCIOUS MIND FOR INCLUSIVE BEHAVIOUR

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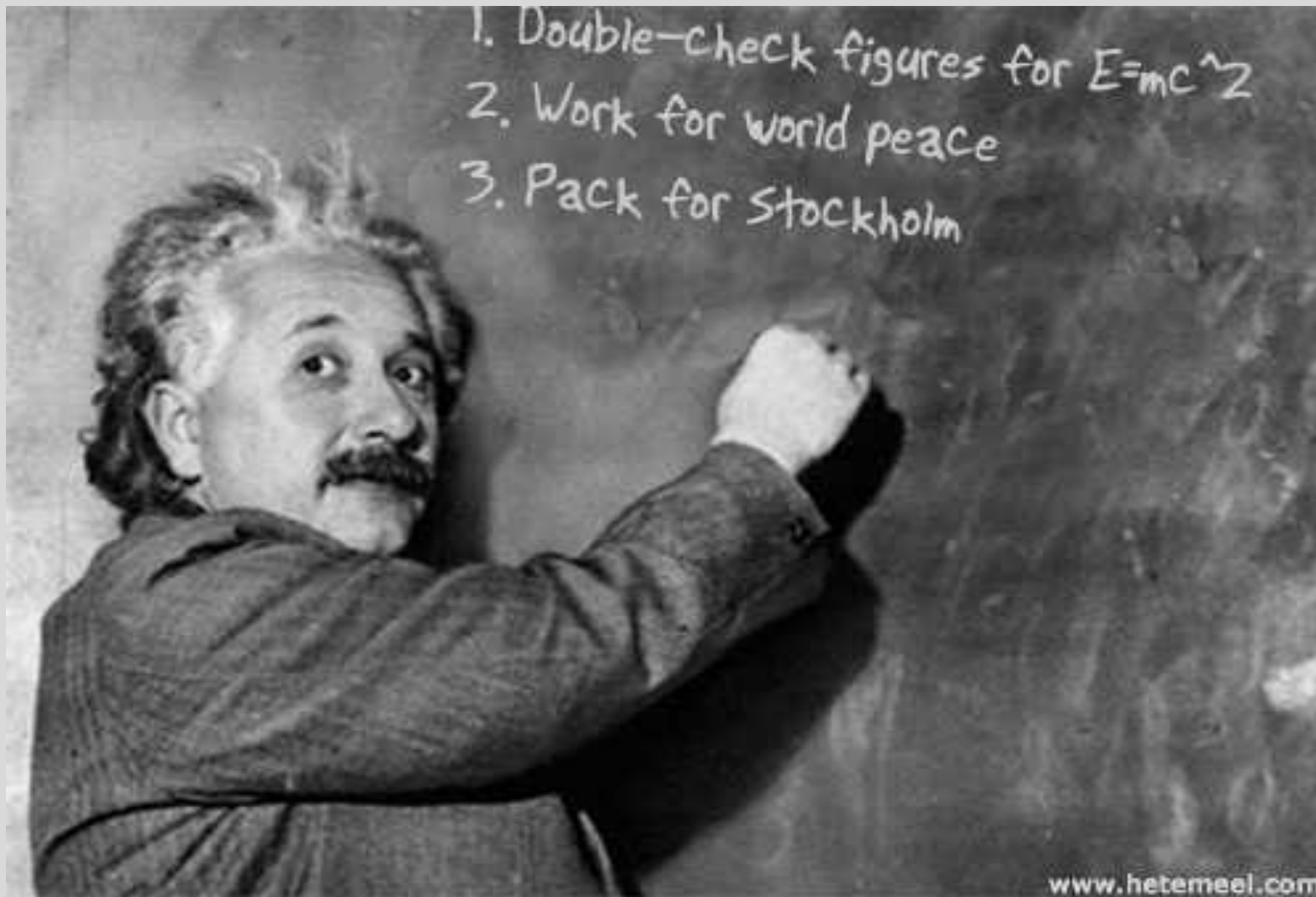
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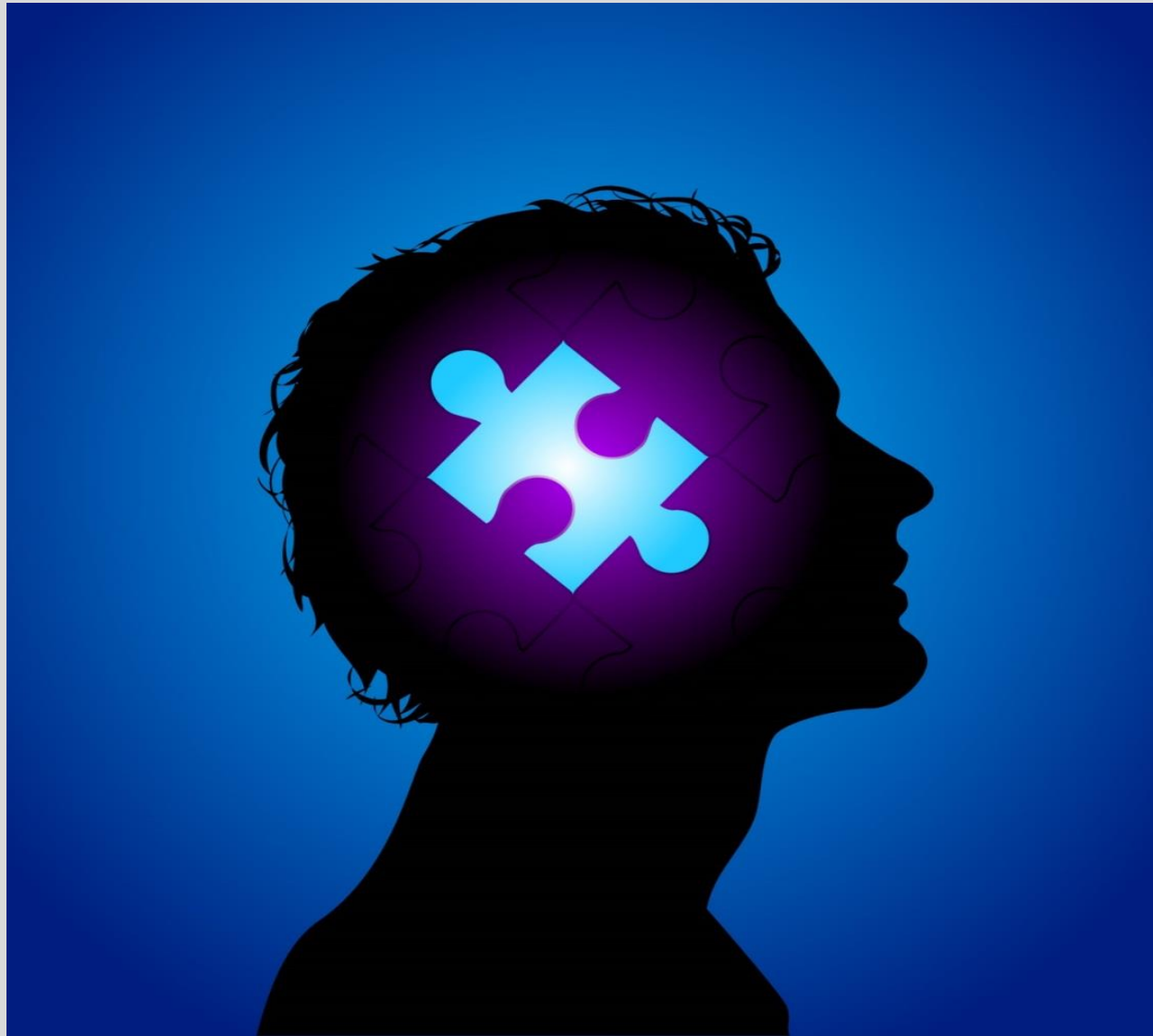


Inclusion-Institute





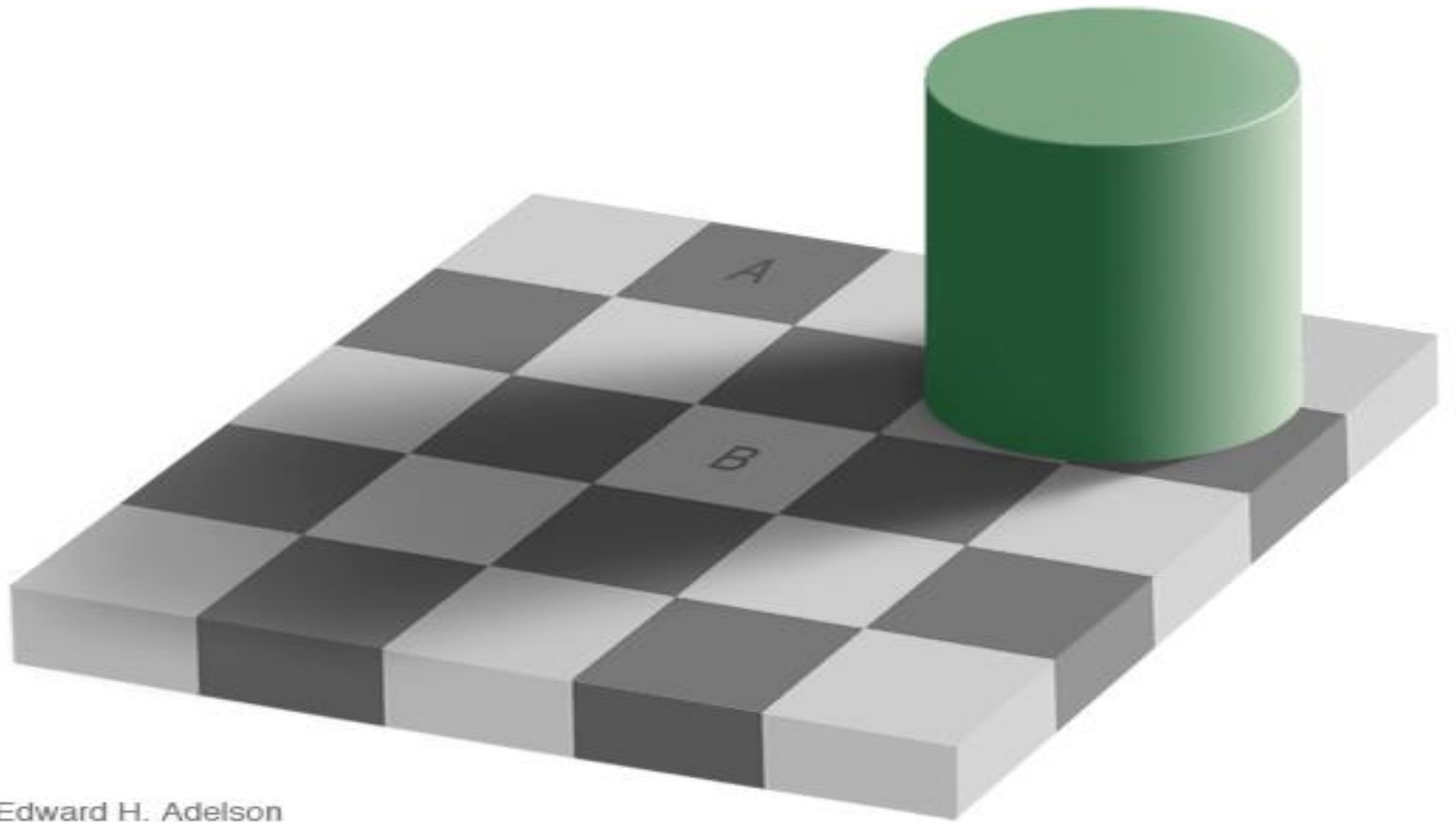
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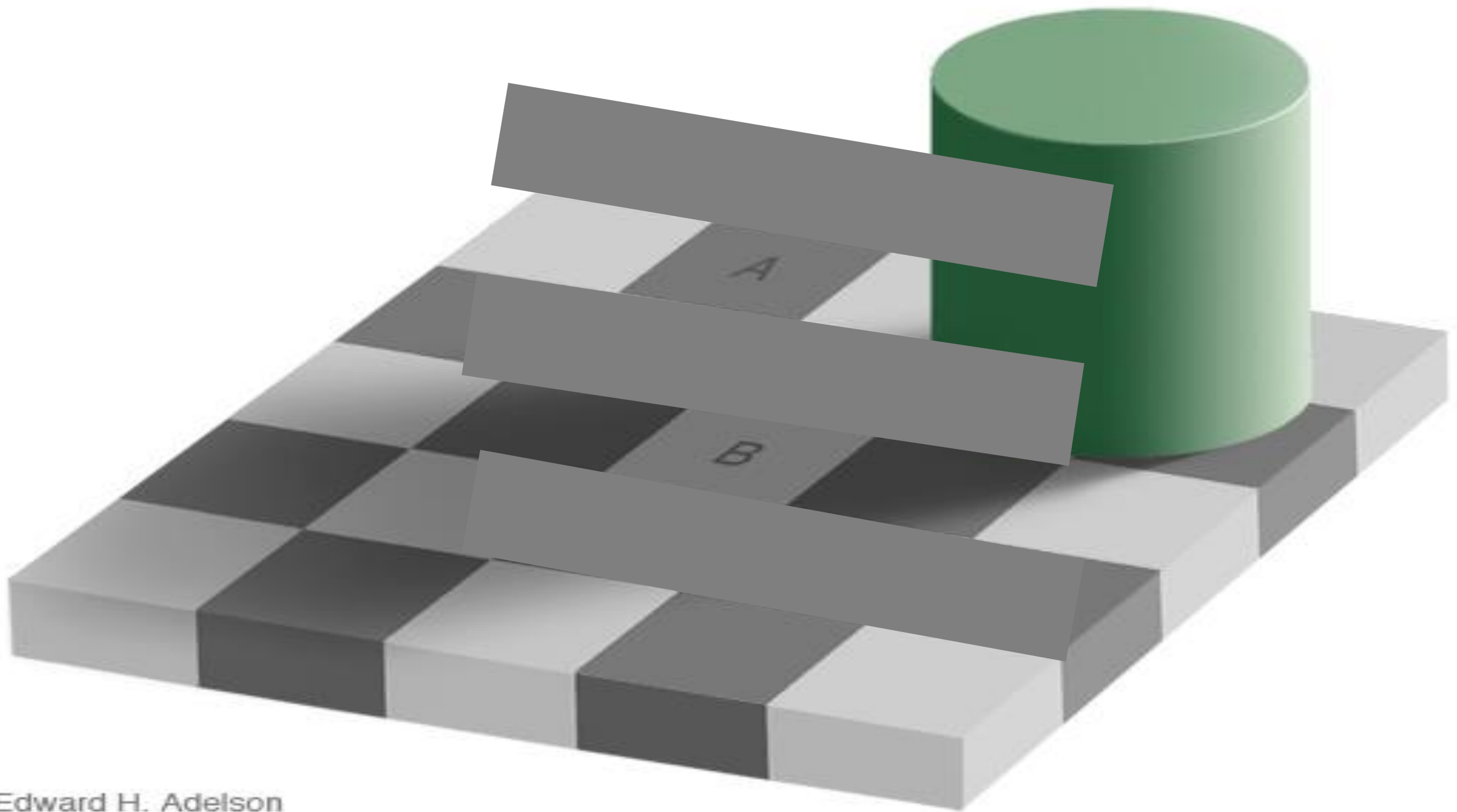


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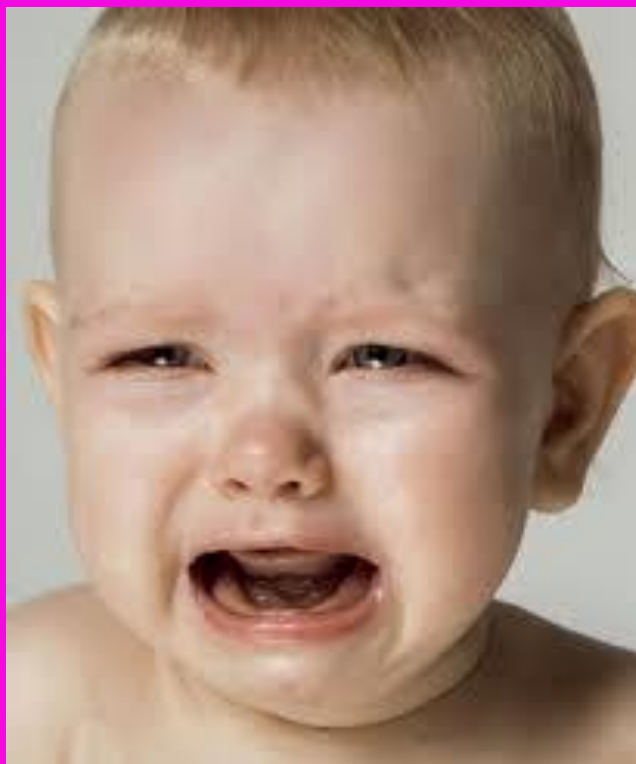
INTRODUCTION

THE UNCONSCIOUS MIND



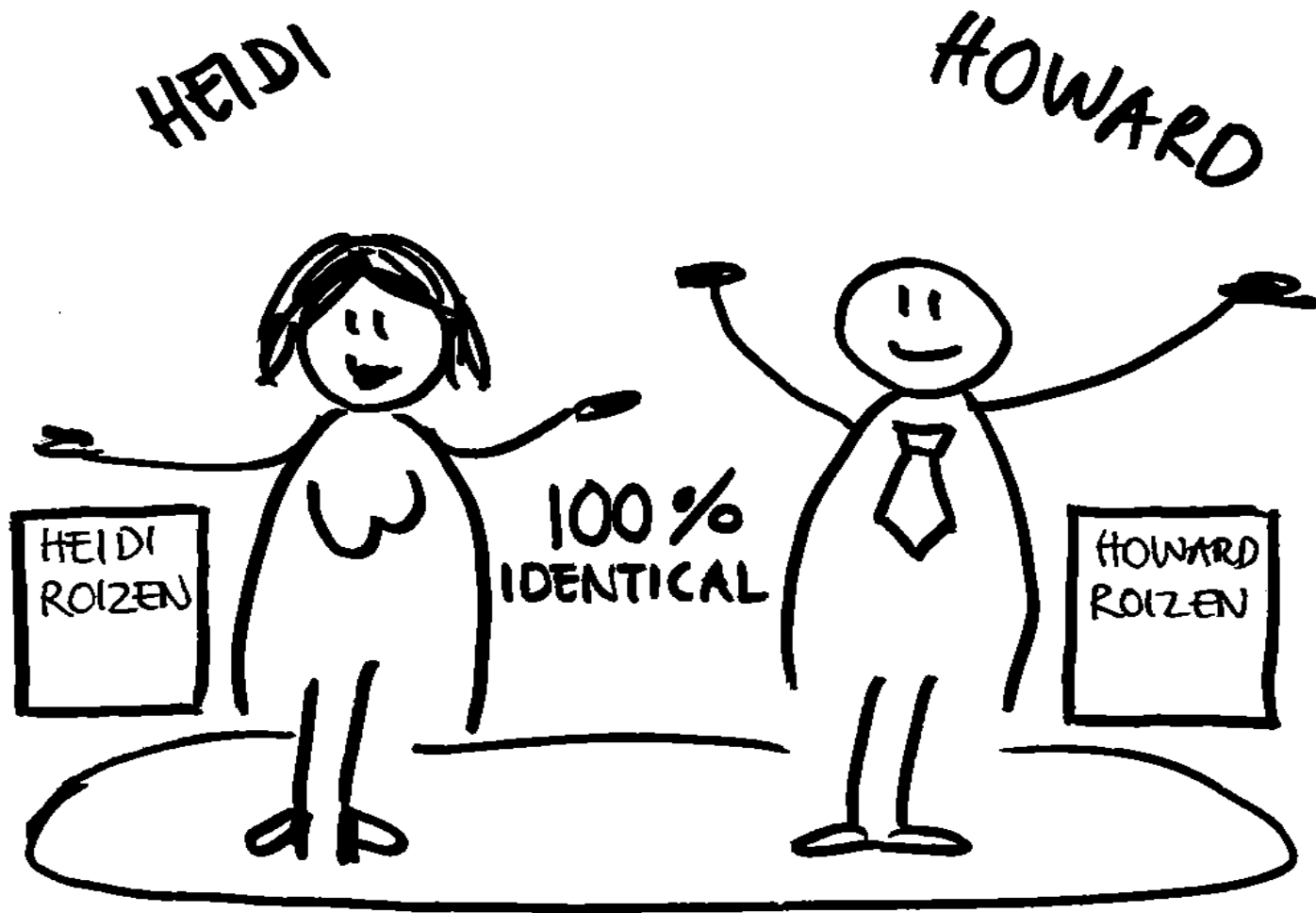


Edward H. Adelson



SOCIAL MEDIA!

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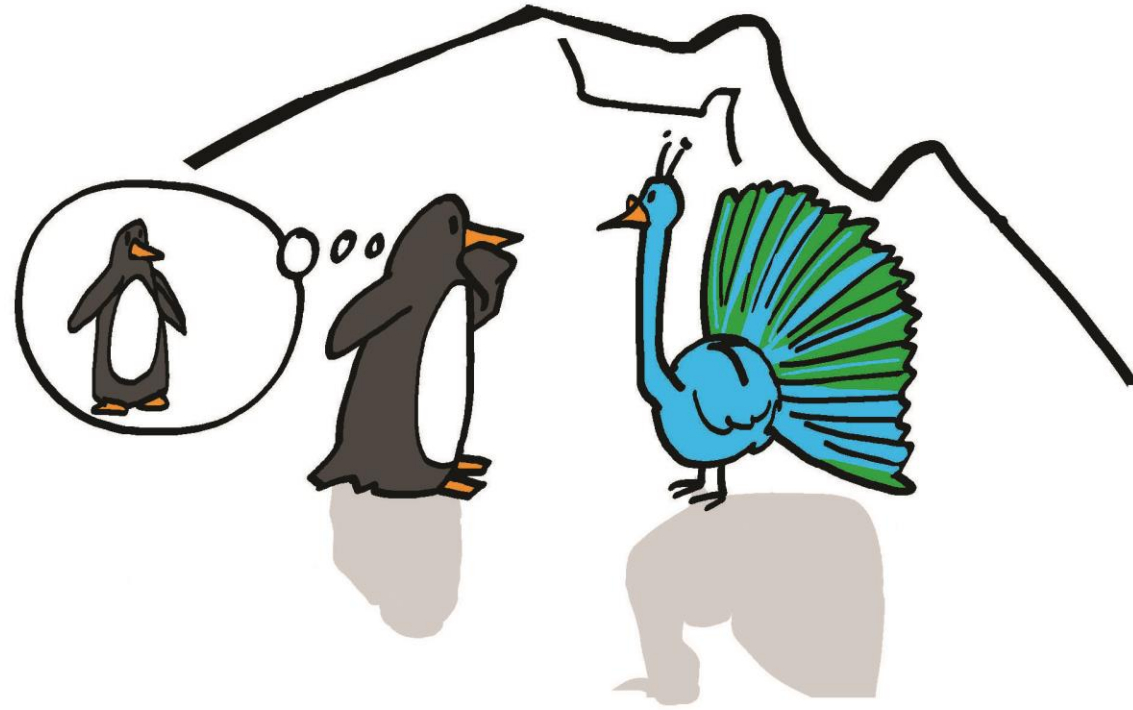
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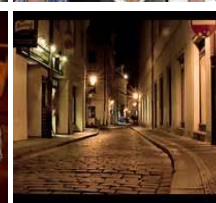
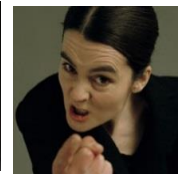
Drawing: Tinna C. Nielsen



Source: http://www.gsb.stanford.edu/news/headlines/wim_martin07.shtml

Drawing: Tinna C. Nielsen





THE CHALLENGES OF THE HUMAN BRAIN

But also the key to inclusiveness and gender equality

Two Cognitive Systems*

Automatic System

- Uncontrolled
- Effortless
- Associative
- Fast
- Unconscious
- Skilled



Reflective System

- Controlled
- Effortful
- Deductive
- Slow
- Self-aware
- Rule-following

Using our Whole Brain for Better Decision Making

*Sources: *Nudge*, Thaler & Sunstein, 2008, p 22. *Switch*, Heath, 2010. *The happiness Hypothesis*, Haidt, 2006.

INTRODUCTION

INCLUSION NUDGES

A NUDGE

A behavioral NUDGE is a relatively soft and nonintrusive mental push that will help the brain make better decisions and alter behaviors in a predictable direction



Show what where to steer



Change the default from opt in to opt out



Change the frame to change the perception



Change what we see to prime our implicit associations

INCLUSION NUDGE

A relatively soft and non-intrusive mental push (passive and active) that will mitigate unconscious associations, thus help the brain make more objective decisions, and promote more inclusive behaviour - that will stick

Sources for inspiration: *Nudge*, Thaler & Sunstein, 2008, p 22. *Switch*, Heath, 2010. *The Happiness Hypothesis*, Haidt, 2006. And many others.....

THREE TYPES OF INCLUSION NUDGES

'FEEL THE NEED' NUDGE

Intend to make people feel the need for change rather than rationally understand in order to get buy-in and motivate for behavioural changes.

'SYSTEM / PROCESS' NUDGE

Intend to help the brain make better decisions by altering elements in organisational processes, such as hiring, performance review, promotions, decision-making etc.

'FRAMING /ANCHORING' NUDGE

Intend to make people perceive the issue differently by altering the frame or the anchor of the thought process.

EXAMPLES OF INCLUSION NUDGES

'FEEL THE NEED' NUDGE









Intend to make people feel the need for change rather than rationally understand in order to get buy-in and motivate for behavioural changes.

EXAMPLE :: 'FEEL THE NEED' INCLUSION NUDGE

TOP LEADER PIPELINE VISIBILITY



EXAMPLE :: 'FEEL THE NEED' INCLUSION NUDGE

							
70	70	10	70	60	70	70	100
50	80	40	100	80	70	10	90
50	95	20	99	70	85	60	60
60	40	50	90	90	90	99	80
65	99	0	80	10	95	40	75

Source: Arla Foods,
Cook Ross Inc



EXAMPLES OF INCLUSION NUDGES

'SYSTEM / PROCESS' NUDGE

Intend to help the brain *make better decisions* by altering elements in organisational processes, such as hiring, performance review, promotions, decision-making, etc.

EXAMPLE :: 'SYSTEM/PROCESS' INCLUSION NUDGE

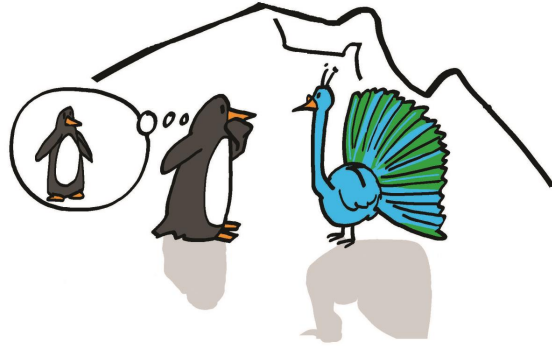
FORCE THE UN-REFLECTED CHOOSING TO BE MORE OBJECTIVE



Source: Orchestrating Impartiality: The Impact of "Blind" Auditions on Female Musicians, by C. Goldin & C. Rouse. *The American Economic Review*, Vol. 90, No. 4 (Sep., 2000), pp. 715-741, Published by: American Economic Association

EXAMPLE :: 'SYSTEMIC/PROCESS' INCLUSION NUDGE

FORCE THE UN-REFLECTED CHOOSING TO BE MORE OBJECTIVE



Search/headhunter requirement:
Anonymous candidates on the shortlist (hide identity data in first screening)

E-recruiting:
Anonymous candidates (hide identity data in first screening)



Interview:
One member in the diverse hiring panel participates by phone

EXAMPLE :: 'SYSTEMIC/PROCESS' INCLUSION NUDGE

CHANGE THE DEFAULT: OPT-OUT INSTEAD OF OPT-IN

80% instead of 100%

or

all roles can be worked flexibly

EXAMPLE :: 'SYSTEMIC/PROCESS' INCLUSION NUDGE

THE POWER OF THE HERD

Reduce the negative and promote the positive



EXAMPLES OF INCLUSION NUDGES

'FRAMING /ANCHORING' NUDGE

Intend to make people perceive the issue differently by altering the frame or the anchor of the thought process.

EXAMPLE :: 'FRAMING' INCLUSION NUDGE

SHIFT THE FOCUS

Change what we see to prime our implicit associations

Show majority data first

Senior Executive Males: 90%

Senior Executive Females: 10%

Humanize the Numbers

Use photos to illustrate the 'story behind the numbers'

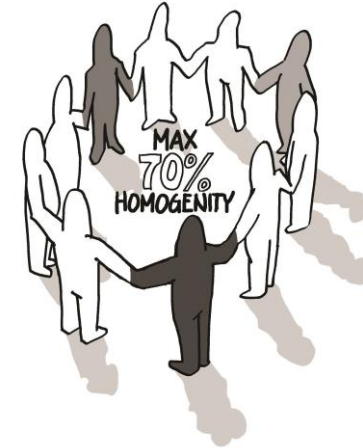
EXAMPLE :: 'FRAMING' INCLUSION NUDGE

From

gender = women = fix the women

To

Less homogeneity = better performance



Strategic objective for team composition

Max. 70% of team members with the same **national/ethnic background**

Max. 70% of team members with the same **gender**

Max. 70% of team members from the same **generation**

Max. 70% of team members from the same **educational/professional background**

EXAMPLES :: 'FRAMING/ANCHOR' INCLUSION NUDGE

HEAD OF CUSTOMER SERVICE EUROPE SOUTH (F/M)

Location: Location: Triesen (Liechtenstein)



Inclusion Nudge by: Alberto Platz, D. Swarovski Corporation AG

EXAMPLE :: 'FRAMING/ANCHOR' INCLUSION NUDGE

" Are you open
to an
international
assignment?"

VERSUS

" Would you be
open to consider
an international
assignment at
some point in the
future?"



25% MORE WOMEN

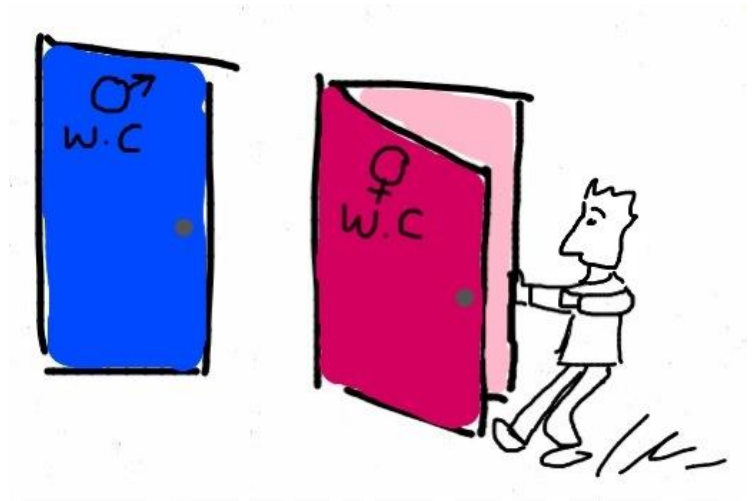
Source: Inclusion Nudge designed by Lisa Kepinski, INCLUSION-INSTITUTE

EXAMPLES :: 'FRAMING/ANCHOR' INCLUSION NUDGE

Change what we see to prime our implicit associations



Picture from Finland by Ursula Wynhoven

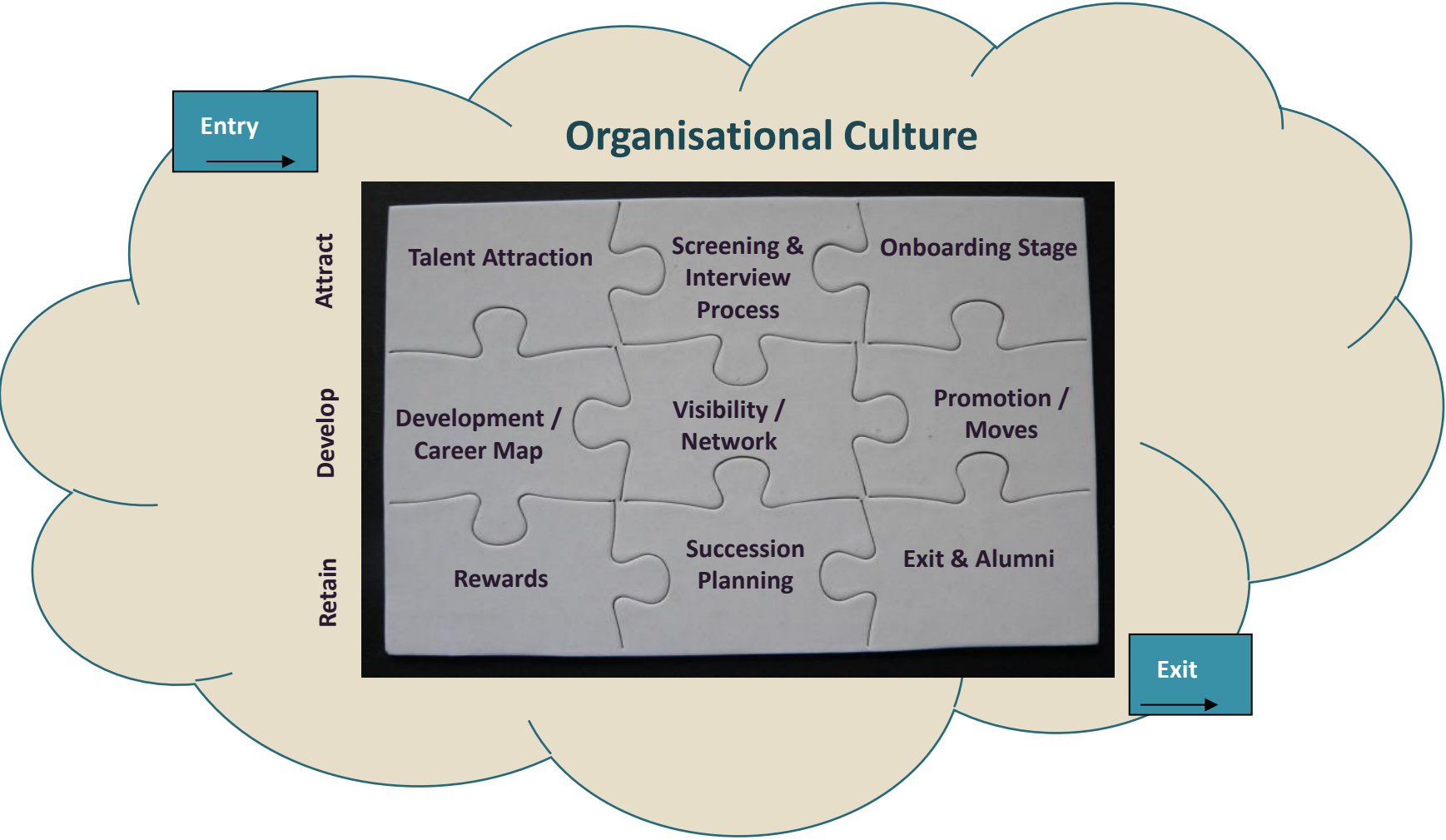


4 KEY PRINCIPLES OF INCLUSION NUDGES

- :: Motivate both the automatic system & the reflective system of the brain
- :: Target specific behavioural drivers
- :: Do not forbid or punish
- :: Keep it simple



EMPLOYEE LIFE CYCLE FRAMEWORK FOR INCLUSION NUDGES



CREATING A GUIDE ON INCLUSION NUDGES

A practical collection of what works
An global sharing initiative – free of charge

To Learn More, Contact

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Inclusion-Institute



How to Engage in the WEPs



Spread the Word | Take Action | Build the Consensus



www.WEPrinciples.org

womens-empowerment-principles@unglobalcompact.org

@WEPrinciples | facebook.com/WEPrinciples

Thank you for joining us today!



Presentation slides and a recording of the webinar will be available on the WEPs website: www.WEPrinciples.org

If you have any additional questions, please contact:
womens-empowerment-principles@unglobalcompact.org