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

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

- UN Secretary General Ban Ki-moon
- Anne-Marie Slaughter, President, New America Foundation
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/](http://implicit.harvard.edu/)
HOW TO TACKLE THE UNCONSCIOUS MIND FOR INCLUSIVE BEHAVIOUR

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1. Double-check figures for $E=mc^2$
2. Work for world peace
3. Pack for Stockholm
SCARED!

ANGRY!

THE CHALLENGES OF THE HUMAN BRAIN
But also the key to inclusiveness and gender equality

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<th>Automatic System</th>
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Two Cognitive Systems*


Using our **Whole Brain** for Better Decision Making
INTRODUCTION

INCLUSION NUDGES
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.


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

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

Designed by Lisa Kepinski, Inclusion Institute
### EXAMPLE :: ‘FEEL THE NEED’ INCLUSION NUDGE

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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


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

Illustrations ©: Arla Foods, Tinna C. Nieslen & Bigger Picture Aps

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

Sources: Arla Foods, ISS, MOVE THE ELEPHANT FOR INCLUSIVENESS
EXAMPLES :: ‘FRAMING/ANCHOR’ INCLUSION NUDGE
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
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
KEY PRINCIPLES OF INCLUSION NUDGES© NO. 2
Target specific behavioural drivers

UNCONSCIOUS CHOOSING — Unconscious decision making (change the process to outsmart the brain to be more objective)

FRAMING — How the issue is presented impacts how we perceive it (reframe the issue to trigger other associations)

OVER-CONFIDENT — strong tendency to over-estimate and to be over-confident (show when the ‘usual’ fail and the ‘unusual’ succeed)

GAINS & LOSSES — We are twice as miserable about what we lose as we are gaining the same (make a reversed business case).

CONFIRMATION — we gather data & opinions to confirm our decisions, and thus they appear rational. Seeing is believing (show non-majority successes).

ANCHOR — Starting point of a thought process is what we know, have seen, or had success with in the past (change the anchor with words, pictures etc.)

STATUS QUO — change is hard & we tend to stick with the current situation (change the default)

FOLLOW THE HERD — Behaviour is contagious and we are easily influenced by others (rally the herd to promote inclusive behaviour, tweak the process to reduce conformity)

… and others
EMPLOYEE LIFE CYCLE FRAMEWORK FOR INCLUSION NUDGES

Organisational Culture

Entry

Attract
Talent Attraction
Development / Career Map
Rewards

Screening & Interview Process
Visibility / Network
Succession Planning
Exit & Alumni

Onboarding Stage
Promotion / Moves

Develop
Retain

Exit

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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How to Engage in the WEPs

1. Sign the CEO Statement of Support
2. Adopt the 7 Principles
3. Develop an action plan
4. Integrate gender into reporting
5. Connect with fellow businesses
6. Raise awareness
7. Share good practices
Spread the Word | Take Action | Build the Consensus

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@WEPinclus | facebook.com/WEPinclus
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