



UNCONSCIOUS BIAS TRAINING DOESN'T WORK – TRY THIS INSTEAD!

Jason Treu
Chief People Officer
Unstoppable Workplaces
Dallas, TX



1

Presented By



- **Jason Treu** is a Chief People Officer and leadership and teamwork expert. He helps executives, managers, and HR departments develop unstoppable leaders and talent, create irresistible employee experiences, and quickly scale their organizations. He provides executive coaching (both individual and group), leadership and manager trainings and programs, specialized program on creating extraordinary teamwork, employee experience and culture programs, conflict resolution, and other services.
- He spent 15+ years in leadership positions working with industry-changers such as Steve Jobs, Reed Hastings (Netflix CEO), Mark Hurd (HP), Mark Cuban, and others.
- He's the best-selling author of [Social Wealth](#) that's sold more than 60,000 copies. His 2017 TEDxWilmington talk was on "[How to Get CoWorkers to Like Each Other](#)."
- He has been named one of the [top 10 executive coaches](#) in 2019 and 2020, [2019 and 2020 Top HR Influencer](#), and top leadership and coaching provider by *Texas Lawyer Magazine* for 2018, 2019, and 2020 and inducted into their hall of fame. He's also been named as a 2018, 2019, and 2020 [top career coach](#) by two separate [groups](#).
- More than 80,000 leaders, managers, and employees are using his culture- and team-building game [Cards Against Mundanity](#) to skyrocket trust, communication, and teamwork. It's being used at Amazon, Southwest Airlines, Ernst & Young, Google, Gillette, Microsoft, Oracle, Blue Cross Blue Shield, Worldwide Express, CareHere, Oklahoma City Thunder (NBA team), Houghton Mifflin Harcourt, Novartis, Merck, Intel, Thermo Fisher Scientific, and many others.
- He has his law degree and master's in communications from Syracuse University.

2

2

Learning Objectives

- At the completion of this educational activity, the learner will be able to:
 - Understand why unconscious bias training doesn't work and the reasons for it.
 - Understand why belonging is the core to create successful diversity, inclusion, and belonging strategies and programs that work.
 - Develop a strategy and plan to create diversity, inclusion, and belonging programs and training that make a real, significant, and meaningful impact.

3

3

DIVERSITY: KEY BUSINESS STRATEGY

1. Companies with diverse boards outperform their peers
2. Diverse teams are more innovative, creative, and productive along with making fewer mistakes
3. Diverse companies attract more diverse job candidates and customers

4



BuzzFeed News saved this doctored image from a GQ story on some tech entrepreneurs' trip to visit Italian designer Brunello Cucinelli, which the publication has since removed. It still appears on Cucinelli's Instagram.

GQ via Brunello Cucinelli / Via Instagram

June, 2019 - <https://www.buzzfeednews.com/article/ryanmac/tech-titans-women-fake-photoshop-cucinelli-gq>

5

What is Unconscious Bias Training

The goal of unconscious bias training is to help employees identify the beliefs and social stereotypes they hold about certain groups of people that are outside their own conscious awareness.

\$8B per year is being spent on trainings

6

Why Unconscious Bias Training Fails

"Unconscious bias training teaches awareness and sensitivity. It does not change behavior."

% CHANGE OVER FIVE YEARS IN REPRESENTATION AMONG MANAGERS

Type of program	White		Black		Hispanic		Asian	
	Men	Women	Men	Women	Men	Women	Men	Women
Mandatory diversity training				-9.2			-4.5	-5.4
Job tests		-3.8	-10.2	-9.1	-6.7	-8.8		-9.3
Grievance systems		-2.7	-7.3	-4.8		-4.7	-11.3	-4.1

NOTE: GRAY INDICATES NO STATISTICAL CERTAINTY OF A PROGRAM'S EFFECT.

SOURCE: AUTHORS' STUDY OF 829 MIDSIZE AND LARGE U.S. FIRMS. THE ANALYSIS ISOLATED THE EFFECTS OF DIVERSITY PROGRAMS FROM EVERYTHING ELSE GOING ON IN THE COMPANIES AND IN THE ECONOMY. FROM "WHY DIVERSITY PROGRAMS FAIL," BY FRANK DOBBIN AND ALEXANDRA KALEV, JULY-AUGUST 2016

© HBR.ORG

7

Studies Show Unconscious Bias Training Alone Doesn't Work

- More than 1000 research studies have been looked at with very little research showing that UBT had a positive effect/impact.
- Training can actually have the opposite impact, inducing anger and frustration among white employees.
- One study showed that when people are provided with evidence about the stereotypes they have, it reinforced these beliefs and even encouraged people to condone them.

* Forscher, P. S., Lai, C. K., Axt, J. R., Ebersole, C. R., Herman, M., Devine, P. G., & Nosek, B. A. (2019). A meta-analysis of procedures to change implicit measures. *Journal of Personality and Social Psychology*, 117(3), 522-559.

** <https://hbr.org/2016/01/diversity-policies-dont-help-women-or-minorities-and-they-make-white-men-feel-threatened>

*** <https://pubmed.ncbi.nlm.nih.gov/25314368/>

**** <https://www.beapplied.com/post/why-unconscious-bias-training-does-not-work>

8

What Should Organizations Do?

- Bias is not just an individual problem requiring an individual intervention, but a deep structural and organizational problem. It requires an overhaul on the way organizations operate.
- Individuals must make the connection between the biases they hold and how this impacts their behavior and the decisions they make.
 - For example:
 - Who has a seat at the decision-making table?
 - Who has access to key information?
 - Who knows about upcoming career opportunities?
 - Who gets access to the best project?
 - Are leaders getting information from diverse sources?
 - Who is in your "network"? Is it diverse?

9

Commitment to gender diversity has increased significantly.

Companies and employees who say gender diversity is a top priority, %



¹In 2019, % of HR leaders who answered: How much of a priority is gender diversity for your company | A very important priority. In 2015, % of HR leaders who answered: Where does gender diversity rank on the CEO's strategic agenda? | Top 3 Priority or Top 10 Priority.

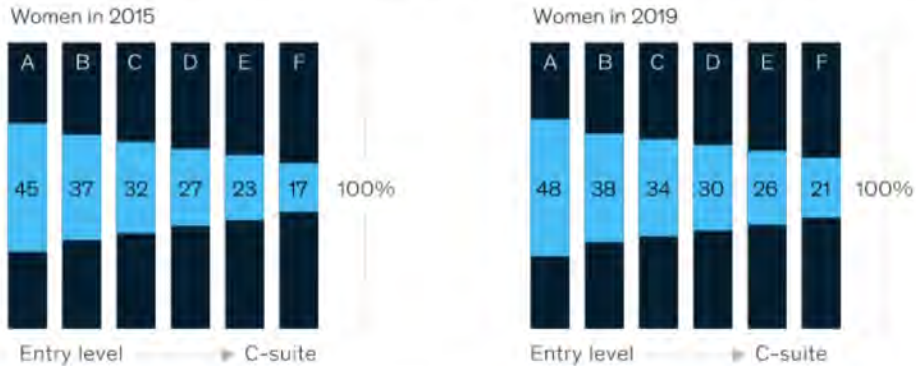
²Due to changes in data collection, in 2015 managers was defined as Senior Manager/Director and Manager, whereas in 2019 managers was defined as just Manager. Source: 2019 McKinsey & Company and LeanIn.Org Women in the Workplace study

10

Representation of women in senior leadership has increased, but women continue to be underrepresented at every level.

Representation of women by level, % of employees

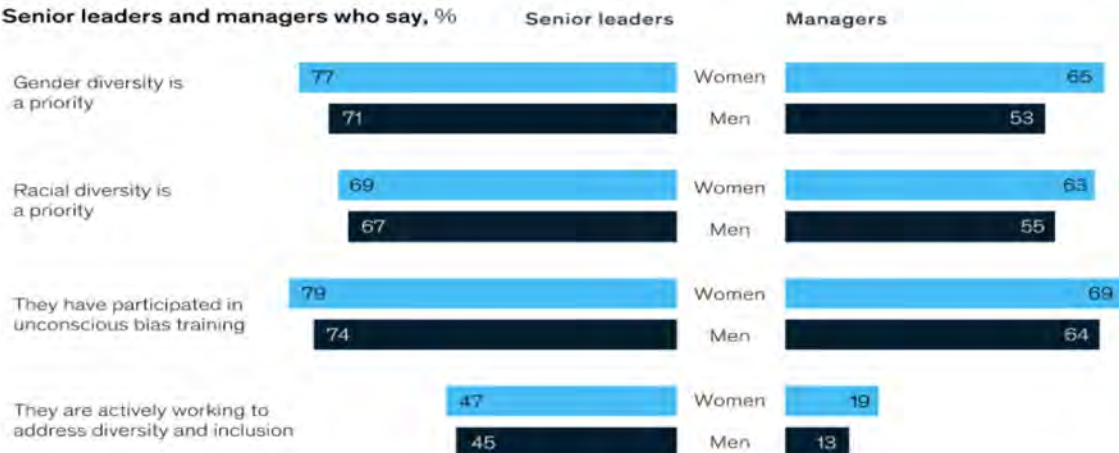
A = Entry-level B = Manager C = Senior Manager/Director D = Vice President E = Senior Vice President F = C-suite



11

Companies need to empower managers to drive diversity and inclusion efforts alongside senior leaders.

Senior leaders and managers who say, %



12

The biggest obstacle women face is the first step up to management.

Ratio of promotions to first-level manager by gender and race



For every **100 men**
who were promoted
to management...



...only **72 women**
were promoted



...only **58 black women**
were promoted



...only **68 Latina women**
were promoted

If women are promoted and hired to
first-level manager at the same rates
as men, we will add

**1 million
more women**

to management in corporate America
over the next five years.

Source: 2019 McKinsey & Company and LeanIn.Org Women in the Workplace study

13

Three Things You'll Walk Away With

1.

**Key drivers
influencing diversity,
inclusion and
belonging**

2.

**How to intentionally
design a diversity,
inclusion, and belonging
program that makes both
a major business and
“people” impact**

3.

**Strategies, activities &
tools to use
FOR YOU & YOUR
TEAMS**

14

Key DIB Drivers To Watch in 2020/21

15

- 1. Diversity is a strategy**
- 2. Inclusion is a goal**
- 3. Belonging is a feeling**

**The FEELING of BELONGING
is the most important D&I
measure of all.**

16

“
*Does someone like ME
belong and have the
opportunity for success
here?*”

17

CHANGE THE FORMULA

“THE MISSING FACTOR”

Diversity + Inclusion

Diversity + Inclusion
+ **BELONGING**

18



19

6 Keys to a Diverse, Inclusive, and Belonging Company Culture

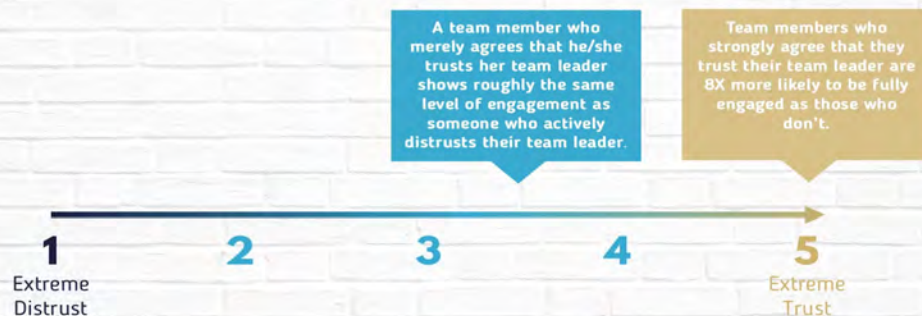
1. Belonging
2. Hiring
3. Promotions
4. Employee Resource Group
5. Hiring a DIB Leader
6. Leadership

20

What Creates High-Belonging That Makes an Impact?



21



Managers “Make or Break” Employee Trust

22

TRUST

CHANGES EVERYTHING



Trust Comes Down to Answering Two Questions:

- 1.** Do I trust you or not?
- 2.** Have I built “extreme” trust to put you in my inner circle?

23

HOW DO YOU SKYROCKET TRUST?

Vulnerably sharing our experiences in groups

24

HOW DO YOU SKYROCKET **TRUST?**

1. **Cards Against Mundanity game**
2. **Learn what's shaped people game**
3. **Work-with-me-manuals**
4. **Peer recognition**

25



26

11 Best Practices in Hiring

1. Convert all job descriptions to gender-neutral language and ask for blind resumes
2. Conduct blind screenings to minimize unconscious biases
3. Train people at all levels on topics like unconscious bias, similarity bias, structural bias, and self-rater bias
4. Ban "culture fit" as a reason for rejecting a candidate
5. Expand recruiting efforts (including referrals, diverse job boards, associations, etc.)
6. Write results-based job descriptions
7. Job simulation/exercise assesses candidate's skills more objectively
8. Invest in a structured interviewing process, scorecard and training
9. Diverse interview panels and review committees
10. *Transparency about compensation levels/ranges*
11. *Post more on diversity (LinkedIn found 26% increase in women applicants)*

27

Promotions/Leadership

1. Publicly state DI now and what your goals are at every level
2. Set a goal for getting more underrepresented groups into first-level management
 - Put more underrepresented groups in line for the step up to manager
3. Require diverse slates for hiring and promotions
4. Establish clear evaluation criteria (and take unconscious bias into consideration)
 - Clearly articulate the eligibility criteria, talent behavioral criteria and consistent processes used to identify successor candidates.
5. Create a mentorship program

28

Talent Review Example

Manager to Employee feedback example: *"You need to improve your executive presence."*

- Managers need to provide clear examples of what the behavior would look like the employee, NOT just areas of improvement.
- Employees need to be trained to ask better questions.
- This helps determine what the factual issues are and if they represent bias. It eliminates ambiguity and confusion as well.
- *"What does that behavior look like?" "Give me an example of the behavior and how it affects the business."*
- Final step is development plan, metrics, and check-ins/feedback

29

Start an Employee Resource Group

1. What is the purposes of an Employee Resource Group Program?
2. What value do ERGs bring to their organization?
3. What is an executive sponsor and how can they support an ERG?
4. How do you get an ERG started?
5. Will they have influence or be involved with products/services?

30

Hiring Diversity Leader/Manager

1. Why now?
2. What's the level of commitment from leadership and board?
3. What are the job requirements?
4. Where does the position sit?
5. Budget and support staff?
6. What metrics to track success?

31

6 Best Practices for Leadership

1. Must become both great listeners and open communicators
2. Letter/blog from the CEO and/or executive team
3. Creating a top level focus and strategy at the C-level
4. Assign an executive the responsibility for leading and sponsoring the DIB
5. Creating behavioral standards, diversity metrics, and holding leaders accountable for results (including pay)
6. Publish metrics and progress

32

12 Key Questions to Ask on DIB?

1. How do we promote inclusion from the moment a person becomes a potential hire, to when they get onboarded, to how they get their work successfully completed?
2. What specific steps are we doing to create belonging and how are we measuring it?
3. What are our leaders and managers doing and how are we holding them accountable for DIB?
4. Are we intentional about how employees build their careers and how people are promoted?
5. How do we consider inclusion when we give feedback and coaching to help people be their best?
6. Are we paying people in a fair and equitable way?
7. Are we regularly reviewing pay equity by gender, race, age, etc?
8. Are we actively recruiting, hiring, developing and retaining people in a diverse way?
9. Are we aggressively promoting underrepresented groups into leadership roles?
10. Are we monitoring and carefully coaching and training people on DIB at work?
11. Are we providing opportunities for employees to start ERG and other groups?
12. Are we giving employees the time and freedom to speak up, express their political opinions, and take time to protest if needed?

33

6 Keys to a Diverse, Inclusive, and Belonging Company Culture

1. Belonging
2. Hiring
3. Promotions
4. Employee Resource Group
5. Hiring a DIB Leader
6. Leadership

34

"What's Shaped People" Game

1. Ask everyone to think about the three most defining moments in their lives and write them down on separate post-its or a virtual whiteboard
2. Have each person share their moments with the group.
3. Ask each person to share their takeaways

35

What Questions Can I Help You With?



1. Contact if you need ANY help
2. Email me to set up 30 minutes to help you with any challenges
3. Email me today with any questions

JASON@JASONTREU.COM |
JASONTREU.COM &
CARDSAGAINSTMUNDANITY.COM

36



Thank you.

jason@jasontreu.com

In order to receive your continuing education certificate(s) for this program, you must complete the online evaluation. The link can be found in the continuing education section of the program guide.

