



MANDATE **MOLEFI**
HUMAN RESOURCES CONSULTANTS



ACTUARIAL SOCIETY
SOUTH AFRICA

Building interpersonal skills in the workplace Understanding Diversity & Inclusion

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PSYCHOLOGICAL SAFETY

DISCUSSING DEI WITHOUT ADDRESSING
PSYCHOLOGICAL SAFETY FIRST CAN **BE RISKY**



A shared belief held by members of a team that the team is safe for interpersonal risk taking.

That you will not be punished or humiliated for bringing your whole self to work, asking questions, challenging norms.

Prof Amy Edmondson
Harvard Business School.

FIVE KEY DYNAMICS THAT SET SUCCESSFUL TEAMS APART FROM OTHER TEAMS

5.IMPACT

Team members think their work matters and create change.

4.MEANING

Work is personally important to team members.

3.STRUCTURE & CLARITY

Team members have clear roles, plans and goals.

2.DEPENDABILITY

Team members get things done on time and meet Google's high bar of excellence.

1.PSYCHOLOGICAL SAFETY

Team members feel safe to take risks and be vulnerable in front of each other without feeling insecure, embarrassed or afraid of being judged or labelled.

Learner Safety

It's safe to:

- Discover
- Ask questions
- Experiment
- Learn from mistakes
- Look for new opportunities

Challenger Safety

It's safe to:

- Challenge the status quo
- Speak up
- Express ideas
- Identify changes
- Expose problems



Collaborator Safety

It's safe to:

- Engage in an unconstrained way
- Interact with colleagues
- Have mutual access
- Maintain open dialogue
- Foster constructive debate

Inclusion Safety

It's safe to:

- Know that you are valued
- Treat all people fairly
- Feel your experience, and ideas matter
- Include others regardless of title/position
- Openly contribute

DIVERSITY AND INCLUSION EXPLAINED

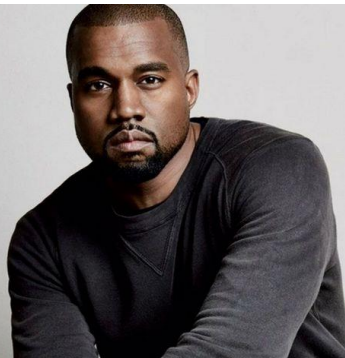
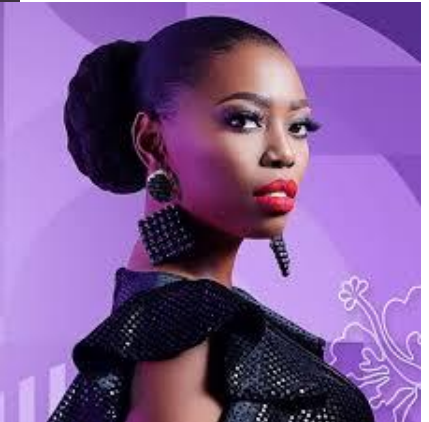
DIVERSITY IS BEING INVITED TO
THE PARTY;
INCLUSION IS BEING ASKED TO
DANCE.

VERNA MYERS

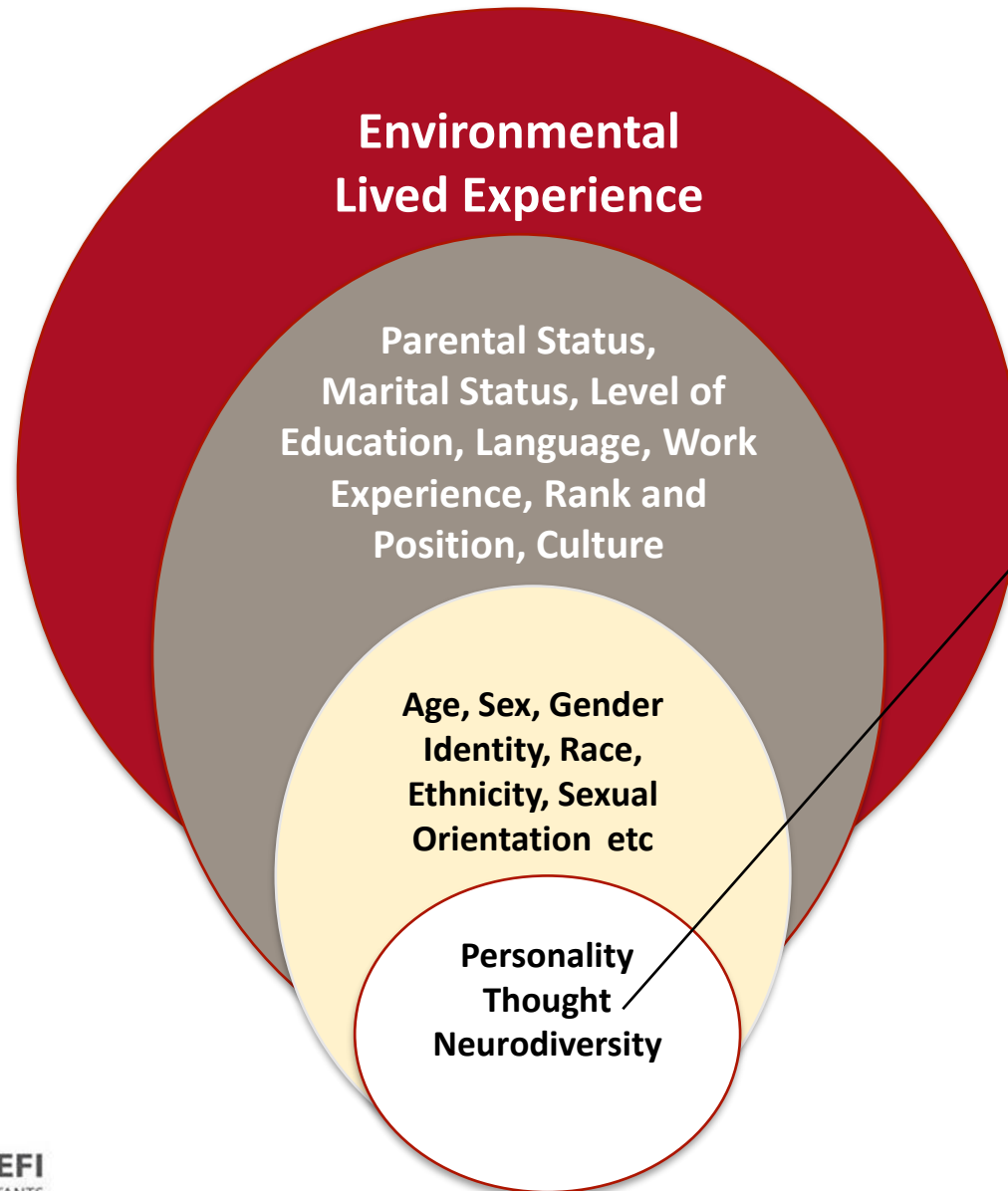


BELONGING

YOU GET TO CHOOSE YOUR SONG



DIMENSIONS OF DIVERSITY



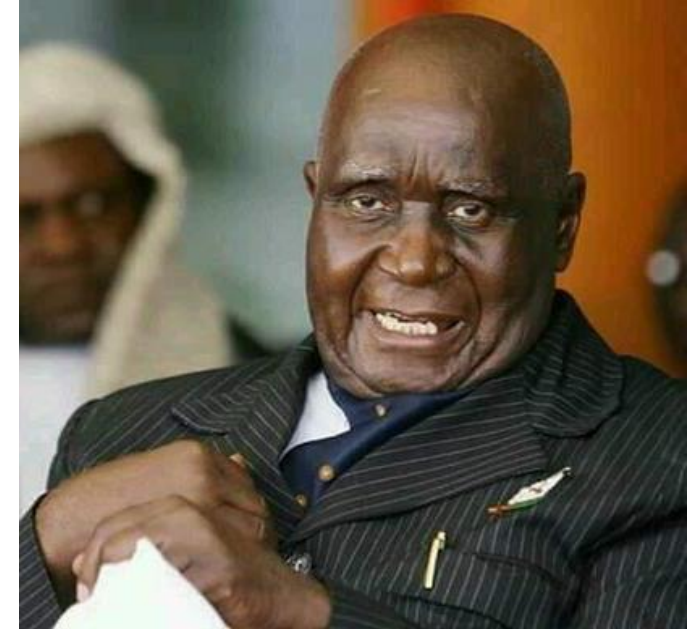
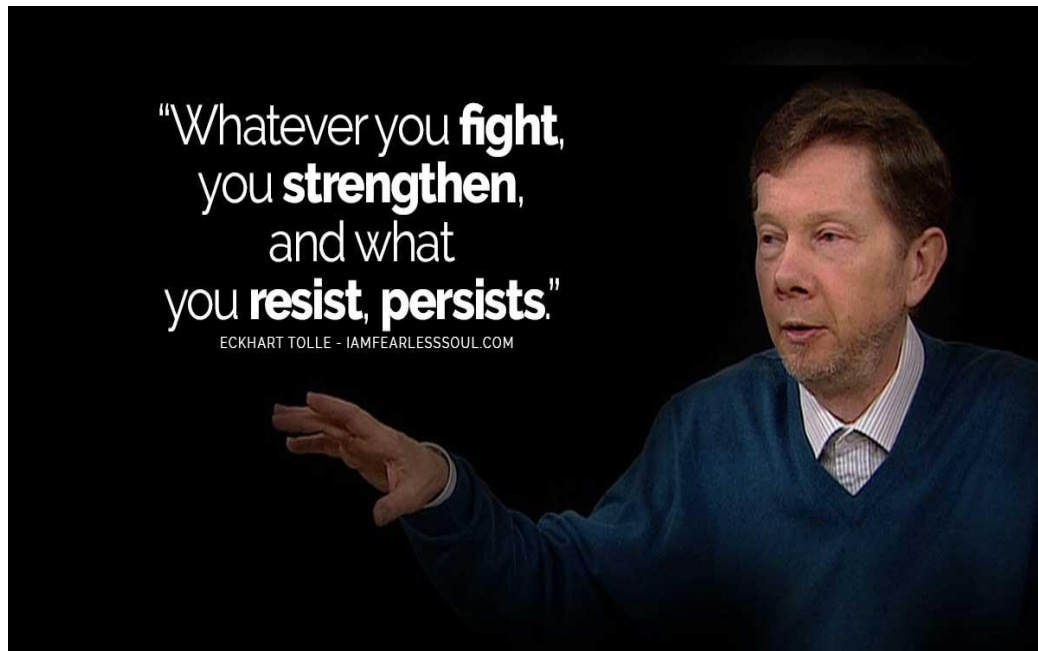
Dimensions of Cognitive Diversity

- Perspectives
- Interpretations
- Inductive/deductive reasoning
- Heuristics
- Causal & Predictive Models

EVERY COUNTRY HAS ITS PAIN POINTS

LEADERS NEED TO CONFRONT **PAIN POINTS** BY HOLDING COURAGEOUS CONVERSATIONS

EXAMPLE: “Let's not talk about race”



**“If you want to get hold of the honey,
you must be prepared to be stung by
the bees”**

Kenneth Kaunda: Former President of Zambia

SO WHAT DOES LEADING INCLUSIVELY MEAN?

BEING AN INCLUSIVE LEADER REQUIRES WEARING THE **LENS OF INCLUSION** AT ALL TIMES



The way **places** and **spaces** are designed and structured.

The way **narratives** are created and normalised.

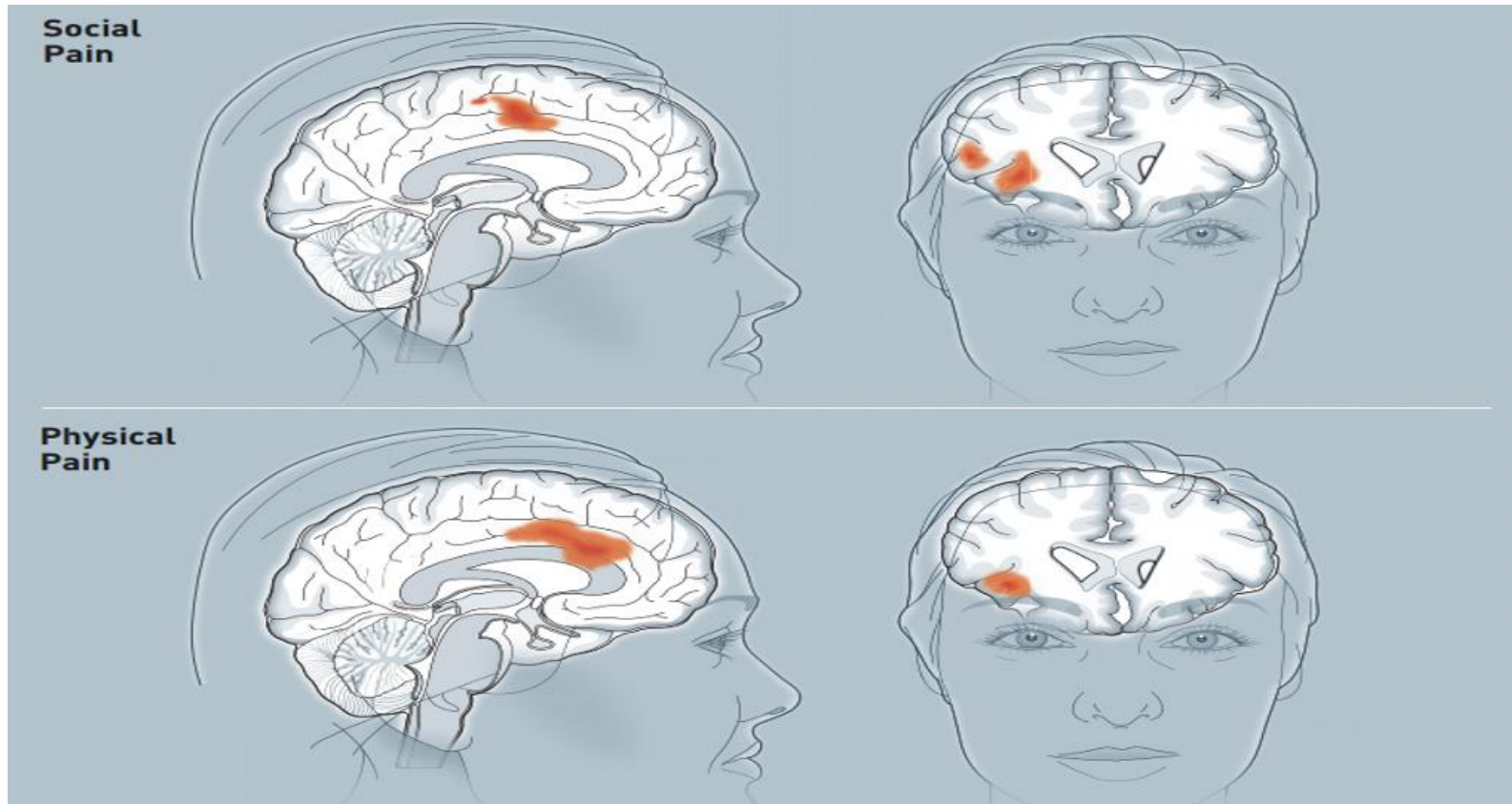
The **images, the symbols, the profile, the behaviour** of those with power and influence in the system.

The **unwritten rules** that are embedded in the culture, the verbal and non verbal messages of what is being rewarded, valued, not valued.

All that can influence our ability to see ourselves as a part of the team/organisation/community.

It impacts our sense of belonging

EXCLUSION CAUSES THE SAME CHEMICAL REACTION IN THE BRAIN AS PHYSICAL PAIN



University of California study conducted by: Naomi Eisenberger and Matthew Lieberman

RESEARCH ON THE IMPACT OF SOCIAL EXCLUSION

- Being on the receiving end of a social snub causes a cascade of emotional and cognitive consequences.
- Social exclusion increases **anger, anxiety, depression, jealousy and sadness.**
- It reduces performance on difficult intellectual tasks, and can also contribute to aggression and poor impulse control.
- Leary & Colleagues –Yale Univ
- People who routinely feel excluded have poorer sleep quality, and their immune systems don't function as well –it takes a toll physically



Mark Leary, PhD, a professor of psychology and neuroscience at Duke University.

UNCONSCIOUS BIAS



WHAT IS UNCONSCIOUS BIAS?

Hidden inclination
or preference that influences judgment
from being
balanced or even-handed

BIAS DOES NOT MAKE US BAD PEOPLE; IT MAKES US HUMAN

The aim is to surface our biases and learn how to **interrupt** them

This should NOT be an attempt to excuse **conscious and explicit bias**

STROOP TEST: STATE THE COLOURS AS FAST AS YOU CAN

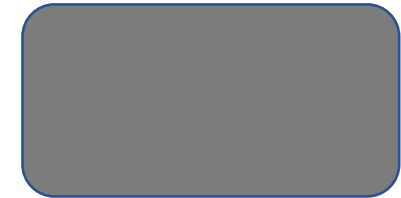
ROW1



ROW2



ROW3



STATE THE COLOURS AS FAST AS YOU CAN

ROW 1

RED

BLUE

GREEN

YELLOW

ROW 2

YELLOW

GREEN

BLUE

RED

ROW 3

GREEN

RED

YELLOW

BLUE

STATE THE COLOURS AS FAST AS YOU CAN

ROW 1

RED

BLUE

GREEN

YELLOW

ROW 2

YELLOW

GREEN

BLUE

RED

ROW 3

GREEN

RED

YELLOW

BLUE

UNCONSCIOUS BIAS

- Our brains work fast when the concepts match, but slow down when the concepts do not match.

It illustrates:

- When concepts match – they are stereotype consistent.
- The brain is slow when there is stereotype inconsistency.
- That is why we encourage leaders to **slow down, reflect & interrupt biases** to minimize negative impact



INTERRUPT YOUR BIAS : QUESTION YOUR THOUGHT PROCESSES

- **Focus on behaviours, not opinions.** When we ask for opinions, we trigger implicit associations. When we ask for assessments of behaviours, we evoke conscious thoughts.
- For example, "**What do you think of Tshepo?**" triggers implicit bias.
- The answer might be “ahh that one is light weight” or “he just does not fit in our culture”
- It is advisable to say, "**Can you tell me what you've observed of Tshepo's ability to negotiate tough situations?**" evokes conscious thought rooted in behaviours.
- **Ask people for details.** When you hear people talk about other people, ask for details like "what makes you think that" or "**what did you observe that led you to think that?**"
- Asking for these details helps you see the data behind a potential bias so that you can reach your own conclusions, and it also **helps other people realise** what data they were using (or not using!) to reach other conclusions.

Also, we need to remember that true diversity and inclusion mean we **DO NOT** hire for “**culture fit**” but for “**culture add**”

INTERRUPTING OUR BIAS

ENGAGE SYSTEM 2 THINKING

What We *Should* Do: System 2

- Slow Down
- Reflect and question your thought process
- Examine & interrogate the data
- Challenge yourself to unlearn/relearn - look for disconfirming data
- Search for behavior, not opinion

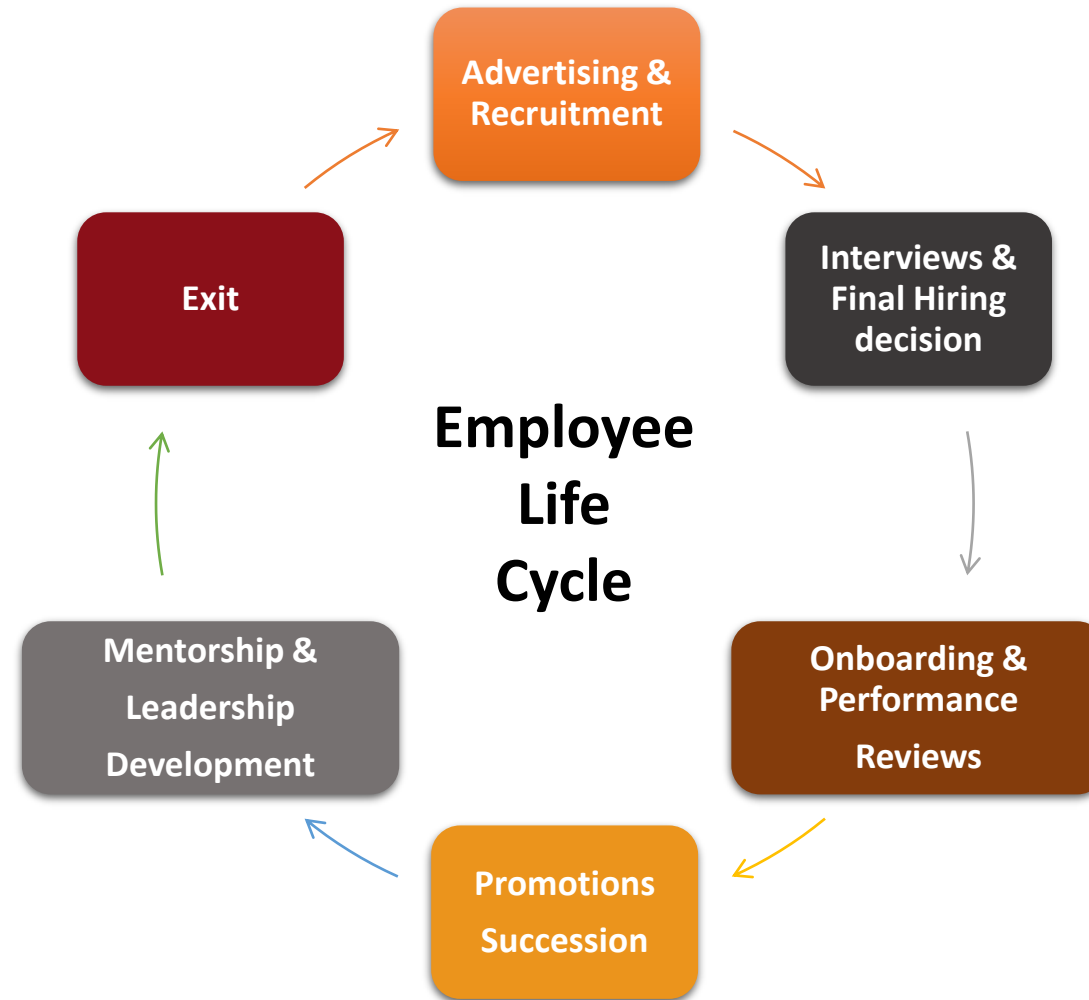
What We *Actually* Do: System 1

- We make most of our decisions using our intuitive system, often without realizing it.
- Fast, automatic, effortless, implicit and emotional
- Sometimes relying on 'trusted sources' for short-cut

What Are The Results?

- Confirmation Bias
- In-Group Bias
- Status Quo Bias
- The Halo Effect

CRITICAL MOMENTS WHEN UNCONSCIOUS BIAS INTERSECTS WITH MANAGEMENT DECISIONS



CRITICAL MOMENTS WHEN UNCONSCIOUS BIAS INTERSECTS WITH MANAGEMENT DECISIONS

Confirmation Bias

Beauty Bias

Accent Bias

Halo Effect

Affinity Bias

Body Shape

AFFINITY BIAS



CONFIRMATION BIAS

Law Firm Social Experiment : A memo from Thomas Meyer
22 Spelling , grammar & tech analytical errors



4.1/5

- Great Potential
- Good Analytical Skills
- Generally a good writer but needs to work on this and that....



3.2/5

- Needs a lot of work
- Average at best
- Can't believe he went to NYU

MICRO AGGRESSIONS & MICRO INEQUITIES

MICRO-INEQUITIES

- ❑ Ways in which **individuals** are either **singled out, overlooked, ignored**, or otherwise **discounted** based on **unchangeable characteristics** such as **sexual orientation, race , gender, age etc.**



Small behaviours and cumulative patterns of subtle messages which impair or discourage healthy relationships and can impact on performance.

EXAMPLES : MICRO-INEQUITIES

MISTAKES are just proof that you are **TRYING**



mansplaining

Words in the cloud: explanation, talking, assumption, mistaken assumption, man, speaking, expert, incomplete, knowledge, confused, woman, not listening, sexist, knows more, opinion, overconfidence, inaccurate, education, woman, man, explaining, interrupting, experience, intelligence, condensing, talking, overconfidence, speaking, assumption, sexist, explaining, oversimplified.

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“PEOPLE WILL FORGET WHAT YOU SAID,
PEOPLE WILL FORGET WHAT YOU DID,
BUT PEOPLE WILL NEVER FORGET HOW YOU MADE THEM FEEL.”

MAYA ANGELOU

MICRO AGGRESSIONS

Everyday slights, Insults or indignities. A seemingly **small** remark that makes someone feel insulted or treated badly because of their gender, age, race, sexual orientation

- **You/Your people**
- **The girls in my team**
- **He is Gay BUT... so good**
- **You are so articulate**
- **When I look at you I don't see colour**
- **Why do you have to be so loud / animated? Just calm down**
- **Who is the man in the relationship**
- **You sound sharp for a pregnant women**
- **Everyone can succeed in this society, if they work hard enough**
- **Non- White**

WHERE DO BIASES COME FROM?



At 6 years old implicit attitudes and impressions are already formed.
All experiences thereafter are filtered through this paradigm.

OUR BAGGAGE: EARLY MESSAGES



Thoughts, feelings,
beliefs, attitudes,
values, needs, hurts,
experiences, early
messages.

WHEN YOU DO NOT OPEN YOUR SUITCASE



OBAMA 'CLEAN' BLACK ***DRUDGE REPORT***

Joe Biden : interview with Jason
Horowitz of the New York Observer.

Most noteworthy is what he says about Barack Obama:
“I mean, you got the first mainstream African-American who
is articulate and bright and clean and a nice-looking guy,” he
said. “I mean, that’s a storybook, man.”

TIPS AND TOOLS

TAKE AWAY TOOLS
GUIDELINES FOR LEADING INCLUSIVELY

INTENT VS IMPACT



WHAT IS YOUR ROLE?

- IF YOU ARE **THE RECEIVER**, GIVE THE OTHER THE BENEFIT OF THE DOUBT AND GIVE FEEDBACK.
- IF YOU ARE **THE EXHIBITOR**, OWN THE IMPACT OF YOUR BEHAVIOR ON OTHERS AND BE WILLING TO LISTEN.
- IF YOU ARE **THE OBSERVER AND** NOT THE PRIMARY OFFENDER NOR THE RECEIVER : BE VOCAL IN CHALLENGING YOUR FRIENDS AND COLLEAGUES. IF THEY DO NOT WANT TO LISTEN, WALK AWAY, REPORT OR SEEK HELP

IF YOU HAVE SEEN IT, IF YOU HAVE HEARD IT, YOU OWN IT

HOMework IN PREPARATION FOR NEXT EXPERIENCE

POINT IT OUT

I see/ I hear

It appears

I notice

I am aware that

CHECK IT OUT

I imagine

I wonder

I need to know

WORK IT OUT

How about...

What if...

What I need is...

What I would like to
request is...

1. Go and practice this, observe and come with feedback to the next experience
2. Appoint a social partner and have met with them at least once

CLOSURE



“ If you are neutral in situations of injustice, you have chosen the side of the oppressor. If an elephant has its foot on the tail of a mouse, and you say that you are neutral, the mouse will not appreciate your neutrality.

Desmond Tutu