

Inclusive Hiring Requires Inclusive Leadership



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Brief Introductions



Who are you?

Social Identity Groups

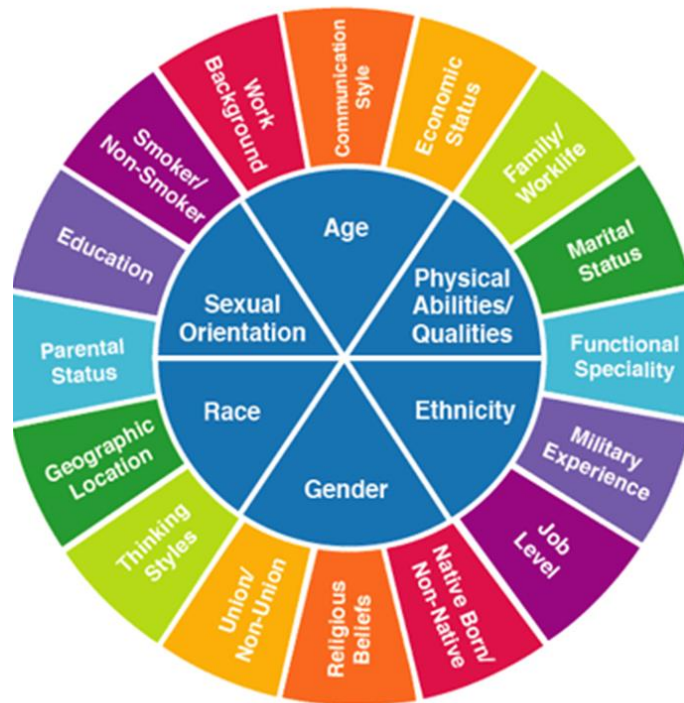


"Forced Choices"

- This is the identity I am most aware of at home.
- This is the identity that I am most aware of at work.
- This is the identity that I know the most about.
- This is the identity that I know the least about.
- This is the identity I tend to keep hidden.
- This is the identity I most like to share with others.
- This is the identity I think about most often.
- This is the identity I think about the least.
- When I think of my friend/peer group, this is the identity that we have most in common.
- When I think of my friend/peer group, this is the identity that we have least in common.



"Forced Choices"



- This is the identity I am most unsure of how to talk about.
- This is the identity that I think most people judge me by.
- This is the identity that brings me the most joy.
- This is the identity that brings me the most struggle, pain, challenge, concern.
- This is the identity I believe is the most important to me right now, in this (virtual) room.

Is there anyone who would like to tell us about an identity or experience that I didn't ask about?

Science of Unconscious Bias



What is Unconscious Bias?

Science of Unconscious Bias

- **Explicit/Conscious Bias**

- Expressed directly
- Aware of bias
- Operate consciously
- *Can you think of an Example?*

Implicit/Unconscious Bias

- Expressed indirectly
- Unaware of bias
- Operates subconsciously
- *Can you think of an Example?*

Implicit Bias

- Implicit biases are negative associations that people unknowingly hold. They are expressed automatically, without awareness.
- Many studies have indicated that implicit biases affect individuals' attitudes and actions, thus creating real-world implications, even though individuals may not even be aware that those biases exist within themselves.
- Notably, implicit biases have been shown to override individuals' stated commitments to equality and fairness, thereby producing behavior that diverges from the explicit attitudes that many people profess

Racialequitytools.org, adapted from the State of the Science Implicit Bias Review 2013, Cheryl Staats, Kirwan Institute, and The Ohio State University

Biases

How does it affect us?

- **Perception** – how we see people and perceive reality.
- **Attitude** – how we react towards certain people.
- **Behaviors** – how receptive/friendly we are towards certain people.
- **Attention** – which aspects of a person we pay most attention to.
- **Listening Skills** – how much we actively listen to what certain people say.
- **Micro-affirmations** – how much or how little we comfort certain people in certain situations.

HOW DO WE RECOGNIZE IT?

Types of Biases

1. Confirmation Bias
2. Conformity Bias
3. Beauty Bias
4. Halo/Horns Effect
5. Similarity/ Contrast Effect
6. Affinity Bias
7. Attribution Bias

Inclusive Leadership

- Treating people and groups fairly- that is, based on their unique characteristics, rather than on stereotypes
- Personalizing individuals- that is, understanding and valuing the uniqueness of diverse others while also accepting them as members of the group
- Leveraging the thinking of diverse groups for smarter ideation and decision making that reduces the risk of being blindsided.



Figure 1. The six signature traits of an inclusive leader



Graphic: Deloitte University Press | DUPress.com

The Six Signature Traits of an Inclusive Leader



Trait 1: Commitment

Highly inclusive leaders are committed to diversity and inclusion because these objectives align with their personal values and because they believe in the business case.

Table 3. Elements of commitment

Signature trait: Commitment		
Element	What inclusive leaders think about	What inclusive leaders do
Personal values	<ul style="list-style-type: none">• Alignment of personal values to inclusion	<ul style="list-style-type: none">• Treat all team members with fairness and respect• Understand the uniqueness of each team member• Take action to ensure each team member feels connected to the group/organization• Proactively adapt their work practices to meet the needs of others
Business case belief	<ul style="list-style-type: none">• Commercial value of diversity and inclusion with respect to talent, innovation, customers, and new market growth	<ul style="list-style-type: none">• Treat diversity and inclusion as a business priority• Take personal responsibility for diversity and inclusion outcomes• Clearly and authentically articulate the value of diversity and inclusion• Allocate resources toward improving diversity and inclusion within the workplace



Trait 2: Courage

Highly inclusive leaders speak up and challenge the status quo, and they are humble about their strengths and weaknesses.

Table 4. Elements of courage

Signature trait: Courage		
Element	What inclusive leaders think about	What inclusive leaders do
Humility	<ul style="list-style-type: none">• Awareness of personal strengths and weaknesses	<ul style="list-style-type: none">• Acknowledge personal limitations and weaknesses• Seek the contributions of others to overcome personal limitations• Admit mistakes when made
Bravery	<ul style="list-style-type: none">• Being an agent for change and the positive impact diversity and inclusion can have	<ul style="list-style-type: none">• Approach diversity and inclusion wholeheartedly• Challenge entrenched organizational attitudes and practices that promote homogeneity• Hold others to account for noninclusive behaviors



Trait 3: Cognizance of Bias

Highly inclusive leaders are mindful of personal and organizational blind spots, and self-regulate to help ensure “fair play.”

Table 5. Elements of cognizance of bias

Signature trait: Cognizance of bias		
Element	What inclusive leaders think about	What inclusive leaders do
Self-regulation	<ul style="list-style-type: none">• Acceptance of bias and concern for its impact• Moments when they are most vulnerable to bias	<ul style="list-style-type: none">• Learn about their personal biases, including through feedback• Follow processes to ensure personal biases do not influence decisions about others• Identify and address organizational processes that are inconsistent with merit
Fair play	<ul style="list-style-type: none">• Awareness of the three features of fairness: outcomes, processes, and communication	<ul style="list-style-type: none">• Make fair and merit-based decisions about talent (for example, with respect to promotions, rewards, and task allocations)• Employ transparent, consistent, and informed decision-making processes about talent• Provide those affected with clear explanations of the processes applied and reasons for decisions made



Trait 4: Curiosity

Highly inclusive leaders have an open mindset, a desire to understand how others view and experience the world, and a tolerance for ambiguity.

Table 6. Elements of curiosity

Signature trait: Curiosity		
Element	What inclusive leaders think about	What inclusive leaders do
Openess	<ul style="list-style-type: none">• Their own limitations and the value of new and different ideas and experiences	<ul style="list-style-type: none">• Demonstrate a desire for continued learning• Actively seek the perspectives of diverse others in ideation and decision making• Withhold fast judgment when engaging with diverse others
Perspective taking	<ul style="list-style-type: none">• Enhancing one's own understanding of new or different perspectives	<ul style="list-style-type: none">• Listen attentively when another person is voicing a point of view• Engage in respectful and curious questioning to better understand others' viewpoints• Demonstrate the ability to see things from others' viewpoints
Coping with uncertainty	<ul style="list-style-type: none">• Acceptance that some ambiguity and uncertainty is inevitable	<ul style="list-style-type: none">• Cope effectively with change• Demonstrate and encourage divergent thinking• Seek opportunities to connect with a diverse range of people




**Trait 5:
Culturally
Intelligent**

Highly inclusive leaders are confident and effective in cross-cultural interactions.

Table 7. Elements of cultural intelligence

Signature trait: Cultural intelligence		
Element	What inclusive leaders think about	What inclusive leaders do
Drive	<ul style="list-style-type: none"> • The personal and organizational benefits of learning about, and experiencing, different cultures 	<ul style="list-style-type: none"> • Take an active interest in learning about other cultures • Seek out opportunities to experience culturally diverse environments • Are confident leading cross-cultural teams
Knowledge	<ul style="list-style-type: none"> • The differences and similarities between cultures • Relevant country-specific knowledge to operate effectively within specific geographies (for example, business and economic knowledge, norms, practices, and conventions) 	<ul style="list-style-type: none"> • Seek information on the local context; for example, politics and ways of working
Adaptability	<ul style="list-style-type: none"> • Acceptance that different cultural situations may require behavioral adaptation 	<ul style="list-style-type: none"> • Work well with individuals from different cultural backgrounds • Change style appropriately when a cross-cultural encounter requires it • Use appropriate verbal (for example, speed, tone, use of pause/silence) and nonverbal (for example, gestures, facial expressions, body language, physical contact) behavior in cross-cultural encounters



**Trait 6:
Collaborative**

Highly inclusive leaders empower individuals as well as create and leverage the thinking of diverse groups.

Table 8. Elements of collaboration

Signature trait: Collaboration		
Element	What inclusive leaders think about	What inclusive leaders do
Empowerment	<ul style="list-style-type: none">• Ensuring that others feel able and comfortable to contribute independently	<ul style="list-style-type: none">• Give team members the freedom to handle difficult situations• Empower team members to make decisions about issues that impact their work• Hold team members accountable for performance they can control
Teaming	<ul style="list-style-type: none">• Being disciplined about diversity of thinking in terms of team composition and processes	<ul style="list-style-type: none">• Assemble teams that are diverse in thinking• Work hard to ensure that team members respect each other and that there are no out-groups within the team• Anticipate and take appropriate action to address team conflict when it occurs
Voice	<ul style="list-style-type: none">• Adapting styles and processes to ensure that every team member has a voice	<ul style="list-style-type: none">• Create a safe environment where people feel comfortable to speak up• Explicitly include all team members in discussions• Ask follow-up questions

DEI in Hiring

Multiple factors impact hiring practices broadly including institutional commitment and resources regarding DEI, microaggression as manifestations of unexamined white privilege, fragility, and resentment; nepotism and favoritism; confining notions of collegiality; insufficient numbers of supervisors and administrators with DEI expertise and commitment to ensure equitable hiring; among other aspects.

Inclusion

Honors the qualifications and experiences of candidates of color and rejects the implication that candidates of color are less qualified or need standards and qualifications lowered in order to be competitive.

Multicultural Interviewing Rubric

- Goes beyond mere numbers and demonstrates informed levels of understanding regarding the value of diverse employees
- Gives evidence of broad institutional impact of actions which affect inclusive organizational development
- Demonstrates the ability and skills to effectively and strategically transform all aspects of the institution



Debiasing Techniques

- <https://implicit.harvard.edu/implicit/takeatest.html>
- Exposure to Counter-Stereotypic Individuals (Dasgupta & Greenwald, 2001, as cited in Staats, 2013).
- Individuation of members of stereotyped groups such as strengthening one's ability to differentiate between faces, unique characteristics decreases implicit bias (Lebrecht, Pierce, Tarr, & Tanaka, 2009).
- Imagery Reprogramming (Staats, 2013, p. 56).
- Stereotype Negation Training (Kawakami et al., 2000, as cited in Staats, 2013).

Reference Checks

Reference checks should be respectful, professional, and generous.

Those checking references (or the entire search committee) should have deliberated about how to assess candidates' DEI-KSAs and experiences rigorously rather than superficially.

More than one committee member should listen to or correspond with referees.

Be equitable in seeking additional background information on candidates.

Preparing for Onboarding



Provide support and resources for new employees to have mentors, not necessarily from their own departments.



Provide training and resources for the new employee's transitional period.

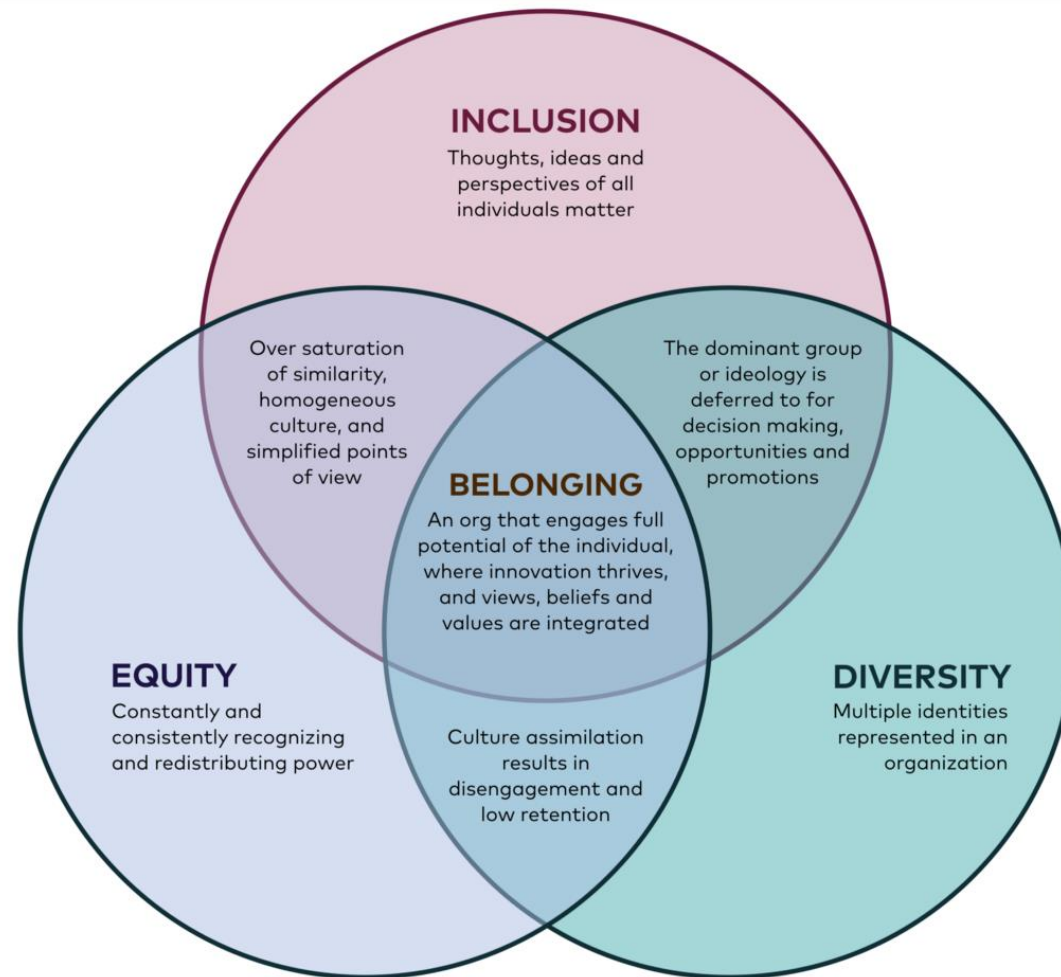


Address climate issues and other potential problems with new employees with intentionality, honesty, and support.



Involve diversity organizations in orienting and welcoming new underrepresented employees, such as Affinity Groups

Sense of Belonging



Krys (2019) *Belonging*.

RESOURCES

Bahl, V. (2018). [17 Steps in the Hiring Process](#). *Diversity & Equity in Hiring & Professional Development*.

Burnette, K. (2019). [Belonging: A conversation about Equity, Diversity, & Inclusion](#).

Flaherty, C. (October 13, 2020). [A Profound Act of Self-Preservation](#). *Inside Higher Ed*.

Hogg, M. A. & Abrams, D. (1988). *Social identifications: A social psychology of intergroup relations and group processes*. Taylor & Frances/Routledge.

Johnson, E. & Powell, T. (2013) Multicultural Interview Rubric.

Kotter, J. (2018) [8 Steps to Accelerate Change in Your Organization](#). Retrieved on January 10, 2021.