

AIMS OF SESSION



Understand role of leadership in inclusion



Engage in Dialogue



Experience Collaboration

OBJECTIVES

To shift perspectives on unconscious bias from being a barrier to an opportunity for personal and organisational growth.



The Business Case for Diversity and Inclusion

The structure for this session



Sharing insights



Interactive discussions



Group exercise





















What do you hear when you think diversity?

- Unconscious/Conscious bias?
- Microaggression?
- Institutionalised discrimination?
- Blame??

Protected Characteristics

Age

Race

Gender Reassignment

Maternity/Pregnancy

Marriage/Civil Partnership

Race

Sex/Gender

Religion/Belief

Sexual Orintentation



UNCONSCIOUS BIAS

Unintentional, deeply ingrained, preconceived notions that influence behaviour.

Unconscious biases, also known as implicit biases, are social stereotypes about certain groups of people that individuals form outside their own conscious awareness.

INTRODUCTION TO UNCONSCIOUS BIAS

While unconscious bias is often viewed as a hurdle, recognising and addressing it can open doors to numerous opportunities for personal and professional growth.

Common Biases

- Affinity Bias: The tendency to warm up to people like ourselves.
- Confirmation Bias: The tendency to search for or 'hear' or 'see' information in a way that confirms one's preexisting beliefs or hypotheses.
- Social Comparison Bias: This occurs when individuals evaluate their own performance or attributes by comparing themselves to others,
 which can influence how they perceive colleagues in the workplace.
- Halo Effect: For instance, believing a well-dressed colleague is more competent than others.
- Horns Effect: Opposite to the halo effect. For example, if an employee misses a deadline, their manager might label them as unreliable and view their subsequent actions more critically.
- Gender Bias: Assumptions and stereotypes about genders can lead to discrimination.
- Ageism: This refers to biases against individuals based on their age.
- Cultural Bias: The tendency to judge people by the standards of one's own culture or to believe that the behaviors, customs, or values of one's own culture are superior to others.
- Name Bias: The bias that comes into play when people favor or discriminate against others based on their names.
- Beauty Bias: This is the idea that the more physically attractive a person, the more favorable treatment they receive

Studies found that women are 30% less likely to be called for a job interview than men with the same characteristics and professional background.

University of Cambridge (2020)

Attractive individuals are more likely to receive tavorable job evaluations and higher salaries, estimated to be 20% more than individuals with average looks.

London Business School (2019)

Over one-third of UK workers over the age of 50 believe they have been passed over for a job or promotion due to their age.

UK Study on Racial Bias (2019)

70% of individuals from minority ethnic backgrounds report having faced discrimination in the workplace because of their cultural background.

YouGov (2020)

Applicants with traditionally English–sounding names were 75% more likely to receive a callback for interviews than applicants with African, Asian, or Middle Eastern names, despite having identical CVs.

UK Study on Racial Bias (2019)

70% of individuals from minority ethnic backgrounds report having faced discrimination in the workplace because of their cultural background.

YouGov (2020)

Managers are more likely to approve projects that confirm their preexisting beliefs and biases, even when contrary data is presented.

University of Oxford (2022)

TO HAVE BIAS

IS TO BE

HUMAN



HOW CAN UNCONSCIOUS BIAS BE AN OPPORTUNITY?

- Recognising bias can lead to personal growth
- Improve better decision-making
- Increase self-awareness
- Improve inclusivity
- Improve leadership capability

Where can it have a positive impact?

NHS launched an initiative to combat ageism and promote intergenerational collaboration in 2021.

As a result it experienced improved employee engagement scores by 35% among both older and younger employees.

Case Studies of Diversity in Action



Innovation through Diversity Strategy

In 2021, HSBC launched a diversity and inclusion program aimed at increasing representation across all levels of the company. This included targeted mentoring programs and diverse hiring practices.

30% increase in leadership roles held by women and ethnic minorities within two years, coinciding with a period of significant financial performance improvement, especially in their consumer banking division.



Sustainability and Diversity Strategy

Unilever has long championed diversity in its workforce, focusing on gender parity and cultural inclusivity. Their UK branch has been particularly proactive, establishing diverse teams to tackle environmental and sustainable product innovations.

These teams were instrumental in developing new eco-friendly product lines that significantly boosted market share in competitive segments, showcasing the creative benefit of diverse perspectives.



Diverse Leadership, Better Outcomes

The NHS has implemented several initiatives to enhance diversity within its leadership teams, including leadership programs specifically for underrepresented groups.

Hospitals and clinics with more diverse leadership teams reported higher patient satisfaction scores and lower rates of medical errors, emphasising the importance of diversity in healthcare settings.



The BBC has increased its efforts to diversify its programming and staffing, aiming for a workforce that mirrors the UK's demographic makeup by 2023.

These efforts resulted in several new programs that attracted diverse audiences and increased overall viewership figures, reinforcing the business case for diversity in media.



Everyone Matters

Network Rail has focused on creating a more inclusive work environment, particularly through its 'Everyone Matters' strategy, aimed at improving the inclusivity of the workplace.

This strategy has led to improved safety records and enhanced team performance, particularly in engineering and operational roles, demonstrating how inclusivity can lead to tangible safety improvements.



Common Barriers

Systemic

Policies/practices/strategies that disadvantage certain groups of people.

A company might have recruitment strategies that inadvertently favour candidates from a certain demographic or educational background (institutional) or lack of accessibility in physical or digital workspaces for people with disabilities (structural)

Procedural

Processes and methods by which decisions are made within an organisation.

EG Certain people are disadvantaged inadvertently from the way work is distributed or meetings are run, often because of inflexible policies and practices.

Attitudinal

Individual behaviours and interactions between colleagues that can create an unwelcoming or hostile work environment for certain groups.

EG Everyday instances of non-inclusive or disrespectful behaviour, mispronouncing a colleague's name or more overt, like making dismissive comments towards ideas from younger or older employees.

MICRO-AGGRESSIONS

A microaggression is a subtle, everyday comment or action that expresses a prejudiced attitude, stereotype, or hostile message towards a member of a marginalised group, often unconsciously

| 01 | "You speak so well for saying you are Indian" |
|----|---|
| 02 | "Where are you really from?" |
| 03 | Speaking to a disabled person as if a child. |
| 04 | Assuming women leaders as having more junior roles |
| 05 | "You are not as stubborn as I expected older people to be." |

What barriers are specific to your organisations or teams?

 Propose actionable strategies to overcome these barriers

w o r Include within that what duties fall upon yourselves as recognised leaders

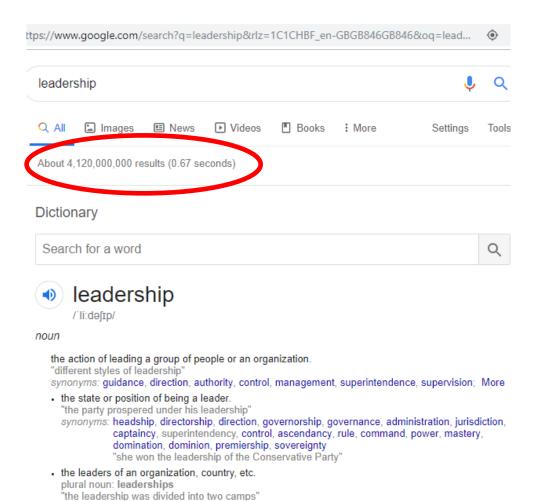
What others have done to overcome barriers?

- Bespoke leadership programmes
- Support Network
- Reverse Mentoring
- Doctoral Psychology Programme
- Culture Diagnostic
- Leadership Transformation



How About?

- Inclusion
- Behavioural Preferences
- Cognitive Diversity
- Emotional Intelligence
- Leadership



'THE ACTION OF LEADING A GROUP OF PEOPLE OR AN ORGANISATION.'

OXFORD ENGLISH DICTIONARY



'INFLUENCING PEOPLE OR CIRCUMSTANCE'



Embedding Emotional Intelligence at every level of our organisations.





































































EMOTIONAL INTELLIGENCE QUADRANTS



85% of UK managers rank emotional intelligence as essential for effective leadership, surpassing technical skills.

Deloitte Leadership Survey, 2024.

75% of UK employees believe that a lack of emotional intelligence in their workplace leads to increased stress and conflicts.

Workplace Culture Survey, 2024.

89% of UK employers believe that cultivating emotional intelligence among employees is crucial for business success.

CIPD report, 2023.

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UK companies lose an estimated full factorial for the factorial factorial factorial for the factorial fa

Gallup, 2023

87% of UK HR professionals consider emotional intelligence assessments integral to their hiring processes, aiming to build more resilient and cohesive teams.

SHRM (Society for Human Resource Management) Survey, 2024.

67% of UK employees report that they would consider leaving their current job if they felt undervalued or emotionally unsupported.

Workplace Happiness Survey, 2024

Teams with high emotional intelligence perform 20% better on average in terms of productivity and innovation in UK-based companies.

McKinsey & Company Research, 2023.

Organisations with high levels of emotional intelligence experience 20% higher employee retention rates in the UK.

Harvard Business Review, 2022.

UK-based companies that invest in emotional intelligence training for their employees witness a 25% increase in collaboration and teamwork effectiveness.

TalentCulture, 2023.

Organisations that prioritise emotional intelligence training see a 15% improvement in overall employee satisfaction in the UK.

Forbes, 2023

Self Awareness

- Emotional Self Awareness
- Accurate Self Awareness
- Personal Power

Self Management

- Behavioural Self Control
- Integrity
- Innovation and Creativity
- Initiative & Bias for Action
- Achievement Drive
- Realistic Optimism
- Resilience
- Stress Management
- Personal Agility
- Intentionality

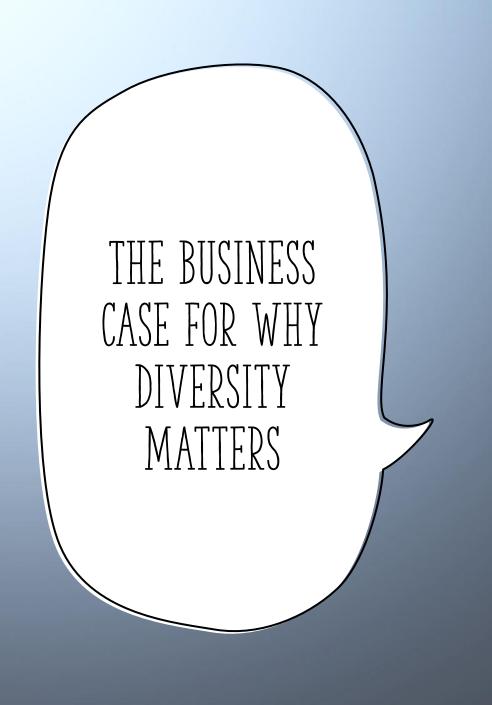
Social Awareness

- Empathy
- Organisational Awareness
- Service Orientation

Relationship Building

- Communication
- Interpersonal Effectiveness
- Powerful Influencing Skills
- Conflict Management
- Inspirational Leadership
- Catalysing Change
- Building Bonds
- Teamwork & Collaboration
- Coaching & Mentoring Others
- Building Trust







Enhanced Business Performance

Companies with significant female representation at board level are more profitable and achieve higher productivity.

PwC's 2022 Women in Work Index

UK companies with topquartile ethnic diversity on executive teams outperformed those in the fourth quartile by 36% in profitability.

McKinsey and Company Report 2022

Increased Innovation

Diverse teams in the UK are
1.87 times more likely to
develop innovations in products
and services than non-diverse
teams.

LSE Business Review (2021)

Firms that reported higher diversity scores were significantly more likely to introduce new products and services to the market, compared to their less diverse counterparts.

UK Innovation Survey (2021)

Increased Employee Satisfaction

Workplaces in the UK that actively engage in diversity and inclusion practices reported 24% higher job satisfaction rates among employees.

CIPD Good Work Index (2021)

Companies in the UK with proactive diversity policies saw a noticeable increase in employee morale and a reduction in turnover rates.

Glassdoor Economic Research (2020)

BUT WHY IS REPRESENTATION SO IMPORTANT?

- To drive cognitive diversity in turn to drive innovation, agility and adaptability
- To challenge echo chambers
- To drive psychological safety and overcome 'quiet-quitting' and 'the Great Resignation'
- To simply have better conversations
- To drive inclusion and belonging

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The Business Case for Your Work/Organisation?

- 1. What is the difference between diversity and inclusivity for you?
- 2. What are the benefits of diversity?
- 3. How can you, as a leader, help in creating a more inclusive culture?

CAN ANYONE SHARE A POSITIVE IMPACT OF DIVERSITY YOU HAVE OBSERVED WITHIN YOUR WORKPLACE?





Questions



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