



DIVERSITY & INCLUSION

HR agenda



ESTHER MOLLEMA

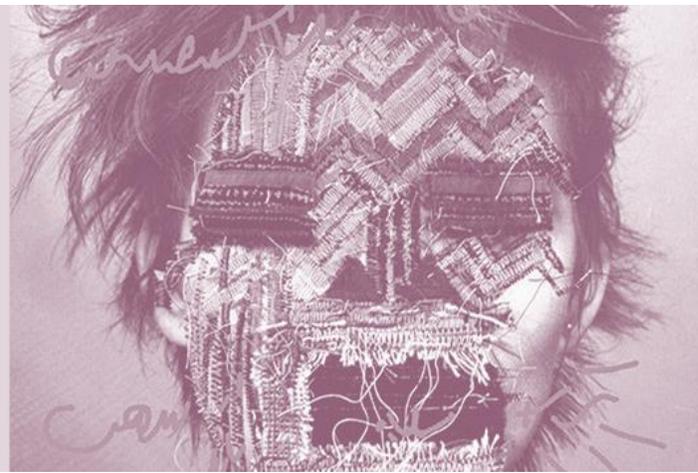
DIRECTION
HPO CENTER





HR AGENDA & DEI

1. DEI Business Case: How to Communicate its Organizational Significance.
2. Bias Awareness & Action: How to Identify and Mitigate Bias.
3. Inclusion Strategies: How to Empower Workplace Environments.
4. HR's Role in Driving DEI results and building High Performance Teams



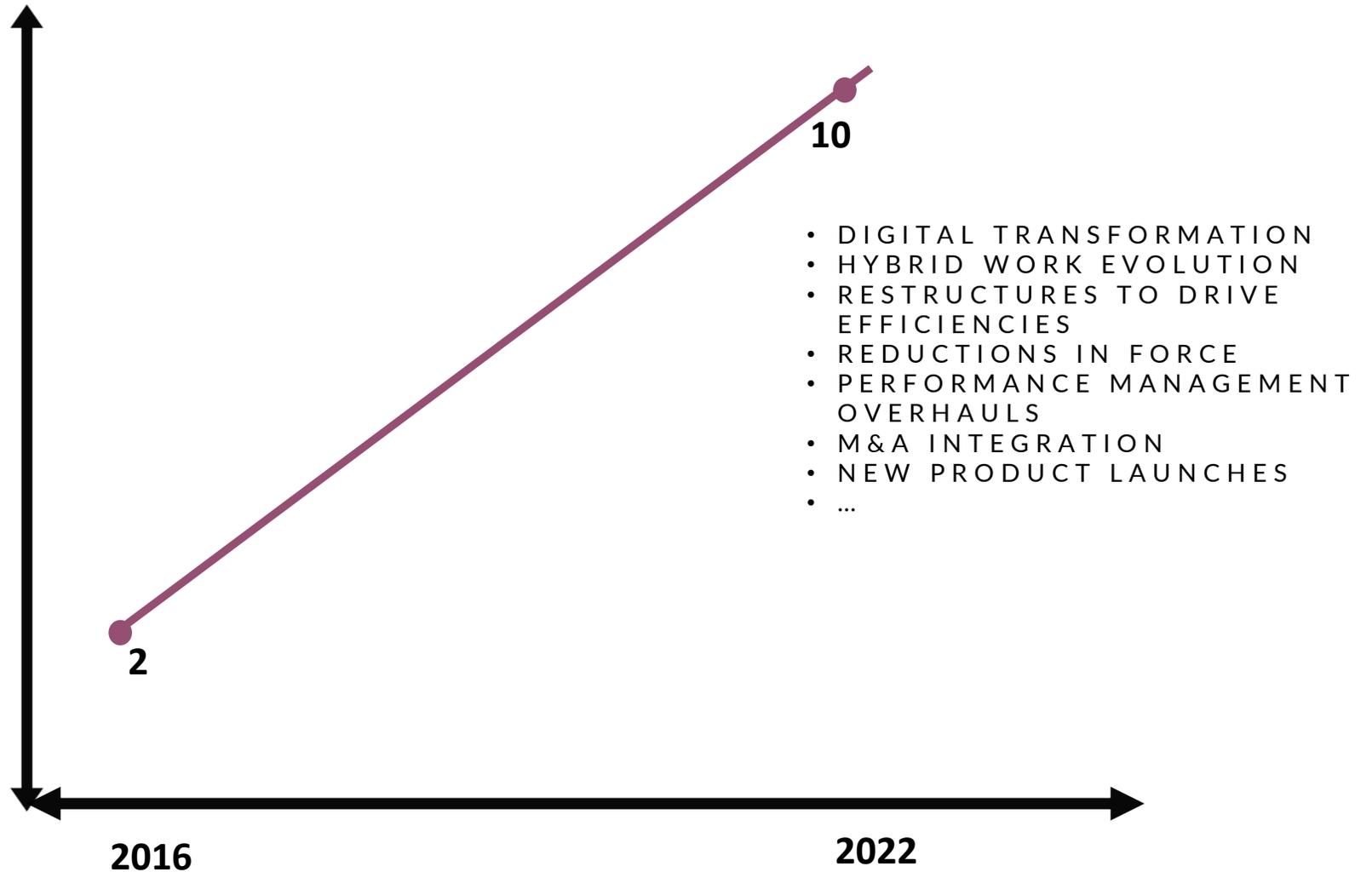
AGENDA

1. DEI Business Case: How to Communicate its Organizational Significance.

CHANGE IS ON THE RISE

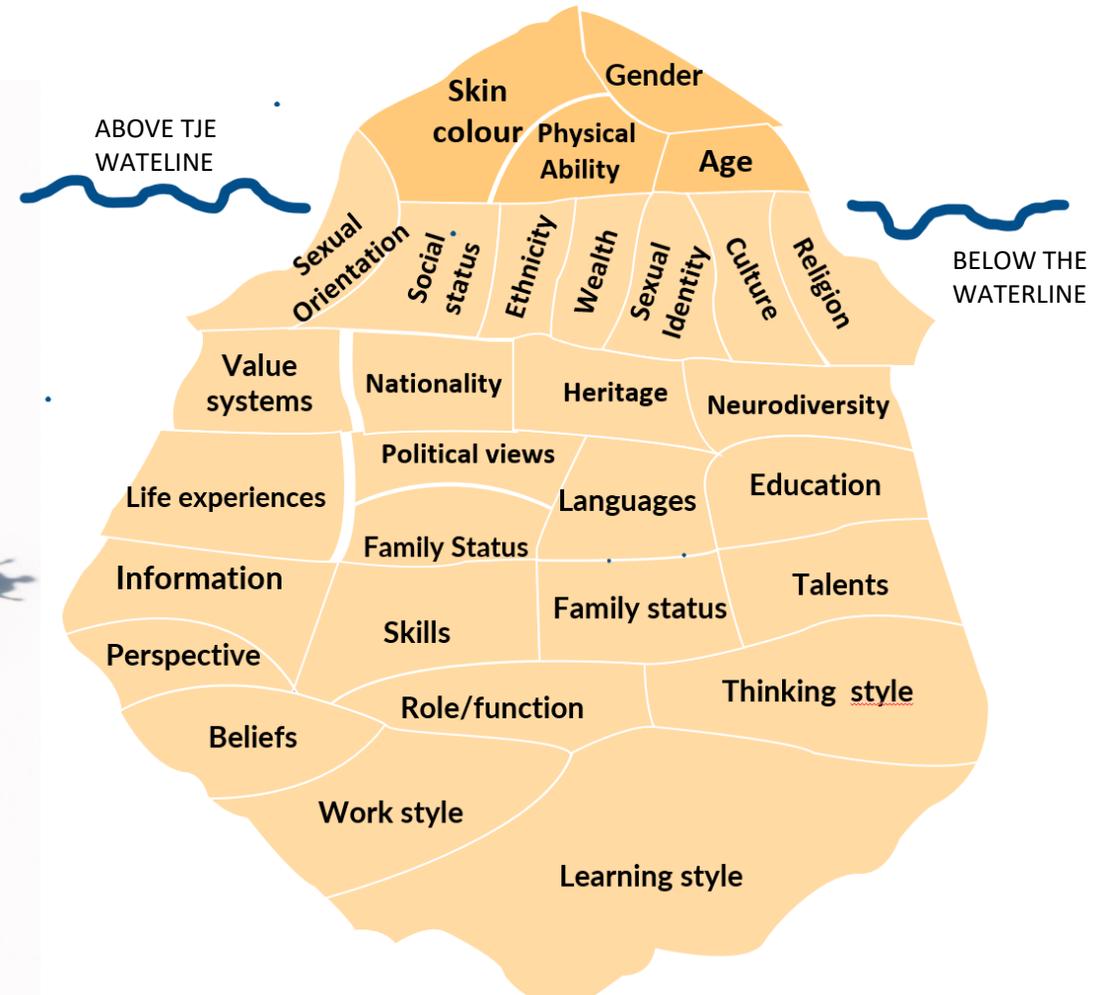
VOLUME OF PLANNED CHANGES

PAST 12 MONTHS, 2016 AND 2022 COMPARED



Source: 2016 Gartner HR Changes Readiness Survey, 2022 Gartner Workforce Change Survey
N= 305 organizations, N= 3548 Employees

WE NEED MORE PERSPECTIVES TO MAKE BETTER DECISIONS



ICEBERG OF DIVERSITY



WHY DIVERSITY MATTERS: THE LINK BETWEEN VARIED PERSPECTIVES AND GREAT BUSINESS RESULTS

Studies across the world show diversity is both morally right and a smart strategic business decision, leading to better performance and competitive edge:

- ENHANCED INNOVATION AND CREATIVITY
- BETTER DECISION-MAKING
- INCREASED MARKET SHARE AND CUSTOMER SATISFACTION
- ATTRACTING AND RETAINING TALENT
- FINANCIAL PERFORMANCE

Sources: McKinsey Diversity Matters (2015, 2018, 2020, 2023), Glassdoor (2014), Deloitte (2022), Boston Consulting Group, (2018), Center for Talent Innovation (2013), EEOC (2016), Credit Suisse (2016), PwC (2019), HBR (2016)



DIVERSITY BRINGS

**CREATIVITY
INNOVATION
EMPATHY**

**YOU DO YOUR BEST WORK
WHEN YOU ARE SLIGHTLY
UNCOMFORTABLE**

**.. YET YOUR BRAIN DOES
NOT REALLY WANT THAT**

in homogenous teams...

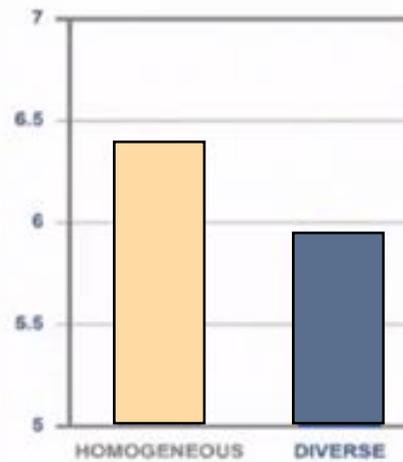
You feel more effective

You have more self-confidence

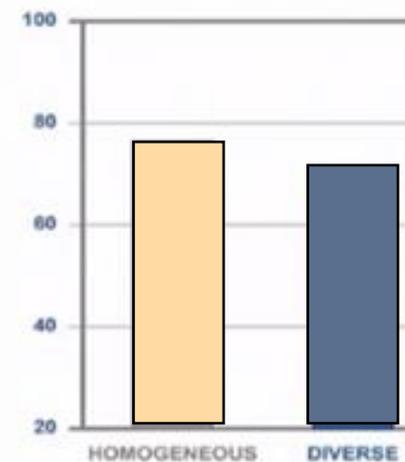


UNDERSTANDING THE MECHANISMS: DIVERSITY WORKS... BUT IT MAY NOT FEEL LIKE IT

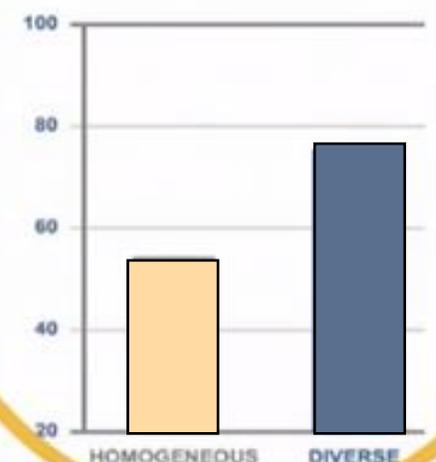
Perceived Effectiveness



Confidence



Task Performance



TO WHAT EXTENT DO WE UNCONSCIOUSLY
CHOOSE AND PROMOTE COLLEAGUES WHO
FIT THE PREVAILING NORMS OF THE
TEAM/ORGANIZATION?

Source: Philips, Liljenquist & Neale, 2009

HR AS A CHALLENGER



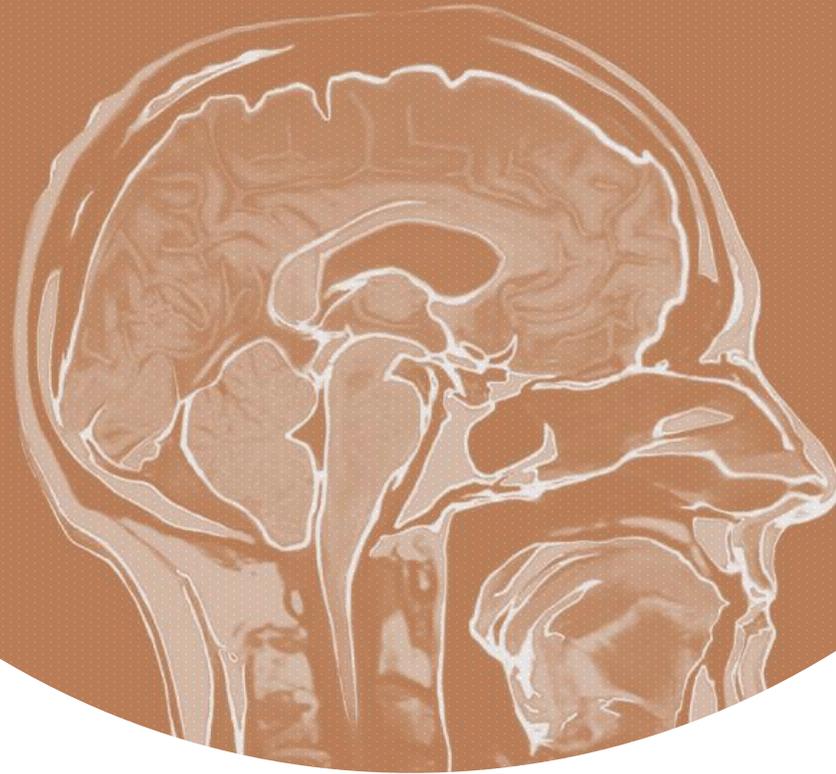
HIRE FOR CULTURE ADD, NOT CULTURE FIT

DO NOT FOCUS ON WHETHER SOMEONE FITS
WITHIN YOUR ORGANIZATIONAL STRUCTURE
BUT ON THE WAYS IN WHICH SOMEONE CAN
CONTRIBUTE TO IT TO BOOST RESULTS.



AGENDA

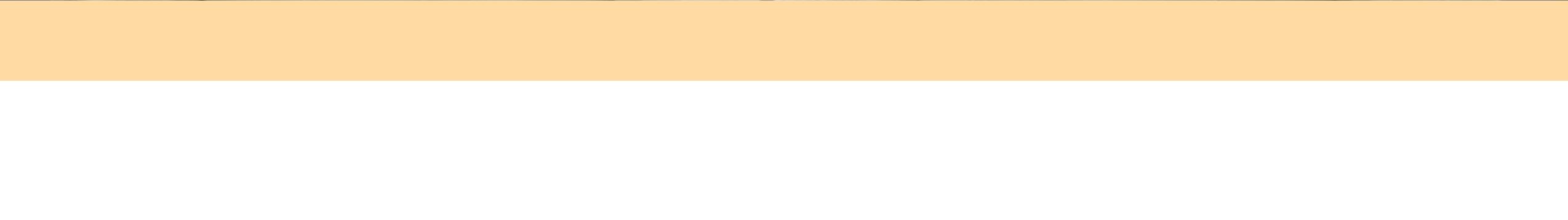
2. Bias Awareness & Action: Identifying and Mitigating Bias.



YOU MAKE 100.000+ DECISIONS A DAY

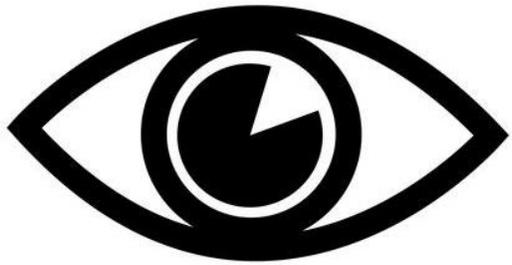
95% UNCONSCIOUS, AUTOMATIC, YOU ARE NOT EVEN AWARE OF THESE

5% OF YOUR DECISIONS ARE CONSCIOUS





WHAT TRIGGERS BIAS?



55%

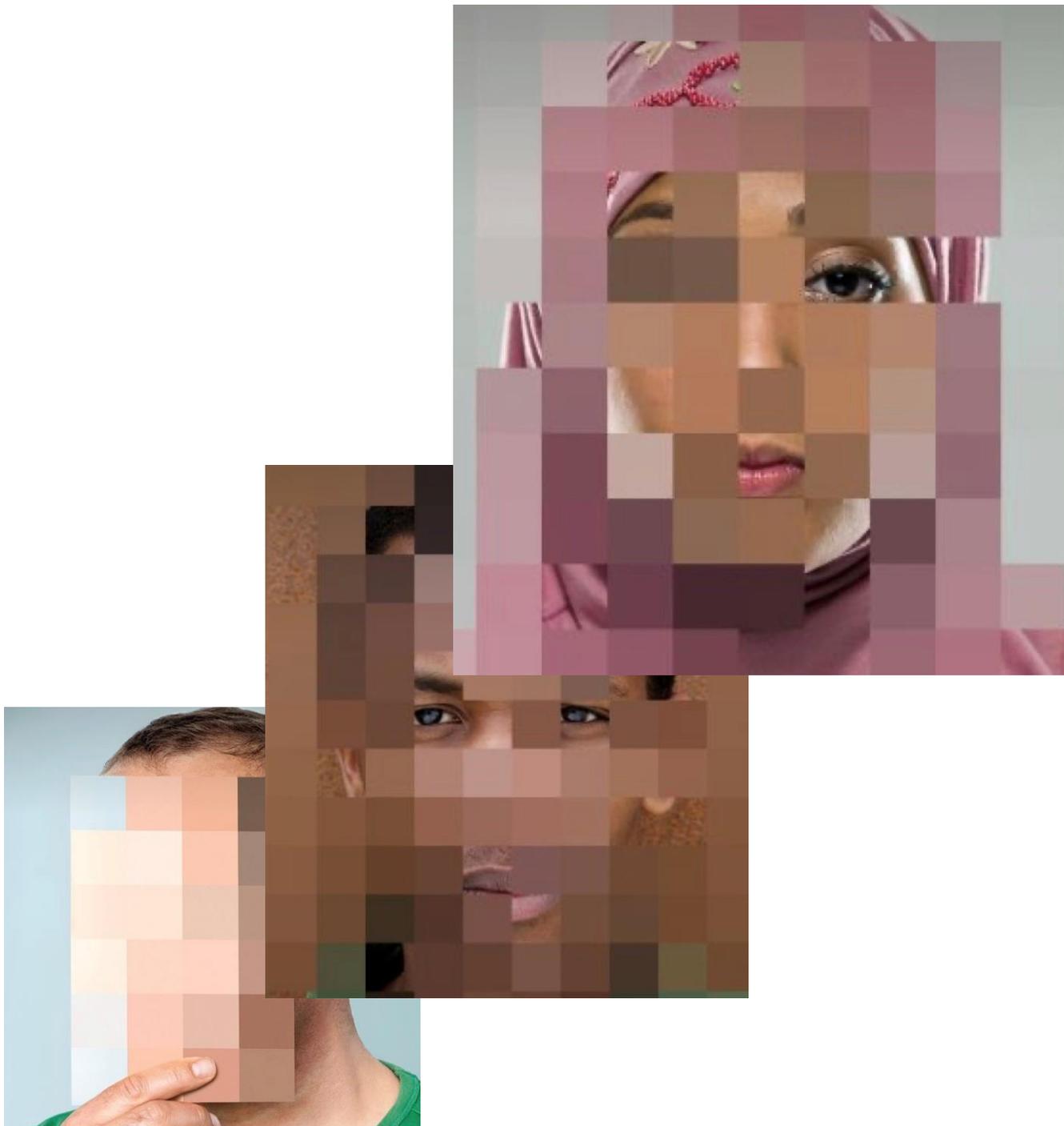


38%



7%





7,4 SECONDS

TIME A RECRUITER
SCANS A CV

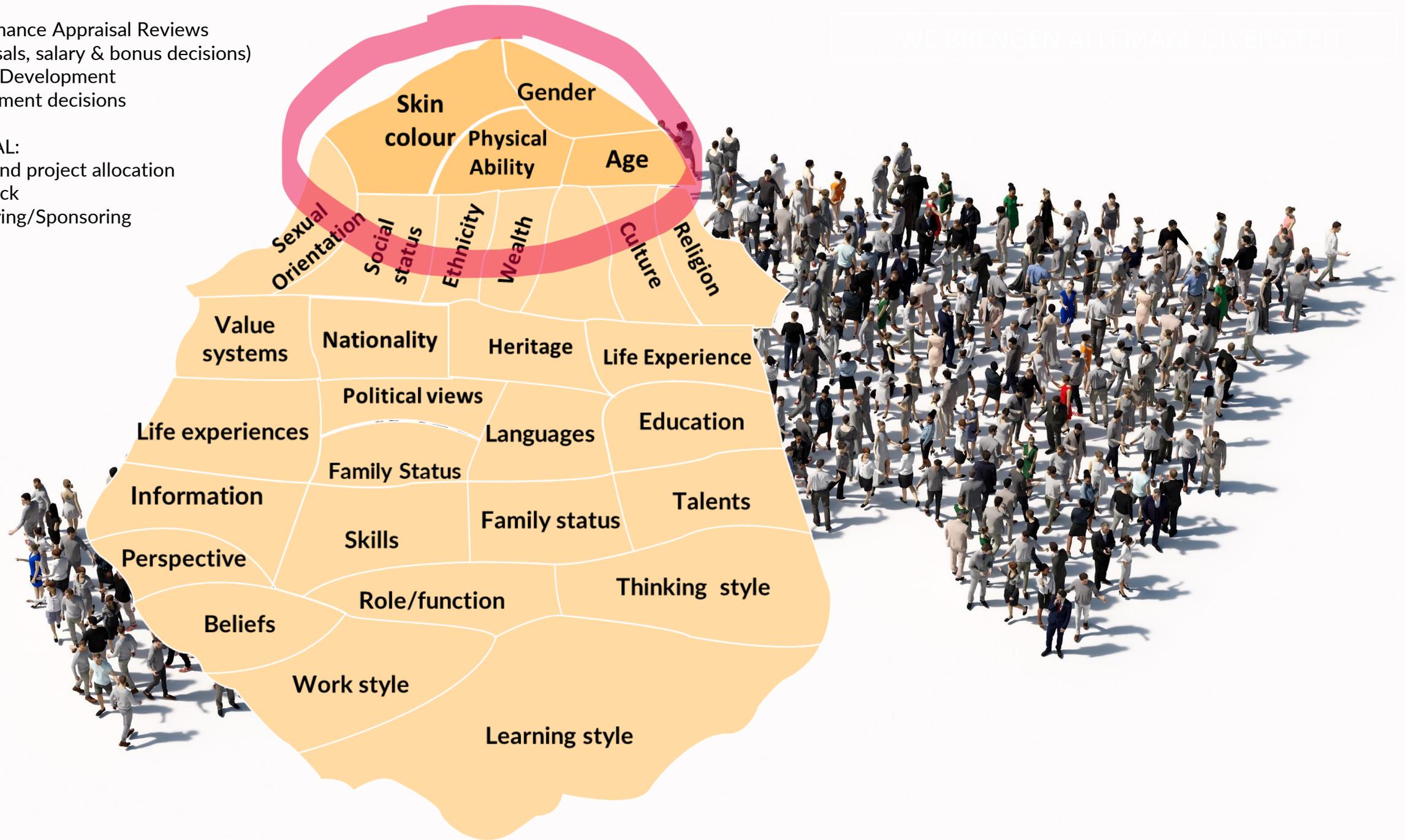
FORMAL:

- Performance Appraisal Reviews (appraisals, salary & bonus decisions)
- Career Development
- Recruitment decisions

INFORMAL:

- Tasks and project allocation
- Feedback
- Mentoring/Sponsoring

WE BRENGEN ALTIJMAAL DIVERSITEIT



THE IMPACT OF UNCONSCIOUS BIAS

- POSITIVE BIAS TOWARD THE NORM GROUP
- NEGATIVE BIAS TOWARD THOSE WHO BRING DIVERSITY

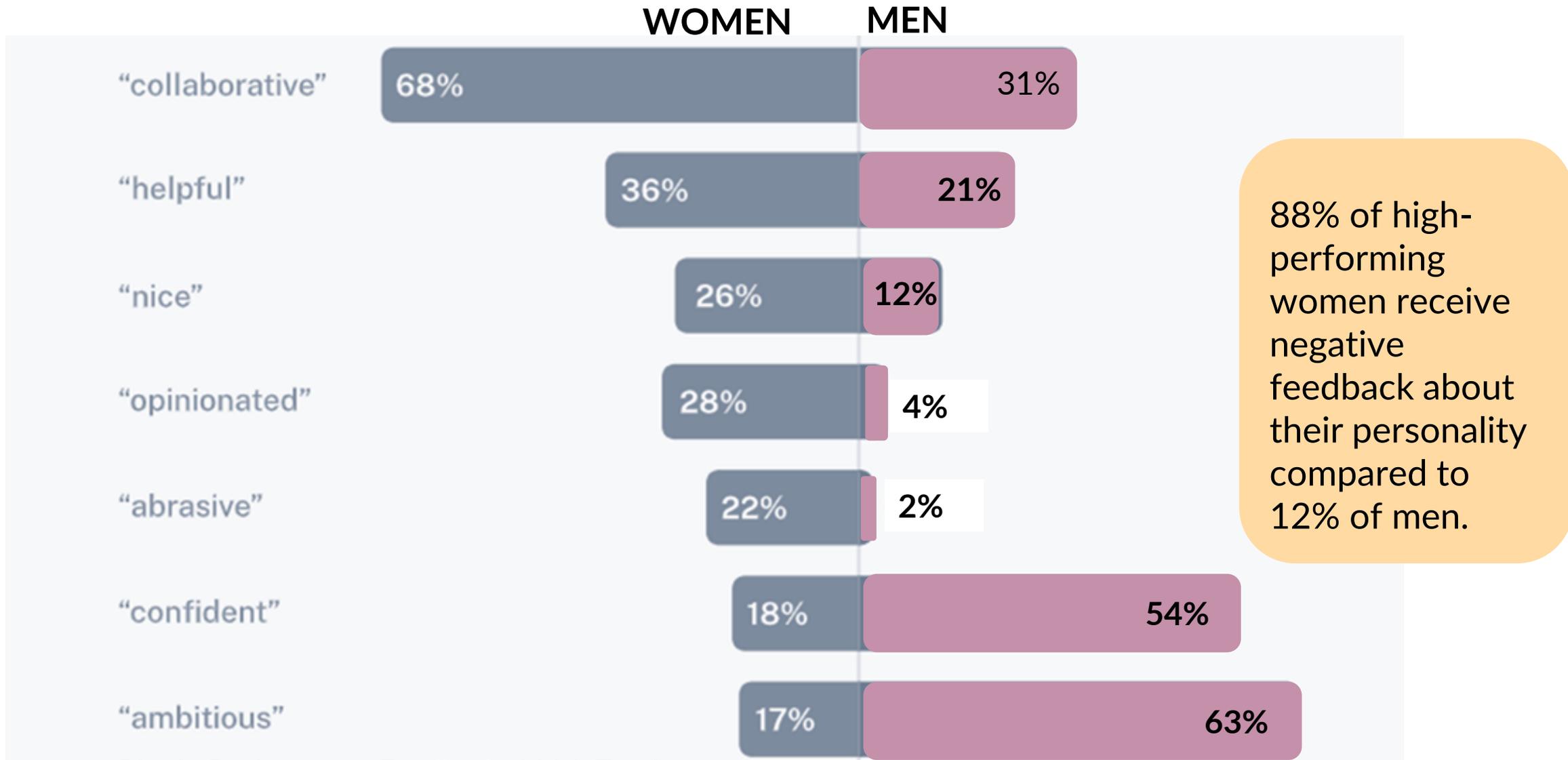


HOW WE UNCONSCIOUSLY LOOK, DECIDE, AND ACT



WHAT YOU SAY	HOW YOU LOOK
EXPERIENCE	AGE
EXPERTISE	ETHNICITY
ARGUMENTATION	GENDER
CAPABILITIES	PHYSICAL
KNOWLEDGE	BODY WEIGHT, ACCENT

PERFORMANCE FEEDBACK: PERSONALITY FEEDBACK BY GENDER



BIAS IN JOB PERFORMANCE FEEDBACK

Age bias:

Individuals up to the age of 40 are described as ambitious 2.5x more often.

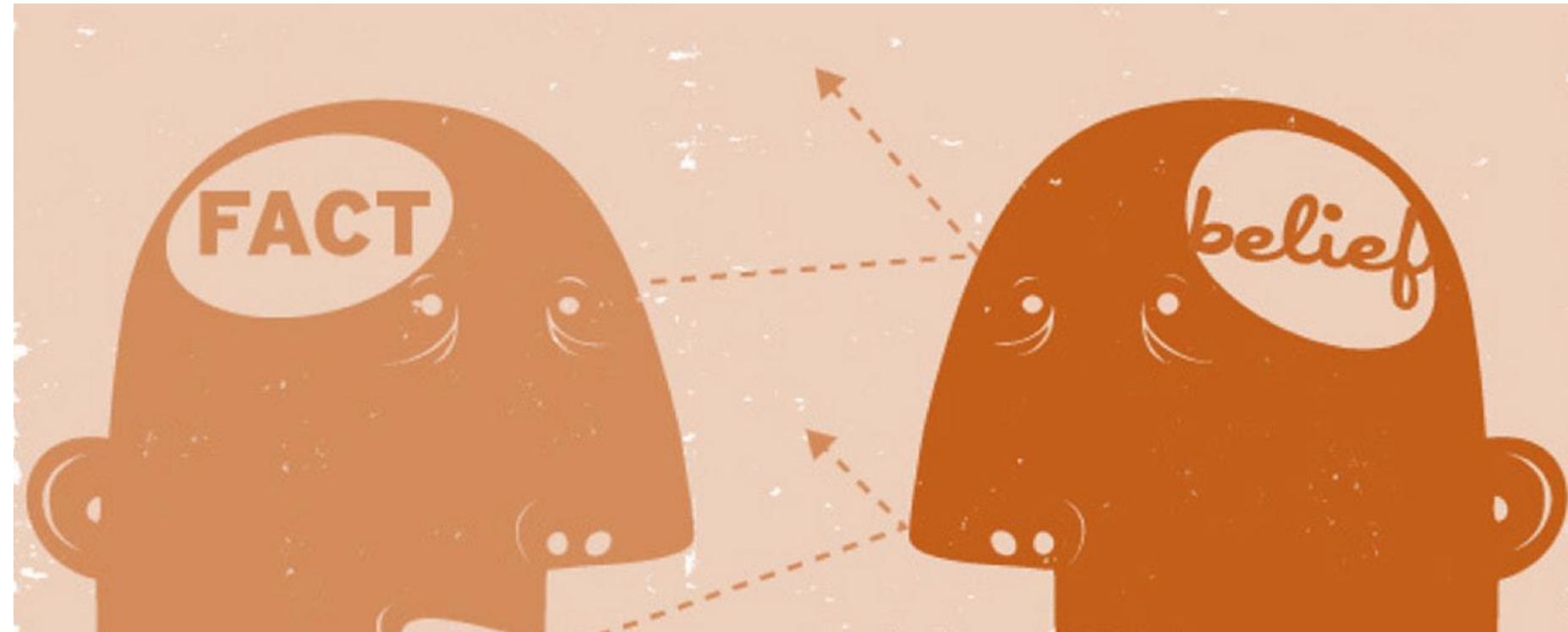


HET PROBLEEM IS NIET
DAT JE BIASED BENT,
HET PROBLEEM IS DAT WE

DENKEN DAT
WE NIET
BIASED ZIJN

DE ECHTE
UITDAGING
VAN BIAS

188 BIASES





TWO WAYS TO TACKLE BIAS

How do we make it easier to do the right thing?

1. EQUALITY BY DESIGN

TAKING BIAS OUT OF YOUR PROCESSES: RECRUITMENT, SELECTIONS, APPRAISALS, DECISION MAKING, DAILY TEAM HABITS

2. INCLUSION

IT IS EASIER TO RECOGNIZE BIAS IN OTHERS THAN IT IS TO REALIZE ONE'S OWN BIAS.



1. EQUALITY BY DESIGN

SEATBELT METHODE

FAIR AND TRANSPARENT

PREDICTABLE

SAME FOR ALL

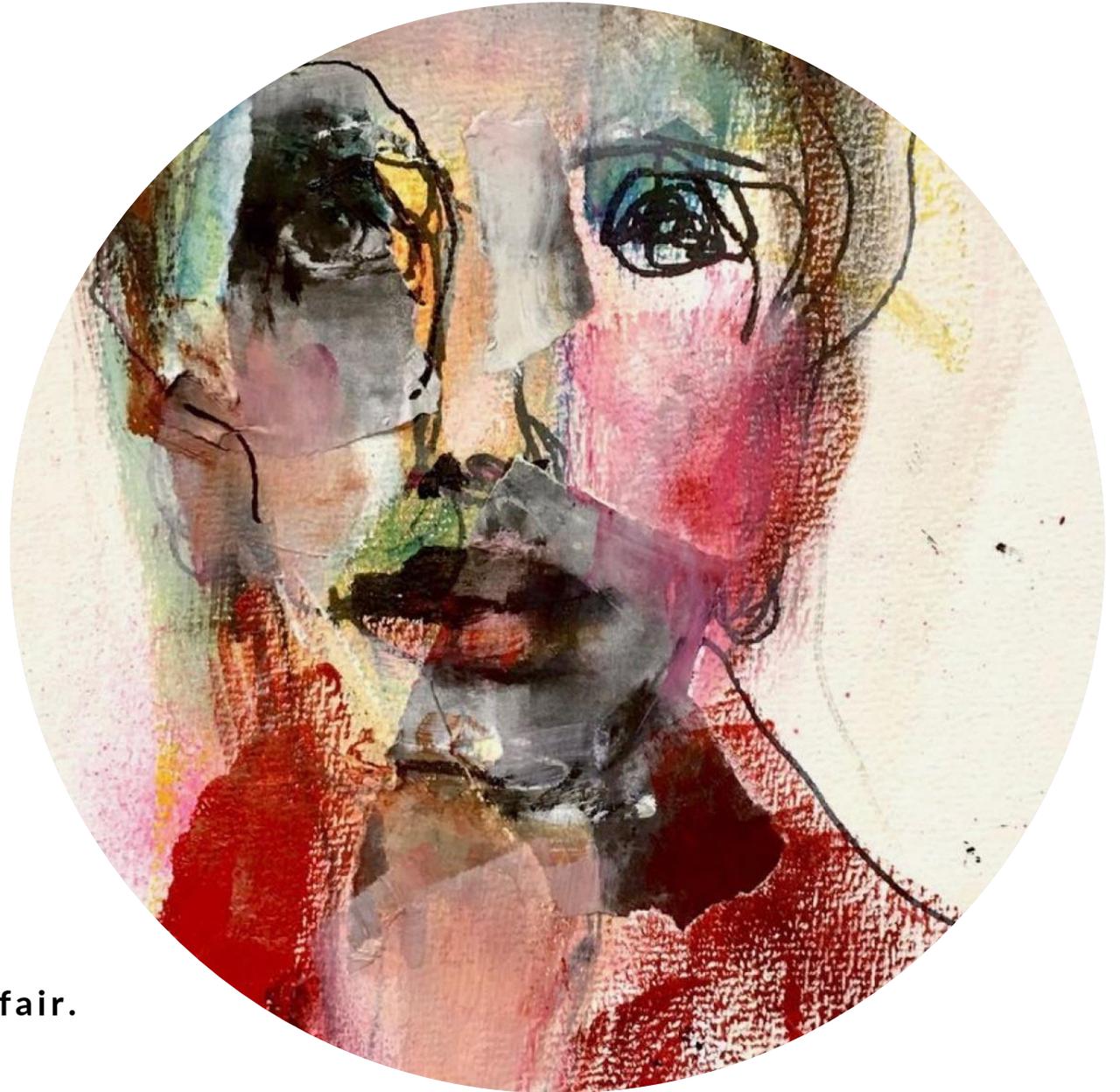


IN WHICH OF THESE 8 AREAS COULD YOUR COMPANY IMPROVE TO ELIMINATE BIAS?

- 1. INCLUSIVE CULTURE**
- 2. RECRUITMENT & SELECTION**
- 3. ONBOARDING**
- 4. DAILY INTERACTIONS**
- 5. APPRAISALS**
- 6. PAY GAP**
- 7. PROMOTIONS**
- 8. DECISION MAKING**

Only 38% of employees think HR processes are fair.

Source: Gartner, 2023

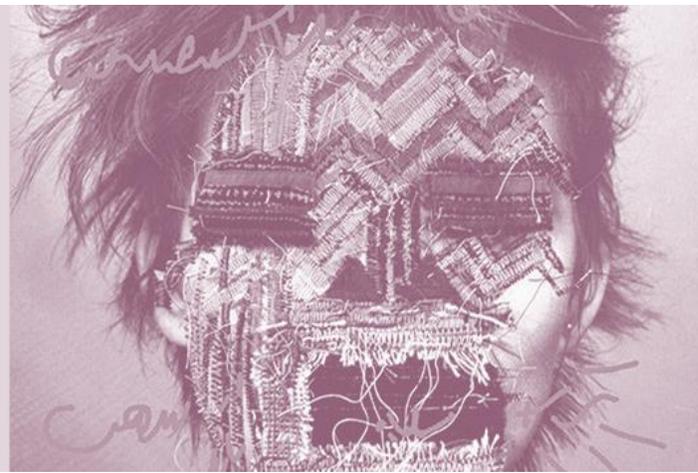


IN WHICH OF THESE 8 AREAS COULD YOUR COMPANY IMPROVE TO ELIMINATE BIAS?

1. INCLUSIVE CULTURE
2. RECRUITMENT & SELECTION **12%**
3. ONBOARDING
4. DAILY INTERACTIONS **1%**
5. APPRAISALS **2%**
6. PAY GAP
7. PROMOTIONS **1%**
8. DECISION MAKING **7%**

Source: Gartner, 2024





AGENDA

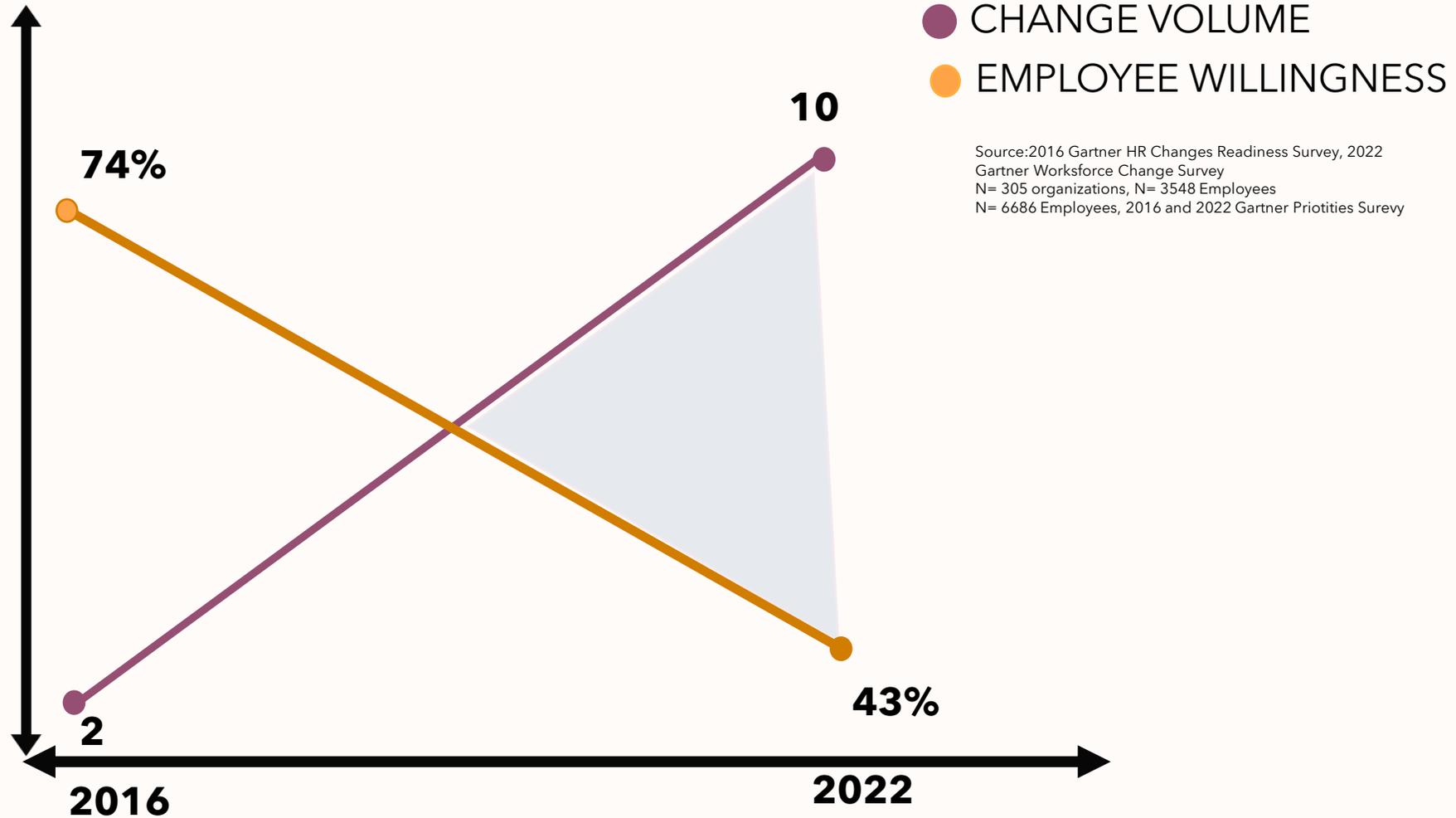
3. Inclusion Strategies: Empowering Workplace Environments.

MOST IMPORTANT PREDICTORS FOR THE GAP

1. Misalignment of work goals
2. Unproductive Manager Interactions
3. Lack of Manager Self Awareness
4. Absence of Upward Empathy

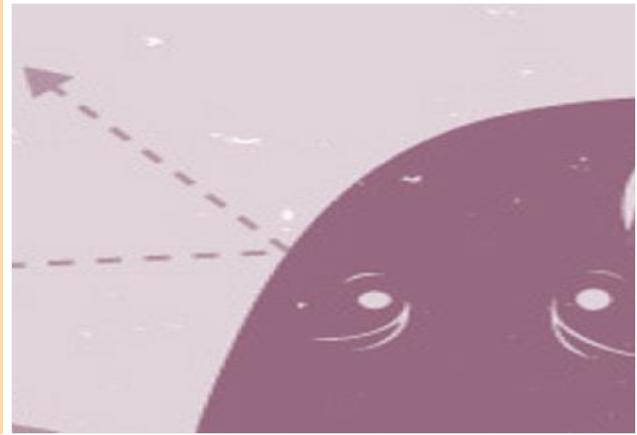
Increasing gap of change volume and employee willingness to adapt

The transformation deficit





The human brain gives priority to processing social information.



**INCLUSION/EXCLUSION IS ALWAYS PICKED UP BY
YOUR BRAIN - EXCLUSION MAKES YOU LESS CAPABLE**

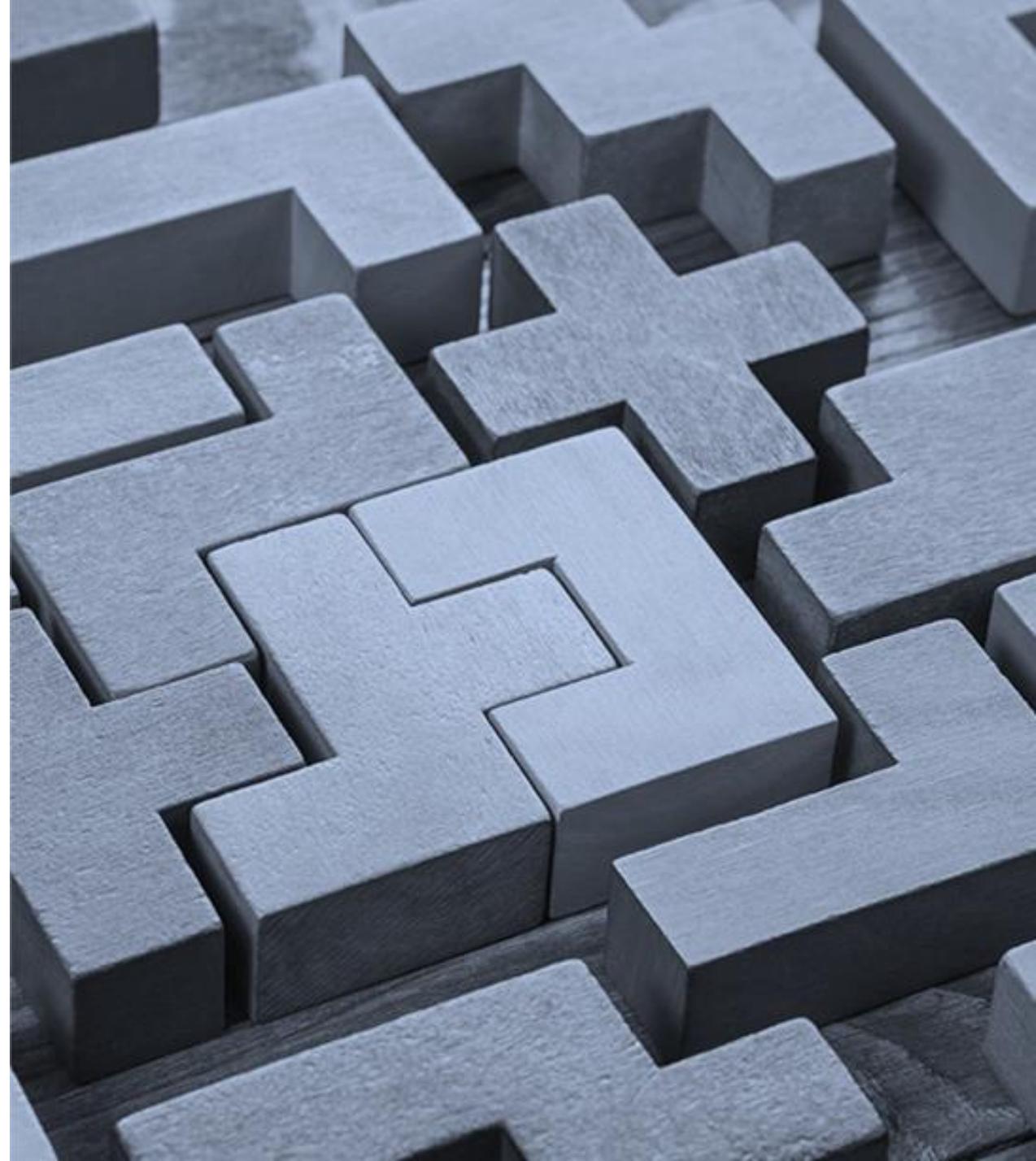


WHAT IS INCLUSION ABOUT?

- INVOLVEMENT WITH THE OTHERS IN THE TEAM
- SHARE IN GROUP DECISIONS
- FEEL RESPECTED AND VALUED
- PSYCHOLOGICAL SAFETY

Enterprise contribution of talents rise 35% when they experience a culture of recognition and inclusion.

Source: Gartner, 2024

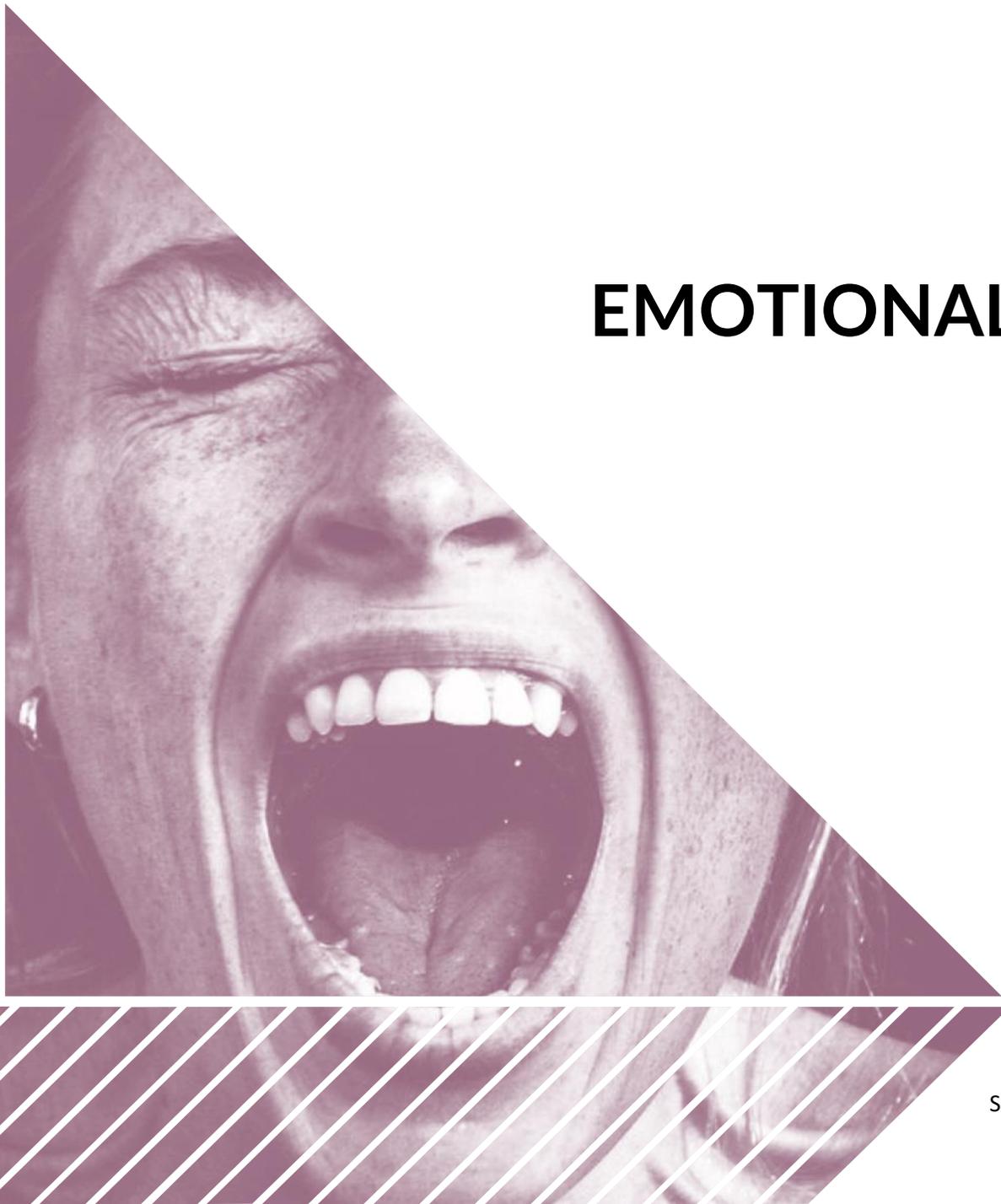


THE EFFECTS OF EXCLUSION

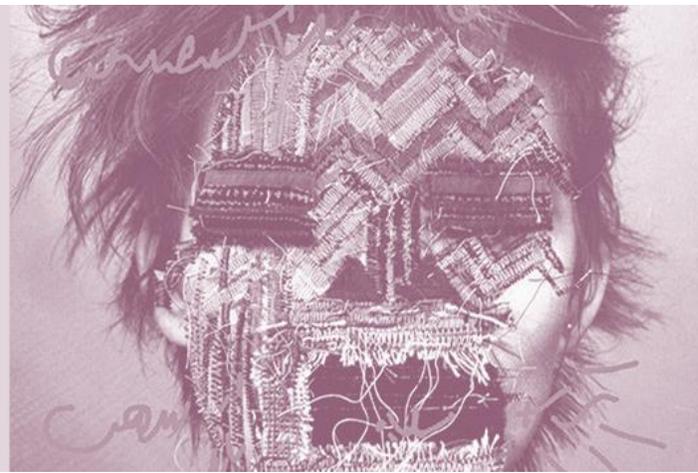
The brain can no longer function optimally. Your brainpower "freezes."

1. Reduced intelligent thought and reasoning
2. Reduced pro-social behavior
3. Increased self-defeating behavior
 - more irrational, foolish and risky behavior
4. Impaired self-regulation
 - less self-control, more easily frustrated
5. Less sense of well-being, burnout, 30% increased chance of early death

EMOTIONAL PAIN = PHYSICAL PAIN



Source: Naomi Eisenberger, UCLA (2017)



AGENDA

4. HR's Role in Driving DEI results and building High Performance Teams

WHY HR NEEDS TO CHALLENGE: POWER SHIFTS HOW YOU SEE THINGS

Power makes you

- less accurate in judging the emotions of people with lower status
 - more daring in your leadership and less caring
 - more self-focused
- and
- can dampen your ability to empathize with others



CAN WE SPOT UNSAFETY?

Examples of lack of respect or permission:

- Few people speak
- Not asking questions, not asking for examples, no questions for more clarity
- Little or no discussion
- Other opinions get no attention
- Other opinions play little or no role in the decisions





KEY TAKE-AWAYS

- Embracing diversity and inclusion is both a moral obligation and a strategic business decision that enhances performance and competitive advantage. Focus on hiring for culture add, not just culture fit.
- Change is a Process: Continuously measure progress towards becoming a more diverse and inclusive organization and HR department.
- Update HR processes to reduce bias, increase fairness, and boost motivation within the organization.
- Ensure HR is prepared to challenge and support line management and teams in fostering an inclusive environment.
- Provide teams in the business with HR guidance, practical tools and insights to foster inclusivity effectively.



✓ Esther Mollema

★ High Performance ★ Inclusion
★ Diversity & Unconscious Bias...



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MORE INFO POWER OF DIVERSITY

NL

<https://www.esthermollema.nl/van-weerstand-naar-winst-de-onbenutte-kracht-van-diversiteit-in-organisaties/>

ENG

<https://www.esthermollema.nl/en/from-resistance-to-gain-the-untapped-power-of-diversity-in-organizations/>

INCLUSIVE LEADERSHIP

NL

<https://www.esthermollema.nl/twee-benen-van-goed-leiderschap/>

UK

<https://www.esthermollema.nl/en/the-two-legs-of-good-leadership/>

EQUALITY BY DESIGN

NL

<https://www.esthermollema.nl/diversiteit-inclusie-en-gelijkheid-verander-niet-de-mensen-maar-verbeter-de-processen/>

UK

<https://www.esthermollema.nl/en/diversity-inclusion-and-equality-dont-change-the-people-improve-the-processes/>

ARTWORK USED IN POWERPOINT

Most of the artwork I use come from these artists I admire:

@terri_froelich_art
@johnmckieart
@benlewisgilesart
@scottbergeyart
@ohikamagaly
Michael Marrero
Airbnb commercial
Marc Bourlier
Jean-Michel Basquiat
Loui Jover
@chadlittleart
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