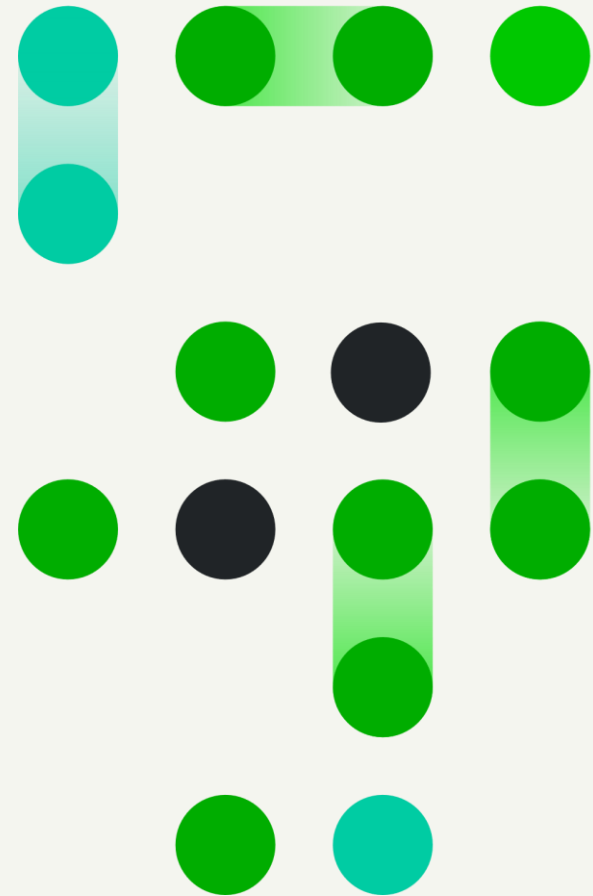


How to use behavioral science to build a successful DE&I program

Please take a moment to get settled in, we'll be starting shortly.



You can enter questions into the chat and to talk directly to the organizers.



Meet MindGym

Core beliefs



Five minutes with a genius beats a month with a fool



People change only when they believe it is in their own best interest



Science wins – In research we trust



We choose how we think



One size fits no one



Little but often – think gym not health farm

Global leader using behavioral science to improve performance

Over 4 million participants in 90 countries

Clients include 55% of S&P 500, 62% of FTSE 100

Floated on London Stock Exchange

Clients include..

HSBC  FUJITSU Google accenture



FreddieMac



CIVILSERVICE LEARNING



Microsoft



SONY

MARS

Schneider Electric

CBS



UNFCU



Deutsche Bank

CISCO

SANOFI



Roche



NOVARTIS

Allianz

MAERSK

LONZA

Johnson & Johnson

GILEAD

Agenda

- The inclusion crisis
- How organizations are getting it wrong
- The scientific solution
- Q&A



Poll: where are you in the maturation of your DE&I programs?

1. Not started
2. Beginner
3. Getting there
4. Really far ahead

DE&I drives business results

The evidence is clear. Diverse organisations drive business results:



Sources:
McKinsey (2015, 2017)
Credit Suisse Research Institute (2012)
Noland et al (2016)

Boston Consulting Group (2017)
First Round Capital (2015)
Pearson Institute for International Economics

Organisations with inclusive cultures are:



2x as likely to meet or exceed financial targets



3x as likely to be high performing

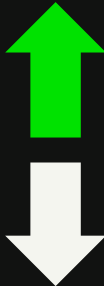


6x more likely to be innovative and agile



8x more likely to achieve better business outcomes

... And benefit from:

- 
- Job satisfaction
 - Knowledge sharing
 - Trust
 - Engagement
 - Employee turnover
 - Harassment and discrimination

Sources:
Bourke (2016)
Ali, Metz, & Kulik (2015)
Kabat-Farr & Cortina (2014)
Downey, van der Werff, Thomas, & Plaut (2015)

DE&I creates a reaction

When asked about DE&I, most employees feel something between frustrated and angry because they think DE&I...

Has gone too far

We're sacrificing performance for the sake of political correctness.

Quotas and targets mean I'm less likely to get promoted even though I'm more qualified.

No matter what I say or do, someone will be able to object. I feel like I'm walking on eggshells.

My views and beliefs are unfashionable, so I'd better keep them to myself.

People like me are out of time and on the way out. This organisation doesn't want or value me.

Frustrated with the pace of change

Mourning loss in what feels like a zero-sum game

Fear of judgement and retaliation

Feeling a need to cover or pretend at work

Pained by identifying as part of the out-group

Hasn't gone far enough

Representation at the top still isn't diverse. The pay gap has barely changed.

Now when I earn a promotion or pay rise, people don't think I deserved it.

If I call out discrimination or exclusion, I'll be seen as 'a snowflake', 'the fun police' or worse.


I have to hide parts of my identity and beliefs. This place was never meant for people like me.


People like me are still left out every day. I&D is just talk and tokenism.


Unconscious Bias training doesn't work


We all have unconscious biases and all underestimate our biases.¹


Common biases


 Stereotyping


 Similarity attraction bias

 Anchoring

 Recency bias

 Halo effect

 Status quo bias

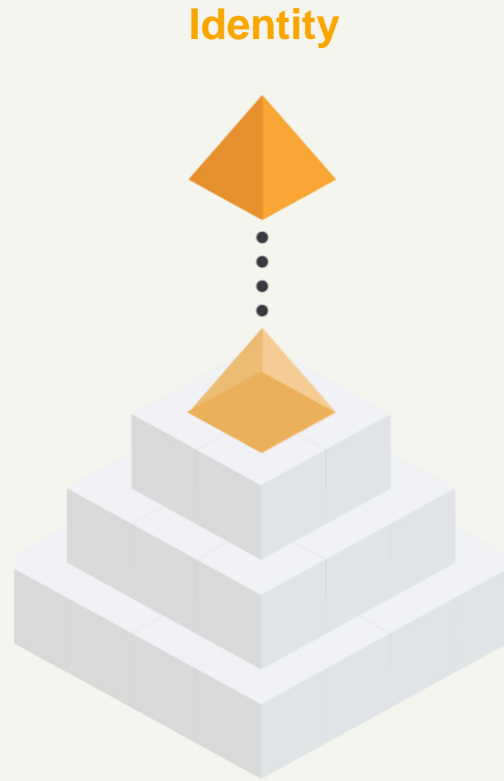
 Blind spot

Despite good intentions, UBT has a limited and potentially detrimental impact on behaviour.^{2,3}

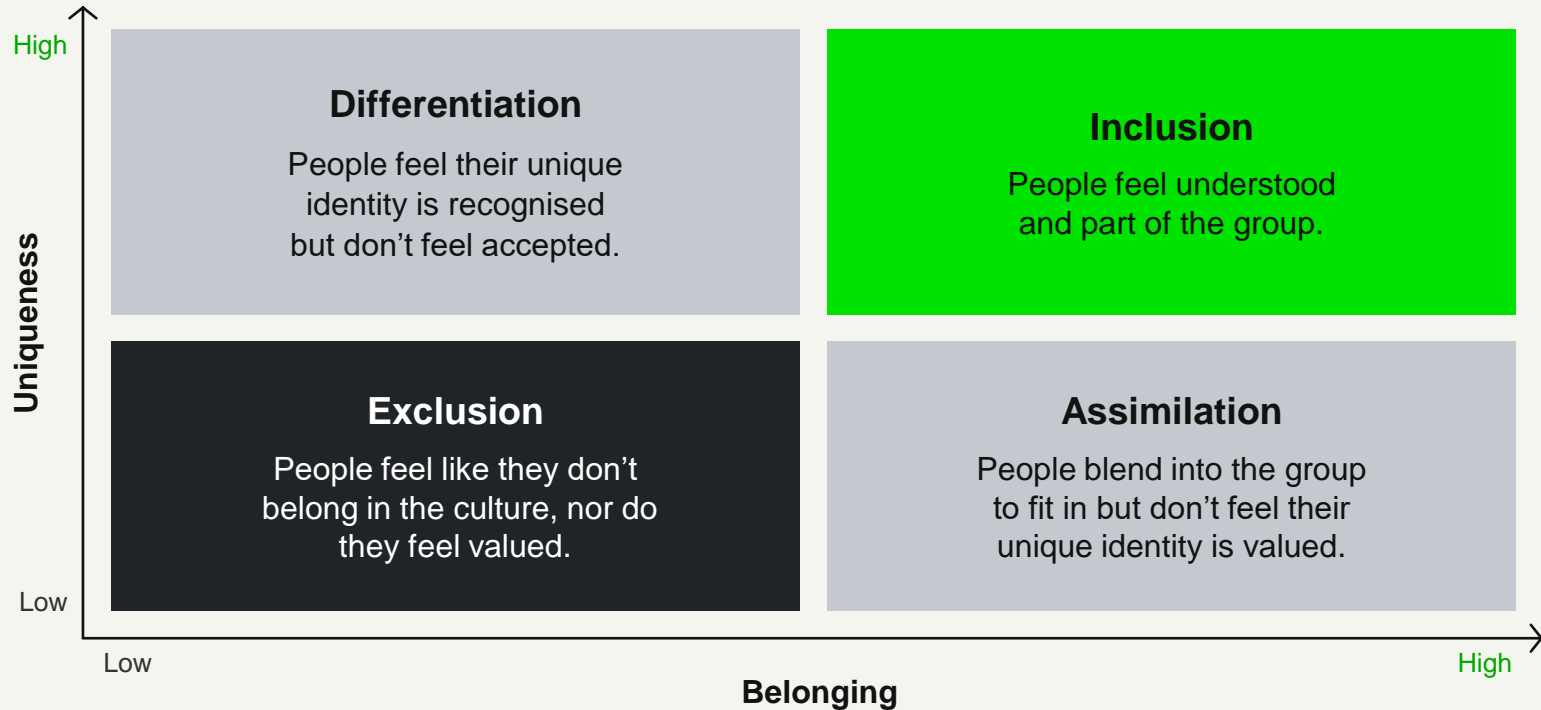
Although 96% of those who undergo UBT intend to be less biased, human nature means those biases tend to creep back in, typically in less than a day.

Meta-analytic effectiveness of interventions on implicit racial preferences, organised from most to least effective at T1. Cohen's d = reduction in implicit preferences compare to control; White circle = Effect size at T1 (post test); Purple circles = Effect sizes at T2 (Follow-up); Lines = 95% confidence interval. IAT = Implicit Association Test; GNAT = Go/No-Go Association Task.

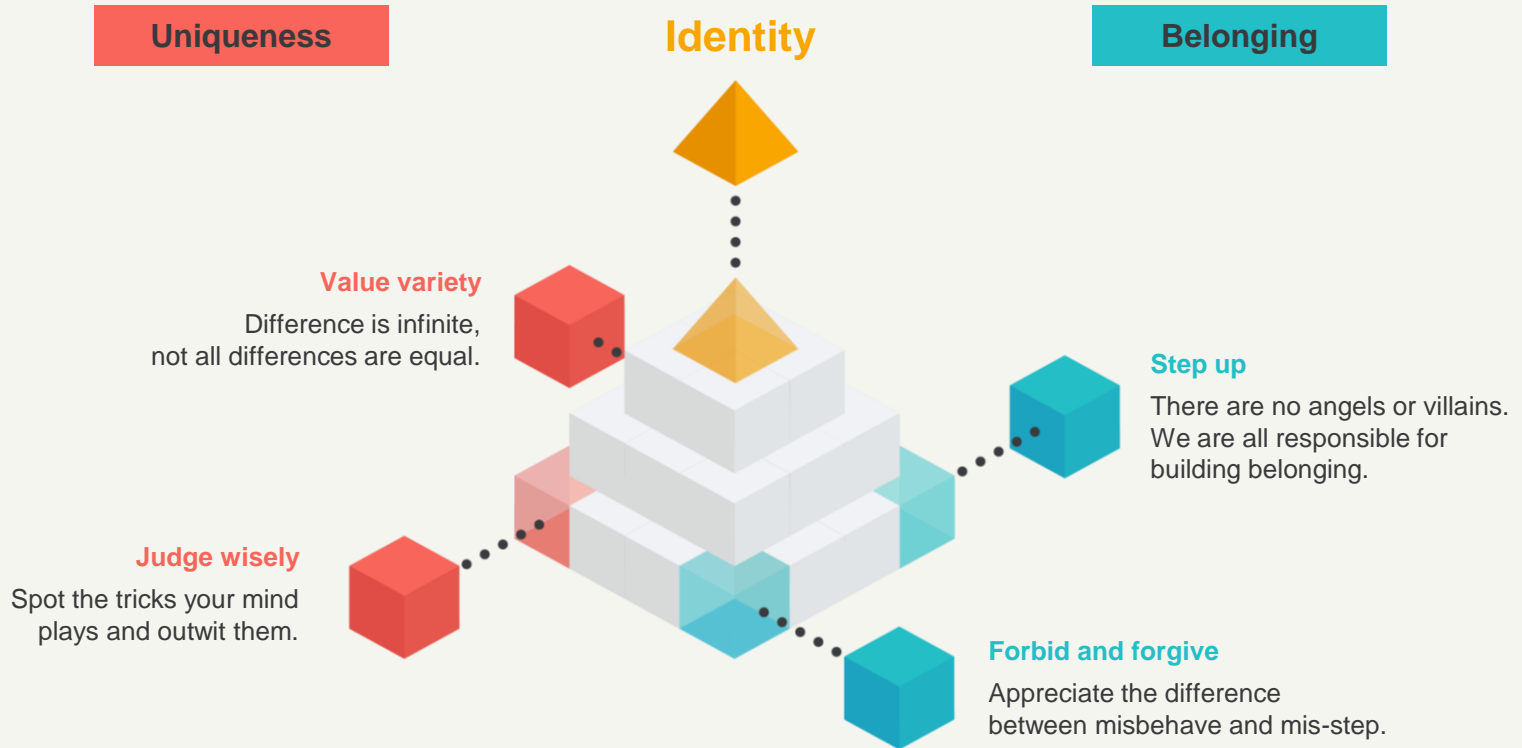
The inclusion Solution



Identity is at the heart of inclusion



The four cornerstones



Poll: what change would you love to see in your organisation?

1. Seek out diverse perspectives and create space for their voices
2. Take responsibility when you become aware of exclusive behaviours
3. Identify policies and practices that need to change?
4. Define boundaries of what is acceptable and what is not?

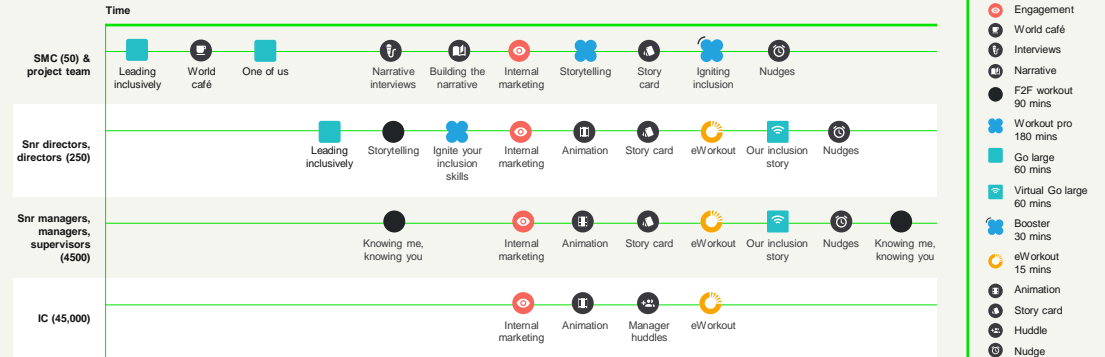
New inclusive horizons

01 Challenge

Southwest was highly respected and recognized for their approach to diversity. However, they saw an opportunity to create an even more inclusive culture inside the organization, from the top executives to the baggage handlers on the ground. They had also recently acquired another airline and wanted to be open to the diverse perspectives of their growing team and global customer base.



02 Solution



03 Impact

57,627
eWorkouts were completed by nearly 20,000 participants

91%
Completion rate for eWorkouts

99%
Will use what they have learned

Key statistics

Lead time: 6 weeks **HR professionals: 150**
Countries: Across US **Mid-level leaders: 4,500**
Population: Exec level: 55 **Employees: 45,000**
Senior Leadership: 250

Q&A

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