

WSWA WOMEN'S LEADERSHIP CONFERENCE

JAMES H. POGUE, PH.D

JP ENTERPRISES, LLC

ICEBREAKER...

- Think about the Generation that challenges you the most...
- Think about the person(s) in your life that represents that Generation to you...



TODAY'S PLAN

Overview

DIBs Assessment

Baseline

Top 5 Biases

Commitment to Action

A BRIEF OVERVIEW

WHAT WE
LEARNED OVER
TIME

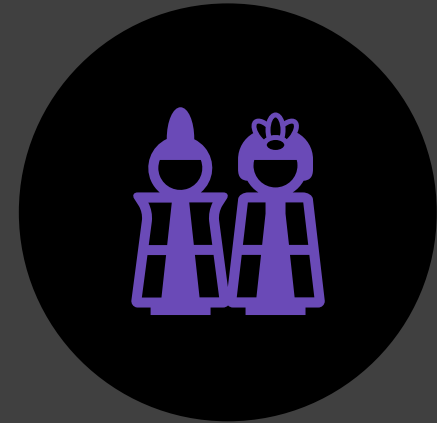
MOST DNI/BIAS PROGRAMS HAVE FAILED



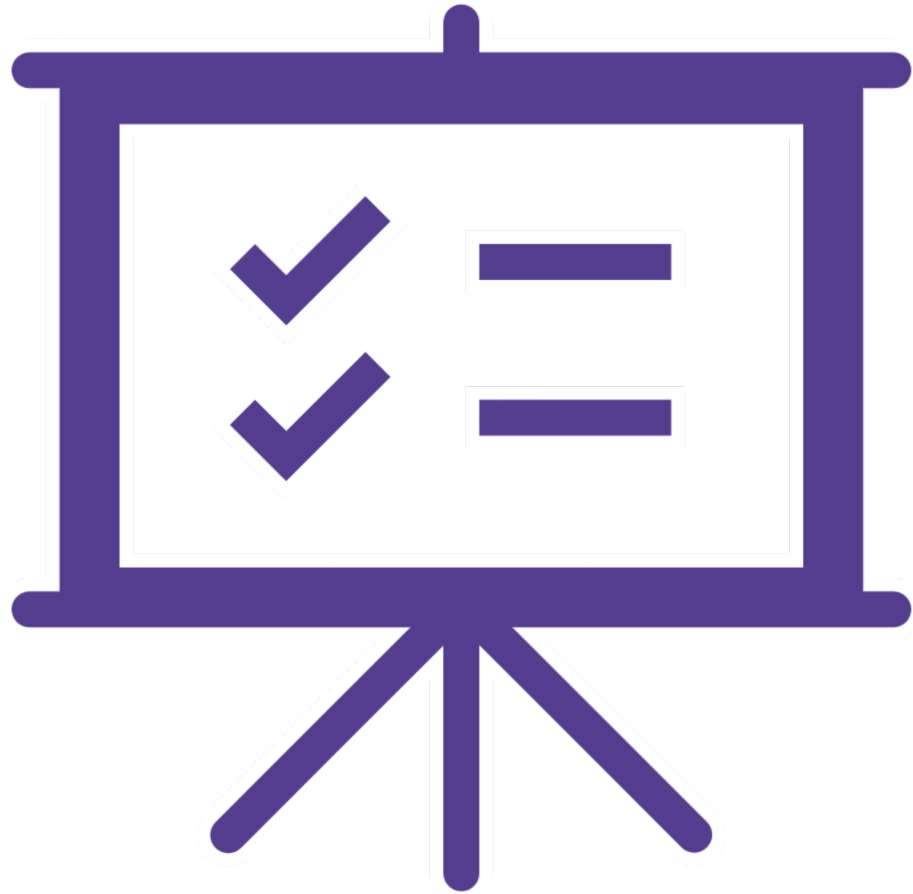
HAVEN'T PRODUCED
NUMERICAL RESULTS



HAVEN'T CHANGED THE
CULTURE OF ORGANIZATION



NOT A REFLECTION OF THE
CLIENTS/POPULATION



WHAT DOESN'T WORK...

- Required Training
- Regulation of Hiring and Promoting
- Punitive Measures for Failure
- Work Done to Pre-empt Lawsuits...

WHAT DOES WORK...



Increase the Number of People
Working for Diversity



Increased Contact with Women and
Minorities



Recognize We All Want to Do a Good
Job

BASELINING INFORMATION

SPEAKING THE SAME
LANGUAGE...

OVERVIEW OF DIVERSITY AND INCLUSION

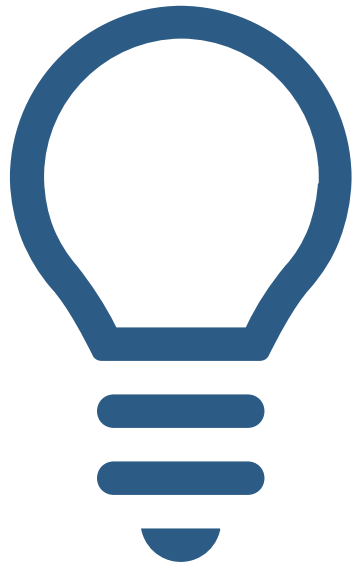


Diversity: The full range of human differences



Inclusion: an environment of involvement, respect, and connection where the range of human differences are harnessed to create business value.

PUT ANOTHER WAY...

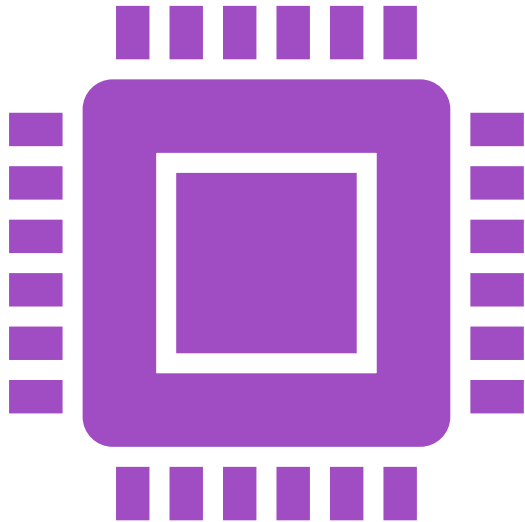


- Diversity is Being Invited to the Party
- Inclusion is Being Asked to Dance
- But...
- Who Planned the Party and Why?
- Who Hired the Entertainment and Why?
- Who Decided What the Theme Was Going To Be and Why?
- ...That is the impact of Unconscious Bias

UNCONSCIOUS BIAS



- **Unconscious Bias**
 - We are unaware it is present
 - Happens outside of our control
 - Happens automatically
 - Triggered by the brains quick judgments of people and situations
 - Influenced by our background



LET'S LOOK AT THE DATA...

ACROSS INDUSTRIES AND IN OUR OWN...

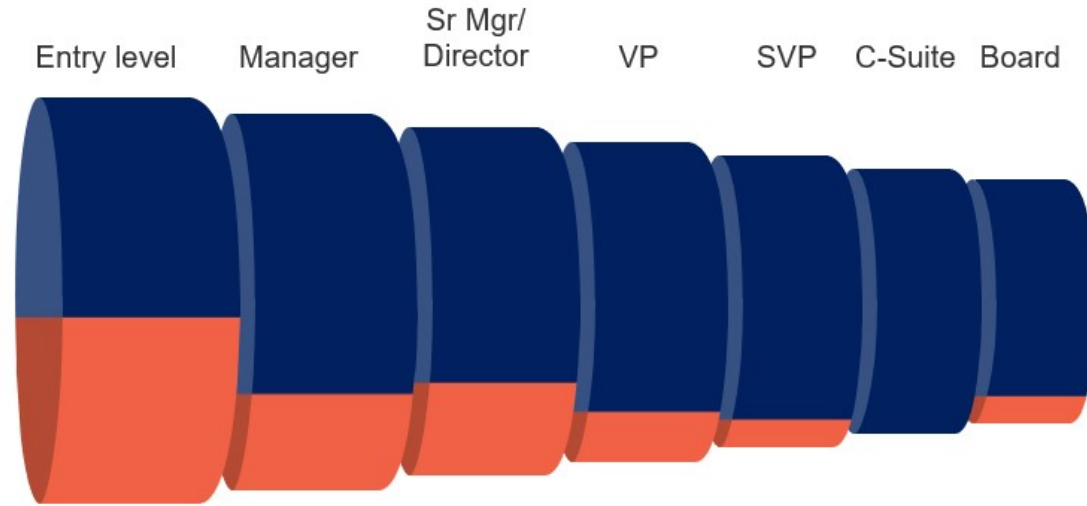
Women representation across the pipeline

% of employees that are women

Women Men

XX Positive change

XX Negative change



Women in industry² 46% 29% 29% 16% 11% 4% 20%

Women across all companies³ 48% 38% 34% 29% 23% 22% 25%

For purposes of benchmarking we use both the overall North American sample and a specific industry sector².

NOTE: Count of your company's employees by level: Entry level =551; Manager =3,310; Sr Mgr / Director =777; VP =344; SVP =179; C-Suite =10; Board =9

1 EOY – End of year; BOY – beginning of year

2 Aggregate results from participating companies in Wine & Spirits industry benchmark (9 companies in benchmark)

3 Aggregate results from 279 participating companies, averaging each company's results and weighting by industry to the F500 to avoid a skew toward industries overrepresented in our sample

SOURCE: 2019 Women in the Workplace study

Talent pipeline by gender and race/ethnicity: 2018 benchmark

% of employees within each level by reported race/ethnicity

- Women of Color
- White Women
- Men of Color
- White Men

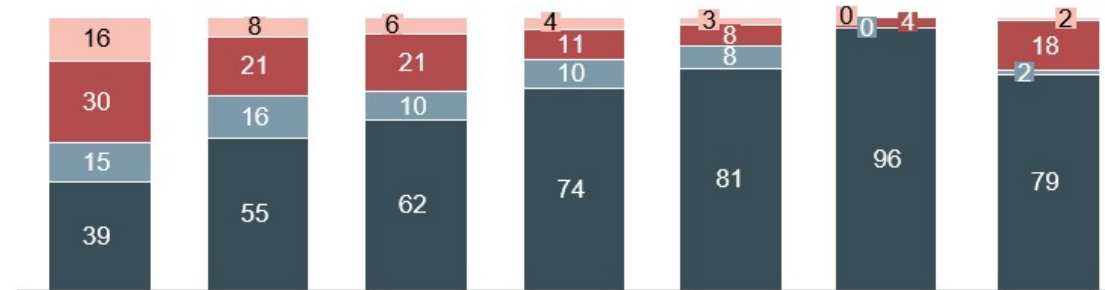
NOTE: This page reports the race breakdown only of those employees for whom race/ethnicity data was provided, and total percent women/men may not sum to the same total as the overall pipeline page. Count of employees for whom your company provided race data: Entry level = 541; Manager = 3,275; Sr Mgr / Director = 764; VP = 338; SVP = 178; C-suite = 10; Board = 9; Women and men of color includes individuals identified as Asian, Latino/Latina, Black, American Indian, Pacific Islander, and Mixed race. Individuals identified as "other" race/ethnicity are not included.

1 Aggregate results from Industry Benchmark (9 companies in Wine & Spirits industry)

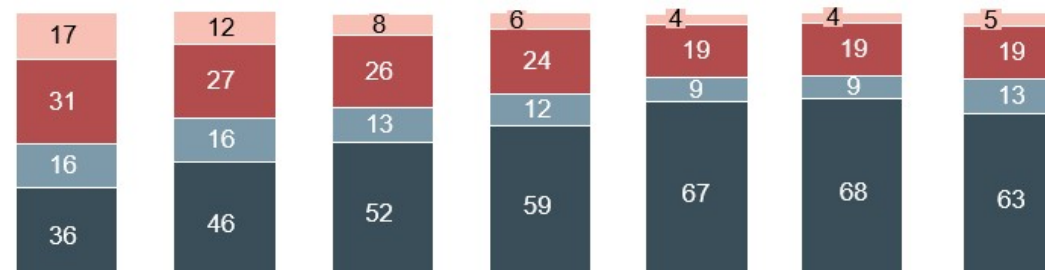
2 Aggregate results from 263 participating companies who submitted race/ethnicity data. Weighted by industry to the F500 to avoid a skew toward industries overrepresented in our sample

SOURCE: 2018 Women in the Workplace pipeline

Industry¹



All companies²

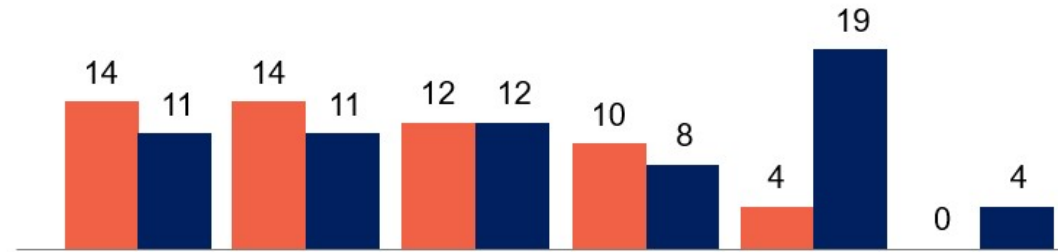


Attrition rates¹ at each level by gender: EOY 2017 benchmark

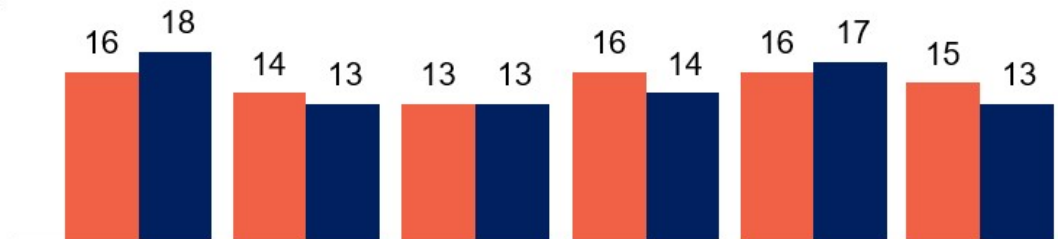
% of employees that left
the company by gender

- % of women
- % of men

Industry³



All
companies⁴



- 1 Attrition rate defined as people who left the company (voluntarily or involuntarily) / total number of employees at the beginning of the year within each level
- 2 Total number of women/men who left your company in 2017
- 3 Aggregate results from Industry Benchmark (9 companies in Wine & Spirits industry)
- 4 Aggregate results from 269 participating companies that submitted attrition data. Weighted by industry to the F500 to avoid a skew toward industries overrepresented in our sample

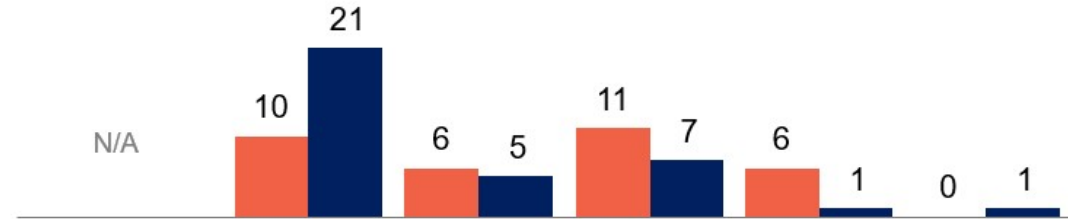
SOURCE: 2018 Women in the Workplace pipeline data for US/Canada

Internal promotions into each level by gender: EOY 2017 benchmark

Promotions as % of total male/female employees in previous level

■ % of women
■ % of men

Industry³



All companies⁴



1 Entry level not included because employees are typically hired externally into this level

2 Total number of promotions into this level reported at your company

3 Aggregate results from Industry Benchmark (9 companies in Wine & Spirits industry)

4 Aggregate results from 266 participating companies that submitted promotion data. Weighted by industry to the F500 to avoid a skew toward industries overrepresented in our sample

SOURCE: 2018 Women in the Workplace pipeline data for US/Canada

Women are **21% less likely** to be promoted from entry level to manager than their male peers

HOW DO WE MEASURE UP...

AN
ABBREVIATED
DIBS
ASSESSMENT.



DIVERSITY, INCLUSION, BIAS (DIBS) AN ASSESSMENT MODEL



DIBS DEVELOPMENT MODEL

■ 0-2 Hesitant

- I'd prefer to work with people who are like me.
- Non-business conversations about 'difference' don't belong in the office space.

3-4 Discomfort

- I work with people who are not like me, no problem, its fine.
- Non-business conversation about difference sometimes happen, its uncomfortable and I'm not convinced of a direct business connection.

DIBS DEVELOPMENT MODEL

■ 5-6 Investigating

- I work with people who are not like me all the time, it can be thought provoking.
- Non-business conversations about difference happen, it's interesting but I don't see the connection. I want to initiate more, but I don't.

7-8 Experimenting

- At work, I push myself to have meaningful interactions with people who are not like me.
- Non-business conversations happen. I think they make us better. I encourage myself to ask questions to help me understand other perspectives.

DIBS DEVELOPMENT MODEL

■ 9-10 Engaging

- I work with people who are not like me, I wouldn't have it any other way.
- Non-business conversation are normal and increase our ability to be successful. We should all be comfortable with it, I am.

A LITTLE QUIZ

- To get started...
- Text “jamespogue967” to 22333







Start the presentation to activate live content

If you see this message in presentation mode, install the add-in or get help at PollEv.com/app





Rate your comfort and expertise with Diversity, Inclusion and Bias



0-2 Hesitant

3-4 Discomfort

5-6 Investigating

7-8 Experimenting

9-10 Engaging



Rate your Sr. Team's comfort and expertise with Diversity, Inclusion and Bias

0-2 Hesitant

3-4 Discomfort

5-6 Investigating

7-8 Experimenting

9-10 Engaging

TOP 5 BIASES IN THE WORKPLACE

Affinity

Halo

Perception

Confirmation

Group Think

TOP 5 BIASES IN THE WORKPLACE

Affinity Bias

- People who make me feel comfortable
- People who are like me

Are GOOD People...

Halo Affect

- The general opinion affects the specific action
- The overall impression impacts the character assessment



TOP 5 BIASES IN THE WORKPLACE

Perception Bias

- Bias based on your sensory inputs
- Sight. Smell. Hearing. Touch. Etc.

Confirmation Bias

- People are prone to believe what they want to believe

TOP 5 BIASES IN THE WORKPLACE

Group Think

- Decision making in a group that blunts creativity and negates individual responsibility



‘OUTING’ THE NEWEST BIAS...

Middle Aged
White Men Have
Ruined The Planet

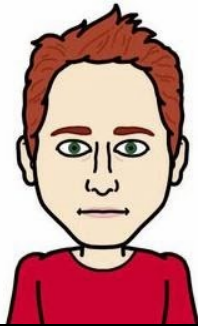
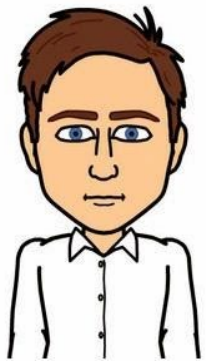
TABLE TALK...

SUCCESSFUL STRATEGIES FOR MOVING
THE NEEDLE

FLIP THE FOCUS



How Have You Been Positively Impacted
By Bias?



This Photo by Unknown Author is licensed under [CC BY-NC-ND](#)



USE THE GENERATIONAL 'ON RAMP'

CAUTION...





QUESTIONS AND ANSWERS...



WSWA WOMEN'S LEADERSHIP CONFERENCE

JAMES H. POGUE, PH.D

JP ENTERPRISES, LLC