WHERE ARE YOU FROM?

- Accent discrimination
- Americans tend to perceive (wrongly) those with foreign accents as least trustworthy
HIDDEN (IMPLICIT) BIASES

- Accent discrimination is one of many implicit, hidden biases
- Hidden biases are often just as harmful in the workplace as more open biases
- Yet because they are hidden, organizations often fail to address them
- Understanding and addressing this and many others problems requires social intelligence
EMOTIONAL INTELLIGENCE VS. SOCIAL INTELLIGENCE

EMOTIONAL & SOCIAL INTELLIGENCE LEADERSHIP COMPETENCIES

- Self Awareness
- Self Management
- Social Awareness
- Relationship Management
KNOWLEDGE IS POWER: BEWARE COGNITIVE BIASES
HALO EFFECT AND HORN'S EFFECT

- **Halo effect:**
  - if we like one characteristic of an individual, we have a too-positive view of their other characteristics

- **Horn's effect**
  - if we don't like one characteristic, we have a too-negative view of their other characteristics

- Especially dangerous biases in assessment for hiring & promotion
WHAT DO YOU SEE?

- Raise your hand if you see a young woman
- Raise your hand if you see an old woman
PESSIMISM AND OPTIMISM BIAS

- Optimism bias: unrealistically positive evaluation of reality
- Pessimism bias: unrealistically negative evaluation
- Team conflict often comes from:
  - Optimists generating ideas
  - Pessimists shooting them down
- What if both groups collaborate by combining strengths?
KEYS TO DEALING WITH COGNITIVE BIASES

• 1) Learning about and watching out for cognitive biases by yourself

• 2) Integrating knowledge into your organizations about them

• 3) Implementing social intelligence-based approaches in your organizations to address cognitive biases automatically
SOCIAL INTELLIGENCE: PUT A NUMBER ON IT

- Putting numbers on personnel assessments
  - Facilitates transparency and reduces perceptions of unfairness/injustice
  - Brings to light potential biases
- As much as possible:
  - Clearly communicate about the numbers with relevant stakeholders
  - Collaborate with them in deciding on numbers to get buy-in
DOES THE MIRROR SHOW YOU THE TRUTH?

- An external perspective from someone who knows about cognitive biases is one of the best ways to guard against them
  - Can be HR peer or mentor
  - Can be someone in this room who you meet after the talk
  - Can be life coach or consultant
- In your interactions, discuss the situation and the kind of cognitive biases that may be in play
  - Especially helps address the bias blind spot, the cognitive bias that causes us to believe we lack cognitive biases on the issue at hand
3 KEY TAKE-AWAYS

• 1) Don’t Just Go With Your Gut

• 2) Watch Out for Cognitive Biases

• 3) Use Social Intelligence to Design Policies to Help Your Staff Avoid Cognitive Biases
INVEST IN SOCIAL INTELLIGENCE FOR THE SAKE OF HR LEADERSHIP SUCCESS

• Understanding and influencing others’ emotions and relationships – social intelligence – is key to true HR leadership!

• In the next 3 months:
  • Invest at least 10% of your organization’s HR professional development resources into social intelligence-based strategies
  • Get buy-in from top leaders on plan to implement social intelligence-based strategies to solve cognitive biases

• What’s your story?
RESOURCES FOR YOU

• Flip to back of handout and indicate on form your interest in:
  • Free manuals on techniques to address cognitive biases
  • Referrals for my services as consultant, coach, or speaker
  • Next four weeks: free 30-min. coaching or consulting session for you
  • Any feedback you have on how the content presented can benefit you

Leave them on the table outside the room

There are a limited number of copies of my bestseller on addressing cognitive biases on the table right outside the room, where I will be autographing them after the event.