

The logo features a green 'X' icon composed of four overlapping rectangular blocks. Below the icon, the word 'National' is written in a white sans-serif font. To the right of 'National', the word 'LINC' is written in a large, bold, white sans-serif font. To the right of 'LINC', the year '2020' is written in a smaller, white sans-serif font, oriented vertically.

National LINC 2020



Breaking Bias

Dr. Stefanie K. Johnson

University of Colorado, Boulder - Leeds School of Business

#NationalLINC

Important information

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OUTLINE

There is a **business case** for diversity

But no one really believes it – **unconscious bias**

We can **overcome** unconscious bias

DIVERSITY IMPROVES THE BOTTOM LINE

- Greater gender equality → to company stock prices
- Companies in the top quartile in gender, racial diversity outperform bottom quartile by 15% and 35%
- Every 1% increase in gender, racial diversity → 3% and 9% sales boost
- One team member represents target customer → 158 percent more likely to capture target
- Investing in companies with women on the board → 36.4% greater returns
- More women in the c-suite → firm profitability

Do Pro-Diversity Policies Improve Corporate Innovation?

Roger C. Mayer, Richard S. Warr, and Jing Zhao*

Using new product announcements, patents, and patent citations as measures of corporate innovation, we find that corporate policies that promote more pro-diversity cultures, specifically treatment of women and minorities, enhance future innovative efficiency. This positive effect is stronger during economic downturns and in firms that are more innovative, value intangibles and human capital more highly, have greater growth options, have higher cash flow, and have stronger governance. Pro-diversity policies also increase firm value via this stimulating effect on innovative efficiency. Our results suggest a channel through which workforce diversity may enhance firm value.



Which line is
the same
length as X

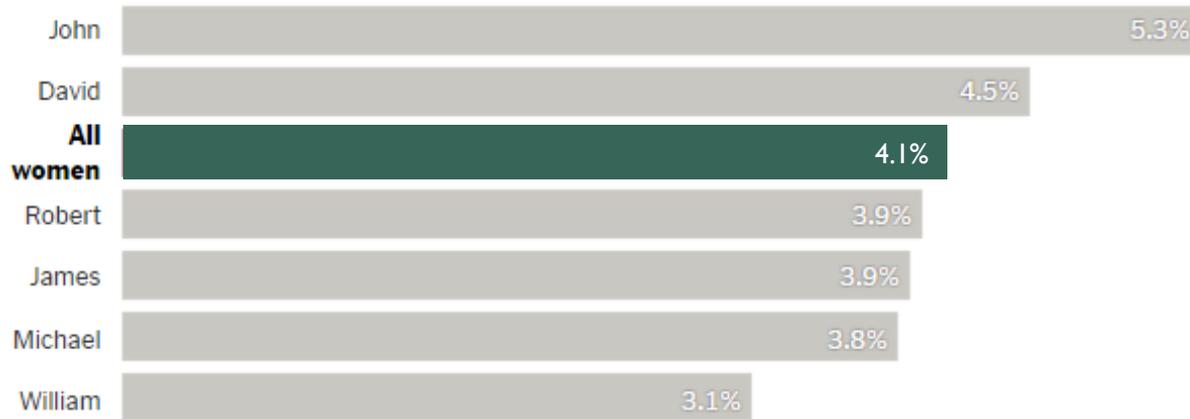
- A
- B
- C



YOU SHOULD HAVE NAMED YOUR DAUGHTER JOHN-DAVID... AND MADE HER A BOY

Guys Named John, and Gender Inequality

Share of C.E.O.s of S.&P. 1500 companies by C.E.O. name



Source: Execucomp

WOMEN

LOL, 56 Percent Of Men Think Sexism Is Over

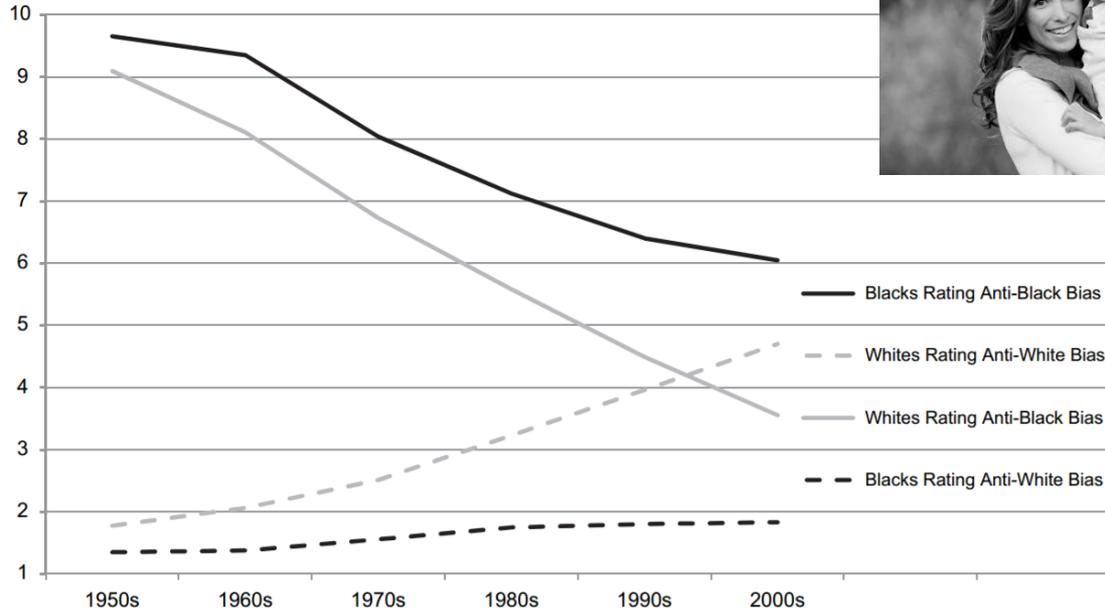
Huzzah!

08/18/2016 03:09 pm ET | Updated Aug 19, 2016

8.3k



*Disclaimer



UNCONSCIOUS BIAS

- The ROCK STAR was unhappy with the amount of alcohol at the party
- The NUN was unhappy with the amount of alcohol at the party

- After weighing all the circumstances, the CEO decided to terminate a few employees
- After weighing all the circumstances, the DRUG DEALER decided to terminate a few employees



NUGGIES



13%



74%

DID FOLKS IN THE 1950S THINK BLACK MEN WERE BETTER BB PLAYERS?

1953 NBA CHAMPIONS MINNEAPOLIS LAKERS

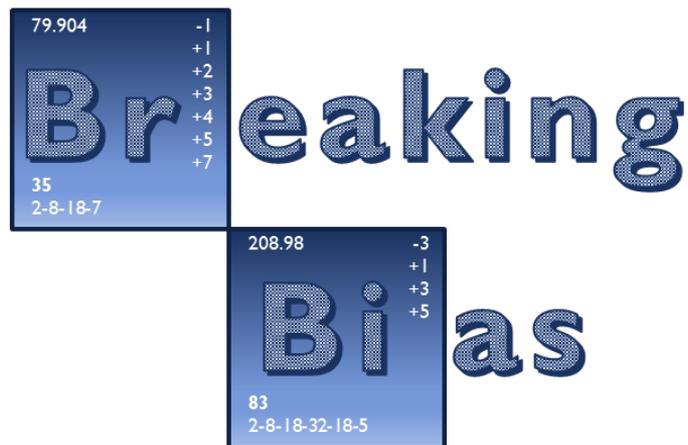


CEOS



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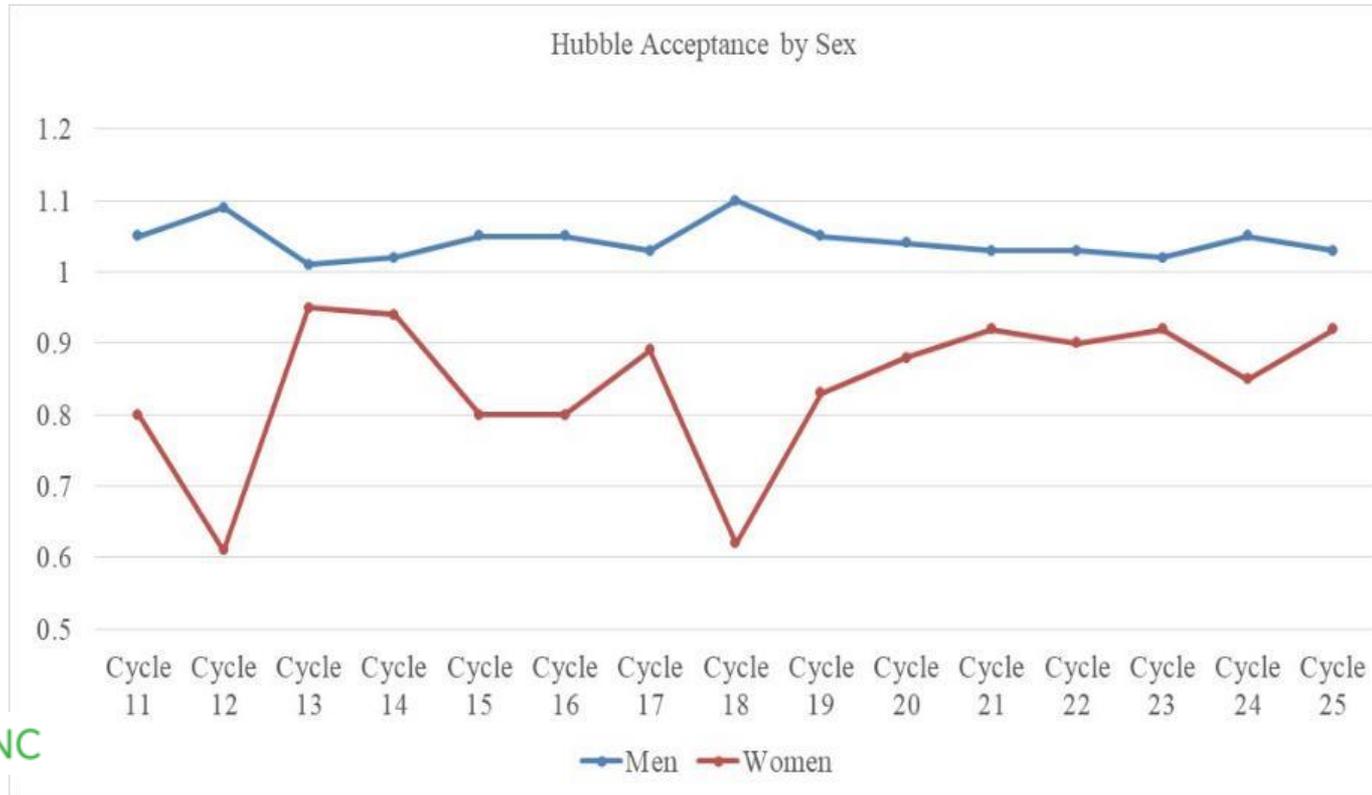
SO WHAT CAN WE DO? THE ABCS OF BREAKING BIAS



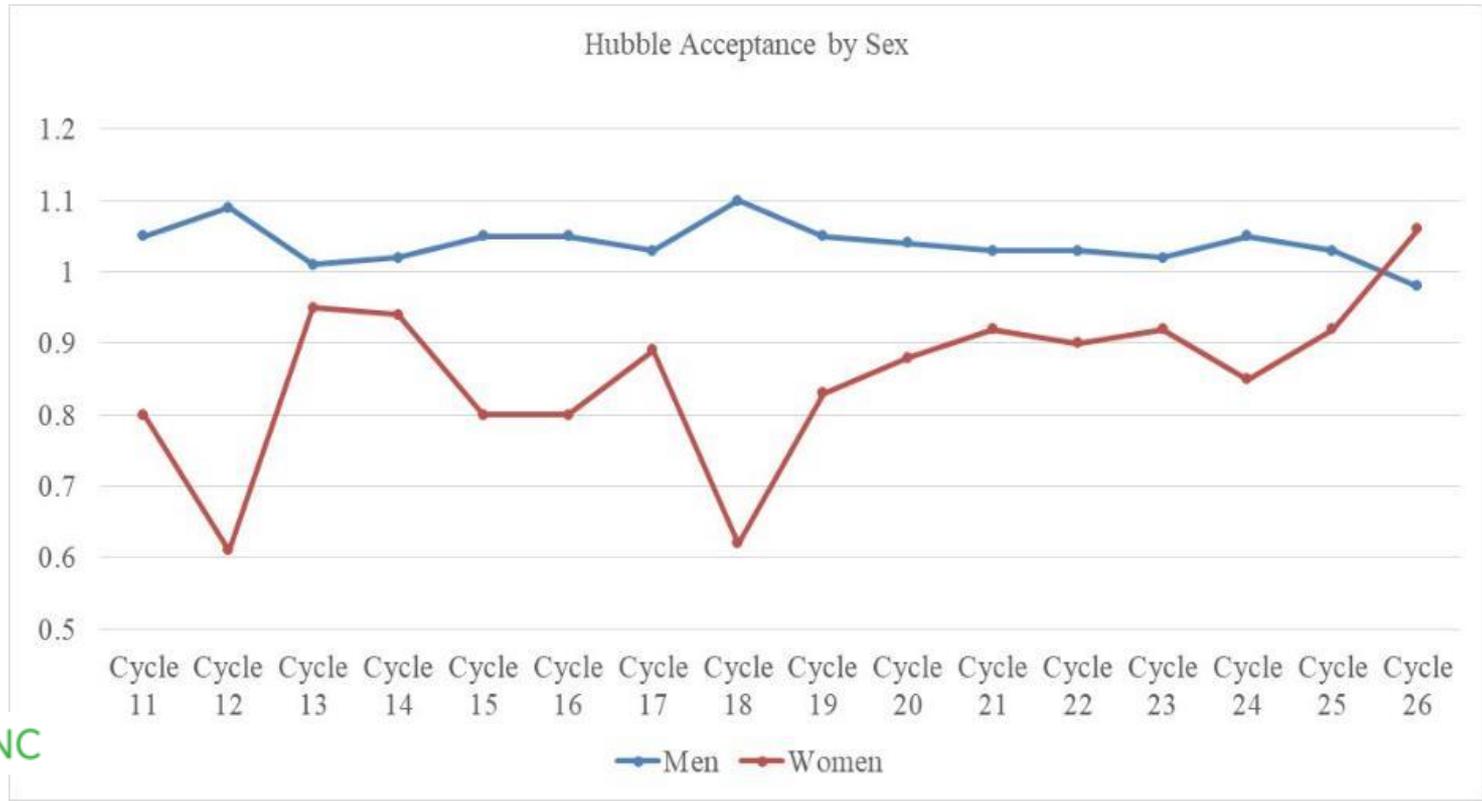
A. ADMIT IT



B. BLOCK IT



B. BLOCK IT



C. COUNT IT

By 2020

Starbucks 50% increase of women and minorities in leadership

Medtronic 40% women in top management and 20% minorities

By 2025

Accenture set a goal of 50% gender balance worldwide and 25% women managing directors

THE WALL STREET JOURNAL

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[BUSINESS](#) | [JOURNAL REPORTS: LEADERSHIP](#)

More Companies Say Targets Are the Key to Diversity

Some businesses believe that voicing support isn't enough. They also have to set discrete goals.

C. COUNT IT

Method

1,031 participants
4 studies: 3 experiments
(Mturk workers, undergrads)
and a correlational field
study professors)
IAT to measure bias

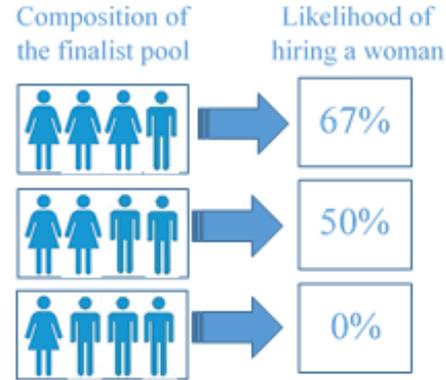
Harvard
Business
Review

DIVERSITY

If There's Only One Woman in Your Candidate Pool, There's Statistically No Chance She'll Be Hired

by Stefanie K. Johnson, David R. Hekman, and Elsa T. Chan

APRIL 26, 2016



Bias is less prevalent when you are accountable and more prevalent if you think others agree with you.

S. SUPPORT IT

Harvard
Business
Review

BOARDS

CEOs Explain How They Gender-Balanced Their Boards

by [Stefanie K. Johnson](#) and [Kimberly Davis](#)

OCTOBER 06, 2017 **UPDATED** OCTOBER 16, 2017

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DIVERSITY

What 11 CEOs Have Learned About Championing Diversity

by [Stefanie K. Johnson](#)

AUGUST 17, 2017 **UPDATED** AUGUST 29, 2017

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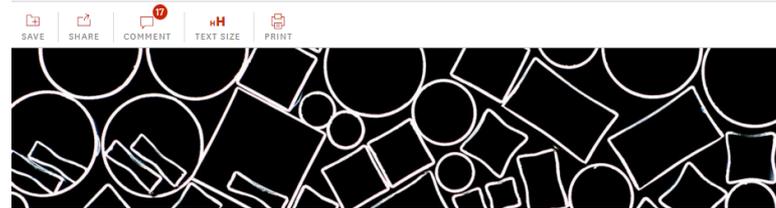


DIVERSITY

Women and Minorities Are Penalized for Promoting Diversity

by Stefanie K. Johnson and David R. Hekman

MARCH 23, 2016



Female and minority leaders who “Respect differences, Value working with different types of people, Are comfortable managing diverse employees” are seen as less competent and effective.

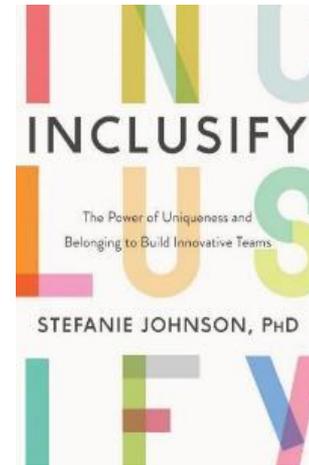
FOR SLIDES AND TO STAY IN CONTACT

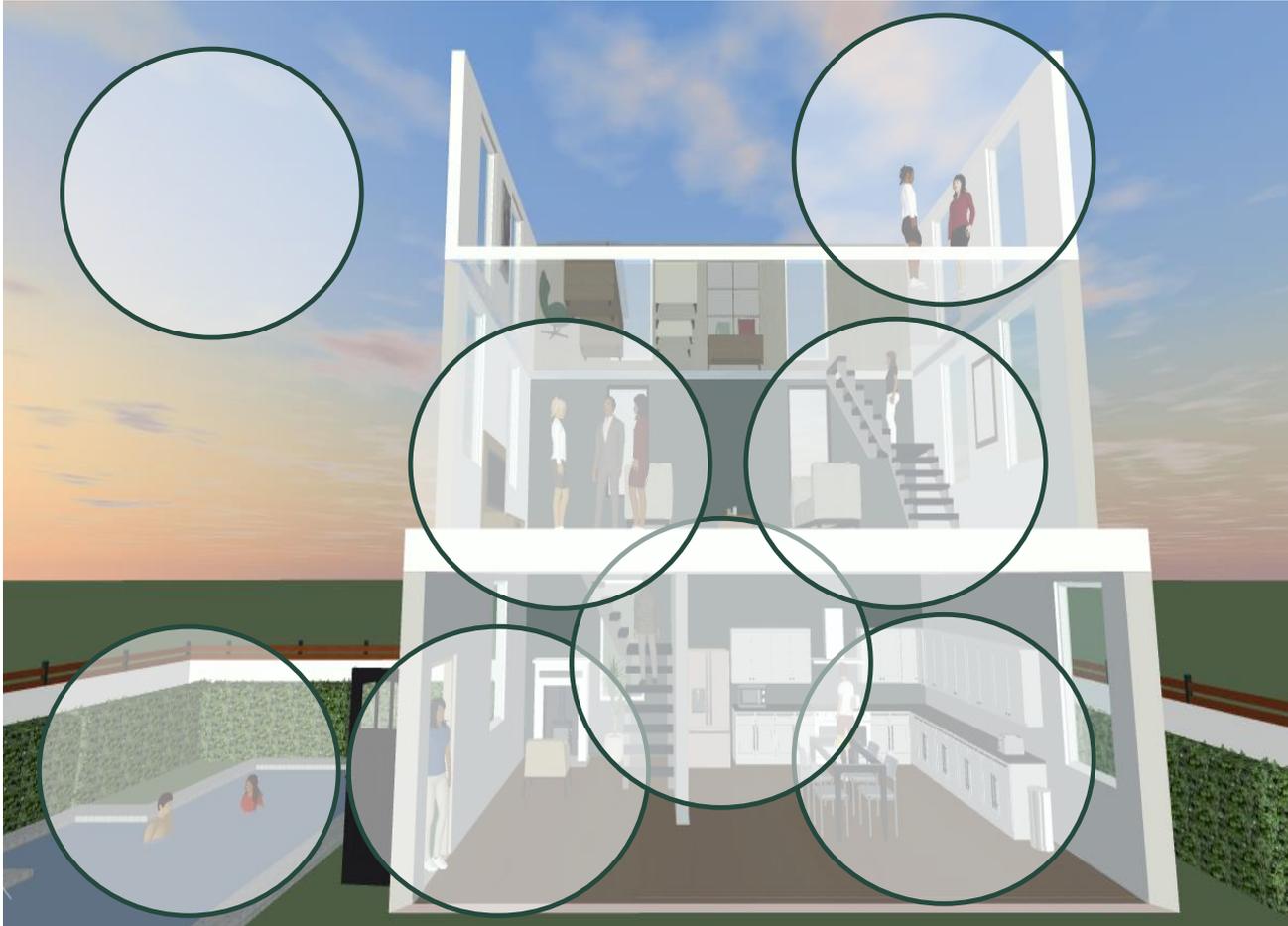


Thank you!

Text Ameritrade to
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Updates, Giveaways
Extra Chapters, etc.







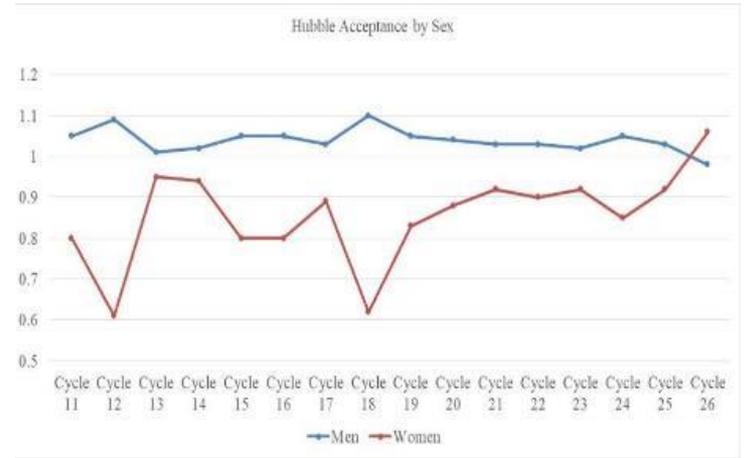
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CEOs Explain How They Gender-Balanced Their Boards

by Stefanie K. Johnson and Kimberly Davis

OCTOBER 06, 2017 UPDATED OCTOBER 16, 2017

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QUESTIONS?

Composition of the finalist pool



67%



50%



0%

Likelihood of hiring a woman

Harvard Business Review



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by Stefanie K. Johnson

AUGUST 15, 2017 UPDATED AUGUST 26, 2017

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Thank you