



Because all business is psychology



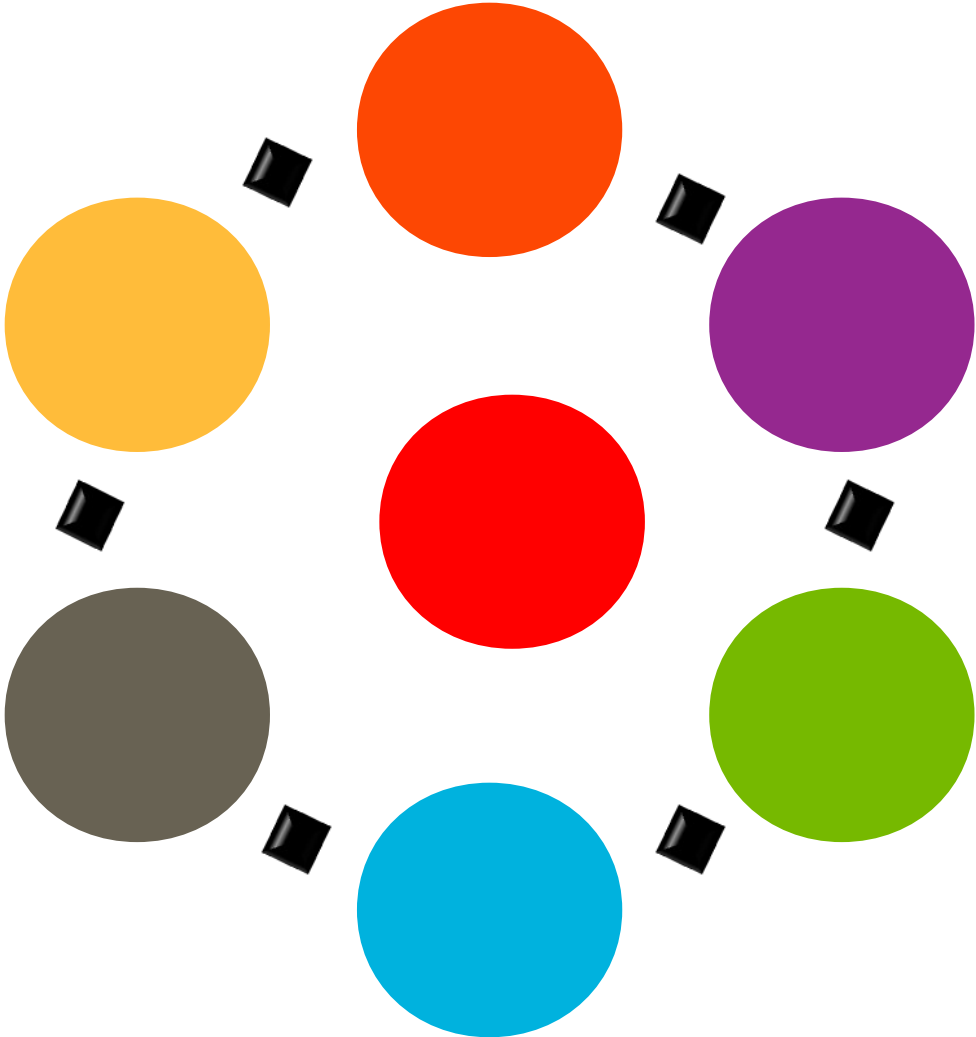
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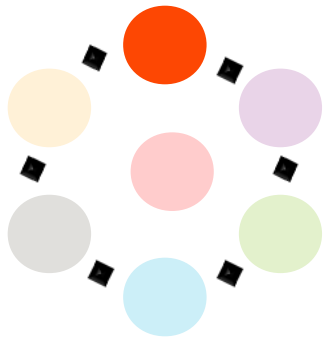
THE FUTURE – NEW RESEARCH & LATEST THINKING

**Ironies, paradoxes & contradictions – confronting the challenges that
unconscious bias presents**

**Professor Binna Kandola OBE
Senior Partner, Pearn Kandola**

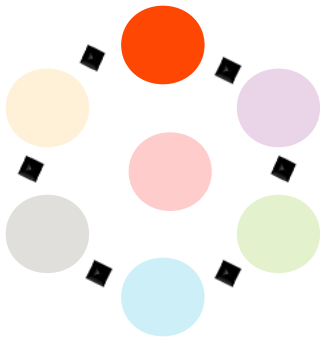
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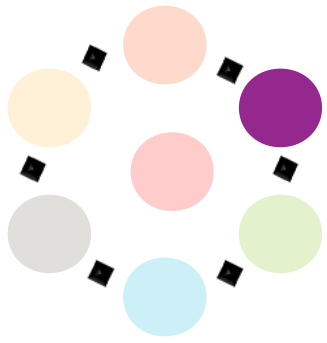
SOURCES OF BIAS



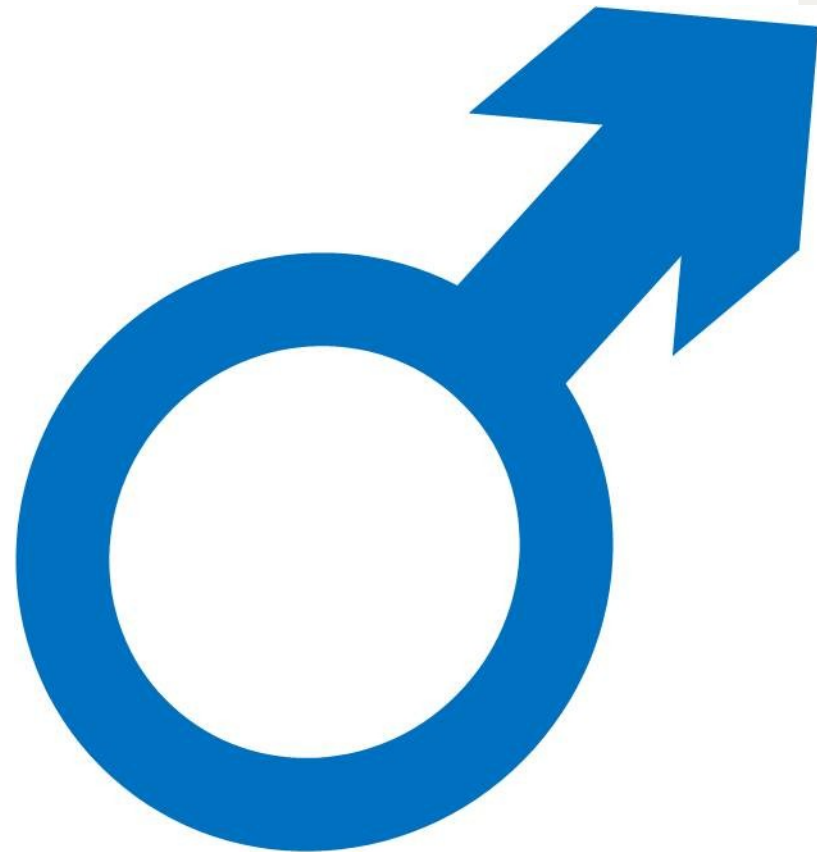
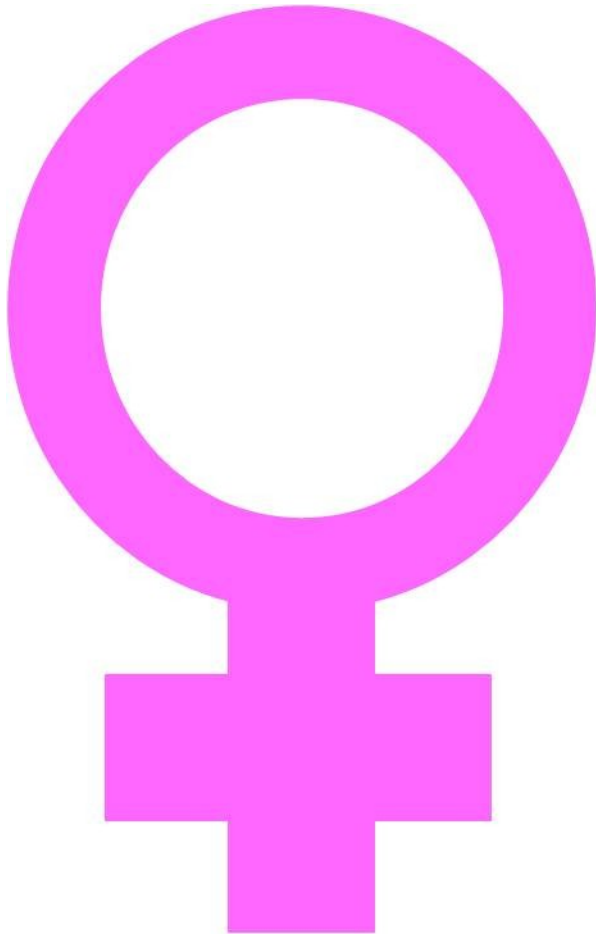


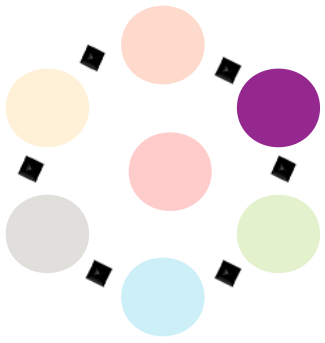
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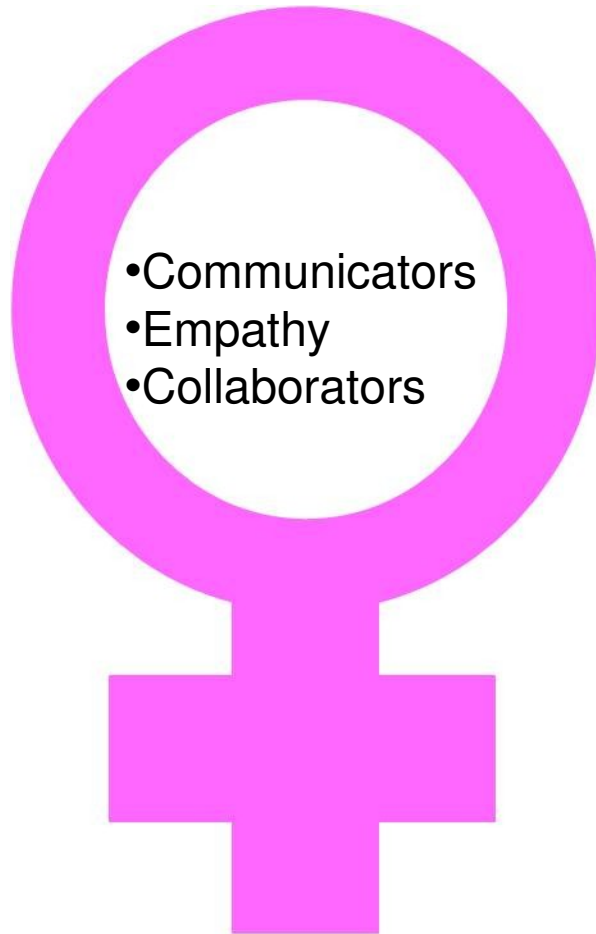
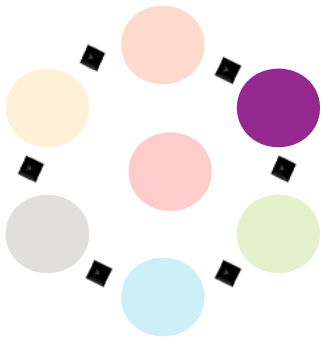


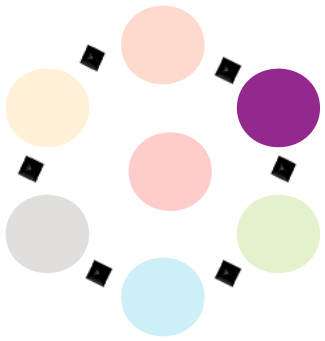
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Mothercare toys: shopping trolley, kitchen, pram - all pink. Train, helicopter, coffee maker (?) all blue. See brainwashing starts early.

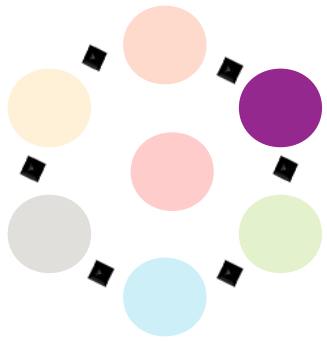




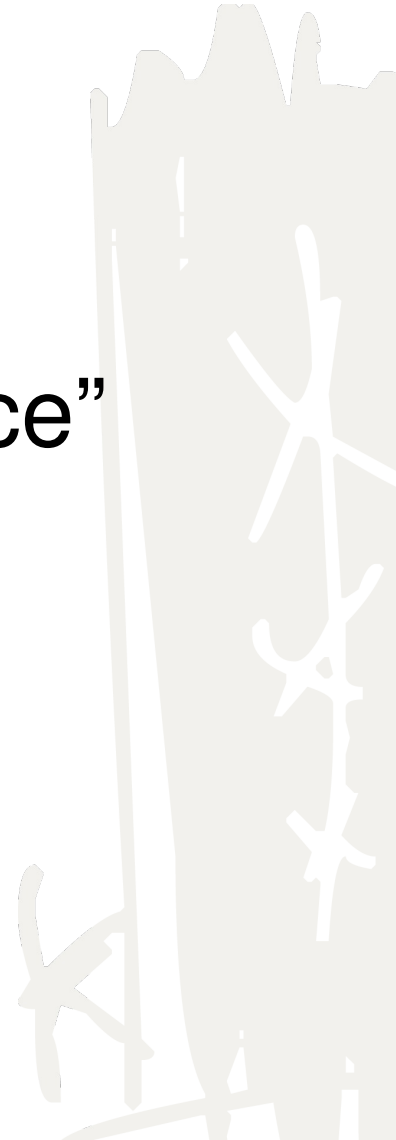
Leadership Prototype

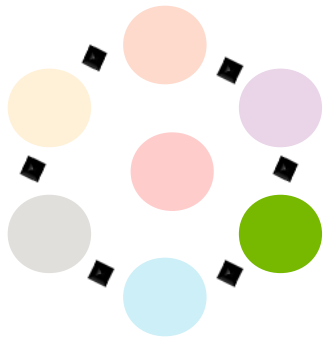
- Decisive
- Analytical
- Ambitious





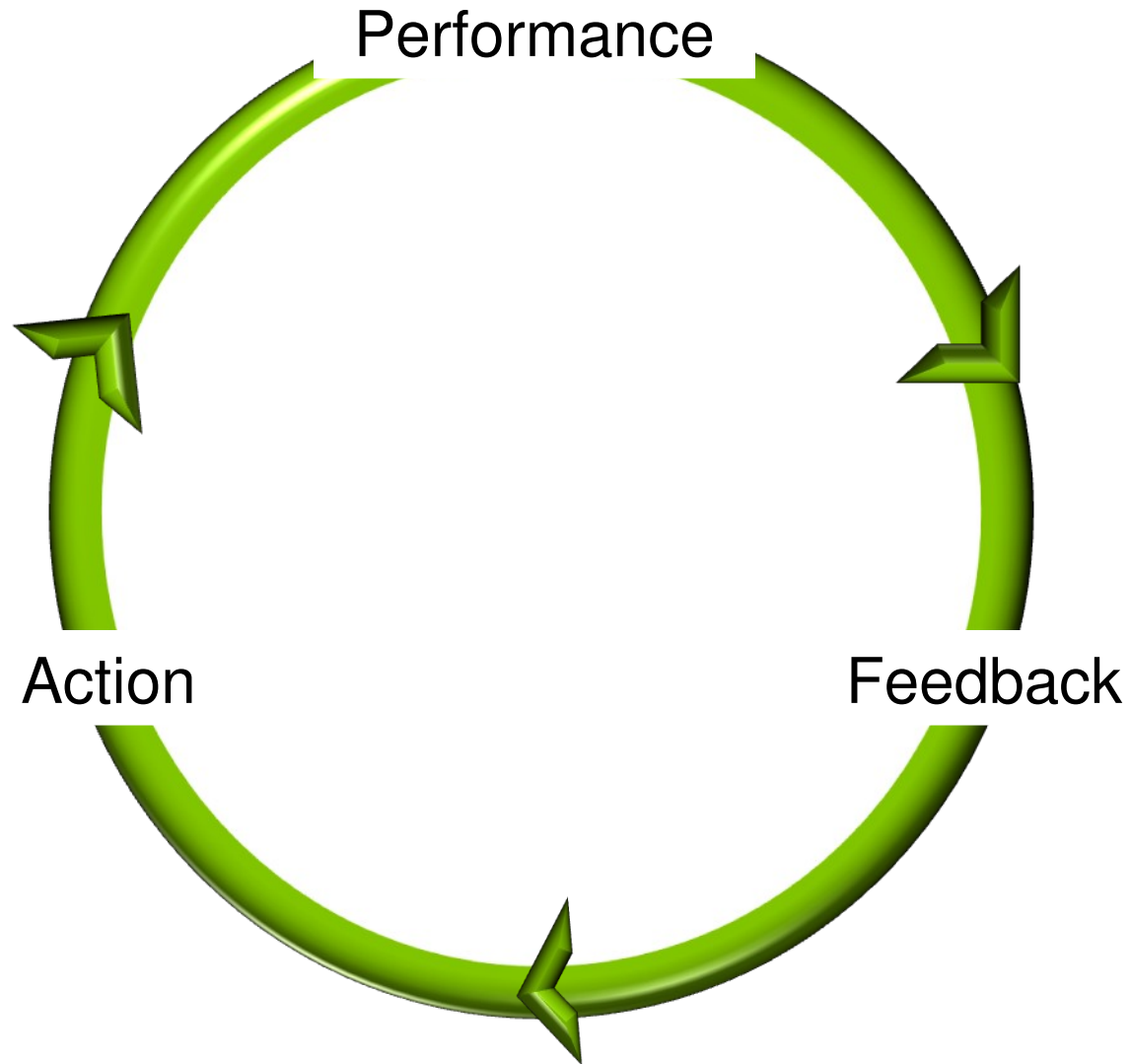
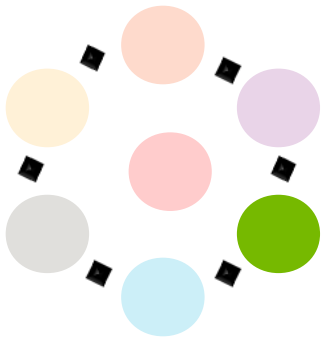
Beware: Valuing “difference”
maintains stereotypes

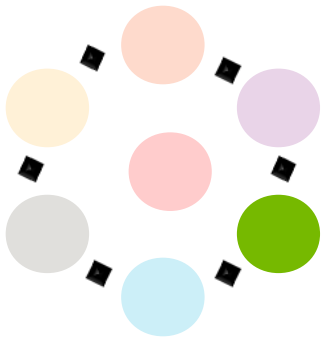




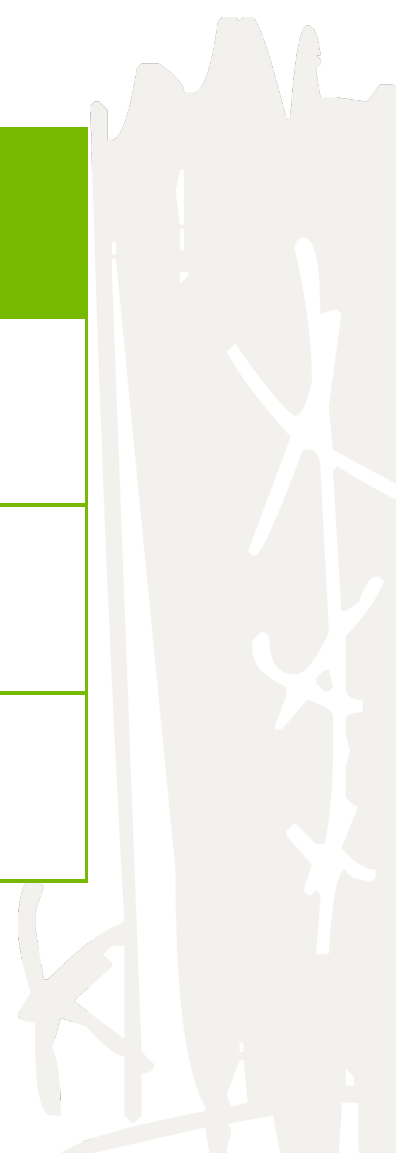
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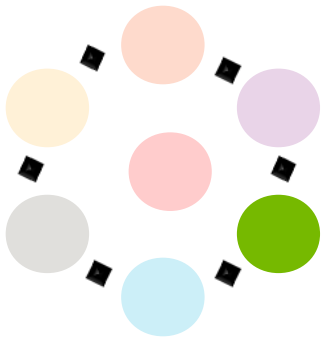




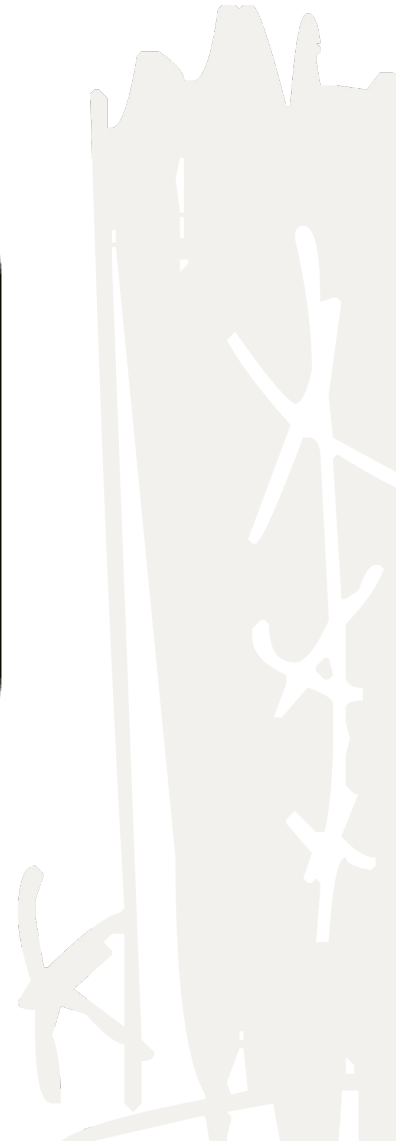


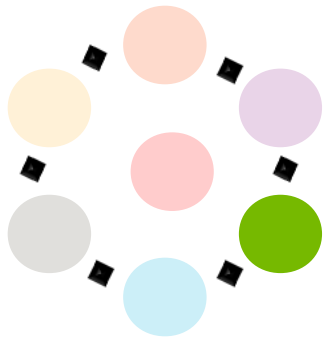
Generally	For bias
Motivating	Reduces concentration
Inspiring	Reduces motivation
Encouraging	The old ways revert





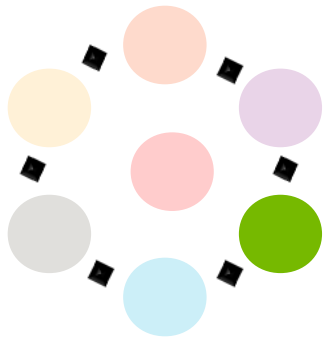
**We've done
women to death!**





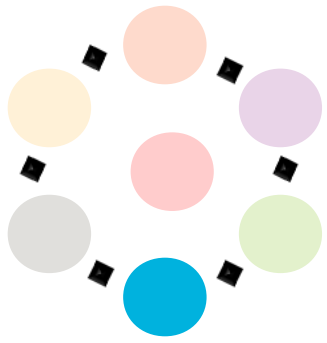
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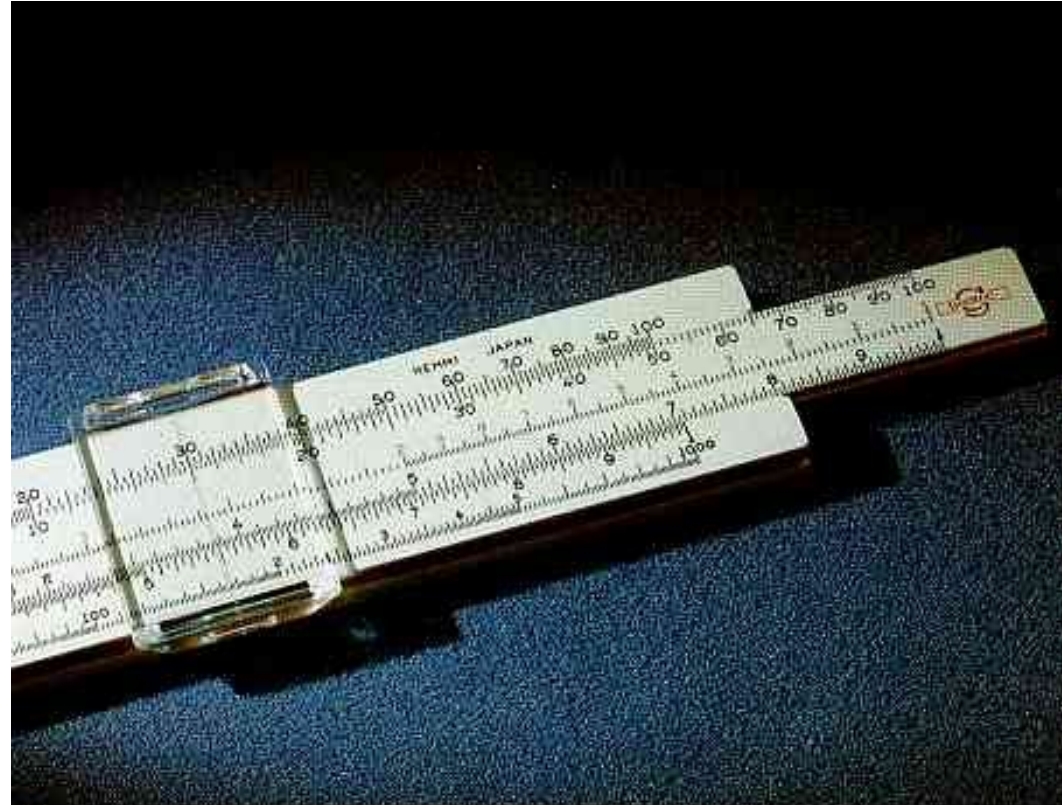


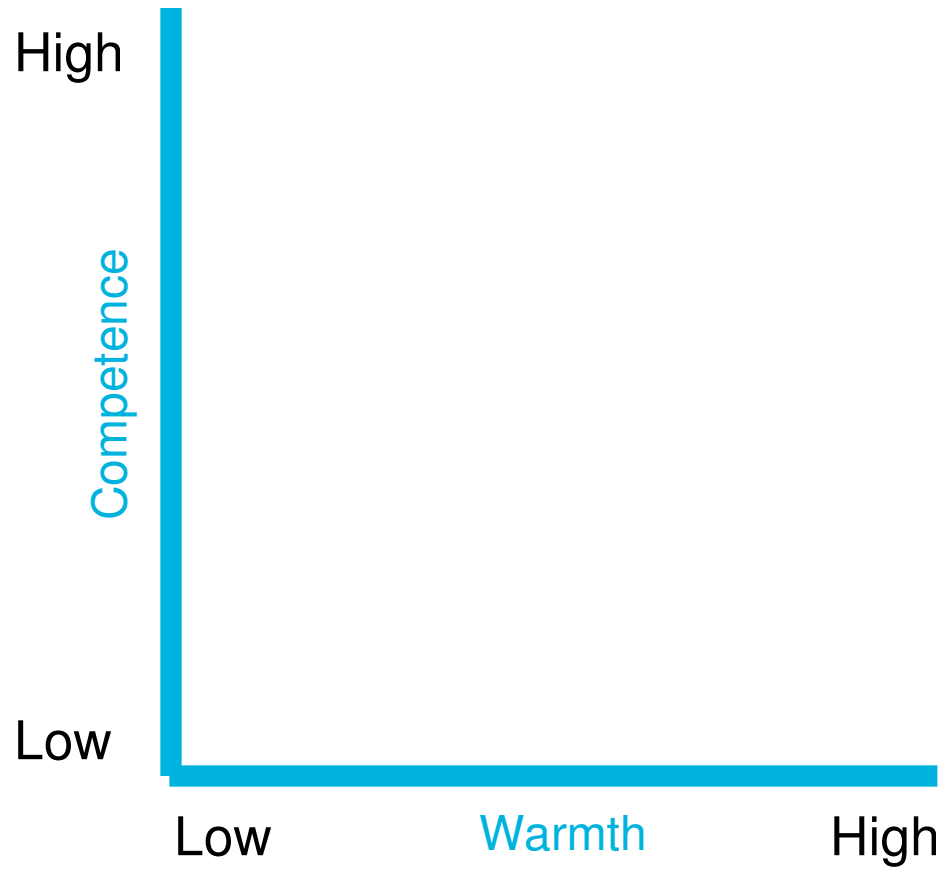
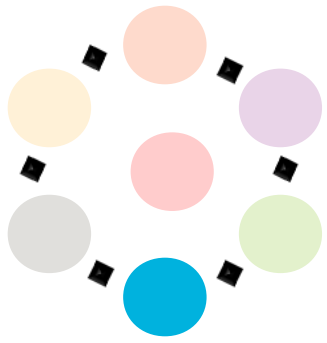
Beware: Positive feedback

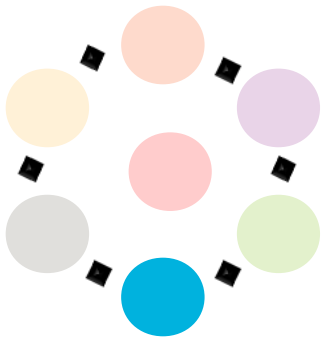




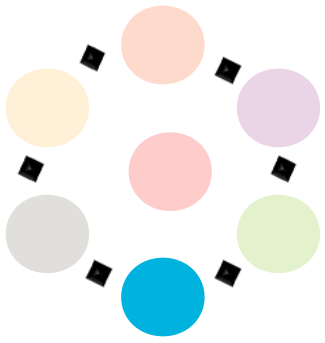
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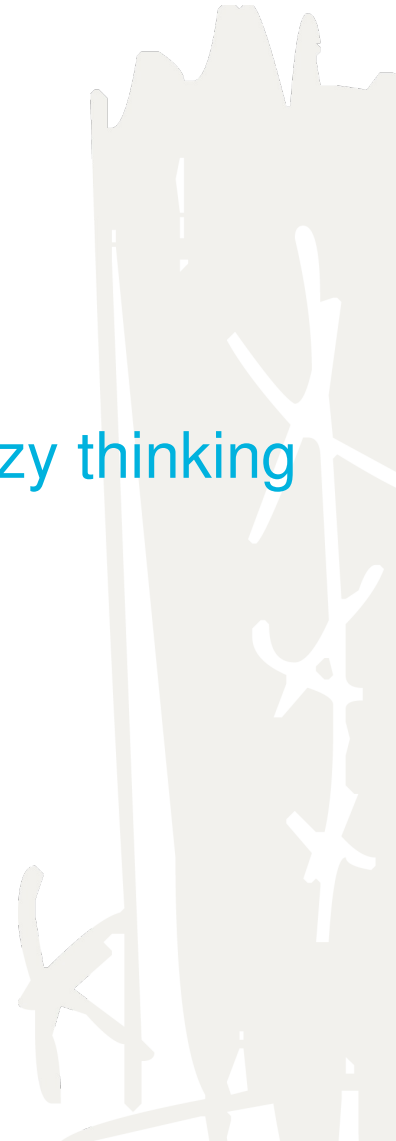


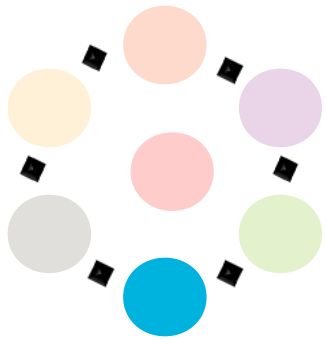


Motivation to be fair	Emotion if not	Reactions
High internal	Guilt	How can I learn?
Mid- point	Confusion	What should I do?
High external	Not bothered	How do others feel?



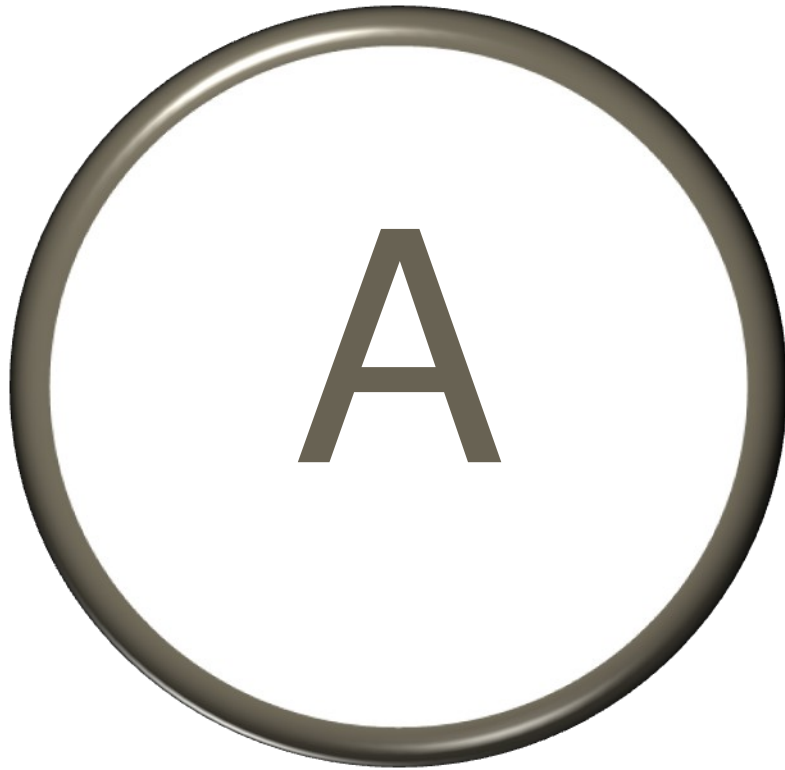
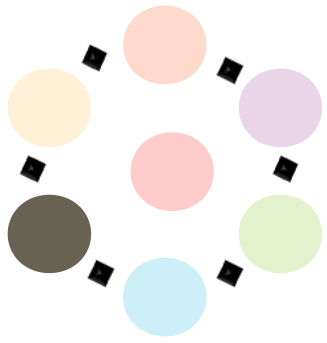
Happy people → Contentment → Lazy thinking

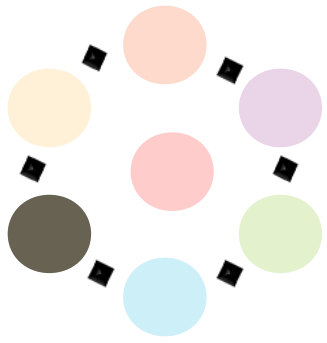


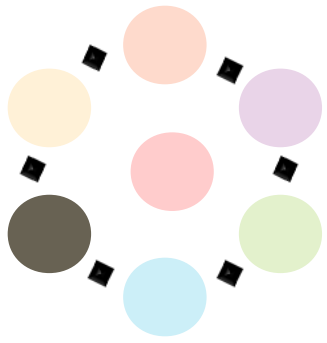


Beware: Ignoring emotions

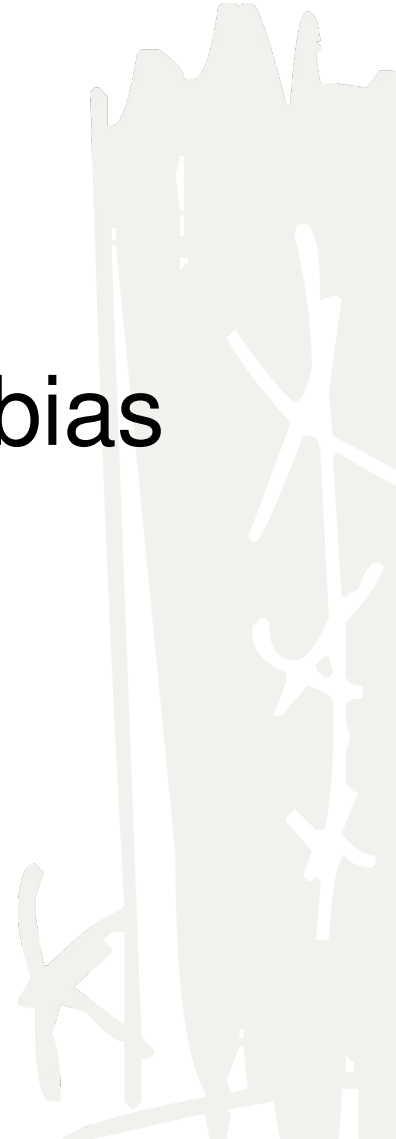


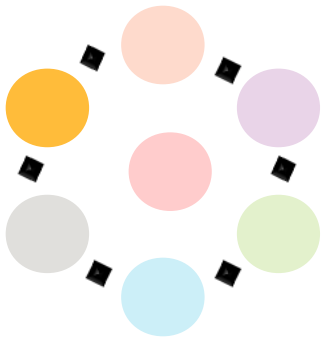






Beware: Focus displaces bias

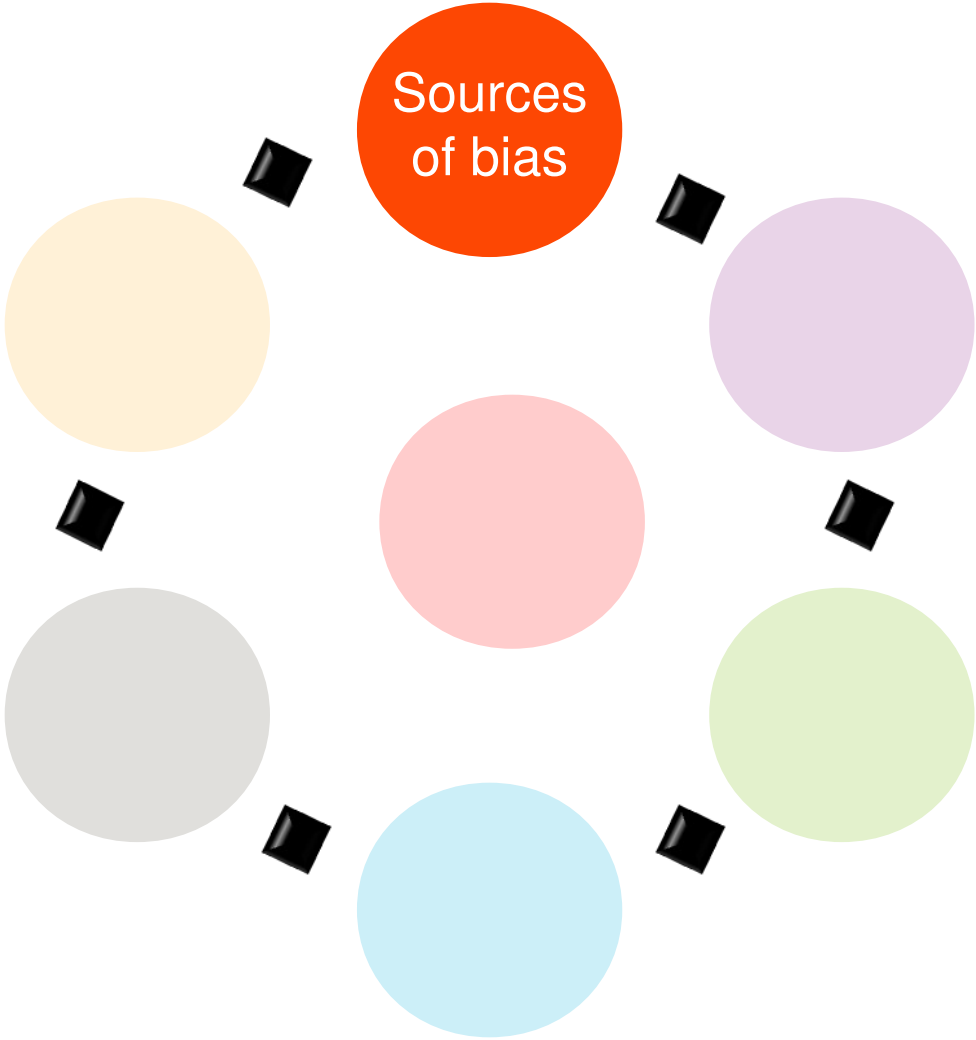


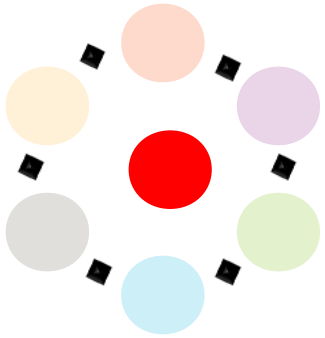


Beware

- Valuing “difference” maintains stereotypes
- Positive feedback
- Ignoring emotions
- Focus displaces bias







Range – need breadth & depth

Accountability – reduces bias

Negative or neutral feedback

Taking responsibility – leadership role





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