

INCLUSION NUDGES

GUIDEBOOK

PRACTICAL TECHNIQUES FOR
CHANGING BEHAVIOUR, CULTURE & SYSTEMS
TO MITIGATE UNCONSCIOUS BIAS
AND CREATE INCLUSIVE ORGANISATIONS

TINNA C. NIELSEN

LISA KEPINSKI

**FREE SHORT VERSION
OF THE INCLUSION NUDGES GUIDEBOOK
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COMPLIMENTARY OVERVIEW

INCLUSION NUDGES GUIDEBOOK:

Practical Techniques for Changing Behaviour, Culture & Systems to Mitigate Unconscious Bias and Create Inclusive Organisations

Tinna C. Nielsen - Founder

Move the Elephant for Inclusiveness

Info@movetheelephant.org

www.movetheelephant.org

www.inclusion-nudges.org

Lisa Kepinski - Founder

Inclusion Institute

lisa.kepinski@inclusion-institute.com

www.inclusion-institute.com

www.inclusion-nudges.org



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Section 1: INTRODUCTION

HOW TWO PERSONAL JOURNEYS LED TO A GLOBAL MOVEMENT OF SHARING

The Inclusion Nudges Guidebook contains over 50 practical techniques to promote behaviour, culture and system change to mitigate unconscious bias and create inclusive organisations. The examples come from the authors and other practitioners in the field of inclusion and diversity. The authors call these practical techniques Inclusion Nudges.

The Guidebook is the result of a mutual friend¹ connecting us during the spring of 2013. Tinna C. Nielsen and Lisa Kepinski have both worked as internal Inclusion & Diversity (I&D)² experts and cultural change agents in several organisations over many years (our biographies are at the end of this Guidebook). Sharing our work challenges, failures, and successes led us to merge our similar approaches to behaviour, culture and system change. In doing so, we developed a framework for what we have named Inclusion Nudges. We are now sharing this worldwide.

Tinna, an anthropologist and behavioural economist, has specialised in organisational cultural, behavioural change, and I&D for more than 14 years. As Global Head of Inclusion, Diversity & Collaboration at Arla Foods, where she worked (2010-15), she focused on creating a unique, more sustainable path to inclusion by applying neuroscience, anthropology, psychology and nudging techniques. Lisa has been a senior global leader in I&D for more than 20 years in multinational organisations (Hewlett-Packard, Microsoft, & AXA) and has a background in social psychology and socio-linguistics. Throughout her career, she has used many techniques to promote inclusive behaviour change. We both follow the latest research and trends in various fields related to our work; at the same time, we're very pragmatic about sorting through all the "stuff" out there and seeing how it can practically apply to the workplace. No single researcher or book primarily influenced us as we developed the concept of Inclusion Nudges. We've drawn heavily from our experience as internal I&D leaders and have synthesized a wide range of research on human motivation, decision-making, thinking, and behavioural change to create the techniques of Inclusion Nudges. We have applied these ourselves, and shared with others about these and how to use them, as we work to bring about change in simple yet effective ways inside organisations.

In our work, we use a very broad definition of inclusion: it means removing all excluding barriers and promoting mindsets, behaviour, processes and practices that embrace differences. By leveraging diverse perspectives, skills and backgrounds, it's possible to realize the full potential of each individual, team, and organisation. Our mission is to promote more sustainable organisational success worldwide through high engagement, inclusive leadership, equality, social responsibility, and innovative collaboration.

In our own collaboration, we have drawn upon our experiences with the challenges of creating inclusive and diverse organisations. We assume that most readers who are involved with driving culture change have had the experience of moving three steps forward and then one step back, or felt the frustration of seeing the organisation move forward only to find out later that many people have reverted to default behaviour. We also assume that most readers have been concerned about how to get thousands of people to move in the same direction – in our case, towards a more inclusive culture – while at the same time allowing them to get there in as many different ways as there are people in the organisation. Like us, some of you might have found that the best I&D programs, policies, initiatives, and training sessions didn't pay off as fast or as much in behavioural and cultural changes as anticipated. Based on these personal experiences, we've experimented over the years with techniques from the science of behavioural economics, applying insights from psychology, neuroscience, and microeconomic theory to make a crucial difference.

Behavioural economics targets the false assumption that almost all people, nearly all of the time, make choices and act in ways that are in their own best interest or the best interest of the organisations where they work. Approaches based on behavioural economics influence people to act in a predictable way and direction, steer people to make better choices, and "push" the unconscious system of the brain in a non-intrusive way to change behaviour, without taking away their freedom to choose.

We did not design the framework of Inclusion Nudges with the intent of writing a "how-to" book or creating a new buzzword. We were motivated by our passion for I&D work, our frustration with the typical approaches, and the personal challenges of being a change agent within organisations. Inclusion Nudges spring from a need to find new ways to help people change behaviour without making it hard and without allowing their unconscious mind to work against their

professed intentions to be truly inclusive. We wrote the Guidebook due to a request from peers on how to apply these techniques.

These techniques are not *the* solution to developing true inclusive and diverse organisations. We use them in our work as a supplement to, not a substitute for, I&D programmes, initiatives and trainings such as cultural competency training, reverse mentoring, sponsorship, unconscious bias awareness, flexible/agile working, and more. We have coined the term Inclusion Nudges and developed a framework to apply this systematically in our own work and now to share with others. We operate with three types of Inclusion Nudges that target motivation, ability/simplicity, and perception. In the Guidebook, we introduce these with examples from our own experience and from many contributors. We also introduce how you can design Inclusion Nudges in your own organisation. This complimentary overview of the Guidebook gives you brief insight into the examples and approach. Please read the Guidebook for a full description and to learn about the 50+ Inclusion Nudge examples.

After six months of working together virtually, Tinna and Lisa met in person for the first time in a park in Mannheim, Germany, in 2013. The very next day, we kick-started what we call *a global movement of sharing for inclusiveness*. The Guidebook is a major step in the global movement. When submitting an example for the Guidebook the contributor receives all the published examples in return free of charge. Proceeds from the Guidebook support the Inclusion Nudges global movement of sharing. By sharing the techniques and examples of powerful Inclusion Nudges with change agents in organisations worldwide, we believe we can inspire others and together create a profound shift in the current approach to organisational development and Inclusion & Diversity in the 21st Century.

WHY INCLUSION NUDGES?

The global world is changing at a speed never experienced before due to technological development, knowledge production, and changes in the demographic make-up of the workforce. As cognitive, cultural, and demographic diversity continues to grow, individuals and organisations must be able to interact and make decisions in an increasingly complex environment. To remain agile and innovative, we need to leverage the diversity of perspectives and knowledge available to us in our organisations, teams, schools, communities, and societies. Only then can we put into play our full potential and resources. This requires organisations as well as individuals to seek out diversity, promote more inclusion, and mitigate all unconscious biases and excluding mechanisms in processes, practices, and cultures. *This is not news*. Decades of research and case studies have proven I&D's importance to business. Organisations have invested much effort and resources in I&D programs, each with its own business case, broad commitment to non-discrimination and equity, and diversity data reports. So why, with all these good intentions, do we not see more progress and behavioural change?

The underlying issue is that the human brain has not learned to deal with this new environment. Though we like to believe we are rational thinkers, 80 to 90% of the time we're actually relying on the automatic, subconscious system of the brain to make decisions. This automatic system evolved to ensure our survival; however, the world is vastly more complex today. The brain has to manage more than 11 million bits of information at any given moment, and shortcuts have evolved to accomplish this without using a lot of energy. In most cases it works, but in many other cases, errors in judgment are made, which are *not* registered in the conscious mind. Unconscious biased thinking is universal; more than 150 common biases have been identified to date. These may be in direct conflict with our intention to give people equal opportunities and make rational decisions rooted in inclusion.

Many organisations today use unconscious bias training to increase understanding and awareness of these deeply embedded, implicit associations. This often results in insightful discussions that engage a wide range of leaders and employees because we *all* have biases (regardless of gender, nationality, sexual orientation, age, level in the organisation, etc.). However, more and more I&D practitioners note that awareness is insufficient to mitigate the impact of unconscious associations and promote sustainable inclusive behaviours. The critical junction point after training is where many organisations get stuck. The issue of how to move beyond awareness of unconscious bias to inclusive behaviours is currently a topic of widespread debate among I&D practitioners, many of whom are searching for a practical process that will produce lasting results.

We were inspired to launch this project to fulfil the need for practical applications of unconscious bias awareness. We were also motivated by the need for enablers to create awareness of unconscious bias that would lead to behavioural change.

Key is to have impact of these enablers outside of training sessions, and integrated in stakeholder management, process design, leadership interactions, facilitation, communication, etc. Often leaders and colleagues ask the I&D practitioner, “*What next?*” after a training session. Our reaction was “*Let’s share what has worked for us and hear from others about what has worked for them.*” We believe that awareness of how our unconscious mind works and the impact of unconscious bias in organisational situations is a crucial first step towards greater equality and better business performance. But a rational understanding and awareness is not enough. It is also a challenge to create this awareness outside of training/learning activities, thus a more innovative approach is required. The purpose of Inclusion Nudges is to help the brain change behaviour by targeting motivation, emotions, behavioural drivers, decision-making, and unconscious perceptions. We have seen first-hand how this can strengthen leadership, collaboration, and performance as a result of more inclusiveness.

In the Guidebook, we introduce you to three types of Inclusion Nudges that have worked for us and for other practitioners. Using the employee life cycle and organisational culture as our framework, we have focused on the micro-decision points: the moments when we have an opportunity to outsmart our brain and prod it towards decisions more aligned with our stated intentions of inclusiveness. We’ve found that with a micro-intervention, such as an Inclusion Nudge, at these crucial points, we can generate macro-changes in bias mitigation and create more inclusive cultures.

Our hope is that this complimentary overview and the Guidebook will inspire you to practice designing and implementing Inclusion Nudges within your organisations. Please visit the book’s website and become a part of the Inclusion Nudges Global Sharing Community (www.inclusion-nudges.org) to continue your interactive experience with Inclusion Nudges and to be a part of the dialogue in this global sharing initiative for inclusive organisations.

HOW TO USE THE GUIDEBOOK

A Note about This Complimentary Format

The Inclusion Nudges Guidebook has been available as an e:book since March 2015. The response has been extremely positive from business and HR leaders, D&I professionals, and culture change agents. There has equally been a strong request for a printed version of the Guidebook. In early 2016, we implemented a new approach. The Guidebook is available as a printed paperback version and is for sale via Amazon (an access link is on the Inclusion Nudges website). We are also offering this FREE complimentary shortened overview on Inclusion Nudges (in PDF format) to help spark your interest and knowledge with the approach and illustrated with a couple of examples. If you’d like to continue to be inspired and learn about the full 50+ examples of Inclusion Nudges plus other material, then this is available via the paperback version of the Guidebook.

Inspiration for Designing Your Own Inclusion Nudges

As we’ve experienced in our own practice, there is no “one size fits all” in I&D work. Each solution needs to be carefully attuned to its organisational context. This is also true with Inclusion Nudges. The examples here are intended as inspiration, not a step-by-step guide; you may not get the same result – or even any result – in your organisation if you simply apply the same Inclusion Nudge as the person who contributed it. Only some Inclusion Nudges will be applicable in most organisations. Instead, look at these examples as a starting point for your own. You can become adept at designing Inclusion Nudges only by experimenting and practising in your own real-life settings. We hope this Guidebook will spark further curiosity and experimentation. Designing Inclusion Nudges is something everyone can learn and that all internal agents of change should master. You can get assistance by contacting the authors directly and by visiting www.inclusion-nudges.org.

To keep the Guidebook reader-friendly, we opted not to include multiple citations and endnotes. The studies and practices we refer to are well documented; in the full Guidebook you’ll also find a comprehensive reference section that lists books, journal articles, websites, and videos. Also we have re-written most of the submissions to align to the Guidebook format and added our own ‘AUTHORS’ COMMENTS’ as a tutorial contribution.

Permission Process

Though we have coined the term Inclusion Nudge and developed the framework of the three types of Inclusion Nudges, we have not copyrighted these concepts because we believe in sharing and professional trust. In support of this approach, we have applied the Creative Commons Attribution-Non-Commercial-Share Alike 4.0 International license³ to this work, the Guidebook, and the website's content. We ask that this free short version of the Inclusion Nudges Guidebook be limited to the reader's own personal use and that it not be distributed. Anyone may download their own personal copy via the Inclusion Nudges website (inclusion-nudges.org). Also we ask that this complimentary copy and the Guidebook content not be used by consultancies to develop any derivative (commercial) products without our written permission. If you wish to excerpt material, please attribute the Guidebook, its authors, and the contributing source of the Inclusion Nudge, if any. We reserve the right to change the permission process if these requests are not honoured. Our hope and expectation is that the spirit of professional courtesy, trust, and respect will prevail.

KEEPING THE GLOBAL MOVEMENT GOING

There will be future editions of this Guidebook and regular newsletters, so we encourage readers to submit their examples of Inclusion Nudges. We would also be grateful if contributors to this edition would share any updates about their example. Please contact us if you have any questions.

Lisa Kepinski: lisa.kepinski@inclusion-institute.com

Tinna Nielsen: tinna@movetheelephant.org

We hope you will visit www.inclusion-nudges.org to share your examples, learn more about behavioural insights, Inclusion Nudges, and neuroscience, and to get inspiration from free resources. On Twitter, you can follow Tinna on [#tinnaCnielsen](https://twitter.com/tinnaCnielsen) and Lisa on [#InclusionInst](https://twitter.com/InclusionInst).



Section 2: INCLUSION NUDGES

WHY INCLUSION & DIVERSITY WORK CAN GET STUCK

Inclusion in the workplace is focused on fostering the structure, culture, and mindset that creates a feeling in employees that they 'fit' – in other words that they are valued and able to contribute to their fullest. Inclusion is also about ensuring that diversity of knowledge, perspectives, and information is sought and applied in the way we solve tasks and make decisions. Diversity is about the people themselves – their demographic differences, backgrounds, multiple identities, and unique experiences and perspectives. Diversity is also about patterns of behaviour such as how we staff our teams, how and with whom we network, how and to whom we give feedback, and for whom we design and develop a market. Often patterns of behaviour are dominated by homogeneity, thus limiting access to the diversity and potential available in a workforce, workplace, and market. When you combine a highly inclusive culture with a diverse workforce, the results can have an impact on organisational success in terms of better decision-making, teamwork and collaboration, financial return, customer/market perspectives, innovation, and talent engagement.

Some organisations may start by targeting diverse talent. Others may begin with inclusion by targeting cultural transformation. Many organisations do both. The motivations may include better business performance, human rights, compliance, legal requirements, values, a moral imperative (“the right thing to do”), shareholder pressure, keeping up with peer companies, and global benchmarking. Regardless of the starting point and the motivation, I&D initiatives lay the groundwork for the attraction, development, promotion, and retention of talent – and for better performance. Though the research is not conclusive, numerous findings from academia, think tanks, and internal organisational research indicate that I&D is a business imperative.

Yet so often we have seen huge effort, passion, and commitment put into launching I&D projects which have limited lasting impact. For example, *decades* of women’s mentoring programmes have been rolled out around the world, and indeed still are being conducted in organisations today. However, the number of women at senior executive levels is not even close to the number of women who have been through these programs nor does it mirror the percentage of women in the organisation’s workforce. It is often said that women are “over-mentored”. Even so, in organisations that make gender inclusion a priority, someone well-meaning will fairly quickly say “we must put in a women’s mentoring program.” Considerable energy and resources will be dedicated to women’s mentoring with the belief that it will be the magic solution for rectifying the decreasing numbers of women at senior levels.

There is a gap between many I&D initiatives and the actual achievement of desired goals. Overall, we see several reasons for this limited progress (*these are covered in detail in the Guidebook*).

Without a doubt, both Inclusion and Diversity must be addressed in any organisational culture-change initiative. They must be an integrated part of the organisation’s DNA. We suggest a starting point of facilitating behavioural, cultural, and systemic changes simultaneously by using behavioural economics techniques. These can apply to every organisation regardless of I&D approach, motivation, starting point, and history.

TARGETING THE WHOLE BRAIN

To promote behavioural change and improve decision making, we must work with the subconscious. As psychologist Jonathan Haidt illustrates in *The Happiness Hypothesis* and the Heath brothers discuss in *Switch*⁴, it’s as difficult to change the unconscious mind as it is to move an unmotivated six-ton heavy elephant. Willpower and rational intentions are far from enough. By appealing to the unconscious part of the brain, we can more successfully act on the intentions we state through the rational part of our brain. For example, simply asserting, even with passion and enthusiasm, “*I want to be more inclusive in my approach to people who are different*” will rarely generate a sustainable change in behaviour. Or hearing leaders say, “*I believe in diversity*” does not always produce the behavioural changes needed to leverage diversity for better performance, engagement, or equal opportunity. So what can we do when the belief in I&D seems to be in place?

The practice of Inclusion and Diversity is often centred only on the reflective part of the brain – invoking, for example, the business case, demographic data, or the diversity of target markets. These approaches can keep the work solely on the

rational level and can be an unintended block to solid commitments for change and progress. It is easier to resist change when it is positioned in a dry, numbers-only manner. People can keep asking for more data, dispute the evidence, or miss the stories behind the data. In trying to gain leaders' engagement and commitment to change, it may seem more "business like" to use a data-dominated approach. But by staying exclusively at this level, we haven't engaged the equally important subconscious. In order to achieve commitment to change, we need to appeal to the whole brain, using specifically designed approaches.

THE POWER OF THE SUBCONSCIOUS MIND

Generally, our thinking is described as occurring through two interdependent systems. In his book, *Thinking, Fast and Slow*, Daniel Kahneman describes "System 1" as fast, automatic, associative, emotional, irrational, and subconscious, which is centred in what is called our evolutionary "reptilian" or primitive brain. He describes "System 2" as the slow, controlled, reflective, rational, self-aware/conscious aspect of cognitive processing, centred in the evolutionary "newer" part of our brain, the neocortex. As much as we'd like to believe that we are logical, rational decision makers, we actually are not. Researchers have estimated that as much as 90% of our thought processes occur automatically; thus our behaviour is dominated by our subconscious (System 1). The most powerful drivers in this part of the brain are like/dislike, safe/unsafe, approach/withdraw and short cuts to save energy. This plays out through conformity, homogeneity, us-and-them categories, biases, and selective attention for good and bad. The downside of these very natural and useful processes can be the exclusion of individuals, groups of people, information, and knowledge – resulting in lost opportunities, regardless of good intentions to embrace diversity and be truly inclusive.

When making decisions we often use these mental shortcuts (heuristics), which are hard-wired in our brains by the evolutionary process. Sometimes these help, but sometimes not and they lead to errors. For example, deciding whom to call upon in a team meeting may be based on quick, unconscious perceptions of whom we like/dislike and can come at the cost of ignoring people who may have valuable contributions. Likewise, unconscious motivation factors and the chemical make-up of our brain also influence our thought processes and our ability to change. Paul J. Zak of Claremont Graduate University found that people are more likely to make a change when they are emotionally connected to a cause.⁵

Extensive research on the unconscious, including Kahneman's, illustrates its impact on our beliefs, decisions, and behaviour. This comes into play when we evaluate employees and colleagues, select and promote candidates, network and process information. Also when we manage, deal with consumers, innovate, design, and communicate – basically everything we do as family members, citizens, and professionals. Yet we are not aware of it happening nor, for that matter, in control of it. In the Guidebook we address several research findings which illustrate that we are not as rational and objective as we would like to think.

Since the automatic and emotional-oriented system is in charge of our behaviour, it is crucial to target this part of the brain in order to leverage the potential of diversity and develop more inclusive organisations. We provide examples in the Guidebook that illustrate what kind of brain fallacies we are up against and how to challenge them.

With Inclusion Nudges, we have developed an approach that targets the advantages and shortcomings of our unconscious mind and decision-making processes in order to obtain the desired and needed changes. Techniques from behavioural economics can impact inclusiveness because they focus on how the human mind works and how to "outsmart" the unconscious mind.

BEHAVIOURAL ECONOMICS AND NUDGING TECHNIQUES

Thaler and Sunstein define a nudge as "... any aspect of the choice architecture [behavioural and decision-making context] that alters people's behaviour in a predictable way without forbidding any options or significantly changing their economic incentives".⁶ A behavioural nudge is a relatively soft and non-intrusive mental push that will help the brain make better decisions. Furthermore Thaler and Sunstein describe a "good nudge" as a behavioural intervention (transparent and non-transparent) carried out to influence the choice and behaviour of other people in accordance with their own interests or good intentions. Nudging is a technique that helps people change behaviour without convincing them with rational arguments, setting up incitements, threatening or punishing them. A nudge is like choice architecture, where the environment, the system default, or the anchor of the thought process has been designed to help your unconscious mind

automatically make a directed choice. It is a relatively passive change in behaviour: the person does not think actively about the change nor does he or she need to engage willpower to alter behaviour. Everyday life is full of such nudges; the following are four nudge examples and we briefly discuss how we have applied each concept to create the three types of “Inclusion Nudges”.

“Directional” Nudge

Urinals have a flaw: some waste unintentionally ends up on the floor. To help reduce the mess, a sticker with the image of a fly is placed inside the bowl. The fly nudges men to aim better, ensuring cleaner facilities. Initiated at Amsterdam’s Schiphol Airport, this approach has been replicated worldwide. Studies show a reduction in spillage of as much as 85%.⁷



We have applied this “Directional” Nudge to our work on Inclusion Nudges by focusing on steering behaviour in a predictable direction by making the destination clear without appealing to the rational part of the brain.

“Frame” Nudge

Most people want to be healthy, and that often means losing weight. Often people expend a lot of willpower – part of the brain’s reflective system – to battle the automatic system in the brain that wants those cookies or that second portion. Rather than appeal to the rational brain by discussing portion control, calories or healthy food choices, a powerful nudge is to reduce plate size. With a smaller plate size, the unconscious system perceives the plate as full and thus feels full. In the photo, each plate contains the same amount.⁸



We have applied this “Frame” Nudge by focusing on changing the frame to create another perception of diversity, thus promoting the desired behaviour of more inclusion.

“Implicit Association” Nudge

In the early 1970s, Alexander Schauss conducted researched on the “calming effect” of the colour pink. Since then, the colour has been used successfully to reduce violence in prisons for men in the U.S., Switzerland, Australia and other countries. At the same time, another implicit association was triggered. The male inmates in a Texas prison wore pink clothing and the cells were pink, as were the sheets and towels. The result was not only less violence but also a 68% reduction in returning inmates. In Illinois, buses painted pink had much less graffiti than other buses. One explanation is that the colour pink signals a feminine domain; regardless of social background, the cultural norm is that “you don’t hit girls; you protect girls” – not to mention that as a man you tend to avoid the colour.^{9 10}



We apply this “Implicit Association” Nudge by focusing on priming the brain to trigger a specific link that fosters inclusive behaviour and decision-making.

“Opt In/Opt Out” Nudge

When people are asked if they support organ donation, a sizeable majority says yes; one survey showed 97% in favour¹¹. Yet when asked to register as an organ donor, only 43% did so. By changing the default, the complexity of a choice can be reduced – in this case by automatically registering all citizens as organ donors and asking them to opt out if they do not want to be registered.



We have applied this default rule and “Opt In/Opt Out” Nudge by focusing on designing systems and processes that reverse the default and challenge the organisational norms for performance, career, and skills.

Our work defining and designing Inclusion Nudges is the first instance we have come across of applying behavioural economics systematically to the area of Inclusion & Diversity (although some work has started recently on “Gender Nudges”¹²). In our interactions with key organisations, practitioners and researchers in the fields of behavioural economics, I&D, business management, HR and organisational development (OD)¹³, we have received feedback calling this “ground-breaking” and “game-changing” work that the field of I&D especially needs.

Our focus is a broad view of inclusion, across all cognitive and demographic differences. For the Guidebook, we have chosen the workplace as the framework for Inclusion Nudges. This framework differs from the traditional types of nudges, both by embracing “passive” nudges like those described above and by applying others that are designed to be more “active”.

The essential similarities between nudges and Inclusion Nudges are:

- Not using rational arguments alone to convince people
- Minimizing the negative impact of the shortcuts and biases of the unconscious mind
- Not relying on awareness, rationality, willpower and reflection as drivers for change
- Not using incitements, threats or punishment
- Respecting freedom of choice

But how does this promote more inclusiveness, and thus better decisions in organisations?

INCLUSION NUDGES

An Inclusion Nudge is a relatively soft and non-intrusive mental push (passive and active) that will mitigate unconscious associations, thus help the brain make more objective decisions, and promote more inclusive behaviours - that will stick.

We have identified three types of Inclusion Nudges that address challenges in the employee life cycle and organisational culture. They target both the brain’s reflective “System 2” and its automatic “System 1”, unlike the passive behavioural nudges referred to in the previous section that target only the automatic system. We’ve experienced in practice what the RSA Social Brain project Steer¹⁴ concludes: that only by taking a “holistic reflexive approach” to brain science can we improve how we navigate our automatic, controlled, and environmental impulses.

1. “FEEL THE NEED” Inclusion Nudge

These motivate people to change behaviour by making the brain's unconscious system *feel the need for change* rather than having only a rational understanding of the need for change. Often taking the form of eye-openers or “aha-moments”, they are designed to show or illustrate rather than tell the brain how biased it is and warn of the consequences of the status quo. These Inclusion Nudges target emotions, both positive and negative – such as surprise, astonishment, disgust, empathy, and excitement. They take good intentions to the next level, producing buy-in for change, action with increased reflection and a new language to challenge the status quo. “FEEL THE NEED” Inclusion Nudges are also useful in bringing about compliance and accountability without linking I&D to rewards; instead, they create a follow-the-herd reaction, showing the inclusive behaviour of the majority. Another positive side effect is to keep the I&D facilitator from becoming the target of negative emotions. Instead, the focus is oriented toward the outcome of the Inclusion Nudge when designed as an interactive intervention.

2. “PROCESS” Inclusion Nudge

This type of Inclusion Nudge is intended to help people *make better decisions* (more objective, less biased, more inclusive) by altering the system and elements in organisational processes, such as candidate screening, promotions, performance reviews, successor planning, team collaboration and decision-making. The main purpose is to make it easy to be inclusive – ability and simplicity is key. They steer the brain's unconscious system toward inclusiveness by changing the system default (such as *opt out* instead of *opt in*), altering the design of an organisational process or changing the data we see in a choice process. This type of Inclusion Nudge does not rely on rational understanding, willpower, or motivation. It is designed simply to mitigate the negative impact of unconscious bias and create a more inclusive thought process. “PROCESS” Inclusion Nudges can also be used in teamwork and facilitation of meetings to leverage diversity of thought and avoid conformity, while reducing the negative effects of group dynamics. They are also useful in creating compliance with training and capability requirements without using rewards as incentives.

3. “FRAMING” Inclusion Nudge

This type of Inclusion Nudge is intended to help people (the brain) perceive issues related to inclusion, diversity, equality in a resource discourse, and to prime specific associations and thus inclusive behaviours by altering the frame or change the anchor of the thought process. Terms like diversity, inclusion, gender, and equality trigger some sensitivity for most people because they are associated with some kind of change, and the unconscious mind does not like the uncertainty that change brings. To avoid these automatic emotional reactions, we should aim to alter the connotations of such terms by designing Inclusion Nudges that prime positive – or at least neutral – associations. An effective approach is to alter certain factors, such as the order in which data is presented, the formulation of questions, the reporting of numbers and the setting of targets. For example, the focus can be shifted from *minority* to *majority* or from *increasing diversity* to *reducing homogeneity*.

The three types of Inclusion Nudges can be used in every facet of organisational life, from learning activities to business planning processes, from personnel evaluations to client relations, from stakeholder management to communication, from process design to implementation. In some situations the different types of Inclusion Nudges should be used together or as a follow-up to obtain the needed effect. Motivation acquired through a “FEEL THE NEED” Inclusion Nudge might call for a “PROCESS” Inclusion Nudge to support behavioural change or alter the organisational culture.

Everyone can learn to design Inclusion Nudges. We believe that if all internal agents of organisational change master these techniques, our actions and behaviours will better leverage the full potential of all people, thereby producing more successful organisations.

Context on the Inclusion Nudges in the Guidebook

The Inclusion Nudges shared in this complimentary overview and the Guidebook were not tested in academic research settings but in real situations in organisations from all sectors. As authors, we have not evaluated the submitted Inclusion Nudges based on quantitative or qualitative data. The Guidebook is founded on trust that the examples our peers shared have worked, either in their organisations or in others.

Distinguishing between an effective practice and an Inclusion Nudge is not always simple. In fact, several submissions to the Guidebook described programmes or actions that could be successfully implemented as part of a strategic focus on topics such as inclusion, diversity, equity, wellbeing and agile working, or as follow-up activities to make the priority stick. While these practices, often far-reaching and complex, are in line with current I&D work, they qualify as Inclusion Nudges only if they target the subconscious decision-making process. In some cases, Inclusion Nudges might be found *within* these good practices, and we have included a few of these examples in the Guidebook. We thank all the contributors for their submissions.

We recognize that it is not easy to bring to the surface what happens on an automatic, unconscious level. It requires knowledge of how our brains work and why we act as we do. Within an organisation it requires both a partnership among key decision makers and willingness on the part of the change agent to explore, inquire, and experiment. The following sections offer a sampling of examples of the three types of Inclusion Nudges (there are over 50 examples in the Guidebook). We hope they will inspire you in your own experimentation with Inclusion Nudges.

Section 3: EXAMPLES OF “FEEL THE NEED” INCLUSION NUDGES



Reminder:

This type of Inclusion Nudge is focused on motivating people by making them feel the need for change rather than only having a rational understanding of the need for systemic and behavioural change.

“FEEL THE NEED” Inclusion Nudge:**HUMANISE TALENT DATA TO GAIN SUPPORT FOR A SPONSORSHIP INITIATIVE**

Submitted by: Lisa Kepinski, Founder and CEO, Inclusion Institute

Why

Few women in top talent/successor pool and less visibility of women. Senior leaders knew less about the female talents than about the male talents in the senior executive pipeline. A sponsorship program was needed, but it was difficult to get support from senior leaders.

The Inclusion Nudge

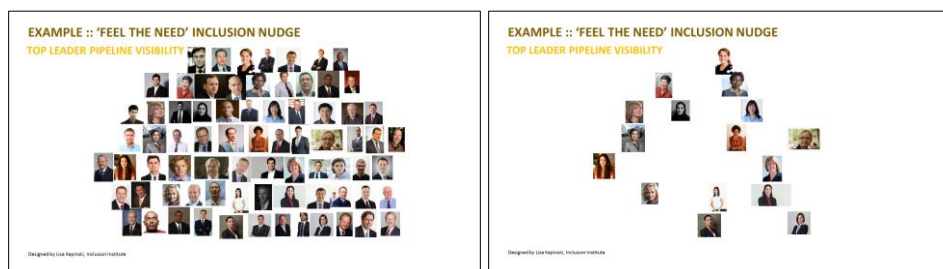
A simple intervention/exercise to make the point that there was not gender equality within formal and informal networks and to reduce resistance to the need for greater visibility of women, thus encouraging sponsorship of female HiPo leaders.

How

- Before launching a sponsorship initiative for female senior talents, there was some resistance to the need for such a program. The executive leaders who were to be the sponsors felt that they advocated equally for men and women and that no special efforts were needed for women.
- The kick-off session began with a slide showing photos of all the employees at the female sponsees' level, with men and women randomly mixed. More than 130 people were shown on one slide – tiny photos lined up in rows, but still visible when projected.
- When asked how many of these people they knew, the executives called out many names and could have gone on longer.
- Then came the next slide, which faded out the male photos, leaving only the few women. Asked again, “How many of these people do you know?” it turned out they knew only a small number.

Impact

The exercise removed much of the resistance of the executive leaders. They were much more willing to support the female sponsorship program. Within six months, a couple of women from this program were promoted. Also, there was greater cross-business and cross-geography discussion and visibility of these senior female talents.

**Authors' Comments**

This Inclusion Nudge is highly effective in showing the consequence of behavioural patterns/bias. It is also useful for illustrating national preferences, if there is a tendency that headquarters and upper/top leadership positions are dominated by one nationality (domestic).

“FEEL THE NEED” Inclusion Nudge:**SECURING LEADERSHIP ENGAGEMENT IN REDUCING HARASSMENT, BULLYING & DISCRIMINATION**

Submitted by: Tinna C. Nielsen, Founder of Move the Elephant for Inclusiveness

Why

All organisations have incidences of unacceptable behaviour. Those who have not experienced it personally may find it difficult to grasp the impact. Internal statistics on harassment, bullying, mobbing and discrimination were not sufficient to trigger proactive measures on a systematic basis. Global action was needed to build the capabilities to address, handle and reduce unacceptable behaviour. To create buy-in and engagement from leaders/managers, it was necessary to make leaders, managers, and employees feel the need to address these problems and not just rationally understand the need.

The Inclusion Nudge

Display real-life and personal experiences from employees (with first person quotes) on a wall, have the leaders read them to feel the pain of their colleagues. Also show the reverse business case (the loss) of not changing the current state.

How

- **Collect real life examples**/personal experiences from the organisation: white collar, blue collar, leaders etc.
- Convert each example into **first-person quotes** like, *“When my colleagues go to lunch they never invite me. They often keep important information from me.”*
- **Display these on the walls** in a meeting room (make sure to have enough or duplicate to cover a wall or more) and have leaders walk around in the room to read them.
- **Convert the percentage** of people who have experienced this behaviour (from internal employee survey) into an actual *number* of people (12% = xxxx employees in our organisation) going to work every day feeling miserable and underperforming as a result. Make this number visual: show, don't tell.
- **Make a reverse business case** (“FRAMING” Inclusion Nudge): show findings from research illustrating how much each person underperforms (e.g. 30% decrease in decision-making ability) or how one person in a team experiencing harassment affects the productivity of the team.
- Calculate and show how much the company loses financially (behavioural driver: losses have more weight more than gains).
- Show the most critical actions to take. Keep it simple and reduce complexity.

Impact

Top leaders were shocked by the real-life examples and by how these issues played out in their organisation. Some did not believe all of them; some said, *“This incident must be old – we fixed this years ago”*. Some expressed discomfort and surprise. This Inclusion Nudge was used to engage other leaders in the organisation.

The result was immediate support. Resources were prioritised to take action immediately. The actions are to empower all leaders and employees to change this, and to strengthen the formal grievance and case-handling procedure to deal with critical situations.

“FEEL THE NEED” Inclusion Nudge:**TELLING EMPLOYEE’S STORIES FOR INCLUSION**

Submitted by: Lisa Kepinski, Founder & CEO, Inclusion Institute. Reviewed by Ann Dunkin, Senior Advisor, US Environmental Protection Agency

Sources of inspiration: first developed by Hewlett Packard GLEN (Gay & Lesbian Employees Network) Employee Resource Group, and then expanded to other diverse groups, including white men. Debbie Epstein, of Hewlett Packard, was also one of the originators of the Readers’ Theatre.

Why

Often people are blind to exclusion and the micro behaviours that can cause the and how we all unintentionally contribute to some people feeling excluded and not valued by the company. Informing people about this will not change their behaviour – it is important to let them insights in personal real-life stories about this (target feelings).

The Inclusion Nudge

This is called “Reader’s Theatre”.

Real employee stories told by company employees/leaders to trigger deeper insight in the small behaviours that contribute to some people feeling excluded and others feeling included and valued by the company. The purpose is to highlight through personal stories the experience of exclusion and inclusion in the organisation and the impact this can have on the business; productivity, engagement, innovation, process improvement, company pride, talent retention and loyalty.

How

This was used with executives, managers and employees.

This is comprised of several short vignettes (in written form, less than one page each), both positive and negative, that employees have experienced. A variety of company employees (including senior managers and employees) are the readers.

- Collect the examples from employees and identify details are changed to protect employees.
- A collection of these, about 15, are then mixed to form the script of the “Reader’s Theatre”.
- A variety of company employees (including senior managers and employees) are the readers, with one or two stories assigned to each person. They do a couple of group practice reads to get comfortable with the story. All have a copy of the script in their hands, and they stand in a line in front of the audience.
- A moderator introduces the process (*“Stories will be read; these are true but the identifying details have been changed. Please listen in silence and note your own thoughts as you listen. A discussion will be held at the end of the Theatre”*). Then, the readers proceed with the stories, stepping forward when reading, stepping back when done, and so on.
- A discussion is facilitated afterwards: *“How did what you heard impact you? What is the impact on the employee? On the team? On the organisation? What would you do if this were you? Or your colleague? What is one take-away action that you will do going forward?”*

Impact

Having used this nudging technique for more than 15 years, I still hear back from people on how impactful it was in opening their thought process on the experiences of others. They also mention the quick checks they still do on their own behaviours which could further promote inclusion.

Authors’ Comments

Anita Curle is a Global D&I learning and development lead in Shell, based in Calgary, Canada. She is also a contributor to the Inclusion Nudges Guidebook. In October 2015, Anita was designing a new D&I learning course for Shell and she wanted to use an exercise which effectively captured the attention of the participants on why D&I is important to Shell and ensured

their effective engagement in the subsequent workshop. Anita turned to the 'Feel the Need' examples in the Inclusion Nudges Guidebook and was inspired by this Readers' Theatre Inclusion Nudge. Anita reached out to Lisa to learn more about how it worked, and after discussion, Lisa also put Anita in contact with Debbie Epstein, her former colleague in Hewlett-Packard who was one of the original developers of the Readers' Theatre. Anita and Debbie discussed the exercise format and types of stories used in the past. In November, we heard back from Anita saying,

"I wanted to say a great big thank you for your guidance on the Readers' Theatre exercise. I delivered my pilot for my new course last Thursday. The Readers' Theatre stories helped get the participants "hearts and minds" into the topic and was a very powerful "nudge" to set up and start the workshop on inclusion!"

We are pleased that Anita was inspired and created her version of this Inclusion Nudge to best suit her organisation. This is how we intended the Inclusion Nudges Guidebook to be used.

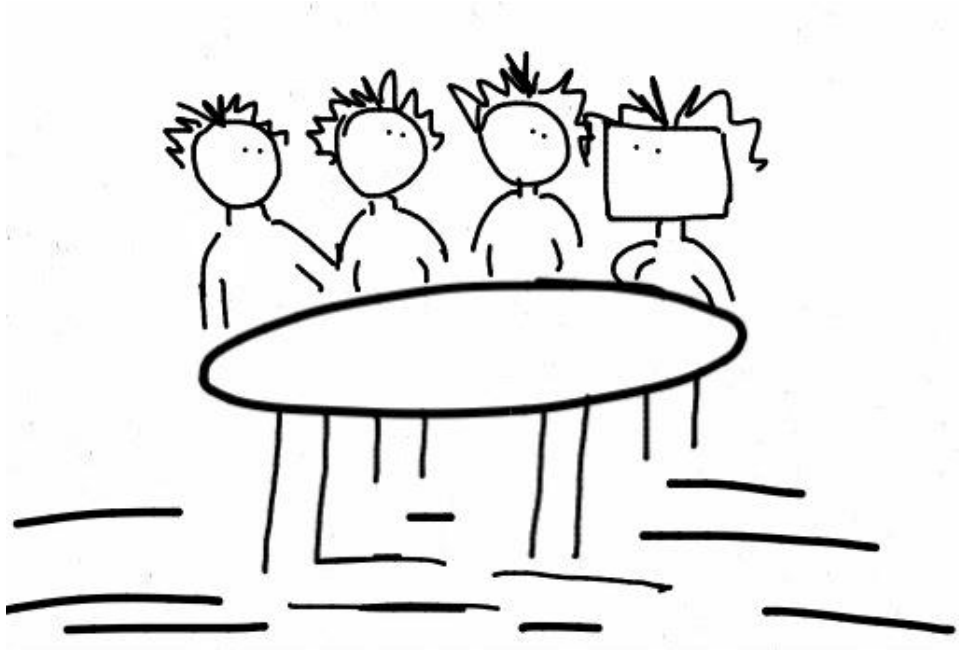
"FEEL THE NEED" Inclusion Nudge

SUMMARY

Keep in mind that the purpose of "FEEL THE NEED" Inclusion Nudges are to target the unconscious system of the brain (1) that is emotionally driven in order to create an emotional trigger that motivates to behavioural change. These behavioural interventions also promote a more reflective process in System 2 of the potential implications of the status quo behaviour. These kinds of Inclusion Nudges often need the other two types of Inclusion Nudges to support the actual change or the kind of interventions that the Heath Brothers suggest in their book SWITCH on how to steer the elephant's rider (System 2) in the right direction.

You can read more examples in the full version of the Inclusion Nudges Guidebook.

Section 4: EXAMPLES OF “PROCESS” INCLUSION NUDGES



Reminder:

“PROCESS” Inclusion Nudges are intended to help people *make better decisions and leverage diversity*. This is done by altering elements of such organisational processes as candidate screening, promotions, performance reviews and successor planning. It also involves collaborative processes like meetings and facilitation.

“PROCESS” Inclusion Nudge:**BLIND SCREENING IN RECRUITMENT PROCESS**

Submitted by: Sarah Margles, D&I specialist Public Service of Toronto, CA, and Tinna C. Nielsen, Founder of Move the Elephant for Inclusiveness.¹⁵

Why

Often the screening/evaluation process for a new hire or promotion is influenced by such visual impressions as the layout and style of a resume or application, as well as by implicit associations to gender, skin colour, age and other biases. This is also the case in the analysis of test results, in interviews and in the selection processes. To ensure a fair process and selection of the best candidates, it is crucial to design the process to be as objective as possible. Unconscious bias awareness and intercultural intelligence are not enough to make the screening and selection process objective. It is necessary to implement steps that help the brain make better decisions and reduce the negative impact of biases – challenging the behavioural drivers of “status quo”, “mindless choice” and “confirmation bias”.

The Inclusion Nudge

Make candidates anonymous in the evaluation and selection process by removing as much identity data as possible.

How

There are different opportunities to integrate this intervention as part of existing organisational process and systems:

- In the e-recruiting system demographic identity factors such as gender, age, name and photo are not revealed to the recruiting panel during the first screening process. Only when the candidates for interviewing have been selected is identity information given to the recruiting panel.
- When resumes come in, have an assistant manually remove names and geographic information, assigning each resume a number. When possible, ask applicants to submit their resume using a template you have designed, so that layout is consistent.
- Provide screening tests electronically, and have all submissions formatted with consistent styling, again with names removed and replaced with a number.
- Require that search agencies deliver candidates on long/short list anonymously. Require information about the search agency’s screening criteria for the long list. Always require diverse candidates, gender as a minimum.
- Have one member of the recruiting team interview candidates by phone. Experience show that this person will often have a different perspective on the candidate because the evaluation is not being “distracted” by looks and gestures.

Impact

More diversity in the final pool due to a more objective process, thus a better chance of selecting the best qualified candidate and promoting equal opportunity and diversity.

“PROCESS” Inclusion Nudge:**REDUCE CONFORMITY & LEVERAGE DIVERSITY OF THOUGHT IN GROUPS**

Submitted by: Tinna C. Nielsen, Founder of Move the Elephant for Inclusiveness

Why

Implicit norms for the right way to perform, information bias, and group dynamics like socialisation, conformity and groupthink are barriers to leveraging diversity of thought and creating a truly inclusive culture. Often managers, facilitators and project leaders encourage team members to share their points of view and perspectives, or raise their critical voices. The intentions are good, but research like Solomon Asch’s experiments on conformity show that group dynamics are a powerful force that makes individuals conform to the opinion of the majority. We do not want to rock the boat, we are afraid of being perceived as incompetent or we believe that what the majority of peers think must be right. As social beings we have a basic need to feel accepted by the group. We conform unconsciously – and sometimes consciously. Recent research also shows that even when women in leadership groups are encouraged to share their perspectives they do so less often than men. Asch’s research also shows that people conform less to the group norm when they are asked to write their perspectives or share them with one peer (an ally). Asch concludes that this is due to having less at stake. To leverage more of the full potential of each individual, processes are needed to reduce the negative impact of group dynamics.

The Inclusion Nudge

Instead of asking people in a group to speak up or share their perspective verbally, make it an integrated part of the work process (meeting, training, decision-making, discussion, talent review etc.) to leverage diverse perspectives with simple interventions, such as write on paper/post-it or share perspectives in pairs and then tell each other’s perspectives to the larger group. The interventions are designed for the process to be inclusive as well as psychologically safe, and all team members are being ‘pushed’ in a non-intrusive way to participate.

How

Below is a description on how to implement these non-intrusive interventions in an organisation and the ways of working. At Arla leaders are introduced to this way of working through the leadership program and a two-day team sessions on inclusive leadership and team development. The leaders then use the same simple process and Inclusion Nudges in their own daily leadership and in the way they involve/engage their teams in new ways of collaborating and having meetings:

- Introduction: Show the managers/teams available film clip of the Solomon Asch experiments to illustrate the power of conformity. Inform them that 1/3 conform. Ask the participants to share how this is playing out in their own group or in those they lead or participate in.
- Inform the participants that our good intentions to verbally encourage others and each other to speak up and share our views, also when we do not agree is not enough to prohibit group conformity and leverages diversity of perspectives to apply in the task-solving process or decision-making process.
- Share these “PROCESS” Inclusion Nudge examples with the participants and afterwards ask them to design some more based on their experience:
 - **SHARE IN WRITING:** Ask all team members to write their perspective or critical view on a note. Place all notes in a pile and have one team member read them out loud (S. Asch experiment shows that conformity drops 2/3). Team members elaborate on their perspectives if necessary. If working virtually, post perspectives in the virtual meeting room wall, and have the facilitator read them out loud.

INCLUSION NUDGES

Practical Techniques for Behaviour, Culture, & System Change to Mitigate Unconscious Bias & Create Inclusive Organisations

- ARGUE FOR THE OTHER: Ask all team members to find one or more argument(s) that support another team member's arguments even when not agreeing.
 - SHARE WITH ALLY: Share perspectives in pairs

 - SHARE EACH OTHER'S PERSPECTIVES: Share perspectives in pairs and then tell each other's perspectives to the larger group.

 - SILENT SENSE CHECK OF DECISION: Having made a decision, ask all participants to write down what they understand has just been decided (this should be anonymous). Ask one person to read all the notes out loud. Often the content turns out to be different from what people understood. Always allow extra time for a decision-making process to make sure everyone is aligned and has understood the same thing.
- Ask participants: *"When the group dynamic of conformity happens in all groups, what will you do proactively to change this?"* Instruct the participants in groups to come up with ways of working that will help the group to be inclusive and leverage the full potential of the group, and prevent the negative impact of these group mechanisms.

Impact

- Actions designed to tweak the process in facilitation, collaboration, task-solving and decision-making to leverage diversity of perspectives and reduce the negative impact of unconscious patterns and group dynamics
- Motivation to change behaviour and ways of working
- A shared commitment to leverage the diverse perspectives in a group

Authors' Comments

This is ideal to use in business planning sessions, team development sessions, LEAN processes (LEAN Board meetings) or leadership team meetings. You can teach the manager to facilitate this. By implementing ways of working that automatically leverage diversity of thought, you do not rely only on awareness, reflection, or extroverts. The majority of people having gone through this process apply these Inclusion Nudges and involve their teams in doing the same.

"PROCESS" Inclusion Nudge:**INSTANT PERFORMANCE FEEDBACK**

Submitted by: Lisa Kepinski, Founder and CEO, Inclusion Institute

Why

Research consistently shows that the traditional annual performance review does not work for many employees, especially for Generation X and Y and the incoming Generation Z. The challenge is that the traditional review system is intended to focus on the entire past year, but Recency Bias (sometimes called Halo/Horns Bias) often kicks in so that only the most recent accomplishments or failures are remembered. Also, studies have shown that the annual performance review triggers a "fight or flight" reaction in employees, which interferes with hearing feedback and feeling motivation to change behaviour. Many companies have decided it was easier to change the system than to achieve the desired behaviour change within the existing process.

The Inclusion Nudge

By using automated, real-time communications tools, which are similar to social media approaches, employees can receive instant feedback from multiple sources on their performance. For example: "Great presentation in the meeting today" or a simple "Like" indicator). This nudge of immediate feedback helps change or reinforces desired behaviour.

How

Approaches vary across companies, but many now rely on instant performance feedback systems that are either in-house designed or purchased from an external partner. These usually give both the opportunity for immediate feedback, and also have an archive feature which can be reviewed for a comprehensive look on performance, if the organisation is still conducting annual or semi-annual performance appraisals.

Impact

The system in place tags the feedback comments to the employee's journal or file, which helps counter Recency Bias. It also helps motivate employees who value immediate feedback and helps steer their behaviour in a timely manner. Overall, it equips managers to make smarter decisions that improve performance, productivity and talent retention, while equipping employees with the information needed to assess their performance and deliver their best.

Authors' Comments

This Inclusion Nudge was inspired by several books, research studies and articles, plus experience in organisations showing that the annual performance process was not working effectively. Across many sectors, we are seeing companies replace or significantly modify their annual performance review process (including Microsoft, Adobe, Expedia, Twilio, and Motorola). The purpose of a performance review system is to improve behaviour to support the organisation's goals and increase employee satisfaction. Organisations are finding that the feedback loop is one key area in which they can implement change and better fit with the workforce of today and tomorrow. We see this area as an excellent space to design nudges

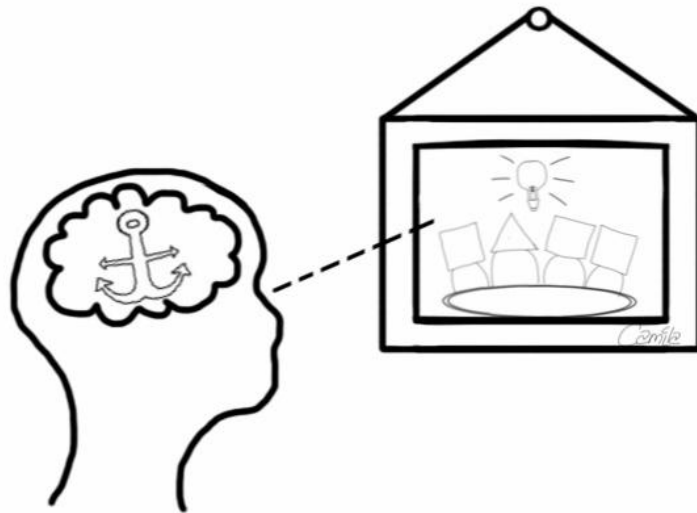
“PROCESS” Inclusion Nudges

SUMMARY

Keep in mind that the purpose of “PROCESS” Inclusion Nudge are to are intended to help people *make better decisions and leverage diversity*. This is done by altering elements of such organisational processes as candidate screening, promotions, performance reviews and successor planning. It also involves collaborative processes like meetings and facilitation. These behavioural interventions also promotes a more reflective process in as we follow or engage with our organisation’s established processes and systems and as we interact with others in accomplishing work.

You can read more examples in the full version of the Inclusion Nudges Guidebook.

Section 5: EXAMPLES OF “FRAMING” INCLUSION NUDGES



Reminder:

“FRAMING” Inclusion Nudges are intended to help people (the brain) *perceive issues related to inclusion, diversity, equality in a resource discourse, and to prime specific associations and thus inclusive behaviours* by altering the frame or change the anchor of the thought process.

Note: Many “FRAMING” Inclusion Nudges are often an integrated “PROCESS” Inclusion Nudges, since they can be an integrated part of organisational processes or ways of working.

“FRAMING” Inclusion Nudge:**REFRAME A QUESTION TO INCREASE THE NUMBER OF WOMEN ON INTERNATIONAL ASSIGNMENTS**

Submitted by: Lisa Kepinski, Founder and CEO, Inclusion Institute

Why

In many organisations significantly more men than women receive international assignments, which are seen as a required career experience for promotion to senior roles. This pattern and implicit norm sharply narrows the pipeline of internal women for senior executive roles. There is a need to widen this pipeline to be more gender balanced. The first step is to get women to answer “yes” to the question, “*Are you internationally mobile?*” in i.e. the on boarding process in the system or in the performance review/appraisal process. The challenge is that men and women do not perceive questions the same way. Research also shows that words appeal differently to men and women, and to people with other differences. The challenge is also that ‘International mobile’ often is perceived as a total relocation, which has consequences for the employees’ family.

The Inclusion Nudge

By changing a seemingly neutral question about international mobility, the anchor of the thought process was changed. As a result, data about men and women’s interest in international assignments was more accurate. To ensure that the perception of the question by both genders was more closely aligned, the wording of the question was changed from:

“Will you take an international assignment?” or “Are you international mobile?”

to

“Will you consider an international assignment at some point in the future?”.

How

Extensive organisational and external research was conducted to reveal potential for gender bias in the employee life cycle and organisational culture. Results showed that the first trigger for an international assignment rested with the employee’s answer to one question in their online talent profile: *“Will you take an international assignment?”*

Research showed that women tended to answer “no” due to reflection about the current moment, especially thoughts of home and life demands (*“How will I ever get everything arranged? So much is depending on me to be here and available.”*). Men, however, tended to answer “yes” (*“I’ll sort it out when the time comes. There’s no firm offer right now.”*).

The “FRAMING” Inclusion Nudge we put in place was to change the question to *“Will you consider an international assignment at some point in the future?”*

Impact

By simply reframing one question, more women (more than a 25% increase in one year) said they would consider an international assignment. It’s not that 25% more women were all of a sudden international mobile, but that 25% more women answered yes, due to a change in perception of the implications of answering yes. It can be assumed that in this case women answer the original question from a present frame of reference, thinking about the consequences on the private front, thus being more reluctant. Whereas men would answer from a future frame of reference, thinking this could work out when there is an actual offer later on. And it can also be assumed that men would answer yes based on insights

that being registered as international mobile would further their career opportunities (in alignment with men applying when they master about 60% of the required skills for a job and women when mastering 100%).

Authors' Comments

This Inclusion Nudge was designed by Lisa when she worked as an internal I&D leader in a multinational corporation, but reframing a seemingly neutral question like this, is applicable in all organisations because they will all be fighting for skilled talent in a global workforce. One critical trend in the labour market is an increased demand for highly skilled workers and a shortage in the future. This means that also organisations with a domestic orientation will need to make themselves attractive to skilled talent across borders. Questions like *“Would you be agile to work on international assignments for shorter periods of time?”* or *“Would you consider commuting to work in various locations?”* could be relevant. We recommend that you experiment with the powerful technique of reframing seemingly neutral questions in as many organisational areas as possible.

"FRAMING" Inclusion Nudge:**MAXIMUM 70% HOMOGENEITY TEAM TARGET**

Submitted By: Tinna C. Nielsen, Founder, Move the Elephant for Inclusiveness; and Susanne Justesen, Ph.D. and Innovation-Diversity Advisor, Innoversity Copenhagen

Why

We know from research¹⁶ that too much homogeneity or sameness in a group directly impacts performance, measured on the groups' ability to solve problems, make decisions, reach their deadlines, maintain their budgets, and not least of all, their overall economic performance. Based on a study conducted among 469 teams¹⁷ we learned, that the direct link between performance and group homogeneity was the strongest when homogeneity of nationality, gender, or age-group (generation) did not exceed 70% in the groups measured. That is, group performance became negatively impacted when more than 70% of group members had the same gender, the same nationality and/or belonged to the same age-group. The same results was found in research on the 'Critical mass of 30%' from the 1970's and in research on releasing innovative potential in team by London Business School – they found that 50:50 on gender had the biggest impact¹⁸.

Classical diversity dimensions tend to trigger unconscious associations such as:

"Gender = Women = Women's Issue = Helping Women = Women Instead of the Most Competent"

The connotations of such words will not lead the thought process to:

"Diversity = All of Us"

Often the connotations of target setting such as 30% women in leadership are of a moral character with associations of "nice to have". To avoid affirmative action in reaching targets for diversity, an approach that generates associations with business rationality is needed:

"Inclusion & Diversity = Performance"

The Inclusion Nudge proposed here therefore helps people think about the "problems of homogeneity" rather than the "virtues of diversity", thereby turning the diversity agenda away from being "nice-to-have" towards rather a "need-to-have".

The Inclusion Nudge

A 'Maximum 70% Homogeneity' team target.

Set a team composition target instead of a target for diversity - you set a target for high performance and innovation Reframe the targets to be about reducing homogeneity and set a target for the maximum similarity of various demographic factors.

This was the team composition objective in Arla Foods 2010-15.

Max. 70% of team members with the same **national/ethnic background**

Max. 70% of team members with the same **gender**

Max. 70% of team members from the same **generation**

Max. 70% of team members from the same **educational/professional background**

How

- When you cluster gender with such other differences as nationality and age, you avoid associations to women being “the problem to fix”.
- Differentiate the objective to be realistic in accordance with the current pipeline and hierarchical levels. For example the Executive Management Group and Business Group’s Top Leadership teams have to reach the objective in all four factors. Other leadership teams and employee teams (including project teams) have to reach the objective in at least two factors and more if possible (if in the available recruitment base). This differentiated team objective was set in Arla Foods.
- Create a simple assessment tool for managers: a one-page Excel spreadsheet to assess the percentage of the dominant gender, nationality, generation, educational/professional background. Or use the 70% Homogeneity Quick Test available via Innoversity Academy.¹⁹
- The objective does not have to be mandatory nor linked to bonuses to work. Create motivation and buy-in from leaders by showing research results and internal data that demonstrate the correlation between team composition and performance²⁰. Use some of the “FEEL THE NEED” Inclusion Nudges to motivate (such as the ‘Resume-exercise’ or the ‘Warmth-Competency-exercise’). Create a “Follow the Herd” reaction by showcasing that the majority of “similar others” are reaching this target, “7 out of 10 teams in your unit”.
- If you would like to learn about other organisations pursuing the Max 70% Homogeneity Principle, you can read about their experiences and none the least about The Max 70% Homogeneity Club; a members only initiative for leaders who have decided to strategically pursue the 70% principle for all team and project groups within their organisation.

Impact

The performance diversity measures behind the ‘max 70% principle’ relates to teams only (when there is direct collaboration amongst the group members in question). Research shows that when the prevalence of demographic factors such as gender, generation, and nationality is set at a maximum of 70% on a team, performance is better (profit margin on average 3.7% higher in diverse teams vs more homogeneous teams) than in teams with a higher prevalence of these factors²¹.

By changing targets for the representation of demographic diversity in teams, the perception and thus the conversation about Inclusion & Diversity in Arla Foods changed to be predominantly resource and performance oriented. This discourse change was driven by those who had participated in the I&D learning sessions (bottom-up change movement). There has been minimal resistance from leaders – on the contrary, leaders express explicit support for such target setting because it resonates with performance and innovation.

Leaders in Arla Foods use the objective as a guiding principle in recruitment, restructuring of teams, staffing project teams, and composing work groups (no accountability). They report positive group dynamics and better performance in the diverse teams.

"FRAMING" Inclusion Nudge:**PICTURES TO COUNTER STEREOTYPES**

Submitted by: Ursula A. Wynhoven, General Counsel, United Nations Global Compact

Why

Tests and research on leadership show that the majority of people implicitly associate caretakers and women, regardless of what we know about men being caretakers or having traits associated with "softer values". Changing the gender-specific association of caretaker will have crucial impact on unconscious perceptions of women as competent leaders and thus on women's career opportunities and salary levels.

**The Inclusion Nudge**

The above picture of a walking path in Helsinki (taken by Ursula A. Wynhoven when she visited Finland in 2014) and the two others (taken by Lisa Kepinski in Denmark in 2014) are signs outside men's and women's toilets in a workplace. They are examples of how to change the implicit association of women=caretaker by framing caretaker with the male gender. The Inclusion Nudge is to prime a specific association in the unconscious brain: man=caretaker.

How

Display images of men as caretakers in strategically important places in your organisation, including postings of leadership positions, meeting rooms and internal communication.

Find the inspiration to display "nurturing leadership skills" in research done over the past 30 years on the leadership competencies rated most important to overall leadership effectiveness²². Women are stereotypically associated with nurturing competencies such as developing others, building relationships, exhibiting integrity, engaging in self-development, collaboration and motivation. This is a problem since research (see reference above) shows that more women are rated as better overall leaders (12 out of 16 competencies) than men, including competencies that are typically associated with male leaders such as taking initiative, championing change and driving for results.

Authors' Comments

We created this Inclusion Nudge based on Ursula's submitted picture and purpose. We have added a photo. This nudge is not from an organisation, but from a society. We find it relevant as internal inspiration, and have included it in this Guidebook. What images in your workplaces reinforce implicit associations, stereotypes, and biases? Challenge your own and others' unreflected perceptions with pictures/images that counter these. Share your photos with us via the book's website www.Inclusion-Nudges.org and we'll publish in an upcoming newsletter.

"FRAMING" Inclusion Nudges

SUMMARY

Keep in mind that the purpose of "FRAMING" Inclusion Nudges is to alter perceptions to help the brain to perceive issues related to inclusion, diversity, equality in a resource discourse, and to prime specific associations. This helps to promote inclusive behaviours by altering the frame or change the anchor of the thought process.

You can read more examples in the full version of the Inclusion Nudges Guidebook.

Section 6: OTHER BEHAVIOURAL ECONOMIC INTERVENTIONS SUPPORTING DEVELOPMENT OF INCLUSIVE ORGANISATIONS

Getting a large number of people to execute and implement the I&D initiatives and priorities that have been agreed to, is a struggle in most organisations. In the Guidebook, we cover some other behavioural economic interventions you can apply by describing these and offering suggestions on what you can do. These are generic and can be used to get movement, commitment, compliance, and accountability in I&D work and any other kind of organisational change process. These are briefly described below:

Compliance and Accountability: Follow the Herd and Reverse the Business Case

Compliance and accountability are often linked to legislation or financial incentives (for example, leaders not getting their bonus if they don't reach their diversity targets). We believe that behavioural insights on motivation must be applied to I&D work. Research shows that external targets and reward incentives do not sufficiently motivate this behaviour²³.

Learning and Development: Automatic Enrolment as the Default

Training, learning and capability-building activities on I&D, Unconscious Bias (UB), Cultural Intelligence (CI) are either mandatory or not. If they are mandatory, some people participate only because they have been told to – leaving little room for actual learning. When they are not mandatory, it can be difficult to get people to participate, not necessarily because they are hostile to the idea but sometimes just because they don't get around to signing up. We believe we need to help people do what is best for them and the organisation.

Commitment to Change and Making It Stick: Shrink the Change and Complexity

More and more organisations publicly commit to working on I&D, but that is not the same as having a commitment from the people in the organisation. We don't mean the commitment they say they have. We mean the (unconscious) commitment that is turned into behaviours that promote inclusiveness – in other words, "Walking the Talk" rather than "Talking the Talk".

The Inclusion Nudges Guidebook offers ways to address the examples above.

Section 7: DESIGN INCLUSION NUDGES

WHAT CHARACTERISES A POWERFUL INCLUSION NUDGE?

As an Inclusion Nudge designer, you should keep in mind a few simple principles to create interventions that alter people's behaviour towards more inclusiveness. An Inclusion Nudge should be a simple practical intervention that helps people make better decisions (more objective), promotes inclusion, and reduces unconscious bias as an inherent part of doing business as usual.

Four Key Principles for Designing Inclusion Nudges

1. Motivate both the brain's automatic system and its reflected system

Understanding the need for diversity is not enough; people must *feel* the need for change to achieve sustainable behavioural shifts that improve businesses and workplaces. To bring about effective, long-term behavioural changes, we must target the whole brain and motivate its two interdependent systems. However, the two systems call for different methods (see the audit and design process below).

2. Target specific behavioural drivers

Understanding human motivation and behaviour is key to designing Inclusion Nudges that will promote more inclusive actions and sustainable behavioural changes. These behavioural drivers and fallibilities of the mind can be turned into powerful Inclusion Nudges. When designing Inclusion Nudges (all behavioural interventions) it requires an in-depth audit of motivation, perception, context, hidden barriers, and constraints in order to target the 'right' behavioural drivers (see the audit and design process and List 1 below for how to make these).

3. Do not forbid or punish

An Inclusion Nudge should be non-intrusive, meaning that the behavioural change should not be motivated by punishment or financial incentive. A nudge has the purpose of laying out alternative choices. Designers of Inclusion Nudges should lay out alternative options that lead to behavioural changes that will make inclusiveness stick in the long run.

4. Keep it simple

To motivate the automatic subconscious, we need to "shrink" the change. People are more likely to accept change if it is simple. This can be done by making the Inclusion Nudge an integrated part of existing organisational processes, a simple practical intervention – not something that is extra or that people have to actively think about.

You can learn more about how to design Inclusion Nudges in the full version of the Inclusion Nudges Guidebook.

Authors' Final Comments

Become an Expert as You Practice and Keep Sharing

Over the past years, we have facilitated workshops, one-on-one coaching sessions and learning labs on the concept of Inclusion Nudges with leaders, concept owners, change agents, and I&D colleagues in many countries and sectors. The effort has resonated strongly, and we are pleased to see so many applying this concept. We strongly believe this approach will help take insights about the unconscious mind to a practical application level in our efforts to develop more inclusive organisations. We also believe that with this approach we can join forces and create a paradigm shift in the field of Inclusion & Diversity. In 2015, we were named 'Top 10 Diversity Consultants' in the Global Diversity List, supported by *The Economist* for this innovative work on Inclusion Nudges and global sharing initiative.

Getting buy-in for I&D seems to be a major issue for many internal practitioners. We see an overweight of "FEEL THE NEED" Inclusion Nudges in the contributions. As internal change agents, we will more easily get buy-in from leaders and promote behavioural shifts that keep up with changes in the global environment without having to convince others about the benefits of inclusiveness. Thus "FEEL THE NEED" Inclusion Nudges are important in paving the way for I&D, but we believe that the "PROCESS" and "FRAMING" Inclusion Nudges have a greater impact in changing the organisational norms that are some of the hidden and most profound barriers to true inclusive and diverse organisations. We encourage our colleagues to work on designing these types of Inclusion Nudges as well.

Our final advice is to practice applying these techniques. Find inspiration in the contributions of peers in this Guidebook, adjust them to fit your organisation, or design new Inclusion Nudges in your organisation. Our personal experiences have been a journey of experiments and learning by doing. We believe that everyone can become a master of nudging for inclusion and we encourage you to share your examples for future versions of this Guidebook, creating a global movement of sharing what works. Visit the website, www.inclusion-nudges.org, for an interactive way to continue your learning and sharing across the Inclusion Nudges Global Community.

If this Guidebook has inspired you to explore further how to design these powerful Inclusion Nudges and involve your internal colleagues, we offer Inclusion Nudges mini-sessions, collaborative assistance and learning labs. We also offer individual Inclusion Nudge coaching on specific challenges in organisations. Details are at the end of this Guidebook.

***"Never doubt that a small group of thoughtful, committed citizens
can change the world; indeed, it's the only thing that ever has".***

– Margaret Mead

THE AUTHORS' WORK ON INCLUSION NUDGES FEATURED IN:

- The United Nations Women Empowerment Principles (WEP) Conference, Presentation, March 2012
- The United Nations Women Empowerment Principles (WEP) Conference, Presentation, Switzerland, June 2013
- The Global WIN Conference, Workshop, Prague, October 2013
- The Council for Diversity in Business, The Conference Board, Germany, Presentation, September 2013
- The US Diversity & Inclusion Executives Council, The Conference Board, New York, Presentation, March 2014
- The United Nations Women Empowerment Principles (WEP) Conference, Presentation, New York, March 2014
- The Guardian, Reference in live blog from the United Nations WEP, March 2014
- The Huffington Post, Reference in Article by Nia Joynson-Romanzina, 2014
- Ledelse I Dag, Danish Leadership Journal, Article, 2014
- German Diversity Charter Dossier, Article, 2014
- United Nations WEP, Global Webcast, 12 May 2014
- The Future of Work, Hot Spots Movement, Case Study, May 2014
- City of Copenhagen Conference, February 2014
- Conference: The Future Employees, Presentation, Denmark, June 2014
- The Conference Board, Global Webcast: The Future of Diversity & Inclusion, May 2014
- The Conference Board, "The Evolution of D&I Management" Article, Fall 2014
- HR Cranet Conference, Workshop, Denmark, September 2014
- The Future of Work, London Business School, Global Webcast, September 2014
- City of Copenhagen, Diversity Charter Member Companies, Workshops, Sep-Oct 2014
- The Global WIN Conference, Workshop, Berlin, October 2014
- IBM Business Connect Conference for the Public Sector, 8 Oct 2014
- The United Nations, Global Compact & UN Women WEP "Call to Action on Unconscious Bias" Article, Fall 2014
- Strategy Days Learning Conference, Germany, Key Note, October 2015
- The Conference Board, Webinar, February 2015
- ICON Diversity & Inclusion Conference, Barcelona, Feb 2015
- The Conference Board, Human Capital Watch™: Webinar, "The Evolution of D&I Management", February 2015
- Aarhus Business Club, Key Note, Denmark, April 2015
- Diversity Charter Aarhus Municipality, Key Note, Denmark, April 2015
- CSR conference RATKAISUN PAIKKA, FIBS, Finland, May 2015
- Executive Network Denmark, Leadership Masterclass, May 2015
- HR Vision, Key Note, Amsterdam, June 2015
- EWMD International global, webinar, October 2015
- LEDERNE Conference, Key Note, Denmark, Oct + Nov 2015
- Annual HR Minds Forum, Key Note, March 2016
- UN WEP Annual Event, Workshop, March 2016
- Forum of Inclusive Workplaces, Workshop, March 2016

INCLUSION NUDGES

Practical Techniques for Behaviour, Culture, & System Change to Mitigate Unconscious Bias & Create Inclusive Organisations

- Lectures, Open University Denmark, April 2016:
- Social Innovation Program, Amani Institute Kenya and Brazil, April & September 2016

Additionally, Lisa and Tinna have facilitated interactive sessions and Learning Labs in many private, public and non-profit organisations across a wide range of sectors on the challenges of the unconscious mind and techniques of Inclusion Nudges.

About the Authors and Contact Information

TINNA C. NIELSEN

FOUNDER

MOVE THE ELEPHANT FOR INCLUSIVENESS



tinna@movetheelephant.org

Tinna is an anthropologist and behavioural economist by heart and profession. She has worked as Head of Diversity, Inclusion and Collaboration (2010-15) for Arla Foods, one of the world's largest dairy cooperatives. Previous to this, she worked for the Danish Institute for Human Rights. For the past 14 years, her passion has been to promote behavioural, cultural and systemic changes for inclusiveness. For this purpose she founded the socio-economic organisation **MOVE THE ELEPHANT FOR INCLUSIVENESS** in 2013.

She has extensive experience in leadership development at all levels and in all functions, design and facilitation of interactive training, and experiential learning, along with team, cultural and organisational development focusing on innovation, performance and change. In every aspect of organisational and people development, Tinna focuses on mitigating unconscious bias and designing Inclusion Nudges.

Tinna has been honoured by the World Economic Forum as Young Global Leader 2015. She will be an active member of the YGL community for 6 years contributing to solutions that improve the state of the World. She is also a fellow at the RSA, Royal Society of Arts, a former member of the executive committee of Diversity in Business Council and a faculty member of the "D&I Academy" at The Conference Board. She is a keynote speaker and workshop facilitator in many different domains such as the United Nations, The International Committee of the Red Cross, public schools and private and public organisations. She lives in Denmark with her family of five and has lived in France and the U.S.

LISA KEPINSKI

FOUNDER & CEO

INCLUSION INSTITUTE



lisa.kepinski@inclusion-institute.com

Lisa has more than 20 years of Inclusion & Diversity (I&D) experience as a senior executive with AXA, Microsoft and Hewlett-Packard. She is the founder and CEO of the **INCLUSION INSTITUTE**, focused on D&I research, consultancy, training and coaching. Her special expertise in organisational development integrated with I&D make her a unique resource for change at all levels, from the individual to the systems level. Lisa integrates new approaches from areas outside of I&D, and works with organisations to set strategy, apply innovative approaches, and deliver upon pragmatic actions to achieve results.

Lisa has been on the advisory boards of Catalyst Europe and W.I.N., she was a founding member of a European-based Global D&I Network, and for two years a faculty member of the Conference Board's "D&I Academy" teaching new I&D leaders. Additionally, Lisa coaches new I&D practitioners. She co-teaches a course on OD Skills for Change Agents. She is a frequent speaker on I&D topics such as Inclusion Nudges, Bias, Gender Inclusion, and I&D Strategy.

Lisa has a Bachelor's degree in Social Psychology and a Master's in Linguistics, with a specialization on gender communications. She has lived in five countries and travelled extensively. Born and educated in the U.S., Lisa has worked in Europe for more than 10 years. She lives permanently in Germany with her husband and their two daughters who are all originally from Poland.

Inclusion Nudges Learning Process

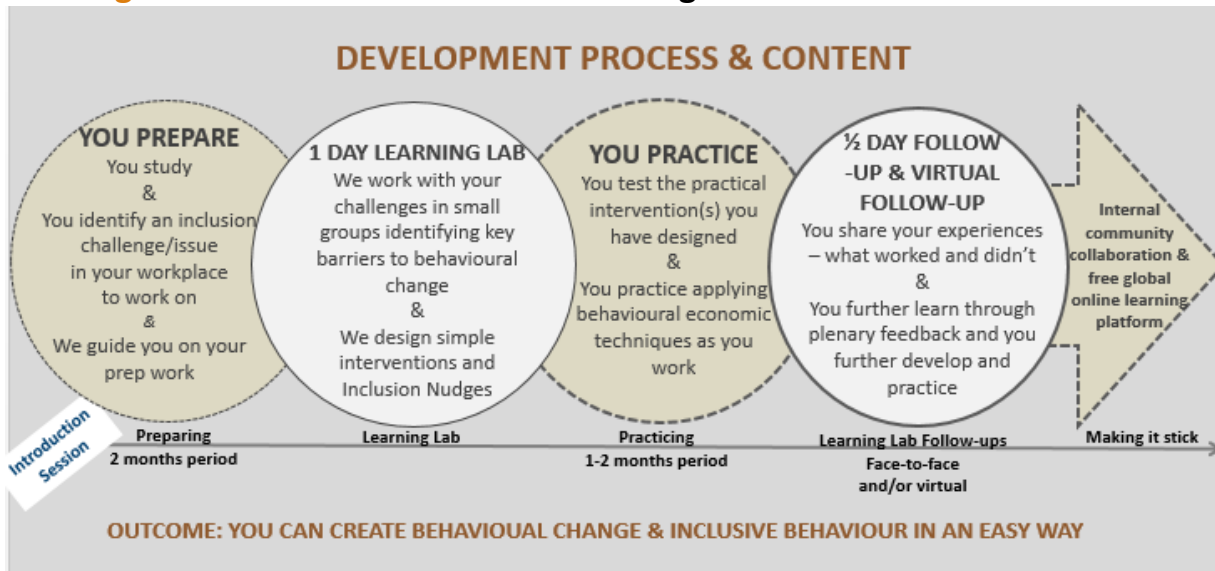
Helping Our Brains Make Better Decisions for Inclusive Organisations

In addition to this Guidebook, Lisa and Tinna work with organizations on Inclusion Nudges. We offer an engaging, full learning process designed to help organisations move beyond awareness of unconscious bias. Awareness alone does not lead to cultural and behavioural change. To make it stick, a combined approach is needed on understanding, feeling, motivation, behaviours, and organisational processes. We have designed an effective learning process and tools to support individuals in designing Inclusion Nudges. Our focus is to share our knowledge and expertise with organisations so they can learn how to carry this practice forward internally and with hopes for them to become a contributing part of the Global Inclusion Nudges Community inspiring other by sharing their own Inclusion Nudges.

To Start: INCLUSION NUDGES Inspiration/Introduction Session (3 hr session)

- :: The Human Mind
- :: Behavioural Drivers
- :: Behavioural Economics
- :: Inclusion Nudges
- :: Practical Application to Specific Organisational Challenges
- :: Introducing Audit & Design Process

To Design: INCLUSION NUDGES Full Learning Process



Who should attend?

Key decision makers and processes owners. Examples: D&I practitioners, HR BPs, managers of HR functions, business leaders, marketing, communications, CSR, research & innovation, safety, well-being, and anyone working with behavioural change in organisations.

Contact us to schedule for your organization:

Tinna C. Nielsen

Move the Elephant for Inclusiveness

tinna@movetheelephant.org

Lisa Kepinski

Inclusion Institute

lisa.kepinski@inclusion-institute.com

Endnotes

¹ Eric Dzedzic, CEO, CRxSolutions

² In this document, we use the term “Inclusion & Diversity” (I&D) instead of the traditional “Diversity & Inclusion” (D&I). In our experience, an approach that begins with inclusion produces an environment that is more receptive to a positive stance on the value of diversity. We do not mean to diminish the work on diversity, but rather to offer an alternative starting point for organisations.

³ To review the Creative Commons license, go to: <http://creativecommons.org/licenses/by-nc-sa/4.0/>

⁴ See References Section for these book citation details

⁵ Paul J. Zak. “Why Your Brain Loves Good Storytelling” by, *Harvard Business Review Blog*, October 28, 2014

⁶ Nudge, Thaler & Sunstein, p6

⁷ Photo sourced from <http://www.bing.com/images/search?q=fly%20in%20urinals&FORM=BILH1#view=detail&id=295FBC62FFD87B96D7B82B89FC285F8A87BD2333&selectedIndex=33>

⁸ Photo sourced from <https://loosingthefatgirl.files.wordpress.com/2013/10/plates.png>

⁹ From author’s discussions with Elaine Yarbrough referencing Barbara Bunker and Billie Alban

¹⁰ Photo sourced from: <http://imgur.com/gallery/6EgAe>

¹¹ Kurtz & Saks, 1996

¹² Notably by Iris Bohnet, Harvard Kennedy School

¹³ Dan Heath, Richard Thaler, Future of Work LBS (Lynda Gratton and team), Elisabeth Kelan, The Conference Board, The UN, and more

¹⁴ “Steer: Mastering our Behaviour through Instinct, Environment and Reason”, RSA Social Brain Project

¹⁵ Source of inspiration: Musician auditioning process in Symphony Orchestras, “Blind auditions key to hiring musicians”. Marilyn Marks, *Princeton Weekly Bulletin*. February 12, 2001

¹⁶ Page 2007, Justesen, 2011

¹⁷ Justesen, 2011

¹⁸ Gratton et.al 2007

¹⁹ The 70% Homogeneity Quick Test is available via Innoversity Academy at www.innoversity.dk

²⁰ See innoversity.org for more research results

²¹ Justesen, 2011

²² blog.hbr.org: “Are Women Better Leaders than Men?” by J. Zenger and J. Folkman, 15 March 2012

²³ See Drive, Daniel Pink, to learn more about “intrinsic motivation”