

# The Future [of Work] is Human

Designing DEI Strategy with The Full Human in Mind

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**Greater Valley Forge Human Resources**  
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# Participant Reference Document

## WHAT MAKES US HUMAN?

## Bio-Psycho-Social-Spiritual Development

### OVERVIEW

#### Learning Objectives

##### Define key terms

including: Explicit Bias, Implicit Bias, Heuristics, Mental Models

##### Identify experiences

where bias might be impacting a particular process or outcome relevant to your professional responsibilities

##### Generate simple interventions

to challenge biased perspectives or outcomes

#### Social Impact Goal

##### Nurture and support healthy relationships and environments

that promote the full potential of human beings

#### Takeaways

- Humans develop in 4 concurrent and dynamic dimensions:
  - Biological [Physical]
  - Psychological [Emotional]
  - Social [Relational]
  - Spiritual [Meaning]
- Consider constructs like health, well-being, safety, and risk/harm in all 4 categories of human development

- Humans are hardwired for survival and acutely attuned to create or maintain their safety.
- We are biologically driven to connect and be in relationship with others
- Our emotions direct our attention towards what is important to us in an experience or moment. However, they are not automatically pointing at facts or something factual.
- Identity matters. It is shaped by your experiences, the culture(s) you grew up in, the meaning you've derived about your place in the world, etc. It provides a series of filters and lenses which will influence how you frame problems and solutions.
- Bias is an inescapable construct but you can interrupt/disrupt the thinking and courses of action it produces
- Often our intentions are noble, we mean well. However, those same intentions can still lead us astray or create unintentional harm.
- Inform your intuition. It's okay to trust it but get data to back up your inclinations and leanings.
- Ask questions and engage in activities that purposely make you view the situation, problem, or task in new or different ways.
  
- Empathy works better through identifying and relating to shared emotional experiences rather than through projecting oneself into the social or identity-based experiences of another person, particularly when you do not have that social factor or identity in common.
- This also requires one to recognize that though you might share an emotional experience, you still only know a partial factor of the other person's full experience.
- Ask: How can I be a better listener? How can I show up on this person's behalf? How can I be a better ally? How can I support them in this moment or in other moments during our workdays?
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## Debiasing: Tactics to interrupt potentially biased decision-making

### Videos

#### Debiasing: How To Change Your Mind

THUNK, Episode 126, Sept. 2017, 10 min.

[www.youtube.com/watch?v=dfLWnbEI59w](http://www.youtube.com/watch?v=dfLWnbEI59w)

Premortem to eliminate thinking biases.

Daniel Kahneman, Nobel Laureate, Dec. 29, 2014

[www.youtube.com/watch?v=MzTNMalfyhM](http://www.youtube.com/watch?v=MzTNMalfyhM)

### **Crucial Conversations**

“Crucial Conversations” are defined by three co-occurring factors:

1. Opinions differ
2. Emotions are high
3. Stakes are high

### ***Navigating Crucial Conversations:***

1. Start with the heart (i.e. empathy and positive intent)
2. Stay in dialogue
3. Make it safe
4. Don't get hooked by emotion (or hook the other person)
5. Agree on a mutual purpose
6. Separate fact from story
7. Agree on clear action plan

Derived from: Patterson, K. (2012). *Crucial conversations: Tools for talking when stakes are high*. New York: McGraw-Hill.

## **TERMS**

### **Dehumanization**

A collection of frameworks, viewpoints, processes, and activities that accost or ignore the dimensions of human development, ultimately depriving an individual or group of human qualities or attributes.

### **Bias**

Pre-judgement in favor of or against one thing, person, or group compared with another, usually in a way considered to be unfair.

### **Heuristics**

Mental shortcuts that allow people to solve problems and make judgments quickly and efficiently.

### **Implicit Bias**

Attitudes or stereotypes that affect our understanding, actions, and decisions in an unconscious manner...[and] encompass both favorable and unfavorable assessments... activated involuntarily and without an individual's awareness or intentional control. Residing deep in the subconscious, these biases are different from known [explicit] biases that individuals may choose to conceal for the purposes of social and/or political correctness.

**Explicit Bias**

Conscious or known beliefs, attitudes, and dispositions that actively show in our behavior or decision making processes.

**Mental Model**

A representation of some domain or situation that supports understanding, reasoning, and prediction. Mental models permit reasoning about situations not directly experienced. They allow people to mentally simulate the behavior of a system. Many mental models are based on generalizations and analogies from experience. These generalizations are not always accurate.

**Worldview**

The set of beliefs about fundamental aspects of reality that ground and influence all one's perceiving, thinking, knowing, and doing. Similar to the concept of Mental Models.

**Debiasing**

Actively engaging in activities to disrupt, lessen, or minimize the thinking and activities that are a result of the bias mechanism.