Inclusive Leadership

Easy conversation tactics guaranteed to beat bias

Whitepaper #3: How to be
an authentic leader in a
world of political correctness

By Dr Karen Morley
October 2019

PO Box 7053,
Brighton VIC 3186

P +61 438 215 391
E kmorley@karenmorley.com.au

karenmorley.com.au

ABN 87934767059

* Inclusive leadership: encompassing, comprehensive, embracing of difference

Introduction

Conversations about gender and difference can be contentious. Most of us mean well, but that doesn't guarantee we have the conversations we need to. Nor that the conversations go as we would like them to.

The label 'political correctness' is a form of backlash against inclusive language. Those opposed to the use of more inclusive language, paradoxically, criticise it as causing bias. The Wikipedia entry that describes the evolution and use of the term shows it has reached farcical proportions. It is now used as a pejorative label for anyone whose views are different than your own [1]. This is an unhelpful distraction from conversations that promote understanding and end bias. Rise above it to stay authentic in the quest for greater inclusion.

This whitepaper is a guide to rising above 'political correctness'. It will help you navigate through the minefields and missteps of contentious conversations. It provides tactics designed to clear the minefield. Its goal is to help you have conversations about difference that are meaningful in their impact and easier to have. Your conversations will be authentic, less biased and more inclusive.

This paper isn't for women. Nor is it for men. It's for anyone who wants to have better conversations that are more inclusive.

I'll never forget the conversation I had with the head of Human Resources at a large retailer. We were reviewing the agenda for a gender diversity workshop with the organisation's Leadership Team. He shared a concern that he and some of his male colleagues had discussed amongst themselves.

We can make more rapid progress on gender inclusion if we make progress easier to make.

"We feel like we're walking on eggshells when we have conversations about gender. We're not sure what we should say, we're worried about saying the wrong thing, we don't want to offend the women in the room."

I'm grateful that he was comfortable to share this concern with me. The conversation has been a marker for me ever since. It reinforces my view that it isn't that people don't want to have the conversation, or that men don't want to be part of it, it's just not as clear *how* to take part.
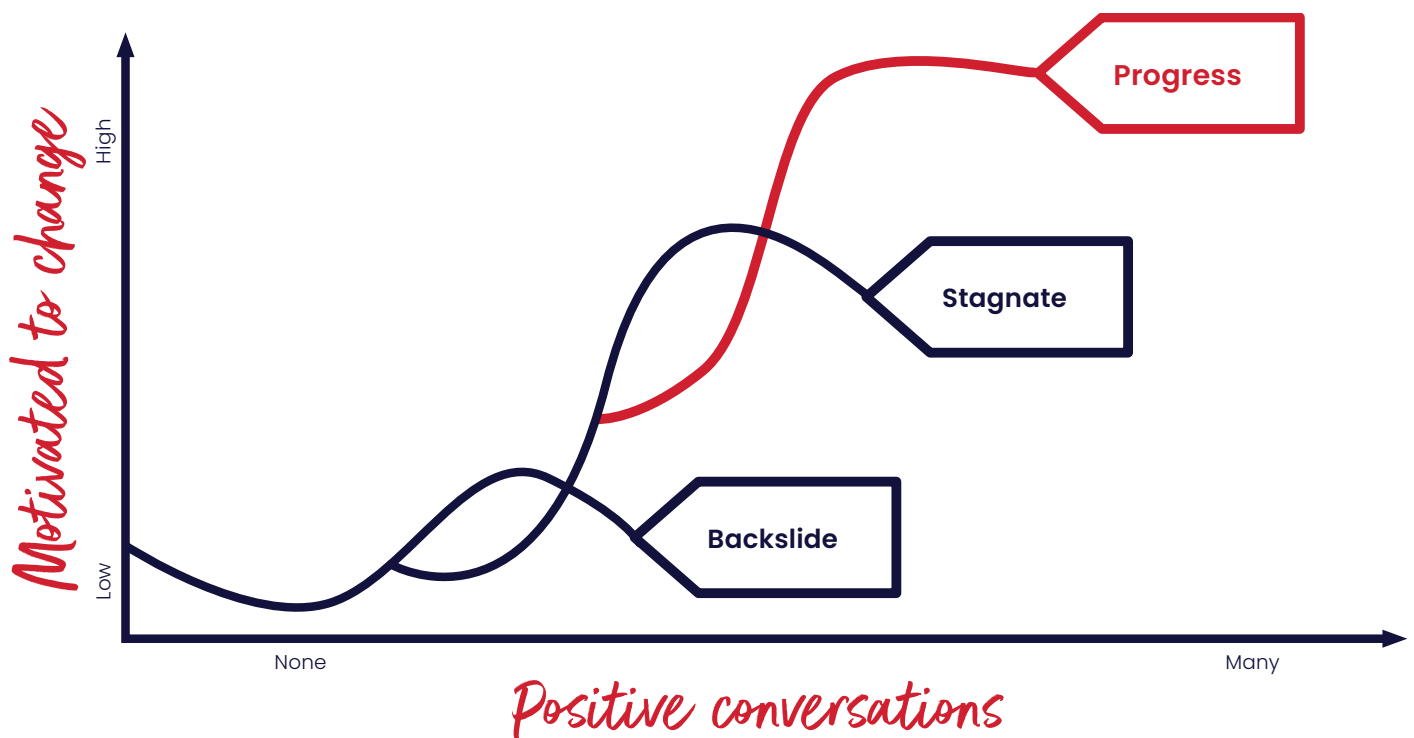
None of us should feel like we're walking on eggshells.

And the irony is that women in male-dominated work contexts often feel that they too are walking on eggshells.

When I work with leaders, I want to make sure that the scene is set for conversations that are safe. To avoid people feeling like they are walking on eggshells. I focus on how to have more positive, constructive and future-focused conversations.

We need to give up the need to have perfect conversations. The idea that *this* conversation is going to be the one that will fix everything. Instead, use your motivation to improve gender balance to increase the *number of positive conversations you have.* It will help avoid back-sliding and stagnation. You will make progress. We can make more rapid progress if we make progress *easier to make.*

My roadmap to easier conversations

Here's my roadmap for easier conversations. It's a 3x3 matrix that matches the level of complexity in a conversation with different kinds of tactics to use. Complexity generally but not always develops over time. It's the horizontal axis. The levels of complexity are:

• The Set up

• The Pinch

• The Crunch.

The Set Up is about the right context for constructive conversations.

The Pinch focuses on the niggling feeling we get when we know something's not quite right, but we're not quite sure what. It also focuses on how our brains trap our thinking and limit what we say. I provide advice on how to notice a pinch, and then what to do.

The Crunch refers to the most complex kind of conversation, when the stakes and emotions are high. I provide suggestions about how to make the tougher conversations easier to have.

I've organised the kinds of tactics to take into three areas:

• What to do

• Who to be

• How to say it.

For What to do, I help you to notice what's happening and identify triggers for speaking up.

For Who to be, I've focused on how to think of your own role in the conversation. This helps you to orient around purpose and focus. My aim is to give you confidence that you are playing the right kind of role.

	The Set Up	The Pinch	The Crunch
What to do	**1** Set the context	**4** Notice the new	**7** Sustain the focus
Who to be	**2** Be better	**5** Be an ally	**8** Be a champion
How to say it	**3** Nip it in the bud	**6** Call it out	**9** Say stop it

Tactics

Conversation complexity

For How to say it, I provide suggestions about words and expressions to use and when to use them.

What we need to do first is to set the context. Here's how to set up and what to do to get the context right for constructive conversations.

1. Set the context

Context counts. To make contentious conversations easier, I set an explicit context for them. I focus on three principles. They make a big difference to how people engage in the conversations.

In particular, they affect how much vulnerability people will show. Vulnerability is a prerequisite when we're talking about beliefs about people.

Particularly when we are discussing our potential decision biases. Talking frankly about how our decisions might affect others takes courage and openness.

So how do I work to get that vulnerability? By focusing explicitly on generating a safe foundation for such a conversation. The three principles are key to that.

My three foundation commitments for constructive conversations are:

- Curiosity – Even in small doses, curiosity gives us a burst of dopamine. This helps an experience to feel rewarding. Stereotypes, gender imbalance, unconscious bias are all intriguing topics. They're a bit mysterious; we don't fully understand how they work. So we need to ask questions, to find out more, to explore what it's all about. Asking questions harnesses our curiosity.

  That's a big plus for this kind of conversation. To reduce potential 'pain' and instead trigger enjoyment. When we replace contention with curiosity, we increase the likelihood of future conversations on the same topic.

- Candour – The eggshell metaphor comes into play here. All honest views need to be welcome, no matter what they are. They are only views.

  The intention is not to inculcate a particular way of believing. Even if it was, it wouldn't work. When you suppress negative views they create a stronger effect. It's weird, but true! So we don't want people to sit on their concerns or to avoid calling out inconsistencies. Get it out in the open, then discuss it.

  It's important to say what you mean, to express your views with openness. It's as important to accept the right for others to hold and express their own views. Even if they are different. Especially when they are different.

- Confidentiality – Make being candid and curious about beliefs safe by emphasising confidentiality. Ask for agreement that all personal information shared in the conversation is confidential. The Chatham House Rule doesn't cut it here.

  We want to be able to ask the 'dumb question', we want to be able to express divergent views, to disagree or to point out flaws. To do that we need to be sure that they're not going to repeated and/or held against us.

This is hard to get right, because information is currency. Exchanging information gives us status. And we tend to diminish the rights of people whose views are different to our own. Setting the right tone here, honouring confidentiality, is a powerful leadership act. Lay a strong foundation for great conversations. Have participants commit to feel, do and be curious and candid, and to keep confidences.
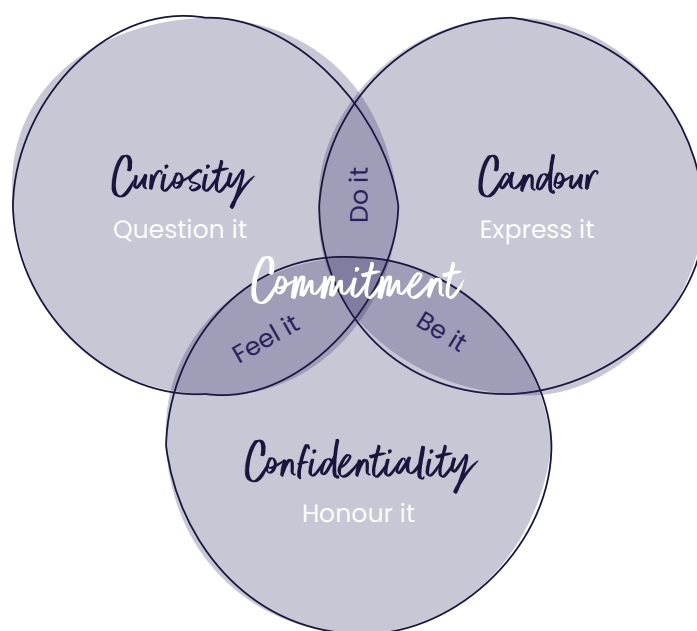
Even very senior people need a safe context to engage freely in conversations about gender inclusion.

This was evident in a recent discussion with a leadership team comprised mostly of men. The relief from the men during the conversation was obvious. They didn't feel like they were walking on eggshells. There were many questions and suggestions about what's happening and what to do.

For some of the leaders, the focus and their questions were a little more personal. They sought to get a handle on the impact of their own behaviour. One felt shock that his actions contradicted his values

and he was unaware they did. That felt challenging. Others were keen to explore what they could do to model inclusive behaviour. They felt satisfied to have had such a collaborative conversation.

Psychological safety is always important; more so in this area. With the right context, it's possible to name and discuss the concerns that people have about gender inclusion. But when the context isn't right, people's concerns can prevent further discussion.

Typical concerns include:

• Fear of backlash

• Actual backlash, including denial, rejection, inaction, placating, repressing

• Conflict

• Relationship breakdown.

You will allay the concerns that people have. You will make a big difference to increased understanding about gender, inclusion, and leadership. It provides the chance to explore actions for change, and to inspire leaders to be more inclusive. And together, you can create changes that improve leadership and working lives.

Set up a context where people are candid, curious, and keep confidences.

Normalising the challenges of these conversations works well for engaging others. It reduces the anxiety that 'difficult conversations' evokes for many of us. And it's also a way to 'be better'.

2. Be better
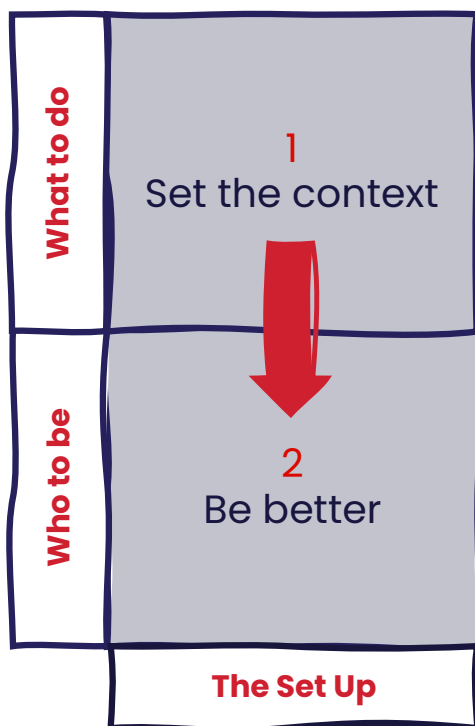
The next step in my roadmap is 'who to be'. The most effective actions to overcome bias come from those who care most about equality. Yet, what sense of identity is the most helpful.

Recently, I was walking along an airport concourse and saw two pilots walking together. One was female and the other was male. There was a significant height difference between them. My immediate thought was 'She can't be a pilot, she's not strong enough.' Where did that come from? My tricky little unconscious associations, that's where! I love it when there's a female pilot flying the plane! I love seeing women pursue careers in areas where they are under-represented.

Unfortunately, this kind of mistake is easy to make. Like me, you may be one of the 75% of people who have stronger unconscious associations between male and career than between women and career. Chances are that this happens to you too from time to time.

And almost unbelievably (but the research backs this up!) if, like me, you are a woman, then you are a little more likely to have these associations, and make these mistakes, than men are.

Does it get more contentious than that?

Professor Dolly Chugh proposes a game changing way to think about our identity when we act to increase inclusion.

She makes a distinction that I find liberating. On the one hand, I could feel ashamed that I have

such a thought about a female pilot. Or I could feel guilty because I did.

If I feel shame when I make this mistake then I shut down the opportunity for my own growth. It's a threat to my identity to make sexist judgements about female pilots. I'll hide my mistakes from myself and others.

Guilt makes us ask ourselves 'what happened there?' and then 'what can I do about that?', and 'what can I learn from my mistake?'. We are more inclined to take the opportunity to be better next time.

Shame paralyses, while guilt catalyses.

What causes us to feel shame is that our beliefs about ourselves and our behaviour pivot around having an identity as a good person [2]. We see ourselves as good. We care that others see us as good.

It's uncomfortable to think that I am making biased decisions that mean women don't get the same opportunities. I am not sexist! 'Bounded ethicality' means that our ethical decisions operate similarly to unconscious bias. Our self-belief in our goodness means that we work very hard to protect our identity as a good person. We ignore our mistakes and missteps.

Usually, we want to dissociate from our mistakes. This is where the notion of walking on eggshells comes from. We are too worried that we will make a mistake to make a comment, ask a question, or take some kind of action in the conversation flow. We don't act when we could act. We do and say things we would not 'normally' say.

Our conscious incompetence kicks in. We are very uncomfortable with our own incompetence. Our energy is consumed by responding to the threat of being seen as not competent, not good. Either by ourselves, or by others.

Part of the reason why this happens is because we think in binary terms. If we're not good, we're

bad. Male or female. Right or wrong. Sexist or non-sexist. Feminist or not. By seeing ourselves as 'good', we limit how much change we can make.

When we see 'goodness' as something that is fixed, we're caught in the either-or trap. It's a fixed mindset that shuts down growth.

We can use the energy that comes from feeling guilt to switch our focus to being better, rather than being good. Then we open up the opportunity for learning and growth. We take action, and then call ourselves out if we got it wrong, or don't know whether we were right. If we take a growth mindset, we'll learn more.

Professor Chugh says it's a higher standard to be 'goodish' – to focus on how to be better. We'll still make mistakes. But we will be more comfortable to notice them, and to call them out. Rather than something to feel shame about, we use mistakes to catalyse our learning and growth. We'll be less likely to keep making the same mistakes. And we'll also show others that it's possible to engage in contentious conversations with a lighter touch. And be more powerful as we do.

It might not be comfortable at first. Especially for senior leaders, who are supposed to know what to do and how to do it.

How to be better: activate an inclusion growth mindset.

As Dolly says in her TedTalk [3], everywhere else we give ourselves room to grow. But not here. Yet it's here that it matters most. Because these are the decisions we are making about our fellow humans.

"Our attachment to being good people is getting in the way of being better people. Our definition of 'good person' is so narrow it is scientifically impossible to meet. The path to being better people just begins with letting go of being a good person. [2]"

When I share my pilot experience, I'm modelling that *women and men* make these mistakes. And that it's not about being perfect. It's about how important it is to be able to notice them if they happen, learn from them and do better next time.

3. Nip it in the bud

To make it easier to have conversations across difference, nip the contention in the bud. Reduce it rather than increase it.

Conversations become more contentious when:

- We don't have them as soon as we first identify their need, We don't know how to have them and don't express ourselves very well. We don't get our message across, and feel dissatisfied with ourselves and the situation,

- We begin to think negatively about the issue in question, or the person we need to converse with,

- What's been unsaid for so long becomes an invisible weight and we feel stuck.
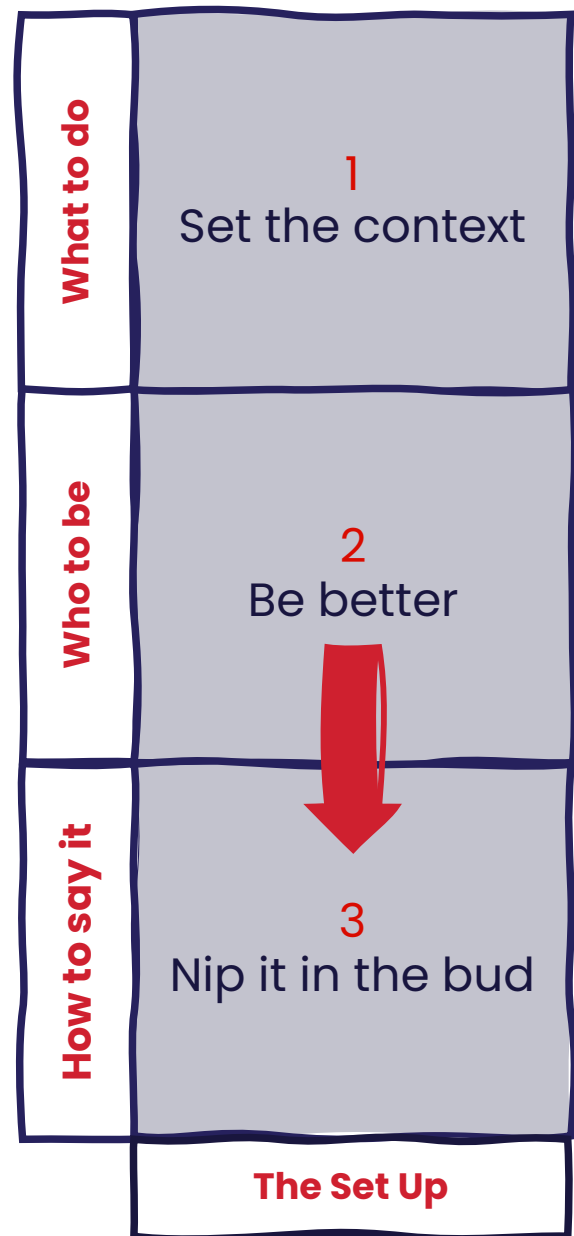
To nip this in the bud, we need to commit to a safe context. Once that's in progress, we need to know how to have the conversations, so that we can engage in them sooner. We need some guidelines for what to say and how to say it, so that we can get our message across with respect. We need to have ways to shift our mindset from fixed and negative to growth and positive. When our mindset is positive, we show up in conversations very differently. If we do these things, we prepare ourselves with the mindset and the skills to build common ground and avert some of the contention.

When leaders admit to their vulnerabilities and share what they've learned about working with gender differences, others will do the same. This is candour and curiosity in action.

Stories show your commitment and your consistency. They show how to have an identity as an advocate for gender balance. They show others that it is worthwhile.

Stories help you to avoid the conversation killers of:

- Facts,

- Superiority,

- Certainty, and

- Aggression.

What to do

1
Set the context

Who to be

2
Be better

How to say it

3
Nip it in the bud

The Set Up

A CEO I've worked with for some years sought advice about one of his most senior leaders whom he saw as very resistant. The leader used negative language about having to implement gender balance, he wasn't putting actions in place, he wasn't 'on board'. The CEO is very motivated by a sense of moral purpose, and by his own legacy as an inclusive leader. Yet his sense of purpose wasn't making headway with this senior leader.

I met with the senior leader. I asked him, from a place of curiosity, what was his own experience of

A powerful way to nip it in the bud is to share positive stories.

diversity? He shared with me a compelling story about working in a multidisciplinary team. It was brought together to run a challenging project. Without any further prompting from me, he went on to talk about how it had been a wonderful experience. It was quite different from his previous experiences, and he counted it his best work experience.

He said that gender, cultural, and functional role diversity gave the group a balanced, settled feel. Instead of trying to outdo each other, people were very open to listening to different ideas. There were many more influences that governed the solutions they chose. It felt multi-dimensional. It created a different work climate to those he had experienced before.

I asked him to envisage such a working environment for his own business, which was very male-dominated. He didn't go back to his default position, to say that it wasn't possible. Instead he was able to connect with the inspiration of his story and envisage what it would be like if he had a more balanced workforce.

Later, at a strategy workshop for the organisation's senior leaders, I invited him to share his story. The power of someone previously labelled as resistant speaking eloquently about his 'why' was inspiring.

About a year down the track, the CEO was delighted to share with me that this same senior leader has become a strong advocate for gender inclusion.

The shift was a simple story about his own experience that he then shared with others.

At that same strategy workshop, four other leaders also shared their 'why gender diversity matters to me' story. All the stories were different, and all compelling. The difference in the stories was important for showing the leaders' authenticity. There isn't one way, or one story.

> People with differing views generally don't respond well to being told what to know or to believe. They already know, and already believe, just in different ways.

Encourage leaders to script their stories and tell them often. What's my personal experience of diversity, why it worked, what was good about it? In a masculine culture, people are not going to change because there's a rule for it. They'll change when there are new expectations from people like them, and from leaders.

In another organisation the CEO admits that he doesn't get it fully himself. He does get that gender balance is important to his business' future. He's not quite sure what that means he should do or say. But he's put himself into the game, and is willing to explore, as well as admit what he doesn't know.

CEOs and other senior organisational leaders are powerful influencers. They can change our minds and our attitudes. Their messages carry great weight and set the tone. Their high credibility, coupled with strong and wellarticulated messages about the value of inclusion, is likely to change minds. It is a powerful tool. People trust CEOs and senior leaders [4].

And they are best placed to change minds. And not just our conscious minds. There's emerging research that shows that powerful, credible sources can change our unconscious associations. Where we give our full attention to the message. This is pretty significant, because changing what's unconscious remains quite a challenge [5].

It is not only CEOs who have persuasive power. Male leaders in male-dominated contexts need to share their stories. Men and women at every level then take their lead and will be more open to conversations about why and how difference brings value.

Don't underestimate the power that comes from simple consistent messages from high status figures. Talking about it starts to create a new norm.

> Stay away from facts, and trying to change others beliefs.

The behavioural economists see this as a tool for powerful change. What we talk about, and how we talk about it, sets the norms for our conversations. We may not notice current norms, but they are there. And we have a choice. We can stick with the old norms, or we can create new, better norms [6].

Besides stories, here are further tips for nipping it in the bud. These are key conversational tactics for influencing others.

Conversation starters:

1. Extend trust first.

I began the conversation with the senior leader above by asking him about his experience. I reinforced that he was the expert on his own experience and on what worked for his business. I did not seek to change his mind, or to give him facts, but simply to understand. I wanted to have a real conversation with him where he said what he believed rather than what he thought I wanted to hear. I needed his trust to do that. To begin with, I extended my trust to him.

2. Seek common ground.

Start with what you agree on before you discuss how you disagree. This increases trust and empathy [7]. Find out what motivates those around you. What's their own experience of difference? What's their interest in inclusion? Find common ground through shared experiences and motivations.

You begin with a positive experience. This reduces the perception of the size and importance of the areas of disagreement. It makes the discussion about the area/s of disagreement easier.

3. Ask questions.

More curiosity! As well as humility. You don't need to know all the answers. By asking open questions, and listening actively to the answers, you will increase the chances you will identify new options and mutually acceptable views. It's a way to again shift the balance to the positive.

For example, 'I am not sure what I did wrong. I'd like to know how you saw it.'

4. Listen to all views.

This is simple respect. It's also a way to surface new options and possibilities. Differences can divide. If we start to line up as male against female, then conversations become more difficult. Instead, if we listen to everyone's views what we start to do is to hear everyone's individuality. We break down the subgroups. That means we break the connection to stereotypes of male and female. It opens up more options for everyone.

You can even collect data about the time you spend listening. Note how long you listen to each person speak over the course of a particular meeting, or a timeframe such as a week. Who is listened to, without interruptions, and who is interrupted? (You might make this public, or you might not.) Are all views being heard?

We need to hear it first. Then we can act on it. We can't act on everything. And we don't have to agree with everything. But we can confirm the ideas, perspectives and suggestions that everyone brings.

5. Validate different perspectives.

Regardless of whether you agree or disagree with others, thank them when they express their view. If people are going to continue to be candid, then they need to know it's safe to be so. Diversity isn't about everyone being the same. The more difference there is the better.

Because of our biases, we notice some things and not others. We can't prioritise what we don't notice. We don't necessarily see, or seek relevant information because we take our own perspective into conversations. Listening to different perspectives helps to increase what we notice. It gives the option to adjust our priorities in response.

4. Notice the new

When people experience a sense of progress, they are more intrinsically motivated [8].

What to do	4 Notice the new
	The Pinch
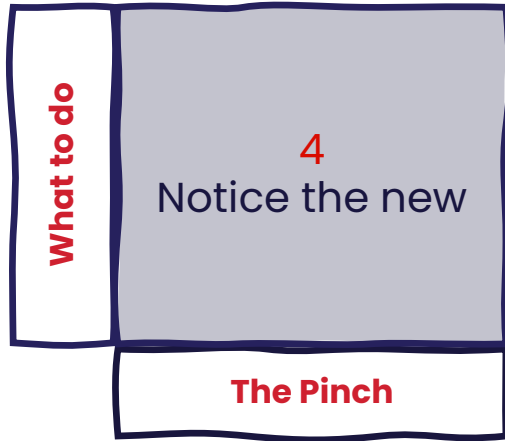
The single most important factor in motivating people to put in effort, is the perception that they are making meaningful progress. An optimistic, action-oriented focus creates forward momentum.

The progress we notice can be tiny. Progress on gender equality hasn't been easy, but it has been made. The progress you make in your own behaviour, team and organisation might not be as fast as you would like it to be. You can speed it up, and make it easier, if you notice the progress that is being made.

Organisational leaders set the tone when they notice and share progress.

The best way to use our effort to make progress is to remain aware of even very small signs of progress. Notice some signs of progress every single day. Notice even tiny amounts of progress. Share your own. Share others' stories. Tell progress stories whenever you can [9]. This magnifies motivation to make progress.

A relentless focus on progress will speed the rate of change. We need to see the task ahead as like rain falling, collecting and being channelled along the rocks. As it collects and gathers force the runnels go deeper and wider. The flow increases and gathers force. The underlying rock is eroded and the runnel becomes a river that becomes a waterfall. Like water pouring over a waterfall, each drop, each surge of progress, erodes the resistance, deepens the possibilities, and increases the momentum.

The ability to notice even small amounts of progress reduces the impact of setbacks. It boosts positive emotions and engagement, and sustains effort to achieve long-term outcomes. Progress motivates people to accept difficult challenges more readily and to persist longer [8].

With attention focused on progress, we are again shifting the norm. Instead of complaint, we accept. We create a virtuous cycle instead of remaining in a vicious one.

There needs to be a clear invitation for men and women to take positive actions that are inclusive not divisive. That way, the momentum will continue.

Change will continue and endure if there is a positive sense of hope.

Progress stories become the new norm

We celebrate our shared progress

We discuss our shared progress

I share my progress stories

I notice my own progress

5. Be an ally

Be brave and use your commitment to being better to advocate for gender diversity. Step in as an ally when you get that niggling feeling that things might not be OK.

What to do	**4** Notice the new	
Who to be	**5** Be an ally	
	The Pinch	
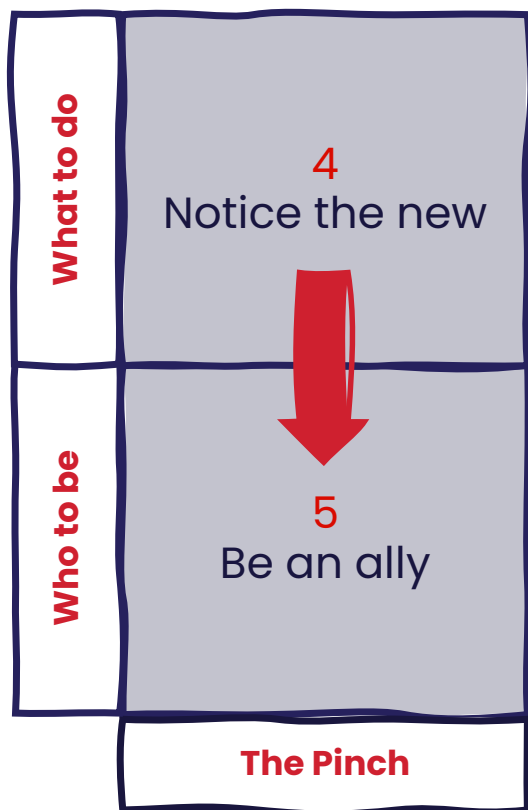
5.1 Being an ally matters

Don't leave it to women to do all the gender inclusion work. Be an ally.

Everyone can be an ally, and advocate for gender inclusion, no matter their gender status.

By being an ally, you reduce bias. You show people that support counts. You show people that it's safe to speak up about concerns and questions about identity and opportunity. You make gender inclusion matter. You model your growth mindset and encourage others to grow too.

Deliver well-articulated and congruent messages about inclusion and your commitment to it, to magnify your contribution to change. You don't have to have a senior role to play a meaningful part.

As an ally, you advocate for inclusion, and that is the best way to get it. Small acts of advocacy are all it takes to make a social movement. As an ally, you help avoid the bystander effect. The more people there are to help out, the less likely it is that anyone will actually help. If others don't notice bias, and you do, you can play a part in helping others to notice it, and preventing it in the future.

Advocacy increases inclusion. You can increase inclusion by using your voice within your network. By speaking out more about the importance of gender inclusion, you can create more inclusion. More people will feel included and more people will join you as allies. People will experience a greater sense of belonging.

Being an ally makes a difference, but we don't always feel comfortable with advocating.

Some people don't advocate because they think that saying it once is enough. If you say it once, everyone will get it. If you've got or work with kids, you'll see through that one straight away! Adults aren't that different.

Another reason we don't advocate more is because others are advocating, their efforts will be enough for the message to get through. It won't make any difference if I do.

Still others don't advocate because they don't think their single voice has much weight; it doesn't seem worth it.

The harder thing that stops people advocating as allies is that they don't believe they can be powerful enough to make change. It seems to take a lot of effort without a guaranteed outcome.

I admit that for many years I didn't advocate as much as I wanted to, or felt I should. I was concerned about being marginalised for being too vocal. It can be risky in certain contexts to be the lone female raising your voice and your visibility. Yet when I decided I would advocate more, I found that people around me were relieved, and joined in with my advocacy.

Advocacy that resonates with those around you is like a swarm of starlings, a murmuration. When the individual birds come together they create a powerful and amazing sight. The magic of it is that this happens because each bird pays attention to seven of their neighbours. All it takes is for seven to pay attention to each other, to get in sync, and they create something extraordinary.

Just like the starlings, you don't have to advocate to everyone, all the time. Your circle of concern might be the whole flock. But your circle of influence is smaller than that. So, don't over-extend, work your circle of influence.

Focus on seven key people around you, and influence them.

Advocacy starts with appreciating, and using, your own power. Get clear about where you stand. What value does gender inclusion have to you? What will it mean to you when people are more tolerant and welcoming? What's a brief story you can tell that demonstrates the value you see?

Advocating for diversity has many benefits. When pro-diversity beliefs are expressed in a group, the group gets on better [10]. When people have pro-diversity beliefs, they believe that the differences between them bring a special value to the group. And a diverse group performs much better than a group of similar people. Believe in the value of a diverse group, and advocate that value to others, to improve the experience of working together.
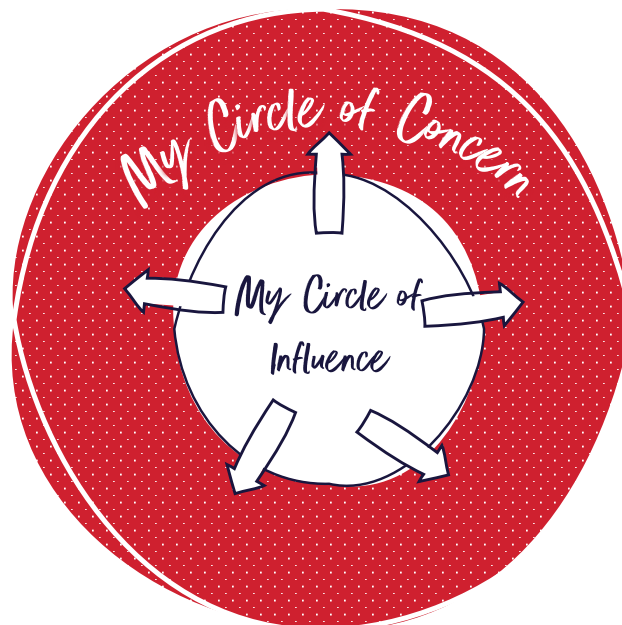
By being an ally, you reduce bias. You show people that it's safe to speak up when they have concerns and questions. You model your growth mindset and encourage others to grow too.

If you can find alignment on important issues, strong messages about their importance cause our brains to click together [7]. When we get the 'click', we process information in the same way, 'with one mind', and we are more likely to share points of view. We are literally in sync with each other. This magnifies the shared motivation for change. If everyone in your circle is clicking, then they have the opportunity to do the same in their own circle, so that the clicking spreads.

6. Call it out

There are two ways to call out bias that I want to explore here. The first is your own potential for bias and how it may affect what you notice and what you do. By calling out your own bias, you make it easier for others to notice theirs.

The second is the biases that occur in conversations, and how you can step in to call them out.

a) Accept that you are not fair

The world isn't fair. And as humans, we are not innately fair. Being an ally means firstly recognising this. Demographic differences mean that people are treated differently. Believing that the world is fair reduces awareness of how differently people experience the world and are treated. So, call it out, question it and offer your support if you feel that others are not treated fairly.

b) Notice your bias

If you can notice that different people are treated differently, then you are more aware of your own bias! How much bias is activated depends on momentary changes in your attention [2]. You might perceive a frown by someone like you as an expression of thoughtfulness. Yet when someone different to you does the same you perceive it as criticism. Noticing these micro-perceptions and small behaviours can be quite eye-opening. Our biases affect who we make eye contact with, whether we smile or frown.

These behaviours are so small they seem as if they ought to be inconsequential, but they are not. They build into what we say and how we say it, how long we spend with others, how much effort we put into understanding them, whether we promote them. People make judgements, and feel judged, based on these tiny cues.

Collect some data on your own interactions. Who do you spend most time with? Who do you review your products/services with? Whose advice do you seek? Who do you not include in meetings? Take a growth mindset with you, and get curious about your bias.

Share what you are doing, and what you find, with others.

c) Check your privilege

There is a psychology of privilege that works like this: we don't judge group disadvantage in the same way as personal disadvantage. When confronted by group disadvantage, we tend to minimise their disadvantage and play up our own. We fear that
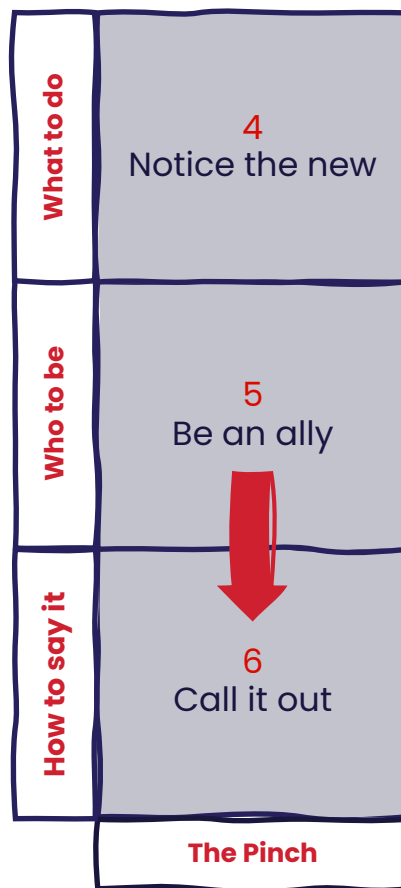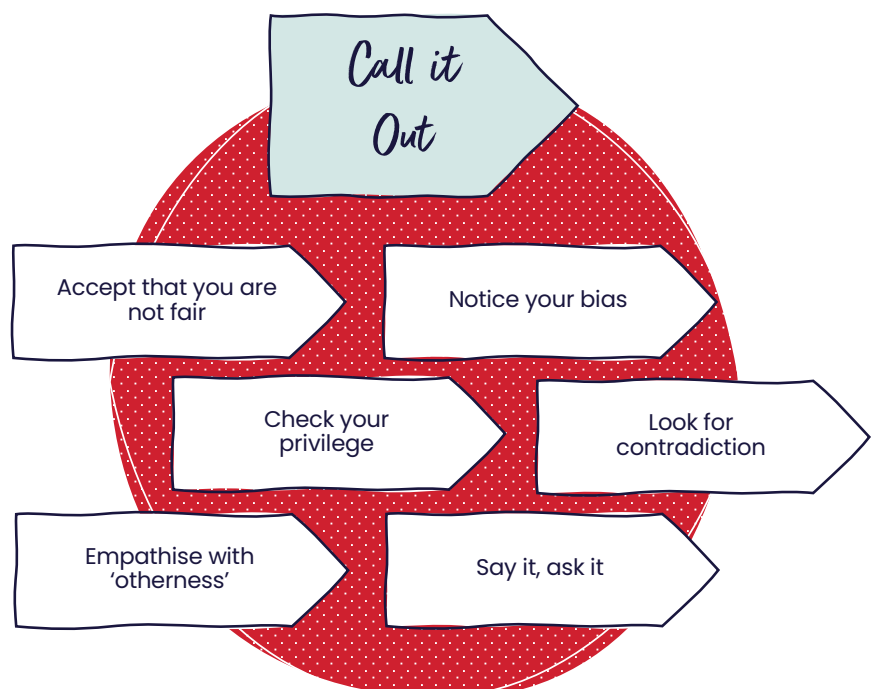
others will see our privilege as unearned and in a sense dissociate ourselves from it.

For example, people who use family connections to get a job don't see that as advantage; they believe that they have won the job on merit. When they hear of others who used family connections to get a job, they see them as benefiting from advantage and judge them as less qualified [2].

If we reflect on the privilege that we hold as being part of a dominant group, such as men or whites, then we are less likely to minimise our advantage. For example, we can reflect and remind ourselves of our values (eg fairness), or reflect on our personal successes.

Checking your privilege means reflecting on the ways that you may have relative advantage in your workplace. Metaphorically give yourself a pat on the back for what you have achieved, and it will be easier to see the disadvantage that others face.

What to do

4
Notice the new

Who to be

5
Be an ally

How to say it

6
Call it out

The Pinch

Call it Out

Accept that you are not fair

Notice your bias

Check your privilege

Look for contradiction

Empathise with 'otherness'

Say it, ask it

You might believe that others around you would also benefit from checking their privilege. Give them a pat on the back for what they have achieved. Then talk to them about group advantage and disadvantage. They will be more likely to appreciate their personal advantage and be more open to seeing the disadvantages that others face. If they can check their privilege, they are more likely to notice the disadvantage, and then they can act on it.

d) Look for contradiction

This is a great way to counteract the effects of confirmation bias. Once an unconscious association activates we seek out information that confirms it. Even if we don't know it is activated. And we pay more attention to the information that supports it, while discounting what doesn't.

One example of this that I see is how we judge women's confidence. The notion that women lack confidence is a strong meme. It is consistent with stereotypes of women as submissive, gentle, and unsuited for senior leadership roles. In a room full of 10 women one of whom displays submissive and tentative behaviour, we are most likely to focus our attention on that. It confirms what we know about women's lack of confidence. In the process, we ignore the fact that the nine other women didn't appear unconfident.

To counteract this, look for contradictory information about women and confidence.

One of the things we know is that women are penalised when they are too confident. When they are too confident we label them as aggressive, or 'more manly than the men'. We then dismiss their accomplishments. Keep a watch out for that confirmation bias creeping into play!

e) Empathise with 'otherness'

The more power you have, the less likely you are to pay attention to others and their needs. Empathy diminishes. The higher you are up the ladder, in general, the less socially responsive you are. You tune in less to others, and more to your status [11].

Avoid jumping into conversations to assert your view. Avoid disagreeing with those who have different perspectives. Dominate less. Switch from arguing for your perspective, listen to the perspectives of others. Activate second position: 'How do you see this?' 'What is your experience?'

People in the dominant group can be blind to the idea that others experience the world differently. They see their own experiences as universal. Yet those who are different are constantly reminded of their 'otherness'.

Dolly Chugh uses this example: in research on hiring patterns, white male managers who hired people just like them experienced no penalty in their performance ratings. Nonwhite male managers who hired people just like them did. The non-white managers were assessed against a different standard.

'Otherising' people can also be a consequence of good intentions. We put women on a pedestal, decide on their best interests, do good for them. This is just another way to treat them as 'other'. Check yourself – whose interests are being served? Yours, or theirs? Focus on empathy; tune in to them and their needs.

The more we interact with and get to know people, the less we 'otherise' them. Look at your network and who you interact with. How might you increase its diversity?

f) Say it, ask it

Bearing in mind the commitments to safe conversations, one of the simplest things to do to call it out, is to say what you think and to ask questions.

Some of the options are: 'I don't know what to say', 'I'm not sure of how to respond' 'I feel out of my depth' 'I really haven't noticed that before'.

Focusing from a growth mindset, ask from the perspective of 'I don't understand...' 'I'd like to know more about....' 'That didn't seem to go well. I'd like to know how I can do better next time.' 'What am I not noticing here that's obvious to others?'

Follow-up questions are great. If someone makes a point, then ask a follow-up question.

People feel validated, they feel understood and listened to.

Calling out conversational bias

There are several pinch moments that many women experience in conversations and you can call these out. Here's what they are and how to call them out.

a) the speaking-up double-bind

The "speaking-up double bind" is something that most women have experienced. We tell women to speak up more, but when they do, they're penalised for it. Males who speak up are seen as 10% more competent than their peers. Women who do the same are seen as 14% less competent and are more likely to be labelled 'aggressive'. There's a real dilemma about whether to speak up [12]. Many women I coach have expressed their frustration at their experiences of the "speaking-up double-bind".

To call this out, you need to notice it. Pay attention to how much women contribute in meetings. Listen to attributions about their contribution. If you believe you are witnessing this double-bind, here are three questions you can ask:

• Are we sharing equal time? Let's check. Let's hear from everyone around the group.

• When you notice attributions, go back to describe the actual behaviour. Encourage people to refer to behaviour and avoid judgements.

• Challenge the differences in how we accept men's and women's contributions.

b) hepeating

Even very successful women have the experience of having their ideas ignored or stolen. Ten minutes after a woman introduces a new idea that nobody seems to have noticed, a man repeats the same idea, winning the acclaim of those present. The phenomenon now has its own term: hepeating. The term was coined by a friend of astronomer Nicole Gugliucci. Naming it serves to make the behaviour more obvious,

and easier to call out when it happens.

While she was still Minister for Foreign Affairs Julie Bishop called it out when she declared that the days of allowing men to take credit for women's ideas were over [13]. It's still a work in progress: here's how you can help by becoming a 'micro-sponsor.'

A 'microsponsor' shows how to respond when hepeating occurs. When women's ideas are stolen, microsponsors call it out and credit back ownership of the idea to its originator.

If you notice that you are being given credit for someone else's idea, redirect the credit back to them.

When microsponsors notice heapeating they:

1. Divert attention back to the person who generated the idea.

2. Acknowledge the merits of the idea.

3. Identify the person as the owner of the idea.

4. Allow air-time to the originator to expand on the idea.

5. Ask others for their views.

If heapeating is familiar to you, name it and suggest a protocol for how to interact in meetings so that everyone's ideas are acknowledged.

1. Give permission to call out the behaviour, say why.

2. Include a no-interruption rule, so everyone gets a chance to pitch their ideas.

3. Emphasise turn-taking and collaboration.

The greatest value of microsponsorship comes from the standard that team leaders set. If you are a team leader, what's your standard?

If you experience hepeating, you can advocate for yourself. You can do this when you feel that your ideas are stolen, not noticed or not recognised. Here's how you can call it out:

1. Formulate your idea clearly.

In the conversational flow, ideas may not always be expressed clearly and may not be fully developed. Take the time to formulate and express your idea more clearly. Slow down your speaking rate. Summarise your idea, repeat it so that your audience has time to hear it. Make it a statement not a question.

2. Claim your idea.

Claim the idea as your own. I like the idea of book-ending your idea with your claim to ownership. You can do this if you've thought through your idea before sharing it. For example: "This is my idea .. [present your idea] .. What do you think?" or "I've been thinking through the way we approach x …. […] …. That's my contribution to how we approach it." Even if you don't start with a 'book-end', finish with one. Use 'I'.

3. Hold your audience's attention.

Show your enthusiasm for your idea. Use your enthusiasm to create energy, to hold attention.

And try these non-verbal tactics to go with your words: increase the volume of your voice slightly and use more expansive gestures. Examples of expansive nonverbal gestures that you can make include holding your chin up a little higher, opening your eyes a little wider, sitting taller in your chair, using hand and arm gestures that increase the space you take up, and leaning forward slightly.

4. Ask for feedback on your idea.

Finish your idea by asking for feedback.

If you are interrupted partway through your idea, what can you do?

5. Stay calm.

Breathe.

6. Take attention back.

As soon as you can, revert back to your unfinished idea. "Let me finish that idea I started just a couple of minutes ago. …." "I didn't quite get to the end of my idea to …. I'll summarise my thinking ….. and let me finish with ……"

7. Try the 'broken record' technique.

Repeat the idea. And repeat the idea.

If 10 minutes later someone else picks up your idea without acknowledging it, try this:

8. Reclaim your idea.

Start by thanking the person for picking up on your idea. Acknowledge any improvements they've made. Identify any omissions that you think are important. For example, "Thanks Sam. I'm pleased that you've picked up on my idea to …. I like the [addition] you've suggested. I also liked my original point to ….. I notice that you've left that out. It's important, because …. What does everyone think?"

Not paying attention to women's voices deprives organisations of valuable ideas. When women challenge the system and suggest new ideas, team leaders view them as less loyal and are more likely to discount their suggestions [12].

All team members have their part to play in better managing conversations. Everyone can support the generation and recognition of ideas from all team members.

And of most value are team leaders who get it. The greatest value comes from the standard that team leaders set. I encourage team leaders to better understand, attune to and manage the hidden dynamics of conversations that diminish women's voices.

c) displays of dominance

The opposite kind of pinch moment is where there are displays of too much dominance. Dominance includes talking more often without giving others an opportunity, speaking at a higher volume and interrupting others. It includes over-using more expansive gestures such as chin thrusting, and vigorous hand gestures. These gestures all take up more space. When dominant individuals take up space for themselves, they crowd out others.

The antidote to over-dominance is collective intelligence behaviours. Collective intelligence is a combination of average social sensitivity of group members, equality of conversational turn taking in group discussion, and the number of women in the group. Women show greater social sensitivity and this is why gender-balanced teams often perform better [14].

These behaviours ensure that everyone has an opportunity to contribute to their best ideas.

Everyone in every conversation can make a contribution to reducing bias. Pay attention to the conversation dynamics, advocate for inclusive practices, and call out practices that shut women down.

7. Sustain the focus

Make the focus on gender balance sustainable. Create a set of targets that you aspire to, and track them so that you notice their progress over time. Hold managers to account. It's not this year's fad, and it's not done when you finish writing the policy.

What to do

7
Sustain the focus

The Crunch
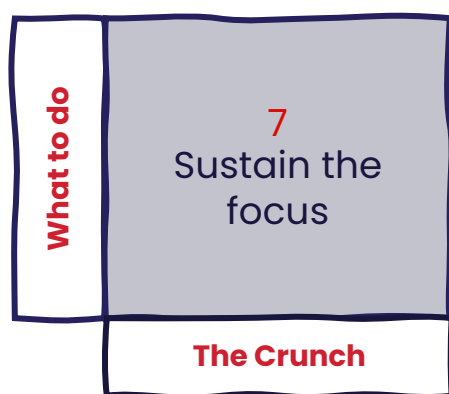
Sustaining the focus and the energy means that conversations need to continue over time. A step in the right direction shouldn't stop another step. To get the most out of the diversity in the room takes an inclusive mindset. As Dolly Chugh says, diversity is the gateway, inclusion is the pathway [2].

The BBC increased its representation of women in front of the camera by 74% between 2017 and 2019.

It began with the nightly 'Outside Source' program anchored by Ros Atkins, which went from 39% on-air female contributors to 50% in just four months.

In April 2019 there were 50% or more female contributors on 74% of the English-language shows.

Rattan and colleagues investigated how this happened [15]. There was no diversity policy, a white man instigated the change, and the starting point was daunting. In 2015, 19% of front of camera experts and 37% of reporters were female.

By sticking with it, you make it contagious to increase women's representation.

The researchers identified these key areas that they believed made the difference:

- **Decide to make change.** You can opt in, or opt out. Ros decided he would opt in. He aimed for 50:50 and then got on with it in his own area of control. He made the decision, and then acted on it.

- **Make the change obvious.** You need to collect data, because it's key to noticing change. Without the data you don't know what's going on. And without the data you won't notice the change you make. Make it easy, so embed data collection in a daily/regular routine. Ros' team decided what data they needed, they kept it simple, and they're the ones who collect it. They then have control over it.

- **Make change contagious not compulsory.** Because one team at the BBC was successful in making the change, it inspired others to see it as possible. Ros' team became a role model for other teams. Senior leaders opted in, then encouraged, rather than mandated change. There was a growth mindset, there was no shaming or punishment for not opting in. It became desirable to be involved.

Prior to this, there had been efforts to increase gender diversity and inclusion at the BBC. None had been particularly successful. The example shows the impact of a sustained, committed approach. It started at the local level and then spread through other parts of the organisation. It was about the conversations one person decided to lead, because he felt committed to gender balance. Daily conversations and the regular data collection kept them on track.

8. Be a champion

The Male Champions Of Change [16] movement is helping to share the responsibility for gender-balance between women and men. This represents a fundamental and welcome progression in promoting inclusive leadership.

Professor Isabel Metz interviewed over 40 members of various Australian Male Champions of Change groups, to understand their motivations for participating [17].

Supporters were motivated by personal reasons such as existing positive attitudes, 'I want to make a difference'.

Bystanders were motivated by external pressures from stakeholders: 'It seems like it's the right thing to do'.

Metz identified that many Bystanders became more passionate about gender equity once they were members of a champions group. She attributes this to their gaining a better understanding of the issues.

Sceptics were prompted by 'ulterior personal motives' such as gaining status and visibility 'I'll do this to make myself look better to people I want to impress'.

What to do	7 Sustain the focus
Who to be	8 Be a champion
	The Crunch
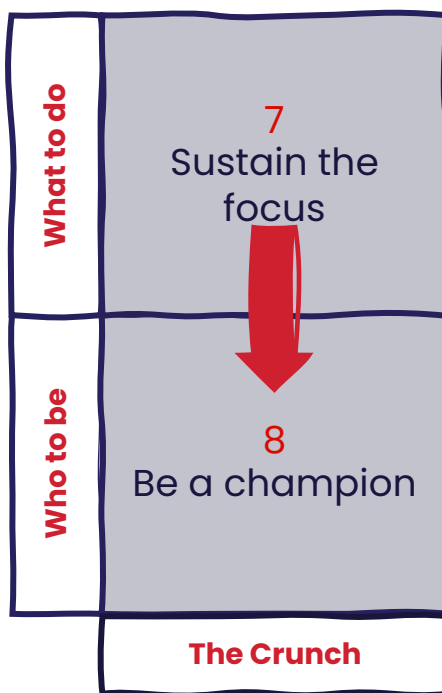
By bringing men together to focus on gender equality, men are influencing each other in powerful ways. They are exposed to positive messages and an array of constructive possible actions.

They are effective at changing the attitudes of Bystanders. They have credibility and trustworthiness. They give clear and consistent messages that have personal congruence.

It's pretty well known that powerful influencers change our explicit attitudes [18]. Information that comes from someone who has a high level of expertise or a high degree of trustworthiness is more persuasive.

This certainly applies when men in leadership roles are Champions and Supporters. Their strong messages are likely to change minds. This is an instance where affinity bias can actually work for change rather than against it.

The caution is with the Sceptics and Resistors. Attempts at persuasion backfire when the message is weak. Weak messaging and a lack of credibility may create, or reinforce, attitudes opposing equality [18].

Resistor → Sceptic → Bystander → Supporter → Champion

Consciously held attitudes adapt in response to a wide range of change techniques. Until recently methods to change unconscious associations were limited. They focused on over-training associations in their opposite direction, or interrupting associations.

Champions and supporters change attitudes

A direct appeal from a credible source to influence opinion works well at the explicit level. It appears that persuasion works differently at the implicit level. Implicit evaluations only change when we have plenty of 'cognitive bandwidth' available. We can't be overloaded, we need the time to deliberate.

Research shows that credible sources can change our implicit attitudes when we pay attention to the message [19].

It takes a lot of thinking effort to override implicit attitudes, no matter how persuasive the message or messenger. Yet, it can be done [20].

You can translate these lessons to your own network. Using this continuum, identify where you are on the continuum. Identify people in your network

Persuasion can change implicit attitudes

that you can move further to the right. Think of this as another pipeline. We focus so much on the pipeline of women who are ready for more senior roles. Add this pipeline of male support into your mix.

While the emphasis of the Male Champion of Change is on men, anyone of any gender can be one.

Champions have positive attitudes, they get the value of gender balance, and stand up to advocate for it. Tactics for Champions include thanking and encouraging them, and offering to help. Share their stories with others.

Supporters get it too, but they're going about what they do quietly and without much recognition. Their work has great value. Amplify it, let people know what they're doing and why they're doing it.

Who are the Supporters you know? A senior leader I was mentoring on inclusive leadership shared his philosophy of inclusion with me. He shared his belief that his teams were particularly innovative as a consequence. He was saying all the right things, and there was a great deal of passion in his stories.

I asked him who knew about his approach and his stories? I was aware that it wasn't his reputation. I asked him, 'What if he had a reputation for being a Champion?' and 'What would he like his legacy to be?' We had a very engaging conversation about how he could be a Champion.

Be a champion, or grow champions in your network

As a senior organisational leader he is powerful and credible. His messages carry great weight. He could move from being a Supporter to being a Champion in the organisation if he shared his stories.

Bystanders are neither for nor against gender-balance; they'll do what they're told to do and change when the environment around them requires it. Pressure from others and feeling out of step with peers are what motivates them to change their behaviour.

Bystanders are the walking on eggshells group. They hold themselves back because they are too concerned about getting it right, they worry too much about offending others. They'd take action with guidance, they aren't sure what to do. Make the action they could take specific and clear, and expect them to do it. Bystanders tend to respond well to having accountabilities for change.

Sceptics ask why, which projects opposition. It directs everyone's efforts to convincing them otherwise. Guide Sceptics by their need for status.

Sceptics are often people who are generally sceptical: they have a tendency to say no to many things. It's an automatic response pattern. Don't take it at face value. And don't try to convince them with alternative facts. Seek to

understand where they are coming from and what their concerns are.

The leader I referred to in *3. Nip it in the bud* was in this category. He was an engineer and his default response was to say no, and come up with objections for why not. Instead trying to convince him of what to do, I invited him to tell his own story of when he'd been in a diverse working environment and what it was like. As he became confident in his story, and then went on to share it in the organisation, he changed from being a Sceptic to being a Supporter. If not a Champion!

Resistors just say no; they oppose moves towards gender balance. They are best left alone, in my view. There's plenty of work to do with those who are in the other categories. The challenge with Resistors is that putting pressure on them to change can in fact increase their expression of bias. Change the context around them, grow support; this will make change possible.

Senior men and women are powerful advocates, persuasive and they set the tone. By using their

Who is in your Champions pipeline?

ability to persuade, and the power of affinity bias, it is possible to move more to the right. How can you amplify this effect in your own pipeline?

Many of us don't believe we can be powerful enough to make this kind of change: it seems to take a lot of effort and something that powerful people do. When it comes to increasing diversity and creating inclusive cultures, it takes advocating for it. Review the people in your network. Identify a small number you can help shift toward Champion.

Just like the starlings in a murmuration focus on seven others, you don't have to influence the whole flock. Find key people in your network, and work on increasing their support for gender inclusion. Start with one.

Use affinity bias, people with whom you already have a connection, and work the power of connection to speed up change. Who are the male leaders with whom you have a connection, and have the opportunity to influence, even if in small ways? Then seek to inspire them to increase their support for gender balance.
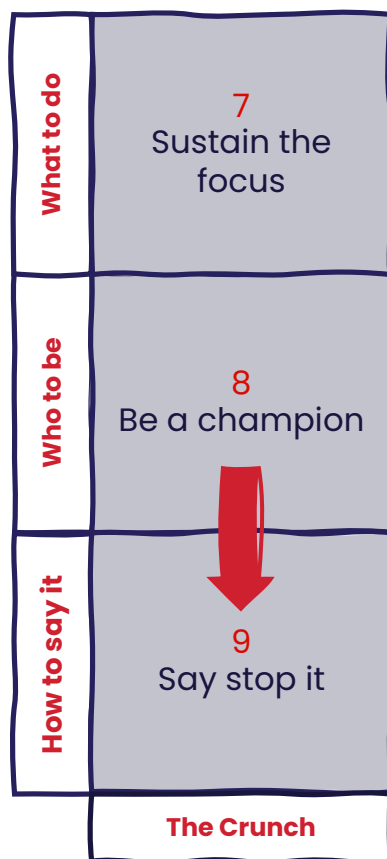
9. Stop it

A senior leader in her organisation approaches Sarah. He is not her boss. He tells her that if she doesn't provide certain sexual favours then life is going to be very uncomfortable for her.

She feels threatened, unsafe. She is concerned about her job and her career.

She's also confused; she doesn't know what to do. And she doesn't know who to turn to.

Focusing on what Sarah should do is important, she needs to get safe, and get support, and then decide what to do next.

Organisations are responsible for

What to do	**7** Sustain the focus
Who to be	**8** Be a champion
How to say it	**9** Say stop it

The Crunch

providing a safe context within which Sarah can do her best work. That is a key responsibility.

The news from the Australian Human Rights Commission on sexual harassment in the workforce is sobering. In a sample of 10,000 workers, 23% of women and 16% of men report being sexually harassed at work in the past twelve months [21]. Thirty-nine percent of women and 26% of men report being sexually harassed at work in the past five years. People who identify as gay, lesbian, bisexual or another sexual orientation were significantly more likely to

be sexually harassed than those who identified as heterosexual: 55% compared with [31%]. And of those who reported they had been sexually harassed, for 65% it occurred more than once. Women were more likely to experience this than men: 69% compared to 58%. Seventy-nine percent of reported incidents were perpetrated by men, 21% by women.

Only 17% of those surveyed said they made a report or complaint. People remain reluctant to formally report workplace sexual harassment. Over half report to their line manager. Over half make their complaint on the same day, and most complaints are dealt with promptly.

The harassment stopped for almost half of those who reported. About one third were praised for making the complaint. About 20% received an apology from the organisation for failing to prevent the harassment. Forty-three percent of those who reported sexual harassment experienced negative consequences. They ranged from being labelled a trouble-maker, ostracism, victimisation or being ignored by colleagues. Seventeen percent resigned. Twenty percent of males and 5% of females were disciplined.

Consequences for harassers included formal warning (30%), informal warning (27%), had to apologise (23%) Twenty-two percent were disciplined in some other way (22%) and 12% transferred to another work area.

Nineteen percent of those who reported said there were no consequences for the perpetrator.

One of the big challenges is knowing what sexual harassment is. This is the legal definition provided in the AHRC report:

> *Sexual harassment is an unwelcome sexual advance, unwelcome request for sexual favours or other unwelcome conduct of a sexual nature which, in the circumstances, a reasonable person, aware of those circumstances, would anticipate the possibility that the person would feel offended, humiliated or intimidated.* [21]
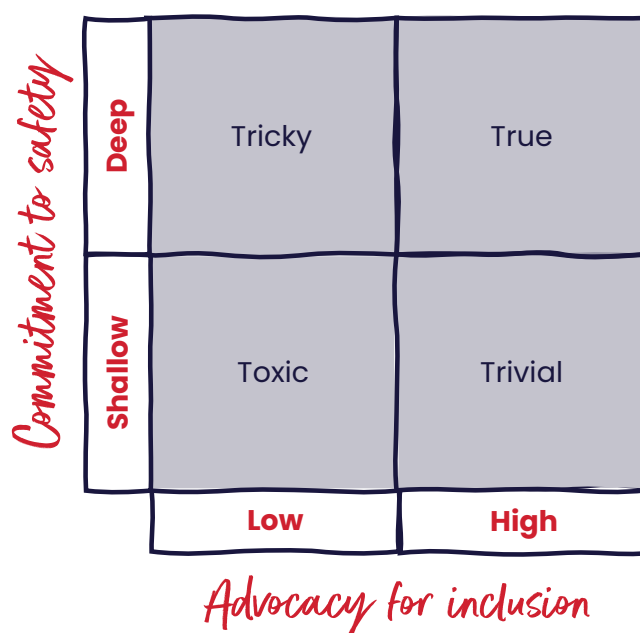
What happens next is an organisational responsibility. We need to shift the responsibility from women. Leaders need to make it stop.

The definition seems clear, but behaviour, and our response to it, is much more ambiguous and varied than that. I may feel uncomfortable with behaviour that you don't even notice. So I might say stop it. But you don't. Or I might want to stop it, but don't feel I can. We need to accept this degree of variation. We let the variation distract us. We justify inaction because of the variation. We need to act *despite* the variation.

Organisations say they are paying more attention to the prevention or harassment and management of claims. There's been an amplification by organisations of the term 'zero tolerance'. As Catherine Fox points out, how to back this up is tricky, and relies on a legislative framework that isn't there yet [22]. Given the low levels of reporting it shows that there is still a way to go.

		Low	High
Commitment to safety	**Deep**	Tricky	True
	Shallow	Toxic	Trivial

Advocacy for inclusion

Organisations are responsible for providing a safe context within which Sarah can do her best work. That is a key responsibility of an organisation. Yet it's not happening for her.

One way to increase the safety is to provide good sexual harassment training. There are particular requirements to make sure sexual harassment training works. It's a touchy subject that's hard to do well. Shannon Rawski found 25%

of participants experienced a negative reaction to sexual harassment training [23]. The training took a compliance focus, which is standard training for many organisations.

During the training, this 25% felt:

- Devalued and disrespected

- Like they were either harassers or victims

- Deeply threatened.

There was backlash against the training. The 25% who experienced a negative reaction:

- Learned less than others about policies and practices

- Didn't share information

- Distanced themselves from potential victims

- Increased their sex-based hostility and harassment.

This latter outcome is particularly concerning. To make sexual harassment training work, change the nature of the conversation:

- Give people a positive role to play in the training

- Assume everyone is a potential ally not a harasser or a victim

- Recognise the elephant in the room – different people judge the same behaviour differently

- Train people in empathy and conflict skills so that they can have difficult conversations about unwelcome behaviour.

Here are two important things organisations need to talk about and do.

1. Create a safe climate

True safety cultures include psychological, emotional and sexual safety. As well as physical safety. Organisations need to hold leaders accountable for the safety of their teams. As a foundation, organisations must provide a safe environment for all workers.

They need to pay particular attention to those who have lower levels of power. They need to ensure there is a zero tolerance policy

Training can backfire and increase rather than decrease sexual harassment.

for harassment, and actively grow a culture founded on respect for others. They must be both deeply committed to safety, and advocate for equality, to create a culture that is true to their words. Nothing else is good enough.

If it isn't already, this could be addressed in climate surveys.

Leaders need to create a safe climate within their own team where people are encouraged and prepared to speak up. And they ought to be paying attention to what's going on for their teams and amongst their peers.

A peer calling out another peer on inappropriate behaviour is safety leadership.

The process for making an official complaint needs to be clear and have integrity. It can be threatening for people who are being harassed to speak up about what's happening to them. They may be reluctant, or not know how to make a formal complaint. It helps to give voice to inappropriate behaviour in a safe climate that is reliable. One where people generally can speak up about what's happening around them. And with allies around you, it's easier to speak up. Allies notice when someone's anxious or upset and ask why.

2. Make training about caring for others

Sexual harassment should focus on taking care of your colleagues, and how to do that well. It's about noticing what's happening to others and having the confidence and tools to talk about what's going on. What do you notice, how do you call it out, and how do you help to make it stop?

Having a known network of people/contacts where you can voice your concerns, and have them taken seriously, will also help. That way, there are open channels of communication focused on support.

It's much easier for someone who feels threatened and unsafe to reach out to an ally, someone who is more like themselves.

Foster strong peer support networks so there's someone that everyone can go to if they need to.

Culture programs should make clear what good, respectful relationships look like. They can guide people on how to avoid 'crossing the line', what should you do if you think you have, and what happens when you do. How can an organisation truly say it is committed to its culture if sexual harassment is occurring within it?

In the continuing absence of the right legislation to hear and resolve claims of sexual harassment at work, a focus on respectful relationships at work that promotes inclusion, belonging and personal safety, ought to be first priority. CEOs and boards must be both deeply committed to safety, and advocate strongly for equality, to create a culture that is true to their words. Nothing else is good enough.

Summary

It can be tricky negotiating the differences between people, understanding other perspectives and being inclusive. We have blindspots, and don't even know what it is we miss, or mistake. If we engage with the intention of being more inclusive, take a growth mindset, and talk about it rather than avoid it, there are huge benefits.

We DON'T talk about it	We DO talk about it
Waste opportunity	Take opportunity
Misunderstand	Understand
Stereotype	Individualise
Deny	Defuse
Distance	Connect
Conflict	Unite
Stasis	Progress

Not talking about it doesn't help, and doesn't make it go away. Talking about it defuses it, creates new norms, and helps us to beat our own biases. We are more likely then to work together in an environment where people feel they belong and are respected for their individuality. When we meet these fundamental human needs, workplaces thrive and people prosper.

About the Author

Dr Karen Morley helps leaders to get more impact for less effort. She helps leaders to meet the challenges of growing engaged, motivated, productive people who love their work, and are proud of their organisations.

Besides being an Executive Coach and leadership facilitator, Karen has held executive roles in government and higher education; her approach is informed by these experiences.

She works with individual leaders, teams and organisations, focusing on:

- Coaching - for individuals, teams and peer-based circles.

- Collaboration - to use power for good and harness collective intelligence.

- Gender diversity - for leaders and organisations that want a fairer workplace.

- Inclusive leadership - to recognise uniqueness, unite across differences and make workplaces better for everyone.

Inclusive and gender-balanced leadership assignments have been undertaken for organisations including: AICD, BHP, Bunnings, CSL, Department of Education, Department of Justice, Downer, ExxonMobil, Fulton Hogan Australia, HASSELL, L'Oreal, Melbourne Water, Officeworks, SBS and the University of Melbourne.

Karen delivers Leading Beyond Bias and Inclusive Leadership workshops which assist leaders to better understand what bias is, how to avoid it and what to do about it. Her book, Gender Balanced Leadership: An Executive Guide, identifies critical success factors and practical actions that increase the number of women in senior leadership roles. She has also published Lead Like a Coach: how to get the most out of any team, along with numerous other white papers on gender and leadership. She is currently writing a book on peer collaboration.

She is an Honorary Fellow of the University of Melbourne and a Director at ANZSOG.

DR *Karen Morley.*

References

1. Anonymous. *Political Correctness* . 6th September 2019; Available from: https://en.wikipedia.org/wiki/Political_correctness.

2. Chugh, D., *The Person You Mean to Be*: *How Good People Beat Bias* . 2018, New York: HarperBusiness.

3. Chugh, D. *How to Let Go of Being a "Good" Person and Be a Better Person* . TED@BCG 2018 26th September 2019; Available from: https://www.ted.com/talks/dolly_chugh_how_to_let_go_of_being_a_good_person_and_become_a_better_person

4. Morley, K.J., *What is the best way for men to champion gender equality?* Available from Karen Morley & Associates: www.karenmorley.com.au/.

5. Morley, K.J. *How to Free Your Decisions from Bias* . 2018 21-1-19; Available from: https://www.karenmorley.com.au/how-to-free-your-decisions-from-bias/.

6. Bohnet, I., *What works*: *Gender Equality by Design* . 2016, Boston: Harvard University Press.

7. Sharot, T., *The Influential Mind*: *What the Brain Reveals About Our Power to Change Others* . 2017, United States: Little, Brown.

8. Amabile, T.M. and S.J. Kramer, *The power of small wins.* Harvard Business Review, 2011. May: p. 71-80.

9. Morley, K.J. *Leadership Stories that Move Us* . 2016 21-9-19; Available from: https://www.karenmorley.com.au/leadership-stories-that-move-us/.

10. Homan, A.C., et al., *Bridging faultlines by valuing diversity*: *diversity beliefs, information elaboration, and performance in diverse work groups*. J Appl Psychol, 2007. 92(5): p. 1189-99.

11. Goleman, D., *The focused leader*. Harvard Business Review, 2013. December: p. 51-59.

12. Sandberg, S. and A. Grant, *Speaking While Female*: *Why Women Stay Quiet At Work* , in The New York Times . 2015: New York. Available from: https://www.nytimes.com/2015/01/11/opinion/sunday/speaking-whilefemale.html

13. Dennett, H. J*ulie Bishop's Days of Allowing Men to Take Credit for Women's Ideas are Over* . 2018 21-9-19; February 28 2018:Available from: https://www.themandarin.com.au/89119-julie-bishop-days-allowing-men-take-creditwomens-ideas-over/.

14. Woolley, A.W., et al., *Evidence for a collective intelligence factor in the performance of human groups*. Science, 2010. 330: p. 686-688.

15. Rattan, A., et al. *Tackling the Underrepresentation of Women in the Media* . Harvard Business Review, 2019. June 2019.

16. Male Champions of Change, *Our experiences in elevating the representation of women in Australia*. Available from: https://malechampionsofchange.com/

17. Metz, I., *Male Champions of Gender Equity Change* . 2016, Melbourne Business School: Melbourne.

18. Smith, C.T., J. De Houwer, and B.A. Nosek, *Consider the source*: *Persuasion of implicit evaluation is moderated by source credibility*. Personality and Social Psychology Bulletin, 2012. 39(2): p. 193-205.

19. Nosek, B.A., et al., *Pervasiveness and correlates of implicit attitudes and stereotypes*. European Review of Social Psychology, 2007. 18(1): p. 36-88.

20. Morley, K.J., *Getting to grips with unconscious bias*.

21. Australian Human Rights Commission, *Everyone's Business*: *Fourth National Survey on Sexual Harassment in Australian Workplaces* 2018, Australian Human Rights Commission.

22. Fox, C., *Is Your Workplace Following the New Rules of #MeToo? Here's the Lowdown.* , in *Financial Review* . 2018. Available from https://www.afr.com/policy/is-your-workforce-following-the-new-rules-of-metoo-20181008-h16dju

23. Rawski, S. *#MeToo, #TimesUp, Now What?* [Video] [cited 2019 25-9-19]; Available from: https://www.youtube.com/watch?v=Wr89j4zGVRA&feature=youtu.be.