The Built in Diversity & Inclusion Challenge

Emotions Are Involved

- Cultural Norms

- The language we use
- Who gets attention
- Predominate decision-makers
- Office decor

Fast brain processes preclude logical thinking

"Different" sets of "Ruh-roh!"

Friend or foe thinking

Safer to assume danger
How Do We Know D&I Is Tough to Change

Neuroscience, Emotions, and Inherent Bias

Cultural Norms Defined by Decision-making

Decision patterns show intent
Routine decisions become fast brain decisions
Fast brain sustains culture
Slow brain allows for culture change

All decisions emotional
Fast brain thinking dominates
The short trip to bias
Bias is an error in decision-making
Creating a Path Forward

Making It Safe to “Look in the Mirror”

Highlight Patterns that Don’t Work

- Overused patterns ➔ false bias
-Unchecked bias has cultural consequences

Mapping efforts ➔ metrics

Use slow brain to make patterns known

Understanding natural biological processes

No “bias blaming”

Appeal to the pre-frontal cortex

Provide new approaches
Slowing Down Brilliant Brains

### Search & Selection
- Objective job criteria
- “Neutral” descriptions
- Staffing search plans
- Trained, diverse decision makers
- Evaluation plans
- Consistently applied selection criteria

### Talent Planning
- Consistently applied evaluative criteria
- Not lowering the bar … leveling the playing field
- Providing “sponsorship”, not “mentoring”

### Performance Assessment
- Reviews for biased language
- Equitable application of competencies and performance standards
After 30 Years of No Change …

Fully committed senior leadership team

• First ever woman Panofsky Fellowship awardee
• Eight women named into prominent leader or faculty positions
  • 17% of all opportunities in FY15
  • 47% of all opportunities in FY16

• Historically, 13-15% of scientists hired annually were women
  • 20% of total hires in 2016
  • 60% is our FY17 current hiring pace