2021/
2022

Emerging Leaders Programme 2021/2022

FARRANS
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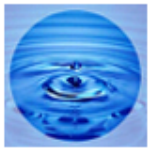
Summary of Training Materials

Module 2 – Insights Discovery

The Four Insights Colour Energies

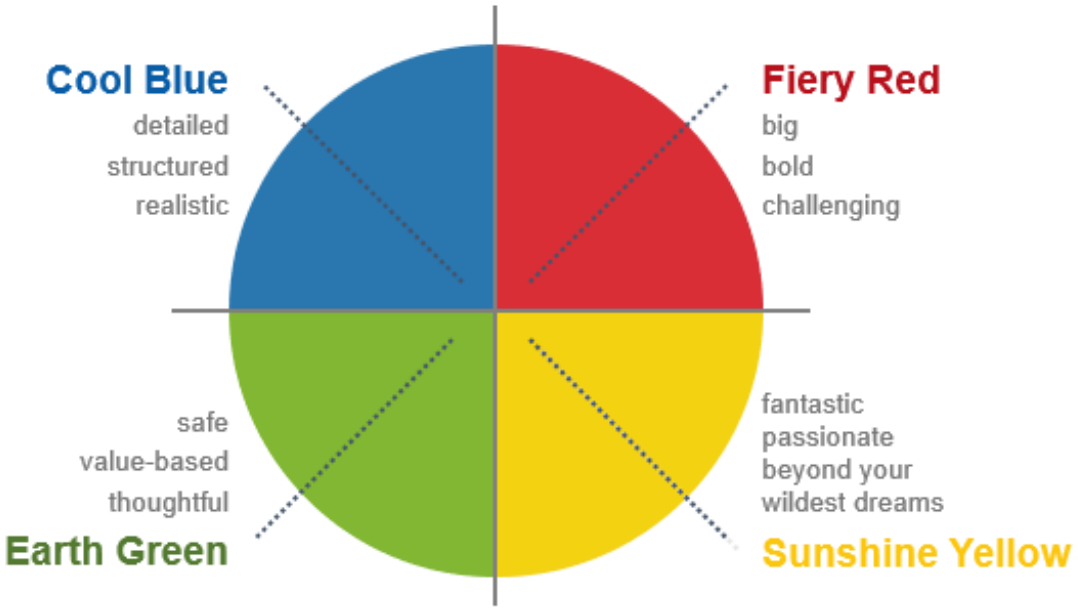


Cool Blue — Showing no bias, Objective, Detached

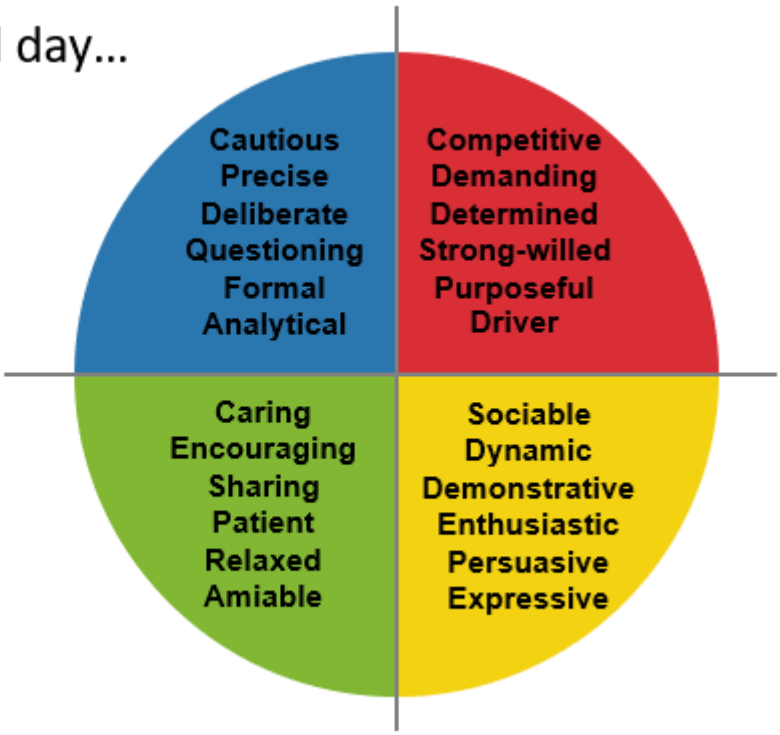
Earth Green — Still, Tranquil, Calming, Soothing

Sunshine Yellow — Cheerful, Uplifting, Spirited, Buoyant

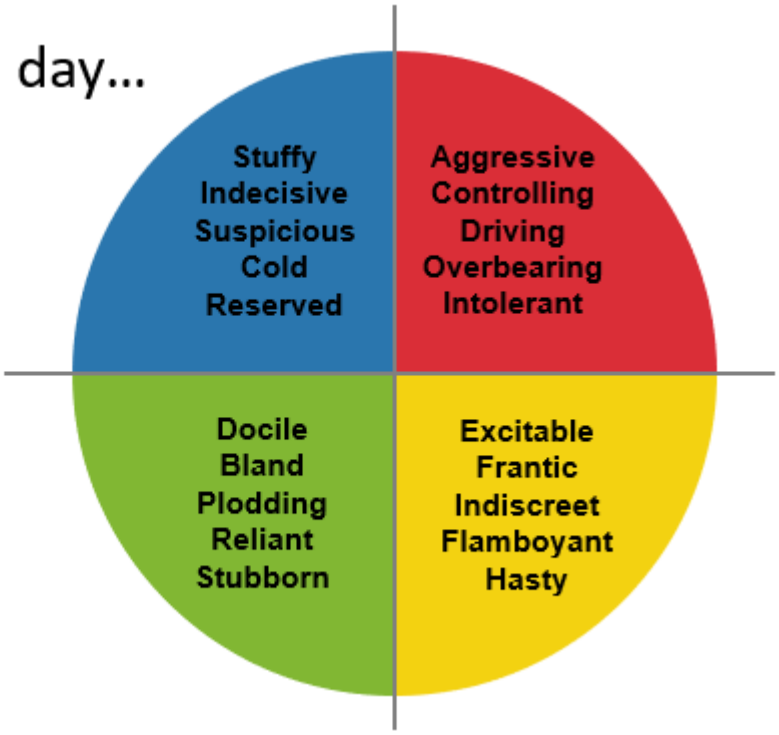
Fiery Red — Positive, Affirmative, Bold, Assertive



On a good day…



On a bad day…



Psychological Preferences – An Introduction

Jung talked about three pairs of preferences:

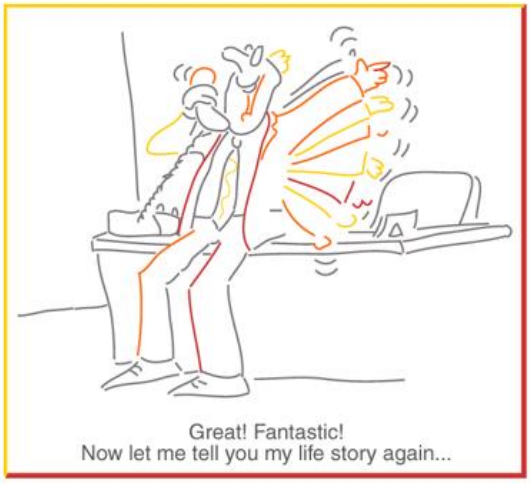
- Introversion and Extraversion
  - the way we react to outer and inner experiences
- Thinking and Feeling
  - how we make decisions

Your 'Attitude'

Introversion		Extraversion
Quiet	←—|—→	Talkative
Observant	←—|—→	Involved
Inwardly focused	←—|—→	Outwardly focused
Depth focused	←—|—→	Breadth focused
Intimate	←—|—→	Gregarious
Reserved	←—|—→	Flamboyant
Reflective	←—|—→	Action oriented
Thoughtful	←—|—→	Outspoken
Cautious	←—|—→	Bold

Preferences – Introversion and Extraversion

Preferences – Introversion and Extraversion



Your Decision Making 'Functions'

Thinking		Feeling
Formal	←—|—→	Informal
Impersonal	←—|—→	Personal
Analytical	←—|—→	Illogical
Detached	←—|—→	Involved
Objective	←—|—→	Subjective
Strong-minded	←—|—→	Flexible
Competitive	←—|—→	Accommodating
Particular	←—|—→	Ambivalent
Task focused	←—|—→	Relationship focused

Thinking and Feeling: Jung's Rational Functions

Thinking and Feeling: Jung's Rational Functions

	Individuals with a preference for Fiery Red energy …		**Are active - move in a positive and firm direction**
Have a strong determination that influences those they interact with		**Are single-minded and determined in their focus on results**	
	Approach others in a direct and straightforward manner		**Seek an outcome that is specific and tangible**

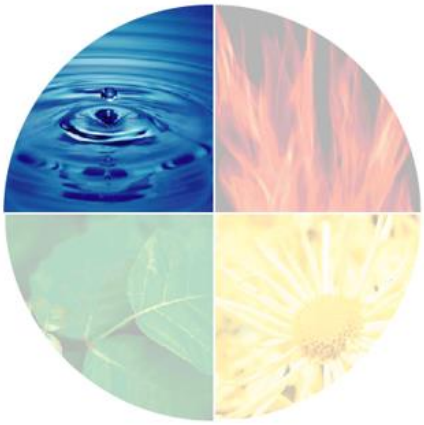
	Individuals with a preference for Sunshine Yellow energy …		**Radiate enthusiasm and encourage participation**
Enjoy and seek the company of others		**Approach others in a persuasive, engaging and inviting manner**	
	Have a desire to be involved		**Like to be noticed and appreciated for their contributions**

	Individuals with a preference for Earth Green energy …		View world through what they value and what is important to them
Seek harmony and depth in relationships		Defend what they value with quiet determination and persistence	
	Prefer democratic approaches that respect the individual		Ensure all perspectives are heard & considered in choices or decisions

	Individuals with a preference for Cool Blue energy …		Desire to know and understand the world around them
Maintain a detached and objective standpoint		Value independence and intellect	
	Think things through before committing to action		Like information to be accurate and complete before proceeding

Cool Blue (IT)

- Preference for being structured, organised, functional and formal
- Good at ignoring distractions and maintaining focus



GOALS

Understanding

APPROACH TO LIFE

High standards & correct

SEEN BY OTHERS AS

Analytical & distant

Gifts

knowledgeable and detailed

air of competence

asks probing questions

thorough follow-up

Liabilities

initial interaction may be difficult or stuffy

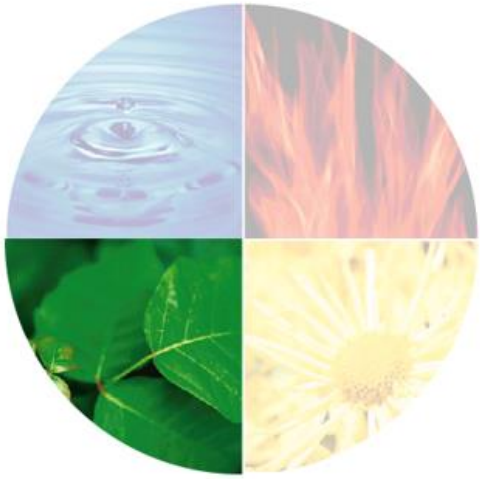
questions may be seen as critical and insensitive

overlooks others' feelings

focus on inconsequential details

Earth Green (IF)

- Preference for being personal, apparently relaxed, friendly and informal
- Good at concentrating on one thing for long periods of time



GOALS

Harmony

APPROACH TO LIFE

Focus on stability, values & supporting others

SEEN BY OTHERS AS

Mild & docile

Liabilities

slow to adapt

may lack enthusiasm in asking for a decision

avoids rejection

takes difficulties personally

Gifts

builds deep, long-term relationships

natural listener

sincere and warm

persistent

Sunshine Yellow (EF)

- Preference for being stimulating, personal, innovative and friendly
- Good at developing a broad sphere of interest

GOALS

Recognition

APPROACH TO LIFE

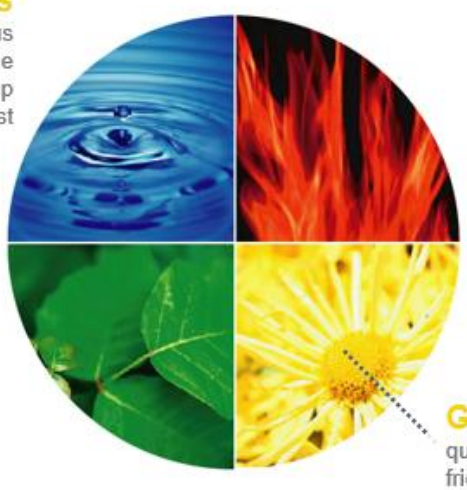
Fun & interaction

SEEN BY OTHERS AS

Disorganised

Liabilities

May lack focus
Too casual for some
Poor planning and follow-up
Can lose interest

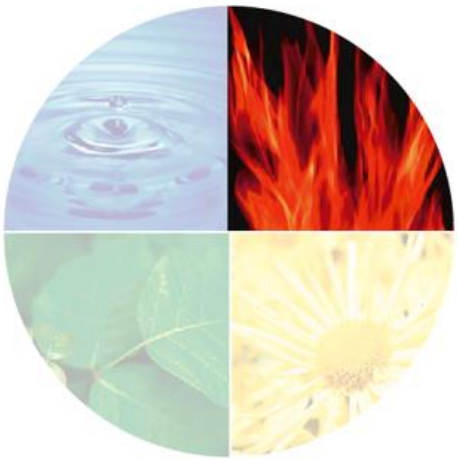


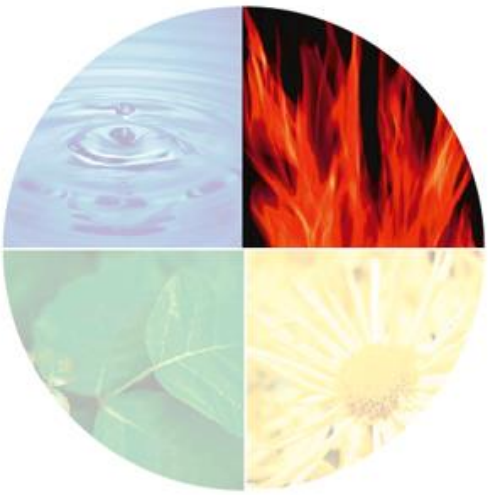
Gifts

quick to build relationships
friendly and sociable
adaptable, imaginative
skilful presenter

Fiery Red (ET)

- Preference for being busy, formal, efficient and structured
- Good at starting a task by looking at the outer situation





GOALS
Personal achievement and meeting challenges

APPROACH TO LIFE
Inner certainty
Focus on action

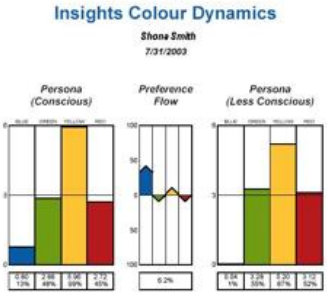
SEEN BY OTHERS AS
Impatient

Gifts
confident, determined
loves challenges
focused
influencing others

Liabilities
poor listener
can be seen as arrogant
may push too hard
doesn't wait for feedback

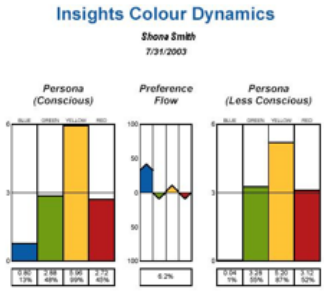
Insights System

- Look at your position on the Insights Wheel in your Discovery Profile
- Also look at your Insights Colour Dynamics page
- There are three bar charts – top left, top right and a central graph



Graph I – the Conscious Persona

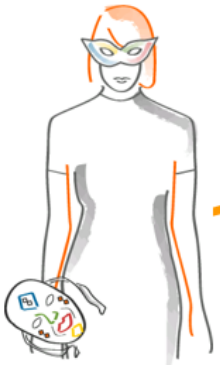
- That part of the personality where private and public meet and interact
- Where who we are interacts with who we are expected to be

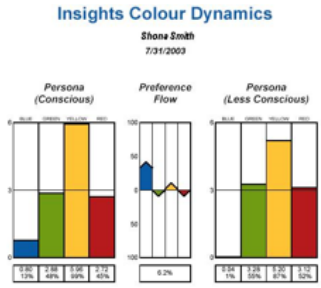


The 'Persona' was a mask worn by actors in Ancient Greece to convey the personality of the part they were playing.

Graph II – the Less Conscious Persona

- The more instinctive "you"
- The "you" when you are not controlling the way you present yourself to the world



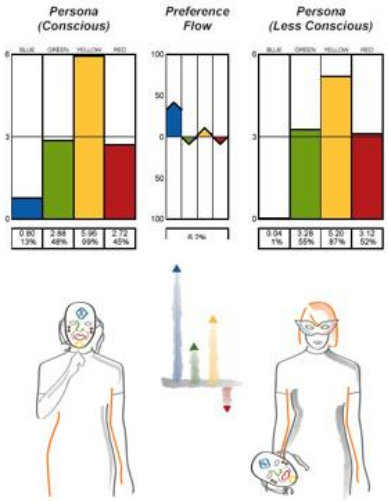


The Less Conscious you - your 'shoes-off' self.

The Preference Flow Graph (middle graph)

- The degree to which the public persona, who you see yourself to be (Graph I), moves you from your more instinctive "you" (Graph II)

- Determines which preferences are currently having an impact on your work style and which are having less



Module 3- Unconscious bias

Aim

- To understand the impact of key cognitive biases.
- To experience the behaviours that will interrupt those biases.

‘Breaking Bias’

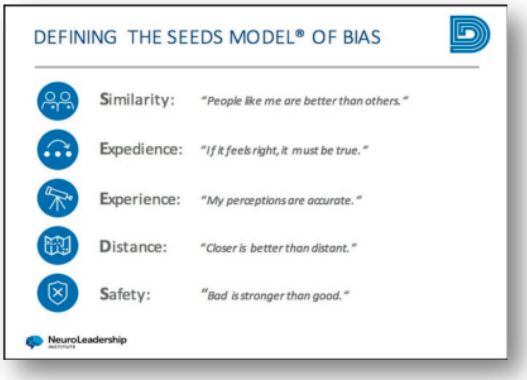
A Neuroscience research paper published in the NeuroLeadership Journal (2015) by:

Matthew Lieberman,

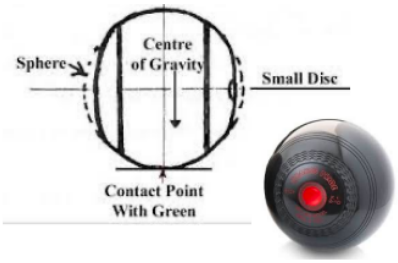
David Rock,

Heidi Halvorson and

Christine Cox:



What is Bias?



<u>Definition</u>: Bias is a disproportionate weight in favour of or against an idea or thing

<u>Etymology:</u> Old French word – ‘Biais’ meaning sideways, askance, against the grain.

Entered English language via the game of bowls - balls made with a greater weight on one side.

Bias is not a 'bad' thing.

A bias is a mental shortcut

Biases are essential for us to *not* become overwhelmed by information and data

In our hyper-connected world:

- **Poor decisions can multiply like a chain reaction.**
- **Default solutions not adequate for complex problems (VUCA).**
- **Parallel increase in need for:**
  - **diversity of thought &**
  - **reliance on tech and social networks**
- **Potential solutions formed by multiple perspectives.**
- **Solutions require greater cognitive effort.**
- **Increase in demand for speedy decisions.**

As a Leader:

When you understand the neural underpinnings of bias and how to mitigate for them, you can help to pave the way for the acceptance of strategies to prevent bias in decision making at the organizational level.

Biases = Mental shortcuts

A process of:

Deletion

Distortion

Generalisation

Experts believe that….

- The mind's unconscious is responsible for at least 80% of thought patterns.

and

- The conscious mind is *not* capable of perceiving what the unconscious is thinking!

Banaji and Greenwald, *Blindspot: Hidden Biases of Good People* 61 (Delacorte Press, 2013)

It's as if you can be two people at the same time…

CONSCIOUS SELF:

"I don't have any bias towards anything or anyone."

UNCONSCIOUS SELF:

Harbouring biased attitudes that unknowingly leak into decision making and behaviour

What is the underlying cause of bias?

Neuroscience and brain imaging shows that…

- Avoiding pain and seeking rewards
- The need to be 'right'
- Blind spot bias

Bias happens when…

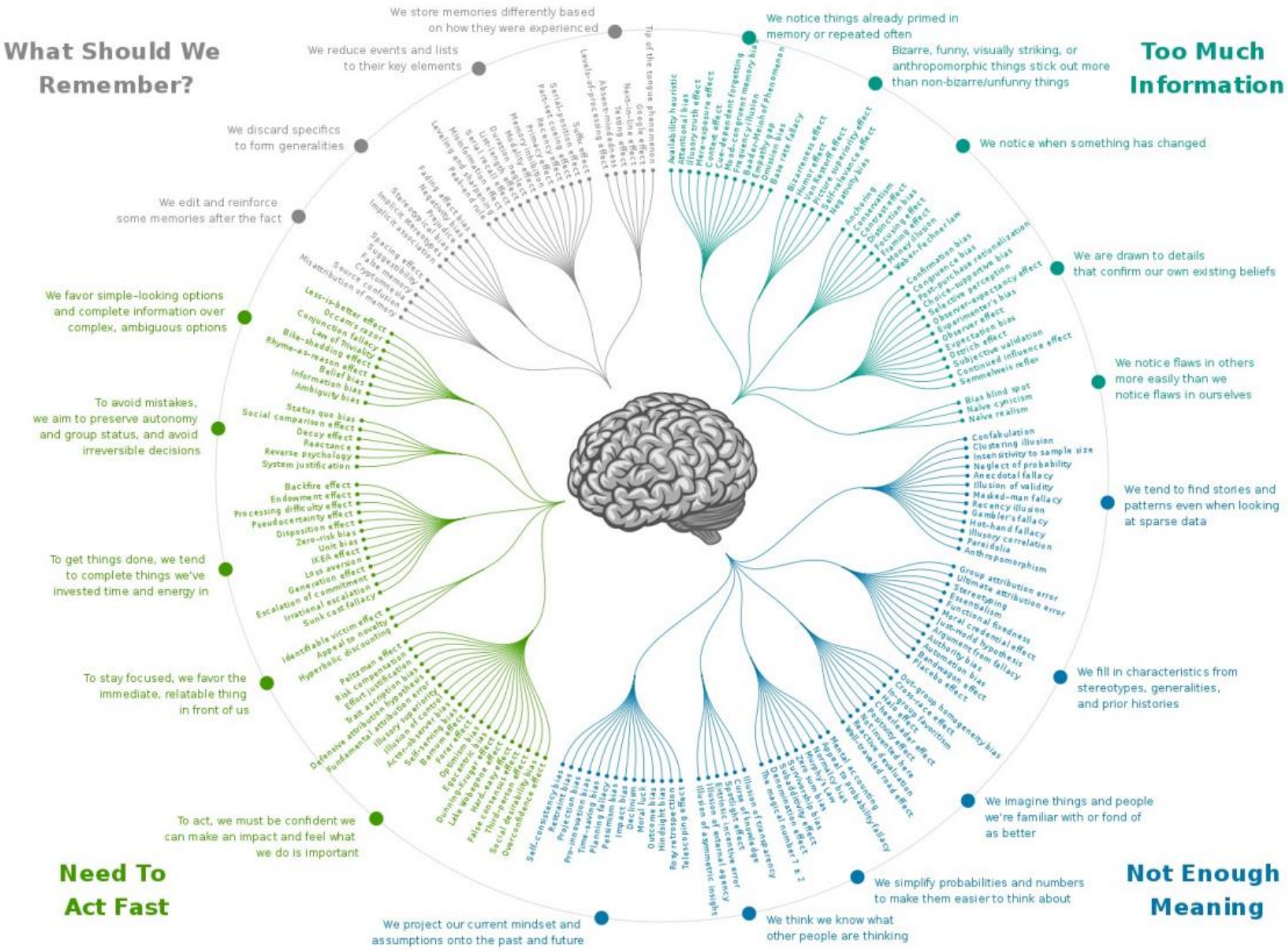
1. Too much information

2. Not enough meaning

3. Need to act fast

4. Needing to remember

THE COGNITIVE BIAS CODEX


What Should We Remember?
We store memories differently based on how they were experienced
We reduce events and lists to their key elements
We discard specifics to form generalities
We edit and reinforce some memories after the fact
Too Much Information
We notice things already primed in memory or repeated often
Bizarre, funny, visually striking, or anthropomorphic things stick out more than non-bizarre/unfunny things
We notice when something has changed
We are drawn to details that confirm our own existing beliefs
We notice flaws in others more easily than we notice flaws in ourselves
We tend to find stories and patterns even when looking at sparse data
We fill in characteristics from stereotypes, generalities, and prior histories
We imagine things and people we're familiar with or fond of as better
We simplify probabilities and numbers to make them easier to think about
We think we know what other people are thinking
We project our current mindset and assumptions onto the past and future
Not Enough Meaning
To act, we must be confident we can make an impact and feel what we do is important
To stay focused, we favor the immediate, relatable thing in front of us
To get things done, we tend to complete things we've invested time and energy in
To avoid mistakes, we aim to preserve autonomy and group status, and avoid irreversible decisions
We favor simple-looking options and complete information over complex, ambiguous options
Need To Act Fast
Tip of the tongue phenomenon
Google effect
Next-in-line effect
Testing effect
Absent-mindedness
Levels-of-processing effect
Suffix effect
Serial-position effect
Part-set cueing effect
Recency effect
Primacy effect
Memory inhibition
Modality effect
Duration neglect
List-length effect
Serial recall effect
Misinformation effect
Leveling and sharpening
Peak-end rule
Fading affect bias
Negativity bias
Prejudice
Stereotypical bias
Implicit stereotypes
Implicit association
Availability heuristic
Attentional bias
Illusory truth effect
Mere-exposure effect
Contrast effect
Cue-dependent forgetting
Mood-congruent memory bias
Frequency illusion
Baader-Meinhof Phenomenon
Empathy gap
Omission bias
Base rate fallacy
Bizarreness effect
Humor effect
Von Restorff effect
Picture superiority effect
Self-relevance effect
Negativity bias
Anchoring
Conservatism
Contrast effect
Distinction bias
Focusing effect
Framing effect
Money illusion
Weber-Fechner law
Confirmation bias
Congruence bias
Post-purchase rationalization
Choice-supportive bias
Selective perception
Observer-expectancy effect
Experimenter's bias
Observer effect
Expectation bias
Ostrich effect
Subjective validation
Continued influence effect
Semmelweis reflex
Bias blind spot
Naive cynicism
Naive realism
Confabulation
Clustering illusion
Insensitivity to sample size
Neglect of probability
Anecdotal fallacy
Illusion of validity
Masked-man fallacy
Recency illusion
Gambler's fallacy
Hot-hand fallacy
Illusory correlation
Pareidolia
Anthropomorphism
Group attribution error
Ultimate attribution error
Stereotyping
Essentialism
Functional fixedness
Moral credential effect
Just-world hypothesis
Argument from fallacy
Authority bias
Automation bias
Bandwagon effect
Placebo effect
Out-group homogeneity bias
Cross-race effect
In-group favoritism
Halo effect
Cheerleader effect
Positivity effect
Not-invented-here
Reactive devaluation
Wait-a-while road effect
Mental accounting
Appeal to probability fallacy
Normalcy bias
Murphy's Law
Zero-sum bias
Survivorship bias
Subadditivity effect
Denominator effect
The magical number 7 ± 2
Illusion of transparency
Illusion of knowledge
Curse of knowledge
Spotlight effect
Extrinsic incentive error
Illusion of external agency
Illusion of asymmetric insight
Telescoping effect
Rosy retrospection
Hindsight bias
Outcome bias
Moral luck
Declinism
Impact bias
Pessimism bias
Planning fallacy
Time-saving bias
Pro-innovation bias
Projection bias
Restraint bias
Self-consistency bias
Illusion of control
Illusion superiority
Self-serving bias
Actor-observer bias
Illusion of control
Illusion superiority
Defensive attribution hypothesis
Fundamental attribution error
Effort justification
Trait ascription bias
Risk compensation
Peltzman effect
Hyperbolic discounting
Identifiable victim effect
Appeal to novelty
Sunk cost fallacy
Irrational escalation
Escalation of commitment
Generation effect
Loss aversion
IKEA effect
Unit bias
Zero-risk bias
Disposition effect
Pseudocertainty effect
Processing difficulty effect
Endowment effect
Backfire effect
Status quo bias
Social comparison effect
Decoy effect
Reactance
Reverse psychology
System justification
Ambiguity bias
Information bias
Belief bias
Rhyme-as-reason effect
Bike-shedding effect
Law of triviality
Conjunction fallacy
Occam's razor
Less-is-better effect
Misattribution of memory
Source confusion
Cryptomnesia
False memory
Suggestibility
Spacing effect
Mere exposure effect
Contrast effect
Hard-easy effect
False consensus effect
Third-person effect
Social desirability bias
Overconfidence effect
Egocentric bias
Optimism bias
Dunning-Kruger effect
Lake Wobegon effect
Forer effect
Barnum effect
Illusion of control
Illusion superiority
Actor-observer bias
Self-serving bias
Illusion of control
Illusion superiority
Illusion of asymmetric insight
Illusion of external agency

Accepting the role of bias…

- Bias is universal
- We are biologically pre-disposed to have bias
- Individuals are unaware of the impact of their biases
- It is difficult to mitigate for bias in the midst of decision-making
- Individual cognitive effort is not enough.

'Breaking Bias'

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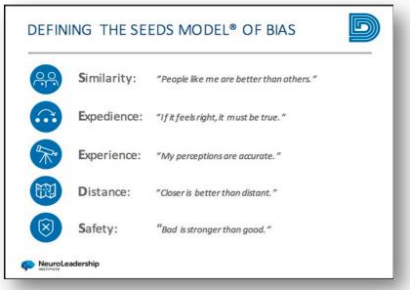
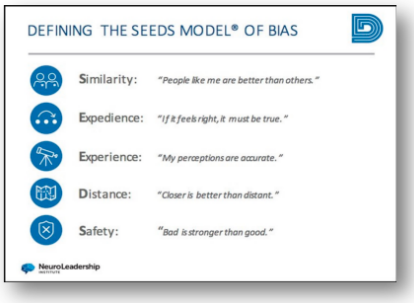


Overcoming Bias - 3 Step Plan: ('Breaking Bias' paper)

1. **Accept** ✓
2. **Label** (Identify)
3. **Mitigate**

   (Assess)



Mitigating for bias…

Knowing about bias is not enough to mitigate for it

Ventrolateral prefrontal cortex (VLPFC) is the braking system for the brain.

Creating an organisational culture to mitigate for bias…

We need an organisational culture to challenge the default position

of the egocentric brain

…

What are the changes needed in:

- Culture
- Managing mistakes?
- Creating safety in speaking up?

SEEDS™ - 188 different biases grouped into 5 categories:

Similarity bias

Expedience bias

Experience bias

Distance bias

Safety bias

Similarity Bias…

…people who are like me are better than others who are not like me

- **In-Group versus Out-Group bias.**
- **Significant neural & behavioural differences**
- **Assigning arbitrary teams creates affinity.**
- **Affinity Bias.**

Similarity Bias Mitigation…

600 decisions

made by 200 different teams

over a 2 year period…..

Decisions MADE and EXECUTED by diverse teams delivered 60% better results.

Expediency Bias…

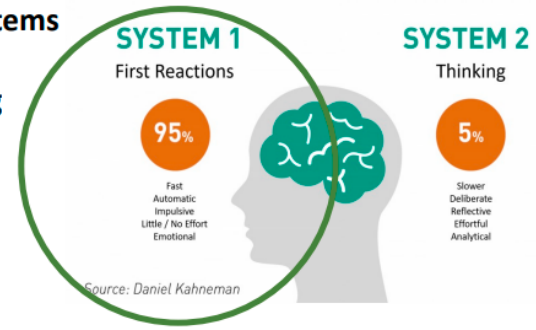
…happens when there is too much information to process, & a decision has to be made.

- A mental shortcut.
- £1.10
- 'If it feels familiar, it must be right.'

Expediency Bias relies upon…

System I and System II Thinking

- 2 parallel decision-making systems
- Expediency in decision making
- It "feels right"



Expediency Bias…

…mental shortcuts that enable us to make quick and efficient decisions

Examples:

- **Availability heuristic bias:** relying on the most readily available data points
- **Anchoring bias:** Relying too heavily on the first piece of information offered when making a decision
- **Confirmation Bias:** Causes people to pay more attention to information that confirms their existing belief system and discount information that is contradictory.

Experience Bias…

…my experience and perceptions are valid and all I need to know to make a decision

FI of FIDO…

Facts

Interpretation

Decision

Outcome

We are like a dog with a bone……

Experience Bias Mitigating Strategies

Who is your Elrick and who is your Jason?

Changing perspective: 2nd Positioning

Experience Bias…

…my experience and perceptions are valid and they are all that I need to know to make a decision

Examples of Experience bias:

- **False consensus effect:** others are sure to agree with me – overestimating
- **Blind Spot Bias:** I can see the biases in others but not in myself

Distance Bias…

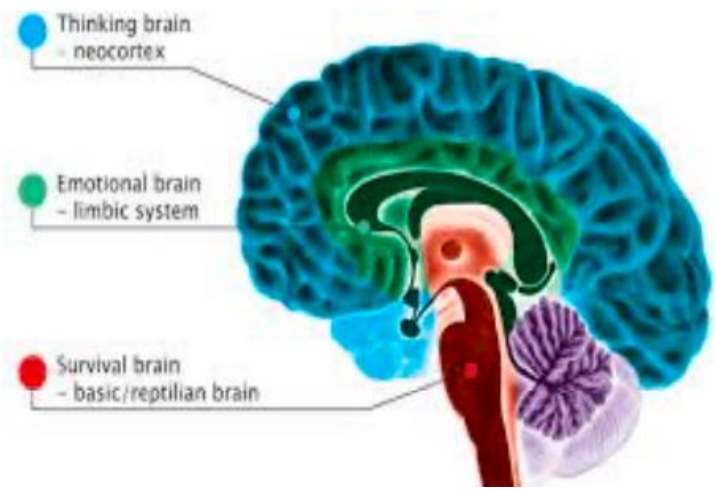
…close is better than distant

Examples of Distance bias:

- **Affective Forecasting bias:** Imagining that I will feel in the future the same as I feel today
- **Temporal Discounting bias:** £100 today is better than £150 in 6 months

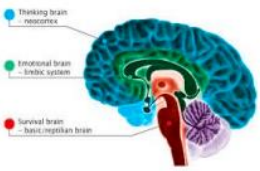
Safety Bias…

…bad is stronger than good



Safety Bias…

…bad is stronger than good



Examples of Safety bias

- **Loss Aversion bias:** Being risk averse – more likely to take action in the face of loss or fear
- **Framing Effect bias:** Making a different judgement based on whether the decision is presented as a gain or a loss (40% v 60%)
- **Sunk Cost Bias:** Not wanting to let go of something you are invested in

SEEDS Summary…

DEFINING THE SEEDS MODEL® OF BIAS

Similarity:	*"People like me are better than others."*
Expedience:	*"If it feels right, it must be true."*
Experience:	*"My perceptions are accurate."*
Distance:	*"Closer is better than distant."*
Safety:	*"Bad is stronger than good."*

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SEEDS Summary…

SIMILARITY

"People like me are better than others."

Common in all people decisions.

A function of automatically defining everyone as in-group or out-group, and processing information differently as a result.

Examples
- In-group Bias
- Out-group Bias

Similarity bias mitigation:

Find commonalities

SEEDS…

EXPEDIENCE

"If it feels right to me, it must be true."

Common when we hurry or experience high cognitive load. Tied to limited prefrontal resources.

Examples

- Availability Bias
- Confirmation Bias
- Halo Effect

Expedience bias mitigation:

Consider all the information

SEEDS…

EXPERIENCE

"My perceptions are accurate."

Common in creative and business decisions. A function of perceptions being highly subjective, with many processes invisible to us.

Examples

- Fundamental Attribution Error
- False Consensus Effect
- Illusion of Transparency

Experience bias mitigation:

Get other perspectives

SEEDS…

DISTANCE

"Closer is better than far."

Common in people and business decisions. Due to a 'proximity' network for all types of closeness, in time, space and ownership.

Examples

- Temporal Discounting
- Affective Forecasting

Distance bias mitigation:

Remove distance from the equation

SEEDS…

SAFETY

"Bad is stronger than good."

Common in business decisions

Due to a larger threat than reward system.

Includes social dangers, like loss of status

Safety bias mitigation:

Decide for someone else

Examples

- Loss Aversion
- Sunk Cost

Creating an organisational culture to mitigate for bias…

We need an organisational culture to challenge the default position

of the egocentric brain

…

What are the changes needed in:

- Culture
- Managing mistakes?
- Creating safety in speaking up?