dangerous discourse

FROM

dangerous discourse

to extraordinary engagement: changing the conversation on inclusion

Nicole Lance | Eric M. Bailey
Presenters:

Eric M. Bailey, Managing Partner
Extraordinary Balance

Nicole Lance, Managing Partner
Extraordinary Balance
We cannot solve our problems with the same thinking we used when we created them.

- Albert Einstein
Information Our Brains Process.

11,201,000 bits Per second
Maximum Information Our Brains Can CONCIOUSLY Process.

11,201,050 bits Per second
Our Processing is Almost 100% (99.9999995%) Unconscious
To Expedite Cognition, Our Brains Take Shortcuts
1. The Illusion of Certainty
2. Perceptions vs. Reality
3. The Fight to Be Right
4. The Power of Distinction
5. Power of Context
6. Transformation of Empathy
7. The Truth About Bias
8. Fundamental Attribution Error
9. The Nature of Joy from Pain
10. The Fluidity of Tribal Boundaries
11. The Validation of Truth
12. The Truth about Judgment
13. Just OODA It!
14. Destruction from Distraction
15. Mutual Purpose Solves Debate
16. The Myth of Multitasking
17. Stereotype Expectations
18. The Pull of Patterns
19. The Trap of Binary
20. Cause and Effect Illusion
21. The Blindspot List
22. The Power of Awareness

Principles of Human Understanding™

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The Cure for Stupidity

Using Brain Science to Explain Irrational Behavior at Work

ERIC M. BAILEY
1. The Illusion of Certainty
2. Perceptions vs. Reality
3. The Fight to Be Right
4. The Power of Distinction
5. Power of Context
6. Transformation of Empathy
Our Brains Like to Project Certainty (even when there is none)

@eric_m_bailey
Warning!!!
Even Though You Know About It,
The Illusion Of Certainty
Will Come Back To Bite You.
The only things in life that we can learn are things that we don’t yet know.

@eric_m_bailey
We Do Things Differently. Intentionally. To Accelerate the Speed of Government
How We Serve

Team Retreats
Organizational Training
Strategic Planning

Diversity & Inclusion
Community Engagement
Executive Coaching

We Do Things Differently. Intentionally.
Mission:
We Serve
Those Who Serve
Vision:

We Will Change the Way the World Connects
Unfriend (ʌnˈfrɛnd) VERB

Remove someone from a list of friends or contacts on a social networking website.

Oxford Dictionary
Strategies for improving inclusion
Don’t fear inclusion
Momentum and inclusion are NOT mutually exclusive.
Intentional inclusion up front will accelerate momentum later.
DIVERSITY
Is A Fact
&
Is A Choice
&
INCLUSION
DIVERSITY
Having or being composed of differing elements.
The act or practice of including people
Get intentional
Open door vs. intentional invite
Broad inquiries vs. specific requests
Ask:
“Who is not at the table but should be?”
How do you know who to INCLUDE?
We often think that Bias

Equals Racism, Sexism, Homophobia, Agism, all of the ISMs
“Bias is Bad, I Don’t Have Bias!”
You Do
We All Do
“Bias is Bad, How Do We STOP Bias?”
We Don’t
Because Bias is Not Bad
Because Bias is Not Bad, Necessarily
Bias

Systematic error in thinking that impacts the judgments and decisions that we make.
Bias

Preference to accelerate cognitive processing time
Bias

Preference to accelerate cognitive processing time
Some Biases

You May Not

Have Heard Of
Bro-propriating
Height Discrimination

Discrimination based on the perception that one's height is not within the normal range.

Infants as old as 10 months old associate physical size with dominance, leadership, and power.

Thomsen, Frankenhuis, IngoldSmith, & Carey, 2011
A preference for the current state of things. The idea that “The Way We’ve Always Done It” is the baseline by which all other new ideas can be measured as losses.

Individuals disproportionately stick with the status-quo in decision making

Samuelson, Zeckhauser 1988
In work settings we believe that we trust the person with the most expertise, but don’t realize that Unconscious Bias is at play.

We instead, rely on “proxies for expertise” like projected confidence, extroversion, gender, height and/or race.
Ensure access
Timing of meetings
Methods of input
Get a fresh review
Have someone else review your process, panel, or approach.
1. The Illusion of Certainty
2. Perceptions vs. Reality
3. The Fight to Be Right
4. The Power of Distinction
5. Power of Context
6. Transformation of Empathy
PERCEPTION

A way of understanding or interpreting something.
The state of things as they actually exist, RATHER THAN AS THEY MAY BE PERCEIVED or might be imagined.

REALITY

A way of understanding or interpreting something.
PERCEPTION GUIDES ALL OF OUR BEHAVIOR
PERCEPTION ≠ REALITY
PERCEPTION > REALITY
EMPATHY GAP

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Goals of Extraordinary Dialogue

1. Learn  
   (Mind The Illusion of Certainty)

2. Find the Truth / Best Path Forward  
   (Monitor Perception vs. Reality)

3. Produce Results  
   (Are We Moving Towards Action?)

4. Strengthen Relationships  
   (No lower back tattoos required)
Feedback is a gift
Ask:
“What was good?”
“How could it be more inclusive?”
Effective Engagement
There is a difference between satisfying a public participation requirement and having public engagement.
Public participation

- We posted it online
- We put up our signs
- We sent a survey
- We held a meeting
May or may not have actually gotten meaningful engagement
Public Engagement

• We know more than we did before
• Raving fans vs. Raging opponents
• Stakeholders have been heard
• Roadblocks are identified (and may have been cleared!)
There is a difference between inviting someone to participate and actually getting their engagement.
Effective Engagement

• More voices in the conversation
• Disconfirmation is intentionally sought
• Participants are (and feel) heard
• You receive the input you need
How?

• Introvert/extrovert processing time
• Clarify objectives
  – Why are they there?
  – What is expected?
• Create safe spaces
  – Monitored talking times
  – Alternate means of input for difficult conversations
  • Note- this will take time and effort!
Principles of Human Understanding™

18. The Pull of Patterns
19. The Trap of Binary
20. Cause and Effect Illusion
21. The Blindspot List
22. The Power of Awareness
There is more left for me to learn

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Let’s Keep The Conversation Going!

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