

FROM  
*dangerous discourse*  
TO EXTRAORDINARY ENGAGEMENT:  
CHANGING THE CONVERSATION ON  
*inclusion*

Nicole Lance | Eric M. Bailey

## Presenters:



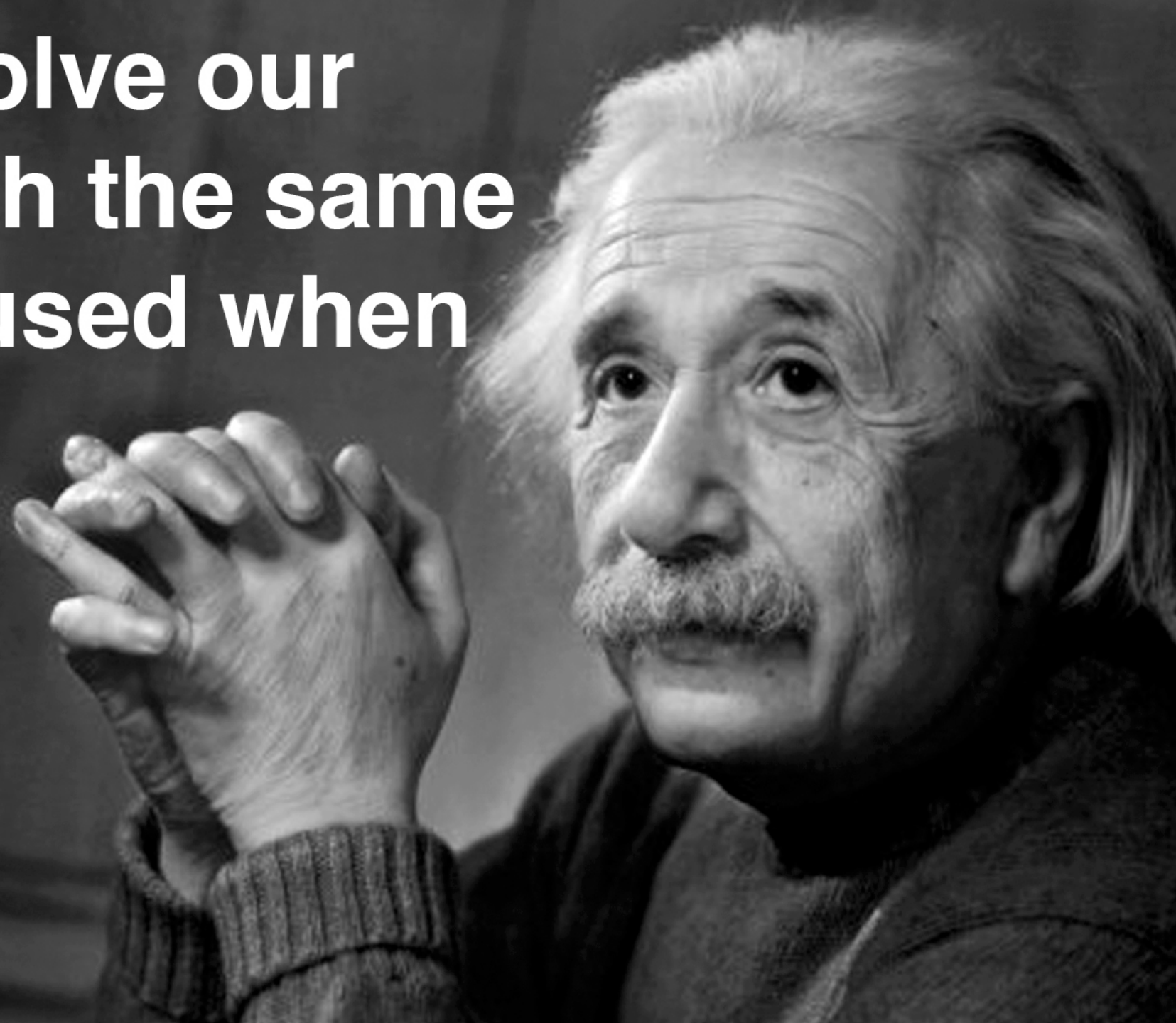
**Eric M. Bailey**, Managing Partner  
Extraordinary Balance



**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 CONSCIOUSLY Process.**

**11,201,050 bits**

**Per second**

**Our Processing is  
Almost 100%  
(99.999995%)  
Unconscious**

# To Expedite Cognition, Our Brains Take Shortcuts

# Principles of Human Understanding™

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™

## The Brain Science and Psychology Behind Communication, Collaboration, Leadership, and Relationships.

1. The Illusion of Certainty
2. Perceptions vs. Reality
3. The Illusion of Leadership
4. The Power of Distinction
5. Power and Control
6. Transformation of Empathy
7. The Truth About Bias
8. Fundamental Attribution Error
9. The Nature of Joy from Pain
10. The Quick and Dirty Truth About Us
11. The Validation of Truth
12. The Truth about Judgment
13. Just OODA It!
14. Destruction from Distraction
15. Mutual Purpose Solves Debate
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The Cure for Stupidity



# The Cure for **STUPIDITY**

Using Brain Science to Explain  
Irrational Behavior at Work

ERIC M. BAILEY

ERIC BAILEY

# Principles of Human Understanding™

## 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**

**Diversity & Inclusion**

**Organizational Training**

**Community Engagement**

**Strategic Planning**

**Executive Coaching**



**We Do Things Differently. Intentionally.**



# Mission:

**We Serve**

**Those Who Serve**

**Vision:**

**We Will Change the  
Way the World  
Connects**

# Unfriend (ʌn'frend)

**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

**INCLUSION**



**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,  
**| 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

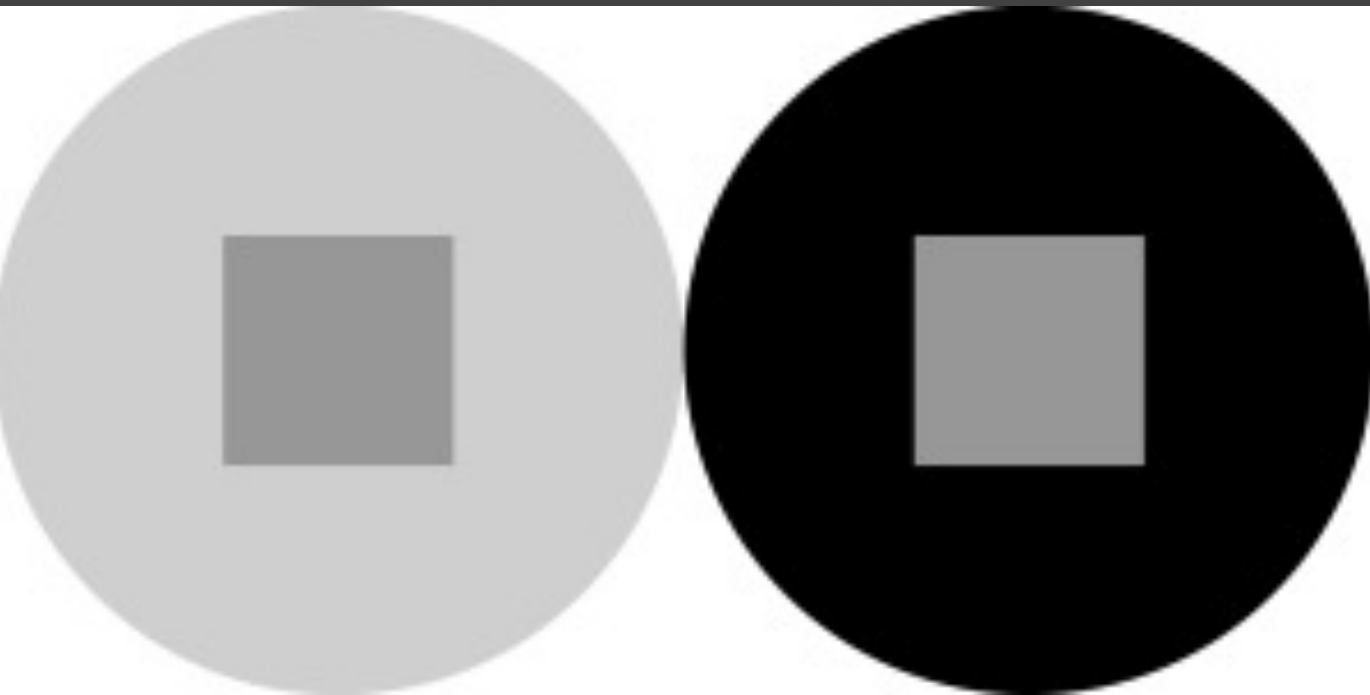
Discrimination based on the perception that one's height is not within the normal range.

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

Thomsen, Frankenhuys, IngoldSmith, & Carey, 2011



# Contrast



# Effect

# Status Quo Bias

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**



**ADA**

# Timing of meetings

# Methods of input



**Get a fresh review**

Have someone  
else review your  
process, panel, or  
approach

# Principles of Human Understanding™

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



# REALITY

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.

PERCEPTION

REALITY

A way of understanding  
or interpreting something.





**PERCEPTION  
GUIDES ALL OF  
OUR BEHAVIOR**

**PERCEPTION  $\neq$   
REALITY**

**PERCEPTION**  
**REALITY**



# EMPATHY GAP

# 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

@eric\_m\_bailey

@nicolelancestrategies

# Let's Keep The Conversation Going!



**@Eric\_M\_Bailey**  
**@NicoleLanceStrategies**



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