Building Cultural Competence to Manage Hiring Bias

Resource Guide
A Web Seminar for Diversity Best Practice Members

Language & Culture Worldwide, LLC
www.LanguageAndCulture.com

It’s a multicultural world...
Are you ready?™
ABOUT US

LCW is a global consulting firm that offers cultural competence and organizational effectiveness solutions for culturally diverse groups or organizations. From senior corporate executives to international students to virtual teams, LCW’s programs build skills and mindsets for succeeding in a world increasingly defined by a diversity of thought, approach, and values.

LCW offers training, translation and consulting services that inspire professionals to connect across cultures.

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Change Strategy for Building Cultural Competence

1. All New Hires & Incumbents
   - 45-minute foundational eLearning Inclusive Diversity @ Allstate

2. Leaders, HRBPs & Hiring Managers
   - Stage 1 +
   - IDIs
   - 4-hour Unconscious bias/cultural competence session (through a TTT approach)

3. Key Business Unit Hiring Managers & HRBPs
   - Stages 1 & 2 +
   - IDIs
   - 4-hour Unconscious bias/cultural competence session (through a TTT approach)
   - 2-hour Managing Bias in Hiring with Cultural Competence virtual classroom session facilitated online by LCW

Current State Metrics:
- Like many organizations, recognizes a need to increase diversity of new hires
- Average of 4,000–5,000 new hires annually

Desired State Metrics:
- Increase in diverse hiring rates
- Engagement of leaders in attracting, developing, retaining diverse talent (pre/post)
- Successfully overcome ‘cultural fit’ obstacles

Unconscious Bias

‘Shortcuts’ for what is right or important

Different = ‘Unsafe’

Also rooted in cultural environment

‘Perceptual lens’ acts as a filter

Impacts decision-making

Intercultural Competence
In Hiring/Selection

- How we screen résumés
- Who and how many conduct interviews
- Interview guides / questions asked
- Evaluation of candidates
- Debriefing or discussing interviews with others

What’s ‘cultural fit’?

- People who conform to ‘mainstream’ organizational culture
- People we feel comfortable with
- Behavior (and, if we’re honest, visual characteristics) we’re used to

✓ Often explained in the context of corporate values or competencies
Self-Reflection Activity

When it comes to putting competencies into action as hiring managers, it’s important that we understand what cultural fit means in our own organization and teams.

(1) **What** specific behaviors or style points do we prefer and promote on our teams?

_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________

(2) **Why** do we prefer these behaviors or style points?

_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________

(3) Could this preference sometimes be an expression of bias (however unintentional)?

_____________________________________________________________________________________
_____________________________________________________________________________________
_____________________________________________________________________________________

The D-I-N Model

**D** - Describe (Observe without judgment)

**I** - Interpret from their perspective (How do they see these behaviors?)

**N** - Navigate (Strategize and act to take into account different interpretations)

**Objective**

**Subjective**

**Creative**
The Better Candidate
Applying the D-I-N Model

Mike is wearing a class ring from the hiring manager’s alma mater.
Jim (the hiring manager) feels Mike demonstrates the company’s values of MOTIVATED and PROFESSIONAL.
Mike demonstrates the potential to make others feel comfortable with him.
Jim feels Gabriela’s handshake is softer than Mike’s.
Gabriela has a big smile, and answers all Jim’s questions.
Gabriela wore a ring on her left ring finger.
Jim wonders how Gabriela will handle travel if she has a family.
Gabriela presents herself very well during the interview.
What’s ‘cultural fit’ at Your Organization?

Identify a common attribute you look for when hiring, then ask:

1. What characteristics and behaviors do we typically associate with this attribute?
2. Do we tend to associate these characteristics and behaviors with certain “types” (cultural groups) more often than others?
3. How could another extremely qualified candidate demonstrate this attribute differently?

Challenging Your Assumptions About ‘Cultural Fit’

- Check your biases
- Don’t automatically accept “not a good fit”
- Explore using the D I N
- Imagine this person is in fact the perfect fit: how can that be true?
- Own the discomfort, because we may gain so much more from what the candidate brings
- Track positive results
Follow-up Information

Remember your most recent registration confirmation contains access info for a complimentary demonstration of LCW’s *Managing Bias: Case Studies for Managers.*

For more information on LCW Solutions @ DBP contact Meghan Donnelly at meghan.donnelly@diversitybestpractices.com or 925-878-5354.

Closing thoughts from the presenters:

From Jeffrey Cookson, LCW: *For those of you who weren’t able to participate and are viewing the recording, feel free to email me at jeffrey@lcwmail.com if you have a question about any of the content we covered.*

From Diane Krieman, Allstate: *LCW worked extensively with us on the front end to test and work out the technology requirements, our sessions have all gone flawlessly and have been very well received by our employees.*

From Rebecca Parrilla, LCW: *If you would like a referral to speak with one of our clients, or have any questions about how we can leverage LCW’s content and/or the Adobe Connect® learning platform successfully in your organization, please let us know.*