

**Power**noodle

# DEI & Decision Making

The Undeniable and Unbreakable Connection.



# Our hosts



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# Agenda

1. The DEI-DM Connection
2. Current state of our shared worlds
3. Recent shifts & impacts
4. Looking ahead
5. How to adapt & succeed
6. Summary
7. Q&A



# DEI & Decision Making

## A Symbiotic Relationship

- Two sides of the same coin
- The innovation factor
- Shared principles/tenets
- *Example:* Similarity Bias
- Common challenges



**75%** of employees in underrepresented groups report no personal benefit from inclusion initiatives.

**Half** of the decisions made by managers within organizations **fail**.

“While homogeneous groups tend to be more confident in their decisions and make decisions quickly, **diverse groups** tend to make **better decisions** due to the extra layer of debate that comes with considering different points of view.”

# DEI & Decision Making

## Our Shared Reality

- Faster

By 2027, **75%** of the companies currently quoted on the S&P 500 will have disappeared. (McKinsey)

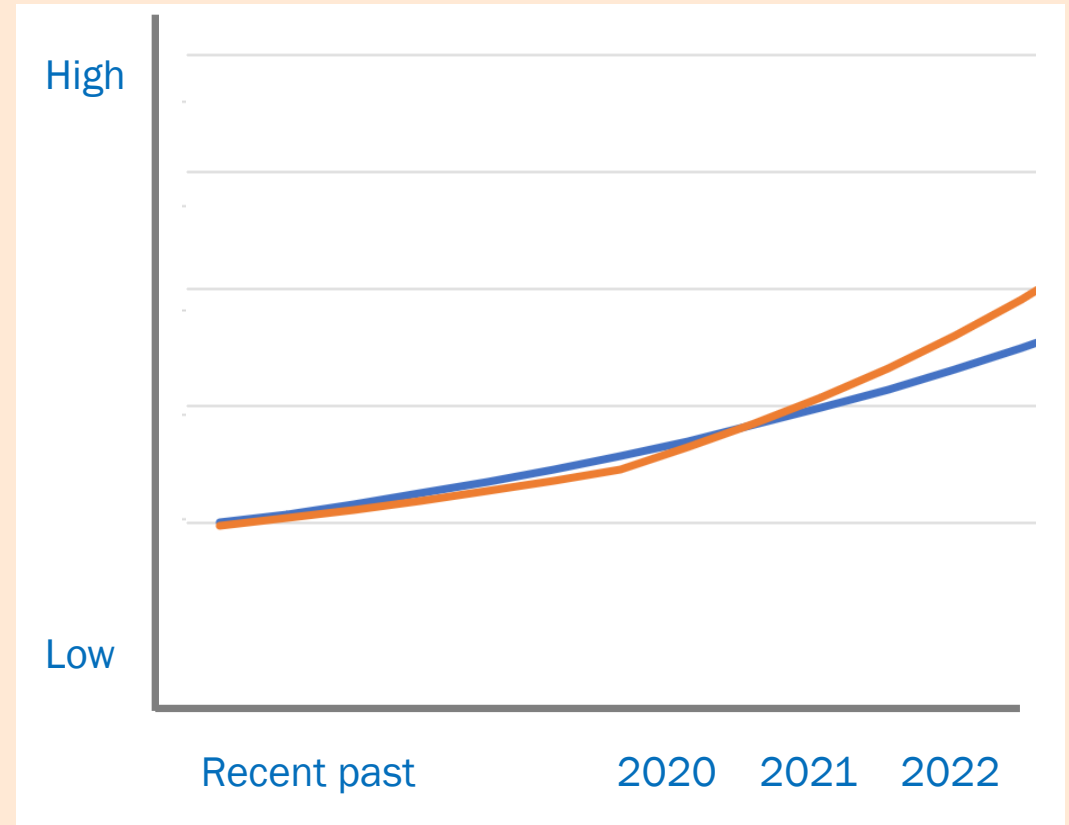
- More complex

“one thing is certain - we cannot avoid ever-increasing complexity.” (HBR)

# DEI & Decision Making

## Recent Shifts

- Moving faster
- Increasing complexity/uncertainty

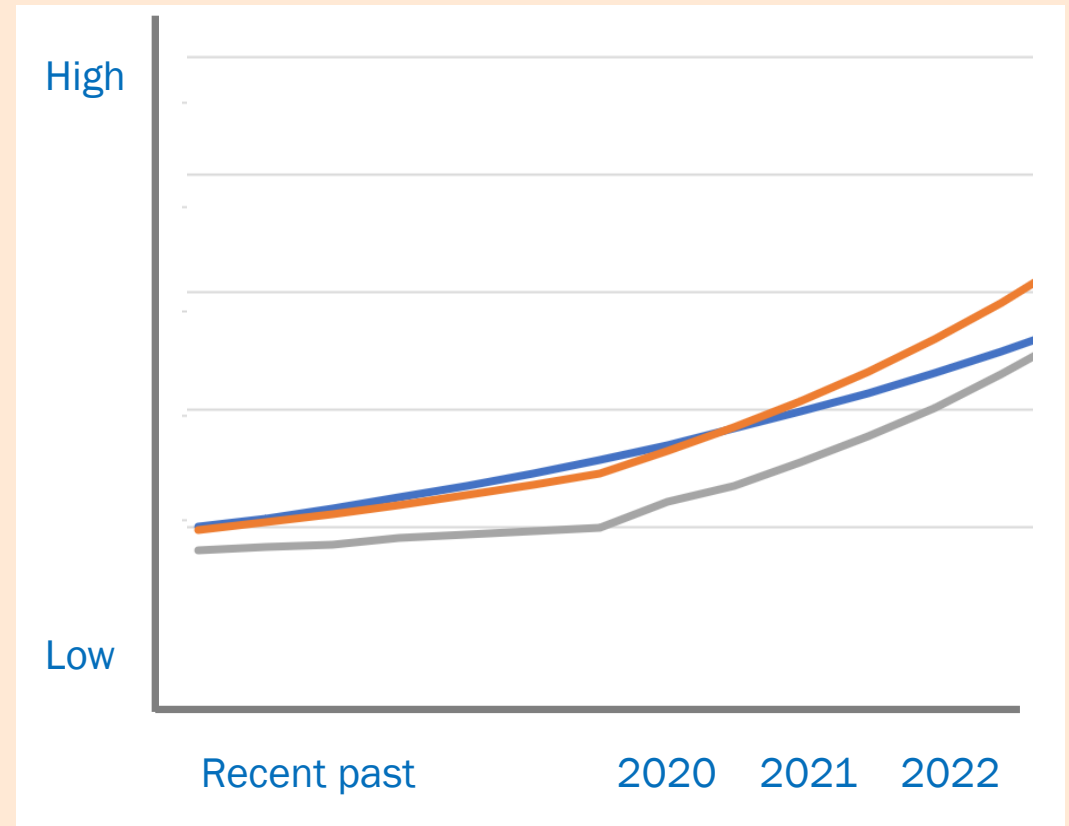


- Complexity/uncertainty
- Speed

# DEI & Decision Making

## Recent Shifts

- Moving faster
- Increasing complexity/uncertainty
- Changing Workscapes
  - Who
  - How
  - Where
  - When



Complexity/uncertainty

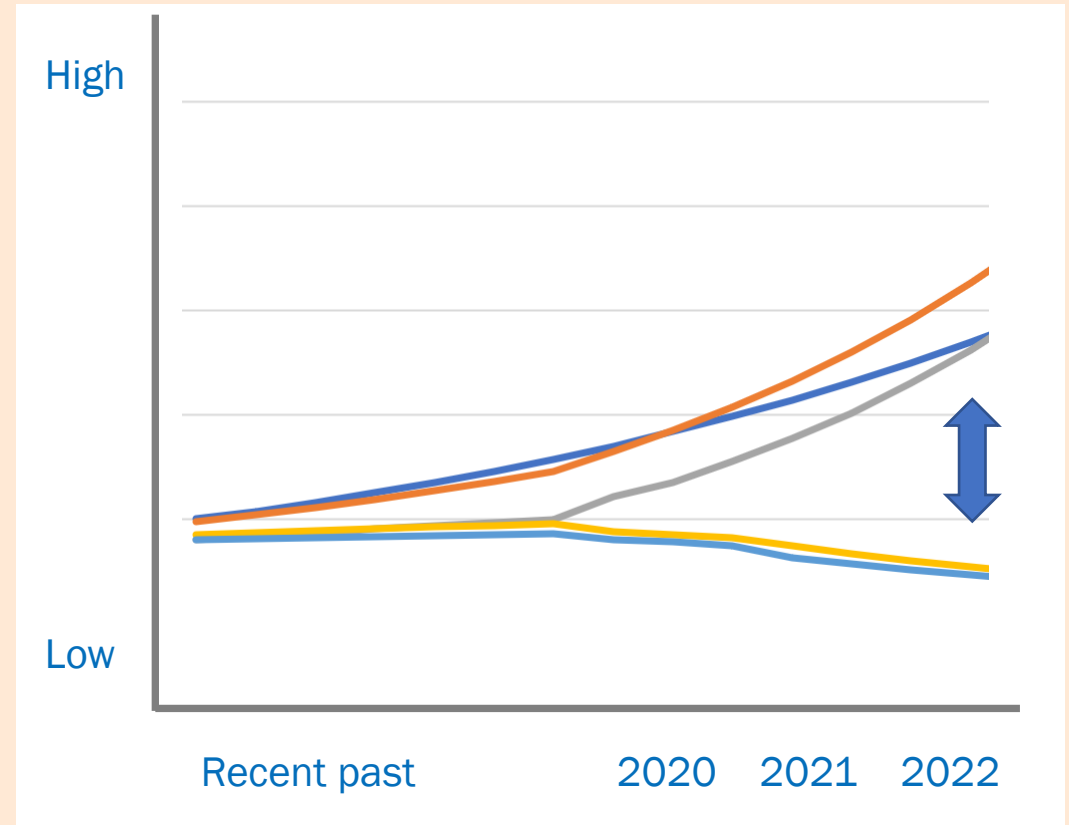
Speed

Workspace differences

# DEI & Decision Making

## Net Effects

- Collaboration
- Decision quality



Complexity/uncertainty

Speed

Workspace differences

Collaboration efficacy

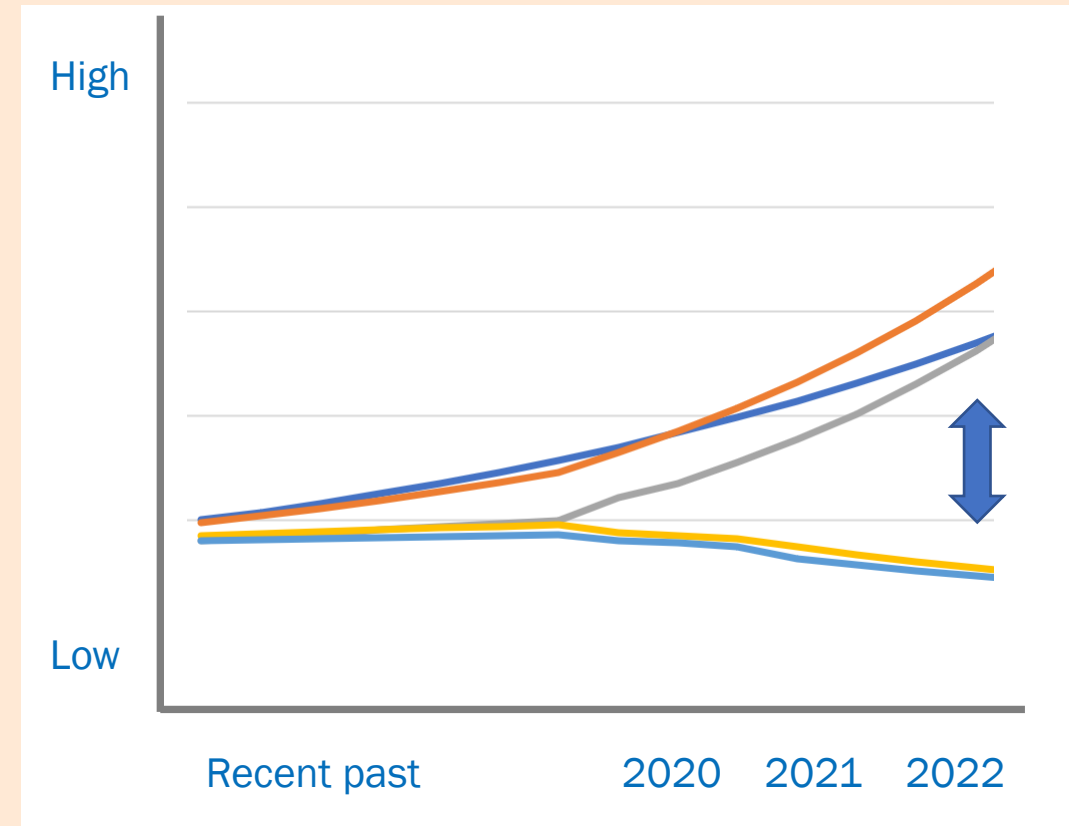
Decision quality



# DEI & Decision Making

## Impacts

- Lack of psychological safety
- Hidden information
- Lack of alignment and buy-in
- Lack of confidence
- Decreased employee satisfaction
- Decreased employee engagement
- Increased churn



Complexity/uncertainty

Speed

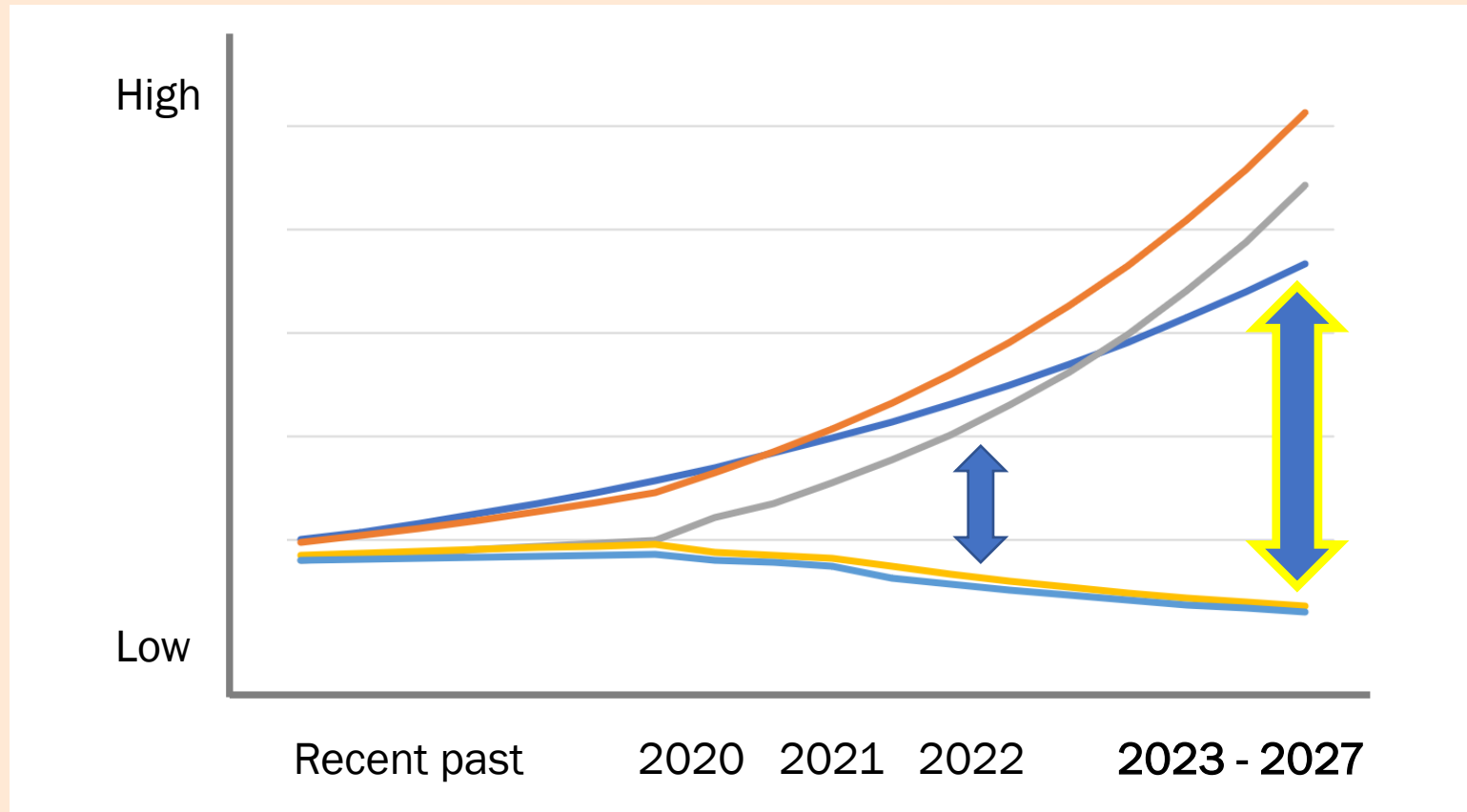
Workspace differences

Collaboration efficacy

Decision quality

# DEI & Decision Making

## The Next Five Years

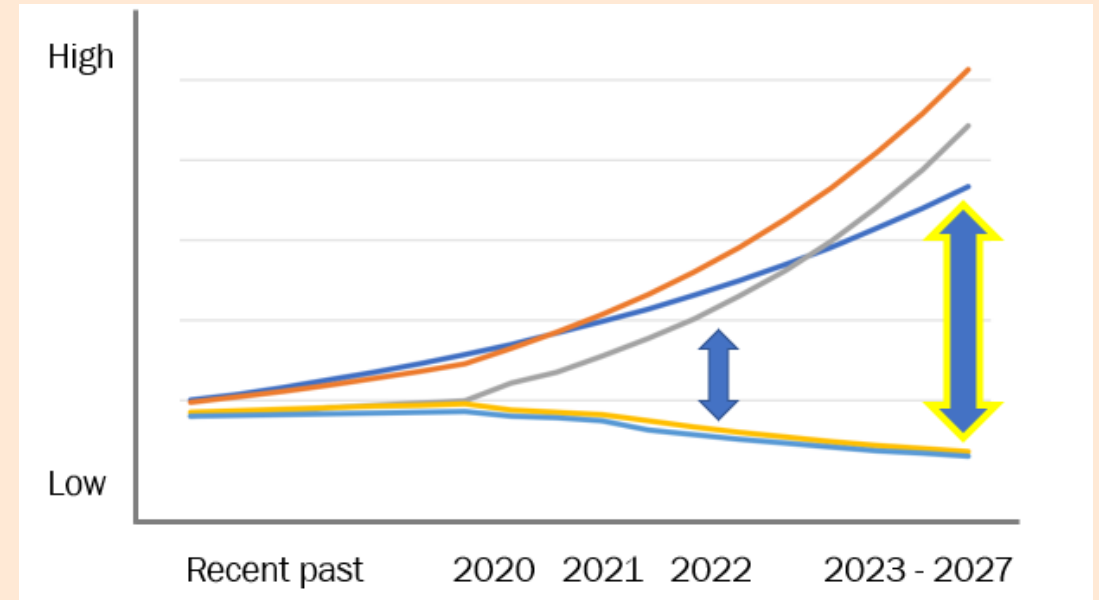


- Complexity/uncertainty
- Speed
- Workspace differences
- Collaboration efficacy
- Decision quality

# DEI & Decision Making

## An Emergent and Urgent Need

- People, process, and technology changes
- Winners
  - Leaders adapt and grow
  - Increased engagement & productivity
  - Sense of belonging



“It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is most adaptable to change.”

# DEI & Decision Making

## Your Expertise

- Organizations need help!
- DEI professionals have the passion and ability
- Close the growing gap



“Everyone shines, given the right lighting.” Susan Cain

# Collaboration Equity

## **Collaboration equity enables your team to contribute inclusive of:**

- Location / time zone
- Role
- Experience level
- Seniority
- Work schedules, preferences and styles
- Neuro diversity
- Technical proficiency
- Device preference
- Physical abilities
- Gender, race, ethnicity, or age



# Create collaboration equity in your decision-making process



Purpose



Engage diverse perspectives



Design for inclusion



Mitigate bias & group dysfunction



Create information equity

# Set the purpose

## Declare your decision

- Decisions are often disguised as "brainstorming", "collaboration", "problem solving" or "teamwork"
- Declaring a decision focuses the attention and triggers an intentional decision-making process
  - Who should be involved?
  - How do we design the process for inclusion?
  - How do we mitigate bias and group dysfunction
  - How do we create information equity in the decision-making process?



# Engage diverse perspectives in your decision-making

## **Diverse groups are positively correlated with decision-making outcomes**

- They focus more on facts
- They process those facts more carefully
- They're more innovative

## **Who needs to be involved? Do you have a diverse perspectives?**

- **Recommend** - who will recommend a decision or action?
- **Agree** - who will agree (formally) on a decision?
- **Input** – who will provide input to a recommendation?
- **Impact** – who is most impacted by this decision?
- **Proximity** – who is the closest to the work?
- **Perform** – who will be accountable for performing a decision once made?
- **Decide** – who will make the decision (commit the organization to action)?



# Design your decision-making process for inclusion

## **Ensure your decision-making process is designed to be inclusive of participants' work schedules, locations, work styles, work preferences, technical fluency, device preference, abilities**

- Do you offer both asynchronous and real time opportunities to contribute?
- Have you provided an agenda and shared the purpose for the meeting?
- Have you provided pre-work, including any context or reading materials? Is it easy to find and consume? Is there any easy way for this to be captured and shared in advance?
- Is the technology being used sufficient for the decision making Does everyone have access? Do they know how to use it?
- If you're transcribing input from others, are you accurately representing others views?
- Have you asked your stakeholders how they like to collaborate, such as employee 'user guides', a.k.a. about me and how I work. (per <https://randsinrepose.com/archives/how-to-rands/>)

# Design your decision-making process for inclusion

## **Create the conditions for psychological safety in the decision-making process**

- No interruption rule
- Separate ideation and evaluation
- Cohort / group participants to remove conflicts of interest
- Anonymize contributions
- Create a **team agreement** to set appropriate expectations and boundaries

## **When participants can share their authentic perspectives, they...**

- Generate the broadest range of possibilities / ideas
- Uncover hidden information
- Feel heard
- Greater trust and buy-in of the process

# Download the Team Agreement

## Set expectations and boundaries for how you work as a team with a Team Agreement

- Focus on what is really needed to make decision making successful
- Consider guidelines for ways of working, meeting, deciding, and communicating
- Establish principles to create psychological safety and ensure personal courtesies
- Work to ensure no one is left out or left behind

[powernoodle.com/team-agreement](https://powernoodle.com/team-agreement)

### Powernoodle

Collaboration Equity Made Easy – Powernoodle.com

#### Our commitment to collaboration equity

##### 1. Time and Work Hours

Our team works in this (these) TIME ZONE(S), and consists of people who have broader lives, including non-work responsibilities that may occur during regular business hours.

Our regular working hours include being available for real-time meetings from TIME A to TIME B on DAYS OF WEEK. We will strive to be flexible in scheduling real-time meetings to take into account broader work and non-work commitments.

Team members ARE/ NOT expected to be available to respond outside of regular working hours.

##### 2. Information Equity

When working together to solve a problem, we will strive to share all relevant information (e.g., documentation, reports, presentations, emails, etc.) in advance of meetings and collaborations. When we receive information ahead of working together, we will complete the required readings to ensure everyone has the same information.

##### 3. Technology Equity

When working together, we agree to use platforms and tools (e.g., Zoom, Slack, Powernoodle, etc.) that everyone on the team has access to.

When introducing a new platform or tool, we must agree to the change and ensure relevant training is available to all. Where licenses are restricted, it should be explained why (such as security, costs, or limited use for group collaboration).

We agree to use the following tools when working together:

- Platform for real-time meetings (e.g., Zoom)
- Platform for real-time communication (e.g., Slack)
- Platform for asynchronous ideation (e.g., Powernoodle)
- Etc.

When working in a hybrid environment, where some team members are physically together and others are fully remote, each of us will use our own laptops to ensure an equitable view and level playing field. Those meeting in person will not mute remote members or engage in side conversations.

##### 4. Participation Equity

While not everyone needs to be involved in everything, we commit to ensuring that most people know about most things.

# Mitigate bias and group dysfunction

Category	Examples	Mitigation
Protection of mindset	confirmation bias, overconfidence, status quo bias	<ul style="list-style-type: none"> <li>• Learning frame – accept that we don't know everything and the what we currently believe may be wrong</li> <li>• Appoint a devil's advocate</li> </ul>
Personality and habits	preference-based habits, content selectivity bias	<ul style="list-style-type: none"> <li>• Build teams that include a diversity of styles and habits</li> </ul>
Faulty reasoning	selective attention, order effects	<ul style="list-style-type: none"> <li>• Assistance from a subject matter expert</li> <li>• Systematically focus on a few aspects of the decision at a time</li> </ul>
Automatic associations	ease or recall, availability effects, anchoring	<ul style="list-style-type: none"> <li>• Question assertions and discarding them when they are not good reference points</li> <li>• Source expert opinions</li> </ul>
Relative thinking	framing effects	<ul style="list-style-type: none"> <li>• Question assertions and discarding them when they are not good reference points</li> <li>• Source expert opinions</li> </ul>
Social influences	group think, HIPPO, conformity	<ul style="list-style-type: none"> <li>• Encourage participants to voice dissenting views</li> <li>• Anonymize contributions</li> <li>• Construct teams to incorporate diversity of skills, personality, and viewpoints.</li> </ul>

# Create information equity

## **Ensure participants have access to information required to effectively contribute to the decision-making process**

- Share relevant information via common repository / folder
- Use technology everyone has access to, has been trained on, and offers an equitable playing field
- Make information available in advance of real time meetings / sessions so that participants can consider the data and their response
- Make 'space' for perspective taking to create a shared understanding
- Give transparency into the ideas people are sharing, enable them to react to each other over time
- Share your decision-making process and its results with stakeholders

# Create collaboration equity in your decision-making process



Purpose



Engage diverse perspectives



Design for inclusion



Mitigate bias & group dysfunction



Create information equity

# Scale & Sustain

## Institutionalize collaboration equity to make these practices sustainable

- PEOPLE: Be the change; demonstrate collaboration equity in the decisions you and your team make
- PROCESS: Document and communicate how decisions are to be made in your team/organization, e.g. [Gitlab's employee handbook](#)
- TECHNOLOGY: Leverage technology tools like Povernoodle to ensure scalable and consistent application of collaboration equity in your decision-making process



# Q&A



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