



Better decision-making (and how diversity can help)

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Working for diversity and inclusion in IP

What we'll cover today

- How our brains process information
- The mistakes they can make
- Why and where this causes problems with our decision-making
- What to do about it
- How diversity can help



How our brains
process
information



How our brains process information

- Our brains process *huge* amounts of incoming information
- They need to make sense of it quickly
- Based on that information, they make an amazing number and range of decisions a day: some relatively trivial, others more important



How our brains process information

- BUT:
- They can only process a tiny proportion consciously
- The rest of it goes on in the background, so quickly we're not aware of how it affects our decisions
- They apply a lot of shortcuts ("heuristics") to help them do this efficiently
- Usually these serve us well... but not always



How our brains process information

- The quickest way to make sense of a large amount of information is to break it up into recognisable patterns
- And process each recognised pattern as a single “chunk”, based on what we know that pattern means
- So we categorise the things we come across, to help us decide how to respond

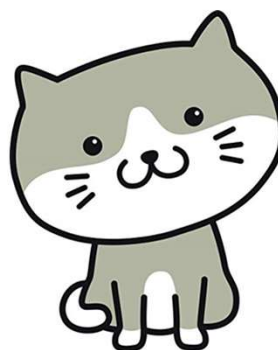


How our brains process information

- So pattern recognition is key
- And it has to be learnt through exposure to vast amounts of data and experience
- Assisted by guidance/teaching from elsewhere



Pattern recognition



How our brains process information

- Advanced pattern recognition also allows us to respond quickly to *parts* of patterns
- In other words, we can *extrapolate* from a small amount of data, detect what looks like an emerging pattern, and make a rapid judgement about it



How our brains process information

- We also learn to apply labels to the patterns we detect
- These provide a mental shortcut to a whole set of attributes that we've learned to associate with things in a particular category
- They form the basis of “stereotypes”



How our brains process information

- These are all valuable survival techniques
- They help us navigate safely, sensibly and efficiently through our surroundings
- We can quickly recognise danger, opportunity, friend, foe
- We can learn from our fellow human beings and their responses to the world





The mistakes
they make



The mistakes they make

- The shortcuts (heuristics) that our minds use when processing information can save time, increase efficiency and keep us safe
- But the rapid, survival-instinct decision isn't always sophisticated enough to cope with complex situations and relationships



The mistakes they make

- Many of the shortcuts involve a degree of “cognitive bias”
 - (Also known as “unconscious” bias)
- They can introduce systematic errors that compromise our decision-making



The mistakes they make

- Categorisation errors
- Extrapolation errors
- Contextual errors
- “Human” issues
- Social influences

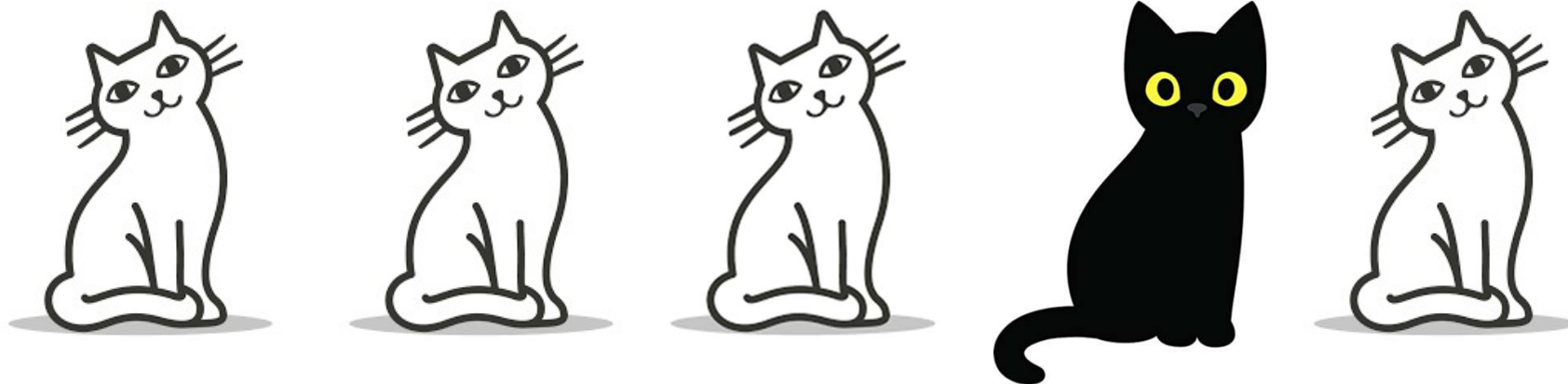


The mistakes they make

Learned patterns:

- The patterns and categories we use are learned from the world around us:
 - Our own observations and experiences
 - From other people: family, friends, teachers, the wider media
- Cultural and societal influences affect the way we see things and the assumptions we make





The mistakes they make

- The decisions we make, around pattern recognition and categorisation, are usually based on probabilities
 - Eg the probability of a situation evolving, or a person behaving, in a particular way
- That's not unreasonable, particularly where we have to make a snap judgement
- But it does serve to perpetuate the status quo



A closer look at “cognitive bias”



A closer look at cognitive bias

- Cognitive biases are *normal*; they happen to all of us
- In many situations, they're invaluable, perhaps even essential
- They happen *without our realising*
- They don't mean we're bad people
- They don't mean we're stupid
 - (What's bad, and/or stupid, is pretending we don't suffer from them)



A closer look at cognitive bias

- There is no vaccine
- There are no exorcists
- Because it's hard to spot, and even harder to own up to, cognitive bias can be difficult to correct for



A closer look at cognitive bias

- The effects of cognitive bias vary from person to person, depending on their experiences
- And for each individual, with context
 - Including, eg, their emotional and physical state, where they are, what they're doing, etc



A closer look at cognitive bias

- A legal and/or scientific training, or critical thinking skills acquired through some other discipline, can help us analyse information more objectively
- But we can still be fooled
- And we don't always apply these skills in non-core tasks, eg to do with relationships or business strategy



Key types of cognitive bias





Groupthink

- Everyone agrees with everyone else
- Everyone thinks in the same way
- Even if they don't, they daren't speak up or challenge the consensus
- This can lead to very bad (but ironically also very confident) decisions



False consensus

- The assumption that everyone thinks and feels the same way as we do
- And knows and understands and values the same things we do
- Reinforces groupthink
 - And complacency



False consensus

- Hampers communications with colleagues, clients, potential clients, suppliers, tribunals...
 - *(Why doesn't the tribunal get the point I'm making?*
How can this client not understand the issues?
Why does this person not seem comfortable with me?
What don't people like about our 50-page brochure?)
- Leads us to assume other people are defective
- Often tied up with "unconscious privilege"



Confirmation bias

- Only looking for evidence that proves us right:
 - Selective filtering (of inconvenient truths)
 - Selective blindness/deafness (to something or someone we've already discounted)
 - Selective memory
 - "Framing" our description of a situation in order to guide to a selected conclusion
 - Seeing what we expect to see (eg proof-reading mistakes)



Confirmation bias

- Potentially dangerous for our core work
- Makes us vulnerable to professional error and to challenge eg from an opponent or tribunal



Authority bias

- The tendency to give greater weight to information and opinions from people we believe to have authority
- Even if we might otherwise have disagreed



Authority bias

- BUT we don't always check the credibility of our sources
- We're vulnerable to people who self-define as authorities, or who have more power
- We can subconsciously assume people have less authority because of the group they belong to
 - (eg women, or people from an ethnic minority or working class background)
 - See *The Authority Gap* by Mary Ann Sieghart



Other source-related biases

- Common source bias
 - The tendency to combine or compare evidence from the same source, or from sources that use the same methodologies or data
- Availability heuristic
 - The tendency to give more weight to information that's readily available in our memory
- Survivorship bias
 - The tendency to focus more on success stories (and thus lose out on valuable insights from the failures)



Thin-slicing

- Making assumptions and judgements on the basis of a (possibly inadequate) subset of information
- Often relies on learned stereotypes and assumptions

Richard

Jaxon





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1st from Cambridge

Jaxon

3 A-levels: B, B, C
2:1 from Teesside University



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Bar work
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Stereotypes

- The brain's shortcut to recognising and understanding patterns
- Particularly suspect as they often rely on:
 - *Other people's* experiences rather than our own
 - Incomplete or outdated information
 - Misinterpreted evidence
 - (Or no evidence at all !)
 - Prejudice
- Lead to lazy assumptions and "sweeping generalisations"



Lazy assumptions

- Assumptions about:
 - Abilities
 - Status and value
 - Behaviour
 - Needs
 - Ambitions
 - Preferences



Lazy assumptions

- Disabled people prefer to work online
- A person in a wheelchair is unable to join in with certain activities
- A woman with children will be less interested in career progression
- A person who works part-time is less interested in their career
- Women like to organise events for us
- Anxious people can't handle the stress of IP work
- A person on the autism spectrum will have specific problems or think or behave in a specific way



When assumptions become expectations

- Confident assumptions can turn into *expectations*
- If someone doesn't behave as we assume they're going to, it's *them* we judge to be at fault
- This leads to "double standards" for some groups (eg women)
 - See *The Authority Gap* by Mary Ann Sieghart



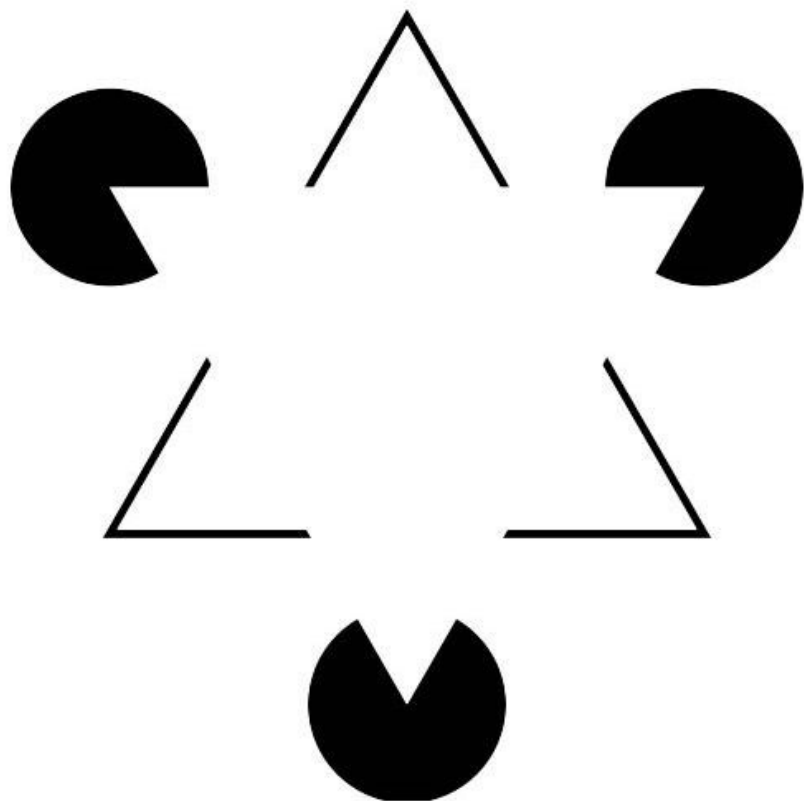
Thin-slicing

- A useful tool, in certain contexts
- But probably better in the wild than when making objective decisions at work!



Clustering illusion

- ...and other similar effects
- Seeing clusters where there aren't any, or "phantom patterns"
- Our brains *love* patterns



The Kanizsa triangle



Clustering illusion

- Over-generalisation
- Finding correlations or causal links where there are none
- Often linked to other biases
 - Eg false consensus, confirmation bias



Fundamental attribution error

- A tendency to under-emphasise situational explanations for someone's behaviour, and instead conclude that it reflects their personality as a whole
- Often involves making assumptions and generalisations about people's personal attributes, from a relatively small amount of information

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“Priming” effects

- (Observational) selection bias
- The tendency to notice something more when something causes us to be more aware of it
- Thus, seeing what we’ve been “set up” to see



Priming and capability

- People can be “primed” in a way that affects their capabilities and confidence
- They can be primed to behave more like a stereotype
 - See *Delusions of Gender* by Cordelia Fine



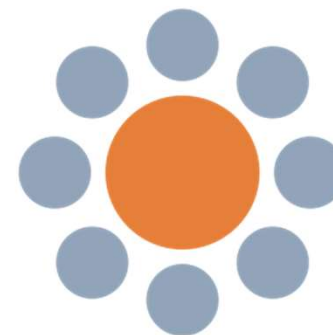
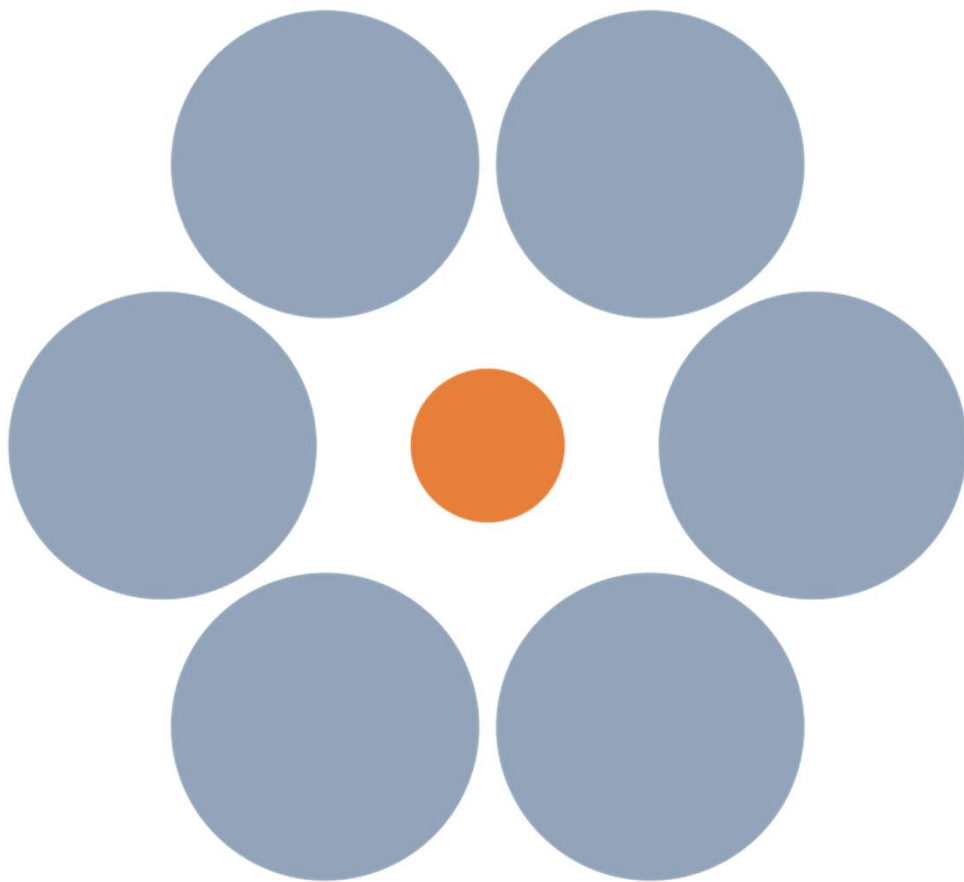
Anchoring

- The marketing team's favourite tool
- The tendency to rely too heavily, or "anchor", on one piece of information when making a decision
 - (Usually the first piece of information acquired)
- Our brains prefer *relative* judgements, so an "anchor" provides a useful reference point



Anchoring

- Leads us to:
 - Judge people and situations on first impressions
 - Judge things, or sometimes even perceive things, differently depending on how, when and in what context they're presented
- It's hard to overcome our first impressions: often we continue to evaluate relative to the initial "anchor"



The Ebbinghaus illusion



Anchoring & relativity

- We're most comfortable comparing *similar* things



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Richard the Second

3 A-level A*s, one A
2:1 from Cambridge



Anchoring & relativity

- Beware the “decoy”: a less favourable but easy-to-compare option that leads us to focus on a particular choice
 - (Often included deliberately by marketing experts)
- For more about anchoring, see *Predictably Irrational* by Dan Ariely



Framing effects

- Our judgements can be influenced by the way information is presented to us:
 - The same problem might receive a different response depending on how it's described to us
 - Choices presented together may yield different outcomes to those presented separately (the "distinction bias")
 - We can be distracted by irrelevant information and "red herrings"
- We can also be guilty of re-framing information to fit our own beliefs



Affinity bias

- Preferring people who are more like us
- Recruiting in our own image
- Forming “in-groups” and “out-groups”
- Allowing social interactions to affect our judgements about work-related issues



Status quo & related biases

- Status quo bias
 - A preference for the current state of affairs
- Sunk cost fallacy
 - A tendency to continue with something because of the resources already invested (often regardless of its future prospects)
- Plan continuation bias
 - A tendency to continue with an existing plan or course of action despite changing conditions



Status quo & related biases

- The status quo bias, sunk cost fallacy and plan continuation bias can seriously impact on:
 - Strategic decisions
 - Systems and procedures
 - Recruitment and team building



Self-serving biases

- Cognitive or perceptual processes can be distorted by the need to maintain and enhance self-esteem
- This can lead us to:
 - Perceive ourselves in an overly favourable manner
 - Ascribe success to our own abilities and efforts, but failure to external factors
 - Take credit for other team members' work
 - Reject the validity of negative feedback
- It can hinder our development, or cause us to overlook threats and difficulties that we could otherwise have mitigated



The Dunning-Kruger effect

- People with low ability at a task tend to overestimate their own ability
- People with high ability tend to underestimate theirs

Other types of cognitive bias

- There are plenty...
- Check out Wikipedia's List of Cognitive biases
 - https://en.wikipedia.org/wiki/List_of_cognitive_biases



Other types of cognitive bias

- The best one of all:
- The “bias blind spot”:
 - Thinking *we’re* not biased



The impact on our
decision-making



The impact on our decision-making

- Cognitive biases can impact on:
 - The way we evaluate people, situations and evidence
 - Comparisons and choices
 - Judgements about cause and effect
 - Strategies and plans
 - The significance (or otherwise) we attach to the information we're given
 - The motivation for our decisions
 - How we justify them



The impact on our decision-making

- Cognitive biases can result in unfair decisions
- That could lead to discrimination
- And it can:
 - Demoralise and demotivate team members
 - Make it harder to recruit and retain staff
 - Compromise workplace performance and productivity
 - *Cause legal and regulatory compliance issues*



The impact on our decision-making

- These are things that affect *real people*
 - Whether they're hired, how much they're paid, the work they do, their career prospects, how well they're treated, how happy and included they feel
 - ...and therefore their mental wellbeing and in turn their productivity



The impact on our decision-making

- Biases such as groupthink, confirmation bias, false consensus, status quo bias and the sunk cost fallacy can lead to:
 - Poor strategic decisions
 - Reduced levels of innovation and creativity
 - Resistance to change
 - *Stunted growth, or decline*



Key danger points at work



Key danger points at work

- “Core” tasks – legal, technical and administrative
- Particularly those that require the analysis of data, documents, situations or instructions
 - (Or another person or party’s behaviour)
- Group/team performance can also be affected



Key danger points at work

- Recruitment and selection
- Performance appraisal
- Promotion and career development
 - Including salary reviews
 - And targets
- Training, management and support



Key danger points at work

- Two useful follow-up discussions:
 - Recruiting, assessing and promoting “on merit”
 - Recruiting for a “good fit”



Key danger points at work

- Creating teams, committees, etc
 - Affinity bias is a big problem
 - Leading, in turn, to groupthink and false consensus
- Allocation of roles, responsibilities and tasks
 - And therefore professional opportunities



Key danger points at work

- Working arrangements: location, timing, flexibility
- Supporting resources and adjustments
- Pastoral support
- Conflict resolution and complaint handling



Key danger points at work

- All sorts of relationships and communications, with:
 - Colleagues (at all seniority levels)
 - Clients and potential clients
 - Suppliers (eg for outsourcing) and business partners
 - New recruits and potential recruits
 - Opponents and tribunals
 - The wider world



Key danger points at work

- Meetings
- Social interactions around the office
- Building the networks that help people fit in and climb the ladder



What to do?



What to do

1. **Accept** that cognitive biases exist and affect us
2. **Recognise** where and when they occur, and the impact they could have
3. **Interrupt** and **reset** at those points
4. **Adopt** good general decision-making habits
5. **Foster** a more inclusive, open-minded working environment



Interrupt and reset

- At the danger points, introduce:
 - “Nudges” to remind ourselves that biases might be there
 - “Interrupters” to stop them in their tracks
 - “Primers” to open the mind to different models
- RESET to assess more objectively



“Nudges” and “interrupters”

- Use checklists to remind us to:
 - Question, and look beyond, our first impressions
 - Look out for confirmation bias, clustering illusions, assumptions and anchoring
 - Satisfy ourselves that our decision is properly justified and evidenced
 - Check where and who our information came from
 - Think about how it was presented to us and whether that might have affected how we perceived it
 - Challenge ourselves
 - If appropriate, seek a second opinion



“Primers”

- Turn “observational selection bias” and “anchoring” to our advantage
- “Prime” decision-makers at critical points, to predispose them towards more balanced judgements:
 - Provide positive role models; detract from the usual stereotypes
 - Help them re-learn the patterns and categories in their subconscious
 - Give them better “anchors”
- Prime for the things that aren’t yet around us but that we’d like to have, to avoid perpetuating the status quo



“Primers”

- Insist on more diverse short-lists
 - Eg for recruitment, promotion, work allocation
 - A little more diversity helps to prime us against stereotypes and the status quo
- Set ourselves targets – similarly for our recruitment consultants, HR teams and managers
- See the “Mansfield Rule”
 - <https://www.diversitylab.com/pilot-projects/mansfield-rule-5-us-uk-canada/>



Good decision-making habits

- These can be used all the time and in most contexts
 - (Except when being chased by lions)



Good decision-making habits

- Be as objective as possible:
 - Use pre-defined criteria and evaluation matrices in, eg, recruitment and appraisal
 - Ensure the criteria are relevant and necessary
 - Require justification, and ideally evidence
 - Use quantitative evidence (eg of success or failure rate, attendance record, etc), to avoid “confirmation bias” or seeing spurious patterns or clusters
 - Challenge other people’s input if not similarly evidenced
- Be wary of instinct and “gut feel”
 - Remember the probable is not always inevitable
 - Our instinct may focus on the former; objectivity will allow us to get beyond that



Good decision-making habits

- Take care over sources:
 - Beware confirmation bias, authority bias, common source bias, the availability heuristic and affinity bias when selecting and valuing sources of evidence
 - Deliberately seek out counter-arguments and -evidence
 - In recruitment, advertise in a wider range of publications, and take care over language and imagery



“Blind” CVs

- Blind CVs can help reduce bias (both conscious and unconscious):
 - Removing people’s names can help with gender and ethnicity biases
 - Removing names of educational establishments *might* help with social mobility
- BUT they can also deprive us of important contextual information,
- which we may be wiser to correct for than ignore



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Good decision-making habits

- Challenge is good!
- Challenge our own and other people's decisions
- Allow others to challenge us; keep an open mind; reflect; curb the instinct to argue back
- *It's OK to change our minds!*



Good decision-making habits

- Try to involve different people in decisions, and different perspectives
 - A decision made by one person alone, or two like-minded people, is more likely to be flawed
 - Aim for diverse decision-making panels, to avoid groupthink and affinity bias (eg in selection and appraisal processes)
 - Consult where possible – widely and candidly
 - At the very least, get a second opinion – *and not from our best mate!*



Good decision-making habits

- Even evaluation matrices can be subject to different moods, priming effects, etc
- Comparing matrices from more than one assessor can help smooth out those variations
- To correct for anchoring effects, ask different panel members to assess sets of information (for example, shortlisted job applicants) in a different order



Good decision-making habits

- Avoid making decisions when we're more vulnerable to bias:
 - For example when we're tired, rushed, stressed, physically uncomfortable, aroused or otherwise distracted
 - Or after too much caffeine, alcohol, etc
- We're more likely to extrapolate or make unjustified assumptions when relying on the instinctive, animal part of the brain



Foster a good decision-making environment

- Diversity
 - The more of it we have, the more likely we are to make balanced decisions, avoiding groupthink, confirmation bias, false consensus, affinity bias, anchoring, etc
- Inclusivity
 - An open culture, where people feel able to speak up and their views are valued, widens the range of perspectives that feed into our decisions



Foster a good decision-making environment

- Some ideas:
 - Diversify working groups and teams
 - Allow everyone, and every opinion, to be heard
 - Call out unconstructive behaviour – including stereotypes, generalisations, assumptions and other sloppy, ill-based thought processes
 - Be creative about approaches to tasks and decisions
 - Keep cognitive bias on the agenda
 - Surround ourselves with a more diverse collection of perspectives
- How can you make these things happen in *your* organisation?



To summarise...



Summary

- As individuals we can become more aware of cognitive bias, and take precautions to mitigate its effects
- But the best counter-measures are those that apply across the *systems* we operate and the *teams* we work in
- We *can* foster a decision-making environment which helps everyone to reach, and communicate, better decisions
- *Above all, decisions that are fair*



Summary

- Most of the things that make us more open-minded, mitigate cognitive biases and improve our decision-making...
- ...are also the things that improve diversity and inclusivity



Summary

- Most of the things that make us more open-minded, mitigate cognitive biases and improve our decision-making...
- ...are also the things that improve diversity and inclusivity
- *What's not to like about that???*





Sources of help and further reading

Sources of help



- IP Inclusive resources (<https://ipinclusive.org.uk/resources/>):
 - November 2017 “Unconscious bias toolkit”
 - <https://ipinclusive.org.uk/resources/unconscious-bias-toolkit/>
 - September 2018 webinar “Unconscious bias & the IP professional”
 - <https://ipinclusive.org.uk/resources/unconscious-bias-the-ip-professional-webinar/>
 - February 2020 webinar “Unconscious bias: the basics”
 - <https://ipinclusive.org.uk/resources/unconscious-bias-the-basics-webinar/>

Sources of help



- Further IP Inclusive resources:
 - July 2019 guidelines on “recruiting for social mobility”
 - <https://ipinclusive.org.uk/resources/recruiting-for-social-mobility/>
 - June 2020 “Attract, include and retain” round-table outcomes, on the impact of D&I in recruitment and retention
 - <https://ipinclusive.org.uk/resources/attract-include-and-retain/>
 - September 2020 think tank outcomes: “Steps to improve social mobility and access to the IP professions”
 - <https://ipinclusive.org.uk/resources/steps-to-improve-social-mobility-and-access-to-the-ip-professions/>

Sources of help



- Specifically about improving ethnic diversity:
 - July 2020 round-table outcomes: “Practical steps to improve BAME representation”
 - <https://ipinclusive.org.uk/resources/practical-steps-to-improve-bame-representation/>
 - Institute of Student Employers’ “5 steps to ensure Black Careers Matter”
 - <https://insights.ise.org.uk/diversity/blog-5-steps-to-ensure-black-careers-matter/>

Sources of help



- ACAS
- Chartered Institute of Personnel and Development
- Equality and Human Rights Commission:
 - “Guidance for Employers”
 - <https://www.equalityhumanrights.com/en/advice-and-guidance/guidance-employers>
 - “Unconscious bias training: an assessment of the evidence for effectiveness”
 - <https://www.equalityhumanrights.com/en/publication-download/unconscious-bias-training-assessment-evidence-effectiveness>

Further reading

- *Cognitive Biases: A Fascinating Look into Human Psychology and What You Can Do to Avoid Cognitive Dissonance, Improve Your Problem-Solving Skills, and Make Better Decisions*, Jerrell Forman (2020)
- *The Little Book of Stupidity*, Sia Mohajer (2015)
- *Predictably Irrational: The Hidden Forces That Shape Our Decisions*, Dan Ariely (2009)
- *Types Of Bias In Technology: Impact Of Technology And Bias In Technology*, Lester Hernandez (2021)
- Wikipedia!



Further reading

- *The Authority Gap*, Mary Ann Sieghart (2021)
- *Delusions of Gender*, Cordelia Fine (2010)
- Diversity Lab (Mansfield Rule):
 - <https://www.diversitylab.com/>
 - <https://www.diversitylab.com/pilot-projects/mansfield-rule-5-us-uk-canada/>



Further reading

The business benefits of D&I:

(This is only a selection of many publications – including both expert opinion and supporting data – that relate to the benefits of increased D&I in a commercial context.)

- McKinsey report *Why diversity matters*, 2015:
<https://www.mckinsey.com/business-functions/organization/our-insights/why-diversity-matters>
- McKinsey report *Delivering through diversity*, 2017:
<https://www.mckinsey.com/business-functions/organization/our-insights/delivering-through-diversity>
- McKinsey report *Diversity wins: How inclusion matters*, 2020:
<https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-wins-how-inclusion-matters>



Further reading

- Research by Boston-based trading platform Quantopian into the performance of female-led companies compared to those run predominantly by men; see eg:
 - Kozlowska, Hanna; Antunes, Xana (2015), *Companies run by women perform better*: <https://qz.com/361602/companies-run-by-women-perform-better/>
 - Wechsler, Pat (2015), *Women-led companies perform three times better than the S&P 500*, Fortune magazine: <https://fortune.com/2015/03/03/women-led-companies-perform-three-times-better-than-the-sp-500/>
 - Rubin, Karen; Dunn, Dan (2015), *How Women are Conquering the S&P 500*: <https://www.youtube.com/watch?v=pJWLi7GHWgs>
- Harvard Business Review articles such as *How and Where Diversity Drives Financial Performance*: <https://hbr.org/2018/01/how-and-where-diversity-drives-financial-performance>



Further reading

The benefits of cognitive diversity for team performance:

- Lu Hong and Scott E Page, *Groups of diverse problem solvers can outperform groups of high-ability problem solvers*, PNAS November 16, 2004 101 (46) 16385-16389:
<https://doi.org/10.1073/pnas.0403723101>
- Research by Massachusetts-based Tufts University in 2006, demonstrating that diverse groups perform better than homogeneous groups when making decisions:
 - See *Racial Diversity Improves Group Decision Making In Unexpected Ways, According To Tufts University Research*:
<https://www.sciencedaily.com/releases/2006/04/060410162259.htm>
- Roy Y J Chua, Harvard Business School working paper, *Innovating at the World's Crossroads: How Multicultural Networks Promote Creativity*, 2011:
<https://www.hbs.edu/faculty/Publication%20Files/11-085.pdf>



Further reading

- Forbes Insights report, *Fostering Innovation Through a Diverse Workforce*, 2011: https://www.forbes.com/forbesinsights/StudyPDFs/Innovation_Through_Diversity.pdf
- Study by BCG Henderson Institute, *How diverse leadership teams boost innovation*, 2018: <https://www.bcg.com/en-us/publications/2018/how-diverse-leadership-teams-boost-innovation>
- Study by the Center for Talent Innovation and Hewlett Consulting Partners LLC, *Diversity's Positive Impact on Innovation and Outcomes*: see Chapter 4 of The Global Talent Competitiveness Index 2018 at <https://www.talentinnovation.org/Diversity%C3%A2%E2%82%AC%E2%84%A2s-Positive-Impact-on-Innovation-and-Outcomes-CTI-Chapter.pdf>
- Other research by the Center for Talent Innovation (now Coqual): <https://coqual.org/our-research/>



Follow-up

- This webinar will have more value, and a bigger impact on your decision-making, if you follow up on what you've just heard
- See separate notes, with suggestions for workshop exercises, discussion topics and other “homework”
- Try the exercises in groups, allowing time for individual reflection as well as the chance to compare ideas and experiences
- Use them to help you devise bespoke practical changes for your organisation





How to find out more

- www.ipinclusive.org.uk
- contactipinclusive@gmail.com
- Twitter: @IPInclusive
- LinkedIn: IP Inclusive
 - <https://www.linkedin.com/groups/8473869/>



A Charter for Equality, Diversity and Inclusion



IP INCLUSIVE

Working for diversity and inclusion in IP

The commitment:

We will support equality, diversity and inclusion by:

1. Having in place a named individual within our organisation as Equality, Diversity and Inclusion officer. This person will be sufficiently senior to make change happen and to be accountable for our progress.
2. Having in place a written Equality, Diversity and Inclusion policy for our organisation and making everybody in the organisation aware of it.
3. Promoting openness and transparency so as to demonstrate merit-based equal opportunities in our recruitment and career progression processes.
4. Acknowledging the effects of unconscious bias and introducing measures to tackle it.
5. Monitoring and reporting internally on our progress using measures and at intervals that are appropriate to our size and nature.
6. Sharing our experience within the *IP Inclusive* community to help build an effective network for equality, diversity and inclusion across the IP sector.

Working for diversity and inclusion in IP



Thank you for
listening!

Working for diversity and inclusion in IP

Biography: Andrea Brewster OBE



Andrea is a Chartered Patent Attorney and European Patent Attorney, and a former President of the Chartered Institute of Patent Attorneys (CIPA). Until recently she served on the Institute's governing Council and several of its committees, including the Education Committee, the Textbook & Publications Committee, the Joint CIPA & CITMA Business Practice Committee and the IP Paralegals' Committee (which she helped to establish).

Before her retirement in 2015 she was a partner in a small UK patent and trade mark practice, Greaves Brewster LLP, of which she had been a co-founder.

Andrea established IP Inclusive in 2015 to promote equality, diversity, inclusion and wellbeing throughout the UK's IP professions. Alongside huge numbers of enthusiastic volunteers, she has developed the initiative into a well-connected and influential player in the IP sector. She became its first Lead Executive Officer in 2019.

Andrea frequently speaks to and advises IP professionals on diversity-, inclusion- and wellbeing-related issues.