

Unbiased design: Why it matters

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What practical changes can we make today to have a more inclusive design practice?





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What's the right problem when it comes to racial inequity?



Who is the right person to solve it?



What practically needs to change in your design practice?



How do you measure and sustain the impact?

**What's the
right problem
when it comes
to racial
inequity?**



7 racial equity pillars

Education	Criminal Justice Reform	Economic Empowerment & Wealth Creation	Neighborhoods & Housing	Health & Wellness	Culture, awareness & respect	Parliamentary access & legal rights
Early childhood	Community policing & engagement	Job/skill Development	Gentrification & inclusion	Access to healthcare	Representation in British Media	Legal provision & aid
Equality: primary & secondary	Justice & adjudication	Hiring practices	Home ownership	Health outcomes	Education & awareness	Political education & inclusion
Equity: primary & secondary	Incarceration & rehabilitation	Advancement & leadership appointment	Housing security	Food security & nutrition	Two-way conversation & recognition	Voting engagement
Higher & further education	Reintegration incl. individual, community & employment	Small business ownership	Homelessness	Environmental exposure	Engagement & inclusion	
		Gender & minority wage gap	Access to transportation			



COVID-19: Investing in black lives and livelihoods

April 14, 2020 | Article





**Who is the
right person
to solve it?**





Empathy

the ability to understand and share the feelings of another



Privilege

a special right, advantage,
or immunity granted or
available only to a particular
person or group



Discomfort

causing or feeling unease
or awkwardness



Ally

a person who uses their power intentionally, positively, and with care to build an equitable and just world for all people

The Designer's Critical Alphabet
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Assumptions
 Ideas and ideas are often assumptions that we thought about critically. A designer is attentive to assumptions because they are often incorrect or misguided.

Critical Race Theory
 CRT proposes that white supremacy and racial power are maintained over time, and in particular, that the law may play a role in this process.
 How does your design solution change if it were developed for a user of a different race?

Intersectionality
 Intersectionality considers that various forms of social stratification, such as class, race, sexual orientation, age, religion, creed, disability and gender, do not exist separately from each other but are woven together.
 What are the multiple forms of oppression that affect the stakeholders in your design?
 How can you use your design concept to advance a social justice agenda?

Marginalization
 Marginalization is the process where something or someone is pushed to the edge of a group and is treated as insignificant or peripheral.
 Designers should question their own work when collaborating with marginalized people, to ensure that they are not trying to profit off their experience, and to ensure that the collaborators actually benefit from the experience.

What are your assumptions about the people and the context that you are researching? Have you double-checked the truth of your assumptions?

Have you identified your biases and tried to counter them by trying to understand the perspectives of others?

How do you know if your design is being used by the people you intended to reach? How do you know if your design is being used in a way that is different from what you intended?

Transformative Research
 The transformative paradigm is a research framework that centers the experiences of marginalized groups. It includes analysis of the conditions that have led to oppression, and links research to actions intended to mitigate those conditions with its agenda for social justice compatible with design.

Self Awareness
 Self Awareness is having a clear perception of your personality, strengths, weaknesses, motivation, and awareness allows you to understand other people's attitudes and your own in the moment.

Empowerment
 Empowerment is the process of becoming more self-aware you have enough to realize you are not a victim but discriminate against minorities. Many well-intended actions are unaware that their actions are oppressive.

Xenophobia
 Xenophobia is the fear and distrust of that which is perceived to be foreign or strange. Xenophobia can manifest itself in suspicion of the activities of others, and a desire to eliminate their presence to secure a presumed purity and may relate to a fear of losing national, ethnic or racial identity.
 How does xenophobia of or against stakeholders (or your own xenophobia) affect the analysis of a problem, or the proposed solutions?

Positionality
 Objectivity is a frame of mind so that personal prejudices, preferences or the collection of or analysis of data, do not influence what one believes.

Questioning Mindset
 Questions help us to explore, to challenge, and to gain deeper insights into a situation.

Neo-colonialism
 Neocolonialism refers to a form of global power in which transnational corporations and global and multilateral institutions combine to perpetuate colonial forms of exploitation of developing countries.
 Designers should be aware of and aim to interrupt the power dynamics in cross-cultural collaborations that mimic colonial power structures and hierarchies.

Privilege
 Privilege is a special right, advantage, or immunity granted or available only to a particular person or group. The term is often used to describe social inequality, particularly in regard to race, ethnicity, age, disability, gender identity, sexual orientation, religion, and social class.
 Many people are reluctant to acknowledge their privilege, but it is important for designers to be aware of their privilege and how that impacts the ways in which they analyze the design problem and solutions.

Westernization
 The West is often assumed to be the center of power, and Western values are pervasive in design problems.
 How would your design change if you de-westernized these Western Eurocentric or American biases?
 To what extent do you encourage a situation more than to discourage it?

Values
 Values reflect a person's sense of right and wrong or what "ought" to be. Values influence attitudes and behavior. One's value system develops from one's lived experiences, upbringing and culture among other factors.
 Your design solution or analysis of a problem space may be influenced by the value system of your target users. If the value system of your target users is completely different?

**How do you
practically do
it and measure
impact?**





Set goals and key performance indicators (KPIs) aligned to racial equity

Case study: 10 Actions

We are committing to doing more to accelerate our existing programs and to add new actions as we expand our efforts to deliver change within our Firm, and to play our part in combating racism across the world

The time for high level themes, letters, posts, and memos is over. The focus now is on action.

We are committing to an initial set of 10 actions to anchor global efforts in favor of racial justice and inclusion for all.

Our commitment to racial justice and equity

1

Double our Black leadership and hiring of **Black colleagues** in our firm over the next **four years**

2

Engage our 32,000 colleagues in an **anti-racism and inclusion program** in addition to our existing training on unconscious bias. **We will make these materials available publicly** for others to use in their own organizations

3

Create a firmwide day of service dedicated to understanding racial injustice and **giving back to our communities**. On that day, we will recognize those who exemplify anti-racism and inclusion

4

Bring to bear the best available expertise to help us ensure our processes are **free from bias** and to support the **attraction, development, advancement and retention of Black and diverse colleagues**

5

Create a dedicated McKinsey Academy virtual leadership program and make it available at **no cost to our clients to support rising Black executives**. We will also **broaden and expand our student internship programs** across our firm to help **grow more Black leaders**

6

Building upon the McKinsey Global Institute and our related longstanding research on racial inequities, **we will found a Black economic institute** to translate insights into practical tools to enable our clients to **advance Black economic empowerment and racial equity** in the U.S. and beyond

7

Double our spending with diverse suppliers within three years

8

Contribute \$2 million in cash to Generation to launch new programs in the U.S. to **train and place Black learners in small and medium-sized Black-owned businesses**. Globally, we will double our support for Generation to train and place **40,000 learners in 14 countries**, predominantly from under-represented groups

9

Commit \$200 million over the next 10 years in pro bono work globally to advance **racial equity and economic empowerment** among Black communities

10

Donate a total of \$5 million in cash this year to nonprofits working to create educational opportunities and combat racism. The majority of this gift will be directed to organizations **to be selected by our McKinsey Black Network colleagues**



**Continuously track
and review rigorously**



Case study: Diversity Wins Report



Diversity wins: How inclusion matters

May 19, 2020 | Report



Companies need a systematic, business-led approach to inclusion and diversity, as well as bolder action on inclusion.

Case study:

1 Systematic, business-led approach to including and diversity (I&D)

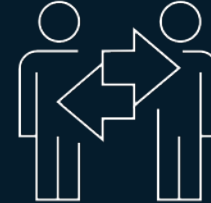
2 Bold steps to strengthen inclusion



Increase diverse representation, particularly in leadership and critical roles



Strengthen leadership and accountability for delivering on I&D goals



Enable equality of opportunity through fairness and transparency



Promote openness, tackling bias and discrimination



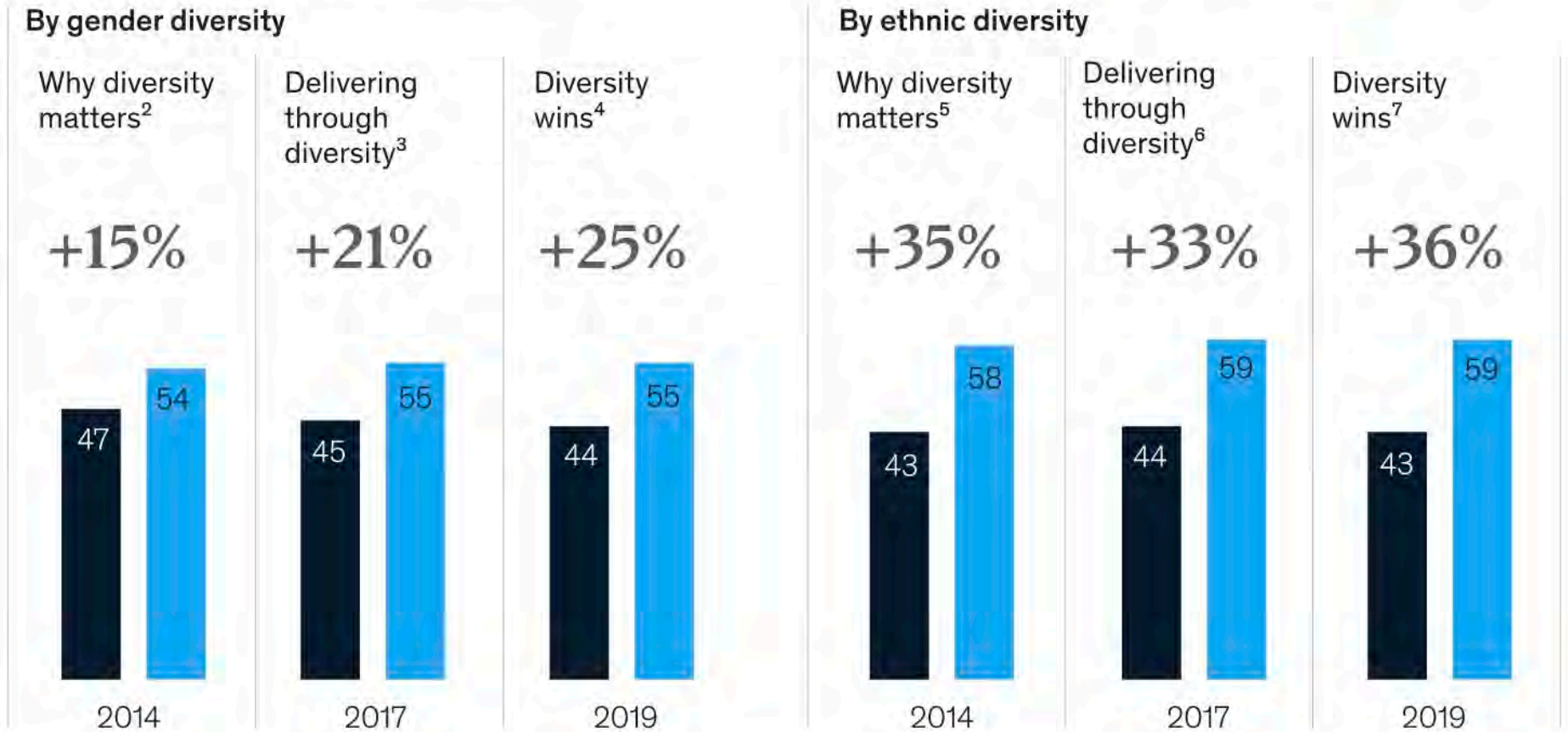
Foster belonging through support for multivariate diversity

The business case for diversity in executive teams remains strong.

Likelihood of financial outperformance,¹ %

■ Bottom quartile ■ Top quartile

Case study:



¹Likelihood of financial outperformance vs the national industry median; p-value <0.05, except 2014 data where p-value <0.1. ²n = 383; Latin America, UK, and US; earnings before interest and taxes (EBIT) margin 2010–13. ³n = 991; Australia, Brazil, France, Germany, India, Japan, Mexico, Nigeria, Singapore, South Africa, UK, and US; EBIT margin 2011–15. ⁴n = 1,039; 2017 companies for which gender data available in 2019, plus Denmark, Norway, and Sweden; EBIT margin 2014–18. ⁵n = 364; Latin America, UK, and US; EBIT margin 2010–13. ⁶n = 589; Brazil, Mexico, Singapore, South Africa, UK, and US; EBIT margin 2011–15. ⁷n = 533; Brazil, Mexico, Nigeria, Singapore, South Africa, UK, and US, where ethnicity data available in 2019; EBIT margin 2014–18.
Source: Diversity Wins data set



Shift from human-centred to community- centred design

Addressing racial inequities in customer experience can increase the effectiveness of public services where they are needed most

Case study: Racial equity in public sector services

Public sector journey design impacts outcomes

Every day Americans access **thousands of government services** – from local public transportation, to state professional licensing, to filing federal taxes

Each of these experiences may be comprised of numerous steps, forms, applications, touchpoints with government employees, even visits to government offices

How these processes play out **impacts not just trust** in government, but the **greater outcomes** these services are meant to achieve



We have to combat bias in journey design

Minorities disproportionately leverage public services, yet we know **the experience of Black people with government services dramatically lags behind that of white people** due to processes and systems designed with implicit and sometimes explicit bias

Black outcomes across economic, criminal justice, and education systems lag outcomes for white people

Government services are a critical component of the experience and outcome in each of these areas



Our data-driven transformation approach

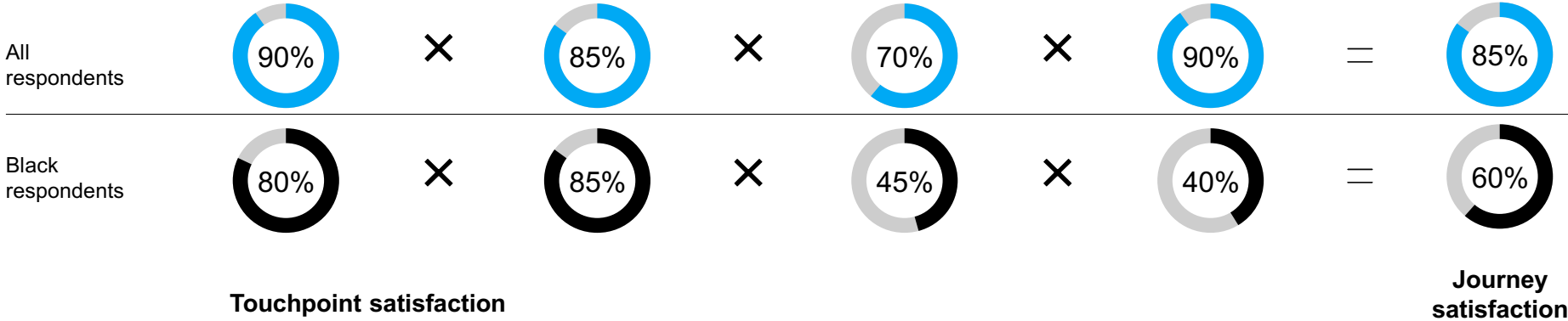
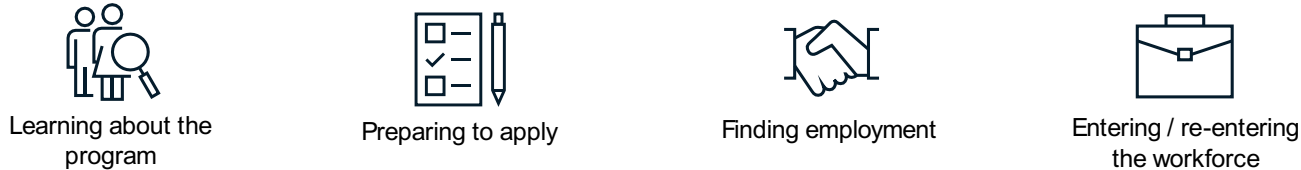
- ① **Use journey experience data** to uncover gaps in experiences of people of color versus the broader population, as well as differences in the importance of the drivers of those experiences
- ② **Apply inclusive design thinking and draw on a diverse toolkit of interventions** during re-design of journeys prioritized as having the largest equity gaps and the largest potential to drive impact for communities of color
- ③ **Leverage large-scale transformation frameworks and tools** to manage and monitor interventions on hundreds of customer journeys cutting across numerous agencies and organizations

The customer journey lens reveals specific pain points and drivers of racial equity gaps, focusing transformation efforts

Illustrative



Case study:

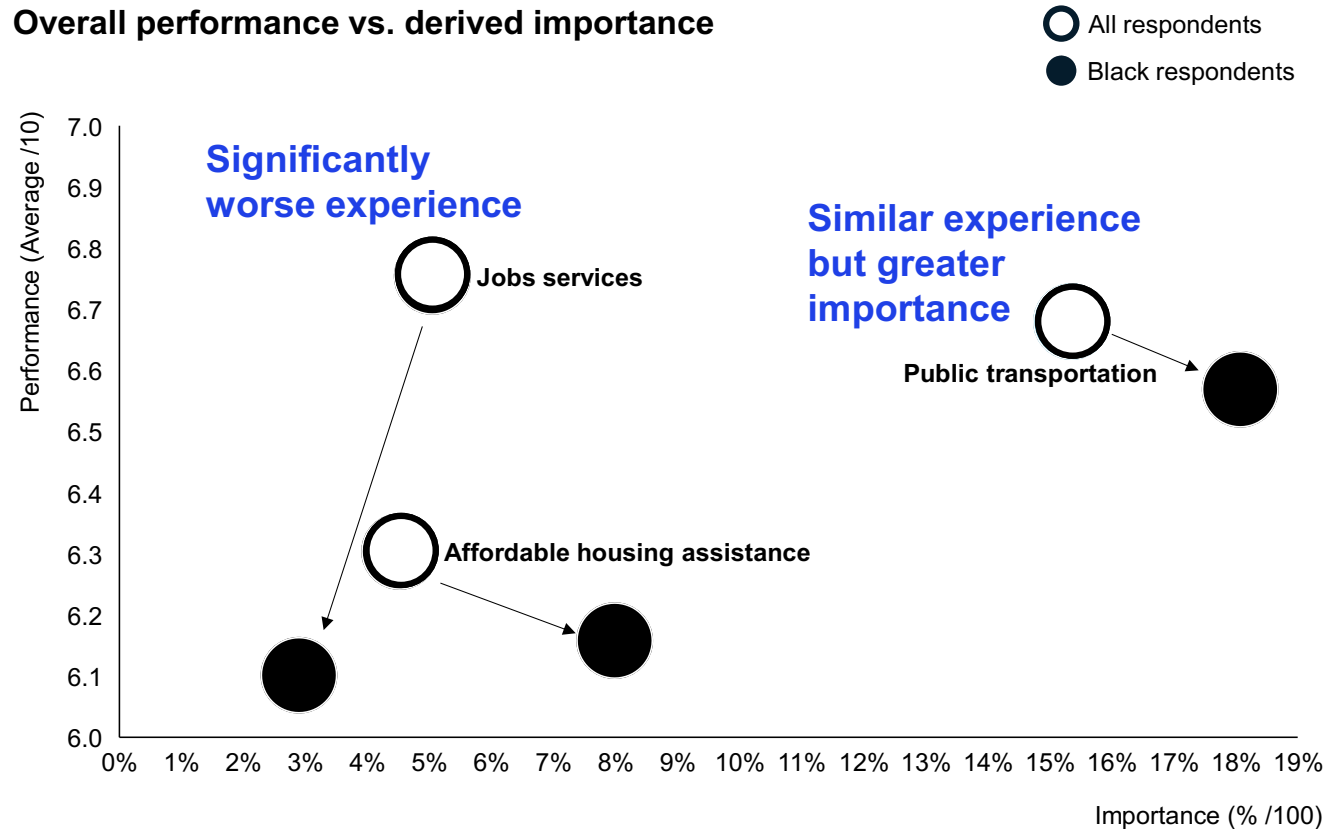


McKinsey & Company

Case study:

Survey data for one State reveals differences in experience by race

Overall performance vs. derived importance



Source: 2018 State Pulse Survey; N = 1,702

Survey data from a sample state illustrates how different groups experience and value State services

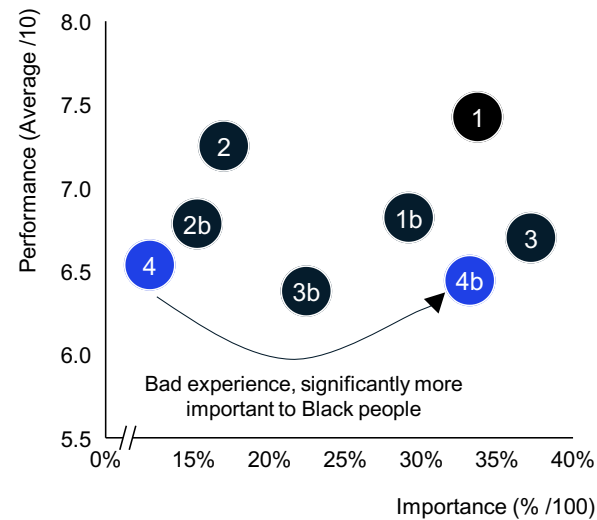
Analyses like these illustrate **critical experience gaps** between groups, and **highlight the services that are most important** to groups that may be historically underserved by government

McKinsey & Company

Case study:

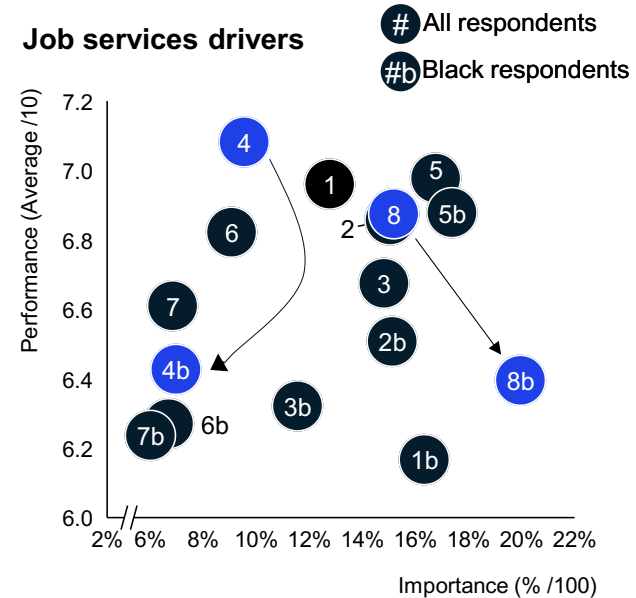
Data deep-dives on specific journeys will highlight the critical sub-journeys and drivers

Job services sub-journeys



- ① Learning about the program
- ② Preparing to apply
- ③ Finding employment
- ④ Entering / re-entering the workforce

Job services drivers



- ① Reliability
- ② Easy to navigate
- ③ Quick
- ④ Courteous employees
- ⑤ Efficient
- ⑥ Knowledgeable employees
- ⑦ Transparent
- ⑧ Useful information

Source: 2018 State Pulse Survey; N = 339

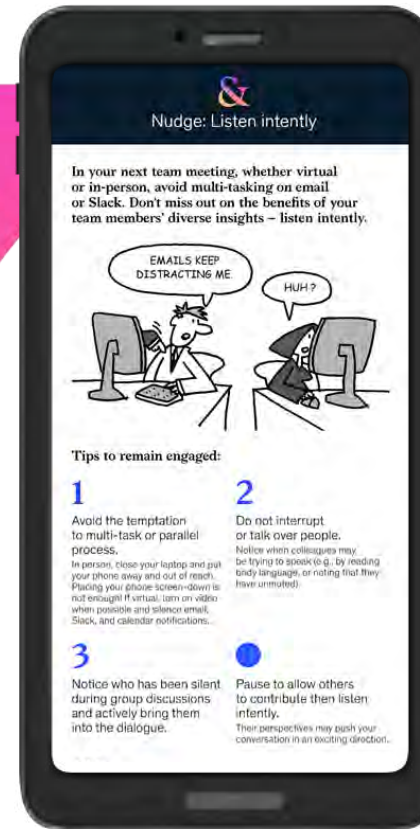
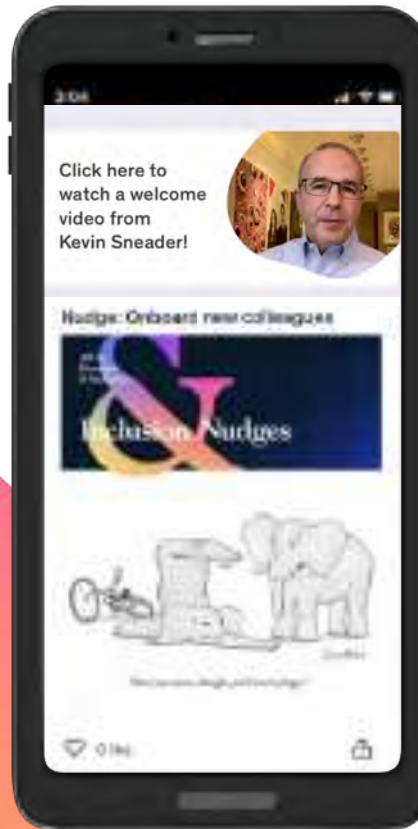
Transformation efforts should **prioritize journeys and sub-journeys with the greatest racial bias** and the most importance to communities of color

Within each journey, **interventions can be targeted to address the bias** uncovered by the data



**Actively build
inclusion into your
day-to-day work**

Case study: Behaviour change at scale: Inclusive Microhabits that matter



**Case study:
Inclusion
nudges**

~30%

Nearly 10k colleagues
of the Firm signed up

>80%

Say nudges have
prompted behaviour
change

60%

Of all partners and
equivalents signed up



**Use inclusive
design principles
and systems
in your work**

Accessible design systems



Ethical AI

The screenshot shows the top portion of the European Commission website. At the top, there is a dark navigation bar with the text "All official websites of the European Union" and "How do you trace?". Below this is a light grey bar with a "Log in" button on the right. The main content area features the European Commission logo on the left. A dark blue banner contains the text "European Commission • Futurists" on the left, a search bar with the text "Search" and a magnifying glass icon on the right, and a central heading "Ethics Guidelines for Trustworthy AI" with a sub-link "Join AI Ethics Guidelines" below it. Below the banner is a navigation menu with links: "Guidelines", "Register for the pilot", "Consultation on draft Guidelines", "Best practices", and "European AI Alliance". The main content area has two sections: "Important info" with a warning about account validation, and "Building trust in human-centric AI" with a paragraph explaining the document's origin and a "Download the Guidelines" button.

All official websites of the European Union | How do you trace?

Log in

European Commission

European Commission • Futurists

AI Ethics Guidelines for Trustworthy AI

Join AI Ethics Guidelines

Search

Guidelines | Register for the pilot | Consultation on draft Guidelines | Best practices | European AI Alliance

Important info:

Please read this page if you have problems to login. After you register as a new member, your account will have to be validated before you can login. You'll receive a notification. Please be patient!

Building trust in human-centric AI

The Ethics Guidelines for Trustworthy Artificial Intelligence (AI) is a document prepared by the High-Level Expert Group on Artificial Intelligence (AI HLEG). This independent expert group was set up by the European Commission in June 2018, as part of the AI strategy announced earlier that year.

Download the Guidelines

**Lessons
learned can be
applied to other
marginalised
groups...**





**Come to our
workshop!**

Also, find us at:
unbiased_design@mckinsey.com

McKinsey
Design

Thank you

