

7-18-2022

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Recommended Citation

Marks, Q. L., El-Amin, B., & El-Amin, A. (2022). Strategies for Mitigating Bias in Training and Development. In A. El-Amin (Ed.), *Implementing Diversity, Equity, Inclusion, and Belonging in Educational Management Practices* (pp. 278-288). IGI Global. <https://doi.org/10.4018/978-1-6684-4803-8.ch014>

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Chapter 14

Strategies for Mitigating Bias in Training and Development

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ABSTRACT

This chapter will examine the importance of mitigating bias in training and development, which provides internal and external scanning, thus mitigating bias in selection, promotion, compensation, information sharing, and implicit biases. Further, bias in training and development arises when training participants are intentionally or unintentionally targeted because of individual aspects of the “Big 8,” consisting of race, ethnicity, sexual orientation, gender identity, ability, religion/spirituality, nationality, and socio-economic status. Akin to research, information bias results from misleading training participants by providing incomplete information or showing imaging that is not representative of a diverse group of people. Additionally, DEIB training and development leadership and risk factors are addressed.

INTRODUCTION

The mission statements and values of global organizations have similarities with a universal bias system. Diversity, Equity, Inclusion, and Belonging (DEIB) practice in organizations allows for positive relationships with external stakeholders (Lawrence & Weber, 2020). The internal workforce relationship with organizational leaders encourages DEIB business strategies, including training and development management, transparency, and DEIB standards training. Furthermore, not all DEIB issues in business are similar. There are specific DEIB issues across a few diverse organizational functions, such as the training and development function, which is a significant component of a business firm. Organizational

DOI: 10.4018/978-1-6684-4803-8.ch014

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leaders, external funders, government, legal authorities, and labor unions depend on such open assessment to settle crucial decisions. Fairness, respectability, sincerity, and proficient are necessities of professional functions. Therefore, the effect can be challenging for organizations when these qualities are missing (Lawrence & Weber, 2020).

Additionally, DEIB extends to publicizing, networking, and selling items or hiring internal stakeholders. The human resource department regularly interfaces most with stakeholders. Outside the firm, external stakeholder organizations and different firms provide promotion to organizations. Training and development create specific DEIB courses to mitigate issues of workplace aggression. One issue in promoting DEIB underscores honesty and straightforwardness in publicizing and promoting (Lawrence & Weber, 2020). Featured are subtleties of the professional exercises of conduct for each. Such strategies and exercises are to provide direction to directors and workers when they experience a DEIB predicament. As a result, DEIB compliance is instrumental within business functions (Lawrence & Weber, 2020).

DEIB Training and Development Management

Training and development management contributes to the globalization of markets and production. The globalization of products and markets is possible with technological changes (Ahrens et al., 2019). Changes in training and development have a marked effect on the globalization of products and markets and how consumers purchase and use products. New developments in training and development are a key contributing factor in the globalization of markets and production. Companies utilize training and development in many areas of organizational, supply chain, and procurement. Indeed, these advancements allow companies to get their products to consumers quicker by reducing wasteful operations that have longer lead times. Having online access to markets allows the consumer to purchase online banking, and products are delivered quicker due to warehousing distribution centers receiving orders (Lawrence & Weber, 2020). The development of immediate communication and the use of data collection allows for markets to process orders globally.

Moreover, data collection of consumer habits and feedback from sales has allowed companies to reach more customers. Further, competition affects a firm's decisions. Global wealth refers to assets that a person accumulates and owns at a point in time, while training and development may measure wealth in two ways: wealth and income (Lawrence & Weber, 2020). Global training and development and the circumstances reflect these nuances. There are unique challenges of globalization. Frequently, organizational firms are challenged to customize products essential to serve customers. Global organizations empower higher organizational volume to serve business sectors. A pragmatic approach uncovers global businesses' overall advantages under circumstances of forecast vulnerability, process intricacy, and various degrees of responsiveness (Ahrens et al., 2019).

Training and Development Bias

Training and development bias is of the most perplexing and quickly changing aspects of business bias in organizational practices. DEIB difficulties in this field include invasions of security; the collection and capacity of, and admittance to, personal and business information, through internet business transactions; confidentiality of electronic mail communication; copyright protection concerning software, music, and licensed innovation; cyberbullying; and various others (Lawrence & Weber, 2020).

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Additionally, the attention to variety and the sociopolitical conditions leads to discrimination and marginalization, and power relationships drive leaders to consider foundational questions. First, attention to individuals' DEIB insights from various foundations and accounts expands the view and definition of bias. Second, characterized is the working environment. Third, some approaches consider an organization's culture (James & Burton, 2003; Schaeffer & Mattis, 2012;). Regarding government regulation, global nations outline a slow yet reformist course of organizational activities and recommend a compliance with equitable treatment of stakeholders, which means to provide training activities, including collaboration, appropriation, information management, development, and a social environment of inclusion and belongingness (Montealegre, 1999).

Bias in Training and Development Management

Issues may arise in training and development management because of time sensitivity and establishing quick methods to achieve training and development management objectives. For instance, utilizing tools such as training and development methods to mitigate DEIB issues. Distinguishing and moderating bias are essential strides in overseeing training and development management. As a result, train-the-trainer methods must measure and examine training and development management bias. Another method is determining training and development management risks (Carbone & Tippett, 2004). An appropriate training program design identifies and estimates standards for training and development. By increasing the value of the risk evaluation measure, another measure is based on a risk score and made accessible to the training and development management (Carbone & Tippett, 2004).

The advantages of planning include an increased focus on DEIB issues, ranking risk contingency planning, improved team collaboration in the DEIB strategy process, and the creation of enhanced risk controls (Carbone & Tippett, 2004). Understanding DEIB strategy involves understanding the essential factors that add to cultural bias. These biases are frequently the equivalent, paying little thought to the idea of the responsibility. The initial phase in DEIB strategy is risk awareness. When risk review is completed, risk examination is utilized to recognize the probability the bias that have been captured will occur (Cervone, 2006). While there are a few proper techniques that can be utilized for DEIB strategy, many training and development management utilize some sort of matrix-based choice cycle for breaking down and assessing cultural risk. The best training and development managers maintain open lines of correspondence through their organizations (Cervone, 2006).

DEIB strategy is one of the critical opportunities for mitigation measures. Various instruments, including software enhancements, are accessible to help the distinct levels of the DEIB strategic measure. Training and development can be detrimental to organizations that do not fully perform a risk analysis of using training and development before being adequately tested. Organizations have spent valuable resources and time learning and working through software interfaces and compatibilities. Having technological software glitches can also cause dissatisfaction with customers who depend on products to be delivered accurately and on time. Correction to software can also be costly and consume a tremendous amount of time to resolve. This is critical to training and development management success. Also, this is true when working to resolve customer complaints. Executing containment and root cause is not always the case, which is similar to resolving cultural dilemmas when time constraints are approaching. Training and development managers must maintain cost and time to execute effective outcomes by using DEIB strategy tools and methodologies to ensure success.

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Opportunity in Organizations as a DEIB Construct

Eliminating issues of gender, diversity, and equity requires an organizational commitment to equity. Fine et al. (2020) determined that diversity's organizational benefits are essential and informed by evidence regarding business employee's differences and their relationship with vocational behavior and outcomes. Equity-based gains in workplace diversity initiatives reduce discrimination and combat androcentrism. Instrumental benefits of workplace diversity to organizations include increasing team and organizational performance, innovation, occupational well-being, and organizational governance. A positive relationship between occupational well-being and governance is most applicable. Leaders must imbue grounded diversity initiatives that are comprehensive and evidence-based to achieve comprehensive workplace diversity benefits.

Scholl and Cooper (2011) determined that gender pay equity issues have emphasized using job assessments in eliminating gender-based pay differentials. Specifically, job assessments' reliability and validity, especially generic forms of job assessment, have been analyzed. The procedure of gender pay equity engenders comparable worth determination. Job assessments were performed on a group of male-dominated and female-dominated job descriptions utilizing system protocols and the Factor Evaluation System (FES). Interestingly, metrics of reliability and convergence were calculated. In conclusion, salaries were calculated using different elements. The results indicated that there is a solid correlation between market pay rates and present salaries of different genders.

DEIB Leadership

Transformational leadership is a consideration for training and development management teams. When functioning within the transformational model, the leader works through individualized consideration to followers, intellectual motivation, inspiration, doing what is right, and charisma. Organization leaders facilitate a sense of mission by providing knowledge opportunity and instruction to the team members by fostering self-worth, desire, belief, and respect. The facilitation of team member transformation through effective leadership is essential in both face-to-face and virtual teaming scenarios.

Leadership is viewed as a significant part of cultural development. There are a few motivations that offer that transformational leadership is of specific importance in the training and development management team's activities. Moreover, there is often a lack of theoretical and empirical work on leadership in cultural-based associations (Keegan & Sanctum Hartog, 2004). The transformational leader's endeavors to accomplish results past what is typically expected by motivating a feeling of significance about the training and development management team's central goal, by animating proficient training and development management team members to consider the issue or undertaking recently, and by accentuating the overall objectives which are close to an individual's responsibility (Keller, 1995). Growth for everyone on the training and development management team can lead to long-term benefits for the organization overall. Fostering positive inner personal accomplishments, increased intellectual knowledge, and business acumen will enhance the organizations' overall workforce as a valuable commodity for future business needs. Moreover, transformational leadership is described as the capability of a leader to inspire and move supporters to act, keeping them persuaded and put resources into the bigger objectives while accomplishing more modest main jobs (Hughes, et al., 2020). Transformational DEIB leaders are those who build and create relationships with their subordinates, rather than utilizing adherents for an

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agreement or to just arrive at an objective, the last option is more regularly alluded to as a conditional authority (Bauman & O'Brien; 2019; Amenorvi, 2020; Hayes, 2020; Hughes, et al., 2020).

DEIB leaders often exhibit a combination of both autocratic and democratic leadership styles. Autocratic leadership is defined as those with ultimate authority and power over others. These DEIB leaders tend to make choices based upon their own ideas alone and do not listen to their team or seek input from others. Democratic leadership is defined as shared leadership, or a leadership style in which members of the group take a participative role in the decision-making process. This type of leadership can apply to any organization, from private businesses to schools to the government and religious groups. The authoritative leadership style is a form of leadership for visionary DEIB leaders who set expectations, and lead with confidence while engaging and motivating followers. These DEIB leaders are exceptionally at us words to captivate and motivate an audience. Their visionary leadership are prevalent and captivate their followers by conveying visions. Affiliative leadership is defined as a people's leader. People who display affiliative leadership are in tune with the emotions and feelings of the people that they lead (Hughes, et al., 2020). The affiliative leadership style makes connections with diverse groups to promote harmony amongst all people. Pace-setting leadership is when DEIB leaders push their people hard by setting goals (Hughes, et al., 2020). Servant leadership is the style in which DEIB leaders put the needs and assessments of others before themselves (Qiu & Dooley, 2022). Utilizing the servant leadership style is an effective way to build the trust. Notwithstanding, effective leadership can come in many distinctive styles, traits, and techniques. DEIB leaders must get their message across to their followers and make plans and establish goals to achieve the desired results.

Building Team Efficacy Through DEIB Training and Development

Team leadership styles vary, with each leader having a distinctive leadership trait that is unique and does not correlate with a consistent pattern for leadership. Various leadership models are well suited to allow for the project and team success (Roeder, 2013). The term "leadership style" focuses less on a person's traits or qualities and instead looks specifically at their behaviors. Reviewing leadership styles is universally referred to as the behavioral theory of leadership (Roeder, 2013).

The behavioral theory of leadership is a hypothetical system where leader impact is dissected, and elements and cycles hidden subordinate work behavior is proposed. A plan wherein basic guessed determinants and ways affecting the work behavior of a subordinate are distinguished is recommended (Ashour, 1982). Explicit behaviors of leadership impact are reasoned from the plan and distinguished from experiential, intellectual, and blended ways to deal with the impact (Ashour, 1982). The impacts of these behaviors on persuasive, learning, and ecological determinants of behavior are inspected considering operant, intellectual, and social learning writing and leadership writing. Various mediator factors deciding the limits of leader impact are distinguished (Ashour, 1982).

Moreover, the behavioral theory of leadership looks at the complex behaviors of a leader and catalogs those traits into distinctive leadership styles. Generally, most corporate workforce employees are driven by established goals and incentives, while a small segment is more galvanized by shying away from issues. Leadership structures influenced by individual partiality for targets and strategic goals versus complications will determine the impact of the desired leadership style (Roeder, 2013). Additionally, Trait theories contend that successful leaders share various standard character qualities, or "traits." Early trait theories said leadership is a natural, instinctual quality that does not have (Mind Tools, 2021). Research finds that

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Trait theories contend with recognizing traits and characteristics. Trait theories maintain respectability, compassion, decisiveness, and amiability, which are helpful when driving others (Mind Tools, 2021).

Finally, some leadership styles have the probability to genuinely cause tension with the workforce while dealing with challenging tasks external of their job situation. Creating additional stress ensures adverse outcomes and risking aggravating the project team into a breakdown environment (Roeder, 2013). Utilizing an essential leadership style during a calamity is paramount to maintain an upbeat leadership style and empathetic of the leadership behavior will be more effective and deliberate inactions, including the use of language from issues to goal targets communicated with the team (Roeder, 2013).

DEIB Training and Development Strategy

Five decision making tools that may be used in professional training and development are the autocratic process, the group process, consultative process from the normative decision model, the decision tree method and the LMX method (Hughes et al., 2019). The goal of the training is to provide facilitation, so learners understand the different methods and how to apply them. The Autocratic method is when the leader makes the decision based on all the information gathered. It is strategic to base a decision off data compared to opinion. The consultative process provides consultation with others on the team to gain input on a decision or situation. This method is good to use when decisions affect another stakeholder. The group process is when decisions are made as a group and are discussed openly until a solution is reached. The decision tree process is also a good method to use to map out all the possible outcomes of a solution based on a single decision (Hughes et al., 2019). The LMX method known as the Leader Member Exchange Theory is when decisions are based off linkages and relationships. This is a good method to use for relationship building between leaders and followers. These are five decision making tools that DEIB training and development facilitators can use to mitigate workplace conflict through training, simulation, application, and reflection.

Further, leadership assessment tool inventories must be utilized to evaluate leader and stakeholder disposition for tasks and in team development. *The Leadership Assessment Tool Inventory* has eight categories that evaluate leadership tendencies, behaviors, and traits. The eight categories are: cognitive style, gaining power and influence, effective empowerment and delegating, team development behaviors, using influence strategies, diagnosing poor performance and enhancing motivation, diagnosing the team for team building, and creativity. *The Team Development Behaviors Assessment* has six categories. The categories are: diagnosing team development, managing the forming stage, managing the conforming stage, managing the storming stage, managing the performing stage, and managing team meetings. *The Diagnosing Poor Performance and Enhancing Motivation*. The seven categories are diagnosing performance, establishing expectations and goals, facilitating performance (enhancing ability), link performance to rewards and discipline, using salient internal external incentives, distributing rewards equitably, and providing timely and straightforward performance feedback. *The Effective Empowerment and Delegating Assessment* has nine categories. The categories evaluate: personal mastery experiences, modeling, providing support, arousing positive emotions, providing information, providing resources, organizing teams, creating confidence, and delegating work.

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CHANGE MANAGEMENT IN DEIB TRAINING AND DEVELOPMENT

DEIB strategy uses training and development, which provides an impetus for change and improvement in the long term (Edwards et al., 2019; Das et al., 2020). The driving force for improvements originates from stakeholder criticism, which is conveyed back to the producer a lot quicker by the customer. When the producer gets stakeholder criticism, their reaction time should be quicker to meet the assumptions for the stakeholder. Utilizing DEIB training and development methodology, root cause analysis, corrective action methods, and cycle information following methods have improved efficiency, training and development controls, and expanded consumer loyalty. An illustration of how organizations show concern for stakeholders is found in leadership and DEIB training and development execution inside organizations. The connection among administration and accomplishment stages in DEIB training and development executions, permitting the recognizable proof of characteristics more worthwhile to achievement in DEIB training and development managements: observable, communicative, stimulating, reliable, directed, leading by example, adaptable, perceive DEIB training and development as a philosophy, clearly define roles and responsibilities, and able to build. While more associations focused and administration focused on the area, and the more modest the organization, the more prominent the requirement for the solid initiative to effectively carry out DEIB training and development in taking part organizations to meet fruitful consumer loyalty results (Dabholkar, 2015; Laureani & Antony, 2017).

DEIB strategy and formal and informal control training and development processes are applied through various mechanisms; thus, control training and development processes are implemented for cultural development and by investigating why training and development managers and user stakeholders implement different methods of control training and development processes. Kirsch (1997) discovered that users and information training and development managers are critical in controlling systems. Similarly, it was found that stakeholders implement a portfolio of control training and development processes, which include formal and informal training and development processes. Portfolio management is a critical determinant in attaining success in training and development management (Brewer & Dittman, 2013). Control training and development processes are often overlapping and redundant mechanisms to ensure training and development (Pheng, 2018).

Further, preexisting mechanisms of formal control, such as designing different mechanisms with or supplementing the mechanisms of formal control with mechanisms of informal control to improve processes, is ideal. Likewise, questions of cause and effect are critical to assessing the performance of programs and improvement (Mayne, 2008). The different types of performance reports are described herein. These reports make up critical pieces of information used for training and development management performance reporting. There are four kinds of performance reports. They are overall performance reports, status reports, improvement reports, and exception reports (Brewer & Dittman, 2013). Further, risks exist at each level, and bias should be owned and managed at the appropriate level. Some bias identified at higher levels will be delegated to the training and development management team. And other DEIB issues may be escalated to higher levels if they are best managed outside a cultural. There are trends, and emerging practices for DEIB strategy, which include but not limited to non-events risk. The training and development manager is often accountable for the delivery of the cultural outcomes of an organization.

Process DEIB strategy considered from an alternative viewpoint. In any case, the risk is an inalienable property of each business process, and methods are expected to recognize, address, and investigate business process bias. The shortfall of such strategies is a concern because both operational risk alleviation

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and legitimate consistency rely upon organizational risk. The subject of DEIB strategy regarding business process management is related to bias and scientific categorization and applied in the examination and documentation of business processes. This reflects a contemporary perspective with objectives, DEIB constructs, and DEIB strategy (Rosemann & Zur, 2005).

CONCLUSION

The role of stakeholder collaboration in business is to uphold core values and execute the challenges stakeholders face. Firms must ensure absolute integrity and consistency in practice by implementing regulatory, organizational policies, and practices through innovative strategy. Strategic leaders possess interpersonal and collaboration-building skills, effectively building relationships and working through challenging relationships and conversations with stakeholders. Strategic leaders provide a voice by critical discernment and communicating issues. The benefits of stakeholder collaboration are developing a depth with internal and external relationships—improved relations with personnel, customers, suppliers, government, and society.

Additionally, improved corporate social responsibility (CSR) improves public perception with stakeholders (Lawrence & Weber, 2020). Also, business leaders provide leadership by critically and DEIB thinking through issues related to stakeholder managers. Business professionals and leaders develop cohesive solutions, direct, influence, and guide internal and external stakeholders. Business professional development warrants that business practitioners must in organizational implications of business decisions related to organizational development. Business practitioners apply breadth and depth of experience, acumen, organizational knowledge, and analytics to implement and evaluate the effectiveness of programs and processes. Business professionals and leaders make recommendations for strategic changes that drive successful outcomes. Moreover, organizational professionals and leaders execute DEIB strategy to achieve strategic objectives internally and externally.

Indeed, adherence to professional programs mitigate and reduce risks associated with failure to comply with DEIB compliance (Branscombe & Baron, 2017). Organizations endeavor to maintain social standards by ensuring that all employees adhere to compliance policies through consenting to norms of the organization. Compliance is achieved through training (Li et al., 2019). As a result, these policies are fundamental to organizational structure and employee well-being. The benefit of utilizing these policies is to ensure a feeling of security and trust in the organization (Branscombe & Baron, 2017). With compliance programs in place, employees can report inconsistencies in private to maintain moral practices. For example, compliance and bias programs promote and increase the capacities of the organization's watchdog offices. Moreover, bias programs enhance assessment protocols. Compliance policies allow organizations to regulate employee's behavior. The benefit of utilizing compliance policies is to reduce and mitigate issues relating to DEIB behavior.

Finally, execution and improvement of training and development management face various challenges in the existing society and organizations (Branscombe & Baron, 2017). However, these challenges require effective strategy of those who impact social structures. Training and development management methods can help organizations develop their efficiency for the successful operation of organizational activities. Leaders must understand how a culture wrought with bias affects intra culture dynamics to develop practical bias or behavioral conformity. Effective tools for developing a culture of inclusiveness are strategic planning and psychological assessment of internal stakeholders. Cultures that embrace

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diversity and inclusion improve performance in the industry and at the company level. Incorporating training and development management into organizational strategic planning helps companies to manage available resources.

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