



Ultimate
SOFTWARE



In Search of Humanity

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Global Challenges

Racism, sexism,
homophobia, ageism,
religious intolerance,
human trafficking,
poverty, hunger,
homelessness, mass
shootings, violent
crimes...



Humanity is at a Crossroads

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HUMAN EVOLUTION
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We are navigating modern-day lives with the same traits that gave us the edge over the Neanderthals and made us an apex predator.



The human brain is a brilliant, but vulnerable machine.

“Every ability in our intellectual tool kit was engineered to escape extinction.”

Dr. John Medina, Brain Rules

Tribalism was necessary for survival

“When early humans began to share intentions, their ability to hunt, gather, raise children, and raid their neighbors increased exponentially.”

Dr. Jonathan Haidt, University of Virginia

Tribalism Starts Early

By 9 months old, babies start having trouble telling faces apart within another race, and struggle to accurately match emotional sounds with emotional expressions of different-race people.

University of Massachusetts Amherst, 2012

Not only do children see race, it influences their behavior

Research clearly shows that children not only recognize race from at a very young age, but also develop racial biases by ages three to five.

Erin Winkler, University of Wisconsin

**Left unchecked, bias remains
hard-wired into adulthood.**

“Unconscious bias has been identified, observed and validated in brain studies using Magnetic Resonance Imaging (MRI) technology.”

Bernard Luskin, Ed.D.,
LMFT for Psychology Today, 2016

Law of the Majority

The dominant group becomes the default standard.




Failure to Embrace Human Diversity



97 percent of Americans believe that every person should have an equal opportunity to achieve the American Dream.

Ruy Teixeira, "Why Progressives Need To Talk About Economic Mobility If They Want To Fix Inequality,"
Think- Progress, March 20, 2013

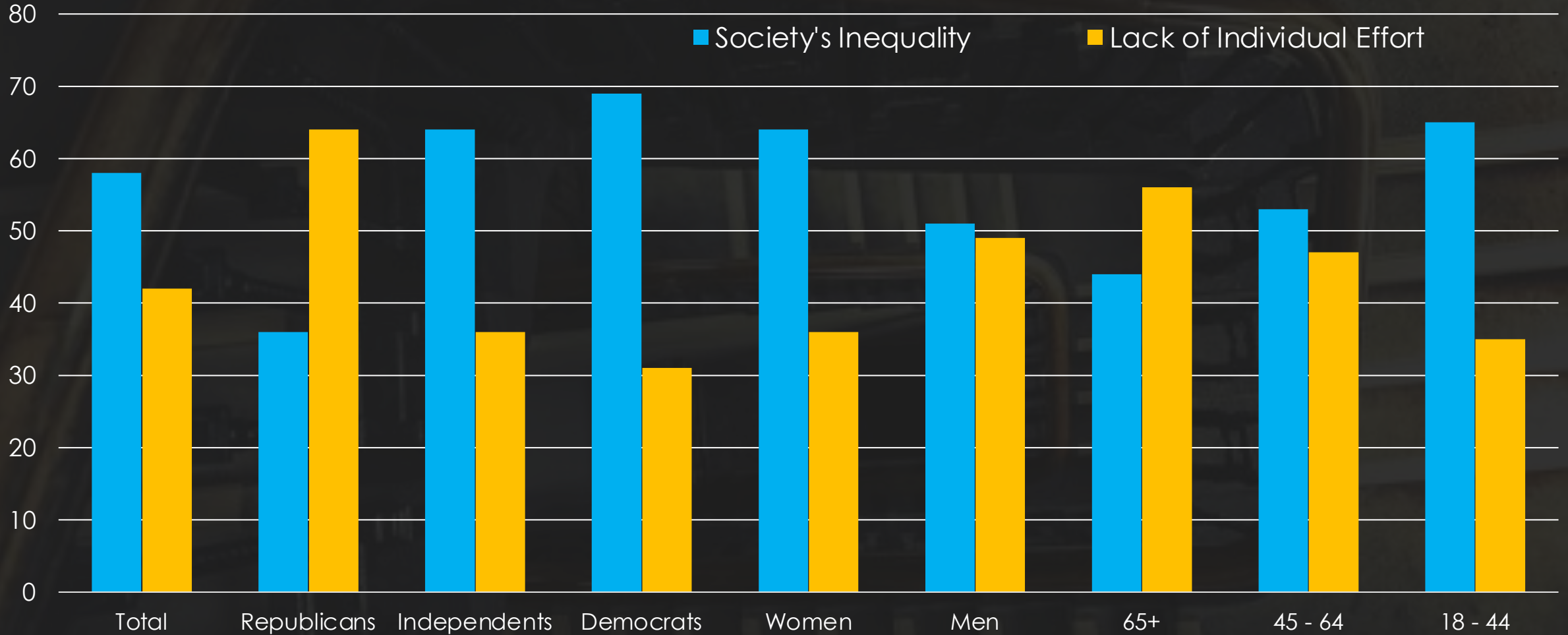


There is a divide in perceptions
regarding equal opportunity.

80% of Black Americans and **40% of White Americans** who are White believe there is discrimination against racial and ethnic groups.

Pew Research Center

Deep Divides in Perspectives



Fishlinger Center for Public Policy Research, College of Mount Saint Vincent.

Pathways to the American Dream

Work harder than everyone else

Be more talented than everyone else

Be more intelligent than everyone else

Exploit everyone else

Be luckier than everyone else

The Birth Lottery

The #1 predictor of success in America is the family to whom you are born.



What does your zip code say about you?

Race

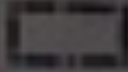

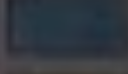
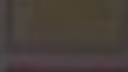


Income

Education Level

Health

Life Expectancy

LEGEND

	HOUSING INVENTORY
	BEST
	STILL DESIRABLE
	DECLINING
	HAZARDOUS
	

Historical Construct

Wealth and influence have been generated and maintained through a self-perpetuating system.



The Thrivers

In the US today: the top 1% of households own more wealth than the bottom 90% combined.

Household Wealth Trends in the United States, 1962 to 2016:
Has Middle Class Wealth Recovered? – Washington Post,
November 2017

The Strivers – America's disappearing middle class

The U.S. had the smallest percentage of people considered middle class of any country studied.

PEW Research

Vulnerable Populations



428 prisoners died in Florida's prisons in 2017, up 20% from previous years.

Tampa Bay Times

“When public officials don't act with the appropriate haste to save people under their protection, too many prisoners face what amounts to a death sentence—one for which they were never charged and never tried.”

Matt Ford, The New Republic

COVID-19

Prior to the Minneapolis incident and subsequent protests, COVID-19 was already unmasking significant inequalities healthcare and employment in America.

Medical Bankruptcies

65% of all bankruptcies are tied to medical issues

CNBC February 2019: academic research study by Physicians for a National Health Program

Elder Abuse

More than 2 million cases of elder abuse are reported every year, and almost 1 out of every 10 elderly individuals will experience some form of elder abuse.

Nursing Home Abuse Guide

Child Poverty

15 million **children** in the **United States** – 21% of all **children** – live in families with incomes below the federal **poverty** threshold

National Center for Children in Poverty

Toxic waste sites

There are more than 1,300 sites on the National Priorities List (NPL) slated for remediation efforts. Toxic waste sites are disproportionately located near communities where low-income or racial/ethnic minorities live.

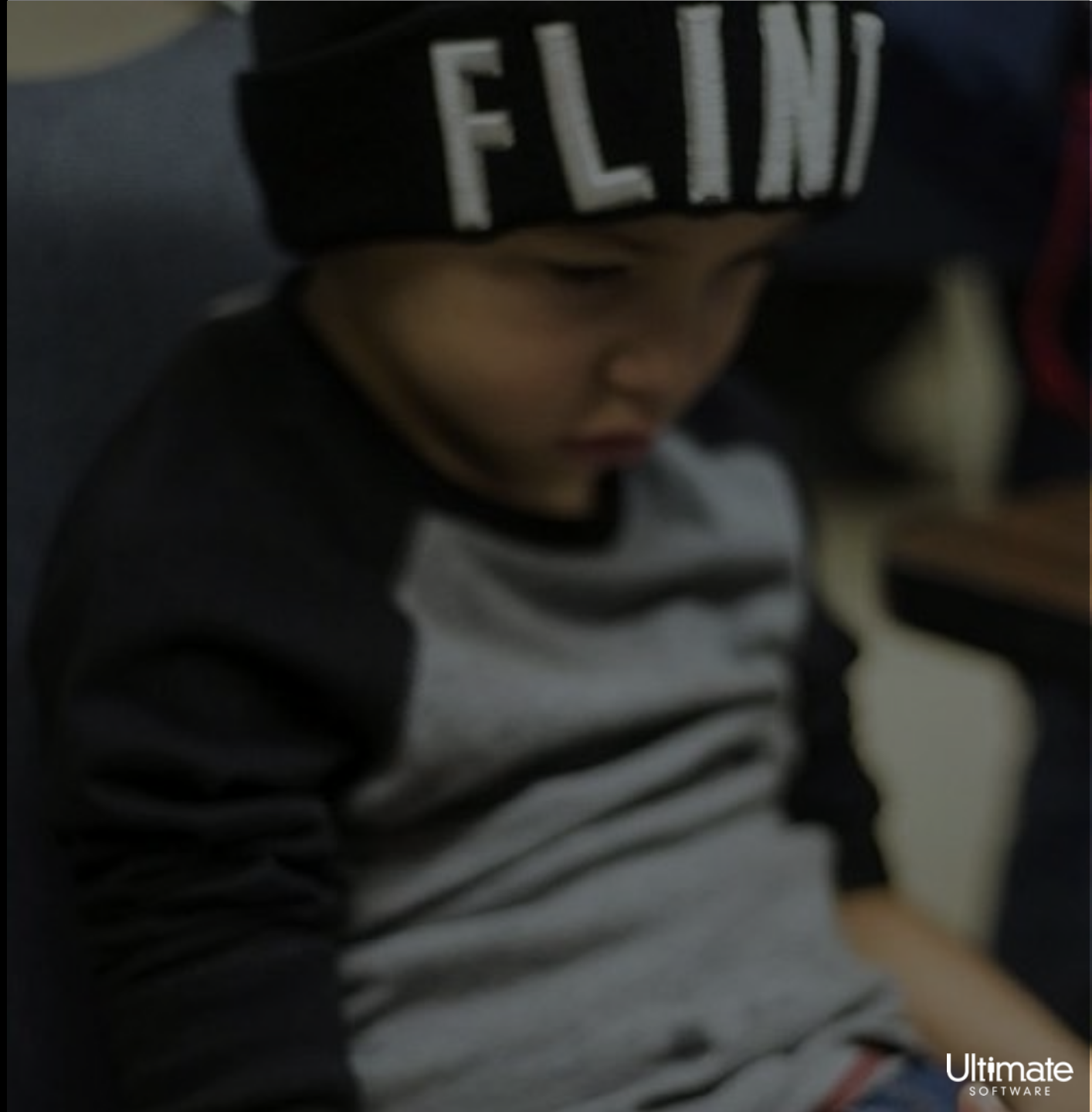
Harvard Kennedy-School Shorenstein Center on
Media, Politics and Public Policy.

Don't drink the water!

28% of students are in special education programs (national average 13%)

70% of the students evaluated have required school accommodations for issues like A.D.H.D.; dyslexia; or mild intellectual impairment

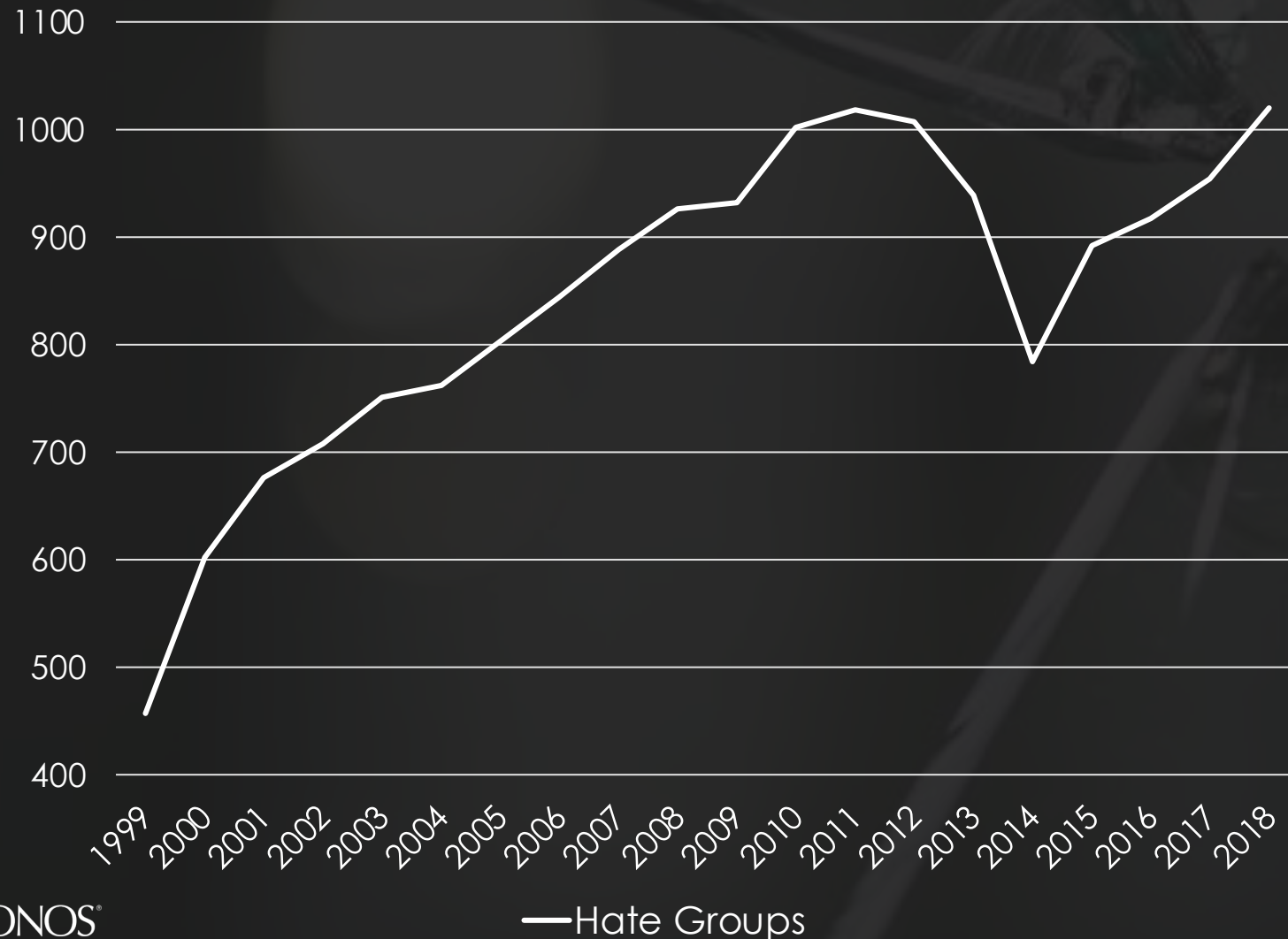
WBUR: Katherine Burrell, associate director, Neurodevelopmental Center of Excellence.



We Get “High” off Violence

Participating in violence causes a release of dopamine.

Hate is on the Rise.



Hate crimes increased by 30% in the three-year period ending in 2017.

Southern Poverty Law Center (SPLC)

How do we break the cycle?

Reassess what it
means to be
human.

Classic Logic Traps

The lost art of critical thinking

Confirmation bias

Anchoring

Illusion of explanatory depth

Dunning-Kruger effect

Self-serving bias

The decline bias

The backfire effect

The fundamental attribution error

Common Sense Fallacy

On the surface, many solutions seem obvious, but deeper thinking often reveals additional complexity.




**What would a more
human society look
like?**

Intentional Evolution

The fate of future generations is in our hands.

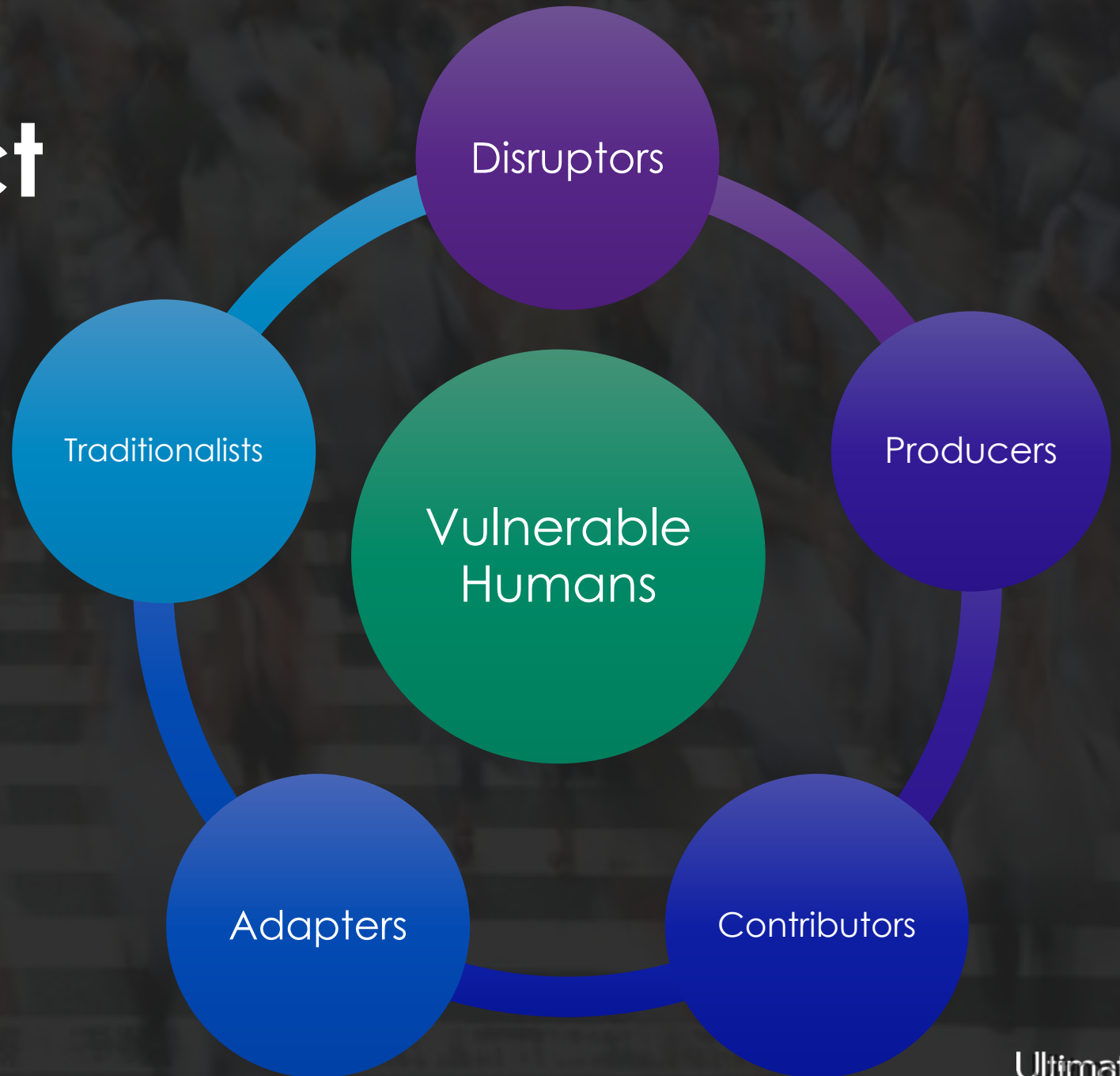
From Homo Sapien (wise man) to Miserator Homnibus (compassionate persons)?



Nim signs with research student Joyce Butler
At Delafield estate, Riverdale.
Photograph: Herbert Terrace

Future Construct

Society progresses through an interdependent system where everyone has value and contributes at various levels throughout their lives.



A woman with dark curly hair and glasses, wearing a white sleeveless top, is seated at a table and looking towards a man. The man, wearing a dark suit, a light blue shirt, and a red tie, is also seated at the table and looking towards the woman. They appear to be in a professional meeting or discussion. The background shows a whiteboard and a window. The overall scene is dimly lit, with a dark overlay.

**How can HR contribute to a
more human workplace.**



HR Must Build from the Inside Out

If employees are the
lifeblood of an
organization, HR needs
to be the heartbeat.

Lifework Journey

Serving & guiding people to breakthrough to the next the stage of their life's work...

- △ **Priority**
- **Motivation**
- **Action**

At Risk

Security

Growth

Self-realization

Influence

Legacy

△ **Getting paid**

○ **Fear/
Preservation**

□ **Follow orders**

△ **Stability**

○ **Comfort**

□ **Build capital**

△ **Discovery**

○ **Reward**

□ **Take risks**

△ **Trust**

○ **Respect**

□ **Share ideas,
create**

△ **Inspire**

○ **Amplify your
impact**

□ **Lead others**

△ **Contribution**

○ **Purpose**

□ **Sponsor
others**

Relationships

Make the workplace accessible for all.

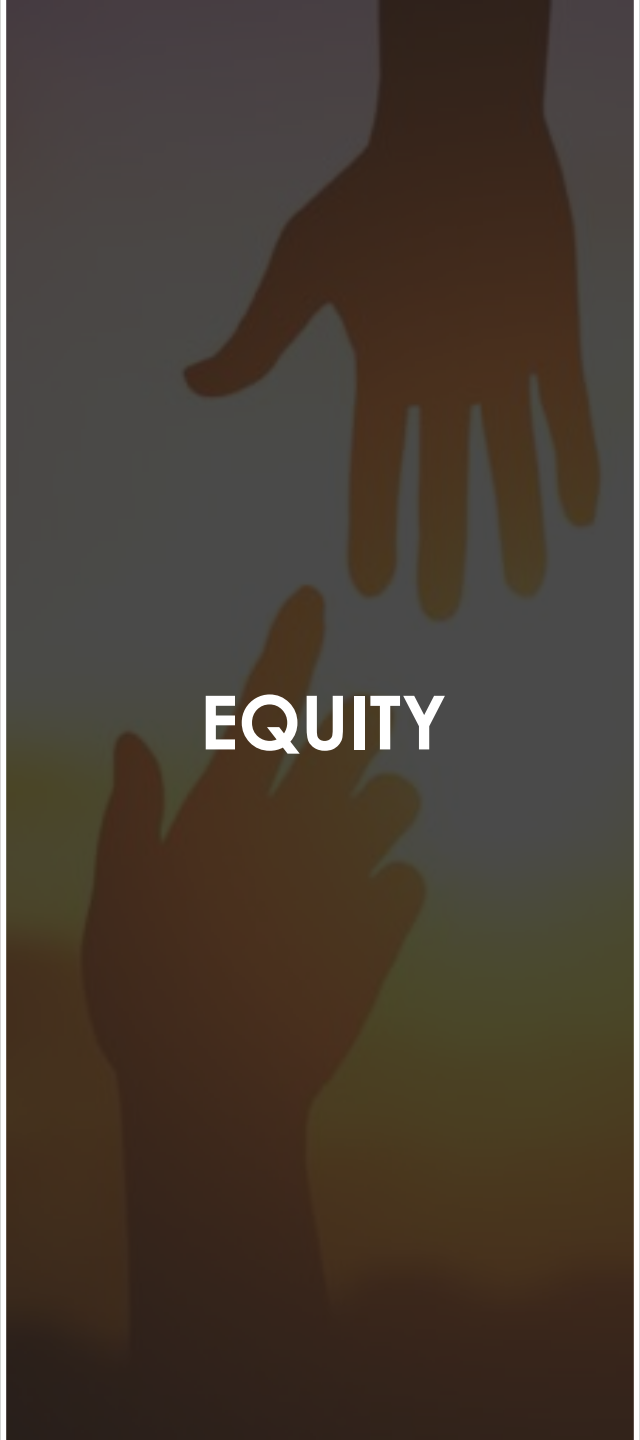
85% of college grads affected by autism are unemployed, compared to the national unemployment rate of **4.5%**

MarketWatch

Women, people of color, members of the LGBT community, and other underrepresented groups still face overt and **implicit bias and discrimination.**



DIVERSITY



EQUITY



INCLUSION



BELONGING

Use tech to address equity problems?



Identify

Flag off-putting words in communications, e.g. in job postings, performance reviews, suggest other language



Influence

Highlight inequity where it exists, e.g. in performance and succession planning, development programs



Intervene

Remove characteristics that may unconsciously or consciously bias, e.g. name, picture, gender, address, location, etc.



Interrupt

Require approvals where a more equitable choice could be made at decision point, e.g. job offer or promotion

Rethink what it means to be qualified?

Critical thinking

Diversity & cultural intelligence

Active learning w/growth mindset

Creativity

Emotional Intelligence (EI)

Problem-solving

Judgment & decision making

Interpersonal communication

Embracing change

+ New technology skills

Forbes, 2019

A Different Kind of Smart

A woman in a blue shirt is holding up a photo of herself smiling. Behind her are several other photos of her face, each showing a different emotion: sadness, anger, and surprise. The background is a dark, textured wall.

Emotional intelligence is “the ability to monitor one’s own and other’s emotions, to discriminate among them, and to use the information to guide one’s thinking and actions”.

Salovey, P., & Mayer, J. (1990). Emotional intelligence. *Imagination, cognition, and personality*, 9(3), 185-211.

A man and a woman are shaking hands in front of a city skyline. The man is on the left, wearing a light-colored shirt, and the woman is on the right, wearing a light-colored dress. They are both smiling and looking at each other. The background shows several tall buildings under a clear sky. The image has a dark overlay.

**Assess and reward contributions
and impact, not just deliverables.**

From shareholder responsibility to stakeholder responsibility.

THEN:

“There is one and only one social responsibility of business: to “engage in activities designed to increase its profits.”

Nobel economist Milton Friedman, 1970

NOW:

“Major employers are investing in their workers and communities because they know it is the only way to be successful over the long term.”

Jamie Dimon, Chairman of Business Roundtable
(also Chairman & CEO of JPMorgan Chase & Co.)



**Use tribalism as
a positive
weapon.**



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