




Shining a Light on Unconscious Bias -The Leader's Perspective

EMERGING TRENDS IN WELLNESS CONFERENCE 2020

Why does it matter?

<p>MANIFESTATIONS</p>  <ul style="list-style-type: none"> ▪ OVERT DISRESPECT ▪ UNEQUAL TREATMENT OF PEOPLE ▪ TALKING OVER OTHERS ▪ NOT LISTENING TO PEOPLE'S IDEAS BODY LANGUAGE ▪ NO EYE CONTACT ▪ SIT FARTHER AWAY ▪ SHOWING INDIFFERENCE 	<p>WHY IT MATTERS*</p> <ul style="list-style-type: none"> ▪ MORE ENGAGEMENT; ENVIRONMENT WHERE EVERYONE CAN SHARE THEIR IDEAS ▪ IMPROVED PRODUCTIVITY; SMARTER TEAMS ▪ REDUCED GROUP THINK; MAKE BETTER DECISIONS; BETTER AT COMPLEX PROBLEM SOLVING ▪ COMPANY REFLECTS THE DIVERSITY OF THE COMMUNITY AND CUSTOMERS SERVED ▪ ADDS A LITTLE DISCOMFORT WHICH MAKES US MORE ALERT AND THINK MORE CRITICALLY AND INNOVATIVELY ▪ INCLUSION LIFTS EVERYONE'S PERFORMANCE <p><small>*Grant and Rock in <i>Harvard Business Review</i>, "Why Diverse Teams are Smarter," Nov 4, 2016</small></p>
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Where can it slip in?

<p>NEW HIRES</p> <ul style="list-style-type: none"> ▪ RECRUITING ▪ INTERVIEWS ▪ HIRING DECISIONS <p>EMPLOYEE GROWTH OPPORTUNITIES</p> <ul style="list-style-type: none"> ▪ MAKING JOB ASSIGNMENTS ▪ LISTENING TO ALL IDEAS ▪ TRAINING OPPORTUNITIES & CAREER DEVELOPMENT ▪ PERFORMANCE REVIEW ▪ PROMOTIONS ▪ MENTORING 	<p>TRAINING PROGRAM</p> <ul style="list-style-type: none"> ▪ HOW PEOPLE TREATED IN PROGRAM ▪ WHO GIVES INPUT INTO NEW TRAINING PROGRAM CONTENT <p>COMPANY POLICIES</p> <ul style="list-style-type: none"> ▪ PERSONNEL POLICIES ▪ HR POLICIES <p>PRODUCT DEVELOPMENT</p> <ul style="list-style-type: none"> ▪ GROUP-THINK <p>CUSTOMERS</p> <ul style="list-style-type: none"> ▪ MARKETING CAMPAIGNS ▪ HOW WE TREAT CUSTOMERS
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Three Types of Unconscious Bias

BIAS	DEFINITION
AFFINITY BIAS	DRAWN TO PEOPLE SIMILAR TO OURSELVES
CONFIRMATION BIAS	TENDENCY TO SEEK OUT INFORMATION THAT SUPPORTS OUR PRE-EXISTING BELIEFS
FUNDAMENTAL ATTRIBUTION ERROR	WE ATTRIBUTE OUR POOR BEHAVIOR TO THE SITUATION AND CONTEXT WHILE ATTRIBUTING OTHER'S EXACT SAME BEHAVIOR TO THEIR CHARACTER
GENDER BIAS	PREFERENCE FOR GENDER ROLES AND STEREOTYPES
GENERATIONAL BIAS	STEREOTYPING DIFFERENCES IN A GENERATIONS' WORK STYLES, CHARACTERISTICS AND ETHICS

WHERE HAVE YOU SEEN UNCONSCIOUS BIAS IN WORKPLACE

Language in job descriptions that might signal gender biases*

MASCULINE		FEMININE	
<ul style="list-style-type: none"> ■ AMBITION ■ DRIVEN ■ LEAD ■ PERSIST ■ PRINCIPLE ■ DECISION ■ SUPERIOR 	<ul style="list-style-type: none"> ■ ASSERTIVE ■ STRONG ■ TAKES RISK ■ COMPETITIVE ■ MUST ■ WORKFORCE 	<ul style="list-style-type: none"> ■ THOUGHTFUL ■ CREATIVE ■ ADAPTABLE ■ COLLABORATE ■ CURIOUS ■ FLEXIBLE ■ MULTITASKING 	<ul style="list-style-type: none"> ■ INTUITIVE ■ SOCIALLY RESPONSIBLE ■ TRUSTWORTHY ■ DEPENDABLE ■ SERVING ■ TRUST
EXAMPLE: ENGINEER COMPANY QUALIFICATIONS			
<p><i>Strong communication and influencing skills. Ability to perform individually in a competitive environment. Superior ability to satisfy customers and manage company's association with them.</i></p>		<p><i>Proficient oral and written communications skills. Collaborates well in a team environment. Sensitive to clients' needs, can develop warm client relationships.</i></p>	

*Collier, D. and Zhang, C., *Can we reduce bias in the recruiting process and diversify pools of Candidates by using different types of words in job descriptions?* in Cornell University ILR School

Work sample examples

- MATH TEST
- TYPING TEST
- CREATE EXCEL DATA FILE
- ROLE PLAY DIFFICULT CUSTOMER INTERACTION
- GIVE SALES PRESENTATION



When considering candidates, ask yourself "So what?"

"SO WHAT IF..."



- THE PERSON HAS AN HOUR COMMUTE TO WORK
- THERE'S A PICTURE OF THE PERSON DRUNK ON THEIR FACEBOOK PAGE
- THE PERSON HAS A GAP IN EMPLOYMENT FOR 6 MONTHS
- THE PERSON HAS TATTOOS AND PIERCINGS
- THE PERSON IS WEARING WEIRD CLOTHING

From Gail Tolstoi-Miller's TedTalk

Resources

BOOKS, ARTICLES AND ASSESSMENTS:

- *BLIND SPOT: HIDDEN BIASES OF GOOD PEOPLE* by M. Banaji and A. Greenwald
- IMPLICIT ASSOCIATION TEST (IAT): <https://implicit.harvard.edu/implicit/takeatest.html>
- *UNCONSCIOUS BIAS WORKBOOK* by Cook Ross Inc.
- OUCH LEADERS GUIDE:
https://www.diversityinclusioncenter.com/downloads/Ouch_Stereotypes_LeadersGuide.pdf

TRAINING PROGRAMS

- Facebook training: <https://managingbias.fb.com/>
- Google e-training: <https://rework.withgoogle.com/guides/unbiasing-raise-awareness/steps/introduction/>
- Grovo free videos: <https://www.grovo.com/addressing-unconscious-bias>
- Microsoft eLearning—Unconscious Bias: <https://www.mslearning.microsoft.com/course/72169/launch>
- Starbucks training: <https://starbuckschannel.com/thethirdplace/>

YOUTUBE VIDEOS:

- Ask yourself "So What": Gail Tolstoi-Miller TED Talk at <https://www.youtube.com/watch?v=QCFb4BiDDcE>
- Enei—What is unconscious bias: <https://www.youtube.com/watch?v=rbe5D3Yh43o>
- Google video on unconscious bias: https://www.youtube.com/watch?v=NW5s_-NI3JE
- Howard Ross: "Everyday Bias." Identifying & navigating unconscious judgement: <https://www.youtube.com/watch?v=v01SxXui9XQ>

Minimizing bias in hiring*

RECRUIT OUTSIDE COMFORT ZONE

- Create list of job qualifications that matter most
- Identify schools and other places where potential applicants have these qualifications
- Rank top programs
- Actively recruit from ALL of them

REWORK JOB DESCRIPTIONS

- Use neutral language or strike balance
- Use results-based job descriptions; focus on credentials rather than on personality characteristics
- Use pro-diversity language such as "We want people from different regions"

EVALUATE RESUMES IN SAME WAY

- Use blind resume review
 - Remove names (and photos)
 - Remove address of candidate
 - Consider removing schools or universities (or at least weight whether top schools matter)
- Evaluate in same way—know exactly what looking for
 - Develop standard evaluation form
 - Use detailed scoring metric consistently
 - Consider things like how you will prioritize experience or education and specific hard or soft skills
 - What are the must haves?
 - Weigh pros and cons
 - Stick with these decisions

GIVE A WORK SAMPLE TEST

- Mimic tasks of job
- Solve work-related problems
- Show aptitude in skill required for job
- Each candidate gets the same task or sample test

USE STRUCTURED INTERVIEWING & YOUR SLOW BRAIN

Structured interview:

- Don't start interviewing until have a full slate of diverse candidates
- Use diverse group to do interviewing
- Identify what you want before interviews begin
- Create questions and script; use behavioral interviewing technique (see example below)
 - Tell me about a time when you effectively managed your team to achieve a goal
- Ask each candidate exactly the same questions
- Define what great answers, good answers and poor answers look like for each question
- Consider assigning point value to the answers the candidate gives (use scale such as 1-5 or 1-7)
- All team members involved in hiring process see everyone's evaluations

Use your slow brain:

- Ask yourself "So what?" before you give your final evaluation of a candidate
- Pay attention to gender and minority representation

WHAT TO DO ABOUT LIKEABILITY?

ASK: "Does it matter whether you like the person you hire?" "How important is it to you?"

RATE: Ask a structured interview question on this. Then weight this and give point value just as you would for any other skill

REMINDE OFTEN

- Do initial unconscious bias training to all involved in hiring process
- Talk openly and candidly about these with team to allow this to be top of mind when hiring
- Remind often of these steps and their role in maximizing inclusion
- Be careful of backlash from traditionally-advantaged groups
- Continually analyze the process

*Modified from "7 Practical Ways to Reduce Bias in Your Hiring Process," *Harvard Business Review*, June 12, 2017

Performance Reviews*

PAUSE AND ENGAGE YOUR SLOW BRAIN BEFORE STARTING YOUR REVIEW PROCESS FOR EACH EMPLOYEE. ASK THESE QUESTIONS FIRST TO MAKE SURE YOU SURFACE YOUR OWN BIASES.



WHAT POSITIVE OR NEGATIVE ASSUMPTIONS DO YOU HAVE ABOUT THIS EMPLOYEE?

HOW COULD THESE ASSUMPTIONS BIAS YOUR ASSESSMENT OF THIS EMPLOYEE'S PERFORMANCE?

WHAT ARE THE EMPLOYEE'S WORK STYLE AND INTERPERSONAL CHARACTERISTICS?

HOW DO THE WORK STYLE AND INTERPERSONAL CHARACTERISTICS DIFFER FROM YOURS? HOW DOES THAT BIAS YOUR EVALUATION?

HAS SOMEONE ELSE'S OPINIONS INFLUENCED YOUR EVALUATION? IS THAT OPINION CREDIBLE AND NON-BIASED? CAN YOU GET BROADER INPUT FROM OTHERS?

HOW COULD ANY OF THE COMMON BIASES (AFFINITY, CONFIRMATION, GENDER, ATTRIBUTION, GENERATIONAL) HAVE AFFECTED YOUR EVALUATION ABOUT THIS PERSON?

*Modified from *Unconscious Bias Workbook*, by Cook Ross Inc.

Actively doubt your objectivity in decision-making about team member development opportunities*



PAUSE AND ENGAGE YOUR SLOW BRAIN TO REVIEW YOUR DECISIONS, ESPECIALLY RELATED TO YOUR TEAM MEMBERS AND THEIR CAREERS. ASK THESE QUESTIONS BEFORE YOU MAKE A FINAL DECISION ON WHO GETS A PROMOTION OR A NEW OPPORTUNITY.

DO YOU HOLD BACK ON ASSIGNING MEANINGFUL WORK TO SOME INDIVIDUALS OR GROUPS? IS THAT JUSTIFIED? COULD UNCONSCIOUS BIAS BE INVOLVED?

WHO DO YOU TAKE TO CLIENT MEETINGS? ALWAYS SAME PEOPLE? IS THAT JUSTIFIED? COULD UNCONSCIOUS BIAS BE INVOLVED?

WHO MAKES YOU FEEL COMFORTABLE AND WHY? (DOES THIS UNEARTH SOME AFFINITY BIAS)

WHO DO YOU AVOID INTERACTING WITH OR GIVING CANDID FEEDBACK? WHY DO YOU FEEL THAT WAY? COULD UNCONSCIOUS BIAS BE INVOLVED?

TO WHOM DO YOU GIVE SECOND CHANCES? TO WHOM DO YOU TEND TO GIVE THE BENEFIT OF THE DOUBT? WHY? COULD UNCONSCIOUS BIAS BE PLAYING A ROLE?

WHO IS NOT ON THIS LIST FOR SECOND CHANCES AND BENEFIT OF THE DOUBT? WHY? COULD UNCONSCIOUS BIAS BE PLAYING A ROLE?

*Modified from "Strategies for Confronting Unconscious Bias" in *The Colorado Lawyer*, May 2016, Vol. 45, No. 5