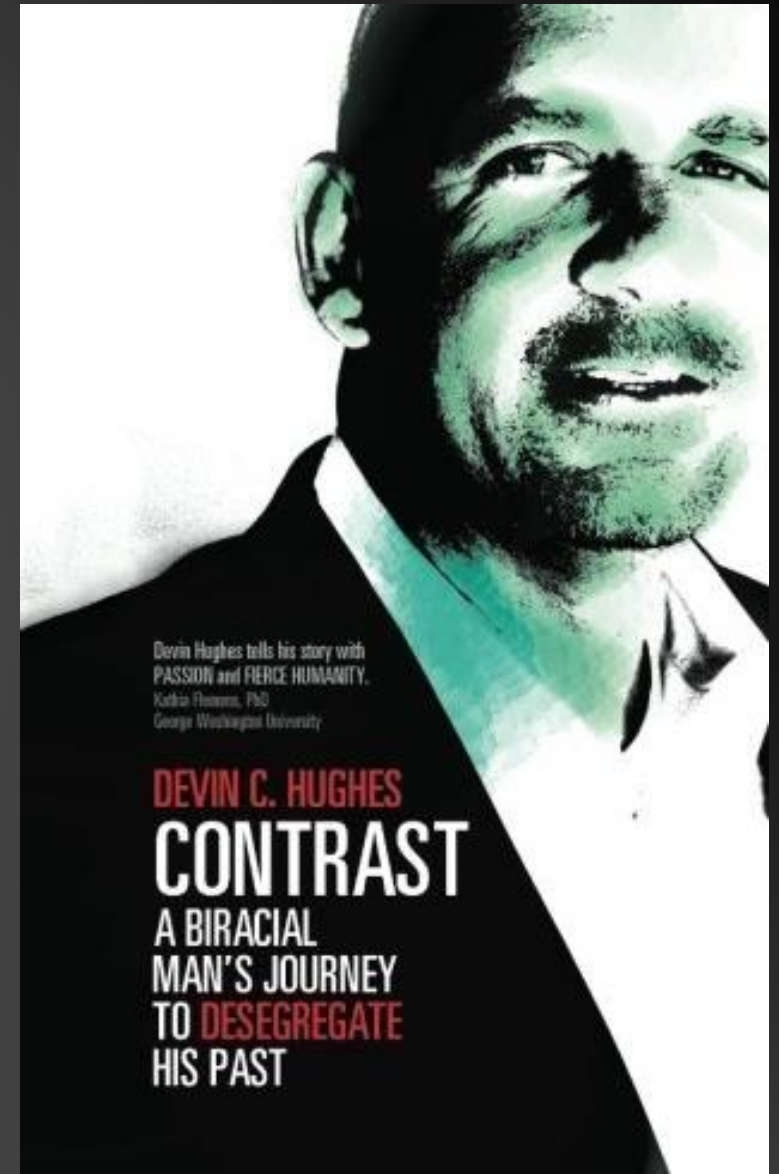


UNCONSCIOUS BIAS IN THE WORKPLACE

DEVIN C. HUGHES

DEVIN C. HUGHES

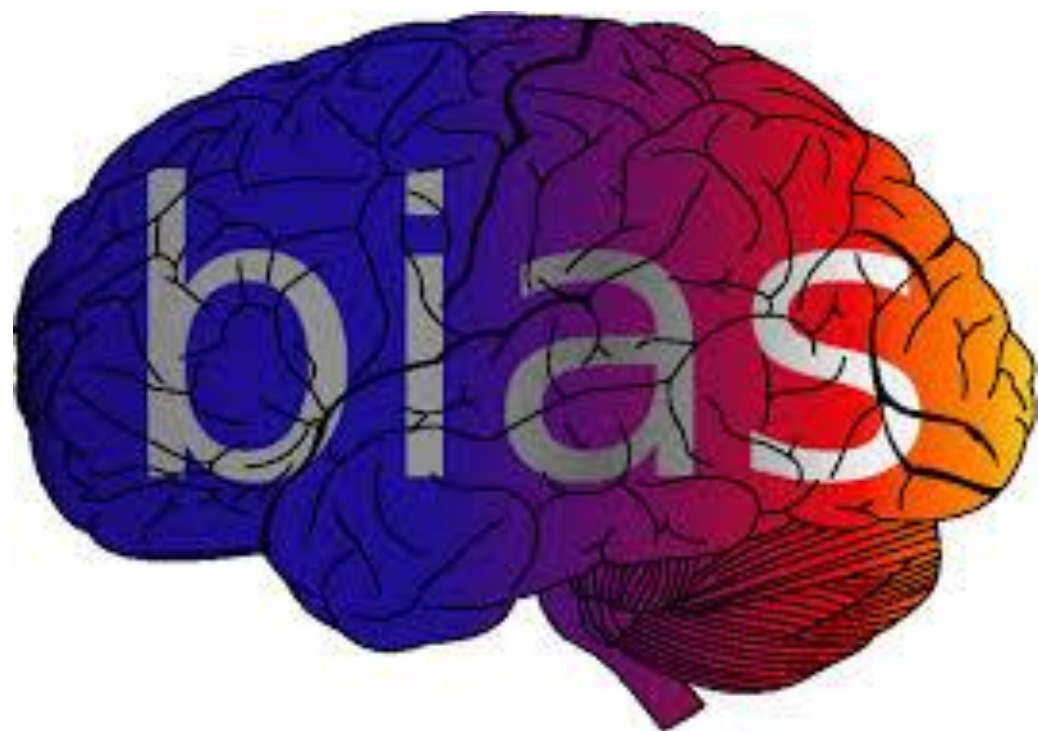
- Leading expert on link between employee experience & inclusive workplace culture
- Author
- Lectured in more than 15 countries
- Lives in San Diego, CA



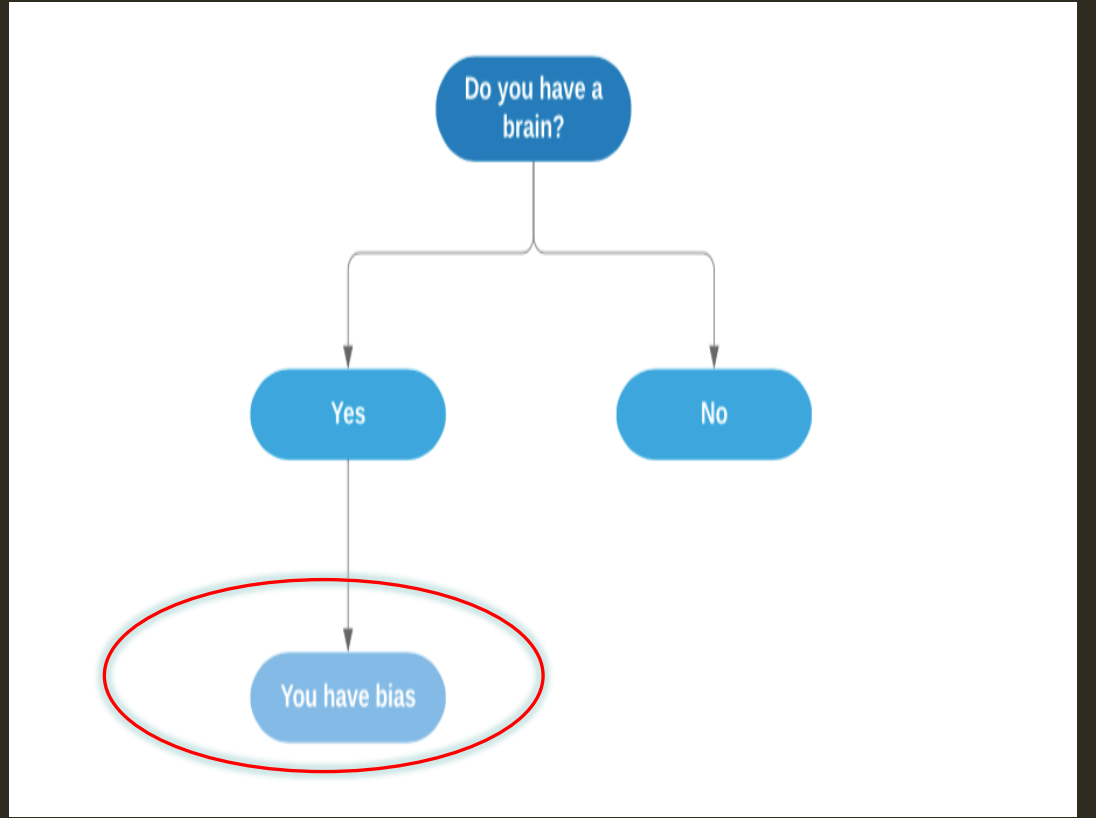
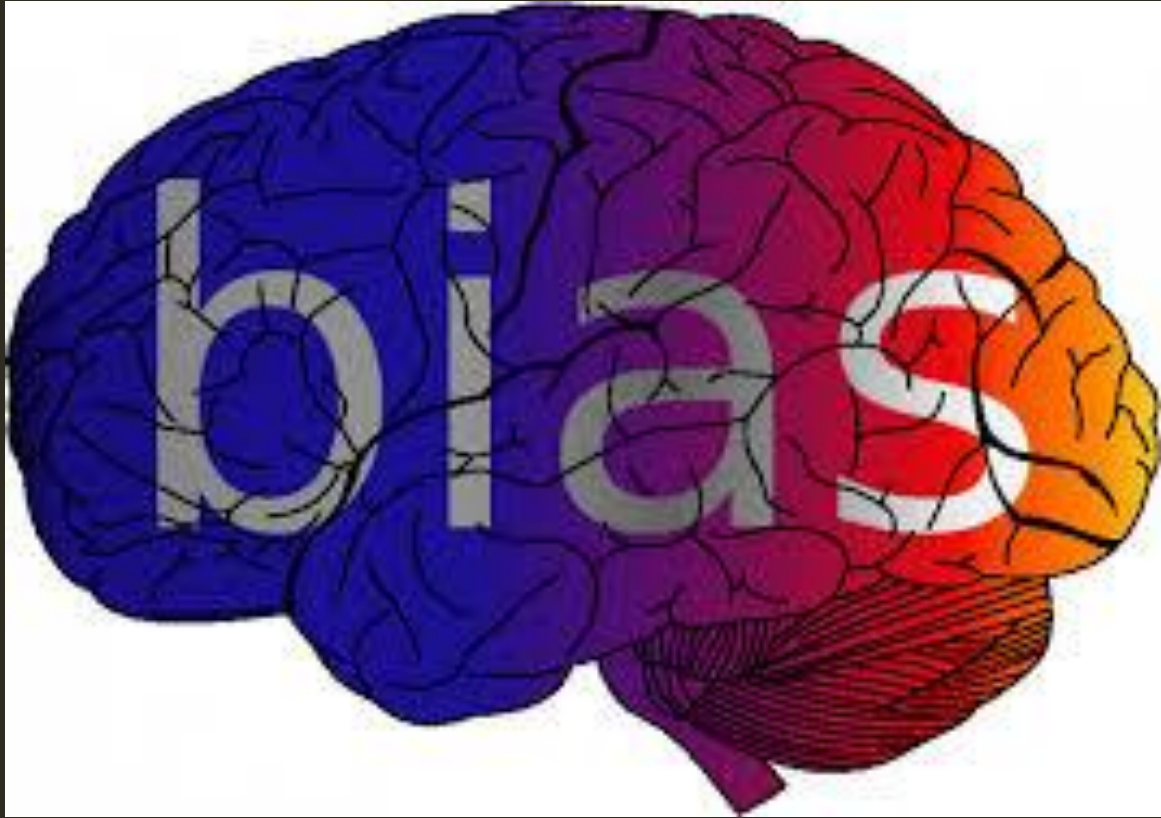
***Sometimes our brain doesn't see
what is there...***

***... and sometimes it sees stuff that is
not there.***

***And... as we will see sometimes
this can cause problems for us.***







NEW YORK TIMES – ADULTS

The screenshot shows the top portion of a mobile article page. At the top left is a hamburger menu icon. In the center is the 'The New York Times' logo in its signature font. At the top right is a user profile icon. Below the logo is the article title 'Picture a Leader.' followed by a dashed line. A horizontal bar below the title contains the date 'March 16, 2018' on the left, and three icons on the right: a share icon, a bookmark icon, and a comment icon with the number '215'. Below this bar is the byline 'By Heather Murphy'. The main text of the article begins with 'This series of images emerged from a simple prompt: “Draw an effective leader.”’

☰

The New York Times

👤

Picture a Leader.

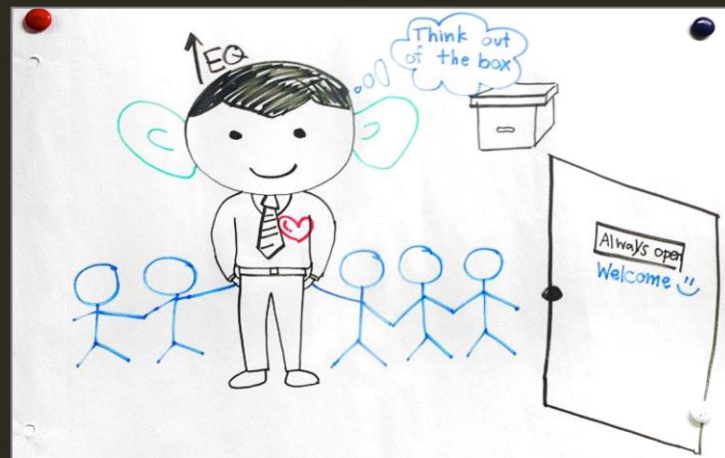
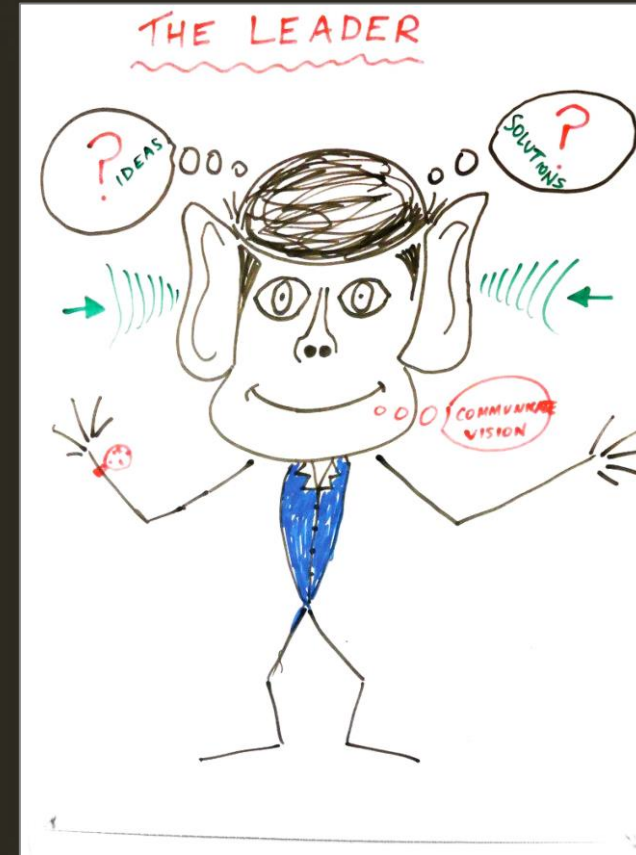
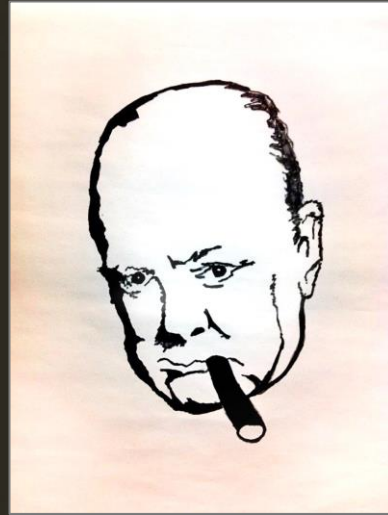
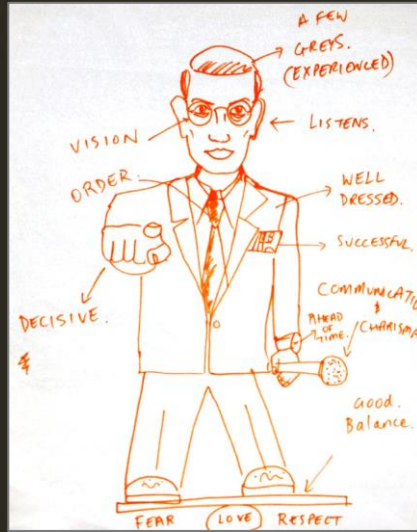
March 16, 2018

➦ 📌 215

By **Heather Murphy**

This series of images emerged from a simple prompt: “Draw an effective leader.”

NEW YORK TIMES – ADULTS



WHAT DO KIDS KNOW?

Kids have a lot of traits commonly identified in good leaders—brilliantly perceptive, brutally honest, ruthlessly observant, steadily curious.

So when we saw the *The New York Times* article reporting that executives—regardless of their own gender—generally drew a man when asked to draw a leader...

... we wondered when that bias starts and what lessons we could gain from asking kids the same questions.

After all, a child's brain hasn't been wired to years of bias, assumptions, and mental associations the way an adult's brain has, so do the same kind of unconscious assumptions influence a child's idea of leadership?

We asked 10 kids between the ages of 3 and 12 to “draw a leader.”

05.22.18 | STRONG FEMALE LEAD

We asked 10 kids to “draw a leader” –here’s what they did

When adults are asked to draw a leader, they draw a man. But the kids we talked to had a lot more ideas.



WE ASKED KIDS TO DRAW/DESCRIBE A LEADER...

Emma, 3, drew her teacher, ms. Noreen, because *she 'teaches me'* and her mom because *she 'feeds me yogurt.'*

Parker, 4, drew a self-portrait of herself leading her class.

Jack, 6, drew himself as a leader of turtles, and says *a leader is someone who leads others to freedom.*

Jala, 6, drew a picture of her mom and of a doctor.

Allyson, 6, thinks leaders *'play with their friends and if somebody gets hurt, they help them.*

Benjamin, 9, thinks a leader is "a nice guy who wears fancy clothes with *a nice attitude.*"

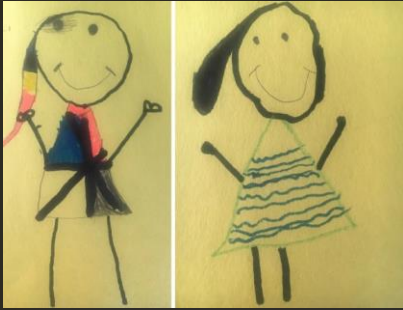
Jada, 9, drew a doctor because they *'help save people's lives'* and a lawyer because they *'make sure that people are following the law.*

Caleb, 11, thinks a leader is *'someone helping children in need.'*

Tyler, 11, thinks a leader *should always do the right thing—even when no one is watching,* like captain america.

Nora, 12, considers herself a good leader

10:3 WOMEN TO MEN... WHEN DOES IT START?



I think a leader means someone is doing the right thing even if no one is watching and stepping up to tell someone if there not doing the right thing to do. That is what I think a leader is and what they do at all times.

I think captin America is a leader because he does whatever it takes to help others and help him self even when he doesn't have to.



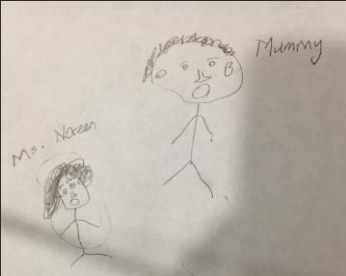
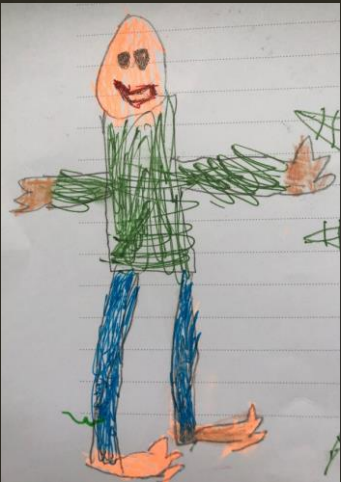
Tyler Sotisky

WE CAN DO IT!

MY LEADER IS...

- STRONG
- THINKS OUT SIDE THE BOX
- CARING
- ORGANIZED
- ABLE TO BOUNCE BACK FROM MISTAKES
- FUNNY
- ABLE TO ALSO LISTEN
- CREATIVE
- NOT AFRAID TO SAY WHAT SHE IS THINKING
- ENCOURAGING
- NOT A PREDICATOR
- A BOO LOVER

ROSE REVERE / HEADBAND



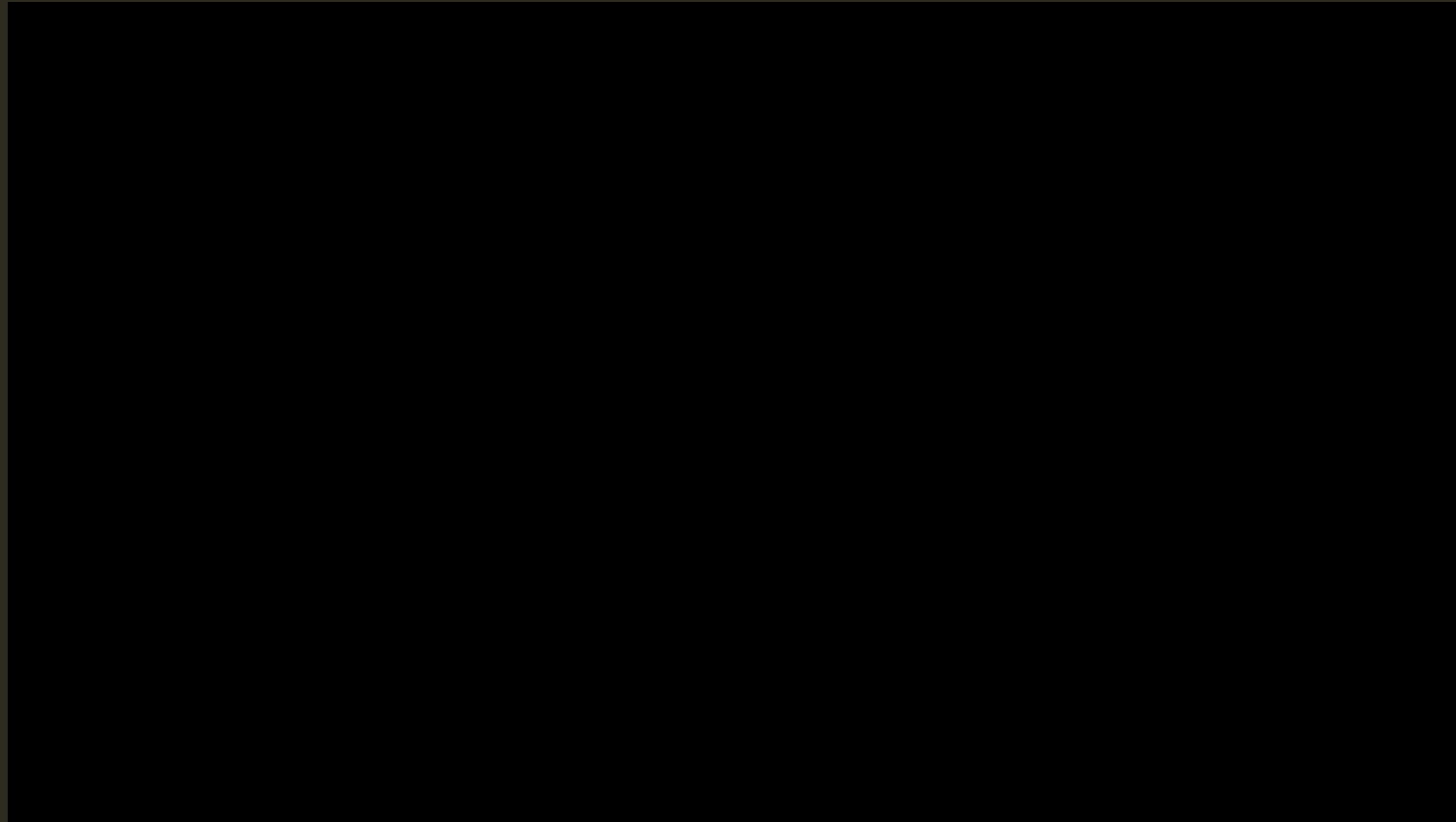


WHEN DO BIASES START?

WHAT IS THE TAKE-AWAY?



WHY DO WE VALUE SOME GROUPS LESS THAN OTHERS?





CHAT!

HOW IS IT THAT WE COME TO VALUE SOME GROUPS MORE THAN OTHERS AS ADULTS?

WHY DO WE VALUE SOME GROUPS LESS THAN OTHERS?

- **Fear of differences, lack of knowledge ... of a certain group.**
- **Differences in appearance ...**
- **How we interact with different groups and how we perceive their value to**
Perceived differences. Assumptions. Inaccurate or incomplete information.
Communication gaps
- **We get stuck in our ways, and aren't interested in doing things differently.**
- **When they are different than us. When we think we have all the answers.**
- **When we have settled into a status quo, quite often we are not attuned to the**
valuable contributions others around us may provide.
- **Fear, titles, lack of humility. ...overlook / under appreciate the value/talents of**
other groups
- **Pre-conceived ideas about how other groups act and feel/react to any given**
situations; biases learned or acquired; personal snobbery.

BIASES ARE...

- **Automatic Preferences**
- **Cognitive Shortcuts**
- **Patterned Ways of Thinking (blind spots)**
- **Navigational Guides**

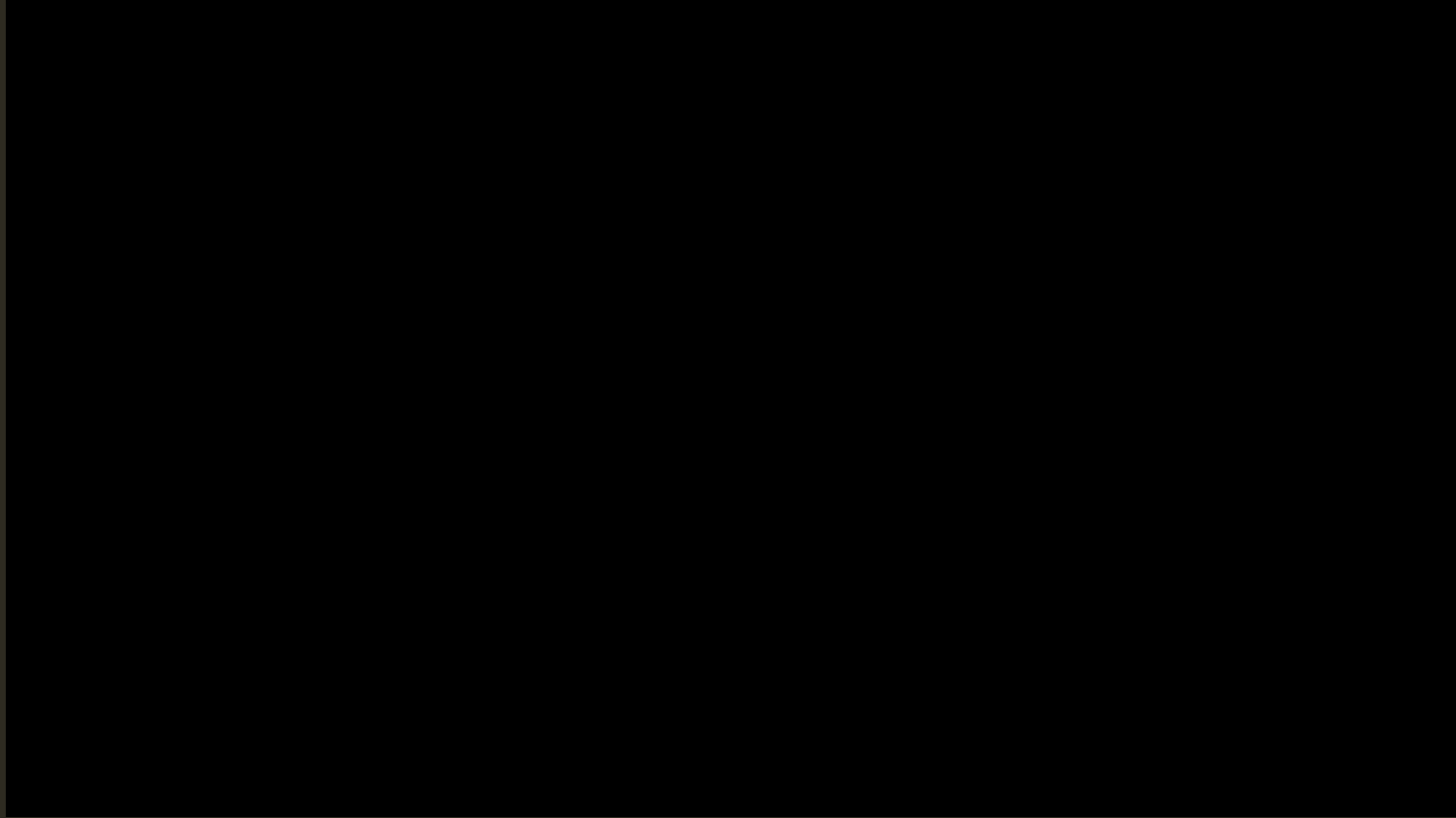
...bias can have beneficial aspects as a *labor-saving shortcut that lightens the cognitive load on our brain.*

But [among other things] bias is also responsible for *limiting our understanding of things that are new or different.*

BIASES: *GUIDES TO OUR DECISIONS & BEHAVIOR*

- **Similarity Bias**
- **Prototype Bias**
- **Halo/Horns Bias**
- **Confirmation Bias**

SIMILARITY BIAS



SIMILARITY BIAS

As a group... identify one example of similarity bias from your everyday experience at work...

- **Where/when does it most predictably occur?**
- **What potential impact does it have?**
- **What could be done to prevent this...?**







HOW TO MITIGATE THE SIMILARITY BIAS (HIRING)

Find commonalities with candidates—every candidate.

It's very easy to find things in common with people similar to you; in fact, Airbnb found that recruiters who emphasized commonalities with candidates were more biased. But your brain is going to find and overvalue those commonalities consciously or unconsciously.

The point here is to go the extra mile to find things in common with all candidates. You're basically manually re-programming your brain to categorize every candidate as part of your group.



BIASES

- Similarity Bias
- Prototype Bias
- Halo/Horns Bias
- Confirmation Bias

PROTOTYPE BIAS



PROTOTYPE BIAS

As a group... identify one example of prototype bias from your everyday experience at work...

- **Where/when does it most predictably occur?**
- **What potential impact does it have?**
- **What could be done to prevent this...?**



PROTOTYPE BIAS





HOW TO MITIGATE THE PROTOTYPE BIAS

Slow down and think through everything carefully. This is the one bias where awareness can make a difference—but you still need to follow a set process.

To ensure you're considering all the info, make a list of pros and cons for each candidate or outline a specific set of criteria that you can systematically judge every candidate by.

BIASES: GUIDES TO OUR DECISIONS & BEHAVIOR

- **Similarity Bias**
- **Prototype Bias**
- **Halo/Horns Bias**
- **Confirmation Bias**

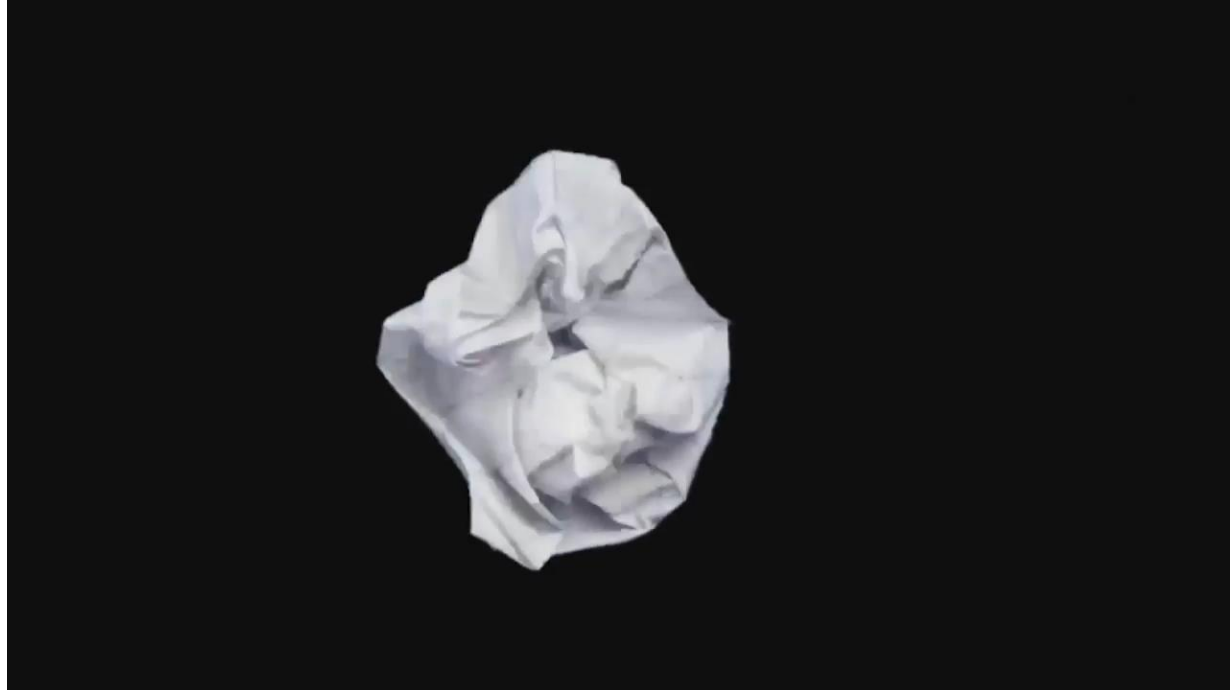


HALO/HORNS EFFECTS & CONFIRMATION BIAS

HALO/HORNS & CONFIRMATION BIAS

As a group... identify an example of one of these biases from your everyday experience at work...

- **Where/when does it most predictably occur?**
- **What potential impact does it have?**
- **What could be done to prevent this...?**



HALO/HORNS EFFECTS & CONFIRMATION BIAS



HOW TO MITIGATE THE HALO/HORNS & CONFIRMATION BIAS

Bring other people into the hiring process. The best way to battle this bias is having diverse opinions in the same room—your subjective impressions will be challenged, forcing everyone to think more critically.

Be sure not to only solicit second opinions from people who agree with you. If you want to cover your blindspots, find that person you're always arguing with and get their impression of a candidate.

MY POV ON BIAS

- **If you have a brain, you are biased....**
- **Bias can be helpful but needs to be mitigated selectively (making people feel wrong about it does not help much)**
- **You can't reduce much at an individual level due to a biological constraint, awareness or motivation**

BREAKING BIAS

- **The key is reducing bias in team decisions and processes**
- **Focus on better decisions across people and business**



HOW DO YOU OVERCOME IMPLICIT BIAS? (INDIVIDUALS)

- **Pay attention to your reactions to people, news, social media posts, etc.**
- **Learn about the different types of bias.**
- **Learn to recognize and avoid generalizations.**
- **Expose yourself to the people and things that make you feel uncomfortable.**
- **Learn from people who are more tolerant than you.**
- **Increase opportunities for contact with a diverse range of people.**

LIVE
6:18 am PT

PROGRESSIVE ISSUES & CAMPAIGN 2016

Call From: **NORTH CAROLINA**

WASHINGTON
JOURNAL
C-SPAN

ALLY

What comes to mind when you hear the word “ally”?

allyship



WHY?

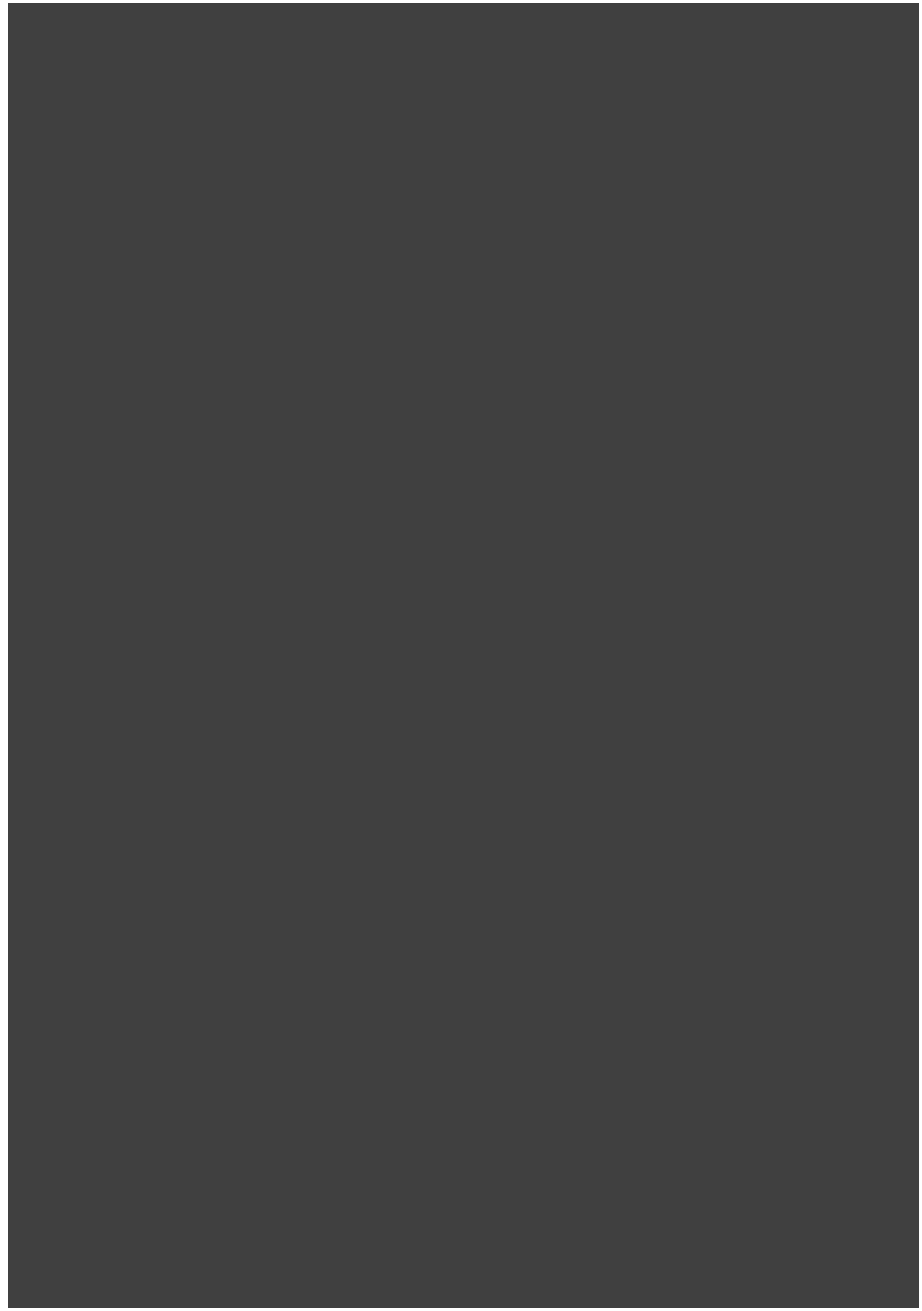
We have all seen some version of this right?

**Humorous
or
insensitive?**





MICROAGGRESSIONS



1968 OLYMPICS



WHAT DOES ALLYSHIP MEAN?

Allyship is the continuous process in which someone seeks to first learn about the experiences of a marginalized group of people, and then ultimately empathize with their challenges/build relationships and advocate for that group of people.

PAIR UP...

- Have you ever been an Ally in your own life and work?
- What strategies have you or others used successfully to demonstrate your allyship?



WHO IS SPEAKING IN YOUR GROUP?

- Who is speaking most in your group?
- Is someone having difficulty being heard?
- Are there patterns related to gender, race, age, or anything else?
- How do these discussions compare to ones you have in other contexts?

At a meeting you run, a person with moderate proficiency in English makes a suggestion, but no one picks up on it. Later on in the meeting, a person with high proficiency in English makes the same suggestion and is given credit for it.

What could you do?

What could you do?

A woman you manage goes on maternity leave. You are discussing which projects to assign to people after she has returned, including one that is in her area of expertise. A peer manager says, "She has a small baby, she won't want to travel."

|
You are in a work meeting and a young employee who doesn't have much experience offers a suggestion. A senior-level manager shuts them down harshly.

What could you do?

What would you do?

A peer manager consistently uses male pronouns to refer to software and people of unknown gender. When you tell them it makes you uncomfortable to treat maleness as the norm, they say that male is the default gender in their first language and you should be more considerate of people from other cultures.

ALLY SKILLS

- Treat ally actions as bare minimum expectation
- Follow your discomfort: if something makes you feel bad, find out more and understand why before reacting
- When you make a mistake, apologize, correct yourself, and move on

ALLYSHIP IN SUMMARY

- Allyship is a behavior, a practice, not an identity.
- Our allyship expires each night at midnight, and we have to reapply every day.
- Meaning, we can't rest on laurels, on what we've done in the past, so to speak.
- It's about how we show up for people in marginalized groups, and they are the ones who get to say if we're being helpful or not.
- Your action or *inaction* can be felt; in other words, there's no neutral; silence is complicity.

DEVIN C. HUGHES



www.devinchughes.com

<https://www.linkedin.com/in/devinchughes/>

Twitter: @devinchughes

Facebook:

<https://www.facebook.com/ChiefInspirationOfficer>

Stay in touch!