

HOW TO MANAGE UNCONSCIOUS BIAS

ADD STRUCTURE AROUND HIRING AND EVALUATING PEOPLE

- Before making a decision, **start by telling yourself to be fair.**
- **Set clear hiring criteria** that are directly related to the performance of the job—before the selection process begins.
- Develop interview scripts with **consistent questions** for all job candidates.
- **Set clear goals and objective standards, in advance**, for evaluating performance and making project- assignment decisions. Make these transparent with teammates.
- **Stop and think** before making people decisions—especially when you're in stressful situations or under tight deadlines, which may exaggerate unconscious bias.
- **Don't assume** what others can or can't do when making assignments; give **them** the choice.
- Encourage **accountability** by all team members who have input into people-related decisions, such as hiring, evaluations, and peer reviews.

SET GROUND RULES AROUND MEETING DYNAMICS

- Develop a practice in meetings for **signalling interruptions**.
- Ask your teammates what their **preferred communication styles** are, particularly when making decisions together.
- **Ask for written responses** on team decisions when possible. Even better, announce the decisions to be made in advance of a meeting—to give introverted decision makers time to consider their responses.
- **Rotate team "housework" responsibilities**, such as organizing meeting agendas, taking meeting notes, and planning after-hours festivities, like birthday celebrations.

CREATE FAIR PRACTICES FOR RECOGNIZING ACCOMPLISHMENTS AND SEEKING OTHER PERSPECTIVES

- **Vouch** for the competence or accomplishments of others, regardless of your position.
- Encourage team members to **speak up** when credit is not given to the right person.
- Ask individual team members to **keep track of their roles and contributions** on each project. Set aside time to formally review these contributions.
- **Seek out the advice or opinion** of someone with whom you have a cross-functional relationship, and from whom you don't typically get and discuss feedback.

MANAGE PARENTAL LEAVE

- Set up conversations with future parents to design their transitions:
 - **Before:** "What would you like to accomplish in the remaining months before your leave?"
 - **During:** "How (if at all) would you like to stay connected or in communication with the team while on leave?"
 - **After:** "What does ramp-up look like when you return?" If unknown, set a date to revisit this topic.
- Encourage all parents to take their full parental leave.

And here are all the resources:

1. Computer simulation on gender bias -
http://www.ruf.rice.edu/~lane/papers/male_female.pdf,
<http://doesgenderbiasmatter.com/>
2. Companies that call themselves a meritocracy are more likely to have biases:
<https://journals.sagepub.com/doi/abs/10.2189/asqu.2010.55.4.543>,
<http://gap.hks.harvard.edu/paradox-meritocracy-organizations>
3. Project Implicit:
4. Stereotypes are Self fulfilling: <https://psycnet.apa.org/record/2018-51567-003>
5. Gender on a test impacts results: <https://www.ncbi.nlm.nih.gov/pubmed/19549876>
6. In 1952, the Boston Symphony was looking to diversify its male-dominated orchestra, so it conducted an experiment with a series of blind auditions.
<https://www.theguardian.com/women-in-leadership/2013/oct/14/blind-auditions-orchestras-gender-bias>
<https://www.upworthy.com/this-orchestras-blind-audition-proves-bias-sneaks-in-when-you-least-expect-it>
7. Women's name vs Men's name on the same CV:
https://www.igh.cnrs.fr/images/docs/pdf/sex_roles-1999.pdf
<https://psycnet.apa.org/record/2000-15031-002>
8. Mothers overestimate their sons crawling ability compared to their daughters.
<https://www.ncbi.nlm.nih.gov/pubmed/11063631>
<https://www.sciencedirect.com/science/article/pii/S0022096500925979>
9. Relative to female, male performance is often overestimated
https://www.ij eas.org/download_data/IJEAS0204021.pdf
<https://hbr.org/2017/04/how-gender-bias-corrupts-performance-reviews-and-what-to-do-about-it>
https://www.academia.edu/22582429/Assignment_on_Gender_Issues_in_Performance_Appraisal
10. UK Study found that candidates with Ethnic-sounding last names had to send 74% more applications to gain a positive response,
<https://fullfact.org/economy/job-applicants-ethnic-minority-sounding-names-are-less-likely-be-called-interview/>
11. Law memo graded:
[http://www.abajournal.com/news/article/hypothetical_legal_memo_demonstrates_unconscious_bias](http://www.abajournal.com/news/article/hypothetical_legal_memo_demonstrates_ unconscious_bias)
12. Impact on opportunities:
<https://www.sciencedaily.com/releases/2015/05/150506164244.htm>

13. Studies find that when all the achievements in a project are attributed to anyone, women are less likely to be thought as having contributed to the project as much as men <https://www.sciencedaily.com/releases/2017/12/171213130252.htm>
<https://hbr.org/2017/11/research-men-get-credit-for-voicing-ideas-but-not-problems-women-dont-get-credit-for-either>
<https://hbr.org/2016/02/proof-that-women-get-less-credit-for-teamwork>
14. Being "very qualified" to run for office:
<https://www.american.edu/spa/wpi/upload/2012-Men-Rule-Report-final-web.pdf>
15. Facebook - First-hand accounts between 2013 and 2014.
16. Women are more likely to attribute success due to "teamwork" or "Being lucky"
<https://repository.wellesley.edu/cgi/viewcontent.cgi?article=1713&context=thesiscollection>
17. Heidi and Howard Roizen
<https://www.leadershippsychologyinstitute.com/women-the-leadership-labyrinth-howard-vs-heidi/>
18. Add-on : The myth of the Ideal Worker:
<https://www.catalyst.org/research/the-myth-of-the-ideal-worker-does-doing-all-the-right-things-really-get-women-ahead/>
19. Office housework;
<https://hbr.org/2018/07/why-women-volunteer-for-tasks-that-dont-lead-to-promotions>
20. Push back on likeability penalty (Agressive, assertive, bossy, abrasive, demanding, difficult)
https://www.vitalsmarts.com/press/2015/08/new-study-women-judged-more-harshly-when-speaking-up-assertively/#_ftn2
<http://fortune.com/2014/08/26/performance-review-gender-bias/>
<http://www.ccl.org/wp-content/uploads/2015/04/Bossy2.pdf>
21. CVs with Parents-Teacher Association mention:
https://www.jstor.org/stable/10.1086/511799?seq=1#metadata_info_tab_contents
22. General learnings on the benefit of diversity in the workplace:
<http://www.talentinnovation.org/publication.cfm?publication=1400>
https://humanresources.report/Resources/Whitepapers/0dac591f-733a-4d73-9d5e-0b616ca43121_How-to-Increase-Diversity-through-Improved-Recruitment-and-Hiring-Processes.pdf