Unconscious Bias @ Work

Facilitator name | Date
We receive 11 million bits of information every moment.

We can only consciously process 40 bits.
99.999996%

UNCONSCIOUS
YOU are biased.

(So am I.)

It matters.
4 things that make a situation more prone

1. Task
2. Numbers
3. Clarity
4. Perceiver
Even a **tiny** bit of bias can have **big** consequences.
With 1% variance in performance scores...

<table>
<thead>
<tr>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>L8 (highest)</td>
<td>50%</td>
</tr>
<tr>
<td>L7</td>
<td>50%</td>
</tr>
<tr>
<td>L6</td>
<td>50%</td>
</tr>
<tr>
<td>L5</td>
<td>50%</td>
</tr>
<tr>
<td>L4</td>
<td>50%</td>
</tr>
<tr>
<td>L3</td>
<td>50%</td>
</tr>
<tr>
<td>L2</td>
<td>50%</td>
</tr>
<tr>
<td>L1 (lowest)</td>
<td>50%</td>
</tr>
</tbody>
</table>

Female vs. Male Performance Scores

- Highest: L8
- Lowest: L1

Female: 50%
Male: 50%
...only 35% of level 8 employees would be blue.

<table>
<thead>
<tr>
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<th>Female (%)</th>
<th>Male (%)</th>
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<tr>
<td>L8 (highest)</td>
<td>35%</td>
<td>65%</td>
</tr>
<tr>
<td>L7</td>
<td>39%</td>
<td>61%</td>
</tr>
<tr>
<td>L6</td>
<td>43%</td>
<td>57%</td>
</tr>
<tr>
<td>L5</td>
<td>46%</td>
<td>54%</td>
</tr>
<tr>
<td>L4</td>
<td>48%</td>
<td>52%</td>
</tr>
<tr>
<td>L3</td>
<td>48%</td>
<td>52%</td>
</tr>
<tr>
<td>L2</td>
<td>50%</td>
<td>50%</td>
</tr>
<tr>
<td>L1 (lowest)</td>
<td>53%</td>
<td>47%</td>
</tr>
</tbody>
</table>
Diversity is a competitive advantage.

Companies with higher proportions of women board directors outperform others by 53%.
Diverse teams outperform homogeneous ones, especially when solving complex problems.
Your job:

Commit to one action.
Unconscious Bias

4 methods we’re using to overcome our unconscious bias:
<table>
<thead>
<tr>
<th></th>
<th>1. Structure for success</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.</td>
<td>Measure results</td>
</tr>
<tr>
<td>3.</td>
<td>Evaluate subtle messages</td>
</tr>
<tr>
<td>4.</td>
<td>Hold everyone accountable</td>
</tr>
</tbody>
</table>
What does success look like, specifically?
Is Emily more employable than Lakisha?

Applicant: Brendan, Greg, Emily & Anne

Applicant: Tamika, Aisha, Rasheed, & Tyrone
Structured job interviews
What makes a good manager?

- Self-confident
- Desire responsibility
- Industrious
- Assertive
- Consistent
- Logical
- Firm
- Aggressive
- Steady
- Skilled in business matters
- Vigorous
- Emotionally stable
- Forceful
- Analytical ability
- Direct
- Frank

71% 10%

- Curious
- Helpful
- Intuitive
- Creative
- Understanding
- Neat
- Aware of others' feelings
- Vulgar (less)
4 methods we’ve used at Google:

1. Structure for success
2. Measure results
3. Evaluate subtle messages
4. Hold everyone accountable
You can’t improve what you can’t measure.
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Gender in Doodles around the globe

2013

77% men
23% women

2014

50% men
50% women
Women: 7.57
Men: 7.33

Women: 5.33
Men: 6.50

No influence: 1
Very influential: 9
4 methods we’ve used at Google:

1. Structure for success
2. Measure results
3. Evaluate subtle messages
4. Hold everyone accountable
Recognize the power of signals.
<table>
<thead>
<tr>
<th></th>
<th>Texan &amp; Proud!</th>
<th>Gay &amp; Proud!</th>
</tr>
</thead>
<tbody>
<tr>
<td># of words used</td>
<td>257</td>
<td>169</td>
</tr>
<tr>
<td>Interaction length</td>
<td>6m, 23s</td>
<td>4m, 5s</td>
</tr>
<tr>
<td>Perceived negativity</td>
<td>2.94</td>
<td>3.84</td>
</tr>
</tbody>
</table>

(1=not negative, 5=very negative)
4 methods we’ve used at Google:

1. Structure for success
2. Measure results
3. Evaluate subtle messages
4. Hold everyone accountable
Hold yourself accountable.

- Question your first impressions
- Justify your decisions
- Ask for feedback
Empower everyone to call out unconscious bias.
Hold others accountable.

- Create a culture of calling out unconscious bias
- Make others justify decisions
- Make decisions collectively
Commit to one action:

1. Structure for success
2. Measure results
3. Evaluate subtle messages
4. Hold everyone accountable
Commit to one action:

THANK YOU!

1. Structure for success
2. Measure results
3. Evaluate subtle messages
4. Hold everyone accountable