Unbiasing Your Organization

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Unconscious Bias Defined

Attitudes, **preferences**, & **stereotypes** that affect our *thinking* and *behavior* in ways that are invisible to us.

2 Types of Unconscious Bias

1. Affinity Bias

   The human tendency to gravitate toward those we perceive to be most like ourselves and therefore, away from those we perceive to be less like ourselves. We do this to remain in our "comfort zone".

   Sample Negative Impact: RECRUITMENT

2. Confirmation Bias

   The human tendency to see what we EXPECT to see in others, whether it is actually there or not. In other words, we "confirm" what we expect to see.

   Sample Negative Impact: INTERVIEWING and SELECTION

4-Step Unbiasing Process

Step 1: Pick a **process** (see examples below).

Step 2: Identify the **bias/biases** that are impacting that process.

Step 3: Identify actions you can take to **reduce** the bias/biases.

Step 4: Implement actions and **evaluate** effectiveness.

Sample Organizational Processes

- Recruitment Process

- Employee Referral Program

- College Recruiting Program

- Selection Process

- Job Descriptions/Job Postings

- Behavior-Based Interviewing Process

- Selection Decision-Making Process

- Onboarding Process

- Employee Evaluation Process

- Progressive Discipline Process

- Customer Service Process

- Determining Your Customer Base

- Customer Complaint Process

- Career Development Process

- Formal Mentoring Process

- Compensation/Benefits Process

Example

STEP 1: Pick a process.

ONE-ON-ONE INTERVIEWING PROCESS

STEP 2: What biases can impact the interviewing process?

AFFINITY BIAS

1. Problem #1: Interviewers are more likely to favor someone who allows them to stay in their comfort zone (i.e., someone who is **similar** and/or **familiar**).

2. Problem #2: Candidates who are outside of our comfort zone are far more likely to be deemed a "**poor fit**."

1. Problem #1: Confirmation bias may reinforce **stereotypes** about who is most capable of performing various roles within an organization (e.g., sex-role stereotyping as manifested in hiring at top U.S. symphony orchestras).

STEP 3: What actions can we take to reduce these biases?

1. Solution #1: Include a **diverse** array of people in the interviewing and selection process.
2. Solution #2: Implement **blind** employment practices (e.g., resumes/job applications, early interviews).
3. Solution #3: Use **behavior-based** interviewing to standardize/structure the assessment process.
4. Solution #4: Incorporate other forms of candidate **assessment** (e.g., situational judgment test, work sample).
5. Solution #5: Proactively **recruit** high quality, culturally diverse candidate pools for your job openings.

STEP 4: Implement actions and evaluate effectiveness

SAMPLE METRICS

Candidate Pool Diversity Percentage
Number of Diverse Candidates/Total Number of Candidates

Diversity Hire Percentage
Number of Diverse Hires/Total Number of Hires

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Dr. Tyrone Holmes is a professional speaker, consultant and coach who has spent more than two decades teaching thousands of people to build powerful relationships in diverse settings. He has facilitated over 1,500 live and virtual presentations that have taught participants to reduce the "noise" in their lives, to effectively communicate their messages, to connect with diverse audiences and groups, and to reduce the negative impact of unconscious bias. Dr. Holmes served as a full-time faculty member at Eastern Michigan University in the Department of Leadership and Counseling, and at Wayne State University in the Department of Theoretical and Behavioral Foundations. He is also a Past President of the Arizona Chapter of the National Speakers Association. Dr. Holmes was awarded the designation of eSpeakers Certified Virtual Presenter and most recently, Certified Virtual Host.