In a study of performance reviews …

- What % of women received negative feedback on their personal style such as "You can sometimes be abrasive"?

- What % of men received that same type of feedback?

ANSWER

66%

1%

Evaluate
your progress

❗ - CHECK YOUR LAST REVIEW

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Unconscious bias is said to be the enemy of equality

Bias, whether deliberate or unconscious holds women back in the workplace

Bias makes it harder for women to get hired and promoted

We cannot ignore it!

70% said bias affects how engaged they feel
84% said it impacts their happiness, confidence and well-being
40% said would leave for a more inclusive Organisation – *Deloitte research*

Bias causes trust issues, missed opportunities, unfairness, omissions , exclusions, aggressions …

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To influence we must distinguish

Stereotypes

- Are preconceived ideas applied to an entire group of people.
- Tend to be used consciously

Examples: *All politicians are corrupt, Americans are arrogant, women are home makers, working class are not as clever …*
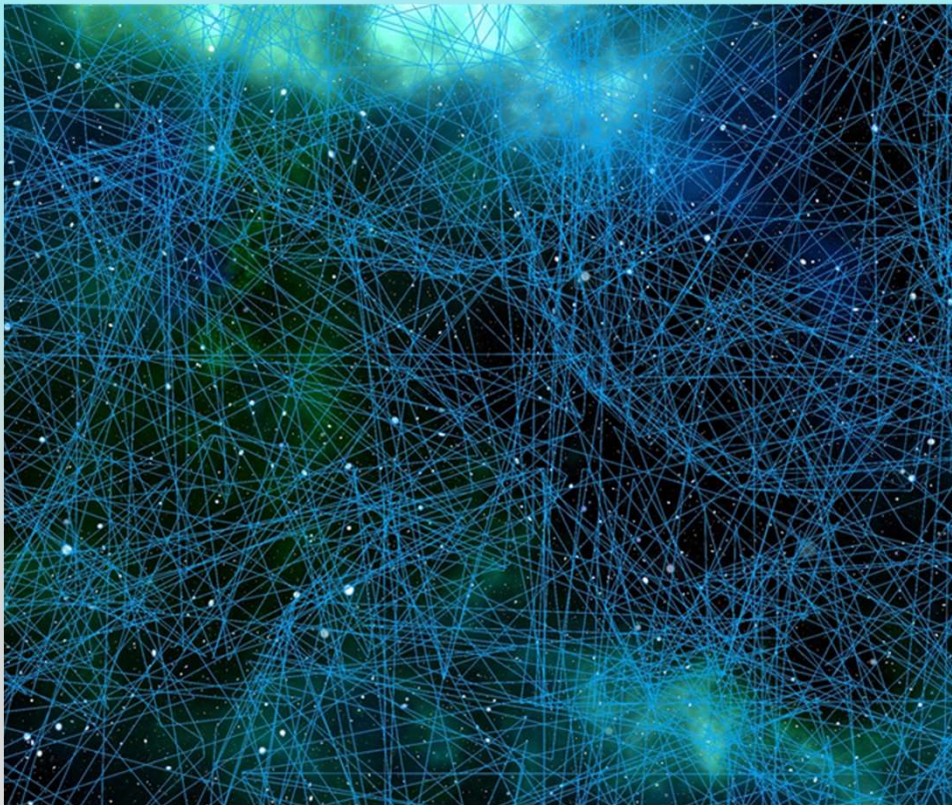
Bias

- A tendency towards a particular perspective
- Used unconsciously and uncontrolled
- Barrier to being objective

Examples: *Likeability, Performance, Affinity, Maternal, Attribution, Gender …*

How can we tell if people are biased?

What a person appears to be on the surface bears little or no relation to how biased they are at an unconscious level.

Be wary of the person who …

- Affects to present facts, but offers only opinion

- Is very opinionated or one-sided

- Presents highly selected facts that lean to a certain outcome

- Implicit Association Tests IAT – Hidden bias test

Facts for the session

In a recent survey – 76% of participants associated men with careers and women with family

MEN	WOMEN
Doctor	Nurse
Engineer	Office
Train driver	Crew
Boss	Subordinate
Solicitor	PA

- We all fall into bias traps
- Raising awareness isn't enough – need to take action!
- Keep stories and examples anonymous
- Can be hard to acknowledge

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Some common unconscious biases at work

COMMON TYPES OF BIASES WOMEN FACE AT WORK

Likeability bias

Likeability bias is rooted in age-old expectations. We expect men to be assertive, so when they lead, it feels natural. We expect women to be kind and communal, so when they assert themselves, we like them less.[11]

Performance bias

Performance bias is based on deep-rooted—and incorrect—assumptions about women's and men's abilities. We tend to underestimate women's performance and overestimate men's.[9]
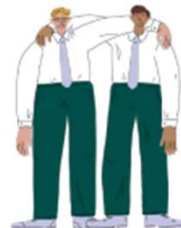
Maternal bias

Motherhood triggers false assumptions that women are less committed to their careers—and even less competent.[12]

Attribution bias

Attribution bias is closely linked to performance bias. Because we see women as less competent than men, we tend to give them less credit for accomplishments and blame them more for mistakes.[10]

Affinity bias

Affinity bias is what it sounds like: we gravitate toward people like ourselves in appearance, beliefs, and background. And we may avoid or even dislike people who are different from us.[13]

Intersectionality

Bias isn't limited to gender. Women can also experience biases due to their race, sexual orientation, a disability, or other aspects of their identity.
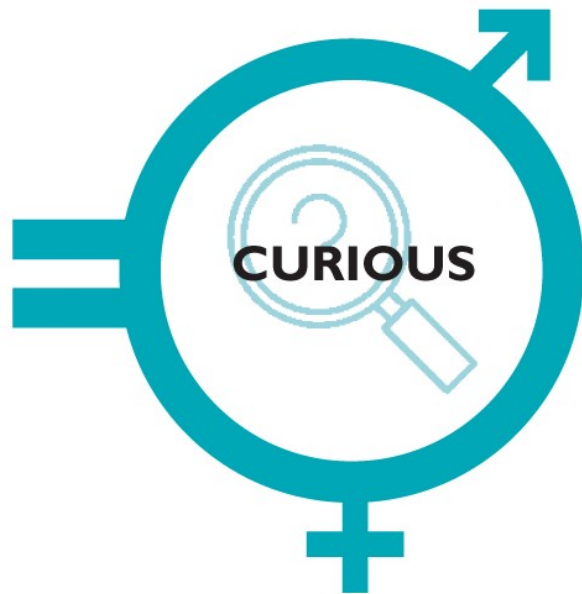
LEAN IN

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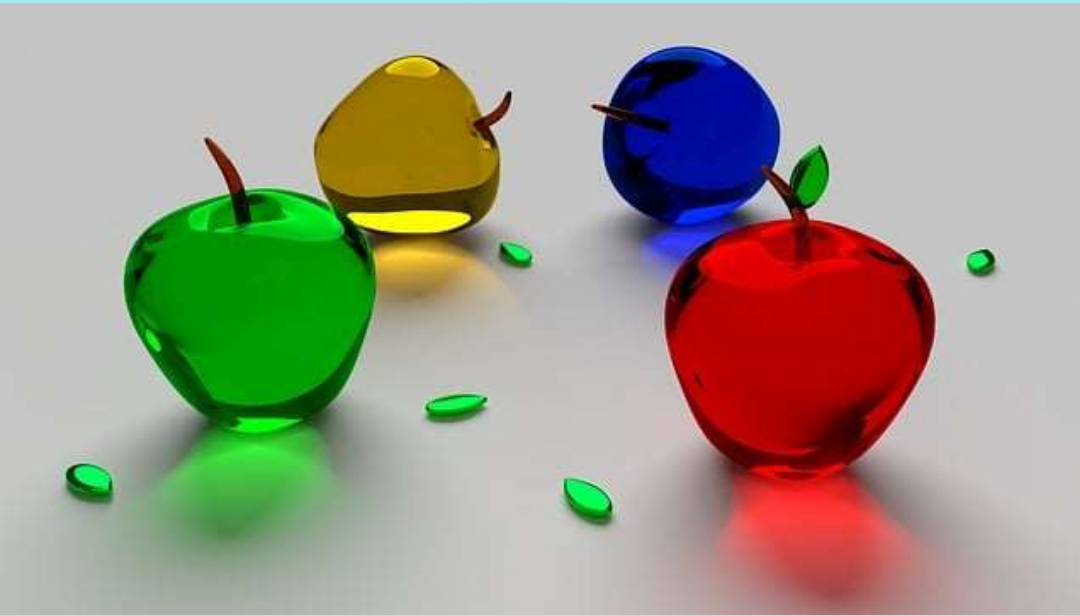
What type of bias

- 66% of women are told "You can sometimes be abrasive"
  What type of bias?

- 76% of participants associated men with careers and women with family
  What type of bias?

Group activity – break out

The PM of a short-term project is reviewing a couple of potential candidates to join the team

- "I've worked with him before, and he is very methodical, analytical and prepared to put in the hours, as a young guy with no commitments. He's keen to get on, ambitious to a fault, and grabs every opportunity with both hands. Could hit the ground running. Can't knock that, I can see him having my job!"

- "I like the lass, <pause>, and I think she's got some good ideas, but I'm not sure if there is much substance to them, and if I'm honest I find her a bit defensive when she is challenged. I'm sure she's got it all on paper but does she have the same experience and is she willing to go the extra mile, and I think she travels quite a way in, so late nights might be a problem.

What are the unconscious biases

in this conversation?

CURIOUS

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Polls x 2

1. Do you prefer to be trusted or liked?
   - one answer only

2. How much do you try to be liked at work?
   - Not at all
   - A bit
   - Quite a lot
   - Most of the time

Likeability Bias or the Likeability Penalty!

1. Poll 1 and 2
2. Think of a women you('ve) work(ed) with that isn't well liked?
   - What are the reasons she is less well liked? – **answers in chat**

The Double Bind!
Women who are likable aren't liked either –
Agreeable + nice = less competent
More assertive - leads to – less liked!

- Women are penalised for behaving too much like men – assertive, direct, go first, speak first, lead …

- Socially expected to be kind and collaborative

- It feels natural for men to take the lead

- Assertive in women gets labelled as 'Nagging', 'Bossy', 'Abrasive'

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Performance bias

- Underestimate women's ability and overestimate men's.
  - Maternal bias adds less committed and less competent!

- Women are measured on evidenced accomplishments and men on future potential and assumed skills.

- Women's reviews are littered with comments about style, e.g. 'you can come across as abrasive'

- Recruiters regularly shift 'essential criteria' to fit male candidates

Speak
the truth
even if
your voice
shakes.

Men are 60% more likely to be hired not because they are better, but because they are called Mike or Ish or Aaron

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Performance bias activity

- You're in a meeting to discuss performance reviews and notice that men are described as "strategic" and "visionary," while women are "hard workers" or "good team players."

- What would you do?

- Join a break-out room

Possible solutions to unconscious bias

1. **Raise awareness**

    -Bring it to people's conscious level

    - Training – Unconscious Bias, Handling Conflict, Dealing with Difficult Conversations, Managing Change, Living the Values, Reverse Mentoring, Diversity etc.

    - Share own vulnerabilities of biased decisions and learns

    - Seek first to understand

    - Broaden your network

2. **Company-wide initiative**

3. **Calibrate – Swap Opinions for Data and Facts**

    - Compare - Goals and Performance, Salaries and increases

    - Define excellent performance upfront and levels of accomplishment

    - Calibrate across Managers

    - Test Instinct with Evidence

4. **Measure and Record**

    - Dashboard

    - Bias-identification capability software

    - AI solutions being developed

    - Check and compare your own data!

Strategies

Individual

- Challenge behaviours which don't match organisational values.
- Speak up for others
- Ask questions to raise awareness
- Listen and reflect
- Tell stories
- Amplification strategies
- Hold managers to account e.g. monthly 1:1, team meetings
- Celebrate other women's achievements

Organisation

- Awareness programmes for managers
- Calibrate through the performance lifecycle
- Calibrate with different sources
- 360-degree review
- Set up network groups e.g Women @
- Role models
- Sponsorship
- Recognise and reward
- Change motivators and burning platforms

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A thank you from balancetogether

As a thank you for joining us today, balancetogether have a personal FOC offer for you.

You may choose from any of the following: 3 one hour options to meet your individual needs:

1. Ask the expert – fire your gender balance questions at Chris or Karen

2. Fact finding – explore where your organisation is on their gender-balanced journey.

3. Business Case – looking at ways to engage your senior team in promoting a gender-balanced strategy.

For more information contact us within the next 28 days

Q & A
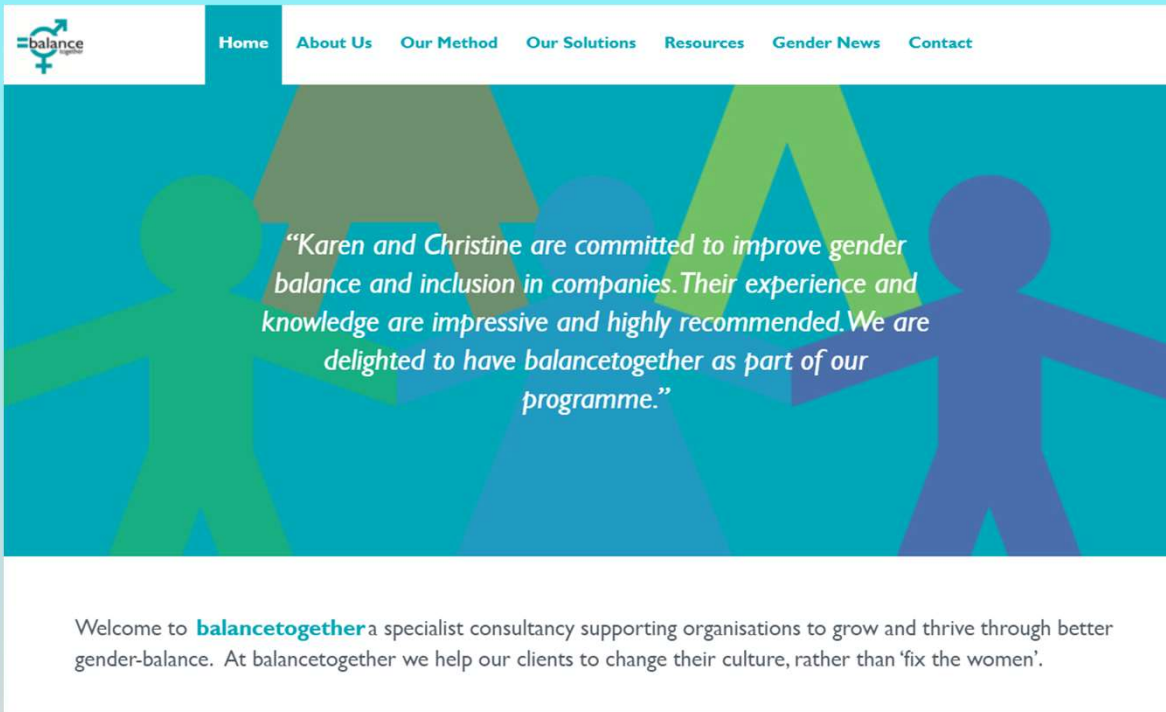
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We'd love to hear about your progress and ideas to promote women in the workplace.

Please link in with us

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Don't forget to download these slides to share with others - https://www.balancetogether.co.uk/resources