

# Your Unconscious Bias Team



**Author: Phillip Masuwa**

**Senior Primary Care Programme Lead**

Midlands Leadership and Lifelong Learning

NHS England and NHS Improvement

Pronouns: He, Him, His

T: 07900715341

E: [phillip.masuwa@nhs.net](mailto:phillip.masuwa@nhs.net)

**Co-Author: Monica Sharma**

**Inclusion Innovator**

NHS England and NHS Improvement

Pronouns: She, Her

T: 07713796042

E: [monicasharma@nhs.net](mailto:monicasharma@nhs.net)

## **Acknowledgements:**

Midlands Leadership & Lifelong Learning Team

Clare Price-Dowd

Claire Enston

Eniola Oladapo

Leslie Cove

Natasha Clarke

Selina Robinson

Shahana Ramsden

Samantha Lungu

Owen Chinembiri

# Contents Page



1. [Your Unconscious Bias Team](#)
2. [Contents Page](#)
3. [Purpose](#)
4. [Why do we need a diverse and inclusive NHS workforce?](#)
5. [Glossary \(1\)](#)
6. [Glossary \(2\)](#)
7. [Reflections](#)
8. [Unconscious Bias Video Resources](#)
9. [Unconscious Bias](#)
10. [How can I address my biases if I don't know that I have them?](#)
11. [Example of unconscious Bias](#)
12. [How do our biases develop?](#)
13. [What areas of work does unconscious bias affect?](#)
14. [Impact on work](#)
15. [Your story creates your biases](#)
16. [Example of affinity bias](#)
17. [Example of gender bias](#)
18. [Example of ageism bias](#)
19. [Example of conformity bias](#)
20. [Example of attribution bias](#)
21. [Example of name or surname bias](#)
22. [Example of disability bias](#)
23. [The Bader-Meinhoff Effect \(1\)](#)
24. [The Bader-Meinhoff Effect \(2\)](#)
25. [The Bader-Meinhoff Effect \(3\)](#)
26. [Who would you hire?](#)
27. [Programme Lead](#)
28. [Regional Director](#)
29. [GP](#)
30. [This candidate sounds great](#)
31. [She's not great with policy or strategy](#)
32. [You remind me of someone](#)
33. [He speaks the language](#)
34. [Understanding Privilege](#)
35. [Understand your privileges](#)
36. [The Cycle Of Oppression](#)
37. [Here are some questions to ask yourself that can help increase understanding](#)
38. [How to Decrease Unconscious Bias](#)
39. [How to decrease unconscious bias as an individual](#)
40. [Behaviour that will help you overcome your unconscious bias](#)
41. [Behaviour that will help you overcome your unconscious bias](#)
42. [Behaviour that will help you overcome your unconscious bias](#)
43. [Making assumptions](#)
44. [Overcoming Unconscious Bias in the workplace](#)
45. [Do:](#)
46. [Don't:](#)
47. [Creating the right environment](#)
48. [P.A.U.S.E](#)
49. [Recruitment](#)
50. [Example of what good looks like](#)
51. [Example of what good looks like cont....](#)
52. [Books to further explore unconscious Bias](#)
53. [Videos to further explore unconscious Bias](#)
54. [References \(1\)](#)
55. [References \(2\)](#)

# Purpose



This tool is designed to support individual, managers and leaders recognise situations where bias may have impacted his or her decision-making, behaviours and how that might impact others. Additionally, the conversations and exercises built into the agenda will help participants recognise and manage bias within themselves

***“Of all forms of inequity, injustice in health care is the most shocking and inhuman.”***

— Martin Luther King, Jr., National Convention of the Medical Committee  
for Human Rights, Chicago, 1966

# Why do we need a diverse and inclusive NHS workforce?



---

Diverse talent equals increased creativity and productivity

---

New perspectives and innovation

---

Bigger Talent Pool

---

Faster problem-solving and better decision-making

---

True representation of communities

---

Increased end-user and employee knowledge, engagement and trust

---

Delivery of high quality services with increased performance

---

Reduced employee sickness and turnover

---

Positive organisational reputation

---

Improved recruitment and retention results

---

Creation and maintenance of equality across all staff groups

---

'Just Culture' in the workplace

# Glossary (1)



---

**Affinity bias** is where we feel we have an affinity to people because of shared interests, and/or because they have similarities to other people in our social, professional or church circles. In appointments and recruitment, this can lead to individuals and organisations making decisions that preserve the status quo, rather than being dynamic.

---

**Ageism** is prejudice or discrimination against a particular age-group and especially the elderly.

---

**Attribution/confirmation bias** is where we notice one outstanding achievement, and attribute success universally to someone because of it. Alternatively, it can be when we see one bad thing about a person, and we let it cloud our opinions of their other attributes. It is also the case that people can judge a whole group of people based on experience of just one individual – i.e. where we stereotype.

---

**Bias** is an inclination or preference either for or against an individual or group that interferes with impartial judgment. Biases can be explicit—in the form of stereotypes or prejudices—or implicit, which can exist without the knowledge of the person. Bias is a very real part of life and of every corporate culture, and substantial research shows a connection between unconscious bias and actions and behaviours. common that recruiters will look to fill a role with someone who shares similar physical attributes to the person who held that role before, or who they believe looks like the kind of person who should have the role based on their preconceived bias.

---

**Conformity bias** relates to bias caused by group peer pressure. In order to feel ‘we belong’, people can overlook their own rational views and observations, and comply with the ‘strongest voices’.

---

**Contrast effect** this plays out regularly in appointments and recruitment where interviews and panels start comparing candidates to each other, rather than to the criteria against which their application is being judged.

# Glossary (2)



---

**Implicit Bias** also known as unconscious or hidden bias; implicit biases are negative associations that people unknowingly hold. They are expressed automatically, without conscious awareness. Many studies have indicated that implicit biases affect individuals' attitudes and actions, thus creating real-world implications, even though individuals may not even be aware that those biases exist within themselves. Notably, implicit biases have been shown to trump individuals' stated commitments to equality and fairness, thereby producing behaviour that diverges from the explicit attitudes that many people profess.

---

**Intersectionality** the concept and reality that it is not enough to take on one kind of oppression without acknowledging other kinds of oppression (and privilege) that interlock and fuel one another. Originated by Patricia Hill Collins and Kimberlé Crenshaw to explain the experience of women of colour in an anti-discrimination case in which references to women were assumed to be white, and references to was gendered as male. Anoushka Shankar - Ravi Shankar's daughter is an amazing case study of intersectionality and unusual privilege given she's the only sitar player in London who is female and her name vs being female /of colour she also campaigns for female musicians

---

**Name discrimination** refers to a form of prejudice where an individual is negatively discriminated against on accounts of their name. This type of prejudice is often predicated on cultural stereotypes that can influence a person's decision making, either consciously or – as we covered in another post and is generally more prevalent – unconsciously. Our names are typically loaded with a significant amount of information about ourselves. From our gender to our ethnicity to our age, other people can infer (either rightly or wrongly) details about our lives just from looking at our names

---

**Oppression** systematic, institutional, individual (and often unconscious and/or internalised) domination, devaluing, disadvantaging, targeting or marginalising of one social identity in contrast to a more powerful social identity for the social, economic and political benefit of the more powerful group. Prejudice plus power.

---

Prejudice – Strong feelings or beliefs about a person or subject; pre-judging others without reviewing facts or information; often based on fear. Prejudice is CONSCIOUS.

---

**Privilege** systematic favouring, valuing, validating and advantaging of certain social identities at the expense of others. Often in the form of basic human rights denied to some based on identity. This can range from visible (professional opportunities) to subtle (setting the “norm” against which others are judged). In the US, privileged identities include US Citizen, male, white (i.e. European ancestry, settler), affluent/financially secure, heterosexual, cis-gendered, thin, able-bodied and Christian).

---

Stereotype – Assumption that everyone in a group is the same

## **Your experience**

- I. Can you think of a time when you have made a rapid judgement about someone that you later found to be incorrect?
- II. Can you think of a time when you have made a rapid judgement about someone that you later found to be correct?

## **Unconscious bias**

- I. We tend to be more disposed to be biased against people who are unlike ourselves and show more favour to those who are more like us
- II. We tend not to have insight into our bias
- III. Situations where people are under emotional or cognitive stress are more likely to create the conditions for behaviour driven by bias
- IV. It affects our behaviour in subtle and unintentional ways

# Unconscious Bias Video Resources



Unconscious Bias <https://www.youtube.com/watch?v=RhqMEiTVICU>

**What is Unconscious Bias**

[https://www.youtube.com/watch?v=rbe5D3Yh43o&feature=emb\\_logo](https://www.youtube.com/watch?v=rbe5D3Yh43o&feature=emb_logo)

<https://www.youtube.com/watch?v=zJh20Wi2dMg>

**Implicit Bias Concepts Unwrapped** <https://www.youtube.com/watch?v=OoBvzl-YZf4>

**Inclusion, Exclusion, Illusion and Collusion: Helen Turnbull at TEDxDelrayBeach** <https://youtu.be/zdV8OpXhl2g>

**How to Outsmart Your Own Unconscious Bias: Valerie Alexander TEDxPasadena** <https://www.youtube.com/watch?v=GP-cqFLS8Q4>

**TED TALKS LIVE Short - Unconscious Bias**  
<https://www.youtube.com/watch?v=rspZv2a0Pp8>

**Implicit Bias -- how it effects us and how we push through: Melanie Funchess TEDxFlourCity** <https://www.youtube.com/watch?v=Fr8G7MtRNik>





## Unconscious Bias



Result of our limited cognitive capacity

Unintentional people preferences

Formed by our socialisation and experiences including:

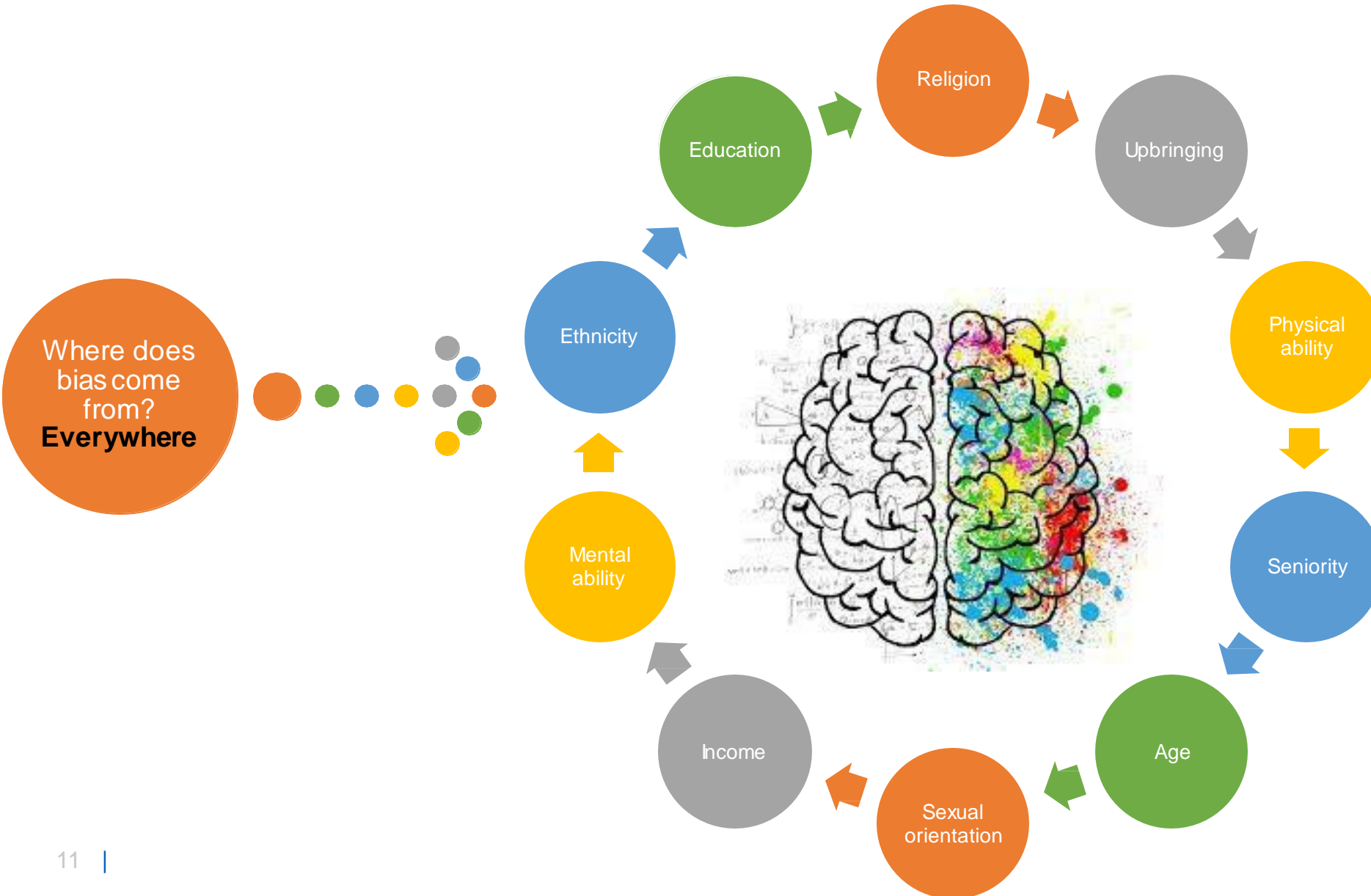
- Media exposure
- Family
- School
- Friends
- Experiences
- Work culture

# How can I address my biases if I don't know that I have them?

Biases are often: Hidden or unconscious and automatic



# Example of unconscious bias



# How do our biases develop?



- You're not born with a bias, they are learned through socialisation. But they become embedded in our neural pathways through experiences and the patterns we see. Positive contact with people affects Unconscious Bias, as it helps these biases become wired into the human brain.
- We don't generally think about patterns, but patterns in society might develop as early as primary education. Primary teachers tend to be female, whereas financial executives tend to be male.
- Another example is that with black cabs in London, drivers tend to be male and white. Whereas private cabs, like Uber drivers, tends to be male but non-white.
- These are just some examples of patterns that are going on, but we generally don't notice them. But if you can become mindful and recognise the people who don't fall into that pattern, then you break the pattern of Unconscious Bias.

# What areas of work does unconscious bias affect?



Work allocation is a very much a key area affected by Unconscious Bias. If a colleague shares similar traits with you, you will make several assumptions about that person:

- **Trust:** We are more likely to trust someone like us, whether that's gender, ethnicity or another social label.
- **Competence:** When we're allocating stretch work (work that has high business impact or visibility to the client), you're likely to give that work to someone in your peer group, e.g. someone who went to the same university, or has similar work experience.

If you deliver high visibility work, clients will come into your business network. This becomes a self-fulfilling prophecy, as "Confirmation Bias" kicks in. They do the work and do it well, confirming your decision in the first place. The next time a piece of work comes in, you'll give that work to the same type of person. This creates a cycle where you're giving work to your business network and this stretch work lets them progress in their career, leaving others behind.

This bias also applies to performance management, where you are much more likely to score higher in work-related assessments if there is an Affinity Bias with those giving the performance assessment. When an Affinity Bias escalates, this can start to affect performance and pay

# Impact on work



When Unconscious Bias comes into play, our decisions may not be as robust and objective as we believe them to be. So irrational, bias based decisions and behaviour are not good for business.

Unconscious bias has a substantial and far-reaching impact on work environment and culture, on daily interactions between colleagues around the office, and on client relationships.

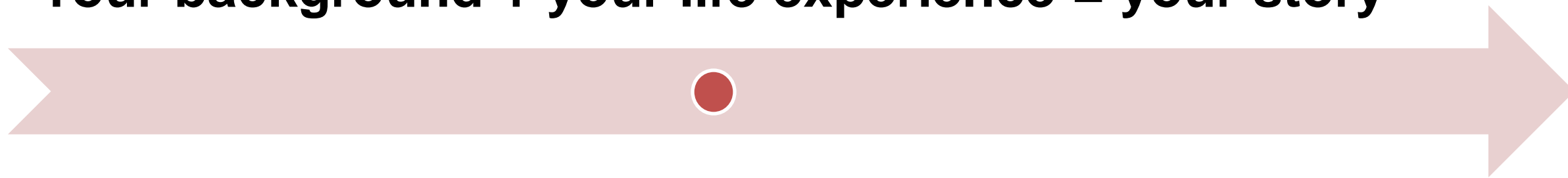
It can seep into any situation where individuals have the power to influence outcomes through their behaviour, decisions and subsequent actions. Unconscious Bias has potentially negative implications on recruitment processes, staff development, performance appraisals, workforce retention, leadership and customer service – and consequently for bottom-line business performance and organisation reputation

Unconscious bias might determine whether or not:

- I. The best candidate gets a job.
- II. The most suitable colleague is allocated responsibility for an important project.
- III. A performance review is aligned with bonus payment.
- IV. Promotions are given on merit or favouritism. (see resources: The impact of favouritism on Work Groups)
- V. Clients feel that they have received a good service.
- VI. Allegations of discrimination are upheld in tribunal

# Your story creates your biases

**Your background + your life experience = your story**





# Example of affinity bias

When companies hire for 'culture fit,' they are likely falling prey to affinity bias. When hiring teams meet someone they like and who they know will get along with the team, it's more often than not because that person shares similar interests, experiences and backgrounds, which is not helping your team grow and diversify. While similarities shouldn't automatically disqualify a candidate, they should never be the deciding factor, either

- **Ways to avoid affinity bias:** Actively take note of the similarities you share with the candidate so that you can differentiate between attributes that may cloud your judgement and the concrete skills, experiences and unique qualities that would contribute to your team as a 'culture add' rather than 'culture fit.'



# Example of gender bias

It's no surprise that men are all-too-often given preferential treatment over women in the workplace. But to put proof to the pudding, one study found that both men and women prefer male job candidates. So much so that, in general, a man is 1.5x more likely to be hired than a woman.

- **Ways to avoid gender bias:** Conduct blind screenings of applications that exclude aspects of a candidate that may reveal their assumed gender, like name and interests. Set diversity hiring goals to ensure your team holds itself accountable to equitable hiring practices. And again, make sure to compare candidates based on skill and merit rather than traits that can cloud your judgement of them.

# Example of ageism bias

Ageism affects older people more often than younger people. 58% of workers start noticing ageism when they enter their 50s. At that point, it can be more difficult to change careers, find a job or move up in their careers because employers tend to value younger talent more and more — even though experience and expertise are critical skills for any successful business.

- **Ways to avoid ageism:** Train your team members to understand the issue of ageism and debunk some of the myths about workers of different ages. Your team should also create a culture that prevents age bias along with hiring goals to keep age diversity top of mind when recruiting new talent.

# Example of conformity bias

When your hiring team gets together to review a candidate's application materials and conduct the interview, conformity bias can cause individuals to sway their opinion of a candidate to match the opinion of the majority. The problem is the majority is not always right, which may cause your team to miss out on an excellent candidate because individual opinions become muddled in a group setting.

- **Ways to avoid conformity bias:** Before you get your hiring team together to review a candidate, have them all write down and submit their individual opinions separate from one another immediately after the interview ends. Then have your team come together and review what everyone wrote down so you can hear their impartial opinions

# Example of attribution bias

While this may seem harmless, humans are quick to judge and falsely assume things about a person without knowing their full story. When hiring, attribution bias can cause hiring managers and recruiters to determine a candidate unfit for the job because of something unusual on their resume or unexpected behaviour during the interview. For example someone with dyslexia may make spelling errors

- **Ways to avoid bias:** Rather than assume (because we all know what they say about assuming) a candidate is unfit for a job because they were late to the interview, ask them what happened — it could be totally innocent and unprecedented. If there is something on their resume or something they said during the interview that caused you to draw conclusions about the candidate, ask them further clarifying questions. Don't forget that interviewees are often nervous and may misspeak or stumble. Give them a chance to share their full story with you before you judge

# Example of name or surname bias

This is one of the most pervasive examples of unconscious bias in the hiring process, and the numbers bear it out. One study found that white names receive 50% more call-backs for interviews than BAME names.

Additionally, applicants living in nicer neighbourhoods also receive more call-backs for both white and BAME names.

Another study found that BAME last names are 28% less likely to receive a call back for an interview compared to white last names.

- **Ways to avoid affinity bias:** This one is simple. Omit the candidate's name and personal information - like email, phone number and address - from their application materials. You can either do this by assigning candidates a number or have an unbiased third-party team member omit this information for the hiring team until they bring a candidate in to interview. This will ensure that hiring teams are selecting candidates based on their skills and experiences without the influence of irrelevant personal information.

# Example of disability bias



Persons registered with a physical or invisible disability, represent the largest minority group, worldwide. To be a fully inclusive workplace, we all need to make sure that colleagues with a disability are fairly recruited and are given the opportunity to fully participate and develop to their full potential. This might mean making adjustments or removing physical barriers. It also means changing our attitude and the language we use.

# The Bader-Meinhoff Effect (1)



Another way to consider things is as follows: Imagine you want a new car

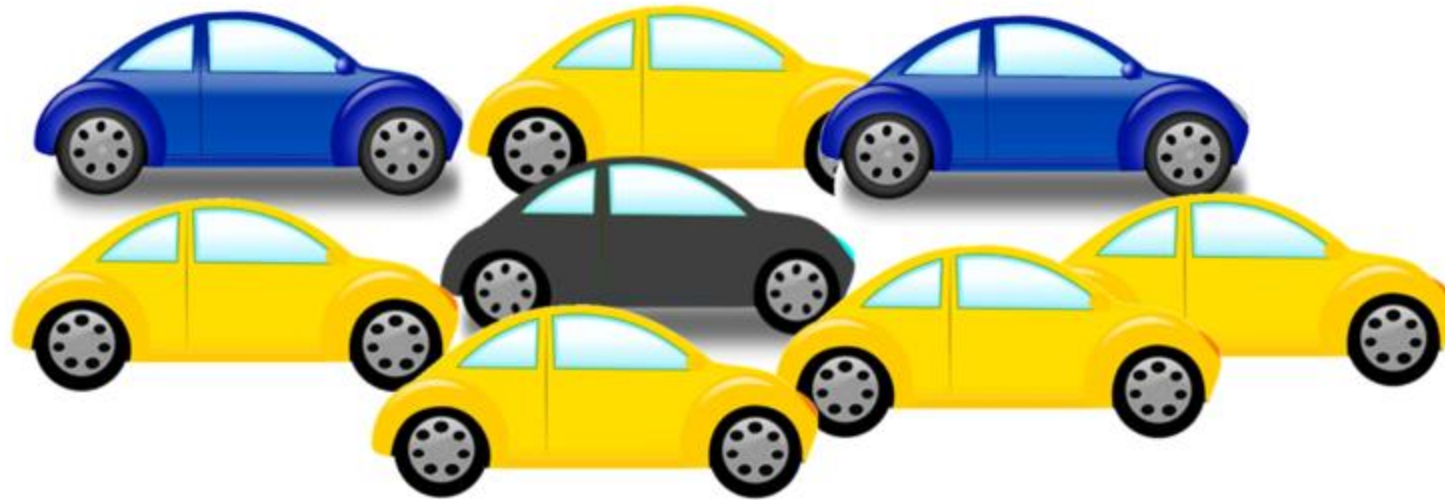
## The Bader-Meinhoff Effect (2)



And you want a yellow one, because you haven't seen many.



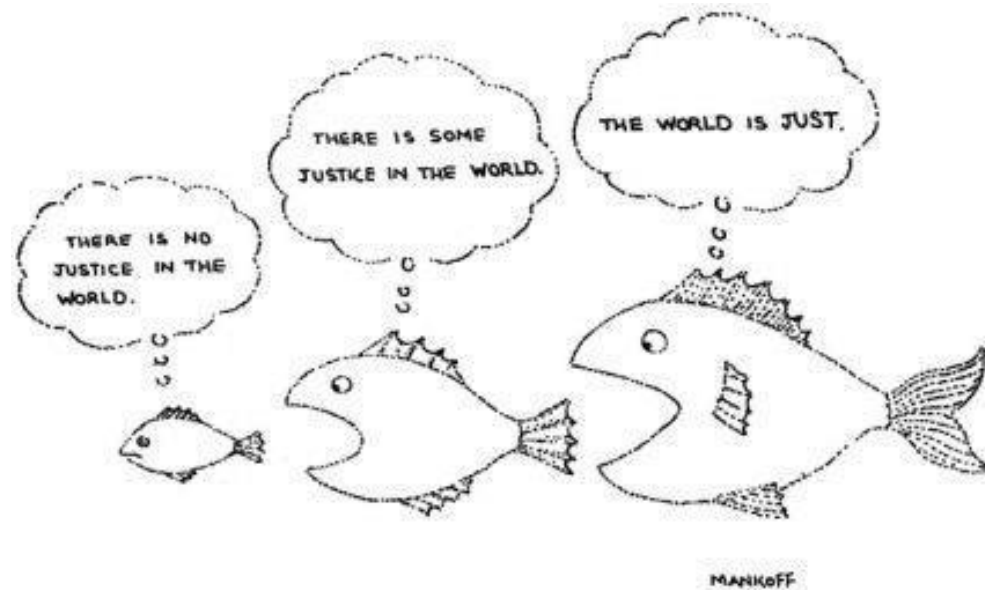
# The Bader-Meinhoff Effect (3)



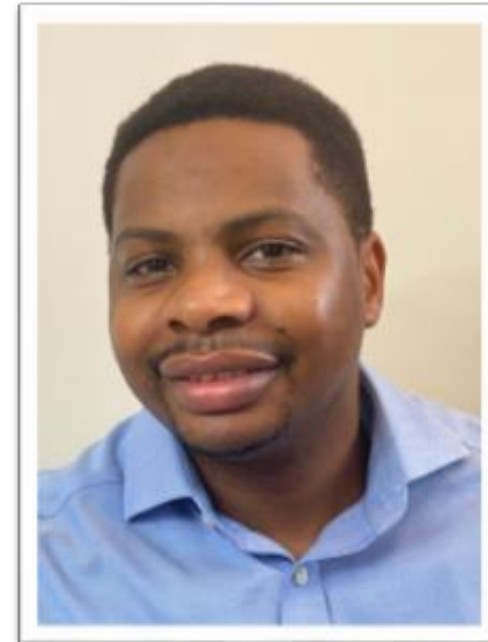
And once you buy it, suddenly you see yellow cars everywhere.

# Who would you hire

(Assume all are equally qualified)



# Programme Lead



# Regional Director



GP



# This candidate sounds great



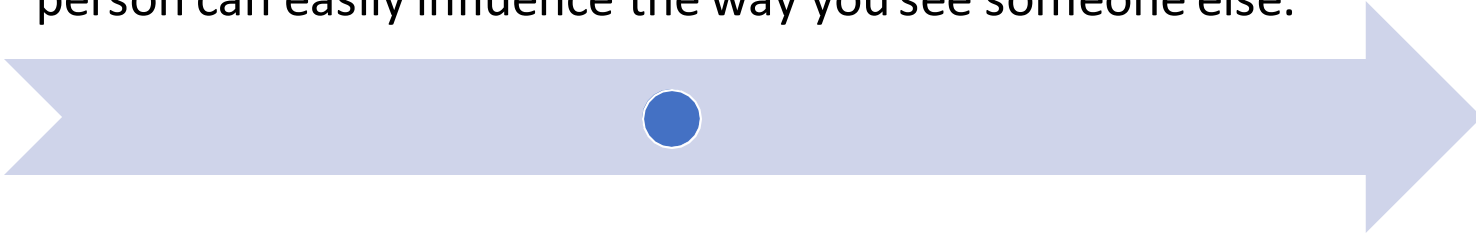


# She's not great with policy or strategy



# You remind me of someone

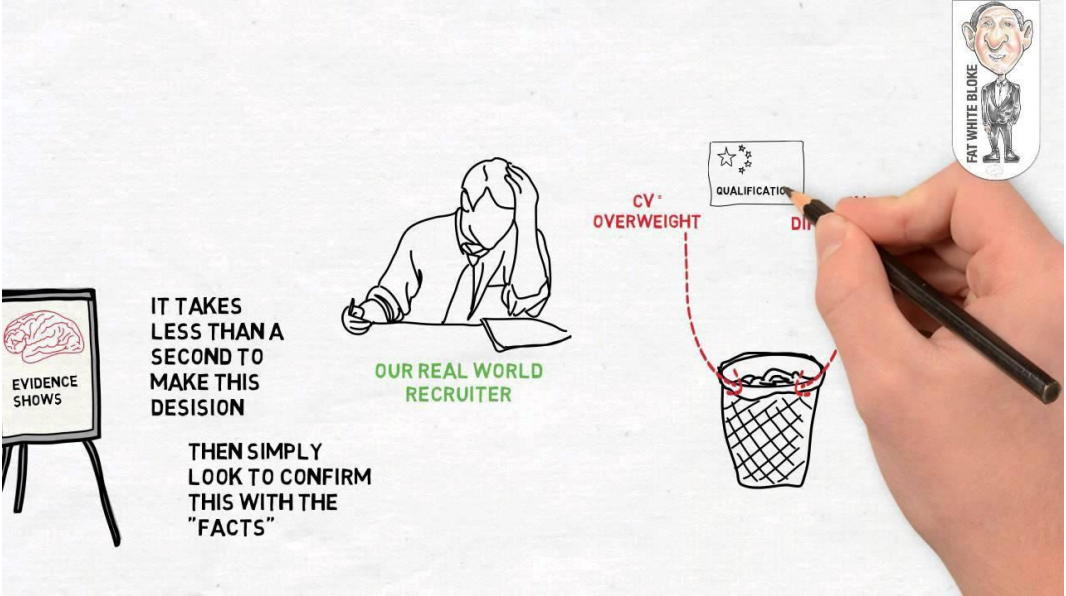
The feeling and opinions you associate with another person can easily influence the way you see someone else.



**“BASED ON YOUR RESUME YOU’RE NOT REALLY QUALIFIED FOR THE JOB...BUT THERE’S JUST SOMETHING ABOUT YOU I LIKE!”**



# He speaks the language



# Understanding Privilege



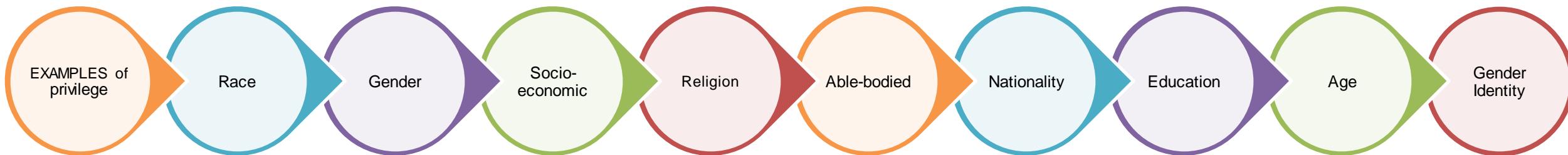
## What does it mean to have privilege?

It is defined as “A set of unearned benefits given to people who fit into a specific group”. This gives them access to resources (social power) only readily available to some people as a result of their **advantaged social group** membership.

Determining who has privilege or disadvantage is complex because cultural, social, and historical changes affect which groups are privileged and which groups are not.

Some may pass as members of an advantaged group: - For example, some people may change their names to protect themselves from discrimination.

Some may be given privilege because they are assumed to be members of an advantaged group. - For example: a bisexual person in a heterosexual relationship may be assumed to be heterosexual and thus treated differently. Understanding Privilege supports consideration to another person’s position.



# Understand Your Privilege

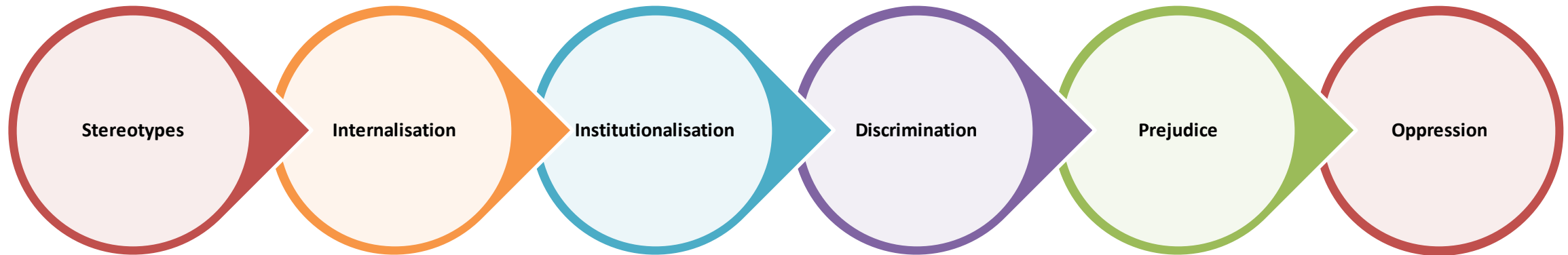


Typically, allies come from groups that already enjoy many advantages that under-represented groups do not automatically receive. Parts, if not all, of their identity are reinforced and supported by **the processes, norms and cultures** that surround them – this if positive, could be privilege. To be an effective ally means to understand the privileges you have and what those in oppressed groups do not. Understanding what that oppression is – and its impact – is vital in order to challenge it.

As an ally, you should reflect on all the unearned benefits your privilege has given you and understand how each has affected the various aspects of your lives. Doing this work will highlight what others have missing from their own lived experiences – and what they have to overcome to reach the same level. Active allies find ways to make their privilege work for others – wielding it to advance those individuals and champion their cause.

# The Cycle Of Oppression

What is the core that keeps us in this cycle?



•Beliefs about attributes that are thought to characteristic of all members of a particular group Where do we get these stereotypes?

•To take in and make an integral part of one's attitudes or beliefs

•To make part of a structured and usually well-established system

•Actual negative or positive actions or treatment towards members of a particular group based on their membership of that group

•A negative or positive (usually negative) attitude or affective response toward a certain group and its individual members What is the core that keeps us in this cycle? How do we break this cycle?

•Describes policies, practices, norms, and traditions that systemically exploit one social group (the target group) by another (the dominant group) for the dominant groups' benefit. Who is benefitting?

How do we break this cycle?

# Here are some questions to ask yourself that can help increase understanding



What am I thinking?



Why am I thinking it?



Is there a past experience that is impacting my current decisions?



Is the past experience applicable now or is it based on a preference or bias?



# How to Decrease Unconscious Bias



## Focus within

- Tune into your emotions
- Recognise how your experiences has shaped your perspective
- Stick to facts and don't make assumptions
- Turn frustration into curiosity

## Learn about others

- Recognise how their experiences have shaped their perspective
- Consider how they might perceive a situation and why it is important to them
- Think about how your actions may have impacted them

## Engage in dialogue

- Ask open – ended questions
- Listen to understand, not to debate
- Offer your views without defensiveness or combativeness
- Disentangle impact from intent
- Avoid blame, think contribution

## Expand the options

- Brainstorm possible solutions
- Be flexible about different ways to reach a common goal
- Experiment and evaluate
- Seek out diverse perspective

# How to decrease unconscious bias as an individual



Privilege exists when one group has something of value that is denied to others simply because of the groups they belong to, rather than because of anything they've done or failed to do. Access to privilege doesn't determine one's outcomes, but it is definitely an asset that makes it more likely that whatever talent, ability, and aspirations a person with privilege has will result in something positive for them." –Peggy McIntosh On Privilege"

# Behaviour that will help you overcome your unconscious bias



Be self-aware and aware of others

Manage your behaviour

Build culture awareness

Be aware of triggers in yourself and others

Remember that you are likely to favour people who are like you

Do not make assumption about individual

Be aware of your body language as well as your verbal language

Basic decisions on facts and information rather than gut instinct



# Behaviour that will help you overcome your unconscious bias



Unconscious bias affects your work relationships. Think about who you say hello to in the mornings, stop to chat with on the way to your desk or sit and have coffee with during your break. Are they all the same type of people? Unconscious bias can affect every area of your work if you're not careful.

Unconscious bias can be particularly evident in situations that require decision making, such as: recruitment and promotion, performance management, team members' development, reward and recognition

It can result in us recruiting, promoting and rewarding people who are similar to ourselves, and who we can relate to on a personal or professional level.

# Behaviour that will help you overcome your unconscious bias



To avoid unconscious bias when recruiting or in performance and development discussions: consider including a panel member who is from an under-represented group check that you are not assessing colleagues too harshly because they have different views or preferences to yourself check that you are being fair to people who have reduced targets or who have had long absences

Unconscious bias can be a barrier to developing a diverse workforce made up of different talents, skills and life experiences. Often unconscious bias limits where we look for or how we value talent in different people.

We all have biases that we bring to work every day. The important thing is to be mindful and aware of your bias. Then you can learn to manage it. If we all do this, we'll be able to appreciate the skills, talents and potential of others, and build a diverse workforce.

# Making assumptions

- Our way of dealing with situations we encounter is to analyse them based on our own life experiences rather than treat everyone as an individual.
- This may lead us to categorise people incorrectly and make assumptions about people.
- Making assumptions based on one experience or a piece of information without checking whether this is the case for everyone.
- It often results in people being treated less favourably and not being provided with the same opportunities or choices enjoyed by others.

# Overcoming Unconscious Bias in the workplace



- Use Counter-Stereotyping and De-Biasing Activities
- Personal interventions: accountability, positive feedback and exposure
- Identifying where bias may influence your decisions
- Seek out greater exposure to people who seem different from you or those you do not know very well
- Acknowledge difference and appreciate them
- Eliminate ambiguity



## What makes a difference

- Accept that you may have bias
- Be honest about it
- Be curious about how you operate
- Take more time to make important decisions
- Involve others in the decision-making
- Be kinder to yourself (eat well, rest well, hydrate well)
- Embrace the art and science of courageous conversations

# Do:



Ask how people are

Identify things you have in common

Value the differences between you —they are positive things

Find and highlight achievements —use them to learn something new about the person

Acknowledge and build on ideas and suggestions

Ask about aspirations

Use listening skills

Display positive body language and make eye contact

Introduce them to people it would be good for them to meet

# Don't:



Go straight into 'business'

Ask how someone is —then not listen or respond to the answer

Ignore all of their contributions

Focus on the negatives

Centre conversations on stereotypes

Delay in passing on information

Use poor body language

Use inappropriate pitch or tone of voice

# Creating the right environment



---

**Contradict yourself:** look out for people and behaviours that challenge your biases. For example, identify a great role model who has challenged stereotypes and recall some of their achievements. Try to think of these whenever you think your bias might be at risk of influencing a decision you are making.

---

**Take time:** don't rush decisions or squeeze important meetings into a short space of time. This will cause unnecessary stress and is likely to exacerbate any unconscious bias. Allowing enough time to make significant decisions is a good way to reduce cognitive load. This will help you think the decision through clearly and objectively.

---

**Show interest** in your colleagues. Be friendly and aim to establish a good rapport. Asking another person to peer review decisions is a good way to sense check your thinking.

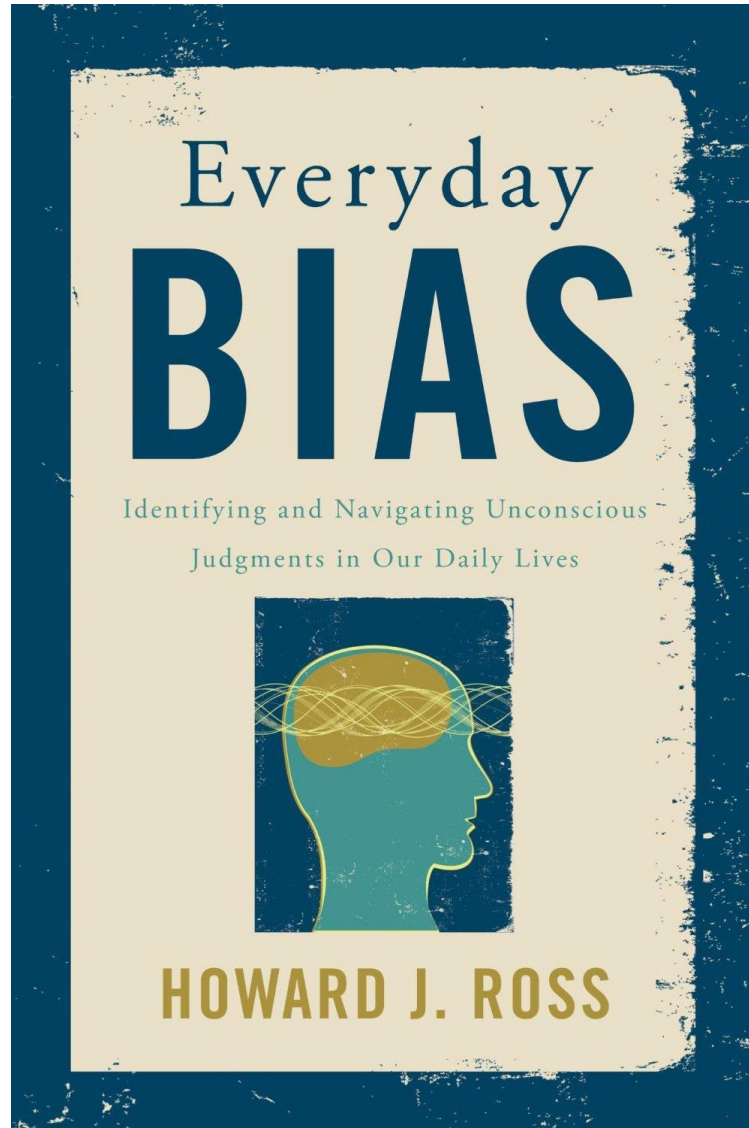
---

**Don't assume:** instead of making assumptions, be sure to ask people their opinions or needs. They will always know what they want better than you do. For example, a male colleague may have childcare commitments, and a woman might relish the opportunity of an assignment abroad, and have childcare provisions in place.

---

**Relax:** Don't worry unnecessarily about your unconscious biases. If you stress about them too much, they are more likely to surface. Remember that everyone has them, and practising the simple tips you've learnt here will help you to be aware and not act on them.

# P.A.U.S.E.



P.A.U.S.E. (Howard J. Ross)

P – Pay Attention to what’s happening beneath the judgement (Event vs Interpretation)

A – Acknowledge or identify your reaction / interpretation / judgements

U – Understand other possible reactions / interpretations / judgements

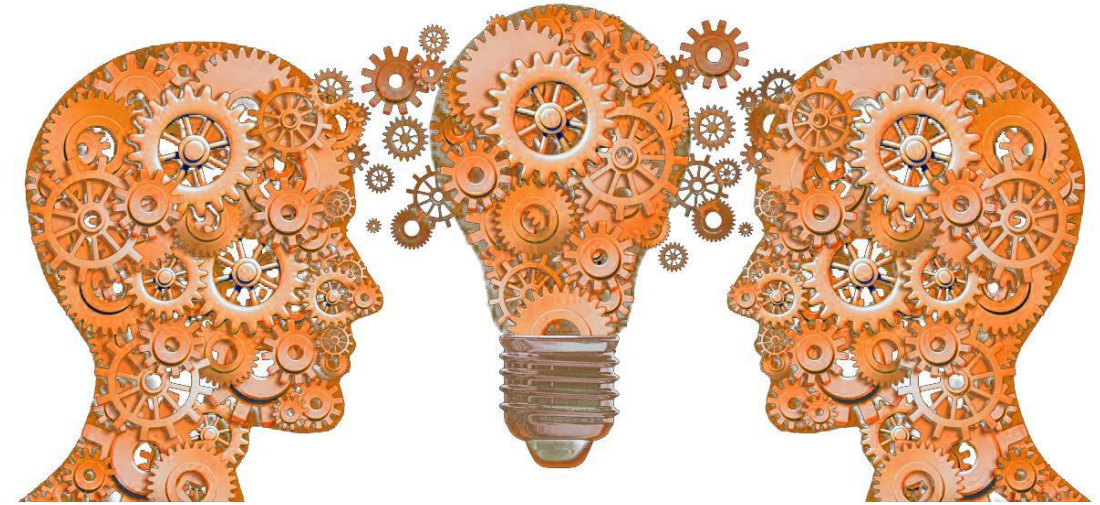
S – Search for the most constructive / empowering or productive way to deal with the situation

E – Execute your action plan (Act consistently with what makes the most sense)



# Recruitment

- Include inclusivity statements when advertising
- Promote benefits to attract and retain
- Offer and allow for adjustments
- Examine evaluation tools
- Look for non traditional evidence
- Take your time and reduce distractions
- Diverse panels using competency and value led assessment
- Ensure a positive interview process
- Allow plenty of notice and provide feedback
- Consult suppliers / agencies
- Beware the power of the innocuous comment!



# Example of what good looks like (1)



# Example of what good looks like (2)



# Unconscious Bias Book Resources



---

A Mind So Rare: The Evolution of Human Consciousness by Merlin Donald (2001)

---

Beyond Freedom and Dignity by BF Skinner (1971)

---

Everyday Bias: Identifying and Navigating Unconscious Judgments in Our Daily Lives by Howard J. Ross(2014)

---

Face Value by Alexander Todorov (2017)

---

From Mesmer to Freud: Magnetic Sleep and the Roots of Psychological Healing by Adam Crabtree (1993)

---

Reboot: Leadership and the Art of Growing Up by Jerry Colonna (2019)

---

Resilience: Adapt and Plan for the New Abnormal of the Covid-19 Coronavirus Pandemic by Gleb Tsipursky (2020)

---

Strangers to Ourselves by Timothy Wilson (2001)

---

The Culture Map (INTL ED): Decoding How People Think, Lead, and Get Things Done Across Cultures by Erin Meyer (2006)

---

The Ghost in the Machine by Arthur Koestler (1967)

---

The Hidden Brain: How Our Unconscious Minds Elect Presidents, Control Markets, Wage Wars, and Save Our Lives by Shankar Vedantam (2010)

---

The Illusion of Conscious Will by Daniel Wegner (2002)

---

The Leader's Guide to Unconscious Bias by Pamela Fuller , Mark Murphy , et al. (2020)

---

The Unbearable Lightness of Being by Milan Kundera (1984)

---

Thinking, Fast and Slow by Daniel Kahneman (2011)

---

Unconscious Bias: Turning Unconscious Bias into Conscious Thought by Phil Claybrooke and Harvey Phelps (2017)

---

White Fragility: Why It's So Hard for White People to Talk About Racism by Robin DiAngelo, Michael Eric Dyson (2018)

---

# Unconscious Bias Video Resources

---

Howard Ross – Overcoming Unconscious Bias: The Journey to Inclusion-<https://www.youtube.com/watch?v=aOyEIZ5kXw0>

---

A Conversation on Hidden Bias Part 1: Introduction and Howard J. Ross Presentation-<https://www.youtube.com/watch?v=th5zZuFvXnA>

---

Unconscious Bias - Howard Ross | Auburn University Critical Conversations Speaker Series  
<https://www.youtube.com/watch?v=AtrBoEBXqr8>

---

Unconscious Bias @ Work | Google Ventures <https://www.youtube.com/watch?v=nLjFTHTgEVU>

---

Implicit Bias Seminar Part 2 - Fordham University Law School <https://www.youtube.com/watch?v=6R14m28mQzk>

---

Dr. Robin DiAngelo discusses 'White Fragility' <https://www.youtube.com/watch?v=45ey4jgoxeU>

---

Conformity Bias | Concepts Unwrapped <https://youtu.be/h9McrEaovuM>



# References (1)

---

Abrams, D (2010) Processes of prejudice: theory, evidence and intervention. Equality and Human Rights Commission, London

---

Burgess DJ. Are providers more likely to contribute to healthcare disparities under high levels of cognitive load? How features of the healthcare setting may lead to biases in medical decision making. *Med Decis Making* 2010 May- Apr;30(2):246-57.

---

<https://builtin.com/diversity-inclusion/unconscious-bias-examples>

---

Desert, M & Leyens, J-P (2006) 'Social comparison across cultures: gender stereotypes in high and low power distance cultures. In Guimond, S (ed.) *Social comparison and social psychology: understanding cognition, intergroup relations and culture* (pp303–317). Cambridge University Press, Cambridge.

---

Devine, PG, Forscher, PS, Austin, AJ & Cox, WTL (2012) 'Long-term reduction in implicit race bias: a prejudice habit-breaking intervention'. *Journal of Experimental Social Psychology* 48(6): 1267–1278

---

Dovidio, JF, Kawakami, K, Johnson, C, Johnson, B & Howard, A (1997) 'On the nature of prejudice: automatic and controlled processes. *Journal of Experimental Social Psychology* 33(5): 510–540.

---

Greenwald AG, et al. Measuring individual differences in implicit cognition: The implicit association test. *Journal of Personality and Social Psychology*. 1998;74(6):1464-80.

---

Greenwald, AG & Banaji, MR (1995) 'Implicit social cognition: attitudes, self-esteem, and stereotypes. *Psychological Review* 102(1): 4–27.

# References (2)



---

Howard J Ross. (2014) *Everyday bias : identifying and navigating unconscious judgments in our daily lives*; Lanham : Rowman & Littlefield

---

Kalev, A., Dobbin, F. and Kelly, E. (2006), 'Best practices or best guesses? Assessing the efficacy of corporate affirmative action and diversity policies', *American Sociological Review*, vol. 71, no. 4, pp. 589-617

---

Leslie, K.F., Sawning, S., Shaw, M.A., Martin, L.J., Simpson, R.C., Stephens, J.E. and Jones, V.F. (2017), 'Changes in medical student implicit attitudes following a health equity curricular intervention', *Medical Teacher*. DOI: 10.1080/0142159X.2017.1403014

---

Repelaer van Driel, R. (2015), 'Women in science. The effect of training on gender bias reduction in academia.' Master's thesis, Institute of Psychology, Leiden University.

---

Rooth, D-O. (2010), 'Automatic associations and discrimination in hiring: real-world evidence', *Labour Economics*, vol. 17, no. 3: pp. 523-34.

---

Rudman, L.A. and Glick, P. (2001), 'Prescriptive gender stereotypes and backlash toward agentic women', *Journal of Social Issues*, vol. 57, no. 4, pp. 743-62.

---

Sherman, L.W., Strang, H. and Barnes, G.C. (1997), *The RISE Working Papers: the Canberra Reintegrative Shaming Experiments*. Canberra, Australia: Law Program, Research School for Social Sciences, Australian National University.

---

Young, I. M. (2000). The five faces of oppression. In M. Adams, W. J. Blumenfeld, R.

---

Castañeda, H.W. Hackman, M. L. Peters, & X. Zúñiga (Eds.), *Readings for diversity and social justice* (2nd ed., pp. 35-45). New York, NY: Routledge