

Empower everyone to call out unconscious bias.

# UNCONSCIOUS BIAS TRAINING

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 **BERGLUND**  
CONSTRUCTION

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## INTRODUCTION

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Having a diverse, inclusive company has staggeringly positive impacts. However, unconscious bias can get in the way of true diversity and inclusivity.

Unconscious bias is fundamentally harmful, as it leads to an unfair, unethical - and potentially even toxic - environment at work.

The best way to counter bias is through unconscious bias training.

What I am going to do is take you through the steps of realizing what bias is, recognizing the negative aspects of bias, in addition to providing actionable methods to shed bias.

## WHAT IS UNCONSCIOUS BIAS?

Unconscious biases, also known as implicit biases, are the underlying attitudes and stereotypes that people unconsciously attribute to another person or group of people that affect how they understand and engage with a person or group.

**Everybody has biases** concerning how we see and feel about other human beings. These biases have been instilled in us from an early age. But that does not mean that, as adults, we should let our **biases go unchecked**. Work can be done to relinquish internalized biases.



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[youtu.be/rbe5D3Yh43o](https://youtu.be/rbe5D3Yh43o)

## GROUP ACTIVITY

**Define unconscious bias by writing out a definition of it using your own words.**

Now that you've been informed of what unconscious bias is, it's time to **define** it yourself. By defining **unconscious bias** using your **own words**, you will gain a better grasp of what unconscious bias is.

*(Ask everyone to share their meaning of unconscious bias)*



The following section focuses on how unconscious bias can crop up in the workplace, and the negative impact that biases have.

Unconscious bias can primarily affect people emotionally and psychologically. However, the impact of bias can go far deeper. I will read work-related implications of unconscious bias. **Please try to understand the negative implications of bias.**

## EXAMPLES OF WORKPLACE UNCONSCIOUS BIAS:

### AFFINITY BIAS:

Affinity bias, also known as similarity bias, is the tendency people have to connect with others who share similar interests, experiences and backgrounds. Affinity bias leads us to favor people who we feel we have a connection or similarity too. For example, attending the same college or growing up in the same town.

Affinity bias in the workplace: 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 a candidate or coworker 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.'

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### CONFIRMATION BIAS

Confirmation bias is the inclination to draw conclusions about a situation or person based on your personal desires, beliefs and prejudices rather than on unbiased merit.

- Confirmation bias in the workplace: In hiring, confirmation bias often plays a detrimental role at the very beginning of the process when you first review a resume and form an initial opinion of the candidate based on inconsequential attributes like their name, where they're from, where they went to school and so forth. This opinion can follow you into the interview process and consequently steer questions to confirm the initial opinion of the candidate.
- Ways to avoid confirmation bias: It's important to ask standardized, skills-based questions that provide each candidate or current employee with a fair chance to stand out. This will help prevent from asking too many off-the-cuff questions that may lead to confirmation bias.



## ATTRIBUTION BIAS

Attribution bias is a phenomenon where you try to make sense of or judge a person's behavior based on prior observations and interactions you've had with that individual that make up your perception of them.

- **Attribution bias in the workplace:** While this may seem harmless, humans are quick to judge and falsely assume things about a person without knowing their full story. Attribution bias can cause managers to determine a candidate or employee unfit because of something unusual on their resume or unexpected behavior.
- **Ways to avoid attribution bias:** Rather than assume (because we all know what they say about assuming) a candidate or employee is unfit because they were late, ask them what happened — it could be totally innocent and unprecedented. If there is something on their resume or something they said during an interview or meeting that caused you to draw conclusions, 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.






## CONFORMITY BIAS

Conformity bias is the tendency people have to act similar to the people around them regardless of their own personal beliefs or idiosyncrasies — also known as peer pressure.

- **Conformity bias in the workplace:** 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.
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## THE HALO EFFECT

The halo effect is the tendency people have to place another person on a pedestal after learning something impressive about them.

- **The halo effect in the workplace:** The halo effect can come into play at any stage of the hiring process. You may see a candidate worked at a highly regarded company or graduated from an elite school, but if there's anything we've learned about the 2019 College Admissions Scandal, it's to not judge a candidate on the merit of their name-brand education.
  - **Ways to avoid the halo effect:** The halo effect can be dangerously blinding when it comes to reviewing candidates. When reviewing a stack of applications, you are probably looking for something unique that makes a candidate stand out from the rest. When you do this, also consider the candidate without that one gleaming attribute and see how their experiences, skills and personalities compare to other candidates who may not have had the same privileges or opportunities.
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# The Horns Effect

The horns effect is the tendency people have to view another person negatively after learning something unpleasant or negative about them.

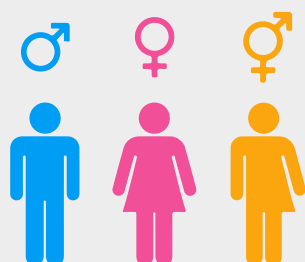
- **The horns effect in the workplace:** The direct opposite of the halo effect, the horns effect can cause hiring teams to weed out candidates based on a trait that is averse to the team's preferences. This could be something as trivial as the candidate working with a company you personally dislike or the candidate displaying a particular quirk or mannerism during the interview. Such traits may alter your perception of the candidate entirely even though it's a small factor that may not even be relevant.
- **Ways to avoid the horns effect:** If you have a negative feeling about a candidate or employee, take the time to figure out exactly where that 'gut feeling' is coming from. It may be something superficial or insignificant. You may also want to check with the rest of the interviewing team to understand the root of their opinions and preferences about a candidate.

## THE CONTRAST EFFECT

The contrast effect is when you compare two or more things that you have come into contact with — either simultaneously or one-after-another — causing you to exaggerate the performance of one in contrast to the other.

- **Contrast effect in the workplace:** This one is a bit of a mind-bender, but it's also one of the most common types of bias in the recruiting industry. When you're reviewing loads of candidates, it can be easy to compare one application to the next in the stack and determine which one is better from the other. An exceptionally good interview with one candidate may make the next one seem terrible.
- **Ways to avoid the contrast effect:** Create a structured applicant review and interview process so that your team will be able to compare applications and interview answers as apples-to-apples rather than apples-to-pears. This also goes for performance reviews and rewards for individual employees.

**GENDER BIAS IS THE TENDENCY TO PREFER ONE GENDER OVER ANOTHER GENDER.**



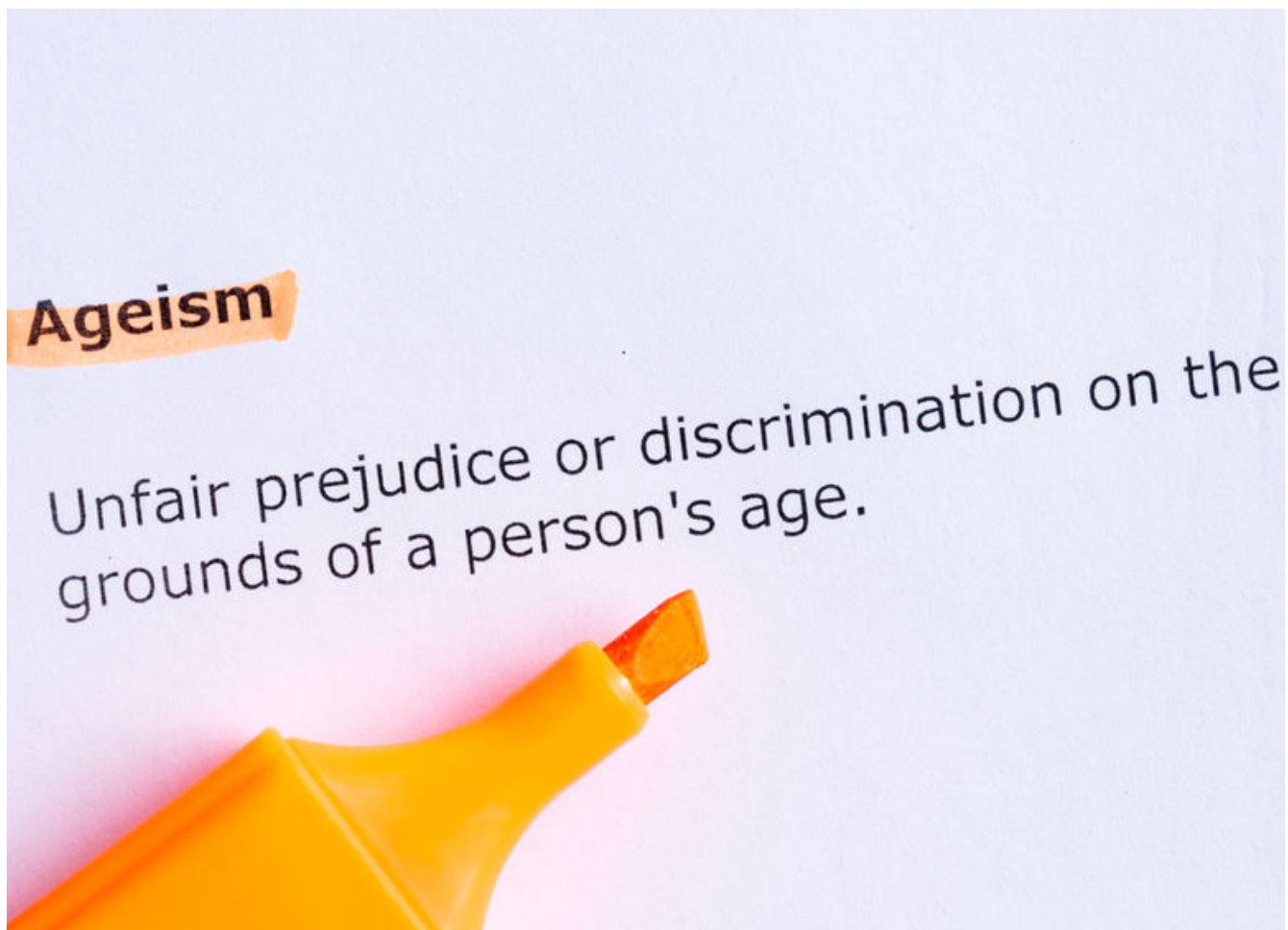
## GENDER BIAS

- **Gender bias in the workplace:** 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 company holds itself accountable to equitable hiring practices. And again, make sure to compare candidates and employees based on skill and merit rather than traits that can cloud your judgement of them.

## AGEISM

Ageism in the workplace is the tendency to have negative feelings about another person based on their age.

- **Ageism in the workplace:** Especially at American companies, 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 company should also create a policy that prevents age bias along with hiring goals to keep age diversity top of mind when recruiting new talent.





## NAME BIAS

Name bias is the tendency people have to judge and prefer people with certain types of names — typically names that are of Anglo origin.

- Name bias in the workplace:** 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 callbacks for interviews than African American names. Additionally, applicants living in nicer neighborhoods also receive more callbacks for both white and African American names. Another study found that Asian last names are 28% less likely to receive a callback for an interview compared to Anglo 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.
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## BEAUTY BIAS

Beauty bias is a social behavior where people believe that attractive people are more successful, competent and qualified.

- Beauty bias in the workplace:** While appearances (race aside) are not protected by the Equal Employment Opportunity Commission, it is a form of bias that is prominent in the workplace. One study found that traditionally attractive people, both men and women, earn higher incomes, whereas less attractive people earn lower incomes. Another study found that attractive people are less likely to receive a job offer for roles that are low-paying or perceived to be beneath them. That may be because attractive people are viewed as more social, happy and successful.
- Ways to avoid beauty bias:** SHRM suggests that to avoid beauty bias, companies should create structured recruiting and interview processes so that your team will be able to compare applications and interviews equally and reduce the risk of bias. Having an initial phone screening rather than a video call or in-person interview can also help as well as utilizing unbiased technology to identify top candidates.

## HEIGHT BIAS

Height bias or heightism is the tendency to judge a person who is significantly shorter or taller than the socially-accepted human height.

- **Height bias in the workplace:** This may seem a bit far-fetched, but one study found that a person who is six feet tall earns roughly \$5,500 more per year than someone who is five and a half feet tall, regardless of gender, age or weight. Another study found that tall candidates are perceived as more competent, employable and healthy, which may explain why 58% of male CEOs at major companies are over six feet tall.
- **Ways to avoid height bias:** Conducting blind interviews, phone interviews or video interviews will reduce your susceptibility to judge a person based on their height. Also simply knowing that this bias is a common social behavior will help you identify your bias against candidates.





## UNDERSTAND HOW UNCONSCIOUS BIAS HAS A NEGATIVE IMPACT ON EMPLOYEES.

### **Undermined recruiting efforts:**

Unconscious biases get in the way of recruiting the right people in lieu of people you share common traits with.

### **Disengagement from workers:**

Studies show employees working at larger companies who perceive bias are almost 3x more likely to be disengaged at work. If an employee feels they aren't being given the same opportunities as their colleagues due to bias, they won't be as productive.

### **Higher employee turnover:**

Employees who perceive bias are more than 60% more likely to search for other roles. This has multiple implications. Firstly, the person in question doesn't have job stability due to perceived bias. Secondly, if they do leave, this ultimately costs the company 50%-60% of an annual salary to find a direct replacement.

### **Diminished psychological safety:**

Psychological safety in the workplace is paramount; without it, employees can't do their best work. But without feeling like they're a part of a safe and inclusive environment - which biases certainly impact - feelings of psychological safety will be diminished.

### **Heavy emotional toll:**

Experiencing negative bias can have massive repercussions on a person's emotional state. People who perceive negative bias are 2x more likely to feel anger and sadness, according to studies.

### **Seeing from different perspectives:**

- Seeing from the perspective of others is a fundamental part of shedding our biases. By putting ourselves in the shoes of other people, it helps us understand why certain actions can be hurtful, harmful, or reductive.

**CHOOSE A DIVERSITY GROUP YOU DO NOT IDENTIFY WITH:**

For instance, if you are a black male under 40, choose options such as 'middle eastern' or 'female'.

- |                           |   |
|---------------------------|---|
| 1. Under 40               | 21. Asexual                                   |
| 2. Over 40                | 22. Queer                                     |
| 3. White                  | 23. Christian                                 |
| 4. East Asian             | 24. Catholic                                  |
| 5. South Asian            | 25. Protestant                                |
| 6. South East Asian       | 26. Mormon                                    |
| 7. American Indian        | 27. Jehovah's Witness                         |
| 8. Alaskan Native         | 28. Jewish                                    |
| 9. Pacific Islander       | 29. Muslim                                    |
| 10. Black                 | 30. Buddhist                                  |
| 11. Middle Eastern        | 31. Sikh                                      |
| 12. Hispanic or latino    | 32. Agnostic                                  |
| 13. Mixed Race            | 33. Atheist                                   |
| 14. Male                  | 34. Has a disability/disabilities             |
| 15. Female                | 35. Veteran                                   |
| 16. Gender Non-conforming | 36. Parent or Career                          |
| 17. Heterosexual          | 37. Non-traditional educational<br>Background |
| 18. Homosexual            |   |
| 19. Bisexual              |   |
| 20. Pansexual             |   |

**Imagine the kinds of biases the group you chose faces and note those biases down.**

**Put yourself in the shoes** of the **group you chose** in the previous task. Imagine the kinds of biases they may be up against and may have to deal with on a daily basis. Think about how others may internally perceive and think about them; how others interact or don't interact with them; how they may be included or uninvited to certain activities. **Think of as many biases as possible.**



Once you've thought of all the biases this group faces, write some of them down.

Write a first-person response to the biases from their perspective. Imagine yourself as a member of the community you chose in the previous task. Think again about the kinds of biases which affect them both at work and in wider life. Now write a first-person response, written from the group member's perspective to those biases, detailing:

- How the biases make them feel?
- The ways in which they have to change/hide aspects of themselves to avoid biases?
- Why the biases are wrong?
- How they would benefit from not having to face biases?



*OPEN  
DISCUSSION*

## STEREOTYPES

Many negative unconscious biases stem from stereotypes concerning certain people or groups of people. By finding evidence against stereotypes, our own biases can be proven to be illegitimate.

Think of the stereotypes that affect the diversity group you chose in the previous. Think about how biases play into stereotypes.



**Click to Watch  
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[youtu.be/76BboyREl48](https://youtu.be/76BboyREl48)

1. What stereotypes and assumptions were revealed in the film?
2. How do bias, stereotyping and discrimination relate to difference?
3. How do stereotypes and bias relate to culture and the cultural iceberg?
4. How might stereotypes and bias impact health and care?
5. How can we reduce their impact?



### **Conclusion:**

After putting yourself in the position of others and understanding how bias can impact people, it's time to reduce these biases by taking conscious action.

**Discussion** around biases is critical; by understanding that others have similar unconscious biases, it means we're not alone and we can work together to undo unconscious biases.

Now that the initial training has come to an end, it's time to put what you've learned into practice. **Choose 3 bias-reducing actions you'll use going forward.**

By applying these actions, they will set you on the path to effectively reducing unconscious biases. Seeing as everybody else undergoing this training will choose 3 actions themselves, in time, the workplace should become far more harmonious.

## UNCONSCIOUS BIAS TRAINING

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