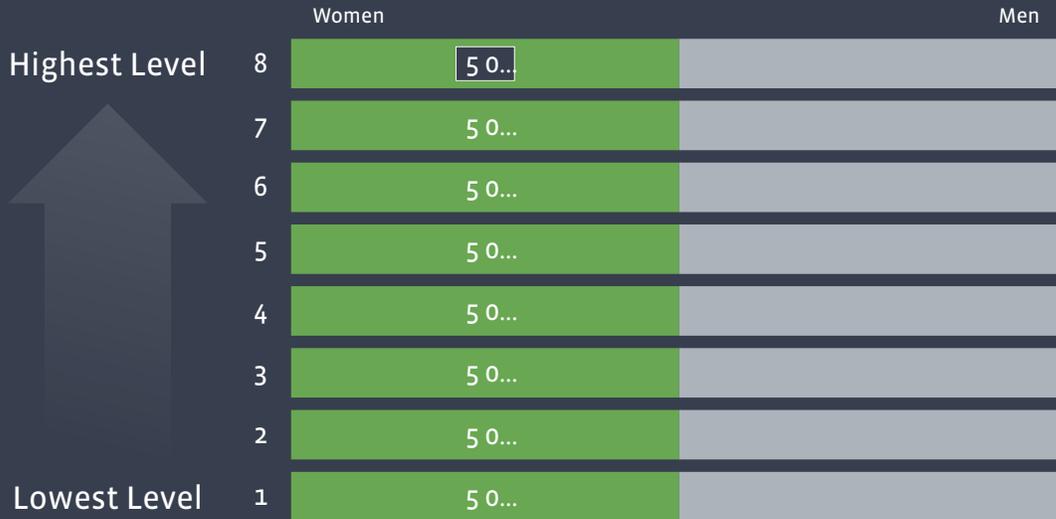


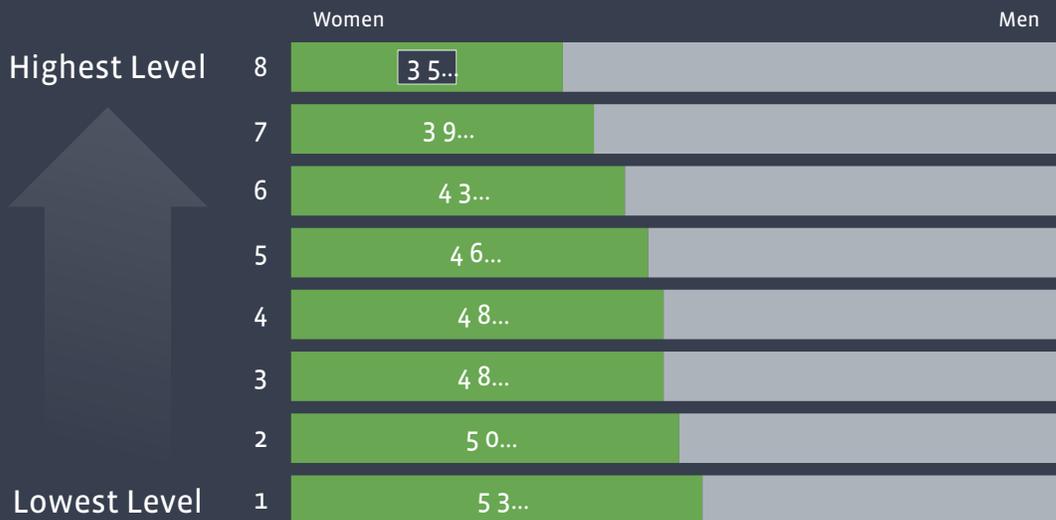


Managing Bias
Facebook Learning & Development

Impact of a 1% Bias ¹



Impact of a 1% Bias ¹



Global IAT Results

Gender IAT

76%

more readily associate “males” with “career” and “females” with “family” ²

Gender-Science IAT

70%

more readily associate “male” with science and “female” with the arts ³

Race IAT

75%

have an implicit preference for white people over black people ⁴

Disability IAT

76%

have an implicit preference for able-bodied people ⁵

Four Common Types of Bias

Performance

Performance Attribution

Competence/Likeability Tradeoff

Maternal Bias

Performance Bias: Gender

CASE STUDY
1

U.S. orchestras revealed women's odds of making it past the first round of auditions increased 50% with blind auditions⁶

CASE STUDY
3

Mothers overestimate their sons' crawling compared to their daughters'⁸

CASE STUDY
2

Study of identical resumes – one with a man's name and one with a woman's name – found that 79% of applicants with a man's name vs. only 49% of those with a woman's name were 'worthy of hire'⁷

CASE STUDY
4

An Israeli study showed that female teachers overestimated boys' abilities over girls' abilities on math testing⁹

Performance Bias: Race/Ethnicity/National Origin

CASE STUDY
1

Resumes in US with white-sounding names received 50% more calls for interviews than identical resumes with black-sounding names. "White" name is equivalent to about 8 more years of experience¹⁰

CASE STUDY
4

When evaluating equivalent CVs from white and non-white job applicants for university positions, white UK evaluators were three and a half times more likely to select white applicants to interview¹³

CASE STUDY
2

UK study found that candidates with ethnic-sounding last names had to send out 74% more applications to gain a positive response¹¹

CASE STUDY
5

Law partners were given a mistake-heavy law memo to grade

- When a partner thought the author was Black, the memo scored a 3.2 grade whereas the same memo scored a 4.1 where they thought the author was white
- Comments described white authors as having 'potential' whereas the black authors got comments like "I can't believe he went to NYU"¹⁴

CASE STUDY
3

In Ireland, job candidates with Irish-sounding names were twice as likely to be offered an interview as candidates with African, Asian or German-sounding names¹²

Performance Bias

FINDINGS

Gender

- Relative to females, male performance is often overestimated
 - This is why gender-blind studies usually result in improving the performance of females relative to males
- This is especially true in traditionally male domains, (including technology)

Race / Ethnicity / National Origin

- Like gender, these characteristics can impact our perceptions about an individual's competence and ability
- Formal requirements are applied rigorously to low status groups, leniently to high-status groups

Performance Bias

IMPACT

- Not given the same opportunities
- Held to stricter/higher standards than higher status groups
- Hired and promoted based on what they have proven and achieved; whites/men hired and promoted based on potential

COUNTERACT

- Objective standards: for hiring, evaluating performance and assigning opportunities
 - Set standards in advance
 - If possible, use gender- and race-blind evaluations in hiring
- Accountability: explain decisions on hiring, evaluation and peer reviews

Performance Attribution Bias

CASE STUDY
Others

Research shows that when men and women work together on tasks, women are given less credit for a successful outcome, viewed as having made smaller contributions to it, and blamed more for failure ¹⁵

CASE STUDY
Self

UK study asked managers to explain the cause of a success or failure they had experienced at work. Women managers were significantly less likely than male managers to attribute success to their skills & abilities ¹⁷

CASE STUDY
Self

Survey of several thousand potential political candidates, all with the credentials to run for office, found that the men were 60% more likely to think that they were “very qualified” to run for office ¹⁶

CASE STUDY
**Aff.
Action**

At Facebook, there is the perception by some that under-represented groups got jobs because of our commitment to diversity and Affirmative Action laws, not because of their qualifications ¹⁸

Performance Attribution Bias

FINDINGS

- Success for males is attributed to their own skills, success for women is attributed to help from others, getting lucky and working hard
 - This is true of attribution by others and by the individual
- The assumption that “affirmative action” or other government - sponsored initiatives like this are helping women, ethnic and racial minorities reinforces the misperceptions of this bias
 - Another reason these employees are perceived as not succeeding on their own

Performance Attribution Bias

IMPACT FROM OTHERS:

- Not getting the same credit for accomplishments
- Less likely to receive credit for their ideas – “stolen ideas”
- Less likely to have influence in groups – interrupted more
- Given greater blame for mistakes

IMPACT FROM SELF:

- Have lower self-confidence
 - Sit at table less, raise hand less, apply for jobs and promotions less
- More likely to feel like a fraud/ experience impostor syndrome

Performance Attribution Bias

COUNTERACT

- Set ground rules & norms for meeting dynamics
 - No interruptions, everyone speaks
- Interrupt the interrupters
 - “I’d like to hear the end of what Sarah had to say” – anyone can do this; power move for even a junior contributor
- Attribute carefully – noting contributions and attributing success
 - Acknowledge ideas and celebrate others’ successes
 - Do not let mistakes linger

Competence vs. likeability: Gender

CASE STUDY

1

Cross-cultural studies of over 30 countries find that men are thought to possess the characteristics perceived to be a more successful leader—self-confident, ambitious and competitive ¹⁹

CASE STUDY

2

Managers from 10 Western European countries perceived that women leaders are better at “care-taking” while male leaders are better at “taking charge” ²⁰

CASE STUDY

3

HBS study: Heidi & Howard Roizen
 • Howard more likeable
 • Heidi more selfish and “not the type of person you would want to hire or work for” ²¹

FINDINGS

- Women face a tradeoff between competence & likeability that men do not
 - Women are *communal*: nice, submissive, warm
 - Men are *agentic*: powerful, assertive, action-oriented
- Women leaders seen as effective only when displaying ‘feminine’ aspects

Competence vs. likeability: Gender

IMPACT

Having to produce results AND be liked makes it harder for women to:

- Get hired and promoted
- Negotiate on their own behalf
- Exhibit decisive leadership to drive results
- Avoid more office “housework”

COUNTERACT

- Push back on the likeability penalty
 - Be specific & ask if standards applied to men
- Words to watch:
 - Aggressive, pushy, abrasive, demanding, difficult
 - Self-promotional, political, not team player
 - ‘Style’, not well-liked
- Take care recognizing accomplishments
- Rotate “housework” (notes, events)
 - Assign so not relying on volunteers

Maternal Bias

CASE STUDY

1

Identical resumes with one difference: membership in a parents' group. Mother is:

- 79% less likely to be hired
- Half as likely to be promoted
- Offered an average of \$11,000 less in salary ²²

CASE STUDY

2

An analysis of over 1000 Science professors in Spain found that a man with children is 4 times more likely to be promoted to full professor than a woman with the same professional characteristics and academic productivity ²³

CASE STUDY

3

In a UK survey of 500 managers:

- 30% would rather employ a man in his 20s or 30s than a woman of the same age because of concern over maternity leave
- 40% are "generally wary" of hiring a woman in child-bearing years ²⁴

FINDINGS

- Strong belief that mothers can't be good employees
 - "Good mothers are 100% focused on their children, good employees are 100% focused on their jobs"
- Motherhood triggers performance bias and likeability bias
- Can be triggered by potential motherhood (engagement, marriage, talking about kids)

Maternal Bias

IMPACT

- Women are given less opportunity
 - "I didn't consider you for this because I know you won't want to do that much travel and leave your kids"
- Women are disliked when seen as not nurturing mothers
 - "I don't know how you leave your kids!"
- This presents a serious double bind for women on likeability and competence – can't be both, especially once they are mothers

COUNTERACT

- Don't make assumptions that women are limited in their commitment, ability to travel or take a new assignment
- Manage parental leave
 - Plan to take leave and return successful (start early!)
 - Keep track of the kinds of assignments that women are getting before and after maternity leave
 - Encourage men to take their full paternity leave



Diverse and inclusive workforces demonstrate:

1.12x

more discretionary effort

1.19x

greater intent to stay

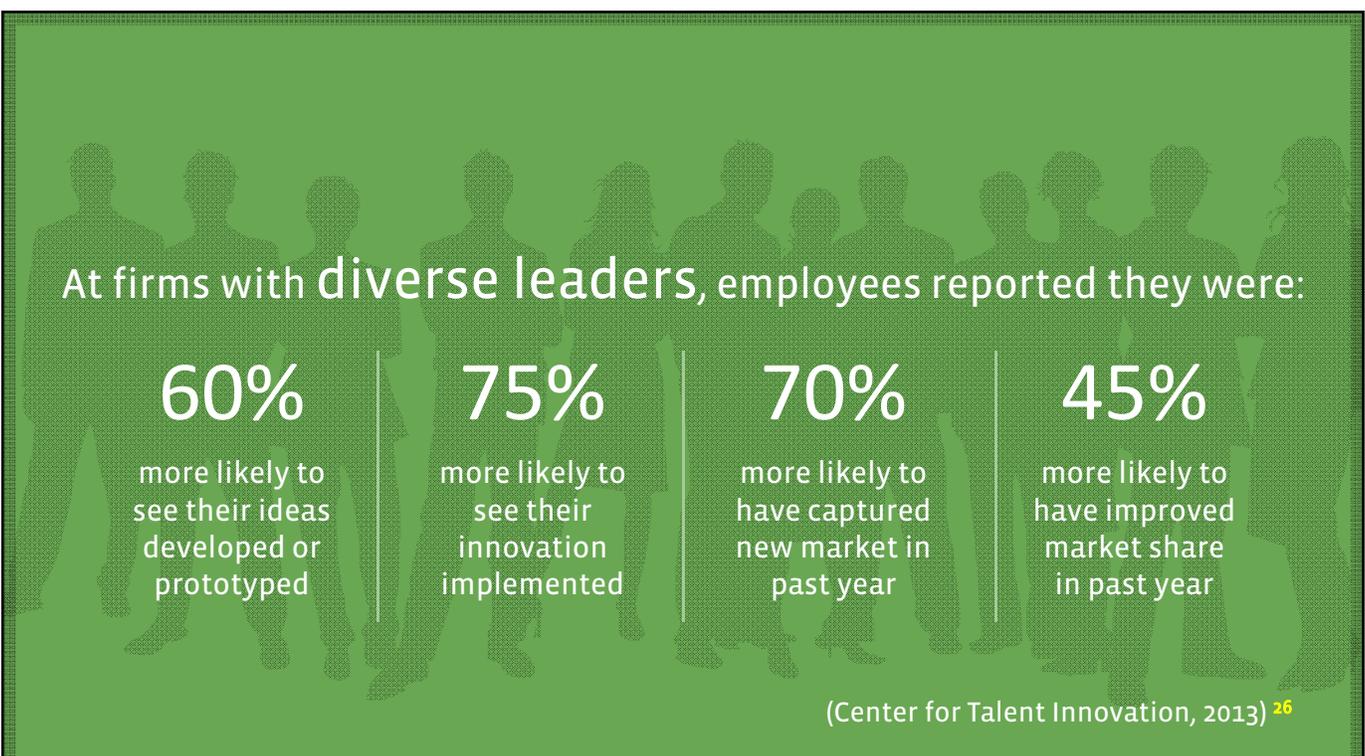
1.57x

more collaboration among teams

1.42x

greater team commitment

(Corporate Executive Board, 2012)²⁵



At firms with diverse leaders, employees reported they were:

60%

more likely to see their ideas developed or prototyped

75%

more likely to see their innovation implemented

70%

more likely to have captured new market in past year

45%

more likely to have improved market share in past year

(Center for Talent Innovation, 2013)²⁶

Managing Bias

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