### Global IAT Results

<table>
<thead>
<tr>
<th>Test Type</th>
<th>Result</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender IAT</td>
<td>76%</td>
<td>more readily associate “males” with “career” and “females” with “family” 2</td>
</tr>
<tr>
<td>Gender-Science IAT</td>
<td>70%</td>
<td>more readily associate “male” with science and “female” with the arts 3</td>
</tr>
<tr>
<td>Race IAT</td>
<td>75%</td>
<td>have an implicit preference for white people over black people 4</td>
</tr>
<tr>
<td>Disability IAT</td>
<td>76%</td>
<td>have an implicit preference for able-bodied people 5</td>
</tr>
</tbody>
</table>

### 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 auditions.

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’.

CASE STUDY 3
Mothers overestimate their sons' crawling compared to their daughters.

CASE STUDY 4
An Israeli study showed that female teachers overestimated boys' abilities over girls' abilities on math testing.

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 experience.

CASE STUDY 2
UK study found that candidates with ethnic-sounding last names had to send out 74% more applications to gain a positive response.

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 names.

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 interview.

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”
**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

### 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

### 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

### 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**

**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

**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.

**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.”

**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”

**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

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)

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

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

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

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)

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)
References


24. "Slater & Gordon Highlights Maternity Discrimination", Aug 2014,


   http://www.talentinnovation.org/publication.cfm?publication=1400