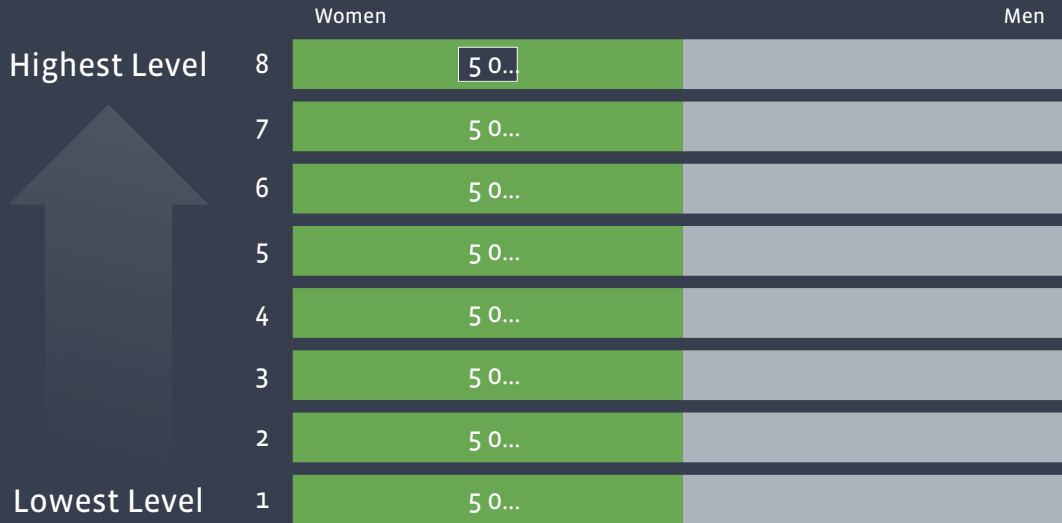




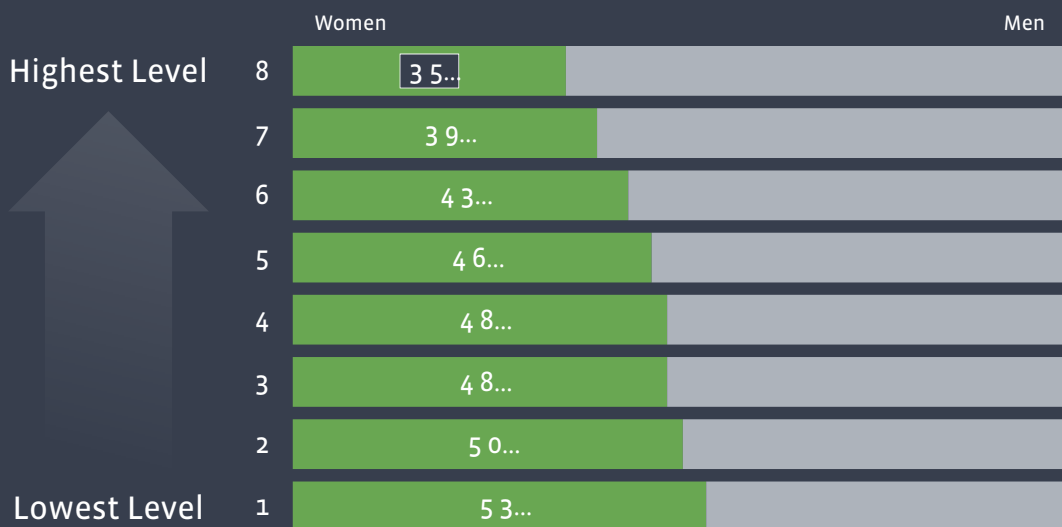
Managing Bias

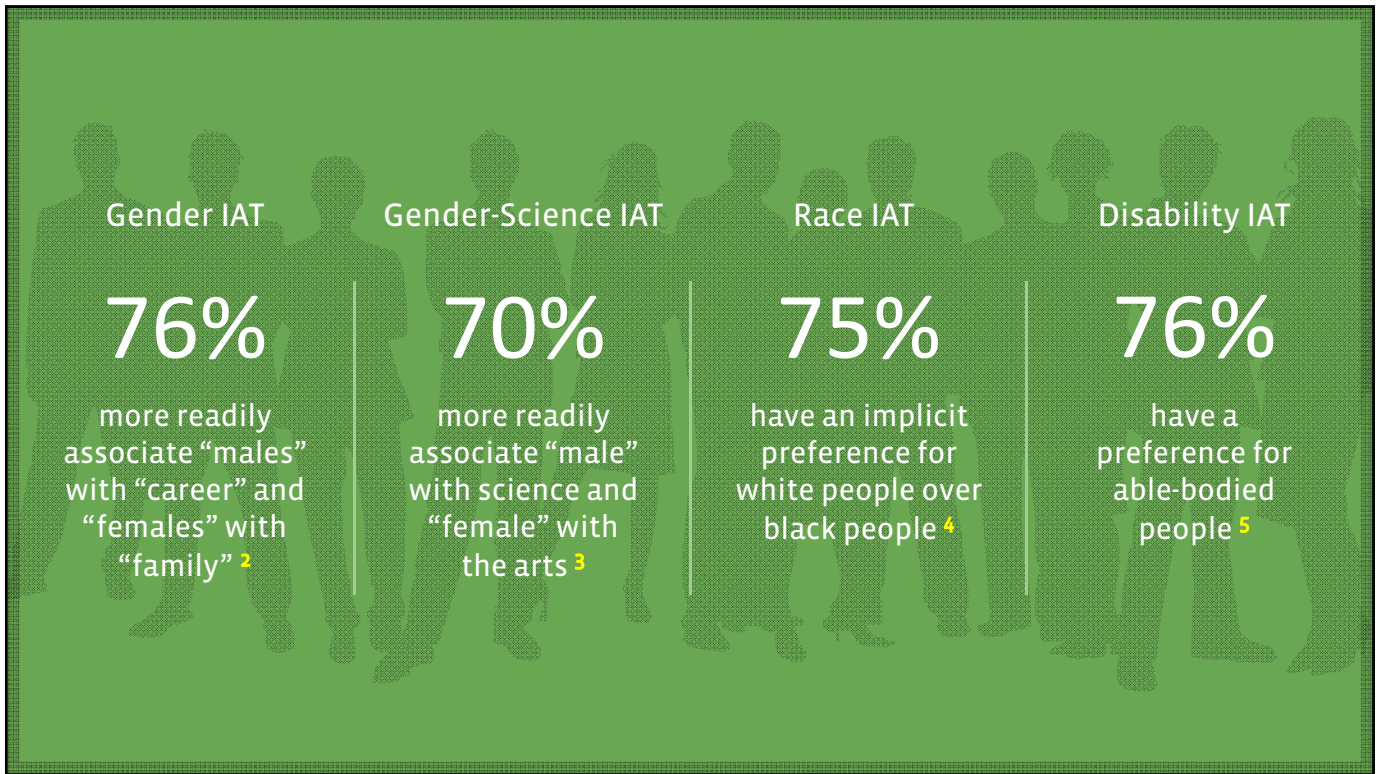
Facebook Learning & Development

Impact of a 1% Bias ¹

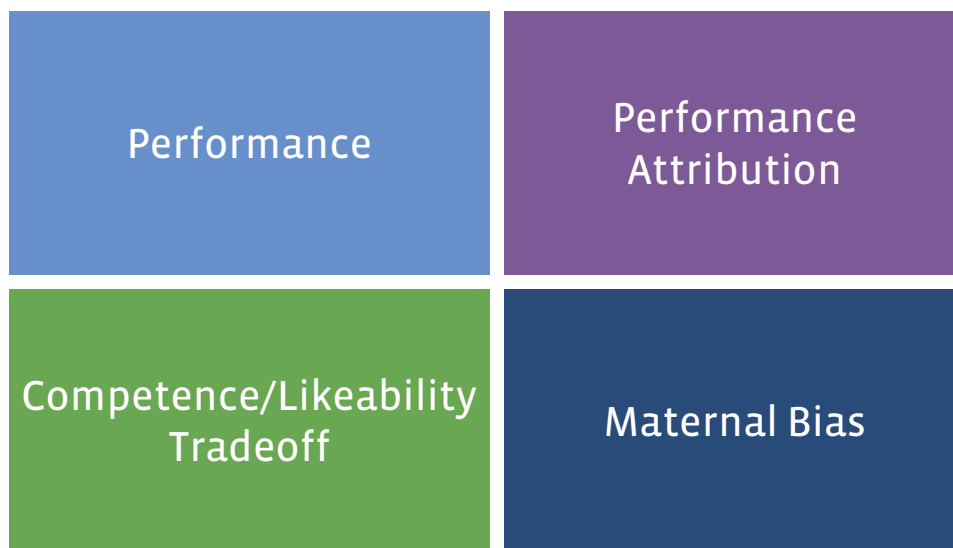


Impact of a 1% Bias





Four Common Types of 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 ⁶

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

3

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

FINDINGS



- 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)

Performance Bias: Race

CASE STUDY

1

Resumes with white-sounding names received 50% more calls for interviews than identical resumes with black-sounding names. A "white" name is equivalent to about 8 more years of experience ⁹

CASE STUDY

2

Law partners were given a mistake-heavy law memo to grade ¹⁰

- 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
- There was also a drastic difference in the qualitative comments. White authors were described as having 'potential' whereas the black authors got comments like "I can't believe he went to NYU"

FINDINGS




- Like gender, race impacts our perceptions about an individual's competence and ability
- Formal requirements applied rigorously to low status groups, leniently to high-status groups

Performance Bias

IMPACT	COUNTERACT
<ul style="list-style-type: none"> • Not given the same opportunities • Held to stricter/higher standards than whites/men • Hired and promoted based on what they have proven and achieved; whites/men hired and promoted based on potential 	<ul style="list-style-type: none"> • <u>Objective standards</u>: for hiring, evaluating performance and assigning opportunities <ul style="list-style-type: none"> • Set standards in advance • If possible, use gender- and race-blind evaluations in hiring • <u>Accountability</u>: explain decisions on hiring, evaluation and peer reviews

Performance Attribution Bias

<p>CASE STUDY Others</p> <p>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 ¹¹</p>	<p>FINDINGS</p>  <ul style="list-style-type: none"> • Success in males is attributed to their own skills, success in women is attributed to help from others, getting lucky and working hard <ul style="list-style-type: none"> • This is true of attribution by others and by the individual • The assumption that “affirmative action” is helping minorities or women adds to this – another reason women/minorities are perceived as not succeeding on their own
<p>CASE STUDY Self</p> <p>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 ¹²</p>	
<p>CASE STUDY Aff. Action</p> <p>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 ¹³</p>	

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

HBS case: Heidi & Howard Roizen

- Equally competent
- Howard more likeable
 - Heidi selfish – “not the type of person you would want to hire or work for” ¹⁴

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

Identical resumes with one difference – “membership in the PTA,” mother is:

- 79% less likely to be hired
- Half as likely to be promoted
- Offered an average of \$11,000 less in salary ¹⁵

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) ¹⁶



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) ¹⁷



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