

UNDERSTANDING BIAS MODEL



Identify Bias

Bias exists in everyone, including me.
I actively think about how bias is at play
in the choices I make.

Cultivate Connection

Only when I cultivate meaningful
connections can I see past bias and
value the people around me.

Choose Courage

When I effectively confront bias, I create
a space where we are all valued and able
to contribute our best.

IDENTIFY BIAS

UNDERSTANDING BIAS: IMPACT OF BEHAVIORS



BIAS TRAP: INFORMATION OVERLOAD

We are bombarded by information that our brains automatically filter. Some of the information we filter out is actually useful and important.

EXAMPLE BIASES:

Confirmation Bias

We tend to seek information that supports our existing beliefs.

Getting news from a single source.

Anchoring Bias

We tend to rely on the first piece of information we see.

Misdiagnosing an illness by paying too much attention to the first symptom identified.



IDENTIFY BIAS

BIAS TRAP: INFORMATION OVERLOAD

Use these tips to avoid this bias trap.

Pause: Question It

- What information have I excluded?
- Have I only chosen data that confirms existing beliefs?

Seek to Understand

- Have I explored the opposing side?
- What is an alternative point of view?

Check Assumptions

- What am I assuming?
- What are others assuming?

Learn

- What information am I avoiding?
- What are the critical facts I need in order to make an effective decision?



BIAS TRAP: FEELINGS OVER FACTS

When we have strong feelings about something, we tend to be driven by our beliefs rather than by facts. Our impulses and beliefs can override our logic and thinking processes.

EXAMPLE BIASES:

In-Group Bias

We tend to favor people we like and who are like us, while excluding and judging those who are different.

While considering candidates, hiring the candidate who shares your background.

Negativity Bias

We are more powerfully influenced by negative experiences than positive or neutral experiences.

Remembering a bad customer experience instead of the good or neutral ones.



IDENTIFY BIAS

BIAS TRAP: FEELINGS OVER FACTS

Consider the following tips to avoid this bias trap.

Pause: Question It

- What am I feeling? Why?
- What am I making up?

Seek to Understand

- Am I jumping to conclusions?
- What have I discarded because it didn't fit my beliefs?

Check Assumptions

- What am I assuming?
- Who can I check my assumptions with?

Learn

- What are the facts that support what I'm feeling?
- What other information do I need?

BIAS TRAP: NEED FOR SPEED

We take shortcuts to act quickly. Often these time-savers are based on bias and can be simplistic, self-centered, and even counterproductive.

EXAMPLE BIASES:

Attribution Bias

We judge others on their actions, but we judge ourselves based on our intent.

Thinking another person is ineffective because they made a mistake.

Sunk-Cost Bias

We tend to continue things because we've invested time, money, or resources into them.

Keeping something you don't need, just because you spent money on it.



BIAS TRAP: NEED FOR SPEED

Use these tips to avoid this bias trap.

Pause: Question It

- What shortcuts am I taking?
- Is this the right decision, or just the thing that is in front of me?

Seek to Understand

- Why do I need to act fast?
- What are the unintended consequences of acting fast?

Check Assumptions

- If I had more time, what would I be doing differently?
- Would this be the best solution if there were no previous investment of time or energy?

Learn

- What would the best solution look like?
- Can I make a checklist to help me take effective action?



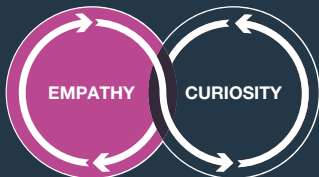
PRACTICE EMPATHY AND CURIOSITY

Empathy is...

The ability to understand another person's experiences, feelings, and emotions. The key is to put yourself in the other person's shoes.

Curiosity is...

The desire to learn more about someone or something. The key is to fall in love with questions rather than answers.



Together, empathy and curiosity help us cultivate connection and be more open-minded so we can recognize and address any biases in our thinking.

PRACTICE EMPATHY AND CURIOSITY

Tips to increase empathy and curiosity.

Have Empathy

- Position yourself physically at the same level.
- Be fully present as you listen.
- Restate words and identify feelings to show you understand.
- Withhold judgment.

Be Curious

- What am I thinking or feeling?
- What are they thinking or feeling?
- What biases are surfacing, both positive and negative?

Build a Connection

- What do we both care about?
- How am I like this person?
- What do I respect or like about this person?

CULTIVATE MEANINGFUL CONNECTIONS: START SAFE

To connect with someone for the first time, start safe. Use the questions below to get started. (Use the questions on the back of this card to go deeper.)

- What are you working on?
- What's the best thing that's happened to you today?
- What did you do before you came to this job? What did you like most about it?
- What are you good at?
- What is your favorite place?
- What do you do to get rid of stress? What do you like most about that?
- What are you interested in that most people haven't heard of?

CULTIVATE MEANINGFUL CONNECTIONS: DIVE DEEPER

Once an initial connection is made, use some of these questions to enrich it. (Use the front of this card to make an initial connection.)

- What is your next adventure?
- What are some things you've had to unlearn?
- What small gesture from a stranger made a big impact on you?
- What is the most challenging thing you do on a regular basis?
- What do you do to make the world a better place?
- What opportunities do you have for growth and development?
- What is something you've been meaning to try?
- What is something everyone should do at least once?

COURAGE THAT DRIVES CHANGE: CAREFUL COURAGE

Effective courage is both careful and bold. Careful courage is especially valuable when there's high risk. Use these ideas to practice careful courage when addressing bias.

Use Softening Statements

- “What I’m hearing you say is...”
- “It seems like...”
- “When you said _____, what did you mean?”

Create a Safe Place

- Reflect before speaking.
- Give yourself and others time. “Let’s take a break now and come back later.”
- Apologize when you need to.
- Have a one-on-one discussion.
- Avoid shaming.
- Assume good intent.

CHOOSE COURAGE

COURAGE THAT DRIVES CHANGE: BOLD COURAGE

Effective courage is both careful and bold. Bold courage makes the case for an immediate need to change. Use these ideas to practice bold courage when addressing bias.

Be Direct

- Ask for what you want.
- Call things what they are.
- Share the evidence and the impact.

Challenge the Status Quo

- Be willing to say no.
- Point out problems.
- Offer solutions.

Include Others

- Call other people into the conversation.
- Ask for feedback: “What can we do to make this right?”
- Create opportunities.

COURAGE TO IDENTIFY

Bias happens at the speed of thought. When we have the courage to identify bias in ourselves and others, we can begin to address the impact it has.

Be courageous and continue to explore the impact of bias for you, for others, and for your organization.

Pause: Question It

Seek to Understand

Check Assumptions

Learn

WAYS TO ACT WITH COURAGE: COURAGE TO IDENTIFY

Pause: Question It

- Pause before you act.
- *What am I thinking? What am I feeling?*
- *Am I being reactive?*
- *What's causing my reaction?*

Seek to Understand

- Distinguish between facts and feelings.
- Use empathy and curiosity to understand what others are thinking.
- *What's important here? Why?*

Check Assumptions

- *What are the facts? What am I missing?*
- *What have I made up to fill in the gaps?*
- *What assumptions are others making?*

Learn

- Commit to learning about bias.
- Invite others to learn with you.

COURAGE TO COPE

Being the subject of negative bias can take a toll on well-being. Coping with the effects of bias looks different in every situation. It could be stepping away, choosing a response beforehand, finding a coach, or even sharing your experience with others.

Prioritize Self-Care

Proactively Choose a Response

Get a Coach or Mentor

Share Your Story

CHOOSE COURAGE

WAYS TO ACT WITH COURAGE: COURAGE TO COPE

Prioritize Self-Care

- Take a break to clear your mind.
- *How do I need to take care of myself now?*
- *How do I deal with this for the long term?*

Proactively Choose a Response

- *What is a bias I often experience?*
- Plan what you can do or say when you face this bias in the future.
- Use the response and keep improving it.

Get a Coach or Mentor

- Choose someone who can help you see alternate perspectives.
- Commit to regular conversations.

Share Your Story

- Capture stories of bias in your life.
- Help others cope by sharing how you cope.

COURAGE TO ALLY

Whether you are the subject of bias or not, being an ally can bring about change. Teaming up with others to explore bias can make a significant impact. Offering support, mentoring, or helping another to be heard are powerful ways to address bias.

Team Up With Others

Offer Support

Be a Coach or Mentor

Amplify Others' Voices

CHOOSE COURAGE

WAYS TO ACT WITH COURAGE: COURAGE TO ALLY

Team Up With Others

- Identify a bias that impacts others.
- Find others who want to act as allies.

Offer Support

- Notice who needs support to address bias.
- Use empathy and curiosity to understand.
- Act as a thinking partner.

Be a Coach or Mentor

- Offer to be a mentor or coach to others.
- Commit to regular conversations.
- Learn by listening.
- Share your experiences as appropriate.

Amplify Others' Voices

- Notice trends in meetings and decisions.
- If someone is left out, reinforce their ideas.

COURAGE TO ADVOCATE

As an advocate, you take proactive steps to address bias. Advocates educate others and can inspire more people to take action. Building networks to bring people together can have a great impact.

Enact Group Strategies

Write About Your Experience

Organize Networks

Speak Up

WAYS TO ACT WITH COURAGE: COURAGE TO ADVOCATE

Enact Group Strategies

- Set group goals for making progress.
- Share best practices for addressing bias.

Write About Your Experience

- Tell your story to help people understand your context and perspective.
- Share how you are addressing bias on appropriate media.

Organize Networks

- *What networks exist at work or in my community that I could join?*
- *What new network could I organize?*

Speak Up

- Confront bias with courage and consideration.
- Most people don't intend to be biased, so assume positive intent.