

What You Can Do



SURFACE

- Name it | Take a mental note of your 1st impression of someone. Is it based on a stereotype or an unconscious bias?
- Point it out | Notice if the “likeability penalty” is showing up in the words used (yours or another’s) to describe someone
 - ⇒ Empower everyone to call out unconscious bias by calling it out yourself
 - ⇒ Actively solicit input from people, and say “thank you” when your bias is pointed out
 - ⇒ If you get it wrong, apologize

COUNTERACT

Structured Decision Making with Clear Criteria

- Set clear criteria that is directly related to the performance of the job for hiring before the selection process begins
- Set objective standards in advance for evaluating performance and assigning projects; make these transparent with teammates
- Stop & Think | Check yourself before making a people-decision when you’re in stressful situations or under tight deadlines
- Encourage accountability by all team members to explain decision-making with hiring, evaluations, peer reviews, or any other kind of decision-making about people

Full participation and fair credit

- Set ground rules & norms for how meetings will be conducted to ensure that all voices are heard
- Develop a practice to interrupt those who interrupt others so that everyone can have their say
- Rotate the responsibility for office “housework” such as taking meeting notes, organizing agendas, and planning events

Create fair practices for recognizing accomplishments or seeking other perspectives

- Vouch for competence or accomplishments of others regardless of your position
- Encourage team members to speak up when credit is not given to the right person
- Everyone should keep track of their contributions on projects, and managers should formally review all contributions
- Seek feedback from colleagues with whom you work but from whom you don’t usually receive feedback

Manage parental leave

- Discuss with future parents (especially mothers) how to make transitions successful
- Encourage men – and women – to take their parental leave