



Why We Miss Talent: How Unconscious Bias Derails Merit

Work Life Law Webinar



The Vernā Myers Company
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Vernā Myers

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Diversity & Inclusion Enhances Talent



What Is Inclusion?

**“DIVERSITY is being invited to the party.
INCLUSION is being asked to dance.”**

- Vernā Myers

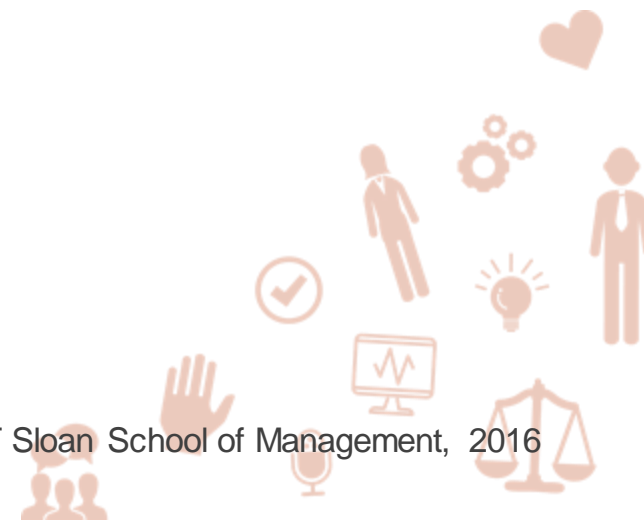


Unconscious Bias Derails Merit



Unconscious Bias: The Paradox of Meritocracy

- Organizations that believe they are meritocracies are the most susceptible to unconscious bias



Emilio J. Castilla MIT Sloan School of Management, 2016

How Our Brains Work

Blind Spots and Unconscious Bias



Exercise

Think of the first name that pops in your head when you see this word...



Exercise

Think of the first name that pops in your head when you see this word...

Leader



Harvard's IAT

Implicit Association Test



Project Implicit®



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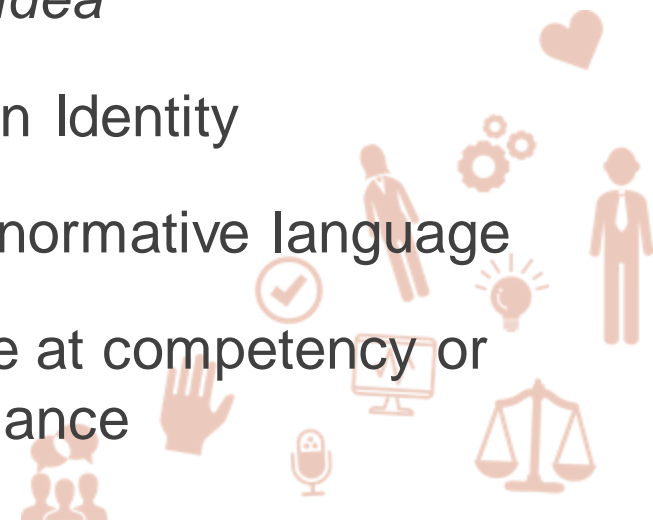
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Micro-Inequities



Micro-Inequities

- *“You don’t seem gay to me.”*
- *“No, I mean where are you from from?”*
- *“There’s no way to be a good mother doing this job.”*
- *“Your English is so good!”*
(to U.S. born Asian man)
- Using *“qualified”* only when describing people of color groups
- Body language; interrupting; *“stolen idea”*
- Mistaken Identity
- Hetero-normative language
- Surprise at competency or performance





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INTENT



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INTENT



VS

IMPACT



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A Revolution In Classical Music

After auditions for orchestras became “*blind*,” the number of women in top US orchestras increased **fivefold**.



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Clues & Tools

Countering Bias and Promoting D & I



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Clues and Tools

- Don't go looking for the stars
- Read the studies
- Do an inventory
- Look for patterns over time



Act Boldly™



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10 Bold Actions To Counter Bias

1. **Embrace and look for** your biases
2. **Pay attention** to intent vs. impact
3. **Slow down** when making decisions
4. **Articulate and apply** criteria fairly
5. **Don't use** your mental list

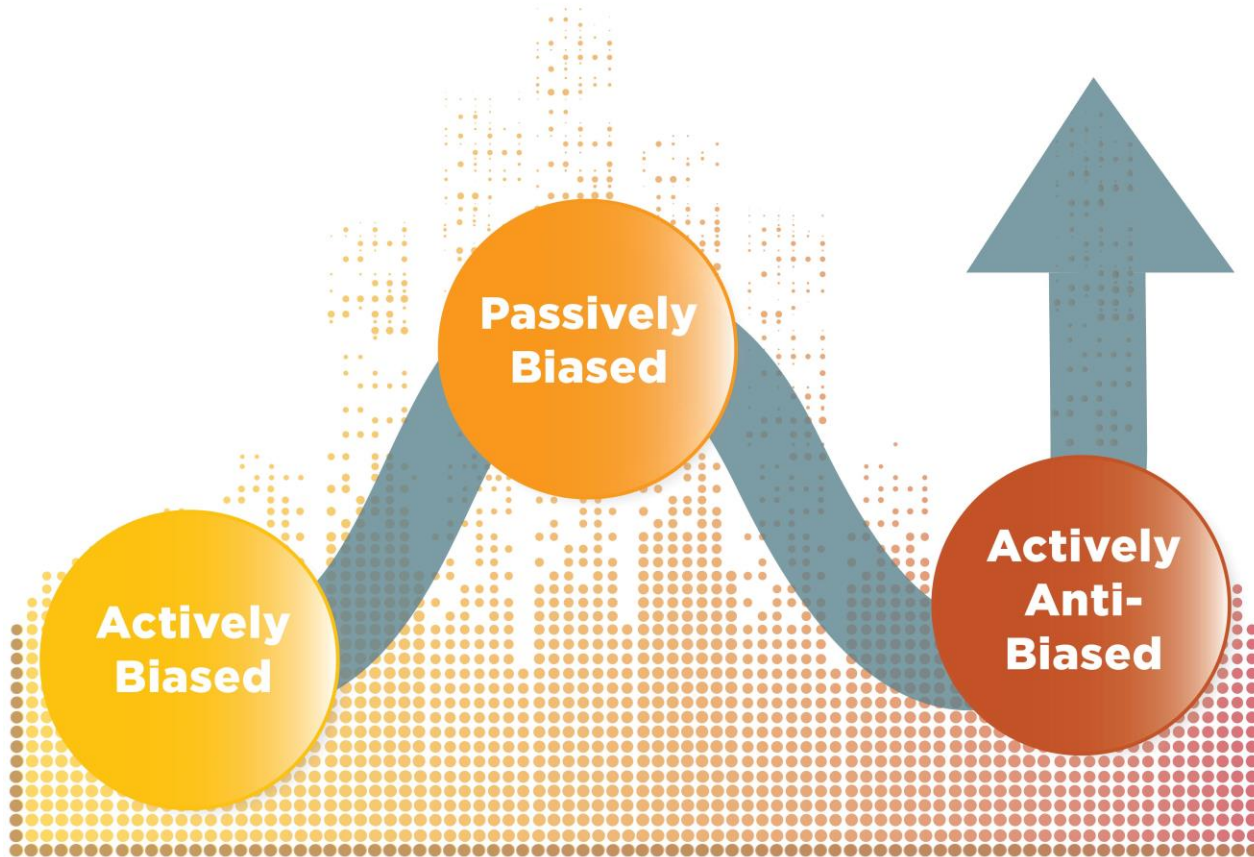


10 Bold Actions To Counter Bias

6. **Test** assumptions and seek counter-examples
7. **Record** your impressions quickly
8. **Create** a process to rotate work opportunity
9. **Build** relationships across difference
10. **Learn** to interrupt bias



Spectrum of Responses to Bias



Thank You!

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