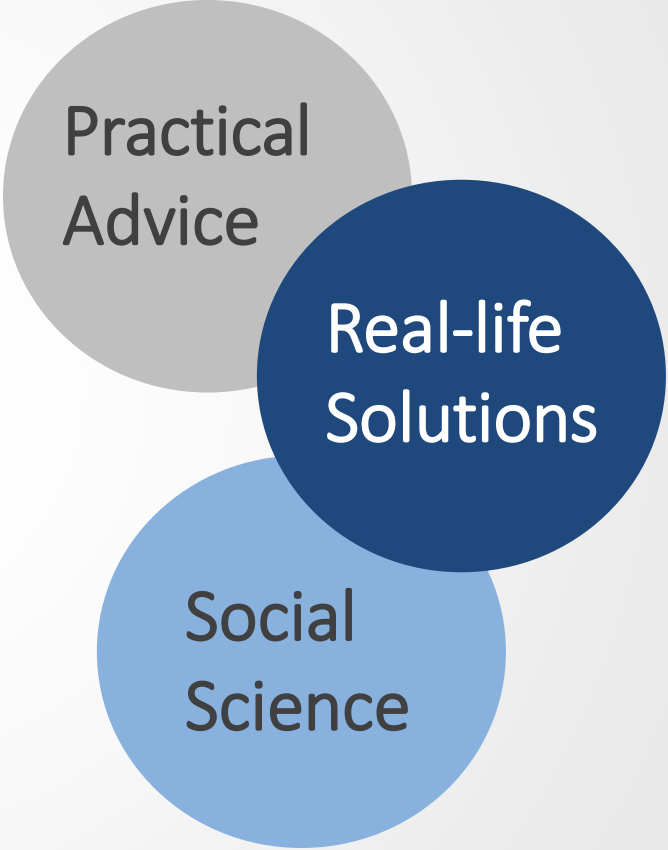


To Address Structural Racism, We Need to Change Structures



Practical
Advice

Real-life
Solutions

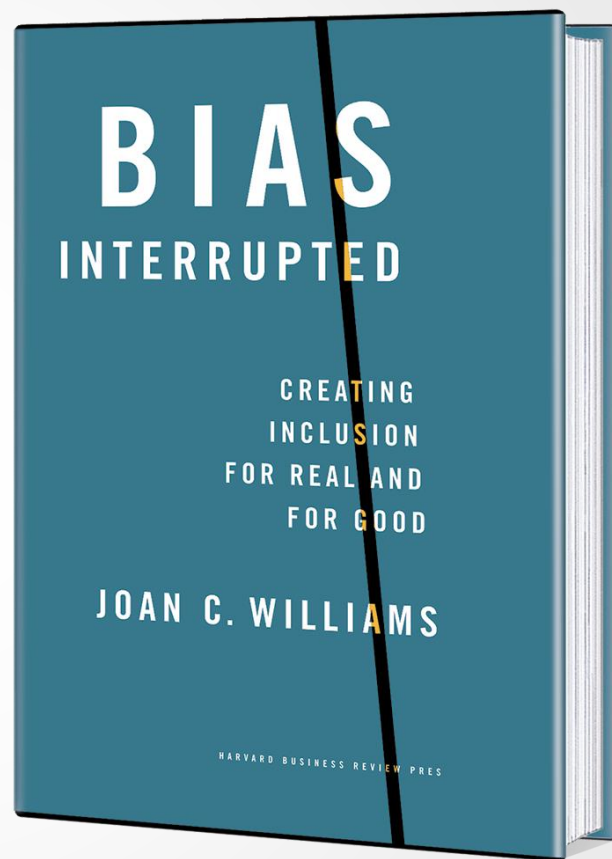
Social
Science

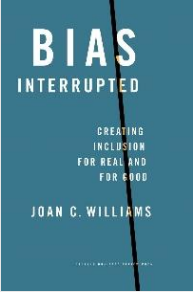
Distinguished Professor Joan C. Williams
Director, Center for WorkLife Law
University of California, Hastings College of the Law



“How do you move DEI from acronym to action? Joan Williams shines the light on the realities of the modern workplace and how small but important steps can usher in real change.”

Katie Couric

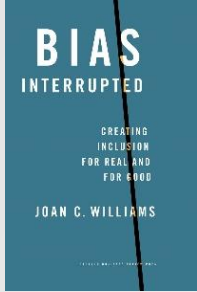




How would you handle a problem with sales?

- Evidence
- Metrics
- Persistence





Companies are spending \$8 billion on DEI...

...but haven't moved the needle

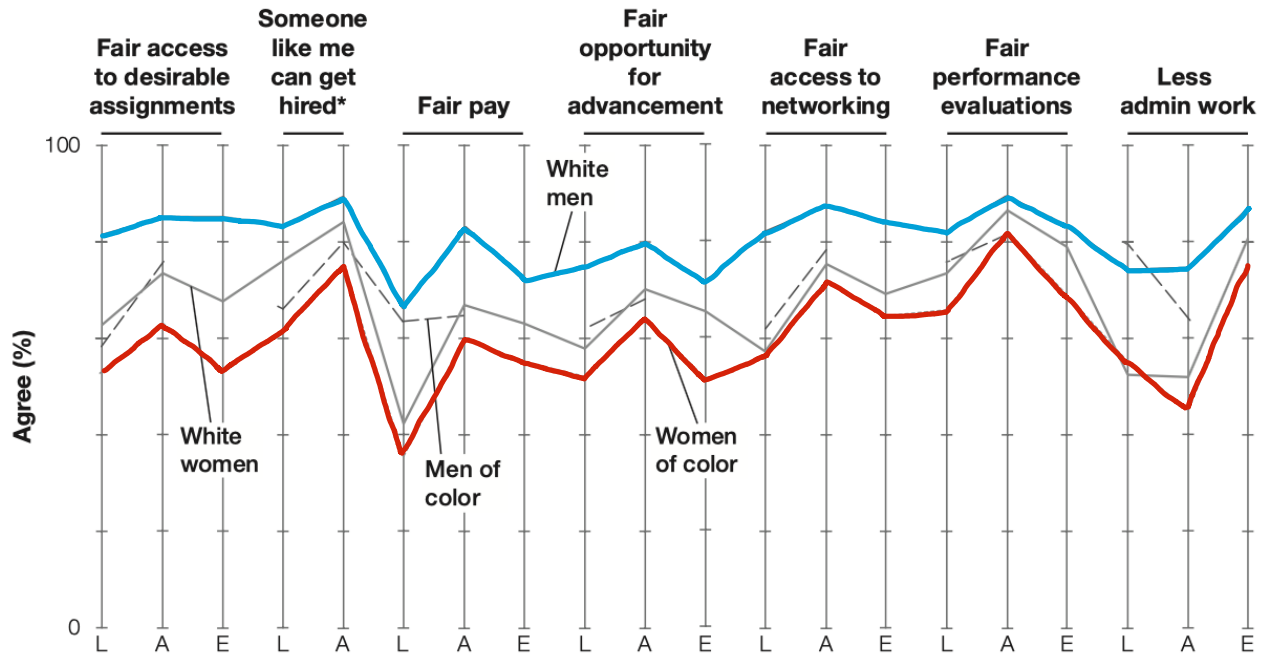
Earnest conversations about inclusion aren't an effective organizational change strategy if...

Dobbin et al., 2015, Kalev et al., 2006



Systemic bias

White men, more than any other group, see workplace systems as fair

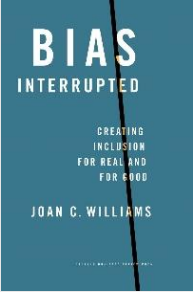


Note: L = lawyers, A = architects, and E = engineers. The lines in the graph for male engineers of color are incomplete where we did not receive enough responses from them to draw conclusions.

*This statement wasn't included in the survey for engineers.

Data collected from 6,296 lawyers, engineers, and architects





What's the solution?

Treat DEI like a business problem

That's what bias interrupters do



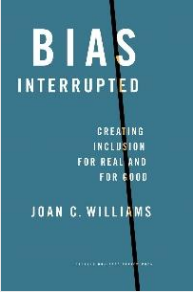
Are trainings worthless?

- Doing anything once...
- Individual Bias Interrupters Workshop
- Part of an integrated approach



Kalev et al., 2006; Dobbin and Kalev, 2018; Dobbin and Kalev, 2016; Kalinoski et al., 2013; Apfelbaum et al., 2012; Legault et al., 2011; Roth et al., 2019; Carnes et al., 2015; Devine et al., 2017





Hundreds of lab studies

- Documenting bias over and over again for 40 years
- Do these lab studies describe what actually goes on at work?



Workplace Experiences Survey

- 10-minute climate survey:
 - Is there bias?
 - If so, where?
 - Impact on outcome measures

National Samples:



Engineering (US & India)



Computer science



Law



STEM professors



Architecture



Construction



Purpose of WES

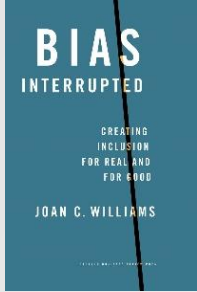
- Experiments → objective evidence that bias exists
- WES: same patterns of bias reported *in a given workplace*
 - 18,000 people in different industries
- Clear and complete picture of the experiences of different groups



5 patterns of workplace bias

1. Prove-it-again: *need to be more competent*
2. Tightrope: *need to be politically savvy*
3. Maternal wall: *bias against mothers*
4. Tug of war: *bias against a group fuels conflict amongst the group*
5. Racial stereotyping





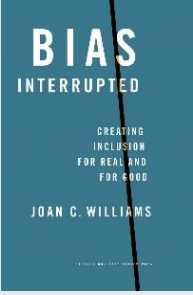
Prove-it-again!

Groups stereotyped as less competent have to provide more evidence in order to be judged equally competent.

Triggered by:

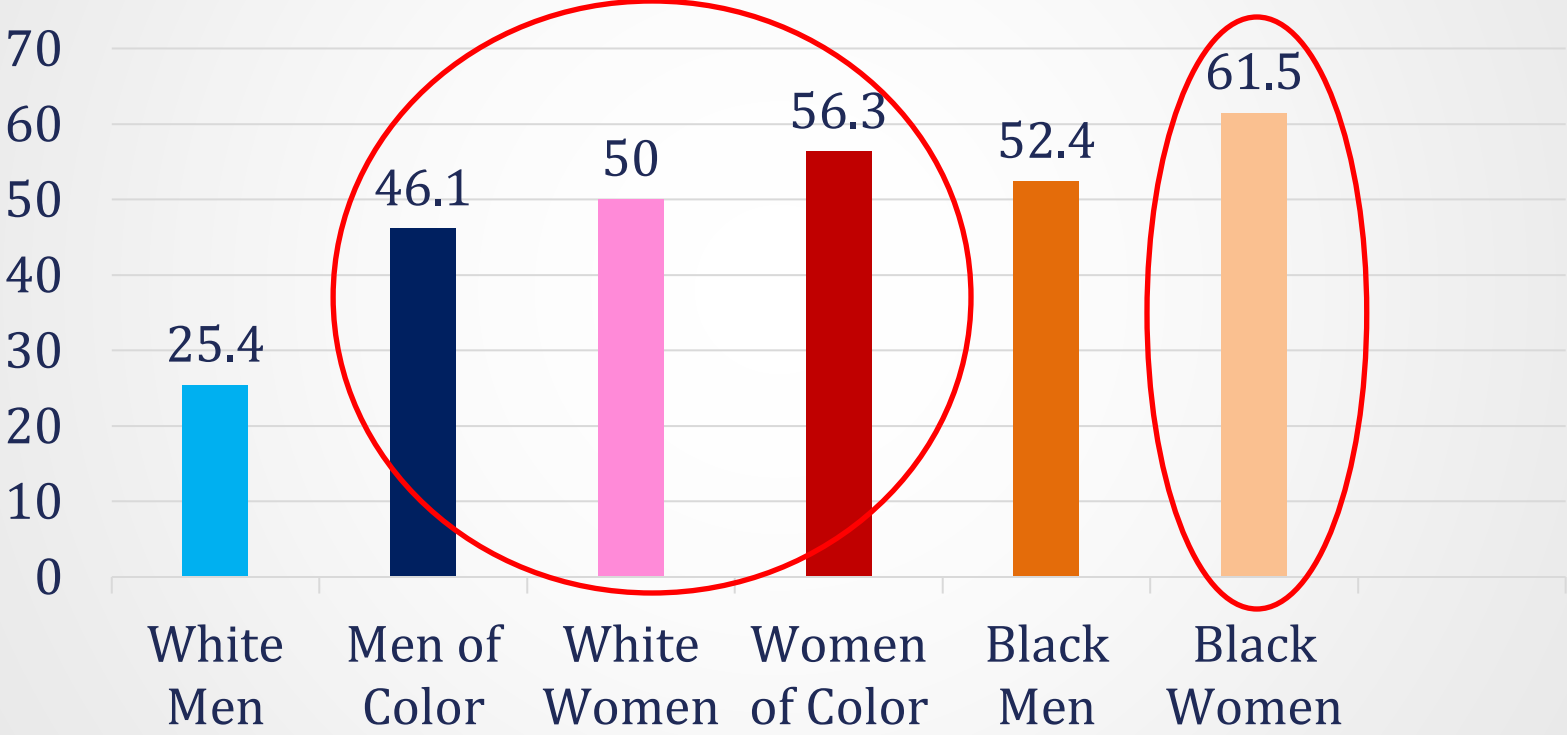
- Race: women of color report the most
- Gender
- Class origin
- LGBTQ+
- Age
- Disability



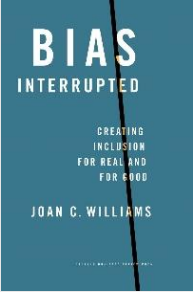


Prove-it-again!

Prove myself over and over



Williams & Korn, forthcoming 2021



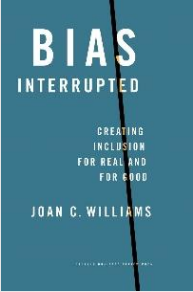
Prove-it-again!

Mechanisms

Two different mechanisms:

1. In-group favoritism
2. Lack of fit





1st Mechanism: In-group favoritism

The most important determinant of who is in your social network is....

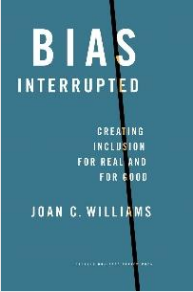
- A. proximity
- B. similarity ←1
- C. attractiveness
- D. social status
- E. dissimilarity/diversity



Who's in the in-group?

- Typically, in-group consists of a subgroup of white men
- But...not all white men are in the in-group!





Prove-it-again!

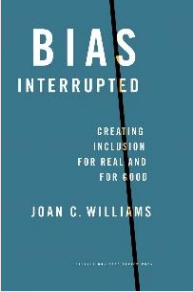
Benefit of doubt

Focus on treatment of *majority*

- Objective requirements applied leniently to in-group; rigorously to others
- In-group judged on potential, given benefit of doubt; others on demonstrated results

Brewer, 1996. Supporting evidence: Biernat et al., 2010; Bowles & Gelfand, 2010; Bauer & Baltes, 2002; Eagly 2015





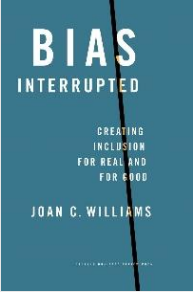
Prove-it-again!

Potential/
performance

- New study of the 9-box
- Women receive significantly lower potential ratings despite higher job performance ratings
- 30 to 50% of the promotion differential for men and women was attributable to potential ratings

Benson et al., 2021





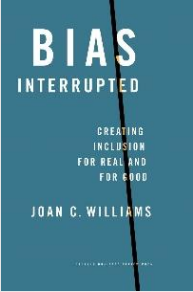
Prove-it-again!

Objective rules

“*We rejected a lot of... candidates because they had not worked at a [company like ours], but then hired a man who hadn't. He knew someone, so they let him in the pool.*”

Supporting evidence: Biernat et al., 2010; Bowles & Gelfand, 2010; Bauer & Baltes, 2002





Prove-it-again!

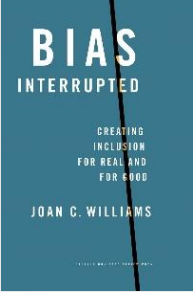
In-group favoritism

Focus on treatment of *majority*

1. Hiring “through the grapevine”
2. Access to inside information
3. Sponsorship & opportunities

McPherson et al., 2001





Prove-it-again!

Inside info

Are decisions made in the “meeting-before-the-meeting”?

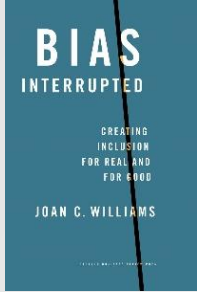
“I later found out that the key decision had been made in the men's bathroom.”



2nd Mechanism: Lack of fit

“Some people even think my research is better. Shortly after I changed sex, (someone) said, *‘Ben Barres gave a great seminar today, but then his work is much better than his sister’s...’*”





Prove-it-again!

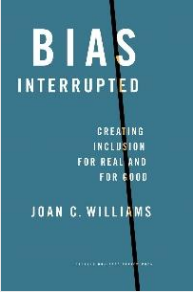
Men's vs. women's
successes

He's skilled.

She's lucky.

Kulich et al., 2011; Garcia-Retamero & López-Zafra, 2006; Swim & Sanna, 1996; Igbaria & Baroudi, 1995; Greenhaus & Parasuraman, 1993; Taylor et al., 1978





Prove-it-again!

Mistakes

- Mistakes noticed more and remembered longer
- Work product with 7 mistakes
 - Ave. 2.9 mistakes spotted in work of whites
 - Ave. 5.8 in work of Black people

Reeve, 2014; Bowles & Gelfand, 2010; Bauer & Baltes, 2002; Rothbart et al., 1979.; 1844, 176 Years Later, 2020



Prove-it-again!

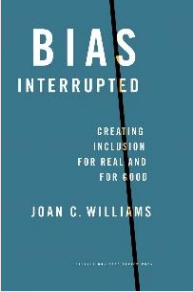
Confirmation bias



“That’s an excellent suggestion Miss Trigg. Perhaps one of the men here would like to make it.”

Duncan, 1988



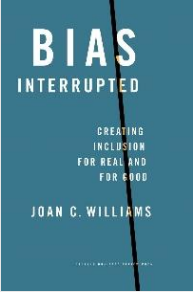


Prove-it-again bias interrupters

Next time you write a performance evaluation...

- Avoid global judgments without backup!
- Limit your comments to this performance evaluation period
- Identify specific competencies demonstrated
- Give 3-4 pieces of evidence

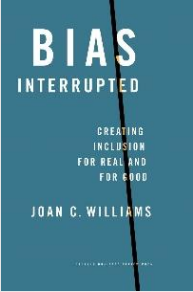




Prove-it-again bias interrupters

- Someone reading your evaluation should be able to understand what led you to the global rating
- Give everyone – or no one—the benefit of the doubt

If you waive objective rules, do so consistently



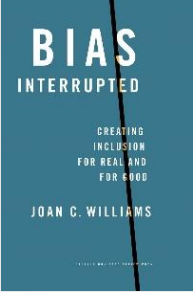
Tightrope

Assertiveness and authoritativeness are less accepted from some groups than others.

Triggered by:

- Gender
- Race
- LGBTQ+





Prescriptive stereotypes

♀ are expected to be...

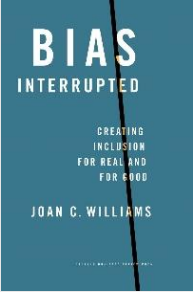
- Nice, and
 - “Communal”
 - Helpful
 - Modest
 - Interpersonally sensitive
- Good team players

Men are expected to be...

- Competent, and
 - “Agentic”
 - Direct
 - Assertive
 - Competitive
 - Ambitious
- Leaders

Eagly & Karau, 2002; Fiske et al., 2002; Bettis & Adams (forthcoming)





Tightrope

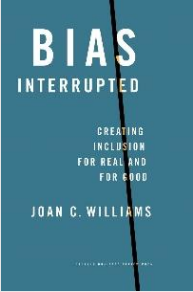
Meeting dynamics

- Men tend to interrupt women a lot more than women interrupt men

- Why?

Smith-Lovin & Brody, 1989; Williams & Dempsey, 2014





Tightrope

Negotiating style

“

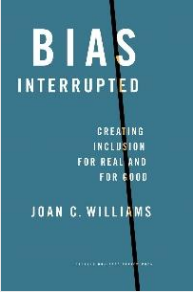
No f**ing way. That's never going to happen.”

“

I hear what you're saying. I'm sympathetic. If I were in your shoes I would want that too.”

Supporting evidence: Biernat, et al., 2010; Bowles & Gelfand, 2010; Bauer & Baltes, 2002





Tightrope

Bias is dangerous!

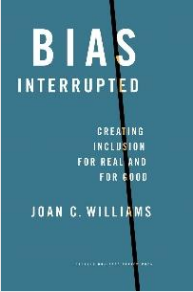
- Men with expertise were *more* influential
- Women with expertise *less* influential

“*With a woman, if they disagree they often go above her head and seek a ‘more authoritative’ opinion, even though I’m supposed to be the expert.*”

– White woman

Thomas-Hunt & Phillips, 2004





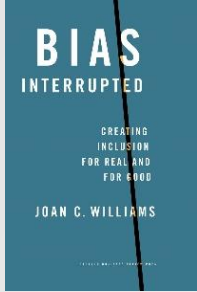
Tightrope

Likability/competence
trade-off

- Liked but not respected *“too” feminine*
- Respected but not liked *“too” masculine*

Haselhuhn & Kray, 2012; Bowles et al., 2005; Heilman & Chen, 2005; Glick & Fiske, 2001; Taylor, 1981; Kanter, 1975





Tightrope

Pressure to behave in feminine ways

Pressure to be deferential or play feminine roles (office mom, dutiful daughter)

“*Women need to coddle men to get the answers they need to do their jobs.*”

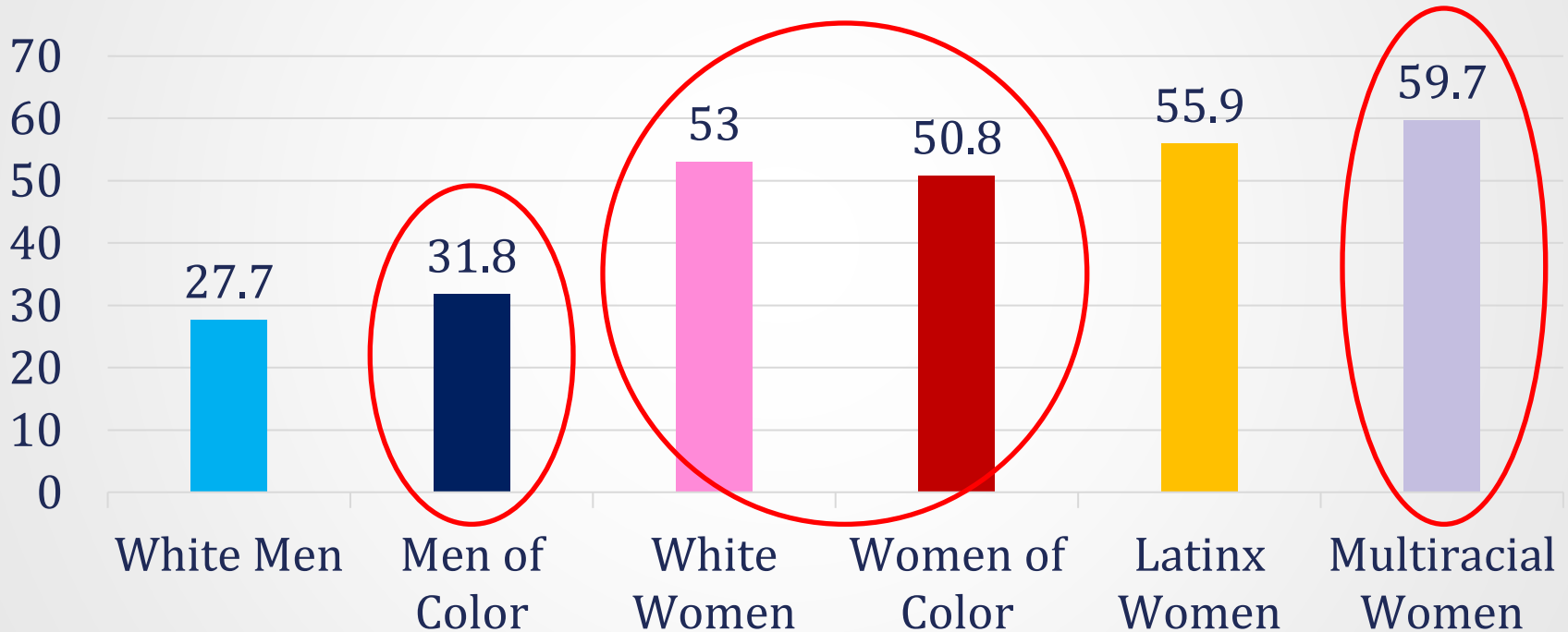
Phelan et al., 2008; Rudman & Phelan, 2008; Rudman & Fairchild, 2004; Rudman & Glick, 2001; Costrich etl al., 1975



Tightrope

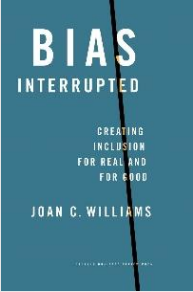
Assertiveness

Pushback for assertive behavior



Williams & Korn, forthcoming 2021





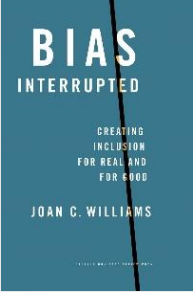
Tightrope

What a witch!

*“So if you’re stern... or you say no, your immediate reaction is to call that woman a b*tch, right? If you’re a man, it’s just a no.”*

Williams, 2007 [Focus group interviews for NSF ACE grant, San Francisco, CA]. Supporting evidence: Rudman & Phelan, 2008; Brett et al., 2005; Rudman & Fairchild, 2004; Rudman & Glick, 2001; Costrich et al., 1975





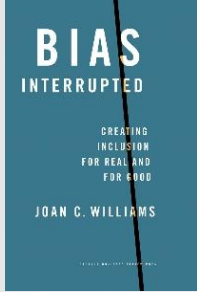
Tightrope

Anger: gender

Showing anger tends to increase the perceived status of a *man*, but decrease that of a *woman*.

Brescoll & Uhlmann, 2008; Gupta, 2013; Kring, 2000





Tightrope

Race & dominance

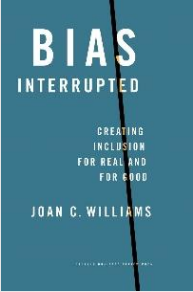
“Angry Black man/woman”

Latinx “too emotional,” “sassy,” “feisty”

Asian-Americans

Berdahl & Min, 2012; Livingston et al., 2012; Williams et al., forthcoming 2021





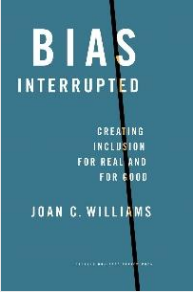
Tightrope

Race & dominance

- Performance evaluation audit
 - 90.5% of POC had personality mentioned v. 77% of WM
 - 57% of POC v. 38% of WM “well-liked”

Performance evaluation audit conducted by WorkLife Law

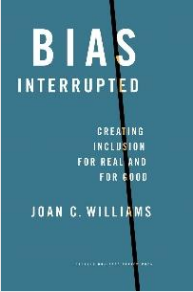




Selective incivility

- Bias can look like rude behavior –insulting remarks, sneers, or jokes at someone’s expense
- This form of incivility is directed at women and people of color more often than men and white people.



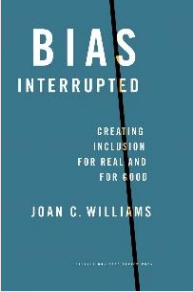


Tightrope bias interrupters

On all assessments...

- Separate personality issues from skill sets
- Keep track!
- Don't tolerate incivility: when it's tolerated, women and POC are more likely to be targets, which predicts intent to leave

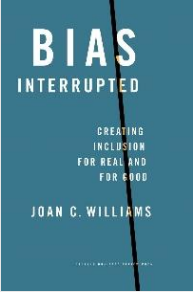
Cortina et al., 2011



Tightrope bias interrupters

To interrupt bias in opportunities...

- Establish a rotation for less glamorous work
- Give everyone access to stretch assignments
- Don't compliment women on being helpful, but then penalize them for doing low value work

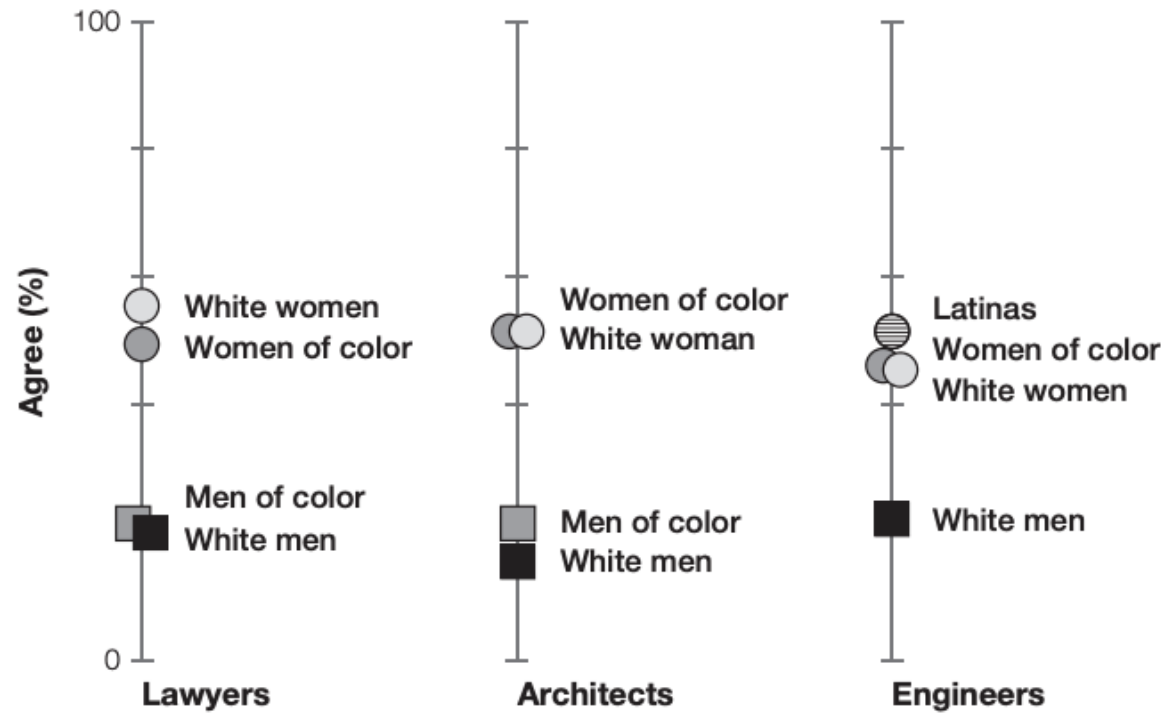


Maternal wall

Mothers are stereotyped as less competent and committed.



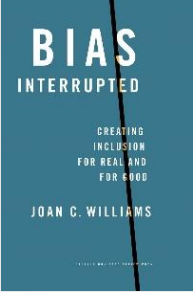
Having children changed my colleagues' perceptions of my work commitment and competence



Note: “Women of color” and “Men of color” include all people who identified as Black, Asian or Asian American, Latinx or Hispanic, multiracial, or any other nonwhite option. The data for the “of color” group provides an average of the data for each specific group. We did not receive enough responses from male engineers of color to draw conclusions.

Where available, the graphs highlight the group whose experiences diverge the most from white men’s (often, though not invariably, this is Black women). “Women of color” is used when the percentage differentials between the individual groups were too small to be meaningful.

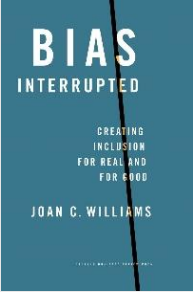
Data collected from the Center for WorkLife Law’s Workplace Experiences Survey



Maternal wall

“*I took leave after having a child and when I returned there was no longer meaningful work for me at the firm.*”
– White woman architect





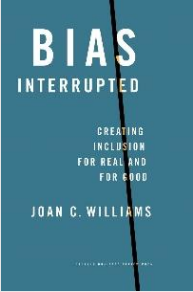
Maternal wall

Negative competence and commitment assumptions

- 79% less likely to be hired
- Only half as likely to be promoted
- Offered \$11,000 less in salary
- Held to higher performance and punctuality standards

Correll et al., 2007; Heilman & Okimoto, 2008; Cuddy et al., 2004; Fuegen et al., 2004





Maternal wall

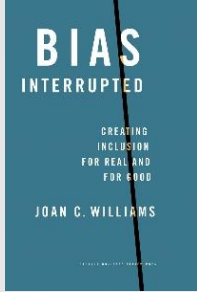
Hostile prescriptive bias

Indisputably competent and committed mothers

- Women seen as:
 - Less likeable
 - Held to higher performance standards

Correll & Benard, 2010; Correll et al., 2007; Cuddy et al., 2004; Fuegen et al., 2004



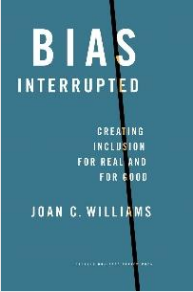


Maternal wall

Benevolent prescriptive bias

“*This is not a good time for her...*”

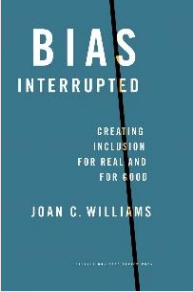




Maternal wall bias interrupters

- Don't discourage anyone from taking family leave (also illegal!)
- Don't penalize anyone from taking family leave (ditto)
- Observe the principle of “part-time parity”
- Don't make assumptions; ask if someone wants a stretch opportunity





Tug of war

When bias against a group fuels conflict amongst the group.

Triggered by:

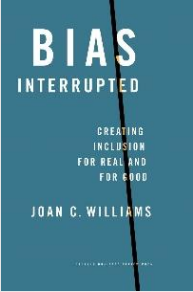
- Gender
- Race
- LGBTQ
- Class origin



Tug of war

“*The [older] women... are always very encouraging, very helpful and very kind to me.*”





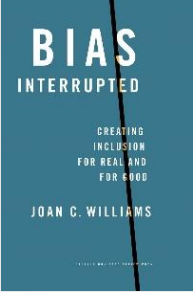
Tug of war

Tokenism

“Opportunities for women are very zero-sum. If one woman gets a prized position...another woman won’t. And so it breeds a sense of competition.”

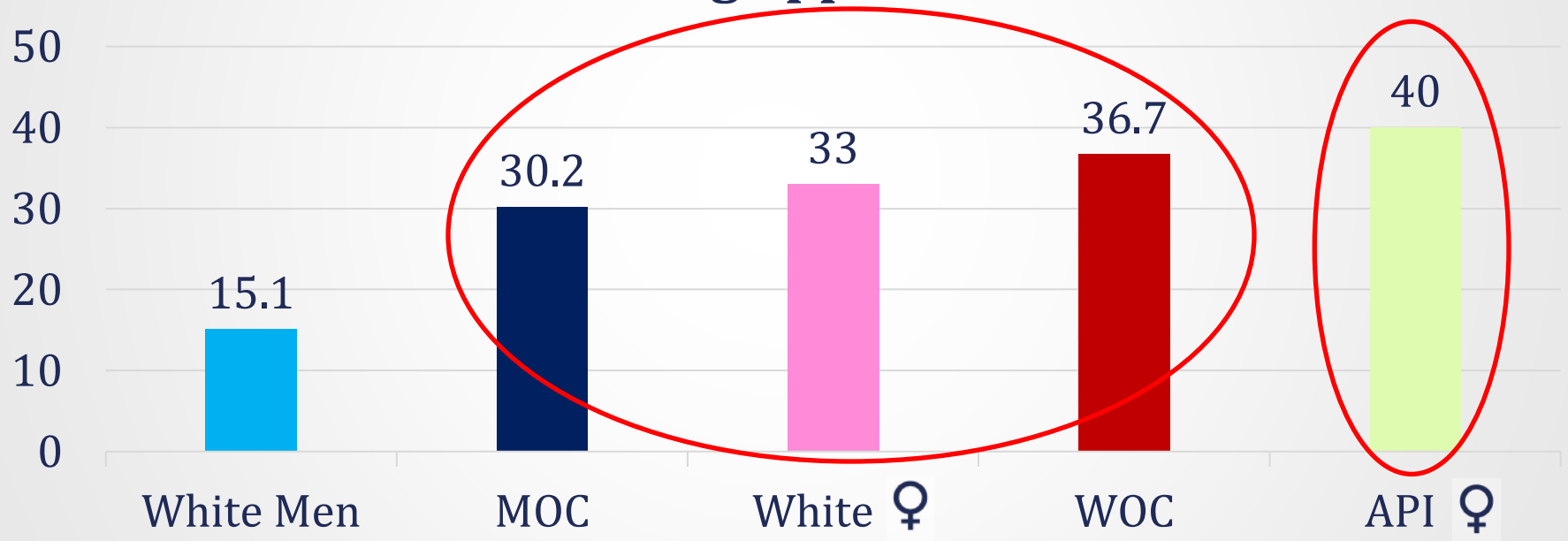
Williams & Dempsey, 2014; Zatz, 2002; Ely, 1994a & 1994b; Keller & Moglen, 1987; Kanter, 1997a & 1997b





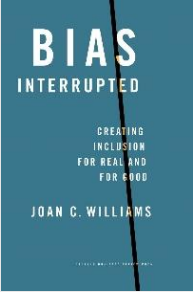
Tug of war

Competition within my group for career-enhancing opportunities



Williams & Korn, forthcoming 2021





Tug of war

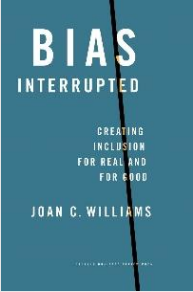
Strategic distancing

“
I’m not a girl at Google, I’m a geek at Google.”

- Marissa Mayer

Derks et al., 2011; Derks et al., 2011; Ellemers et al., 2004



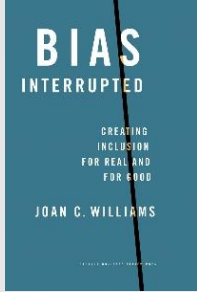


Tug of war

Prove-it-again pass through

“*She had to work extra hard and so expects other women to have done as much as she has.*”





Tug of war

Mommy wars

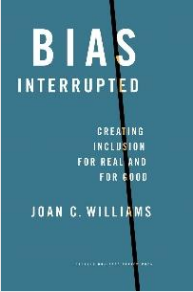
“

I worked long hours and my kids are fine.”

Childfree: “They are just reinforcing stereotypes.”

Childless: “I had to make hard choices.”

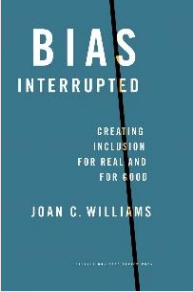




Tug of war

Threat mechanisms

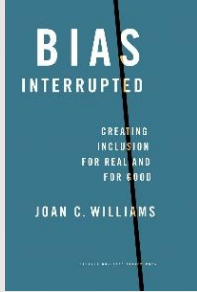
- **Collective Threat**
 - “If another member of my demographic group performs poorly, it reflects negatively on me.”
- **Favoritism Threat**
 - “If I support someone in my group, it will look like I’m playing favorites.”
- **Competitive Threat**
 - “There’s only room for one, so if there’s another qualified member of my group, I’ll lose out.”



Tug-of-war bias interrupters

- Make sure there is not only one “diversity” or “women’s” spot
- Senior women need to recognize...
- Junior women need to recognize...
- Make sure that parents’ flexibility does not come at nonparents’ expense
- There’s no “right” way to be a woman, or person of color





Racial stereotypes

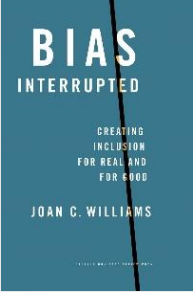


Racial stereotypes

Subtle bias

“Most of the racism is not overt (e.g. using derogatory terms/names), but is more subtle. Colleagues and managers are dismissive – not responding to calls or e-mails, or suggesting one is being overly sensitive. They are demeaning through daily microaggressions—not remembering your name, what you said in the meeting, or interrupting and not allowing you to speak in a meeting.” – Woman of color





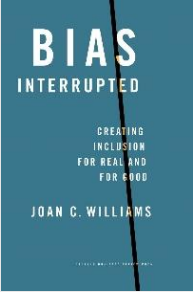
Racial stereotypes

Asian Americans

- Stereotype: high in technical skills but lacking in leadership ability

“Asians are stereotypically seen as subservient and lacking management skills, which you can see in the low representation of Asians in senior management at [STEM organization].” – East Asian woman





Racial stereotypes

Latinx/
African Americans

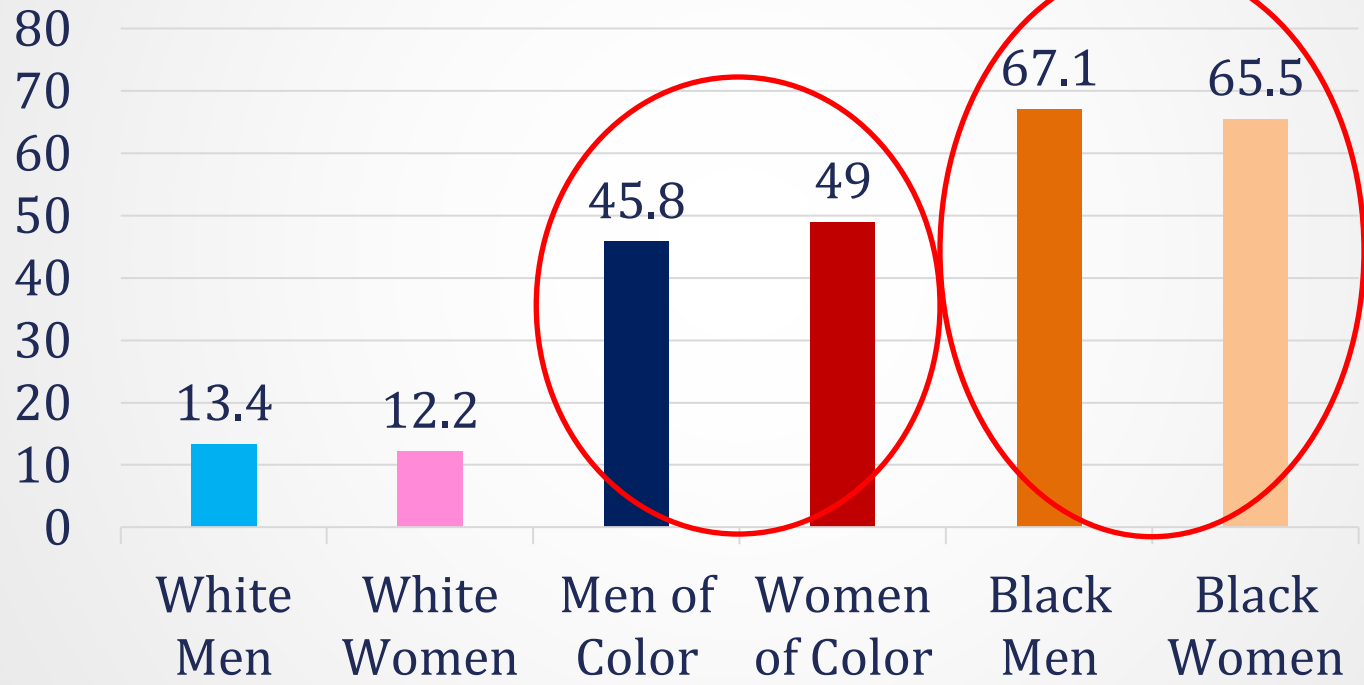
“*I have heard insinuation that Hispanics and African Americans are lazy, “dramatic,” and untrustworthy, assuming I would agree with the sentiments.”* – White man

“*Coworker attempted to make a joke about how machines didn’t break down and tools didn’t go missing as often until Mexicans started working here.”* – Latino man

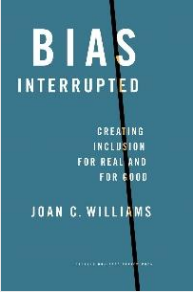
“*I have heard people act like my Black colleagues were ‘reaching above’ their station for not being satisfied where they were.”* – White woman

Racism in the workplace

Experienced racism



Williams & Korn, forthcoming 2021



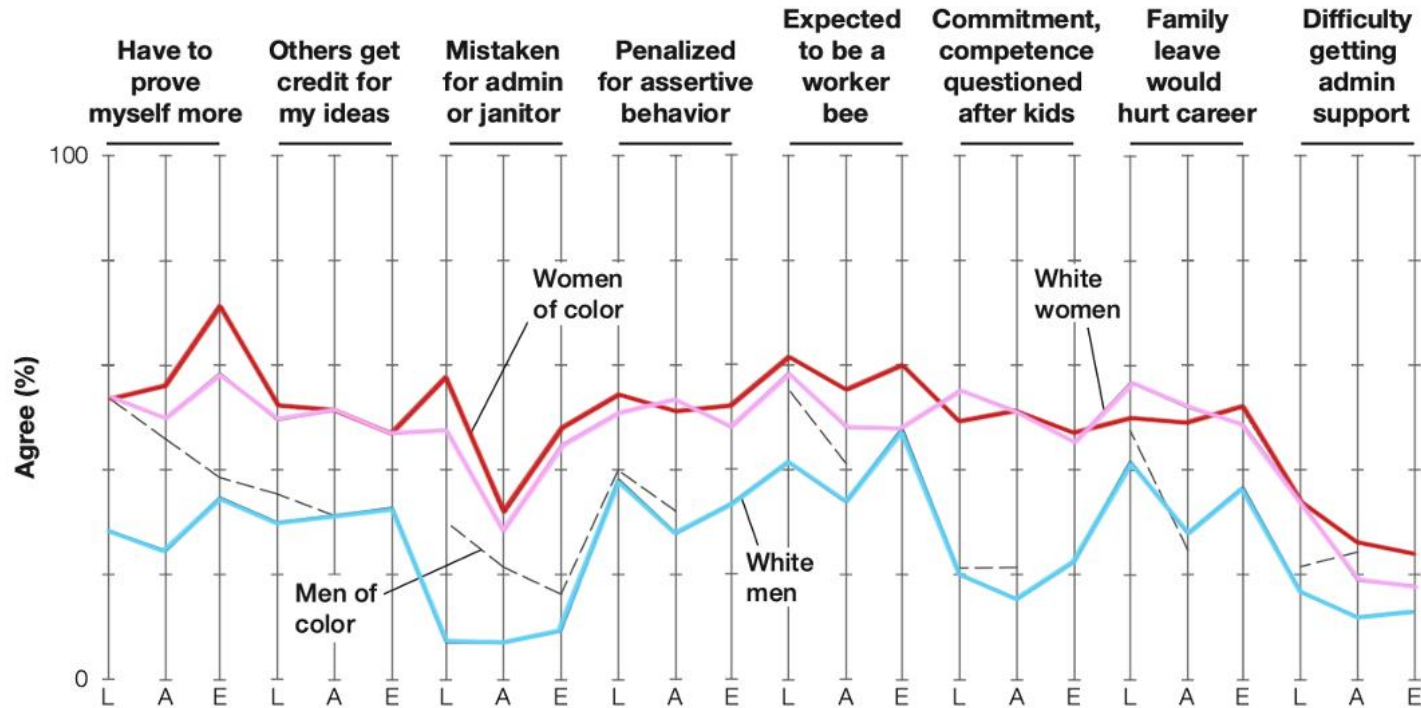
Racial bias interrupters

- Don't make assumptions based on race
- This includes positive as well as negative assumptions
- If a person of color's behavior makes you uncomfortable, stop and reflect before you talk
- Read up



White men report less bias

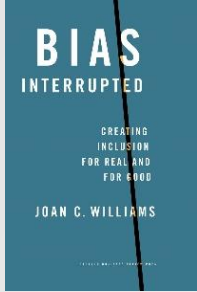
White men are less likely than any other group to report bias



Note: L = lawyers, A = architects, and E = engineers. The lines in the graph for male engineers of color are incomplete where we did not receive enough responses from them to draw conclusions.

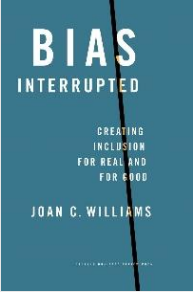
Data collected from 6,296 lawyers, engineers, and architects





Interrupting bias at an organizational level





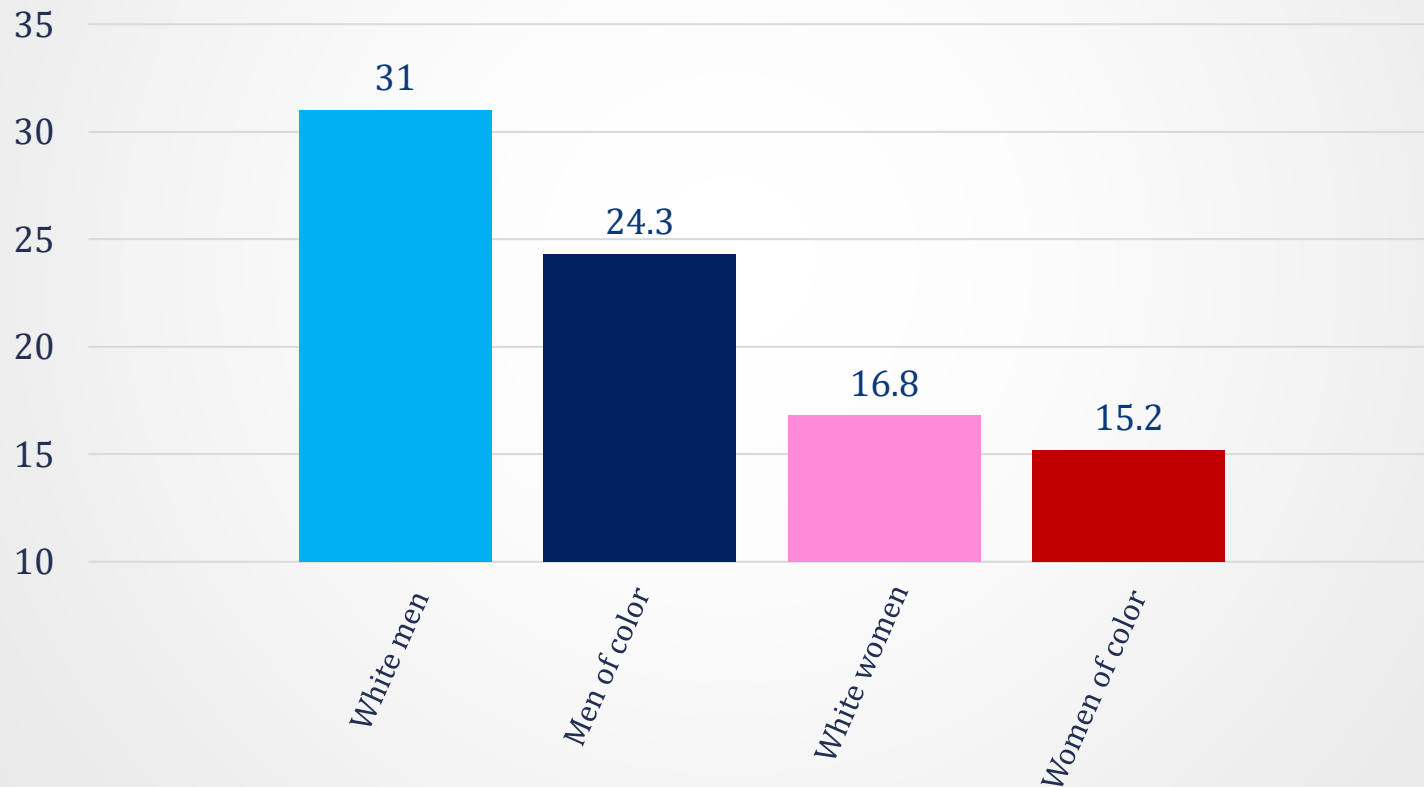
But we're a meritocracy!

- Organizations that believe they are meritocratic show more bias
- People who believe they are “colorblind” show more bias
- Men evaluate gender bias research more negatively than women, esp. in STEM

Castilla & Benard, 2010; Plaut et al., 2009, Handley et al., 2015

Backlash against diversity

Focusing on diversity means lowering the bar and jeopardizing meritocracy



Data from STEM organization



Prove-it-again

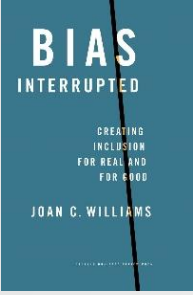
Class

- Resumes sent to 147 firms
 - 2 resumes of white males
 - Identical credentials but different hobbies
 - “Sailing, polo, classical music”
 - “Counseling first-gen students, country music”
- Mr. Polo received 12x more call backs than Mr. Country Music



Rivera & Tilcsik, 2017; Images: <https://www.nptpolo.com/>; Courtesy Incahoots Fullerton <https://www.timeout.com/los-angeles/things-to-do/where-to-go-line-dancing-around-la>

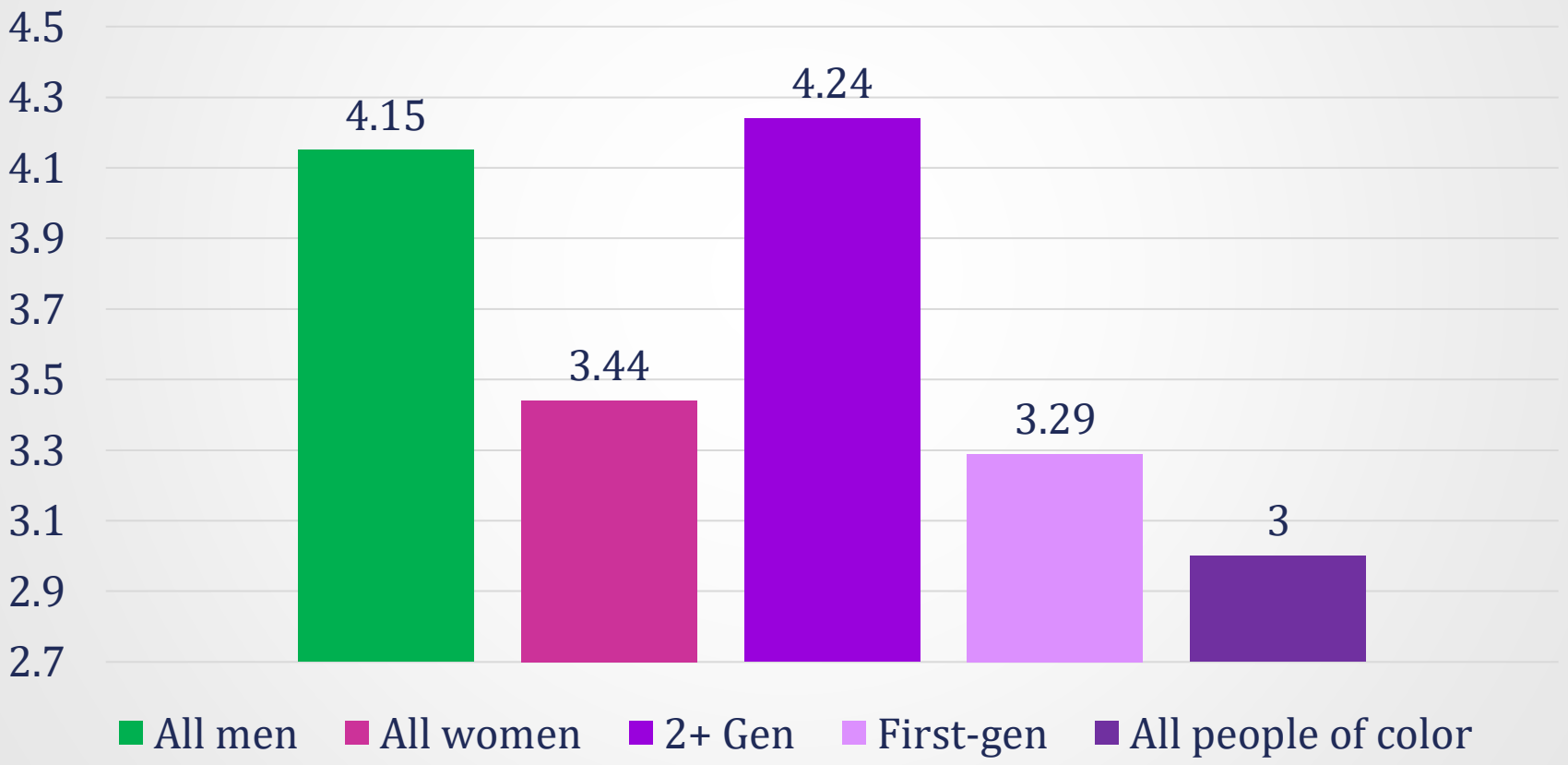




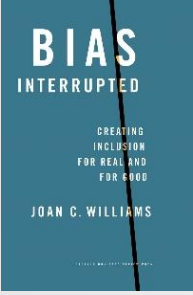
Belonging

Professional services firm data

People who succeed here are a lot like me.



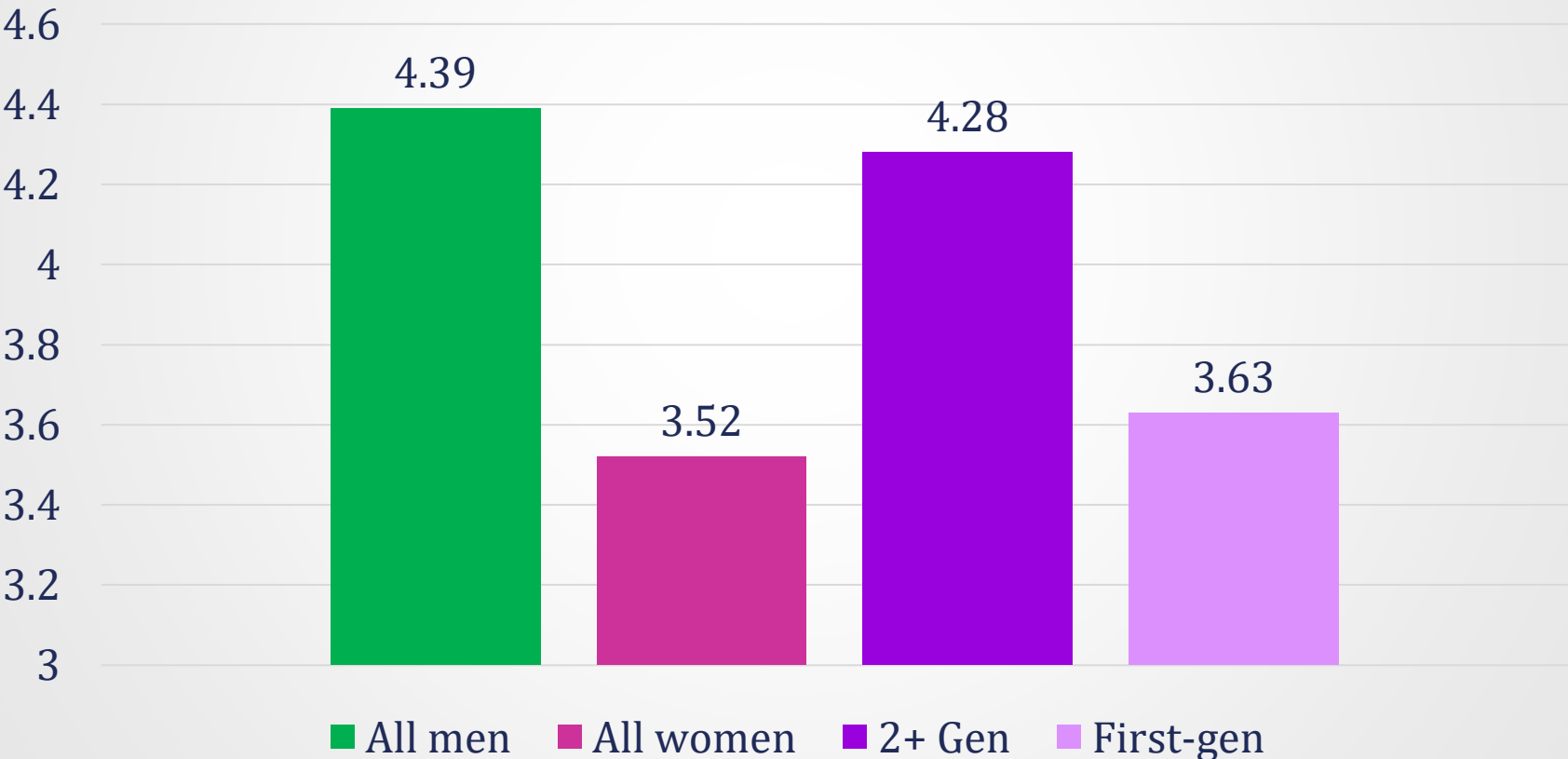
Data from professional services firm



Clear path for advancement

Professional services firm data

I see a clear path for advancement for myself here.

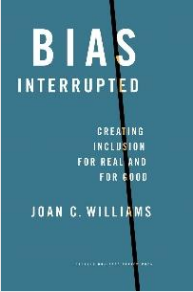


Data from professional services firm

Evidence → buy-in

- Law firm example: who gets the hours?
- Clorox example: hiring, promotion, turnover – by department and by manager
- Metrics establish baselines and help measure progress





www.biasinterrupters.org

- Outcome metrics vs. process metrics
- Establish baselines and measure progress

THE SOLUTION: A 3 Step Approach

1. Use Metrics

Businesses use metrics to assess whether they have progressed towards any strategic goal. Metrics can help you pinpoint where bias exists, and assess the effectiveness of the measures you've taken. (Whether metrics are made public will vary from company to company, and from metric to metric.)

- Track the demography of the candidate pool through the entire hiring process, from initial contact, to resume review, to interviews, to hiring. Break down the demography by under-represented groups: women, people of color, people with disabilities, veterans, members of the LGBT community, etc.
- Track whether hiring qualifications are waived more often for people from certain groups than other groups.

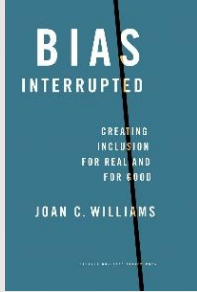
Keep metrics by: 1) individual supervisor; 2) a department; and 3) the organization as a whole.



Role of the CEO

- Give someone the clout they need
- Treat diversity as a business goal
- Use metrics to establish baselines and measure progress
- Debias HR systems
- Change incentives of middle-management





Interrupting bias in performance evaluations

Seven Powerful Bias Interrupters

1. Give evidence (from the evaluation period) to explain and back up your rating.
2. Make sure to give everyone—or no one—the benefit of the doubt.
3. If you waive objective rules, do so consistently.
4. Don't insist on likeability, modesty, or deference from some but not others.
5. Don't make assumptions about what mothers—or fathers—want or are able to do.
6. If you comment on “culture fit,” “executive presence,” or other vague concepts, start with a clear definition and keep track to ensure such concepts are applied consistently.
7. Give honest feedback to everyone who is evaluated—otherwise some groups won't get notice of problems in time to correct them.

available at www.biasinterrupters.org

New tools actually work

- Increased performance evaluations & bonuses for white women, Black women, Black men

Preliminary data

BIAS INTERRUPTERS *small steps big change*

Identifying & Interrupting Bias in Performance Evaluations

The four patterns below describe *tendencies not absolutes*. Here's what to watch out for:

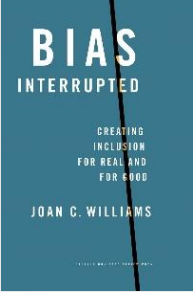
Prove-It-Again! ("PIA") Groups stereotyped as less competent often have to prove themselves over and over. "PIA groups" include women, people of color, individuals with disabilities, older employees, LGBT+, and class migrants (professionals from blue-collar backgrounds).

1. "He'll crush it"; "She's not ready." PIA groups judged on performance; others on potential.
2. "He's skilled; she's lucky." PIA groups' successes attributed to luck, majority men's successes attributed to skill.
3. "It could happen to anyone"; "She blew it." PIA groups' mistakes tend to be noticed more and remembered longer, whereas majority men's mistakes tend to be written off.
4. **PIA groups get horns; others a halo.** Horns=one weakness generalized into an overall negative rating. Halo=one strength generalized into a global positive rating. In addition, mistakes by one PIA group member may reinforce negative group stereotypes.
5. "We applied the rule—until we didn't." Objective requirements applied rigorously to PIA groups—but applied leniently or waived for majority men.
6. **Do only the superstars survive?** Superstars may escape PIA problems that affect others.

Tightrope A narrower range of workplace behavior often is accepted from women and people of color ("TR groups"). Class migrants (professionals from blue-collar backgrounds) and modest or introverted men can face Tightrope problems, too.

1. **Leader or worker bee?** TR groups face pressure to be "worker bees" who work hard and are undemanding...but if they comply, they lack "leadership potential."
2. **Modest, helpful, nice; dutiful daughter, office mom?** Prescriptive stereotypes create pressures on women to be modest, mild-mannered team players—so "ambitious" is not a compliment for women and niceness may be optional for men but required of women.
3. **Direct and assertive—or angry and abrasive?** Direct, competitive, and assertive in majority men may be seen as inappropriate in TR groups—"tactless," "selfish," "difficult" "abrasive." Anger that's accepted from majority men may be seen as inappropriate or even threatening in TR groups.
4. **Office housework vs glamour work.** TR groups report less access to career-enhancing opportunities and more "office housework"—planning parties & cleaning up; taking notes & arranging meeting times; mentoring & being the peacemaker).
5. "She's a prima donna"; "He knows his own worth." The kind of self-promotion that works for majority men may be seen as off-putting in TR groups. Modest men may encounter bias about how "real men" should behave. Strong modesty norms can make class migrants, Asian-Americans, and women uncomfortable with self-promotion.
6. **Racial stereotypes.** Asian-Americans are stereotyped as passive and lacking in social skills; African-Americans as angry or too aggressive: Latinos as hotheaded or emotional.

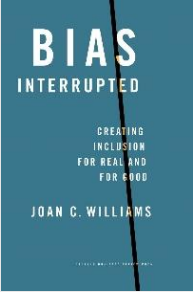




Performance evaluation audit at a law firm

- **Year 1:** 18% of women received comments such as: “I don’t think she wants to be partner”
- **Intervention**
- **Year 2:** Only 1 woman

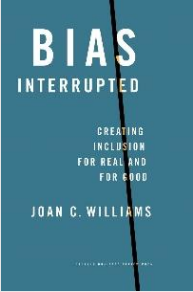
Performance evaluation audit conducted by WorkLife Law



Evaluation audit

- **Year 1:** 9.5% of POC had leadership mentions; also much more likely to receive comments they were “well-liked”
- **Intervention**
- **Year 2:** 100%!



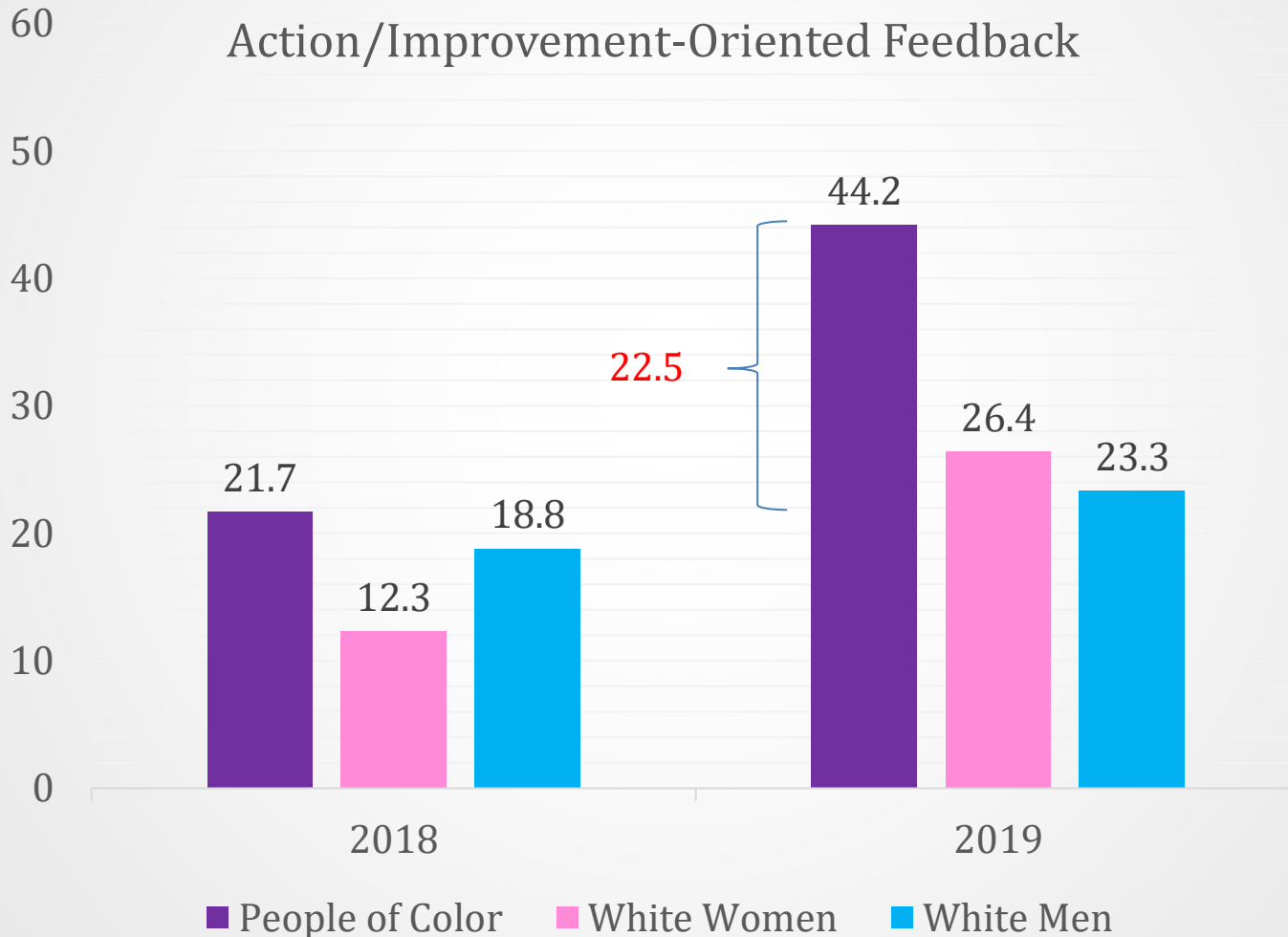


What was the intervention?

- Redesign the evaluation form
- A one hour training
- Do you have to get all rigid and bureaucratic? Not really



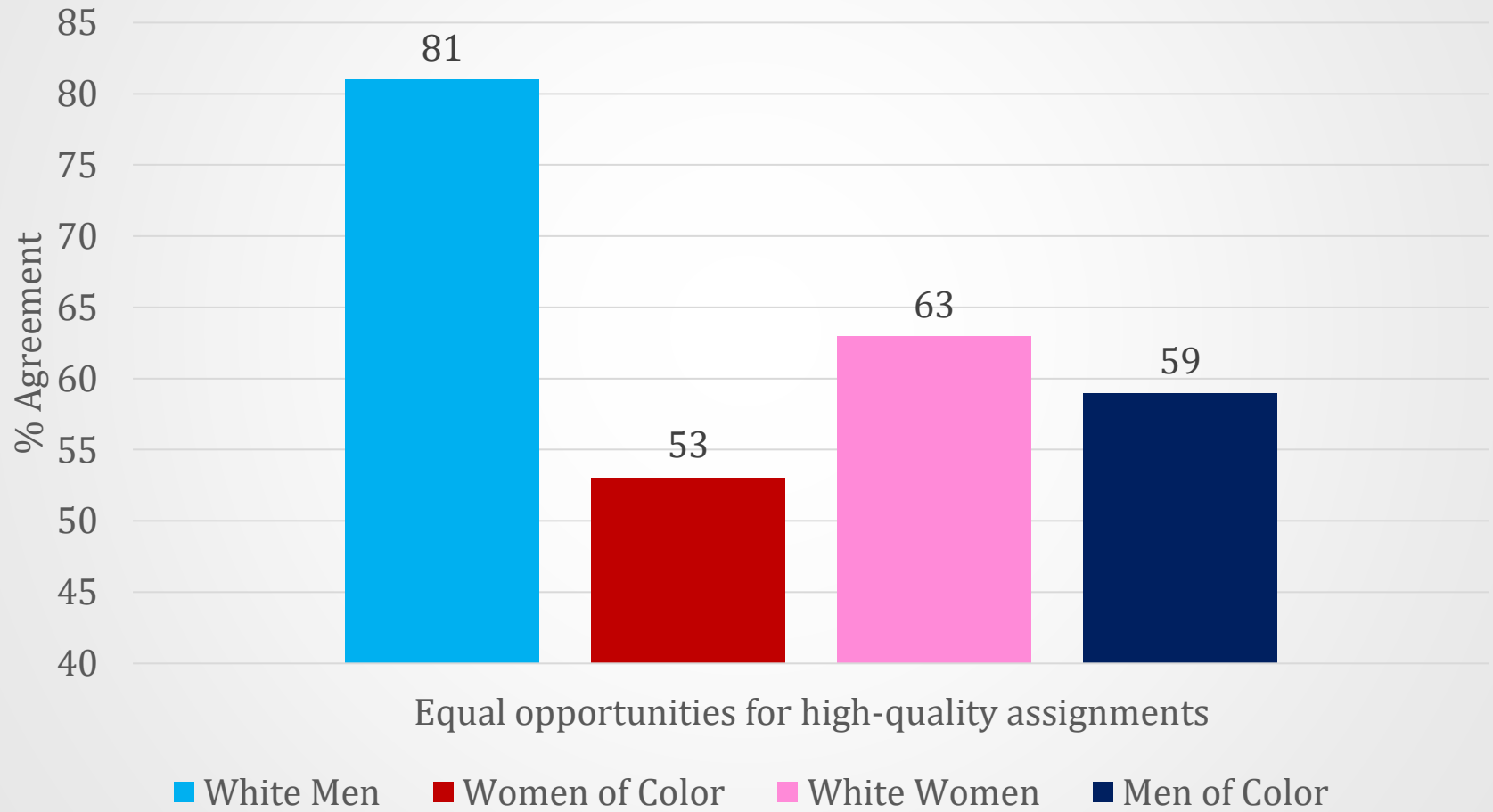
New systems benefit *everyone*



Williams et al., 2021

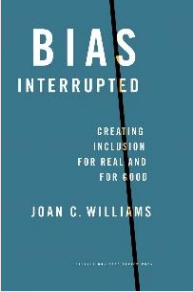


Access to opportunities: law



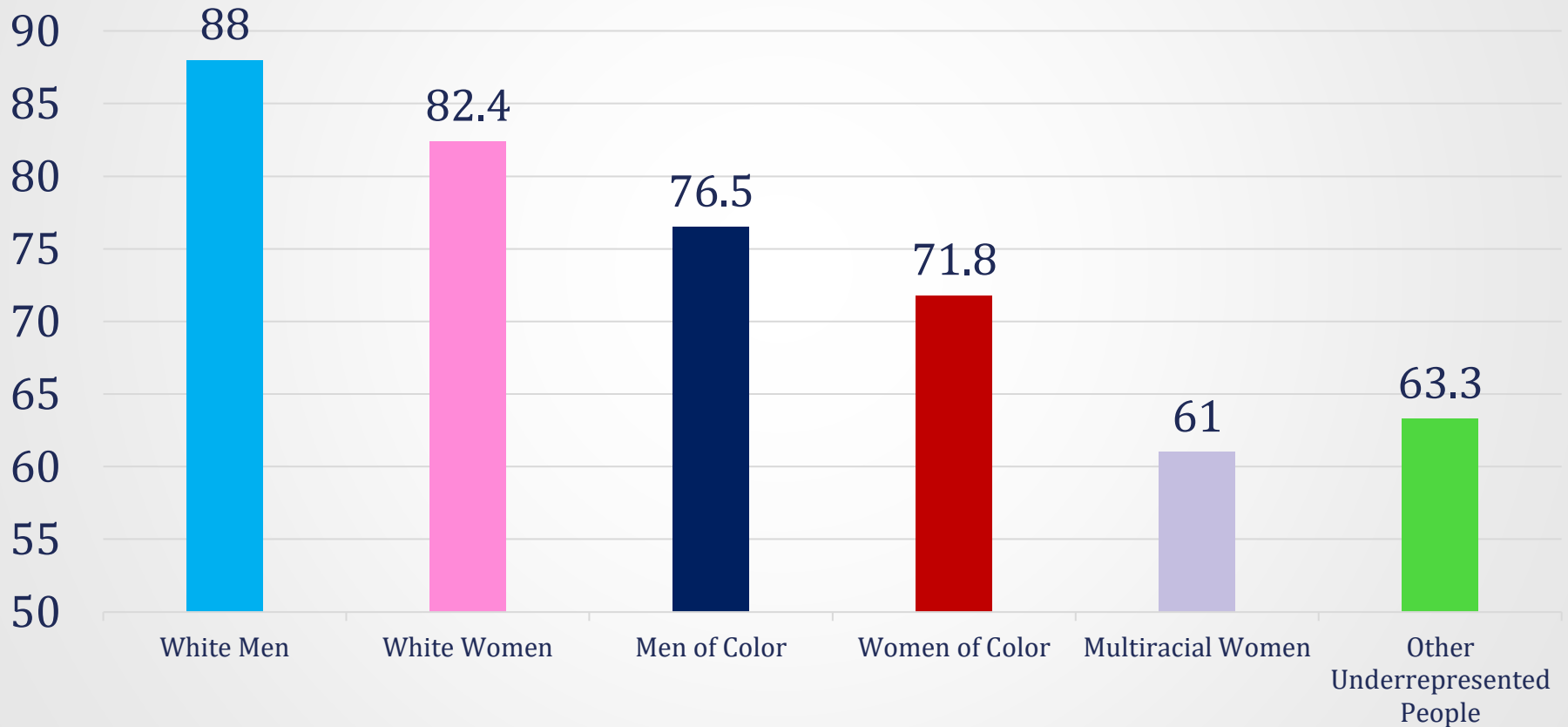
Williams et al., 2018





Architecture

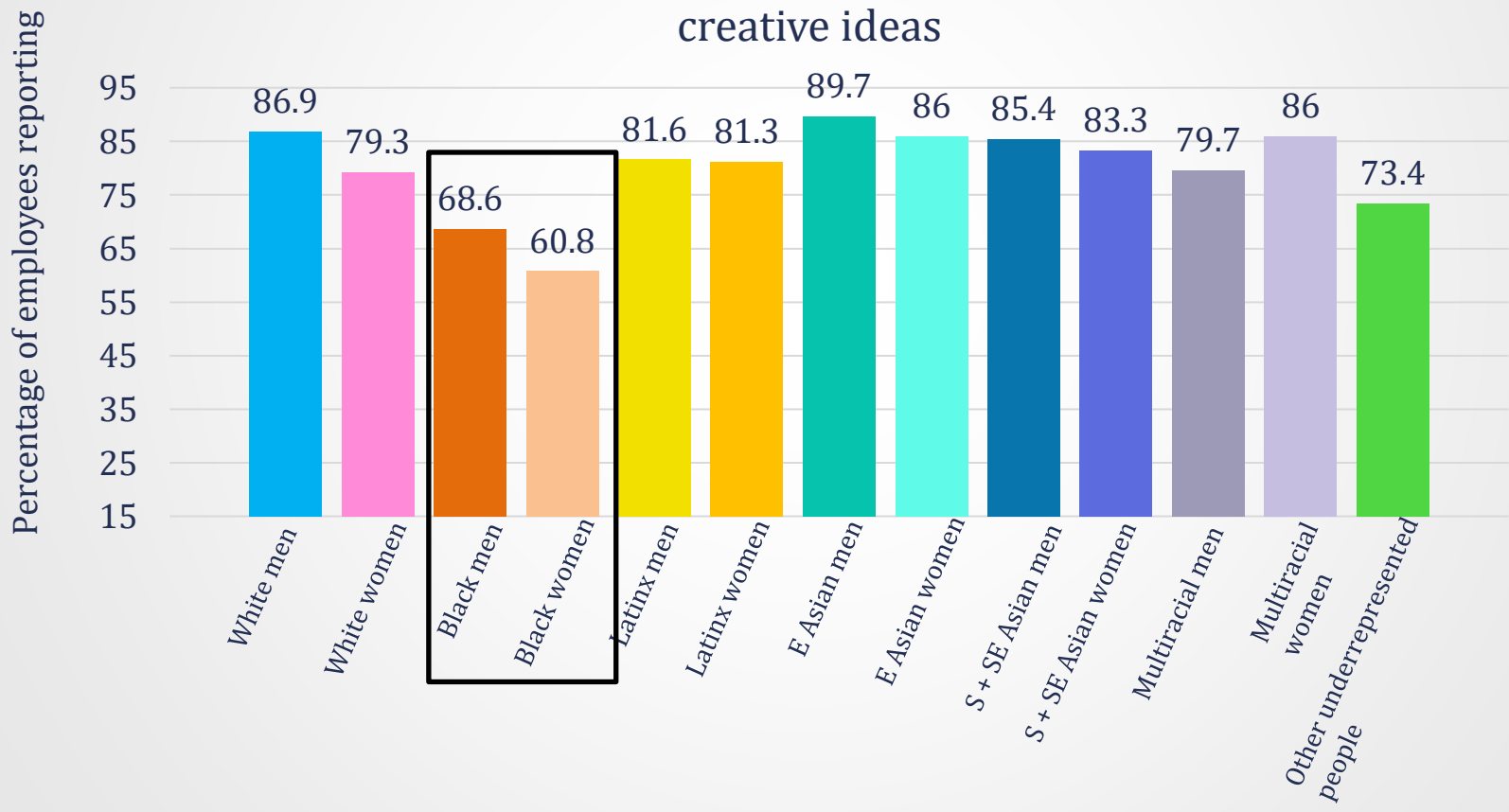
Allowed to develop design ideas



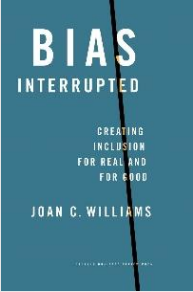
Williams & Korn, forthcoming 2021

Engineering company

I am given equal opportunity to develop and present creative ideas



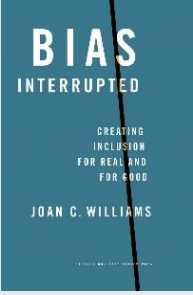
Data from STEM organization



Without this...

- Nothing else matters!
- Is it possible to change this?
 - Hint: only the CEO can
- The book provides a step-by-step





Individual bias interrupters

[BIAS INTERRUPTERS] *small steps big change*

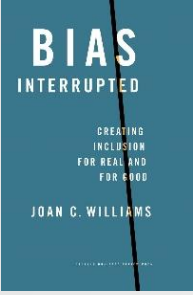
BIAS INTERRUPTERS FOR ASSIGNMENTS *Office Housework Survey*

Please fill in the blanks below. Put in zero if no time was spent on certain tasks.

			Tell us about the peers you have in mind when answering the previous question		
	On average, how much time did you spend per month on each task below?	Do you feel you spent more time on this task than your peers with similar seniority and experience (circle answer)	# of peers you have in mind	# of women in your peer group	# of people of color in your peer group
1. Cleaning up after meetings	__hours__minutes	Yes/No			
2. Planning parties and other social events	__hours__minutes	Yes/No			
3. Getting coffee/food for meetings	__hours__minutes	Yes/No			
4. Taking notes at meetings	__hours__minutes	Yes/No			
5. Fetching documents during meetings	__hours__minutes	Yes/No			
6. Handling logistics and scheduling for meetings	__hours__minutes	Yes/No			
9. Keeping track of paperwork	__hours__minutes	Yes/No			
10. Keeping track of budgets	__hours__minutes	Yes/No			
11. Managing documents and data	__hours__minutes	Yes/No			
12.					
13.					
14.					

Center for WorkLife Law This work is licensed under a Creative Commons Attribution 4.0 International License

<https://biasinterrupters.org/wp-content/uploads/Office-Housework-Survey.pdf>



Tasking tool

[BIAS INTERRUPTERS] *small steps big change*

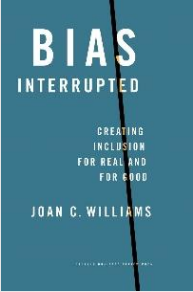
BIAS INTERRUPTERS FOR ASSIGNMENTS *Assignment Typology Worksheet*

Fill out the worksheet below with specific projects/types of work/assignments that are high-profile and fall under the categories provided below:

This process applies to: (circle one) Junior Senior Intermediate () ()

HIGHER-PROFILE WORK:

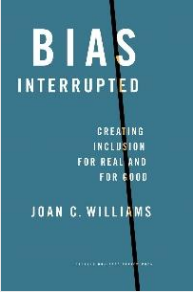
Roles that provide the opportunities to gain new knowledge or become a subject matter expert:
1.
2.
3.
4.
Opportunities to display knowledge to important audiences:
1.
2.
3.
4.
Opportunities to develop relationships inside the company that are important for promotion/compensation:
1.
2.
3.
4.
Opportunities to develop relationships outside the company that are important for promotion/compensation:
1.
2.
3.
4.
Opportunities that grant access to business development resources:
1.
2.
3.
4.
Other high-profile assignments in your organization that lead to promotion:
1.
2.
3.
4.
5.
6.
7.
8.



Return to hybrid work

- Handled well, hybrid work can enhance diversity
- Handled poorly, hybrid work can corrode diversity

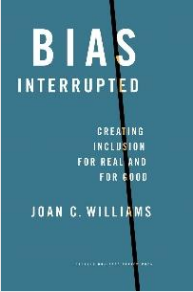




15 things managers can do

- Equalize access to opportunity
 - Set up a rotation for office housework
 - Keep track of who is getting high-profile opportunities
 - Reward lower-profile contributions

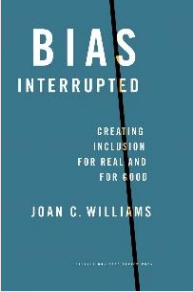




15 things managers can do

- Run inclusive meetings
 - Interrupt excessive interruptions
 - Call out the stolen idea
 - Tap knowledge of introverts and anyone with a modesty mandate
 - Remember, it's a business meeting

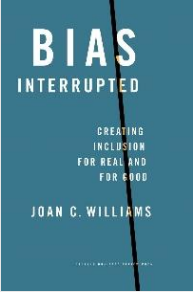




15 things managers can do

- Be respectful of people's nonwork commitments
 - Schedule meetings during business hours
 - Allow remote work if your company permits you to
 - Don't make assumptions



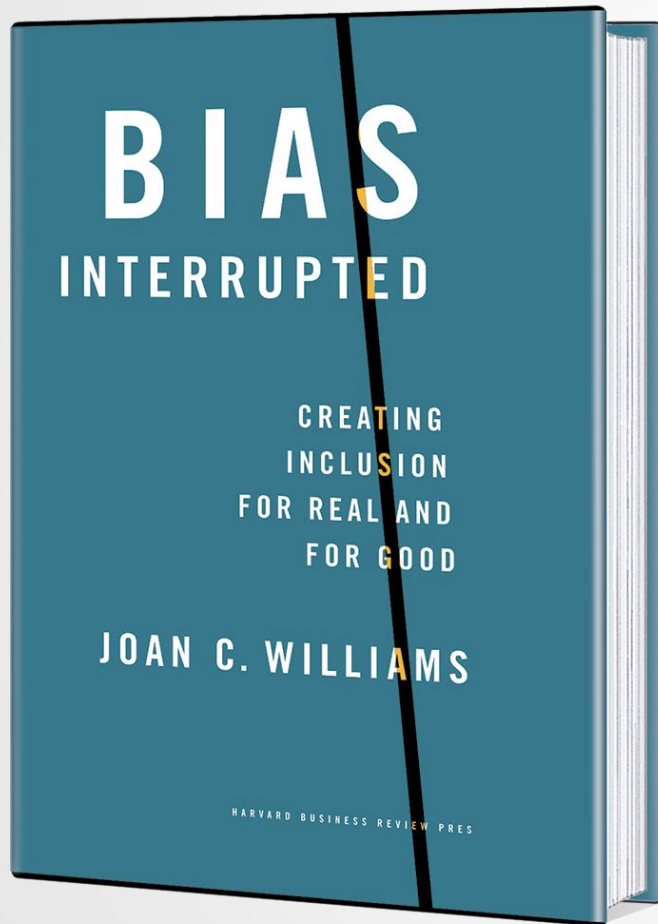


15 things managers can do

- Give effective feedback (including about racist or sexist comments)
 - You need a system
 - Give feedback to everyone
 - Discuss common biases before you write performance evaluations
 - Level the playing field with respect to self-promotion
 - Be matter-of-fact and firm



Bias Interrupted



For more
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