



# A LEADER'S GUIDE TO Counteracting Bias in the Workplace

## ABOUT THIS GUIDE

### **Unconscious (or implicit) bias affects**

**everyone.** What we assume about others and how we interact with others can have a huge impact on our personal well-being and organizational success. Use this guide to help drive successful, open and honest discussions with your team members around recognizing and counteracting bias in the workplace.

## BEST PRACTICES

- Find a **neutral, 'safe' space** to have the conversation
- Share the **purpose** for the discussion and what you hope to accomplish
- Share your own **personal** experiences/examples
- Encourage **everyone** to share their thoughts and experiences
- **Listen** to understand
- Ask **probing** questions
- Eliminate **judgement**

# GETTING STARTED

**Invite your team to the discussion.** It is recommended that you reserve **90 minutes** for the discussion. The following message can be used to send in your meeting invite.

*"To strengthen our company's commitment to diversity, equity and inclusion, you are invited to participate in a conversation on Recognizing and Counteracting Bias in the Workplace. The discussion will take place in a safe, judgement-free environment for you to share your thoughts and feelings around biases you may have experienced. Before participating in the discussion, it is recommended that you self-reflect on your attitudes and beliefs about bias by taking the [IAT assessments](#) that interests you. This will help you come prepared to the discussion personal insights you gained from the results. I look forward to a meaningful and engaging discussion."*

## FACILITATING THE DISCUSSION

### Opening the Conversation

(recommended time: ~20 minutes)

- What key moments or 'Aha' moments did you take from the training? What shocked or surprised you?
- Tell me something new you learned about your own biases that was discovered while taking the training.

### Exploring Personal Biases

(recommended time: ~25 minutes)

- Tell me about a biased behavior or mindset you recognized and would like to change.
- Tell me about a time when you made an automatic assumption about what someone can do or can accomplish based on a stereotype or association. What triggered that behavior?

### Experiencing Bias

(recommended time: ~25 minutes)

- Tell me about a time when you recognized biased behaviors in certain workplace processes (i.e., talent reviews, preferential treatment, internal promotions, employee referrals, perceptions of a "good" cultural fit).
- Tell me about a time when someone prematurely assumed something about your character before getting to know you personally or professionally. What do you think triggered their behavior? How did it make you feel? How did you respond?

### Reducing Bias

(recommended time: ~15 minutes)

- What actions or commitments are you willing to make to overcome or control your bias toward others? What support do you need from me to accomplish this? What can we consider trying together?

## CONTINUING THE CONVERSATION

**Unlearning unconscious (or implicit) bias can take time, but it can be done.**

The [Unconscious Bias Toolkit](#) provides supplemental learning resources to help you in this journey. The toolkit contains quick links to insightful research articles, TED Talks, case studies, book recommendations, additional discussion activities and much more to help you keep the conversation going and take achievable measures to counteract bias in the workplace and beyond.