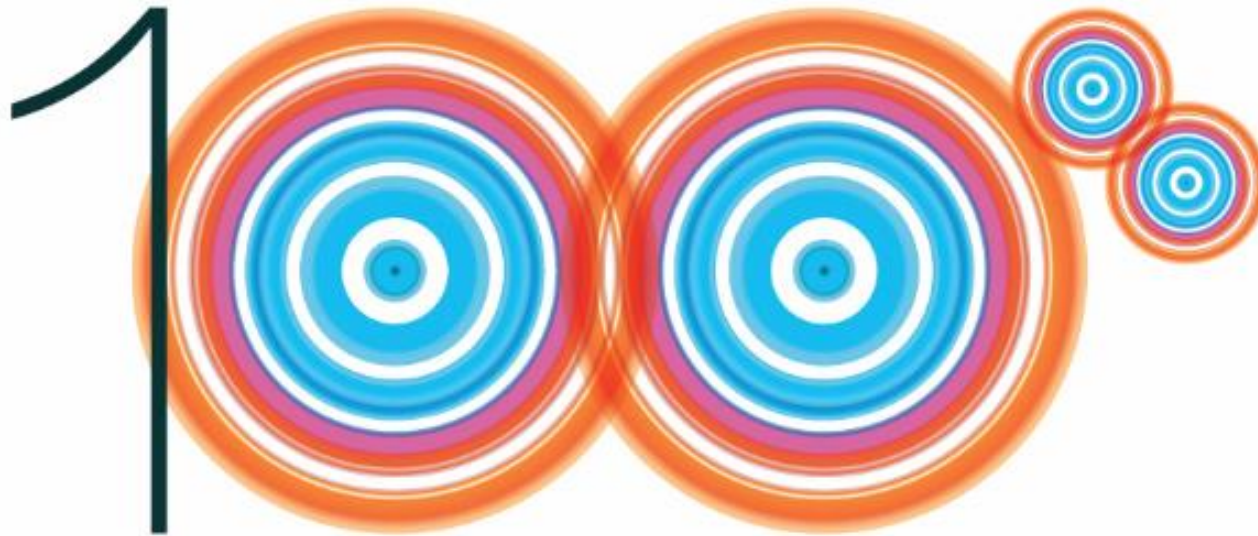


Unconscious Bias Revisited



The one hundred percent project



Something light-hearted to begin with...



Back to Basics

Conscious

- Logic-based
- Truth-dependent
- Slow and systematic
- Controllable, deliberate
- Easily updated

Unconscious

- Association-based
- Truth-independent
- Rapid and pattern-sensitive
- Uncontrollable, spontaneous, automatic
- Rigid, resistant to change

The “Speed Over Accuracy” Trade-off

- Unconscious thinking is very useful and adaptive, as long as the parameters and objectives remain the same
- Unconscious thinking is highly error-prone if the parameters are dynamic or changeable

Common Unconscious Biases

- **Affinity and In-Group Bias**

- People like me, my tribe
- Shifting standards, hiring in our own image

- **Groupthink & Anchoring**

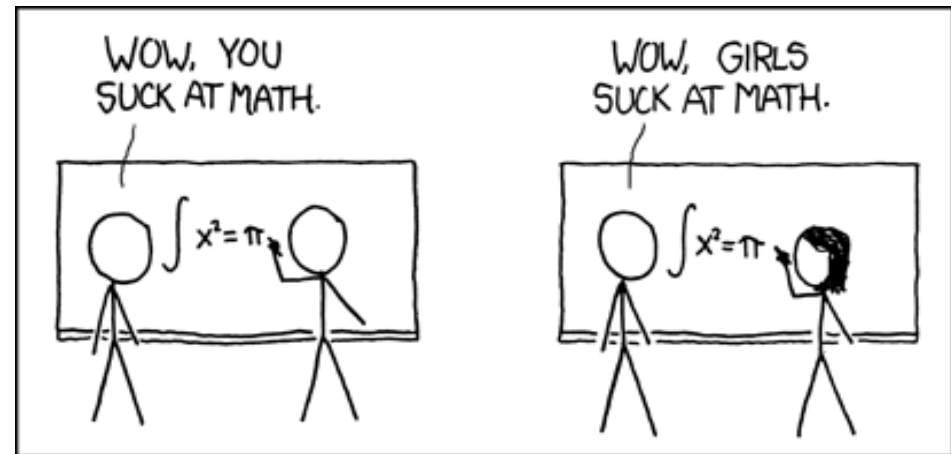
- Consensus over common sense
- Homogeneous groups exert more pressure to conform

- **Confirmation Bias**

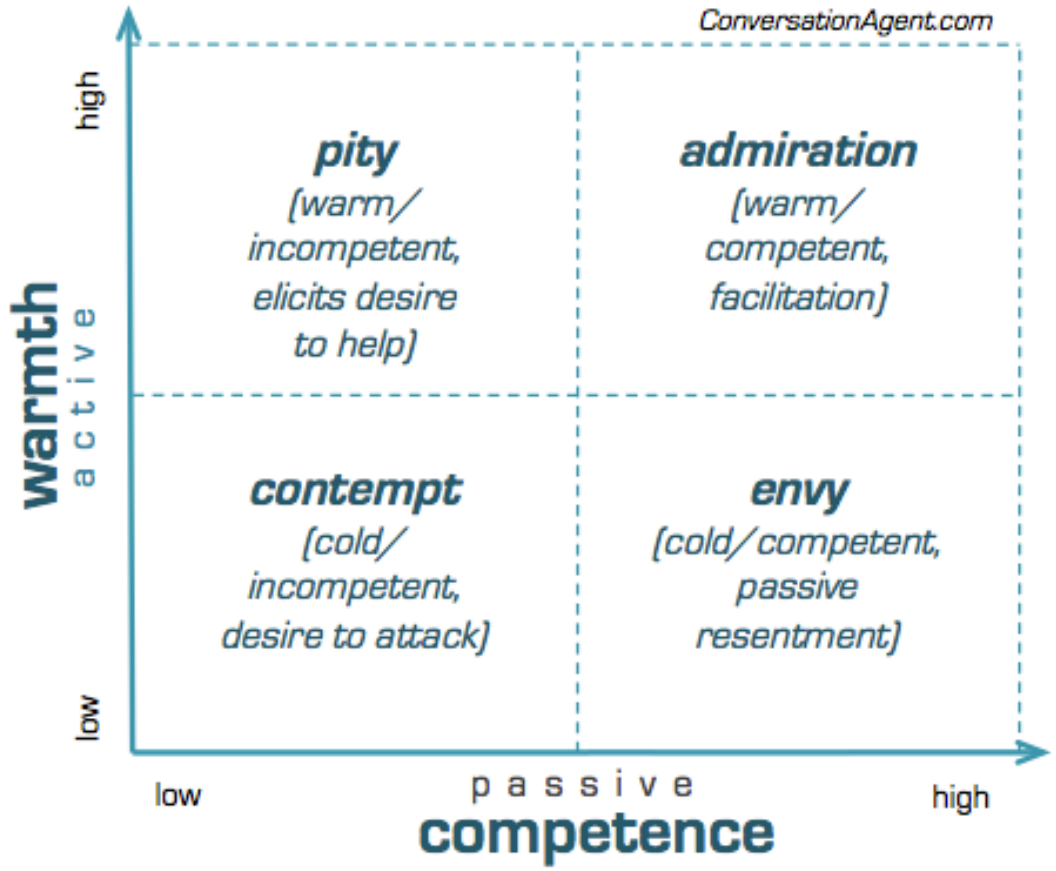
- We tend to ignore disconfirming evidence
- We become overconfident

- **Stereotype dynamics**

- Minimising intra-group differences – Maximising inter-group differences



The Universal Stereotype Content Model



[illustration of how we see others, Amy Cuddy et al]

What Biases Look Like At Work

Self-fulfilling
Prophecy

Micro-
Aggression

Merit
Paradox

Backlash

There are bottom-line costs to organisations

- Unrecognised and unrealised talent
- Inability to assess risk or adapt to change
- Inability to exploit new markets effectively



Why Awareness (Alone) Doesn't Work



What Can We Do?

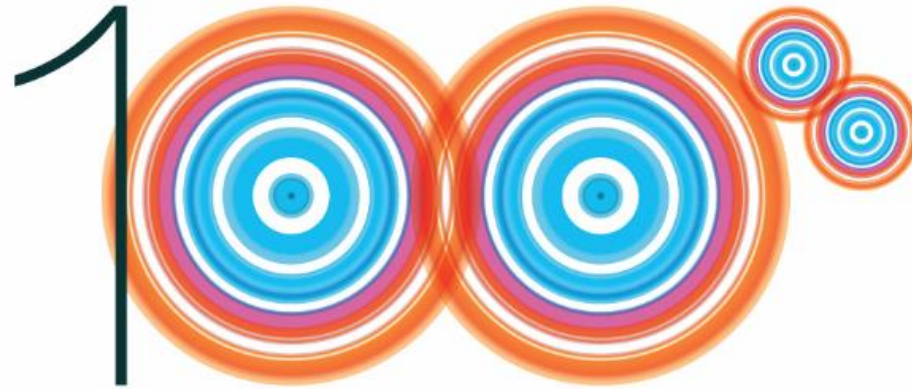
- **Organisations:**

- Be realistic about the change you want to see
- Build conscious, deliberate interruptions into established processes in order to slow thinking down
- Target these interruptions to your organisation's hot spots
- Actively seek out and share disconfirming evidence

- **Individuals:**

- Remember that we all have unconscious biases and we all experience change immunity
- Look for disconfirming evidence and share it with others
- Help others to understand the complexities and subtleties of the challenge
- Consider how you can support female candidates for promotion or selection

For further information:



The one hundred percent project

www.theonehundredpercentproject.com.au



www.plumconsult.com.au