



leaderscript

COMBATING IMPLICIT BIAS IN HIRING



LET'S START WITH A ...

RIDDLE

HOW IS THIS POSSIBLE?

IF YOU ARE FAMILIAR WITH THIS RIDDLE, THINK ABOUT YOUR REACTION THE FIRST TIME YOU HEARD IT.

A father and son are in a horrible car crash. They are rushed to the hospital where they are taken into separate operating rooms. Just as the son is about to go under the knife, the surgeon says, "I can't operate -- that boy is my son!"

**THE DOCTOR
IS THE
BOY'S
MOTHER.**



DID YOU KNOW

RESEARCHERS AT BOSTON UNIVERSITY (BU) CONDUCTED A STUDY USING THIS RIDDLE AND ONLY 15% OF CHILDREN AGES 7 - 17 AND 14% OF BU PSYCHOLOGY STUDENTS SOLVED IT.

PARTICIPANTS THOUGHT OF THE FOLLOWING ANSWERS MORE OFTEN THAN THE CORRECT ONE:

- THE MAN IN THE CAR WAS THE BOY'S STEP-FATHER.
- THE BOY HAD TWO FATHERS.
- THE "FATHER" WAS A PRIEST.



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REFLECT

Why do you think so many
people have a hard time
imagining the boy's
mother as the surgeon?

**YOU MAY
HAVE
CONSIDERED
THAT...**

LIKE IT OR NOT, WE ARE SOCIALLY
CONDITIONED TO THINK OF:

**MEN AS
PROFESSIONALS**

**DOCTORS -
ESPECIALLY
SURGEONS - AS
MALE**

**IT IS DIFFICULT FOR
US TO THINK
OUTSIDE OF THESE
GENERALIZATIONS**

THESE GENERALIZATIONS ARE EXAMPLES OF IMPLICIT BIAS

IMPLICIT BIAS REFERS TO
UNCONSCIOUS ATTITUDES AND BELIEFS
THAT INFLUENCE OUR THOUGHTS AND
ACTIONS.



Let's try an experiment.

Where do implicit biases come
from?



WHAT DO YOU
NOTICE?



THE WOMAN IN THE PICTURE IS:

- WHITE
- YELLING
- ANGRY
- WEARING A SWEATER

17x24

According to Noble Prize winning psychologist, Daniel Kahneman, our brains operate in two systems.

SYSTEM 1

unconscious,
automatic, fast,
effortless

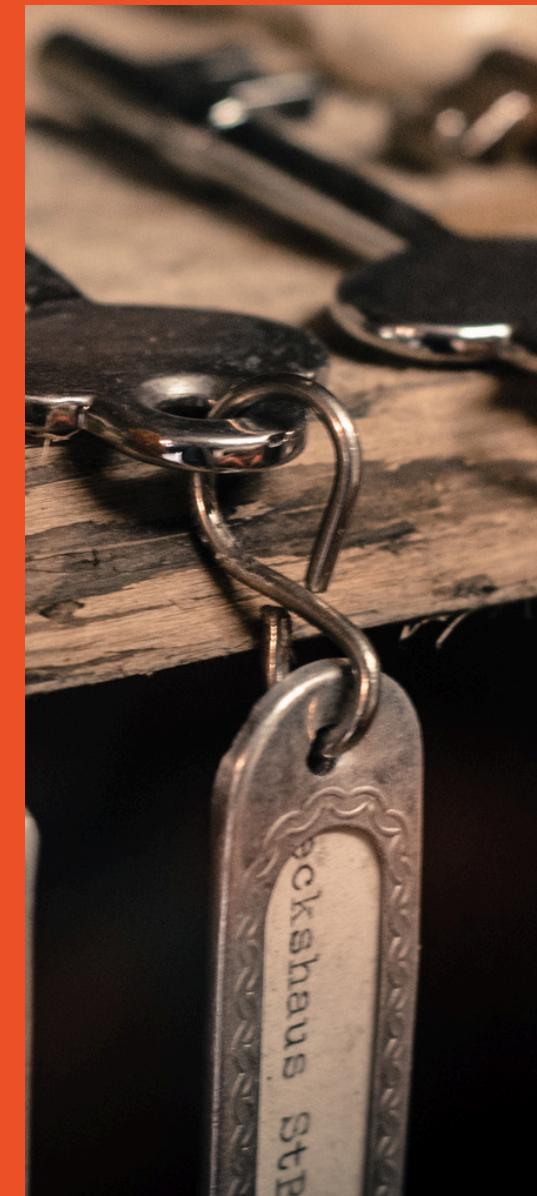


SYSTEM 2

conscious, slow,
and deliberate

17 X 24

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What do Systems 1 and 2 have
to do with implicit bias?

Our brains process tons of information every day.



System 1 is our default way of thinking. Its goal is to lighten the mental load.

This system **subconsciously** looks for patterns and makes associations to help us process information quickly and efficiently.



We **all** have implicit biases.

Yep - even you.

This video is
adapted from
Jay Smooth's
TedX talk at
Hampshire
College.



[Watch video on YouTube](#)

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FIRST STEP

THE FIRST STEP
TO
INTERRUPTING
IMPLICIT BIAS IS
RECOGNIZING
OUR OWN.



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REMEMBER! →

Implicit biases can be formed around many factors: gender, religion, socio-economic status. . .even what college someone attended.

Implicit bias around **race** is one of the most influential factors, and we must actively work to retrain our brains.

A F F I N I T Y B I A S

ONE

Our goal is to help candidates be at their very best. If they still don't meet the bar, we will know this wasn't the best fit for their skills and experience.

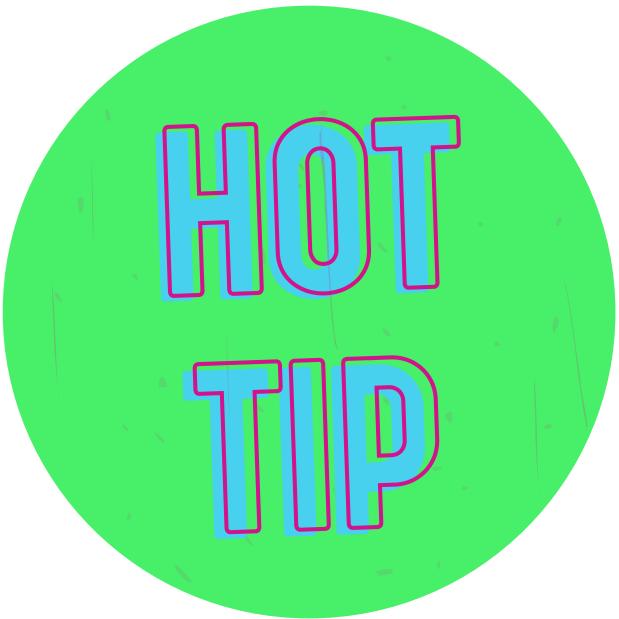
TWO HEADLINES

TWO

We want every candidate to leave as an advocate for our organization. They will share their experience at the interview with others, and we want their overall experience to be GREAT, even if they do not receive a position.

GUARDRAILS

- Only ask the questions in the interview guide. This is important to ensure all candidates have the same experience.
- We are NOT force ranking. Please complete your ratings and notes after each interview.
- The Board ultimately makes this decision. This will not be a democratic decision. Your input is invaluable but the Board may select a specific candidate based on their governance needs.



Use prompts for more information:

- Tell me more.
- Can you provide an example?
- What did you mean when you said. . .?
- When you said, “x,” I thought, “y.” Did I understand correctly.



Work / Visa Status

- Are you a US citizen? You sound like you have an accent - where are you from?

Marital / Family Status

- Are you married? Do you have children or plan to in the future ?

Age

- How old are you? When were you born? How long have you been working?

Disability Status

- How is your health? Do you have any medical conditions?

Religion

- Your name looks Islamic - are you Muslim? What church do you go to?

I L L E G A L Q U E S T I O N S