

Session 2: Understanding your Bias

Women in Leadership
Program 2020



Debrief

Questions & Reflections on:

- Session 1
- Intersession Work
- Accountability Partners

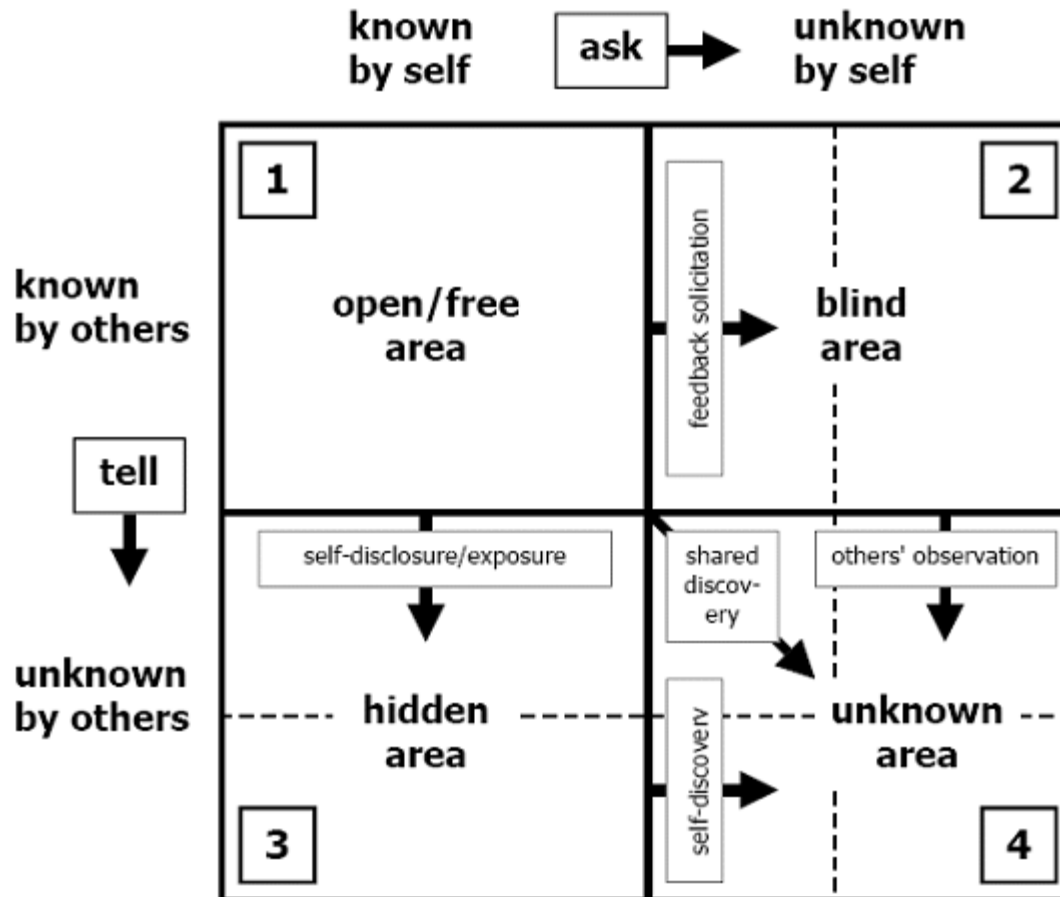


TODAY'S Agenda

1. Rules of Engagement
2. Processing Feedback
3. Unconscious Bias Defined
4. Reframing Bias
5. Reinforcing the Reframe
6. Managing Triggers and Bias



Johari Window



Processing Your Feedback

- Objective
 - To help you understand how others perceive your leadership
 - Compare your self-perception with how others perceive you
 - Establish the gap between where you are and your vision
 - To determine next steps in regard to your leadership development goals and tasks
- Supported by a peer coach
 - ☐ Your thinking partner
 - ☐ Your objective support
 - ☐ Someone to help you be accountable



Your Reflected Best Self

- From all the data available to you, indicate the clear areas of strength you bring to the table. This is not a time to be bashful. Take this opportunity to own your real strengths.
- What did you learn about who you want to be? How wide is the gap between your aspiration and your daily self? Are you surprised at the difference (either smaller or larger than you thought?)
- How has visualizing your best self impacted your career aspirations?
- Are you on the path to your ideal job? What can you adapt in your existing job to move towards the ideal? Is this in your control?
- How much has your career deviated from your original goals? What could this tell you about goal setting for the future?



The Great Reversal – with partner

Your role

8 min

- You serve as a consultant to yourself
- Based on the analysis of your feedback, share your interpretation of your own feedback to your partner, as if your partner is you
- Explain your strengths, areas of development, patterns and discrepancies
- Stick to your consultancy role!

Partner's role

- Your role is to help the other gain a thorough and *balanced* understanding of the feedback data they received
- Listen intently
- Ask probing and clarifying questions to help your partner understand the significance of the data for their leadership



Feedback Reflections ...

4 min

With another person discuss ...

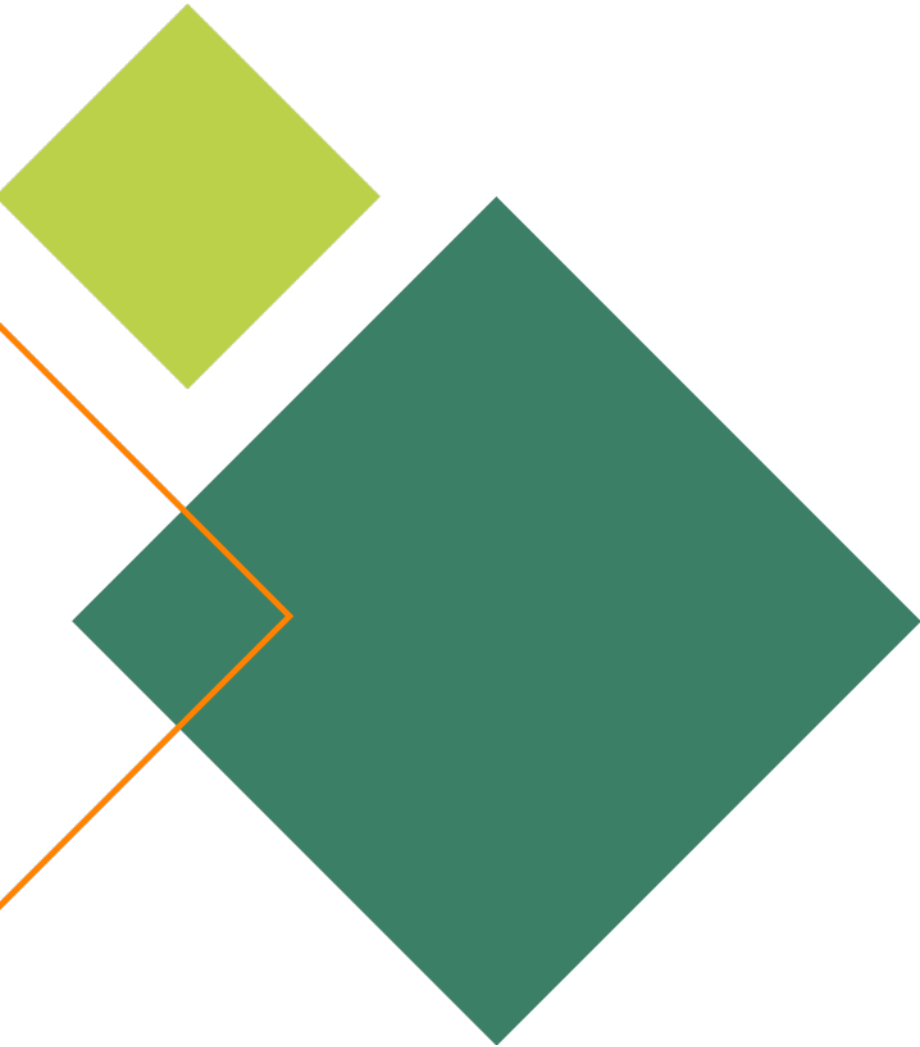
- What surprised you?
- What are you pleased about?
- What are you concerned about?
- How does this exercise inform your development goal?



When you think about your vision ...

- What supports your vision?
- What are the barriers?
- Are these barriers internal or external?

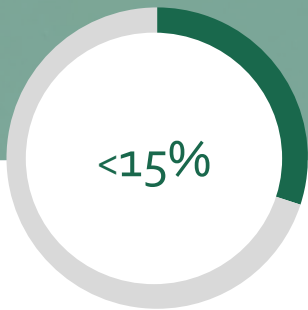




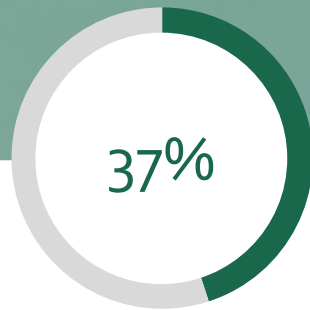
**Any questions
before we take
a break?**

Women in Leadership

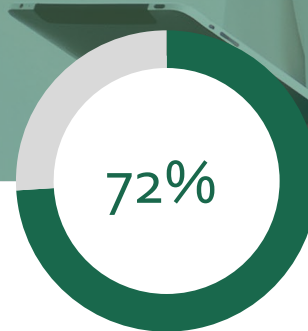
Where are we?



Of executive leadership is women
(McKinsey)



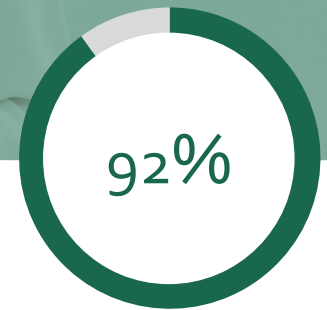
Top 20 financially performing companies had 37% women in leadership v. 19% for the lowest
(DDI)



Of CEOs concerned about lack of talent in leadership (PWC)



Percent of senior living workers that are women
(Argentum)



Believe there are insufficient numbers of women in leadership
(Skillsoft)





2%

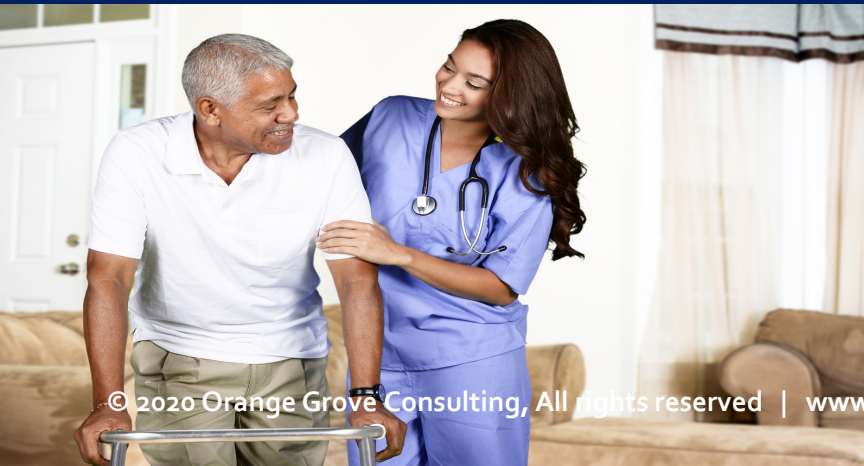
Women of color
make up only 2% of
senior leadership
(AAUW)

45%

Of companies in
the US have ZERO
racial diversity in
their Exec Team
(McKinsey)



87% of CEOs in the top
115 Eldercare Companies are
Male (Senior Living Executive, 2017)



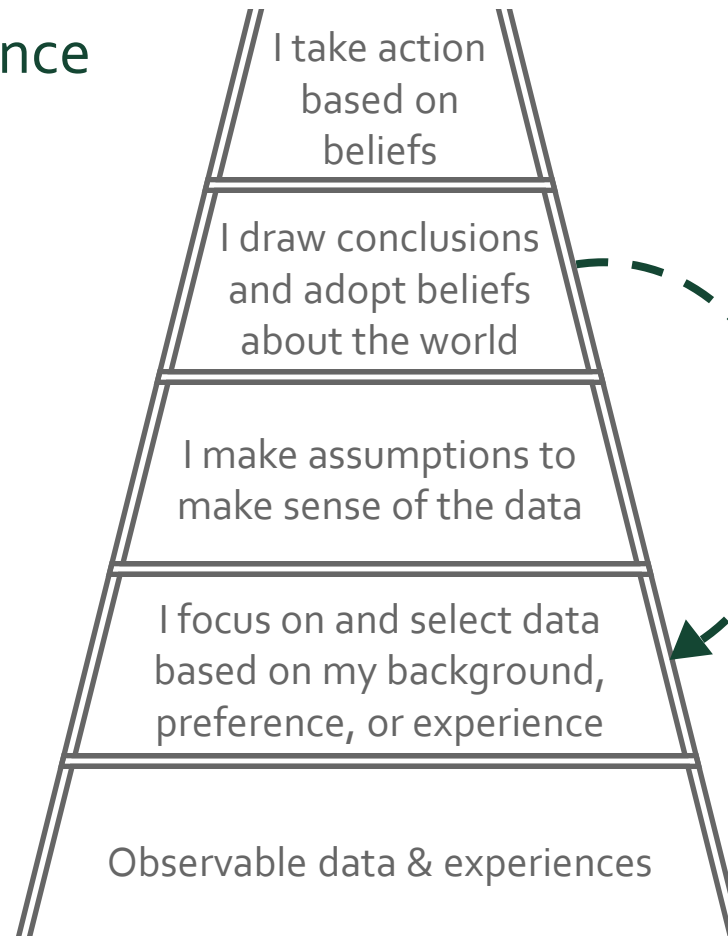
What is Unconscious Bias?



Biases Help Us Make Sense of the World

Ladder of inference

Chris Argyris 1990

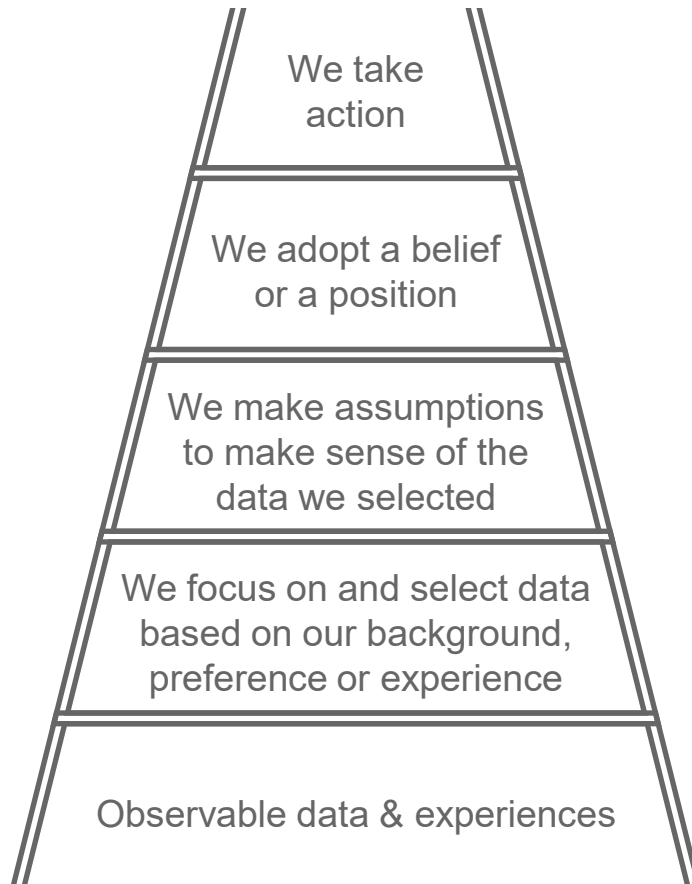


The reflexive loop

- Our beliefs affect what data we select next time-



Our Bias in Action



I'll come back and explore more with my mom.



"What a beautiful place"



A lively place with great architecture and artistic character.



FILTER - Architect



An Eldercare facility, with old buildings, many people in halls and lots of diversity

I am glad I am leaving and will never visit here again.



"What a dump"



Dirty. Not modern. Not well kept.



FILTER- Finance Executive

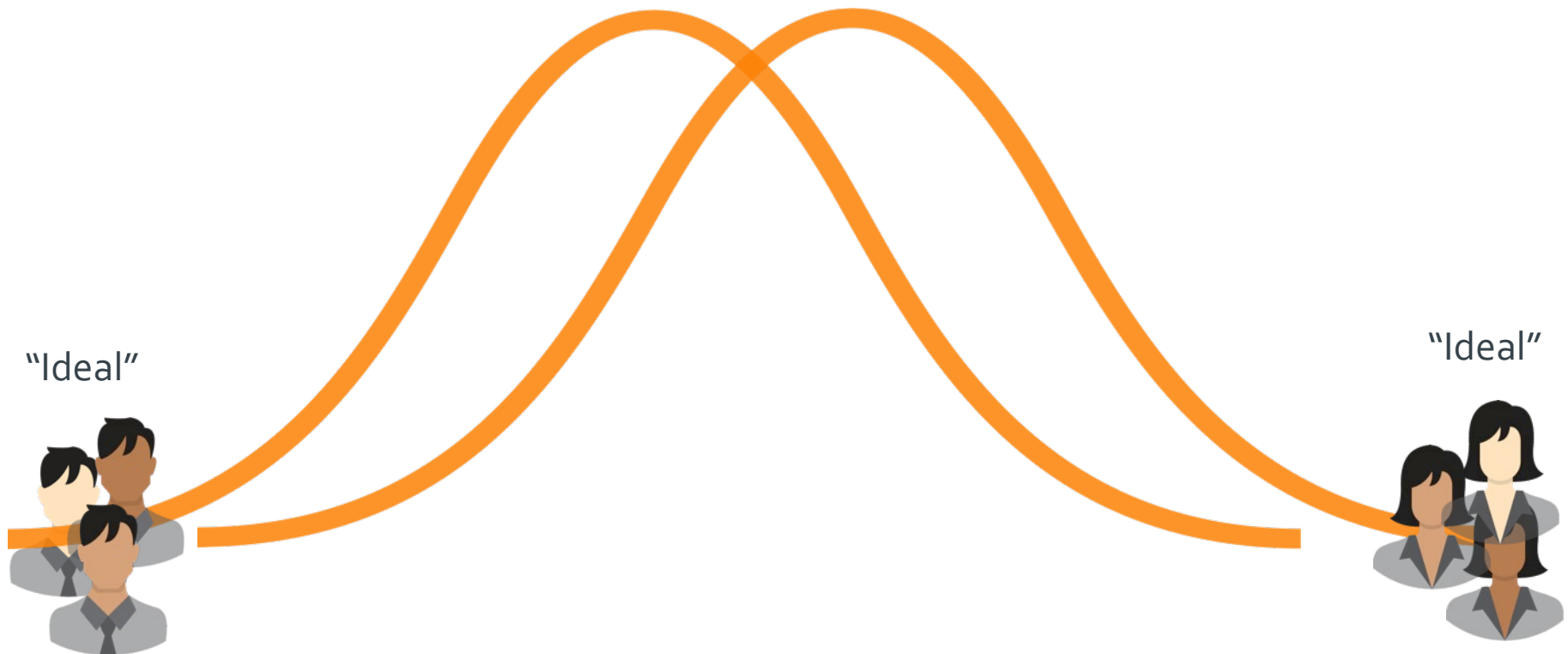


An Eldercare facility, with old buildings, many people in halls and lots of diversity



We Are More Alike than Different

Except at the extremes



The Impact of Biases



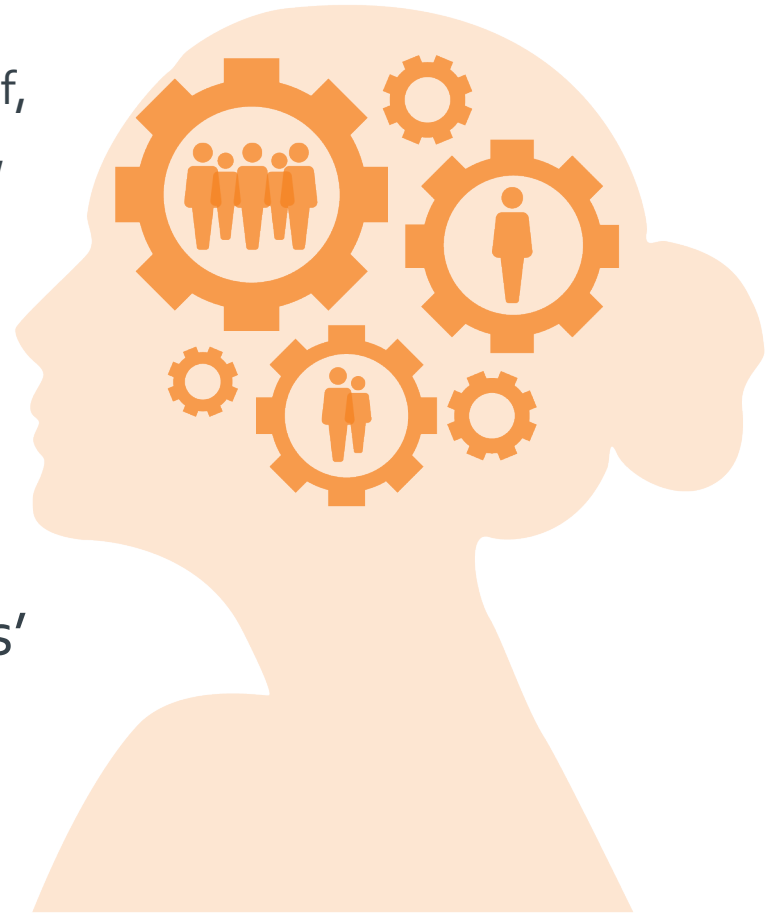
Evaluation
Hiring/Firing
Promotion
Rewards
Risky
Assignments
Trust



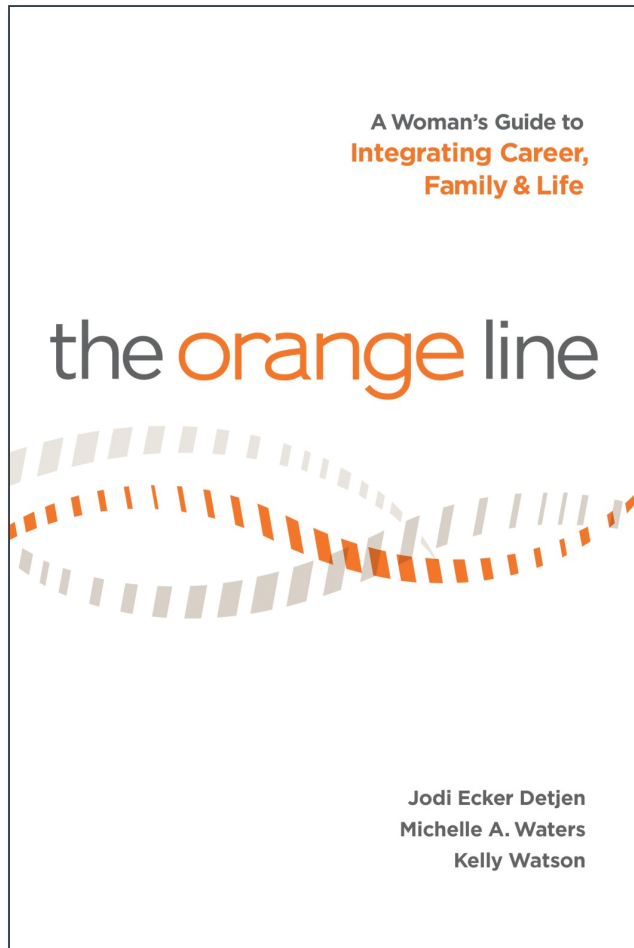
External Biases have Internal Impacts

Think of time when you were in the minority in some way (e.g. for your belief, the way you looked, your socioeconomic group, etc.). Answer the following

- What impact did this experience have on your behavior at that time?
- What impact did it have on others' perceptions of you?
- What impact did it have on your perceptions of others?



Our Research



- ✓ Completed 2 year study of college-educated women
- ✓ 9.1% WOC
- ✓ Women shared personal stories and advice



Key Findings:

Career Ambivalence

Role Disconnect

Unconscious Bias



Bad Habits Limit Our Power

DO IT ALL

Sacrificing Self,
Taking it All On

Say Yes Too
much

Do it Myself

Do Office
Housework

LOOK GOOD

Avoiding Risk

Over-
compensating

Blame,
Diverting
Attention

Catastrophize

BENICE

Wait for
Recognition

Keep the Peace

Avoiding
Negotiation and
Conflict

Lowering Career
Expectations



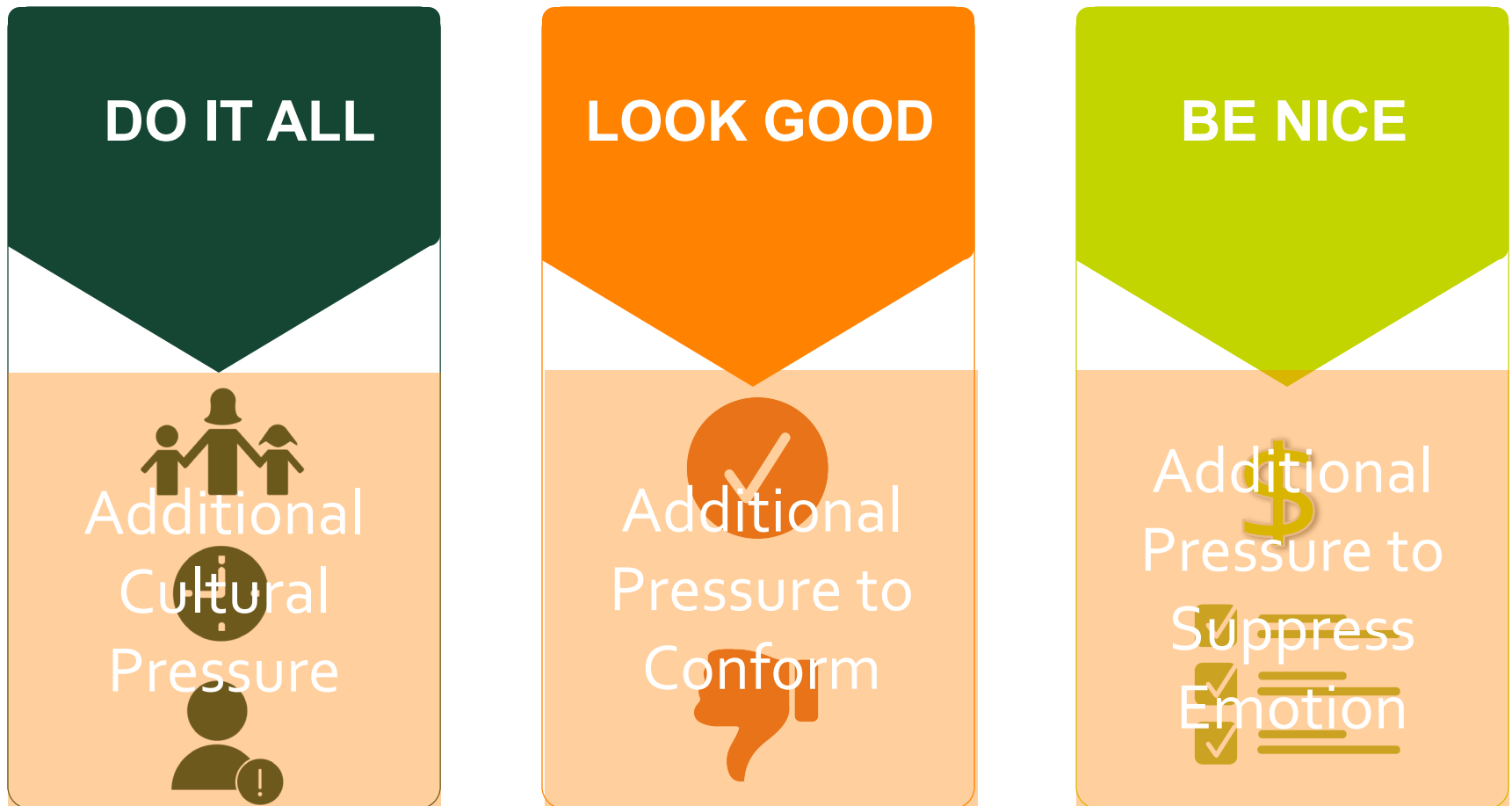
Our Findings (1) - Women's Unconscious Biases



Our findings (2) – Women's Unconscious Biases



Our Findings (3) - Women's Unconscious Biases



Case Studies



Case Studies

- ✓ Do you know her?
- ✓ Have you done these things before?
- ✓ How did you feel?

On sticky notes write down:

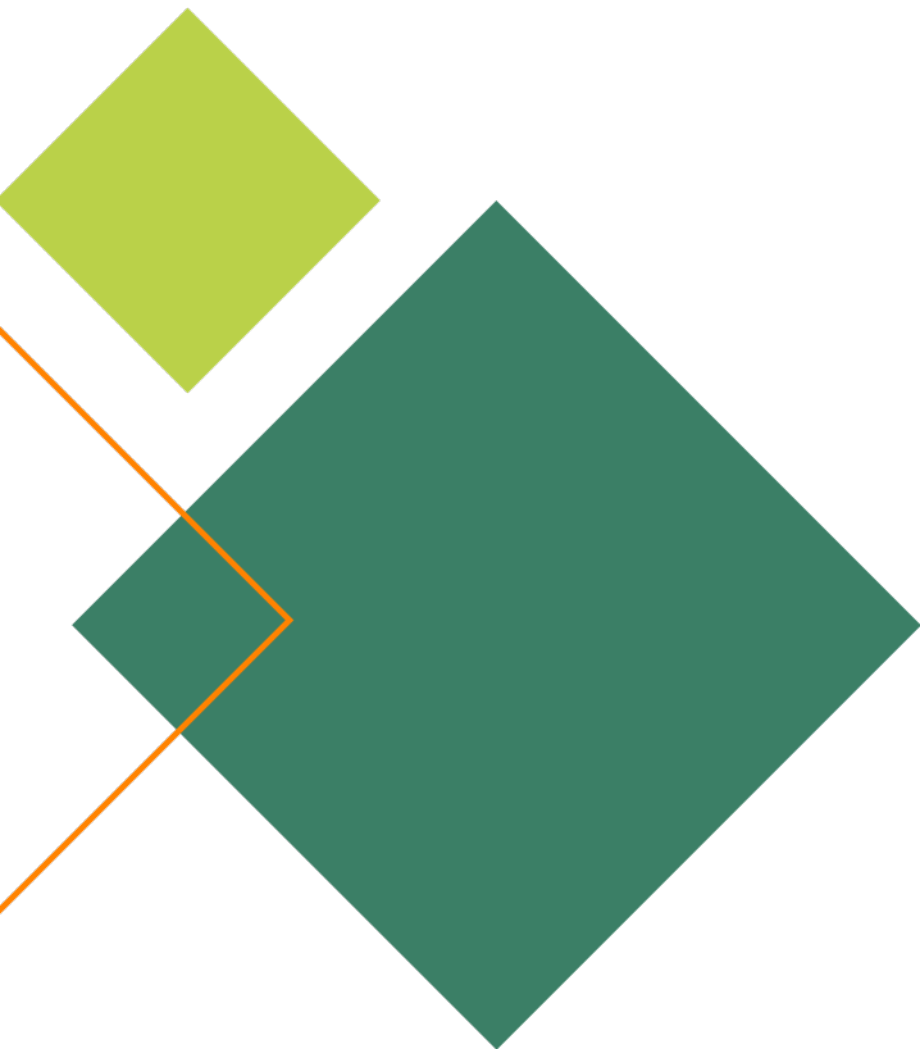
- What are her bad habits?
- What assumptions could she be making?

Mayra

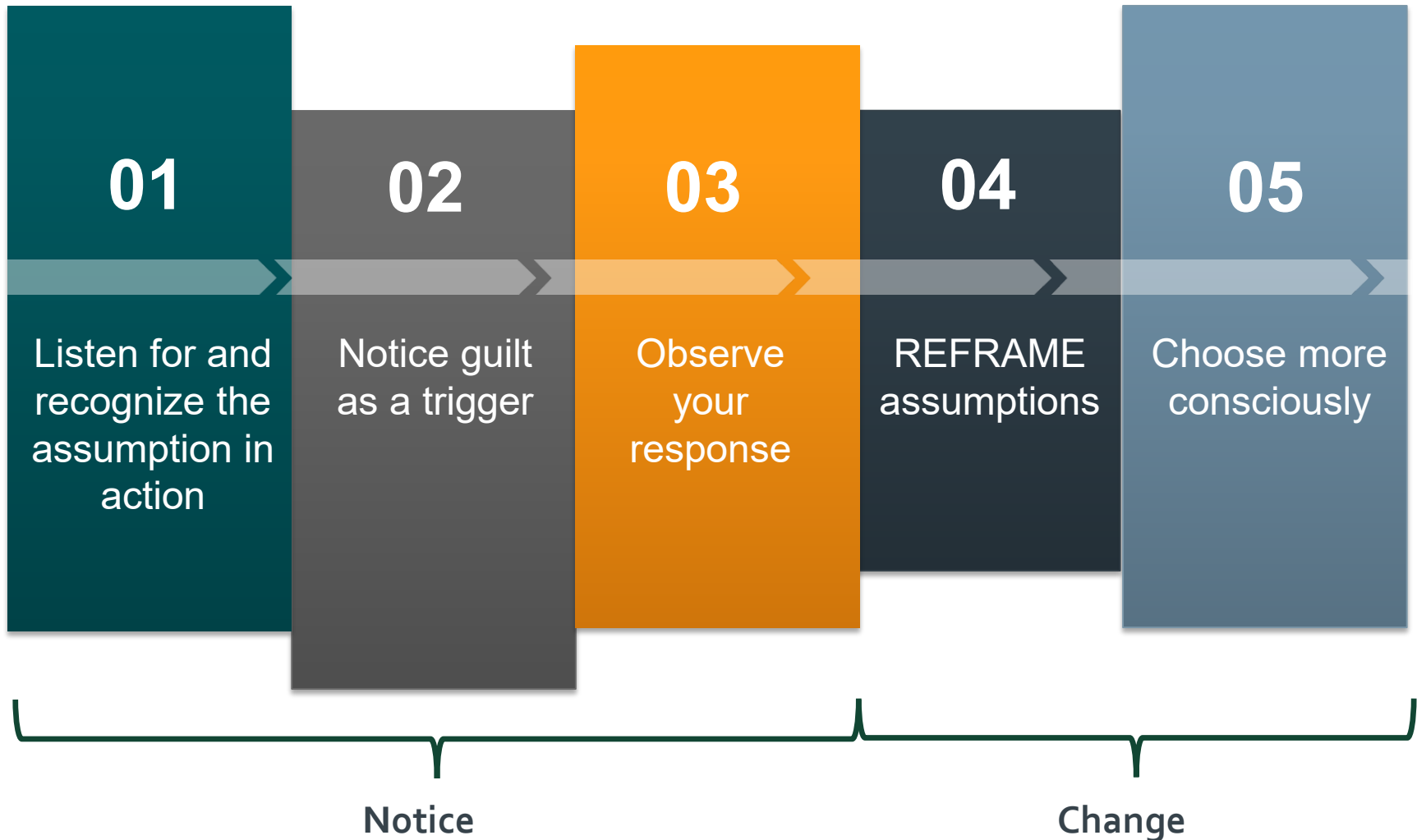
Natasha

Include character name and/or # the notes.





Steps to Addressing Unconscious Bias



REFRAME!

Assumption

REFRAME

Do it All

I am primarily responsible for
home and family
Time/Effort=Commitment
I am selfish

We are all responsible

Results Matter
I matter too

Look Good

I need to be perfect
I am not good enough

Some things can be done "well
enough"
I am a work in progress

Be Nice

We are not entitled to rewards
If I keep my head down, I will be
rewarded

I am paid what the work is worth
I am responsible for asking for what I
need



Case Studies



Case Studies

On sticky notes write down:

- How could you re-frame these assumptions to help her make new rules for herself?

Include character name and/or # the notes.

A grayscale portrait of a woman with curly hair, smiling slightly. The image is faded and serves as a background for the text.

Mayra

A grayscale portrait of a woman with short dark hair and glasses, smiling. The image is faded and serves as a background for the text.

Natasha



REFRAME!

Assumption

REFRAME

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Yeah, but ...



Yes, AND....

Re-frame your limiting assumptions

What assumptions most impact your career?

How might you reframe your assumptions?



The SMART experiment

S	<ul style="list-style-type: none">• Safe. It won't cause great harm
M	<ul style="list-style-type: none">• Modest. It's just the first steps.
A	<ul style="list-style-type: none">• Actionable. You can do it the next week
R	<ul style="list-style-type: none">• Research. Like a researcher you are gathering information.
T	<ul style="list-style-type: none">• Test. Run a mini test and examine the results.

Adapted from Kegan and Lahey



Reinforcing my Reframes – Action Planning

Reinforcing your Reframes

How it will help me achieve my Goal:



What tests can I do? How can I gradually move beyond the assumption? When can I practice this goal? In which situations?	Target date or check in	How can I measure success in this encounter?
1.		
2.		
3.		
4.		
5.		
6.		
7.		





Accountability

- ❑ Change happens only when we practice.
- ❑ Practice every day somehow.
- ❑ Note what happens. Write your experience, reactions and your adaptations in your journal.
- ❑ Check in with your accountability partner.
 - ✓ Define the questions you want them to ask you
 - ✓ Give them the questions
 - ✓ Pick dates/times for your check in and put it in your calendar now

21 – 66 days



Intersection Homework: Practice and Reflect



1. Notice your internal biases
2. Notice external biases and pushback
3. Work on your goal
4. Check in with your accountability partner
5. Prepare for simulation next session - LAPTOPS!

SIMULATION EXPERIENCES



BUSINESS CHALLENGE

Final Thoughts and Reflections

- ☐ +/-Delta

- ☐ Q&A

- ☐ Email feedback and questions to
susanna@orangegroveconsulting.com

What are you going to try in the next month?

