

# The RMR Group Women in Leadership

## Session 1: Understanding Unconscious Bias

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# Your Facilitator



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Senior Facilitator &  
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## Focus

Orange Grove Consulting specializes in research-based leadership development and bias removal. Our end goal is to create more innovative and productive workplaces.

## Products & Services

We train high potential women, men, managers and the leaders around them to recognize barriers to diverse talent's leadership development and remove or neutralize them by training new skills.

We also provide a scaffold for the organization to apply our techniques more widely for systemic change.

# Agenda

- 1 Welcome and Program Overview
- 2 Share My Story
- 3 Unconscious Bias Defined
- 4 Understanding and Reframing Gender Bias
- 5 Next Steps: Putting it into Practice

# The Program Power Skills

## Develop Leadership Effectiveness

01

Understanding Gender Biases

02

Quantify Your Value | Self Promotion

## Increase Your Voice

03

Negotiation & Direct Speak

04

Executive Presence

## Increase Your Impact

05

Integrate Work & Life

06

Strategic Shift towards Leadership

# Learning Online – Some Guidelines

## Overall

Please turn your video on

Please mute your mic unless you are speaking

To comment or ask questions at any time:

Use the chat box or

Just speak up

## Breakout Rooms

At certain times, you will be invited to join a breakout room for group discussion

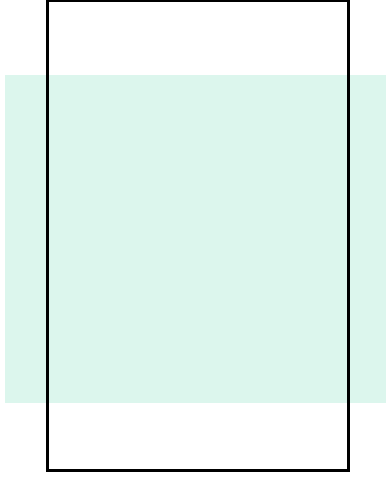
Please keep your videos on and unmute yourself

I will give a sixty second warning before returning you back to the main session

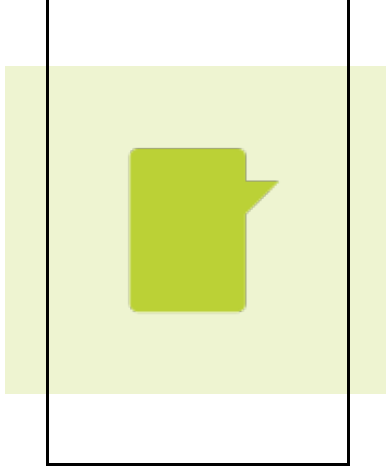
Audience members can click *leave breakout room* at anytime to rejoin the main session

You can message me if you'd like me to join your breakout room for any questions

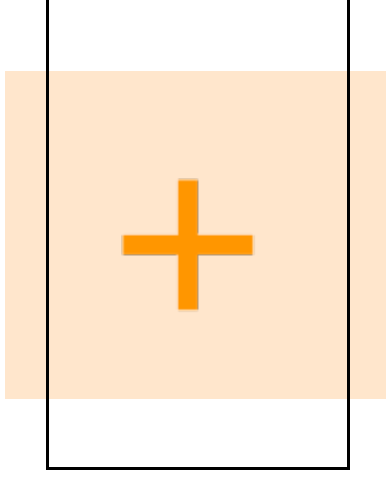
# Building Learning Community: Who are we?



**1. Develop your personal leadership effectiveness**



**2. Increase your voice**



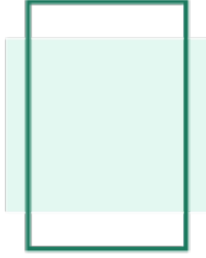
**3. Increase your impact**



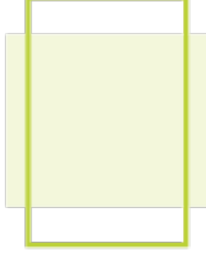
# Share in small groups (1.5 min per person)

Think about a time in which you did one of these three things.

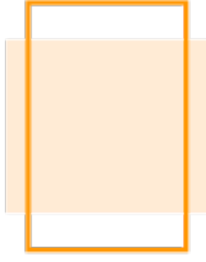
- What did you do?
- What was the result?



**1. Develop your personal leadership effectiveness**



**2. Increase your voice**



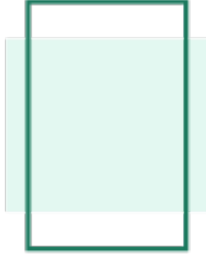
**3. Increase your impact**



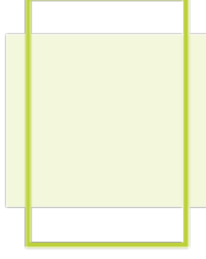
# Share with group

## All share

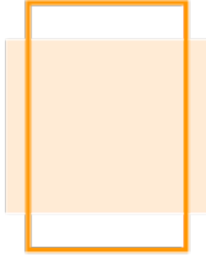
- Your name and position
- The **one word or sentence** that captures what stood out from the stories shared and heard.



**1. Develop your personal leadership effectiveness**



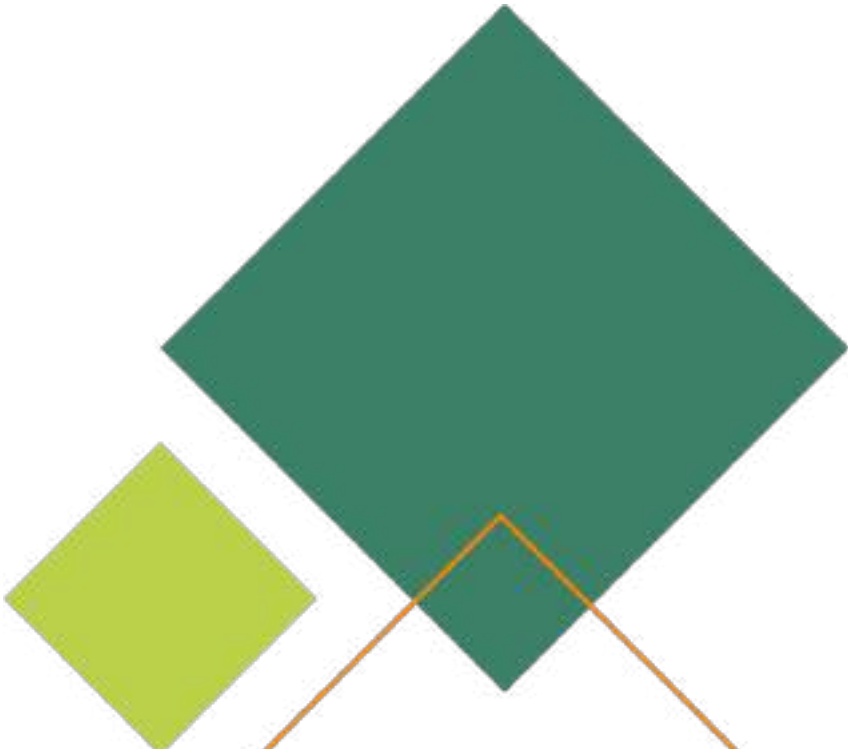
**2. Increase your voice**



**3. Increase your impact**

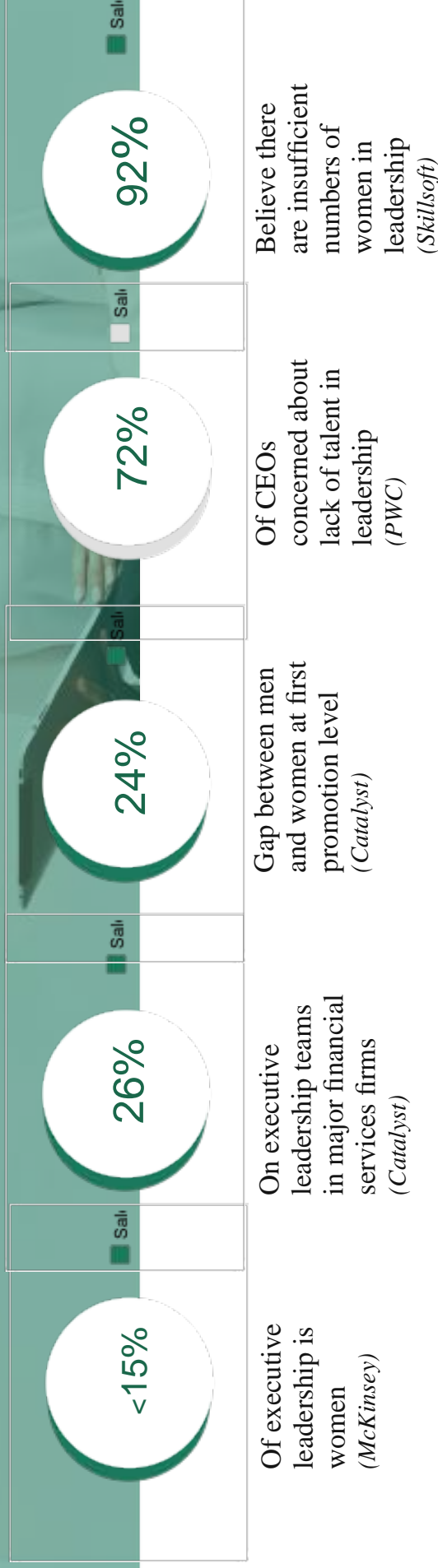


# **Our Engagement**



# Women in Leadership

## Where are we?



2%

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

37%

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

170 years

Until we reach gender equity in business  
(WEForum)

45%

Of companies in the US have ZERO racial diversity in executive team  
(McKinsey)

# Intersectionality

The gap is even wider for women of color and LGBTQ.

61%

Percentage of pay black women receive compared with white men for the same work (National Partnership)

1%

Representation of Latinas in Executive Roles (Catalyst)

59%

Percentage of non-LGBTQ employees who feel it is “unprofessional” to discuss sexual orientation or gender identity at work (Catalyst)

# Unconscious/Implicit Bias



*Also known as implicit social cognition, implicit bias refers to the attitudes or stereotypes that affect our understanding, actions, and decisions in an unconscious manner.*

**Ohio State University**

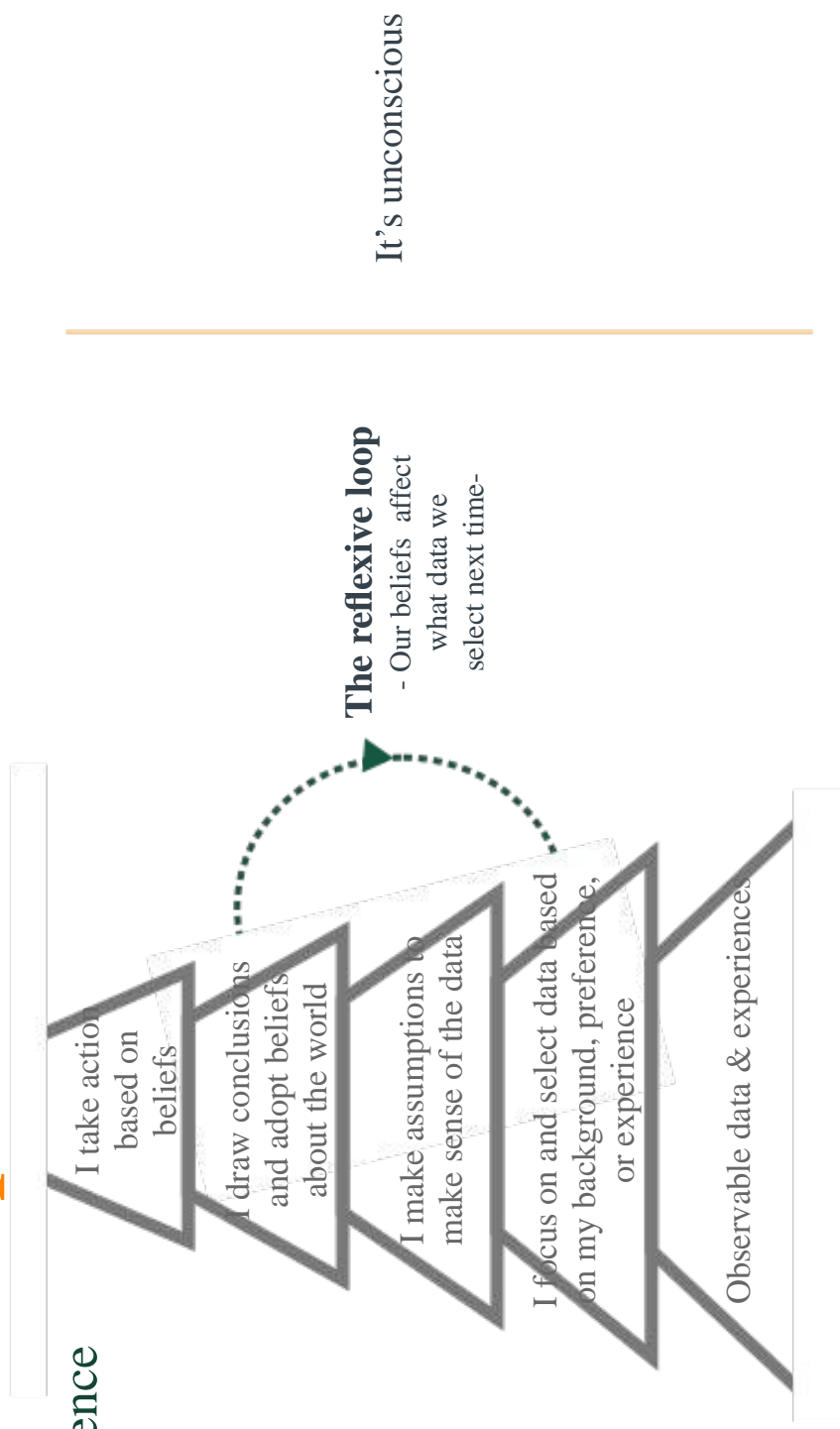
1. Your brain just works this way (Thinking Fast & Slow)

2. The narrative of your biases is built over a lifetime of experiences

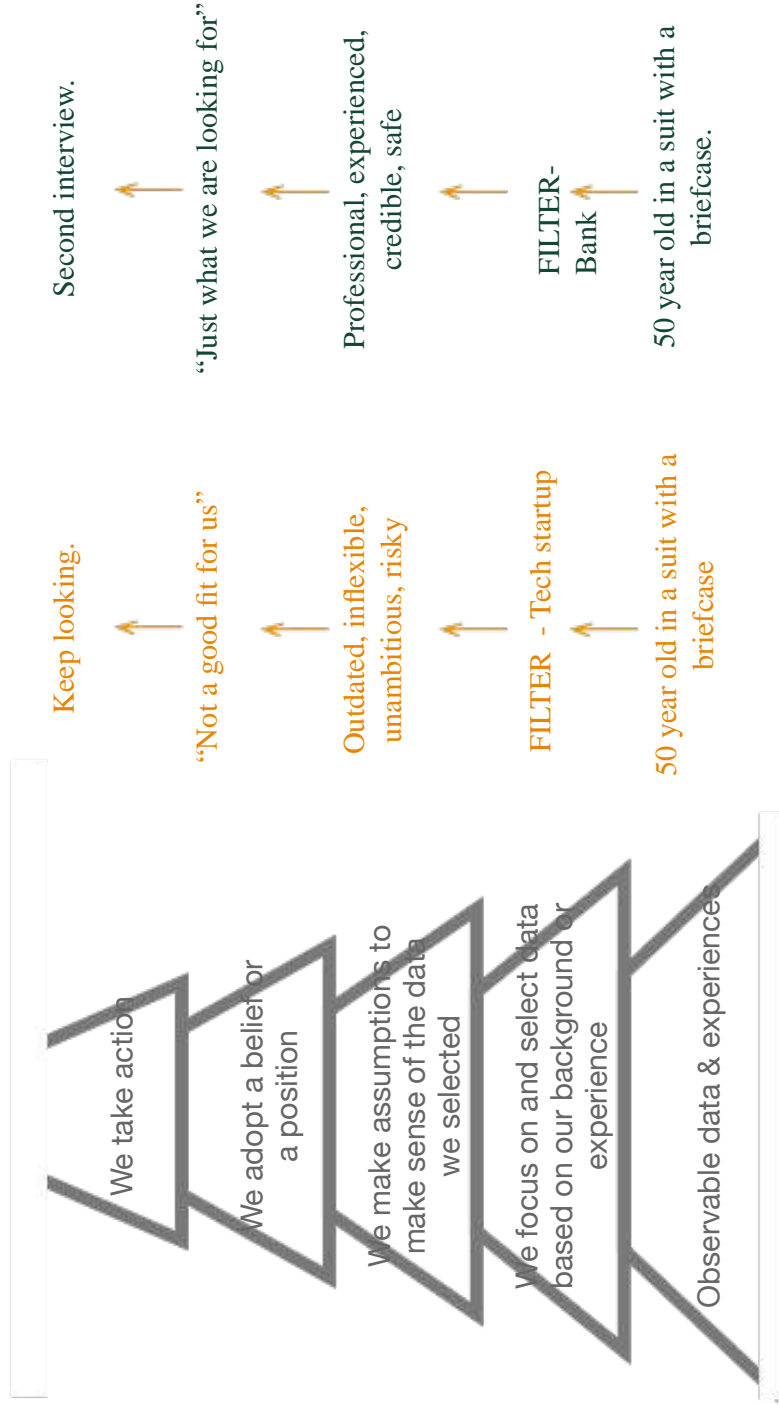
# Biases Help Us Make Sense of the World

## Ladder of inference

*Chris Agyris 1990*



# Our Bias in Action



# We Are More Alike than Different

Except at the extremes





# We developed processes based on this binary perception of gender



**Organizational Processes were designed here**

# Any binary comparison can go on this continuum .....

It's all binary and socialized



# Therefore, bias is embedded in three ways



## **Internal**

Unconscious bias we have about ourselves



## **System**

Operational processes based on invisible assumptions



# External Impact of Biases



Evaluation  
Hiring/Firing  
Promotion  
Rewards  
Risky Assignments  
Travel  
Trust

“

*We see what we look for, and  
we look for what we know.”*

Goethe



It also affects us  
Internally



### **Internal**

Unconscious bias we  
have about ourselves

### **External**

Bias towards others



### **System**

Operational processes  
based on invisible  
assumptions

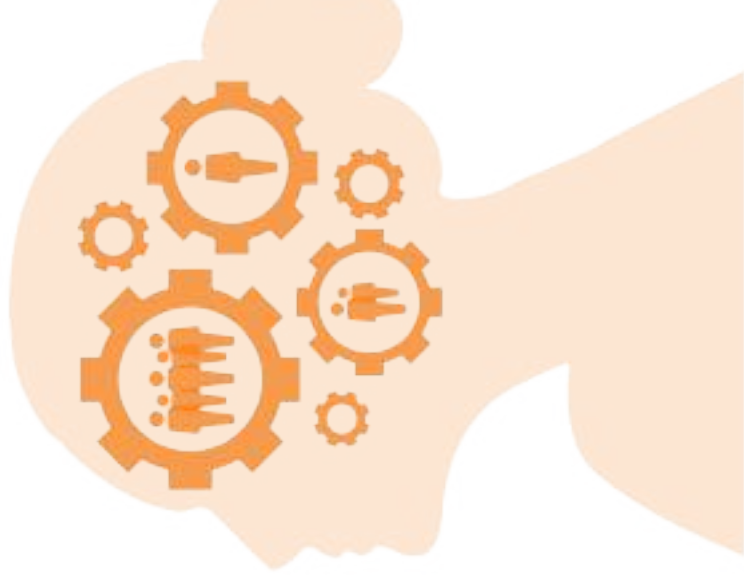
# External Biases have Internal Impacts

**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?



We start here



## **Internal**

Unconscious bias we have about ourselves

## **External**

Bias towards others



## **System**

Operational processes based on invisible assumptions





# Our Research

- Completed 2 year study of college-educated women
- Women shared personal stories and advice
- Finding: **Woman had unconscious bias about themselves**

# Key Findings

Career  
Ambivalence

Role  
Disconnect

Unconscious  
Bias



# The 'Socialized Ideal' Woman

01. Do it All



02. Look Good



03. Be Nice



# Bad Habits Limit Our Power

## 01. Do it All

- Sacrificing Self,  
Taking it All On
- Say Yes Too Much
- Do it Myself
- Do Office Housework

## 02. Look Good

- Avoiding Risk
- Over-compensating
- Blame, Diverting Attention
- Catastrophize

## 03. Be Nice

- Wait for Recognition
- Keep the Peace
- Avoiding Negotiation  
and Conflict
- Lowering Career  
Expectations

Result?