



**Session 2:
Understanding your Bias**

Leadership Academy 2017-18

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**CREW
BOSTON**

**TODAY'S
Agenda**

- ① Processing Feedback
- ② Unconscious Bias Defined
- ③ Reframing Bias
- ④ Reinforcing the Reframe
- ⑤ Managing Triggers and Bias

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Processing the Feedback : today's approach

- ❑ Today we are going to process the feedback and analyze the difference between where you are and your vision
 1. The gap will form the basis for your leadership development tasks
 2. The process we'll use is peer coaching

3 roles of the peer coach

- The peer coach is
- ❑ Your thinking partner
- ❑ Your objective support
- ❑ Someone to help you be accountable

This person will be your check-in partner in between sessions 2 and 3

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Understanding yourself: The Process

Some notes about feedback and this process

1. **This process is not designed for you to conform to what you hear**
2. **Our objective is to understand the feedback and your reflection so you can determine the best next steps.**

Consider the following

1. Some feedback will illustrate others' expectations of you.
2. Some feedback will seem invalid. Look at this feedback by understanding how you may be unintentionally affecting others.
3. Some feedback will require you to gather more information to understand fully.
4. It may highlight skills you need to develop
5. It may reflect your enduring style (i.e. which aspects reflect aspects of your strengths?)
6. It may reflect your perspective or viewpoint.

From *Your Executive Coaching Solution* by Joan Kofodimos

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Understanding yourself: The Process

- ❑ You've now been thinking about your feedback for several weeks, discuss the following with your peer coach
 1. Work through the feedback you received from your feedback interviews.
 2. Compare this with your SWOT analysis, your reflections from the HW, organization, and the work from Session 1. What's different? Similar?
 3. Talk about the gaps you see between what you learned about yourself and the way your organization works. How did it impact your vision?
 4. Each person gets 10 minutes. Use it all. This is your time to dig deeper.
- ❑ Talk through these questions¹ with your peer coach
 1. What are you surprised by? What confirmed what you believed to be true?
 2. What are you pleased about? Concerned?
 3. What patterns or themes emerge?
 4. Is there anything you need to further clarify?
 5. How well do your strengths align with your feedback? Vision?

¹ Your Executive Coaching Solution by Jean Kofodimos

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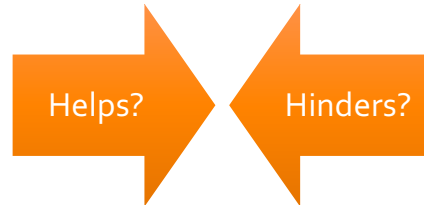
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5

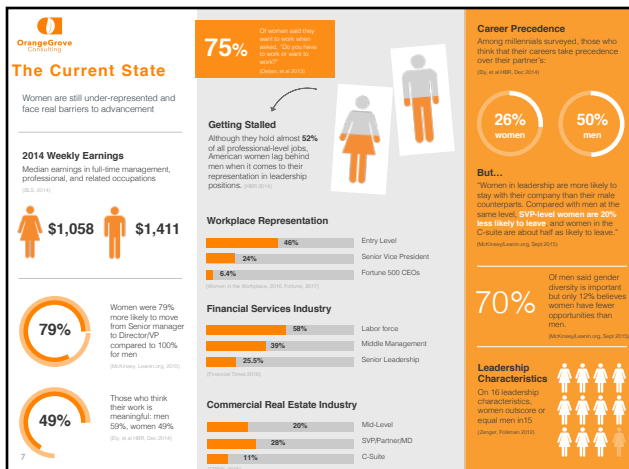
When you think about your goal

- What will help you?
- What barriers exist?
- Are these barriers internal or external? How can you tell?



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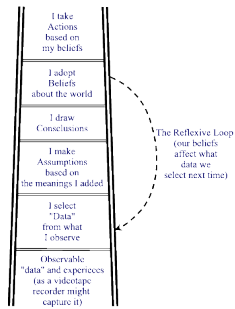


What is Unconscious Bias?

<https://www.fastcompany.com/3036627/youre-more-biased-than-you-think>

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Biases exist because our brains try to make sense of the world

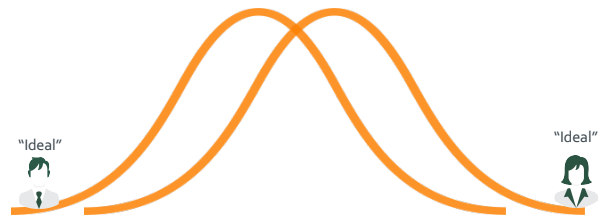


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We are more alike than different

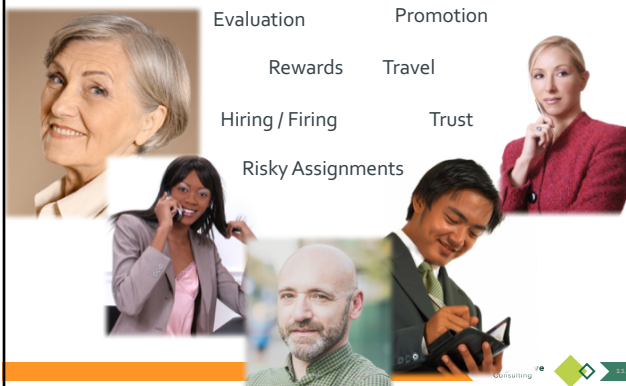
Except at the extremes



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External Biases & Impacts



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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

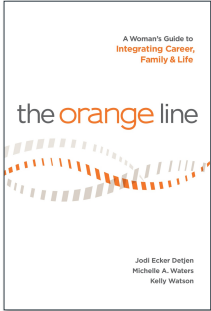
- What impact did this experience have on your behavior at that time?
- What impact did it have on others' perceptions of you?
- What impact did it have on your perceptions of others?



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Our Research



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

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Key Findings:

Career Ambivalence


Role Disconnect

Unconscious Bias



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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

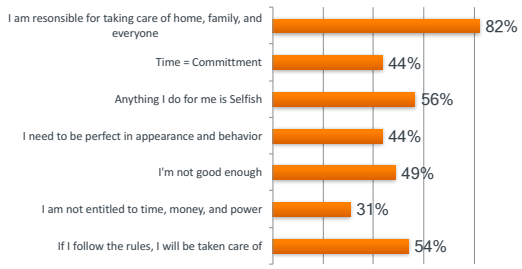
BE NICE

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

Result?

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Recent survey results



Statement	Percentage
I am responsible for taking care of home, family, and everyone	82%
Time = Commitment	44%
Anything I do for me is Selfish	56%
I need to be perfect in appearance and behavior	44%
I'm not good enough	49%
I am not entitled to time, money, and power	31%
If I follow the rules, I will be taken care of	54%

N = 250

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Our findings (1) : Women's Unconscious Biases



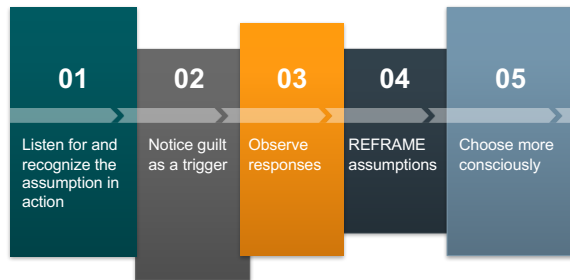
Our findings (1) : Women's Unconscious Biases



Our findings (1) : Women's Unconscious Biases



Steps to Addressing Unconscious Bias

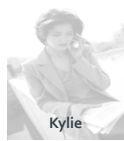


REFRAME!



	Assumption	REFRAME
Do it All	I am primarily responsible for home and family Time/Effort=Commitment	We are all responsible Results Matter
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



REFRAME!



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Yeah, but



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Yes, AND....

Re-frame your limiting assumptions

What assumptions most impact your career?	How might you reframe your assumptions?	What activities can you take to implement change?	What resistance can you expect and how might you overcome it?

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The SMART experiment

S	• Safe. It won't cause great harm
M	• Modest. It's just the first steps.
A	• Actionable. You can do it the next week
R	• You are a researcher. You are gathering information.
T	• You are running a mini Test. Examine the results.

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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.		

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Accountability

- Change happens because we practice.
 - Practice every day somehow.
 - Note what happens, your reactions and your adaptations in your journal.
 - Check in with your peer coaching 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

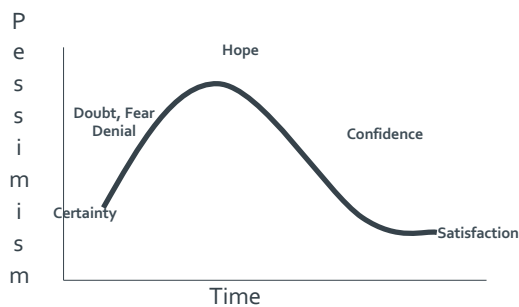
21 – 66 days

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What to do when the biases are turned on you

Expecting pushback as you make changes

Resistance is reality. Accept it.



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Triggering a return to previous behavior



What biases have you heard?

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Step 1: What's the underlying assumption? What are possible reframes?

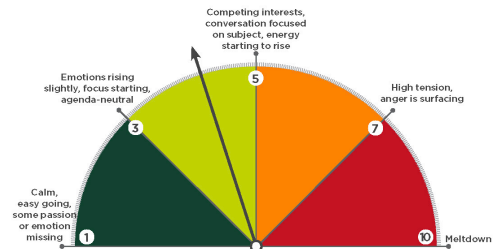


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Step 2: Effective Use of Emotion

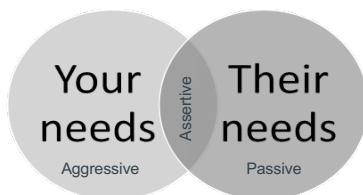
SITUATIONAL ASSESSMENT



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Step 3: Direct Speak



Aggressive Communication

- Exerts control over another
- Creates win-lose situations
- "This is the best approach"

Passive Communication

- Allows another to take advantage of you
- Avoids conflict and confrontation
- "Whatever you want is fine with me"

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Direct Speak

- Bring in your perspective of the situation

I've noticed that the project is not getting done to the quality required



- Describe how you feel without blame

I feel I am the only one taking responsibility for monitoring the quality

- State your wants clearly

I would like you to share accountability for the project and help me raise the quality

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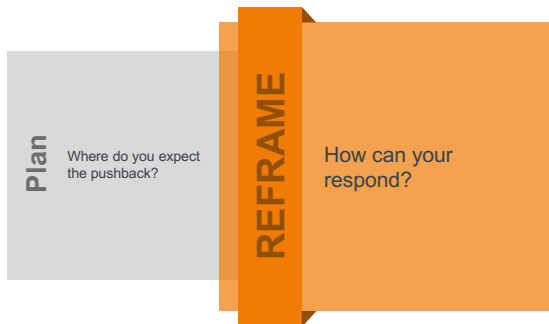
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Step 3: Pick one of the resistors and come up with a direct speak response



Should you call it out?

Step 4: Preparing for the pushback



How can you help other women



How can you engage men as allies



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Final thoughts and reflections

- ☐ Biggest Aha
- ☐ Most Helpful
- ☐ Hardest to do
- ☐ Most excited to try
- ☐ Most unsure about

What are you
going to try in
the next month?

43

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