



## Session 2: Understanding your Bias

Leadership Academy 2018-19

Ank Stuyfzand



# TODAY'S Agenda

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



# Processing Your Feedback

- Objective
  - To help you understand how others perceive your leadership
  - Compare your self-perception (SWOT) 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

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



# Feedback Processing Guidelines

- Feedback is how others experience you, not who you are
- Some feedback ...
  - illustrate others' expectations of you.
  - requires you to gather more information to understand fully.
  - highlights strengths you need to leverage
  - highlights skills you need to develop
  - might seem invalid. Look at this feedback by understanding how you may be unintentionally affecting others.

!

You are at choice: If the shoe fits, wear it. If not, throw it away



# 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 your partner understand the significance of the data for their leadership



# Feedback Reflections ...

4 min

With your peer coach discuss ...

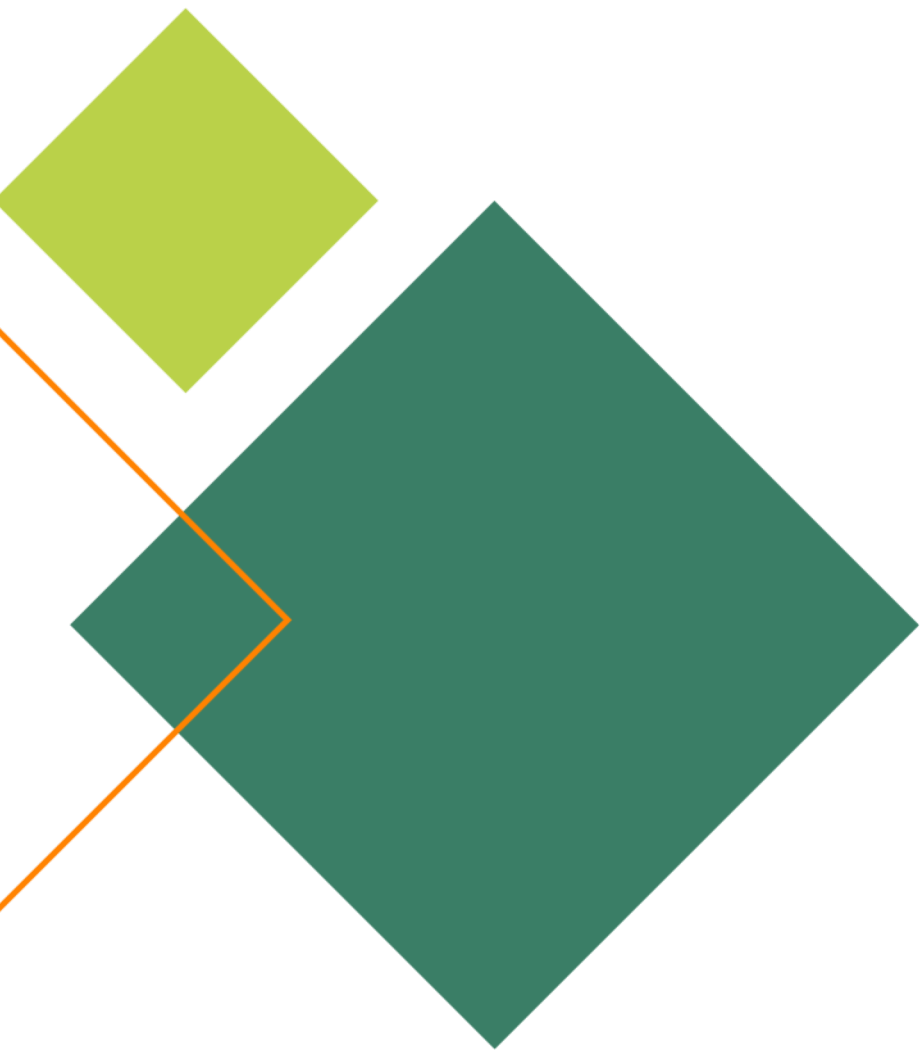
- What surprised you?
- What are you most pleased about?
- What are you concerned about?
- To what extent does your feedback align with your vision?
- What are the 1-2 things, you want to focus on moving forward?



## When you think about your vision ...

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





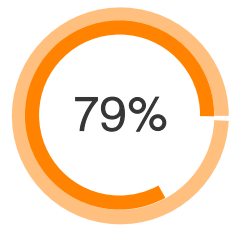
# The Current State

Women are still under-represented and face real barriers to advancement

## 2014 Weekly Earnings

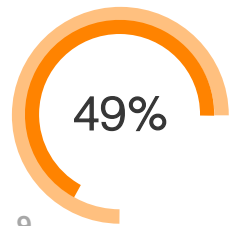
Median earnings in full-time management, professional, and related occupations

(BLS, 2014)



Women were 79% more likely to move from Senior manager to Director/VP compared to 100% for men

(McKinsey, Leanin.org, 2015)



Those who think their work is meaningful: men 59%, women 49%

(Ely, et al HBR, Dec 2014)

75%

Of women said they want to work when asked, "Do you have to work or want to work?"

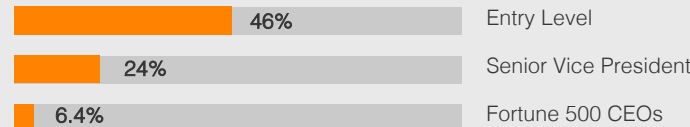
(Detjen, et al 2013)

## Getting Stalled

Although they hold almost 52% of all professional-level jobs, American women lag behind men when it comes to their representation in leadership positions. (HBR 2014)

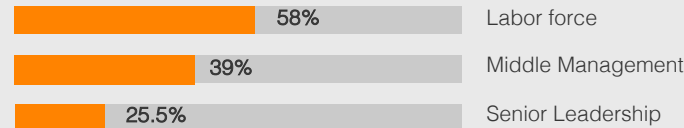


## Workplace Representation



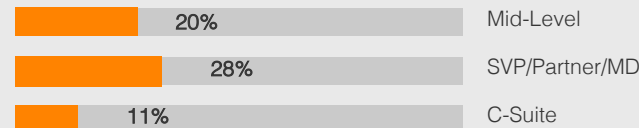
(Women in the Workplace, 2016, Fortune, 2017)

## Financial Services Industry



(Financial Times 2016)

## Commercial Real Estate Industry

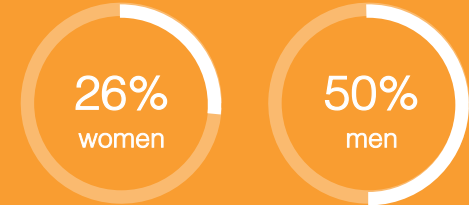


(CREW, 2015)

## Career Precedence

Among millennials surveyed, those who think that their careers take precedence over their partner's:

(Ely, et al HBR, Dec 2014)



## But...

"Women in leadership are more likely to stay with their company than their male counterparts. Compared with men at the same level, SVP-level women are 20% less likely to leave, and women in the C-suite are about half as likely to leave."

(McKinsey/Leanin.org, Sept 2015)

70%

Of men said gender diversity is important but only 12% believes women have fewer opportunities than men.

(McKinsey/Leanin.org, Sept 2015)

## Leadership Characteristics

Out of 16 leadership characteristics, women outscore or equal men in 15

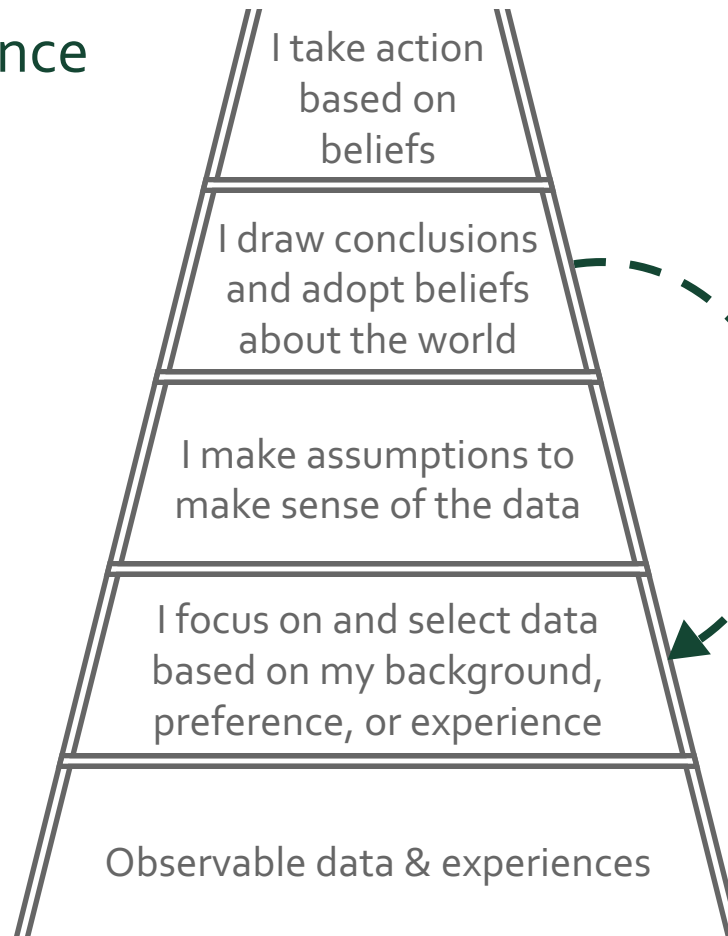
(Zenger, Folkman 2012)



# Biases Help Us Make Sense of the World

## Ladder of inference

*Chris Argyris 1990*

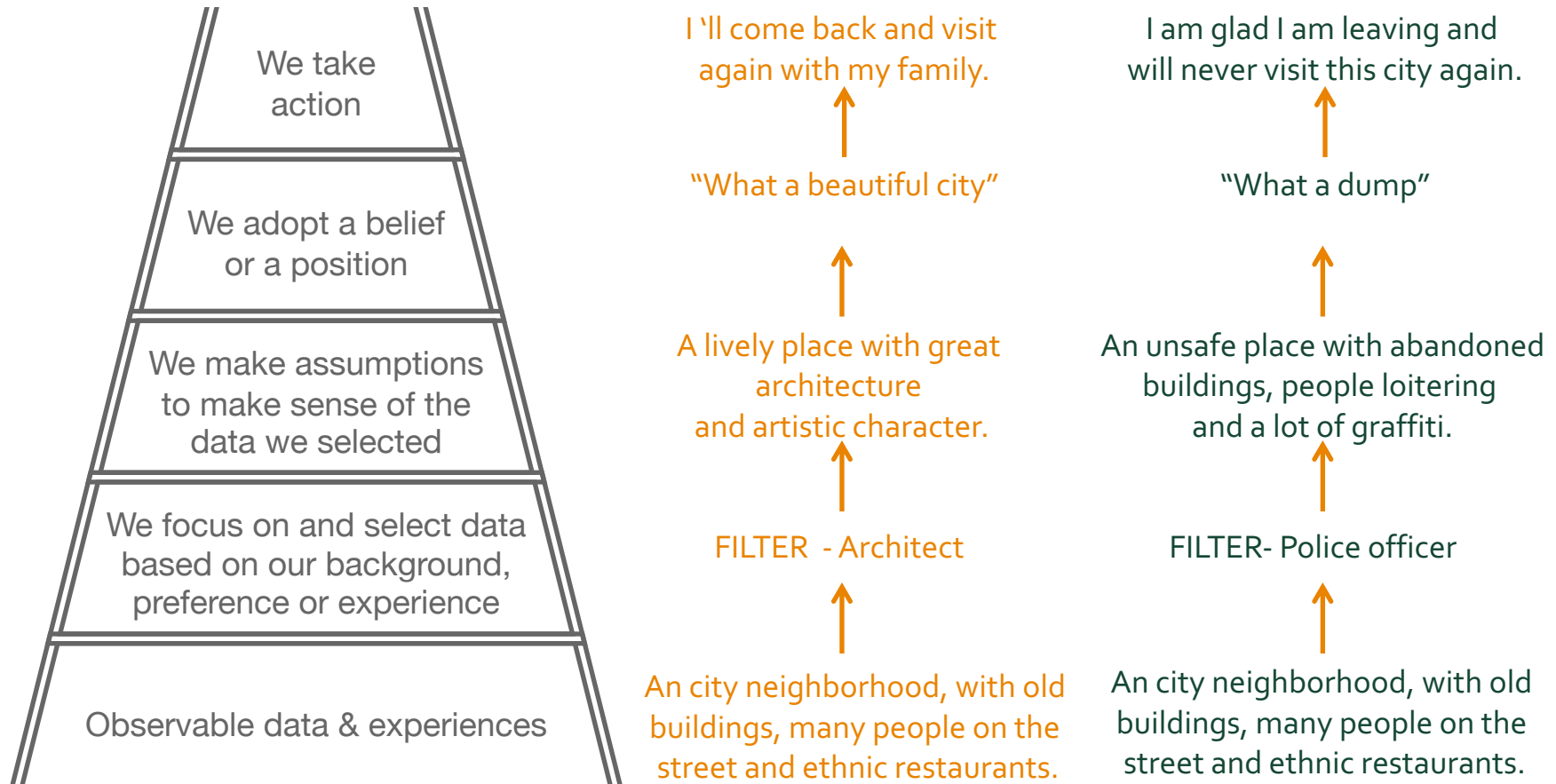


### The reflexive loop

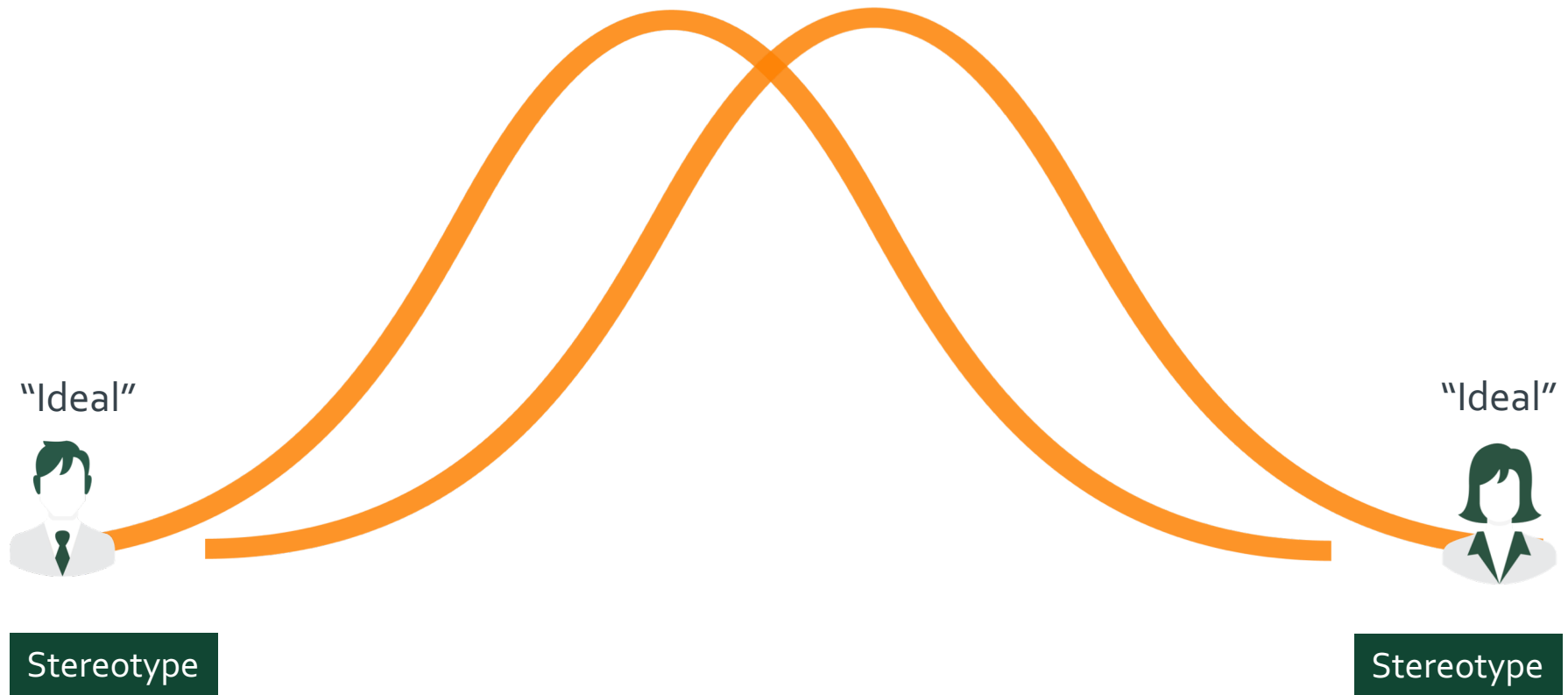
- Our beliefs affect what data we select next time-



# Our Bias in Action



# We are More Alike than Different



# The 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*



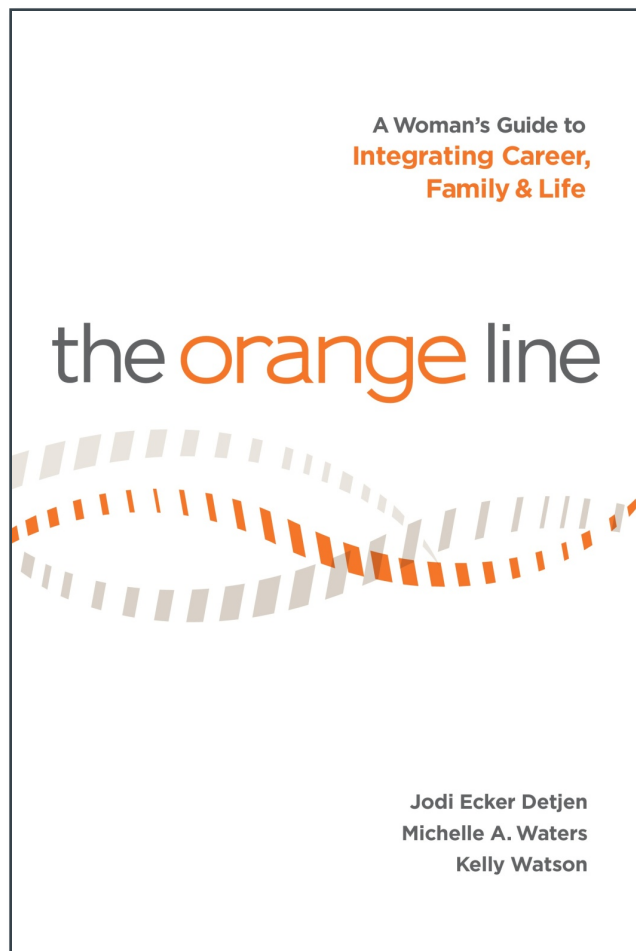
# The Internal Impact of Biases

Think of time when you were in the minority in some way (e.g. for your beliefs, the way you looked, your socio-economic 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
- ☑ 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

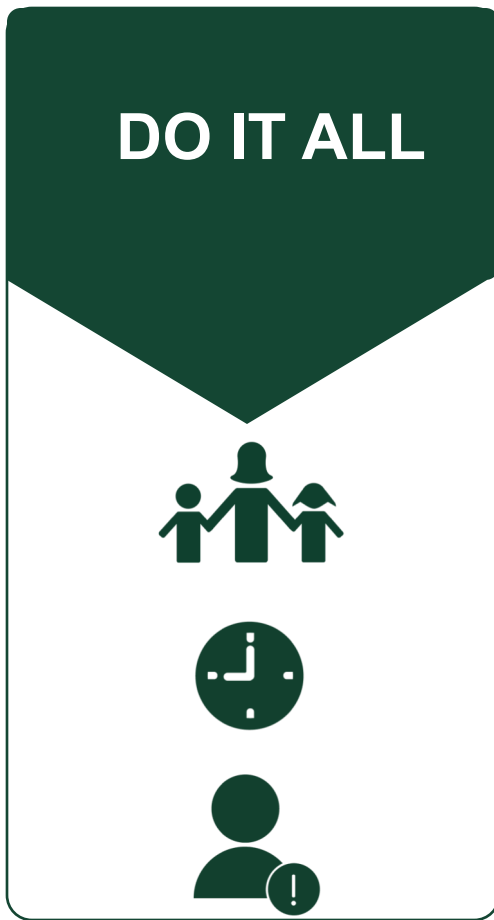
Keep the Peace

Avoiding  
Negotiation and  
Conflict

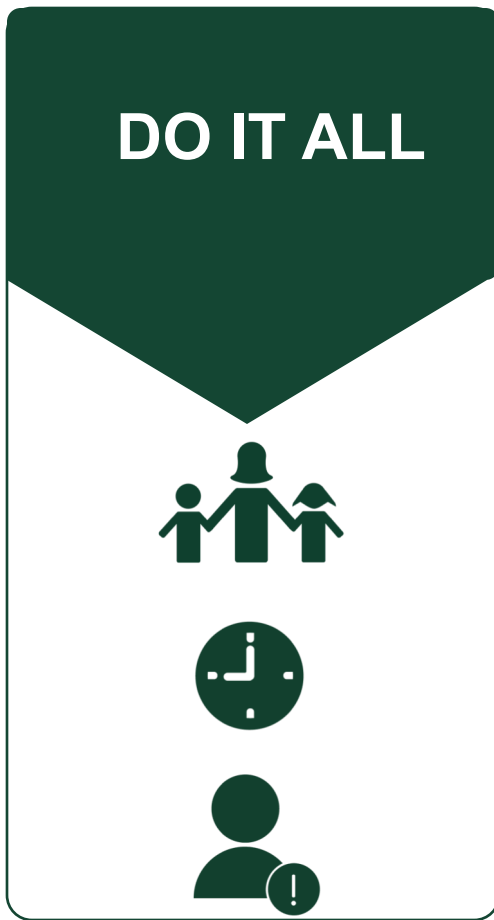
Lowering Career  
Expectations



# Our Findings (1) - Women's Unconscious Biases



# Our findings (2) – Women's Unconscious Biases



# Our Findings (3) - Women's Unconscious Biases

**DO IT ALL**



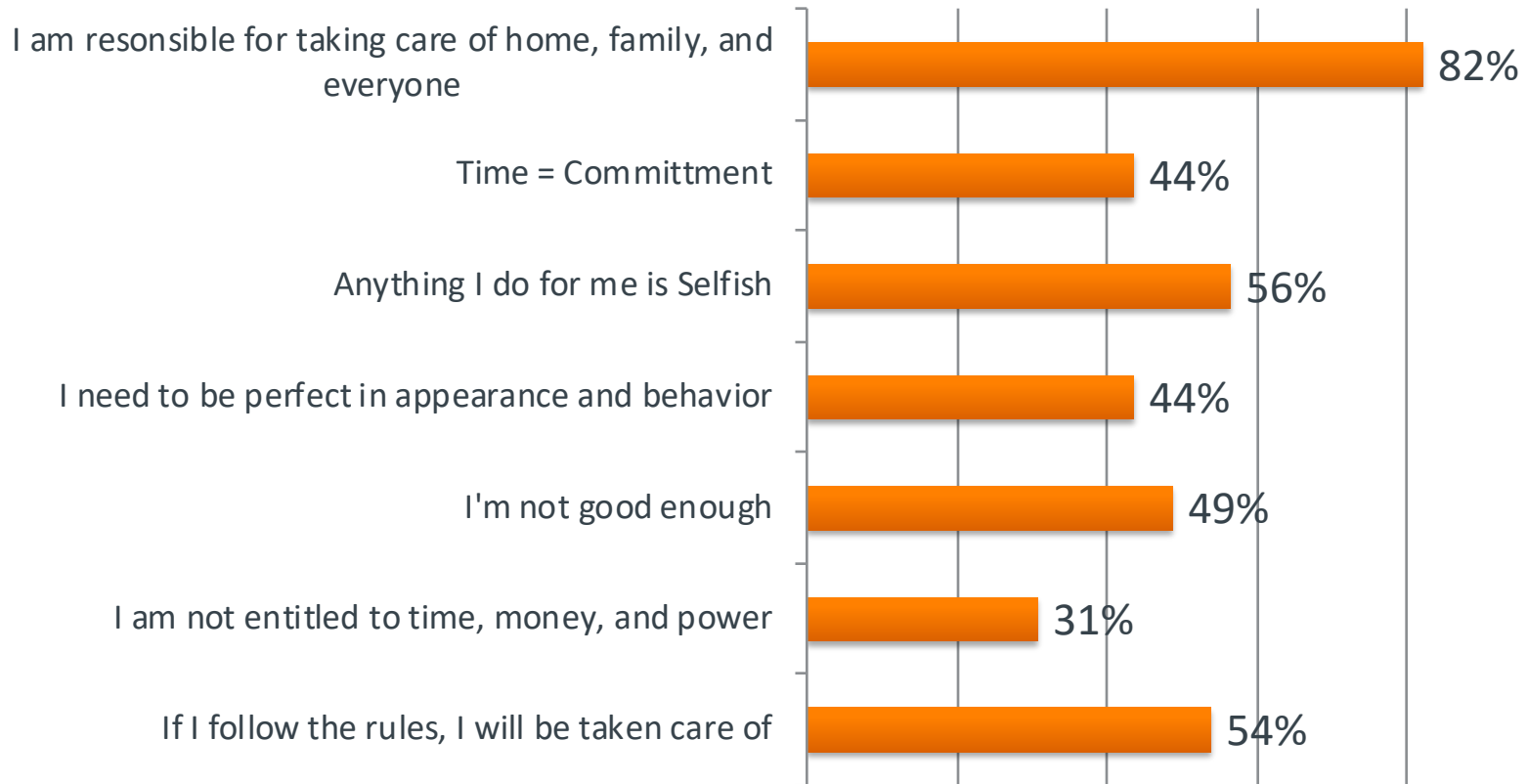
**LOOK GOOD**



**BE NICE**



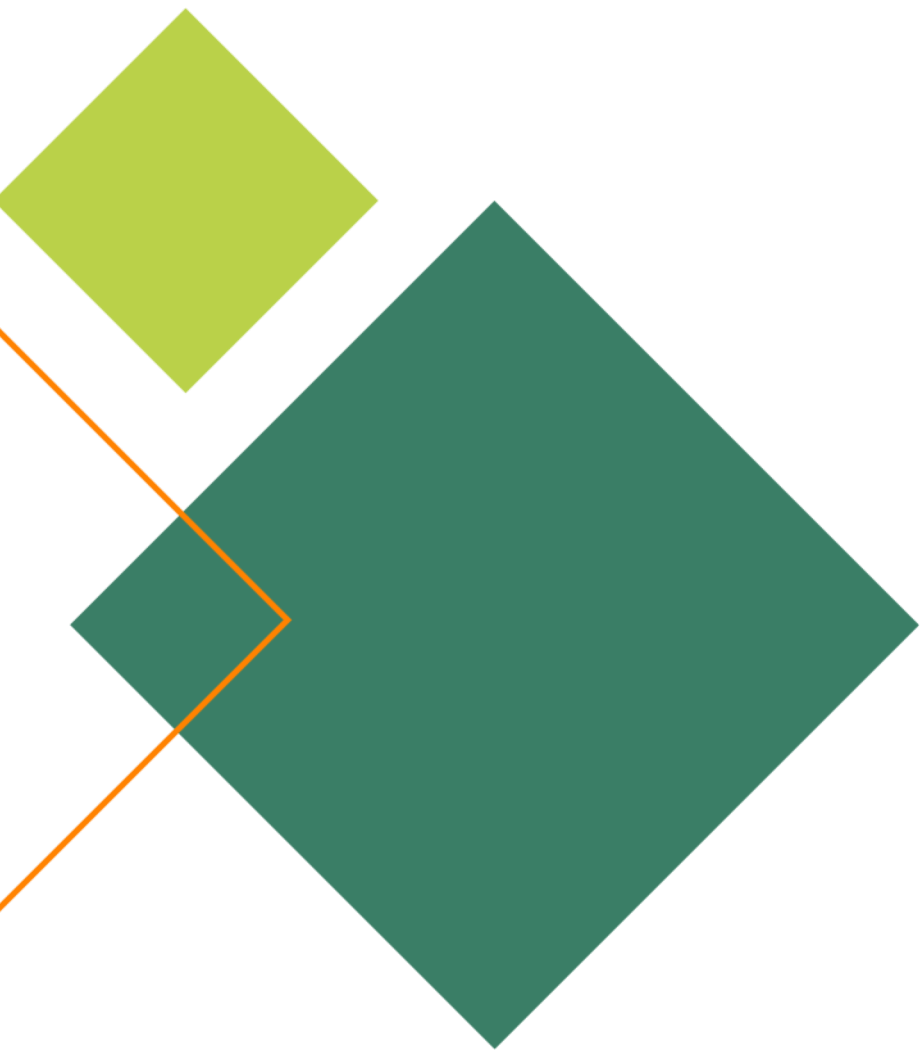
# Recent Survey Results



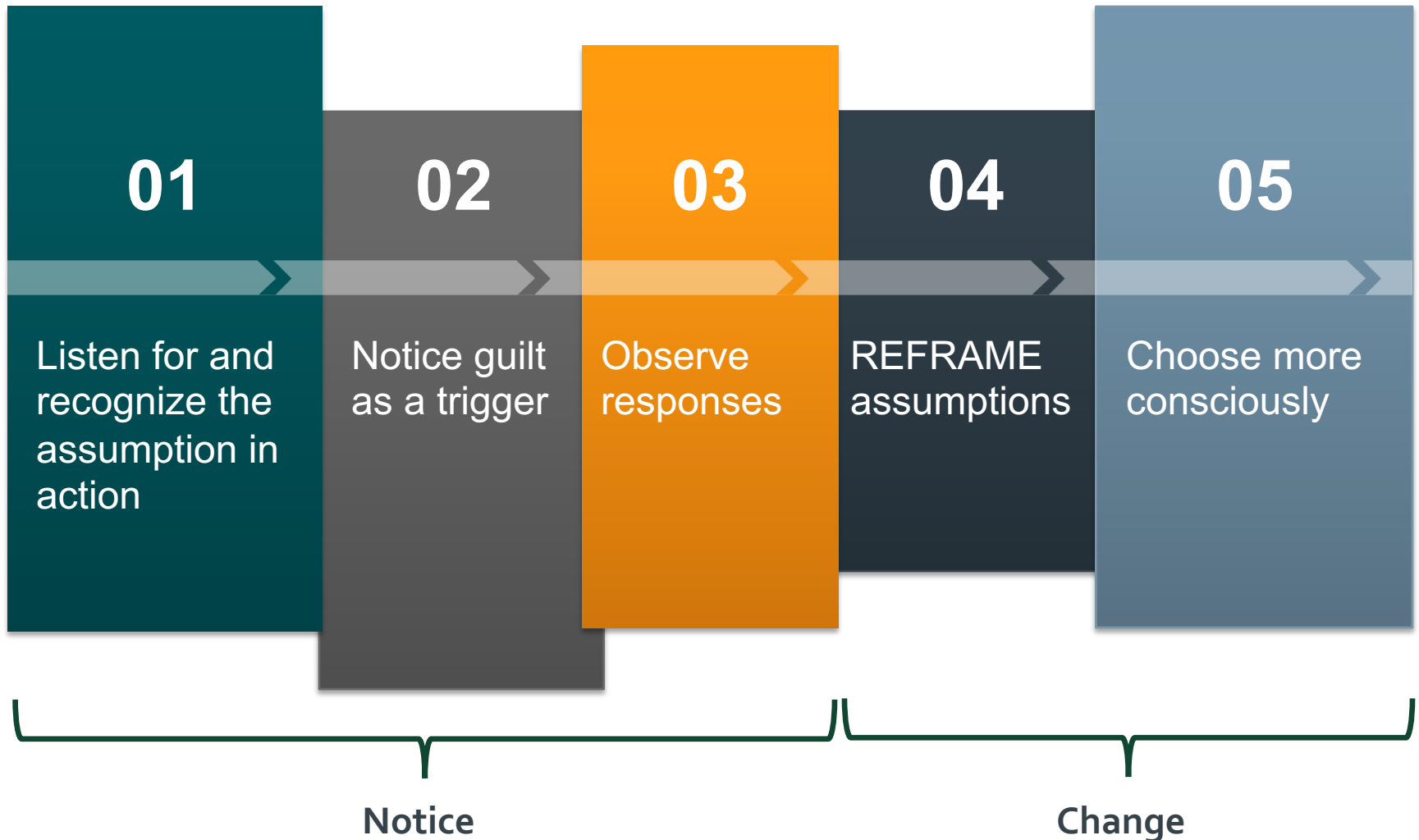
N = 250







# 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

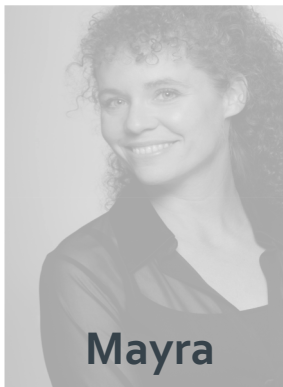
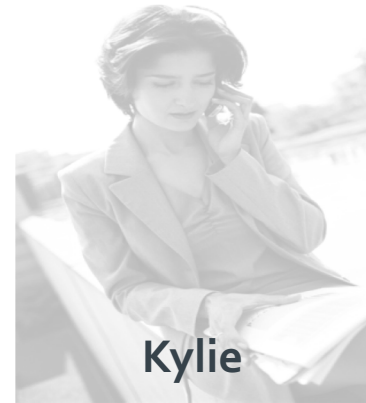
### Be Nice

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

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

Include character name and/or # the notes.



# 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



# 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**

- 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**

- Research. Like a researcher you are gathering information.

**T**

- 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 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



# Intersession Work

- Internal bias –
  - Observe yourself in action
  - Complete the tasks you have identified
- External bias & pushback -
  - Notice external bias at work and try reframes
  - How do you react (emotionally). How can you manage or reinforce?
  - Prepare for pushback when you speak up. Strategize.
- Development goal -
  - Continue to work on your goal
  - What do you notice?
- Check in with accountability partner -
  - Discuss your accountability questions
  - Discuss progress and how to overcome challenges



# 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?

