



Session 2: Understanding your Bias

Leadership Academy 2019-20

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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 ...

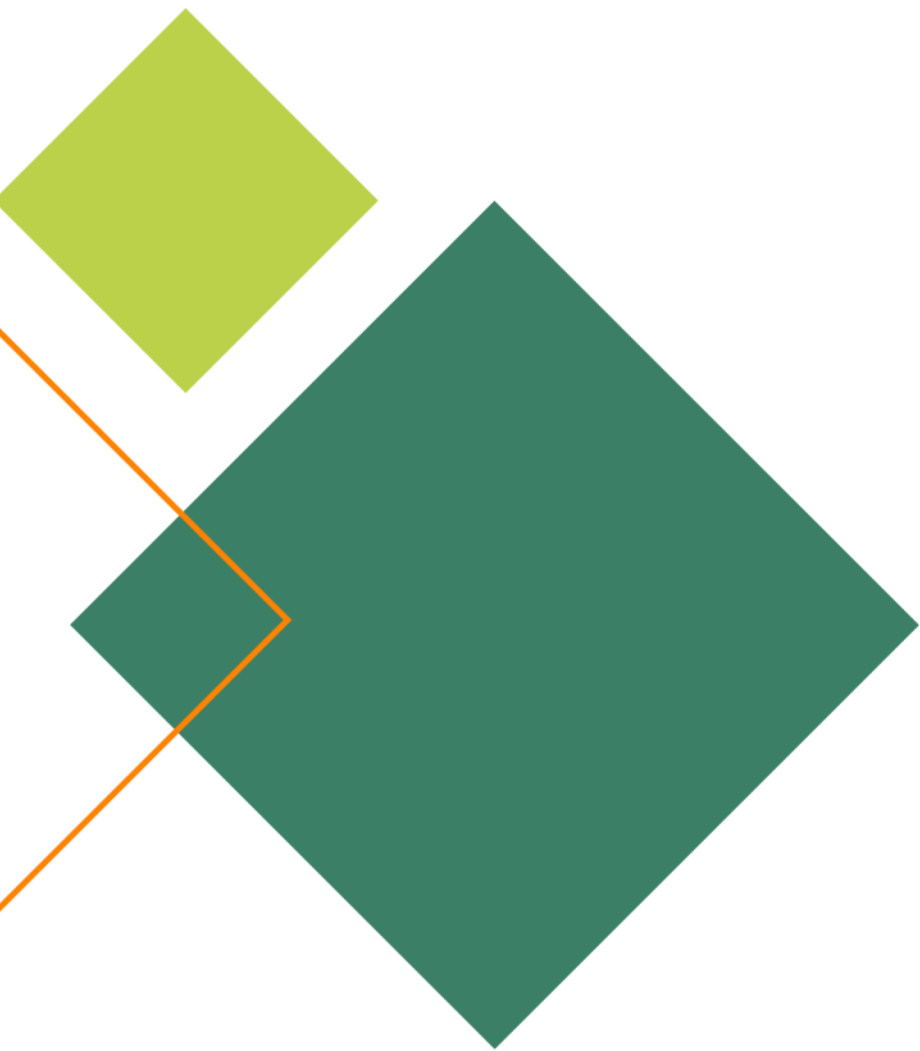
- What surprised you?
- What are you pleased about?
- What are you concerned about?
- What are the 1-2 things, you want to focus on moving forward?



When you think about your vision ...

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





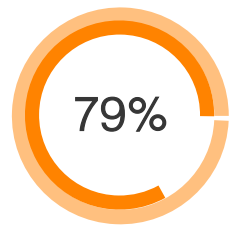
The Current State

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

2014 Weekly Earnings

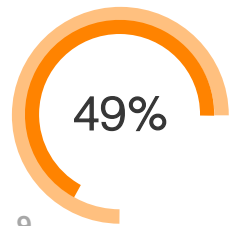
Median earnings in full-time management, professional, and related occupations

(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?"

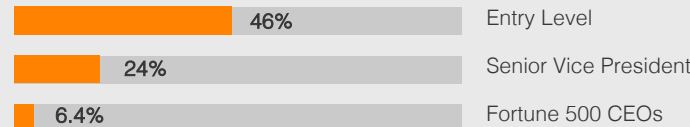
(Detjen, et al 2013)

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)

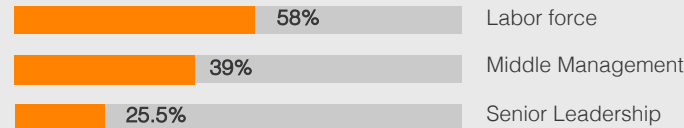


Workplace Representation



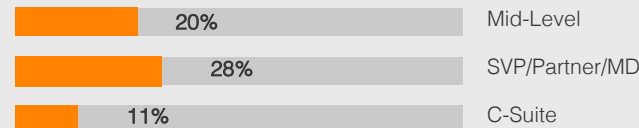
(Women in the Workplace, 2016, Fortune, 2017)

Financial Services Industry



(Financial Times 2016)

Commercial Real Estate Industry

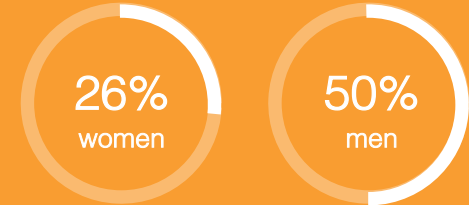


(CREW, 2015)

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)



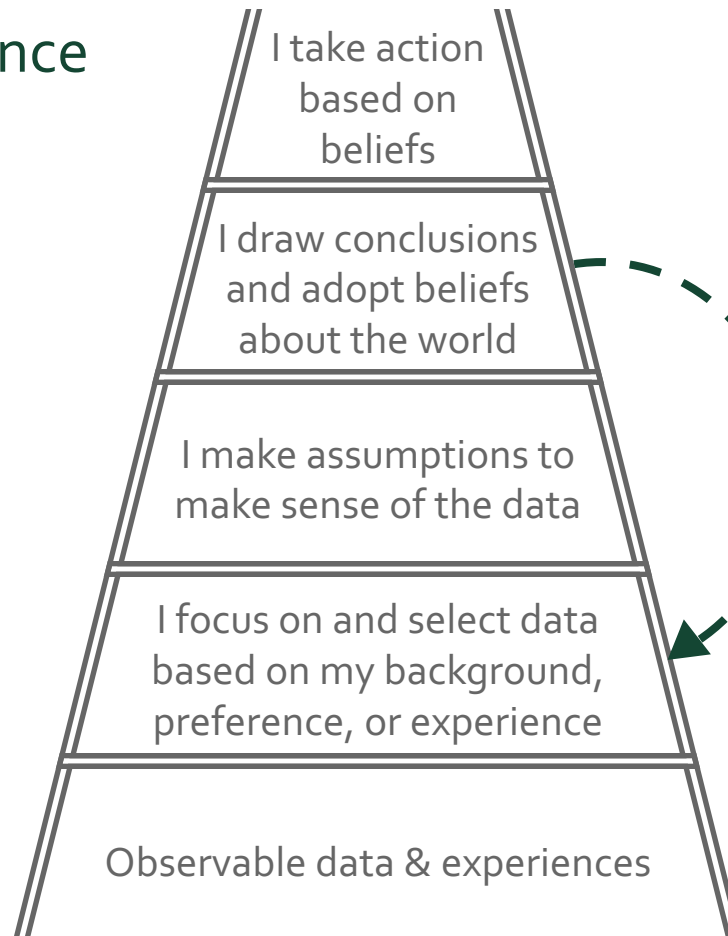
What is Unconscious Bias?



Biases Help Us Make Sense of the World

Ladder of inference

Chris Argyris 1990

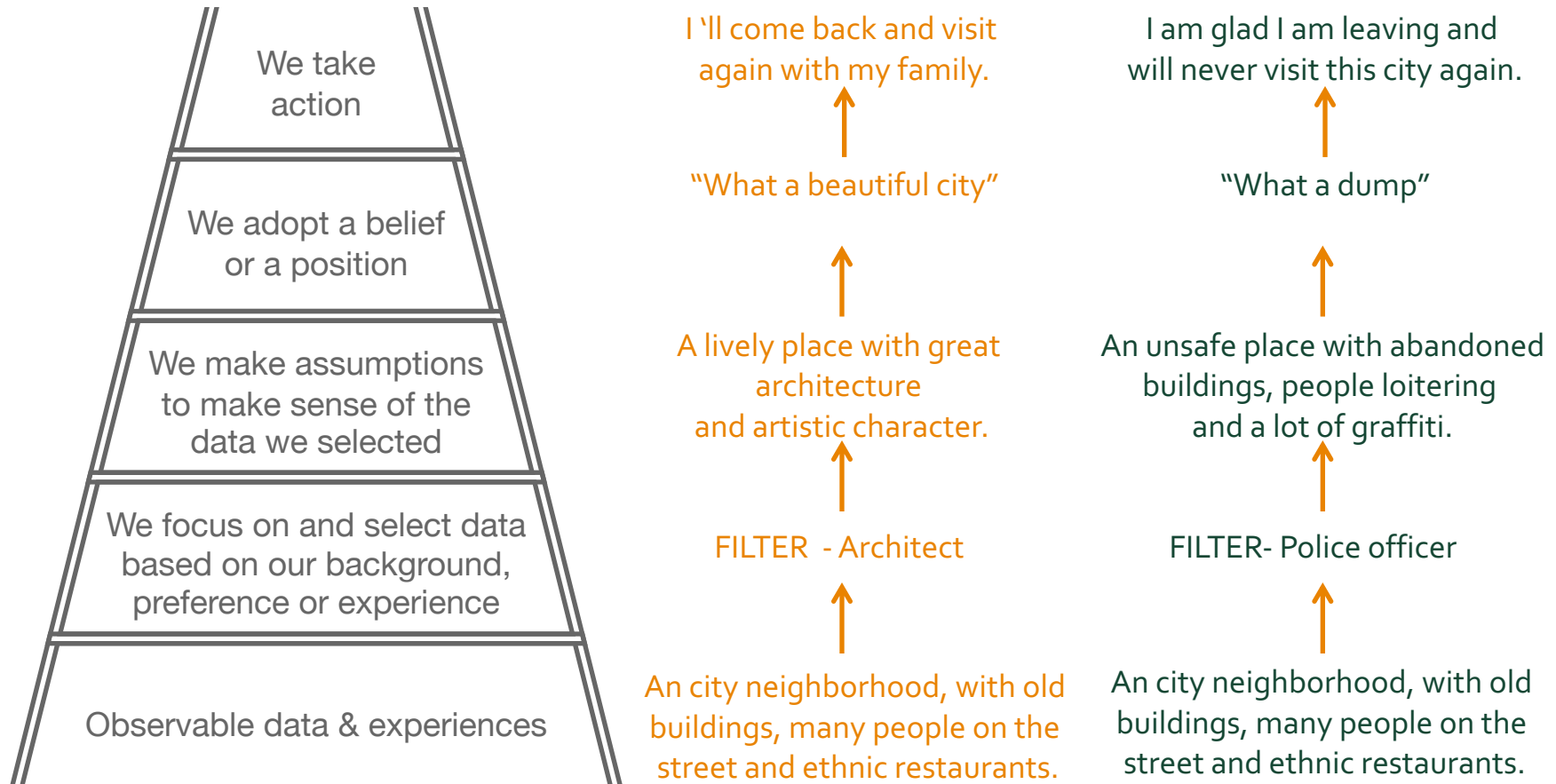


The reflexive loop

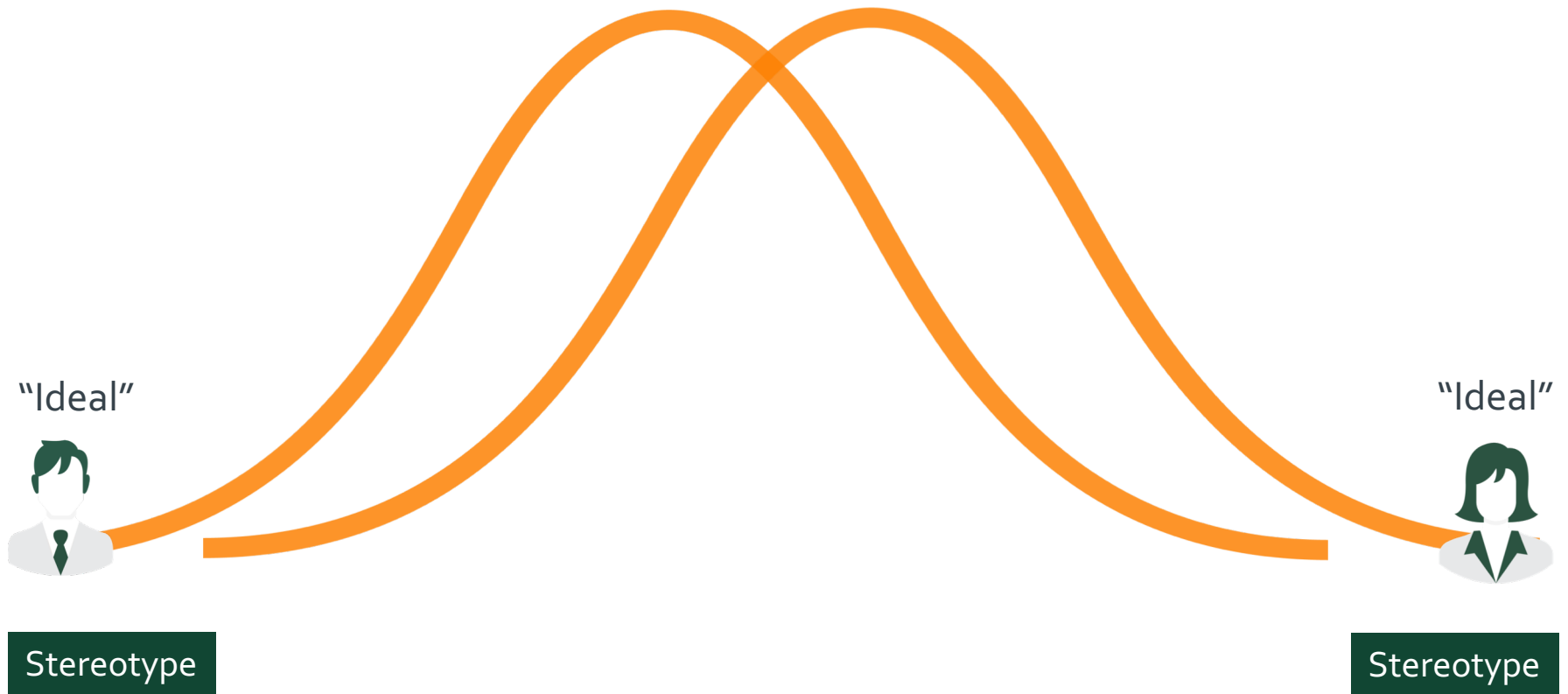
- Our beliefs affect what data we select next time-



Our Bias in Action



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*



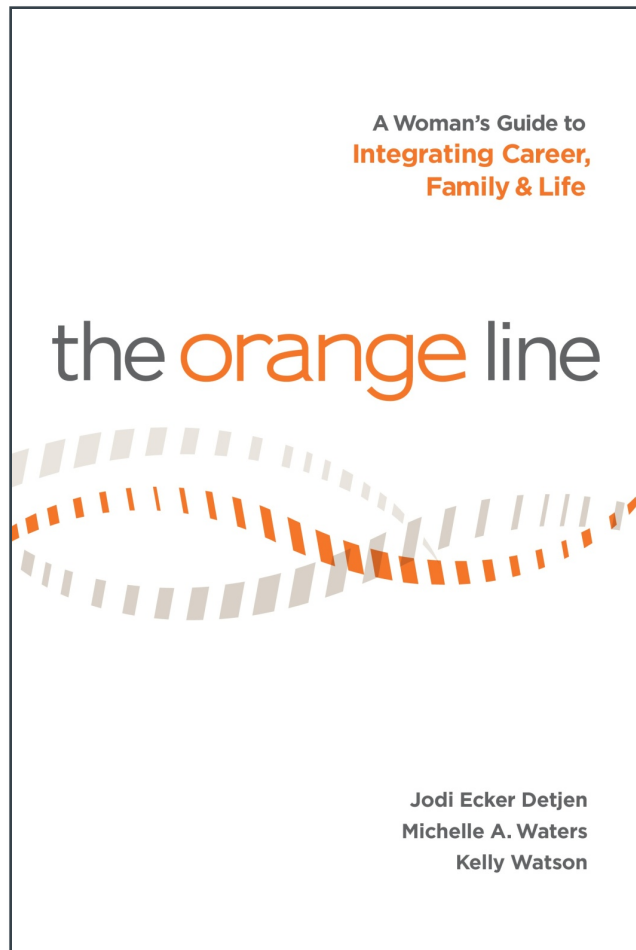
The Internal Impact of Biases

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 stereotypes do you think others were making of you?
- What impact did this have on your behavior at that time?



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

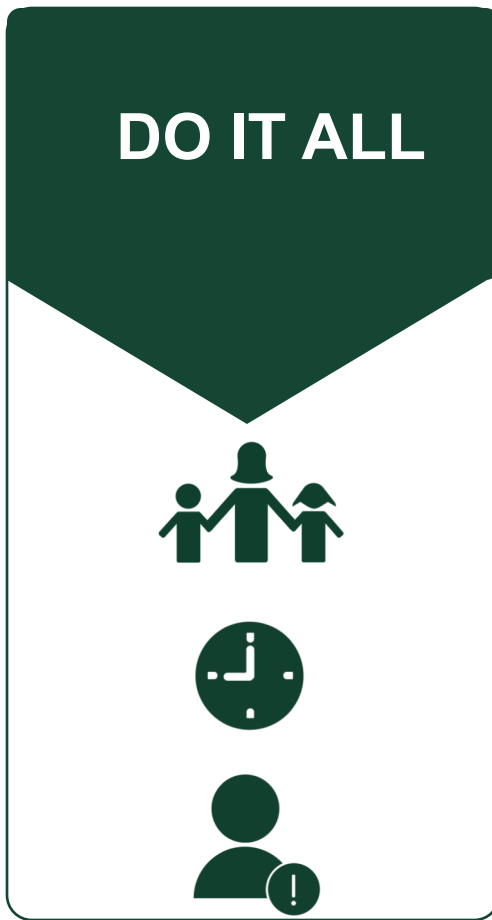
Lowering Career
Expectations



Our Findings (1) - Women's Unconscious Biases



Our findings (2) – Women's Unconscious Biases



Our Findings (3) - Women's Unconscious Biases

DO IT ALL



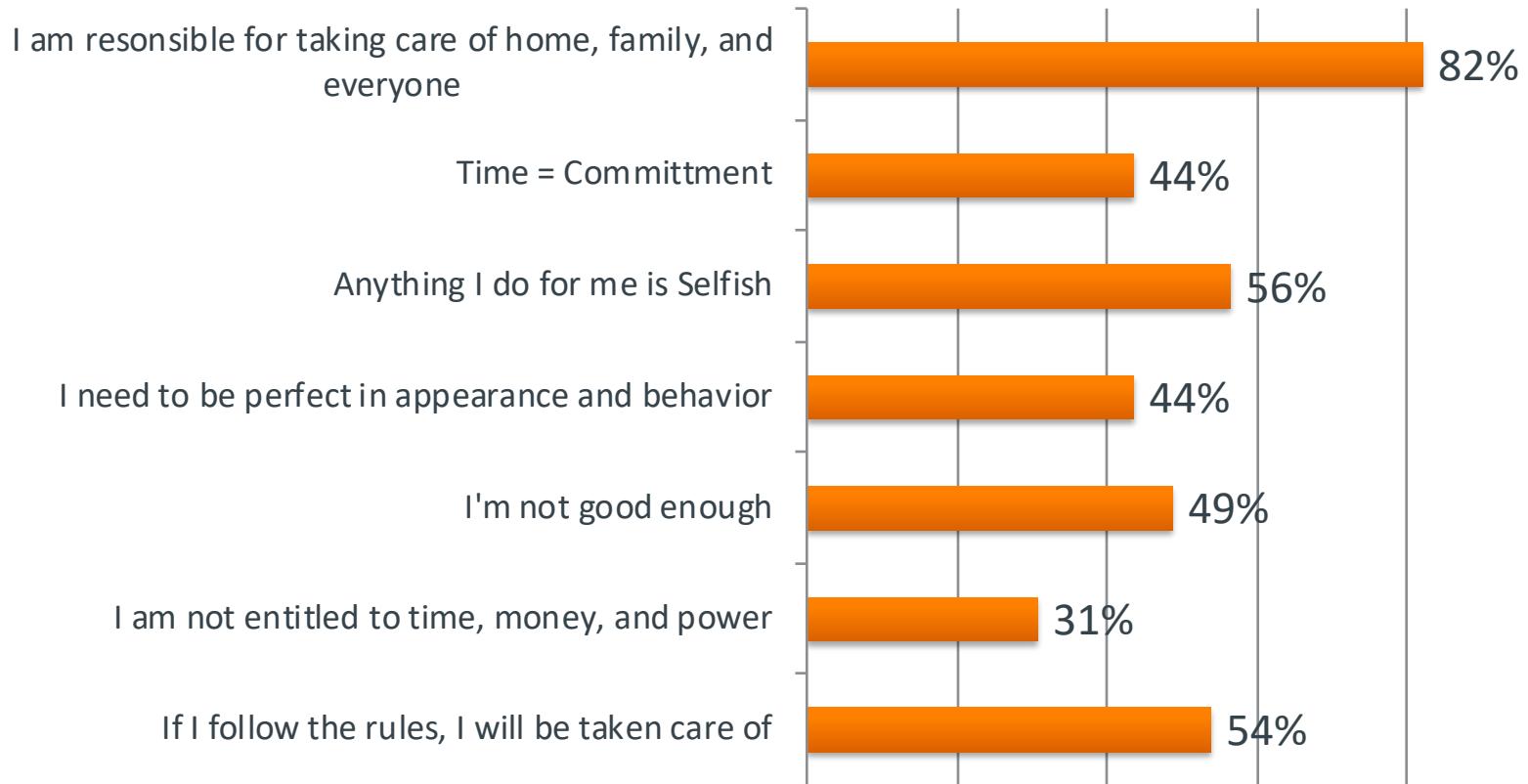
LOOK GOOD



BE NICE



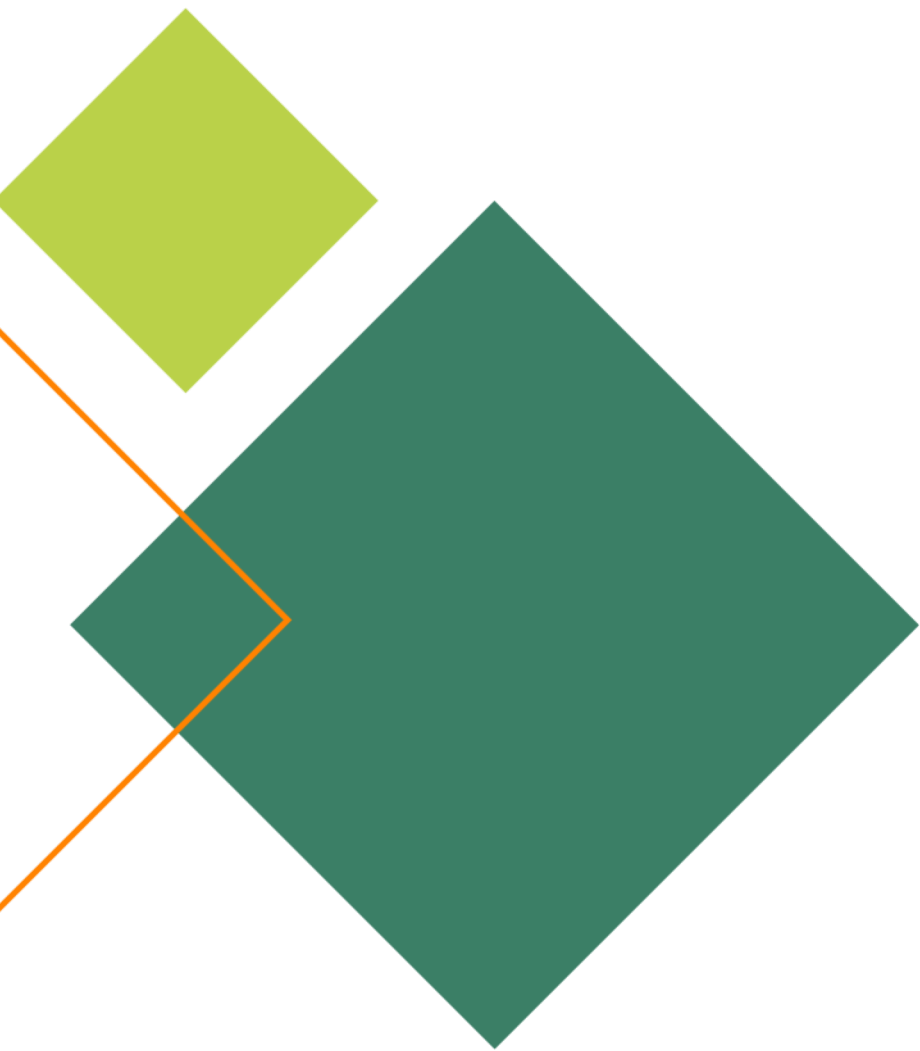
Recent Survey Results



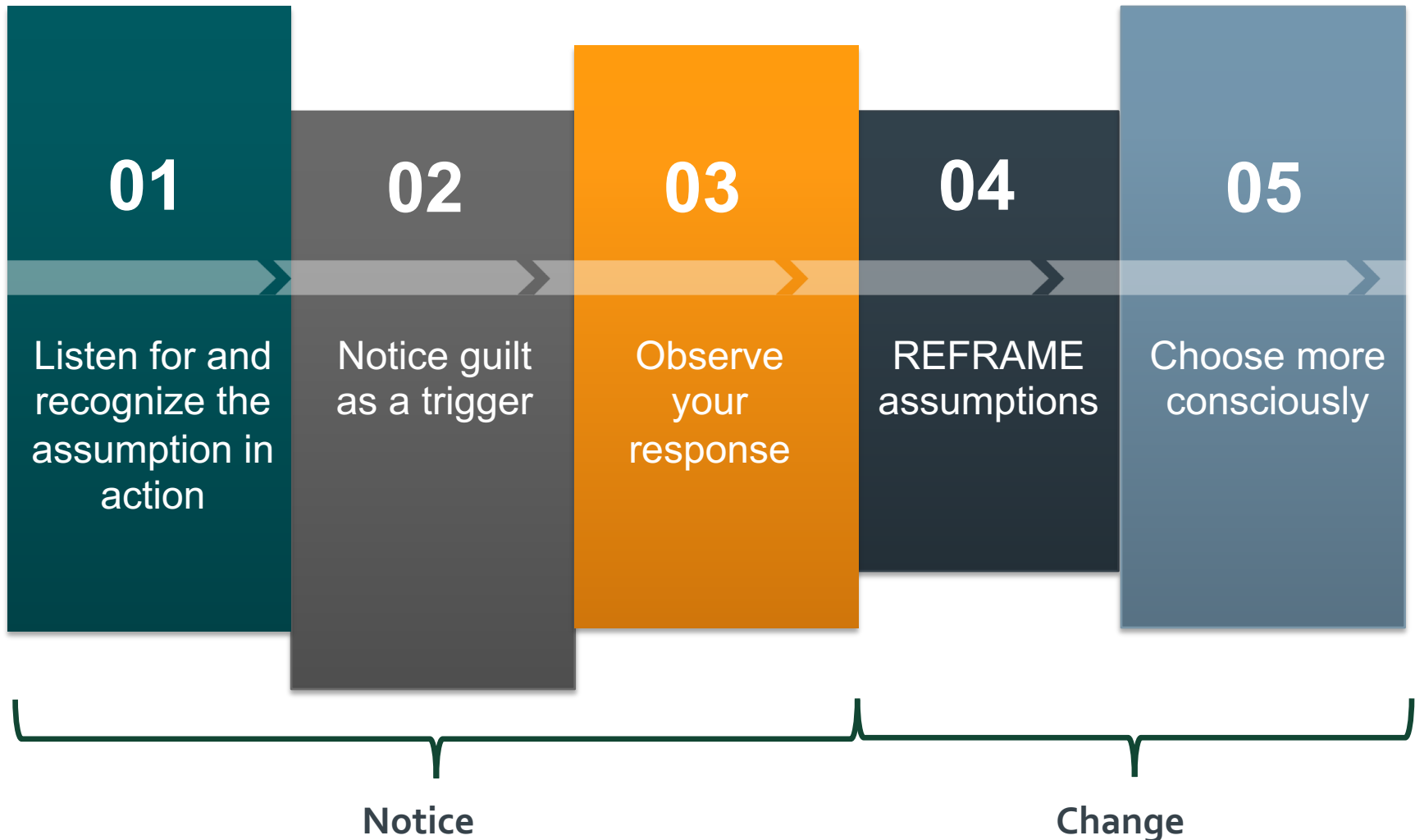
N = 250







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

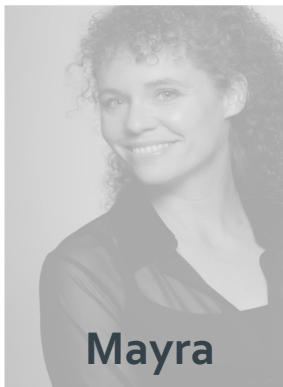
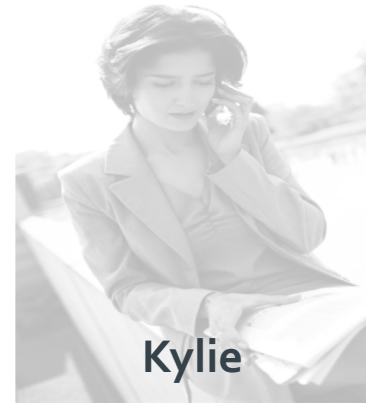
Be Nice

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

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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	<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 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
 - Implement the changes and 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?

