Our biases show up everywhere.

Your biases show up everywhere.

We're going to continue to call this out throughout these videos and focus on it for the purpose of this video.

We're going to focus on confronting your biases as they show up in the hiring process.

Bias is prejudice in favor of or against one thing, person, or group compared with another, usually in a way considered to be unfair.

Naturally, we know that when we have a negative bias toward a person or a group, that this is going to result in negative consequences.

But it's important to point out that even when we have a positive bias for a person or a group, that this also has negative consequences.

Now everybody has biases including you.

It does not serve you or the people you serve to try and deny them.

The work ahead for you is to make yourself aware as much as possible and with as many as possible biases that you have.

To understand how they're affecting your work and to do everything you can to confront them.

There are all kinds of cognitive biases that show up in our decision-making in all areas of our lives.

This includes leadership and it includes hiring.

This is a list of about a dozen of those cognitive biases that may be contributing to the way that you hire.

Some of them will be showing up in a really significant way.

Others will be showing up in a much less significant way, or maybe not really at all.

In addition to your cognitive biases, you also have biases, prejudices, and stereotypes around different groups of people.

This list is not intended to be comprehensive. It's to show you that there are lots of ways that we can be biased and prejudiced.

Some of these groups are considered protected classes when it comes to hiring. Others

are not.

Regardless of whether or not they're protected classes, our biases and prejudices can have negative consequences no matter which group we have those prejudices about or which groups we have our stereotypes about.

These biases are a problem because they limit our talent pool. When we only choose a particular type of candidate, we are closing off the possibility of working with other candidates that can bring a lot of value to the work that we do.

It also limits a broader thinking, understanding, and perspective if we only ever hire certain types of people.

Also our biases have a way of showing up to other people and when they do, this undermines our leadership capability and credibility. It can result in a poor reputation for you and your organization and it can result in legal action.

To start to confront your biases, it's important to start with what you already know.

Because we all have conscious and unconscious biases, start with the conscious ones.

What do you already know to be true about the way that you think and stereotype and generalize and make assumptions about people?

Be honest with yourself.

Start to admit and start to make yourself aware.

When certain thoughts come into your head, challenge those thoughts and where they came from.

For your unconscious biases, seek feedback from people you trust.

Create a trust circle, a trust network, a trust group that you can go to to make you aware of the thing you just are not aware of.

Be open to those difficult conversations.

Be open to the feedback so that you can start doing the hard work.

Don't go it alone.

In addition to that feedback, when it comes to hiring ,there are lots of valuable reasons to include other people.

Checking your biases is one of those reasons.

When you are deciding who is on your hiring team, it's really valuable in addition to being able to check your biases to include different perspectives.

Involve other people in the process to 1) check those biases but also to to offer a perspective that you simply cannot get on your own.

It's also important that you examine and update your policies, representation, and language at your organization.

Again, don't go it alone. If you have an HR, work with your HR. Whether or not you do, work with your staff and your stakeholders to get that broad perspective about how your policies, representation, and language are affecting the work that you do.

Another way to start to confront bias in the hiring process is to use systems and rubrics. There is all kinds of research in the music field about symphonies and how a lot of symphonies were not hiring women at the rate they should be hired. So they started to hold blind auditions where people would audition and play their music behind a curtain or a wall or something that prevented them from being seen by the people who were making the decisions. Sure enough, as soon as they started doing that, they were choosing significantly more women.

A lot of organizations have a version of this when they are screening resumes, particularly removing names or other identifying information.

So what kind of systems like that might you put in place?

Also rubrics can go a long way to helping to confront some of those biases. They force you to come up with an explanation for why you're making the decisions you're making.

We need to get away from the, 'I just can't put my finger on it' or 'they're just not a fit', but you can't articulate the reason.

Rubrics help to standardize the process as much as possible so that you have an explanation for why you're experiencing what you're experiencing.

Also asking the same questions of all the candidates so that you can compare in a fair and equitable way.

Some other organizational practices for you to pay attention to is your process around sponsors or mentors. These can decrease the perception of bias by up to 90%.

Creating a speak-up culture where staff and other stakeholders have the opportunity to voice their opinion particularly when it's a challenging one. This reduces the perception of bias.

Diversity not just on your staff but also in the leadership of your staff- this also decreases the perception of bias.

So, something for you to think about, is how will you make sure you are addressing and working on your biases as they show up in the hiring process?