Overview

- Word Choices
- Strategies to Block Bias
- Leadership Values
Language
The most common way that we transmit and maintain culture is through language.
Deliberation  Word Choices  Stereotypes
ACTIVITY

Language of Leadership

1. Describe a top performer.

2. Use words to describe behaviors and attributes.
Language of Leadership

**COMMUNAL**
- Team player
- Friendly
- Good relationship manager
- Committed

**AGENTIC**
- Big thinker
- Influences others
- Takes risks
- Independent
Language of Leadership

Communal
- Supportive
- Team Player
- Warm
- Compassionate
- Agreeable
- Friendly
- Thoughtful
- Collaborative
- Caring

Agentic
- Confident
- Ambitious
- Outspoken
- Independent
- Daring
- Intellectual
- Driver
- Influential
- Go-getter
Stereotypes can lead to over-valuing “agentic” skills and under-valuing “communal” skills.

Communal language is more commonly used to describe women’s accomplishments.
Communication Style

- Negative Communication Style: 60% for Men, 76% for Women
- Too Aggressive Communication style: 40% for Men, 23% for Women
- Too Soft Communication Style: 71.5% for Men, 28.5% for Women
#6  Stereotypes can lead to a “likeability penalty” for women and other underrepresented groups.
Candidates must have experience in directing professional and administrative employees involved in the administration of risk management and self-insurance programs. The candidate will have experience in completing, presenting and discussing all financial aspects of the organization.

How might you define this in both agentic and communal terms?

- Team player
- Friendly
- Good relationship manager
- Committed

- Big thinker
- Influences others
- Takes risks
- Independent
Candidates must have experience in directing professional and administrative employees involved in the administration of risk management and self-insurance programs. The candidate will have experience in completing, presenting and discussing all financial aspects of the organization.

How might you define this to avoid the likeability penalty?

- Aggressive Executive Presence
- Too Soft
- Self-promoting
Context Matters
Context matters: Conditions that amplify bias

• Operating in crisis mode
Context matters: Conditions that amplify bias

• Operating in crisis mode.
• Definitions of success are narrow.
Unduly narrow definition of success in job ad?

Knocks it out of the park

Wrestles problems to the ground

Rock star

Ninja coder
Context matters: Conditions that amplify bias

• Operating in crisis mode.
• Definitions of success are narrow.
• Ambiguity in the evaluative context is high.
  • Criteria for making evaluations are ambiguous.
  • Evaluation process is unstructured.
We often operate on gut patterns

“It would appear, Hopkins, that your gut feel was only indigestion”
Strategies
Getting beyond bias:
How can we reduce these biases?
Blocking Bias requires breaking the tendency to use stereotypes as cognitive shortcuts in processing information.
Tools for Evaluating Applicants and Employees

✓ Align on criteria before evaluating applicants.
Align on criteria before evaluations

More experience

More education
Tools for Evaluating Applicants and Employees

- Align on criteria before evaluating applicants.
- Reexamine criteria. Do they contain biases?
  - Move from “experiences” to skills/competencies.
  - Question criteria related to style or personality, which maybe unrelated to performance.
Right criterion?

(Margolis & Fisher 2002)

HS Computer Science = Required
Tools for Evaluating Applicants and Employees

• Align on criteria before evaluating applicants.
• Reexamine criteria. Do they contain biases?
• Broaden definitions of success.
Google Image Search: CEO

Men of Color

Women

Native Men

People with Disabilities
Tools for Evaluating Applicants and Employees

• Align on criteria before evaluating applicants.
• Reexamine criteria. Do they contain biases?
• Broaden definitions of success.
• Slow down. Develop a consistent approach for discussing applicants and employees.
### Rubrics

- Clarify criteria
- Consistent approach
- Ensure same approach is applied to every candidate

(Stanford School of Engineering, 2016)
Tools for Evaluating Applicants and Employees

• Align on criteria before evaluating applicants.
• Reexamine criteria. Do they contain biases?
• Broaden definitions of success.
• Slow down. Develop a consistent approach for discussing applicants and employees.
• Ensure the same criteria are applied to everyone. Encourage criteria monitoring.
  • Catch a higher bar
  • Notice a shift in criteria or new criteria
  • Stop undue criticism of or focus on personality/style
  • Balance emphasis on communal and agentic skills
Criteria Monitoring

“We agreed _______ was the most important criterion. Let’s focus on that.”

“While_______ may be worth considering, we agreed_______ was the most important criterion.”

“Please explain why _______ is important in evaluating.”
Tools for Evaluating Applicants and Employees

• Align on criteria before evaluating applicants.
• Reexamine criteria. Do they contain biases?
• Broaden definitions of success.
• Slow down. Develop a consistent approach for discussing applicants and employees.
• Ensure the same criteria are applied to everyone. Encourage criteria monitoring.
• Monitor airtime during critical discussions
In a group of 8, 3 people will speak 67% of the time.
Male justices interrupt female justices approximately **three times** as often as they interrupt each other.
Atlassian Boosted Its Female Technical Hires By 80% — Here’s How
If GoDaddy Can Turn the Corner on Sexism, Who Can’t?

Charles Duhigg
ADVENTURES IN CAPITALISM  JULY 23, 2017

GoDaddy overhauled its employee evaluation forms, replacing open-ended questions with specific criteria that evaluated employees’ impact, rather than their character. Instead of asking if someone is good at communicating, the new evaluation form asked managers to document instances when an employee shared knowledge with a colleague, or collaborated with a team.

By then, GoDaddy had been recognized as being among the nation’s top workplaces for women in tech. The company’s policies on equal pay, its methods for recruiting a diverse work force and its approach to promoting women and minorities had been lauded inside business schools and imitated at other firms.
GoDaddy

• Strong CEO support for improving diversity and inclusion.
• **Broadened definitions** of success in job ads to be more inclusive.
• **Decreased ambiguity** in hiring, performance evaluation, and promotion processes.

• Today:
  • Half of engineers hired are women.
  • Reduced gender gaps in performance and promotions.
  • Named one of the “top workplaces for women in tech.”
ACTIVITY

Pilot “Small Wins”

WITH A PARTNER

Organization Representative
Pick one area you might want to pilot a change.

Choose an Approach
- Broaden definitions of success
- Create and use rubrics
- Strategically use a balance of agentic and communal language used in promotion statements, introductions, bios, job ads, etc.

Share One Action You Will Do When You Return

ROTATE ROLES
Share outs
Stay in touch

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