“There are no bad people, just bad thinking habits. Unconscious bias is a thinking habit we have learned and which we can unlearn. The only shame in having a bias is in not wanting to better manage it for the sake of our colleagues and students.”

Pete@shirepro.co.uk
01909 733810
Scott E. Page (2007)
- Innovation depends less on IQ and more on diverse people working together
- Diversity of thought – i.e. groups that display a range of perspectives outperform groups of like-minded experts
- Diversity yields superior outcomes

King et al (2010):
- Reduced complaints of incivility
- Improved customer satisfaction ratings
- Improvements in hard outcomes such as customers having their needs met earlier in the interaction

McKinsey (2012): Companies with diverse top teams exceeded others by:
- 56% in operating results
- 53% higher return on equity
- Earnings before interest and taxes margins were 14% higher

Peterson Institute for International Economics (2017)
- Companies with at least 30% female leaders can add as much as 6% to their net margins (EY reviewed 22,000 audits around the world)
Implicit biases develop and are maintained from our **Experiences (patterns)**, the **Media** we absorb, and the **Culture** we live in and have lived in.

Being biased is part of who we are; **we are ALL biased** and have a **bias blind spot**.


Biases are easily triggered under **cognitive** or **emotional load**.
Loaded Language?
A study of performance reviews has found that, compared with men, women receive:

**2.5 TIMES**
as much feedback about
having an aggressive communication style

**2.4 TIMES**
as many references
to team accomplishments

**ABOUT HALF**
as many references to
their having vision

**ABOUT HALF**
as many references to
their technical expertise

**ONE-THIRD**
as much feedback linked
to a business outcome

Source: Stanford University,
Clayman Institute for Gender Research
THE WALL STREET JOURNAL