



# WELCOME!

ASQ Learning and Networking Event

Unconscious Bias

Suzanne Murphy, Founder

Performance Through Leadership

# Unconscious Bias: What we don't know we don't know



# Unconscious Bias: What we don't know we don't know

**bi·as**

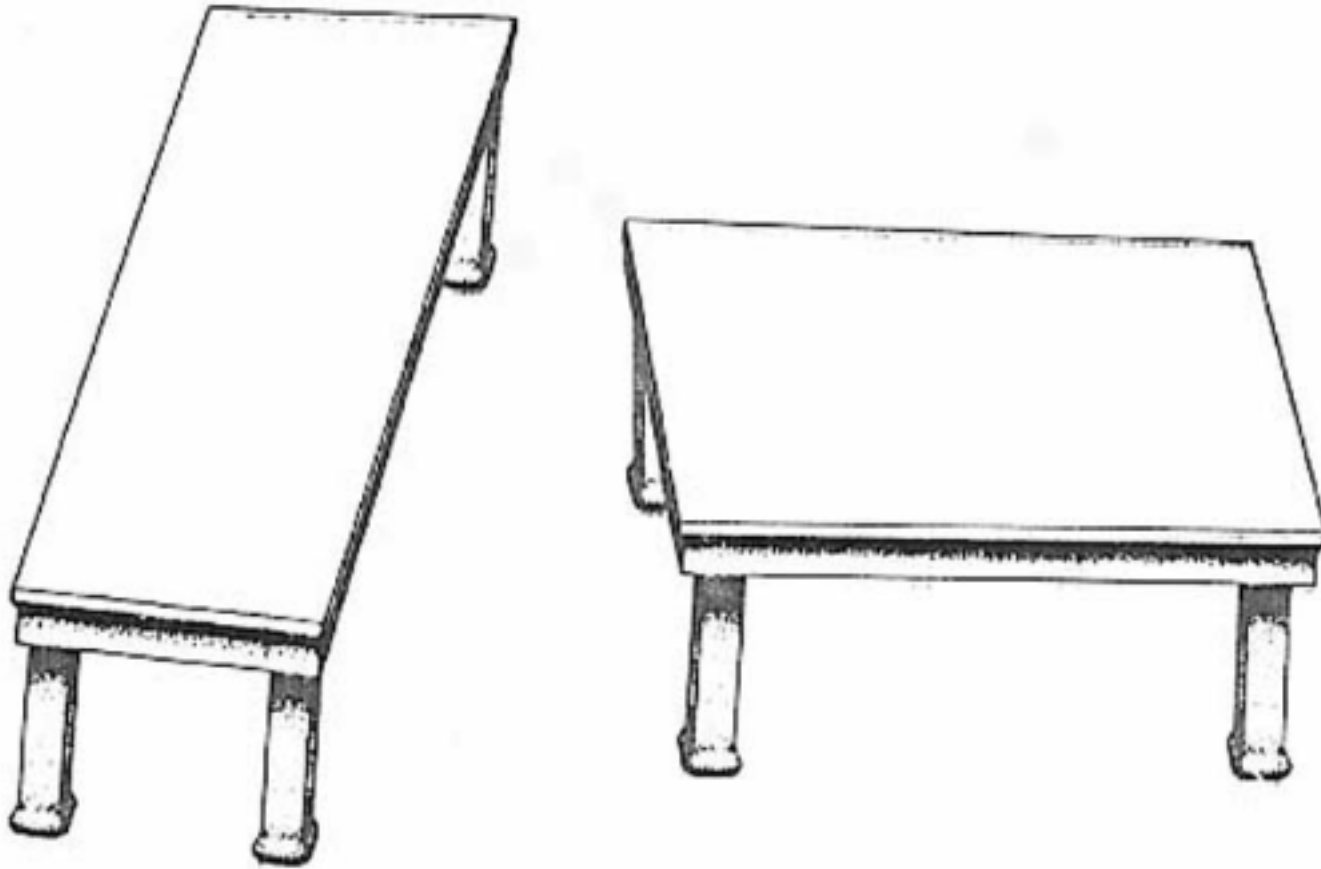
*/ˈbiːəs/*

*noun*

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

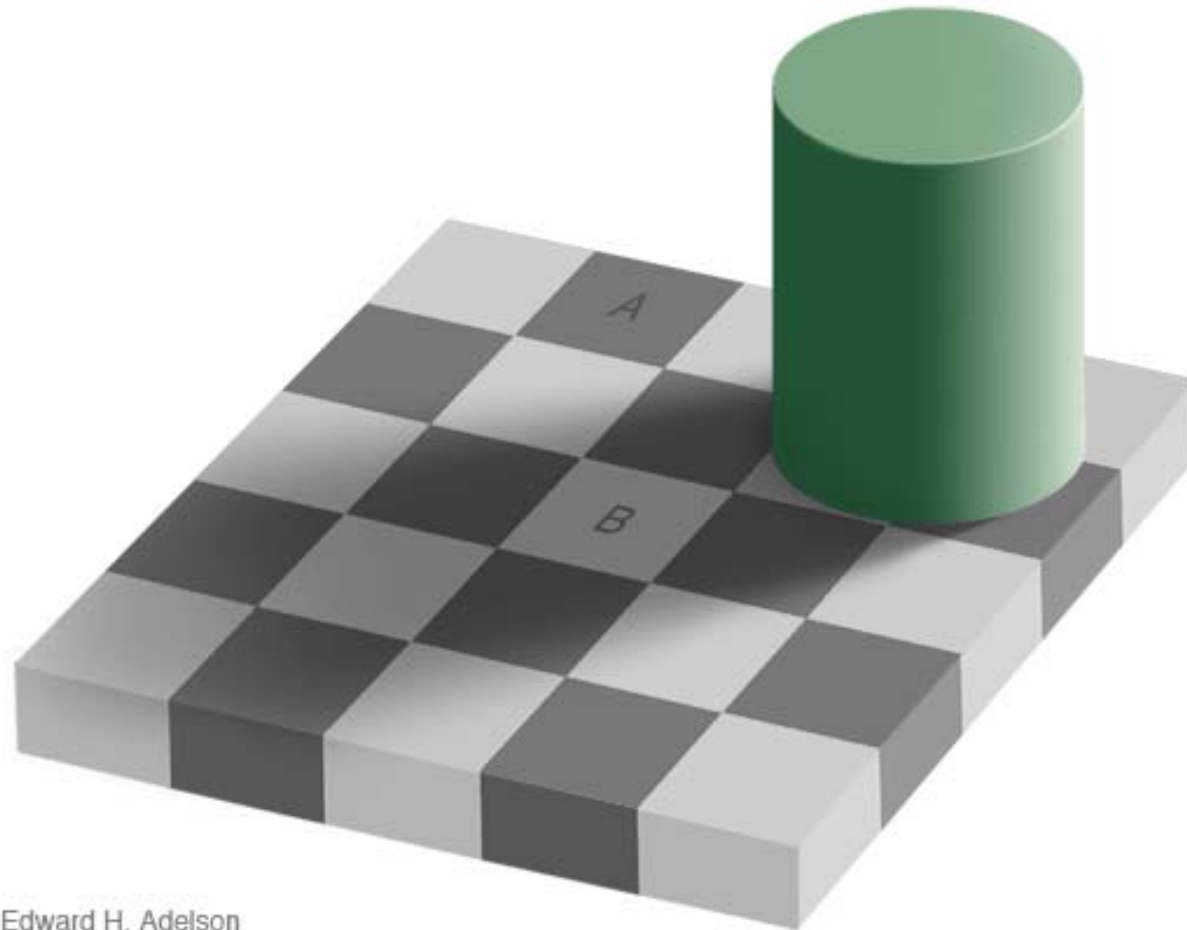
"there was evidence of **bias against** foreign applicants"

*synonyms:* [prejudice](#), [partiality](#), [partisanship](#), [favoritism](#), unfairness, one-sidedness; [More](#)



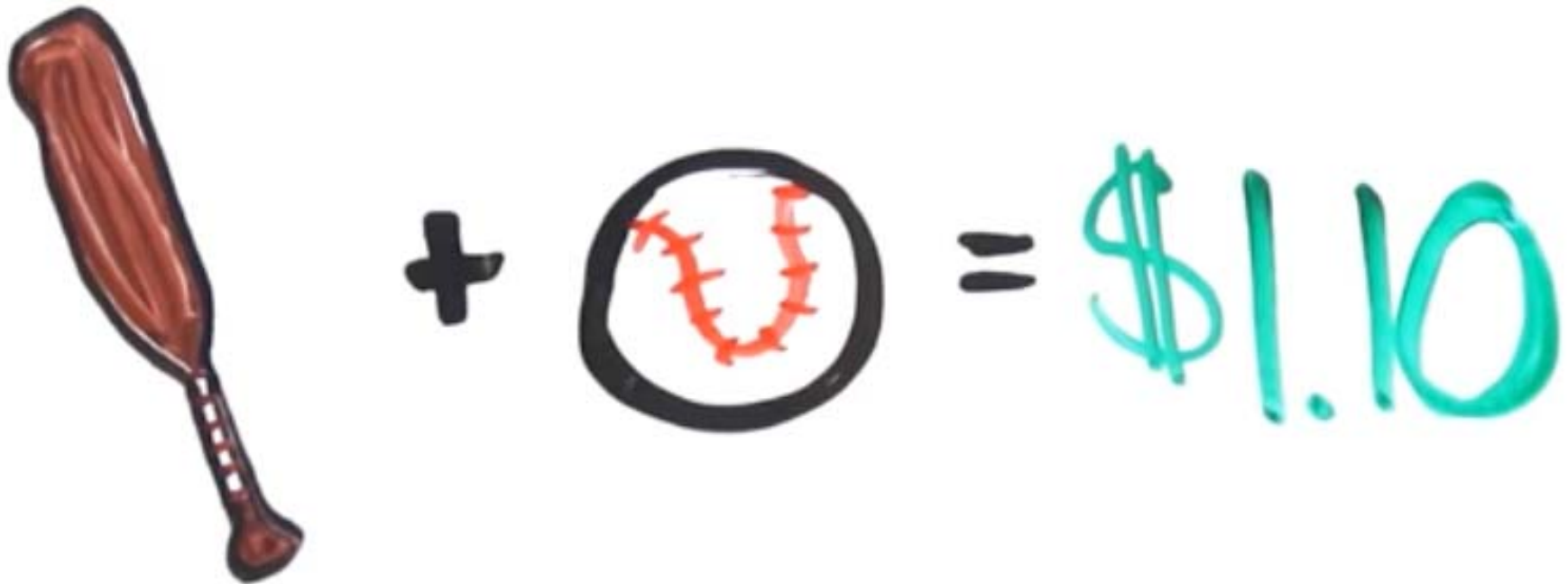
Are these tables the same size?

**Yes or No**

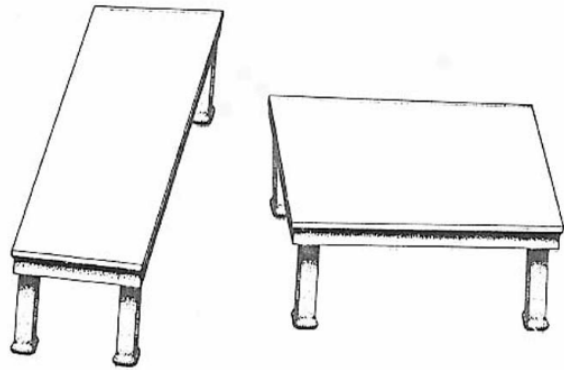


Edward H. Adelson

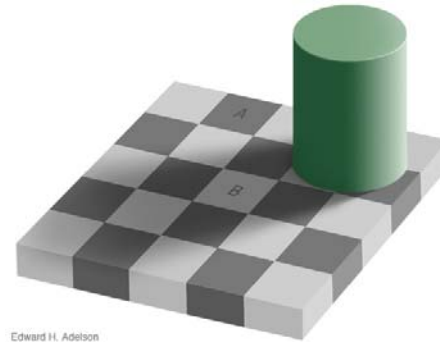
Are the squares labelled A and B the same color?  
Yes or No



The bat costs \$1 more than the ball.  
What does the ball cost?

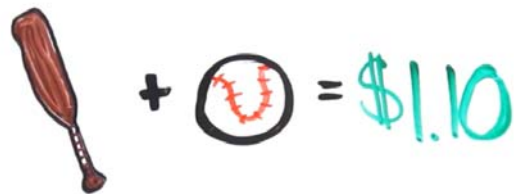


YES



Edward H. Adelson

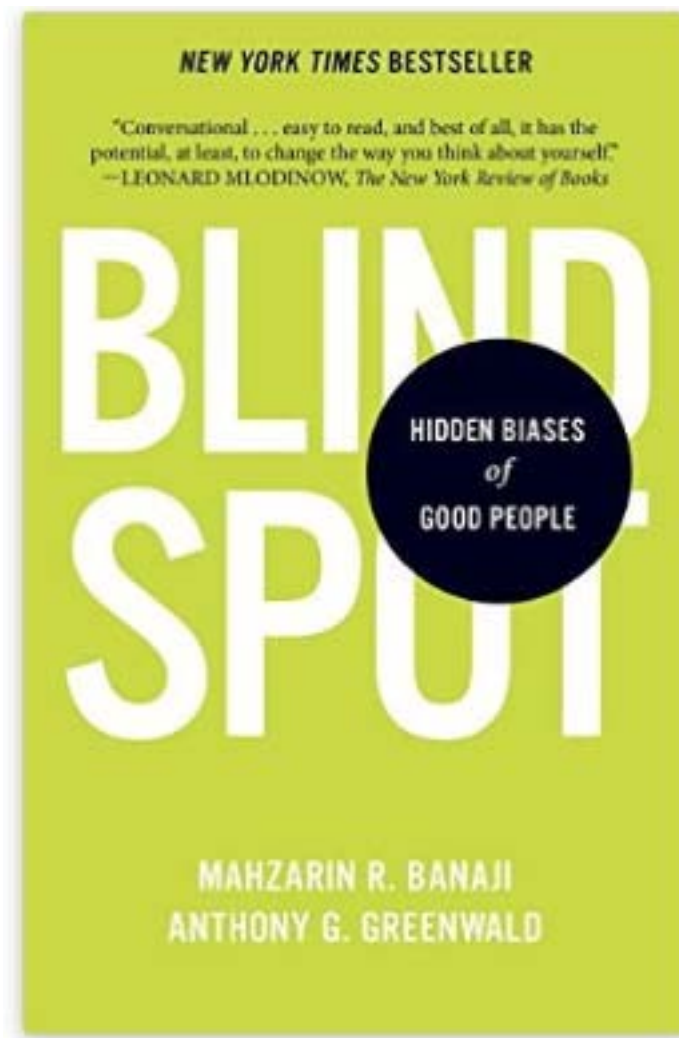
YES



The ball costs \$.05

# A study of implicit biases

It all started with a deck of cards.





MALE

FEMALE

MALE

FEMALE

Husband

MALE

FEMALE

Daughter

MALE

FEMALE

Uncle

MALE

FEMALE

Aunt

MALE

FEMALE

Grandpa

MALE

FEMALE

Grandma

FEMALE

or

LIBERAL ARTS

---

MALE

or

SCIENCE

---



FEMALE

or

LIBERAL ARTS

---

MALE

or

SCIENCE

---

Music

FEMALE

or

LIBERAL ARTS

---

MALE

or

SCIENCE

---

Aunt

FEMALE

or

LIBERAL ARTS

---

MALE

or

SCIENCE

---

Father

FEMALE

or

LIBERAL ARTS

---

MALE

or

SCIENCE

---

Philosophy

FEMALE

or

LIBERAL ARTS

---

MALE

or

SCIENCE

---

History

FEMALE

or

LIBERAL ARTS

---

MALE

or

SCIENCE

---

Son

FEMALE

or

LIBERAL ARTS

---

MALE

or

SCIENCE

---

Wife

FEMALE

or

LIBERAL ARTS

---

MALE

or

SCIENCE

---

Engineering



MALE

or

LIBERAL ARTS

---

FEMALE

or

SCIENCE

---

MALE

or

LIBERAL ARTS

---

FEMALE

or

SCIENCE

---

Chemistry

MALE

or

LIBERAL ARTS

---

FEMALE

or

SCIENCE

---

Brother

MALE

or

LIBERAL ARTS

---

FEMALE

or

SCIENCE

---

English

MALE

or

LIBERAL ARTS

---

FEMALE

or

SCIENCE

---

Physics

MALE

or

LIBERAL ARTS

---

FEMALE

or

SCIENCE

---

Daughter

MALE

or

LIBERAL ARTS

---

FEMALE

or

SCIENCE

---

Uncle

MALE

or

LIBERAL ARTS

---

FEMALE

or

SCIENCE

---

Biology



MALE

or

LIBERAL ARTS

---

FEMALE

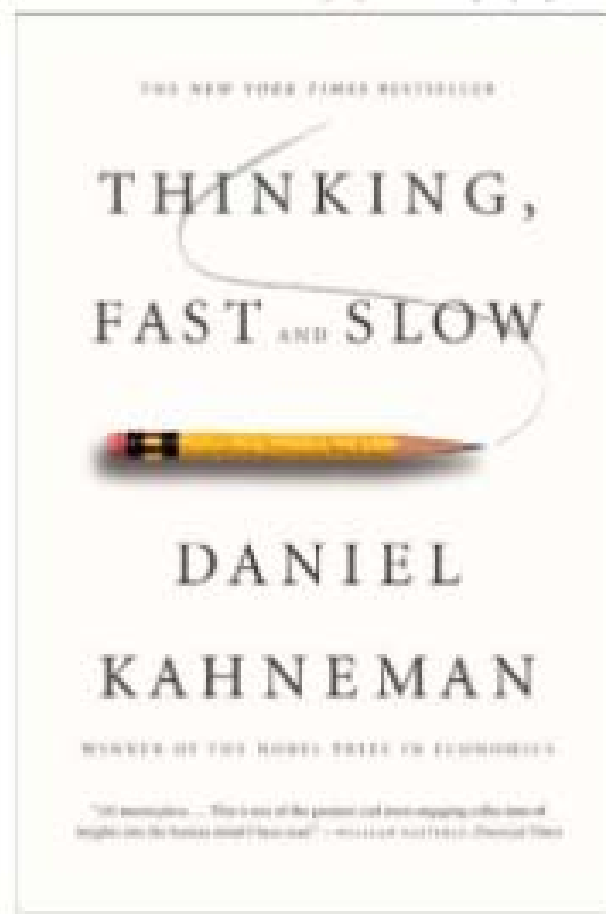
or

SCIENCE

---

Literature

# A study of implicit biases



<https://www.youtube.com/watch?v=JiTz2i4VHFw>

This is how your brain works (Daniel Kahneman)



1

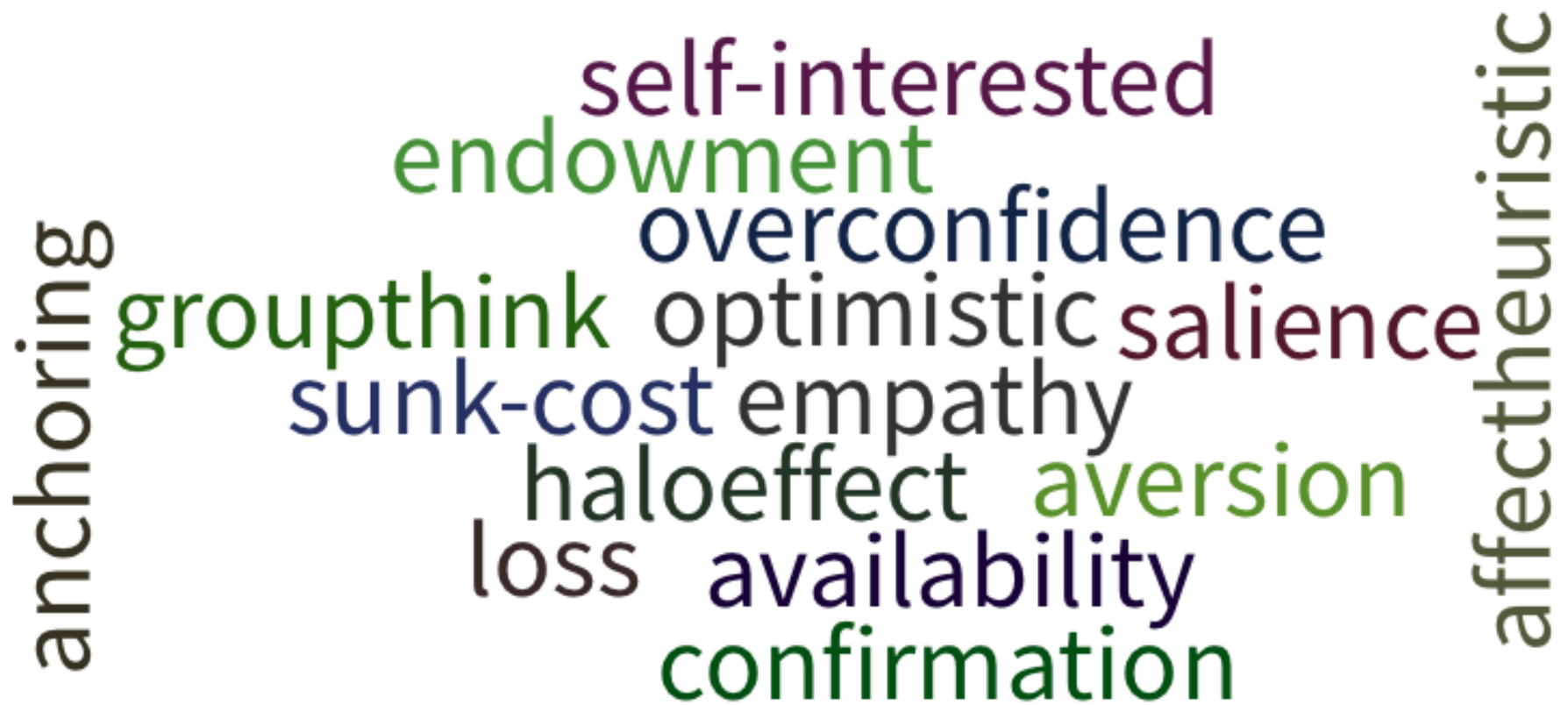
*Fast Thinking*



2

*Slow Thinking*

According to Wikipedia, there are 173 cognitive biases.



# Is Emily more employable than Lakisha?

Applicant: Brendan, Greg, Emily & Anne



Applicant: Tamika, Aisha, Rasheed, & Tyrone



According to Wikipedia, there are 173 cognitive biases.

Anchoring	Availability	Not Invented Here
The tendency to rely too heavily, or “anchor”, on one trait or piece of information.	WYSIATI – The tendency to overestimate the likelihood of events with greater availability in memory.	Aversion to use of products, knowledge, etc., developed outside a group.

## Cognitive biases are impacting your decisions.

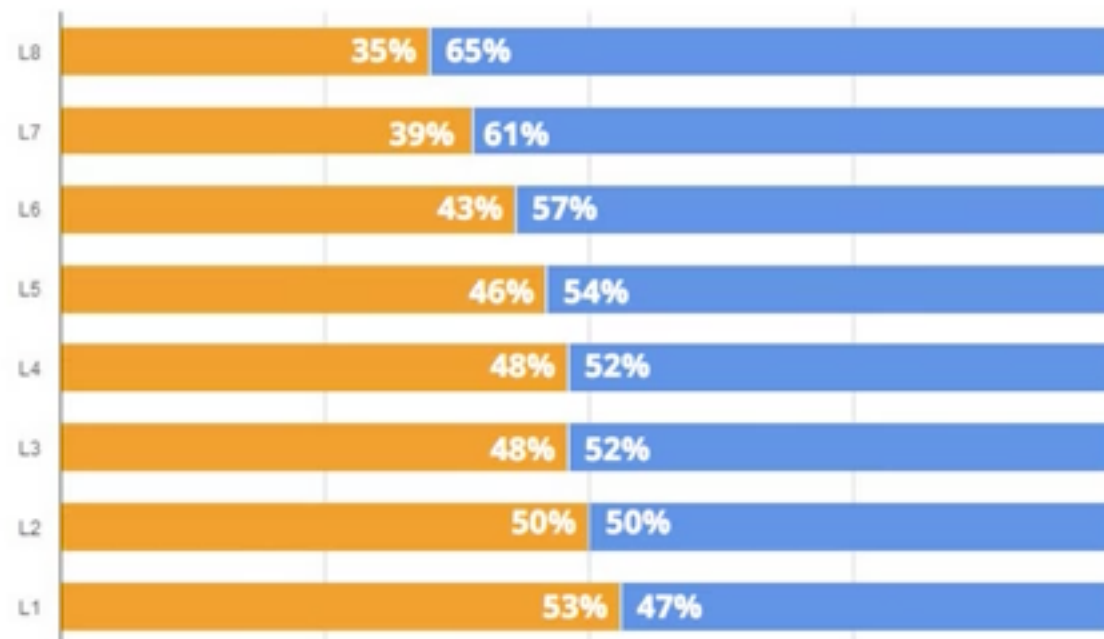
<b>Anchoring</b>	<b>Availability</b>	<b>Not Invented Here</b>
The tendency to rely too heavily, or “anchor”, on one trait or piece of information.	WYSIATI – The tendency to overestimate the likelihood of events with greater availability in memory.	Aversion to use of products, knowledge, etc., developed outside a group.
<b>In-group</b>	<b>Self-serving</b>	<b>Confirmation</b>
Giving preferential treatment to members in one's own group.	The tendency to claim more responsibility for successes than failures.	To search for and focus on information that confirms one's perceptions.

An organization with 8 layers of management has 15% turnover every year.

1	50%	50%
2	50%	50%
3	50%	50%
4	50%	50%
5	50%	50%
6	50%	50%
7	50%	50%
8	50%	50%



**...only 35%** of level 8 employees would be orange.



## Cognitive biases that are impacting your decisions.

<b>Anchoring</b>	<b>Availability</b>	<b>Not Invented Here</b>
The tendency to rely too heavily, or “anchor”, on one trait or piece of information.	WYSIATI – The tendency to overestimate the likelihood of events with greater availability in memory.	Aversion to use of products, knowledge, etc., developed outside a group.
<b>In-group</b>	<b>Self-Serving</b>	<b>Confirmation</b>
Giving preferential treatment to members in one's own group.	The tendency to claim more responsibility for successes than failures.	To search for and focus on information that confirms one's perceptions.
<b>Group Think</b>	<b>Halo Effect</b>	<b>Loss Aversion</b>
The tendency to do or believe things because many other people do.	The tendency for a person's + or – traits to spill over to another personality area.	To prefer avoiding losses to acquiring equivalent gains.

Which are more deadly, female or male hurricanes?



Six decades of death rates from US hurricanes show that **feminine-named** hurricanes cause significantly **more deaths** than do masculine-named hurricanes ... because hurricane names lead to gender-based expectations about severity and this, in turn, guides respondents' preparedness to take protective action.

National Academy of Science

## How to reduce the impact on biases?



- Be aware. You can't deal with it if you don't acknowledge it.



- Put structure in place (i.e., criteria for hiring, expectations for performance, ask for at least two alternatives, look for information to disprove your hypothesis)



- Use the power off questions.
  - ✓ Why?
  - ✓ What if ...?
  - ✓ Who disagrees?
  - ✓ What contrary evidence is available?

Another great resource for more study.

HBR.ORG  
**Harvard  
Business  
Review**

 JUNE 2011  
REPRINT R1006

**THE BIG IDEA**

# Before You Make That Big Decision...

Dangerous biases can creep into every strategic choice. Here's how to find them—before they lead you astray. *by Daniel Kahneman, Dan Lovallo, and Olivier Sibony*

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# THANK YOU!

ASQ Learning and Networking Event  
Unconscious Bias

Suzanne Murphy, Founder  
Performance Through Leadership  
[suzanne.murphy@myptl.biz](mailto:suzanne.murphy@myptl.biz)

