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THINKING,
FAST AND SLOW

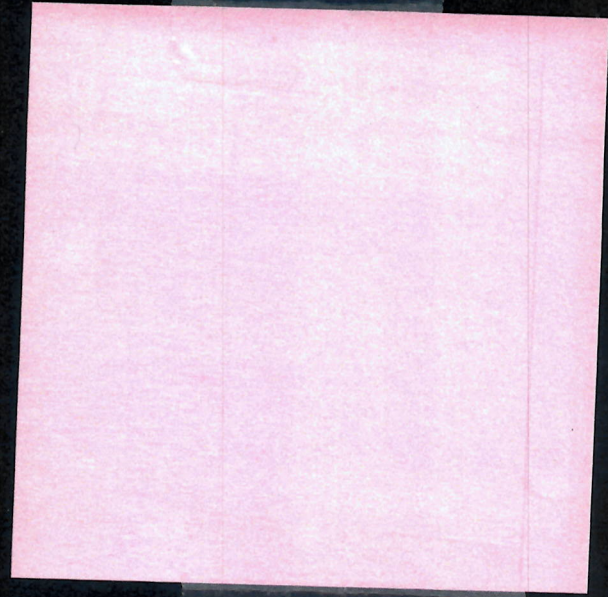


DANIEL
KAHNEMAN

WINNER OF THE NOBEL PRIZE IN ECONOMICS

"[A] masterpiece . . . This is one of the greatest and most engaging collections of insights into the human mind I have read." —WILLIAM EASTERLY, *Financial Times*

Scott E. Page



THE
DIFFERENCE

HOW THE POWER OF DIVERSITY
CREATES BETTER GROUPS, FIRMS,
SCHOOLS, AND SOCIETIES

blink

By the author of THE TIPPING POINT

The Power of Thinking
Without Thinking

Malcolm Gladwell

SELECT COGNITIVE BIASES

CONFIRMATION BIAS

Tendency to search for or interpret information in a way that confirms one's preconceptions of the situation or outcome. (You believe a street corner is dangerous, notice accidents; not the actual number of cars that travel through without incident.)

IN-GROUP BIAS

Tendency to form tighter bonds with people in our "in-group" – same school, same home town, same degree, same project, same org, same experience etc.

PROJECTION BIAS

Tendency to assume that others share one's perspective, reaction, values, thoughts, and current emotional state.

STATUS-QUO BIAS

Tendency to make the unwarranted assumption that another choice would be inferior to the one already made, without studying probable impacts. Tendency is to make no change.

NEGATIVITY BIAS

Tendency to pay more attention to bad news and to be less suspicious of its accuracy, ignoring the probability of positive outcomes.

BANDWAGON EFFECT

Effect often has behavioral norms propagate across a group and is tied to the desire to fit in. Can occur in large crowds or small groups. (Dominant manager runs a meeting – everyone is quiet; offering few opinions. You join a new work group and the manager solicits opinions, you suddenly have ideas to share.)

"GO Un-bias" for additional information on cognitive biases and a link for the implicit bias test.

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Unconscious Bias

Recognize. Reflect. Respond.



RECOGNIZE

- Accept you have bias
- Explore awkwardness and discomfort - Why am I feeling this way
- Note and evaluate first impressions
- Do you notice an immediate like or dislike of someone
- Do you have anchoring bias from an outdated fact or a loud voice
- Am I having a gut reaction about this person or idea (Why)

REFLECT

- Pause. Switch from System 1 to System 2 thinking
- Slow down your thinking and examine your assumptions
- Reflect on your interpretations and judgements
- Engage with people you consider "Others"
- Expose yourself to situations and environments outside your norm
- Read something or listen to someone with another perspective

RESPOND

- Seek out the opinion of others
- Develop and use consistent criteria for decisions at every level
- Designate appropriate time for decision making
- Deliberate and implement best course of action
- Evaluate the outcomes of your decisions

REMEMBER – Having Bias is Natural!
But don't let it impact your decisions/actions in the workplace



BEST PRACTICES IN MAKING DECISIONS ABOUT EMPLOYEES' CAREERS

- **Prior to reviewing candidates, develop evaluation criteria that do not eliminate diverse backgrounds or experiences; at a midway point revisit criteria to be sure they are not systematically screening out any group.**
- **At the start ask that all members be sensitive to bias and acknowledge that biases (unconscious and perhaps conscious) need to be overcome. Reinforce the competence and viability of all candidates.**
- **Grow your awareness. Persons who believe they have no biases delivered the most biased evaluations according to research. Acknowledge bias and practice reducing it.**
- **Remove pictures or other sources of information that lead to stereotyping. Consider "blind evaluations" (remove name and other identifiers).**
- **Use a tool or form that is mapped to criteria to track candidates through the process.**
- **Evaluate the full package, not just one element.**
- **Spend the same amount of uninterrupted time evaluating each applicant (establish a reasonable amount, usually 15-20 minutes, and stick to it).**
- **Rotate opportunity (don't keep the best opportunities for those who you know well).**
- **Invite input from all members, engage those less vocal, and reinforce that all opinions are valued.**
- **Gender and race are social categories with no defensible ties to the workplace or jobs. Watch for expectancy biases (expect certain employees to perform set jobs or functions).**
- **Have defensible reasons documented for not selecting candidates.**

For Additional Information please contact Office of Strategy and Analysis, D62

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