

[BIAS INTERRUPTERS] *small steps big change*

Why Our Company Should Use Bias Interrupters

Diversity makes business sense

- Diverse workgroups perform better and are more committed, innovative and loyal.¹
- Gender diverse workgroups have better collective intelligence, which improves performance by the group and its members, leading to better financial performance.²
- Racially diverse work groups consider a broader range of alternatives, make better decisions and are better at solving problems.³

Allowing bias to flourish affects many groups

- Allowing unconscious bias to flourish affects many different groups: modest or introverted men, LGBT+, individuals with disabilities, class migrants (professionals from blue-collar backgrounds), women, and people of color.⁴
- We now know that workplaces that view themselves as being highly meritocratic often are, in fact, *more* biased than other organizations⁵ and that the usual responses—one-shot diversity trainings, mentoring and networking programs—typically don't work.⁶

Bias interrupters work

Bias interrupters are evidence-based tweaks to hiring and other business systems that can produce sharp, measurable gains. Bias interrupters work:

- A fortune 250 fintech company sharply increased diversity by: 1) keeping metrics on the pool of candidates contacted, interviewed, and hired, 2) sharing those metrics with the CEO, the hiring manager and the relevant executive committee member and 3) linking achievement of diversity goals to executive bonuses. After just 18 months, 48% of newly hired executives at the VP & above level were diverse, including 77% of newly hired SVPs.
- Airbnb increased the percentage of women on its data science team from 15% to 30% in 2015 by taking several small steps, including: 1) taking names off resumes when judging objective tests given to candidates and 2) ensuring that women were half or more of the interview panel and audience for presentations by female candidates.⁷

¹ e.g., Dahlin et al., 2005; Ely & Thomas, 2001; Jehn et al., 1999

² Richard et al., 2004, Wooley et al, 2011; Lewis, 2016

³ Phillips et al., 2006, Antonio et al., 2004; Richard et.al., 2003

⁴ See Identifying & Interrupting Bias in Performance Evaluations worksheet, available at www.biasinterrupters.org

⁵ Castilla, 2015

⁶ Kalev, Dobbin & Kelly, 2006

⁷ Grewal & Newman, 2015