



# **Equality & Diversity Training**

A close-up photograph of several bright green peas in their pods, resting on a dark, textured wooden surface. The peas are covered in small water droplets, giving them a fresh appearance. One pea is out of its pod and lies on the wood in the background.

**Unconscious Bias -  
Recruitment**



# Unconscious Bias in Recruitment

## Programme Overview

How can we be sure we are recruiting, retaining and developing the best people? And how can we ensure that our biases aren't causing us to overlook and fail to nurture much needed talent? How can we ensure that the decisions we take in the day to day running of our organisation (or our part of it) are truly objective and free from bias?

The very fact that unconscious biases are unconscious, makes them damaging and counterproductive - after all, if we are unaware of them, how can we take steps to guard against them?

Unconscious bias has the potential to damage all areas of an organisation, and particularly those where the impact on our people is the greatest.

- One in five German employees feels they have already experienced discrimination in working life due to prejudice from others.
- 89% believe that unconscious bias guides our actions.
- However, 53% of German employees believe that employee diversity has a positive impact on the business success of a company.

**Source:** Survey by Thyssenkrupp and Forsa 2016

- In the UK 51% of HR professionals were found to have an unconscious bias against women who they perceived to be overweight - and were unaware this was the case

**Source:** CIPD 2016

Imagine how this can impact on recruitment and selection in this organisation. Are we inadvertently missing great talent? Are we inadvertently encouraging some candidates through micro inequities and affinity bias - and discouraging others without even knowing?

Failing to address this can mean that our recruitment and selection is carried out on a skewed basis. Where this is due to unconscious bias, we won't challenge our ways of working as we are unaware of their impact. And once people are employed, unchecked unconscious bias will continue to adversely affect progress and interaction.

By raising awareness of bias from unconscious to conscious levels and providing simple tips to guard against unconscious bias, we are equipping our recruiters, group leaders and managers to recruit and select without bias and to manage fairly and objectively.

This workshop, which runs for 4-5 hours will explore some of the key causes and impacts of unconscious bias with particular reference to recruitment and selection, will also contextualise to the daily life of the lab, will allow time for discussion and will provide practical strategies to overcome unconscious bias, backed up by additional reading and research sources.

**Programmes can be run in conjunction with Implicit Association testing - which helps to uncover individual's areas of unconscious bias and their likely impact on behaviours.**



# Unconscious Bias in Recruitment

## Participants will:

- Understand the filters through which we view and interpret ourselves and other people in the context of recruitment and selection and day to day interactions
- Appreciate how unconscious bias can adversely affect judgement and decision making and negatively impact on selection in every stage of a recruitment process
- Experience what micro inequities are and how they can influence performance
- Learn how affinity bias affects rapport building and the effectiveness of a recruitment interview
- Contextualise to your organisational norms and processes
- Take away practical hints and tips to guard against unconscious bias in recruitment and selection and day to day management

## Programme Content

*Time will be allowed for a refreshment break*

### Introduction

- The Nature of Unconscious bias  

Here we will define and demonstrate graphically with a short conundrum, what we mean by Unconscious Bias and how it impacts on gender (and international) diversity.

We will reflect on the relationship between implicit associations, stereotypes and individual attitudes towards others. It will draw in the concepts of Fast and Slow thinking.

We'll include an interactive activity to illustrate how easy it is to fall into the quick-thinking trap - and how it is counterproductive to effective recruitment and selection and management.
- Why this programme is important to your organisation - and a few facts to add context
- How does this link to our strategies on diversity?
- Media Clip case study – to demonstrate the power of unconscious bias on objective decision making and how mitigating it will help to achieve your fair recruitment outcomes



# Unconscious Bias in Recruitment

## Unconscious bias in recruitment and selection

- How does unconscious bias impact on recruitment and selection ? ( Some facts and figures that will surprise!)
- Bias blinkers in our recruitment and selection process: How fair are we? How fair are our outcomes?
- We will specifically explore key concepts of bias, such as Comparison Bias, Confirmation Bias with a particular focus on Affinity bias, and ask how these play out in attitudes, behaviours and decision-making processes in recruitment.
  - Media Clip - Illustration of how unchallenged unconscious bias can cause unfair decision making processes in recruitment and selection
  - Activity - which opinions / decisions were fair and objective? Which showed unconscious bias?
  - Activity: Participants consider CV's or profiles, relevant to the posts that they will be recruiting for to analyse aspects that can influence us unconsciously and skew an objective decision making process

## Micro Inequities

- How are our micro inequities (those little subconscious gestures of exclusion) influencing the candidate and their performance?
- How do we assess/judge that candidate as a result?
- Activity: How can we use micro affirmations to ensure a fair candidate experience?

## Impressions and Evaluations - Your Team

- Think about a person in your team who stands out in your mind as someone you'd put in the top or bottom appraisal ratings. Do not reveal identifying information
- Talk in pairs candidly about your impressions – and how you have formed decisions about this person
- How balanced is your view of this person?
- We then take participants through an activity which allows them to revisit their previous assumptions in a more objective way - just how valid and objective was their summation of their colleague?
- Hints and tips to guard against unconscious bias in recruitment and selection
- We share practical hints and tips to enable participants to mitigate unconscious bias
- Final questions and comments

Note: We will provide plenty of reference points and links to further reading.



# Unconscious Bias in Recruitment

## Implicit Association Tests

The most effective tool available for testing individuals' unconscious bias is Implicit Association Testing that is available in a number of variants designed to assess social preferences with regards to disability, age, gender, sexual orientation, ethnic origin etc.

Implicit Association tests allow people to find out where their own unconscious biases are and how strong they are.

Implicit Association tests can be run alone or in conjunction with a workshop.

- Valuable for team development as well as individual and organisational development.
- Once we become aware of our unconscious behaviours we can take conscious steps to change them where we need to
- Doesn't assign blame; it looks at developing simple strategies to manage bias

## Righttrack Style

The Righttrack style is to engage, energise and enthuse. Sure, there's formal input from the trainer, but we aim to build knowledge and skills through maximum interaction and minimum lecture. We know from experience that that's the only way to leave people feeling inspired, and to make a real difference to your organisation.

But most importantly, every programme has a strong focus on making sure each delegate understands how activity in the training room translates into action in the workplace.