This document offers ideas and suggestions for talking about unconscious bias and arming employees with the vocabulary and skills to address and talk about unconscious bias. It is meant to provide guidelines, not act as a script or manual. Users are encouraged to customize the content and only use what is relevant for their own community and organization.

Unconscious Bias @ Work Workshop | Facilitator Guide

Unconscious Bias @ Work (UB@Work)	Overview	
Training to be a UB@Work facilitator: ● Facilitator role and criteria ● Train-the-trainer	**Facilitating UB@Work:** ● Materials needed ● Preparation ● Facilitator guide

Overview

Course Description:	Unconscious Bias @ Work (UB@Work) is an introduction to the concept of unconscious bias - the mental shortcuts our brains take to help us make decisions quickly. The course is aimed at raising awareness of how unconscious biases work, and how they can negatively influence workplace interactions. A version of the workshop was presented by Dr. Brian Welle, Google's Director of People Analytics, to a group of startup entrepreneurs. You can watch the recording of that one hour UB@Work session here, and read a summary of Google's journey in this blog post. Awareness is an important first step in **unbiasing**, Google's term for mitigating unconscious bias and giving our first thoughts a second look. Following this course, consider checking out Bias Busting @ Work to learn how to proactively challenge your own and others' biases and foster a more inclusive workplace.
Duration:	60-90 minutes
Target Audience:	Individuals, Managers & Teams
Learning Objectives:	At the end of the training, learners will be able to: ● Explain what unconscious bias is ● Understand how it can negatively influence workplace decisions ● Understand the scientific research on unconscious bias and its influence in the workplace and society ● Commit to taking at least one action to mitigate the influence of unconscious bias:

	○ Structure for success
	○ Measure results
	○ Evaluate subtle messages
	○ Hold everyone accountable

Train the trainer | UB@Work

Facilitator Role & Criteria

The session facilitator has a huge influence on the workshop experience so we took great care selecting and preparing facilitators who were passionate about helping us start unbiasing, curious to learn the science, and willing to engage their peers in potentially sensitive conversations. Having these sessions facilitated by peers was hugely beneficial and made the content far more accessible and relevant than if this had simply been "another HR training."

Facilitator role:
- Be the the subject matter expert
- Teach workshop content and engage employees in the topic area
- Answer questions, drawing from internal (i.e., within organization) and external (i.e., from academia) research to deepen the discussion
- Encourage conversation and discussion on workshop content
- Encourage participants to share perspectives and search for answers among the group
- Help employees connect the materials to themselves or their team
- Work with employees to identify individual actions they can arm themselves with at the end of the session
- Create a safe and calm environment for folks to consume and digest the information at hand

Facilitator criteria:
- Attended at least one other UB@Work session
- Command of relevant research and studies (or willingness to dedicate time to learn)
- Comfort handling a high volume of questions regarding studies and methodology
- Comfort tailoring content and delivery to particular audiences
- First-hand experience with decision-making around hiring, performance and promotion
- Facilitation experience with groups of 5-50+ participants

Train-the-Trainer Schedule

We ran a robust training workshop to prepare our facilitators to lead the Unconscious Bias @ Work workshop. It is a big commitment to agree to be a facilitator and we wanted to set them up for success.

Pre-work | 3+ hours | Prior to any training sessions, the facilitator must have:
- watched the UB@Work video
- read associated material and research cited in UB@Work video
- completed at least one Implicit Association Test

Train-the-trainer (TTT) | ~5 hours | TTT instructors will host the following trainings for interested facilitators:
- Session one, 120 mins | Lit review | Discuss associated material and research cited in UB@Work video
- Session two, 90 mins | Workshop content overview | Go through the entire workshop and all of the content in detail
- Session three, 60 mins | New facilitator office hours | A time for new facilitators to ask questions and

connect with facilitator community

Post Work | ~4 hours | New facilitators are expected to do the following before facilitating independently:
- 2 hours | General facilitation training | We offer general teaching and workshop facilitation training tips
- 1 hour | Shadow | Shadow an experienced facilitator at a live workshop session
- 1 hour | Co-facilitate| Co-facilitate with an experienced facilitator

Optional
- 2 hours | Teach-backs | Practice facilitating with fellow facilitators

Facilitating | UB@Work

Materials needed
- Facilitator guide
- Slides
- Literature review

Preparation

Know your audience: Review the participant roster to familiarize yourself with session attendees (organization, role, levels etc.) and prepare your training to best suit their needs and comfort levels.

Review the content: Go through the deck using the facilitator guide until you are comfortable presenting the information. Tweak the talking points in the facilitator guide to best support your narrative and audience. Spend time reviewing the research and study methodologies and outcomes.

Prep your audience: Ahead of the workshop, send your participants a note letting them know what to expect from the workshop. Consider offering anonymous means for providing feedback or questions (like a Google Form). And think about asking them to do a bit of pre-work, like taking the Implicit Association Test or reviewing the scientific literature that will be in workshop.

Facilitator guide

Below are suggested talking points to help you narrate as you bring workshop participants through the slides. Make sure to tailor the talking points to best suit your style and messaging. Check out the UB@Work video for more ideas.

<table>
<tr>
<td>

Unconscious Bias @ Work

Facilitator name | Date

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[Customize this message]
Tell people why this learning program exists, and how it connects to your organizational values, priorities, etc. It might be helpful to cite relevant quotes from leadership or large-scale efforts during the introduction. Explain this is not your usual "diversity sensitivity" training. This workshop is about helping everyone make better, more inclusive, decisions at work.

Share why you're passionate about this topic and express enthusiasm about exploring ways to take action and make your organization a place where everyone can do their best work and feel a sense of inclusion.

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I'm going to give you a very quick primer on how our brains have evolved, why we have unconscious biases, and how most of the time they're super functional and help us get through the day.

Hundreds of thousands of years ago, we were competing on the plains of Africa against animals with claws, and horns, and teeth. Many of the decisions we made everyday were life and death choices. We needed to be able to very quickly judge our surroundings.

Let's play out a little scenario. Let's say one day one of our cave-dwelling ancestors decides they want to bust their biases. So they set out and walking across a forest clearing they spot a creature approaching. Now, instead of jumping to conclusions, they carefully consider - "Well, it's thick and has a short tail, so it's not a wolf. It's bigger than a coyote but smaller than a moose. It's black, got long claws, and can stand on its hind legs. I'm going to conclude that this animal is probably a bear and I should probably run."


...and THIS is what would likely be the result of our ancestors bias-free day.

This is to show you that bias is an extremely functional (and potentially life-saving) trick our brains have learned. Unconscious or implicit our cognitive biases help us get through the day and make thousands of quick decisions without us having to think about them.

Our brain is perfectly suited for quickly filtering huge amounts of information, prioritizing, categorizing, and summarizing our surroundings for us unconsciously.

This served us well for millennia, when our unconscious biases helped us avoid being eaten.
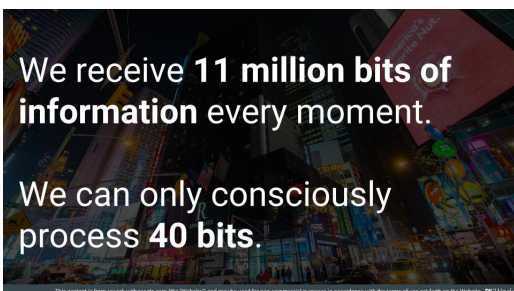
We live in a different world today, but the need for filtering is just as important. Avoiding cars, ordering your coffee, deciding where to sit on the bus…
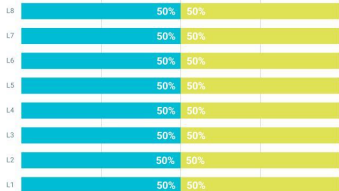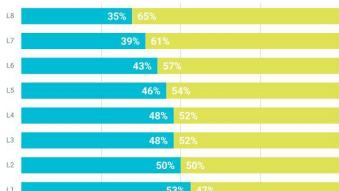
Most of what we're feeling and deciding is driven by unconscious processing.

This is very functional.

While it's not the lions, and tigers, and bears we're worried about, the threat is data overload. And it too can have costly implications.

But sometimes it can lead us astray, so today we want to focus on these corner cases, and how they play out in

	our work environments.
99.999996% UNCONSCIOUS This content is from rework.withgoogle.com and is free to use, adapt, and reproduce with attribution for non-commercial purposes. re:Work	If we can only consciously process about 40 bits of information, this means 99.99996% of our mental processing is ruled by our unconscious.
YOU are biased. (So am I.) **It matters.** This content is from rework.withgoogle.com and is free to use, adapt, and reproduce with attribution for non-commercial purposes. re:Work	If there's one thing we hope you learn today it's that YOU'RE BIASED! Surprise! But don't feel bad. This is one of the key goals of our talk today - to have everyone here acknowledge that we, as humans, have unconscious bias. And so does everyone in your company. You also need to know IT MATTERS! Just because we all know everyone is unconsciously biased doesn't mean we're doomed - we can and must consider our biases for the good of our companies, the industry, and society.
4 things that make a situation more prone 1. Task 2. Numbers 3. Clarity 4. Perceiver This content is from rework.withgoogle.com and is free to use, adapt, and reproduce with attribution for non-commercial purposes. re:Work	There are four major factors that can make us very prone to the influence of our unconscious biases: 1. Task - if the job we're assessing has common stereotypes associated with it our unconscious will immediately bring those stereotypes up in our mind. For example, nursing and teaching and stereotypically female-gendered jobs. If we're assessing these jobs we may be more likely to be unconsciously biased to think that women are better suited to these jobs. 2. Numbers - When looking at a group of things, like a group of job applicants, if there's a clear minority group ("minority" here just meaning a group that is outnumbered by others) our brains are more likely to bring up any unconscious biases we have associated with that group. This doesn't happen as often if there isn't a clear minority in the group. 3. Clarity - Whenever we don't have all the information (which is pretty much all the time) our brains will work to fill in the gaps using our own unconscious biases. This can be helpful, but especially if we're missing lots of critical information it can be dangerous and can lead us to make poor assumptions. 4. Perceiver - You, the perceiver, can be influenced if you're stressed, rushed, or emotional. We're

	always trying to get things done quickly, but when making important decisions it pays to slow down.
Even a **tiny** bit of bias can have **big** consequences. This content is from rework.withgoogle.com and is free to use, adapt, and reproduce with attribution for non-commercial purposes. re:Work	Even the smallest expression of bias can have a substantial impact over time.
With 1% variance in performance scores… L8 50% 50% L7 50% 50% L6 50% 50% L5 50% 50% L4 50% 50% L3 50% 50% L2 50% 50% L1 50% 50% This content is from rework.withgoogle.com and is free to use, adapt, and reproduce with attribution for non-commercial purposes. re:Work	Here's a quick illustration of how unconscious bias can add up over time. [Explain the study methodology] Methodology: 500 positions at L1. At L8, only 10 positions remain. To get from L1-L2, it's 100% based on performance.15% attrition at each level, which are replaced by level below. Replacements have the highest performance scores from the level below. Performance scores were randomly "assigned" to men and women, with 1% positive bias introduced to men's scores. The way that they introduced the variance was the women received score between 1-100 and men between 1-101. This is smaller than the difference between a 3.3 and a 3.4 on our performance score. Ran 20 promotion simulations and averaged results. Female representation decreased slightly with each simulation. Source: Male-Female Differences: A Computer Simulation
…only 35% of level 8 employees would be blue. L8 35% 65% L7 39% 61% L6 43% 57% L5 46% 54% L4 48% 52% L3 48% 52% L2 50% 50% L1 53% 47% This content is from rework.withgoogle.com and is free to use, adapt, and reproduce with attribution for non-commercial purposes. re:Work	[Explain study outcomes and implications] Each promotion cycle had an impact on how the organization evolved over time, and ultimately the organizational structure drastically changes as a result of the unconscious biases. We acknowledge unconscious bias doesn't affect every single interaction or decision. But even if it happens once or twice - all of our unconsciously biased outcomes add up over time and can have a significant impact on someone's life and opportunities. There's the snowball effect and the impact compounds over time. Source: Male-Female Differences: A Computer Simulation

Diversity is a competitive advantage. Companies with higher proportions of women board directors **outperform others by 53%.** _{This content is from rework.withgoogle.com and is free to use, adapt, and reproduce with attribution for non-commercial purposes. re:Work}	Having a diverse team is critical to creating products for global users. Research shows that diverse teams come up with more innovative solutions. To get the most from your diverse team, you need to create an environment where they feel comfortable bringing their whole selves to work and expressing themselves fully. Companies with higher proportions of women board directors outperform those with lower proportions by 53%, with a 42% higher return on sales and 66% higher return on invested capital. Source: Companies With More Women Board Directors Experience Higher Financial Performance, According to Latest Catalyst Bottom Line Report Misc: 1.3% of venture-backed startups have a female founder. 6.5% of venture-backed startups have a female CEO. 20% of venture-backed startups have one or more female C-level executive. Source: Women at the Wheel
Diversity is a competitive advantage. **Diverse teams outperform homogeneous ones**, especially when solving complex problems. _{This content is from rework.withgoogle.com and is free to use, adapt, and reproduce with attribution for non-commercial purposes. re:Work}	Research also shows that diverse teams are better equipped to tackle complex problems and dream up innovative solutions. Source: Groups of diverse problem solvers can outperform groups of high-ability problem solvers
Your job: **Commit to one action.** _{This content is from rework.withgoogle.com and is free to use, adapt, and reproduce with attribution for non-commercial purposes. re:Work}	Our second goal is to get everyone here to commit to at least one action to combat the potentially negative influences of unconscious bias in the company.

|	
Unconscious Bias 4 methods we're using to overcome our unconscious bias: This content is from rework.withgoogle.com and is free to use, adapt, and reproduce with attribution for non-commercial purposes. re:Work	And while there's lots of science (which we'll share) that shows our unconscious biases do in fact have a negative influence in the workplace, there's unfortunately still precious little science showing us the best ways to prevent this. But there are a few basic methods that have been proven effective and that can be adapted to work in any organization in any environment.
4 methods we've used at Google: 1. Structure for success 2. Measure results 3. Evaluate subtle messages 4. Hold everyone accountable This content is from rework.withgoogle.com and is free to use, adapt, and reproduce with attribution for non-commercial purposes. re:Work	The first is to use structure to gauge success.
What does success look like, **specifically?** This content is from rework.withgoogle.com and is free to use, adapt, and reproduce with attribution for non-commercial purposes. re:Work	Use consistent requirements/criteria/structure - pre-define requirements and goals for success. Write it down. How are you ensuring your consistently evaluating success if you don't know what you're looking for?
Is Emily more employable than Lakisha? Applicant: Brendan, Greg, Emily & Anne Applicant: Tamika, Aisha, Rasheed, & Tyrone This content is from rework.withgoogle.com and is free to use, adapt, and reproduce with attribution for non-commercial purposes. re:Work	A 2004 study highlights the need for defined criteria. [Explain study methodology, outcomes, and implications] In this study two groups of resumes were sent out for the same entry level sales and marketing jobs - one had an African American sounding name and the other had a European American sounding name. It took 50% more resumes for the African American candidates to get a callback. 50% more. Imagine the impact this has over time on someone's career possibilities. Resume review - European vs. African American sounding names (resume as a data source is limited and unstructured). Source: Are Emily and Greg More Employable than Lakisha and Jamal? A Field Experiment on Labor Market Discrimination, Marianne Bertrand and Sendhil Mullainathan

Another study presents an account of job discrimination according to which people redefine merit in a manner congenial to the idiosyncratic credentials of individual applicants from desired groups. In three studies, participants assigned male and female applicants to gender-stereotypical jobs. However, they did not view male and female applicants as having different strengths and weaknesses. Instead, they redefined the criteria for success at the job as requiring the specific credentials that a candidate of the desired gender happened to have. Commitment to hiring criteria prior to disclosure of the applicant's gender eliminated discrimination, suggesting that bias in the construction of hiring criteria plays a causal role in discrimination.

Source: Constructed Criteria - Redefining Merit to Justify Discrimination

Role-play practice in groups

### Structured job interviews
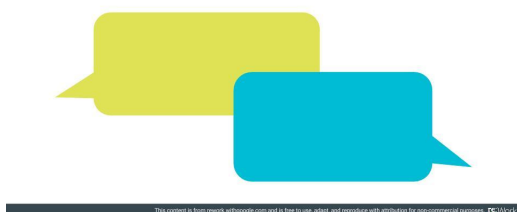
So what can you do about this? Build in structure and criteria. One way all organizations can do this is by adopting structured interviews. Research has consistently demonstrated that structured interviews result in increased predictive validity and decreased differences between demographic groups and structured assessment tools (what the researchers call "behaviorally-anchored rating scales," and what we call "rubrics") are more predictive than unstructured interviews.
Sources: A meta-analytic investigation of the impact of interview format and degree of structure on the validity of the employment interview and The employment interview: A review of current studies and directions for future research

This is something you and your teams can think about as you develop your hiring practices. What does success look like for a particular role? What questions will inform whether or not someone can achieve that? Apply those standards consistently across candidates.
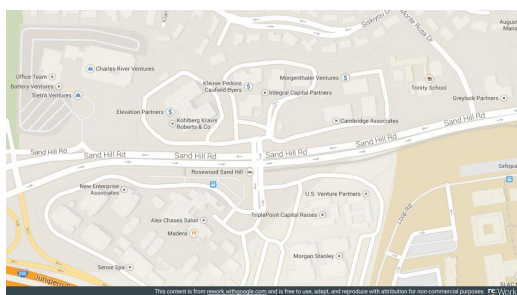
As I'm sure this room is well aware, there's a significant gender gap in venture-funded startups.

[Explain study methodology, outcomes and implications]
A recent study showed that investors prefer pitches from attractive men. Across a field setting (three entrepreneurial pitch competitions in the United States) and two controlled experiments, we find that investors prefer entrepreneurial pitches presented by male entrepreneurs compared with pitches presented by

female entrepreneurs, even when the content of the pitch is the same. This effect is moderated by male physical attractiveness: attractive males are particularly persuasive, whereas physical attractiveness does not matter among female entrepreneurs. These findings fundamentally advance the science related to gender, physical attractiveness, psychological persuasion, bias, role expectations, and entrepreneurship.
Source: Investors prefer entrepreneurial ventures pitched by attractive men.
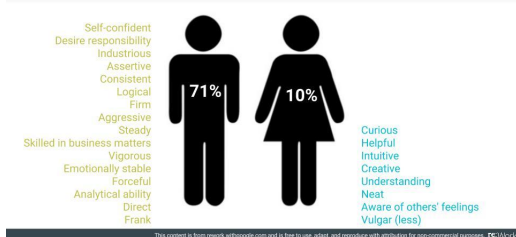
[Explain study methodology, outcomes and implications]

In another study, researchers show that there is significantly more overlap in the words used to describe a typical man, and a successful manager, than those used to describe a typical woman and successful manager.

In the study, 268 male managers used a 92-item attribute inventory to rate 1 of 7 target groups: men (in general, managers, or successful managers), women (in general, managers, or successful managers), or successful middle managers. Results: men in general are described as more similar to successful managers than are women in general. All 268 study participants were working managers with 1 to 42 years of managerial experience (median=6yrs). They were drawn from a variety of departments (e.g., sales, HR, production, purchasing, accounting, marketing, etc.) in a wide range of industries (e.g., chemical, steel state government, oil business machinery, etc.). The original study included people from nine insurance companies.

The area of concern comes when you look at the overlap of descriptors. What was find is that 56 attributes out of 79 - 71% - were rated more similarly to men. Think about when some of your unconscious associations might influence who you select for a team, for a project, for a promo... how they influence your expectations about a role and who is/is not qualified.

Note: There are two different approaches described in the study, one using Duncan's vs. Bonferroni multiple comparisons. The latter seemed to produce the results in table 5 and 6, which showed 56 and 8 item overlap (vs. 59 and 7). This study is a bit older, conducted in 1989, but the study has been replicated more recently with similar results. Source: Has Anything Changed? Current Characterizations of Men, Women, and Managers

4 methods we've used at Google:

1. Structure for success

2. Measure results

3. Evaluate subtle messages

4. Hold everyone accountable

Data is far less prone to unconscious bias than our own cognition (though not immune). How are you collecting and using data to inform decisions and reduce the influence of unconscious bias? Are you collecting data about yourself and the decisions you're making?

You can't improve what you can't measure.

As you build your organizations one of the most important things you can do is collect data, for many reasons. If you don't have data, you can't track progress. Collecting data about yourself and your org will allow you to see patterns and learn new insights you might have otherwise overlooked. Also, when you have data about individuals, you're less likely to stamp on your pre-defined expectations of them.
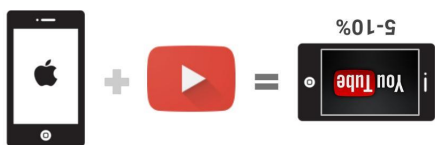

5-10%

How many of you in here design or build products at work? (pause for them to raise their hands)

And how many of you are only building products for the people on your immediate team?

Probably not, right?

You're building your products and experiences for users all over the world, with a diverse set of skills, abilities and use cases. You need to channel those early on. Ideally you have great representation among your team members, but when that's not available, perspective-taking is a useful exercise.

When YouTube first launched the video upload app for iOS, 5-10% of user-uploaded videos were upside down. Were people shooting videos incorrectly? No -- our early design was the problem. It was optimized for right-handed users and didn't account for the unique perspectives of lefties. We don't have mean-spirited engineers or any malice for left-handed users: What happened was we unconsciously created an app that worked brilliantly for our almost exclusively right-handed developer team.

Gender in G O O G L E Doodles around the globe
2013
77% men women 23%
2014
50% men women 50%
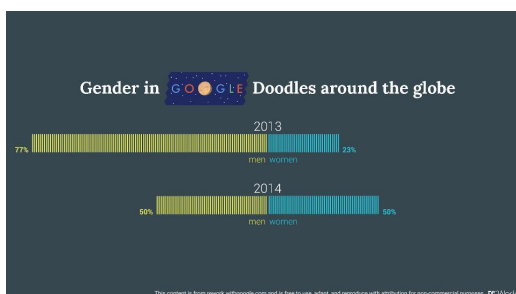
If you're not collecting the data, someone else might be. Google has long enjoyed celebrating birthdays of famous scientists, explorers, and innovators on our homepage. Playing around with our logo and creating Google Doodles has been a fun way for us and our users to celebrate the achievements of important historical figures.

But, as it turns out, we were mostly celebrating the achievements of men. This was pointed out to us by a STEM educator who tracked all of our Doodles and posted a gender breakdown and an open letter imploring us to improve.

Our Doodler team, which is about half women, was shocked by this and immediately went about setting up processes to track and improve the gender representation in their work. One year later, after being exposed to the harsh truth of the data, the gender representation in our 2014 doodles was 50%. We continue to track Doodle diversity today.

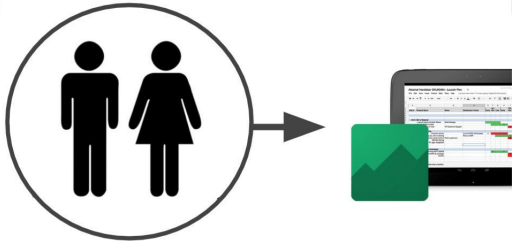[Explain study methodology, outcomes and implications]

A 2005 study asked subjects to help provide performance scores for two individuals - a man and a woman - for their contributions on a stereotypically male task, in this case preparing financial portfolios.

As part of the study, subjects came in and were told about a task recently accomplished. It was a numbers oriented task – about financial portfolios – which is often categorized as a stereotypically male task (pre-tested beforehand to determine it was associated with male characteristics). There was a man and a woman working on the task, the outcome of which was extremely successful.

Half of the group of subjects got information about what each man and woman did separately. The other half got joint information about what they did together. Then the group was asked how much influence each of them had.

When individuals received information about what the man and woman did separately, both the man and woman received relatively equal scores.

	When given group information, about the collective completion of the task, the man scored significantly higher than the woman. In the absence of additional information, we fill in the gaps.
	When subjects received individual's information, both the man and women received equal credit for success. In the absence of individualized information, the women was seen as doing less. The perfect storm of ambiguity, your mind is forced to make assumptions. How do we make sure we're representing each other well? Only the bottom difference is statistically significant. Source: No Credit Where Credit Is Due: Attributional Rationalization of Women's Success in Male-Female Teams
	There is this term called micro-aggression - it refers to the very small behavioral cues that signal whether our contributions are valued, whether I want to talk to you, whether you're being included or not, etc - unconsciously driven yet influence our behavior.
Recognize the power of signals.	It's important to ask yourself, what signals are you sending? In your body language, in your casual comments and feedback? What signals is your environment sending? What does your office say about your company's culture? What signals is your company sending externally? From the images on your product site to individuals chosen to speak externally, you're sending unconscious messages.

We also all need to be aware of the signals we're sending. Our body language, positioning, blinking, smiling, eye contact, etc is all very influential. While we might not even realize it, we often switch our styles when interacting with different people. Sometimes it's harmless and adaptive and sometimes it's due to our unconscious bias. Regardless, it's important to understand the impact of unconscious bias on social interactions.

[Explain study methodology, outcomes and implications]

There was a study done in Texas. A researcher at Rice University wanted to know what role difference plays on interactions. The researcher brought a group of 16 students into the lab. Each got one of two hats, but didn't know which one it was. They sent them out to a mall in Houston to apply for jobs.

They were not studying whether or not they received the job, but what was the nature of the interaction.

The groups had significantly different experiences depending on which hat they were wearing.

The researchers found that the total number of words used was higher, perceived negativity was lower, and the interaction length was longer for the "Texan and proud" hat wearers than it was for those wearing the "Gay and proud hat."

Source: Formal and Interpersonal Discrimination: A Field Study of Bias Toward Homosexual Applicants

Why might these subtle differences have occurred? You can think about yourself in a social mixer. You may gravitate towards folks you feel comfortable with, who you sense some sort of similarity with. When we are encountering people who we think are different than ourselves, it can impose a barrier. Imagine when you're walking into a meeting, where you know no one, who will you sit next to?

Without conscious processing we may default to associating with people who we think are "like us." Our unconscious biases may cause us to change our interaction style, sometimes in a negative manner. That has network implications, and may cause us to (inadvertently) ostracize others.
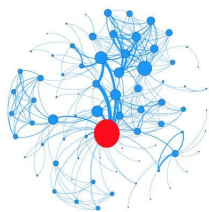
Social networking is the term we use to describe your connection to other people in the workplace.

You are the red dot. Every line is your connection to another person. You can see how many people you are connected to and how connected they are.

Networks are critical to personal and career success. Social networks related to respect, political deference, access to information. People with strong networks have been shown to have faster career trajectories.

If you're just going to people like yourself, then you're not only limiting the information you have access to, but you also limiting who has access to you.

You want to be at the center of the network (who have more influence, you have access to more information, it's related to your career trajectory, more positive performance), and have a strong connection to really important people.

The way a space is designed can also send messages of inclusion or exclusion to those around you.

[Explain study methodology, outcomes and implications]

One study done at Stanford University highlighted the impact of classroom decoration and individuals' feeling of belonging and interest. The study showed that subtle environmental cues can change a sense of inclusion.

The experiment had undeclared male and female undergraduate students come to the computer science building to complete a questionnaire about their interest in different majors. Half went to a very 'tech/geeky' adorned room. The other half went into a gender neutral room. They found that reported interest in computer science by women (N = 22) and men N = 17) when sitting in a room with objects stereotypically associated with computer science was much lower than when in a room not stereotypically associated with computer science.

Source: Ambient belonging: How stereotypical cues impact gender participation in computer science.

Consider how your work environment might be alienating certain groups or sending the subtle message that only certain types of people are welcome. Don't throw out the legos, Star Wars posters, or nerf guns, but think about how to create the most inclusive workplace, and what else we can add to our environments.

4 methods we've used at Google: 1. Structure for success 2. Measure results 3. Evaluate subtle messages 4. Hold everyone accountable *This content is from rework.withgoogle.com and is free to use, adapt, and reproduce with attribution for non-commercial purposes.* re:Work	I like to end with this one because it's equally as powerful as method 1 and a little more tangible than 2 and 3.
Hold yourself accountable. ● Question your first impressions ● Justify your decisions ● Ask for feedback ? *This content is from rework.withgoogle.com and is free to use, adapt, and reproduce with attribution for non-commercial purposes.* re:Work	Research supports the idea that you can help make the unconscious conscious if you give yourself a moment. Don't close on the first decision that comes to your mind, especially when you're determining who to promote, hire, join the team, even who you're going to have lunch with. Justify decisions: If you're held accountable, you'll be less unconsciously biased. Tell people why you decided what you did. If no one will listen to you, write it down. Make decisions collectively: We can keep each others' unconscious biases in check. Ask people to repeat back what you heard - keep each other in check. Call each other out: Call out unconscious bias when you see it, as it can be a learning moment. Sometimes you will be wrong and that's ok too.
Empower everyone to call out unconscious bias. *This content is from rework.withgoogle.com and is free to use, adapt, and reproduce with attribution for non-commercial purposes.* re:Work	Make it ok to call out unconscious bias. We not only want you to all walk away acknowledging your own unconscious bias but also to have everyone in the company do the same. You've hired great people because they're smart and want to make the best decisions - make sure they're empowered to challenge you (or anyone else) when they think unconscious bias is influencing decisions. This is NOT just an HR issue - this is about ALL decision making, and all of us are decision-makers. This is about culture setting, and we're all culture contributors. It's about getting the most from our teammates - if we can't recognize our own unconscious biases, we're not contributing or innovating at the level we could, and we're potentially blocking others from the same. You can have the most diverse team but you won't extract anything from them if they don't feel free to contribute. Your unconscious biases and pre-set beliefs

	can hold people back.
Hold others accountable. • Create a culture of calling out unconscious bias • Make others justify decisions • Make decisions collectively This content is from rework.withgoogle.com and is free to use, adapt, and reproduce with attribution for non-commercial purposes. re:Work	Call each other out: Call out unconscious bias when you see it, as it can be a learning moment. Sometimes you will be wrong and that's ok too. Justify decisions: Ask your colleagues to explain how they arrived at the decision they did. Make decisions collectively: We can keep each others' unconscious biases in check. Group decision making can be a very effective tool for weeding out unconscious bias, as no decision is made by a single individual and people contribute different information and ask different questions.
Commit to one action: 1. Structure for success 2. Measure results 3. Evaluate subtle messages 4. Hold everyone accountable This content is from rework.withgoogle.com and is free to use, adapt, and reproduce with attribution for non-commercial purposes. re:Work	*(Recap the four buckets.)* Hopefully you can find one thing that will help make you and your company better. And my ask of you now, commit to one action. Decide how you will begin unbiasing and commit to it today.
Commit to one action: **THANK YOU!** 1. Structure for success 2. Measure results 3. Evaluate subtle messages 4. Hold everyone accountable This content is from rework.withgoogle.com and is free to use, adapt, and reproduce with attribution for non-commercial purposes. re:Work	