

# HOW TO COMBAT UNCONSCIOUS BIAS

## *as a Leader in Your Organization*

<b>START WITH YOU</b>	Engage in critical self-reflection. Hold yourself accountable for recognizing and pushing back against your own biases before asking others to do the same. Share your own stories of vulnerability, learning, and growth. Be the first to uncover and role model these behaviors to others.
<b>BE VOCAL</b>	Say to others, "I am a diversity champion. I recognize that I have biases and I am working to identify, acknowledge, and address them." The effects of those small statements will amplify as they are repeated and enacted by others across the organization.
<b>LEARN MORE</b>	Ask questions to understand the root causes of biases. What forms of bias are occurring? What forms of covering are occurring? How do they affect you, your colleagues and teams, your workplace, and your business?
<b>KNOW YOUR PEOPLE</b>	Make personal connections and spend time learning how your coworkers experience your workplace. Don't assume you know what and where solutions can be most effective—ask!
<b>EMPOWER YOUR PEOPLE</b>	Help employees understand their role in making change. Engage stakeholders from a range of backgrounds to help make decisions more inclusive.
<b>BREAK THE CYCLE</b>	Everybody has unconscious biases. Hold your people accountable for relying on structure to modify their judgments and behaviors rather than their own willpower.
<b>TAKE RISKS ON OTHERS</b>	Give others—particularly those who are different from you—a chance. Be open to learning from them as much as they can expect to learn from you. Intentionally mentor and sponsor people who are not like you.
<b>FIND ALLIES</b>	Reach out to other champions with proven track records of success inside and outside your organization. Find others with shared passion and commitment and engage them as partners.
<b>STAY COMMITTED</b>	We all have biases that change and evolve even when we confront them. Remain committed to sustained action over time.

**"You will not be as successful as you could be if you cling to biases."**

—Ellen Moore, *President & CEO, Chubb Insurance Company of Canada*

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