





- [Lecture Content] -

- o Introduction to bias
- o Bias in the workplace
- o Introduction to the Equality Act (2010)

BY MIKOKIT - [F I L] - SLIDE 2

Broad types of bias



Conscious

- o Bias that we are aware of, have control over
- o Bias that is intentional
- o Bias that is responsive
- o Significant improvements have been made in identifying and addressing conscious bias in the workplace
- o Laws and policies
 - o E.g., Equality act; Dignity at work

BY MIKOKIT - [F I L] - SLIDE 3

Broad types of bias



Unconscious

- Unconscious refers to being unaware, or performing something without realizing
- Bias = stereotypes?
- Allport (1954): we naturally form stereotypes, particularly in regard to gender, age, race, etc
- Stereotypes **can be** good or bad
- Not wholly intent on causing harm/offence

BY MIKOKIT - [F I L] - SLIDE 4

Stereotypes are not inherently bad and not always intent on causing offence

✕ Stereotypes

Allport (1958):

- A pre-judgement conceptualized as a feeling towards something

Brewer and Brown (1998):

- Cognitive shortcuts
- Attitudes we have towards people **because** they are a member of a specific (social) group

✕ Prejudice

Nelson (2006):

- The act of behaving negatively towards someone based on their group membership

✕ Discrimination

BY MIKOKIT - [F I L] - SLIDE 5

Organisational Discrimination

Practices of, or within, an organisation which may be discriminatory

E.g.,
Hiring policies

Not employing someone because of race

BUT ALSO

Employing someone because they are of a minority race

E.g.,
Paying lower wages for women than men

BY MIKOKIT - [F I L] - SLIDE 6



Prejudice or pre-judgement
DOES NOT equal
discrimination



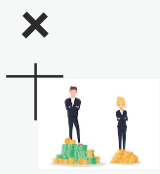
GENDER BIAS

BY MIKOKIT - [F I L] - SLIDE 8

GENDER BIAS

Broverman et al (1972)

Women	Men
Gentle / passive	Aggressive
Polite	Independent
Emotional	Non-emotional
Nurturing	Confident
Compassionate	Rough
Indecisive	Decisive
Quiet	Loud
Concerned with appearance	Sloppy

BY MIKOKIT - [F I L] - SLIDE 9



- [Gender Bias?] -

- Gender stereotypes still play a significant role in gender bias in the workplace
- Realistic conflict?
 - LeVine and Campbell (1972): Prejudice arises as an inevitable consequence of competition among groups for resources or power

BY MIKOKIT - [F I L] - SLIDE 10



- [Gender Bias?] -

- Limited resources in organisations = vacancies, progression opportunities, promotion, training and development
- This competition can inhibit organisations efforts to establish successful organisational diversity

BY MIKOKIT - [F I L] - SLIDE 11

Gender Bias

- Gender bias / discrimination has become less overt
- But research shows that there is still much covert bias related to gender
- Implications:
 - Huge setback for diversity and inclusivity
 - Increased likelihood for unintentional discrimination and can result in poor decision making

Moss-Racusin, Dovidio, Brescoli, Graham, and Handelsman (2012)
Grogan (2016)
MacNeill, Driscoll and Hunt (2015)

BY MIKOKIT - [F I L] - SLIDE 12



Murray (1999)

- Males in particular jobs are viewed with suspicion if the roles associated do not fit with gender stereotypes
- e.g., male care workers
 - Overt hostility
 - Effeminate
 - Perverted

BY MIKOKIT

-[F I L]-

SLIDE 13



Cuddy et al. (2004)

When working women become mothers:

- Perceived as losing competence,
- Increase in warmth

When males become fathers:

- Also perceived as increasing in warmth
- But do **not** lose perceived competence

BY MIKOKIT

-[F I L]-

SLIDE 14



Moss-Racusin et al. (2012)

- Gender bias still present?
- Women are starkly underrepresented across fields of science
- Proportion of females with science related degree is increasing, but still gap in the amount of these that pursue higher professional / PhD level routes.
- Bias related to repeated exposure to pervasive cultural stereotypes – are women still viewed as less competent than men?

BY MIKOKIT

-[F I L]-

SLIDE 15



Moss-Racusin et al. (2012)

- Explored whether faculty members would hire a male or female candidate
- Applications were identical



- 1
- Males rated significantly more competent and hireable...
 - Than the (identical) female applicant



- 2
- More career mentoring offered to male applicants



- 3
- Gender of faculty member had no impact
 - Both males and females were equally as likely to exhibit bias against female applicants

BY MIKOKIT

-[F I L]-

SLIDE 16



Grogan (2018)

- There are still structural barriers to women in STEM fields
- This results in lack of diversity but also, arguably, reduced profitability and performance?
- Women submit fewer grants – but are equally as likely to be successful

BY MIKOKIT

-[F I L]-

SLIDE 17



Schmader, Whitehead and Wysocki (2007)

- Explored letters of recommendation (LOR) written for males and females
- Females less likely to receive an 'excellent' LOR irrespective of gender of the letter writer
 - Less inclusion of excellent adjectives; 'outstanding', 'extraordinary'

BY MIKOKIT

-[F I L]-

SLIDE 18



MacNeill, Driscoll and Hunt (2015)

- What's in a name?
- Males rated significantly higher in competence and professionalism
- Implications?
 - Student ratings often have a great impact on progression/ promotion opportunities for teachers
- Concluded that males and females are still held accountable to typical gender appropriate behaviours
 - Males viewed as professional and objective
 - Females as warm and accessible

BY MIKOKIT

-[F I L]-

SLIDE 19



**Why is gender diversity
important?**

**Is it important across all
work sectors and
occupations?**



Hunt, Prince, Dixon-Fyle and Yee (2018)

- Gender bias, even at recruitment stage, hampers attempt at achieving diversity
- A diverse workplace is a more effective and higher performing workplace
 - Gender diversity in management increases profitability
- Companies in the top 25th percentile for gender diversity on executive teams were 21% more likely (+6% from 2015) to experience above-average profits

BY MIKOKIT

-[F I L]-

SLIDE 21



Hunt, Prince, Dixon-Fyle and Yee (2018)

- The highest performing companies (profitability and diversity) had more women in higher level roles than in staff roles
- Increasing gender diversity is predicted to be beneficial in a competitive, globalised economy

BY MIKOKIT

-[F I L]-

SLIDE 22



Types of interview bias

(implicit /
unconscious)

BY MIKOKIT

-[F I L]-

SLIDE 23



- [Interviews] -

- The interview is an important source of information and remains, by far, the most frequently used employment selection and decision-making device in organisations
 - E.g., Posthuma et al. (2002)
- The effects of various interviewer and applicant characteristics have been explored in depth
 - Focus on non-subtle demographics in the most part



BY MIKOKIT

-[F I L]-

SLIDE 24

Types of interview bias

Halo effect

Horns effect

Leniency effect

Contrast effect

Confirmation bias

Beauty bias

Affinity bias

Conformity bias

BY MIKOKIT

- [F I L] -

SLIDE 25



Halo Effect (Thorndike, 1920)

- Cognitive bias
- Largely effected by our first impressions
- Results in the inability the differentiate between characteristics being evaluated but this is automatic / below conscious information processing
 - E.g., if a candidate is nice, friendly and outgoing they may be perceived as being clever, smart or good at the job

BY MIKOKIT

- [F I L] -

SLIDE 26



Halo Effect (Thorndike, 1920)

- Fleenor et al. (2010) – we attribute positive characteristics to those who are similar to us in their appearance / demographic grouping
- Can be important in regards to relationships with line manager:
 - Potential that less high-quality relationships can result in fewer opportunities offered for role assignment, progression, training, etc

BY MIKOKIT

- [F I L] -

SLIDE 27



Halo Effect (Thorndike, 1920)

- Lewis and Zibarras (2013) – performance feedback
- Managers who see an employee as similar to them are more likely to notice when things are done well
- Also attribution of success is placed on competence
 - As opposed to luck/chance
- Report that employees who perceive being dissimilar to line manager work harder
 - Cognitive dissonance

BY MIKOKIT

-[F I L]-

SLIDE 28



Horns Effect

- Opposite to halo effect – negative unconscious bias
- First impressions create a negative perception
 - E.g., if a candidate is loud or very shy they may be perceived as being unintelligent, or not good at the job

BY MIKOKIT

-[F I L]-

SLIDE 29



Leniency Effect

- Thorndike (1949); Glickman (1955)
- Occurs when applicants are rated highly due to interviewers own context
 - E.g., female mother interviewer can relate to female mother applicant

BY MIKOKIT

-[F I L]-

SLIDE 30



Contrast Effect

- Where previous interviewees have an impact on the evaluations of the next applicant
- E.g., if a candidate seems better than the person interviewed before them, they may be rated more highly than normal simply because the previous candidate was bad, and not based upon the 2nd candidates own merit/suitability
- Likelihood of comparing candidates in a non-objective manner

BY MIKOKIT

-[F I L]-

SLIDE 31



Confirmation bias

- The tendency to search for information that confirms your pre-judgements
- Could be information provided in initial recruitment or previous selection procedures
 - CV; application form; etc
- Ceci and Bruck (1995): confirmation bias is observed when an interviewer asks a question that include/presume details that have not been mentioned by the interviewee

BY MIKOKIT

-[F I L]-

SLIDE 32



Affinity bias

- Similar to the halo effect
- We favour people who are similar to us
- Form of attribution of good personality traits to people we can relate to
- Often an issue / comes into play in organisations that have a general ethos of findings people who are a good 'culture fit'

BY MIKOKIT

-[F I L]-

SLIDE 33



Conformity bias

- The tendency people have to behave like those around them rather than using own personal judgement
- Asch (1956): bias caused by peer pressure
 - E.g., If an individual on an interview panel feels the group are leaning towards/away from a certain candidate, they will tend to go along with what the group thinks

BY MIKOKIT

-[F I L]-

SLIDE 34



Beauty bias

- "what is beautiful is good" heuristic (Dion, Berscheid, & Walster, 1972)
 - Premise that attractiveness is related to being more qualified and competent
- "beauty is beastly" effect (Heilman & Saruwatari, 1979)
 - The exploration of the idea that attractiveness of women hinders career opportunities

BY MIKOKIT

-[F I L]-

SLIDE 35



The Equality Act (2010)

BY MIKOKIT

-[F I L]-

SLIDE 36



The Equality Act (2010)

- Explicitly states that it is against the law to treat any person unfairly or less favourably than someone else because of a personal characteristic
- Protected characteristics
 - Age
 - Sex
 - Race
 - Religion
 - Pregnancy and maternity
 - Disability
 - Sexual orientation

BY MIKOKIT

-[F I L]-

SLIDE 37
