

CHAPTER 16 DRAFT BLUEPRINT: BIAS FOR ACTION

It's not just about the words we use; actions also play a crucial role. This involves being open to giving feedback, engaging with others, and reflecting on one's own biases.



CHECK IN.

- In what ways do you appreciate checking in? What do you feel when others check-in with you?
- What challenges do you see in reaching out to others? What may be some barriers?
- What ways have you devised, or can devise, that may work well in hybrid mode and asynchronous schedules?

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Reflect on the positives of checking-in with others.

- What do you think is holding you back?
- How can you commit to initiating informal interactions?

One-on-one interactions with colleagues can foster deeper professional relationships and cultivate trust – trust that enables us to share concerns openly and give and receive feedback when necessary. As remote and hybrid work arrangements become more prevalent, the spontaneity of these interactions diminishes, making it crucial to find ways to recreate these essential touchpoints. Personally, I've adopted the practice of sending a note to individuals affected by announcements such as job changes, promotions, or retirements, even if I haven't personally met them. It's these small gestures that humanize our connections and promote mutual understanding, nurturing relationships and trust.



VENTURE OUT.

- When it comes to interacting with people, what do you consider your comfort zone? Why do you think that is?
- Who do you consider outside that comfort zone? Why do you think that is?
- In what ways can you interact with people outside of your comfort zone in social, personal, or professional settings?

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Interactions outside our immediate work group offer valuable opportunities to connect with individuals from diverse backgrounds and perspectives, spanning different functions and roles. Now more than ever, it's essential to step out of our comfort zones and break the silos that can limit our interactions. While initially uncomfortable, this discomfort often leads to introspection and a reassessment of our biases.



SPEAK UP.

Reflect on occasions where you should have stepped up, or times when others should have stood up on your behalf.

- How did these experiences make you feel? What prompted you to speak up, or what held you back from speaking up?

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Identify any fears that may prevent you from speaking up. Reflect on potential consequences of staying silent.

- How can you commit to staying vigilant and being vocal if necessary?

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Have you ever given feedback to someone about what they may have said, or received feedback from others about any bias you may have projected?

Addressing bias requires us to speak up when we notice it and be open to receiving feedback ourselves, even in hierarchical settings. Despite the challenges, providing and accepting feedback fosters personal and professional growth. Implicit bias, though challenging to identify and admit to, impacts our interactions more than we realize.



PIN DOWN.

- What stereotyped views do you hold? How do you recognize they may be stereotyped views?
- Do you make broad generalizations rather than relying on individual interactions?
- How often do you find yourself reflecting on counter-stereotypical examples?

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Reflect on what is holding you back in examining your own motivations.

- Can you commit to self-assessment and monitoring of your own implicit, unconscious bias?

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Engaging in intergenerational conversations can promote self-reflection and help us recognize and address our biases. Reflecting on our assumptions and reframing situations allows for personal growth and fosters inclusivity within our teams and organizations. Leaders play a crucial role in setting an example by acknowledging and reflecting on their own biases, encouraging others to do the same.

Examining your own attitudes, fears, and motivations emphasizes the importance of personal commitment, the role of empathy, and the desire to continuously improve to promote a more inclusive and equitable society.

There is ample research to show that heterogeneous teams are more likely to arrive at innovative solutions. These solutions are perhaps more likely to gain wider acceptance owing to that diversity.

The earlier we get into the habit of recognizing bias and addressing it, the more traction advocacy efforts are likely to gain – resulting in behavioral shifts.