

## Mitigating Bias & Creating Balance Reference Guide

Diversity & Inclusion @ SLAC

Common bias patterns when selecting for, and evaluating, talent include:	How It Shows Up	
	Women, & Underrepresented Minorities	Caucasian Males
<b>Accomplishments</b> (ex. Past performance indicators such as delivered results, educational degrees, awards)	✓ Overlooked when positive or more scrutinized	✓ Overlooked when negative or less scrutinized
<b>Abilities</b> (i.e. Future performance indications based on accomplishments)	✓ Questioned	✓ Assumed
<b>Contribution Levels</b> (i.e. relevance of accomplishments and abilities in relation to criteria/ goals )	✓ Given Less Weight	✓ Given More Weight
<b>Personality</b> (i.e. Individual tendencies such as how one speaks, dresses, etc.)	✓ Given More Weight	✓ Given Less Weight
<b>Personal Issues</b> (Ex. personal leaves, work schedule, has young children)	✓ Included in Assessment	✓ Separated from Assessment
<b>Communication Style</b> (Ex. relationship focus or achievement focus – see below)	✓ More Scrutinized	✓ Less Scrutinized

Common Bias Patterns in Language (partial list)	
Relationship/Others (We) Language	Achievement/Self (I) Language
Collaborative Helpful Team Player Friendly Compassionate Agreeable Follows Instructions Warm Supportive	Confident Independent Ambitious Direct Go-Getter Influential Daring Intellectual Assertive
<b>Strive for Balance Across Both Lists</b>	

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Primary Sources:

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