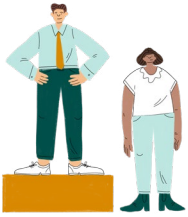


Participant Handout

TYPES OF BIAS



Performance bias

Performance bias is based on deep-rooted—and incorrect—assumptions about women’s and men’s abilities. We tend to underestimate women’s performance and overestimate men’s.⁹

[Watch video](#)



Attribution bias

Attribution bias is closely linked to performance bias. Because we see women as less competent than men, we tend to give them less credit for accomplishments and blame them more for mistakes.¹⁰

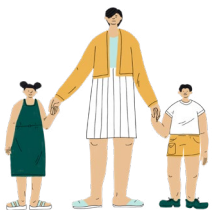
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Likeability bias

Likeability bias is rooted in age-old expectations. We expect men to be assertive, so when they lead, it feels natural. We expect women to be kind and communal, so when they assert themselves, we like them less.¹¹

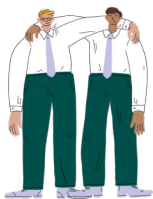
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Maternal bias

Motherhood triggers false assumptions that women are less committed to their careers—and even less competent.¹²

[Watch video](#)



Affinity bias

Affinity bias is what it sounds like: we gravitate toward people like ourselves in appearance, beliefs, and background. And we may avoid or even dislike people who are different from us.¹³

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Double discrimination

Bias isn’t limited to gender. Women can also experience biases due to other aspects of their background and experience.

[Watch video](#)

KEEP IN MIND

- 1 Bias isn’t limited to gender.
- 2 We all fall into bias traps.
- 3 Knowing that bias exists isn’t enough—commit to take action.
- 4 Stories should be anonymous.
- 5 Give people the benefit of the doubt.

STRATEGIES TO COMBAT BIAS

- 1 Speak up for someone in the moment—remind others of their qualifications, or correct a false assumption.
- 2 Ask a probing question, such as “What makes you say that?” “What are some examples of that?”
- 3 Stick to the facts—shift the conversation back to concrete, neutral information.
- 4 Explain how bias is in play—for example, mention to a hiring committee that you’ve noticed they tend to select men over women with similar abilities.
- 5 Advocate for policy or process change—talk to HR and leadership and recommend best practices to reduce bias.

CLOSING ACTIVITY

“My One Action to address gender bias in the workplace is...

HELPFUL LINKS

Learn more about 50 Ways to Fight Bias:

leanin.org/50ways

Endnotes (for reference only):

leanin.org/50-ways-endnotes