



## SEVEN MISCONCEPTIONS ABOUT UNCONSCIOUS BIAS TOOL

# DON'T LET UNCONSCIOUS BIAS CAUSE DEVELOPMENT AND COMPENSATION DISPARITIES

Which of these best practices do you do on a regular basis? This list is nowhere near exhaustive, but if you do the majority of these, you are on your way to building a high-trust culture and engaging your employees.

### DEVELOPMENT AND COMPENSATION DISPARITIES ASSESSMENT

- I understand each of my direct report's career and development goals.

**EXAMPLES:** Inviting regular career conversations; identifying skills each direct report wants to build for the future; and helping each person map out a plan to build their skills.

- I give equal support to each of my direct reports to achieve their professional goals.

**EXAMPLE:** Mapping learning development opportunities across the team to ensure that each person has equitable access to courses, conferences, stretch assignments, and other skill- and knowledge-building opportunities. (Research suggests that gender, "face time," and other biases can impact the professional development — and promotion — trajectory of affected employees.)

- I advocate for those on my team who may be unfairly underpaid.

**EXAMPLES:** Asking HR or executives to increase your compensation budget to bring deserving employees up to market-rate salaries; distributing your raise allotment in a way that reduces pay disparities.

- I understand how stereotypes could affect my perceptions of those who negotiate compensation and benefits, and adjust my behaviour to combat them.

**EXAMPLES:** Expecting every team member to negotiate salaries, raises, and benefits — and even encouraging them to do so; adopting a mindset that whatever occurs during a negotiation won't color your opinion of the person afterward (e.g., that a woman who negotiates is "aggressive" rather than simply asserting her interests).