

## Tools and Resources to Address Unconscious Bias

**Disclaimer:** The list below was put together to help raise awareness of publications, initiatives, reports, case studies, tools and guidance relevant to unconscious bias. The organizations or reports listed have not been through any vetting or due diligence process, and inclusion in this list does not constitute an endorsement of the individual organizations or initiatives. To suggest a free resource, contact [womens-empowerment-principles@unglobalcompact.org](mailto:womens-empowerment-principles@unglobalcompact.org)

Resource Name	Company / Organisation	Author(s)	Year	Source	Type	Summary
The Double-Bind Dilemma for Women in Leadership: Stereotype Risk Score Calculator	Catalyst		2007	<a href="http://www.catalyst.org/knowledge/double-bind-dilemma-women-leadership-damned-if-you-do-doomed-if-you-dont-0">http://www.catalyst.org/knowledge/double-bind-dilemma-women-leadership-damned-if-you-do-doomed-if-you-dont-0</a>	Report	<p>This report analyzes open-ended answers to survey questions as well as one-on-one interviews to reveal that gender stereotypes can create several predicaments for women leaders. Because they are often evaluated against a “masculine” standard of leadership, women are left with limited and unfavorable options, no matter how they behave and perform as leaders. In particular, three predicaments put women in a double bind and can potentially undermine their leadership as well as their own advancement options:</p> <ol style="list-style-type: none"> <li>1. Extreme Perceptions: Women are perceived as too soft or too tough but never just right.</li> <li>2. The High Competence Threshold: Women leaders face higher standards and lower rewards than men leaders.</li> <li>3. Competent but Disliked: Women leaders are perceived as competent or liked, but rarely both.</li> </ol>
Proven Strategies to Addressing Unconscious Bias in the Workplace	CDO Insights-Diversity Best Practices	Howard Ross, Founder & Chief Learning Officer, Cook Ross, Inc.	2008	<a href="http://www.cookross.com/docs/UnconsciousBias.pdf">http://www.cookross.com/docs/UnconsciousBias.pdf</a>	Tool/Publication	Strategies to Addressing Unconscious Bias in the Workplace

Reducing Unconscious Bias: A Highly Effective Toolbox	Diveseo		2014	<a href="http://weprinciples.org/files/attachments/Reducing_Unconscious_Bias-a_highly_effective_toolbox.pdf">http://weprinciples.org/files/attachments/Reducing_Unconscious_Bias-a_highly_effective_toolbox.pdf</a>	Publication	A primer on the building blocks for building an unconscious bias reduction plan.
Nudging the Unconscious Mind for Inclusiveness	Move the Elephant and Inclusion Institute	Tinna C. Nielsen, Global Head of Diversity, Inclusion & Collaboration at Arla Foods and Ms. Lisa Kepinski, Founder & CEO of Inclusion-Institute	2014	<a href="http://weprinciples.org/files/attachments/WHITE_PAPER_Nudging_the_Unconscious_Mind_Nielsen_&amp;_Kepinski_Oct_2014.pdf">http://weprinciples.org/files/attachments/WHITE_PAPER_Nudging_the_Unconscious_Mind_Nielsen_&amp;_Kepinski_Oct_2014.pdf</a>	Tool/Publication	Many business leaders worldwide support inclusion and diversity, and a number of organizations are raising unconscious bias awareness in an effort to foster an inclusive culture. Tackling bias through training sessions on unconscious bias are an important step but far from enough. This publication looks at practical interventions called 'Inclusion Nudges' that passively and actively 'push' the unconscious mind to help the brain make better decisions and promote more inclusive behaviour. The purpose of Inclusion Nudges is to motivate, steer, empower and outsmart the brain towards more objective evaluations and decision in the employee life cycle that will promote gender equality and inclusion of diversity.
Bias in Performance Management Review Process: Creating and Inclusive Talent Pipeline by Understanding our Filters	Cook Ross Inc.	Leslie Traub, Chief Consulting Officer at Cook Ross Inc.	2013	<a href="http://cookross.com/docs/unconsciousbiasinperformance2013.pdf">http://cookross.com/docs/unconsciousbiasinperformance2013.pdf</a>	Publication	This article explains the four domains of bias in performance management: rater bias, self-rater bias, structural bias, and calibration bias. Drawing upon a fictional case study based on years of real life consulting experience, we will explore how each bias manifests daily in the workplace, how each bias affects performance management, and how we can mitigate these biases. By addressing and managing biases, organizations can provide equal growth opportunities for persons of all groups and ensure a robust team of employees necessary for success.