Suggestions for addressing implicit bias

<u>Counterstereotypical exemplars</u>
Contact with and reflection on members of negatively stereotyped groups who don't fit the stereotype can be a powerful force in overcoming implicit bias.
- Look at your walls, and make sure the pictures aren't just white men.
- Think about your conference invitations.

<u>Anonymising</u>
Think about where anonymising might be effective:
- Marking
- Reviewing CVs

But also: *consider* not anonymising in order to practice affirmative action.

<u>Be Aware of Biased Information</u>
- References likely to have gendered content (men are "brilliant" and "original", women are "friendly" and "hard-working"), also national differences (e.g. US reference inflation).
- Biases affect citation counts.
- Biases affect student evaluations of teaching.

<u>Noticing contributions</u>
There are many areas where contributions from negatively stereotyped group members get overlooked/underappreciated.
- References: Make sure you're mentioning women's outstanding work, not just friendliness. Check for other biases.
- Check your citations for women and members of underrepresented groups you should be mentioning.

<u>Decision-making (e.g. promotion, hiring)</u>
- Agree on criteria and their weighting in advance.
- Give equal time to discussion of each candidate for each criterion.
- Try to avoid relying on "gut feeling" and gestalt judgment.
- Don't let most powerful person speak first-- make sure all voices are heard.
- Insist on justifying decisions.
- Think about processes, and be sure you are giving appropriate weight to each element, taking into account potential for biased information.
- Also, try to be well-fed and rested, and try not to rush.

<u>Mentoring</u>
- Consider setting up a programme by which women/members of underrepresented groups can request mentoring.

<u>Don't Neglect Other Factors</u>

- Explicit bias, Harassment
- Structural barriers, e.g. invisible labour
- Precarity
- Caregiving (esp in pandemic)

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