

# Unconscious Bias @ Work:

Structural Strategies to Manage & Mitigate Bias

paradigm

ATTRACT  
SELECT  
DEVELOP  
RETAIN

## ATTRACT – MEASURE

Measure sources of diverse candidates

## ATTRACT – STRATEGIES

- Create a job description template
- Portray an inclusive company
- Include a statement about diversity

## SELECT – MEASURE

Monitor recruiting pipeline for leaks

## SELECT – STRATEGIES

- Establish a “pre-brief” process to define each role
- Conduct structured interviews
- Embed reminders about bias
- Set rules for determining compensation

## DEVELOP – MEASURE

Measure distribution of assignments, performance, promotion, and compensation outcomes

## DEVELOP – STRATEGIES

- Establish a formal mentoring program
- Add structure to manager feedback
- Create level descriptions to guide promotions
- Consider multiple candidates at the same time

## RETAIN – MEASURE

Survey employees to understand their experiences

## RETAIN – STRATEGIES

- Design meetings to minimize interruption
- Identify and rotate office housework tasks
- Create supportive policies and benefits
- Hold inclusive work events

**“The odds of limiting the constraints of biases rise when discussion of them is widespread.”**

–Nobel Prize winner Daniel Kahneman