



One of The Institute's **worksheets** series, to help you improve your leadership skills and capability, making you a better leader

This worksheet is based on the Spotlight 'Unconscious Bias' and looks at unconscious bias and the effects it can have on a leader's decision making. It will help you identify and reflect upon your own bias so you can make better decisions.

You should take approximately **two hours** to complete this worksheet and read the accompanying Spotlight

Unconscious bias is the combination of all your prejudices and opinions, some of which may be inaccurate or irrational, that you have acquired across your work and personal life but which are hidden from you. It can often negatively affect your decision making.

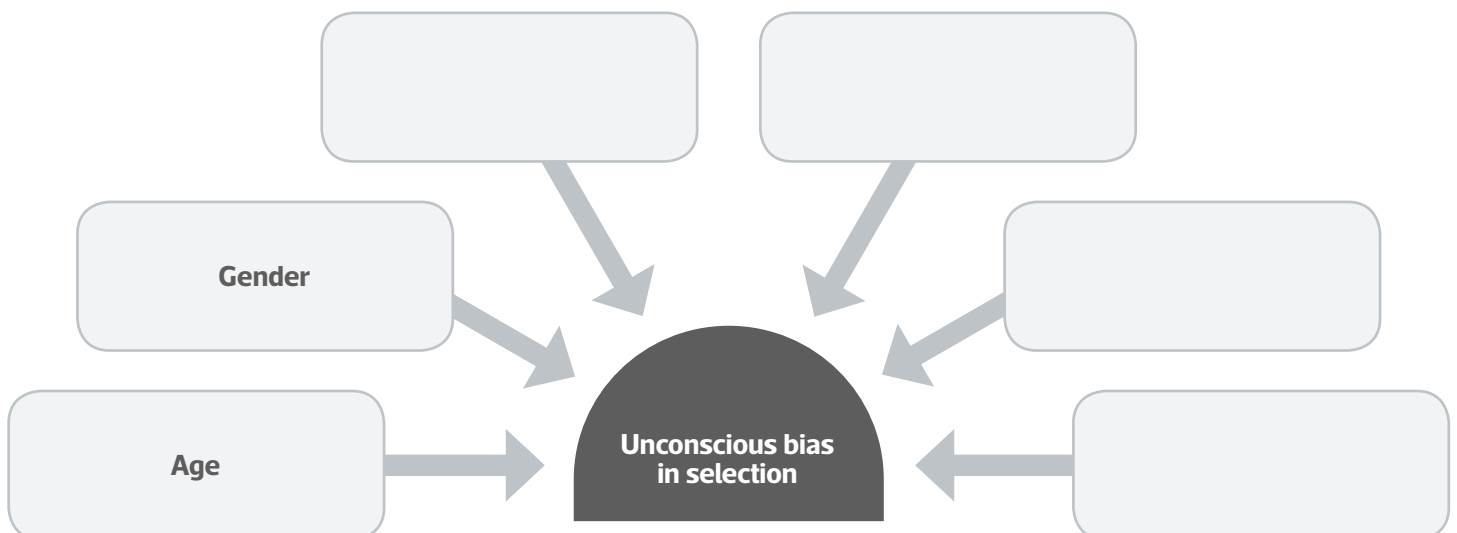
Effects of Unconscious Bias

The Spotlight highlights 5 disadvantageous outcomes from unconscious bias. **How would you order them in importance and why?**

Outcome	Rank	Why?
Failing to respond to real threats or weaknesses		
Seeing threats or weaknesses when none are really there		
Overlooking a person for recruitment, promotion, reward or development		
Passing up a business opportunity that would have brought real benefits		
Entering into business relationships that turn out to be very disadvantageous		

Your Unconscious Bias

Add elements to the diagram below that might influence you in a recruitment situation:





Worksheet

Self-Awareness: Unconscious Bias

Unconscious Bias in the Organisation

“Less than 15% of American men are over 6’ tall, yet almost 60% of corporate CEOs are over 6’ tall”

Why do you think this happens?

Scenario

A male member of staff needs the afternoon off to take his child to the doctor. **Please complete the wheel:**



Addressing Unconscious Bias

Give three examples of ways you personally can reduce your unconscious bias:

1.	2.	3.	Which one will you do first?

Review

Create a hashtag which summarises the concept of unconscious bias:



All references are cited in The Institute of Leadership & Management (2018) ‘Spotlight on Unconscious Bias’

Collaboration – Appreciating Diversity – Unconscious Bias

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