

# IDEA @ Berkeley LAB

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**LEAN IN**

**“50 Ways to Fight Bias” Cards**



Lady Idos

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*“We all can help build a culture of inclusion and diversity at the Lab through IDEA, an acronym that stands for **inclusion, diversity, equity, and accountability**. We are at our best when we live these ideals”*

(Dir. M. Witherell)






<https://diversity.lbl.gov/>

Meaning and **strives**:

- **Inclusion is about welcoming and belonging**
  - **Create an environment where everyone belongs**
- **Diversity refers to the variety of backgrounds, cultures, disciplines, approaches, and the way we solve problems**
  - **Welcome and engage all people and perspective**
- **Equity is about opportunity parity**
  - **Ensure fair access to opportunities**
- **Accountability means responsibility**
  - **Take responsibility for making progress**

<https://diversity.lbl.gov/ideaberkeleylab/>

# Integrating Stewardship Values & IDEA

	DEFINITION	IDEA Lens
 team science	<b>WE COLLABORATE ACROSS BOUNDARIES</b> - We recognize that innovative solutions to complex problems arise from a diversity of thought, approaches, experiences, and roles. Our tradition of inclusion dates to our founding director E.O. Lawrence, who pioneered the practice of team science for large, complex scientific challenges.	<i>We embrace, bridge, and honor our differences. We care about and are mindful of diverse representation.</i>
 service	<b>WE SERVE HUMANKIND</b> - We are driven by a commitment to public service, excellence, and solutions to the real-world challenges faced by people, the planet, and the nation.	<i>We serve humankind by serving each other and exercising leadership where we can.</i>
 trust	<b>WE EARN TRUST</b> - We strive to earn the trust of the public, the scientific community, our stakeholders, and each other by safeguarding our record of excellence, integrity, safety, openness, reliability, and accountability.	<i>We recognize that in order for us to earn trust with one another, we must be accountable for the impact of our behaviors and actions.</i>
 innovation	<b>WE IMAGINE AND INNOVATE</b> - We believe our success depends on the free exchange of ideas, the willingness to think differently, the freedom to take risks, the agility to respond to evolving needs, and the ambition to make an impact. We promote and protect these characteristics of our Lab and our people.	<i>We evolve as individuals, as teams, and as a community to build a Berkeley Lab culture for tomorrow that is more diverse, equitable, and inclusive than it is today.</i>
 respect	<b>WE CARE FOR ONE ANOTHER</b> - We depend on contributions from many people, disciplines, and roles to unlock the potential of individuals and teams. Each of us takes responsibility for the well-being, safety, and belonging of others in our communities.	<i>We safeguard and cultivate belonging, equity, and psychological safety in our community.</i>

<https://diversity.lbl.gov/idea-strategic-framework/>

- IDEA Strategic Framework: Promote work environment where colleagues feel respected & valued
- Berkeley Lab climate survey data: "22% of respondents (n = 447) believed that they had personally experienced exclusionary, intimidating, offensive and/or hostile conduct" (2014)
- Exclusionary conduct includes microaggressions; can impact people's ability to feel like they can fully contribute or be part of the team  
→ loss of engagement, retention, and innovation
- As the home of Team Science, knowing that psychological safety is the top key element of a high-performing team: how can LBNL understand and address the issue of microaggressions at the Lab?

# IDEA activities regarding training and workshops related to MA, Upstander, Allies

<https://ideas-in-action.lbl.gov/home>

- They have been using the term upstander (rather than bystander) for several years and have an entire resource page on the topic:

<https://ideas-in-action.lbl.gov/accountability/upstander>

- Dr. Pinterits (IDEA Program Manager) has conducted 100+ engaging workshops and presentations related to diversity, equity, and inclusion, including implicit bias and microaggressions
- Using the “LEAN IN 50 ways to fight bias” cards that are referenced multiple times on the implicit bias resource page: <https://ideas-in-action.lbl.gov/diversity/implicit-bias>
  - In 2020 Janie did a presentation for MBIB (Molec.BioPhys.Integr.Bioimag.) on the LEAN-IN 50 ways to fight bias cards and a WSEC Brownbag on Upstander
  - Last year (2021) they did upstander presentations for the ALS, Kbase and EHS
- This year IDEA promoted an event called Focus on Allyship skills and did a lunchtime learning on the same topic.
- Although not specifically upstander training, it is relevant and related: an entire Allyship resource page as well: <https://ideas-in-action.lbl.gov/accountability/allyship>.
- Kelly Perce (IDEA PM) did a short training on microaggressions and workplace civility with the FAIR office for the ALS earlier just this month.

# LEAN IN - 50 WAYS to FIGHT BIAS CARDS

<https://leanin.org/50-ways-to-fight-gender-bias>

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## 50 WAYS TO FIGHT BIAS

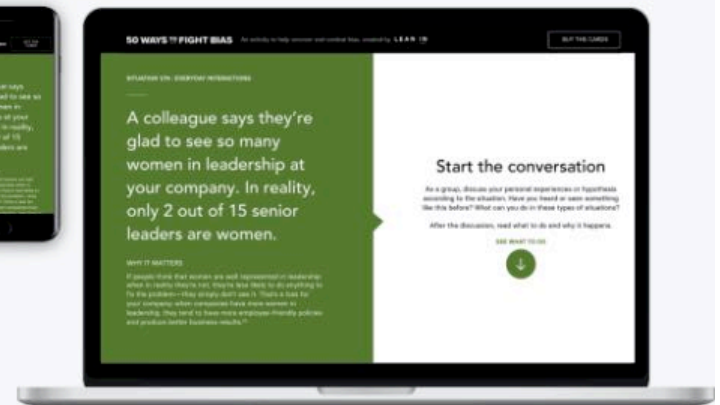
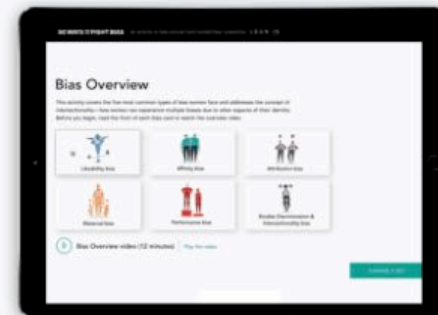
50 Ways to Fight Bias is a bias training activity that helps people recognize and combat gender bias at work. Participants will discuss examples of bias, share personal experiences, and learn research-backed solutions. It works best for groups of 6–8 people.

Read our [Moderator Guide](#) for step-by-step instructions and best practices for running a session.

Get started


### More resources for 50 Ways

- [Bring it to your company](#)
- [Learn more about the program](#)
- [Read FAQs](#)
- [Give us feedback](#)



Research from Leading experts and finding from LEAN IN

# Type of Bias



**Likeability bias**


Likeability bias is rooted in age-old expectations. We expect men to be assertive, so when they lead, it feels natural. We expect women to be kind and communal, so when they assert themselves, we like them less.<sup>158</sup>

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**Performance bias**


Performance bias is based on deep-rooted—and incorrect—assumptions about women's and men's abilities. We tend to underestimate women's performance and overestimate men's.<sup>146</sup>



**Attribution bias**

Attribution bias is closely linked to performance bias. Because we see women as less competent than men, we tend to give them less credit for accomplishments and blame them more for mistakes.<sup>152</sup>

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**Affinity bias**

Affinity bias is what it sounds like: we gravitate toward people like ourselves in appearance, beliefs, and background. And we may avoid or even dislike people who are different from us.<sup>148</sup>



**Double discrimination & intersectionality**

Bias isn't limited to gender. Women can also experience biases due to their race, sexual orientation, a disability, or other aspects of their identity.

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**Maternal bias**

Motherhood triggers false assumptions that women are less committed to their careers—and even less competent.<sup>142</sup>

# 4 sets of cards





# Instructions

## **QUICK START INSTRUCTIONS**

Read this out loud to the group before you get started:

- **Bias isn't limited to gender.** Women can also experience biases because of their race, sexuality, age, religion, and other aspects of their identity—and the compounding discrimination can be significantly greater than the sum of its parts. This concept is called intersectionality, and it applies to men, too.
- **We all fall into bias traps.** People of all genders can consciously or unconsciously make biased comments or behave in other ways that disadvantage women.
- **Knowing that bias exists isn't enough.** We all need to look for it and take steps to counteract it. That's why these cards outline specific examples of gender bias with clear recommendations for what you can do.
- **Stories should be anonymous.** When sharing stories about seeing or experiencing bias, don't use people's names.
- **Give people the benefit of the doubt.** Remember that everyone is here to learn and do better—and an open and honest exchange is part of that process.

SEE BACK →

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## QUICK START INSTRUCTIONS

How to play:

- 1 After reading the front of this card, learn the basics about gender bias.
  - **For 1-hour sessions:** Choose a volunteer to read the front of the Bias cards aloud.
  - **For 2-hour sessions:** Watch a short video about the common biases women experience at [leanin.org/biasoverview](https://leanin.org/biasoverview)
- 2 Lay the Bias cards on the table for reference.
- 3 Choose a volunteer to read 2 or 3 Icebreaker cards aloud and guess the answer as a group.
- 4 Ask one person to pick a Situation card from the top of the deck and read the front aloud to the group, including **WHY IT MATTERS.**
- 5 Discuss personal experiences and possible actions you could take to address the situation.
- 6 Flip the card over and read aloud **WHAT TO DO** and **WHY IT HAPPENS.**
- 7 Continue to take turns picking Situation cards from the deck.
- 8 When there are 5 to 10 minutes remaining, use the Closing Activity card to debrief.

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# EXAMPLE OF CARDS

# Icebreaker

(Did you know?)

ICEBREAKER

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In a study of performance reviews, what % of women received negative feedback on their personal style such as "You can sometimes be abrasive"? And what % of men received that same type of feedback?

Answer: 66% of women and 1% of men.<sup>136</sup>

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ICEBREAKER

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How many times more often do men interrupt women than other men?

Answer: Almost 3 times more often.<sup>127</sup>

# Card 1

SITUATION EVERYDAY INTERACTIONS SET 4

You hear a woman being criticized for her leadership style—for example, being called “aggressive” or “out for herself.”

**WHY IT MATTERS**

When women assert themselves—for example, by speaking in a direct style or promoting their ideas—they often get a negative reaction.<sup>26</sup> In contrast, men do not.<sup>27</sup> This discrepancy can have a big impact on women’s careers. Ask yourself who you’re more likely to support and promote, the man with high marks across the board or the woman who gets high marks for her performance but is not as well liked.

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**WHAT TO DO**

When you hear someone criticize a woman for asserting herself, ask them about it: “That’s interesting. Would you have that reaction if a man did the same thing?” It may also be worth pointing out that being focused and decisive about moving the business forward is what’s expected of leaders.

**WHY IT HAPPENS**

*Rooted in likeability bias*

Because of age-old stereotypes, we expect women to be nice and friendly.<sup>28</sup> When they assert themselves, they go against that expectation—and as a result, we tend to like them less.<sup>29</sup> This “likeability penalty” is often evident in the words we use to describe women, especially those who lead—such as “bitchy,” “demanding,” or “difficult.”<sup>30</sup>

**Keep in mind:** Bias isn’t limited to gender. People can also experience biases due to their race, sexual orientation, a disability, or other aspects of their identity.

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30. Heilman and Okimoto, “Why Are Women Penalized for Success at Male Tasks?”; Heilman et al., “Penalties for Success”; Heilman, “Gender stereotypes and workplace bias”; Rudman, Moss-Racusin, Glick, and Phelan, “Reactions to Vanguarders.”

# Card 2

SITUATION MEETING DYNAMICS

SET 1

A woman suggests an idea in a meeting and it falls flat. A few minutes later, a man suggests the same idea and gets an enthusiastic reaction.

#### WHY IT MATTERS

Getting credit for ideas is important—it's often how employees get noticed. When people don't feel heard, they may also stop speaking up and sharing their views. Over time, if their contributions go unseen, it can slow their advancement.<sup>61</sup> In both cases, companies end up missing out.

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#### WHAT TO DO

You can remind everyone that the idea originated with your woman colleague: "I think [Name] made that point a few moments ago. I like this direction." Advocating for women coworkers in this way can help them get noticed for their contributions—and it can also position you as a leader.

#### WHY IT HAPPENS

*Rooted in attribution bias*

Because we tend to underestimate women's performance and overestimate men's, we often don't give women as much credit for their ideas. This can play out in meetings. The team doesn't "hear" an idea when a woman raises it, but when a man says the same thing, they pay attention.<sup>62</sup>



**Keep in mind:** Bias isn't limited to gender. People can also experience biases due to their race, sexual orientation, a disability, or other aspects of their identity.

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# Card 3

SITUATION MEETING DYNAMICS

SET 3

You're in a meeting and a woman colleague is spoken over or interrupted.

## WHY IT MATTERS

If women's ideas aren't heard, it can make it harder for them to be perceived as key contributors, which can harm their career progression. When teams miss out on women's insights, it can also mean your company is missing out. Teams that foster diverse points of view often have better ideas and get more done.<sup>38</sup>

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A. Ciocio - Weekly Instrumentation meeting - August 2023

## WHAT TO DO

When a woman gets interrupted, speak up. You might say, "I'd like to hear the rest of [Name's] thoughts" or "[Name] raised an important point. I'd like to consider it further before we move on."

If you're leading a meeting, reduce interruptions by following an agenda and asking people to contribute in a structured way. You might say, "Let's go around the room and get everyone's ideas." You can also invite individual women in the room to contribute their opinions.

## WHY IT HAPPENS

*Rooted in attribution bias*

People tend to value women's contributions less than men's.<sup>39</sup> One way this plays out is in meetings, where women—and in particular, women of color—are interrupted more and get less time to speak than men do.<sup>40</sup>



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# Card 4

SITUATION REVIEWS & PROMOTIONS

SET 2

You're in a meeting to discuss performance reviews and notice that men are described as "strategic" and "visionary," while women are "hard workers" or "good team players."

#### WHY IT MATTERS

How we describe people matters—and can unfairly influence performance reviews.<sup>188</sup> In this situation, it's not hard to imagine men getting the inside track on promotions and raises.

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#### WHAT TO DO

Point out the pattern and explain **WHY IT MATTERS**. You can also talk to HR about creating a broad checklist of leadership attributes with concrete examples of what they look like in practice. Expanding the definition of a good leader will help with inclusivity, and using a standardized checklist to evaluate candidates can help remove bias from the review process.<sup>189</sup>

#### WHY IT HAPPENS

Gender stereotypes influence the words we use. Even when women and men produce similar results, we often talk about them differently. We tend to use words associated with leadership like "driven," "big thinker," and "visionary" to describe men. In contrast, we often describe women with communal language like "team player," "friendly," and "committed," not words that speak to skill or impact.<sup>190</sup>



**Keep in mind:** Bias isn't limited to gender. People can also experience biases due to their race, sexual orientation, a disability, or other aspects of their identity.

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# Card 5

SITUATION REVIEWS & PROMOTIONS

SET 1

You're on a team doing performance reviews and notice that a lot of women get feedback on their speaking style.

#### WHY IT MATTERS

Criticisms like this can prevent qualified women from advancing, which hurts both them and your company.

#### WHAT TO DO

When you notice this pattern, point it out. Explain this is a common bias against women and **WHY IT HAPPENS**. Suggest that the group focus on the substance of what people say, not their speaking style.

Longer term, recommend that your company use standardized criteria for performance reviews, which will reduce subjective opinions. Consider recommending unconscious bias training for employees involved in the review process. When people understand how bias impacts their decision-making, they are able to make more objective decisions.

#### WHY IT HAPPENS

*Rooted in likeability bias*

Studies show that women often get negative feedback on their speaking style, while men do not.<sup>18</sup> If women are confident and assertive, they can be criticized for speaking too loudly or often. But if they are quieter, they are more likely to be told that they need to speak more confidently and assertively.<sup>19</sup>



**Keep in mind:** Bias isn't limited to gender. People can also experience biases due to their race, sexual orientation, a disability, or other aspects of their identity.





Thank you for  
your attention.

