



FranklinCovey  
**ALL ACCESS PASS**<sup>®</sup>  
SPECIAL COLLECTIONS

# UNCONSCIOUS BIAS

---

Understanding Bias  
to Unleash Potential<sup>™</sup>

 FranklinCovey  
THE ULTIMATE COMPETITIVE ADVANTAGE

# Ground Rules

---

- Have a **learner mindset.**
- Be **respectful.**
- Ask **questions.**
- Be **present.**

# Introductions

---

Introduce yourself and your role.

# What Does Bias Mean to You?

---

In 30 seconds, write as many words as you can to define bias.

# What Is Bias?

---

- A **preference** in favor of or against a thing, person, or group compared with another.

# What Is Bias?

---

- A **preference** in favor of or against a thing, person, or group compared with another.
- It may be held by an individual, a group, or an institution.
- It can have negative or positive consequences.

**ACTIVITY:**  
*BIAS IN ACTION QUIZ*

# True or False?

---

As a woman's body mass increases, her pay decreases.



# True or False?

---

In the United States and other Western nations, **for every 1% increase in a woman's body mass, there is a 0.5% decrease in pay.**

# True or False?

---

In Canada, the US, the UK, and Australia, a job seeker with a **non-Western** name has to submit more resumes than a job seeker with a **Western** name in order to get a response from the recruiter.

# True or False?

---

Job seekers in most Western countries who have non-Western names have to submit **approximately 30% more** resumes to achieve the same results as job seekers who have Western names.

# True or False?

---

Men are **far less likely** than women to report being victims of domestic violence, hazing, or sexual assault.

# True or False?

---

In the UK, **men are 3x as likely as women to not report being victims** of domestic violence, hazing, or sexual assault; only 10% of those reporting will report to the police.

# More or Less?

---

LGBTQ+ youth are **more or less than** 2x as likely to have attempted suicide compared to heterosexual youth.

# More or Less?

---

In most Western countries, LGBTQ+ youth are actually **3x–5x** as likely to have attempted suicide as heterosexual youth.

# What Percentage?

---

While 50% of the US workforce are extroverts, they account for what percentage of leaders and managers?

A. 55–70%

B. 70–85%

C. 85–100%



**C. 85–100%**

---

**96% of US managers** display high levels of extroversion.

# More, Less, or the Same?

---

Brown and black Brazilians earn **more, less, or the same** as white Brazilians with the same background.

# More, **Less**, or the Same?

---

Brown, and especially black, Brazilians **earn approximately 20–25% less than white Brazilians** with the same background.

# What Percentage?

---

What percentage of male CEOs of Fortune 500 companies are over 6 feet (180 centimeters) tall?

A. 30–40%

B. 40–50%

C. 50–60%

## C. 50–60% of male CEOs

---

Specifically, **58% of male CEOs of Fortune 500 companies** are over 6 feet (180 centimeters) tall. **14.5% of US males** are taller than 6 feet.

# Other Biases

---

- **71%** of leaders pick protégés of the same race and gender.

# Other Biases

---

- **71%** of leaders pick protégés of the same race and gender.
- In the US, minority patients are **less likely** to receive pain medication than white patients.

# Other Biases

---

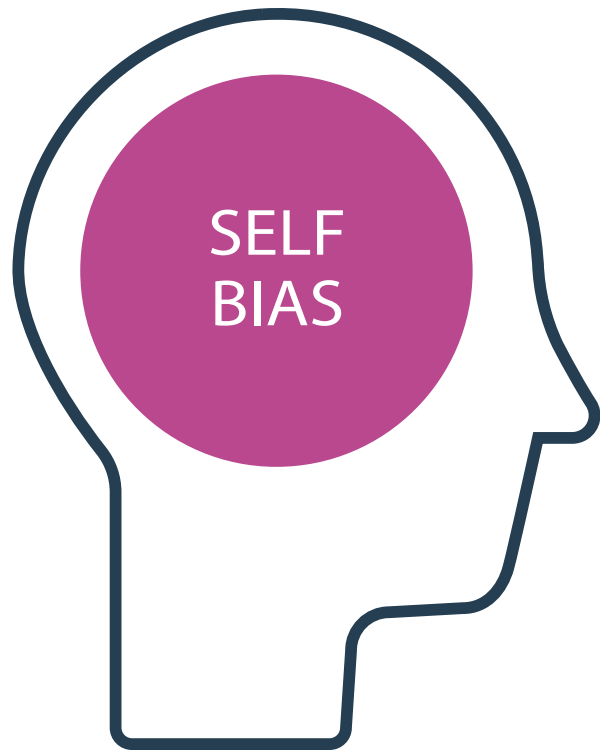
- **71%** of leaders pick protégés of the same race and gender.
- In the US, minority patients are **less likely** to receive pain medication than white patients.
- **78%** of artificial-intelligence professionals are male, implying AI is being developed without diverse talent.

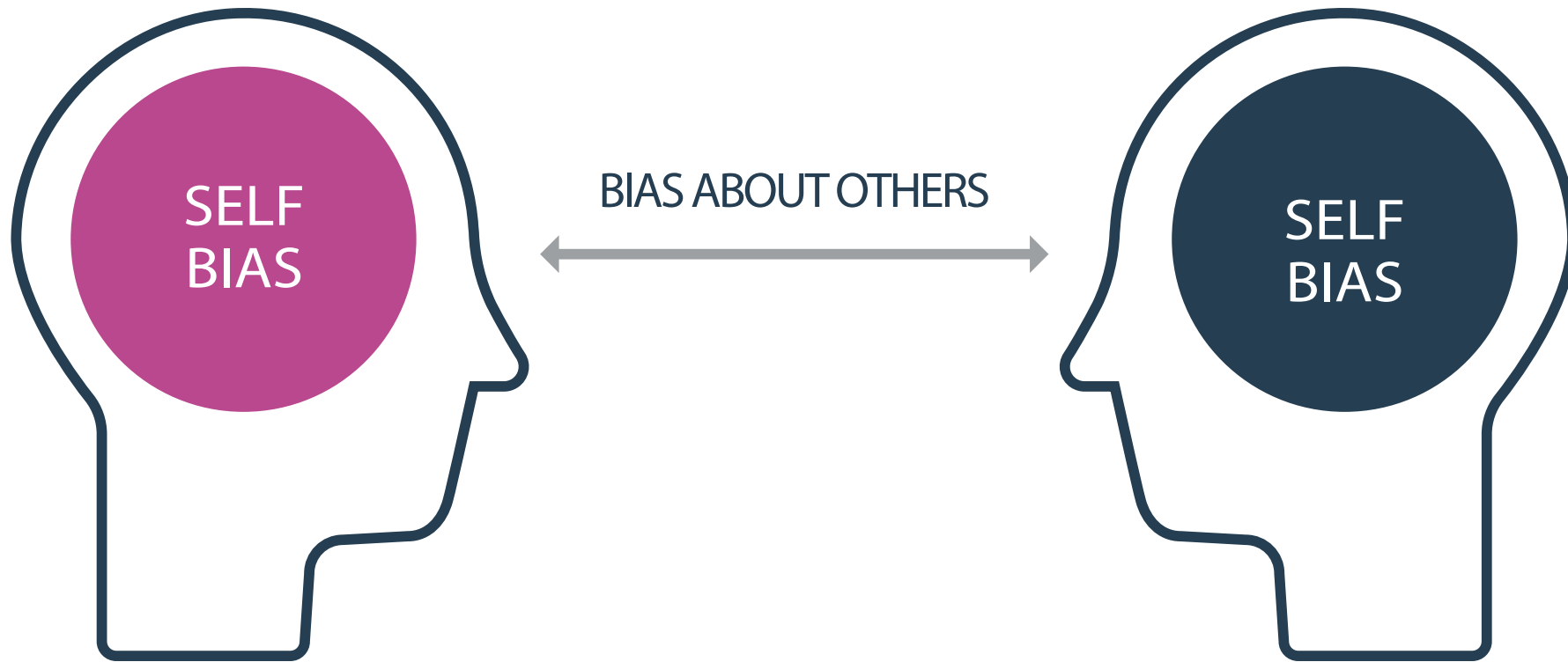


# Other Biases

---

- **71%** of leaders pick protégés of the same race and gender.
- In the US, minority patients are **less likely** to receive pain medication than white patients.
- **78%** of artificial-intelligence professionals are male, implying AI is being developed without diverse talent.
- Children with learning disabilities account for **8.6%** of students in US public schools and **32%** of youth in juvenile detention.





# CONSCIOUS BIAS

EXPRESSED  
DIRECTLY

WE ARE AWARE  
OF THE BIAS

# CONSCIOUS BIAS

EXPRESSED  
DIRECTLY

WE ARE AWARE  
OF THE BIAS

# UNCONSCIOUS BIAS

EXPRESSED  
INDIRECTLY

WE ARE **NOT** AWARE  
OF THE BIAS

# The Problem...

---

The biases we have about ourselves and about others significantly impact the decisions we make and the results we get.

## Individually:

1. Where do you experience bias in your life?
2. What areas of your work and life have been affected by bias, either positively or negatively?
3. What is the impact?

**VIDEO:**  
*MORE THAN YOU SEE*



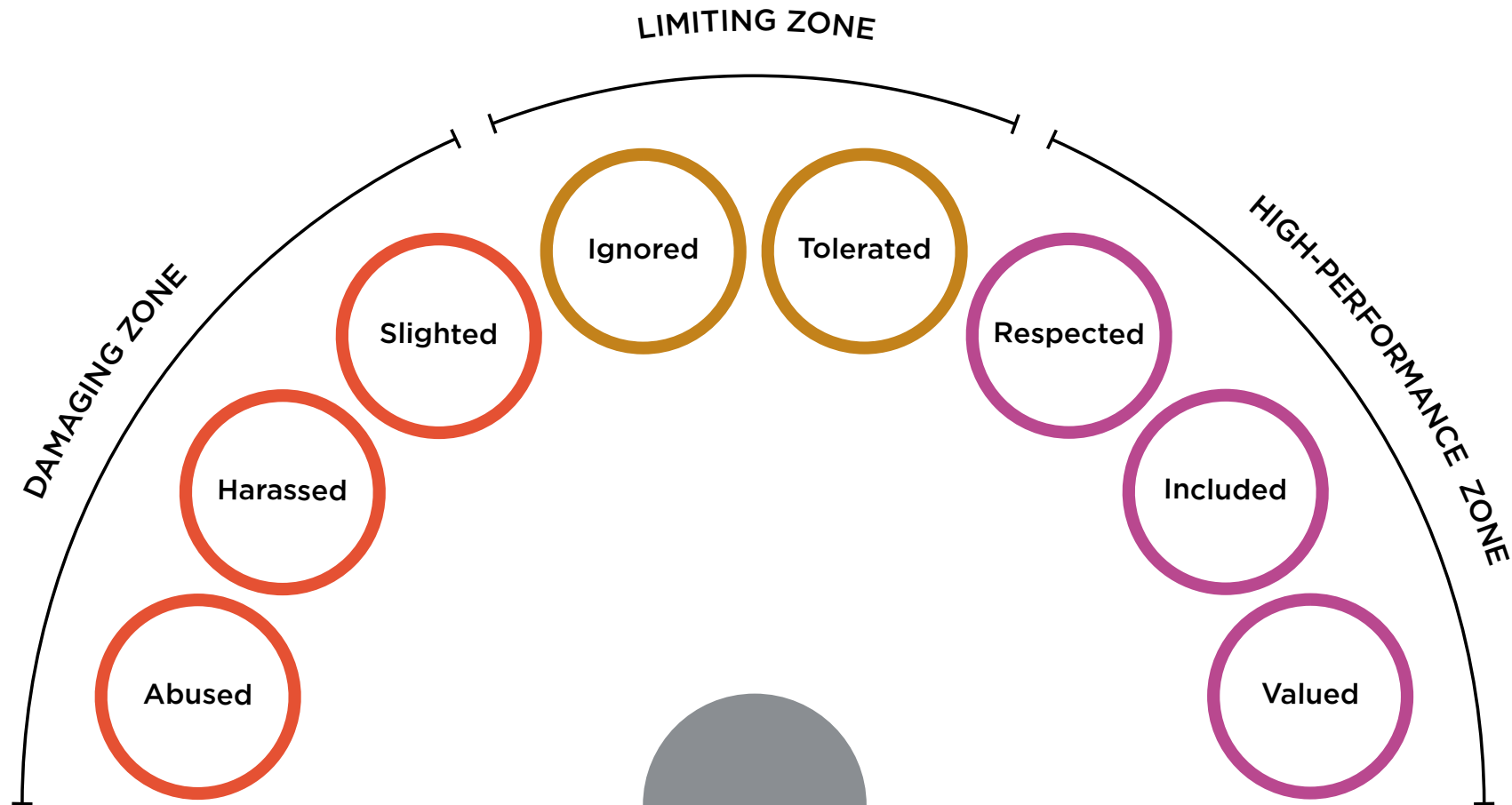


**VIDEO:**  
*MORE THAN YOU SEE*

What insights did you  
have about bias?

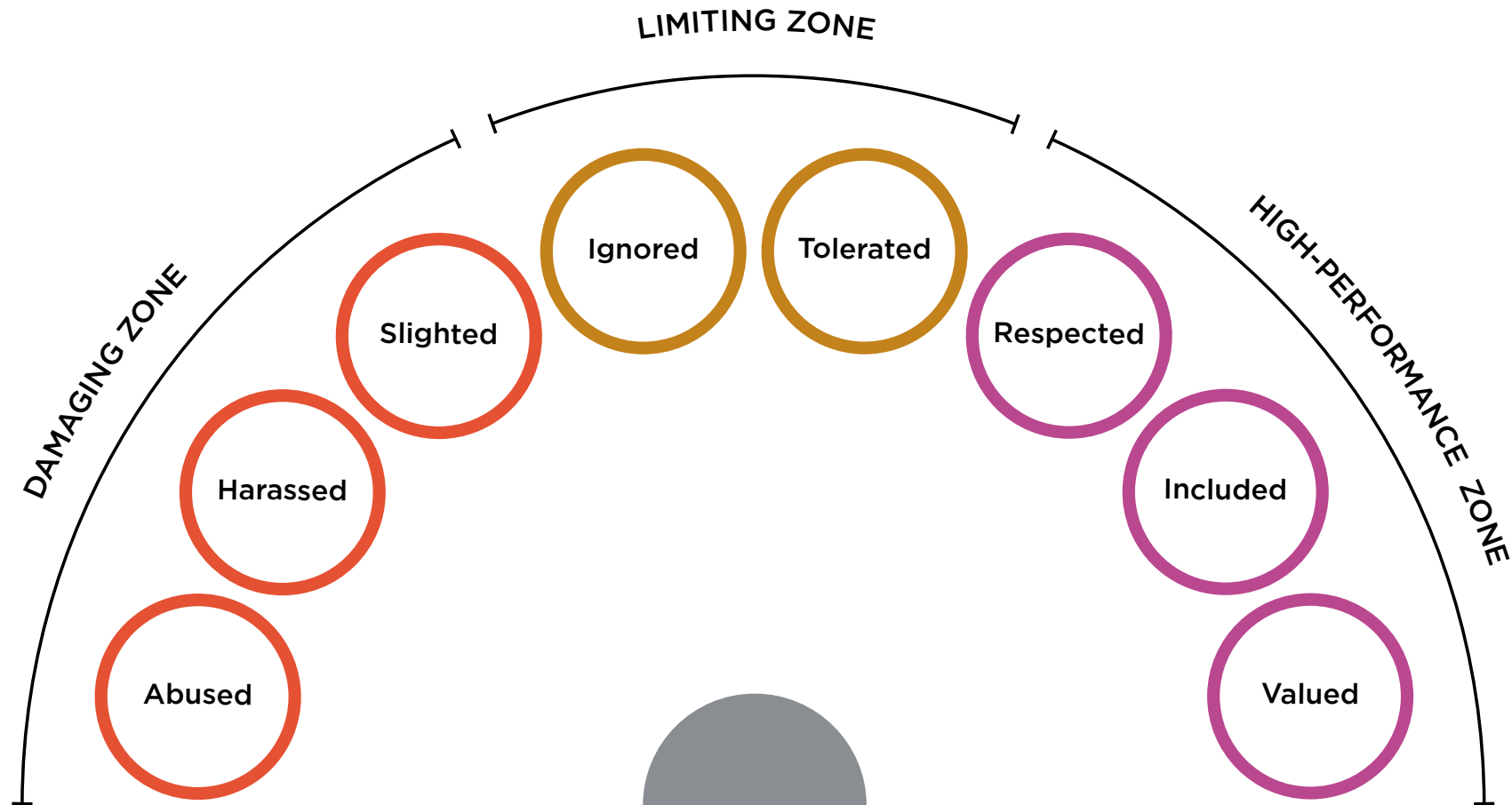
# Impact of Behaviors

---



# Impact of Behaviors

---





Companies in the top 25% on gender and racial diversity are more likely to over-perform in relation to their industry peers.

“DELIVERING THROUGH DIVERSITY,” MCKINSEY & COMPANY

Companies in the lowest 25% on gender and racial diversity are 25% more likely to under-perform in relation to their industry peers.

“DELIVERING THROUGH DIVERSITY,” MCKINSEY & COMPANY

Diverse and inclusive organizations are more innovative.

- Improvements in diversity policy predict increased innovative efficiency.

Diverse and inclusive organizations are more innovative.

- Improvements in diversity policy predict increased innovative efficiency.

Organizations that don't mitigate bias are less innovative.

- Bias against diverse teams inhibits funding and organizational support.
- Individuals are less likely to take advice and input from women and accented voices.



Diverse teams that act inclusively:

- Make better business decisions **87%** of the time.

Diverse teams that act inclusively:

- Make better business decisions **87%** of the time.
- Are **2x** faster at decision making.

Diverse teams that act inclusively:

- Make better business decisions **87%** of the time.
- Are **2x** faster at decision making.
- Have half the number of meetings.

“HACKING DIVERSITY WITH INCLUSIVE DECISION MAKING,” CLOVERPOP

Employees who perceive themselves to be the target of bias are:

- **3x** as likely to be disengaged.

Employees who perceive themselves to be the target of bias are:

- **3x** as likely to be disengaged.
- **3x** as likely to withhold ideas.

Employees who perceive themselves to be the target of bias are:

- **3x** as likely to be disengaged.
- **3x** as likely to withhold ideas.
- **3x** as likely to leave their job within the year.

*DISRUPT BIAS, DRIVE VALUE*, CENTER FOR TALENT INNOVATION.

# CHALLENGING BIAS MATTERS BECAUSE...

## **CHALLENGING BIAS MATTERS BECAUSE...**

There is no idea more fundamental to performance than how we see and treat each other as human beings.



By applying what you learn in this work session, you will increase your ability to:

- Notice and adjust for biases.

By applying what you learn in this work session, you will increase your ability to:

- Notice and adjust for biases.
- More fully respect, include, and value the people around you.

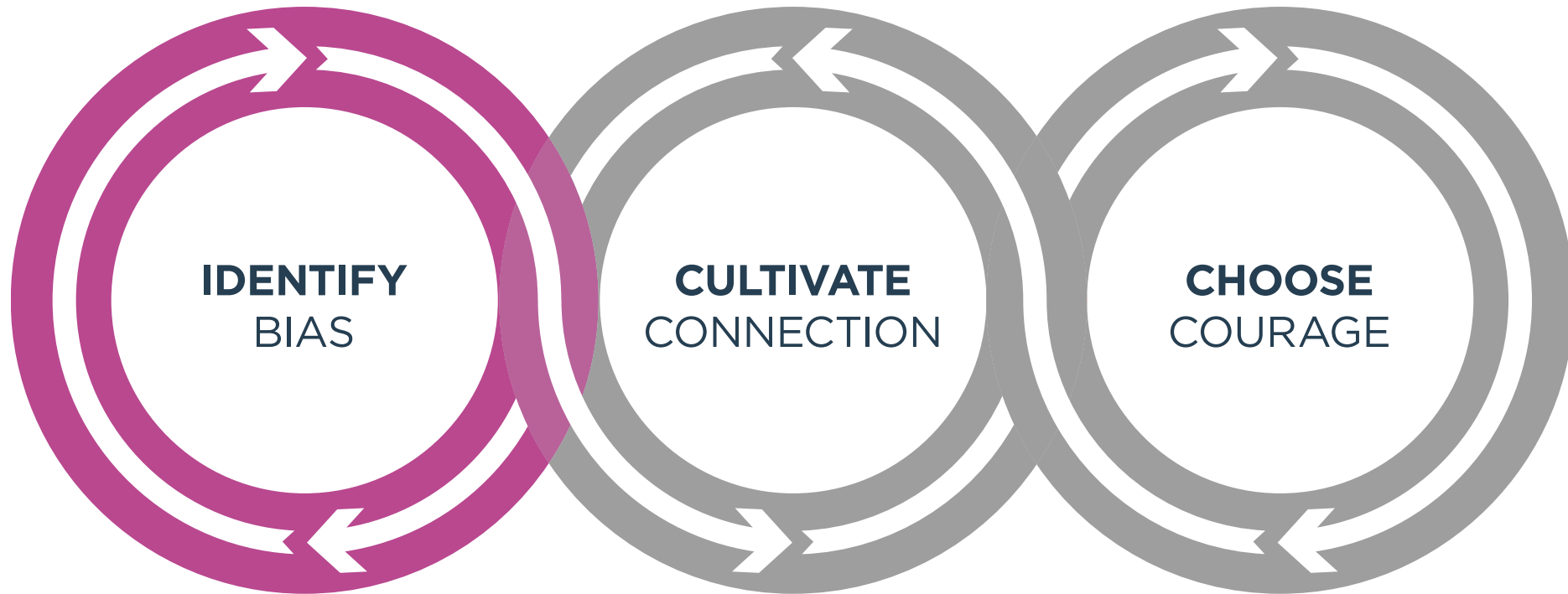
By applying what you learn in this work session, you will increase your ability to:

- Notice and adjust for biases.
- More fully respect, include, and value the people around you.
- Release everyone's potential to contribute their best.





IDENTIFY  
**BIAS**



**PRINCIPLE:**  
Self-Awareness

# Identify Bias: Roadmap

---

1. Our personal identity influences, and is influenced by, our biases.

# Identify Bias: Roadmap

---

1. Our personal identity influences, and is influenced by, our biases.
2. The way our brains work creates biases.



# Identify Bias: Roadmap

---

1. Our personal identity influences, and is influenced by, our biases.
2. The way our brains work creates biases.
3. Three bias traps lead us into biased thinking and behavior.

## **FRAME**

I am not biased.  
I view things  
objectively.

## **REFRAME**

Bias exists in  
everyone, including  
me. I actively think  
about how bias is  
at play in the  
choices I make.

Where do biases come from?



**OUR  
EXPERIENCES**

**INFORMATION**

**OUR  
EXPERIENCES**

**INFORMATION**

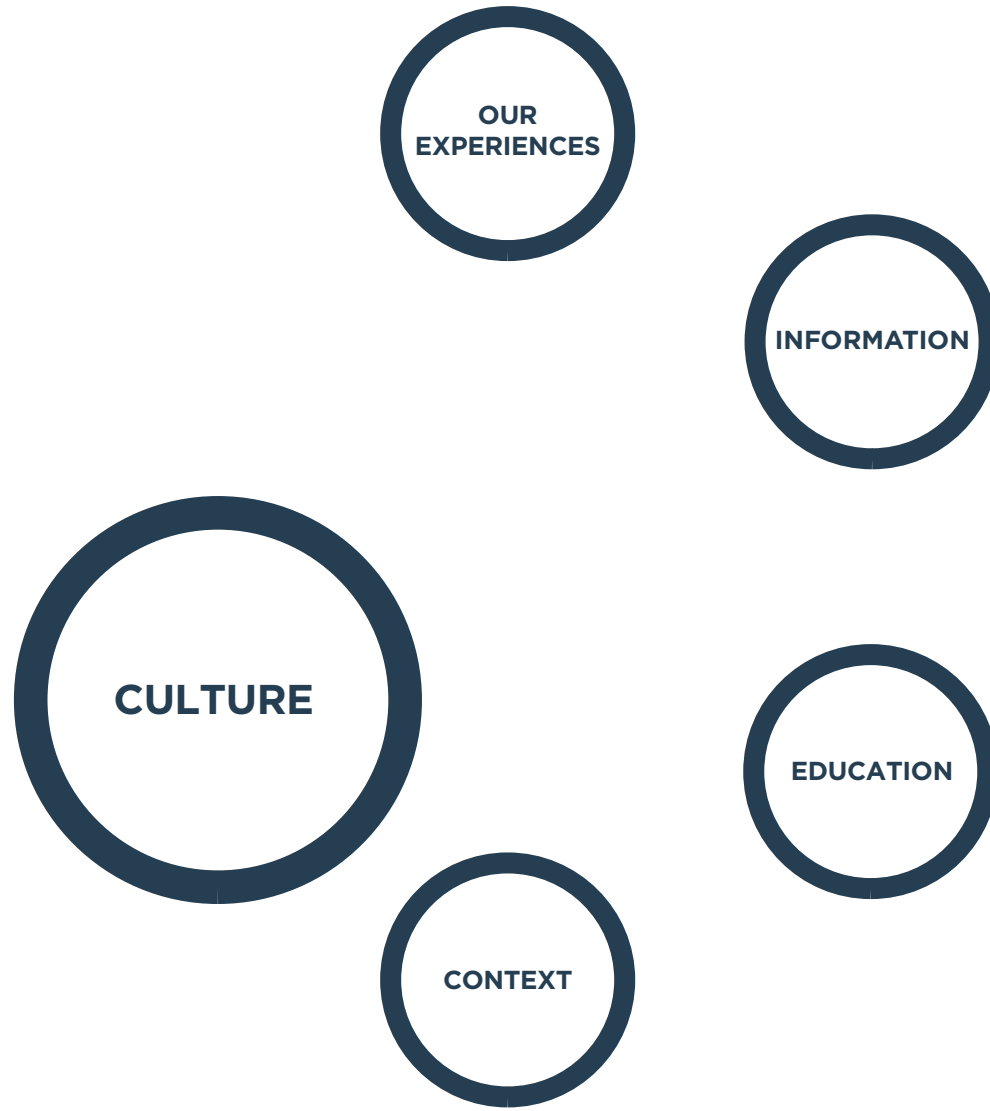
**EDUCATION**

**OUR  
EXPERIENCES**

**INFORMATION**

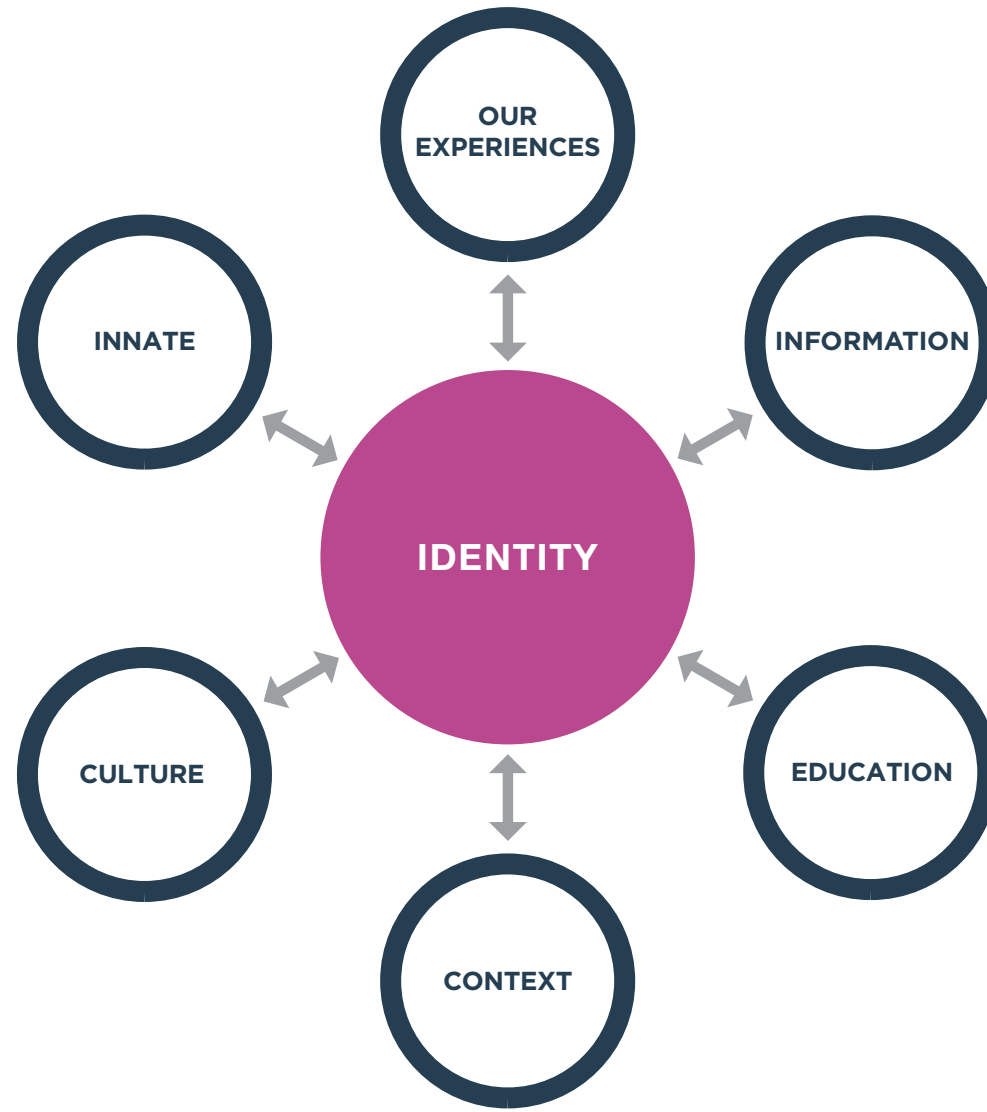
**EDUCATION**

**CONTEXT**









## Individually:

1. Complete 10 “I am...” statements about who you are.

## Individually:

1. Complete 10 “I am...” statements about who you are.
2. Put an ✖ next to the identifiers that can make you biased toward others.

## Individually:

1. Complete 10 “I am...” statements about who you are.
2. Put an ✖ next to the identifiers that can make you biased toward others.
3. Put an ○ next to the identifiers that can make others biased toward you.

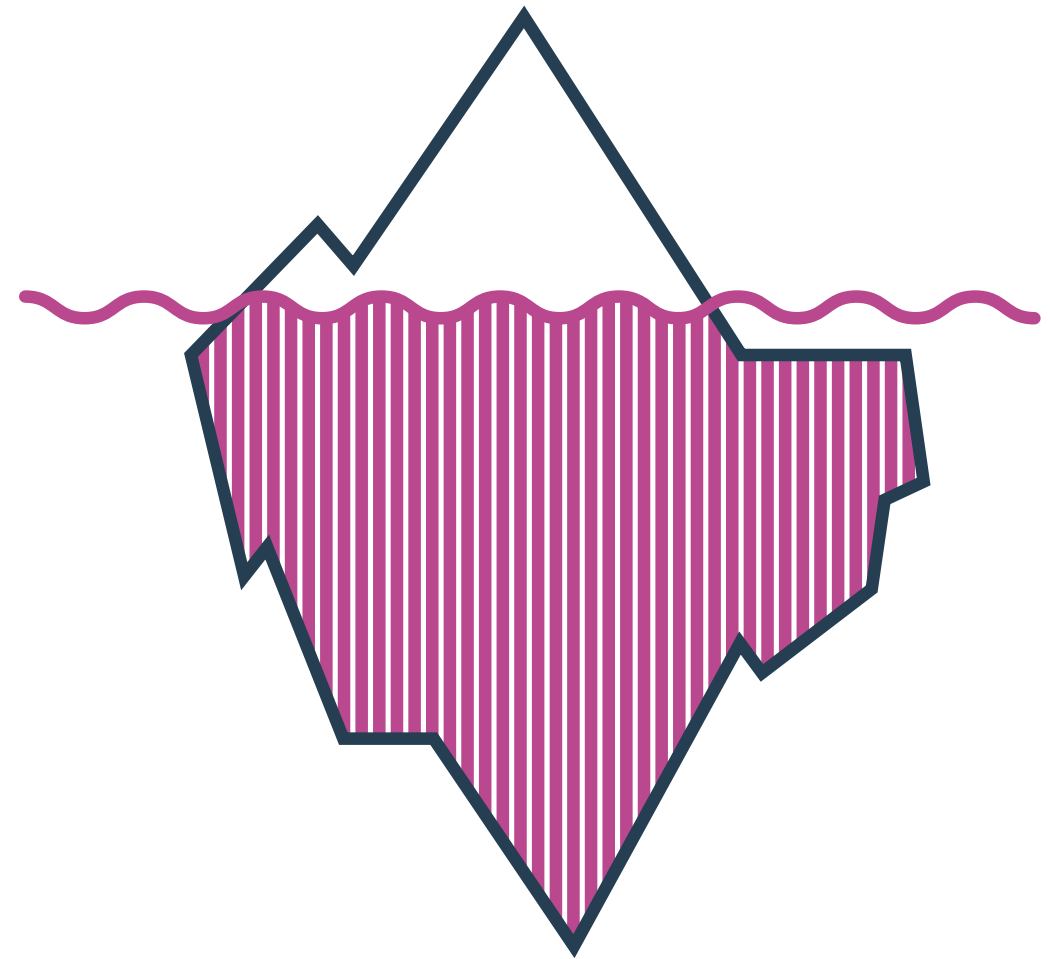
# Stand and Form Small Groups

Take turns discussing what you learned about the connection between your identity and bias.

How does identity relate to bias?

# Above the Water

Age, Race, Gender,  
Culture, Physical Ability



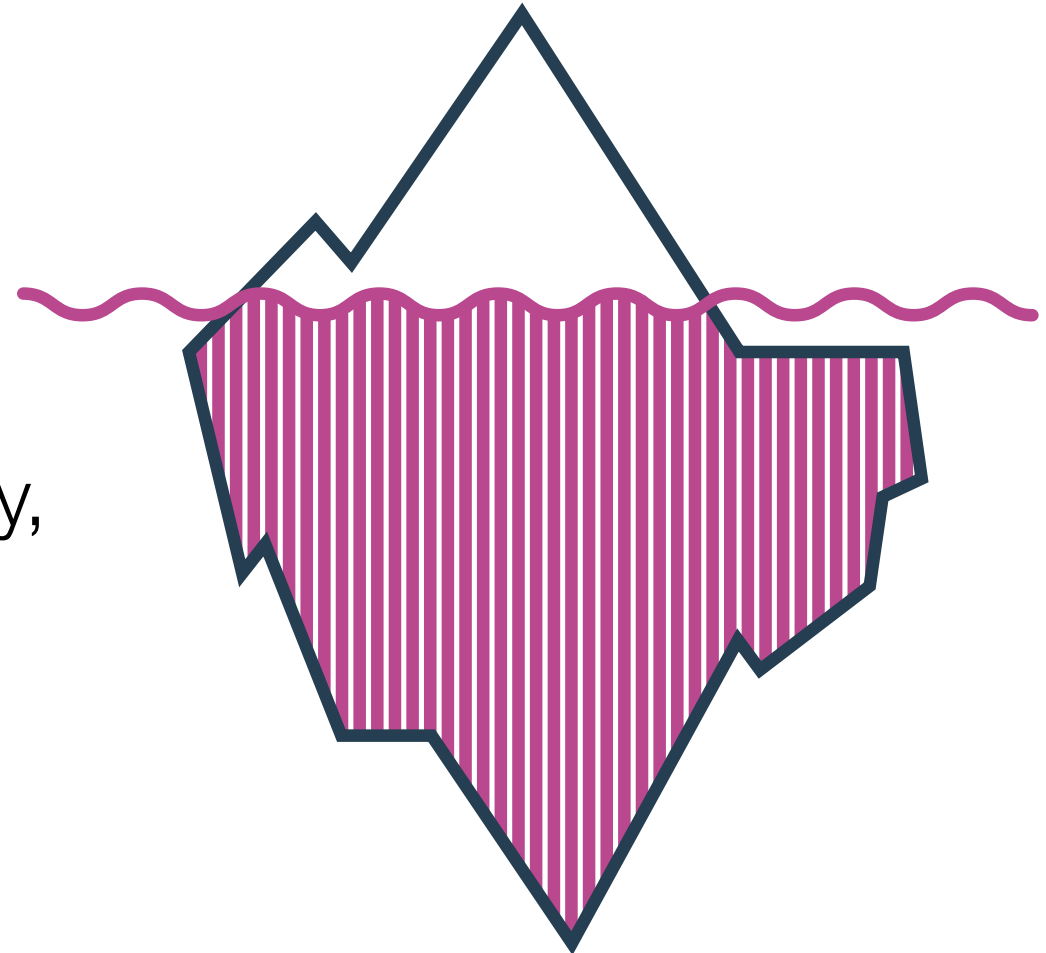



# Above the Water

Age, Race, Gender,  
Culture, Physical Ability

# Below the Water

Education, Religion, Skills, Family,  
Personality, Experience, Wealth



A photograph of a woman with short hair, wearing a white turtleneck sweater, smiling broadly. She is sitting in a crowd of people, with other people visible in the background. The image is slightly dimmed to allow the text to be read clearly.

“We think we see the world  
as it is, when in fact we see  
the world the way we are.”

**STEPHEN R. COVEY**

**AUDIO:**  
*UX RESEARCH*



**BREAK**

**VIDEO:**  
*THE BRAIN AND BIAS*



**VIDEO:**  
*THE BRAIN AND BIAS*

What triggers bias in the brain?

How can neuroplasticity help  
you mitigate bias?



You're faced with around **11 million** pieces of information at any given moment. The brain can only process about **40 of those bits** of information, so it creates shortcuts and uses past knowledge to make assumptions.

TOR NØRRETRANDERS, AUTHOR, *THE USER ILLUSION*.

# Three Bias Traps

---



## **INFORMATION OVERLOAD**

We are bombarded by information that our brains automatically filter. Some of the information we filter out is actually useful and important.

# Three Bias Traps

---



## **INFORMATION OVERLOAD**

We are bombarded by information that our brains automatically filter. Some of the information we filter out is actually useful and important.



## **FEELINGS OVER FACTS**

When we have strong feelings about something, we tend to be driven by our beliefs rather than by facts. Our impulses and beliefs can override our logic and thinking processes.

# Three Bias Traps

---



## **INFORMATION OVERLOAD**

We are bombarded by information that our brains automatically filter. Some of the information we filter out is actually useful and important.



## **FEELINGS OVER FACTS**

When we have strong feelings about something, we tend to be driven by our beliefs rather than by facts. Our impulses and beliefs can override our logic and thinking processes.



## **NEED FOR SPEED**

We take shortcuts to act quickly. Often these time-savers are based on bias and can be simplistic, self-centered, and even counterproductive.

# Information Overload: Common Biases

---

## **CONFIRMATION BIAS**

We tend to seek out information that supports our existing beliefs.



# Information Overload: Common Biases

---

## **CONFIRMATION BIAS**

We tend to seek out information that supports our existing beliefs.

## **ANCHORING BIAS**

We tend to rely on the first piece of information we see.



# Feelings Over Facts: Common Biases

---

## IN-GROUP BIAS

We tend to favor people we like and who are like us, while excluding and judging those who are different.



# Feelings Over Facts: Common Biases

---

## **IN-GROUP BIAS**

We tend to favor people we like and who are like us, while excluding and judging those who are different.

## **NEGATIVITY BIAS**

We are more powerfully influenced by negative experiences than positive or neutral experiences.





# Need for Speed: Common Biases

---

## ATTRIBUTION BIAS

We judge others on their actions, but we judge ourselves based on our intent.



# Need for Speed: Common Biases

---

## **ATTRIBUTION BIAS**

We judge others on their actions, but we judge ourselves based on our intent.

## **SUNK-COST BIAS**

We tend to continue things because we've invested time, money, or resources into them.



How do the common biases  
show up in your life?

## In Small Groups:

- Review the scenario.
- What bias(es) might be at play?

**AUDIO:**  
*BLIND AUDITIONS*



# IDENTIFY BIAS: SUMMARY

IDENTIFY BIAS

2

### **BIAS TRAP: INFORMATION OVERLOAD**

We are bombarded by information that our brains automatically filter. Some of the information we filter out is actually useful and important.

EXAMPLE BIASES:

#### **Confirmation Bias**

We tend to seek information that supports our existing beliefs.

*Getting news from a single source.*

#### **Anchoring Bias**

We tend to rely on the first piece of information we see.

*Misdiagnosing an illness by paying too much attention to the first symptom identified.*



IDENTIFY BIAS

3

### **BIAS TRAP: FEELINGS OVER FACTS**

When we have strong feelings about something, we tend to be driven by our beliefs rather than by facts. Our impulses and beliefs can override our logic and thinking processes.

EXAMPLE BIASES:

#### **In-Group Bias**

We tend to favor people we like and who are like us, while excluding and judging those who are different.

*While considering candidates, hiring the candidate who shares your background.*

#### **Negativity Bias**

We are more powerfully influenced by negative experiences than positive or neutral experiences.

*Remembering a bad customer experience instead of the good or neutral ones.*



IDENTIFY BIAS

4

### **BIAS TRAP: NEED FOR SPEED**

We take shortcuts to act quickly. Often these time-savers are based on bias and can be simplistic, self-centered, and even counterproductive.

EXAMPLE BIASES:

#### **Attribution Bias**

We judge others on their actions, but we judge ourselves based on our intent.

*Thinking another person is ineffective because they made a mistake.*

#### **Sunk-Cost Bias**

We tend to continue things because we've invested time, money, or resources into them.

*Keeping something you don't need, just because you spent money on it.*





# Addressing Bias Action Plan

---

## Individually:

- Turn to page 56.
- Choose one everyday situation at work where you want to explore and address bias.

# Addressing Bias Action Plan

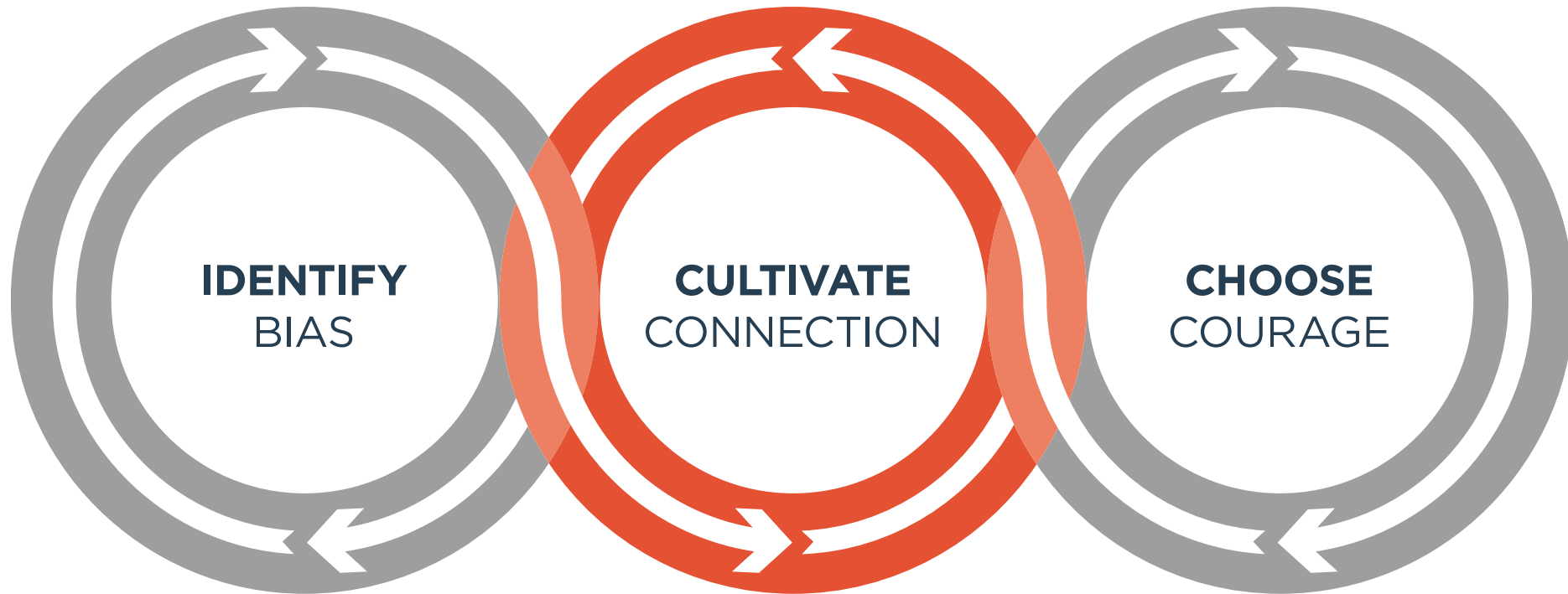
---

## Individually:

- Complete the action plan for Identify Bias:
  - Review Practice Cards 2–4. Choose one bias trap you want to work on.
  - How can you notice and address this bias trap in your day-to-day life?



CULTIVATE  
**CONNECTION**



**PRINCIPLE:**  
Openness

# Cultivate Connection: Roadmap

---

1. Increase empathy and curiosity.

# Cultivate Connection: Roadmap

---

1. Increase empathy and curiosity.
2. Broaden and deepen networks.

## **FRAME**

If I understand my  
biases, I can fix them  
on my own.

## **FRAME**

If I understand my biases, I can fix them on my own.

## **REFRAME**

Only when I cultivate meaningful connections can I see past bias and value the people around me.



**VIDEO:**  
*ALL OF US*



**VIDEO:**  
*ALL OF US*

What resonated with you as  
you watched the video?

What emotions did  
you experience?

## PRIMITIVE

- Survival
- Heart rate
- Breathing
- Fight, flight, or freeze



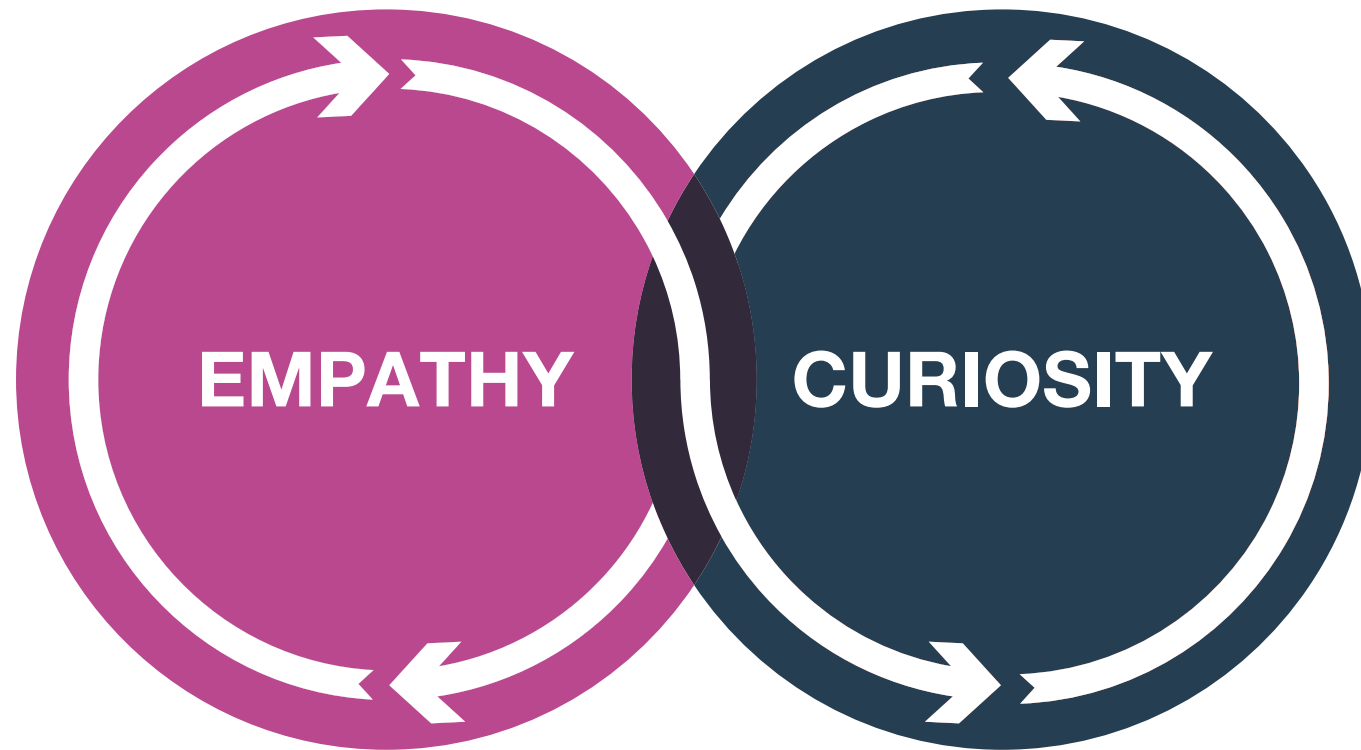
**AUDIO:**  
*INTERVIEW STORY*



When we think, “I am like you,”  
then we say, “I like you.”

How do we  
cultivate connection?





# Empathy is...

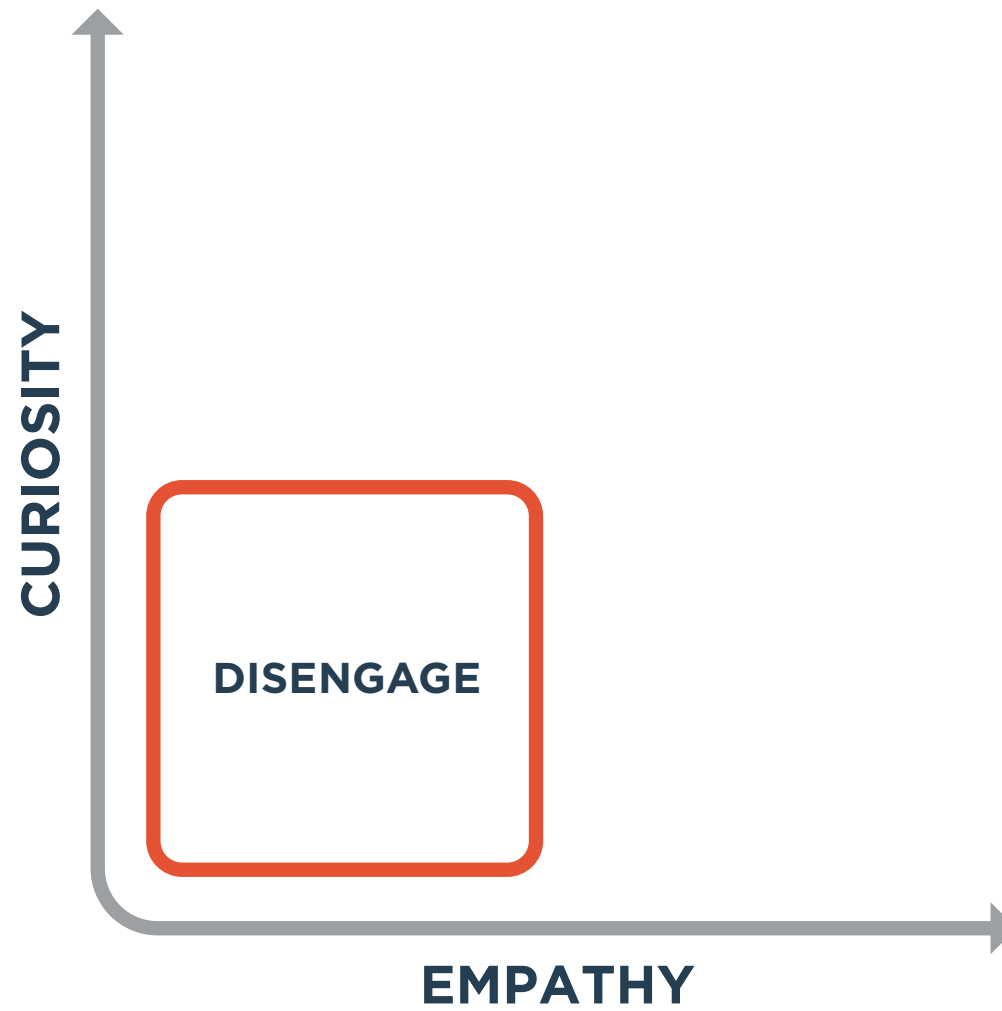
---

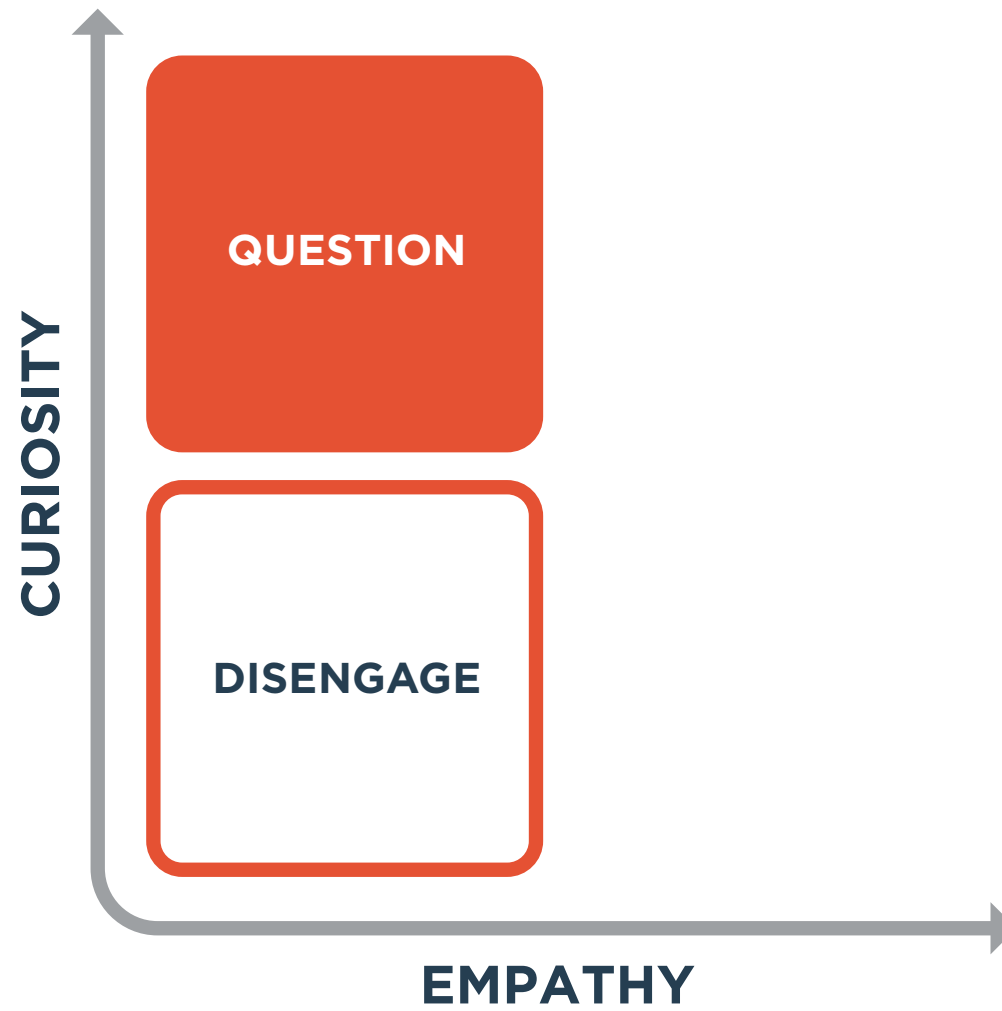
The ability to understand another person's experience, feelings, and emotions.

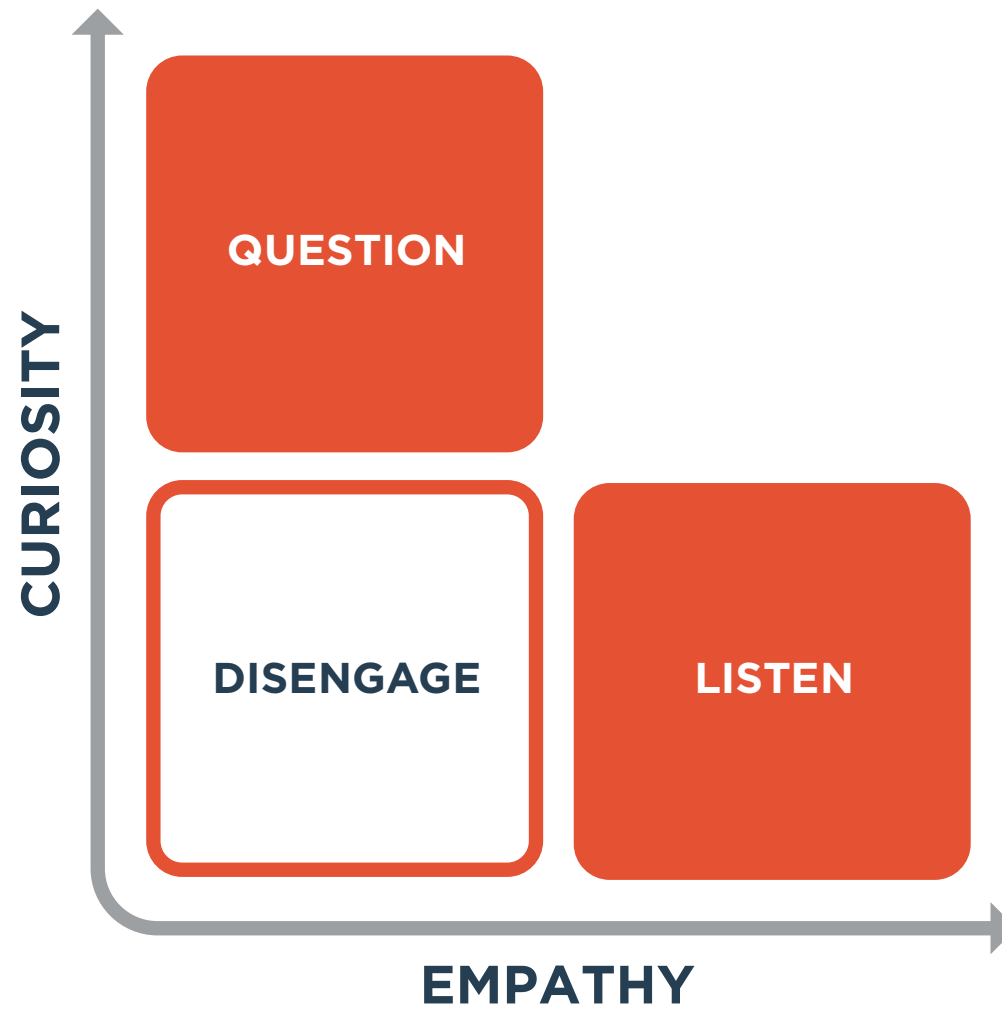
# Curiosity is...

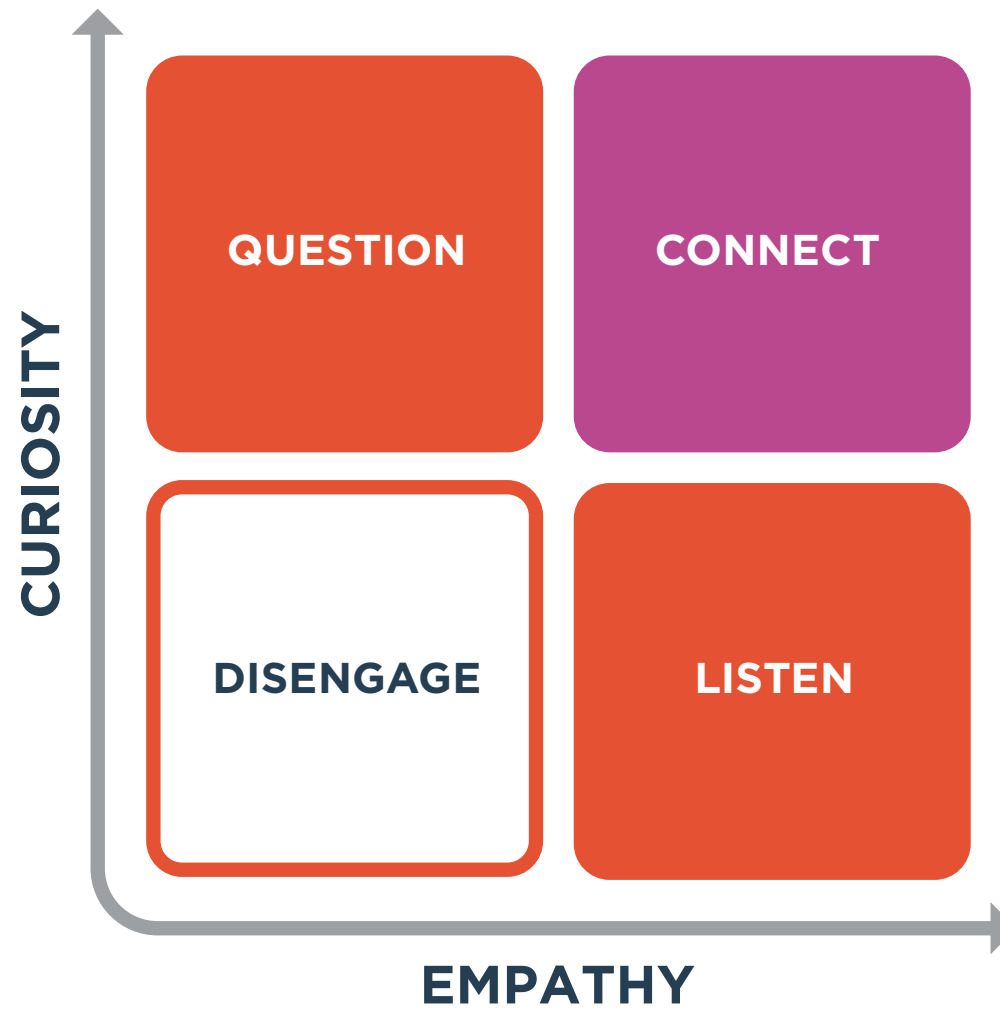
---

The desire to learn more about someone or something.









# Exploring Empathy and Curiosity

---

## In Small Groups:

1. Take turns choosing a card and following the directions on the card.
2. Observers:
  - Watch and listen to the person with the card.
  - “Act It Out” cards: Note physical and verbal clues that indicate how the person feels.
  - “What Do You Think?” cards: What does the person with the card value? What motivates them? How do you know?



What made it easy or hard to  
practice **empathy**?

What made it easy or hard to  
practice **curiosity**?

CULTIVATE CONNECTION

5

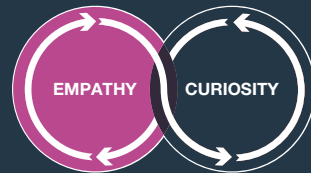
## PRACTICE EMPATHY AND CURIOSITY

### **Empathy is...**

The ability to understand another person's experiences, feelings, and emotions. The key is to put yourself in the other person's shoes.

### **Curiosity is...**

The desire to learn more about someone or something. The key is to fall in love with questions rather than answers.



Together, empathy and curiosity help us cultivate connection and be more open-minded so we can recognize and address any biases in our thinking.

CULTIVATE CONNECTION

## PRACTICE EMPATHY AND CURIOSITY

Tips to increase empathy and curiosity.

### **Have Empathy**

- Position yourself physically at the same level.
- Be fully present as you listen.
- Restate words and identify feelings to show you understand.
- Withhold judgment.

### **Be Curious**

- What am I thinking or feeling?
- What are they thinking or feeling?
- What biases are surfacing, both positive and negative?

### **Build a Connection**

- What do we both care about?
- How am I like this person?
- What do I respect or like about this person?

© Franklin Covey Co. All rights reserved.

LUNCH

# Cultivate Meaningful Connections

---

- Start safe:
  - Find common ground and build on it.

# Cultivate Meaningful Connections

---

- Start safe:
  - Find common ground and build on it.
- Dive deeper:
  - Create more meaningful connections by asking deeper questions.

CULTIVATE CONNECTION

6

## CULTIVATE MEANINGFUL CONNECTIONS: START SAFE

---

To connect with someone for the first time, start safe. Use the questions below to get started. (Use the questions on the back of this card to go deeper.)

- What are you working on?
- What's the best thing that's happened to you today?
- What did you do before you came to this job? What did you like most about it?
- What are you good at?
- What is your favorite place?
- What do you do to get rid of stress? What do you like most about that?
- What are you interested in that most people haven't heard of?

CULTIVATE CONNECTION

## CULTIVATE MEANINGFUL CONNECTIONS: DIVE DEEPER

Once an initial connection is made, use some of these questions to enrich it. (Use the front of this card to make an initial connection.)

- What is your next adventure?
- What are some things you've had to unlearn?
- What small gesture from a stranger made a big impact on you?
- What is the most challenging thing you do on a regular basis?
- What do you do to make the world a better place?
- What opportunities do you have for growth and development?
- What is something you've been meaning to try?
- What is something everyone should do at least once?

© Franklin Covey Co. All rights reserved.

# In Pairs, Go on a “Walk and Talk”

1. Use Practice Card 5 to practice empathy and curiosity.
2. Use Practice Card 6 to cultivate meaningful connections.



What did you learn about  
the other person?

How are you like this person?

**AUDIO:**  
*NETWORK AUDIT*



## Individually:

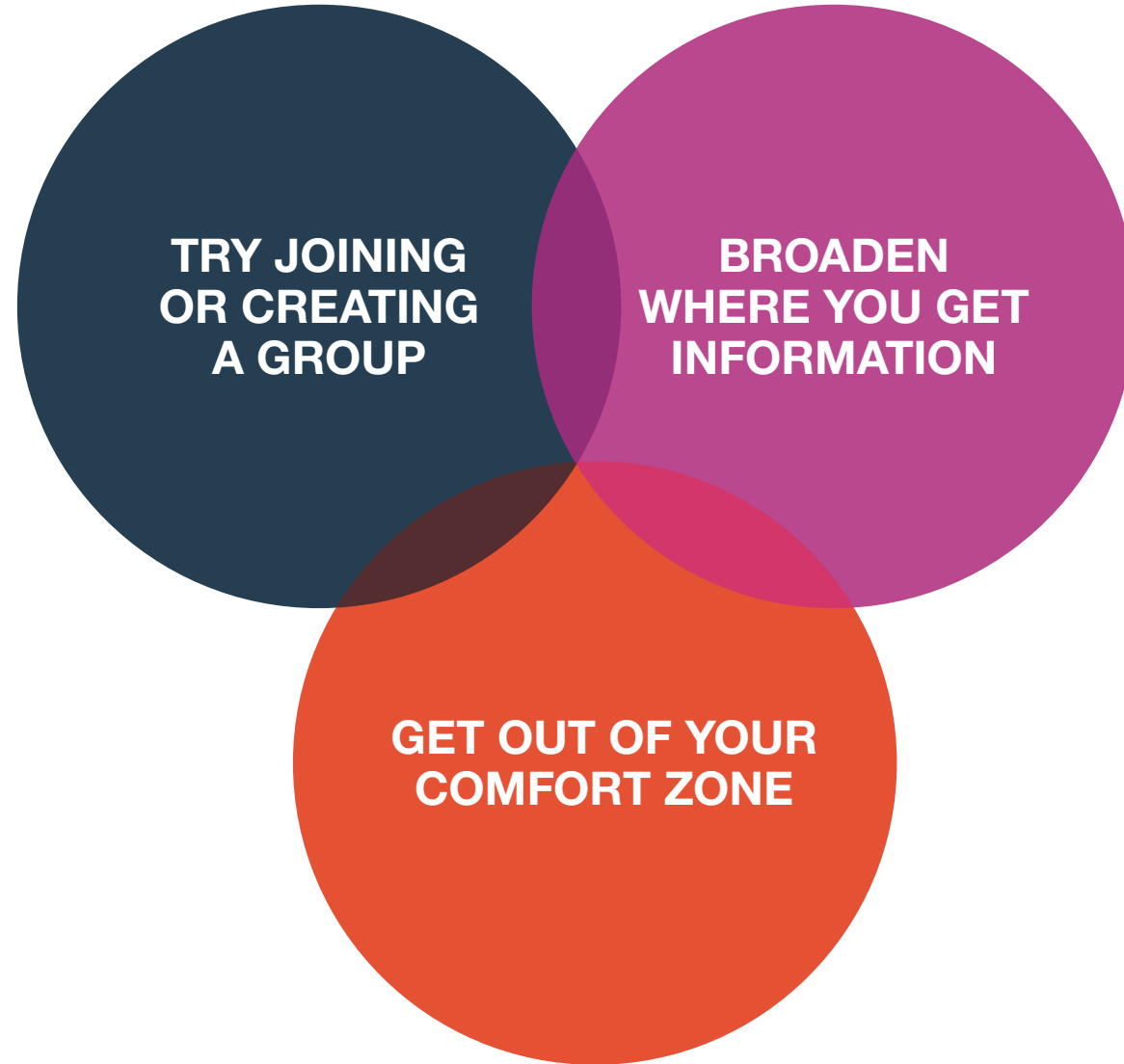
1. List 10 people from your professional network that you choose to interact with.

## Individually:

1. List 10 people from your professional network that you choose to interact with.
2. Count the number of people who are the same as and different from you in the categories listed.

## Individually:

1. List 10 people from your professional network that you choose to interact with.
2. Count the number of people who are the same as and different from you in the categories listed.
3. What do you notice about who you choose to connect with?
4. How does who you connect with affect your influence?



# CULTIVATE CONNECTION: SUMMARY



# Addressing Bias Action Plan

---

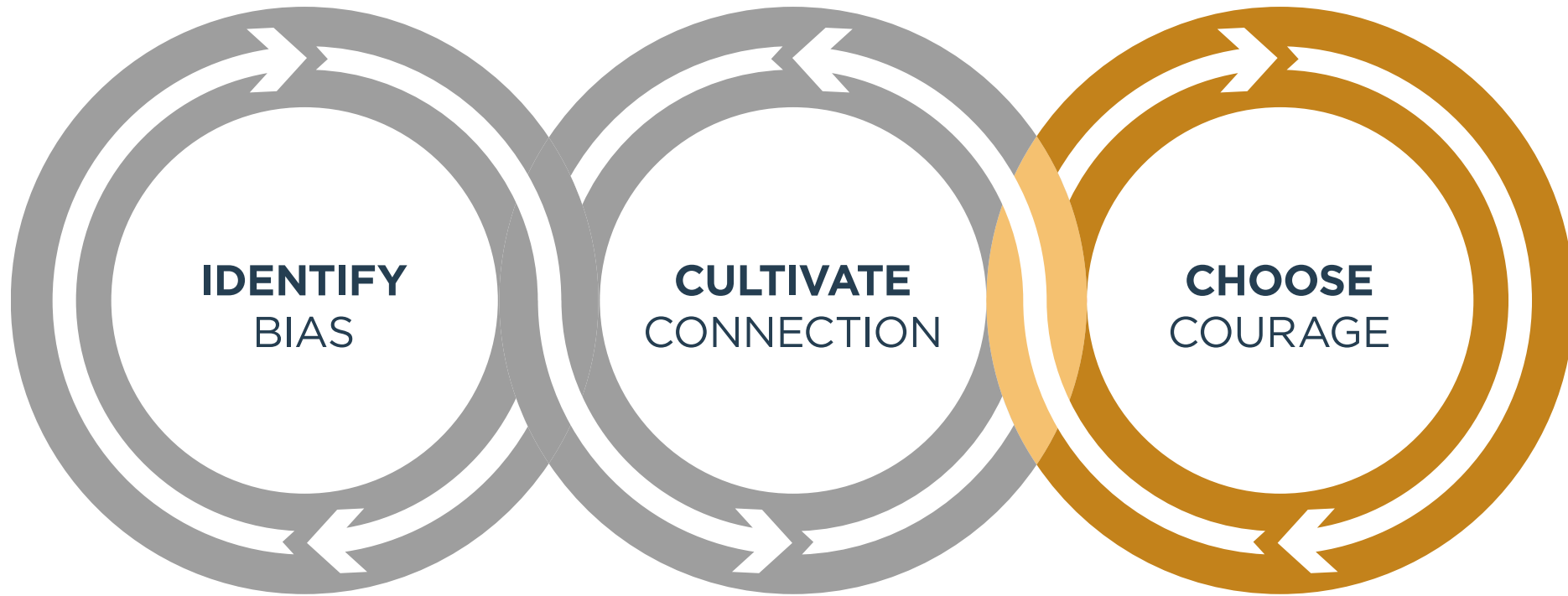
## Individually:

1. Turn to page 56.
2. Complete the action plan for Cultivate Connection:
  - How will you cultivate meaningful connections so you can see past bias and value the people around you?

**BREAK**



CHOOSE  
**COURAGE**



**PRINCIPLE:**

Growth

# Choose Courage: Roadmap

---

1. Understand the nature of courage.

# Choose Courage: Roadmap

---

1. Understand the nature of courage.
2. Act with courage to address biases that:
  - Limit me.
  - Limit others.
  - Limit my organization.

## **FRAME**

If I confront bias, it  
will just create more  
division.

## **FRAME**

If I confront bias, it will just create more division.

## **REFRAME**

When I effectively confront bias, I create a space where we are all valued and able to contribute our best.



# Individually:

What does courage mean to you?

## Individually:

What does courage mean to you?

Share your definitions of courage and the quotes that resonated for you.

# Courage is...

---

The mental or moral strength to strive and persevere in the face of uncertainty, fear, or difficulty.

Effective courage is both  
careful and bold.

CHOOSE COURAGE

7

## COURAGE THAT DRIVES CHANGE: CAREFUL COURAGE

Effective courage is both careful and bold. Careful courage is especially valuable when there's high risk. Use these ideas to practice careful courage when addressing bias.

### Use Softening Statements

- "What I'm hearing you say is..."
- "It seems like..."
- "When you said \_\_\_\_\_, what did you mean?"

### Create a Safe Place

- Reflect before speaking.
- Give yourself and others time. "Let's take a break now and come back later."
- Apologize when you need to.
- Have a one-on-one discussion.
- Avoid shaming.
- Assume good intent.

CHOOSE COURAGE

## COURAGE THAT DRIVES CHANGE: BOLD COURAGE

Effective courage is both careful and bold. Bold courage makes the case for an immediate need to change. Use these ideas to practice bold courage when addressing bias.

### Be Direct

- Ask for what you want.
- Call things what they are.
- Share the evidence and the impact.

### Challenge the Status Quo

- Be willing to say no.
- Point out problems.
- Offer solutions.

### Include Others

- Call other people into the conversation.
- Ask for feedback: "What can we do to make this right?"
- Create opportunities.

© Franklin Covey Co. All rights reserved.

What are the strengths  
and limitations of having  
**careful** courage?

What are the strengths and limitations of having **bold** courage?

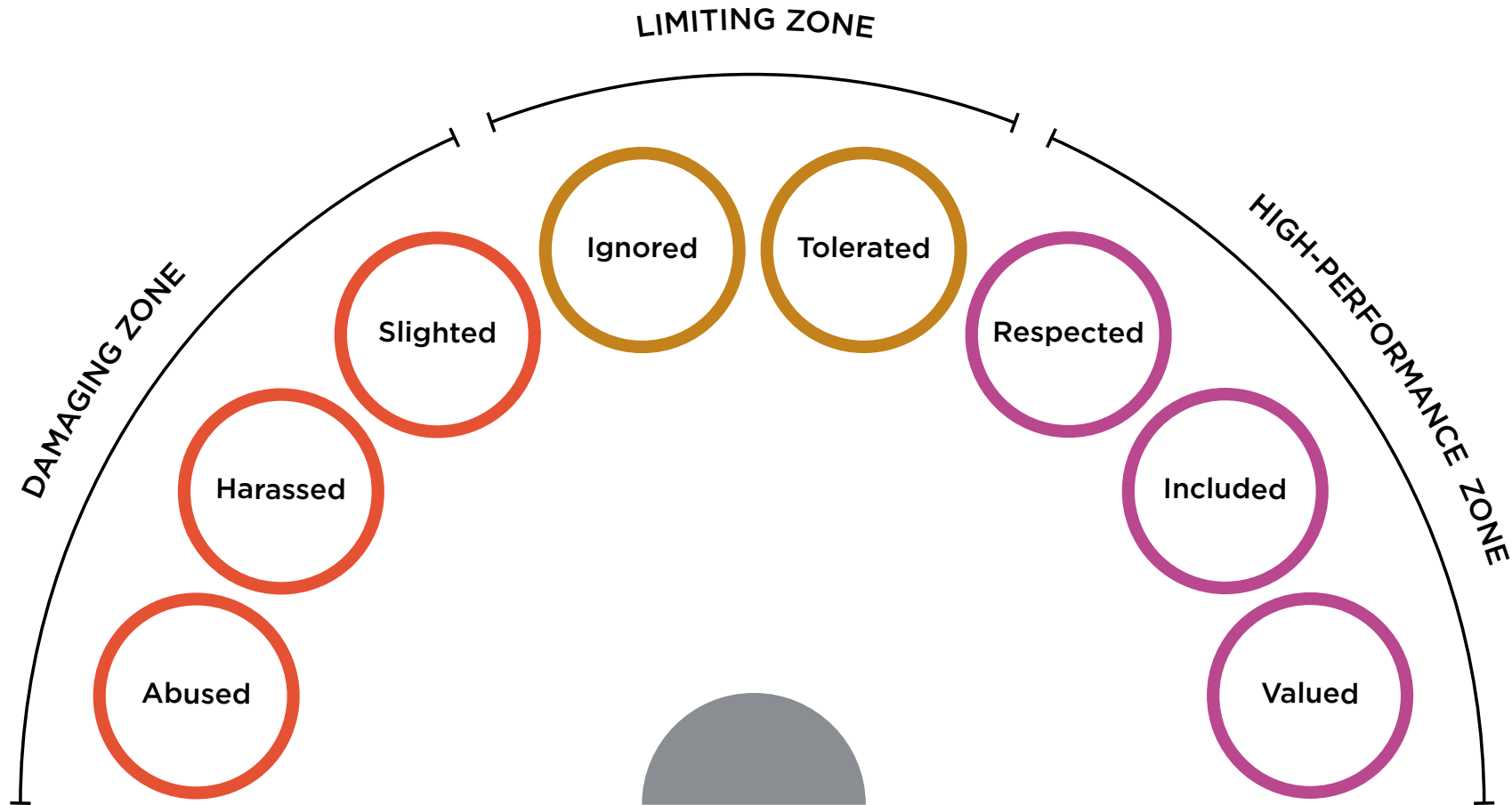
**VIDEO:**  
***COURAGE IN ACTION***





**VIDEO:**  
*COURAGE IN ACTION*

Who showed courage in the story?



## COURAGE TO IDENTIFY

NOTICE BIAS HAPPENING.

PAUSE: QUESTION IT

SEEK TO UNDERSTAND

CHECK ASSUMPTIONS

LEARN

## COURAGE TO COPE

DEAL WITH BIAS.

PRIORITIZE SELF-CARE

PROACTIVELY CHOOSE A RESPONSE

GET A COACH OR MENTOR

SHARE YOUR STORY

## COURAGE TO ALLY

HELP OTHERS WITH BIAS.

TEAM UP WITH OTHERS

OFFER SUPPORT

BE A COACH OR MENTOR

AMPLIFY OTHERS' VOICES

## COURAGE TO ADVOCATE

PROACTIVELY ADDRESS BIAS.

ENACT GROUP STRATEGIES

WRITE ABOUT YOUR EXPERIENCE

ORGANIZE NETWORKS

SPEAK UP

## COURAGE TO IDENTIFY

**NOTICE BIAS HAPPENING.**

**PAUSE: QUESTION IT**

**SEEK TO UNDERSTAND**

**CHECK ASSUMPTIONS**

**LEARN**

## COURAGE TO COPE

**DEAL WITH BIAS.**

**PRIORITIZE SELF-CARE**

**PROACTIVELY CHOOSE A RESPONSE**

**GET A COACH OR MENTOR**

**SHARE YOUR STORY**

## COURAGE TO ALLY

**HELP OTHERS WITH BIAS.**

**TEAM UP WITH OTHERS**

**OFFER SUPPORT**

**BE A COACH OR MENTOR**

**AMPLIFY OTHERS' VOICES**

## COURAGE TO ADVOCATE

**PROACTIVELY ADDRESS BIAS.**

**ENACT GROUP STRATEGIES**

**WRITE ABOUT YOUR EXPERIENCE**

**ORGANIZE NETWORKS**

**SPEAK UP**

## COURAGE TO IDENTIFY

NOTICE BIAS HAPPENING.

PAUSE: QUESTION IT

SEEK TO UNDERSTAND

CHECK ASSUMPTIONS

LEARN

## COURAGE TO COPE

DEAL WITH BIAS.

PRIORITIZE SELF-CARE

PROACTIVELY CHOOSE A RESPONSE

GET A COACH OR MENTOR

SHARE YOUR STORY

## COURAGE TO ALLY

HELP OTHERS WITH BIAS.

TEAM UP WITH OTHERS

OFFER SUPPORT

BE A COACH OR MENTOR

AMPLIFY OTHERS' VOICES

## COURAGE TO ADVOCATE

PROACTIVELY ADDRESS BIAS.

ENACT GROUP STRATEGIES

WRITE ABOUT YOUR EXPERIENCE

ORGANIZE NETWORKS

SPEAK UP

## COURAGE TO IDENTIFY

NOTICE BIAS HAPPENING.

PAUSE: QUESTION IT

SEEK TO UNDERSTAND

CHECK ASSUMPTIONS

LEARN

## COURAGE TO COPE

DEAL WITH BIAS.

PRIORITIZE SELF-CARE

PROACTIVELY CHOOSE A RESPONSE

GET A COACH OR MENTOR

SHARE YOUR STORY

## COURAGE TO ALLY

HELP OTHERS WITH BIAS.

TEAM UP WITH OTHERS

OFFER SUPPORT

BE A COACH OR MENTOR

AMPLIFY OTHERS' VOICES

## COURAGE TO ADVOCATE

PROACTIVELY ADDRESS BIAS.

ENACT GROUP STRATEGIES

WRITE ABOUT YOUR EXPERIENCE

ORGANIZE NETWORKS

SPEAK UP

## COURAGE TO IDENTIFY

NOTICE BIAS HAPPENING.

PAUSE: QUESTION IT

SEEK TO UNDERSTAND

CHECK ASSUMPTIONS

LEARN

## COURAGE TO COPE

DEAL WITH BIAS.

PRIORITIZE SELF-CARE

PROACTIVELY CHOOSE A RESPONSE

GET A COACH OR MENTOR

SHARE YOUR STORY

## COURAGE TO ALLY

HELP OTHERS WITH BIAS.

TEAM UP WITH OTHERS

OFFER SUPPORT

BE A COACH OR MENTOR

AMPLIFY OTHERS' VOICES

## COURAGE TO ADVOCATE

PROACTIVELY ADDRESS BIAS.

ENACT GROUP STRATEGIES

WRITE ABOUT YOUR EXPERIENCE

ORGANIZE NETWORKS

SPEAK UP



## In Small Groups:

1. Review pages 52-53.
2. Pick a skill.
3. Turn to the Courage Skill Builder worksheet (see pages 60–75) for your chosen skill and follow the instructions.

## Courage to Ally

### AMPLIFY OTHERS' VOICES

**Read the definition below.**

Amplifying others' voices helps ensure that people who were previously ignored get heard. When someone who is sometimes ignored makes a point in meetings, others can repeat it to give credit to the originator. Amplifying others' voices ensures that everyone is heard.

**Spend 5 minutes to explore and discuss this strength using the following prompt:**

Think of a time when you felt unheard. Was there someone who spoke up for you and drew attention to your idea? If so, how did it feel?

**Review the tips below. Discuss how they can help you identify and deal with bias.**

Notice trends in meetings and decisions. Is anyone being left out? If someone is left out, reinforce their ideas and amplify their voice.

**Note any commitments:**

.....  
.....  
.....

**Application Example**

Women in a government organization noticed their contributions weren't being heard in critical meetings. They committed to amplify each others' voices.

## In Small Groups:

1. Review pages 52–53.
2. Pick a skill.
3. Turn to the Courage Skill Builder worksheet (see pages 60-75) for your chosen skill and follow the instructions.

CHOOSE COURAGE

8

## COURAGE TO IDENTIFY

Bias happens at the speed of thought. When we have the courage to identify bias in ourselves and others, we can begin to address the impact it has.

Be courageous and continue to explore the impact of bias for you, for others, and for your organization.

Pause: Question It

Seek to Understand

Check Assumptions

Learn

CHOOSE COURAGE

9

## COURAGE TO COPE

Being the subject of negative bias can take a toll on well-being. Coping with the effects of bias looks different in every situation. It could be stepping away, choosing a response beforehand, finding a coach, or even sharing your experience with others.

Prioritize Self-Care

Proactively Choose a Response

Get a Coach or Mentor

Share Your Story

CHOOSE COURAGE

10

## COURAGE TO ALLY

Whether you are the subject of bias or not, being an ally can bring about change. Teaming up with others to explore bias can make a significant impact. Offering support, mentoring, or helping another to be heard are powerful ways to address bias.

Team Up With Others

Offer Support

Be a Coach or Mentor

Amplify Others' Voices

CHOOSE COURAGE

11

## COURAGE TO ADVOCATE

As an advocate, you take proactive steps to address bias. Advocates educate others and can inspire more people to take action. Building networks to bring people together can have a great impact.

Enact Group Strategies

Write About Your Experience

Organize Networks

Speak Up

# In Small Groups:

- Review the scenario.
- What bias(es) might be at play?
- What would you do to address bias productively in this situation?

## COURAGE TO IDENTIFY

NOTICE BIAS HAPPENING.

PAUSE: QUESTION IT

SEEK TO UNDERSTAND

CHECK ASSUMPTIONS

LEARN

## COURAGE TO COPE

DEAL WITH BIAS.

PRIORITIZE SELF-CARE

PROACTIVELY CHOOSE A RESPONSE

GET A COACH OR MENTOR

SHARE YOUR STORY

## COURAGE TO ALLY

HELP OTHERS WITH BIAS.

TEAM UP WITH OTHERS

OFFER SUPPORT

BE A COACH OR MENTOR

AMPLIFY OTHERS' VOICES

## COURAGE TO ADVOCATE

PROACTIVELY ADDRESS BIAS.

ENACT GROUP STRATEGIES

WRITE ABOUT YOUR EXPERIENCE

ORGANIZE NETWORKS

SPEAK UP

# CHOOSE COURAGE: SUMMARY





# Addressing Bias Action Plan

---

## Individually:

1. Turn to page 56.
2. Complete the section on Choose Courage:
  - Review Practice Cards 8–11. Choose one skill you want to work on.
  - How will you apply that skill to create a space where we all feel valued and able to contribute our best?

# Addressing Bias Action Plan

---

3. Schedule regular check-ins with yourself to monitor your progress.
4. Choose someone to be your Accountability Partner.
  - The role of an Accountability Partner is to challenge you, support you, and hold you accountable for making progress.
5. Schedule a call with your Accountability Partner.
6. If you are a manager, what is one thing you can do to help your team understand and address bias?

# Results Stories

---

- Employee Resource Groups provide input to product development and cultural insight to the business.

# Results Stories

---

- Employee Resource Groups provide input to product development and cultural insight to the business.
- Mentoring programs boost the representation of targeted groups in management by up to **24%**.

# Results Stories

---

- Employee Resource Groups provide input to product development and cultural insight to the business.
- Mentoring programs boost the representation of targeted groups in management by up to **24%**.
- LGBTQ+ and ally employees at inclusive companies were **10%** more likely to “go the extra mile” for company success.



FranklinCovey  
**ALL ACCESS PASS**<sup>®</sup>  
SPECIAL COLLECTIONS

# UNCONSCIOUS BIAS

---

Understanding Bias  
to Unleash Potential<sup>™</sup>

 **FranklinCovey**  
THE ULTIMATE COMPETITIVE ADVANTAGE

© Franklin Covey Co. All rights reserved.  
AAP1927920 Version 1.4.0









