Mitigating Bias & Creating Balance Reference Guide
Diversity & Inclusion @ SLAC

Common bias patterns when selecting for, and evaluating, talent include:	How It Shows Up	
	Women, & Underrepresented Minorities	**Caucasian Males**
Accomplishments (ex. Past performance indicators such as delivered results, educational degrees, awards)	✓ Overlooked when positive or more scrutinized	✓ Overlooked when negative or less scrutinized
Abilities (i.e. Future performance indications based on accomplishments)	✓ Questioned	✓ Assumed
Contribution Levels (i.e. relevance of accomplishments and abilities in relation to criteria/ goals)	✓ Given Less Weight	✓ Given More Weight
Personality (i.e. Individual tendencies such as how one speaks, dresses, etc.)	✓ Given More Weight	✓ Given Less Weight
Personal Issues (Ex. personal leaves, work schedule, has young children)	✓ Included in Assessment	✓ Separated from Assessment
Communication Style (Ex. relationship focus or achievement focus – see below)	✓ More Scrutinized	✓ Less Scrutinized

Common Bias Patterns in Language (partial list)	
Relationship/Others **(We) Language**	**Achievement/Self** **(I) Language**
Collaborative	Confident
Helpful	Independent
Team Player	Ambitious
Friendly	Direct
Compassionate	Go-Getter
Agreeable	Influential
Follows Instructions	Daring
Warm	Intellectual
Supportive	Assertive
Strive for Balance Across Both Lists	

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