

FROM STARBUCKS TO THE ACADEMY: UNCONSCIOUS BIAS AND WHAT CAN WE DO ABOUT IT?

1st Workshop on High Energy Theory and Gender
CERN, September 2018

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Picture: Elite Daily

PERSONAL BACKGROUND

- **Organizational sociologist and gender expert.**
- **PhD. Sociology and Gender Studies (TLV Uni. Postdoc. Maryland Uni.)**
- **Sociologist BSC at the IDF, consulting the HR branch on gender, work and family in the military.**

**My recent project with Prof. Yossi Nir (Physics VI):
Why so few women pursue an academic career in
physics?**



- **Member of the executive board of the Israeli Sociological Society (since 2016).**
- **Consultant to the EU Horizon 2020 project GENERA,, Prime Minister office in Israel.**

UNCONSCIOUS BIAS

- ✓ **What is unconscious bias?**
- ✓ **What is the impact of UCB in academia?**
- ✓ **What can we do about it?**

Individual level



Organizational level



STARBUCKS AND UNCONSCIOUS BIAS

- **The incident** : white manager called the police after two customers sat in the store without buying (against the policy). They were **black**, the police came and **arrested** them.
- **The reaction**: it led to a public **protest** and demonstrations in Philadelphia **against Starbucks** and against **racism**.
- Watch Starbucks reaction to the crisis.

<https://www.cbsnews.com/news/starbucks-closing-for-anti-bias-training-will-it-make-a-difference/>



BREAKING DOWN STARBUCKS' TRAINING BY THE NUMBERS

4 HOURS

of implicit bias training.

8,000

company-owned U.S.
stores closing for training.

175,000

workers to go through
training on how to combat
racial bias in the workplace.

7,000

Starbucks licensed stores in
the U.S. also have the option
of closing and participating in
the training.

Starbucks earned
**\$22.39
BILLION**

in sales in 2017.



The price of Unconscious Bias in academia is still hidden and unclear!



PUSHING
THE FRONTIERS
OF INNOVATIVE
RESEARCH

ADVICE PAPER
NO.23 - JANUARY 2018

Implicit bias in academia:

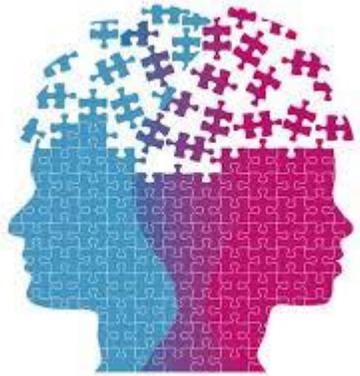
A challenge to the meritocratic principle and to women's careers –
And what to do about it

LEAGUE OF EUROPEAN RESEARCH UNIVERSITIES

• University of Amsterdam • Universitat de Barcelona • University of Cambridge • University of Copenhagen • Trinity College Dublin
• University of Edinburgh • University of Fribourg • Université de Genève • Universität Heidelberg • University of Helsinki
• Universitat Ljubljana • KU Leuven • Imperial College London • University College London • Lund University • University of Milan
• Ludwig-Maximilians-Universität München • University of Oxford • Sorbonne University • Université Paris-Saclay
• University of Strasbourg • Utrecht University • University of Zurich

UNCONSCIOUS INFLUENCES ON DECISION MAKING

THE THEORETICAL AND EMPIRICAL FIELDS



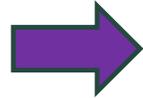
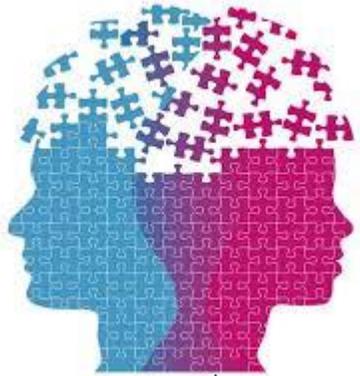
**Experimental
Psychology**

**Behavioral
Economics**

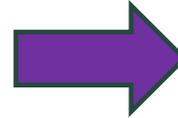
**Cognitive
Neuroscience**

At the heart of the research is the attempt to understand how the brain controls and determines our behavior.

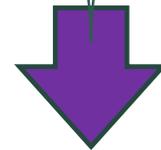
WHAT IS UNCONCIOUS BIAS?



- **Background**
- **Cultural environment**
- **Personal experiences**



- **Instinct**
- **Snap judgments**
- **categorization**



Wrong judgments

Favoring people like us, first impression, groupthink, etc.

TYPES OF COGNITIVE BIASES



1. **Anchoring bias**
2. **Availability heuristic bias**
3. **Placebo bias**
4. **Performance bias**
5. **Bandwagon effect – Groupthink**

All of us have it!

WHAT IS UNCONCIOUS BIAS/ IMPLICIT BIAS?

- ✓ Unconscious (or implicit) biases, unlike conscious biases, are the **views and opinions that we are unaware of.**
- ✓ They are **automatically activated.**
- ✓ They **affect our everyday behaviour and decision making.**
- ✓ Our biases are influenced by our **background, culture, personal experiences** and context.



THE IMPACT OF UNCONSCIOUS BIAS IN ACADEMIA

Recruitment

- Advertising positions
- Assessment methods
- Selection committees
- Recommendation

Working conditions

- Pay gap
- Resource gap
- Part time positions
- Precarious contracts

Research funding

- Gender bias in funding rates

Career advancement processes

- Vertical segregation
- Assessment methods
- Promotion committees
- Recommendation

RECRUITMENT

Recruitment

- Advertising positions
- Selection committee
- Assessment methods
- Recommendation

Advertising : the language is gendered and prevent women from applying.

Selection : evaluators tend to favor men.

Assessment : male candidates are scored higher.

Recommendation: recommendation letter writers tend to favor men (Bias in language evaluation).

RECRUITMENT RECOMMENDATION LETTERS

Analysis of an data set of 1,224 recommendation letters, submitted by recommenders from 54 countries, for postdoctoral fellowships in the geosciences over the period 2007–2012.

- Female applicants are only **half as likely to receive excellent letters.**
- Female letters: **solid** scientists, doing **good work, highly intelligent, very knowledgeable.**
- Male letters: **Brilliant scientist, trailblazer, one of the best students I've ever had.**



WORKING CONDITION

Working conditions

- Pay gap
- Resource gap
- Part time positions
- Precarious contracts

Pay gap: in the EU–28 countries, women earn almost a fifth less than men.

Part time: women are more often employed part time, especially in lower academic positions.

Precarious contracts: women are over represented in short term contracts with uncertainty about extension.

WORKING CONDITION RESOURCE

Resource : women have less access to equipment, lab space, travel money, clerical support and employees or students.

AIP global survey: 15,000 physicists from 130 countries.

Table 1. Percentage of respondents with access to key resources.

	Less developed countries		Very highly developed countries	
	Women	Men	Women	Men
Funding	34	51	52	60
Office space	64	74	72	77
Lab space	42	47	46	52
Equipment	42	49	58	64
Travel money	31	47	57	64
Clerical support	22	38	30	43
Employees or students	42	53	33	43

RESEARCH FUNDING

Research Funding

- Female researchers are less likely to get research funding

ERC applicants and winners from 2007 to 2016, women only.

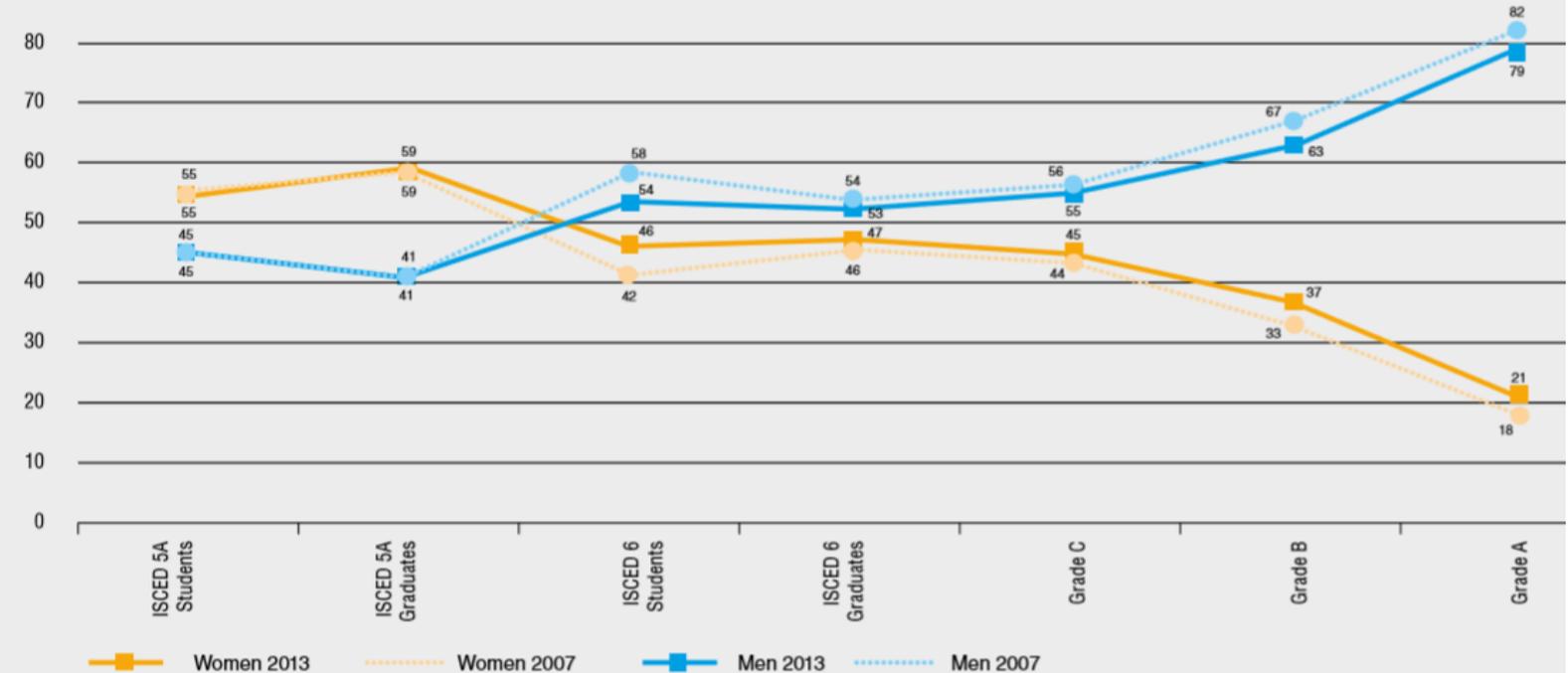
	% of women application	% of women winners
2007-2016 female applicants (total)	26%	23%
2007-2016 female applicants for starting grants	31%	27%

ADVANCEMENT

Advancement processes

- Vertical segregation
- Assessment methods
- Promotion committees
- Recommendation

Figure 1: The 'leaky pipeline' or 'vanish box' negatively affects women in academic careers across Europe

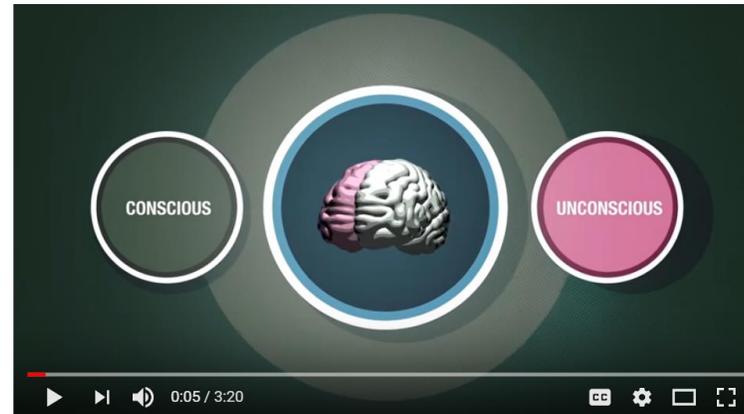


WHAT CAN WE DO ABOUT IT? HOW TO ELIMINATE GENDER BIAS IN ACADEMY?

Leadership that shapes strategy and leads to change



Examine areas of potential bias and define measures to counter it



What is Unconscious Bias?

30,546 views

42 13 SHARE ...

Ensure the effective implementation across the institution



LERU implicit bias in academia (2018)

RECRUITMENT

GENDER BLIND EVALUATION

Gender blind evaluation

Organizations try to do evaluation without knowing the sex of the person you're evaluating

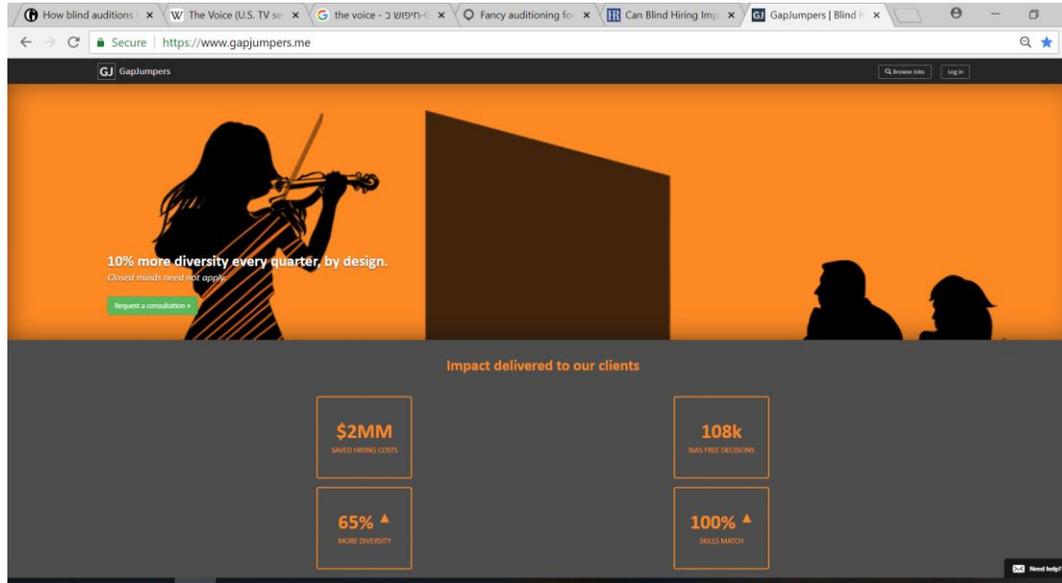
The orchestra blind test:

- To get more women into their ranks, many orchestras use **blind auditions** where musicians perform behind a screen.
- The women rates at the top 5 orchestras in the U.S. raised from 5% in the 70' to about 30% today.
- Blind auditions increased the likelihood that a woman would be hired by between 25 and 46 percent.

“The Voice” TV show



RECRUITMENT GENDER BLIND HIRING



“We’ve essentially applied software technology to allow companies to experience the same kind of results that orchestras have achieved with blind hiring.”

Petar Vujosevic, co-funder
GapJumpers

- ✓ In the 2000s, tech startups emerged to make it easier for HR teams to integrate blind hiring practices.
- ✓ GapJumpers, the software enables employers to evaluate candidates based on relevant performance challenges.
- ✓ blind hiring aims to produce a more diverse workforce, less clouded by unconscious bias!

THE INDIVIDUAL LEVEL UNCONSCIOUS BIAS TRAINING

UBT aims:

- ✓ **To increase awareness of unconscious bias and its impact on people.**
- ✓ **To reduce implicit bias towards members of minority groups' and particular groups' (by gender, race, religion, disability, age, etc.).**
- ✓ **To change behaviour, in the intended direction, towards equality-related outcomes.**



THE INDIVIDUAL LEVEL UNCONSCIOUS BIAS TRAINING



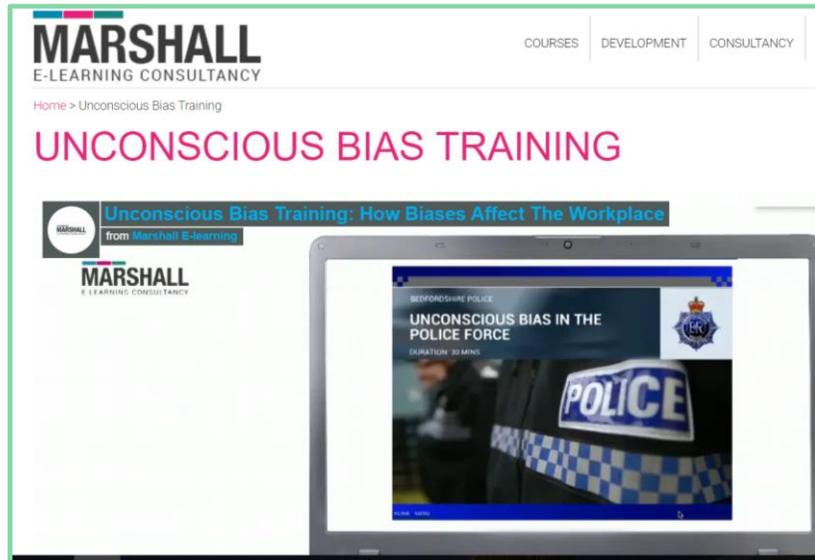
Unconscious bias training idea:

By knowing that we instinctively and unconsciously categorize people as **good or bad**, based on their characteristics or group affiliation, we can **correct our assumptions** and make **better decisions!**

To consciously break habits and do things differently!

THE INDIVIDUAL LEVEL UNCONSCIOUS BIAS TRAINING

Consultant firms offer different kinds of UBT:
E-learning, workshop, leadership training, etc.



The screenshot shows the Marshall E-Learning Consultancy website. The header includes the company name "MARSHALL E-LEARNING CONSULTANCY" and navigation links for "COURSES", "DEVELOPMENT", and "CONSULTANCY". Below the header, the page title is "UNCONSCIOUS BIAS TRAINING". A featured course is highlighted with the title "Unconscious Bias Training: How Biases Affect The Workplace" and a sub-header "from Marshall E-learning". The course thumbnail displays "BEDFORDSHIRE POLICE UNCONSCIOUS BIAS IN THE POLICE FORCE" with a duration of "20 MINS". The Marshall logo is visible in the bottom left corner of the page.



The screenshot shows the DICE website. The header features the "DICE" logo and navigation links: "WELCOME", "ABOUT DICE", "ROLL WITH DICE", "DIY: DICE-IT-YOURSELF", "CONTACT US", and "BLOG". Social media icons for LinkedIn, Facebook, Twitter, Instagram, and YouTube are located in the top right. The main visual is a collage of diverse individuals of various ages and ethnicities. Below the collage, the slogan "We Believe in the Power of People" is displayed in a colorful font.

WHAT DO WE KNOW ABOUT THE EFFECTIVENESS OF UBT?

UBT is effective for:

- ✓ **Awareness raising**
- ✓ **Reducing implicit bias**
- ✓ A single training is unlikely to eliminate UCB. **We need ongoing training to change peoples perceptions.**
- ✓ **It is only one tool, it must be combined with other tools.**

PROMOTING GENDER EQUALITY IN PHYSICS

GENERA PROJECT

Goal:

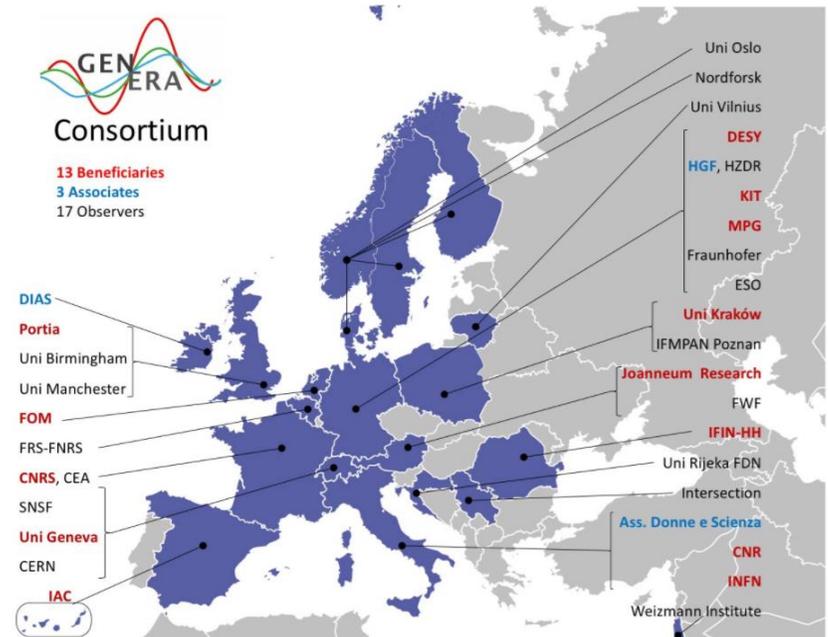
Enhance Gender Equality in Physics

Participants:

30+ organizations from Europe research organizations universities and funding agencies.

Main themes:

- ✓ **Raising awareness – GIP Days**
- ✓ **Creating networks**
- ✓ **Supporting each organization to create its own Gender Equality Plan.**



GENERA - Gender Equality Network in the European Research Area - is a project funded by the European Commission under GERI-4-2014 01 September 2015 - 31 August 2018 grant agreement 665637.

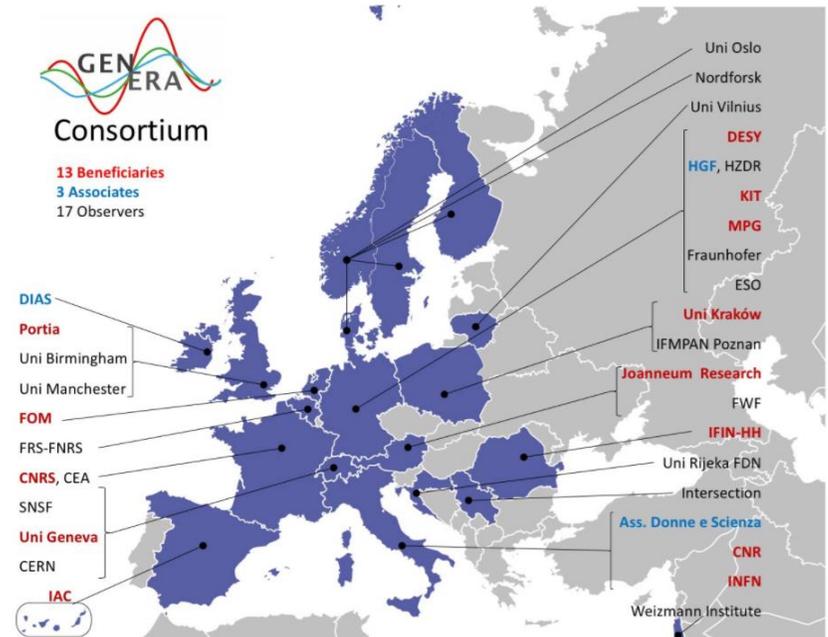
PROMOTING GENDER EQUALITY IN PHYSICS

GENERA PROJECT

What did we learn?

Designing Gender Equality Plans as the first step for change!

- ✓ Leaders are key actors for change.
- ✓ It is important to create a community of change agents.
- ✓ People and culture can be obstacles for change.



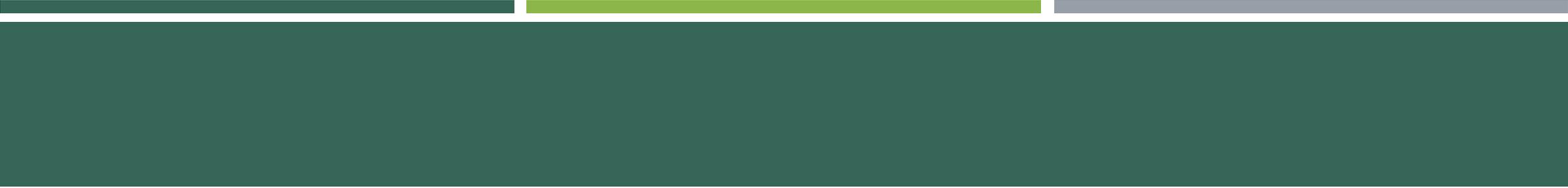
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LOOKING A HEAD TO EQUAL OPPORTUNITY

- **Women face multiple barriers to perform successfully in the academia , from recruitment to working conditions, funding and promotion processes.**
- **“Unconscious bias”, “Gender regime”, “Gender power structure” – concepts developed to explain this phenomenon.**
- **UCBT is not a magic stick!** Each organization should **identify** the barriers to gender equality, **define** measures to counter it and **implement** a change.
- Change in gender relations is a **process that takes time, persistence and patience.**



We need to remove barriers that prevent equal integration of women in science!



Thank you!

Please feel free to contact me

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