

Bias on your team: Flag it in the moment, without blame

Adaptive module

~20 min

Nearly two-thirds of employees say they experienced or saw bias at work in the past year, almost always subtle, and those who display it see it far less than those who face it: this gap in perception is exactly where bias lives. This module gives teams tools for the moment bias happens: an agreed word to flag it in meetings, two possible responses for whoever is flagged, and Kristen Pressner's "flip it to test it" before acting. It also makes clear that flagging bias isn't only up to the people it targets.

LEARNING OBJECTIVES

- 01 Distinguish a stereotype, a preconceived idea, from bias, the automatic tendency to let it color what you do.
- 02 Understand what bias really costs, from the Pygmalion and Golem effects to Kim Scott's invisible tax.
- 03 Set up the three bias disrupters: a shared vocabulary, a shared norm for responses, and a shared commitment.
- 04 Apply "flip it to test it" before acting, and flag bias whether you witness it or are affected by it.

WHO IT'S FOR

Anyone who wants inclusion to progress on their team, and managers who want to make it a shared practice.

- **Prerequisite:** none

HOW THE MODULE WORKS

Self-paced, with practice tailored to each learner.

- 1 **Self-assessment:** on 9 dimensions, to gauge current habits and guide the practice.
- 2 **Expert video:** 10 minutes, with 3 pauses for reflection.
- 3 **Practice scenarios:** the first 2 chosen from the self-assessment, then 16 optional ones. Every answer gets feedback: what it leads to, and one way to improve.
- 4 **Dated commitment:** one action to try, written by the learner or picked from the suggestions.
- 5 **Memo to download:** key takeaways, questions, commitment, personal notes and checklists.

ASSESSMENT AND COMPLETION

Pass mark: 80%

The score takes into account your answers to the practice scenarios, your commitment and, where relevant, any additional learning activities. Passing requires a commitment and a score of at least 80%.

METHODS & MODELS

- Rosenthal & Jacobson – the Pygmalion effect (1968) and its reverse, the Golem effect.
- Kim Scott & Trier Bryant, Just Work (2021) – the invisible tax and the three bias disrupters ("purple flag").
- Kristen Pressner – the "Flip it to test it" reversal test (TEDxBasel, 2016).

SOURCES & REFERENCES

- Deloitte – "State of Inclusion Survey" (2019, 3,000 US employees): 64% experienced or witnessed bias in the past year, 83% of it subtle; 63% of African American employees witnessed bias based on race or ethnicity, versus 34% of white employees
- Kim Scott & Trier Bryant – "Just Work" (2021): the framework of the three "bias disrupters" and the concept of the "invisible tax"
- Rosenthal & Jacobson – "Pygmalion in the Classroom" (1968): the Pygmalion effect
- Kristen Pressner – the "flip it to test it" reversal test, presented in a widely shared TEDx talk