

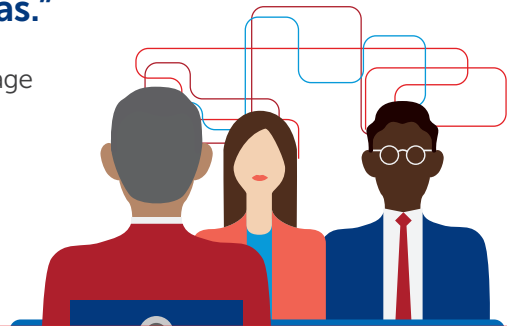
Engage Others

Research Summary



In today's workplace, most decisions are made in teams. That's why it's important to engage team members in bias mitigation strategies while the team is in the process of making decisions. This can be best facilitated when team members have a common understanding of bias and are able to normalize it; for example, attributing to the belief that **"if you have a brain, you have bias."**

It can also be facilitated when team members share a common language around how to communicate about bias when it shows up in group interactions. **The SEEDS Model®** provides a framework for discussing bias as a team. When we are able to engage others constructively in conversations about bias, we are able to circumvent two common roadblocks to bias mitigation: **bias blind spot** and **groupthink**.



Bias Blind Spot

Bias blind spot, a type of **Experience Bias**, refers to the fact that it's much easier to spot bias in others than in ourselves. In other words, we can't see our own biases.

In a series of experiments, a group of researchers found that people who were more susceptible to bias blind spot believed themselves to be more capable than others. They were also more likely to ignore the advice of others. As a result, they might fail to hear critical information that impacts their physical or financial health and be less likely to take corrective action. Another finding was that people more susceptible to bias blind spot demonstrated more resistance to bias mitigation training, meaning they were less open to strategies that would help them improve their decision-making.

The study above described the behaviors and beliefs of *individuals* highly susceptible to bias blind spot. Imagine a *group* of people—a team—that is caught up in viewing a situation in one particular way to the exclusion of hearing and understanding differing points of view.



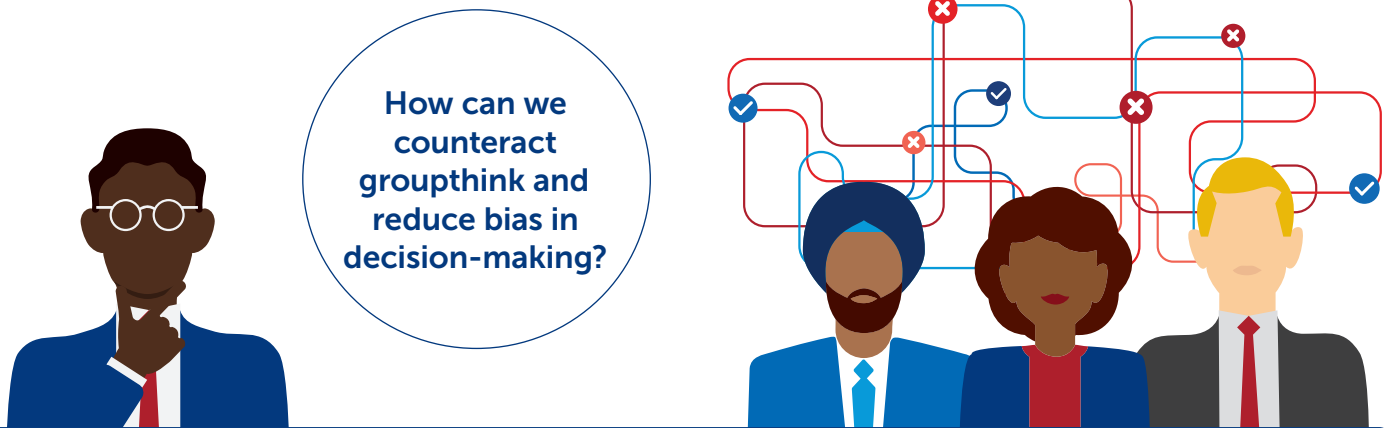
Groupthink

The unspoken need for a team to reach a conclusion in a short amount of time, a characteristic of **Expedience Bias**, overshadows the objectivity a group ought to display when making decisions. Because of our need for certainty and coming to a collective group agreement, this can lead to groupthink.

Groupthink is a decision-making phenomenon that occurs when the desire for group cohesion becomes more important than making the best choices. It can lead to distortion of perception and poor decision-making grounded in bias.

Engage Others

Research Summary continued



Diversity

Diversity entails stimulating the people already in the room to think differently *and* bringing different people into the room. When you add an outsider to a homogeneous group, it upsets the balance, causing friction and tension. The group experiences more conflict. The work feels harder but that discomfort is the precise reason why the group does not lapse into mindless conformity. Instead, the group assesses information more carefully. The result is superior performance on complex tasks, increased collaboration, and smarter, more balanced decisions. Research shows that diverse teams with diverse perspectives perform better.

Below please find brief descriptions of Expedience Bias and Experience Bias:



Expedience Bias

“If it feels right, it must be true.”

Expedience biases are mental shortcuts or rules of thumb that help the brain arrive at quick, intuitive, and efficient decisions based on information that’s easily accessible.

Mitigation strategy: Paint a complete picture.



Experience Bias

“My/Our perceptions are accurate.”

Experience biases are a result of our brains being built to experience the world as a direct and objective representation of what is really out there in the world.

Mitigation strategy: Get other perspectives.

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