

Unconscious Bias in Corporate Decisions

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February 21, 2019

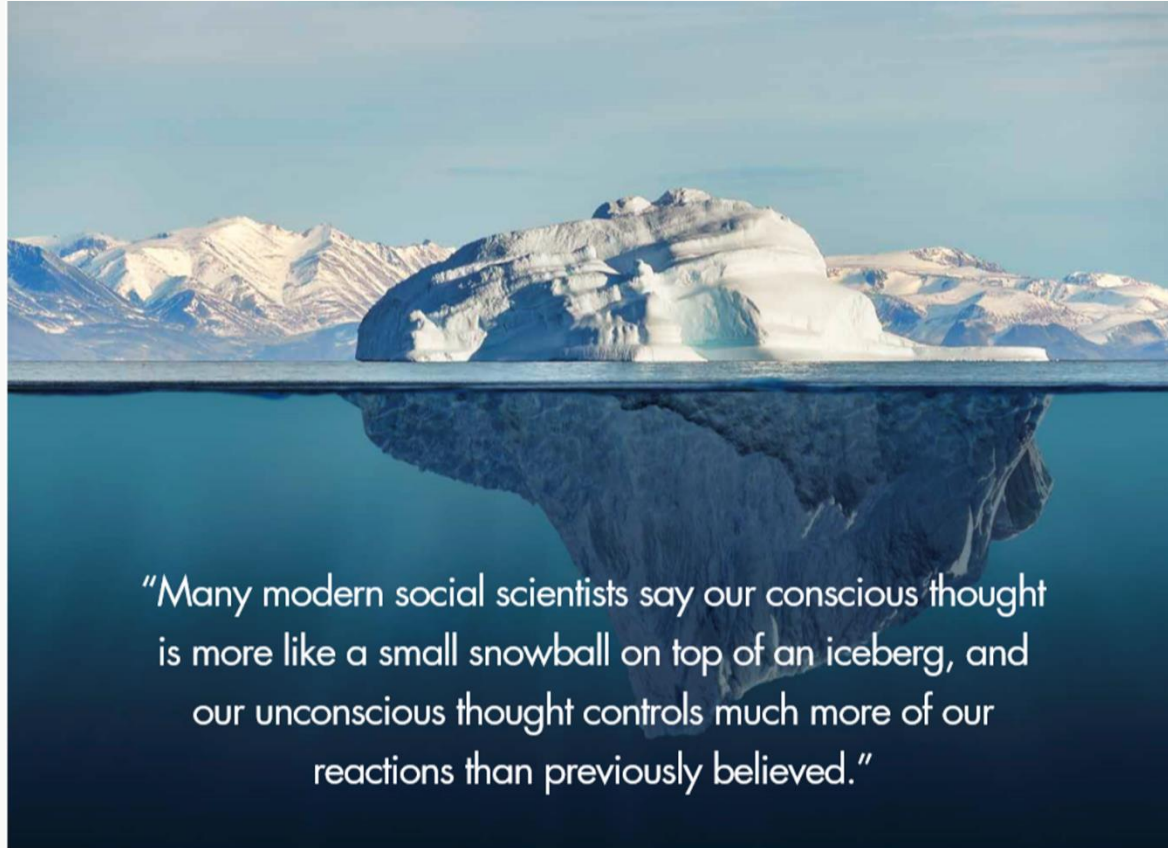


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Are we biased?



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Agenda

- **What** are unconscious biases in the workplace?
- **Where** do unconscious biases come from?
- **How** does SAP overcome unconscious biases?
- **Can** we ever be completely unbiased?

What are unconscious biases in the workplace?

Hiring



**I make up my mind within 15 minutes
of meeting a candidate!**

#ConfirmationBias



Hiring



**We need a good-looking person
for our main reception!**

#BeautyBias



Hiring



**We should hire the candidate about whom
we know the most!**

#InformationBias



Hiring



**He is a near-perfect candidate.
We can ignore some red flags.**

#OstrichBias



Performance Management



**He is a superstar.
Whatever he touches turns to gold!**
#ConfirmationBias



Performance Management



**High potential employees are graduates
of top universities!**

#StereotypingBias



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Performance Management



He is a great employee. There is no need to gather feedback from his peers!

#OverconfidenceBias



Performance Management



**He is a go-getter.
She is difficult to work with!**
#GenderBias



Compensation Management



She is single and doesn't need the money!

#StereotypingBias



Compensation Management



**A candidate from a small-town will not
have high salary expectations!**

#AttributionBias



Compensation Management



**Her husband is well-off!
She can live with a smaller salary raise.**

#GenderBias



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Compensation Management



**His previous managers have given him
low salary increases, so I must too!**

#BandwagonBias



Career Development



**Older colleagues are more effective.
Younger colleagues are more innovative.**

#GenerationBias



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Career Development



We need an aggressive salesman for this role.

#GenderBias



Career Development



**I nominated her to be my successor
because she reminds me of me!**

#AffinityBias



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Types of Unconscious Bias



Where do unconscious biases come from?

Roots of Unconscious Bias



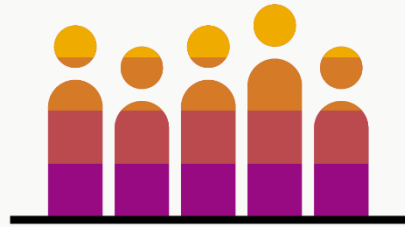
How does SAP overcome unconscious biases?



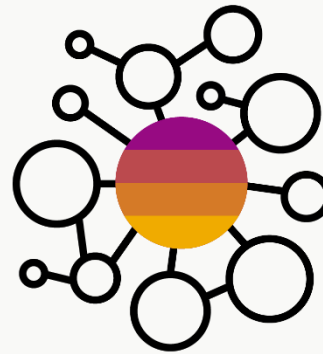
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How does SAP overcome unconscious biases?



People



Processes



Technology

Hiring



**Our recruiting team and hiring managers
are not biased!**



SAP View

#BiasSensitization

#BrilliantHire



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Hiring



Our sales interview panels are composed of highly experienced *salesmen*.



SAP View

[#MultigenderPanels](#)

[#MultigenerationPanels](#)



Hiring



Every interview is different.



SAP View

#StructuredInterviews



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Performance Management



Let's rate our team-members along the bell-curve.



SAP View

#ContinuousDialog

#NoPerformanceRatings



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Performance Management



Every manager has a different standard for performance reviews.



SAP View

#StandardCriteria

#Calibration



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Compensation Management



Employees who show personal loyalty to me should get higher salary increases.



SAP View

#CompensationRatio

#ReviewMechanism



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Compensation Management



Every manager has a different standard for compensation reviews.



SAP View

#StandardCriteria

#BiasAlert



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Career Development



He *seems* to have the technical skills and people skills required for this promotion.



SAP View

#StandardCriteria

#WeightedCriteria



Career Development



We should promote an *aggressive* and driven sales leader into this role.



SAP View

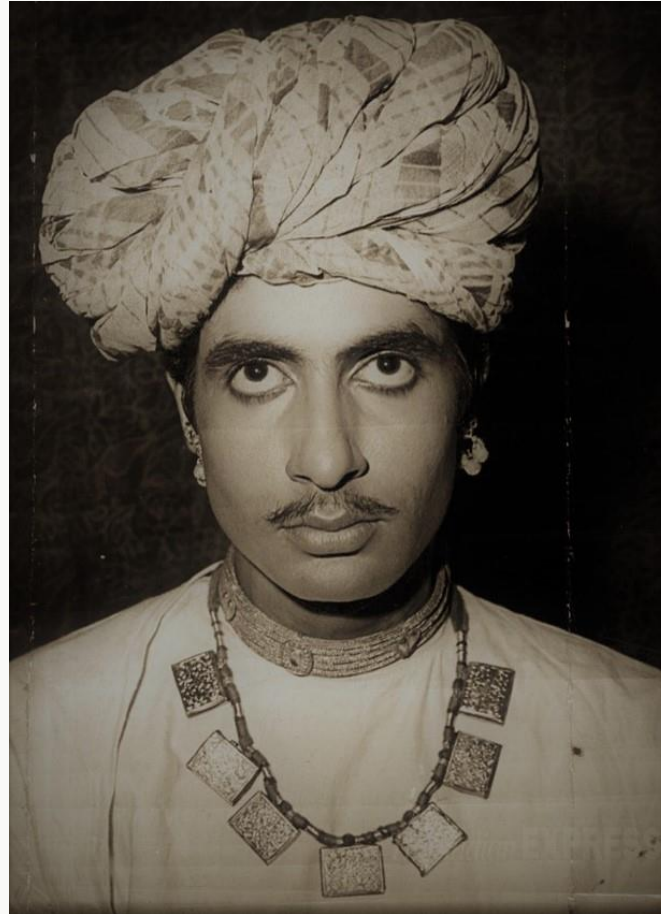
[#EliminateBiasedWords](#)



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Can we ever be completely unbiased?

Did we notice a superstar?



What do you *think* is happening?



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A great face for radio!



**Someone once told me that
I have a great face for radio,
not for television!**

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Summary

- We are all biased in multiple ways, conscious and unconscious.
- There are multiple kinds and multiple sources of unconscious bias.
- It is difficult to be fully unbiased, but we must make every effort to identify and eliminate biases.
- At SAP, we are overcoming unconscious biases through our focus on **People, Processes & Technology.**



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**We all have unconscious biases.
They don't make us bad,
they make us human.
We need to strive to ...**

#OvercomeBias



THANK YOU

#OvercomeBias

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