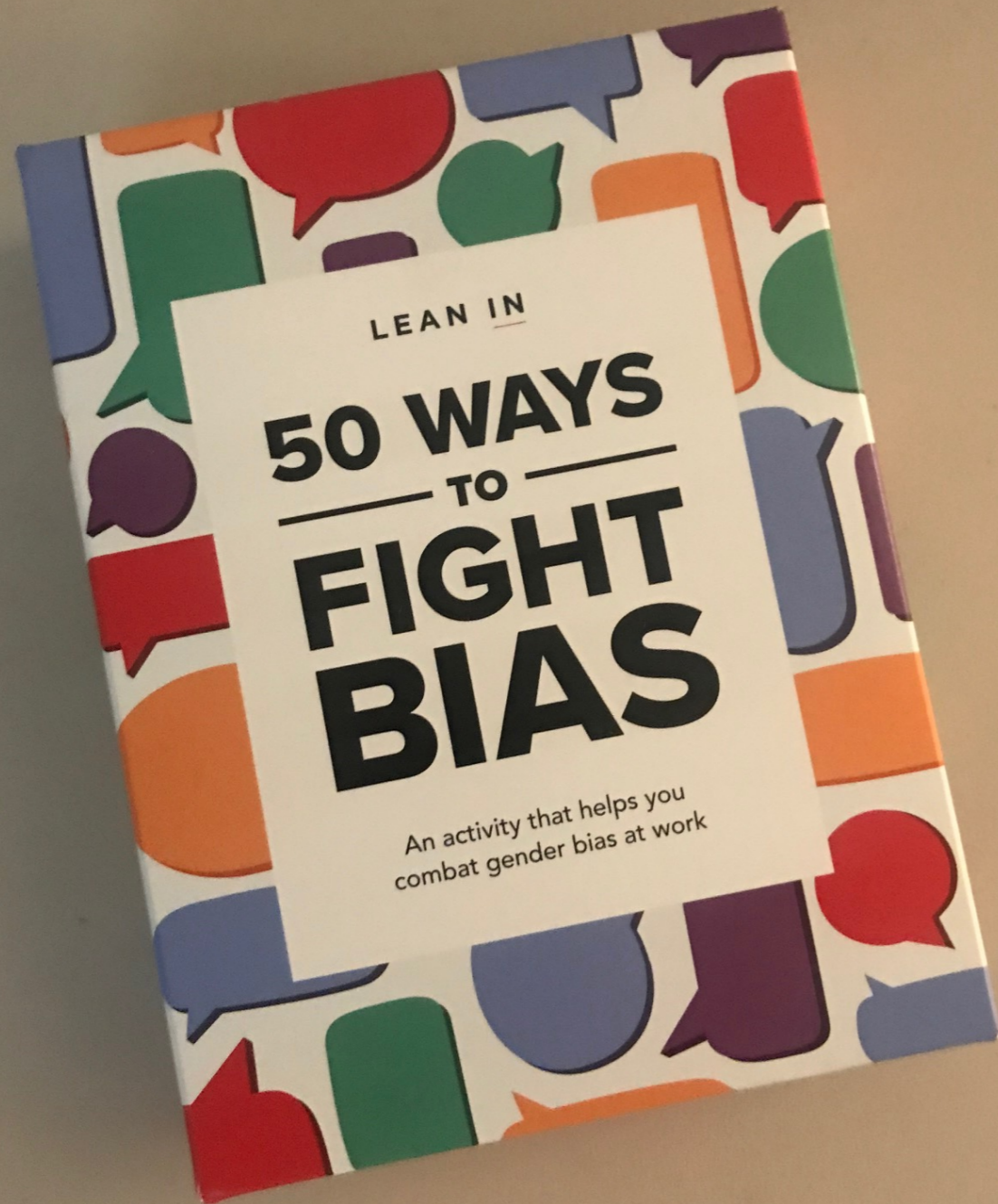


One of our Division DEI resources:



50 practical examples, for common situations, including searches and hiring.

Each Program has this kit,

See your Program Head.

<https://leanin.org/50-ways-to-fight-gender-bias>

You're on a hiring committee and a colleague rules out a woman of color because she's "not a good cultural fit."

WHY IT MATTERS

Evaluations of "culture fit" tend to be subjective. They can lead us to screen out people who aren't like us, which means we can miss qualified candidates and end up with less diverse teams. Plus, it can mean that talented job seekers lose out on opportunities.

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Why it happens

We tend to gravitate toward—and hire—people who remind us of ourselves, which can impact our ability to objectively evaluate who would bring the most to the job.⁹³

ROOTED IN: [Affinity bias](#), [Double discrimination & intersectionality](#)

[Next situation →](#)
[Skip to closing activity](#)

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What to do

When someone rules out a candidate because of fit, ask them to be more specific. If their thinking boils down to "she's different," point out that different can be good. Propose that you look for someone who adds to the team dynamic—a "culture add"—instead of someone who simply fits into it.

As a longer-term solution, ask that a set of standardized criteria be used for all hires. This reduces bias by minimizing subjective evaluations.⁹²

SEE WHY IT HAPPENS



You decide to mentor someone because they remind you of yourself.

WHY IT MATTERS

Good mentors can make a big difference. Employees with mentors are more likely to get raises and promotions.⁷² But because managers and senior leaders are more likely to be white men, and because people tend to gravitate toward mentoring others like themselves, women and people of color often miss out on that support.⁷³ That also means your company could miss out on fostering talented employees.

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LeanIn.Org thanks Paradigm for their valuable contribution to this card

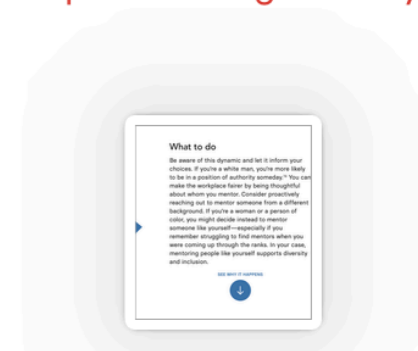
Why it happens

Because of this bias, we tend to prefer the company of others who are like us.⁷⁵ This can lead us to invest more in people who remind us of ourselves, perhaps because we assume these relationships will feel more comfortable.⁷⁶

ROOTED IN: Affinity bias

Next situation →

Skip to closing activity



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What to do

Be aware of this dynamic and let it inform your choices. If you're a white man, you're more likely to be in a position of authority someday.⁷⁴ You can make the workplace fairer by being thoughtful about whom you mentor. Consider proactively reaching out to mentor someone from a different background. If you're a woman or a person of color, you might decide instead to mentor someone like yourself—especially if you remember struggling to find mentors when you were coming up through the ranks. In your case, mentoring people like yourself supports diversity and inclusion.

[SEE WHY IT HAPPENS](#)



Common Biases at Work:



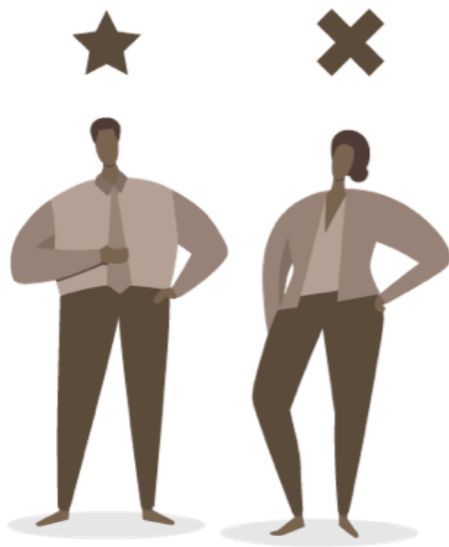
Likeability bias



Performance bias



Maternal bias



Attribution bias



Affinity bias



Double discrimination
& intersectionality