



Bias Interrupters Worksheet

Prove-It-Again! (PIA)	
Pattern	Bias Interrupters
<ul style="list-style-type: none"> • Women, people of color, individuals with disabilities (“PIA Groups”) often need to provide more evidence of competence than others to be judged equally competent •PIA groups’ mistakes noticed more, remembered longer •PIA groups’ successes attributed to luck or circumstance, men’s to skill •Objective requirements applied rigorously to PIA groups, leniently to others •PIA groups judged on their performance, others on their potential 	<ul style="list-style-type: none"> •If you are in the meeting, say “I think we have now realized what we are looking for: someone with A, B, and C. Let’s go back to the top of the pile and make sure we’ve picked up everyone who has those qualifications.” • If you are running the meeting: <ul style="list-style-type: none"> -pre-commit to a specific set of criteria -require people to explain why if they diverge from those criteria
<ul style="list-style-type: none"> • Stolen idea: a woman makes a suggestion in a meeting that a man gets credit for. 	<ul style="list-style-type: none"> • “I’ve been pondering that ever since Pam first said it.”
Tightrope	
Pattern	Bias Interrupters
<ul style="list-style-type: none"> • “He’s assertive, she’s aggressive” (or a prima donna, outspoken, a b*tch, has sharp elbows, etc.) 	<ul style="list-style-type: none"> • “Would we be saying the same thing about a man?” • Developmental feedback for men tends to focus on skill sets; for women, on personality traits
<ul style="list-style-type: none"> • Anger: Understandable from men, unacceptable from women 	<ul style="list-style-type: none"> • Put appropriate limits on public displays of anger in the office: don’t tolerate “screamers”.
<ul style="list-style-type: none"> • Self-promotion: Are women expected to be the selfless “team players”? 	<ul style="list-style-type: none"> • Limit self-promotion to formal contexts • Provide alternatives for self-promotion, such as a company email once a month sharing everyone’s accomplishments.
<p>Office Housework:</p> <ul style="list-style-type: none"> • Literal housework (planning parties) • Notetaking/Billing • Emotion Work (“She’s so upset; can you help?”) 	<ul style="list-style-type: none"> • Assign an admin to do it, or establish a rotation • Everyone do their own, or establish a rotation • Handling difficult conversations is part of good citizenship

<ul style="list-style-type: none"> • Undervalued work: diversity/women’s initiatives • Undervalued work vs. career-enhancing work (Managing the paralegals vs. arguing motions; doing the document list vs. running the closing) 	<ul style="list-style-type: none"> • Don’t assign only people of color and/or women to these initiatives: if an organization lacks diversity, it’s an organizational problem (not a woman’s problem) • Figure out who is doing the undervalued work and who gets the glamour assignments, adjust if this division aligns with gender, race, etc..
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Maternal Wall

Pattern	Bias Interrupters
<ul style="list-style-type: none"> • “She’s only part time” 	<ul style="list-style-type: none"> • “Yes, but for matters she is in charge of she takes full responsibility.”
<ul style="list-style-type: none"> • “She’s a mother” (on a performance evaluation); “She has other priorities.” 	<ul style="list-style-type: none"> • “What’s relevant is her performance, not her parental status.”
<ul style="list-style-type: none"> • “I didn’t consider you for that assignment because I know it’s not a good time for you, with the two young kids.” 	<ul style="list-style-type: none"> • “I have a stretch assignment that you would be perfect for. If this is not a good time, don’t hesitate to say so. These things come around from time to time.”
<ul style="list-style-type: none"> • “I worry about her kids” 	<ul style="list-style-type: none"> • “Based on the care and attention she gives her work, I think her kids are just fine.”

Tug of War

Pattern	Bias Interrupters
<ul style="list-style-type: none"> • Tokenism 	<ul style="list-style-type: none"> • Make sure there is not a culture of “only one woman” per plum committee/team etc.
<ul style="list-style-type: none"> • Prove-It-Again! Pass-through (“I don’t want to work with women, they give me a much harder time than the men.”) 	<ul style="list-style-type: none"> • Find out if there is a problem with female admins and their female bosses, if there is it may be time to meet with support staff to figure out a solution.
<ul style="list-style-type: none"> • Tightrope bias pass-through She’s too feminine (e.g. “With that little girl voice, no wonder she doesn’t get ahead”) She’s too masculine (e.g. “I wouldn’t want to make partner here. The partners just turned into men.”) 	<ul style="list-style-type: none"> • “There are lots of different ways to be a man and to be a woman. Everyone has their own way.”
<ul style="list-style-type: none"> • Maternal wall pass-through She’s too focused on family (“I worked full time my whole career and my kids are fine.”) She’s too focused on work (“I want to raise my own kids—unlike you.”) 	<ul style="list-style-type: none"> • “Younger women have different expectations of balancing work and family. We need to keep up.” • “There’s no one ‘right’ way to balance work and family. Happy families are not all alike.”

Additional resources:

Joan C. Williams & Rachel Dempsey, *What Works for Women at Work* (2014)
 Women’s Leadership Edge, Webinar on Bias Interrupters for Male Allies.
 Contact dolkasj@uchastings.edu for information.