

Participant Handout

TYPES OF BIAS



Performance bias

Performance bias is based on deep-rooted—and incorrect—assumptions about women’s and men’s abilities. We tend to underestimate women’s performance and overestimate men’s.¹⁴⁶

leanin.org/performance-bias



Attribution bias

Attribution bias is closely linked to performance bias. Because we see women as less competent than men, we tend to give them less credit for accomplishments and blame them more for mistakes.¹⁵²

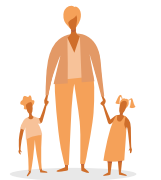
leanin.org/attribution-bias



Likeability bias

Likeability bias is rooted in age-old expectations. We expect men to be assertive, so when they lead, it feels natural. We expect women to be kind and communal, so when they assert themselves, we like them less.¹⁵⁸

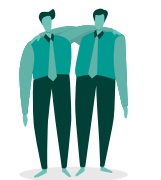
leanin.org/likeability-bias



Maternal bias

Motherhood triggers false assumptions that women are less committed to their careers—and even less competent.¹⁶²

leanin.org/maternal-bias



Affinity bias

Affinity bias is what it sounds like: we gravitate toward people like ourselves in appearance, beliefs, and background. And we may avoid or even dislike people who are different from us.¹⁶⁸

leanin.org/affinity-bias



Double discrimination & intersectionality

Bias isn’t limited to gender. Women can also experience biases due to their race, sexual orientation, a disability, or other aspects of their identity.

leanin.org/intersectionality-bias

KEEP IN MIND

- 1 Bias isn’t limited to gender.
- 2 We all fall into bias traps.
- 3 Knowing that bias exists isn’t enough—commit to take action.
- 4 Stories should be anonymous.
- 5 Give people the benefit of the doubt.

CLOSING ACTIVITY

“My one action to address gender bias in the workplace

is _____

HELPFUL LINKS

Learn more about 50 Ways to Fight Bias: leanin.org/50ways

Endnotes (for reference only): leanin.org/50-ways-endnotes