

**SUMMARY ONLY**

peter  
gray  
executive  
search

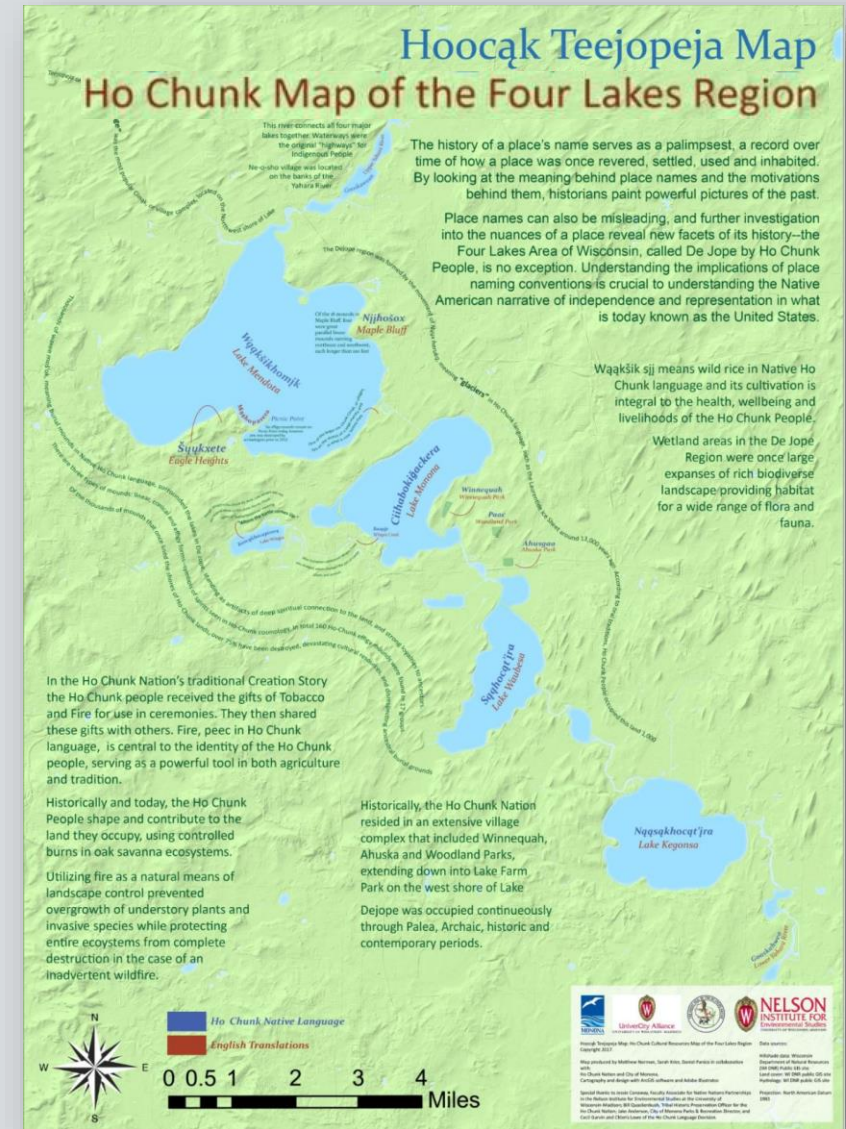


fighting  
bias  
in  
hiring

# DIMENSIONS OF BIAS IN HIRING

3 STEPS TO DIVERSIFY OUR HIRING OUTCOMES

# Land Acknowledgement



# about peter gray executive search

- I am a recovering Wall Street recruiter who shifted to focus on social impact
- Executive search, training, and coaching
- Vision: fight bias in hiring, diversify hiring outcomes



PAUSE AND REFLECT

TALK

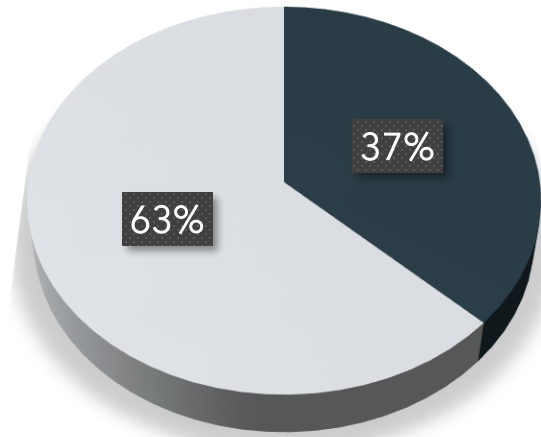
SMILE

Smileless do more

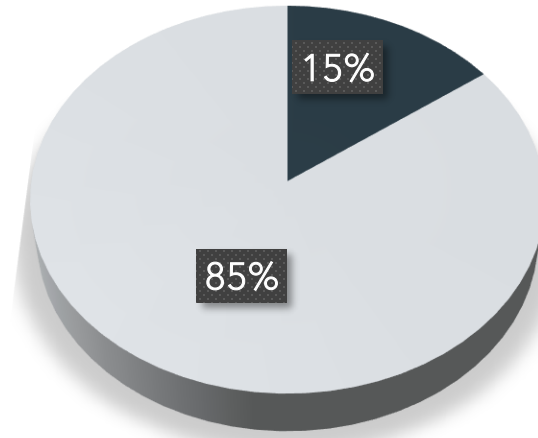
at

# My hiring outcomes

Since 1999



■ Women+ ■ Men



■ POC+ ■ White



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# Three ways to fight bias in hiring



Change how we **think**

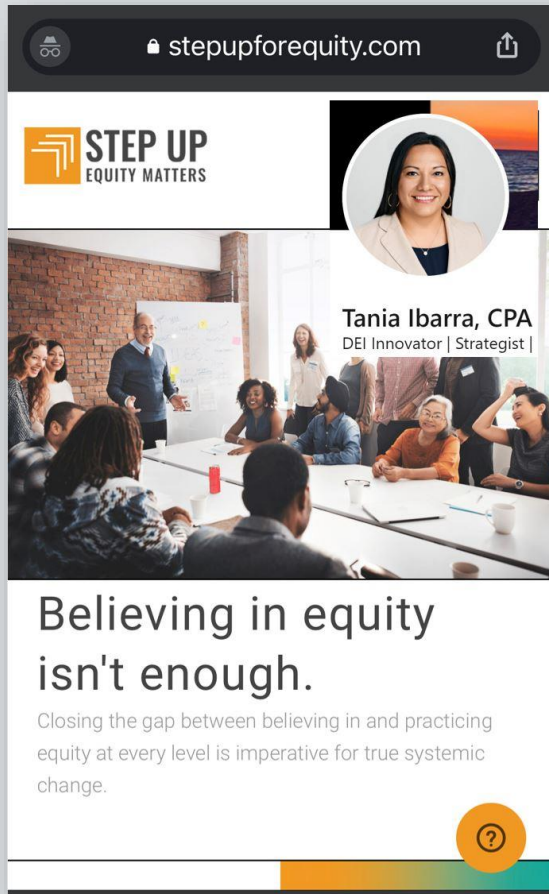


Change a recruiting **business practice**

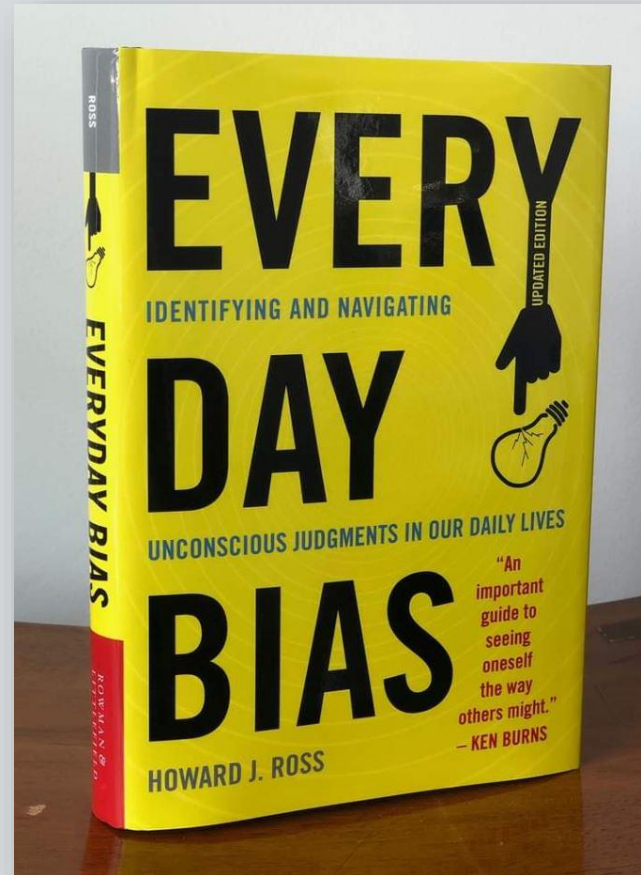


Change another recruiting **business practice**

# About bias



The screenshot shows the homepage of the website [stepupforequity.com](http://stepupforequity.com). At the top, there is a navigation bar with the site's logo and a search icon. Below the navigation bar, there is a featured article by Tania Ibarra, CPA, DEI Innovator | Strategist. The article is titled "Believing in equity isn't enough." and includes a sub-headline: "Closing the gap between believing in and practicing equity at every level is imperative for true systemic change." The article features a photograph of a diverse group of people in a meeting. A small orange circle with a question mark is located in the bottom right corner of the article preview.



- We all have biases, and that is okay.
- Better if we are conscious of them, and how they influence our perceptions and decision-making.
- Self-awareness helps us keep an open mind to look past our biases and see people as the unique individuals they are.

# Dimensions of bias

- **Racism**
- **Sexism**
- **Ageism**
- **Ableism**
- **Homophobia**
- **Transphobia**
- **Classism**
- **Antisemitism**
- **Islamophobia**
- **and ...**
- **and ...**
- **and ...**

# Dimensions of bias

- **Racism**

- **Sexism**

- **Ageism**

- **Disability**

**But ...**

**and ...**

# Dimensions of bias

- Racism

- Sexism

- Ageism

- Disability

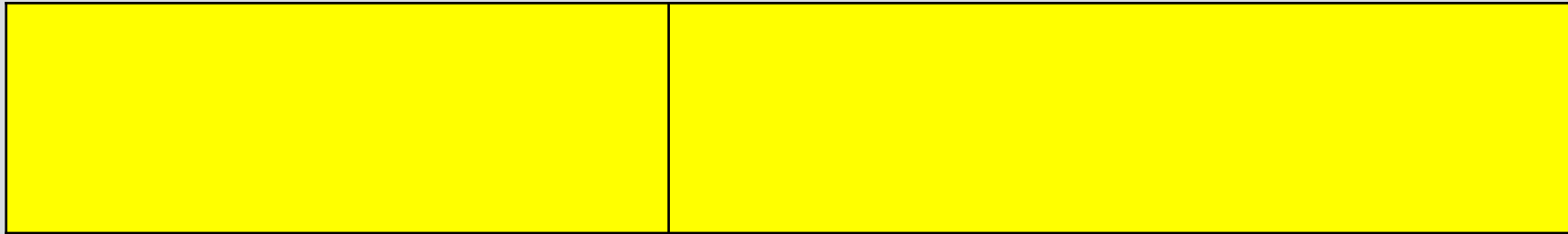
- ...

- and ...

There are dimensions of bias  
**unique to hiring**  
that go unacknowledged  
and unnamed

# Dimensions of bias in recruiting and hiring

## The biggest hiring bias



# Dimensions of bias in recruiting and hiring

## "Culture fit" biases


# Dimensions of bias in recruiting and hiring

## Presentation biases


# Dimensions of bias in recruiting and hiring

## Career path biases


# Changing how we think



I'm feeling \_\_\_\_\_ bias concerning this candidate.

Are you?

Is this a relevant concern?

- Self-awareness helps us keep an open mind to look past our biases and see people as the unique individuals they are.

# Three ways to fight bias in hiring



Change how we **think**



Change a recruiting **business practice**



Change another recruiting **business practice**

**If I am a shark,  
what is the water?**



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# Three ways to fight bias in hiring



Change how we **think**



Change how we **do digital**



Change another recruiting **business practice**



Li

**If we want to change  
hiring outcomes,  
we need to change  
how we use LinkedIn**



TM

# LinkedIn is THE essential talent sourcing tool ...

<https://www.nytimes.com/2020/10/08/business/black-linkedin.html>

The New York Times

Black LinkedIn Is Thriving. Does LinkedIn Have a Problem With That?

<https://www.thedrum.com/news/2018/08/02/linkedin-users-social-experiment-uncovers-implicit-bias-recruitment-process>

LinkedIn user's 'social experiment' uncovers implicit bias in recruitment process

LinkedIn Official Blog

Driving Equitable Outcomes: A Journey We're Taking Together

<https://blog.linkedin.com/2021/february/8/driving-equitable-outcomes-a-journey-we-re-taking-together>

LinkedIn Announces New Measures to Tackle Inherent Bias as Part of Black History Month

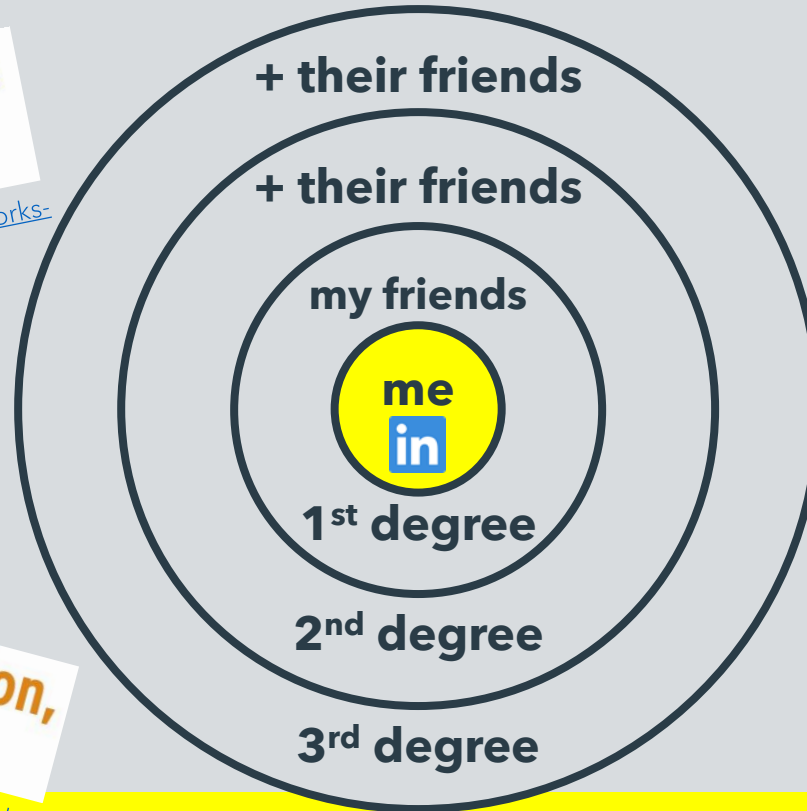
<https://www.socialmediatoday.com/news/linkedin-announces-new-measures-to-tackle-inherent-bias-as-part-of-black-hi/594729/>

## but LinkedIn has a systemic bias problem

# LinkedIn's core issue ...

**How social networks help perpetuate the 'Cycle of Segregation'**  
<https://www.washington.edu/news/2018/03/09/how-social-networks-help-perpetuate-the-cycle-of-segregation/>

**To Better Understand Segregation, Look at Social Networks**  
<https://nextcity.org/daily/entry/to-better-understand-segregation-look-at-social-networks>



**How social media data can give us a fresh take on segregation**  
<https://www.urban.org/urban-wire/how-social-media-data-can-give-us-fresh-take-segregation>

**Inequality is rising where social network segregation interacts with urban topology**  
Social networks amplify inequalities by fundamental mechanisms of social tie formation such as homophily and triadic closure.  
<https://www.nature.com/articles/s41467-021-21465-0>

systemically segregated networks

# Default

## LinkedIn search results:

Simple search for  
"Chief Executive Officer"  
1<sup>st</sup> page of 25 results

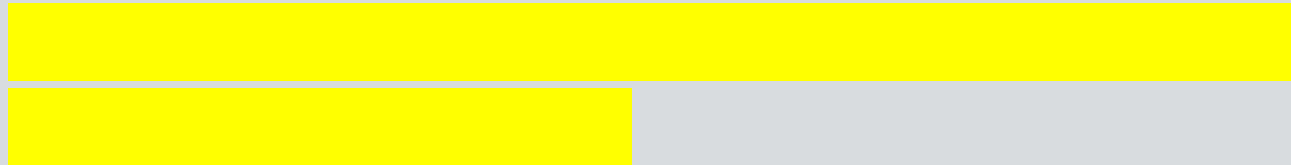
**84% male**  
**88% white**

# How to fight biased digital design

1.



2.



3.



# How to fight biased digital design

In LinkedIn: write custom filters to change LinkedIn search results

## Default

**LinkedIn** search results:

Simple search for  
"Chief Executive Officer"  
1<sup>st</sup> page of 25 results

**84% male**  
**88% white**



**LinkedIn** search results:

**pg** custom search for  
"Chief Executive Officer"  
1<sup>st</sup> page of 25 results

**0% male**  
**0% white**

# Three ways to fight bias in hiring



Change how we **think**



Change how we **do digital**



Change another recruiting **business practice**

# My homebuying story about working with a realtor



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# My ~~homebuying~~ story about working with a ~~realtor~~

job search

recruiter



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# Three ways to fight bias in hiring



Change how we **think**



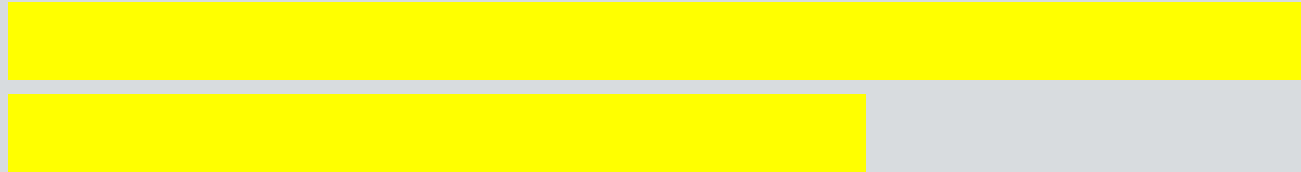
Change how we **do digital**



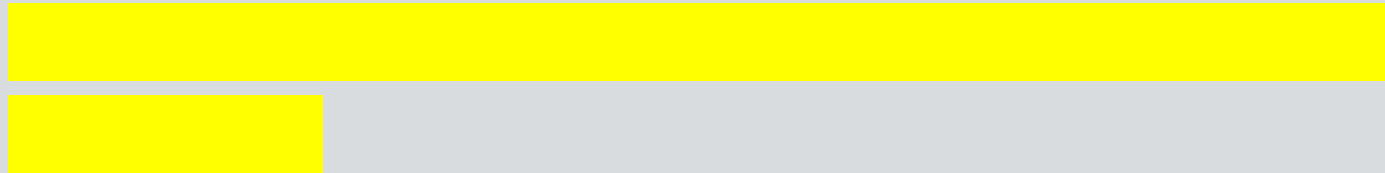
Change how we **pay**

# How to get rid of cost-of-hire bias

1.



2.



3.



# Questions and discussion



A photograph of a window covered in numerous water droplets. In the background, a faint rainbow is visible against a grey sky, with green foliage and a building partially seen through the glass.

thank you