

## Addressing Implicit Bias in Hiring

### Case Study #1

Five candidates were interviewed for the presidency. All were asked the following question, *In your experience, what is the key to developing a good team? (Look for how they build mutual trust, respect, and cooperation.)*

Search Committee Discussion: Terri's candidacy.

All candidates seemed to have solid experiences and accomplishments they described in answering this question. Amy, a more senior leader on the committee, shared the following, "I just found it hard to believe Terri's answers to the question." *"She was fairly quiet and low-energy. I don't know if she's confident enough." "I have a hard time imagining that she would be commanding enough. Did she feel like a 'leader' to you?"*

David, a member of the board on the committee, stated, "Terri gave the most detailed examples when answering the question, but they were touchy-feely in nature." Stella, another committee member, commented, "Terri was very successful in her last leadership role, particularly in this area. Also, she disclosed that she is at the neutral site interview stage with one of our next-level peer institutions. If they are about to move her forward, we probably should too."

Is there any unconscious bias you might want to call out for consideration in this discussion?

How might this impact the organization?