



Learning Activity: Case Scenario

Instructions: Your Facilitator will label your groups 1 – 5) and your group will discuss the correspondingly numbered scenario.

Task: Read the following scenarios. In your groups, answer the questions that follow. Select a Reporter to share your Answers

You have 10 minutes to do this

Reminder!

4 Step Strategy to Interrupt Unconscious Bias

1. Recognize and Resolve
2. Define your Plan
3. Evaluate and Educate
4. Communicate and Celebrate

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Jessica (Scenario 1 – Group 1)

Jessica, 27, is a project engineer at a consulting firm with 5 years experience and has just completed a great year.

Her three main projects were delivered on time, under budget and she received stellar feedback from clients.

During her annual performance review, her boss (Dan) started by sharing feedback from her team members claiming her approach and tone is 'aggressive' and 'cold.'



Discuss:

1. Identify two ways in which unconscious bias is presenting itself in this scenario.
2. What changes could be made to the performance review process to lessen the impact of unconscious bias?

Brandon (Scenario 2 – Group 2)

Brandon, 35, is a research scientist who leads his own team.

Recently, he was passed over for the chair of a high-profile industry committee.

He heard informally from selection committee members that he was overlooked because he “leaves the lab every day at 4:30pm to pick up his kids”.

Members of the selection committee were concerned Brandon did not 'have what it takes' to be the committee lead.

Discuss:

1. What Unconscious Bias is playing a role here?
2. How might the feedback given to Brandon affect his self-perception and self-confidence?
3. What could Brandon do to address the feedback?



Layla (Scenario 3 – Group 3)

Layla, 22, is a second-year technology student hired as one of ten summer interns at a pharmaceutical manufacturing plant. She is the only woman in her intern group.

During orientation, Layla overhears two of the other interns speculating whether she is the daughter or girlfriend of the boss.

She overhears other interns wondering how long Layla will last, given that she is obviously a 'diversity hire.*

Discuss:

1. How is unconscious bias playing a role in the perception the other interns have of Layla?
2. How might it affect Layla?
3. What steps could the interns' employer could take to prevent and address such incidents?

*Diversity hire is a term used to describe someone who has been hired because of their gender or identity and *not* because he/she has earned the job based on their own merit. It is usually meant in an insulting or derogatory way.



Amy (Scenario 4 – Group 4)

Amy, 25, interviewed for job manufacturing engineer. She felt she was performing well in the interview and was surprised when the Engineering Manager said “I am not sure why you want to work here.”

Amy re-stated her qualifications and desire. Gerry did not offered the position. However, she was offered (and took) another position within the company. 4 months later, Gerry recruited her to the original position!

Gerry’s manager observed this process and decided to address it with him.



Discuss:

1. As his manager, how would you interpret Gerry’s comment to Amy and that he did not hire her for the first job?
2. What Unconscious Bias could Gerry's actions be reflecting?

Aerospace (Scenario 5 – Group 5)

An aerospace company hires 12 engineering summer students annually. They were consistently hiring all male students and wondered how they could do better. Hardly any female students were applying, so what could they do?

They made their job posting language more inclusive and sent a female engineering manager to recruitment fairs to talk to applicants.

That year the company received 7 applications from female students and hired 5, using the same criteria as past years, putting them above industry average for gender balance.



Discuss:

1. What did the aerospace company do well when it comes to overcoming unconscious bias?
2. What else could they do?

Consider the 4 strategies to overcoming unconscious bias you learned.