

Hidden Figures in Local Government Leadership

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Overview

- What are Hidden Figures?
- Why Care About Hidden Figures in Local Government
- Gender Biases in Workplace Processes
- Overcoming Your Own Gender Biases
- Overcoming Gender Biases in Hiring
- Overcoming Gender Biases in the Workplace
- Exercise

Hidden Figures: The Movie



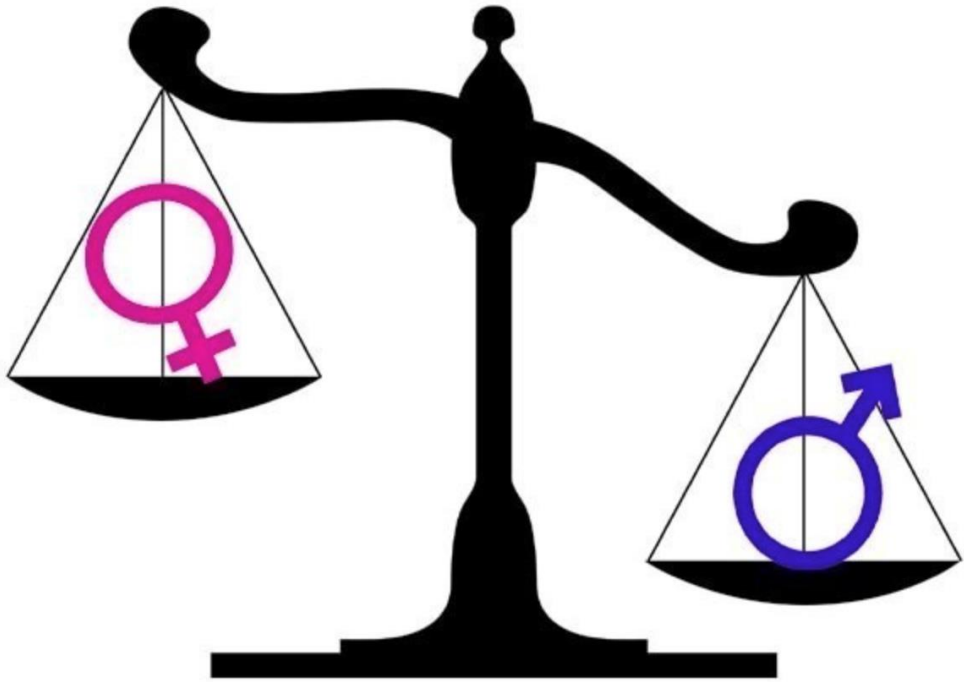
- Dorothy Vaughan, Katherine G. Johnson, and Mary Jackson
- Advanced the state of computing and space travel for the National Aeronautics and Space Administration in the 1950s
- Both women and African American
- How much quicker could the U.S. have gone into space if NASA's true talent pool was identified?

Why Care About Hidden Figures in Local Government

- Maximizing the talent pool
- More diverse and inclusive (D&A) workplaces
- D&A create more representative bureaucracies
 - Citizens perceive greater legitimacy
 - In some cases, citizens more cooperative
- D&A can lead to better decision-making



What Causes Hidden Figures in Local Government?



- Gender biases in workplace
 - Not only for women
- Racial biases

Gender Bias in Workplace Processes: The Evidence

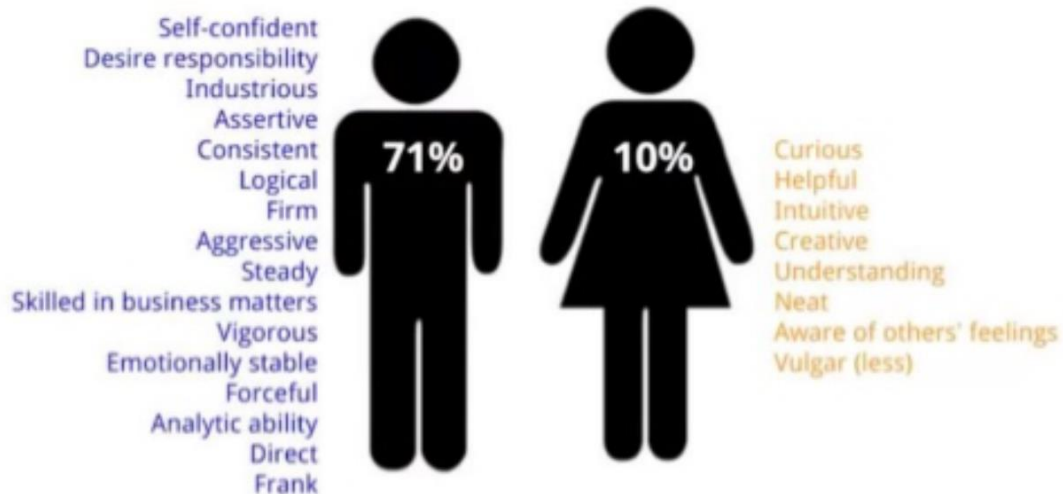
- Women as a group (and men of color) are paid less than white men in the public sector
- Successful women perceived as less likable than men, evaluated more harshly
- Women are evaluated in more personal terms in performance evaluations than men



Gender Bias in Workplace Processes: The Evidence

Words attributed to Men and Women

What makes a good manager?



- Women are judged more negatively than men for the same behaviors
- The more subjective evaluation processes are, the more gender bias

Dr. Bian Welle. Director of People Analytics, Google:
www.gv.com/lib/unconscious-bias-at-work

Overcoming Your Own Gender Biases

- Take the [Harvard Implicit Association](#) test for gender and race
- Display successful images of people of color and women in your work area
- Reflect on your own actions
- Seek out regular feedback on your own behaviors and actions from trusted yet objective colleagues
- Mentor and sponsor people who are not like you



Overcoming Gender Bias in Hiring



- Before evaluating job candidates traditionally held by men, **imagine** in detail **an effective female employee**
- Remove names from resumes (blind audition)
- Evaluate candidates using a small group rather than individually
- Gather specific information about job applications to prevent group stereotypes from leading to potentially inaccurate assumptions
- Establish clearly defined, measurable interview criteria against which all candidates will be evaluated.

Overcoming Gender Bias in Workplace

- Talk about gender stereotypes and their accuracy
- Analyze your HR data to see if there are gender biases in performance evaluation scores
- Help organizational outsiders



Exercise



- Small groups, choose reporter and recorder
- How does gender bias show up in tax offices?
- What can you do it about this in your workplace?

Some Resources

- [Making Dumb Groups Smarter](#)
- [Heidi vs. Howard Experiment](#)
- [Blind Orchestra Audition](#)
- [Same Behavior, Different Consequences](#)

Questions?

- Email ldd@unc.edu
- Check out engage.web.unc.edu