

CURBING CONFIRMATION BIAS

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Thank you again for joining us today for *Curbing Confirmation Bias*. I would like to introduce our presenter Linda Bianchi. Linda Bianchi, a licensed clinical social worker, has spent most of her Health and Human Services career working for Federal Occupational Health. Formerly a counselor, she is now the education manager and an account executive for the EAP and WorkLife programs. Linda loves to teach and is delighted to be today's speaker, and she's asked her cat to refrain from interrupting her for the next hour. Linda I will turn it over to you.

Thank you Jessica. Welcome everyone, I am very happy to be here. Here we go. Let's go to some objectives. Okay, I can do this. I know how to do this here we go. Okay. So we are going to talk about obviously what confirmation bias means. I will look at the research and some examples. Then a lot of the focus will be on its relevance for U.S. supervisors. And what tips you might want to take under your wing if you want to challenge your own confirmation bias is. I also wanted to say that along the way I will be asking you to conjure some examples from your own experience. Don't worry, no sharing is involved. All answers are anonymous. Let's get on with it. Let's look first at what a cognitive bias is. A cognitive bias works with how you think about things. Most of that thinking is on in unconscious level. It influences judgment and decision-making and is pervasive of individuals and individual institutions. Our brain is actually built for these biases. One example in the workplace is directly relevant to the workplace. It is called the halo effect. It goes like this. If an individual is perceived to have positive politics, optimistic attitudes, a can-do attitude, they may also have an attractive appearance for example. It is more likely that those qualities will influence the perception that this individual is better suited for leadership or deserves a higher performance review. Another example of a cognitive bias is our negativity bias which relates to the fact that our brains are hardwired to look for the negative in a situation. We do this as a way to protect ourselves from potential danger. It makes sense from an evolutionary perspective. It allows us to run from that saber tooth tiger. And it can still help us scan for potential risks in our environment. It is not always so helpful to us. Consider an apartment -- consider a performance evaluation where your supervisor gives you highly positive feedback across the board. Then they mention just one area where you need to improve. For some of you, what do you think about when you leave the room? To and if you get stuck on that one negative comment and ignore all the positive? The negativity bias can really take away the good and really savor that positive. Automatic thinking and perception includes independence of our rational thought to lead the way to a cognitive bias. I think I went the wrong way. Here we go. Sorry about that. Confirmation bias. The tendency to seek and use information that reinforces our beliefs and avoid that which contradicts our personal views. If I would ask you how you make decisions, I'm sure you would say that it is based on rational thought. The truth is however, we are often not aware how those decisions and solutions are based on our own past experience

and the way that affects our decision-making. When we believe something we look for informational proof that what we believe is right. That means ignoring information that may lead to a different conclusion, or looking only for information that will back us up. Then we circumvent a more objective assessment. Again it is more important to remember that this is part of an unconscious process. You'll hear me say that several times. Remember that the decisions are made that may be relying on outside our bias assumptions. It manifests all aspects of life. Today we will focus primarily on the connection to being a leader. When we make snap decisions we have equally quick dismissed information that may run contrary to our beliefs. This may take place on a large scale. Politics is an example dare I say. We may feel so strongly about our opinion is that we end up ignoring anything that contradicts those beliefs. We may stick to new sources that support our beliefs. We may associate only with those who don't challenge our beliefs. If we are faced with ideas that are different than what we think, we are likely to discard them without examination because they will not support what we believe. Over time what may be biased making appears not as a conscious thought process, as a reflex. This will also take place on a smaller scale. The unsighted thesis on I am not going to say why because he always says something I don't agree with. As a result we run the risk of missing out on a different opinion or an idea. Again that judgment takes place in a split second it is automatic. We don't take the time to question if it bias takes part of that. There are all kinds of reasons for confirmation bias. In addition to being quicker that is just more comfortable to stick to what we know. We also tend to remember that which supports our beliefs. It is more efficient in saving us time and decision-making. Our brain favors keeping it simple and added to that is the fact that we like to be right about things. The brain being right is perceived as pleasure in being wrong is painful. Avoiding pain is a powerful motivator for sticking to what we believe. Remember the story, the fable actually about the boy who cried Wolf? He would yell Wolf and the townspeople would come out to defend their flock from the animal. There was no wealth after the boy did this a few times, the people saw his cries of false alarm and that belief kept being confirmed. There was no wealth there to eat the sheep. In the brain's world it made perfect sense to believe in the pattern. When the boy cries wolf, though Wolf is a false alarm. The townspeople do not have to keep making the decision of whether or not it was true or not. It felt a lot better to not respond rather than come running only to find out that they were tricked. In context, confirmation bias makes sense and can make life simpler. That set for the story there is a negative outcome because the one time crying wolf was not a false alarm nobody came and it resulted on the flock of sheep being eaten by that will. Granted this is a fable, but the point is and in fact it has a lot to do with honesty. It also can show that development of confirmation bias is understandable. It can work for us, until it doesn't. Let me turn this briefly to some research. This is by no means a complete list. There are three resources here listed on the slide for understanding confirmation bias and cognitive bias in general. These are all noted in your resource handout did so you don't have to take notes on this if you're that type of person who loves to take most notes. Breaking bias includes cognitive biases in general. Training does not always decrease biases. So the author proposed a model that seeks to mitigate them. Just cognitive biases in general. A psychiatrist wrote an excellent article about confirmation bias. It is a little dense. But the section on how confirmation bias operates in the real world is fascinating. Uses examples with politics. In government policy, and medicine, and judicial reasoning, and even in science. Common in psychiatrists has been instrumental in exploring cognitive biases

before he died. He worked at his collaborator and they also studied confirmation bias. They also won the Nobel Prize for economics in 2002. More recently he is the author of thinking fast and slow. This talks about how we can develop a capacity for slow thinking. This is done as a way to outwit many cognitive biases which happen as a result of fast thinking. We will get an example later. Now remember, I told you I would keep reminding you that this is unconscious. It happens outside of our awareness. I am as well have the experience of believing that we are on the right side of an issue. Whether it is a social issue or a parenting style. Or a conception about how others should dress. I still have my grandmother's words in my head. On how I should address which I never did. To that end. We will seek the source of support for our opinions. Whether it is a news channel as a mentioned before or one of those books about parenting we might seek to associate only with people who share our views and avoid those who would challenge. An article in 2013 talked about one of the annual investment meetings where he invited someone to attend to did not buy in his side of the vestments. So he invited a challenge. Deliberately inviting a critique to what we believe is a hard thing to do. Consider brand loyalty. Say a brand that you like develops a new product. Perhaps you are more likely to try to because that brand name has been good for you. Or to you. Remember that halo effect we talked about? It is good in one area. Could it be worth exploring in this other area? Or perhaps it is just easier to stick with a familiar brand. Rather than take the chance of trying something different. Suppose you usually stick with a certain brand but you notice that a different brand has that same item and it is a lot cheaper. You might be attracted to the fact that it is cheaper. We may wonder if it is as good as we used to. The same could go for the cheaper of a different brand. Is it confirmation bias when we do not like it and say I knew I should have stuck with my old friend? Or if we stay with our familiar brand without trying a new brand. I will likely to use the product and think automatically I am so glad I stayed with what I know? This may sound like a silly example. It illustrates how our brain works when making decisions. And how confirmation bias the influence happens on our choices and our reactions to those choices. Perhaps you can think of your own examples for these points. In relationships perhaps are outside of the workplace. Assuming that we know others will say to us. I know I've experienced this with my daughter while she was growing up. Here is a typical situation back then. I want to tell her something that I expect would result in a defensive space. So I give myself up for her challenges. Ready for what may come next. I am consciously expecting my bias will be reinforced. I am totally focused on all those other times that she got defensive or pushed back against me. Admittedly that is part of a parent-child relationship. The times when she reacts non-defensively. Take me back. If I really listen to her, it is a moment for I am glad to be wrong. But it is so unexpected because of my expectations stemming from my confirmation bias. In fact, before any interaction. All I can think about was her being defense of the last time. I didn't even call to mind those moments. And she accepted what I said. The work for me then is to not be consumed by looking only for the behaviors and responses that will support my confirmation bias. Let's look at how confirmation bias may infuse a hiring decision at work with course sets and objective criteria in which to base our selection. At the same time. If we take a look under the surface. We may discover other factors that may have had an impact. Even in designing those so-called objective questions. Consider a hiring choice that you made. Is there any part of that decision that involved your sense that this person would think like mindedly? Do those who tend to be hired mirror you and the team most closely? Do you neglect choosing someone who is qualified that brings a different perspective? In fact do the

job qualifications actually illustrate a confirmation bias? The criteria that you set and the questions you ask Lee to search for someone who is most like you in the team. Do you have anyone who could play devils advocate with the decision of an applicant? I am not trying to indict your decision-making process in terms of you should and should not have done this. What I am trying to say is these are just ways to examine the process. You may end up with a choice of someone you hire to you instantly have felt was right. But you also have your data and insight to back it up. Speaking of instinct. Some people say that they rely on instinct and end up making decisions just based on their instinct or intuition. Sometimes instinct or intuition comes from what feels right. Often times that is what they come from. What fits for us. They disregard other factors and we disregard other factors. Not discounting impact of intuition. Many people have honed the ability to inject into decision-making. What I am suggesting is that we take that intuition and submit it to rigorous examination to make sure you're not just taking the path of least resistance and indulging our own biases. As for decision-making, science helps us analyze data. Then make a decision based on what the data tells us. But we know that sometimes a belief can be looking for data that supports that belief. Leaders are susceptible to this like everyone else. Along the same lines that leaders may seek advice or opinions only from people who agree with them. By being selective with data input a leader can shutdown viable ideas and opinions that may contribute to better, more thought-out decision-making that minimizes the leaders confirmation bias. Over time leaders who stick to their biases or continue to be unaware of them or certain ones at least co-create a rigid, closed system. Employees become yes-men or yes women and they stay in line with the leader. They then seemingly have the support that they sought. Centers could either be weeded out or science. Validating the leaders belief system or way of operating. Because of the nature of change, that status quo will likely become unsustainable. It may result in an increase of employee departures and overall low morale. Employees see their own and their colleagues opinions being silenced or devalued. That was a mouthful. Just on this slide. Here I would like you to consider something personal. Again you don't have to share. Consider a time in your career when you had a supervisor whom you found difficult to work with. So perhaps someone who saw you is different. Perhaps not the best team player for that team. Was an event due to the fact that the supervisor required leaders to their beliefs or expected employees to fall in line and rewarded only those who did so? If so, what impact did that have on you? Did you go along to get along? Did you start looking for another position? How was the morale amongst your colleagues? We have likely all have the expense of being part of a work group I could see the managers biases a lot clearer than the manager could. Employees often have helpful information that could cut three managers confirmation bias and we will talk a little bit more about that later. So taking into account what confirmation bias is, and how it may have been affected by one of our managers confirmation biases. Let's move towards looking at how it might apply to us. It is time for some self inquiry. I want to underline that again and you can probably do the course with. Confirmation bias is an unconscious process. It is important to be compassionate with yourself. If it is outside of our awareness we cannot make any changes until we identify a bias and ask ourselves how it is affecting us and those around us. If we start to recognize where our bias is, we do not generally like to acknowledge where we have made mistakes. Even if we do we may not know how to change our approach. So let's walk through an example. I am going to take a sip of water here. Bring to mind an employee whose behavior you find challenging. Don't think too hard. Just conjure that first or

second employee that comes to mind. What specific behavior bothers you? Maybe he rambles off-topic, maybe he is aggressive, maybe she seems to sabotage you or your team's efforts. Just have somebody in mind. Now how do you generally react? Do you tune them out? Do you experience tension in your body? Do you feel frustrated, defeated, angry, given the emotion of your choice? Do you strategize your response while you are talking? I refer to fast thinking versus slow thinking. What we did just now is an example of fast thinking. In this case I am assuming we can immediately recall the challenges we had with a particular employee. We can give examples of the problematic behavior. We can identify how we respond quickly in the moment. We can justify the action that this person always rambles and I do not have the time to stop and listen. Maybe this fast thinking is evidence of a confirmation bias. Assuming that person is always going to behave in a certain way. And looking for proof to validate that release. So, take a breath or two. We have got our tittle as we move into more slow thinking. And consider that this individual, has he ever surprised you? Has he ever done something that contradicted what you expected? Has the rambler ever been clear? Has the person ever been relaxed or agreeable? Has the amateur ever shown evidence of supporting a team effort? Have they ever done something that contradicted what you expected? That is the question. We have about 45 seconds. Has this individual ever done something that contradicted what you expected? Yes, no, maybe? I'm going to be quiet. You have a moment to think. So for those of you who answered quickly, we still just got about 10 or 15 seconds and we will close this and then we will be able to see the results. Here we go. Has that individual ever done something that contradicted what you expected? Here are the results. Yes, 71 % of you said yes. I'm very impressed. As you think more about this individual, and taking these into account these results into account. Might there be other possible explanations? So 71 % of you could see that this individual has done something. When you think about them, might there be other possible explanations for that individual's behavior? Maybe that rambler gets tongue-tied, maybe that person has a hard time speaking up. Could that seemingly aggressive behavior be all related to passion about a topic? Does the summer tour feel disrespected in some way and is lashing out to make a point. The question here is whether that behavior could be interpreted differently. So here we have another pole again. You may not know the motivation, you may not know the explanation. But might there be other possible explanations or interpretations for this individual's behavior? I will be quiet. Parenthetically if you have already filled this out and you got some extra seconds we have got about 13 seconds now. Take a moment to breathe, be slow like that turtle. Although I am not sure how turtles breathe. Here we go. We are going to see our results. Might there be? 82 % of people who answered consider that there may be another explanation. These two questions invite more thought. If we stop and consider something that person has done that contradicts our expectations, or if we find a way to interpret their behavior differently, we have taken a step towards changing our perception and possibly challenging a confirmation bias. Maybe we investigate further and we find out that the rambler expresses him or herself through writing. Maybe the aggression and an employee can be recast as passion and an individual can become an advocate for a mission. Perhaps the saboteur has been on the team for years and seeing others, and who do not respect the institutional history has led them to be a disruptor. Taking the time to listen to that person's concerns may be devaluing their experience. Finding a way for them to show that constructively with the team. Overall, examining her expectations, slowing down, and listening to different interpretations start an investigative process around

your own biases that may ultimately lead to better relationships between you and your employees. So challenging your biases take commitment. In the moment we are often quick to respond as we always have good but when we take time to review our actions and look for contradictions or different interpretations and others behaviors, that so-called slow thinking process may lead us to more productive behaviors. So being open and willing to make any behavioral change is no picnic. However, by considering these questions, you may become more able to identify instances where your confirmation bias emerges. It is relatively easy to learn about the existence of confirmation bias. You're getting that today. An actual changing behavior is much more difficult. The answer to these questions are yes, then your readiness outlook is good. It will take effort and practice just as any change does. It requires self-awareness and being ruthlessly honest with yourself. So let's talk about that. Then we will review some tips for making changes. This may also be a process you can use for making other types of changes. It all starts with self-awareness. Self-awareness is the foundation for a lot of things. It only goes so far but it is a prerequisite for making a behavioral change. First, self-awareness can be honed just by using your observer self that pays attention to what you are doing in the moment. Like the part of me right now that is being conscious of that I pass the slide. You may have to think about past situations where you observe yourself in the moment. So consider times that you responded automatically with no. Just ask yourself why that may have been the right answer. And why it may possibly be a reaction that is coming from a confirmation bias. For example, do you say yes when an employee you can always rely on asks for relief at the last minute and do you immediately say no when an employee that isn't as responsible asks for the same thing? I'm not saying that response is always confirmation bias. Bringing an awareness to what may be automatic behavior and checking in with yourself. As you think about past example of automatic behavior, you can think about slowing down the process in the moment. Using your observer self to assess your motivations as you shift from automatic to more intentional behaviors. The answer may be the same that yes or no may be warranted, but the reason he will be more conscious. Also begin to notice how you may be quick to accept information that falls in line with your beliefs and quick to reject information that contradicts your beliefs. This is all human, we all do this. Much of this sounds like I am not asking you here to stop and agonize every situation. The point is to begin aware of the times that you do this. So that you can begin to take the opportunity to more consciously choose how you want to react. Sometimes the language we use. If you find yourself using all or nothing statements like this happens every time or he never gets it right or just always undependable. Or like yes but beware. If you find yourself thinking and never and always you'll cut off any possibility finding evidence that runs contrary to your belief even if it is there. Talk to someone you trust with your reactions and potential biases. People generally see what they look for and hear what they listen for. As you develop your awareness of how you handle situations in the past you can begin to practice more awareness than your behavior. At work even in your personal life you will be able to observe yourself responding to other people. Having recognized some patterns to yourself down and take time before responding in those slippery situations. So let's look at an example outside of the workplace to illustrate the process of coming to recognize a confirmation bias. There are times we all have to call customer service with an issue for a product like a phone or computer. Speaking personally we happen to drag, dread those calls. It is happened often enough that this expectation has been confirmed over the years. If the opposite happens and my call was handled immediately

with one person and the problem was resolved, I am happy, grateful, and also tend to write it off as a fluke. You see the beginnings of a confirmation bias. Let's take this further. There are times when I am connected to a customer service representative. Their accent is different than mine and it makes me harder for them to understand what they are saying. This has happened enough time over the years. Now when I call customer service I hope to speak to someone who does not have a different accent so I don't have to keep asking them to repeat what they said. There is the confirmation bias. I have come to believe that quote, most customer service agents whose accent is different in mind aren't helpful because I cannot understand them." That is the confirmation bias. Those are the stories that I tell myself. My mind does not stop to consider all the other times I've understood perfectly what someone said. Regardless of their accent. Four the times when an agent was not helpful even when there was no different in accent. That certainly has happened plenty of times. But my focus led me to a different bias. I offer this as an example of how a confirmation bias can take hold, take root, and not gets challenged until I was trying to figure out a personal example of my own confirmation bias to share with you. So as you become aware of what your confirmation bias arises here are some is to assess whether and how you are challenging your confirmation bias. These questions are an extension of self-awareness and involve the ability to apply to specific situations. They also began this time to set the stage. Notice the word listen is not to of these points. Do I listen when my employees confirm a challenge by perspective? Do I spend time listening to opposing points of view? Listening is a great entrée to challenging confirmation biases. Truly listening to others perspectives without interrupting and trying to understand them is not only a gift to the other but it can also make a huge difference to prospectus. When my own beliefs are hard and listening can be one of the first things to go. Listening with an open mind is a tough thing to do. Listening well and fully can also help to address that last point regarding seeking evidence. Sorry to just disprove any of our beliefs. Earlier we discussed whether you can find an earlier interpretation for the baby you dislike on an employee. That is similar to this point. Actively seeking information about this. Is your belief and allow yourself to hear it. Try to prove yourself wrong, whether or not you stick with your original beliefs or choose to change it, you have done the rigorous work of making a thorough examination. In your decisions and actions will be based on rationality. Okay so let's try and exercise about that individual that you thought of his behavior irks you. A ploy that presented a challenge that seems to get in the way of team effectiveness. We are going to take this example further and I am inviting you to actually put yourself into the role of that employee who has just behaved in a way that you do not like. As we do this you are in the role of an employee manager and I am asking the employee about their experience with you, their manager. Close your eyes for a moment and be the employee. Consider how your supervisor reacts to your behavior. For example, when you start to speak maybe your supervisor gets a certain look on your face. It just does not respond at all. Take a moment to see your supervisor's reaction to what you say or do. Now, imagine explaining to your supervisor while you are behaving the way you are. Explain your motivation, do you just want your supervisor to listen to you? Are you anxious to contribute but do not do well with speaking? Explain your position to your supervisor. Okay make sure you have said everything that you want to say in the role of the employee. Once that is done, take a breath. Open your eyes, shift your position back in. If you really did this, actually shake it off. Shake your arms as to physically disengage from that roll in from playing that employee did now as yourself as the

supervisor once again, give some thought. Give some thought to what you have heard from the employee. What is your reaction? Here we have another question. I was able to better understand the employee's position. Again, after doing this I was able to better understand the employee's position. Not at all, somewhat, much more. I will be quiet for a few minutes as you consider this after the exercise. Okay, so just about 10 more seconds and we will see the results. Make sure your family back in your own role and you're no longer the play. Okay so somewhat. Somewhat, 69 % and much more. That is of those who responded 184 who have responded. That is fine, that is fine. When we can to stop for a moment and put ourselves in another's shoes it may help us understand or appreciate the others experience. Then we may be able to respond in a way that is more productive to the situation. Thank you for that. Along the same lines here are some questions that are actually applicable to the workplace. The have to do with breaking out of that self reinforcing bubble. So if we only listen to those to confirm our respective in the range of possibilities and making decisions is inherently limited. I asked you earlier to recall your pre-manager days let's do that again. I have you playing all kinds of roles. Your old self, your current self, your supervisor and employee. So think about that before you are a manager. Whether times are you knew what your supervisor wanted to hear? And you gave your opinion accordingly? Did you ever worked in an office for most employees knew exactly how I supervisor would react depending on who brought the information? Can you think of any supervisors you had who did not seem to be aware of your biases? Even though most of the team was aware of them? As you consider your behavior as a manager. Take a moment to think about what your employees might know about you but you may not even realize they know. Put yourself in your employees shoes and try to imagine how they would pursue you with respect to diverging opinions. If you see that they may not see you so easily or readily accepting divergent opinions, what can you do? Can you welcome the thoughts of team members who do not speak up because they do not believe you will listen? So all this may seem overwhelming. Start with just one area where you can take baby steps to go beyond what feels comfortable or certain to you. Engage your team in making a decision. Start with something small. Use an issue that affects stacks. What was your question about that issue and ask for an opinion from everyone. Then just listen and make sure you understand. Don't argue with anyone or explain why something will not work. It can be really hard to do. If some individuals do not feel comfortable speaking up in the meeting invite them in for a one-on-one conversation. Or if that seems threatening to them, ask them to send you their thoughts in writing. Let them know that you are sincere about wanting to hear what you have to say. If you need more clarity follow up with them. Take what you hear to heart. Make your decision based on all that you hear and what you are able to do and then explained that all. The intention here is the practice being truly open and welcoming and listening divergent opinions and beliefs. Afterwards make sure to reflect on what you do differently and how to play out on what you learned overall. So if we morph some of these questions into tips, here are some ideas. Seek contradictory information. The goal is not to rid yourself of biases, that is an impossible task, you will never do that. But if you slow down your reaction process, maybe you'll find points where you could override your biases. I do and some of the things that we talked about. Get input on others that you trust. Make sure that you trust them. It could be hard to hear something that they have to say. You might want to consider getting stuff and put on their perceptions of you. That may be too threatening at first. But if you could create an environment that allows for different opinions, you can phrase the question well. You may be

able to get reasonable and helpful feedback. Perhaps you make a concrete proof that you're getting progress. While it is beyond the scope today of going into mindfulness and intelligence. I just want to note that these are things that may help you as you sort of do battle. There is a fair amount of leadership training that focuses on emotional intelligence. Emotional self-control means are able to manage your focus for today which is to put yourself in another's shoes. That can help you build empathy. You have to be savvy about in both directions. The more grounded and clear you are about where you stand, the better able to work in a fair and equitable manner. It is a practice and stay more attuned to the present. It is a way of learning to concentrate in a manner that invites sharpness and focus. That can contribute to that concept of slow thinking. And also is really about training that to observe yourself to be there in the moment. There are resources on your handout about mindfulness and there are plenty of apps that you can find these days if that is something you're interested in. All right, consider these questions. As we went over all we discussed today. Sorry all I discussed today. I know it has been very one-way. Were there things you agreed with? Things you disagree with? Let's do one more. The information presented today conflicted with what I believe about bias, confirmed what I believe about bias, we will have 30 more seconds until your answers are done. Let me just start by saying there is no right or wrong answer to the question. Seriously. Either answer is a takeoff point. So, overall the information presented today is conflicted. Only 80 % confirmed. Okay, so as I said there is no right or wrong answer. If much of this conflicted with what you believed start there to challenge yourself with what you believe. Start there to challenge yourself about what you believe. We might even consider whether the on confirmation bias with the research that supported my ideas to take the topic, I found evidence, I condensed what I learned, I chose what that would be helpful to you. Of course perhaps there was some confirmation bias and what I chose to share or highlight. And what I omitted. I'm sorry I did not advance the slide for you to see that. Even when we are doing our best to counteract our own confirmation bias. It may be present and flare up without our conscious awareness. If you can accept the confirmation bias Israel. Understand why and how it works. And how it might result in poor decision-making and how it might have an impact on your relationships. You can then pay attention and use this information to challenge how your beliefs influenced certain choices. While you mitigate your own bias you might even contribute to contracting the confirmation bias. Or at least in your workgroup. We are not even going to go there right? Not today. Of course cultivating your emotional intelligence and mindfulness can support your efforts. With these tips and with practice you will develop more patience for others beliefs and increase your capacity for thoughtful decision-making which in turn will help you recognize and come back your confirmation bias. We provide private and confidential management consultations on any matter of concern to you and your role as a manager. Daniel uses the metaphor of an optical illusion. If we are just looking at something from one point of view. Then we miss other aspects and perspectives. I look again, it took someone telling me to look at the negative space on either side of the street. You will see the image of two profiles going into the trees. How can we address the fact that we see the world through our own lens? How can we show it as a way to challenge our confirmation bias is? I will see that now to you. Here is just a sampling of the resources on the handout. So I will move along and turn this back over to Jessica to talk about what you can expect next. And if there are any questions.

Yes, thank you so much. That was a wonderful presentation. Personally it was one of my favorite topics. Hopefully everyone of this meeting enjoyed it as well. The recording and transcript. A copy of the slides from today. A handout, the certificates will be emailed to you within 24 hours after the webinar and all today's content will be available to you in about two weeks. Also when you exit you can see a survey where you let us know how we did today. You can also let us know any additional feedback that you might have. We got a few minutes for some questions. Just as a reminder if you have something you would like to ask you could submit it to all panelists. We have a couple of questions here. What do you do when you try to find the positives for the employee but no matter what you do the person disappoints and doesn't change. It will not be the right fit for your team no matter how adept you get at identifying or recognizing their own biases. I would submit that the point here is just to become more aware and challenge yourself about your beliefs. And then act from an informed perspective. That may be even more important when you're faced with those employees that in doing all this you have better accountability for what you did try to do. Whether you're dealing with some of the on information biases that is a little bit more convoluted. But basically still doing the same process. You may have to remove to an employee but you still have to do your homework. It was great, thank you. The next question says that it seems to take a lot of effort to change the confirmation bias. I am wondering how realistic it is to even try.

You're absolutely right. It takes a lot of effort. It is not something that we are going to overcome. We are never going to master our confirmation bias or any of our cognitive biases. Making an effort with this can be a way though into becoming less judgmental about others. Again, in your leadership role it will perhaps result in better morale. So yeah it is hard. But you have to decide if it is worth doing.

Thank you we have another question here. Someone said that I just realized that the stuff I struggle the most with are those who have confirmation bias is towards me. Any tips on how to handle this when it is directed towards you?

Fascinating question. I would still start with myself. Just your awareness of how you are having some confirmation bias is about you. You can then maybe directly challenge the confirmation bias. Other things that you will be able to do with your awareness about yourself and your awareness about them that can then sort of challenge them to rethink how they might perceive you? It is a great question to choose self-awareness. You might also approach it directly with people depending on the relationship with each one. And what that is like.

Great. The next question someone is asking how much of a risk do you take in challenging your confirmation bias when an employee has shown through consistent behavior that the benefit of the doubt is not likely?

I think it is important to challenge yourself. I don't think that always means that you're always going to better understand the employee for that the employee will really be able to effect a change just by recognizing and doing something about your own confirmation bias. There are at least two of them involved in this relationship. So this is not going to be again just to become

aware of it, see where you may be reacting because you're so tired of dealing with this employee. And how can you yourself get on solid ground so you know that you're presenting the best self in front of the leader you can be. And then you are still going to have to make those objective decisions that you are much more well-informed if you take to check in with yourself as well.

Great, thank you so much. We are at the top of the hour, so we are going to go ahead and end our session for today. But I want to thank Linda again for your amazing presentation. You are so wonderful. I want to thank all of you for joining us today. I hope that you have a great rest of your day. Thank you. [Event Concluded]