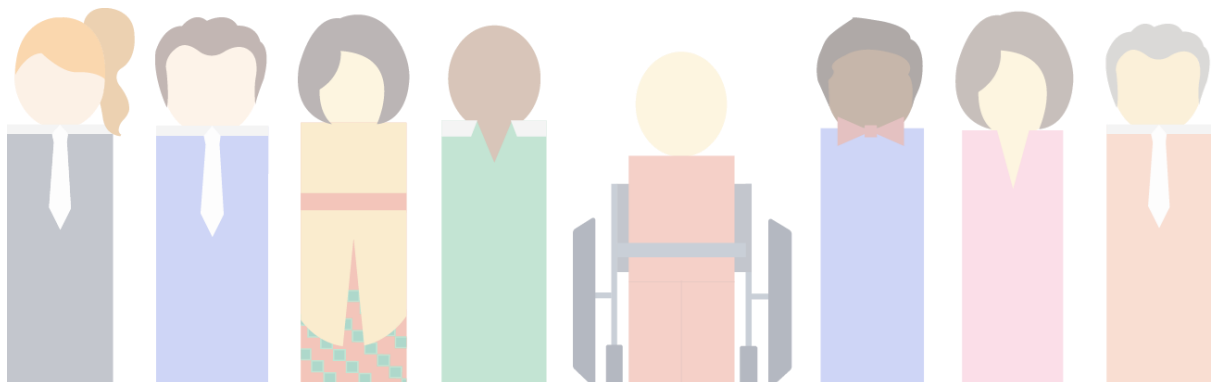




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# Unconscious Bias Handbook for New Managers



# Unconscious Bias Handbook for New Managers

As you embark on the journey of becoming a manager for the first time, it is crucial to recognise the impact of unconscious bias in the workplace. Unconscious biases are implicit attitudes or stereotypes that affect our judgment and decision-making processes without us even realizing it. As a manager, it is essential to be aware of these biases to create an inclusive and equitable work environment. This guide aims to raise your awareness of unconscious bias and provide strategies for mitigating its effects.

## Understanding Unconscious Bias

### Definition

Unconscious bias refers to the stereotypes and prejudices that influence our perceptions, actions, and decisions at a subconscious level. These biases are deeply ingrained and can affect hiring practices, performance evaluations, promotions, and daily interactions.

### Types of Unconscious Bias

There are several types of unconscious biases, including but not limited to:

- **Gender Bias:** Favoring one gender over another in decision-making processes.
- **Confirmation Bias:** Seeking information that confirms our preconceived beliefs and disregarding opposing evidence.
- **Halo Effect:** Forming an overall positive impression of an individual based on one positive attribute.
- **Affinity Bias:** Preferring individuals who are similar to us in terms of background, interests, or experiences.
- **Racial Bias:** Making judgments or decisions based on an individual's race or ethnicity.

## Mitigating Unconscious Bias

### Self-Awareness

Start by recognising your own biases. Reflect on your experiences and beliefs that may influence your perceptions. Engage in introspection and seek feedback from colleagues to uncover potential blind spots.



## Education and Training

Attend workshops, seminars, or diversity and inclusion training programs to enhance your understanding of unconscious bias. Educate yourself on different cultures, identities, and perspectives to broaden your worldview.



## Objective Decision-Making

When making decisions, be mindful of potential biases. Pause and reflect on whether your judgments are influenced by stereotypes or assumptions. Challenge your initial thoughts and consider alternative perspectives.

## Structured Hiring Practices

Implement structured interview processes that focus on skills, qualifications, and experience rather than personal characteristics. Use diverse interview panels and standardised criteria to evaluate candidates objectively.

## Inclusive Team Culture

Foster an inclusive environment where everyone feels valued and respected. Encourage open communication, active listening, and the sharing of diverse viewpoints. Create opportunities for collaboration and team building.



## Diverse Talent Acquisition

Broaden your talent pool by actively seeking candidates from diverse backgrounds. Utilise job boards, networking events, and partnerships with organisations that promote diversity and inclusion.

## Transparent Performance Evaluation

Establish clear performance criteria and provide specific feedback based on objective measures. Avoid making assumptions or relying on subjective judgments. Regularly assess and adjust evaluation processes to ensure fairness.

## Addressing Biases in Meetings

Encourage balanced participation in meetings by giving everyone an opportunity to contribute. Actively seek input from individuals who may be more reserved or have differing viewpoints. Be aware of dominant voices and interruptive behavior.



## Bias-Free Language

Use inclusive language that does not reinforce stereotypes or assumptions. Be mindful of the words and phrases you use, both in written and verbal communication. Respect individuals' preferred pronouns and identities.

## Continuous Learning and Improvement

Unconscious bias is a complex issue that requires ongoing effort. Stay informed about research and best practices in addressing bias. Engage in conversations and seek feedback from your team to identify areas for improvement.



## Conclusion

Becoming aware of unconscious bias is a critical step towards building a diverse and inclusive workplace. By acknowledging and actively addressing bias, you can create an environment that fosters fairness, equal opportunities, and employee engagement. Remember, it is an ongoing journey, and with continuous effort and learning, you can make a positive impact as a new manager.



## Recommended Training for New Managers

We offer several programmes which are specifically designed for new managers:

### Fast-track New Manager Course

The graphic is a dark blue rectangular banner. At the top left is the 'Nine Dots Development' logo, which consists of a 3x3 grid of white dots. To its right, the text reads 'Nine Dots Development' in white, with the tagline 'Learn Today, Lead Tomorrow.' below it. At the top right, the phone number '+44 (0) 1332 527 905' and website 'ninedots.co.uk' are listed in white. The main title 'Fast-track New Manager Course' is prominently displayed in large white font. Below the title, it says '4-workshop Course (CMI Add-on Available)'. A short paragraph describes the course's benefits. On the right side, a light blue box contains a list of six bullet points, each with a white checkmark icon. At the bottom of the banner, there is a horizontal bar with colored segments (grey, green, orange, teal, pink, purple) and logos for 'ilm', 'CMI', 'Education & Skills Funding Agency', and 'Apprenticeships'. To the right of these logos are six stylized icons of people wearing graduation caps.

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Fast-track

# New Manager Course

4-workshop Course (CMI Add-on Available)

Gives participants the key knowledge and skills to better understand their role as a new manager, successfully deliver the role, work with others across the organisation, and ensure that their team is effective, efficient, and productive.

**This programme will help participants:**

- ✓ Understand new manager responsibilities
- ✓ Organise their time efficiently
- ✓ Prioritise, allocate and resource workload
- ✓ Set and monitor SMART objectives
- ✓ Nurture a high performing team
- ✓ And much more...

ilm CMI Education & Skills Funding Agency Apprenticeships

This course contains 4 x live virtual workshops and is delivered over 4 months:

- Workshop 1: Leadership & Management Excellence
- Workshop 2: Managing Operations
- Workshop 3: Effective Business Communication Skills
- Workshop 4: Building Effective Teams

It can also be delivered face-to-face in-company for groups of 5-12.



## Funded Level 3 Team Leader Programme

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**Funded Learning • Level 3 • CMI Accredited**

# Team Leader Programme

Take your **new** and **existing** staff from untrained or self-taught managers to confident, qualified and highly skilled leaders able to perform and progress within your organisation.

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This programme consists of 8 x blended modules and is delivered over 13+ months:

- Personal Development Planning
- Building Effective Teams
- Managing Operations
- Enhanced Business Communication Skills
- Project Management Skills
- Leading and Management Excellence
- Budgeting and Resource Management
- Data-Driven Management

## Tailored In-company Management Essentials Programme

This programme consists of 3 days of training:

- Understanding the Role of a Manager and Defining Team Focus
- Communicating Effectively to Get the Best from Your Team
- Developing and Coaching Your Team for Success

This programme is ideal for groups of 5-12 and can be tailored if there are specific topics you would like included.





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