

Further scientific research sources

Perceptual biases

The Chefsache training shows that we allow ourselves to be influenced by factors that really aren't relevant to our judgment. Here are some examples of this phenomenon:

“A warm drink in the hand makes us judge more positively.”

Williams, L. E., Bargh, J. A., 2008. Experiencing Physical Warmth Promotes Interpersonal Warmth. *Science*, 322(5901), S. 606-607.

“Unconscious head nodding while receiving an audio message increases subsequent agreement with its content.”

Brinol, P., Petty, R. E., 2003. Overt Head Movements and Persuasion: A Self-Validation Analysis. *Journal of Personality and Social Psychology*, 84(6), S. 1123-1139.

Stereotypes regarding women

Our unconscious expectations of women or “typical female” behavior often create barriers for women in the work environment. Following are several studies that examine stereotypes or biases regarding women:

“Women aren't suited for leadership positions.”

Duehr, E. E., Bono, J. E., 2006. Men, Women, and Managers: Are Stereotypes Finally Changing? *Personnel Psychology*, 59, S. 815-846.

Eagly, A. H., Karau, S. J., 2002. Role Congruity Theory of Prejudice Toward Female Leaders. *Psychological Review*, 109(3), S. 573.

Koenig, A. M., Eagly, A. H., Mitchell, A. A., Ristikari, T., 2011. Are Leader Stereotypes Masculine? A Meta-Analysis of Three Research Paradigms. *Psychological Bulletin*, 137(4), S. 616-642.

“Women shouldn't seek power.”

Okimoto, T. G., Brescoll, V. L., 2010. The Price of Power: Power Seeking and Backlash Against Female Politicians. *Personality and Social Psychology Bulletin*, 36(7), S. 923-936.

“Mothers aren't competent.”

Cuddy, A. J., Fiske, S. T., Glick, P., 2004. When Professionals Become Mothers, Warmth Doesn't Cut the Ice. *Journal of Social Issues*, 60(4), S. 701-718.

Heilman, M., Okimoto, T. G., 2008. Motherhood: A Potential Source of Bias in Employment Decisions. *Journal of Applied Psychology*, 93(1), S. 189-198.



Stereotypes about men

We also have unconscious expectations of men that could result in creating barriers for them in the workplace. Examples of this can be found in the following studies:

“Men can’t be competent in traditionally female professions.”

Heilman, M., Wallen, A., 2006. Wimpy and Undeserving of Respect: Penalties for Men’s Gender-Inconsistent Success. *Journal of Experimental Social Psychology*, 46(4), S. 664-667.

“Men shouldn’t ask for parental leave.”

Rudman, L. A., Mescher, K., 2013. Penalizing Men Who Request a Family Leave: Is Flexibility Stigma a Femininity Stigma? *Journal of Social Issues*, 69, S. 322-340.

“Male managers shouldn’t ask.”

Rosette, A. S., Mueller, J. S., Lebel, R. D., 2015. Are Male Leaders Penalized for Seeking Help? The Influence of Gender and Asking Behaviors on Competence Perceptions. *The Leadership Quarterly*, 16(5), S. 749-762.

Other interesting studies

There are still more studies regarding unconscious bias and stereotypes as well as their consequences on human behavior. Here are some further thought starters:

Gender roles are already relevant in early childhood.

Mondschein, E. R., Adolph, K. E., Tamis-LeMonda, C. S., 2000. Gender Bias in Mothers’ Expectations About Infant Crawling. *Journal of Experimental Child Psychology*, 77, S. 304-316.

Awareness of stereotyping behavior can reinforce it.

Duguid, M. M., Thomas-Hunt, M. C., 2015. Condoning Stereotyping? How Awareness of Stereotyping Prevalence Impacts Expression of Stereotypes. *Journal of Applied Psychology*, 100(2), S. 343-59.

Stereotypes about other social groups.

Ng, T. W., Feldman, D. C., 2012. Evaluating Six Common Stereotypes About Older Workers With Meta-Analytical Data. *Personnel Psychology*, 65(4), S. 821-858.

Diekmann, A. B., Hirnisey, L., 2007. The Effect of Context on the Silver Ceiling: A Role Congruity Perspective on Prejudiced Responses. *Personality and Social Psychology Bulletin*, 33(10), S. 1353-1366.



Further multimedia materials

Other formats of the implicit association test

Our unconscious associations are not limited to gender and career/family. Similar patterns exist regarding skin color, sexual orientation, and psychological condition. The following links lead to the respective tests:

- Associations with certain population groups
<https://implicit.harvard.edu/implicit/selectatest.html>
- Associations regarding psychological condition
<https://implicit.harvard.edu/implicit/user/pimh/selectastudy.html>

Training formats of other institutions

Other institutions have developed their own training formats, mostly in English thus far. Here are a few examples:

- *Managing Unconscious Bias* (Facebook):
<https://managingbias.fb.com/>
- *Unconscious Bias at Work* (Google):
<https://library.gv.com/unconscious-bias-at-work-22e698e9b2d#.4crl71cqg>
- *Unconscious Bias* (Microsoft):
<https://www.microsoft.com/en-us/diversity/training/default.aspx>
- *Decide* (NeuroLeadership Institute):
<https://neuroleadership.com/portfolio-items/preview-decide-a-scalable-learning-solution-for-breaking-unconscious-bias/>

Videos on the topic

There are also some videos available that clearly show how our unconscious assumptions accompany us in all aspects of life. Here is a small selection:

- *#LikeAGirl* (Always):
<https://www.youtube.com/watch?v=XjJQBjWYDTs>
- *#RedrawTheBalance* (InspiringTheFuture.org):
<https://www.youtube.com/watch?v=qv8VZVP5csA>
- *What if the World were different than we assumed?* (McKinsey & Company):
<https://www.youtube.com/watch?v=JFW2cfzevio>



Scientific research sources in the Chefsache training

- Cropanzo, R., Rupp, D. E., 2003. An Overview of Organizational Justice: Implications for Work Motivation. *Motivation and work behavior*, 7, S. 82-95.
- Heilman, M. E., Haynes, M. C., 2005. No Credit Where Credit Is Due: Attributional Rationalization of Women's Success in Male-Female Teams. *Journal of Applied Psychology*, 90(5), S. 905-916.
- Kahneman, D., 2011. *Schnelles Denken, Langsames Denken*. München: Siedler Verlag.
- Kanter Moss, R., 1977. *Men and Women of the Corporation*. New York: s.n.
- Martell, R., Lane, D., Emrich, C., 1996. Male-female Differences: A Computer Simulation. *American Psychologist*, 51(2), S. 157-158.
- Moss-Racusin, C. A., Dovidio, J. F., Brescoll, V. L., Graham, M. J. Handelsman, J., 2012. Science Faculty's Subtle Gender Biases Favor Male Students. *Proceedings of the National Academy of Sciences*, 109(41), S. 16474-16479.
- Nickerson, R., 1998. Confirmation Bias: A Ubiquitous Phenomenon in Many Guises. *Review of General Psychology*, 2(2), S. 175.
- Pohl, R. F., 2004. *Cognitive Illusions: A Handbook on Fallacies and Biases in Thinking, Judgement and Memory*. New York: Psychology Press.
- Project Implicit, 2011. [Online]; available at: <https://implicit.harvard.edu/implicit/>
- Tversky, A., Kahneman, D., 1991. Loss Aversion in Riskless Choice: A Reference-Dependent Model. *The Quarterly Journal of Economics*, S. 1039-1061.

