

Q. Make a precis of the following passage and also suggest a suitable title.

The first bias I observed was what we call *experience bias*, one aspect of which is overvaluing tasks that are easy to define.

This form of bias, I found, was prevalent in performance reviews at HAPI Consulting — where, because of the reorganization, many employees had been forced to put their routine work on hold. During that period, reviewers had judged employees instead on how they had chosen to refocus their energies. Men, on the whole, had chosen work that was much easier to recognize. They spent more time on highly visible external tasks, such as speaking at industry conferences and giving interviews to journalists, bloggers, and podcasters. These tasks were straightforward to review when it came to short-term measures of success. Meanwhile, women spent more time on much less visible internal tasks, such as boosting team cohesion to help get projects back on track and providing psychologically safe spaces for team members to ask questions and process elements of the reorganization that were taking place at the company. These tasks had longer timelines and were harder to evaluate in the short term.

These choices lent themselves to experience bias. It's easy to understand, for example, how somebody who has presented at a major conference (probably a man) might have immediately provided a measurable benefit to the company. In fact, men were three times more likely than women to speak at outside events. But how easy is it to measure and evaluate the work that somebody (probably a woman) has begun to do in a long-term effort to repair team dynamics or prevent deep-rooted problems that might

ultimately affect hundreds or thousands of employees? Needless to say, given the nature of experience bias, reviewers at HAPI Consulting praised the men more regularly in their performance reviews for having succeeded in their work. More specifically, men who reviewed other men assessed them 12% higher than women, on average, as compared to when women reviewed both men and other women.

With the support of leadership, I tested several interventions designed to help reviewers at the company correct this bias. While some interventions failed, two had a statistically significant chance (with a 95% confidence interval or above) of reducing biases at this company.

Title: Gender Biases among Organizations
Experience biases in organization

The author said that first bias he observed was experience bias which means overvaluing tasks that are easy to define. This type of bias was common in performance reviews at HAPI consulting. Reviewers distract employees to judge on how they refocus on their energies. Men spent time on external tasks which were easy to review like media talks and conferences.

Women spent time on internal tasks which were hard to evaluate in short term

like team management and psychologically healthy environment. Man who has presented

at conference might provide immediate benefit to company, as compared to woman

who has begun to do in long term effort that might affect the hundred or thousands

of employees. Reviewers appreciate men more regularly in their reviews. Men

reviewing men assess men who review other men assessed 12% greater than

women as compared to women who review both men and women. Author designed

two interventions, two of which had significant chance of reducing bias at

this company. (157)