

The logo for the National Venture Capital Association features a stylized 'N' composed of two overlapping, upward-curving bands. The left band is a lighter blue with a white-to-blue gradient, while the right band is a solid, darker blue.

**NATIONAL
VENTURE CAPITAL
ASSOCIATION**

Funding innovation. Empowering entrepreneurs.

Unconscious Bias at Work

ATTRACTING TALENT

Collect data on incoming candidates & founders

Make sure your website is inclusive

Actively diversify your network

Encourage diversity in referrals

Ask agencies for a diverse slate

EVALUATING TALENT

Clearly determine criteria for success, and test and adjust this over time

Codify your expertise into a process for evaluating people

Look for inconsistencies in evaluations

Avoid fixed-mindset thinking and language

SUPPORTING TALENT

Write down reasons for your decisions

Proactively increase visibility & foster belonging

Point out interruptions and attribute ideas

Watch for and call out bias

“The odds of limiting the constraints of biases rise when discussion of them is widespread.”

–Nobel Prize winner Daniel Kahneman