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If you are interested in Dr. Marks and the NTIRE team providing implicit bias training for your organization, please send an email to admin@national.training.

Notes.

- Enclosed are slides from the National Training Institute on Race and Equity's implicit bias awareness training (IB 101).

- There are slides included in this slide deck that may not have been covered in your particular training.

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The Hidden Biases of Good People: Managing and Mitigating Implicit Bias (IB 201)

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Days of our lives…

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The Week

Put the following days of the week in alphabetical order (10 seconds)

- Monday_____Friday
- Tuesday_____
- Wednesday_____
- Thursday_____
- Friday_____
- Saturday_____
- Sunday_____

- Think of a color
- Think of a tool (in a toolbox)

How did I read your mind (again)?

- Our minds like to think in categories

- For colors, red has been shown to be the default example of the "color" category

- For tools, it's a hammer

- When under time restraints, duress, or a mentally challenging task (putting the days in alpha order), we default to the typical representations of categories.

- This also applies to people. When under time restraints, duress, or trying to split attention (e.g., multi-tasking at a conscious level), we default to characteristic(s) that we associate with various groups. These characteirstics are often based on stereotypes or personal experiences.

Overview of the Day

- Quick review of implicit bias (IB)
- Discussion of homework assignments from IB 101
- Review and discussion of implicit bias in the employee life cycle
- Three step model for addressing implicit bias in organizations: assessment, awareness, taking action
- The three components of an action plan: transparency, objective standards, and accountability
- Additional recommendations of how to reduce bias at the individual level.
- The potential impact of implicit bias on performance evaluations
- The potential impact of implicit bias on team dynamics
- The potential impact of implicit bias in decision making
- Forming and running equity committees/groups within organizations

Implicit Bias Defined

Implicit Bias: Implicit bias refers to stereotypes that affect our attitudes, understanding, actions, and decisions in an unconscious manner. These biases, which encompass both favorable and unfavorable assessments, are activated involuntarily and without an individual's awareness or intentional control. Can happen at the thinking (stereotypes), feeling (prejudice), or behavioral (discrimination) levels.

The Bases of Bias

- We favor those with whom we share group membership—the ingroup. Ingroup bias is based upon various criteria
  - **Observable** via the senses: race, age, gender, weight, height, attractiveness, income, accent,
  - **Non-observable** via the senses: hometown, college, military service, fraternity/sorority, criminal record, income, common interests, name

- Once formed, these groups can take on a feel of us vs. them or "similar to me" and "different than me", which can affect perceptions, feelings, and behavior .

The Bases of Bias

- **Over-exposure**: we are all disproportionately exposed to certain groups and traits (Asian=smart), and certain groups in certain roles (U.S. President=White male) that are subconsciously recorded in memory .

Implicit Bias Findings

- We all have biases, but the impact of our biases on others depends on the roles we play in society

- Implicit bias is more prevalent than explicit bias because our minds are cognitive machines that encode and store many associations between groups and traits that we have not consciously processed
  - numbers, shapes, colors
  - In the U.S.: race, gender and age is automatic

- Implicit bias is a stronger predictor of day to day behavior than explicit bias because much of our behavior/thoughts are automatic

- The potential impact of implicit bias on behavior can be over-ridden by conscious effort

Homework Reflections

Did you…
1. talk to someone close to you about your biases?
2. look up the origin or the statue of liberty?
3. ask a police officer their criteria for giving tickets vs. warnings?
4. use the phrases "in my experience", "I believe", or "some"? Or discuss this strategy with someone else who was generalizing or stereotyping?
5. purposely not argue with someone else's personal experience?
6. ask questions to reveal the kernel or truth?
7. watch an NFL game and observe race/gender of players, coaches, owners, and announcers?

Homework Reflections (cont'd)

Did you…

8. conduct a search on "infant mortality rates by race in the U.S."?

9. watch episodes of *This is Us*?

10. take 5% of your downtime to expose yourself to difference?

11. want to know someone's race/ethnicity, gender, or age when it wasn't relevant to the situation (i.e., out of curiosity)?

12. use the phrase "How do you identify racially or ethnically?" rather than "What are you?" when asking someone about their race/ethnicity?

13. think about whether the ways you manipulate your body (coloring hair, hairpiece/wig, tanning salon, plastic surgery, Botox, etc.) is related to better health or keeping a younger look?

14. raise the equity question in the normal rhythm of life?

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How many of the people close to you that you interact with regularly are disabled (mentally or physically)?

0

1

2

3

4

5 or more
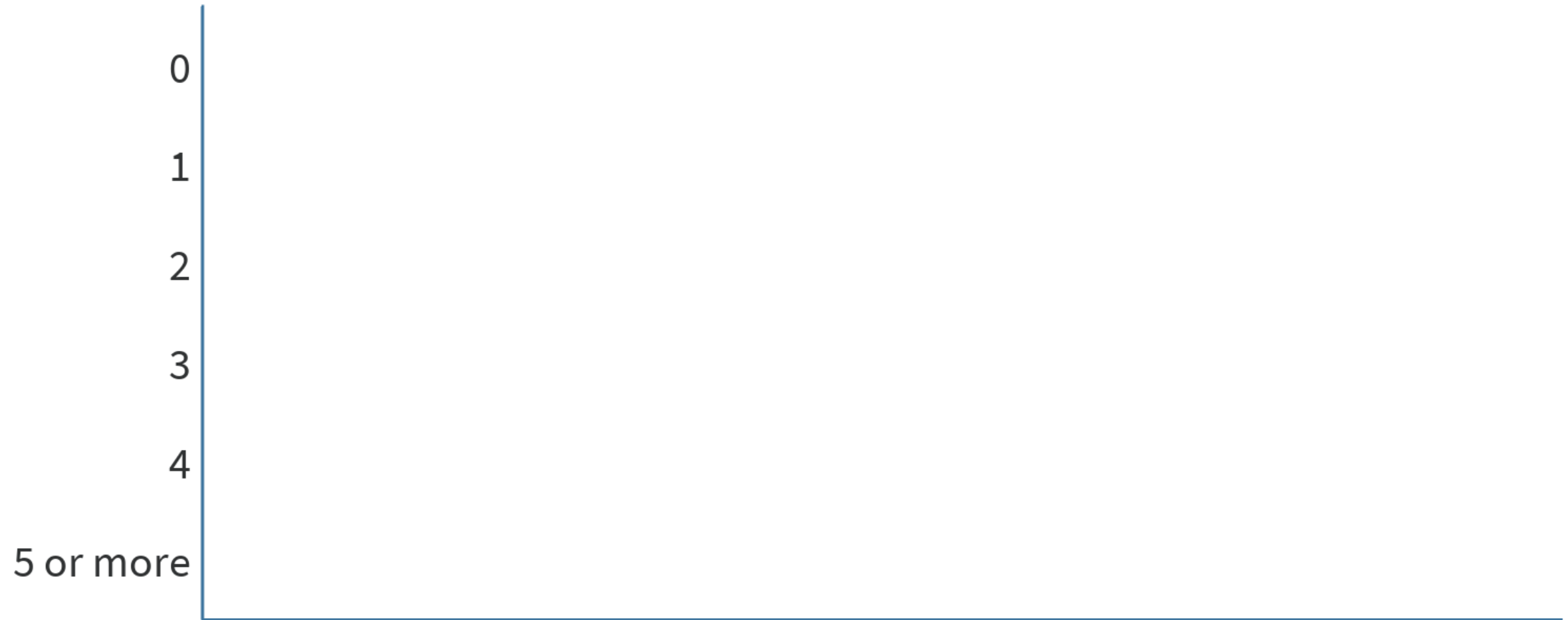
How many of the people close to you that you interact with regularly are obese?

0

1

2

3

4

5 or more
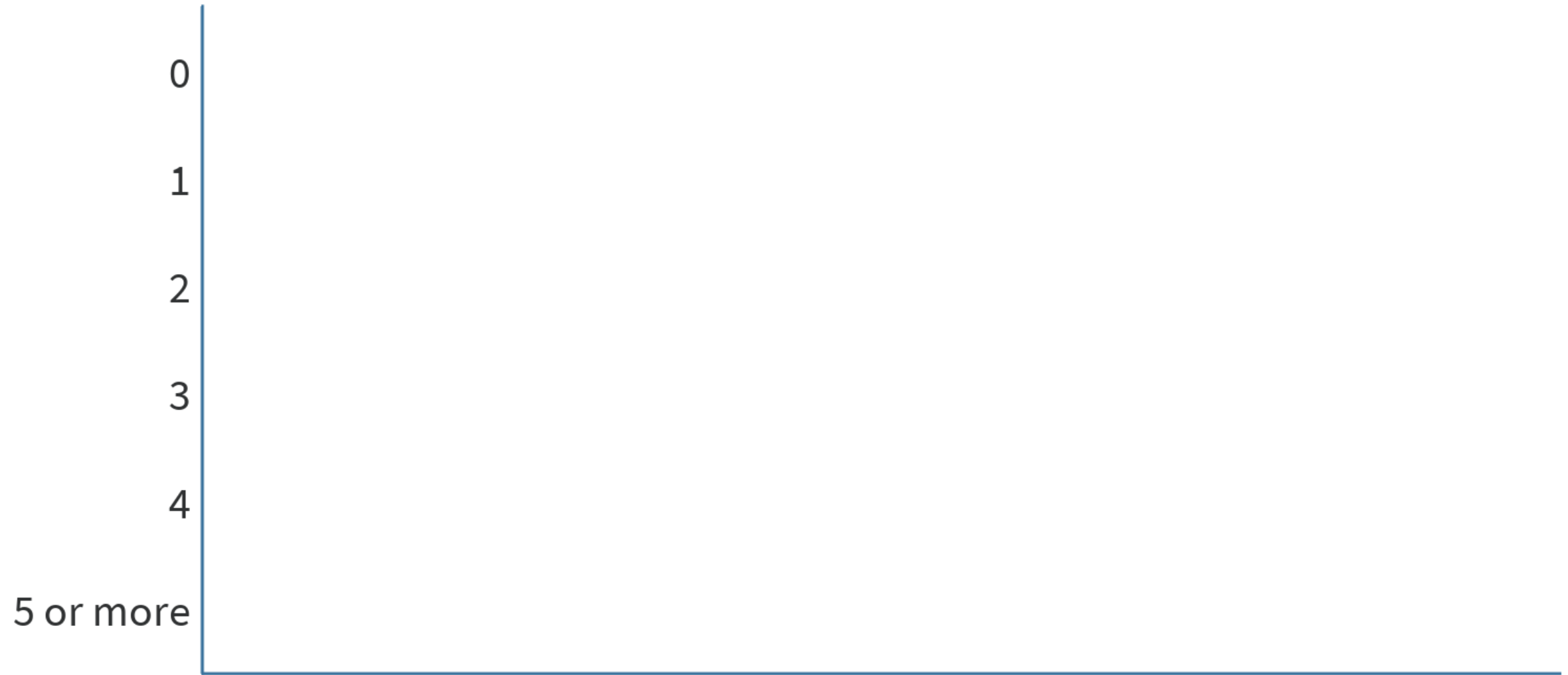
My friends that I interact with on a regular basis include people who are:

African traditional

Atheist or agnostic

Buddhist

Christian

Hindu

Jewish

Muslim

Other religion

But where are your people from?

What one word would you use to describe yourself?

Implicit Bias in the Workplace

The Employee Life Cycle

1. *Hiring*
2. *Talent/Skill Development*
3. *Promotion*
4. *Exit*

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Bases for Bias Mitigation Strategies

Bias Mitigating Strategies Based On:

1. Removing the Basis of Bias ("Blinding Oneself")
   – Removing bias cue (e.g., HR remove names from resume before giving it to hiring mgr)
   – Avoiding bias cue (e.g., doctor attempts to diagnose and design treatment plan based on test results before speaking directly to patient)

2. Accountability
   – Organizational: laws, policies, practices (e.g., mandatory body cameras for police)
   – Personal: book club; accountability partner; equity coach; anti-bias journal

3. Education
   – Learning about positive achievements of targets of bias (Black Africans created writing, math, astronomy, etc.)
   – Understanding the history of targets of bias (e.g., 400-year history or racism toward African Americans)

4. Mindfulness (keeping bias reducing practices top of mind)
   – Language: using the phrases "in my experience", "I believe" or "some"
   – Anti-bias reminders: screen-savers, wristband, t-shirt, affirmations on post-it notes

IB in the Workplace: Hiring

- *Sourcing/Recruiting*: IB can show up when selecting search firms, temp firms, online job sites, newspaper outlets, employee referral programs, and nat'l organization e-mail blasts.

- IB can affect the criteria of who makes the *first cut*: ethnicity of name, schools attended, felonies, political or social organizations

- *Interviewers'* IB may be activated by simply seeing and categorizing candidates into devalued groups, which can affect the interview itself (e.g., more cold or awkward) and subsequent evaluations.

- *Offers/negotiations*: IB can affect opening offers and willingness to negotiate.

Your Turn

- Write down a concrete strategy for reducing potential implicit bias during the hiring process

- Write down the first three action steps needed to make it happen

- Write down up to three key people that would have to support the effort

- Write down the most likely obstacle to implementing the practice and at least one potential solution

IB in the Workplace: Talent/Skill Development

- *Mentoring*: IB can affect a manager's comfort level with or perceived potential of certain groups, and thus, undermine the manager's willingness to mentor them.

- *Assignment*: IB can influence assignment allocation, which can place some employees on a faster track than others.

- Performance Evaluations (upcoming case study) .

Your Turn

- Write down a concrete strategy for reducing potential implicit bias in talent development

- Write down the first three action steps needed to make it happen

- Write down up to three key people that would have to support the effort

- Write down the most likely obstacle to implementing the practice and at least one potential solution

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IB in the Workplace: Promotion

- "*Grooming*": IB can affect the personnel identified by management as the future leaders of the organization.

- *Succession Planning*: similar to grooming, IB can affect management's willingness to provide a long-term, concrete strategy (e.g., series of key assignments/promotions) that maximizes the likelihood of certain people rising to senior management

- *Diversity Push*: IB can influence employee's willingness to carry out the directives of managers perceived to be diversity or affirmative action hires/promotions

- *Performance Evaluation*: (upcoming case study) .

Your Turn

- Write down a concrete strategy for reducing potential implicit bias in any aspect of the promotion process (grooming, succession planning, assignment allocation, diversity push, etc.)

- Write down the first three action steps needed to make it happen

- Write down up to three key people that would have to support the effort

- Write down the most likely obstacle to implementing the practice and at least one potential solution

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Reducing IB:
Organizational Level (the AAA model)

- **A**ssessment: Analyzing existing data to identify systemic implicit bias in organizations

- **A**wareness (Buy-in): Discuss results of assessment that suggests IB with leadership, personnel, and stakeholders

- **A**ction: Creating bias-reducing practices and policies built on: **T**ransparency, **S**tandards, **A**ccountability (TSA)

Reducing IB: Assessment

- **A**ssessment: Analyzing existing data to identify systemic implicit bias in organizations
  - Potential IB within an organization
  - Potential IB in service delivery and impact

Reducing IB: Assessment

Assessment: Analyzing existing data to identify systemic implicit bias in organizations

- Hire/contract an expert evaluator/researcher
- Focus on key outcomes; some bias exists, but it may be irrelevant in the larger scheme of things
- As much as possible, disaggregate all key metrics by race, gender, age, and SES of those providing and receiving services
- Connect disparate outcomes data to the mission or bottom line of the organization :

Reducing IB: Assessment Strategies

- Community/client surveys*
- Assessment of existing data
- Requiring that partner agencies collect race, gender, age, SES data in a manner than can easily be analyzed by a third party
- Trend data can reveal important patterns
- Some data is just going to be difficult to obtain (e.g., excessive use of force by police, sexual assault,)
- If existing data does not exist, design assessment plan from now moving forward
- Assessment should take key variables into account during analysis (demographics of community, voter turn-out, business interests, etc.) .

Your Turn

- Think about the best way to assess bias in your organization? (e.g., survey, focus groups, hiring or promotion patterns, who leaves and why, who gets written up)

- Write down the first three action steps needed to make the assessment happen

- Write down three key people that would have to support the effort

- Write down the most likely obstacle to conducting the assessment and at least one potential solution

Reducing IB : Awareness

- **A**wareness (Buy-in): Recommendations for strategically raising awareness and obtaining buy-in from key stakeholders—leaders and influential staff members—of findings from internal and external assessments that reveal potential implicit bias. Be sure to provide:

  1. IB training

  2. Rationale for identifying and addressing potential bias in organization

  3. Results of assessment that suggests IB with leadership, personnel, and stakeholders

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Reducing IB : Awareness

Awareness: Discussing data that reveals biased treatment or outcomes with leadership, personnel, and stakeholders

- Have a clear understanding of organizational culture; you'll need to know who is serious about the work and assess the extent to which in-house folks can address issues or there's a need for external partnerships

- Approach conversations with a frame of wanting to improve the chances of reaching the org's mission rather than punishing individuals; be aware that many leaders think in terms of risk of being sued

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Reducing IB : Awareness

- Develop concise documents that illustrate bias without using provocative language (e.g., info-graph, 1-2 page summaries, simple power point slide decks); include similar data from other jurisdictions

- Distribute summary documents via visible channels (e.g., e-mail blast)

Reducing IB : Awareness

- If you are able to hire an external evaluator/researcher, have them present the results to senior leadership.

- If senior leadership finds that data compelling/useful, ask him/her or a senior staff person to discuss the IB results at standing meetings at multiple levels throughout the organization

- Distribute best practices from other jurisdictions to key leaders that demonstrates the benefits of addressing implicit bias .

Reducing IB : Action

Action: Creating bias-reducing practices and policies built on: Transparency, Standards, Accountability (TSA)

- **Transparency**: a willingness to share data, rationale for policies and practices, good news and bad news (internally or externally as appropriate)

- **Standards**: there should be clear, evidence-based, procedures and standards that guide behavior and practice that are easily available and can be reasonably assessed

- **Accountability**: there should be policies/practices that *consistently and explicitly* assess whether standards and goals are being met and *consistently* provide rewards or corrective feedback

Reducing IB : Action

1. Conducting and Communicating Performance Evaluations

2. Managing Team dynamics

Performance Evaluations

"Your evaluation is based on the next 30 seconds. Go!"

Performance Management Best Practices to Reduce Bias, a Cultural Approach

- Make bias-free performance management an organizational priority
- Clearly communicate the expectation that all staff will regularly receive a high level of feedback
- Celebrate outstanding performance on an organizational level
- Encourage 'tough discussions' between staff and managers to eliminate lingering disagreements about performance

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Addressing IB in the Workplace: Performance Evaluations

- **Confirmation bias**: when people pay more attention to information consistent with expectations and less to that which is inconsistent (emotional women / assertive men)

- **Research**: Law firm partners found more errors and gave lower ratings of a legal research memo when they perceived it was written by a Black vs. White associate (Reeves 2014).

Addressing IB in the Workplace: Performance Evaluations

- **Research**: After hearing a recorded message, diverse but non-Black, college students stated they would definitely consider hiring the speaker when they perceived him to be White (71.4%) or Asian (85.7%); only 8.2% of participants indicated they would hire the speaker when they perceived him as Black (Kushins, 2014)

Addressing IB in the Workplace: Performance Evaluations

Recommendations

- **Inter-rater reliability**: have two people evaluate the same work product, compare ratings, and discuss discrepancies and consensus.

- "**Sandwiching" technique**: provide positive feedback, then feedback on the area that needs improvement, and then positive feedback. Solely negative feedback may be taken personally. Don't lie about positives, just find something even if it's light (punctuality, team player, etc.)

- *****Blind review**: whenever possible, evaluate work product unaware of the identity or group membership of the relevant party; use objective standards

Your Turn

- Write down of an example in your day to day management in which you could incorporate inter-rater reliability, the sandwiching technique, or blind review (2 minutes)

- Share with your small group

- Provide feedback to each other

- Write down at least two points of feedback and one next action.

Addressing IB in the Workplace: Performance Evaluations

Recommendation: Rethink "objective" evaluation criteria and the assumptions that support them; IB can affect assumptions (Pearce, Wald, & ballakrishen, 2015)

- Two employees may put forth the same effort, but experience different results from colleagues or clients based upon variables over which they have limited or no immediate control (e.g., name, attractiveness, age, weight, race)

- Potential solution: observe employees to confirm that they are indeed putting forth similar effort and adhering to agreed upon practices and strategies and take this into account when evaluating them. Possibly work with them on alternative strategies or identify clients or colleagues that may be less likely to discriminate.

Your Turn

- Write down how a situational factor beyond your direct report's control could undermine their performance. How would you address the issue? (2 minutes)

- Discuss your examples with the group

- Provide feedback to each other

- Write down at least two points of feedback and one next action

Addressing IB in the Workplace: Team Dynamics

- **Research**: Participants who were racially-different from a larger workgroup were less likely to receive help from colleagues than their racial majority counterparts when their workload was heavier and they received negative feedback about work quality (i.e., when they really needed help). Participants were not consciously aware that they had treated team members differently. (Triana, Porter, DeGrassi, & Bergman, 2013)

- **Recommendation:** Community building with diverse employees at different levels of the workplace hierarchy is seen as a primary way to unlearn group-level bias (Pearce, Wald, & ballakrishen, 2015)

Addressing IB in the Workplace: Team Dynamics

- **Self-Segregation:** within some institutions and organizations with diverse populations, there is a sometimes an occurrence of social (e.g., lunch-partners) and professional (e.g., project partners) self-segregation based upon race, ethnicity, rank, etc.

    – Does this exist in your organization?

Homework

- Keep a **media journal** for at least one week. Keep track of:
    - Race and gender of lead characters, heroes, villains
    - Type of program: sports, movie, series, documentary
    - Type of TV show/movie: comedy, drama, action, etc.
- Watch: *When They See Us (Netflix), and America to Me (Starz), John Leguizami's Latino History for Morons*
- *Read: "Biased" by Jennifer Eberhardt*
- Give thought to implementing the techniques and strategies you've discussed today

DANKE!
THANK YOU!
MERCI!
GRAZIE!
GRACIAS!
DANK JE WEL!

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- Books:
  – *Biased,* Jennifer Eberhardt
  – *Blindspot,* Greenwald & Banaji

- Online bias-mitigation platform coming this fall!

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