

Understanding and Mitigating Unconscious Bias In Our Everyday Lives

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TOGETHER
FORWARD®

- Night and _____

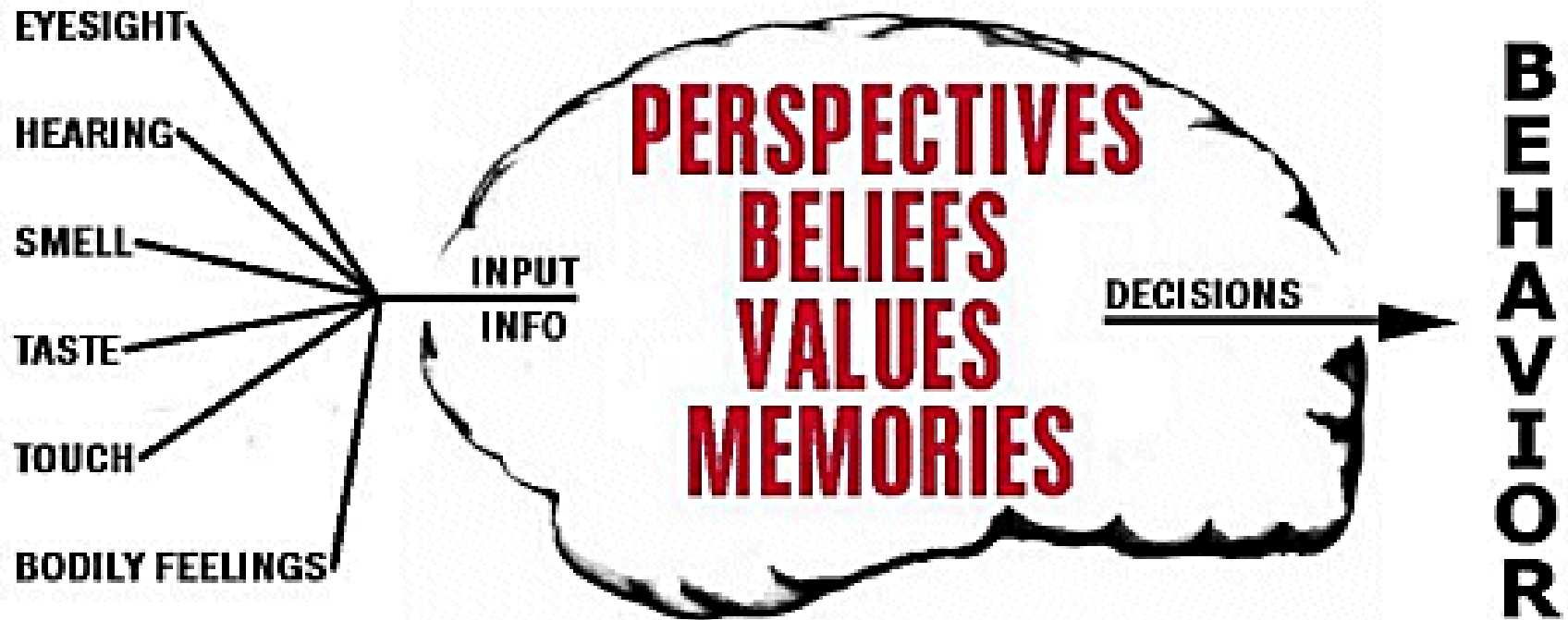
- Black and _____

- Young and _____

Neurotransmitters

- Neurons process and transmit information by electro-chemical signaling
- Enable us to perceive our surroundings (see, hear, smell, etc.)
- Responsible for allowing us to draw conclusions and retain information for future reference

The Human Brain



<http://www.wisdompage.com/FlawsInMentality.html>

Perceptual Set

- The process by which we select, organize and interpret information around us
- Our readiness to perceive something based on our expectations

Perceptual set = Expectations

- Help us eliminate ambiguity

Diversity and Team Dynamics

- Attributes classified into “surface-level” and “deep level” (Team Diversity, Triana: Harrison et al., 1998; Jackson et al., 1995)
- The Social Categorization Theory in diversity (Team Diversity, Triana; Harrison, Price, and Bell, 1998)

Perception

- An automatic interpretation of what we see and hear
- A hypothesis based on prior experience
- New sensory information is perceived in relation to what we already know

Implicit/Unconscious Bias

- Attitudes or stereotypes that affect our understanding, actions, and decisions below the awareness level
- Basis for mental models about groups of people
- Can act as a deterrent to our understanding of other people and situations, limiting our ability to make sound decisions

Conscious vs. Unconscious

We process ~7
stimuli at a time
consciously



The What

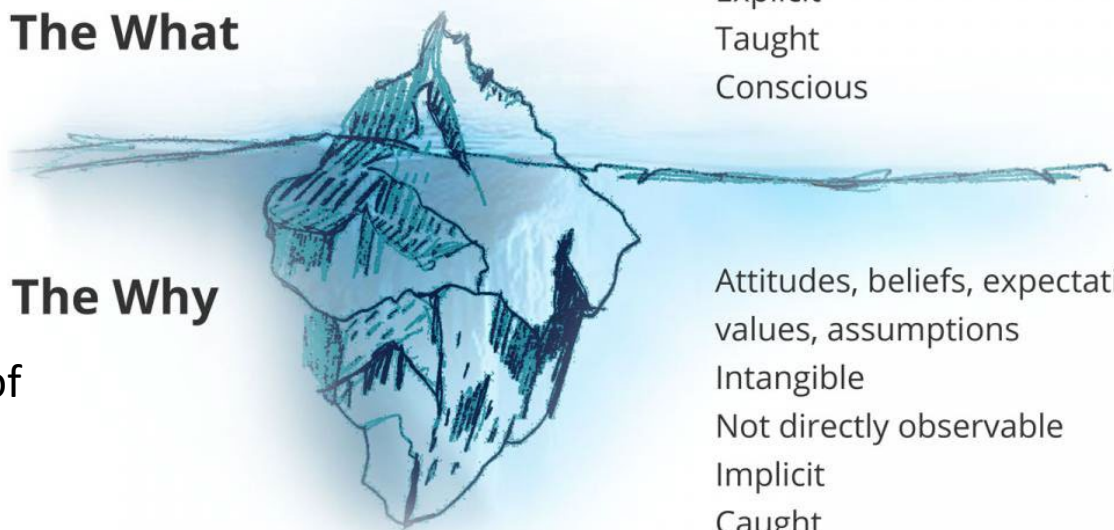
Behaviours and artifacts
Accessible to the senses
Observable
Explicit
Taught
Conscious



We process millions of
stimuli at a time
unconsciously

The Why

Attitudes, beliefs, expectations,
values, assumptions
Intangible
Not directly observable
Implicit
Caught
Subconscious



Implicit Bias

- Implicit processes are automatic
- Our auto-responses or impulses can be contradictory to our explicit intentions
- Implicit processing occurs under
 - Distraction or compromised cognition
 - Ambiguous or incomplete information
 - Time constraints
 - Overconfidence in objectivity

Perceptions of Leadership

- 14.5% of American men are over 6' tall; CEOs of Fortune 500 companies: 58%
- 3.9% of American men are over 6'2"; 30% among the Fortune 500 CEOs
- Only 6% of S&P 500 CEOs are women; 1% are African-American; 3% are Hispanic

What makes a good manager?



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Business Insider Strategy <http://www.businessinsider.com/google-unconscious-bias-training-presentation-2015-12/#in-another-study-268-male-managers-across-a-variety-of-industries-and-departments-were-asked-to-use-a-list-of-92-attributes-to-describe-one-of-7-categories-men-and-women-in-general-men-and-women-as-managers-and-men-and-women-as-successful-managers-the-result-was-that-71-of-the-traits-associated-with-successful-managers-were-associated-with-men-in-general-21>

Origin of Bias

- Preference influenced by experiences, demonstrated in behavior
- An object, animal, or person assessed to be dangerous is encountered, a “fight or flight” fear response occurs
- Based on in-groups/out-groups

Bias: Behavior

- Subtle messages below our awareness level
- Body language
- Level of attention and engagement
- Tone
- Level of empathy
- Hiring, promotions, team development

Cultural Competence

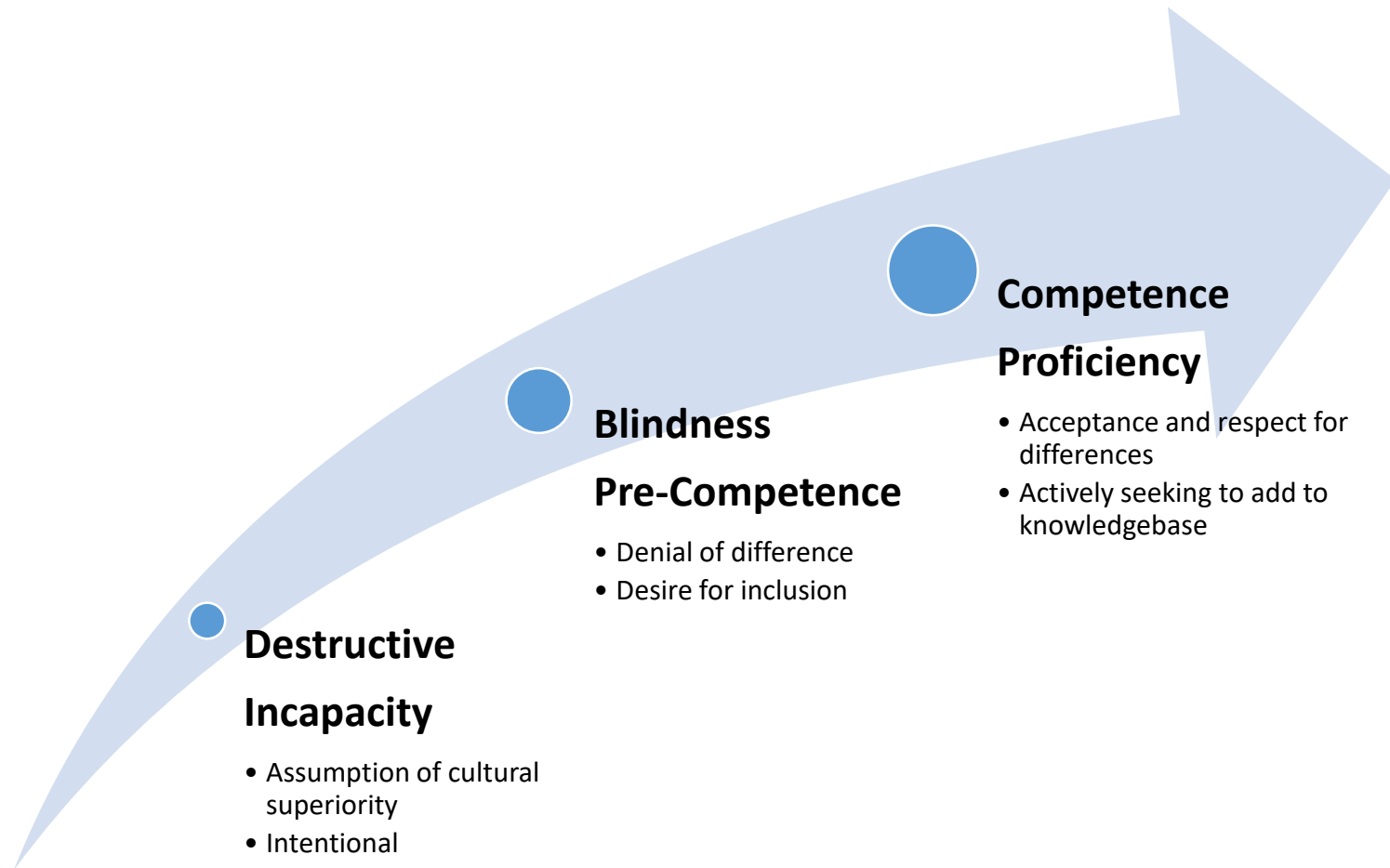
- A set of attitudes and behaviors that help individuals effectively interact and work across cultural and diversity dimensions
- A dynamic, ongoing development process achieved over time

Cultural Competence as a Critical Professional Skill

- Linked to high performance
- Cultural dexterity critical to a manager's ability to shape the culture of their unit, and influence the organization as a whole.
- Research shows that a group with individual and cultural diversity
 - will yield higher performance and have more creative output than a homogeneous group
 - have a higher probability of conflict if their differences and talents are not respected and utilized

*Richard Florida and Scott E. Page

Levels of Cultural Competence



Common Acts of Exclusion

- Checking your phone during a conversation
- Introducing one person with accolades and another with only a name
- Omitting someone from important communication
- Using acronyms others do not know
- Exhibiting impatience due to other person's accent
- Interrupting
- Repeatedly canceling meetings on someone

Conscious Acts of Inclusion

- Acknowledgment
- Curiosity
- Ally-ship
- Perspective-taking
- Communicating clearly, directly and honestly
- Demonstrating respect
- Be a partner in learning
- Demonstrate courage

*Some ideas offered by Kaleel Jamison Consulting Group

A man with short brown hair and a light beard, wearing a dark blue suit jacket over a white collared shirt, is looking directly at the camera with a serious, contemplative expression. The background is a blurred office or workshop setting with shelves and papers.

**BEFORE YOU
JUDGE SOMEONE**

watch this