DELAWARE EMPLOYER COUNCIL AND DELMARVA SHRM'S UNCONSCIOUS BIAS IN THE WORKPLACE Presented by

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Unconscious Bias

Core elements of this training will include basics about racism, social aspects of discrimination, implicit bias, how bias is manifest in society, and strategies to mitigate the impact of implicit bias at the individual and organizational levels.

- **1. Define implicit bias and how it is manifested in society,**
- 2. Recognize how implicit bias may be impacting the business environment, and
- 3. Applicable strategies that can be used to minimize impact of implicit bias.

We begin with some guidance provided by staff from the University of California - San Francisco (UCSF).

<u>Kizza Chadiha, MEPN</u>, Program Coordinator, Office of the Dean, School of Nursing on the science of unconscious bias.

Over the last three decades, *our understanding of unconscious bias has evolved*. The nature of unconscious bias is well understood, and an instrument to assess unconscious bias has been developed and rigorously tested.

Here's what we know:

- Unconscious biases develops at an early age: biases emerge during middle childhood and appear to develop across childhood (Dore, 2014).
- Unconscious biases have real world effects on behavior (Dasgupta, 2004).
- Unconscious biases are malleable. One can take steps to minimize the impact of unconscious bias (Dasgupta, 2013; Dasgupta & Greenwald, 2013).

<u>Rene Salazar, MD</u>, Professor of Clinical Medicine and Director of Diversity, Graduate Medical Education on the impact of unconscious bias.

- A substantial amount of research has been published demonstrating impact of unconscious bias in various domains including the criminal justice system, education, and health/health care (Kirwan Institute, 2014).
- Bias may have an impact on: hiring, and mentoring and may contribute to service disparities.

For example: Fictitious resumes with 'White-sounding' names sent to help-wanted ads were more likely to receive callbacks for interviews compared to resumes with African-American sounding names. Resumes with White-sounding names received 50% more callbacks for interviews (Bertrand & Mullainathan, 2004).

Unconscious biases are not permanent.

 In fact, they are malleable and steps can be taken to limit their impact on our thoughts and behaviors (Dasgupta, 2013).

When considering strategies to address unconscious bias one must consider individual and organizational strategies. INDIVIDUAL STRATEGIES TO ADDRESS UNCONSCIOUS BIAS <u>Sharon Youmans, PharmD, MPH</u>, Vice Dean and Professor, School of Pharmacy

Individual strategies to address unconscious bias include:

 Promoting self-awareness: recognizing one's biases using instruments to assess bias is the first step.

 Understanding the nature of bias can help individuals approach their own biases in a more informed and open way (Burgess, 2007).

Ways to Change Your Bias Thoughts and Behavior Sondra Thiedermann, PhD

Five concrete techniques for defeating unconscious bias:

- 1. Watch your first thoughts in order to spot potential biases.
- 2. Use the power of logic to weaken the foundation of your unconscious bias.
- 3. Hit the pause button to allow your rational brain to kick in.
- 4. Change your behaviors to act in ways that counter your bias.
- 5. Cultivate common ground with people different from yourself.

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Organizational Strategies

- Provide Opportunities to have discussions, with others (especially those from socially dissimilar groups)
- Sharing biases can help others feel more secure about exploring their own biases.
 It's important to have these conversations in a safe space-individuals must be open to alternative perspectives and viewpoints.
- Facilitated discussions and training sessions promoting bias literacy: utilizing the concepts and techniques listed about this subject have been proven effective in minimizing bias.
- **Provide unconscious bias training** reduces the impact of bias in the workplace (Carnes, 2012).

Organizational Strategies to Address Unconscious Bias

Elizabeth Ozer, PhD, Professor of Pediatrics, Adolescent Medicine

Organizations should:

- Develop concrete, objective indicators & outcomes for hiring, evaluation, and promotion to reduce standard stereotypes (Fiske & Taylor, 1991; Heilman, 2001; Bernat & Manis, 1994)
- Develop standardized criteria to assess the impact of individual contributions in performance evaluations (Heilman & Haynes, 2005)
- Develop and utilize structured interviews and develop objective evaluation criteria for hiring (Martell & Guzzo, 1991; Heilman, 2001)
- Provide unconscious bias training workshops

UCLA Office of Equity, Diversity and Inclusion: Implicit Bias Video Series

This publicly accessible video series begins with an introductory video that describes how biases and heuristics can influence our decision-making and behavior without us even knowing it. It is then followed by six short video lessons on the following topics:

- Lesson 1: Schemas (mental short-cuts)
- Lesson 2: Attitudes and Stereotypes
- <u>Lesson 3</u>: Real World Consequences
- Lesson 4: Explicit vs. Implicit Bias
- Lesson 5: The IAT (Implicit Association Test Project Implicit)
- <u>Lesson 6</u>: Countermeasures

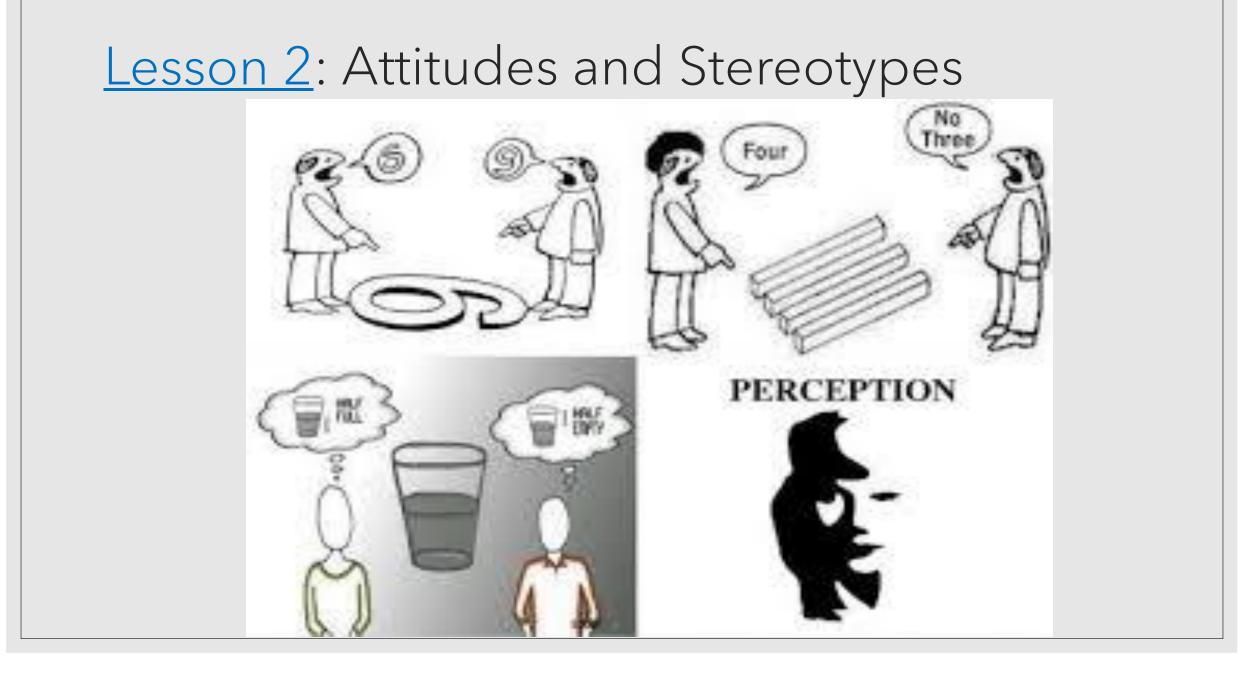
Lesson 1: Schemas (mental short-cuts that help)

What is Schema?

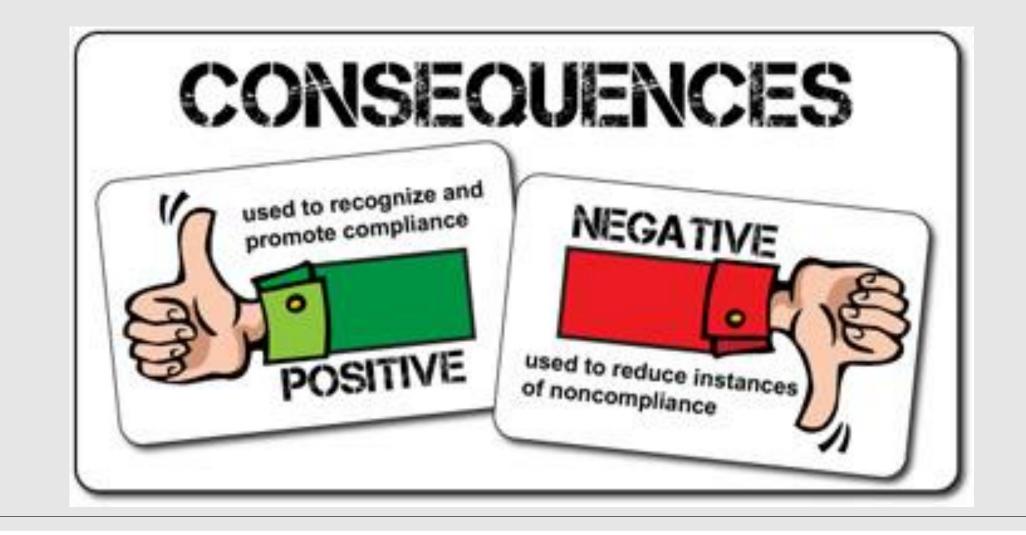
 A cluster of inter-related concepts that tell us about how things function in the world







Lesson 3: Real World Consequences



Lesson 4: Explicit vs. Implicit Bias IMPLICIT VS EXPLICIT

A simple change in the prefix is usually enough to give the word a different meaning or even turn it into its antonym. This is why words such as Implicit and Explicit are very tricky and cause many problems to all the speakers of English. It often happens that these words are misused, and this leads to a lot of confusion.

DEFINITION

IMPLICIT is something that is implied, i.e. not expressed directly but still understood because it is suggested by the choice of words, the tone of voice,

DEFINITION

EXPLICIT is something that is stated directly and fully, with no room left for implications.

Lesson 5: The IAT (Implicit Association Test

learn more about the IAT at Project Implicit)

Lesson 6: Countermeasures



Questions/Comments/Feedback

• What did we learn today?

 What is one thing we can take back to apply in our jobs or organization?