

# Implicit Bias Training

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MAKING THE UNCONSCIOUS CONSCIOUS

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# Plan of action for today

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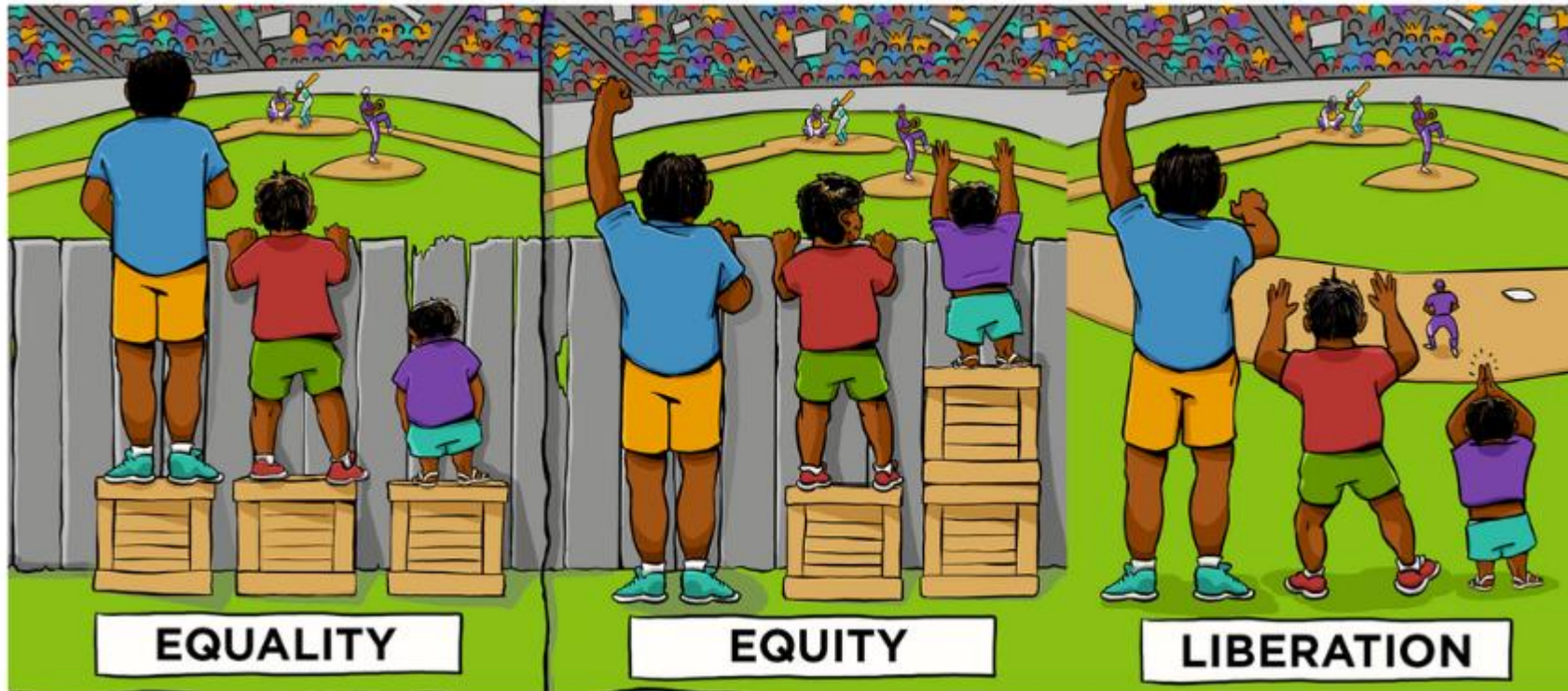
- Review common equity related terms
- Discuss the reality of implicit bias
- Define implicit bias and explain how it is developed
- Discuss how implicit bias impacts employment practices and what can be done to mitigate it
- Work through a Harvard Business Review case involving bias
- Leave with a better understanding of implicit bias, how it manifests itself and how it can be mitigated personally and in your organization

# DEI Glossary

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- **Ally**-Someone who supports a group other than one's own. An ally acknowledges oppression and actively commits to reducing their own complicity, investing in building their own knowledge and awareness.
- **Bias**-A form of prejudice that results from our tendency and needs to classify individuals into categories.
- **Color Blind**-The belief that everyone should be treated "equally" without respect to societal, economic, historical, racial or other difference. No differences are seen or acknowledged. Everyone is the same. Common phrase: "I don't see color."
- **Cultural Appropriation**-The non-consensual misappropriation use of cultural elements for profit purposes or personal enjoyment-including symbols, art, language, customs, etc.-often without understanding, acknowledgement, or respect for its value in the original culture.
- **Equity**-The fair treatment, access, opportunity and advancement for all people, while at the same time striving to identify and eliminate barriers that have prevented full participation of some groups.
- **Inclusion**-The act of creating environments in which any individual or group can be and feel welcomed, respected, supported and valued as a fully participating member.
- **Privilege**-Exclusive access or availability to material and immaterial resources based on the membership to a dominant social group.
- **Social Justice**-Constitutes a form of activism, based on principles of equity and inclusion that encompasses a vision of society in which the distribution of resources is equitable and all members are physically and psychologically safe and secure.
- **Systemic/Institutional/Structural Racism**-A form of racism that is expressed in social and political systems. It can lead to issues of discrimination in criminal justice, employment, housing, healthcare, and political power.

# Equality, Equity and Liberation (Justice)



# Bias in the Criminal Justice System

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## BRIAN BANKS (17-YR-OLD BLACK STUDENT)

- Accused of rape by a 16-year-old girl
- Arrested and faced a 41 year prison sentence
- Accepted a plea of 5 years in prison, five years probation and registering as a sex offender
- The accuser later recanted and Banks was released from prison
- Went on to the NFL

## BROCK TURNER (19-YR-OLD WHITE STUDENT)

- Seen raping a 22-year-old unconscious woman
- Stopped by two men riding by on bikes
- Charged with five felony counts
- Released on \$150,000 bail
- Convicted of three charges of felony sexual assault
- Sentenced to six months in county jail

# What is implicit bias?

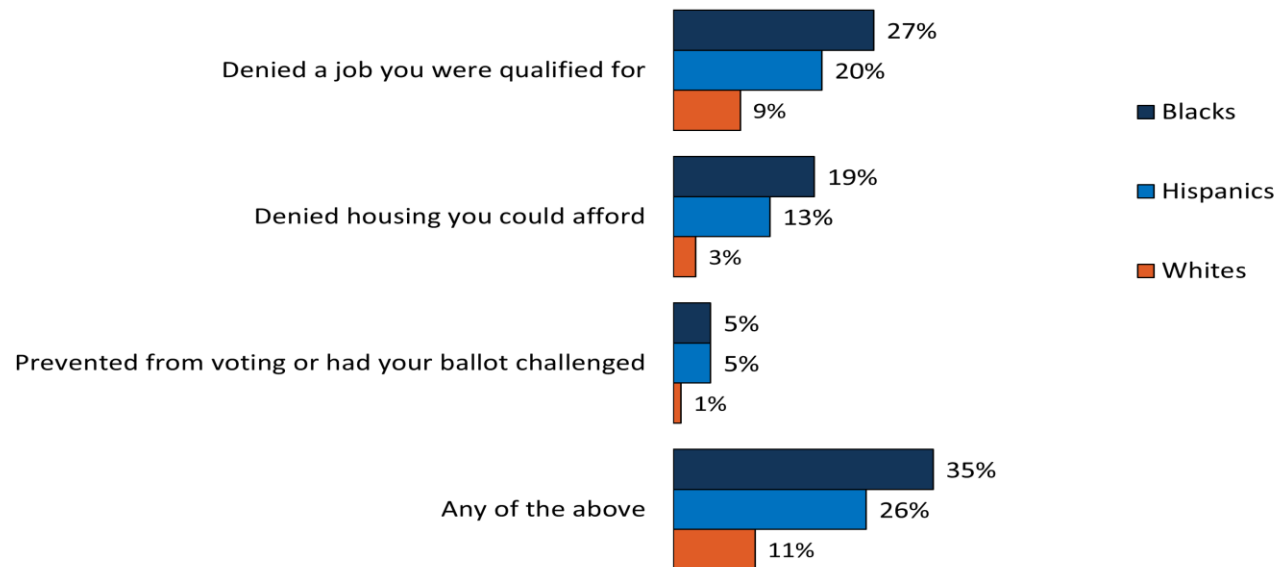
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- Unconscious, unintentional bias
- Bias is defined as a personal and sometimes *unreasoned* judgement (Miriam-Webster)
  - Biases can have a tendency to allow differences such as age, race, and sex to affect the appraisal ratings of candidates
- Everyone possesses implicit biases, even people with commitments to being impartial
- We tend to hold implicit biases that favor our own in-group
  - Social identity theory
  - In-group favoritism/affinity bias

# Who does bias impact the most?

## About A Third Of Blacks And A Quarter Of Hispanics Say They Have Experienced Some Types Of Racial Discrimination

Percent who say they have ever experienced each of the following because of their racial or ethnic background:



NOTE: Items asked of a half sample of Whites.  
SOURCE: CNN/Kaiser Family Foundation Survey of Americans on Race (conducted August 25-October 3, 2015)

According to a poll conducted by NPR, 55% of white people feel they have been discriminated against.

19% believe they were discriminated against while applying for a job

13% believe they are not being paid equally or considered for promotions

11% applying to or while at college

-Gonyea (2017) via npr.org

# What does the research say?

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## The Implicit-Association Test (IAT)

- “The tests have consistently shown that it takes most people milliseconds longer to associate black faces with positive words, such as ‘good’ than with negative words, such as ‘awful’. For white faces, the pattern is reversed. The extra time it takes is evidence of someone’s implicit prejudice (bias).”  
*(Everybody Lies: Big Data, New Data, and What the Internet Can Tell Us About Who We Really Are; Stephens-Davidowitz, 2017)*

“Researchers have identified the existence and consequences of implicit bias through well-established methods based upon principles of cognitive psychology that have been developed in nearly a century’s worth of work.” Jost et. al. (2009)



# Where does bias come from?

“The human mind must think with the aid of categories. Once formed, categories are the basis for normal prejudgment. We cannot possibly avoid this process. Orderly living depends on it. (Allport, 1954).”

- The influences/experiences we have had in life
- Constantly bombarded with stereotypes in media
  - Examples:
    - White men are smarter and better leaders
    - All Black men are good athletes
    - Black women are “angry” or “sassy”
    - White women are great trophy wives
    - All Asians are good at math
- Knowledge of real-world disparities between groups



# Cognitive Moral Development

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We can change the categories that our mind puts people in. It takes time and effort as we are our stage of moral development influences how we make decisions. If we strengthen our cognitive moral development, we can change how we make decisions. Most people reason at the conventional level and are looking outside themselves for guidance.

- Level 1 (Pre-conventional level)
  - Obedience and Punishment Orientation
  - Instrumental Purpose and Exchange
- Level 2 (Conventional)
  - Interpersonal Accord-Conformity-Mutual Expectations
  - System Maintenance-Upholding duties, laws
- Level 3 (Post-conventional or Principled)
  - Social contract and individual rights

What can you do as  
professionals?

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# Tools to get leaders involved

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A number of companies have been successful with strategies that do not involve control

- Engagement
  - Allow managers to participate in diversity initiatives
  - Mentoring programs
- Contact between groups
  - Allow different groups to work together toward common goals as equals
- Social accountability
  - Plays on our need to look good to the people around us
  - Accountability theory
  - Diversity managers

# How to identify implicit bias?

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## Self-Regulation

- “In social cognitive theory human behavior is extensively motivated and regulated by the ongoing exercise of self-influence. These include self-monitoring of one’s behavior, its determinants, and its effects..” (Bandura, 1991)
- The OUCH Test
  - Objective-Is the question/process fact-based and quantifiable, not subjective or emotional
  - Uniform in Application-Ask the questions or apply the test the same way
  - Consistent in Effect-Ensure the result is not significantly different for different groups
  - Has Job/Task Relatedness-Action must relate to the essential job functions

# Case Study Discussion

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## WAS THAT HARASSMENT?

- The players: Jackson, Rainer, Suzanne and Teaira
- The dilemma: Jackson and Rainer were having a conversation about why the other was selected for a program. A comment was made that Teaira must have been in the program because of her good looks.
- Rainer was offended, and uncomfortable by Jackson's remark and decided to report it to Suzanne in HR. But, was that harassment?

## THE BEST OF INTENTIONS

- The players: Cynthia Mitchell, Peter Jones, and Steve Ripley
- The dilemma: Steve, a Black man, has applied for a sales role that would be a promotion within his company. He would report to Cynthia, who reports to Peter. Peter feels that the area Steve would cover (in the South) wouldn't welcome him as their representative. Cynthia feels Steve is the most qualified and doesn't know if she should hire Steve or not. Should Cynthia hire Steve?

# Questions?

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Thank you for your time, attention and participation today.