

# Shining a light on unconscious bias

**KENNEBEC VALLEY HUMAN RESOURCES  
ASSOCIATION  
JANUARY 2018**

*Exercise of the unconscious*

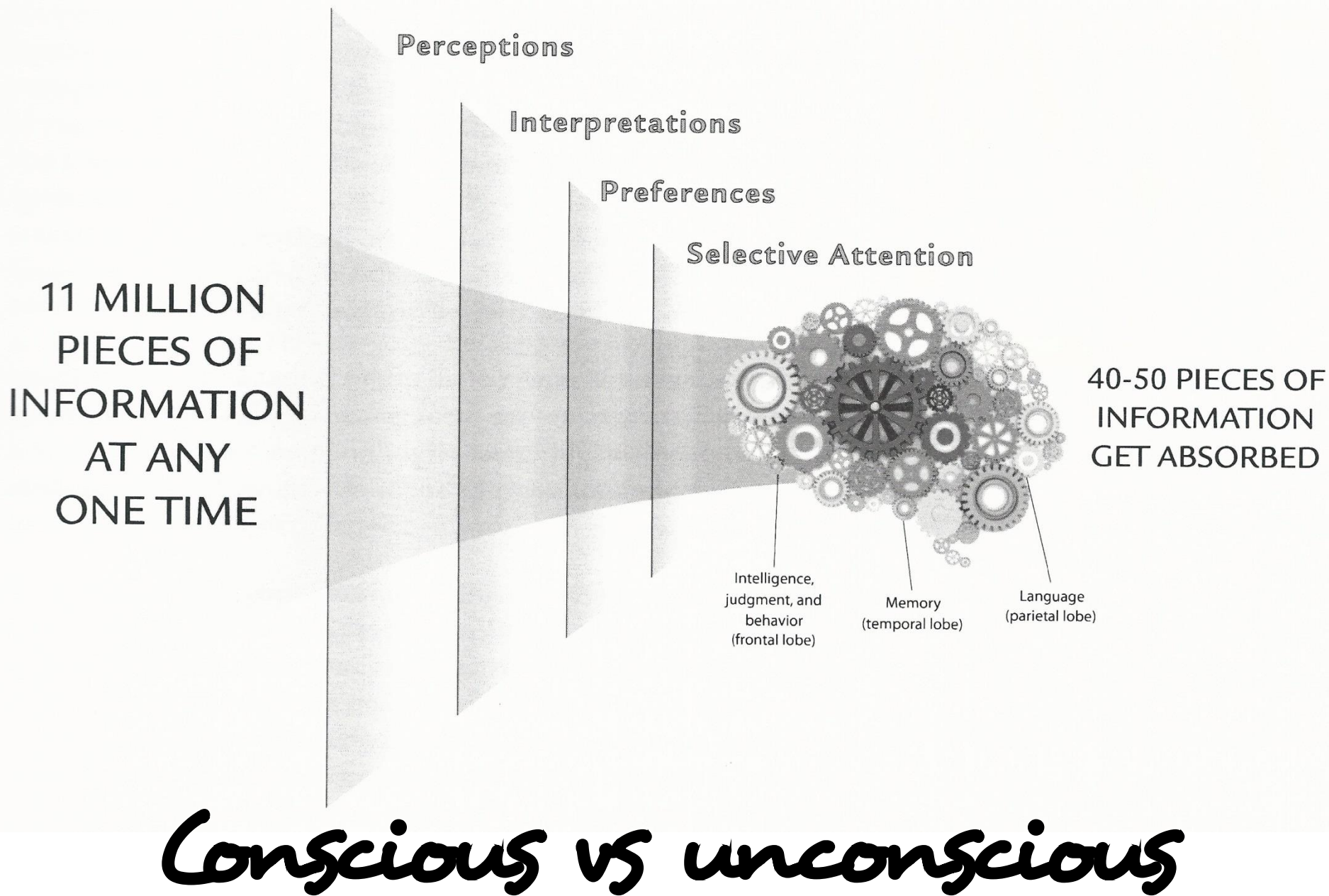
**IX**

*Exercise of the unconscious*

**SIX**













*Implicit  
(unconscious)  
Bias*

**OUT-GROUP**

**IN-GROUP**



# Attributes

- Skin color
- Hair color
- Gender/Gender identity
- Age
- Height
- Weight
- Generational group
- Introversion./Extroversion
- Marital status
- Parental status
- Disability status (ex: using wheelchair)
- Foreign accent
- Where went to college
- Where grew up
- Educational achievements
- Clothing being worn
- Tattoos
- Lifestyles
- Religion
- Political affiliation
- Fitness level
- Hobbies/Interests
- Values
- Attitudes [pessimist/optimist]
- Health habits
- Appear weak
- Job title
- Attitude (i.e. hostile, angry)





# Negativity bias



Why do we have implicit biases?

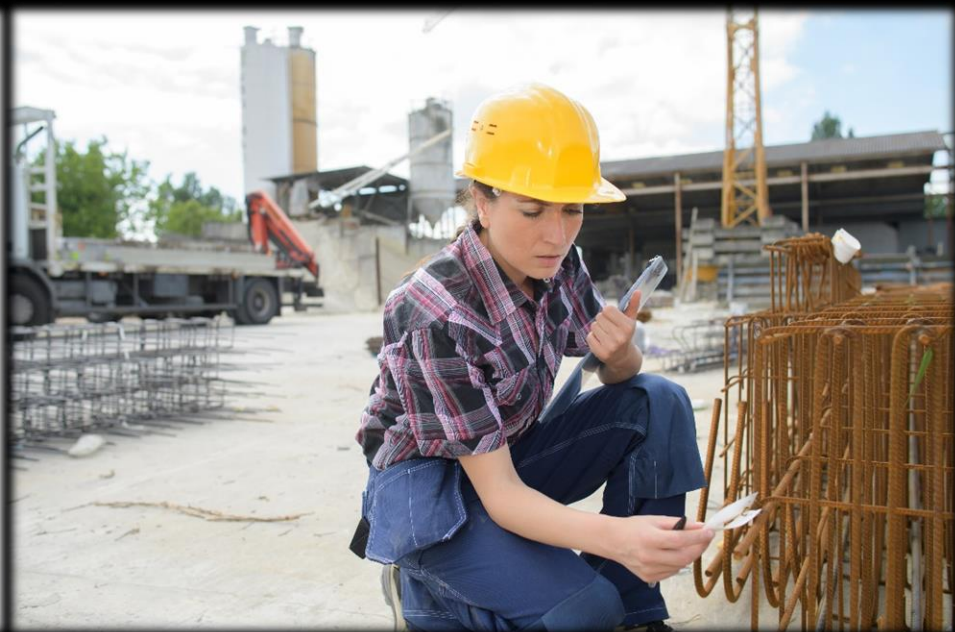


Amygdala

**A father and his son are out for a drive and are involved in a terrible accident. The father dies at the scene and the son is rushed to the hospital. After being prepped for surgery and rolled into the operating room, the surgeon walks in and says, “I cannot operate on this boy, he is my son.”**



# Efficiencies with stereotypes







**“Not that they  
(stereotypes)  
are untrue, but  
that they are  
incomplete.  
They make  
one story  
become the  
only story”**

Chimamanda Ngozi Adichie  
from TED talk, “The Danger of a Single Story”

# Explicit (conscious) bias



# Implicit bias explains...



Williams, T. Study Supports Suspicion That Police Are More Likely to Use Force on Blacks, *The New York Times*, July 7, 2016



Image: photostock/FreeDigitalPhotos.net

<http://www.npr.org/2015/10/01/444912628/despite-improving-job-market-blacks-still-face-tougher-prospects>

Okonofua, J. Two Strikes: Race and the Disciplining of Young Students *Psychological Science* 0956797615570365, first published on April 8, 2015



# CEOs





Those over 6' tall

15%

OF AMERICAN MEN

60%

OF CEOs



# Other studies



Taken from YouTube: Howard Ross: "Everyday Bias: Identifying and Navigating Unconscious Judgments" | Talks at Google, October 4, 2014



Taken from Howard Ross YouTube



Penner, et. al. The Effects of Oncologist Implicit Racial Bias in Racially Discordant Oncology Interactions *JCO JCO663658*; published online on June 20, 2016



Bertrand, M. et. al. Are Emily and Greg More Employable than Lakisha and Jamal? *National Bureau of Economic Research Working Paper No. 9873*. July 2003

So am I biased?









*Not question of*  
**“DO WE HAVE  
UNCONSCIOUS BIAS?”**  
*Instead*  
**“WHICH ONES ARE OURS?”**



# Implicit Association Test

- **DISABILITY**
- **GENDER-CAREER**
- **SKIN-TONE**
- **SEXUALITY**
- **PRESIDENTS**
- **NATIVE AMERICAN**
- **RACE**
- **AGE**
- **WEAPONS**
- **WEIGHT**
- **ARAB-MUSLIM**
- **GENDER-SCIENCE**
- **RELIGION**

# Conflict Activity between Fast Brain and Slow Brain\*

<b>LEFT</b>		<b>upper</b>	
	<b>left</b>	<b>lower</b>	
<b>right</b>			<b>LOWER</b>
<b>RIGHT</b>		<b>upper</b>	
	<b>RIGHT</b>	<b>UPPER</b>	
	<b>left</b>		<b>lower</b>
<b>LEFT</b>			<b>LOWER</b>
	<b>right</b>		<b>upper</b>

\*From Daniel Kahneman's *Thinking, Fast and Slow*





# Assumption activity





**SELECTED TO BE THE CONTENT EXPERT ON THE  
TEAM TO DEVELOP NEW PRODUCT SOFTWARE**



# NEW TO COMPANY AND ATTENDING YOUR ONBOARDING PROGRAM





# **JUST STARTED IN YOUR COMPANY'S CUSTOMER SERVICE TRAINING PROGRAM**





**JOINED YOUR  
CROSS-FUNCTIONAL  
TEAM TO PROMOTE  
THE NEW EMPLOYEE  
BENEFITS FOR NEXT  
YEAR**





**VOLUNTEERED  
TO JOIN YOUR  
EMPLOYEE  
WELLNESS  
COMMITTEE**



Why does it matter?



# Manifestations

- Overt disrespect
- Unequal treatment of people
- Body language
- No eye contact
- Sit farther away
- Not listening to people's ideas
- Showing indifference
- Talking over others



# How unconscious bias slips into workplace



## **NEW HIRES**

- Recruiting
- Interviews
- Hiring decisions

## **EMPLOYEE GROWTH OPPORTUNITIES**

- Making job assignments
- Listening to all ideas
- Training opportunities & career development
- Performance review
- Promotions
- Mentoring

## **TRAINING PROGRAM**

- How people treated in program
- Who gives input into new training program content

## **COMPANY POLICIES**

- Personnel policies
- HR policies

## **PRODUCT DEVELOPMENT**

- Group think

## **CUSTOMERS**

- Marketing campaigns
- How we treat customers

# Why it matters to shine a light on unconscious bias

- More engagement; environment where everyone can share their ideas
- Greater inclusion
- Improved productivity; smarter teams
- Reduced group think; make better decisions; better at complex problem solving
- Company reflects the diversity of the community and customers served
- Adds a little discomfort which makes us more alert and think more critically and innovatively
- Inclusion lifts everyone's performance

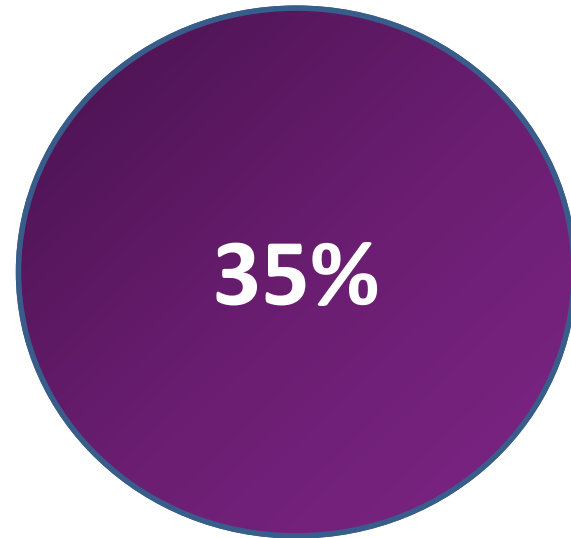
*Companies with diverse workforces  
perform better financially\**

**COMPANIES MORE LIKELY TO OUTPERFORM:**

**GENDER-DIVERSE  
COMPANIES**



**ETHNICALLY-DIVERSE  
COMPANIES**





# Your primary responsibilities



# Common types of unconscious bias

- Affinity bias
- Confirmation bias
- Halo and horn effect bias
- Fundamental attribution error
- Generational bias



# Affinity bias

- Drawn to people similar to ourselves
- Ignore negative traits of those people
- Focus on the faults of those unlike ourselves





# Affinity bias





# Affinity bias



**“THE PROBLEM WITH THE WORLD IS  
THAT WE DRAW OUR FAMILY CIRCLE  
TOO SMALL.”**



*Mother Teresa*



# Confirmation bias

- Tendency to seek out information that supports our pre-existing beliefs
- We form an opinion first and then seek out evidence to back it up, rather than basing our opinions on facts



# Confirmation bias



# Confirmation bias





# Halo and horn effect bias

- Halo effect assumes if a person is good at one thing, will probably be good at others.
- Horn effect assumes that if someone makes a mistake, will probably mess up in general



# Halo and horn effect bias



# Fundamental attribution error

- We attribute our behavior to the situation, context or external circumstances
- We attribute other's behaviors to their character





# Fundamental Attribution Error



# Fundamental attribution error



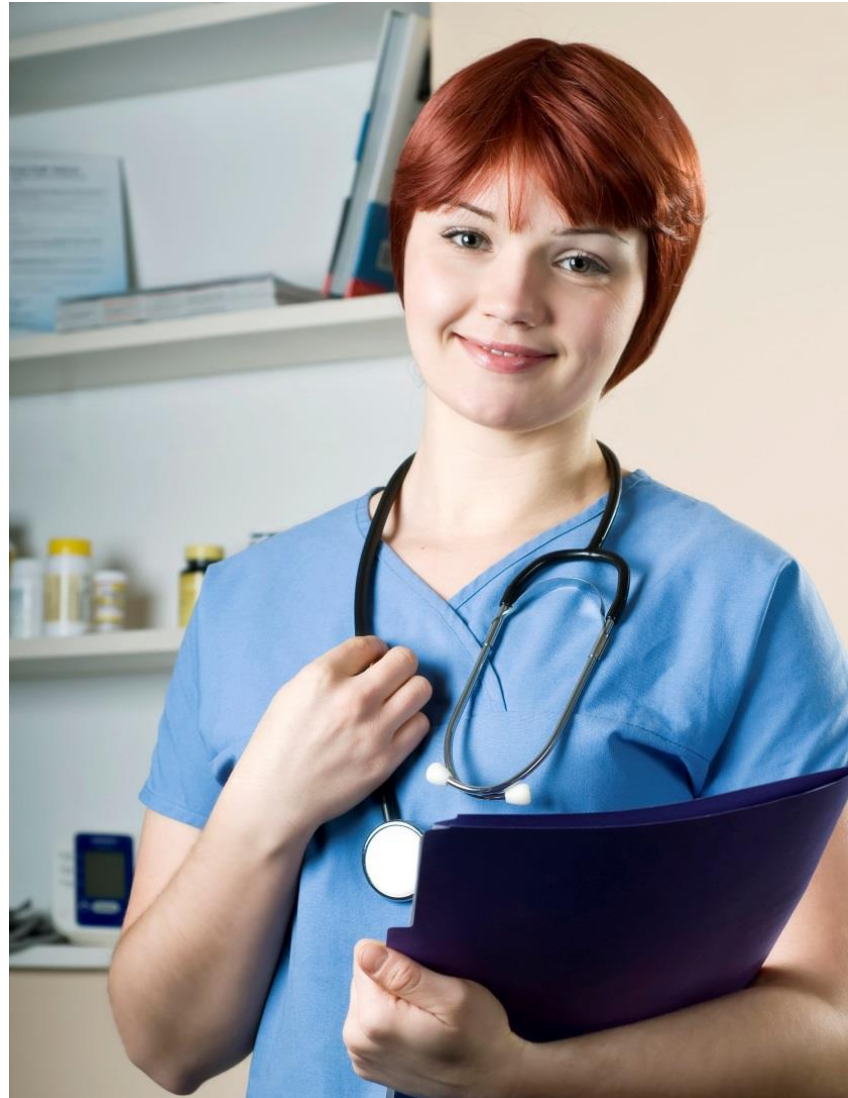
# Generational bias

- Stereotyping differences in a generations' work styles, characteristics and ethics
- Causes members of a generation to undervalue and misunderstand members of another generation





# Generational bias



# Common types of unconscious bias

- Affinity bias
- Confirmation bias
- Halo and horn effect bias
- Fundamental attribution error
- Generational bias



FREE

Weekly Affirmations  
from Janet

**SIGN CLIPBOARD**







# Proactive behaviors

Spend time  
with people  
different  
from you



Set up  
systems



Use  
perspective-  
taking then  
Individuate



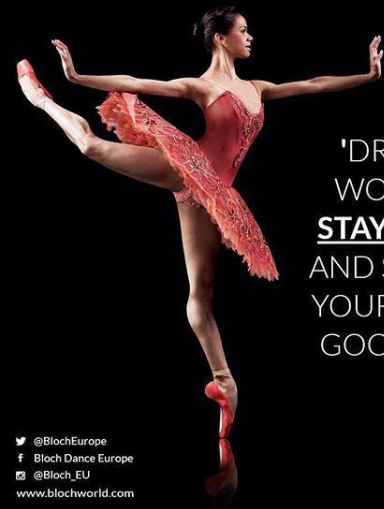
Spend time with people different from  
you





Activity: 3 things you have in  
common





'DREAM BIG,  
WORK HARD,  
**STAY FOCUSED,**  
AND SURROUND  
YOURSELF WITH  
GOOD PEOPLE'

@BlochEurope  
f Bloch Dance Europe  
@Bloch\_EU  
www.blochworld.com

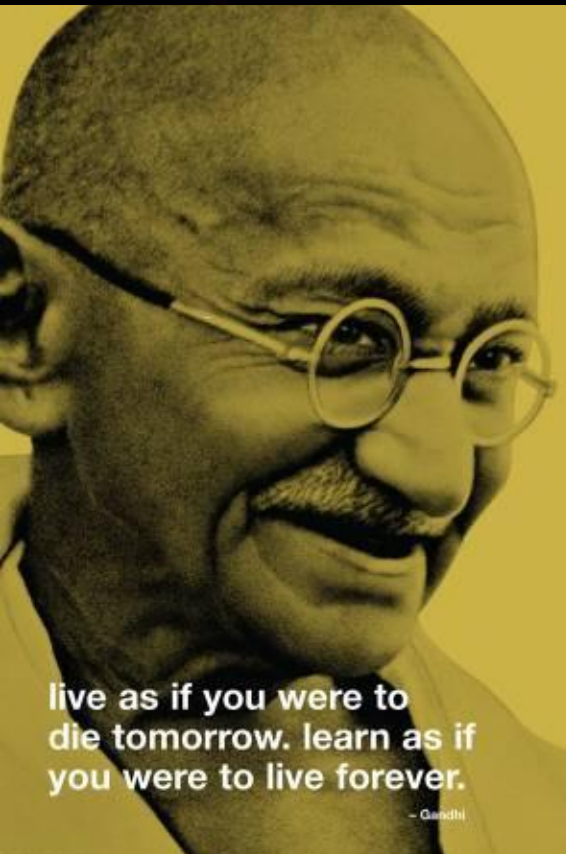
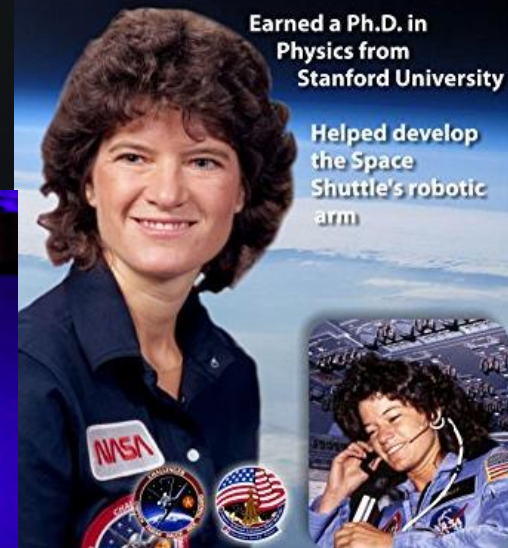


# Sally Ride

First American woman in space in 1983,  
veteran of 2 shuttle missions logging over  
343 hours of spaceflight

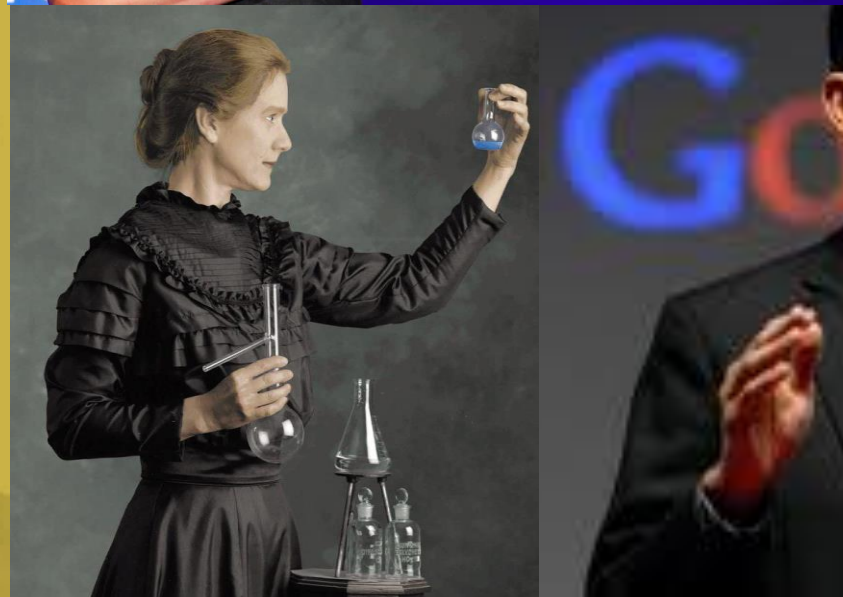
Earned a Ph.D. in  
Physics from  
Stanford University

Helped develop  
the Space  
Shuttle's robotic  
arm



live as if you were to  
die tomorrow. learn as if  
you were to live forever.

- Gandhi





# Proactive behaviors

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Set up systems



# System Strategies for Inclusion

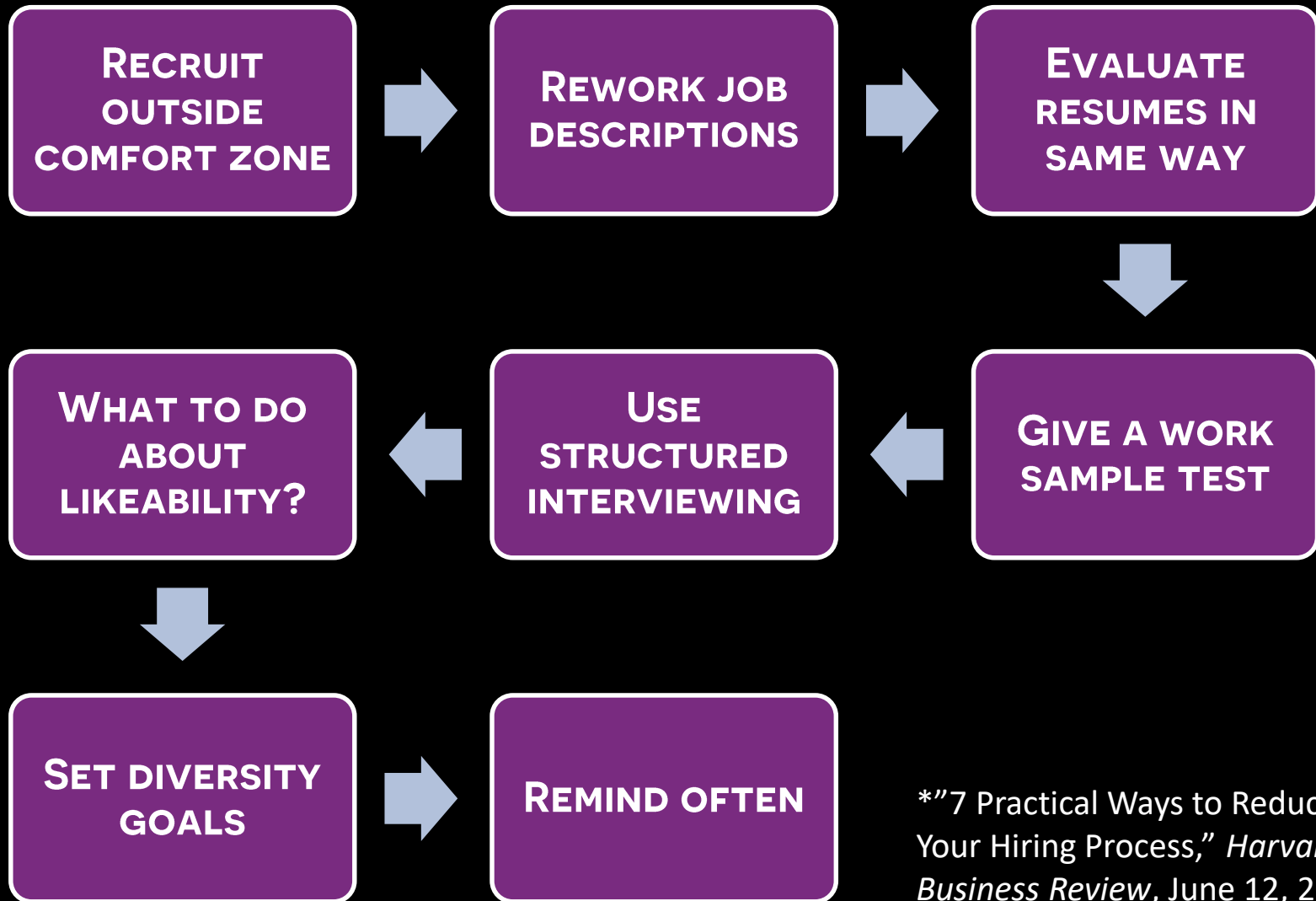


**HIRE**

**DEVELOP**

**INCLUSION**

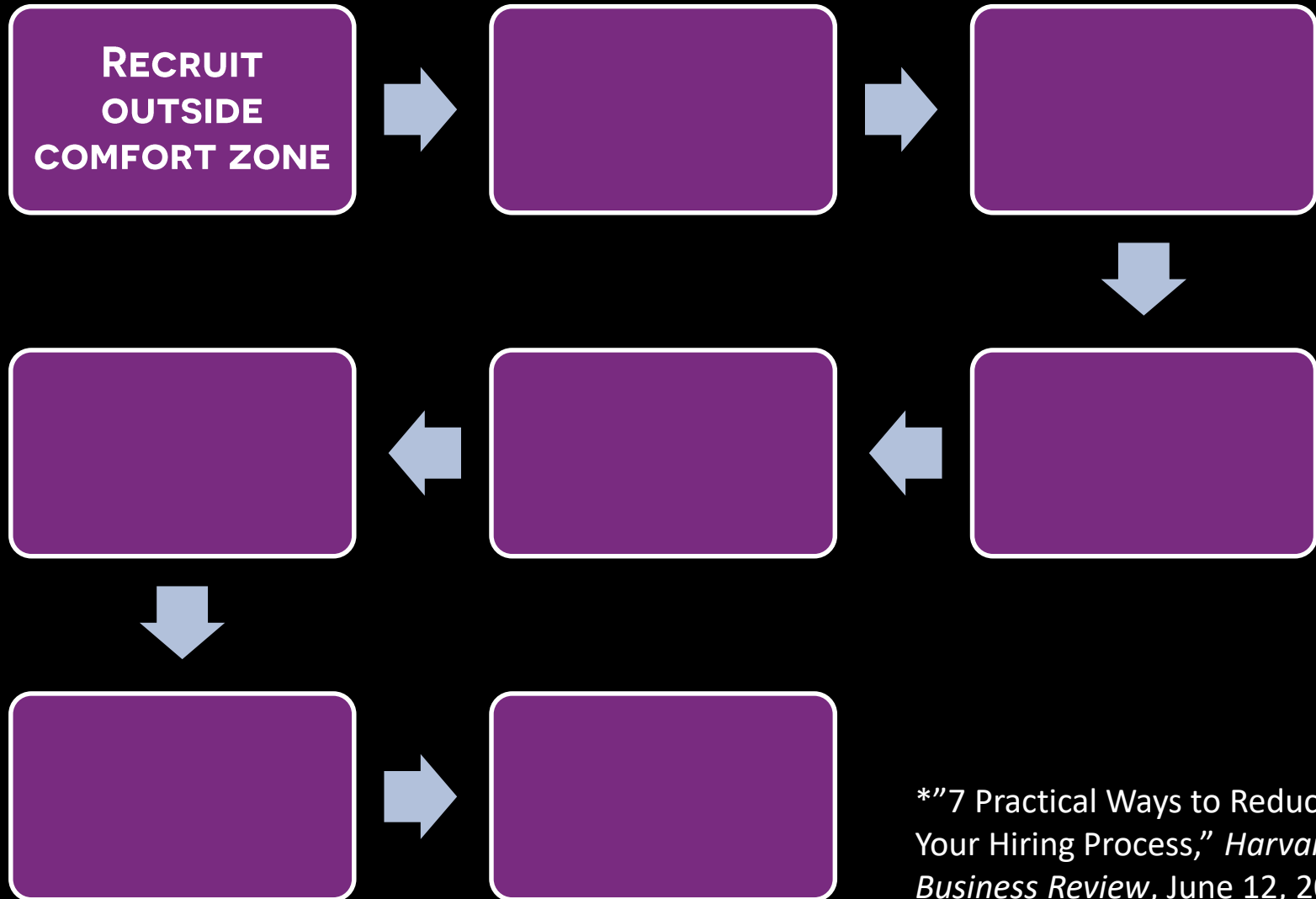
# Minimizing bias in hiring\*



\*"7 Practical Ways to Reduce Bias in Your Hiring Process," *Harvard Business Review*, June 12, 2017



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\*"7 Practical Ways to Reduce Bias in Your Hiring Process," *Harvard Business Review*, June 12, 2017

# Recruit outside comfort zone\*

Stanford  
University



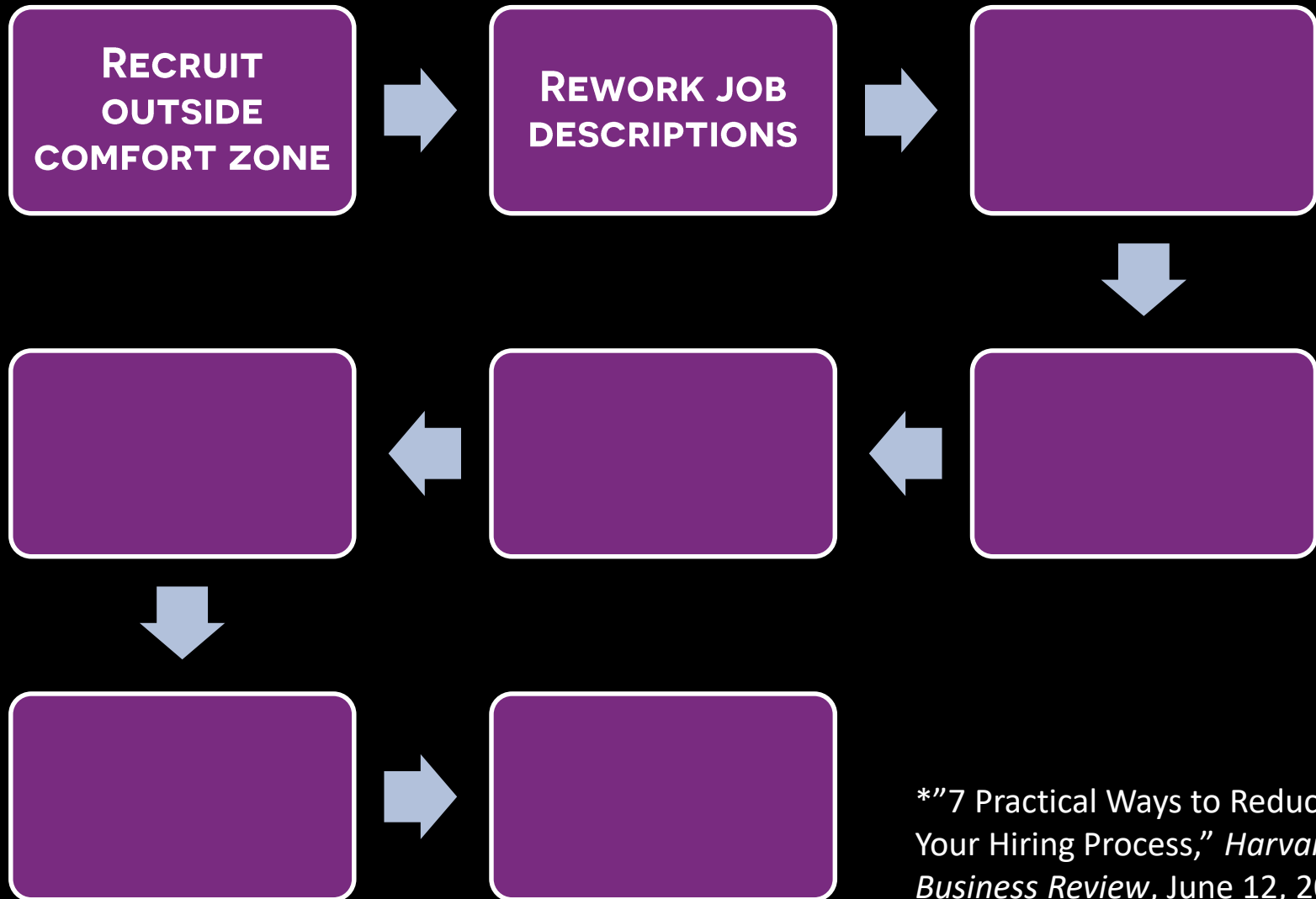
CLARK ATLANTA  
UNIVERSITY



THE OHIO STATE  
UNIVERSITY

\*"Seven Steps to Reduce Bias in Hiring," *Wall Street Journal*, [www.wsj.com](http://www.wsj.com)

# Minimizing bias in hiring\*



\*"7 Practical Ways to Reduce Bias in Your Hiring Process," *Harvard Business Review*, June 12, 2017



# Rework job descriptions

indeed

craigslist

simplyhired.

ebay  
classifieds

Jobs2Careers  
JOB SEARCH ENGINE

monster

LinkedIn

facebook

twitter

bright

Just Jobs  
all jobs with one search

juju  
job search engine

TipTopJob.com

careerbliss

MyNewJobSearch

OLX

oodle  
marketplace

careerJET.com

jobinventory  
Your Next Job Is Here

DiversityJobs  
diversity at work

TopUSAJobs.com

glassdoor

jooble

Yakaz

CareerVitals

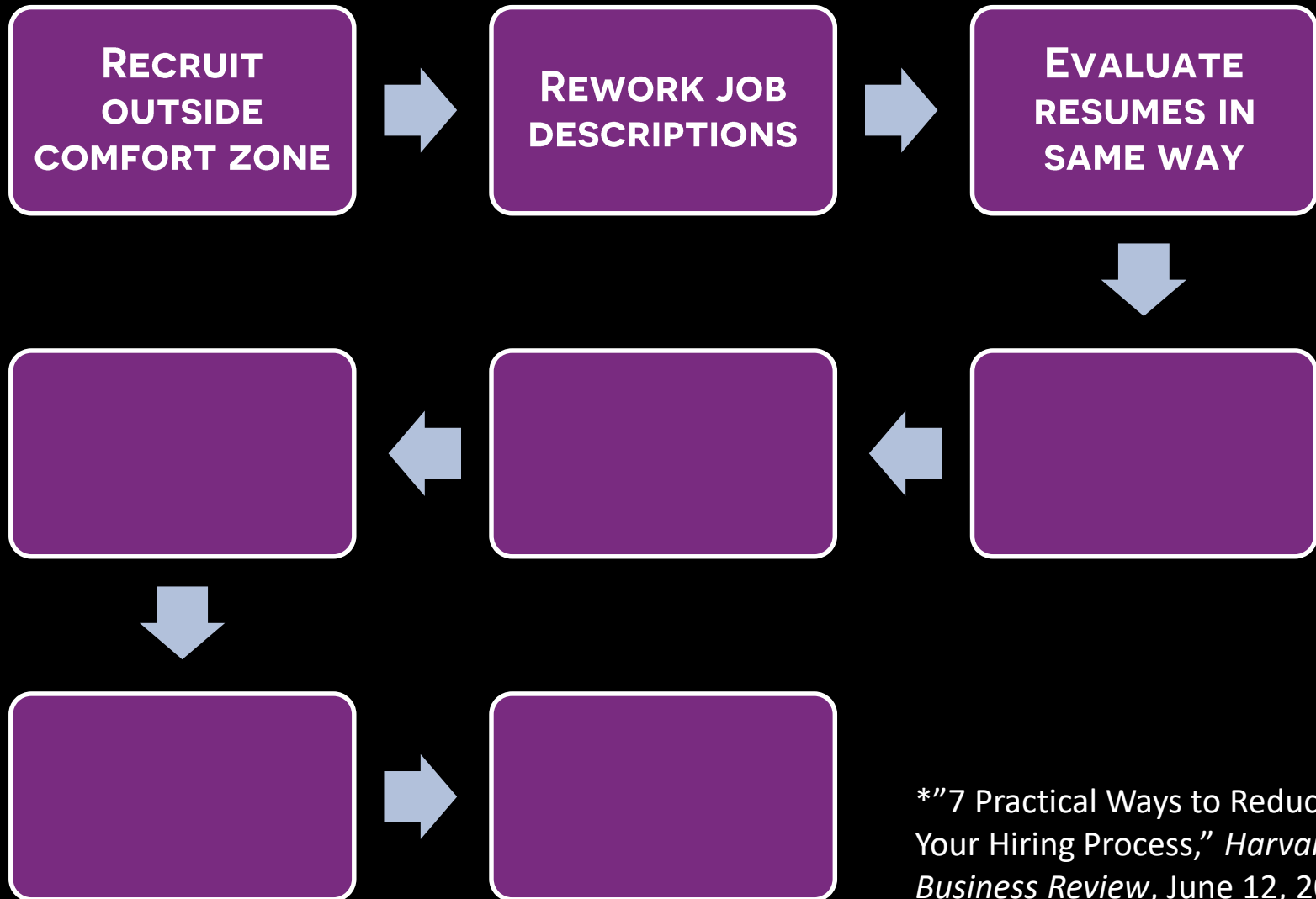
AfterCollege

careerbuilder.com

Dice

The Ladders.

# Minimizing bias in hiring\*



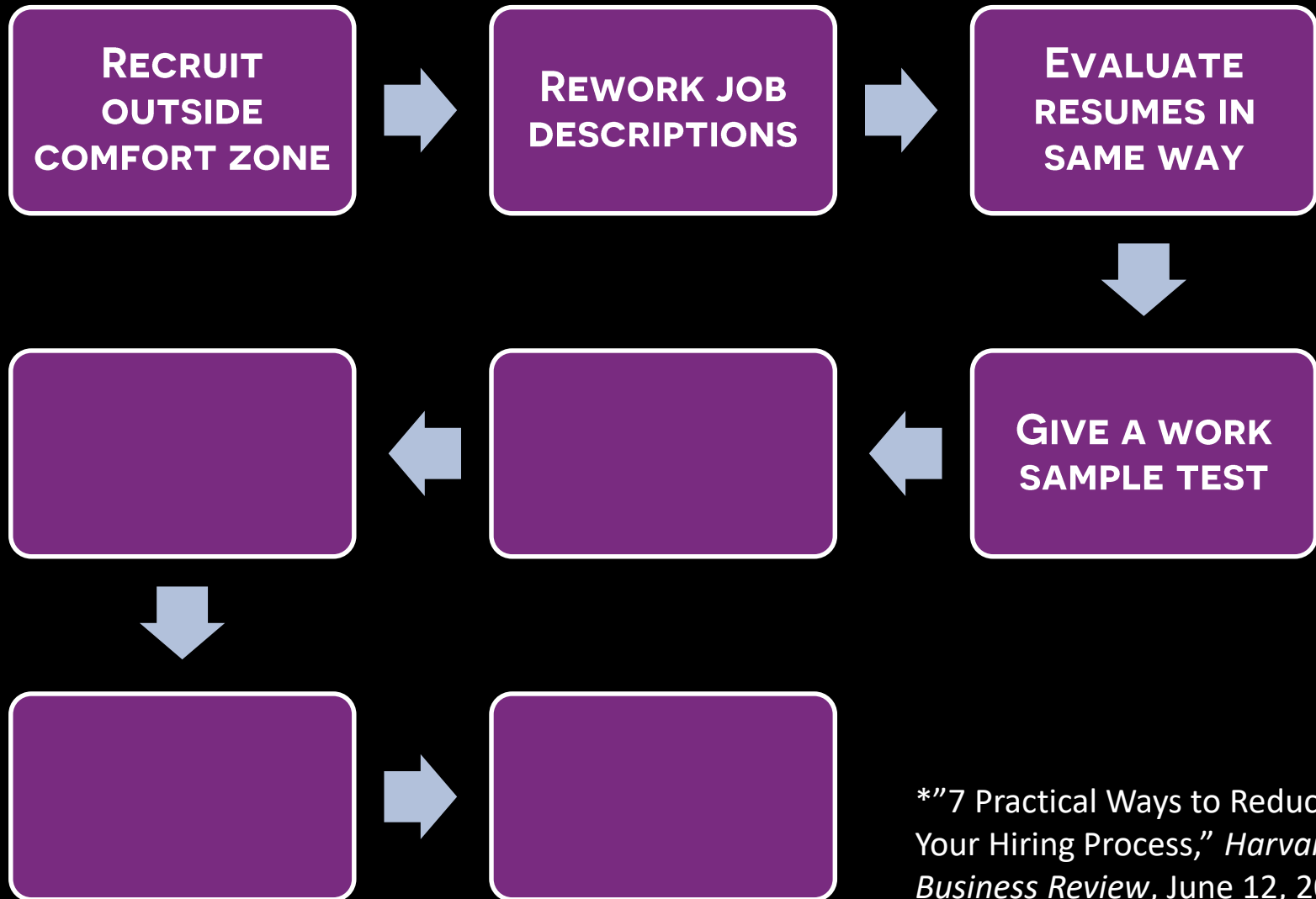
\*"7 Practical Ways to Reduce Bias in Your Hiring Process," *Harvard Business Review*, June 12, 2017

Evaluate resumes in same way





# Minimizing bias in hiring\*

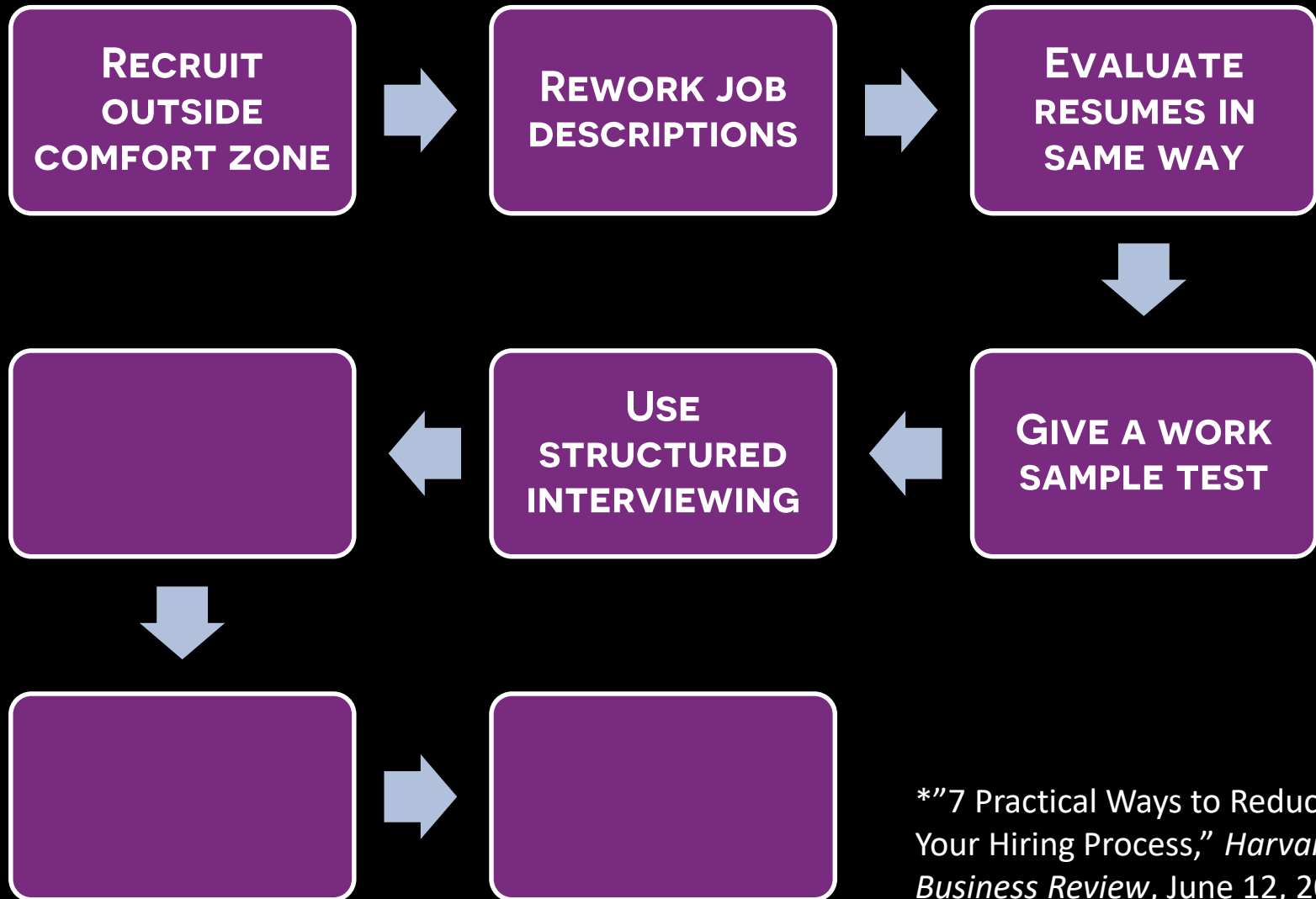


\*"7 Practical Ways to Reduce Bias in Your Hiring Process," *Harvard Business Review*, June 12, 2017

Give a work sample test



# Minimizing bias in hiring\*



\*"7 Practical Ways to Reduce Bias in Your Hiring Process," *Harvard Business Review*, June 12, 2017



Use structured interviewing



# Using behavioral interviewing

- **TELL ME ABOUT A TIME...**
- **GIVE ME AN EXAMPLE OF A TIME...**

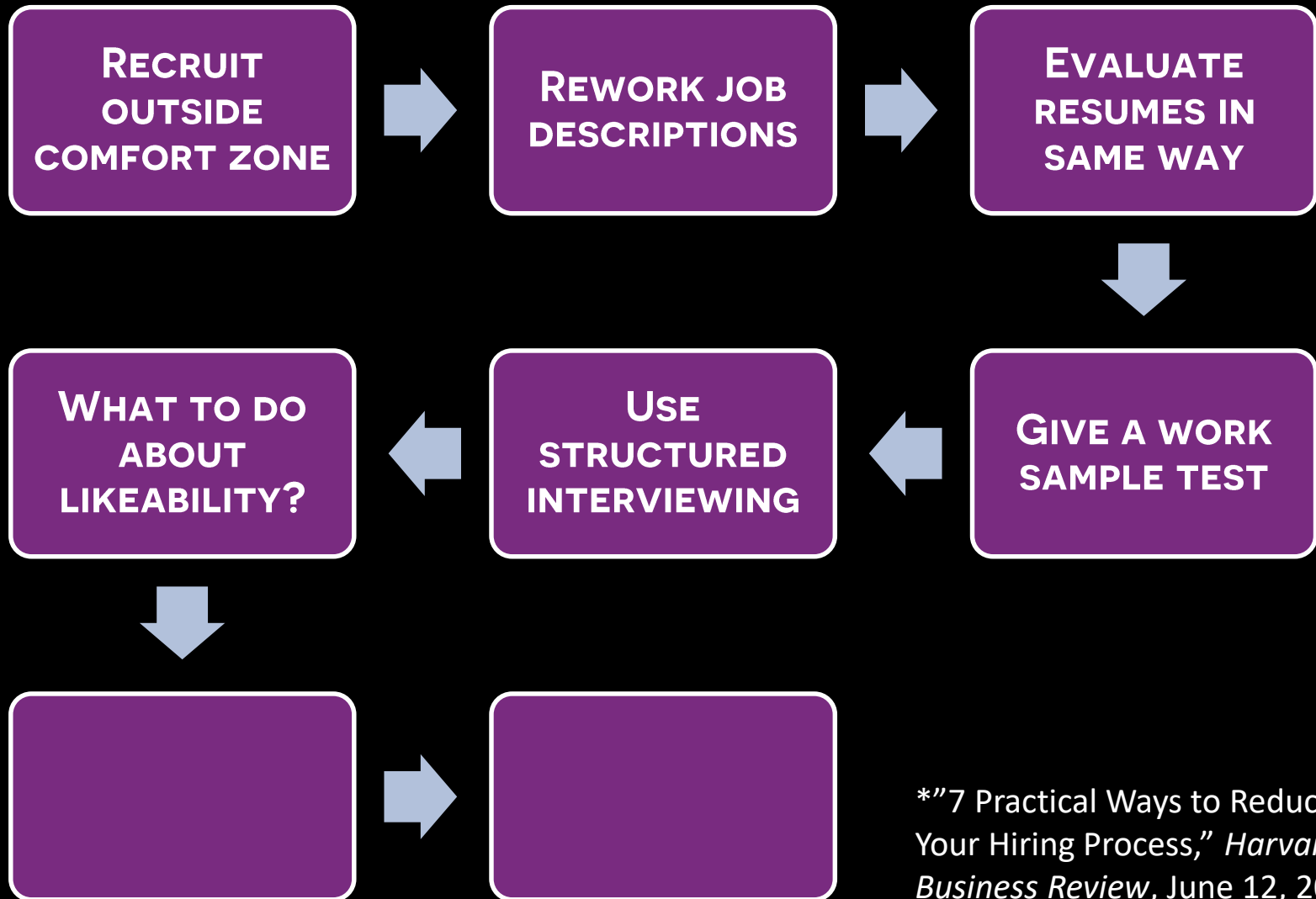


# Prepare structured interview





# Minimizing bias in hiring\*



\*"7 Practical Ways to Reduce Bias in Your Hiring Process," *Harvard Business Review*, June 12, 2017

# What to do about likeability?

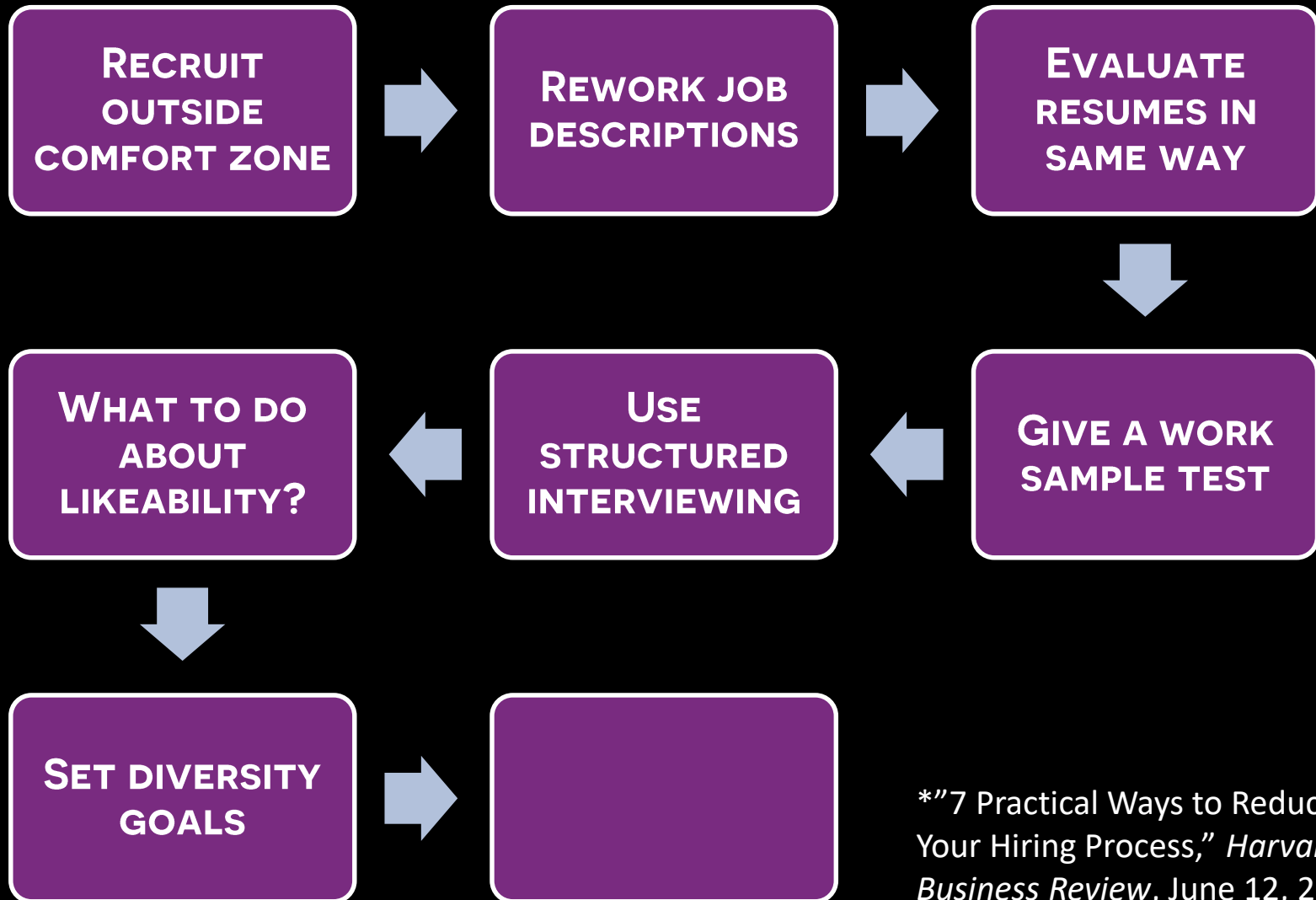
## ASK:

- “DOES IT MATTER WHETHER YOU LIKE THE PERSON YOU HIRE?”
- “HOW IMPORTANT IS IT TO YOU?”

## RATE

- GIVE POINT VALUE FOR THIS AS YOU WOULD ANY OTHER SKILL

# Minimizing bias in hiring\*



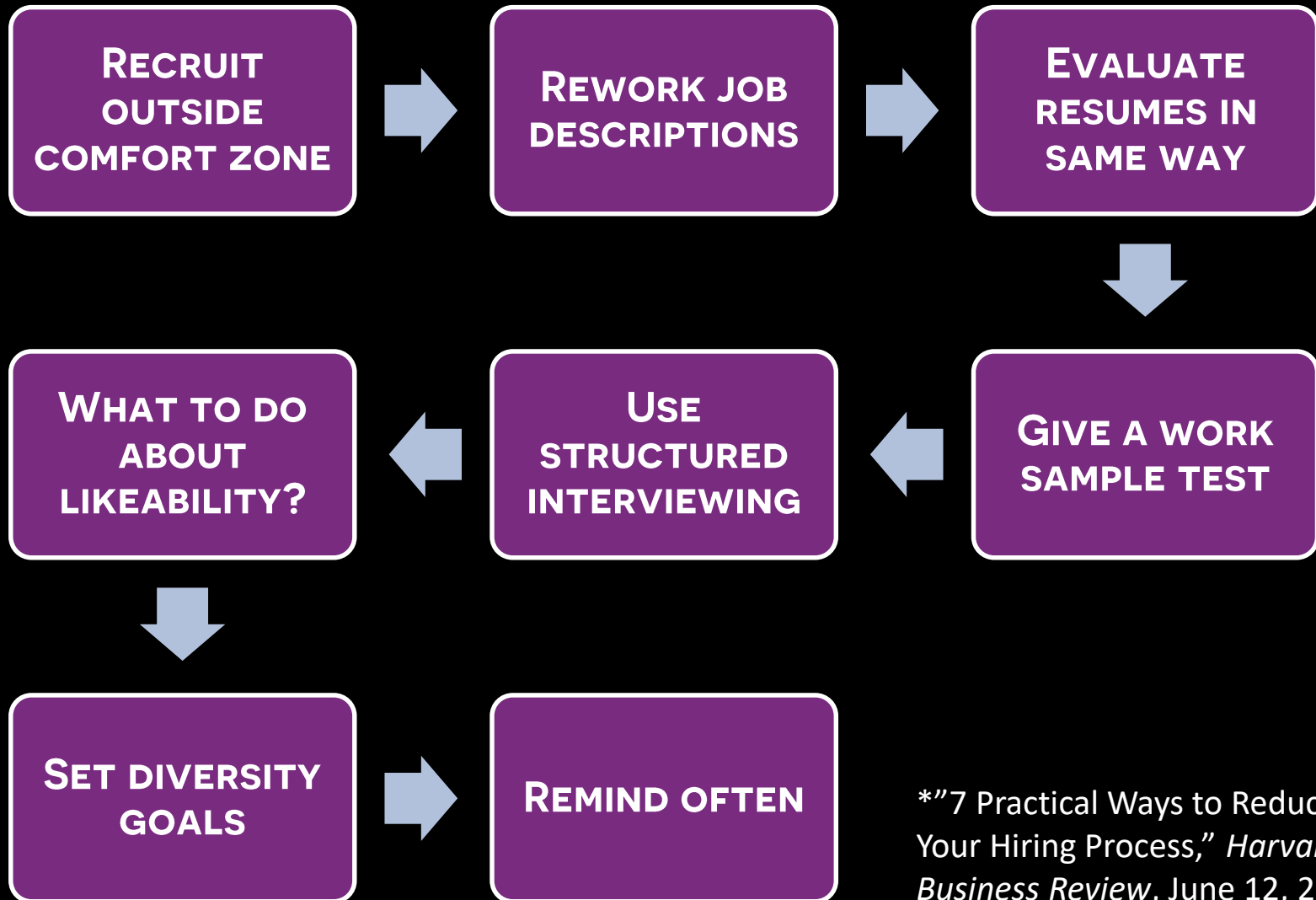
\*"7 Practical Ways to Reduce Bias in Your Hiring Process," *Harvard Business Review*, June 12, 2017



# Set diversity goals



# Minimizing bias in hiring\*



\*"7 Practical Ways to Reduce Bias in Your Hiring Process," *Harvard Business Review*, June 12, 2017

*Remind often*





# Proactive behaviors

Spend time  
with people  
different  
from you



Set up  
systems



Use  
perspective-  
taking then  
Individuate





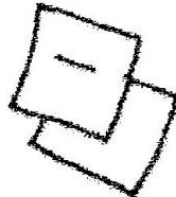
# Use perspective-taking



# EMPATHY MAP



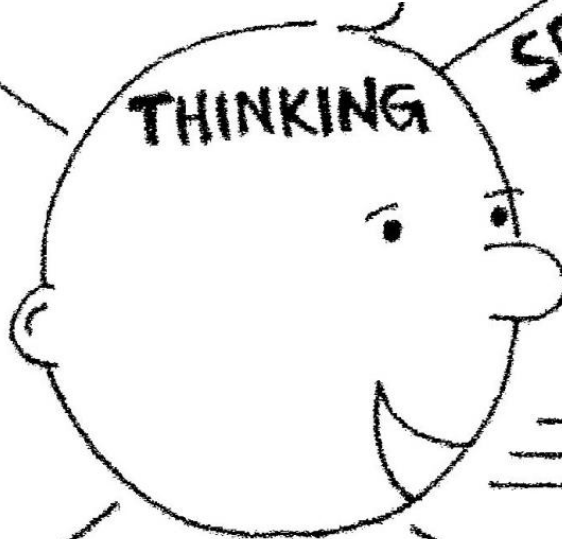
HEARING



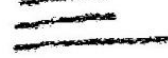
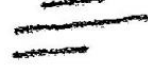
FEELING



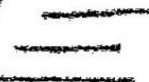
THINKING



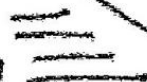
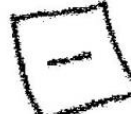
SEEING



SAYING



DOING





Use perspective-taking...Then individuate



# Proactive behaviors

Spend time  
with people  
different  
from you



Set up  
systems



Use  
perspective-  
taking then  
Individuate







*Your Action Plan*

*What ritual will you adopt?*







University of  
New Hampshire

**ONE DAY WORKSHOP**  
*Shining a Light on*  
*Unconscious Bias*

**APRIL 3**

**UNH PROFESSIONAL DEVELOPMENT PROGRAM  
PORTSMOUTH CAMPUS**

**[HTTPS://TRAINING.UNH.EDU/COURSE/SHINING-LIGHT-UNCONSCIOUS-BIAS](https://training.unh.edu/course/shining-light-unconscious-bias)**





# Diversity Immersion

Seeding change in our economic ecosystem by developing cultures of reflective action & inclusion.

*Become a more effective change agent*

March and October Programs  
[www.diversity-i.com](http://www.diversity-i.com)



**“Between stimulus and response,  
there is a space.  
In that space lies our freedom and  
power to choose our response.  
In our response lies our growth  
and freedom.”**



*Viktor Frankl*

# Thank You!



Inspiring Peak Performance through Authentic Positivity

***janet@AffirmYourself.com***

***www.AffirmYourself.com***