




**UNDERSTANDING  
IMPLICIT BIAS**  
Fostering a culture of inclusion



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**WELCOME**



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**LEARNING  
OBJECTIVES**


Deepen our understanding of bias  
Explicit (Conscious)  
Implicit (Unconscious)

Explore the impact of implicit bias in  
our world

Expand our self awareness related  
to implicit bias  
In ourselves  
In others  
For others

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**DEFINITION**

**Bias (n)**  
A particular tendency, inclination,  
feeling, or opinion, especially one  
that is preconceived or unreasoned

~Merriam-Webster Dictionary

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**TYPES OF BIAS**

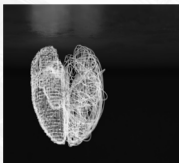
Explicit bias - the **conscious**  
positive or negative  
preferences for things,  
individuals, or groups

Implicit bias - the **unconscious** positive or  
negative preferences for  
things, individuals, or groups

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**CONSIDER ...**



Our brains receive 11 million bits  
of information per minute


We can only consciously process  
about 40 bits per minute

99%+ of our processing is  
unconscious

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**EXPLICIT VS IMPLICIT**



Professor L. Song Richardson  
Dean, UC Irvine School of Law


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"Being a conscious racist and having unconscious racial biases are not equivalent things."  
~Professor L. Song Richardson

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**BIAS FACTS**

1. We all have them
2. Unconscious processing can help us efficiently sort through vast amounts of information and stimuli
3. The result of unconscious processing can have a protective benefit

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**IMPLICIT ASSOCIATION TEST**

[implicit.harvard.edu/implicit/takeatest.html](http://implicit.harvard.edu/implicit/takeatest.html)

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**WHY CAN'T THE SURGEON OPERATE?**

A boy and his father are involved in a horrible car accident in which the father is killed. The son is rushed to the hospital, but just as he is about to go under the knife, the surgeon says, "I can't operate on this boy - he is my son!"

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**WHERE DOES BIAS COME FROM?**

- Upbringing
- Passed on by authority figures
- Personal experience
- Media portrayals
- Cultural conditioning
- Etc.

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## BIAS CAN...

- Create issues of justice
- Fuel an unfair work environment
- Affect individuals' experience of psychological and physical safety
- Impede talent and attraction efforts
- Destroy employee engagement
- Stunt performance - individual and team

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## PRIVILEGE CHART BY GROUPS

Nature/Focus of Bias	Variable	Onesup	Onedown
Racism	Race/ethnicity/color	White individuals (US)	People of color
Sexism	Gender	Men	Women
Cissexism	Gender Identity	Cis gender individuals	Transgender individuals, non-binary
Homophobia/Heterosexism	Sexual Orientation	Heterosexuals	LGBTQ+ individuals
Religious Oppression/Anti-Semitism/Islamophobia	Religion	Majority religions	Jews, Muslims, Sikhs (US)
Classism	Socioeconomic class	Upper and middle class, owning/managing	Poor, working class, wage workers
Elitism	Education	College educated/top 20-40 schools	Not college educated; less prestigious schools
Xenophobia	Immigrant status	Native born	Immigrants
Linguistic Oppression	Language	English speakers (US)	Non-English speakers (US)
Ableism	Physical and/or mental ability	People without disabilities	People with disabilities
Ageism	Age	Under 40 (US); adults	Elders (US); children/youth

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# 25%

Men of color are 25% less likely to get a raise when they ask for one than their white peers.

*Harvard Business Review 2019* ..... inspiring excellence

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LGBTQ+ candidates receive 32% fewer call backs when their resume indicates sexual orientation.

# 32%

*Harvard Business Review 2019*

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# 3x

Assertiveness was met with "counseling" 3 x more often for people of color than their white peers.

*Harvard Business Review 2019* ..... inspiring excellence

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66% of women's performance reviews contained comments about their personalities, but only 1% of men's reviews did.

**66%**

*Harvard Business Review 2019*

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**WHERE CAN IT LEAD (AT WORK)?**

- Disparaging comments/jokes
- Decisions based on stereotypes rather than reality
- Distribution of work (projects, assignments, etc.)
- Hiring/promotional decisions
- Compensation

*Society of Human Resource Management*



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**INTERRUPTING OWN BIAS...**

- **Expand your awareness**  
Educate yourself  
Identify the times, places, and circumstances when your bias flares  
Move from unconscious to conscious
- **In the moment**  
Slow down; breathe  
Replace assumption with facts - make a data driven decision
- **Seek diverse perspectives**



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**EXERCISE: CIRCLE OF TRUST**



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### DIVERSITY IS A COMPETITIVE ADVANTAGE

A more diverse workplace isn't just something that feels right. Countless studies have shown that more diverse workplaces are more innovative and outperform those that aren't. "Delivering Growth Through Diversity" - McKinsey & Co. 2018

Complex problems are best approached by teams with a variety of perspectives.



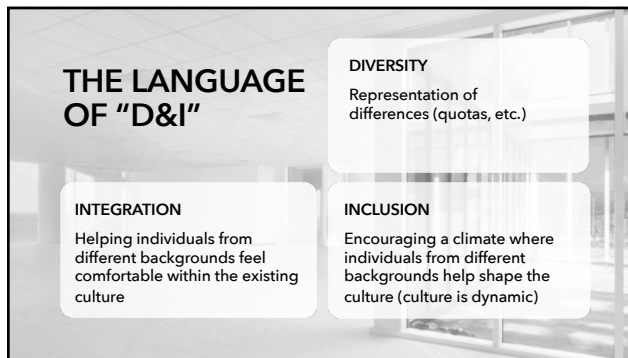
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### THE LANGUAGE OF "D&I"

**DIVERSITY**  
Representation of differences (quotas, etc.)

**INTEGRATION**  
Helping individuals from different backgrounds feel comfortable within the existing culture


**INCLUSION**  
Encouraging a climate where individuals from different backgrounds help shape the culture (culture is dynamic)



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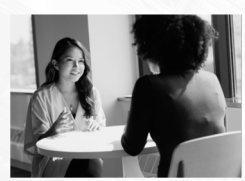
<p>Identify if the behavior is a one-off or part of a pattern</p>	<p>If part of a pattern, assimilate accurate, factual examples</p>	<p>Get clear on your goal - what outcome do you want?</p>	<p>Address it - begin with facts, suggest what the facts mean to you...begin a dialogue where you both can learn</p>
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### SKILLS FOR INDIVIDUALS



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**Tips for Talking About Bias**  
*(from the Avarna Group)*

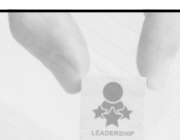
<https://theavarnagroup.com/wp-content/uploads/2015/11/Guide-to-tough-conversations.pdf>

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### THE LEADER'S ROLE

- Set clear expectations for equity and inclusion
- Establish objective criteria when making decisions about assignments, promotions, new hires, etc.
- Encourage participation from all team members
- Invite input related to this topic
- Recognize and celebrate progress



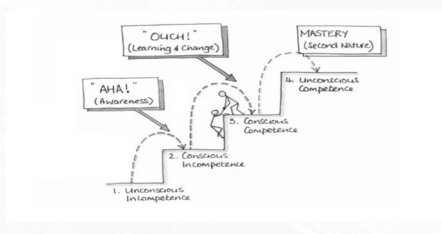
LEADERSHIP



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### WHAT THIS LEARNING JOURNEY MAY BE LIKE...



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