

CREATING A CULTURE OF INCLUSION



@TMODOM

UNCONSCIOUS BIAS AND MICROBEHAVIORS

Unconscious Bias

- **An Implicit association or attitude** that:
 - Operates beyond our control and awareness
 - Informs our perceptions of a person or social group
 - Can influence our decision making and behavior (*Catalyst Women*)
- **Our implicit people preferences**, formed by our socialisation, our experiences, and by our exposure to others' views about other groups of people.
- **Quick and often inaccurate judgment** based on limited facts and our own life experiences.
 - This gives certain individuals and groups both unearned advantage and unearned disadvantage in the workplace.
- People can consciously believe in equality while simultaneously acting on subconscious prejudices



Unconscious Bias



- In 1995, a pair of psychologists, Anthony Greenwald and Mahzarin Banaji, defined the term “**implicit stereotype**,” to describe how we unconsciously attach characteristics to people from a certain social group, using random bits of acquired information, influenced by our culture, upbringing and previous experience.

- Unconscious biases are mostly triggered by primary factors such as **race, gender and age**



- **Affinity Bias**
- “**Halo/Horn**” bias
- **Confirmation Bias**
- **Anchoring Bias**
- **Distance Bias**

Unconscious Bias

CULTURE

CULTURE

Media images,
visibility/invisibility,
portrayal

External
influences
(society)

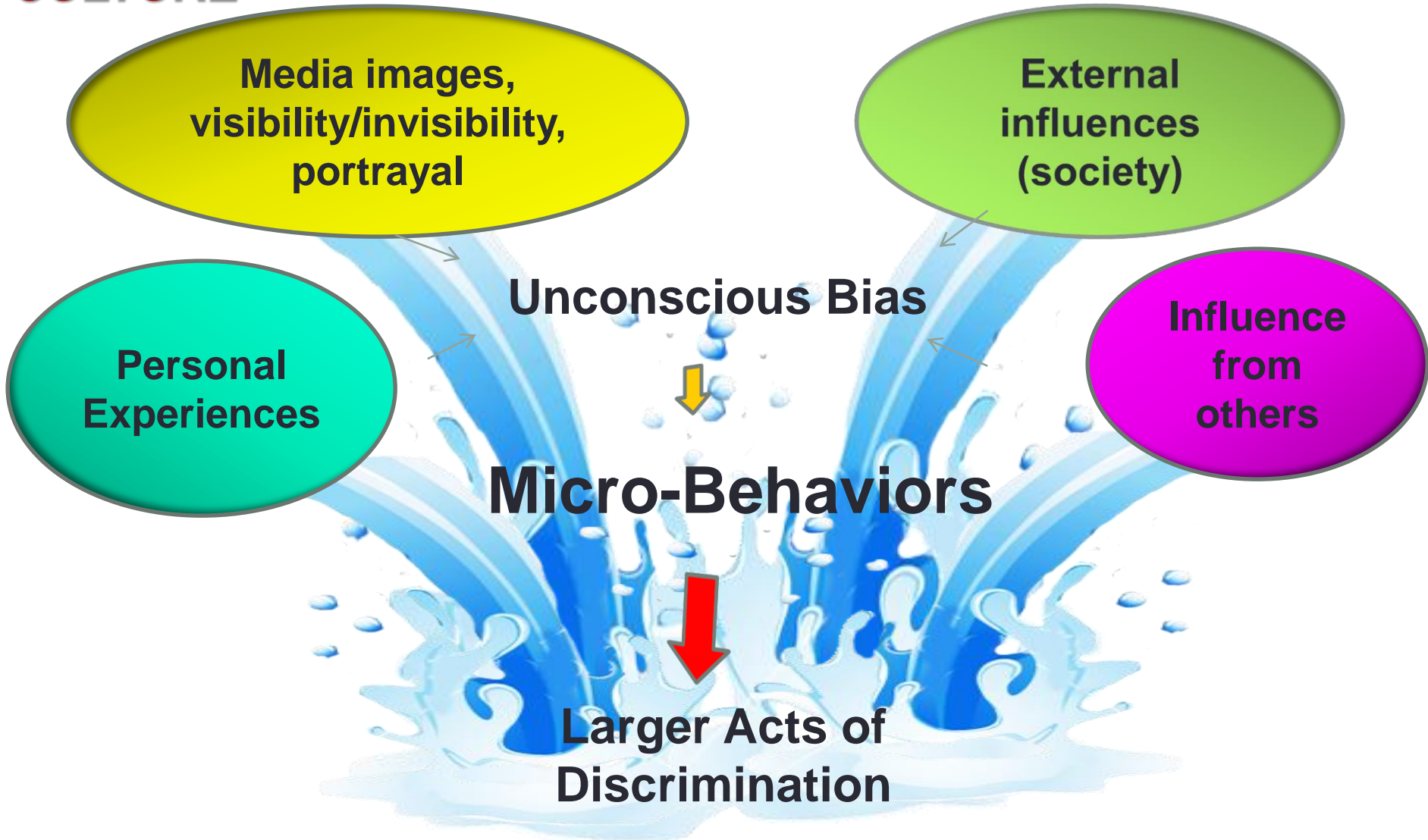
Personal
Experiences

Influence
from
others

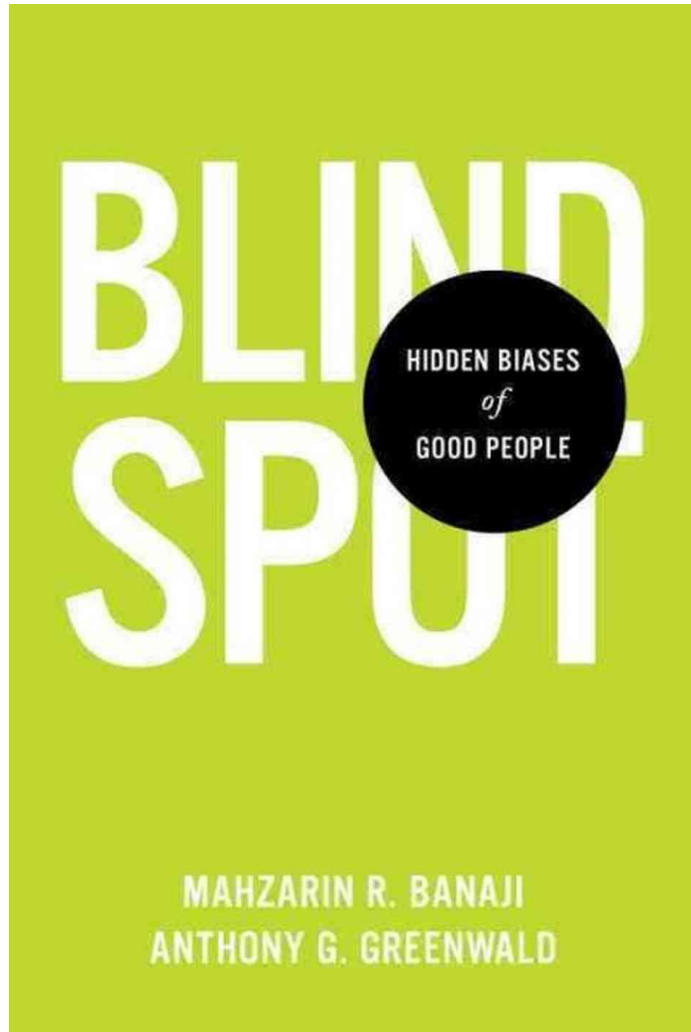
Unconscious Bias

Micro-Behaviors

Larger Acts of
Discrimination



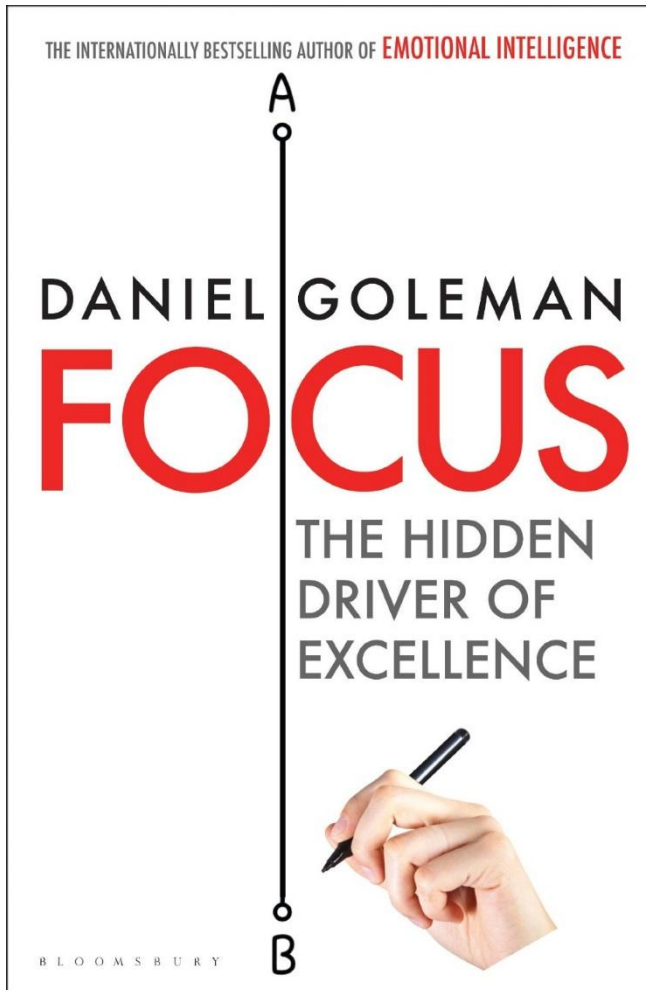
Take Five: Tips for Uncovering Bias



1. Acknowledge potential for bias
2. Be wary of first impressions
3. Learn about stereotypes
4. Broaden your focus
5. Expose yourself to alien experiences

Approaches to “Debiasing”





Mindfulness Mitigates Biases You May Not Know You Have

by Nicole Torres

DECEMBER 24, 2014



Identifying Unconscious Bias at your organization



- What are some of the areas where we see unconscious bias?
- What can we do, suggest, or disrupt at the different stages of the employee life cycle?

Micro-Behaviors



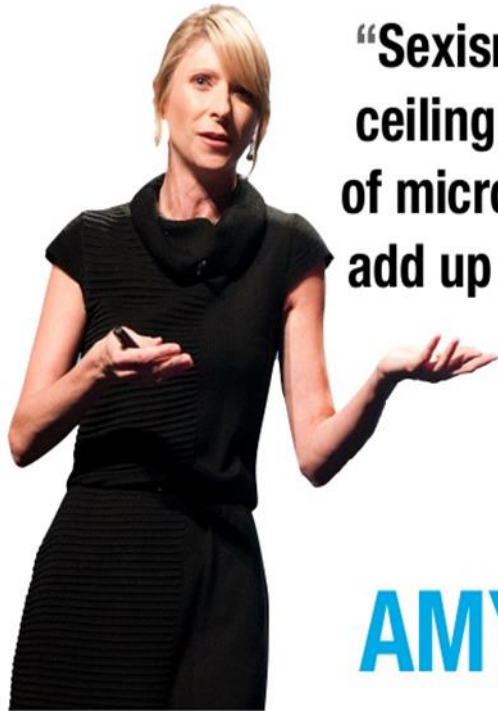
Micro-Affirmations

- Listening
- Asking questions
- Using someone's name
- Positive tone of voice



Micro-Inequities

- Snubs
- Facial expressions
- Tone
- Space/distance



“Sexism is not a glass ceiling. It’s a labyrinth of micro-inequities that add up over a lifetime”

AMY CUDDY

Professor at Harvard Business School

The screenshot shows the Harvard Business Review website interface. At the top left is the Harvard Business Review logo. To its right is a search bar with a magnifying glass icon and the word "SEARCH". Below the logo is a navigation menu with links for "THE MAGAZINE", "BLOGS", "VIDEO", "BOOKS", "CASES", "WEBINARS", and "COURSES". Below the navigation menu is a grey bar with the text "Registered | limited access" and a user name "TANY". The main content area features the text "HBR Blog Network / The Daily Stat" in green. Below this is the article title "Being Treated as Invisible is More Harmful than Harassment" in bold black text. Under the title is the author information "by Andrew O'Connell | 8:30 AM June 12, 2014". Below the author information is a "Comments (3)" section with social media sharing icons for email, Twitter, LinkedIn, Facebook, and Google+. The article text begins with "Although surveys show that people consider it more psychologically harmful to be harassed than ignored, workplace ostracism turns out to have a bigger impact than harassment, doing greater harm to employees' well-being and causing greater job turnover, says a team led by Jane O'Reilly of the University of Ottawa. Ostracism is also more common: Of more than 1,000 university staff members, 91% reported such experiences as being ignored, avoided, shut out of conversations, or treated as invisible over the past year, whereas 45% reported being harassed, such as by being teased, belittled, or embarrassed."

Everyday Bias, Allies, and Action

- **Everyday Bias**
- **Frequency of Bias**
- **Microaggressions**
- **Allies vs. Allies with action**



Press releases

New Deloitte Survey Finds Organizations' Inclusion Efforts May Not Be Addressing One of the Biggest Barriers – Everyday Bias

Deloitte's inaugural "2019 state of inclusion survey" reveals microaggressions are a main roadblock; the majority of the workforce identifies as allies, but there may be a gap between intention and action.



NEW YORK, June 27, 2019 — Despite organizations' efforts to advance inclusion in the

“The Cost of Bias at Work”

- **Cost #1: Burning Out**

- Feeling alienated
- Withheld ideas and/or solutions
- Not referring people to work at their company/organization

- **Cost #2: Busting Out**

- Plan to leave job
- Looking for a job while on the job

- **Cost #3: Blowing Up**

- Intentionally not followed up on a project/assignment
- Negative comments/social media



MOVING FORWARD

Inclusive Leadership

 **LEAD
OUTWARD**

 **LEAD
INWARD**



ACCOUNTABILITY



CURIOSITY



OWNERSHIP



HUMILITY



ALLYSHIP



COURAGE

Resources

Unconscious Bias

- **Understanding Bias and the Brain:** <https://www.kornferry.com/insights/articles/understanding-bias-and-brain>
- **How Racial Bias Works and How To Disrupt It**
https://www.ted.com/talks/jennifer_l_eberhardt_how_racial_bias_works_and_how_to_disrupt_it#t-478395
- **Understanding Implicit Bias:** <http://kirwaninstitute.osu.edu/research/understanding-implicit-bias/>
- **Thought papers on Unconscious Bias by Howard Ross** <http://cookcross.com/services/thought-leadership/free-thought-papers/>
- **Outsmarting Our Brains** [http://www.ey.com/Publication/vwLUAssets/Outsmarting-our-brains/\\$FILE/EY-RBC-Overcoming-hidden-biases-to-harness-diversity.pdf](http://www.ey.com/Publication/vwLUAssets/Outsmarting-our-brains/$FILE/EY-RBC-Overcoming-hidden-biases-to-harness-diversity.pdf)
- **Microsoft Unconscious Bias training (free video)**
<http://blogs.microsoft.com/blog/2015/11/02/uncovering-unconscious-bias/>
- **UnBiased video:** <https://www.youtube.com/watch?v=nbE0EoeXd-M>
- **Catalyst Women resources on Unconscious Bias:** <http://www.catalyst.org/unconscious-bias>

Inclusive Leadership: Catalyst Inclusive Leadership: <https://www.catalyst.org/research/inclusive-leadership-report/>

Resources

- **How Bosses Interrupt Bias on Their Teams:** <https://hbr.org/2019/11/how-the-best-bosses-interrupt-bias-on-their-teams>
- **Five Types of Bias:** <https://neuroleadership.com/your-brain-at-work/seeds-model-biases-affect-decision-making/>
- **10 Ways to Mitigate Bias in Your Company's Decision Making:** <https://hbr.org/2019/10/10-ways-to-mitigate-bias-in-your-companys-decision-making>
- **Understanding Unconscious Bias**
<https://www.youtube.com/watch?v=dVp9Z5k0dEE>

Resources

Microaggressions

Microaffirmations and Microinequities:

<https://ombud.mit.edu/sites/default/files/documents/micro-affirm-ineq.pdf>

Microaggressions Don't Just Hurt Your Feelings:

<https://www.usatoday.com/story/news/2018/02/28/what-microaggressions-small-slights-serious-consequences/362754002/>

Microaggressions in Everyday Life: <https://www.psychologytoday.com/us/blog/microaggressions-in-everyday-life>

Recognizing Microaggressions and the Messages They Send (UCLA):

https://academicaffairs.ucsc.edu/events/documents/Microaggressions_Examples_Arial_2014_11_12.pdf

Confronting Racism at Work (a Reading List) :<https://hbr.org/2020/06/confronting-racism-at-work-a-reading-list>

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