



Understanding Implicit Bias

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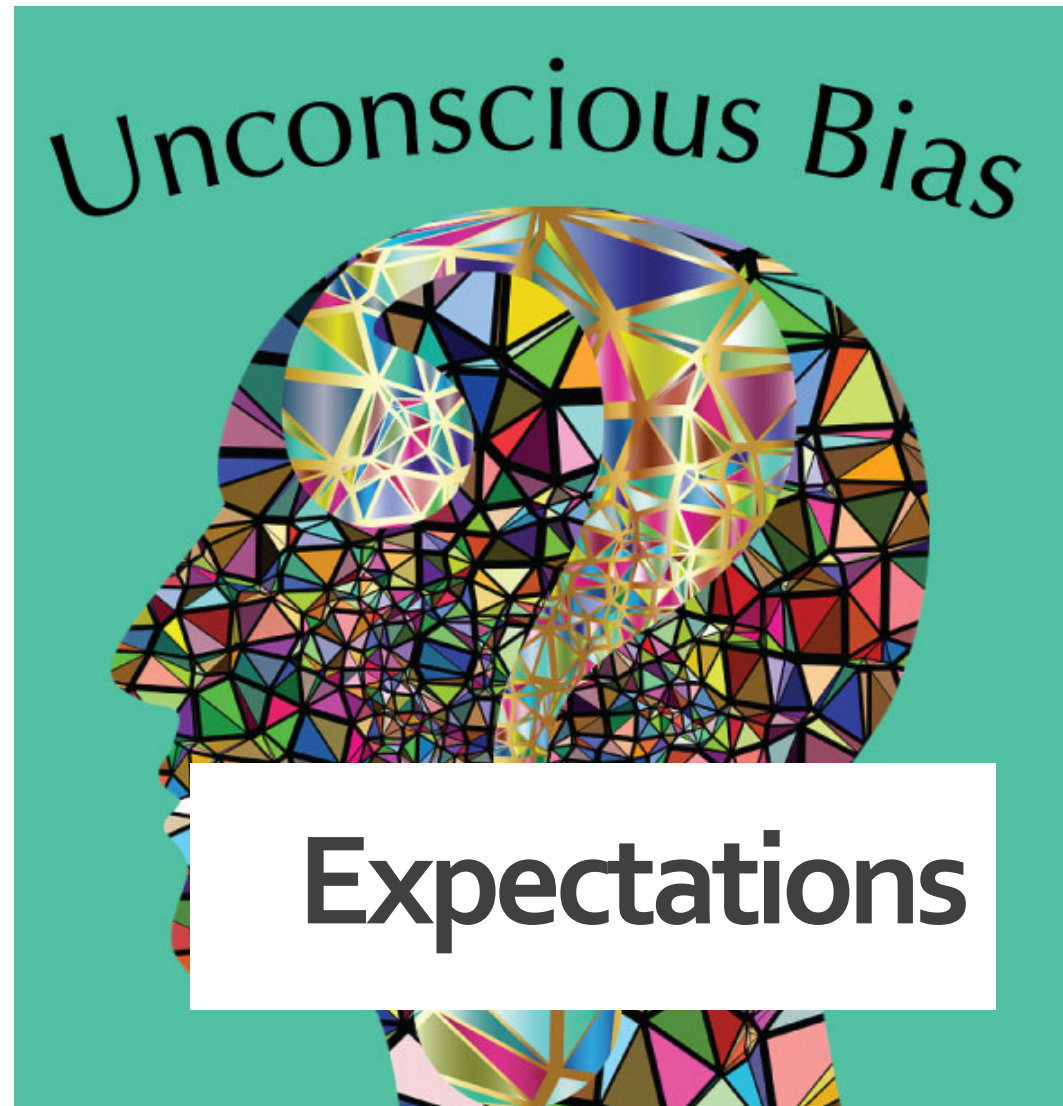
October 22, 2021

Objectives

At the end of the session participants will be able to:

- Define key terms in diversity, equity, and inclusion.
- Recognize the diversity wheel
- List areas impacted by implicit bias
- Discuss neurodiversity
- Explain impacts of implicit bias
- List ways to counteract implicit bias

- Be open
- Stay engaged
- Use “I” statements
- Question your perceptions
- Avoid judgments
- Have empathy
- Make peace with discomfort
- Maintain confidentiality
- Respect others opinions and perspectives
 - Other expectations?



Diversity

Equity

Equality

Inclusion

Belonging

Definitions

Diversity

- The similarities and differences between individuals accounting for all aspects of one's personality and individual identity.

Equity

- Acknowledging and addressing historic and current structural inequities by giving people what they need to be successful.

Equality

- The same opportunities and resources are made available to everyone.

Inclusion

- The achievement of a work environment in which all individuals are treated fairly and respectfully, have equal access to opportunities and resources, and can contribute fully to the organization's success.

Belonging

- The experience of being wholly accepted and included by those around you.



Diversity

Being invited to the party without having to chase the invite

Inclusion

Having the music to dance and not being judged for your moves

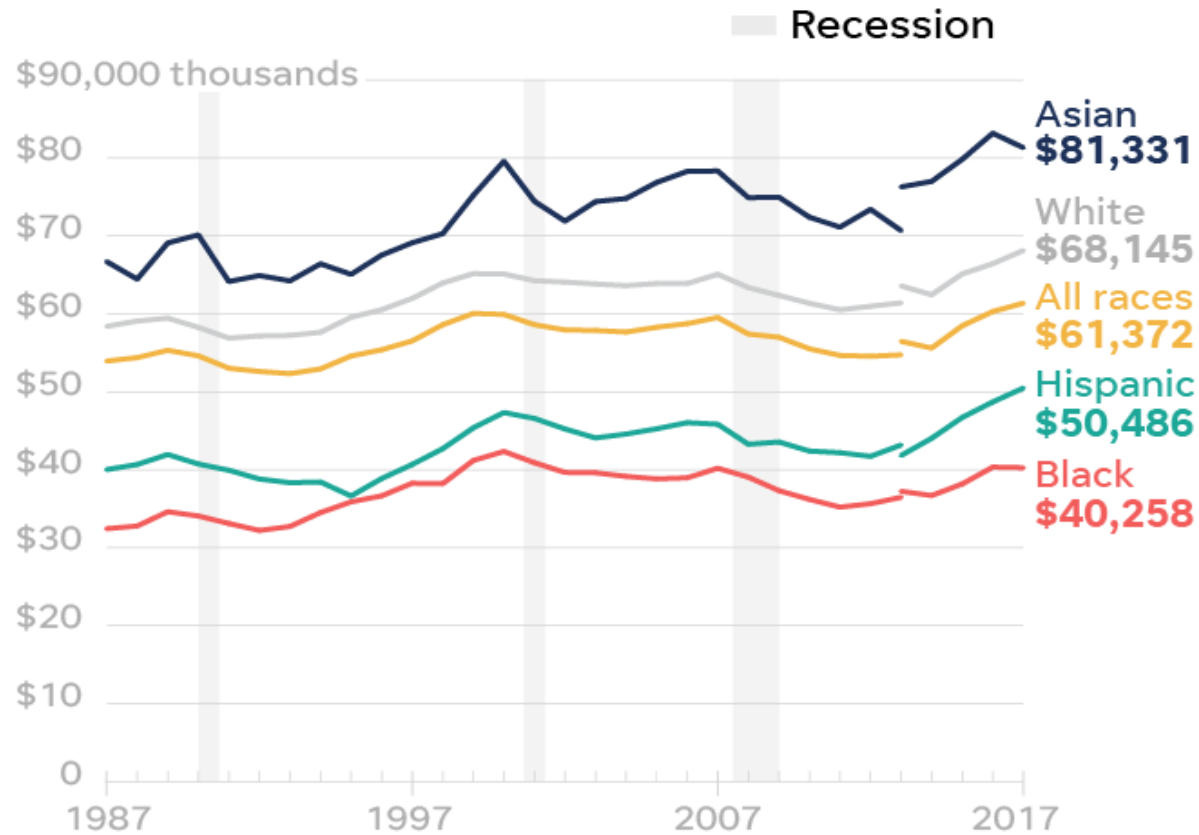
Belonging

Being able to attend the dance without any barriers or access issues

Equity



The Facts



Source: USA Today. <https://www.usatoday.com/in-depth/news/2020/06/18/12-charts-racial-disparities-persist-across-wealth-health-and-beyond/3201129001/>.
June 18, 2020

2021 Equal Pay Days

Asian American and Pacific Islander Women's Equal Pay Day - March 9.

- Paid **85 cents** for every dollar paid to white men.

All Women's Equal Pay Day - March 24.

- Women working full time and year round are paid **82 cents for every dollar** paid to a man who works full time and year round.

Mother's Equal Pay Day - May 5.

- Paid **70 cents for every dollar** paid to fathers.

Black Women's Equal Pay Day - August 3.

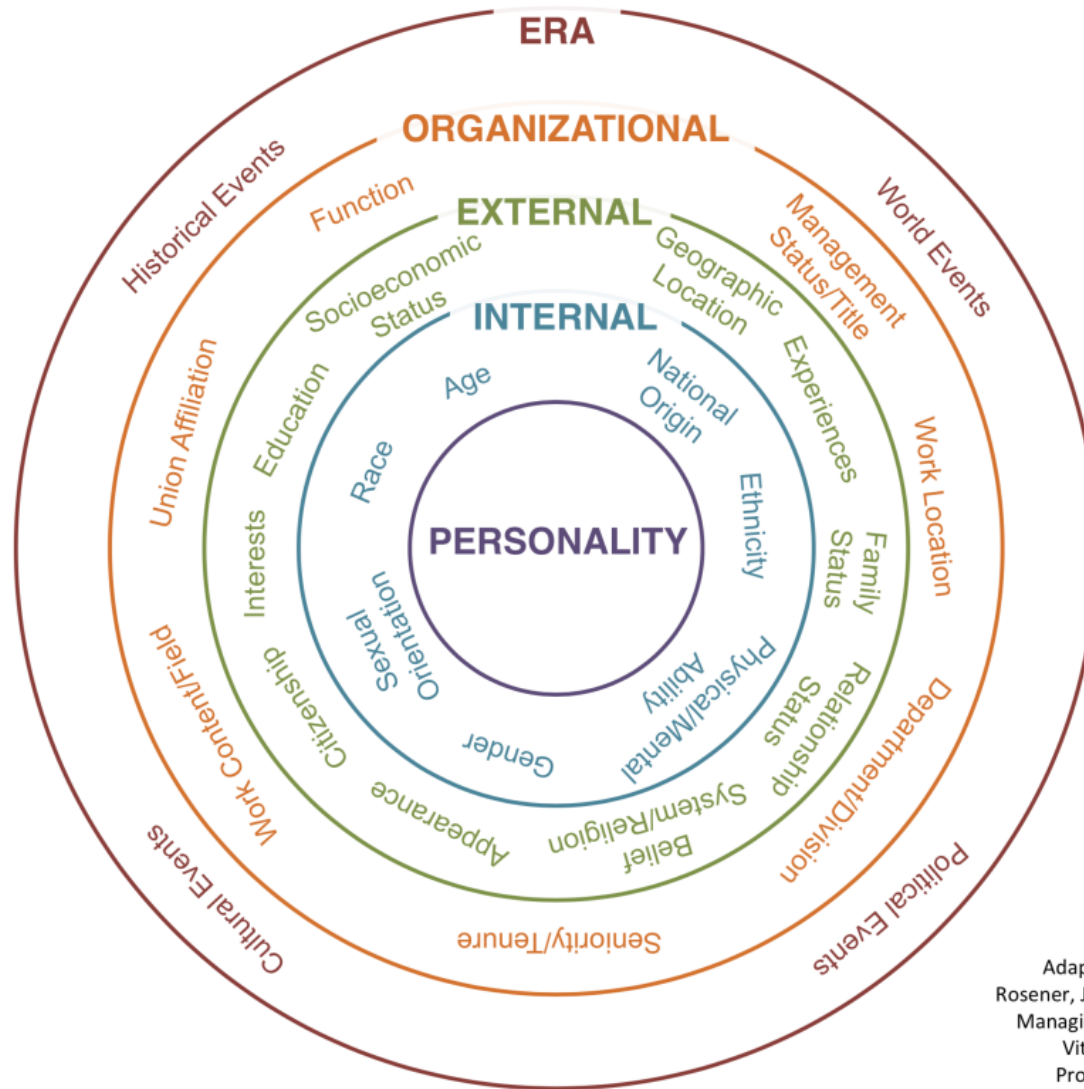
- Paid **63 cents for every dollar** paid to white men.

Native American Women's Equal Pay Day - September 8.

- Paid **60 cents for every dollar** paid to white men.

Latina's Equal Pay Day - October 21.

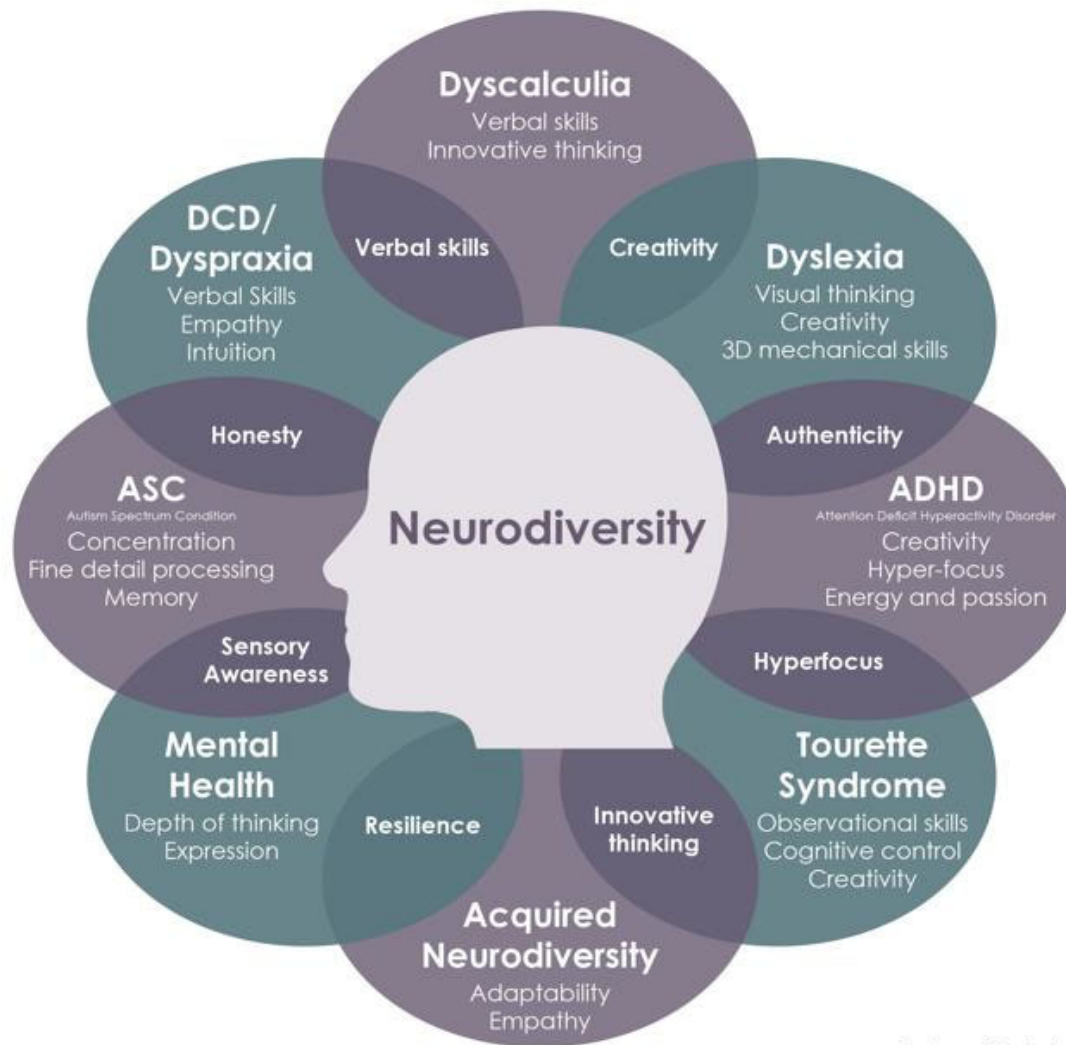
- Paid **55 cents for every dollar** paid to white men.



Adapted from: Loden, Marily & Rosener, Judy, "Workforce America! Managing Employee Diversity as a Vital Resource," McGraw-Hill Professional Publishing, 1990.

Neurodiversity





Dr Nancy Doyle, based on the work of Mary Colley

Source: <https://www.forbes.com/sites/drnancydoyle/2020/03/24/the-world-needs-neurodiversity-unusual-times-call-for-unusual-thinking/?sh=2236f51e6db2>

Working with Diverse Groups

In your experience:

- What are some of the benefits of working with diverse teams?
- What are some of the challenges?



Benefits and Challenges of Diverse Teams

Benefits

- Increased creativity and innovation
- Better problem solving and decision making
- Increased profits – competitive advantage
- Higher employee engagement
- Better reputation
- Attract better talent

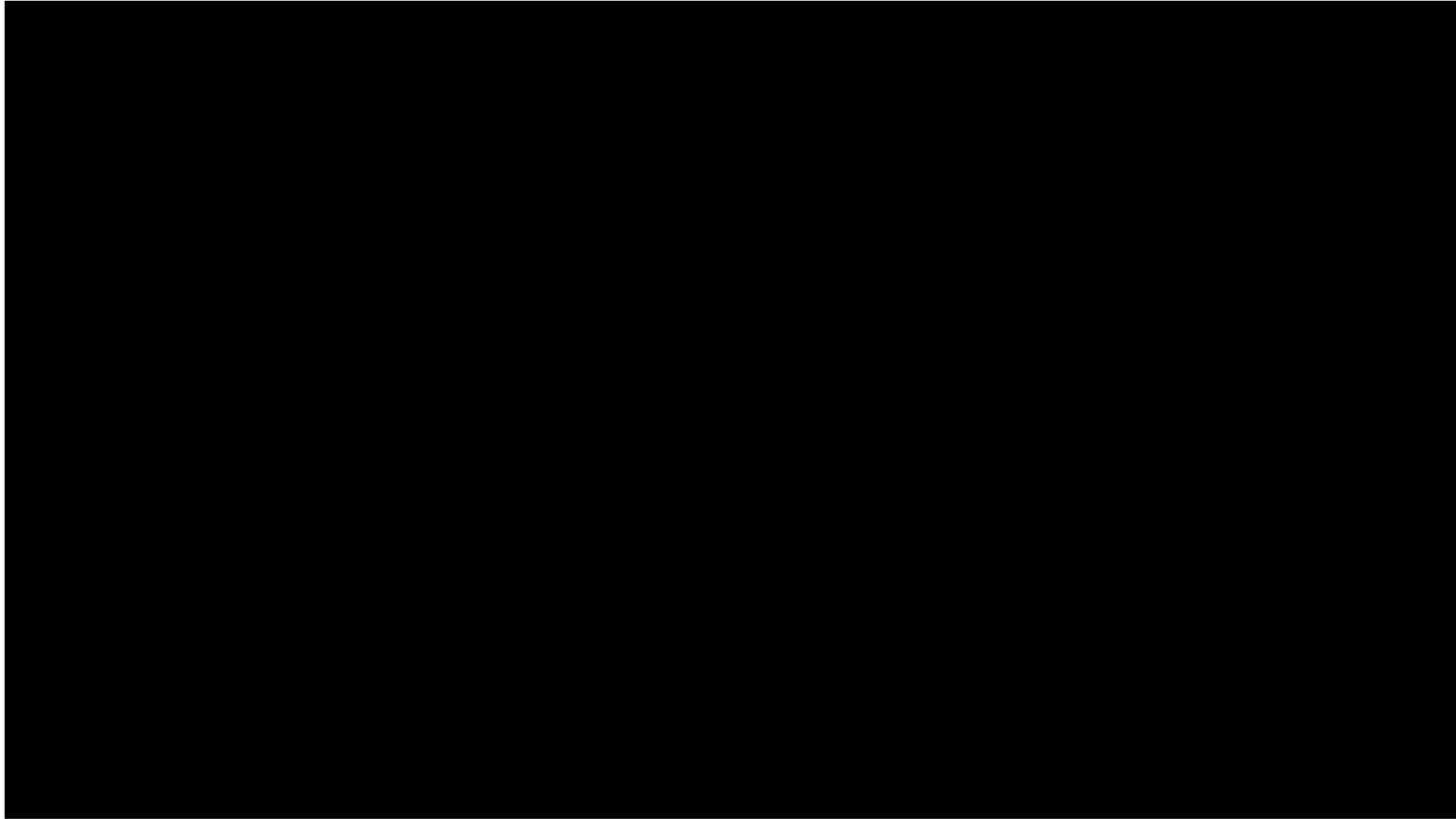
Challenges

- Communication barriers
- Culture clashes
- Slower decision making

Assumptions

- People from certain groups are not intellectual, irresponsible or have high ability in certain subjects
- Those from certain backgrounds are inarticulate/poor writers
- People with a particular level of education are “better” than those without it.
- Older students or those with disabilities are slower learners and will need more help from you.
- People affiliated with a certain group (gender, race, ethnicity) are experts on issues affiliated with their group.
- All people from certain groups share the same perspective on an issue

Unconscious Bias



Unconscious Bias

Race

Gender

Age

Height and
Weight

Introversion
and
Extroversion

Marital and
parental status

Disability status

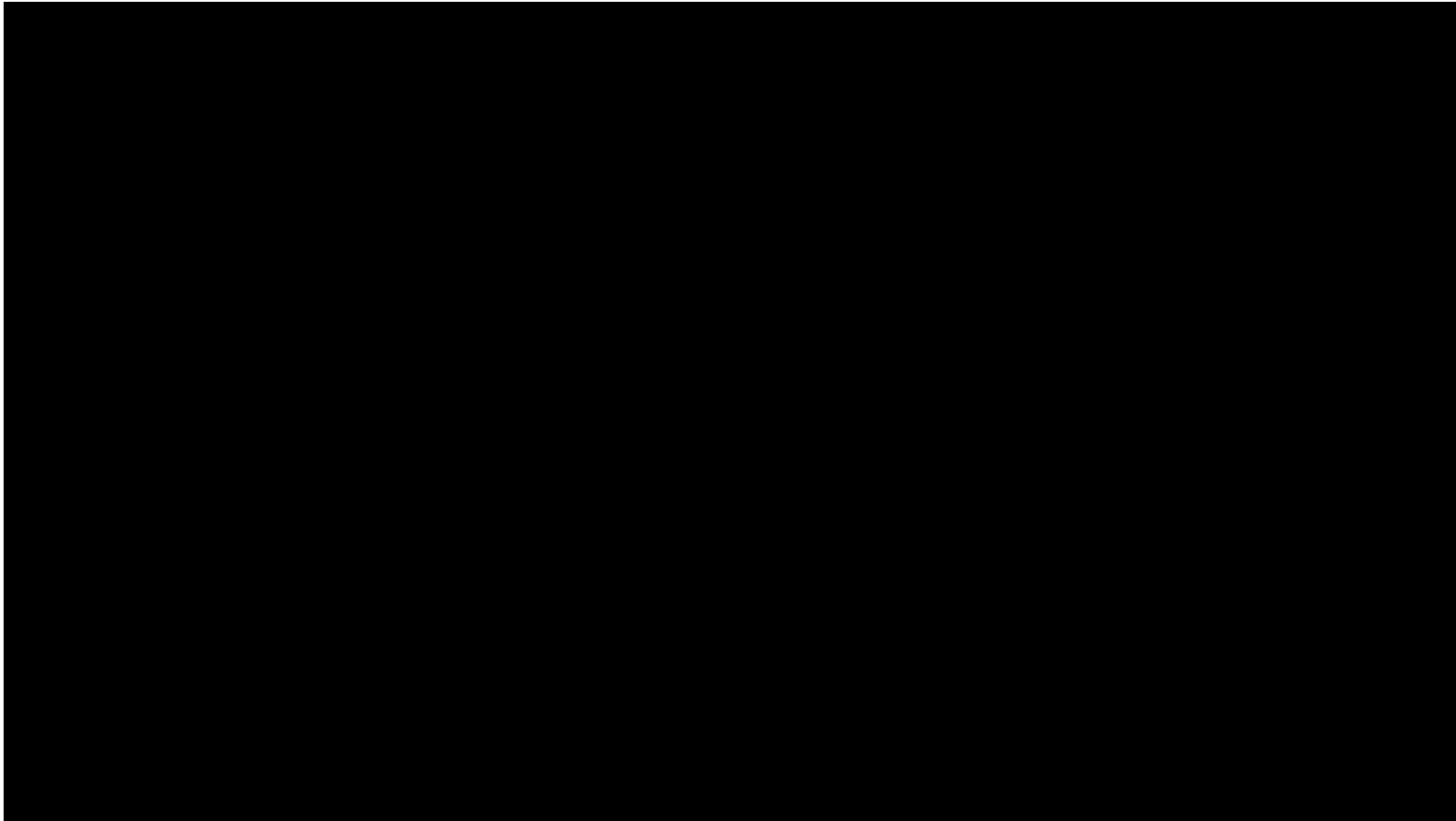
Accents

Where or Whether
someone attended
college

Hobbies or
Extracurricular
activities

And so on...

What Does It Look Like?



Impacts of unconscious bias

Perception	How we see people and perceive reality.
Attitude	How we react towards certain people.
Behaviors	How receptive/friendly we are towards certain people.
Attention	Which aspects of a person we pay most attention to.
Listening skills	How much we actively listen to what certain people say.
Micro-Affirmations	How much or how little we comfort certain people in certain situations.

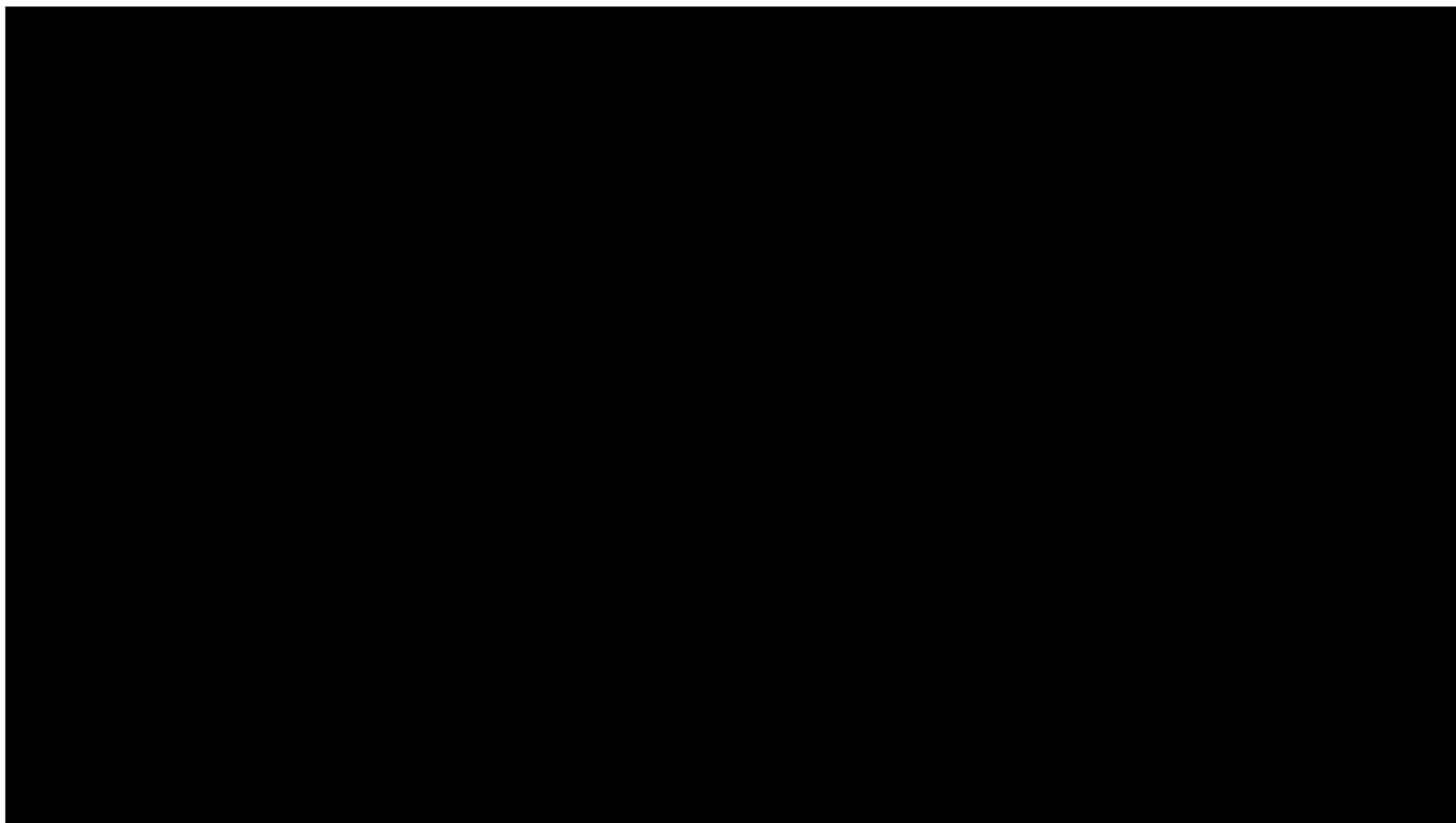
Finding Your Bias

- Harvard Implicit Association Test (IAT)
<https://implicit.harvard.edu/implicit/takeatest.html>
- Measures attitudes and beliefs that people may be unwilling or unable to report.
- May be especially interesting if it shows that you have an implicit attitude that you did not know about.

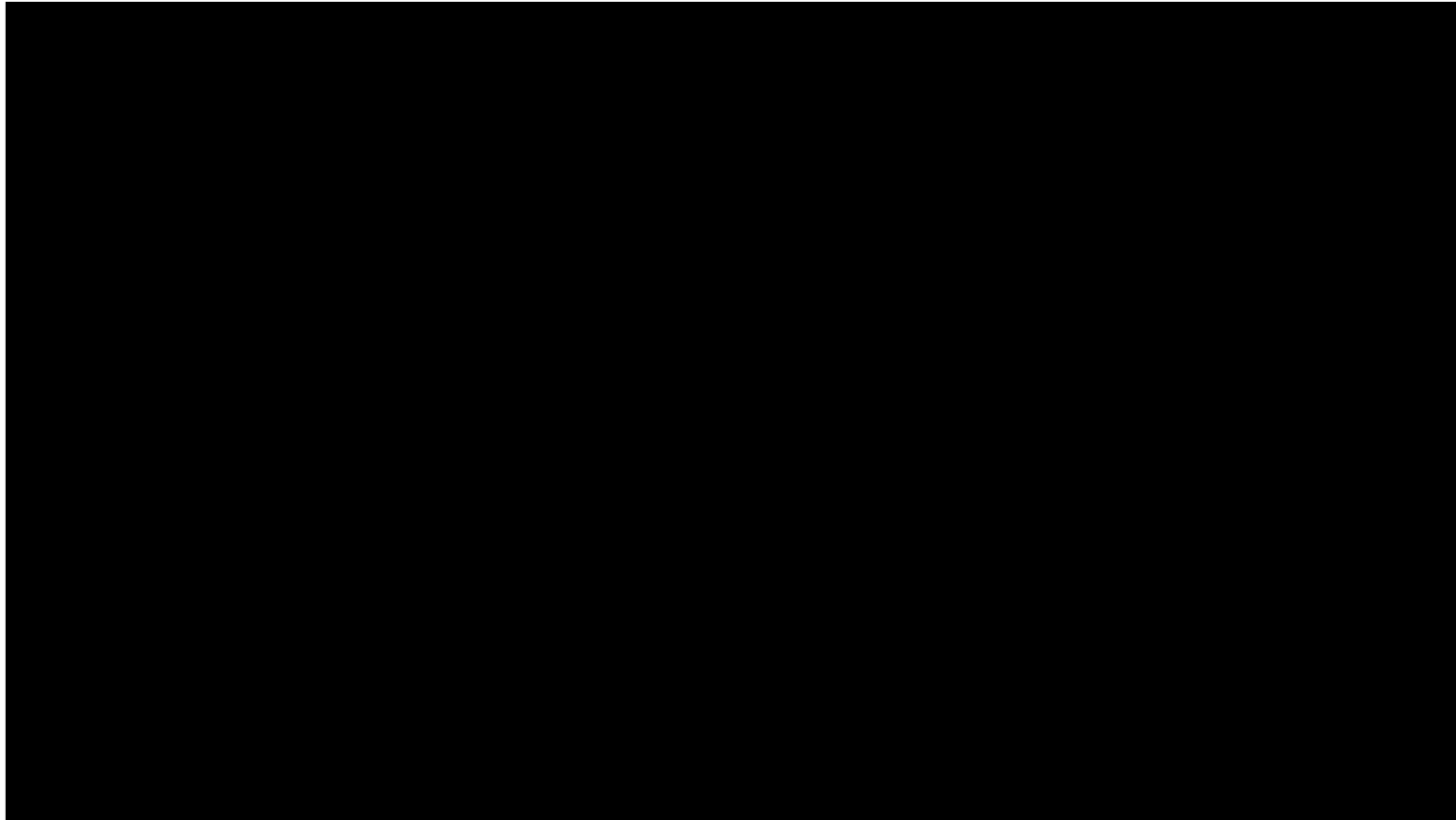
Foundations of Trust



Psychological Safety



Vulnerability



Trust

Boundaries

Reliability

Accountability

The Vault

Integrity

Non-
Judgement

Generosity

Communication

Listen to Understand

- Active listening

Ask Questions that Channel empathy

- Not a series of “why” questions
- “Would you be willing...?”
- Be ok with “no” answers
- Ask “with” not “at” someone
- Can you help me understand?
- Can I share my perspective?

Challenge and Support

- Question the story you tell yourself

Next Steps and Accountability

- Do the work
- Learning/growth

Adapted from Center for Creative Leadership Webinar Series: How to Have Critical Conversations about Race.
<https://www.ccl.org/webinars/how-to-have-conversations-about-race-3-critical-first-steps/>

Activity:

- Consider the following:
 - Are you able to be vulnerable with your colleagues? If not, why?
 - Do you have psychological safety? If not, what would create it for you?
 - Are you creating psychological safety for others? If not, how can you shift?
 - Are you listening for understanding or response? How can you shift?
 - Are you doing the work? How?
 - What can you do differently to learn with and from others by making space in the conversation?
 - What kinds of questions can you ask “with” the other person, not “at” them?

Counteracting Unconscious Bias

Slow Down

Put Yourself in Their Shoes

Ask Yourself - Judgement or Curiosity?

Cultural Intelligence

Check Your Network

- Make a list of the of 10 people closest to you.
- List the following:
 - Name
 - Race
 - Gender
 - Age
 - Education
 - Disability
- How many are similar to you? How diverse is your network?

Counteracting Unconscious Bias

Challenge Assumptions

- Does this person remind you of yourself?
- Does this person remind you of anyone else? Is this positive or negative?
- Are there things about this person that particularly influence your impression? Are they really relevant to the job?
- What assessments have you already made? Are these grounded in solid information or your assumptions?

Expand Your Knowledge

Remove Ambiguity

Activity

- Which interactions or decisions can you slow down to consider your choices more fully?
- Which situations or conversations could benefit from you seeing circumstances from the other person's perspective?
- How can you move from statements of judgement to curiosity?
- What assumptions do you need to challenge?
 - Does this person remind you of yourself?
 - Does this person remind you of anyone else? Is this positive or negative?
 - Are there things about this person that particularly influence your impression? Are they really relevant to the job?
 - What assessments have you already made? Are these grounded in solid information or your assumptions?
- How can you expand your knowledge of others? Events? Relationships?
- What can you do to set guidelines to remove ambiguity in decision making?

Additional Resources

- Prevention Magazine: <https://www.prevention.com/life/a35380041/unconscious-bias/>
- NY Times: <https://www.nytimes.com/2017/03/15/learning/lesson-plans/25-mini-films-for-exploring-race-bias-and-identity-with-students.html>
- Harvard Business Review Podcast: <https://hbr.org/podcast/2020/01/a-new-way-to-combat-bias-at-work>

Books:

- White Fragility: Why It's So Hard for White People to Talk About Racism by Robin DeAngelo and Michael Eric Dyson
- How to Be an Anti-Racist by Ibram X. Kendi
- Between the World and Me by Ta-Nehisi Coates



Questions?

Performance Management Group