

Uncovering Implicit Bias

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Objective

- To increase our awareness and recognition of subtle, implicit and unintentional biases

Approach

- Key concepts
- Interactive exercise/experience
- Case study
- Benefits of inclusion

Discussion Guidelines

- Listen to each other
- Be open to a range of perspectives
- OK to disagree, without being disagreeable
- Keep a self-focus -- “I statements”
- Maintain confidentiality

Key Concepts

What Is Diversity?

- Our uniqueness as individuals.
 - Our differences and commonalities.
- Race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, political beliefs, personality types, thinking styles or other dimensions.
- Diversity is often thought of in terms of numbers and percentages of particular groups in the organization.

What Is Inclusion?

Creating a workplace in which everyone can thrive and do their best work. A place in which everyone:

- Is welcomed and treated with respect
- Feels included and integrated
- Is given equal access to opportunities
- Can contribute their ideas, raise concerns, and be heard

Unconscious Bias

The process by which the brain uses mental associations that are so well-established as to operate without awareness, intention, or even control.



We All Have Biases and Preferences

- We all make assumptions
 - Our brains do this without telling us
- We all have biases for or against people based on their group membership
 - Our biases are shaped by our life experiences
- Our biases show up as “micro-inequities” at work

Micro-inequities

“What makes micro-inequities particularly problematic is that they consist in micro-messages that are hard to recognize for victims, bystanders and perpetrators alike. When victims of micro-inequities do recognize the micro-messages, it is exceedingly hard to explain to others why these small behaviors can be a huge problem.”

-- Professor Mary Rowe, PhD

Micro-inequity Examples

Words:

- “Impressive you can be a good mother and lawyer”
- “I thought gay men were supposed to be fashionable”
 - “You didn’t sound Black on the phone”
- “Don’t you think you should have waited to have kids?”
 - “You young people don’t know what hard work is.”

Behaviors:

- Touching someone’s hair without permission
 - Checking emails or texting during a conversation
- Making eye-contact only with men in a mixed group

Impact of Unconscious Bias

- We all come by it honestly
 - It is pervasive
 - It affects our interpersonal interactions
 - It impacts our organizations:
 - ✓ Hiring
 - ✓ Assignments
 - ✓ Evaluations
 - ✓ Advancement
- **What matters is what we do to counter our biases**

Four Friends

How Unconscious Bias Works

The Four Friends

Homeless, recovering alcoholic father, living in his car with two children

Gay, unemployed, ex-senior manager of a Fortune 500 company

Middle Eastern business person with limited English and uncertain citizenship status

Black, overweight, female administrative assistant with her GED

The Four Friends - Questions

1. What came up for you during the exercise?
2. What did you notice about the “facts” filled into the profiles?
3. What lessons are there in this exercise, for your professional life?

Case Study

Case Study

Jamal is a well-regarded 4th-year associate at Womble Bond Dickinson. He has done the bulk of the research and preparation for a presentation to an important client. Brian (the senior associate on the matter who is also well regarded and on track to make partner next year) was very impressed with Jamal's work and suggested that he make part of the presentation to the client. Jamal was excited about the opportunity. When Brian mentioned his idea to Anna, the partner on the team, Anna responded, "Jamal is very articulate, but, do you think he is up to it? Perhaps he should cut his teeth with a less important client."

Case Study Questions

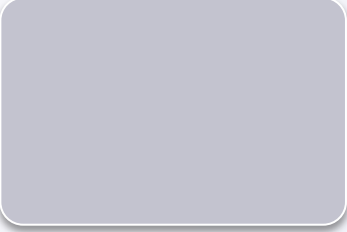
1. Discuss the range of possibilities for Anna's statement.
2. What is the possible impact on Brian?
3. What is the possible impact on Jamal?
4. What, if anything, could Brian do?

The Benefits of Inclusion at Work


With your tablemates, brainstorm the benefits of inclusion at work. The impact on:

- individuals
- interpersonal interactions
- the organization

Three Strategies for Promoting Inclusion:



Be an ally to those who are excluded



Find appropriate ways to interrupt bias at work



Use “micro-affirmations” to promote people who are overlooked

Be An Ally To Those Who Are Excluded



You can use your “privilege,” i.e. your membership in majority (or dominant) group to be an ally to someone who is excluded or marginalized.

Definition

Privilege is the benefit (or unearned advantage) that is given to us simply because we are part of a majority (or dominant) group.

It is closely tied to unconscious bias.



Examples of Privilege (US-focused)

<u>Identity</u>	<u>Dominant Group</u>	<u>Subordinated Group</u>
Gender	Cisgender men	Women, transgender, gender non-conforming
Race	White	Asian, Black, Latino, Native American, etc.
Sexual Orientation	Heterosexual	Lesbian, gay, bi-sexual, queer etc.
Socio-economic Class	Rich	Middle-class, working class, poor
Religion	Protestant Christians	Catholics, Hindus, Jews, Muslims etc.
Language	Native English speakers	Non-English speakers, those with strong accents
Citizenship	American born	Immigrants, foreign born

Definition: Micro-affirmation

“Micro-affirmations are tiny acts of opening doors to opportunity, gestures of inclusion and caring, and graceful acts of listening.

Micro-affirmations lie in the practice of generosity, in consistently giving credit to others.”

-- Professor Mary Rowe, PhD

Micro-affirmation Examples

- Believe someone who tells you they feel they have been targeted because of their identity
- Acknowledge that a micro-inequity may have occurred
- Visibly confront inequitable, hostile, or biased behavior
- Ask for the opinion of someone who has not had a chance to speak at a meeting
- Commend the good work of people who are overlooked
- Ensure that marketing materials include multiple representations (e.g. same sex couples, non-coupled people, multiple races)

Three Strategies for Promoting Inclusion

1. Be an ally to those who are excluded; share your privilege
2. Find appropriate ways to interrupt bias at work
(Starting with your own implicit bias)
3. Use micro-affirmations to promote people who are overlooked

Closing

- Think of at least one thing that are taking away from today's session.

Thank You!

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