

TACKLING IMPLICIT BIAS AND MICROBEHAVIORS IN YOUR PHILANTHROPIC PRACTICE



Debate vs. Dialogue

Debate	Dialogue
Assuming that there is a right answer and that you have it	Assuming that many people have pieces of the answer
Combative: participants attempt to prove the other side wrong	Collaborate: participants work together toward common understanding
About winning	About exploring common ground
Listening to find flaws and make counter-arguments	Listening to understand, find meaning and agreement
Defending our own assumptions as truth	Revealing our assumptions for reevaluation
Seeing two sides of an issue	Seeing all sides of an issue
Defending one's own views against those of others	Admitting that others' thinking can improve ones own
Searching for flaws and weaknesses in others' positions	Searching for strengths and value in others' positions
By creating a winner and a loser, discouraging further discussion	Keeping the topic even after the discussion formally ends
Seeking a conclusion or vote that ratifies your position	Discovering new options, not seeking closure

DIVERSITY AND INCLUSION



ARTWORK: ROGER CLARKE, THE DEADLIEST TOXINS (DMM), 2009, POLYESTER RESIN, FIBERGLASS, VARNISH

DIVERSITY

We Just Can't Handle Diversity

by Lisa Burrell

FROM THE JULY–AUGUST 2016 ISSUE



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It's hard to argue with the benefits of diversity, given the decades' worth of studies showing that a diverse workforce measurably improves decision making, problem solving, creativity, innovation, and flexibility.



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HR Jobs

Diversity benefits ignored as managers continue to hire 'mini-mes'

Hayley Kirton 26 Aug 2015 1 comment

CIPD study reveals unconscious bias remains a huge problem for recruiters

Managers are still recruiting 'mini-mes' despite being aware of the hazards of unconscious bias, a CIPD study has revealed.

The report, *A Head for Hiring: The Behavioural Science of Recruitment*, found that bosses employ people with similar hobbies, experiences, dress sense and mannerisms as themselves, despite the fact that these qualities have no bearing on a candidate's ability to do the job.

"We all hear about unconscious bias in things like recruitment, but the fact is we're not just biased – we're super biased," said Jonny Gifford, researcher advisor at the CIPD. "What this report shows is both how easily our decision making can be skewed and also in how many different ways it can be skewed."

He added: "If you go too far down the road towards having cultural homogeneity, then you won't be recruiting for difference. If you're not recruiting for difference, then you're going to have problems with diversity."

And the findings show that unconscious bias becomes more pronounced as fatigue sets in, with confirmation bias and 'selective hearing' creeping in as early as the fourth

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UNCONSCIOUS/ IMPLICIT BIAS

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**
- Biases are most likely to be activated by stress, time constraints, multitasking and need for closure.
- **Affinity Bias**
- **Confirmation Bias**
- **“Halo/Horn” Bias**
- **Distance Bias**

Unconscious Bias

CULTURE

CULTURE

Media images,
visibility/invisibility,
portrayal

External
influences
(society)

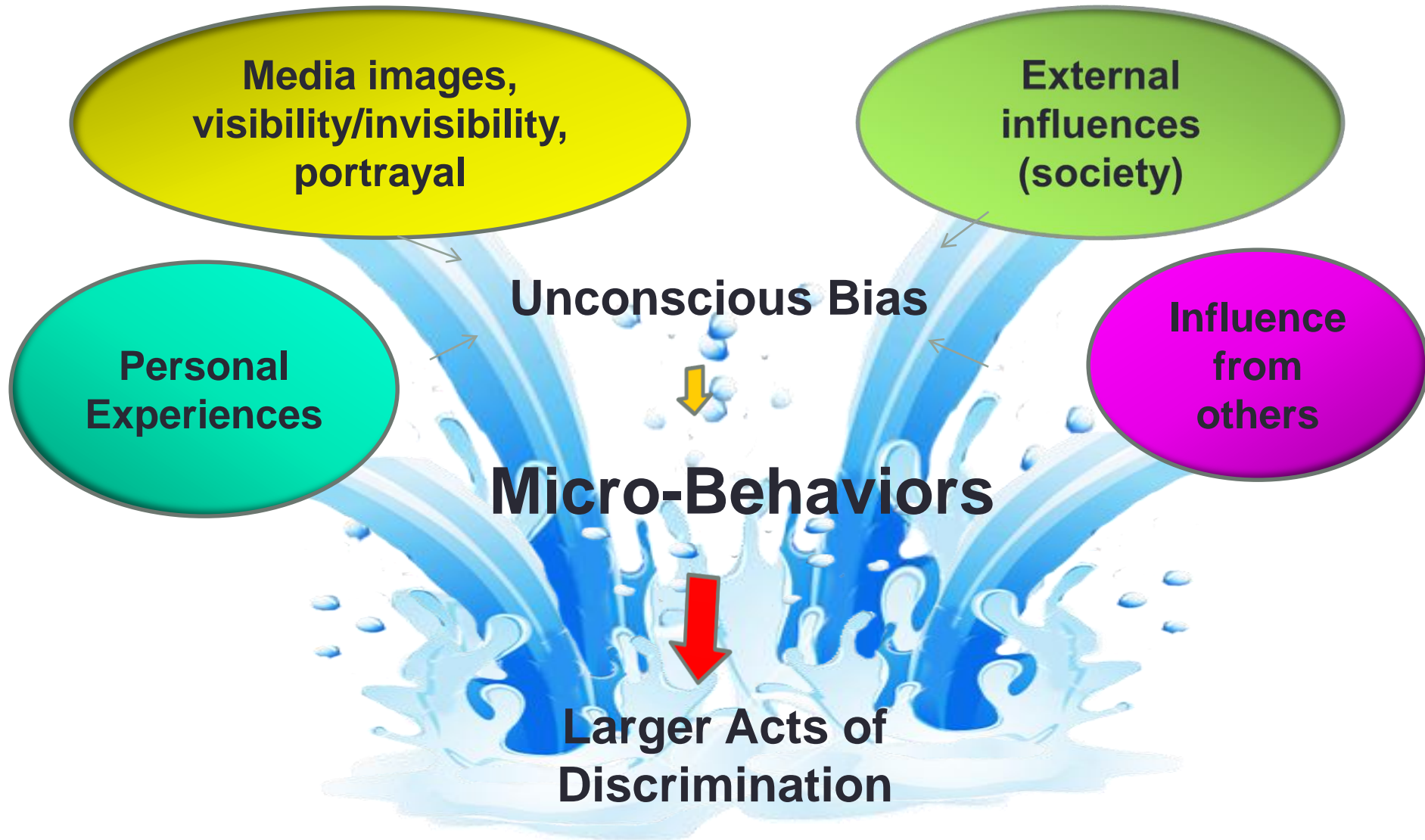
Personal
Experiences

Influence
from
others

Unconscious Bias

Micro-Behaviors

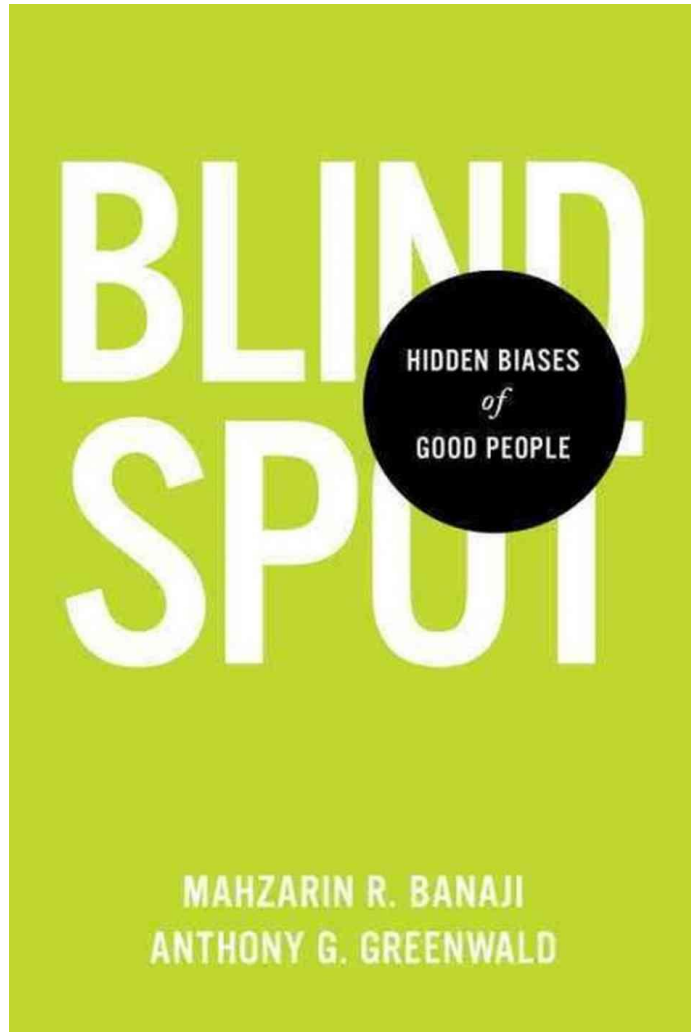
Larger Acts of
Discrimination



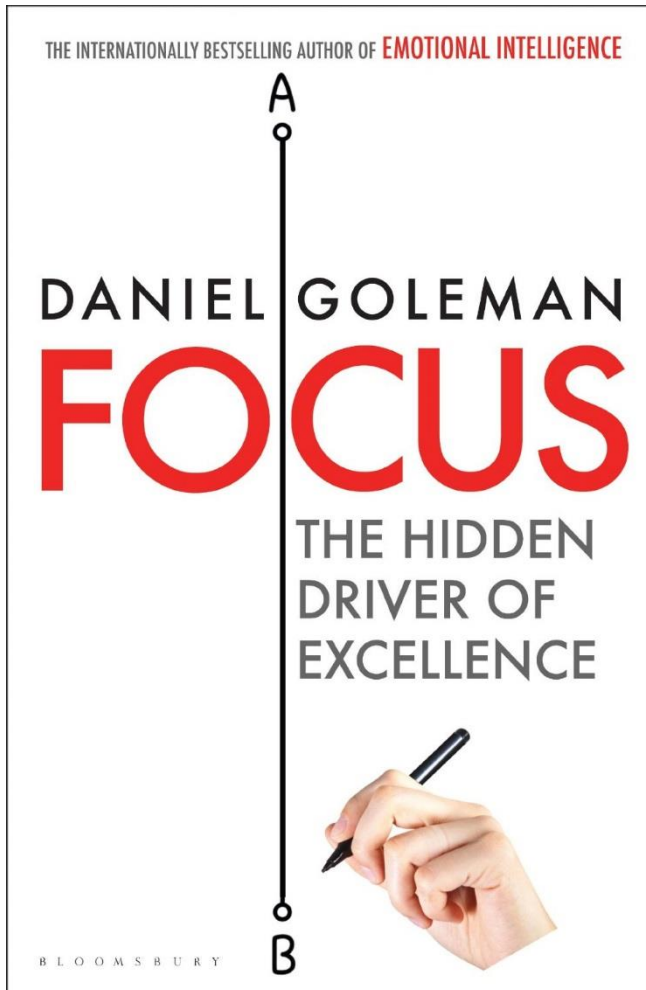
Approaches to “Debiasing”



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



Mindfulness Mitigates Biases You May Not Know You Have

by Nicole Torres

DECEMBER 24, 2014



ACTION PLANNING/ MOVING FORWARD

The Four Leadership Behaviors Linked to Inclusion

Empowerment

Enabling direct reports to develop and excel.



Humility

Admitting mistakes. Learning from criticism and different points of view. Acknowledging and seeking contributions of others to overcome one's limitations.

Courage

Putting personal interests aside to achieve what needs to be done. Acting on convictions and principles even when it requires personal risk-taking.

Accountability

Demonstrating confidence in direct reports by holding them responsible for performance they can control.

Individual “Bias Interrupters”

Question your assumptions

Analyze

Take a risk

Disrupt the default

Speak out

Hold yourself and others accountable

Which of these might be actionable for you?

What additional learning might be helpful to you?

How might you set up a check-in with or follow-up?

Resources

- ***Kirwan Institute's Implicit Bias Review***
<http://kirwaninstitute.osu.edu/researchandstrategicinitiatives/implicit-bias-review/>
- **Inclusion Nudges:** <http://inclusion-nudges.org/>
- ***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)
- **How Unconscious Bias Affects Everything You Do** <http://www.fastcompany.com/3037359/strong-female-lead/how-unconscious-bias-affects-everything-you-do>
- **Microsoft Unconscious Bias training (free video)**
<http://blogs.microsoft.com/blog/2015/11/02/uncovering-unconscious-bias/>
- ***Reflecting on the Small Things with Big Impact:*** http://www.huffingtonpost.com/tanya-m-odom-edm/reflecting-on-the-small-t_b_5544845.html
- ***Thought papers on Unconscious Bias by Howard Ross*** <http://cookcross.com/services/thought-leadership/free-thought-papers/>
- ***In the Air We Breathe (podcast):*** <https://one.npr.org/?sharedMediaId=531587708:531669057>

Resources

- *UnBiased* video: <https://www.youtube.com/watch?v=nbE0EoeXd-M>
- *Catalyst Women resources on Unconscious Bias*: <http://www.catalyst.org/unconscious-bias>
- *Microaggressions*:
 - https://www.buzzfeed.com/hnigatu/racial-microaggressions-you-hear-on-a-daily-basis?utm_term=.abnommnpv#.tcEopp7V0
 - *Microaggressions in Everyday Life*: <https://www.youtube.com/watch?v=BJL2P0JsAS4>
- *Building a Psychologically Safe Workplace*: <https://www.youtube.com/watch?v=LhoLuui9gX8>
- *Getting the Most from Your Diversity Dollars*: <https://www.bcg.com/en-us/publications/2017/people-organization-behavior-culture-getting-the-most-from-diversity-dollars.aspx>

- **Tanya M. Odom, Ed.M.**

Twitter: @TMODOM

Facebook: <https://www.facebook.com/tanya.m.odom/>

tmeodom@gmail.com

Assistant: Sanea Pinkney sap48@georgetown.edu