



Untapped Talent Training Series: People of Color Training 3 - Unconscious Bias & Inclusive Leadership

Thursday, May 23, 2024



Welcome!



SAGE & MAVEN

LEADERSHIP & SOCIAL JUSTICE CONSULTANTS

Meet Your Presenters



Ryan Zymler (he/they)
Co-Founder, Consultant
ryan@sageandmaven.com



Phyllis Seven Harris (she/her)
Co-Founder, Consultant
phyllis@sageandmaven.com





Opening Question

Finish this prompt:

Would you rather have to speak 10,000 words each day or be limited to only speaking 100 words?

Objectives

- **Addressing the Foundation:** Participants will learn more about how unconscious bias is formed and what it means to have biases
- **Deepening Understanding:** Every person has or experiences bias in some way; participants will be introduced to ways to challenge and mitigate those instances
- **Creating Psychological Safety:** A core concept of “inclusive leadership” is understanding what the concept of psychological safety and how it creates an environment where inclusion can thrive



Community Norms

- Keep your cameras on
- Be present
- Make space and take space
- Stay curious
- Hold multiple realities
 - Dialectical Thinking
- Intention vs. Impact
- Stay the course
- **Anything new after the last session?**



Dialectical thinking refers to the ability to hold opposing thoughts or realities as true or real, even if they seem to be contradictory





Basics of Bias

Primer Question:

In what context do we most frequently hear about instances of bias?

What is Bias?

- What is bias?
 - A bias is a tendency, inclination, or prejudice toward or against something or someone.
- Biases are **cognitive shortcuts**, largely based on stereotypes
 - We take in so much stimuli every day that our brain can't process it all
- Every single human has biases

Related terms:

- Prejudice: Prejudgment
- Discrimination: Actions taken (based on prejudice)
- Power: The ability to influence the actions, beliefs, or behavior of others

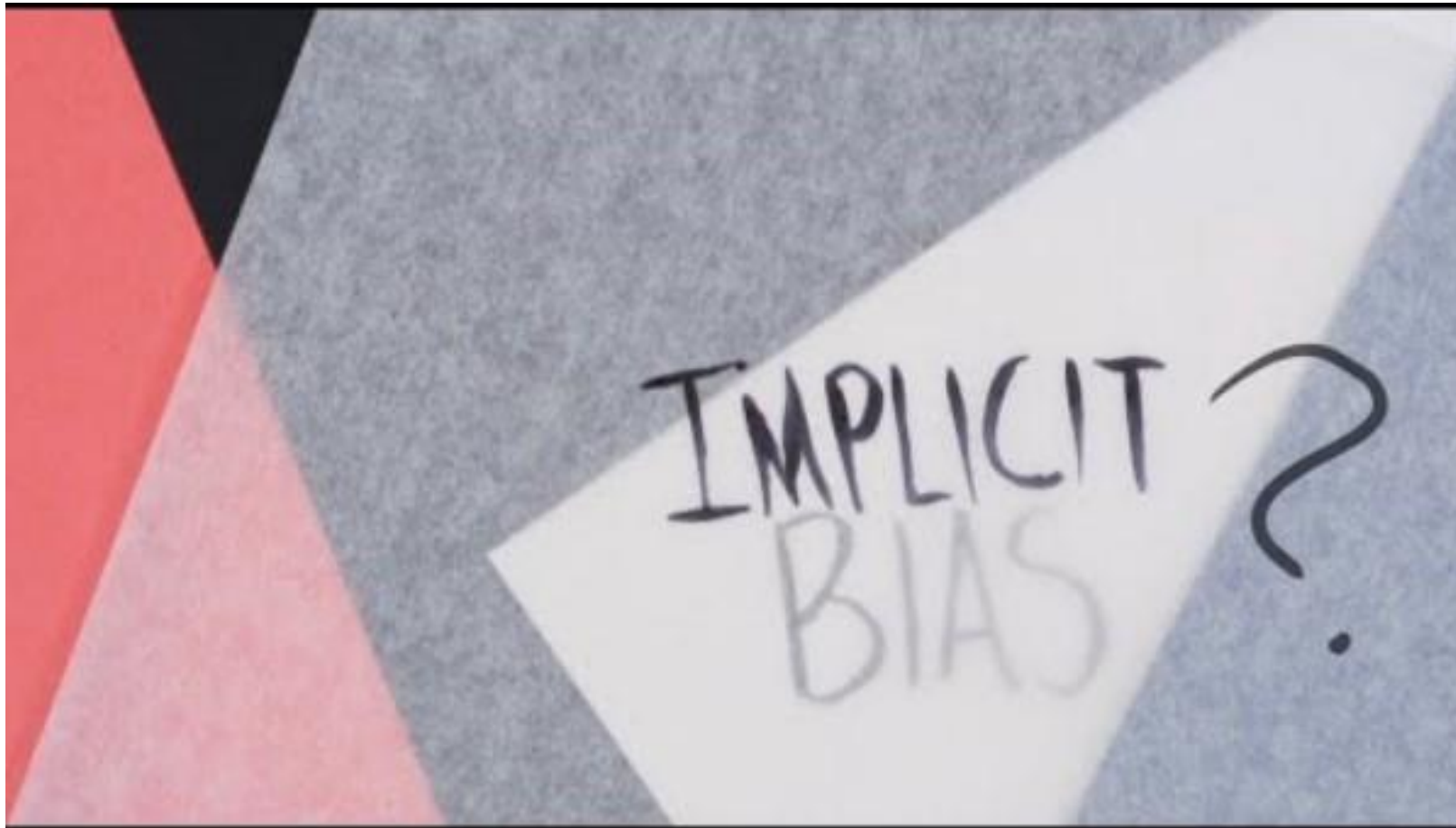


Example of Shortcut

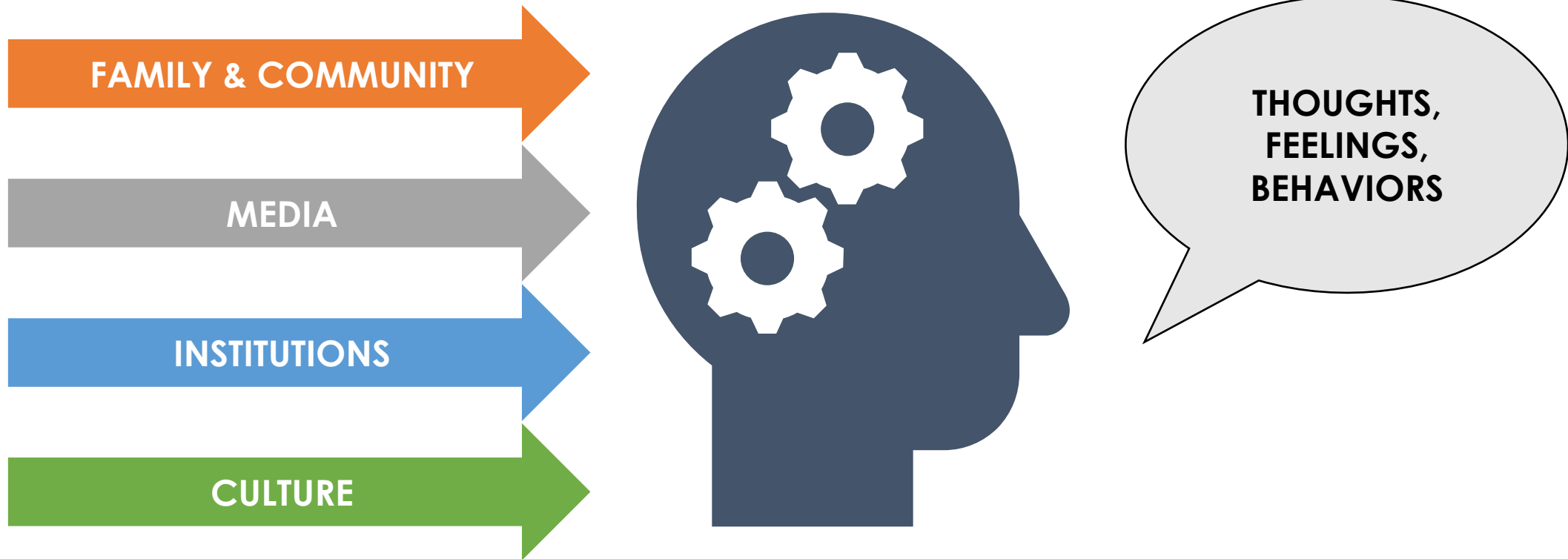
I couldn't believe that I could accurately understand what I was reading. Using the incredible power of the human mind, according to research at Cambridge University, it doesn't matter in what order the letters in a word are, the only important thing is that the first and last letters be in the right place. The rest can be a total mess and you can still read it without a problem. This is because the human mind does not read every letter by itself, but the word as a whole.



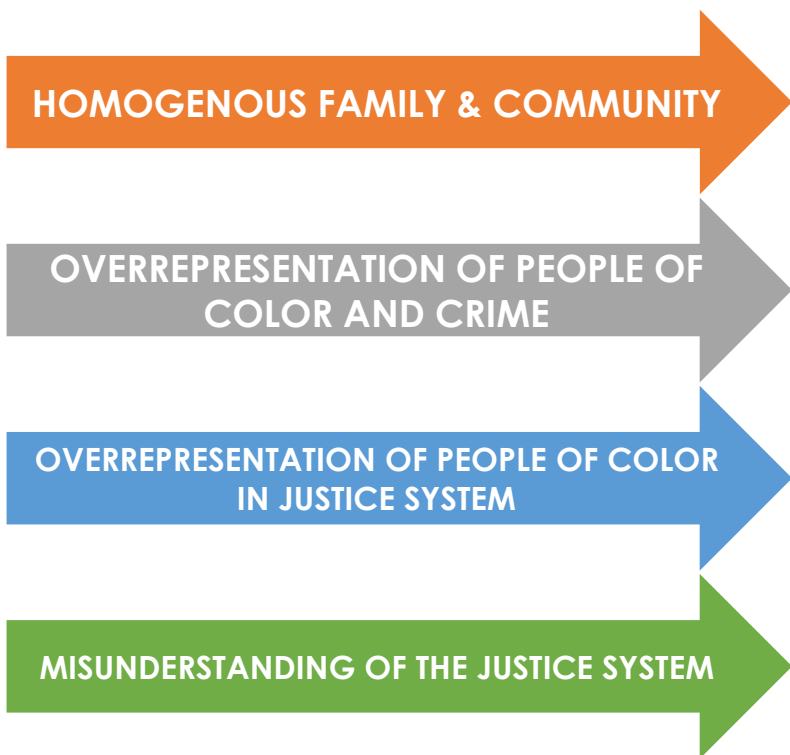
PB&J and Implicit Bias



How Does This Happen?



How Does This Happen?



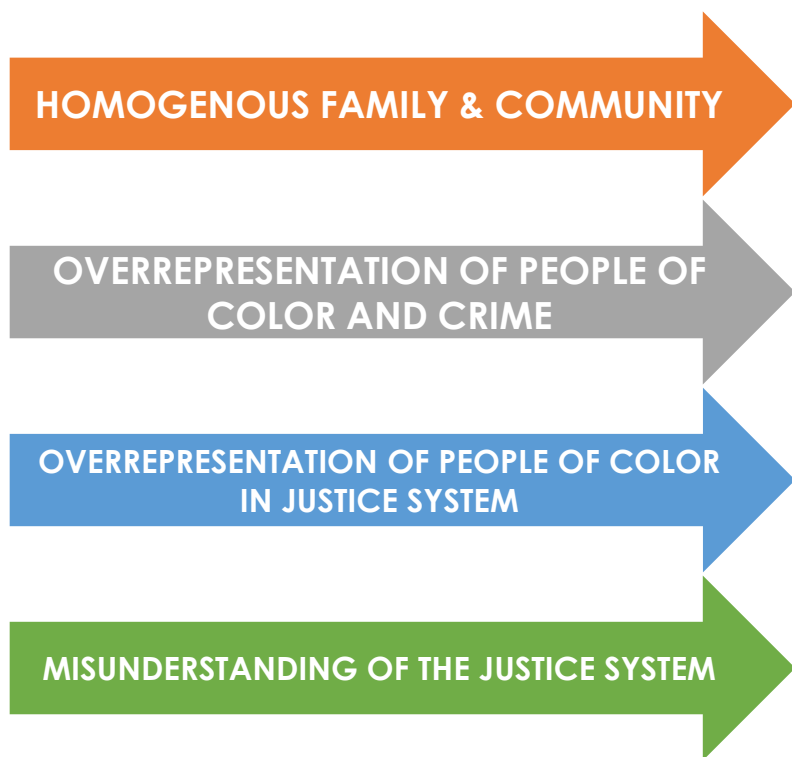
“Crime is just worse in certain neighborhoods!”

“What about Black on Black crime?”

“Well we can’t ignore their criminal record!”



How Does This Happen?



Black neighborhoods are overpoliced, so it might make sense that there are higher "reports" of crime.

And white perpetrators are undercharged, so of course they have "lower rates" of crime.

And doesn't most crime happen within our own communities?



Media Representation Examples

Local Events | Houston.com | 2005

Monday, Mar 23, Full Forecast -
Overcast Feels LI

NEWS WEATHER UNUSUALS SPORTS

Three University burglary charge

By Lee Hermitator, The Gazette


Photos



Two residents waded through chest-deep water after finding bread and soda from a local grocery store after Hurricane Katrina came through the area in New Orleans, Louisiana.

(AFP/Getty Images/Chris Graythen)



A young man walks through chest deep flood water after looting a grocery store in New Orleans on Tuesday, Aug. 30, 2005. Flood waters continue to rise in New Orleans after Hurricane Katrina did extensive damage when it  Associated Press

These stories and pictures both appeared in
YAHOO! NEWS August 30, 2005

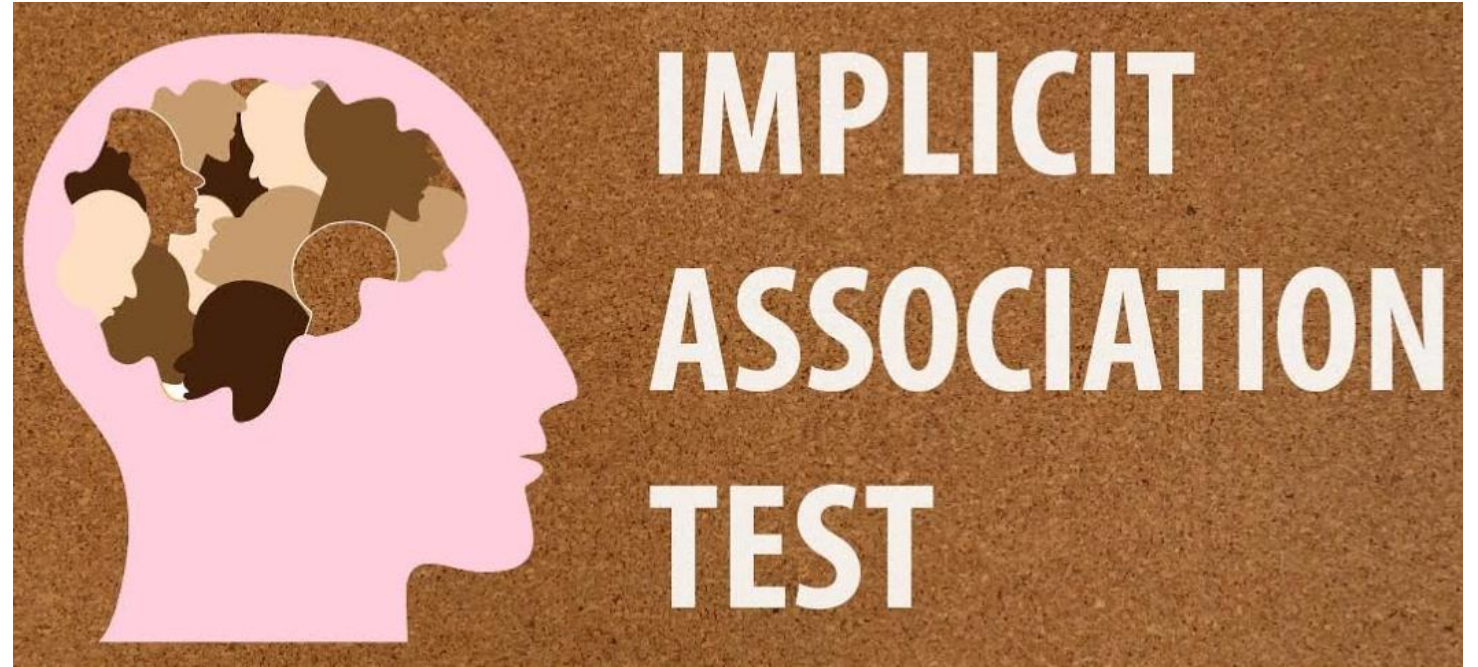
<http://news.yahoo.com/photo/050830/480/1adm10208301530>

http://news.yahoo.com/photo/050830/photos_ts_afp/050830071810_shwaoma_photo



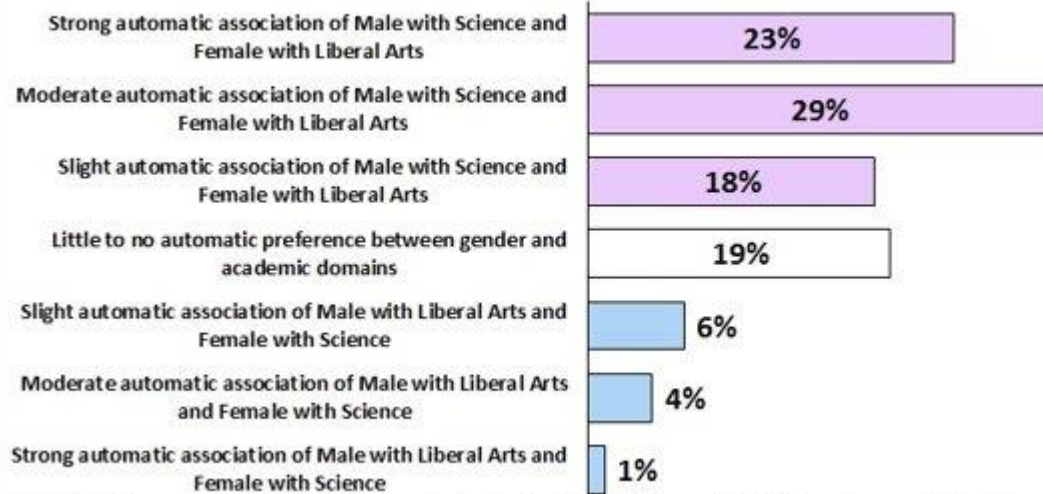
Harvard Implicit Association Test

- According to the Harvard Implicit Association Test, the following things are true:
 - We all have biases
 - Implicit bias is **pervasive** and **predicts behavior**
 - We all differ in levels of implicit bias



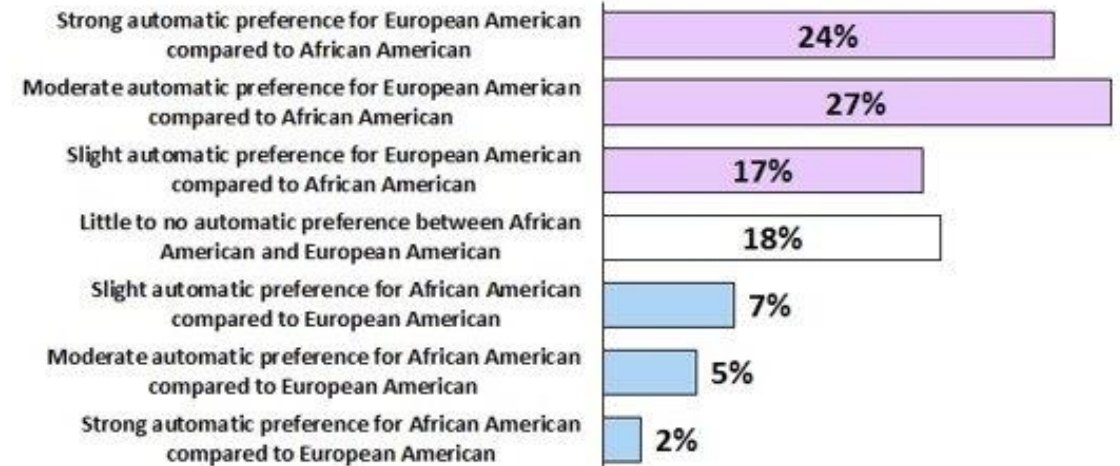
Harvard IAT – Gender, Science, & Race

Percent of web respondents with each score



This distribution summarizes 628,295 IAT scores for the Gender-Science task completed between January 2003 and December 2015.

Percent of web respondents with each score

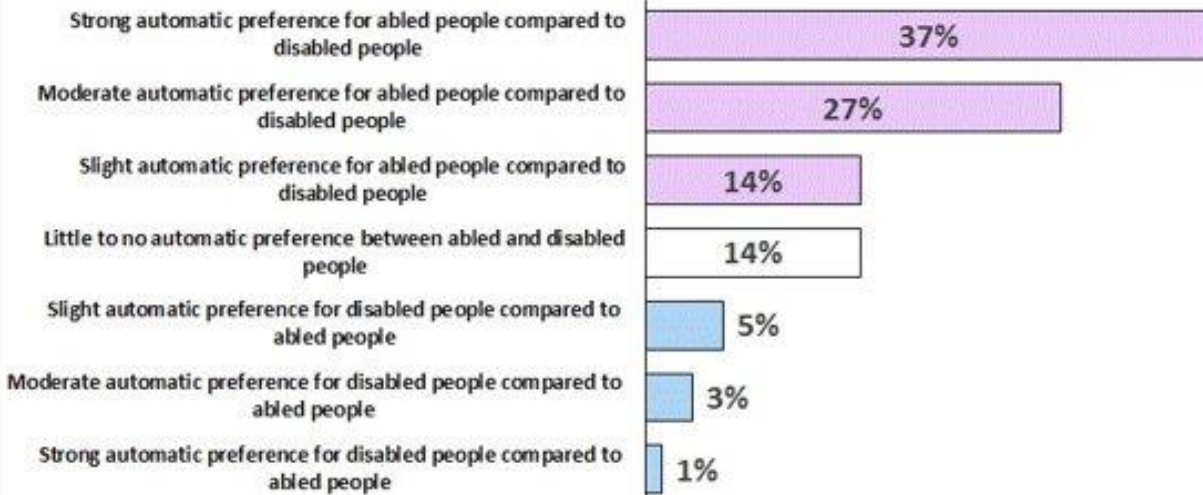


This distribution summarizes 3,314,277 IAT scores for the Race task completed between December 2002 and December 2015.



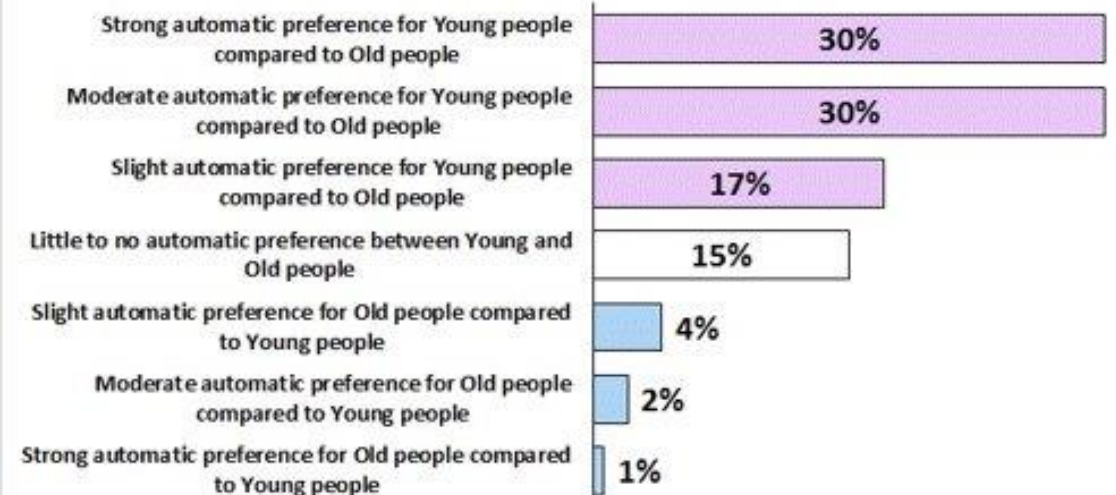
Harvard IAT – Disability & Age

Percent of web respondents with each score



This distribution summarizes 305,739 IAT scores for the Disability task completed between April 2004 and December 2015.

Percent of web respondents with each score



This distribution summarizes 974,726 IAT scores for the Age task completed between December 2002 and December 2015.





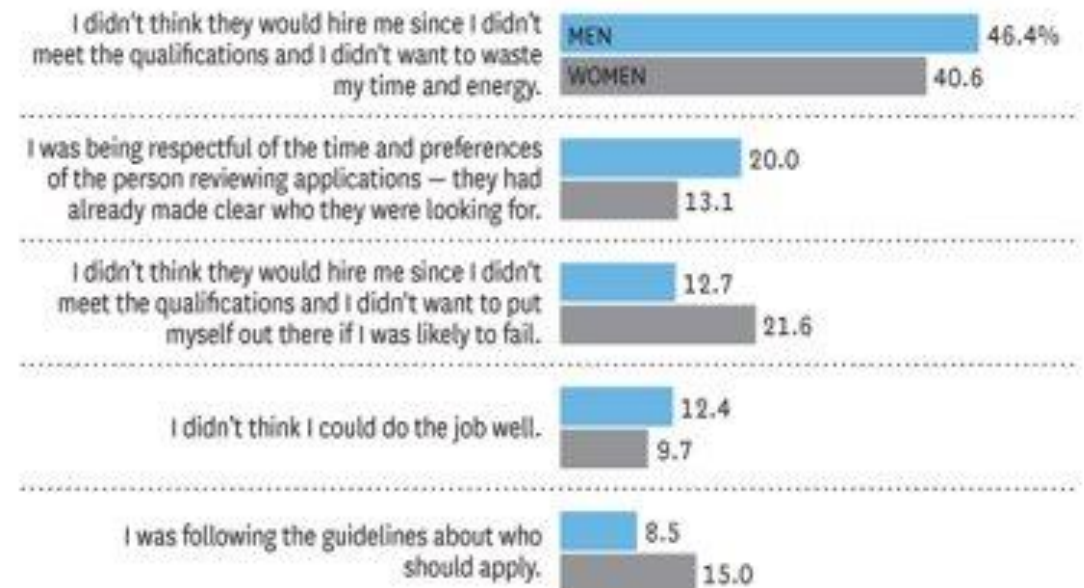
Impact of Implicit Bias

Resumes & Discrimination

- Discrimination occurs not just based on names on resume, but also by format Harvard Business Review
 - 78% of barriers to applying for jobs have to do with believing that the job qualifications are real requirements
- Outright bias in hiring
 - 'Automatic Dismissal' of resumes
 - 61% of recruiters will for typos
 - 43% of hiring managers will for spelling errors
 - 76% will for an 'unprofessional' email address

WHY DIDN'T YOU APPLY FOR THAT JOB?

Men and women give their reasons.



SOURCE TARA SOPHIA MOHR

HBR.ORG



Impact of Implicit Bias

- When interacting with people against whom we have an unconscious bias, we
 - smile less
 - verbally dominate conversations
 - provide less eye contact
 - make fewer impromptu comments

"Caucasian" Thomas Meyer	"African American" Thomas Meyer
<i>"generally good writer but needs to work on..."</i>	<i>"needs lots of work"</i>
<i>"has potential"</i>	<i>"can't believe he went to NYU"</i>
<i>"good analytical skills"</i>	<i>"average at best"</i>

- Minority work is graded more harshly, even with the exact same situation



Gender and Letters of Recommendation

- Adjective Use
 - affectionate, warm, kind, nurturing
 - ambitious, dominant, self- confident
- Women – tend to focus on more relationships
 - 7x more likely to include information about personal life
 - “More communal than agentic”
- “Grindstone Words” – “hard-working” vs. “Ability”
 - “She tried hard to achieve”
 - “He achieved excellence”
- Letters about men average about 16% longer
 - Provide more specific examples of accomplishments



Other Ways It Shows Up

- How does the notion of ‘professionalism’ get reinforced outside of the work place? How do we see it show up in the pipeline?
 - Psychology & Implicit Bias
 - Media
 - Naming
 - Language & accents
- National Bureau of Economic Research
 - Black workers receive extra scrutiny from bosses, which can lead to worse performance reviews, lower wages, and even job loss.
 - White workers are typically less scrutinized, and as a result, they enjoy a longer tenure on the job, which leads to a stronger work history, more skills, and higher wages.





Combating Implicit Bias

Individual Steps

- Make a commitment and begin to challenge your biases
 - Focus on individual attributes rather than seeing them through a lens of group membership
 - Evaluate your personal networks and your media consumption
 - Increase perspective taking and empathy
- Fighting biases & stereotyping
 - Be the person who points out negative preconceptions and openly talks about it.
 - Be a role model and respect people regardless of what society says about them.
 - Challenge those around you to reflect and engage in open conversations.



Mitigating Bias

- Slow down
 - Bias happens most often when we are reacting or speaking without thinking
- Common Identity Formation
 - Find something in common with the person or people
- Counter-stereotypical exemplars
 - Think of a someone who goes **against** the stereotype or bias
- Perspective taking
 - Empathy
- Peer review
 - Share your thoughts with someone you trust
- Inclusivity with language
 - Shift your own thinking by using more inclusive language





Culture & Psychological Safety

Culture

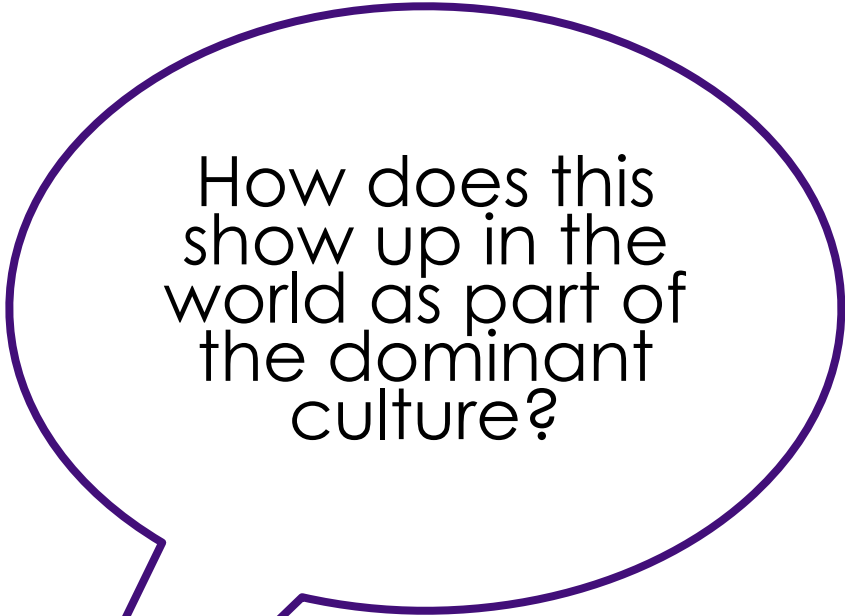


- **What is culture?**
 - Culture is an umbrella term which encompasses the social behavior, institutions, and norms found in human societies, as well as the knowledge, beliefs, arts, laws, customs, capabilities, and habits of the individuals in these groups
- What are some groups that you belong to that have their own unique cultures?
 - Could be ethnic or religious cultures, could be team or group cultures, etc

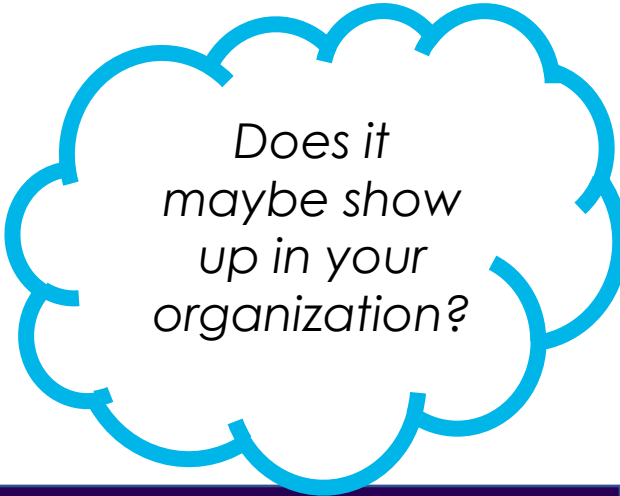


More on Culture

- **What is organizational culture?**
 - Organizational culture is the collection of values, expectations, and practices that guide and inform the actions of all team members.
- **What is dominant culture?**
 - A dominant culture is one that has established its own norms, values, and preferences as the standard for an entire group of people. Preferences and norms are imposed regardless of whether they contradict what is usual for other members of the group. The group tends to accept and adopt these behaviors and practices, even if they aren't shared.



How does this show up in the world as part of the dominant culture?



Does it maybe show up in your organization?





Psychological Safety

- According to HBR, “psychological safety is a shared belief held by members of a team that it’s OK to take risks, to express their ideas and concerns, to speak up with questions, and to admit mistakes — **all without fear of negative consequences.**”
- Psychologically safe cultures are important because:
 - Team members feel more engaged and motivated
 - Better decision-making
 - Fosters a culture of continuous learning and improvement



The Question:

How do we encourage a culture of psychological safety to become more inclusive leaders?

Amy Edmunson's 7-Item Questionnaire



If you make a mistake on this team, it is not held against you.



Members of this team are able to bring up problems and tough issues.



People on this team sometimes accept others for being different.



It is safe to take a risk on this team.



It isn't difficult to ask other members of this team for help.



No one on this team would deliberately act in a way that undermines my efforts.



Working with members of this team, my unique skills and talents are valued and utilized.



Psychological Safety

- Tips leaders and team members can take to encourage an environment of psychological safety:
 - Establish clear norms and expectations to foster a sense of predictability and fairness
 - Encourage open communication & actively listen
 - Make sure team members feel supported
 - Show appreciation and humility when people speak up
 - Clarify why voices matter
 - Normalize vulnerability
 - Actively invite input
 - Response productively

Misconceptions

It's not always about being nice
It's not always about being
comfortable





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Thank You!



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