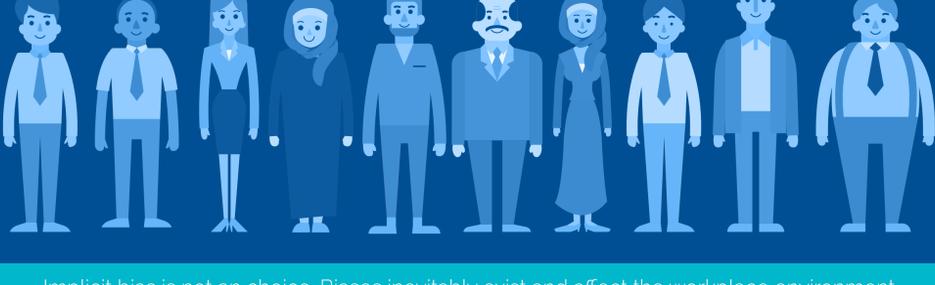


IMPLICIT BIAS

I KNOW IT EXISTS. NOW WHAT?



Implicit bias is not an choice. Biases inevitably exist and affect the workplace environment significantly if not addressed. Unconscious bias is a part of the human condition, but it is possible to uncover, understand and change it.

DEFINITIONS



Implicit (unconscious) bias:

Bias in behavior and/or judgment that results from subtle cognitive processes and occurs at a level below a person's conscious awareness, without intentional or conscious control. Implicit bias is based in the subconscious and can be developed over time because of the natural accumulation of personal experiences.



Mindfulness:

The practice of maintaining a non-judgmental state of heightened or complete awareness of one's thoughts, emotions or experiences on a moment-to-moment basis.

THE IMPORTANCE OF UNDERSTANDING AND ADDRESSING IMPLICIT BIAS IN THE WORKPLACE

Unconscious bias directly affects not only who gets hired, developed and promoted but also



The ability of a team to be high performing



The effectiveness of leadership decision making



The health, or lack thereof, of an organization's culture



The success of an organization

A key aspect of analyzing biases within the workplace includes developing a clear understanding of how biases are negatively impacting the success of individuals, teams and the organization.

TYPES OF BIASES

There are more than 150 types of implicit bias.



Affinity Bias:

The tendency to prefer or like those like oneself; this type of bias is understood through the lens of race, age, gender, religion, etc.



Halo Effect:

A tendency to use one trait about a person or thing to make an overall judgment.



Confirmation Bias:

The tendency to search for, interpret, favor and recall information in a way that confirms one's preexisting beliefs or hypotheses while giving disproportionately less consideration to, or ignoring, information that challenges preconceived notions.



Truth Illusion:

As we are exposed to a message repeatedly, it becomes more familiar. Because of the way our minds work, what is familiar seems true.



Mere Exposure Effect:

The more exposure we have to a stimulus, the more we will tend to like it - even unconsciously.



Priming Effect:

Priming is an implicit memory effect in which exposure to a stimulus influences a response to a later stimulus.

ADDRESSING IMPLICIT BIAS TIPS AND BEST PRACTICES



Framing the beginning conversation is a great first step. It is vital to be aware of the different access people have to language based on background. Intentional word choice and accessible language is vital when discussing and working through implicit bias.



On an organizational level, expand thinking about ways to broaden and standardize processes.



The more difficult challenge is to create an inclusive culture that embraces differences and retains the talent in the organization.

MAKING THE UNCONSCIOUS CONSCIOUS



Providing opportunities to engage across differences in ways that are positive increase our understanding of differences and helps build trust.



Sharing stories can build bridges across differences and open the communication.

HIGHER BRAIN



"Higher brain" plays a critical role in one's ability to demonstrate inclusive behaviors consistently.

THE HIGHER BRAIN IS WHERE ONE CAN



Think about one's thoughts, feelings and behaviors



Increase and maintain high levels of self-awareness



Recognize biases to manage and consciously re-pattern them



Understand the impact of one's behavior on others

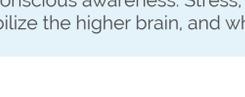


Engage empathy, curiosity and understanding



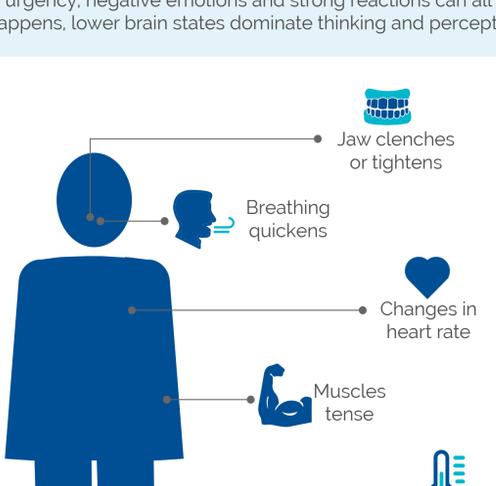
Create connections with others that are outside of one's comfort zone.

The higher brain also contains a central challenge - it becomes destabilized very easily, often outside of conscious awareness. Stress, pressure, urgency, negative emotions and strong reactions can all destabilize the higher brain, and when this happens, lower brain states dominate thinking and perceptions.



LOWER BRAIN

THERE ARE PHYSIOLOGICAL CUES THAT ARE INDICATORS THAT LOWER BRAIN REACTIONS ARE TAKING OVER, SUCH AS



HERE ARE SOME SUGGESTIONS TO GET THE HIGHER BRAIN BACK ON LINE

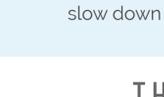


Pause and begin slow deep breaths to calm the body's physiology. This will help the muscles relax, increase oxygen flow and slow down lower brain reactions.



Short term memory is associated with the higher brain; taking a moment to focus on a task can help facilitate a shift back to the higher brain.

THESE GESTURES CAN TAKE MANY FORMS



Mentoring a young team member who may have been overlooked in the past



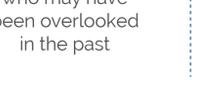
Asking for (and being open to) feedback after a meeting from the larger group



Being open to conversations that once may have seemed too "difficult" or "intimidating" to have



Thanking a team member for a very specific behavior that you now notice and may have overlooked before



Take the IAT

Take the Harvard Implicit Association Test (IAT) at

<https://implicit.harvard.edu/implicit/takeatest.html>

Since 1988, the IAT has been a measure used to detect the strength of a person's automatic association of various human elements to roles or objects in memory. The results are fascinating!

IN CONCLUSION

Addressing implicit bias takes time and considerable effort. It's about making a more conscious choice about how you show up in the world. It's about getting comfortable with being...well, UNcomfortable. And it is vital to creating a sustainable shift in the workplace, to improve effectiveness, innovation and profitability.