IMPLICIT BIAS AND WHITE PRIVILEGE

Race, Racism and the Ramifications for Philanthropy

CNJG
COUNCIL OF NEW JERSEY GRANTMAKERS
Harnessing Philanthropy's Potential
## Debate vs. Dialogue

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

**Source:** Mark Gerzon, *Learning through Conflict: How Successful Leaders Transform Differences into Opportunities*
DIVERSITY AND INCLUSION
t’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.
UNCONSCIOUS/ IMPLICIT BIAS
Unconscious Bias in the News

STRONG FEMALE LEAD

How Unconscious Bias Affects Everything You Do

Ask yourself a few questions about your hidden biases before making big decisions.

As late as 1970, only 5% of the musicians in
March 6, 2014

Black Boys Viewed as Older, Less Innocent Than Whites, Research Finds

Police likelier to use force against black children when officers ‘dehumanize’ blacks, study says

WASHINGTON — Black boys as young as 10 may not be viewed in the same light of childhood innocence as their white peers, but are instead more likely to be mistaken as older, be perceived as guilty and face police violence if accused of a crime, according to new research published by the American Psychological Association.

STRONG FEMALE LEAD

The One Word Men Never See In Their Performance Reviews

There's one adjective that's never used to criticize men, yet it shows up at an alarming rate in women's performance reviews.

Editor's Note: This is one of the most-read leadership articles of 2014. Click here to see the full list.

It's a scenario that could be straight out of a textbook on gender bias:

"Jessica is really talented, but I wish she'd be less abrasive. She comes on too strong." Her male counterpart? "Steve is an easy case, smart and great to work with. He needs to learn
Women
The women's blog

Geena Davis: ‘The more TV a girl watches, the fewer options she thinks she has in life’

The Oscar winner has spent more than two decades campaigning for gender equality in the entertainment industry. Geena Davis talks about why so little has changed on screen since Thelma & Louise and why this matters in the real world

Technology

Women considered better coders - but only if they hide their gender

Researchers find software repository GitHub approved code written by women at a higher rate than code written by men, but only if the gender was not disclosed
11 Million pieces of information each second through our senses.
Brain Processes

• Sort into categories

• Create associations

• Filling in the gaps
Unconscious Bias

- **An Implicit association or attitude** that:
  - Operates beyond our control and awareness
  - Informs our perceptions of a person or social group
  - Can influence our decision making and behavior (*Catalyst Women*)

- **Our implicit people preferences**, formed by our socialisation, our experiences, and by our exposure to others’ views about other groups of people.

- **Quick and often inaccurate judgment** based on limited facts and our own life experiences.
  - This gives certain individuals and groups both unearned advantage and unearned disadvantage in the workplace.

- People can consciously believe in equality while simultaneously acting on subconscious prejudices
• 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. This creates a bias – even one we might consciously and overtly reject.

• Unconsciously 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
• Distance Bias
Becoming Aware of Unconscious Bias

“Implicit biases can contradict values, escape detection and influence action”

Note your surprise...
- A behavior?
- A comment?
- A skill?
- A life experience?
Unconscious Bias

Media images, visibility/invisibility, portrayal

External influences (society)

Personal Experiences

Influence from others

Micro-Behaviors

Larger Acts of Discrimination
Unconscious Bias Training Doesn't Change Employee Behavior

by Leena Rao @leenarao

DECEMBER 3, 2015, 1:50 PM EST

Data, Education, and Practice/Action
Approaches to “Debiasing”

- Counter-Stereotypic Training
- Expose People to Counter-Stereotypic Individuals
- Engaging in Deliberative Processing
- Taking the Perspective of Others
- Having a Sense of Accountability
- Education Efforts Aimed at Raising Awareness about Implicit Bias
- Intergroup Contact

Source: Kirwan Institute report on Implicit Bias
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

Source: http://today.duke.edu/2013/03/takefivediversity
Mitigating Bias

- Acknowledge differences
- Acknowledge the potential for bias (individual/organizational)
- Check thought processes and decisions for biases
- Identify sources of stress
- Be open to feedback
- Increase the exposure to stereotyped group members/“others”
Reflection Questions

• Who do I take to important site visits or cross-team meetings?

• Who do I encourage to lead or speak out at meetings? Am I creating opportunities for those less extroverted to demonstrate their capabilities equally to leaders or other colleagues?

• Do I typically hire the same type of person, or personality type?

• When I say a candidate is not the right "fit," what do I mean?

Source: Adapted from Ernst and Young/Royal Bank of Canada. Outsmarting Our Brains: Overcoming Hidden Biases to Harness Diversity’s True Potential
Ernst & Young Removes Degree Classification From Entry Criteria As There's 'No Evidence' University Equals Success

04 August 2015 | Updated 21 September 2015

Lily Sherriff, Editor, HuffPost Young Voices

4 Minute Read | Leadership

This Interviewing Platform Changes Your Voice To Eliminate Unconscious Bias

Hiring is fraught with unconscious bias, but Interviewing.io aims to change the game at the outset to allow only the skills to shine.

[Photo: Flickr user Jon Callow]
MICRO BEHAVIORS/
MICROINEQUITIES: SMALL
WITH BIG IMPACT
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Micro-inequities

...Small events which are often ephemeral and hard-to-prove, events which are covert, often unintentional, frequently unrecognized by the perpetrator. Micro-inequities occur wherever people are perceived to be different. – “Barriers to Equality, the Power of Subtle Discrimination to Maintain Unequal Opportunity.” Mary Rowe, 1990

“Brief, everyday exchanges that send denigrating messages to certain individuals because of their group membership.” - Derald Wing Sue

Micro-inequities are woven into all the threads of our work life and of education.

They are "micro", not at all in the sense of trivial, but in the sense of miniature. - Mary Rowe
Being Treated as Invisible is More Harmful than Harassment

by Andrew O'Connell | 8:30 AM June 12, 2014

Although surveys show that people consider it more psychologically harmful to be harassed than ignored, workplace ostracism turns out to have a bigger impact than harassment, doing greater harm to employees' well-being and causing greater job turnover, says a team led by Jane O'Reilly of the University of Ottawa. Ostracism is also more common: Of more than 1,000 university staff members, 91% reported such experiences as being ignored, avoided, shut out of conversations, or treated as invisible over the past year, whereas 45% reported being harassed, such as by being teased, belittled, or embarrassed.
Examples of Microinequities…

- Assuming everyone has the same knowledge of a region/city
- Rolling of the eyes when someone is speaking, performing, or presenting
- Assuming that we all have the same background, and history
- Typing or texting while someone is talking to you
- Calling someone by a nickname rather than their name
- Consistently being late for team meetings
- Using slang/acronyms that not everyone understands
- Making assumptions about life experiences
- Challenging someone’s competence or motivation
- Mentioning the achievements of some people at a meeting but not others whose achievements are equally relevant
Microaffirmations

• “...apparently small acts, which are often ephemeral and hard to see, events that are public and private, often unconscious but very effective, which occur wherever people wish to help others to succeed.”

• Asking questions
• Using someone’s name
• Positive tone of voice
• Listening
• Others?
PRIVILEGE/FRAGILITY
Privilege is an invisible, weightless backpack of special provisions, maps, passports, codebooks, visas, clothes, tools, and blank checks.

--Peggy McIntosh
“White Fragility”

White Fragility is a state in which even a minimum amount of racial stress becomes intolerable, triggering a range of defensive moves. These moves include the outward display of emotions such as anger, fear, and guilt, and behaviors such as argumentation, silence, and leaving the stress-inducing situation.

These behaviors, in turn, function to reinstate white racial equilibrium.”

- Dr. Robin DiAngelo
ACTION PLANNING/ MOVING FORWARD
Individual “Bias Interrupters”

Questions:

- Question your assumptions
- Analyze
- Take a risk
- Disrupt the default
- Speak out
- Hold yourself and others accountable

Thoughts:

- 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?

Source: http://www.catalyst.org/knowledge/how-combat-unconscious-bias-individual
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.

Countries surveyed: Australia, China, Germany, Mexico, and the United States.
Source: www.catalyst.org/knowledge/inclusive-leadership-view-six-countries
Resources

- **Thought papers on Unconscious Bias by Howard Ross** [http://cookross.com/services/thought-leadership/free-thought-papers/](http://cookross.com/services/thought-leadership/free-thought-papers/)


- **Microsoft Unconscious Bias training (free video)**

Resources

• UnBiased video: https://www.youtube.com/watch?v=nbE0EoeXd-M

• Catalyst Women resources on Unconscious Bias: http://www.catalyst.org/unconscious-bias

• Microagressions:
  • https://www.buzzfeed.com/hnigatu/racial-microagressions-you-hear-on-a-daily-basis?utm_term=.abnommnvp#.tcEopp7V0
  • Microagressions in Everyday Life: https://www.youtube.com/watch?v=BJL2P0JsAS4

• Building a Psychologically Safe Workplace: https://www.youtube.com/watch?v=LhoLuui9gX8


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