

## Four Ways Unconscious Bias Training Can Create Mindful Inclusion



Howard Ross

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**We don't  
think the  
way we  
think we  
think!**

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## What is Bias?

**A tendency or inclination  
that results in judgment  
without question.**

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Women had 35.2% more emails ignored...and 59.9% more meetings declined

Katherine Milkman, Wharton, Modupe Akinola, Columbia University, Dolly Chugh, New York University

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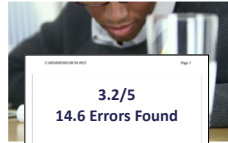
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Law firm partners were sent a memo from "Thomas Meyer" with 22 spelling, grammar, technical analytic errors...



"HAS POTENTIAL"  
"GOOD ANALYTICAL SKILLS"  
"GENERALLY GOOD WRITER BUT NEEDS TO WORK ON..."



"NEEDS A LOT OF WORK"  
"AVERAGE AT BEST"  
"CAN'T BELIEVE HE WENT TO NYU..."

Arin Reeves

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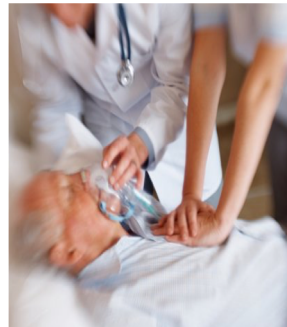
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### "Witchy With a B"

Researchers found that female doctors were "resented" and then apologetic when they were leading CPR efforts



Christine Kolehmainen, MD MS  
Veterans Administration Hospital  
Journal of Academic Medicine, 2014

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### Even Female Hurricanes Get No Respect!



23  
average  
deaths



45  
average  
deaths

Researchers studied the 47 most damaging hurricanes, from 1950-2012 (excluding Katrina and Audrey)

"Female hurricanes are deadlier than male hurricanes" National Academy of Sciences, Jung, Shavitt, Viswanathan, and Hilbe, May 2014

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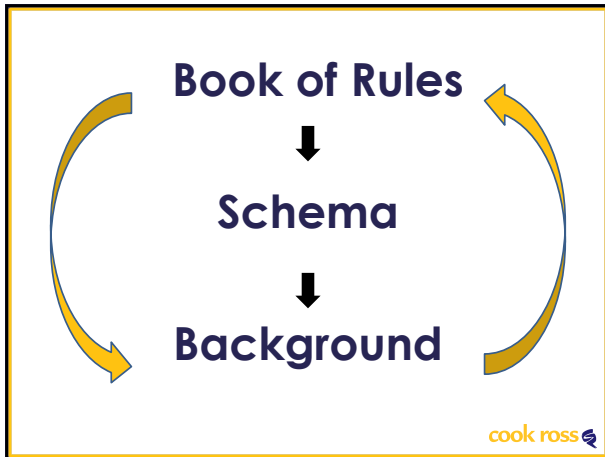
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Background creates  
**CONTEXT**  
 and context is  
**EVERYTHING!**

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Height Sexual Orientation Name

Appearance Disability

Religion

**Which are ours?**

Accent Gender

Age

Skin Tone Weight

Hand Dominance

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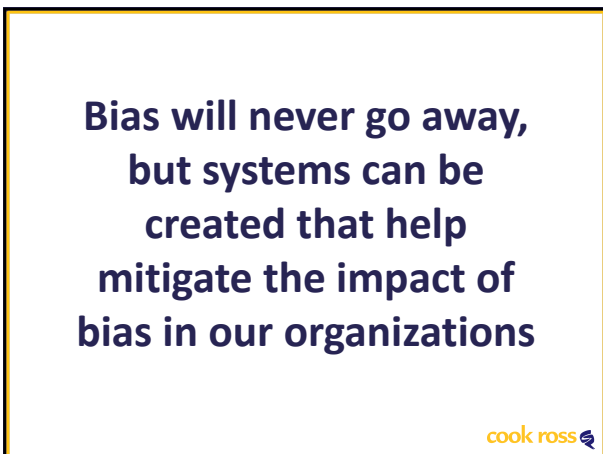
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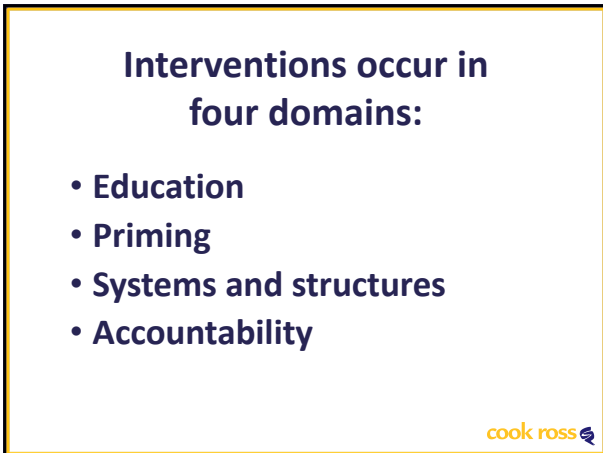
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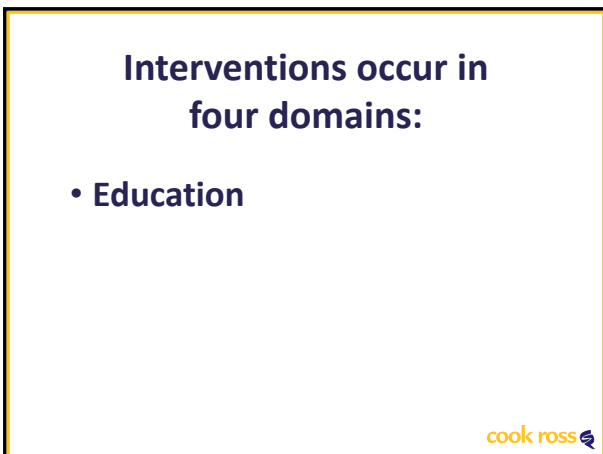
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## 8 Key Elements of Effective Unconscious Bias Training

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**1**

**We cannot function without bias!  
Normalize it rather than  
demonizing it. Stop trying to make  
it go away, but instead learn to  
navigate it and mitigate it's impact**

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**2**

**Be evidence-based**

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## 3

## Speak to common ground rather than differences

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### Empathy



- “Empathetic neural responses...decreased significantly when participants viewed faces of other races”

— Xiaojing Xu, Xiangyu Zuo, Xiaoying Wang, and Shihui Han, Peking University



- “When the target is an out-group member, people may have powerful motivations not to care about or help ‘the other.’”

— Mina Cikara, Carnegie Mellon University, Emile Bruneau, MIT, and Rebecca Saxe, MIT



- “Empathy is diminished when people (black or white) who hold racial biases see that pain is being inflicted on those of another race.”

— Salvatore Maria Agliotti of Sapienza Università di Roma

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## 4

## Provide an understanding of the human mind

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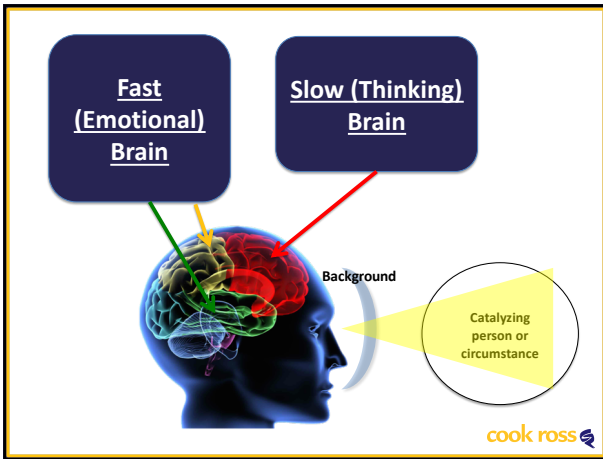
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**Create applicable  
experiential  
learning...don't just talk  
about it!**

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**THE Big DECISION**

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👉 Based on reading the resume and narrative about this individual, how likely would you be to recommend that they get hired?

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80	70	50	70	70	75
75	80	75	65	50	60
80	70	40	90	80	70
90	80	75	10	70	100
90	75	63	80	80	25
83	75	61	63	70	66

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## 5

**Assume good intentions.  
Diminish blame, shame  
and guilt and encourage  
responsibility  
...people do not want to  
be “fixed”!**

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**6**

**Make it relevant and  
applicable to their  
world**

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**7**

**Shift awareness *and*  
behavior!**

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**8**

**Focus both  
individually and  
collectively**

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**“The odds of limiting the constraints of biases in a group setting rise when discussion of them is widespread.”**

Daniel Kahneman

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## **Building a Culture of Inclusion and Cultural Competency**

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**“Workshops or other learning modules that help...professionals learn about non-conscious processes can provide them with skills that reduce bias when they interact with minority group members.”**

Moscowitz, Lehigh University MS and  
Stone, Univ. of Arizona MS

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The ecosystem provides the environment in which learning is:



ACCESSIBLE



RETAINABLE



SUSTAINABLE

and delivered to the **right people** at the **right time**  
in the **right place** and the **right way**

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## Learning Ecosystem

Online Resources  
(videos, best practices, toolkits)

Self-paced Online

Classrooms (ILT)

Virtual Classroom  
(V-ILT)

Mobile Learning

Learning  
Portals/Platforms

Informal/Social  
Learning (blogs, forum, open  
content)

Job Aids

Learning  
Ecosystem

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**Interventions occur in  
four domains:**

- **Education**
- **Priming**

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**“We see what we look  
for, and we look for  
what we know.”**

Goethe

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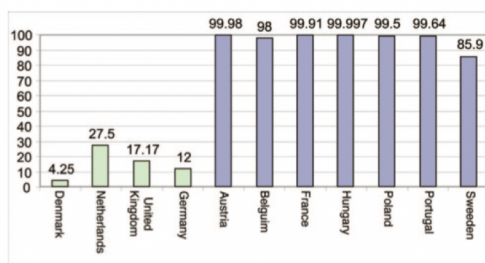
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## Inclusion Nudges

- ***"Anonymous CVs Process"***: Remove identifying details from all CVs for first screenings
- For Executive positions, have the search consultancy deliver the shortlist of candidates anonymously
- ***"Blind Interview"***: Have at least 1 interview panelist participate by phone (not seeing the candidate).
- Instead of having a diversity goal of "30% women", flip the goal to be "not more than 70% of any one gender"

Tinna Nielsen and Lisa Kepinski

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## What nudges can you create?

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## Performance Support Tools

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## Decision Aid: Job Assignments

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## Interventions occur in four domains:

- Education
- Priming
- Systems and structures

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### Recruiting

- Remove names from resumes
- Check your anchoring biases (e.g. schools or "qualifications")

### Interviewing

- Provide interview questions early
- Be aware of the "climate"
- Use "decision aids"

### Hiring

- Watch assumptions/language in references
- Use diverse panels for hiring
- Create clear decision criteria

### Performance Review

- Explore alternatives to rated assessment
- Watch for urgency, recency, and primacy biases

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**Remember, lack of structure  
promotes bias; structured  
processes encourage equity and  
accountability**

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**Interventions occur in  
four domains:**

- **Education**
- **Priming**
- **Systems and structures**
- **Accountability**

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**Use ongoing analytics to track  
results of processes by group  
identity to identify patterns**

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“Wait a minute...OMG...aren’t  
you talking about....”

**QUOTAS!?**

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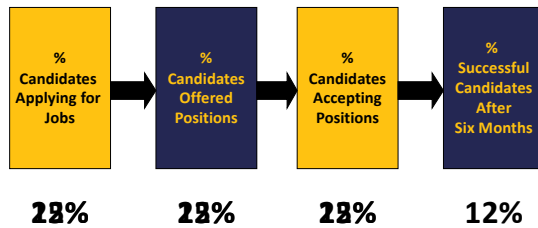
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### Batching Metrics



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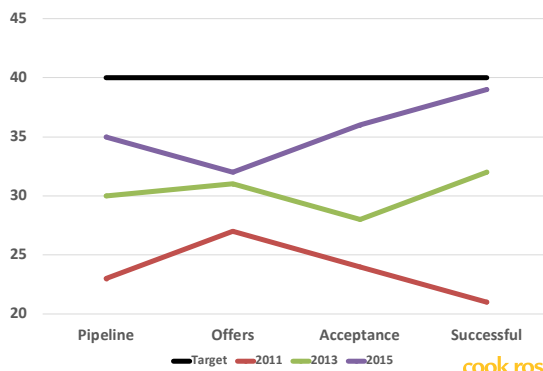
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### Women’s Inclusion Data



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Contact us at  
[lookingforanswers@cookross.com](mailto:lookingforanswers@cookross.com)

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### Orchestras & Symphonies



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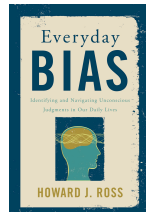
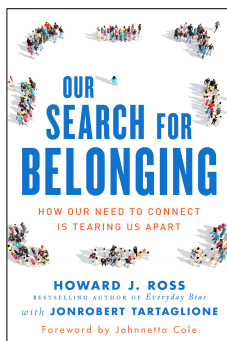
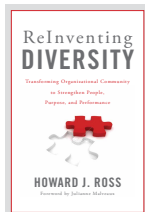
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@HowardJRoss

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