

# Understanding and Addressing Unconscious Bias: *Tips to Foster a More Inclusive Workplace*



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# #GOALS!

- Defining, describing and discussing what unconscious bias is.
- Examining how our implicit biases impact our daily interactions.
- Suggesting some tips to help identify and potentially avoid negative behavior.
- Discuss proactive steps we can take to help mitigate our unconscious biases, to allow us to lead with greater empathy and understanding.



"Why are you getting so offended?"

"You can't say anything these days."

"I don't see color."

"No, I'm Not Racist "



"I didn't mean it like that"

"But some of my best friends are....."

"There are simply no qualified candidates of color"

"It was just a joke."

**"Even the most well-intentioned person unwittingly allows unconscious thoughts and feelings to influence apparently objective decisions."**

# What is Implicit Bias?

- Unconscious, or hidden
- Person is unaware of its existence
- About a person, thing or group
- Can be negative or positive
- Includes emotions or feelings about target
- Activated automatically, without intent



# Implicit Biases vs. Explicit Biases?

## How are They Different?

- Explicit Biases are:
  - Processed at a conscious level
  - Awareness and intent
  - Expressed in overt behavior



# Why Are We Biased?

- Natural Survival Instinct
  - As humans, we live in groups to improve chances of survival. We receive protection from others.
  - Living in groups has also made us more aware of dangers of outsiders who could steal resources, spread disease, kill or harm, etc.



# Why Are We Biased?

As humans, we have learned to protect ourselves:

- Over generations, we have developed quick methods to identify who belongs to our group and who doesn't (friend or foe, fight or flight).

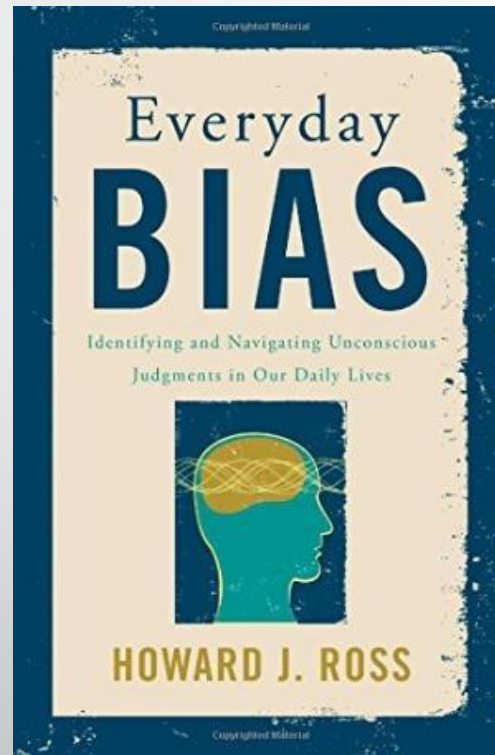


- This process of quickly evaluating others and our surroundings has become increasingly unconscious over time.



“To have a bias is to be human. It is a fundamental way that our minds process information, allowing us to both stay safe and navigate a cacophony of stimulus at a reasonable pace. ”

Ross, *“Everyday Bias”*, Rowan and Littlefield, 2014



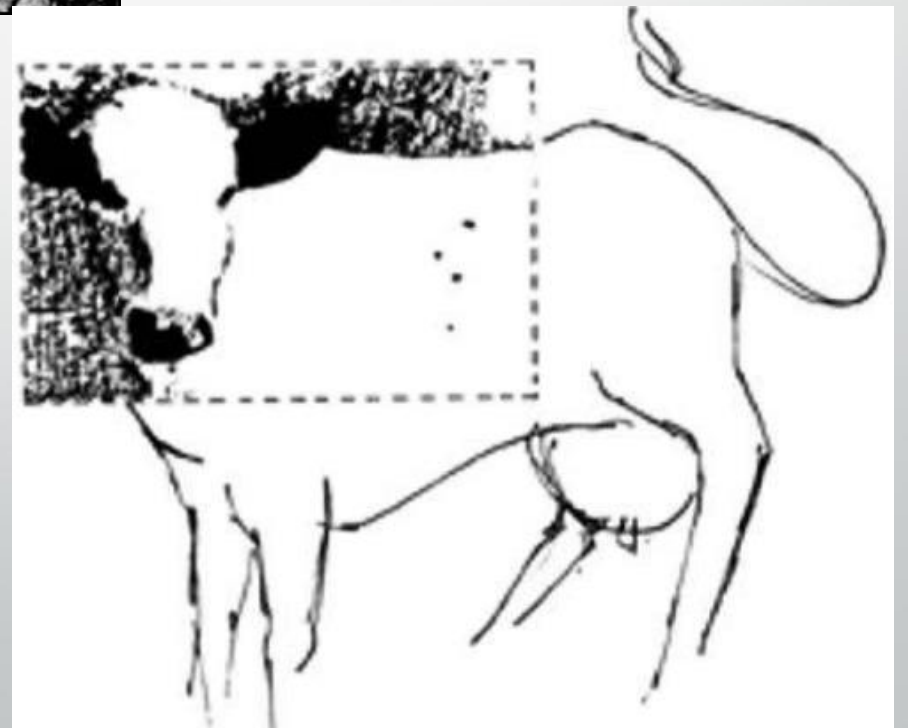


# Bias is Learned

- During infancy and beyond.
- Foundation to future learning.
- Reinforced by parents, education, media, literature, overall culture.







# What Grooves Do You Have and How Did They Get There?



# Activity

## INDIVIDUAL EXPLORATION

### IDENTIFYING UNCONSCIOUS BIAS

This section is focused on supporting you in developing a deeper understanding of the filters through which you view and interpret yourself and others. These filters are created through our upbringing, the groups we belong to, and the experiences we have in our lives.

A self-assessment can be very useful in bringing to the surface your core operating beliefs and norms. When we can identify them, we have more power over how strongly they impact our business decisions and in what ways.

Record your initial responses as you ask yourself these questions. Doing this without looking for the right answer will provide you with more authentic responses rather than ones that are politically correct.

### UNCOVERING MY WORLD VIEW

#### #1 – INDIVIDUAL LEARNING

Select three key events in your life, as far back as you can remember, that may have impacted how you engage with the world.

How might they impact your relationship to trust, safety, ways you relate to others or to authority, etc.? How might they impact the way you behave in the workplace? Record them here, along with their implication in the workplace.

#### EXAMPLE

"I grew up in a military family and attended 19 different schools from elementary through high school. I make friends quickly but don't get too invested in relationships. I read people really quickly."

1.

2.

3.

**Managing Unconscious Bias**

**TELL THE TRUTH TO YOURSELF**

Embrace the fact that it is normal for all human beings to have unconscious preferences and biases and that those preferences and biases impact most, if not all, of the decisions we make, including those regarding people.

# How Does Implicit Bias Affect Us?

If not mitigated well, implicit bias can contribute to discriminatory behavior in:

- Employment, hiring and promotions
- Education
- Law enforcement
- Health Care
- Judicial systems
- And ...



# It's Not a Matter of if We Have Bias..... It's Question of Which Are Ours

- Implicit Association Tests or IATs measure our automatic stereotypes and prejudices.
- Can be accessed through <https://implicit.harvard.edu/implicit/>

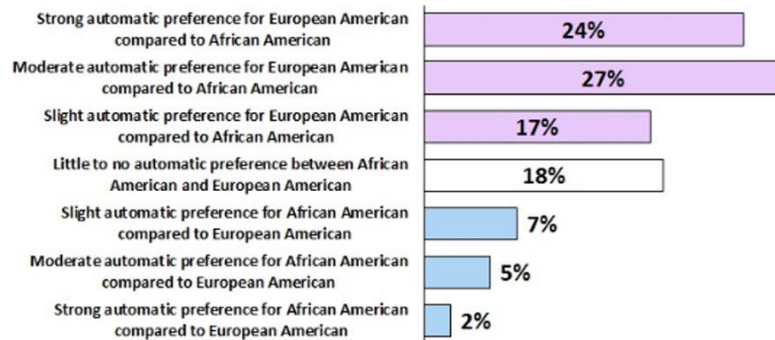
American  
Denial



# Implicit Association Test (IAT)



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.

## Items

Joy, Love, Peace, Wonderful, Pleasure, Glorious, Laughter, Happy  
Agony, Terrible, Horrible, Nasty, Evil, Awful, Failure, Hurt





# Potential Life-Long Impact of Bias

- U.S. DOE Office for Civil Rights' data on school discipline:
  - Black students are three times more likely to be suspended or expelled than white students.
  - Students with disabilities represent one-quarter of all students arrested and referred to law enforcement, despite being only 12 percent of all students.



# What to do About Bias?

- Take the IAT, encourage others to take it and discuss the results - first step to understanding our own and others' biases.
- Discovering these biases shouldn't make one feel ashamed or fearful of being a racist, sexist, ageist, etc.
- You can learn to combat your biases, or de-bias.



- Understanding and addressing implicit biases is most important for those who impact the future of our youth.

# So.....

- Everyone has them, even people who are committed to impartiality or anti-racism.
  - Colorblindness/“I treat everyone the same”
- Our implicit beliefs may not align with our explicit beliefs – they may be very contradictory.
- Though most of our implicit biases favor our own in-group, research shows that we can also have implicit biases against our in-group.



# How to Counteract Our Negative Biases

Our brains are incredibly complex, and the implicit associations that we have formed can be gradually unlearned through a variety of de-biasing techniques.

## 6 Ways to Mitigate Unconscious Bias

- Recognize and accept that you have bias.
- Develop the capacity to use a flashlight on yourself.
- Practice “constructive” uncertainty.
- Explore awkwardness and discomfort.
- Engage with people you consider “others,” and expose yourself to positive role models in that group.
- Get feedback.



Ross, “*Everyday Bias*”, Rowan and Littlefield, 2014

# How to Counteract Our Negative Biases

## Break Your Prejudice Habit

- **Stereotype replacement:** Recognize and label a response based on stereotypes; reflect.
- **Individuation:** Seek specific information to avoid group-based assumptions.
- **Increasing contact:** Positive inter-group interactions change perceptions.

(Devine et al, *Presumed Incompetent*, 2012)



# How to Counteract Our Negative Biases

## Questions to Ask Yourself to Check Your Decision-Making

- Do I have an automatic feeling or judgment about this person or group?
- What is this person triggering in my background?
- How might I consciously intervene to mitigate the impact of the bias?



# Responsibility To Foster An Inclusive Workplace Climate

- Human Resource and other hiring staff are central to advancing a climate of diversity, equity and inclusion.
  - Gatekeepers of opportunity.
  - Often, we are the first point of contact—initial impression.
    - Honor and duty to utilize this privileged platform to foster greater and more inclusive outcomes; at the individual and organizational level.
- Ability so implement changes to hiring/promotions policies/practices.
- Safety, value, respect are essential.
  - Employees must feel supported in order to demonstrate their full potential.



## Taking an Introspective Examination: *Both Organizational and Personal Behavior*

- Questions to ask:
  - Are we using inclusive language on our web site, publications, hiring/onboarding materials?
  - Are we using outdated terms for social groups? (minorities)
  - Are we prepared to discuss and address DEI issues that may arise in our workplace?
  - Do I try to learn the names of all my staff and co-workers and pronounce them correctly?
  - Do I treat all my staff/employees equally? Do I make less eye contact with some individuals? Do I respond differently to white colleagues compared to BIPOC colleagues? Women colleagues compared to men?





# Responding to Micro-Aggressions

- **Macro**
  - Model a culture of respect.
  - Be difference-conscious, not difference-blind.
  - Model the organizational values, relative to DEI.
  - Develop an action and outcome-based DEI plan.
- **Micro (interventions should be clear, direct and respectful)**
  - Inquiry
  - Paraphrase/Reflect
  - Interrupt/Reframe
  - "I" Statements
  - Revisit





# Case Studies Exercise

## Case Studies/Exercises #1

You are part of a 5 person search committee for your organization. The current personnel makeup of your organization is very homogenous, with little diversity. After 2 rounds of interviews, two finalists have made it to the top of the list. Both candidates have almost identical educational and work experience, that would make them well-qualified for the position. One of the finalists' identities is very different from the current makeup of your staff, while the other finalists' identity is similar to the current makeup of your staff.

During final deliberations about the candidates, two of the members of the search committee would like to offer the job to the candidate who would bring diversity to your organization, while the other two search committee members, would like to offer the job to the candidate that is similar in identity to your current staff. You now represent the final and deciding vote.

Imagine you are in this meeting and please have a discussion about the scenario above. Discuss any potential rationale for offering the job to each of the two finalists.

# Case Studies/Exercises #2

Using the sample resume on the next page, please discuss as a group, ways in which you can anonymize/redact the resume.

Please discuss how the steps you take will help to minimize any potential bias that can enter the resume review process.

Articles with tips to help:

<https://www.shrm.org/hr-today/news/hr-magazine/0418/Pages/can-blind-hiring-improve-workplace-diversity.aspx>

<https://www.glassdoor.com/employers/blog/blind-hiring-process/>



## CONTACT

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## SKILLS

Purchasing

Order Management

Record keeping

Research and Analysis

Team-Oriented

Flexibility and Adaptability

Problem Resolution

## LANGUAGES

English

Filipino

## HOBBIES

Reading Books  
 Photography  
 Travelling

# JENNIFER MELON

ASSOCIATE III, PURCHASING

## SUMMARY

Enthusiastic Supply Chain Specialist eager to contribute to team success through hard work, attention to detail and excellent organizational skills. Clear understanding of purchasing systems transactions and adherence to procedures and on-going education regarding logistics and supply chain management. Motivated to learn, grow and excel in the logistics and supply chain industry.

## EXPERIENCE

**Associate III, Purchasing** Jul 2019 - Present  
 Instaco Micro

I'm responsible for purchasing of products and services to meet company requirements and maintain appropriate inventory levels. Negotiates best deals with vendors and ensures adherence to quality and delivery standards. Interfaces with multiple internal departments to resolve discrepancies related to invoicing, shipments, etc. It also involves specializing in a specific area (e.g. services, IT products, etc.) or functional support.

**Logistics Specialist Under Cycliq AU** Apr 2018 - Jul 2019  
 MN Corporate Solutions

- Order fulfillment
- Inventory Management of different consignment facilities.
- Shipment tracking (ETA, courier, tracking numbers etc.)
- Coordinating with third party logistics.
- Customer Support (order related inquiries)

**Support Representative I** Feb 2018 - Apr 2019  
 Vinsco Marshall

- Enters orders into system pursuant to individual order characteristic requirements. Orders may be received via Usage Report, CRM, e-mail, fax, electronic (EDI, XML), telephone, or other relevant sources.
- Handles basic special pricing requests to ensure completion within customer SLA, long with maintaining accuracy.
- Researches and confirms product availability and pricing to requestors (i.e. customer, Sales Rep, AE, Management).

## EDUCATION

**Master in Logistics And Supply Chain Management** Nov 2019 - Present  
 Technological Institute Of The New York

**Bachelor of Arts in Broadcasting** Jun 2011 - Apr 2015  
 University Of Texas - Austin

- March 2015 Exemplary Academic Performance Award
- Public Relations Officer for Internal Affairs.

# Case Studies/Exercises #3

Using the sample job description on the next page, as a group, discuss ways the position description can be written to minimize gender bias.

## Remove Gender Bias from Job Descriptions

- <https://www.glassdoor.com/employers/blog/10-ways-remove-gender-bias-job-listings/>

# Case Studies/Exercises

## **ASSISTANT MECHANICAL ENGINEER**

### **Job Description:**

- Lead a group of technicians to trouble shoot problems at production.
- Provide technical support to the production.
- Lead and handle projects according to schedule.
- Minimize machine down time.

### **Job Requirements:**

- Candidate must possess at least a Diploma, Advanced/Higher/Graduate Diploma, Bachelor's Degree, Post Graduate Diploma, Professional Degree, Engineering (Mechanical), Engineering (Mechatronic/Electromechanical) or equivalent.
- Required language(s): Bahasa Malaysia, English
- At least 2 year(s) of working experience in the related field is required for this position.
- Applicants must be willing to work in Bayan Lepas.
- Preferably Junior Executives specializing in Mechanical Engineering.
- Full-Time position available
- Candidate must possess at least a Diploma, Advanced/Higher/Graduate Diploma, Bachelor's Degree, Post Graduate Diploma, Professional Degree, Engineering (Mechanical), Engineering (Mechatronic/Electromechanical) or equivalent.
- Required language(s): Bahasa Malaysia, English
- At least 2 year(s) of working experience in the related field is required for this position.
- Applicants must be willing to work in Bayan Lepas.
- Preferably Junior Executives specializing in Mechanical Engineering.
- Full-Time position available

## **Re-evaluate your job post descriptions.**

### **Engineer Company Description**

**Average Description:** We are a dominant engineering firm that boasts many leading clients. We are determined to stand apart from the competition.

**BETTER:** We are a community of engineers who have effective relationships with many satisfied clients. We are committed to understanding the engineer sector intimately.

### **Engineer Qualifications**

**Average Description:** Strong communication and influencing skills. Ability to perform individually in a competitive environment. Superior ability to satisfy customers and manage company's association with them.

**BETTER:** Proficient oral and written communications skills. Collaborates well in a team environment. Sensitive to clients' needs, can develop warm client relationships.

### **Engineer Responsibilities**

**Average Description:** Direct project groups to manage project progress and ensure accurate task control. Determine compliance with client's objectives.

**BETTER:** Provide general support to project team in a manner complimentary to the company. Help clients with construction activities.

## Case Studies/Exercises #4

While deliberating about offering a job to a candidate, a colleague mentions that they “do not think the candidate will be a good fit”, for your organization. From your perspective, the candidate possesses all of the necessary education, qualifications and experience necessary for the job.

Upon reflection, you do recall the candidate outing themselves as a member of the LGBTQ+ community at some point in their interview. You begin to think that this may possibly be the basis for your colleague’s comment. You would like to question your colleague further about their thoughts on the candidate.

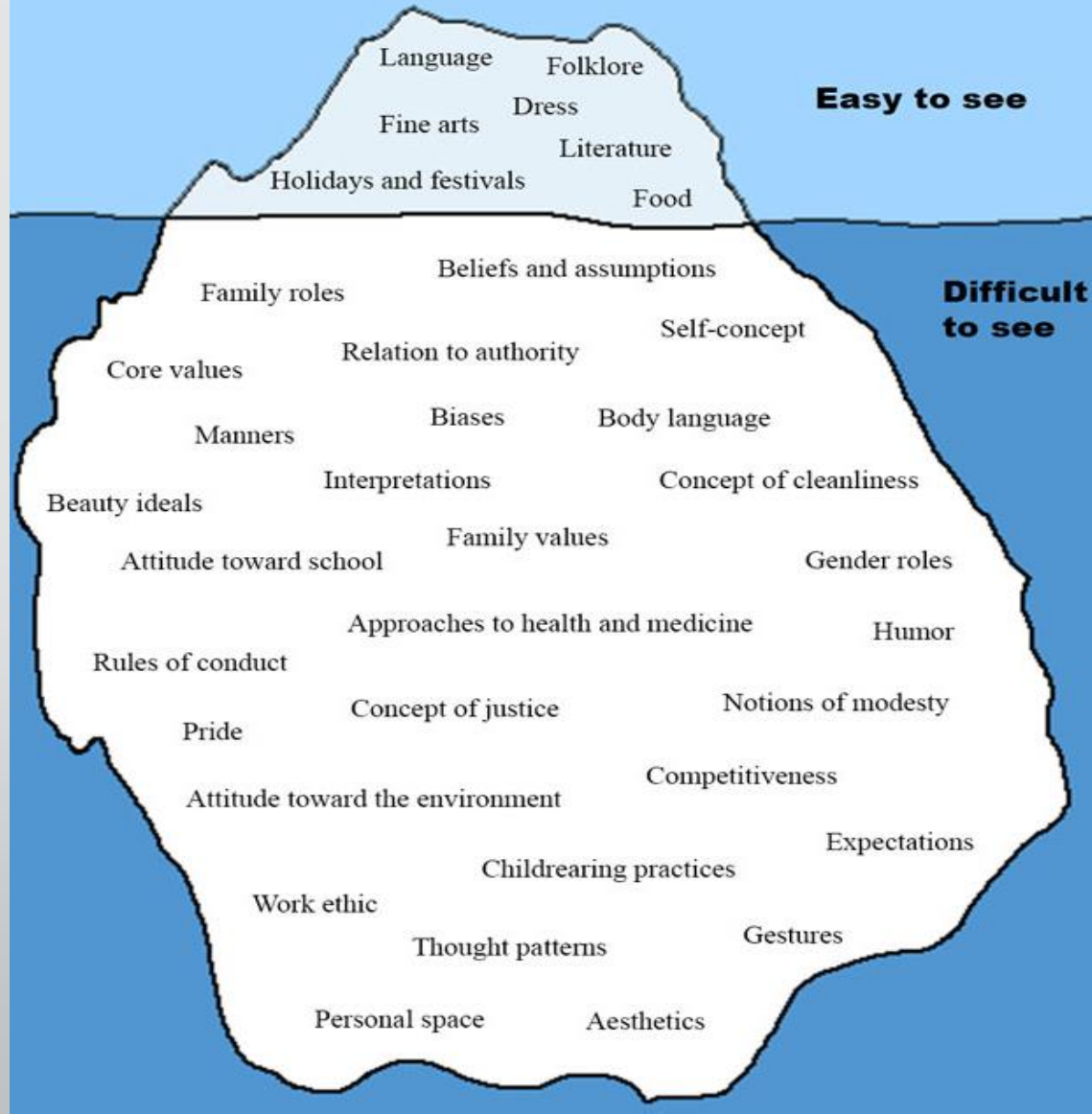
Using the techniques mentioned in this presentation, role-play what this conversation may look like.

Techniques listed again on next page:



- **Macro**
  - Model a culture of respect.
  - Be difference-conscious, not difference-blind.
  - Model the organizational values, relative to DEI.
  - Develop an action and outcome-based DEI plan.
- **Micro (interventions should be clear, direct and respectful)**
  - Inquiry
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# The Cultural Iceberg

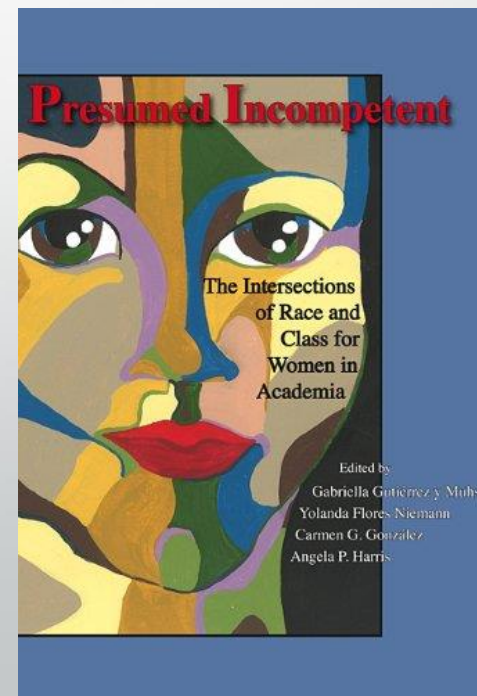
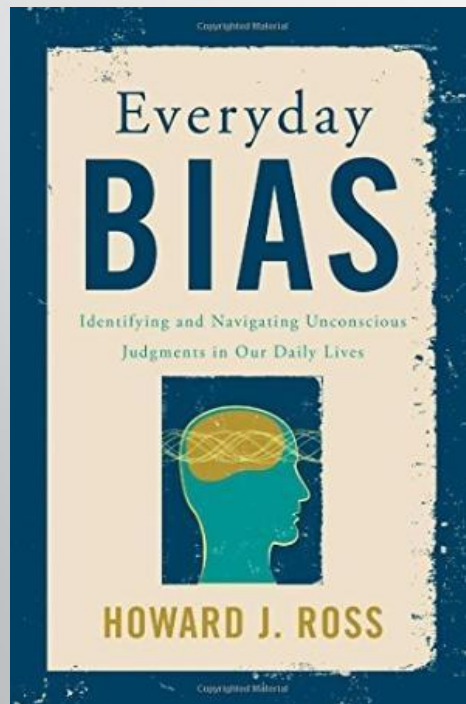


# Resources for Addressing Bias in Healthcare

- 1. Tackling Implicit Bias in Health Care** (New England Journal of Medicine)
  - <https://www.nejm.org/doi/full/10.1056/NEJMp2201180>
- 2. Unbiased** (*Understanding Biased patient-provider Interaction and Supporting Enhanced Discourse*) <https://www.unbiased.health/home>
- 3. Overcoming Unconscious Bias in Healthcare Recruitment**
  - <https://www.hospitalrecruiting.com/blog/7773/overcoming-unconscious-bias-in-healthcare-recruitment/>
- 4. Unconscious Bias is Affecting Your Institution**
  - <https://www.hospitalrecruiting.com/blog/5014/unconscious-bias-in-the-healthcare-workplace/>

# Sources

- Devine et al, *Presumed Incompetent*, 2012
- Dovidio, J., & Gaertner, S. (2000). Aversive racism and selection decisions: 1989 and 1999. *Psychological Science*.
- Mahzarin R. Banaji, Max H. Bazerman, & Dolly Chugh, *How (Un)ethical are you?*, *Harvard Business Review*, December 2003
- Ross, *"Everyday Bias"*, Rowan and Littlefield, 2014



# Other Resources

1. **McKinsey Report “Look for Skills, Not Credentials”**
  - <https://www.mckinsey.com/business-functions/mckinsey-accelerate/our-insights/look-for-skills-not-credentials-beth-cobert-on-tapping-into-us-talent#:~:text=Beth%20Cobert%3A%20The%20first%20thing,asked%20for%20in%20the%20past>
2. **Project Implicit—Implicit Association Test (IAT)**
  - <https://www.projectimplicit.net/>
3. **Blind Resume Review**
  - <https://www.shrm.org/hr-today/news/hr-magazine/0418/Pages/can-blind-hiring-improve-workplace-diversity.aspx>
  - <https://www.glassdoor.com/employers/blog/blind-hiring-process/>
4. **Remove Gender Bias from Job Descriptions**
  - <https://www.glassdoor.com/employers/blog/10-ways-remove-gender-bias-job-listings/>
5. **“Not the Right Fit”**
  - <https://www.forbes.com/sites/stephaniesarkis/2020/06/15/lets-talk-about-racial-microaggressions-in-the-workplace/?sh=2139fd4c5d28>
6. **Dr. Sue—Microaggressions**
  - <https://www.youtube.com/watch?v=BJL2P0JsAS4>
7. **American Denial (Full Documentary)**
  - <https://www.youtube.com/watch?v=lvXQXGorLGg>

# Questions? Comments? Concerns?





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<https://capitalregionchamber.com/diversity-equity-and-inclusion/>