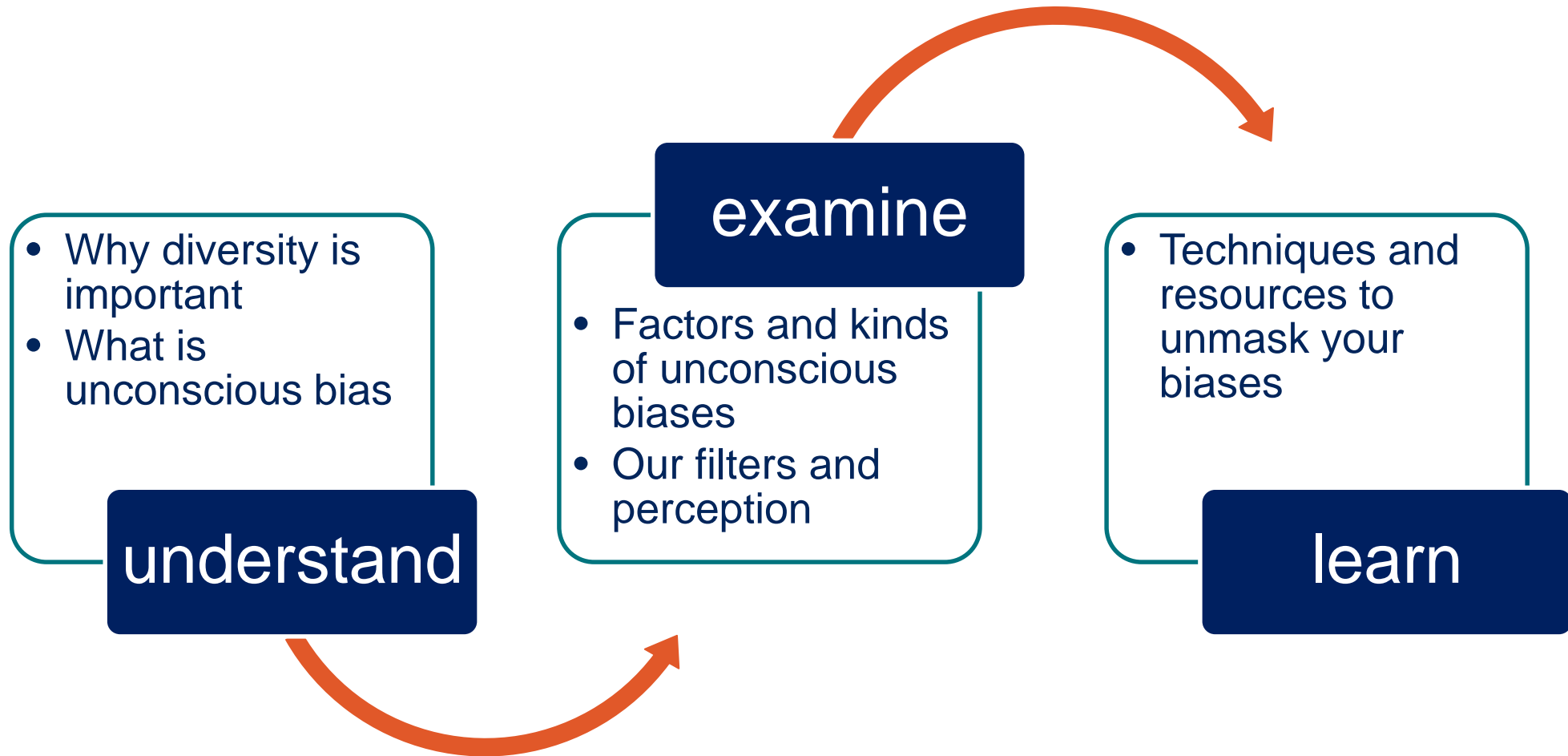




How to identify and unmask Unconscious Bias

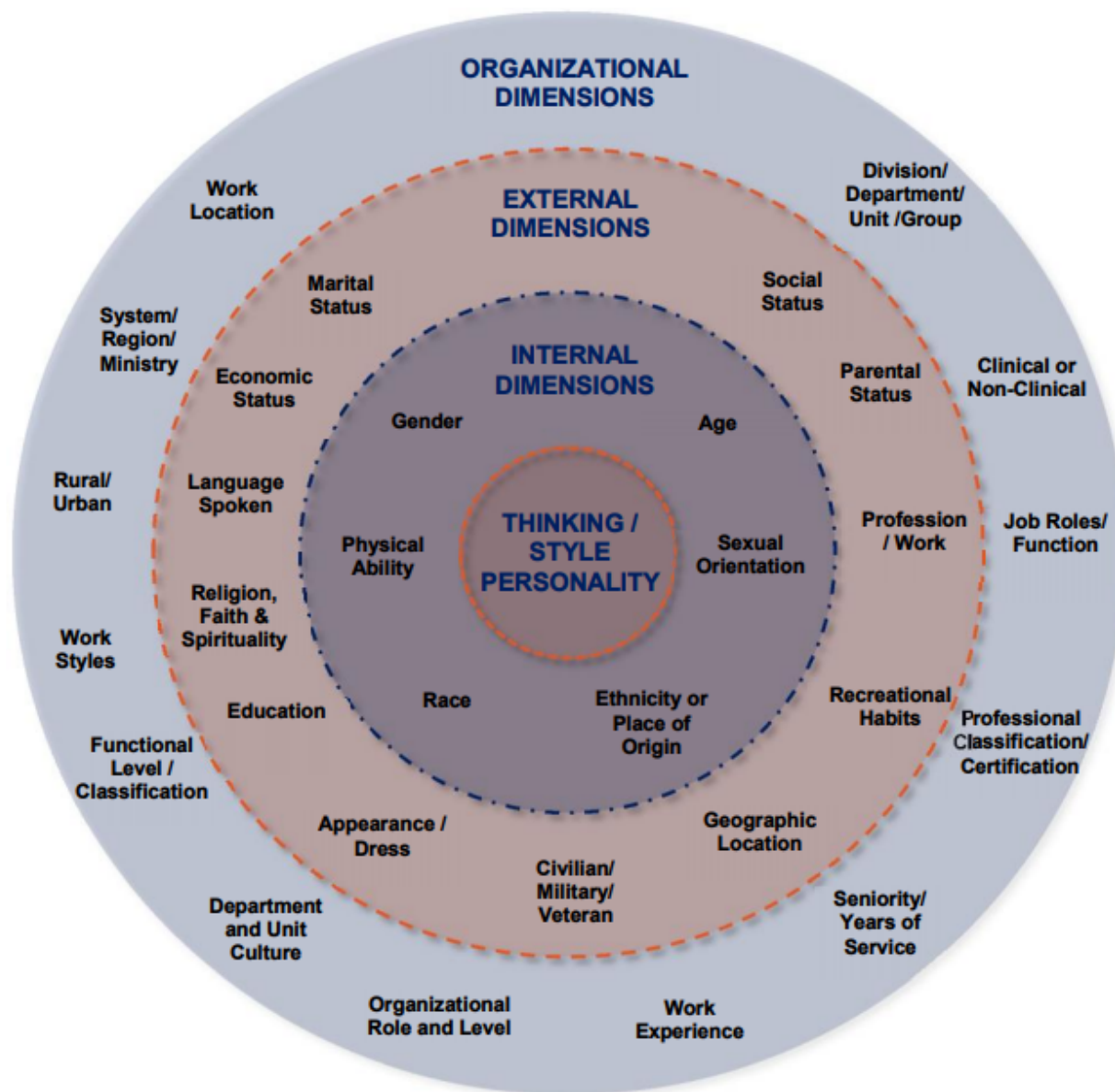
Mina Kini, MSW. MS | System Director | Diversity & Inclusion



Today's Journey: 1:15

The Diversity Wheel

"The mix" of human similarities and differences



Four Layers of Diversity

Thinking Style | Personality This includes an individual's likes, dislikes, values and beliefs. Personality is shaped early in life and is both influenced by, and influences the other three layers throughout one's lifetime and career choices.

Internal Dimensions These include aspects of diversity over which we have no control (though "physical ability" can change over time due to choices we make to be active or not, or in cases of illness or accidents). This dimension is the layer in which many divisions between and among people exist and which forms the core of a person's identity. These dimensions include the first things we see in other people, such as race or gender and on which we make many assumptions and base our judgments.

External Dimensions These include life experiences and aspects of our lives which we have some control over, which might change over time and which usually form the basis for decisions on careers and work styles. This layer often determines with whom we develop friendships and social ties. This layer makes each and every one of us different and unique and this makes our society richer.

Organizational Dimensions This layer concerns the aspects of culture found in an organization and/or the work setting. While much attention of diversity efforts is focused on the internal dimensions, organization efforts in valuing diversity and embracing inclusion are impacted by the aspects of this layer.

Dimensions of Diversity

Diversity and Inclusion is an Important Factor in Millennials' Job Search

Millennials are significantly more likely than older generations to consider the diversity and inclusiveness of a workplace to be an important criterion in their job search.

"If I were to look for a new job tomorrow, a diverse and inclusive workplace would be important in my job search" (% agree)



*Significantly higher than other generations

2016 Survey

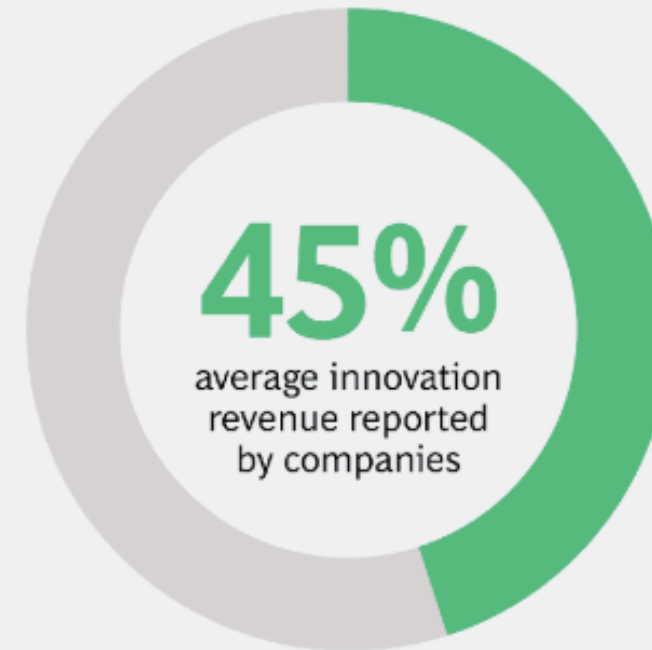
The 2018 [Deloitte Millennial Survey](#) shows that 74% of these individuals believe their organization is more innovative when it has a culture of inclusion. If businesses are looking to hire and sustain a millennial workforce, **diversity must be a key part of the company culture.**

EXHIBIT 1 | Companies with More Diverse Leadership Teams Report Higher Innovation Revenue

Companies with
below-average diversity scores



Companies with
above-average diversity scores



Source: BCG diversity and innovation survey, 2017 (n=1,681).

Note: Average diversity score calculated using the Blau index, a statistical means of combining individual indices into an overall aggregate index.

A [Boston Consulting Group study](#) found that companies with more diverse management teams have 19% higher revenues due to innovation. This finding is significant and shows that diversity is not just a metric to be strived for; it is actually an integral part of a successful revenue-generating business and innovation.



The State of Diversity in **Nonprofit and Foundation** Leadership



BattaliaWinston

International Relations
and Development

5

Religious

6

Youth Development

11

Food, Agriculture and
Nutrition

13

Civic and Environmental
Engagement

14

Arts and Culture

16

Education

39

Health Services

81

Social Welfare and
Justice

130

*We analyzed
the leadership of
315 of the largest
nonprofits and
foundations in the
United States.*

FIGURE 1: GENDER

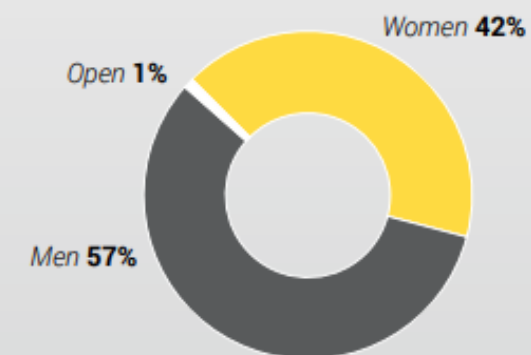
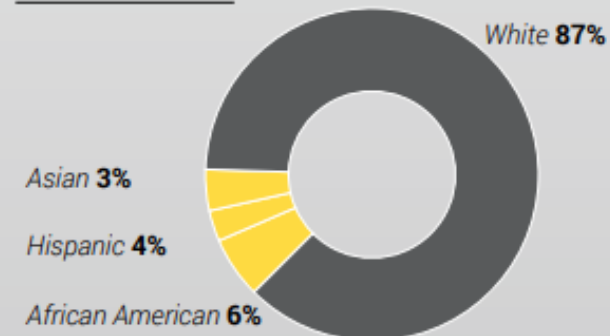
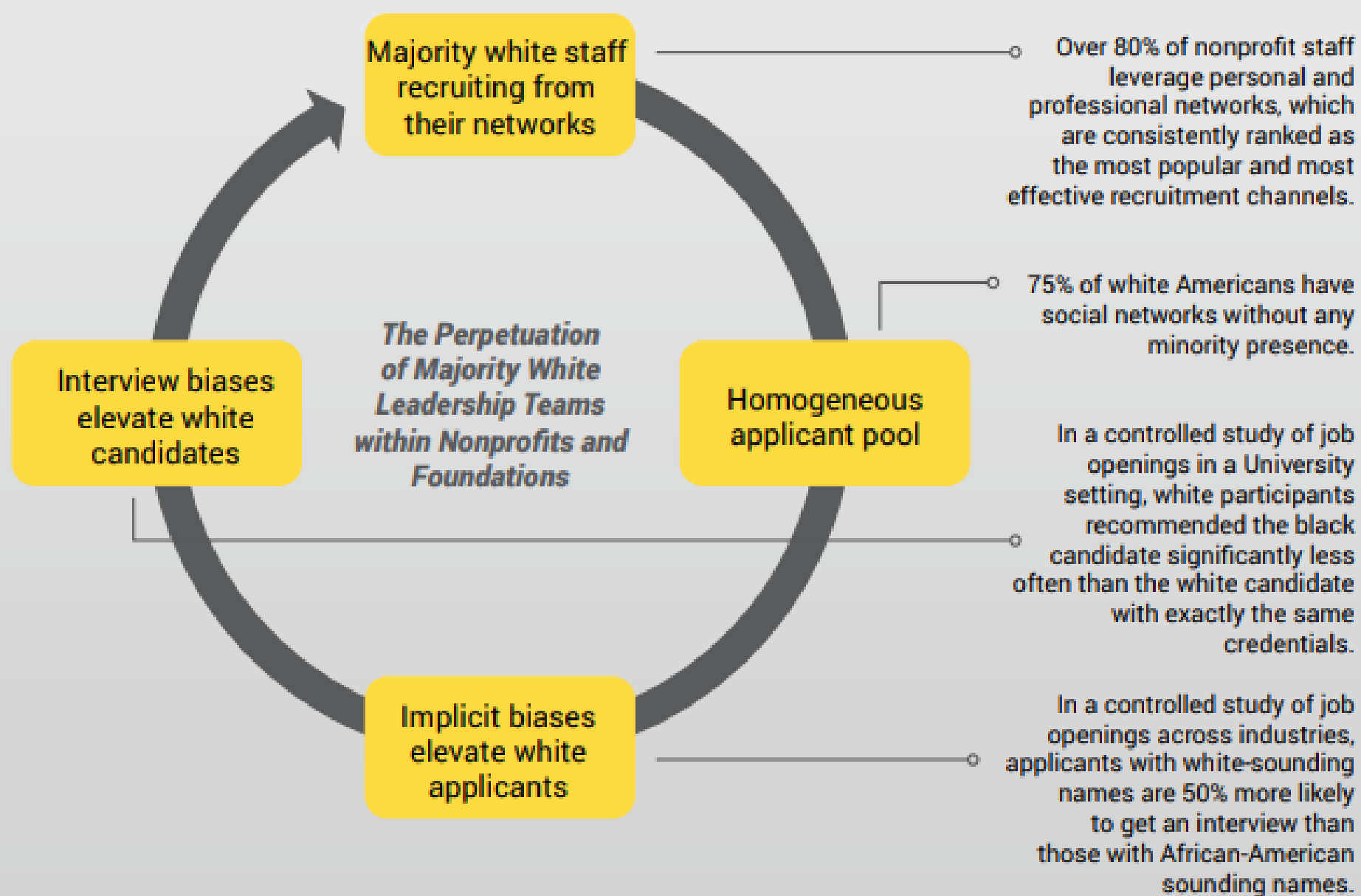


FIGURE 2: ETHNICITY





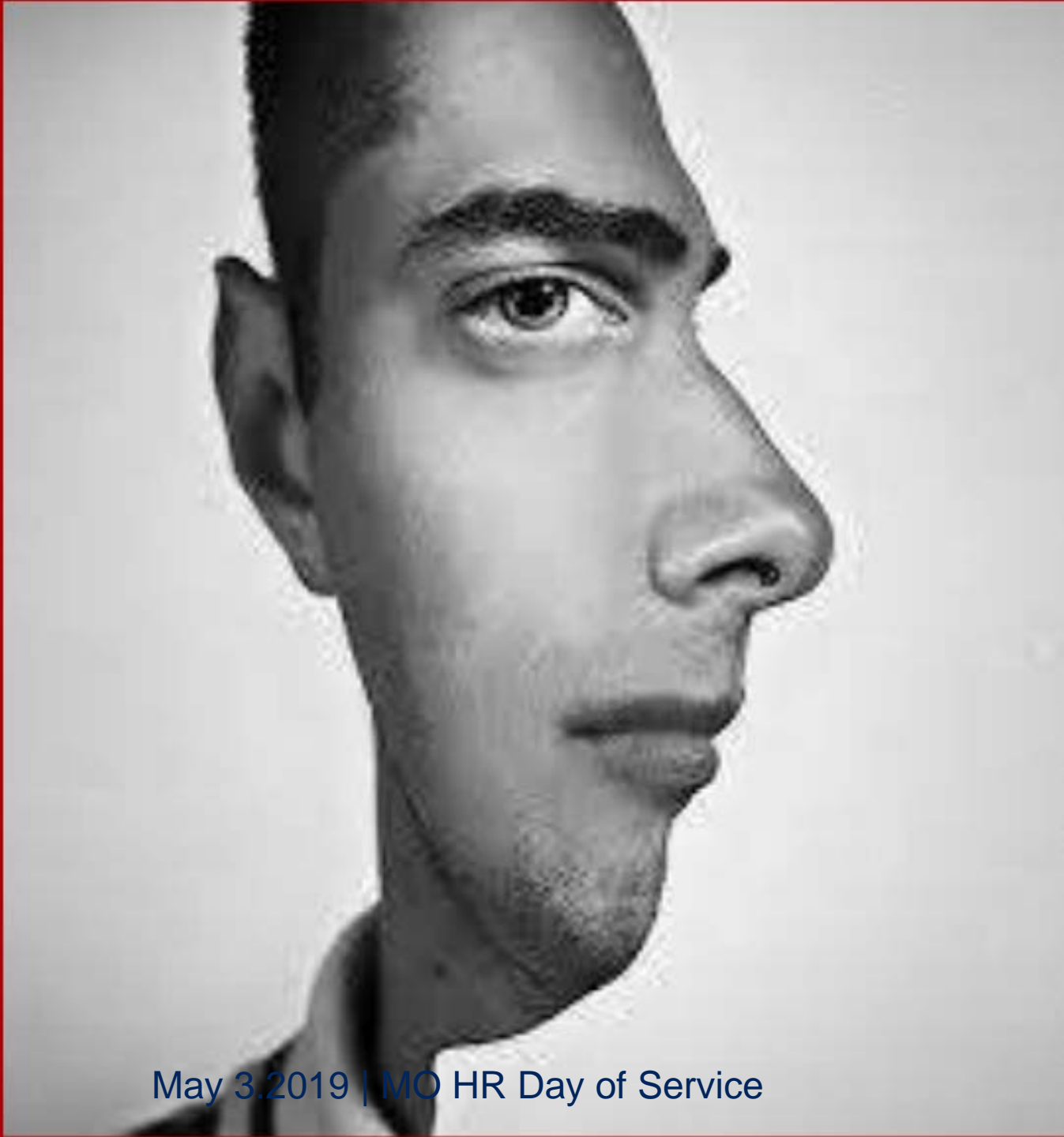
Source: <http://communitywealth.com/the-state-of-diversity-in-the-nonprofit-sector/>



WHAT IS UNCONSCIOUS BIAS



May 3.2019 | MO HR Day of Service



May 3.2019 | MO HR Day of Service

Symbol in the MIDDLE?

A
B
C

12 13 14

Perception is Context Driven

•FACT

Unconscious Bias | **First Impressions**

Snap judgments decide a face's character, psychologist finds

“We decide very quickly whether a person possesses many of the traits we feel are important, such as likeability and competence, even though we have not exchanged a single word with them. It appears that we are hard-wired to draw these inferences in a fast, unreflective way.”



Conscious Mind

The Unconscious

“Unconscious or Implicit” Bias is

- Everyday
- Automatic
- Biologically Hard-wired
- None of us are immune – everyone has biases
- Rapidly sort people into groups that bypass our normal, rational & logical thinking

And most importantly, we don't know about it



IDENTIFY UNCONSCIOUS BIAS

Affinity Bias

Beauty Bias

Gender Bias

Attribution Bias

Contrast Effect

Conformity Bias

Halo Effect

Confirmation Bias

Horns Effect



Filters of our Mind

Source: <https://www.highspeedtraining.co.uk/hub/types-of-unconscious-bias/#confirmation>

Affinity Bias



Affinity bias refers to when you unconsciously prefer people who **share qualities with you or someone you like**. It occurs because your brain sees them as familiar and relatable, and we all want to be around people we can relate to.

For example, if an applicant went to the same school as you or they share similar hobbies, you're more likely to prefer them over other candidates.

Beauty Bias

- We all unconsciously notice **people's appearances and associate it with their personality.**
- These may stem from a **subconscious, stereotypical** view of what a successful or friendly person looks like.



For example, in recruitment, these assumptions may cause you to unfairly favor people by their appearance - 'attractive' 'tall' . <https://www.psychologytoday.com/us/articles/200301/the-beauty-bias>

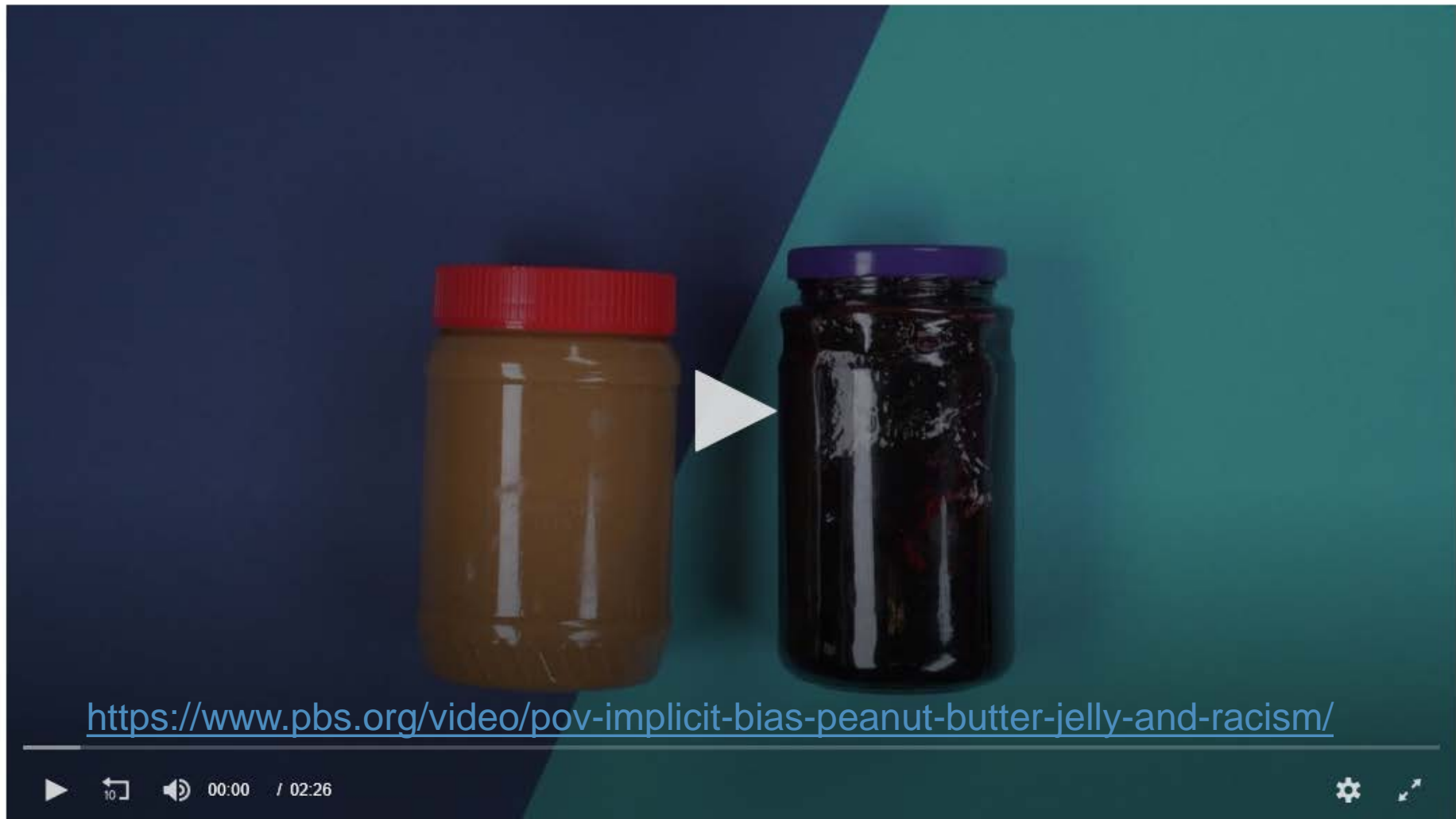
Gender Bias

- Gender bias is simply a preference for one gender over the other. It often stems from our **deep-seated beliefs about gender roles and stereotypes**.
- In recruitment, gender bias can cause you to unconsciously lean towards a candidate based on their gender and the qualities you associate with it.
- For example, you may subconsciously think a man better fits a physically demanding job.



Performance bias

Performance bias is based on deep-rooted—and incorrect—assumptions about women's and men's abilities. We tend to underestimate women's performance and overestimate men's.¹⁴⁶



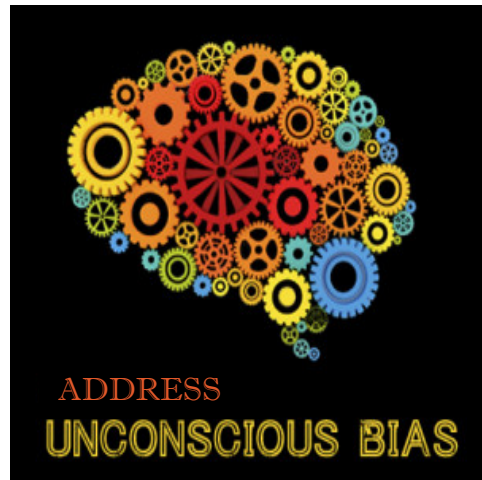
POV

Implicit Bias: Peanut Butter, Jelly and Racism

Clip: Special | 2m 26s

✓ Add to Watchlist

Continuous Play ☒ On



ADDRESS UNCONSCIOUS BIAS

WE

ME

**Organizational
Process & Policy**

Start with Self



Me

• 1

- Be Honest with yourself - Examine Your Bias & Filters
- Self-Awareness through “Project Implicit” [LINK](#)

• 2

- Check your network or friends. Create opportunities for positive exposure of “the other” – cultural competence
- Intentionally learn and deconstruct stereotypes

• 3

- Be Mindful and aware of quick decisions.
- Explore awkwardness or discomfort by asking “What is triggering me in any particular situation?”



WE

- Do an Audit of your data - Examine current state and reality – Diversity Dimensions missing from your workforce
- Create and nurture an organizational culture in which we inquire not only into the decisions, but **how we make them**
- Include a diverse individuals in key organizational decision process. Panels in the recruitment process, multidisciplinary teams for key decision making process



People need to know that they have all the tools within themselves. Self-awareness, which means awareness of their body, awareness of their mental space, awareness of their relationships - not only with each other, but with life and the ecosystem.

Deepak Chopra

Disclaimer

- This slide deck was used to present concepts of Diversity and Inclusion in a presentation on May 3, 2019. The information contained in this document were created through research and cited resources from the public domain and is current at the time it was presented, published or shared.
- If there are further questions, please contact systemdiversityandinclusion@ssmhealth.com