

# **Diversity & Inclusion: Implicit Bias at Work**

**Madison Nonprofit Day Conference  
October 13, 2016**

# Agenda

- Implicit Bias 101
- Implicit Bias at work
- Creating Inclusive Environments
  - Personal Goal: What is one takeaway you would like to have from this conversation?



# Ground Rules

Emotions will be triggered.

Breathe and take note about the emotions that are coming up.

Take care of yourself.



# Ground Rules

Use “I” statements.

Be honest and  
willing to share.



# Ground Rules

Listen with curiosity and the willingness to learn and change.



# Ground Rules

Suspend judgment.

Be open to the wisdom in  
each person's story.



# Ground Rules

Respect for one another,  
verbal and non-verbal

Confidentiality



# Ground Rules

Assume good intentions,  
recognize unintended  
impacts

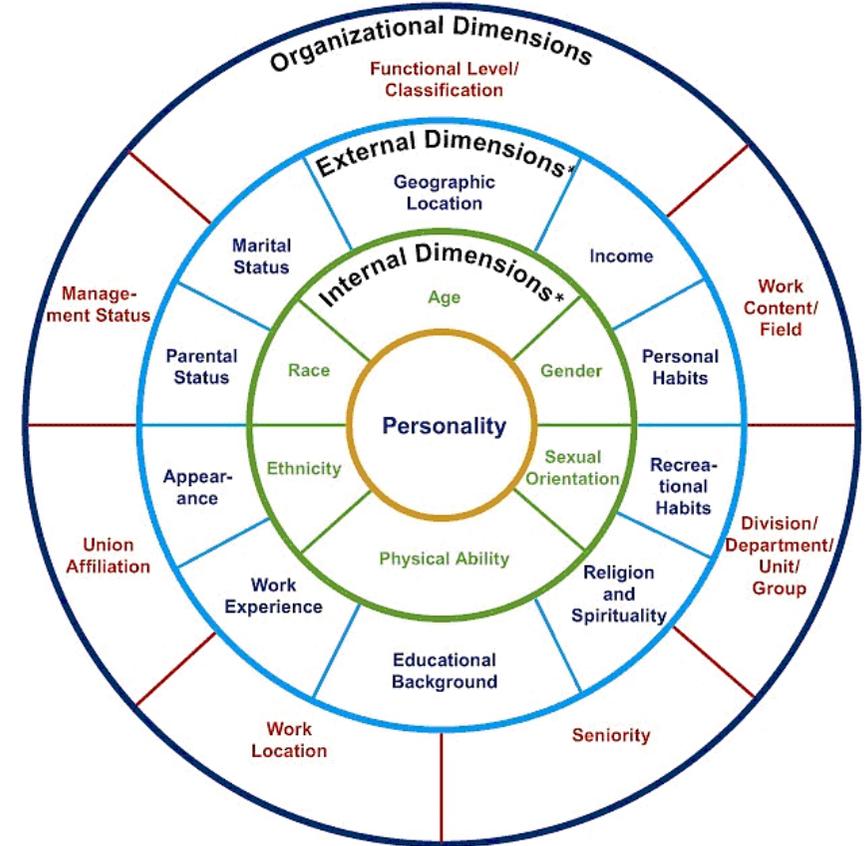


# Implicit Bias 101

# What do we mean by 'Diversity and Inclusion'

**Diversity** is the wide range of differences that exist among people

- Visible characteristics
- Less obvious characteristics



Source: Diverse Team. Lee, Gardenswartz, and Rowe. Burr Ridge, IL: Irwin Professionals, 1994. Note: Internal Dimensions and External Dimensions are adapted from Marilyn Loden and Judy Rosener, Workforce America! Burr Ridge, IL:

# What do we mean by 'Diversity and Inclusion'

**Inclusion** is a work environment where everyone can participate and is valued regardless of difference.



# Diversity is Good for Business

Expands access to new customers & markets

- Increased market share
- Increased competitiveness

Deepens customer loyalty

Increases creativity, production & revenue

Enhances the employee talent pool

Improves recruitment and morale

“Diversity: the art of  
thinking  
independently  
together.”

- Malcolm Forbes

# Implicit Bias



THE ROYAL SOCIETY

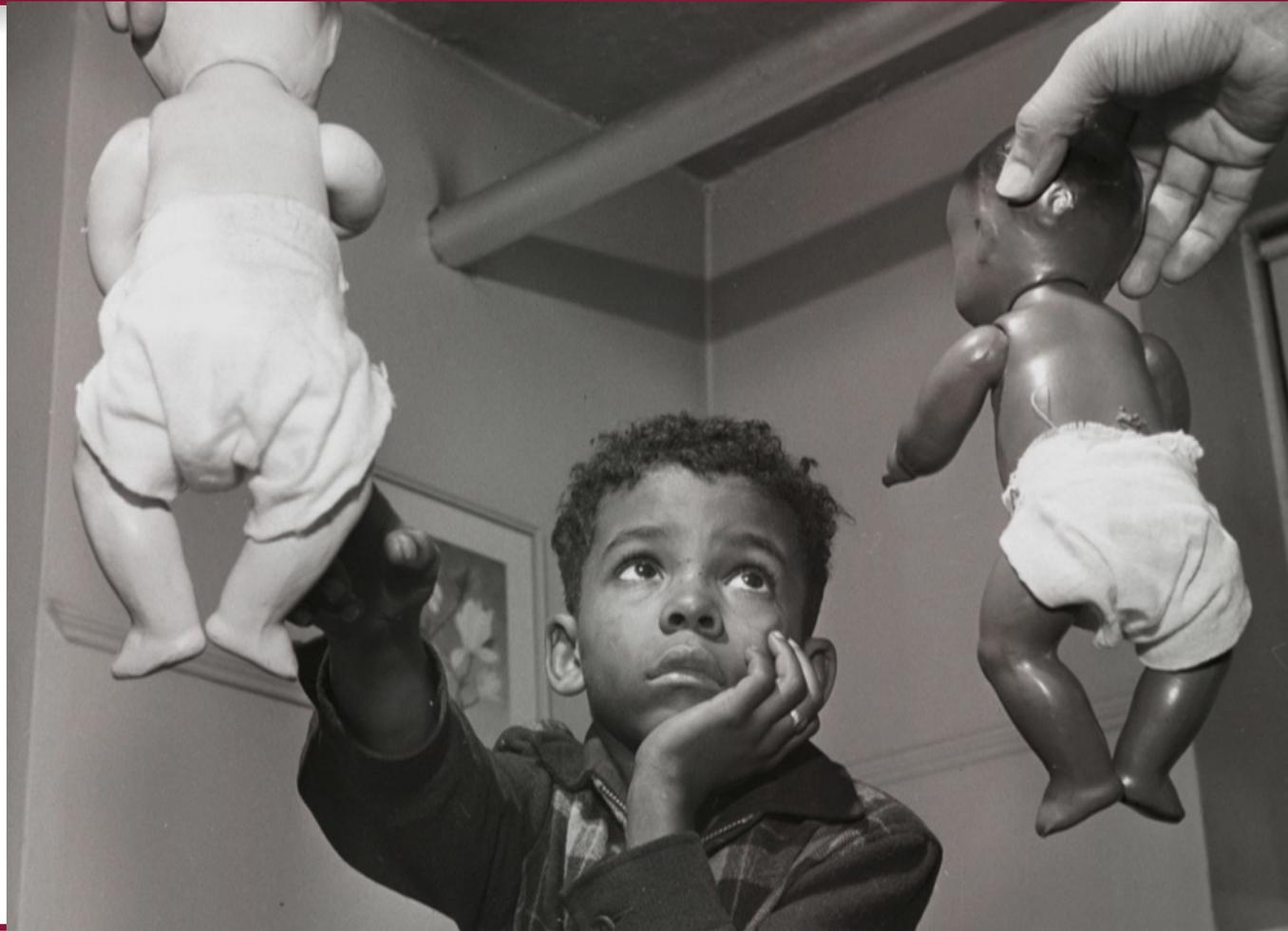
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# Characteristics of Implicit Bias

- Pervasive
- Implicit & Explicit: Not mutually exclusive
- Do not necessarily align with our declared beliefs
- Favor our own “in-group”
- Malleable





A young man walks through chest deep flood water after looting a grocery store in New Orleans on Tuesday, Aug. 30, 2005. Flood waters continue to rise in New Orleans after Hurricane Katrina did extensive damage when it

**AP** Associated Press

Two residents wade through chest-deep water after finding bread and soda from a local grocery store after Hurricane Katrina came through the area in New Orleans, Louisiana.

(AFP/Getty Images/Chris Graythen)



# Bias Mitigation

“The key isn’t to feel guilty about our [implicit] biases—guilt tends toward inaction. It’s to become consciously aware of them, minimize them to the greatest extent possible, and constantly check in with ourselves to ensure we are acting based on a rational assessment of the situation rather than on stereotypes and prejudice.”

Neill Franklin, in The New York Times Room for Debate series, 2014

## Action Steps for Debiasing

1. Awareness Training
2. Intergroup Contact
3. Conscious Media Consumption
4. Get Feedback & Data



# Implicit Bias at Work

# Common Themes & Emerging Best Practices

High-Level Support

Long-Term Commitment

Strategic and Systematic Use of Tools

Capacity Building of Staff and Community

Employee Engagement

Accountability and Transparency via Data and Reporting

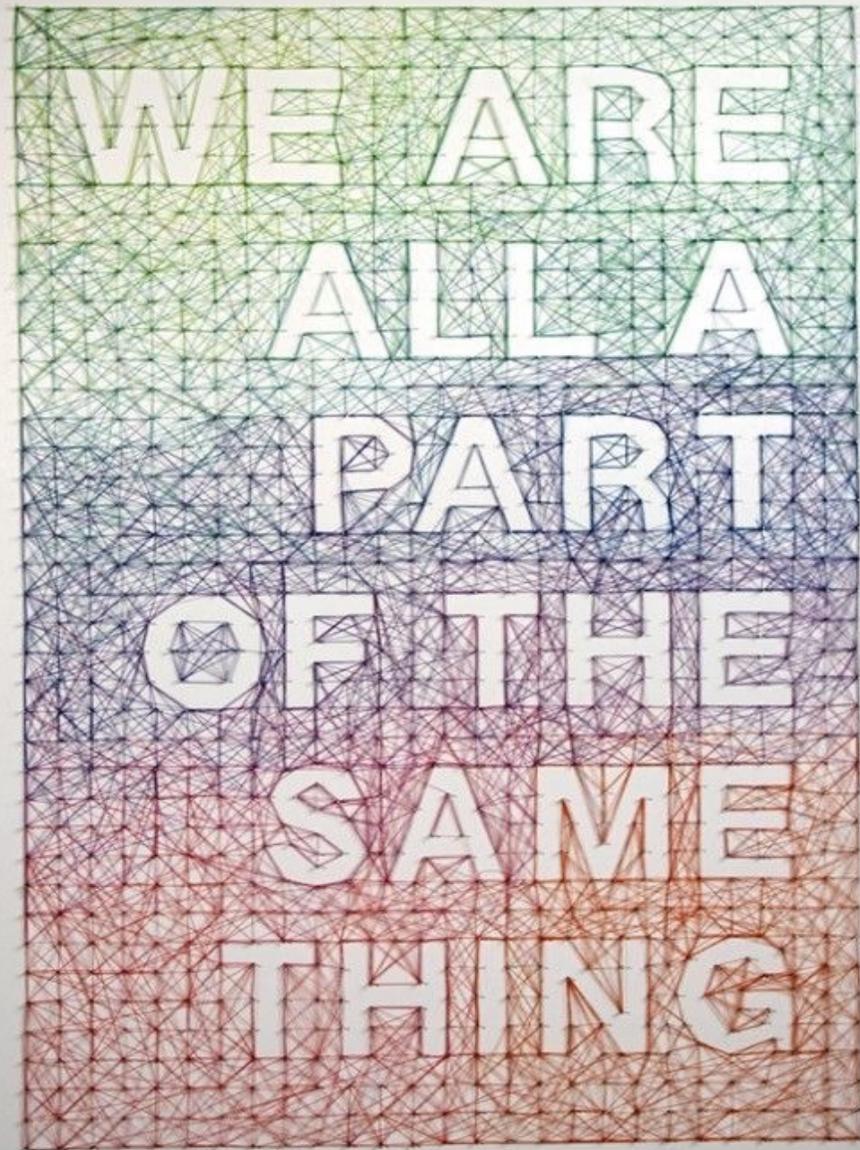
Collaboration and Alignment with Other Efforts

Recognition of Early Wins

# Hiring

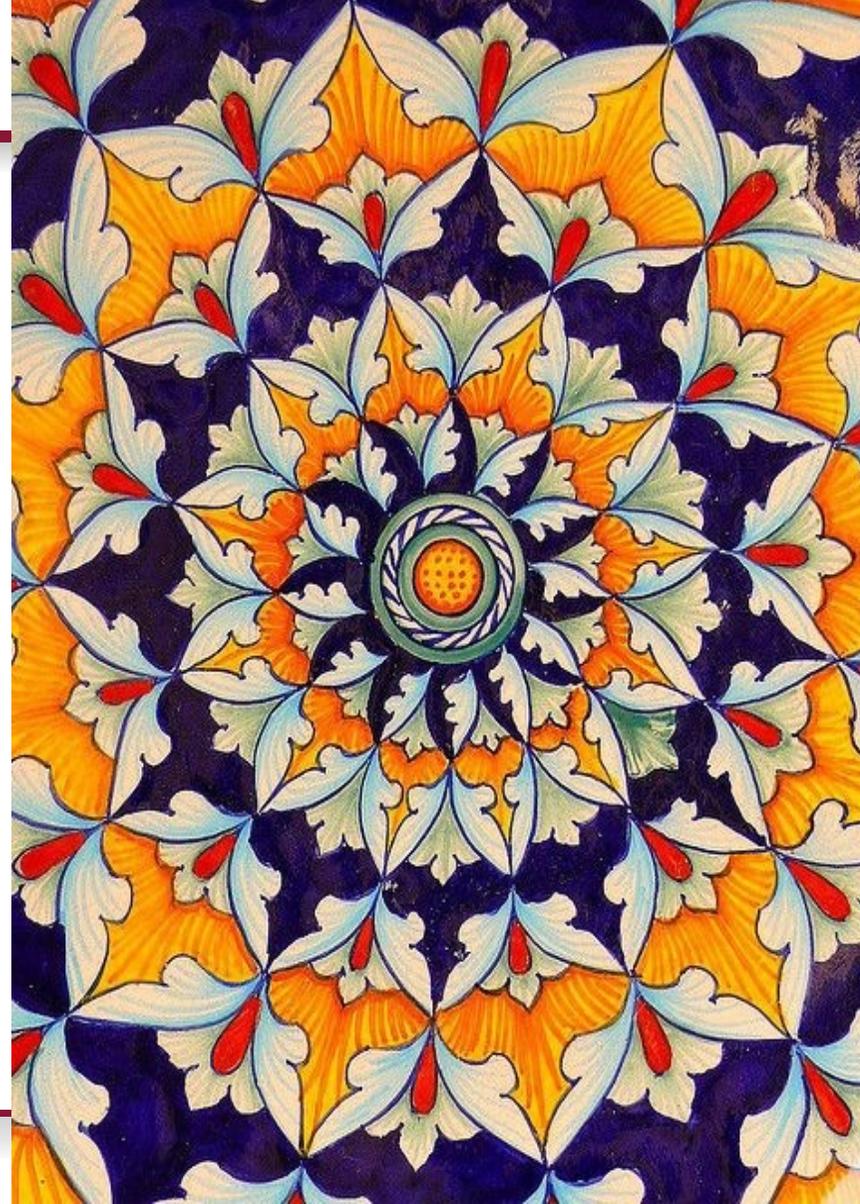
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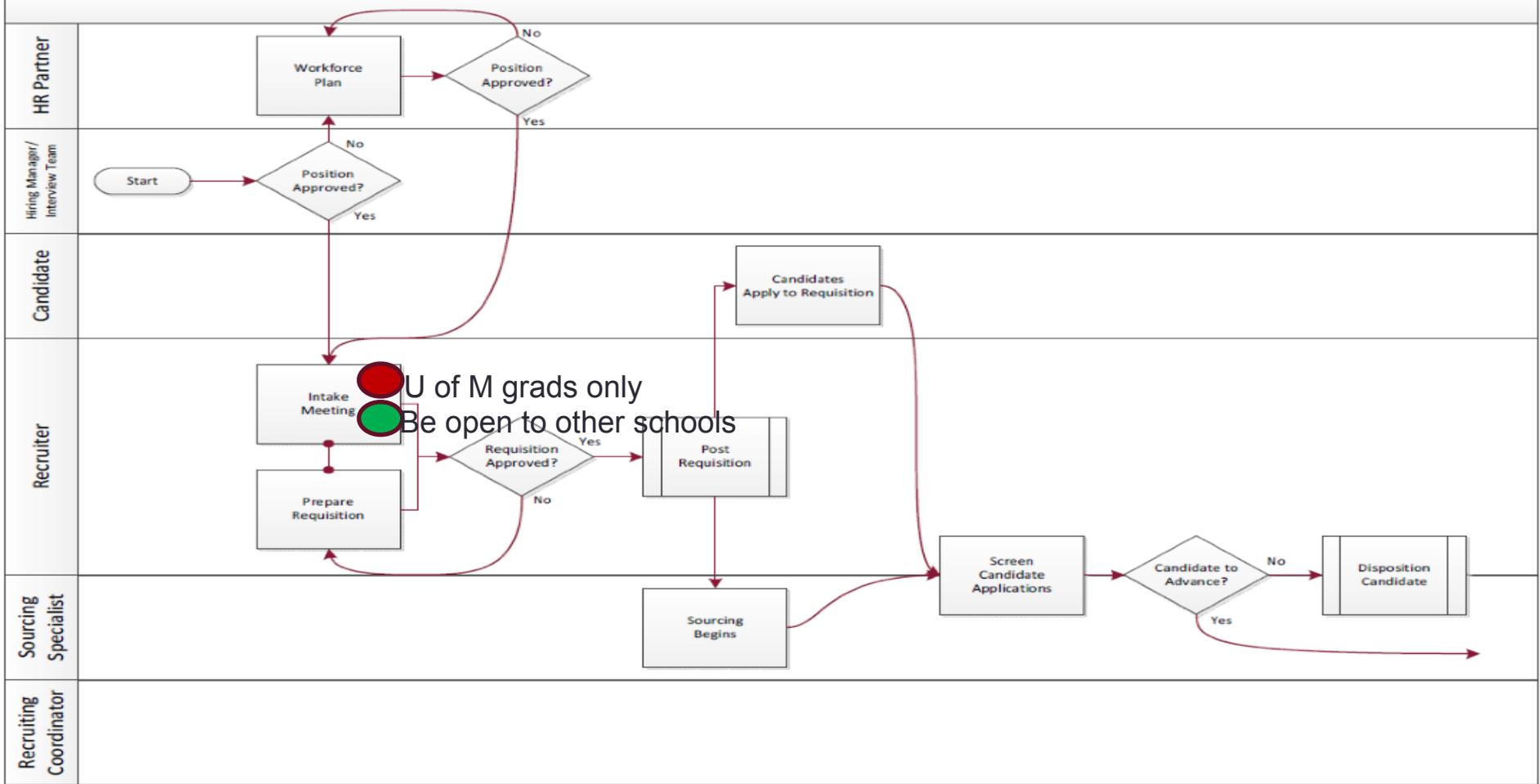
- Diverse Range of Recruiting Sources
- Inclusive Job Descriptions
- Hiring Decisions Based on Skills



# Interviewing

- Reduce Bias in Resume Evaluation
- Rethink Traditional Interview Practices
- Diverse Panels and Bias Priming
- Inclusive Interview Process





# Example Biases & Mitigation Strategies

Potential Bias	Recommended Mitigation
<b>Hiring manager is focused on finding someone for the position just like the person who vacated it.</b>	Recruiter encourages Hiring Manager to think more broadly and asks questions that lead to Hiring Manager thinking more about possibilities.
<b>Only using one avenue to source such as LinkedIn. Some candidates may not use LinkedIn.</b>	Open sourcing online and offline. Attend events in person.
<b>Avoiding choosing to interview a candidate based on a name.</b>	Don't assume a certain race or gender based on name. Blind resume review
<b>Accent – difficult to understand.</b>	Coach Talent Acquisition and Hiring Manager

# Microaggressions

"brief, everyday exchanges that send denigrating messages to certain individuals because of their group membership"  
–Dr. Derald Wing Sue



# Microaggressions



Credit: YouTube.com  
*Published 2/5/15 by SheKnows Media's Hatch Program*

# Creating Inclusive Environments

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# **Inclusive:**

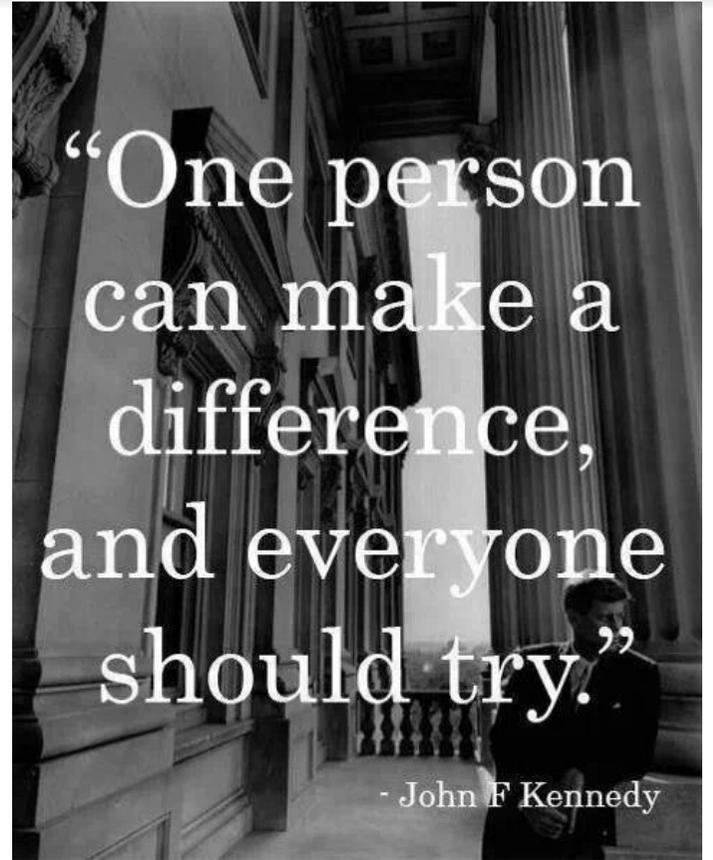
**It does NOT mean,  
"If you want to participate, conform  
to the cultural/social norm of the  
majority."**

**It means,  
"Diversity is so vital that every  
person will have his needs met so  
that all have access to the same  
opportunities to learn, play, and  
live."**

[facebook.com/ParentingAutisticChildrenWithLoveAcceptance](https://facebook.com/ParentingAutisticChildrenWithLoveAcceptance)

# Inclusive Leadership

Leaders are the ones who set the tone, and they're the ones who must focus on and choose to be inclusive. After all, **diversity is a fact, but inclusion is a choice.**



**An inclusive leader is someone who ...**

Is aware of their  
own limitations  
and blind spots



**An inclusive leader is someone who ...**

Seeks out diverse perspectives



**An inclusive leader is someone who**

Cares for their  
employees  
and is willing  
to listen and  
learn



## **An inclusive leader is someone who ...**

Understands  
how non-inclusive  
behaviors can  
reinforce the  
status quo



**An inclusive leader is someone who ...**

Can create a  
team and  
space that  
ensures  
psychological  
safety



**An inclusive leader is someone who .**

Can breakup  
“group think”



**An inclusive leader  
is someone who ...**

Can model  
inclusive  
behavior



# You've seen how you can...

Be more aware of how implicit biases play out at work and can impact you and your team

Be a more inclusive leader every day to create an environment where people feel valued

# So where do we go from here?

# One Change

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If there is one thing that you could do in your workplace to improve your company's D&I what would it be?

If there is one thing that you are going to do personally to impact D&I what will it be?

# BE YOURSELF 😊

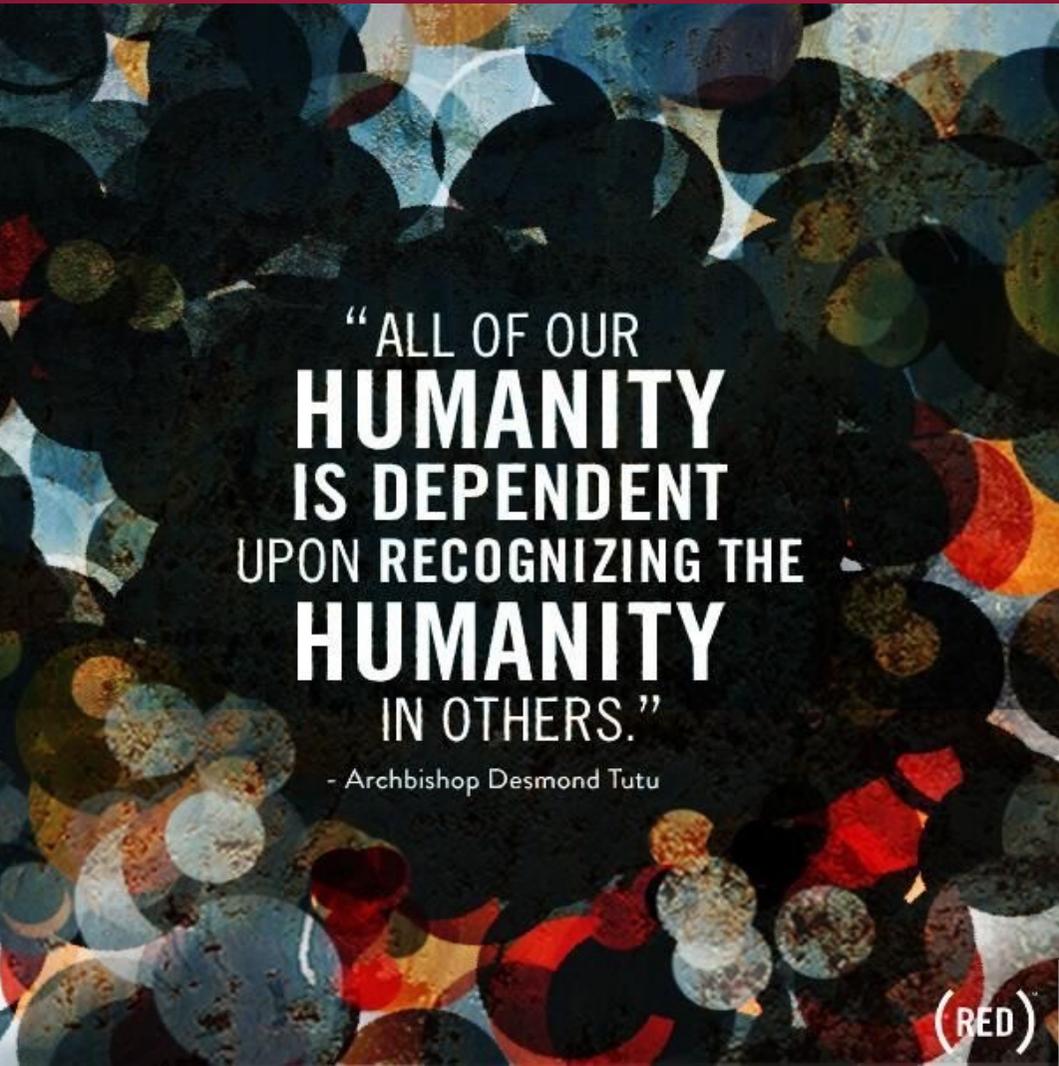
- Create an environment where folks can be themselves
- Integrate D&I into your current work
- Be the change we want to see
  - Self-awareness
  - Ask the tough questions
  - Practice, fall down, get up, practice more [repeat]

IF YOU CAN'T FLY  
RUN  
IF YOU CAN'T RUN  
WALK  
IF YOU CAN'T WALK  
CRAWL  
BUT BY ALL MEANS  
KEEP MOVING.

MARTIN LUTHER KING JR



# What can you do day-to-day?



“ALL OF OUR  
**HUMANITY**  
IS DEPENDENT  
UPON RECOGNIZING THE  
**HUMANITY**  
IN OTHERS.”

- Archbishop Desmond Tutu

(RED)

- ✓ Check biases and beliefs
- ✓ Get Involved
- ✓ Ask questions
- ✓ Commitment
- ✓ Continuous learning
- ✓ Self-care
- ✓ Dismantle systems & structures of inequity

Q & A



# CUNA MUTUAL GROUP

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[www.cunamutual.com](http://www.cunamutual.com)

- Why Diversity & Inclusion will be a Top Priority for 2016- <http://www.forbes.com/sites/joshbersin/2015/12/06/why-diversity-and-inclusion-will-be-a-top-priority-for-2016/>
- Diversity is useless without inclusivity - <https://hbr.org/2014/06/diversity-is-useless-without-inclusivity/>
- Microaggressions: More than just race - <https://www.psychologytoday.com/blog/microaggressions-in-everyday-life/201011/microaggressions-more-just-race>
- Implicit Association Test-<https://implicit.harvard.edu/implicit/takeatest.html>