



CHALLENGING IMPLICIT BIAS

ALIGNING INTENTIONS AND OUTCOMES

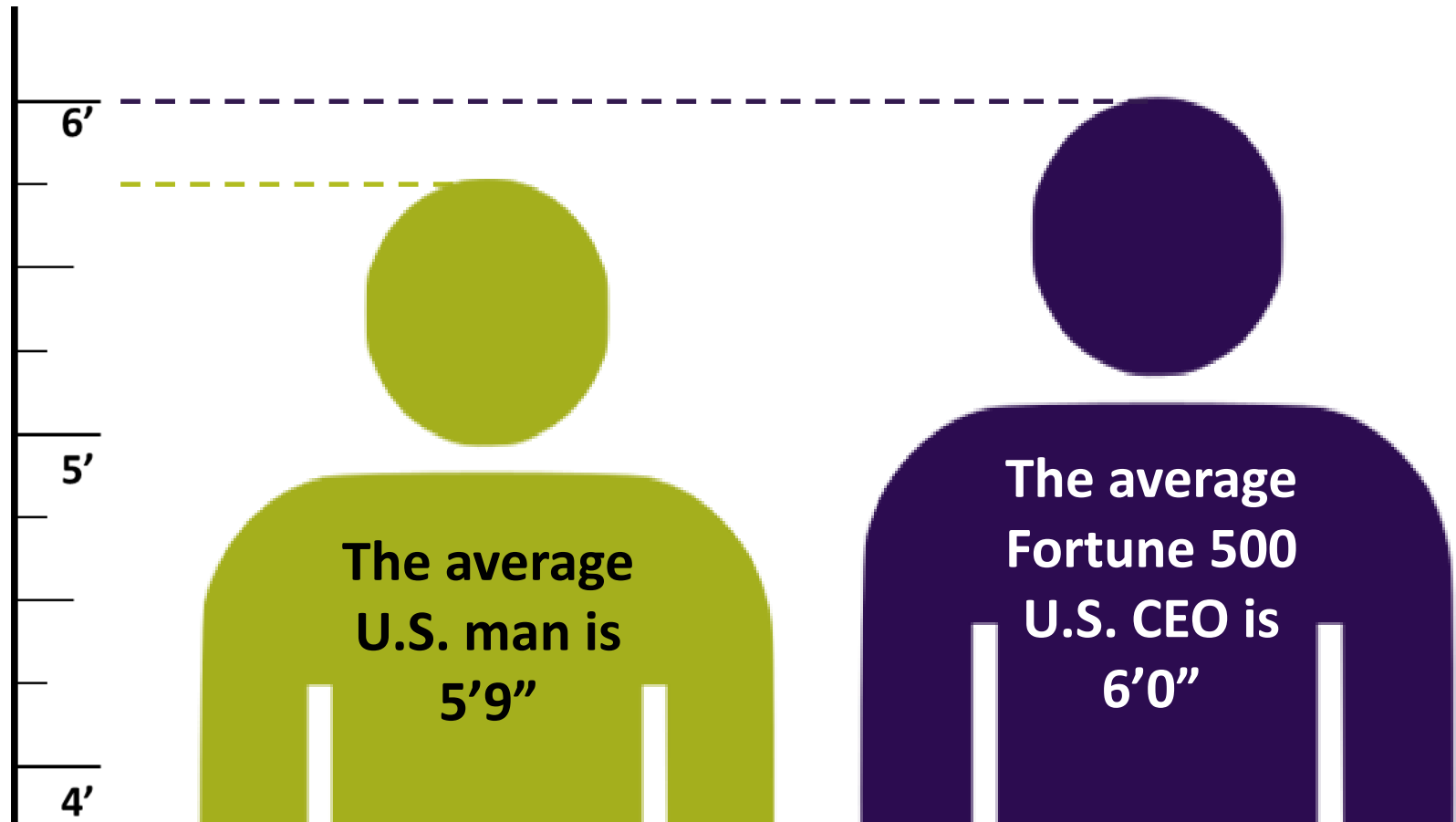
Lena Tenney, MPA, MEd. | Researcher & Facilitation Specialist

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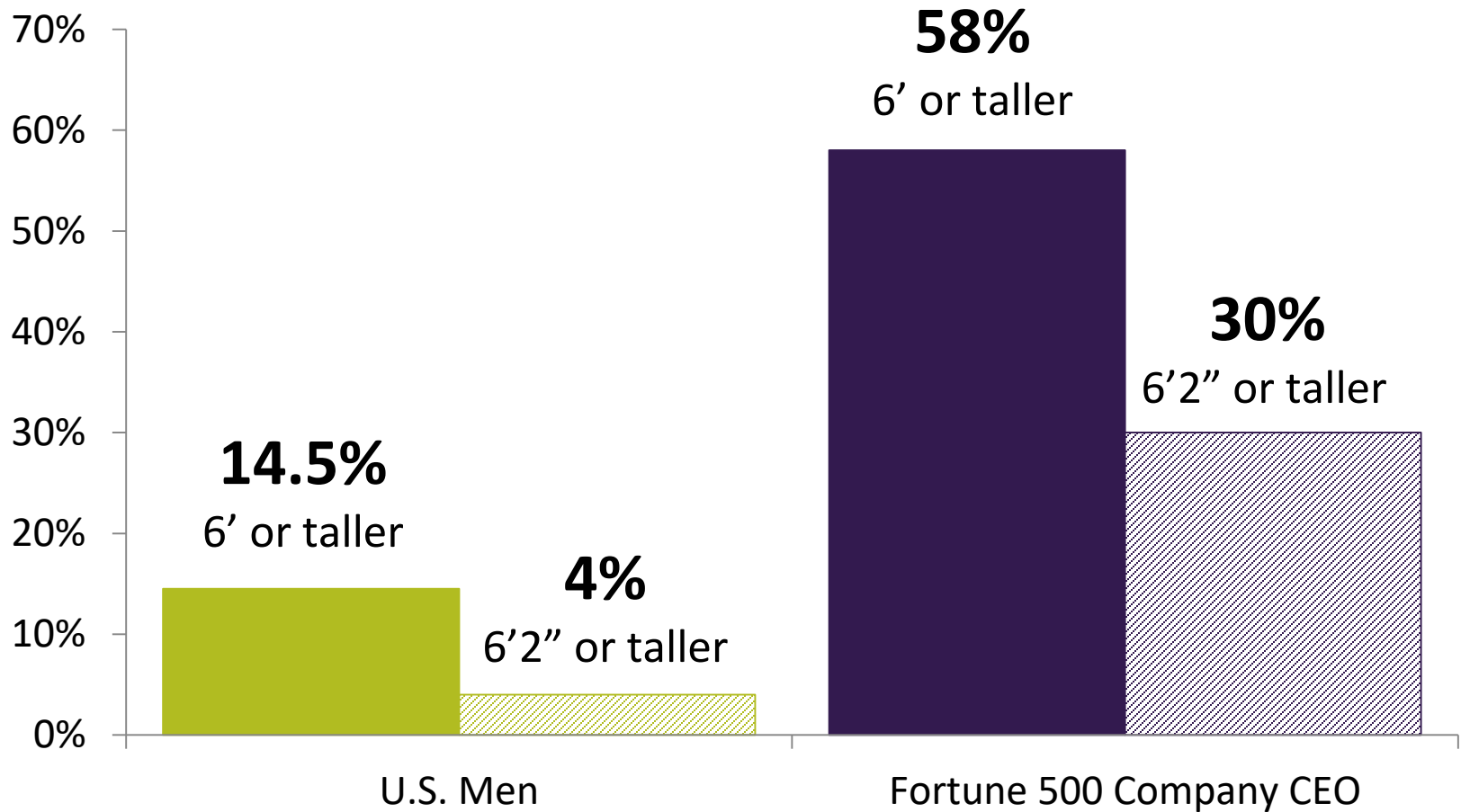
UNMC & UNO Deans & Department Chairs | October 3, 2017



IS IT JUST A COINCIDENCE?



LEADERSHIP AND PHYSICAL STATURE



WHY IMPLICIT BIAS?

- Implicit bias can be a better predictor of behavior and decision-making than our explicit beliefs.
- Implicit bias gives us a framework for understanding the underlying factors driving overt racism.
- Challenging implicit bias can help us align our good intentions with our desired outcomes.
- Discussing implicit bias does not mean ignoring other causes of disparities—it helps us see the entire picture.



UNDERSTANDING BIAS



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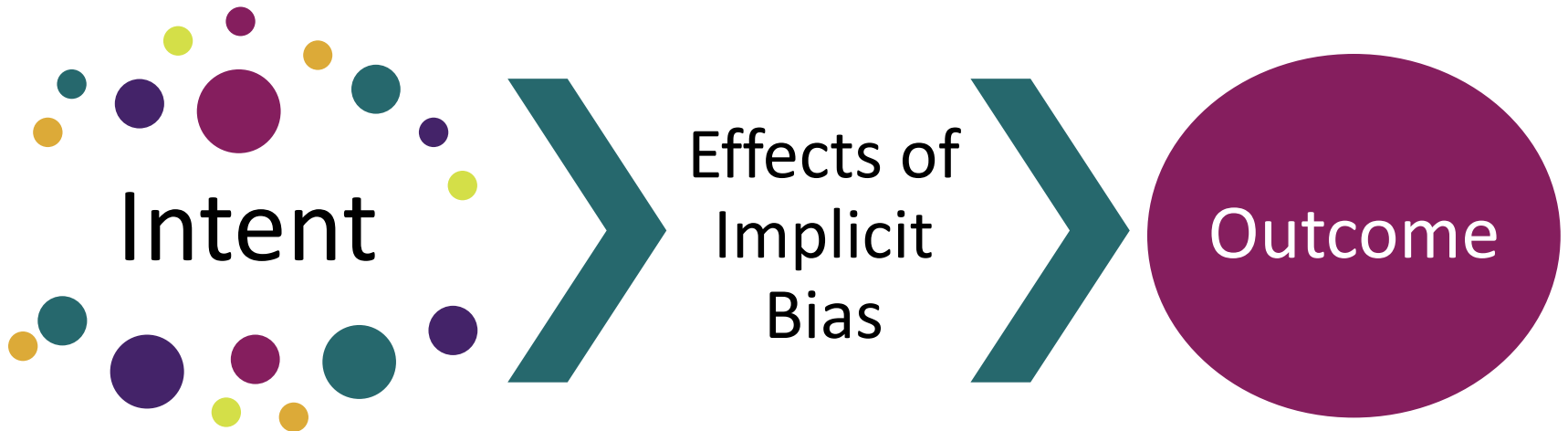
<https://www.youtube.com/watch?v=CD29UmTyzmk>

HOW KIRWAN DEFINES IMPLICIT BIAS



Attitudes or stereotypes that **affect our understanding, actions, and decisions** in an unconscious manner.

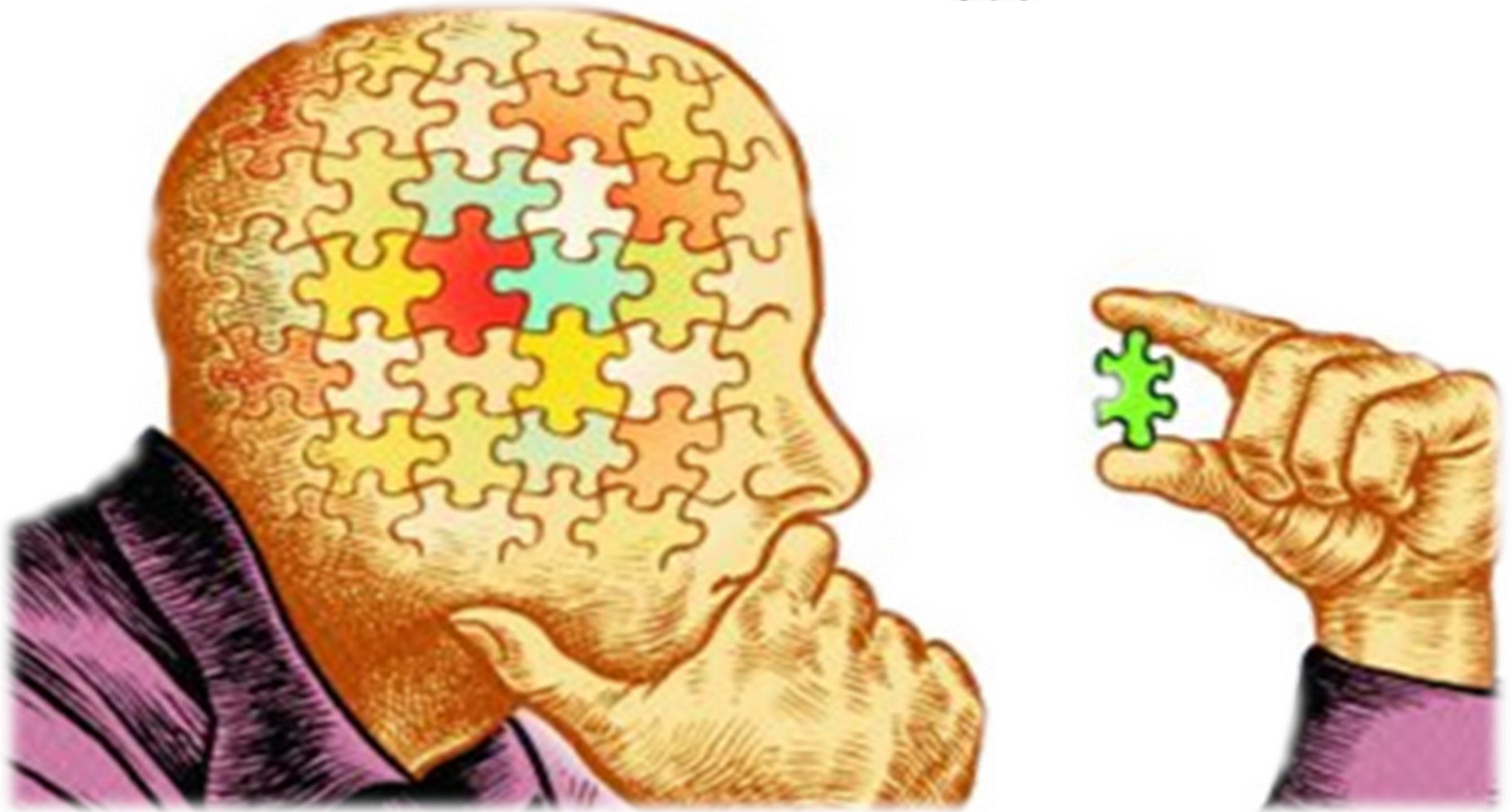
IMPLICIT BIAS CAN TURN EVEN OUR BEST INTENTIONS INTO UNWANTED OUTCOMES



GOALS FOR THIS SESSION

- Help us think differently about the way we think.
- Foster understanding of the ways in which bias operates in our lives & institutions.
- Create a space and process to begin to consider the bridge between intentions and outcomes.





UNDERSTANDING IMPLICIT BIAS

HOW OUR MINDS WORK

AN AWARENESS TEST



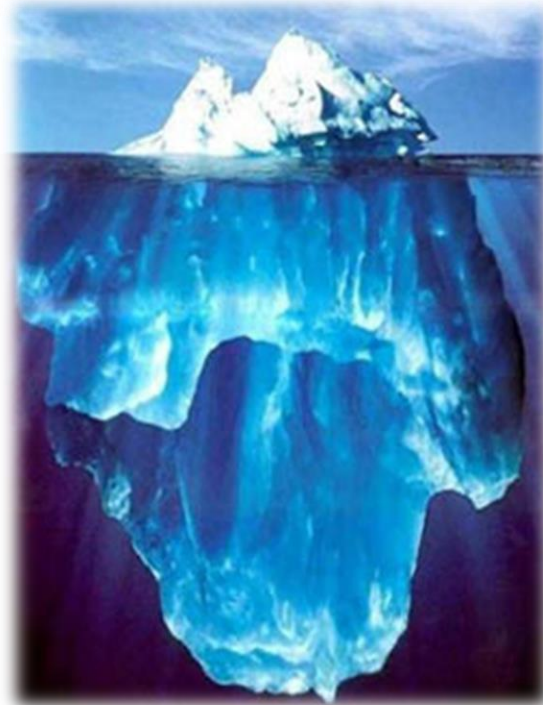
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<http://www.youtube.com/watch?v=yqrqihlw-s>

WHAT HAVE WE LEARNED?

Conscious Mental Processing
(7 ± 2 bits of info)



Unconscious Mental Processing
(Millions/potentially unlimited bits of info)

WE HAVE LIMITED CONSCIOUS PROCESSING CAPACITY



Night and _____

Black and _____

Young and _____



Aoccdrnig to a rscheearchr at Cmabrigde Uinervtsy, it deosn't mttær in waht oredr the ltteers in a wrod are, the olny iprmoatnt tihng is taht the frist and lsat ltteer be in the rghit pclae. The rset can be a taotl mses and you can sitll raed it wouthit a porbelm. Tihs is bcuseae the huamn mnid deos not raed ervey lteter by istlef, but the wrod as a wlohe.

Amzanig huh?... and I awlyas thuhogt slpeling was ipmorantt.



12
A B C
14



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WHAT HAVE WE LEARNED?



= RUN!

OUR BIASES ARE **ADAPTIVE** AND **ASSOCIATIVE**

WHAT HAVE WE LEARNED?



OUR BIASES ARE **ADAPTIVE** AND **ASSOCIATIVE**



Red

Blue

Orange

Brown

Green

Blue

Orange

Red

Brown

Red



Orange

Green

Brown

Red

Green

Orange

Red

Blue

Green

Orange



WHAT HAVE WE LEARNED?

<p>When under time pressures we default to our most efficient way of processing – implicit processing.</p>	<table border="0"> <tr> <td>Red</td> <td>Orange</td> </tr> <tr> <td>Blue</td> <td>Green</td> </tr> <tr> <td>Orange</td> <td>Brown</td> </tr> <tr> <td>Brown</td> <td>Red</td> </tr> <tr> <td>Green</td> <td>Green</td> </tr> <tr> <td>Blue</td> <td>Orange</td> </tr> <tr> <td>Orange</td> <td>Red</td> </tr> <tr> <td>Red</td> <td>Blue</td> </tr> <tr> <td>Brown</td> <td>Green</td> </tr> <tr> <td>Red</td> <td>Orange</td> </tr> </table>	Red	Orange	Blue	Green	Orange	Brown	Brown	Red	Green	Green	Blue	Orange	Orange	Red	Red	Blue	Brown	Green	Red	Orange
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WE DEFAULT TO OUR IMPLICIT PROCESSING



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WHAT HAVE WE LEARNED?

Implicit
Processing

- Efficiency
- Exposure
- Associative Memory

Explicit
Processing

- Deliberate Processing
- Executive Functioning

IMPLICIT & EXPLICIT BIASES DON'T ALWAYS ALIGN



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THE IMPLICIT ASSOCIATION TEST

- Measures the **relative strength** of associations between pairs of concepts
- Stronger implicit associations = **less time** to pair and **fewer matching errors**
- Weaker implicit associations = **more time** to pair and **more matching errors**





&



&




&



IMPLICIT ASSOCIATION TEST (IAT) - RACE IAT

European American or Bad

African American or Good



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implicit.harvard.edu

EXAMPLES OF PUBLICLY AVAILABLE IATs

Attitudes



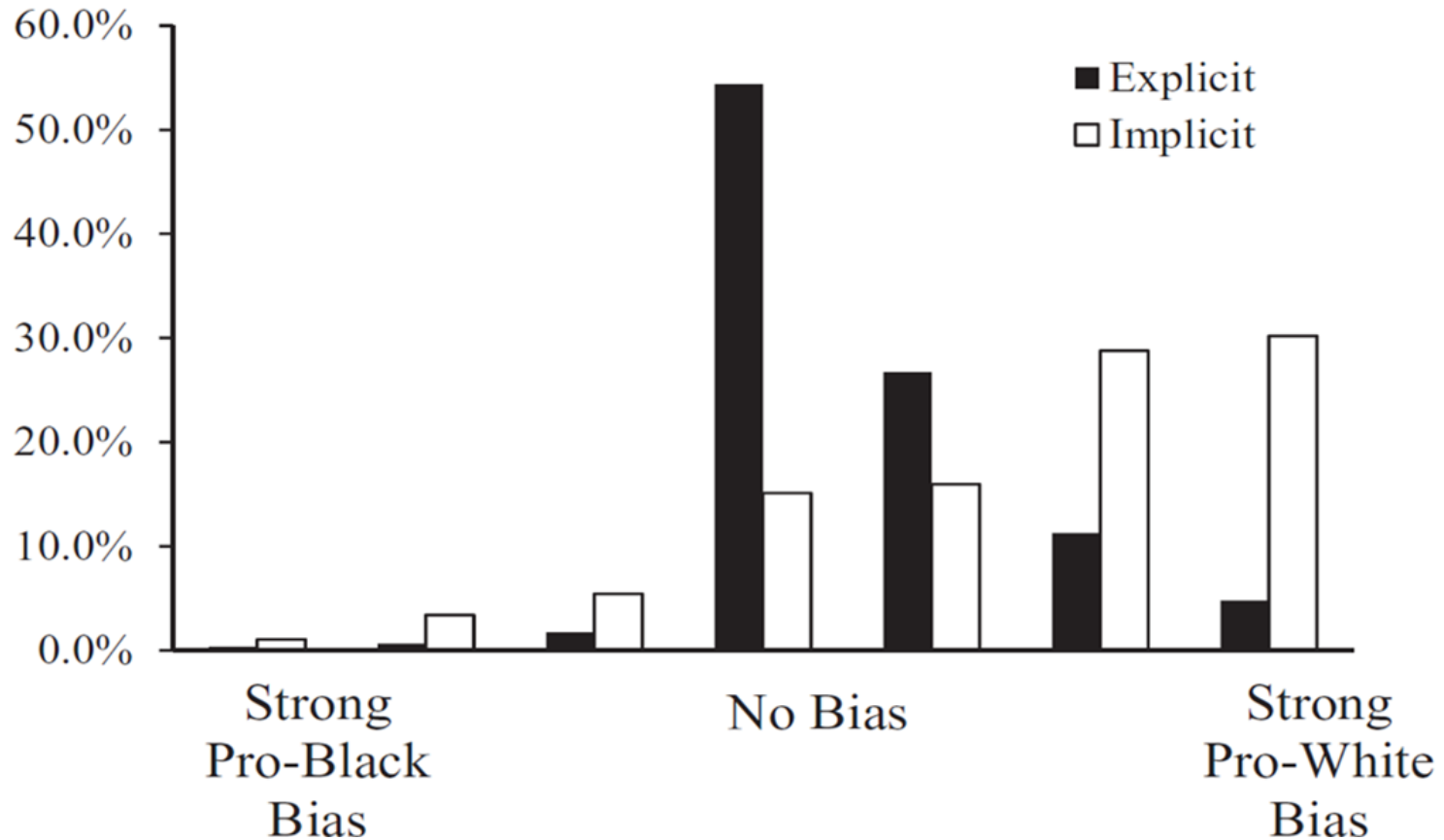
- Race
- Age
- Sexuality
- Disability
- Weight

Stereotypes

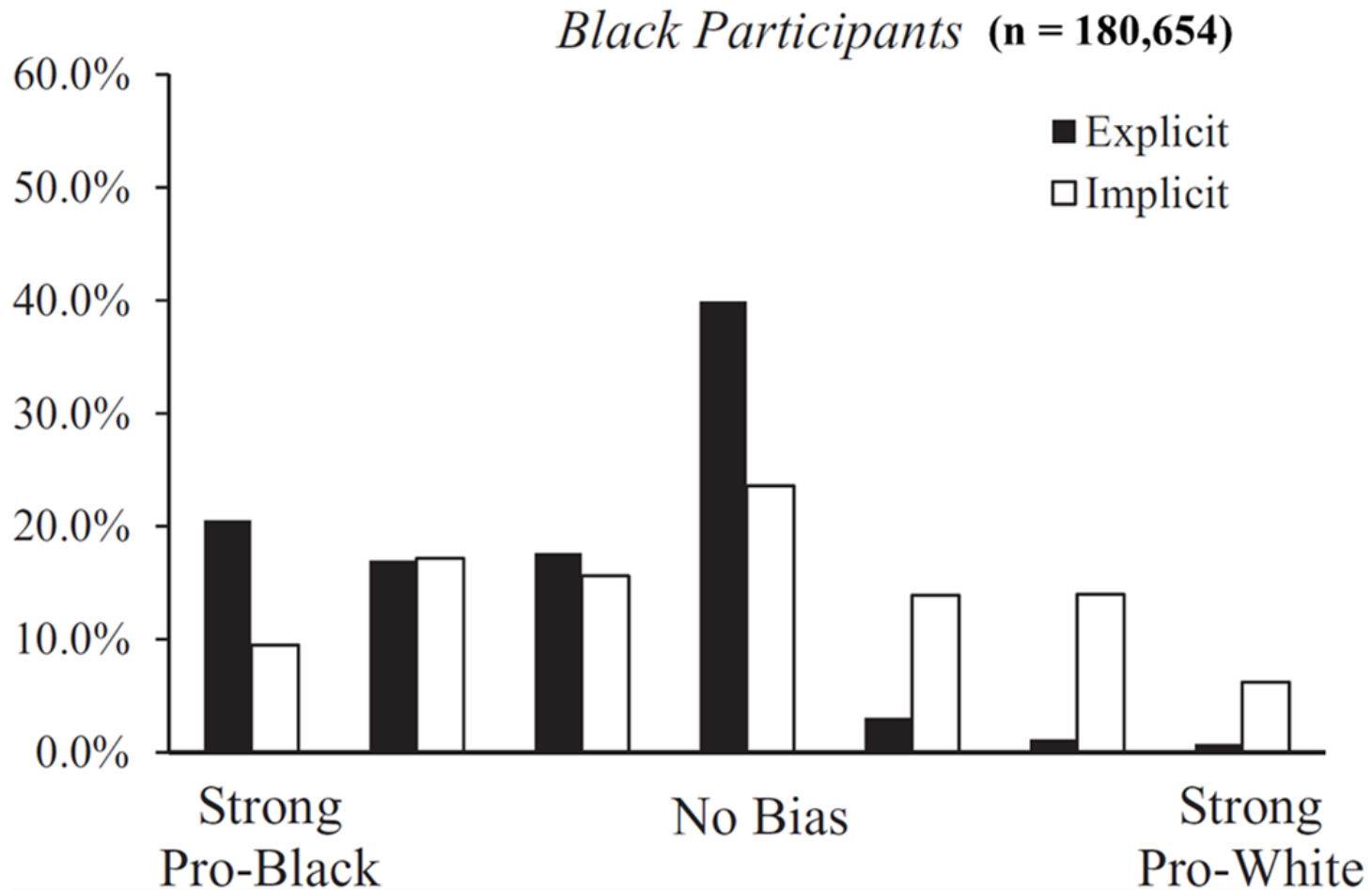


- Gender - Career
- Gender - Science

EXAMPLE: IMPLICIT VS. EXPLICIT

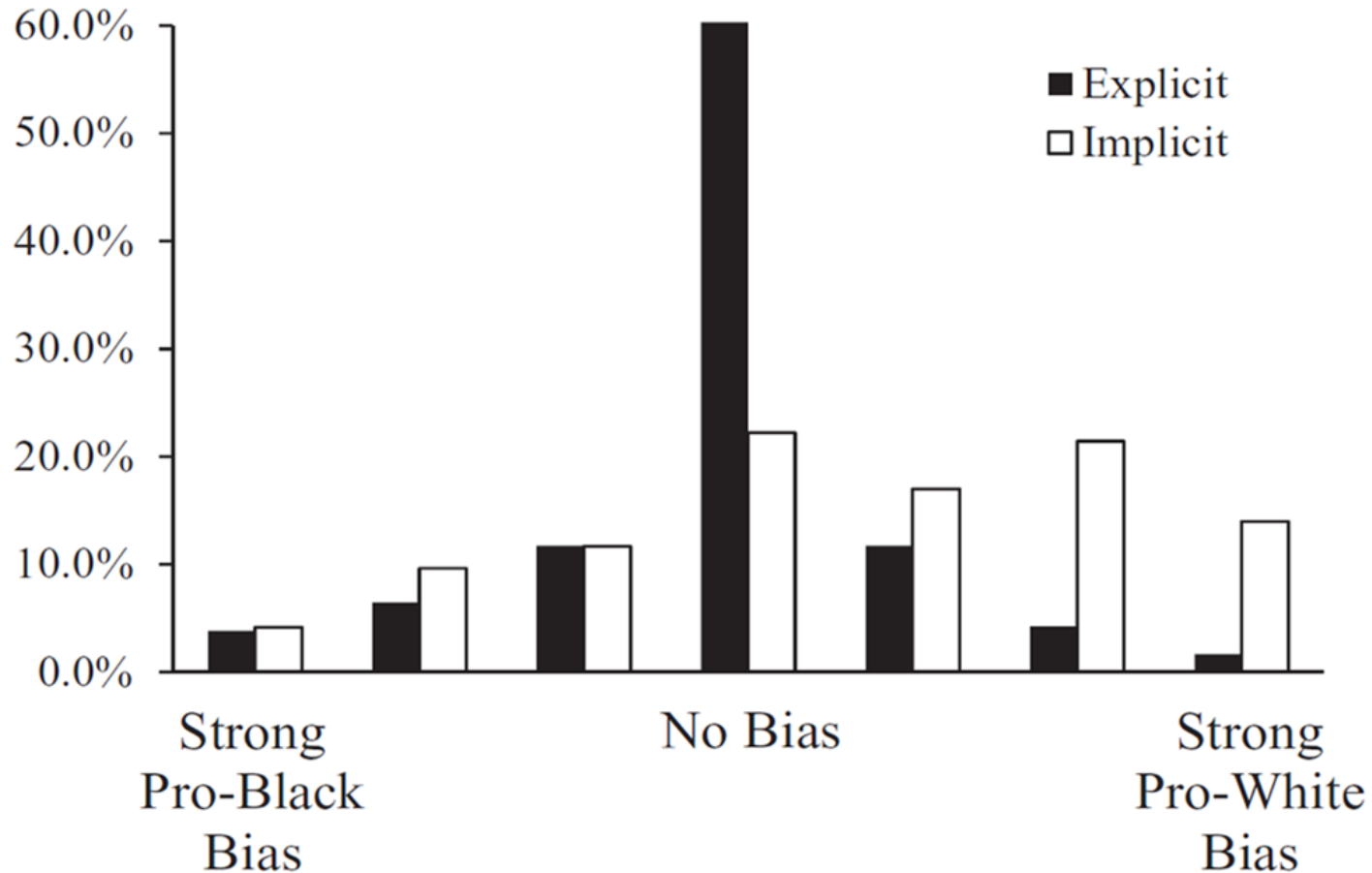


EXAMPLE: IMPLICIT VS. EXPLICIT



EXAMPLE: IMPLICIT VS. EXPLICIT

Biracial Black/White Participants (n = 19,933)



ORIGINS OF THESE ASSOCIATIONS



Family, friends, & early life experiences
Media messaging: both traditional & social

REAL WORLD EXAMPLE: SKEWED MEDIA MESSAGING



AP Associated Press AP - Tue Aug 30, 11:31 AM ET

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

[Email Photo](#) [Print Photo](#)

RECOMMEND THIS PHOTO > Recommended Photos
Recommend It: Average (138 votes)
☆☆☆☆☆ ★★★★★



AFP 3:47 AM ET

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)

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RECOMMEND THIS PHOTO > Recommended Photos
Recommend It: Average (211 votes)
☆☆☆☆☆ ★★★★★

RELATED

• Katrina's Effects, at a Glance AP - Tue Aug 30, 1:26 PM ET

[Hurricanes & Tropical Storms](#)



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THE BIG IDEA

- The vast majority of our cognition is unconscious.
- Our associations may be formed based on skewed, overgeneralized, or distorted beliefs and stereotypes.
- Our implicit associations may not necessarily align with our explicit beliefs.



THE BIG IDEA

- There are key conditions under which we are most likely to make decisions based on implicit biases:
 - **Ambiguous or incomplete information**
 - **Compromised cognitive load**
 - **Time constraints**
 - **Overconfidence in objectivity**

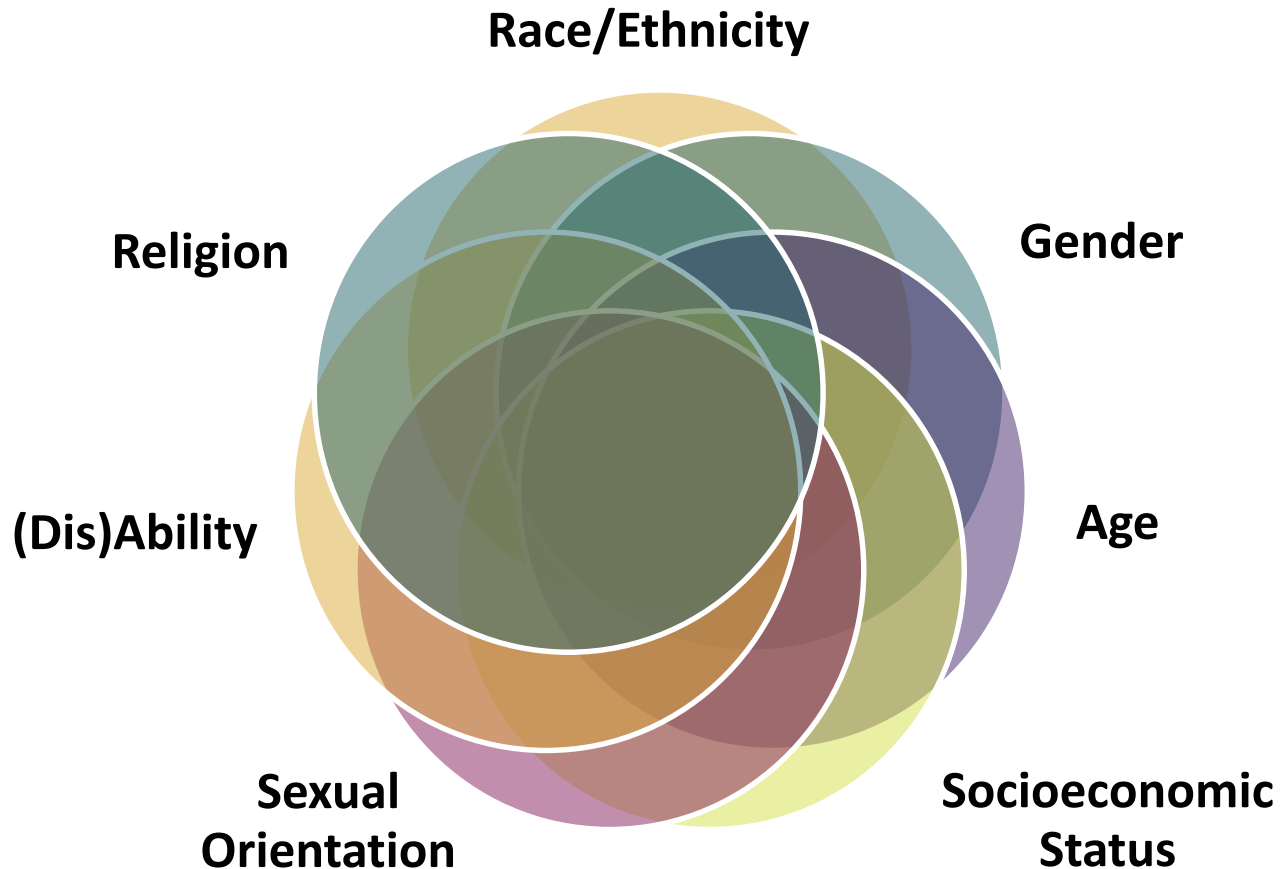




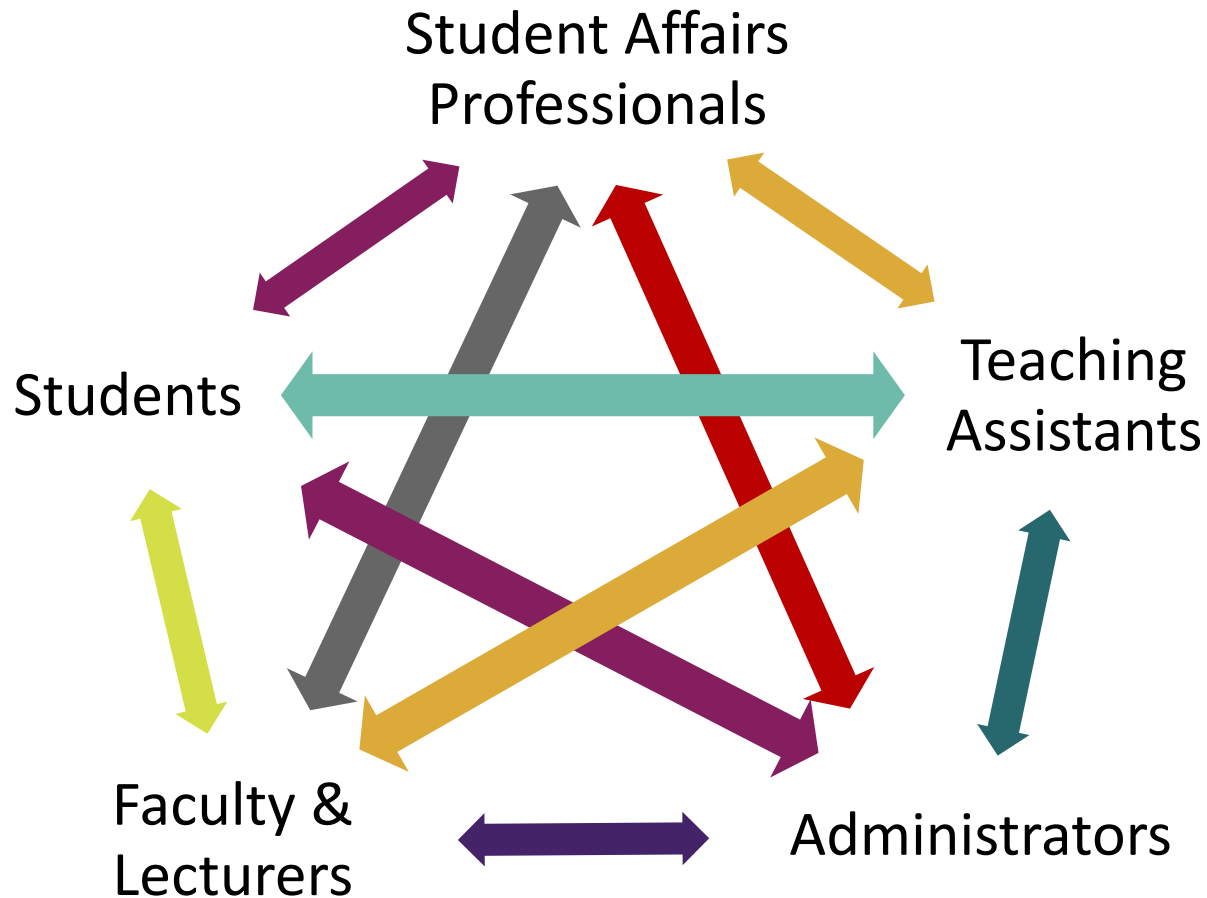
SITUATING IMPLICIT BIAS

PIECES OF THE PUZZLES

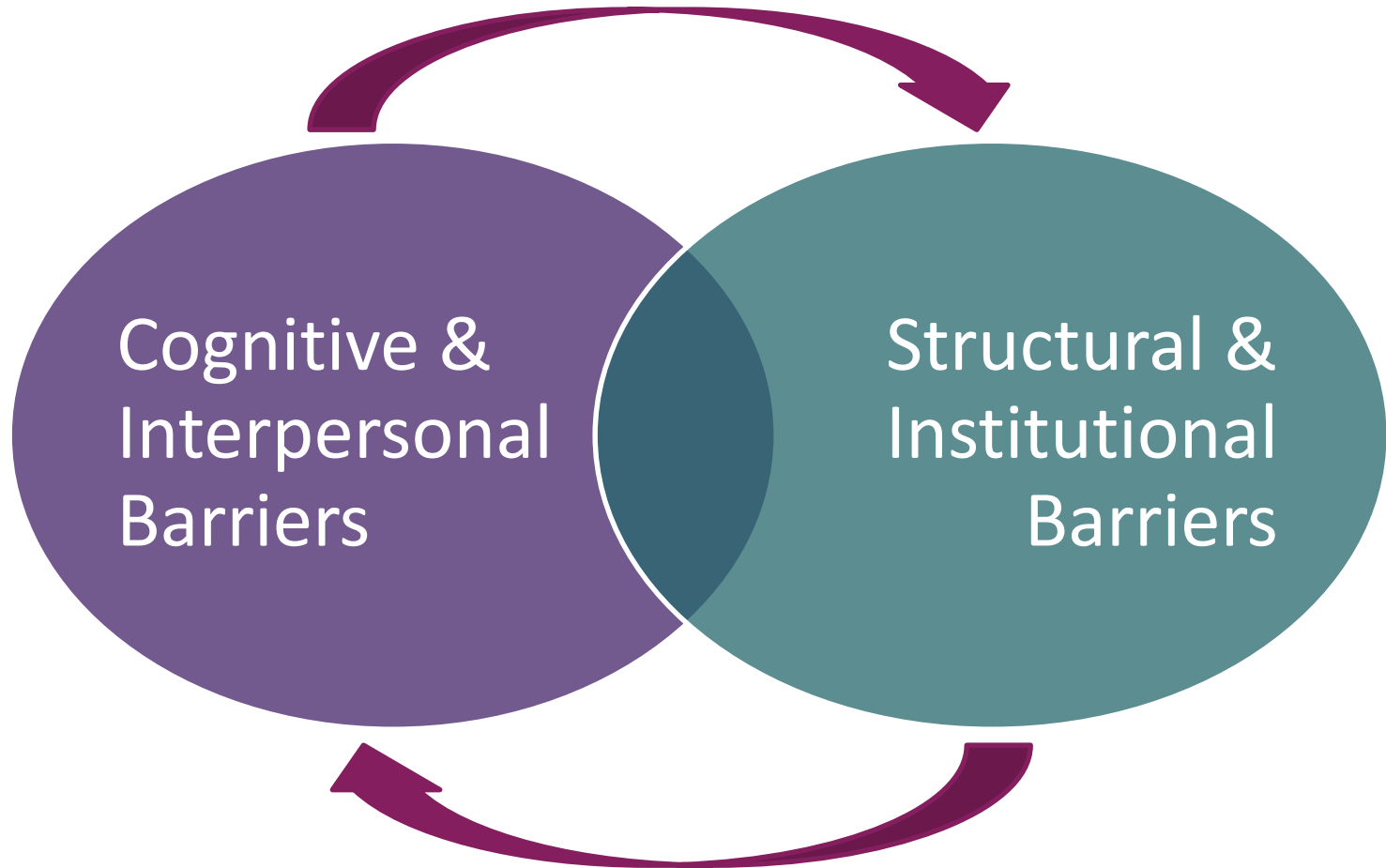
IMPLICIT BIAS CAN BE ACTIVATED BY ANY PERCEIVED SOCIAL IDENTITY



ALL ACTORS IN HIGHER EDUCATION ARE SUSCEPTIBLE TO IMPLICIT BIAS



UNDERSTANDING RACIAL INEQUITIES



DIVERSITY, INCLUSION, EQUITY, AND JUSTICE

DIVERSITY ASKS...

"Who's in the room?"

EQUITY RESPONDS...

"Who is trying to get in the room but can't? Whose presence in the room is under constant threat of erasure?"

INCLUSION ASKS...

"Has everyone's ideas been heard?"

JUSTICE RESPONDS...

"Whose ideas won't be taken as seriously because they aren't in the majority?"



DIVERSITY, INCLUSION, EQUITY, AND JUSTICE

DIVERSITY ASKS...

"How many more of [pick any minoritized identity] group do we have this year than last?"

EQUITY RESPONDS...

"What conditions have we created that maintain certain groups as the perpetual majority here?"

INCLUSION ASKS...

"Is this environment safe for everyone to feel like they belong?"

JUSTICE RESPONDS...

"Whose safety is being sacrificed and minimized to allow others to be comfortable maintaining dehumanizing views?"





REAL WORLD IMPLICATIONS

FINDINGS FROM THE FIELD

IMPLICIT BIASES MAY DERAIL GOOD INTENTIONS AND AFFECT EMPLOYMENT DECISIONS

The *Intended* Process

Recruit and select a diverse pool of candidates

Retain top talent & foster an inclusive environment

Promote based on performance

The *Actual* Process

IB impacts where & how recruitment & selection takes place

IB impacts the professional experiences of faculty

IB skews perceptions of employees

RACE AND PERCEPTIONS OF COMPETENCE

Thomas Meyer

African American Male
3rd Year Associate
NYU Law School

Racialized outcomes disparities persist across all elements of our society: education, criminal justice, healthcare, ~~employment~~, and more. Though the compounding effects of structural inequality, institutional barriers, and explicit racism are often identified as causes of these disparities, in recent decades scholars have evaluated the role of implicit racial bias in furthering these gaps. Furthermore, studies have been conducted to explore methods for mitigating the operation and impact of implicit racial bias on life outcomes. Of particular interest to this study is the belief that repeated exposure to stereotype incongruent images of a stigmatized group – a counter-stereotypical exemplar – may reduce an individual's level of implicit racial bias.

Several scholars have examined this notion of a counter-stereotypical exemplar in relation to President Obama. As our first African American president, he exhibits many attributes that are incongruent with common stereotypes of African Americans. Additionally, as the nation's president in a high society position and highly visible, as such, President Obama is a promising Black counter-stereotypical exemplar. This present study adds to this exploration by examining the real-world influence... *Not the best interpretation of the case...*

Thomas Meyer

Caucasian Male
3rd Year Associate
NYU Law School

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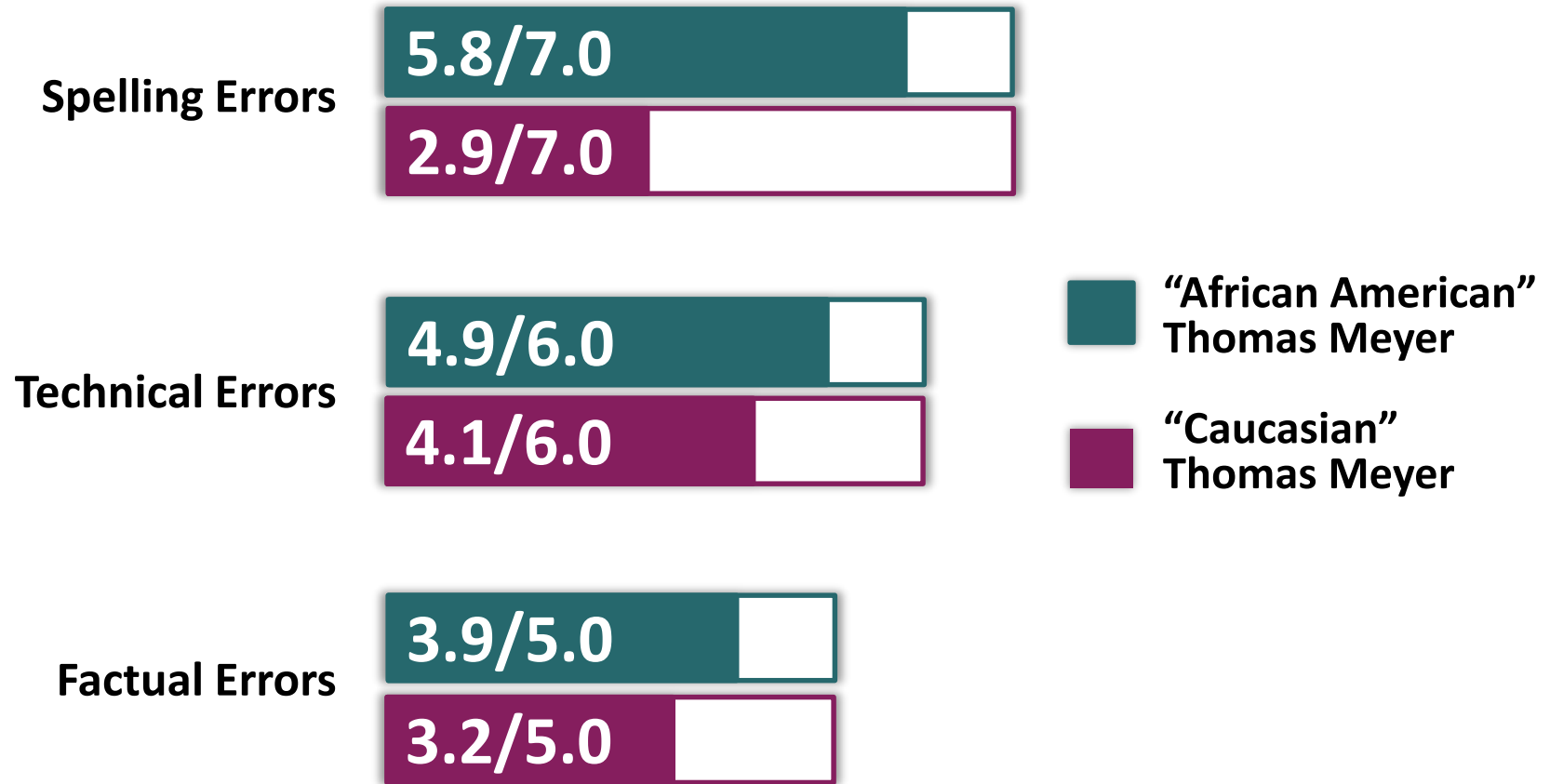


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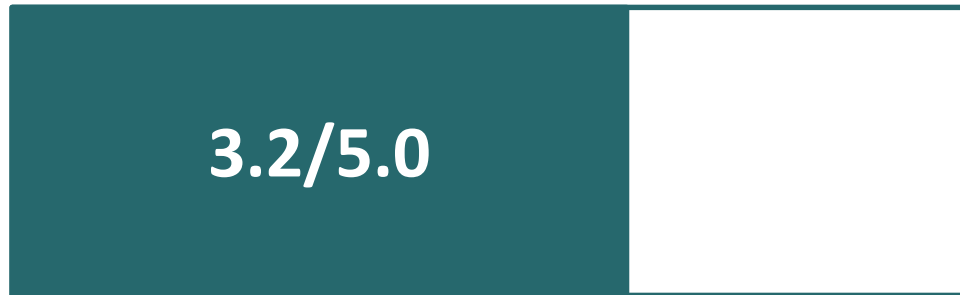
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Reeves, A. N. (2014). Written in Black and White: Exploring confirmation bias in racialized perceptions of writing skills *Yellow Paper Series*. Chicago, IL: Nextions.

RACE AND PERCEPTIONS OF COMPETENCE



RACE AND PERCEPTIONS OF COMPETENCE



**“African American”
Thomas Meyer**



**“Caucasian”
Thomas Meyer**

RACE AND PERCEPTIONS OF COMPETENCE

“African American” Thomas Meyer

“needs lots of work”

*“can’t believe he went
to NYU”*

“average at best”

“Caucasian” Thomas Meyer

*“generally good writer
but needs to work
on...”*

“has potential”

“good analytical skills”



UNDERSTANDING THESE RESULTS

Partners expected more errors and lower quality in the memo written by the African American male.

AND/OR

Partners expected fewer errors and higher quality in the memo written by the Caucasian male.




CONFIRMATION BIAS

Tendency to see **evidence to support** what you implicitly think while **overlooking other evidence.**



GENDERED RECOMMENDATIONS

To what extent does gender affect how letters of recommendation are written?



Letter of
Recommendation



LETTER CHARACTERISTICS

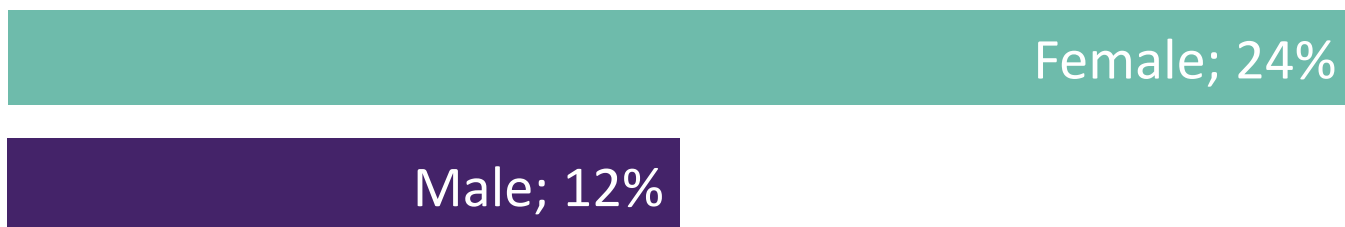
Average Letter Length (Words)



Letter of Minimum Assurance (Percentage)



Presence of Doubt Raisers (Percentage)



PERSONAL VS. PROFESSIONAL

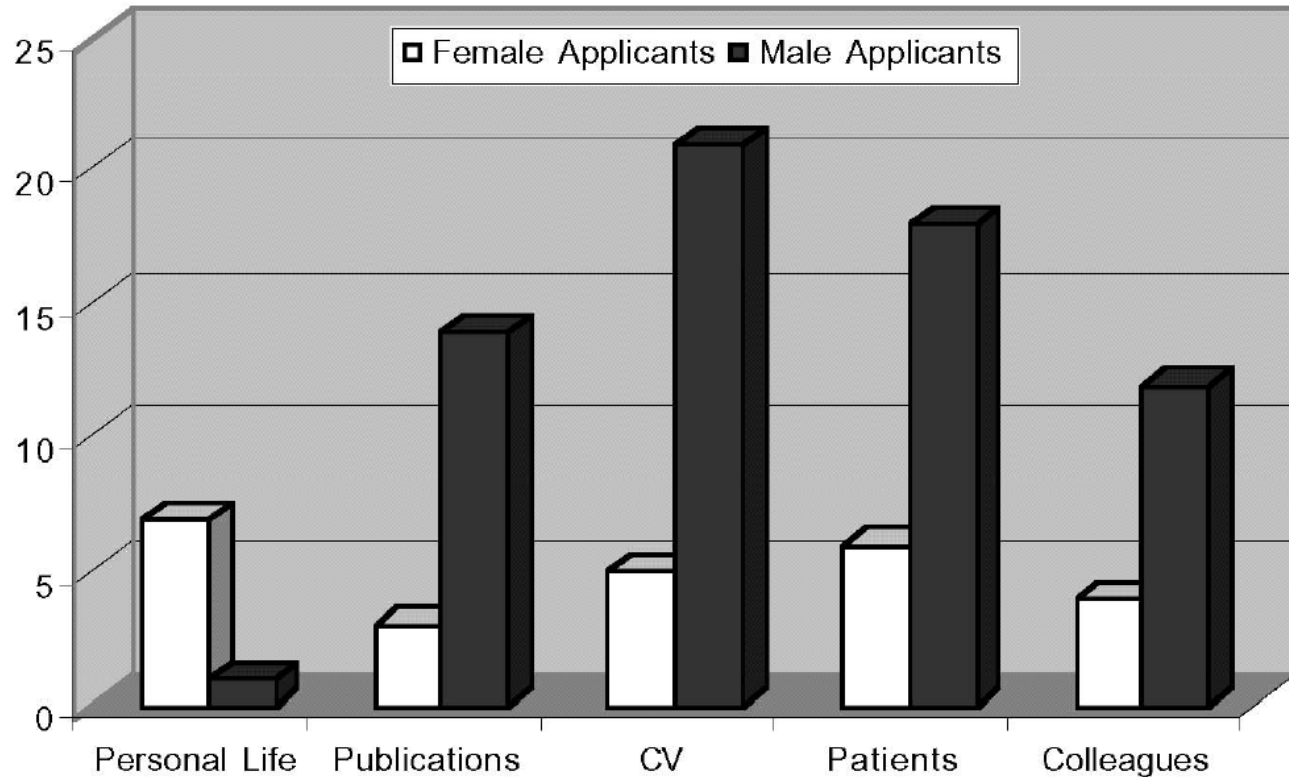
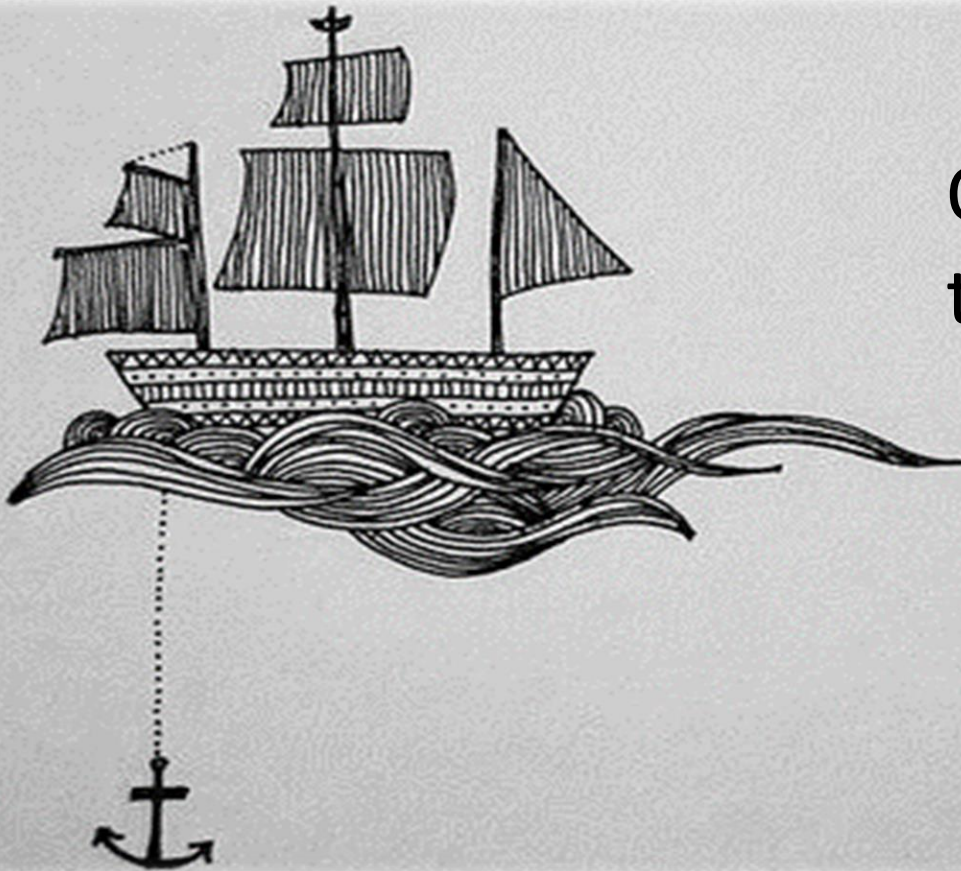


FIGURE 4. *Distinctive semantic realms following possessives. Greatest contrasts across genders in equal number of letters 'her personal life'; 'his publications'*



ANCHORING BIAS



Over-reliance on the **first piece of information** received in a situation.



AFFINITY BIAS



Implicit preference for **people similar to you.**

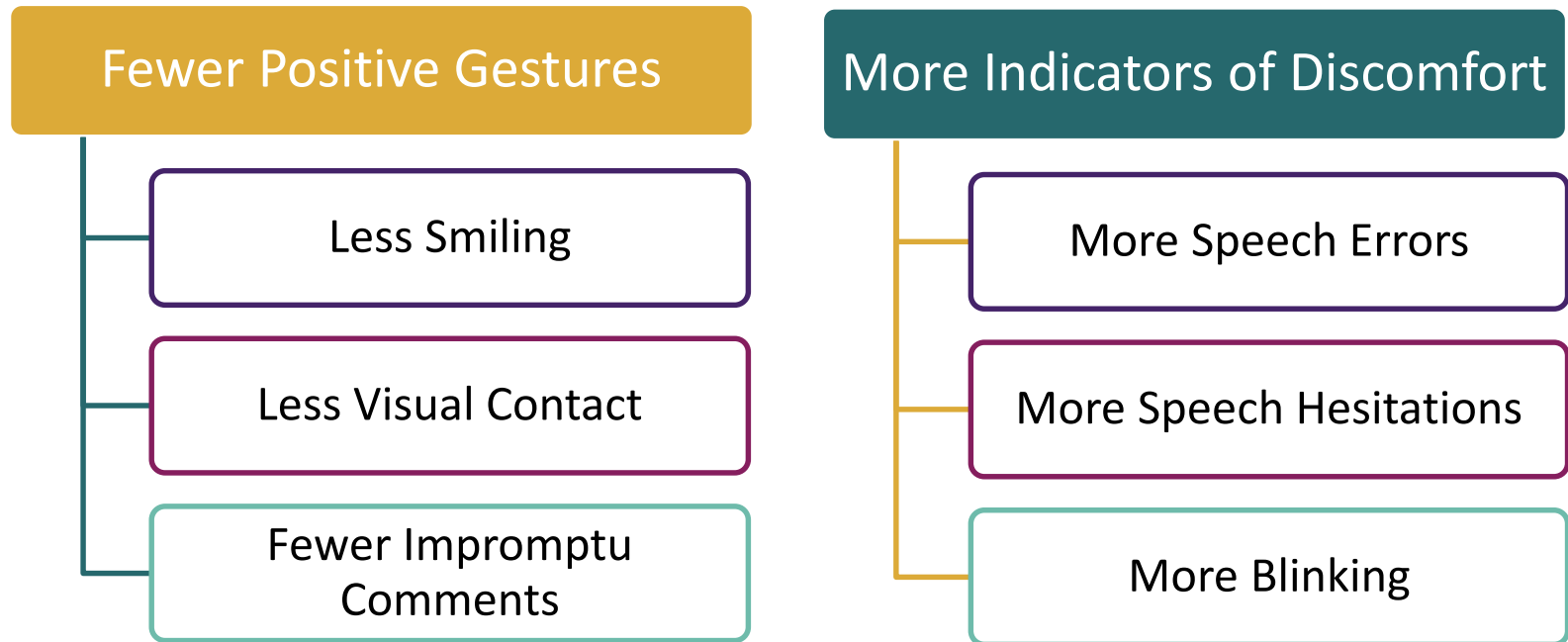


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THE NON-VERBAL EMERGENCE OF BIAS

Higher levels of implicit bias against a group have been associated with:



THE BIG IDEA

- All moments of human decision-making are susceptible to the operation of implicit biases.
- Implicit associations that fail to align with reality may cause us to make decisions that are detrimental to our best interests, personally and/or organizationally.



THE BIG IDEA

- Bias is multidirectional and comprises not only discrimination but also privilege.
- We all have both marginalized and privileged identities simultaneously.
- Being aware and intentional about how we reflect on our own identity can help us to be better champions for justice and equity.





Image Credit

CHALLENGING IMPLICIT BIAS

INDIVIDUAL & INSTITUTIONAL APPROACHES

STEP #1: KNOW YOUR BIASES



Project Implicit®

The 2013 general audience book that fully explains the IAT




PROJECT IMPLICIT SOCIAL ATTITUDES

Log in or register to find out your implicit associations about race, gender, sexual orientation, and other topics!

[LOGIN](#) [REGISTER](#)

Or, continue as a guest by selecting from our available language/nation demonstration sites:

 [GO!](#)

PROJECT IMPLICIT MENTAL HEALTH

Find out your implicit associations about self-esteem, anxiety, alcohol, and other topics! [GO!](#)

PROJECT IMPLICIT FEATURED TASK

Do pets like some groups of people more than others? Tell us your opinion and learn your own implicit attitudes regarding race. [GO!](#)

STEP #2: CHANGE UNWANTED BIASES



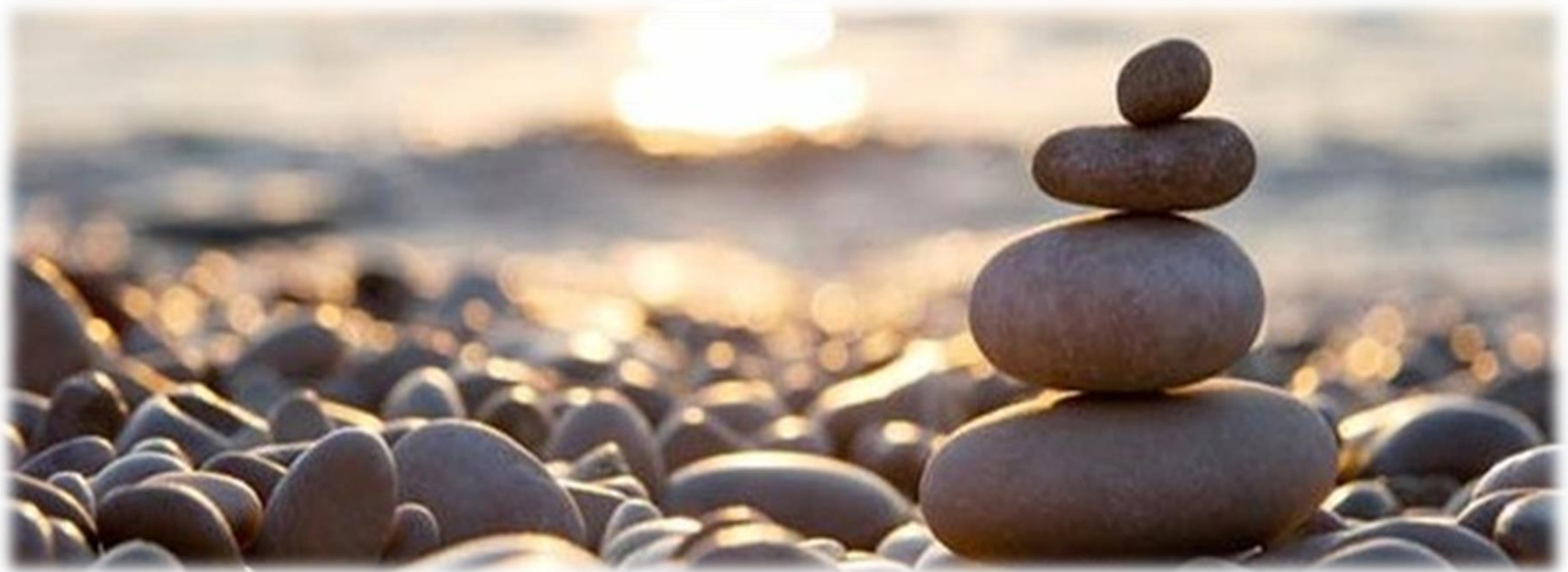
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Pascual-Leone, A., Freitas, C., Oberman, L., Horvath, J. C., Halk, M., Eldaief, M., . . . Rotenberg, A. (2011). Characterizing brain cortical plasticity and network dynamics across the age-span in health and disease with TMS-EEG and TMS-fMRI. *Brain Topogr*, 26, 302-315. [Image Credit](#)

USE MINDFULNESS TO CHANGE YOUR BRAIN

“Mindfulness means paying attention in a particular way; on purpose, in the present, and non-judgmentally. -- Jon Kabat-Zinn

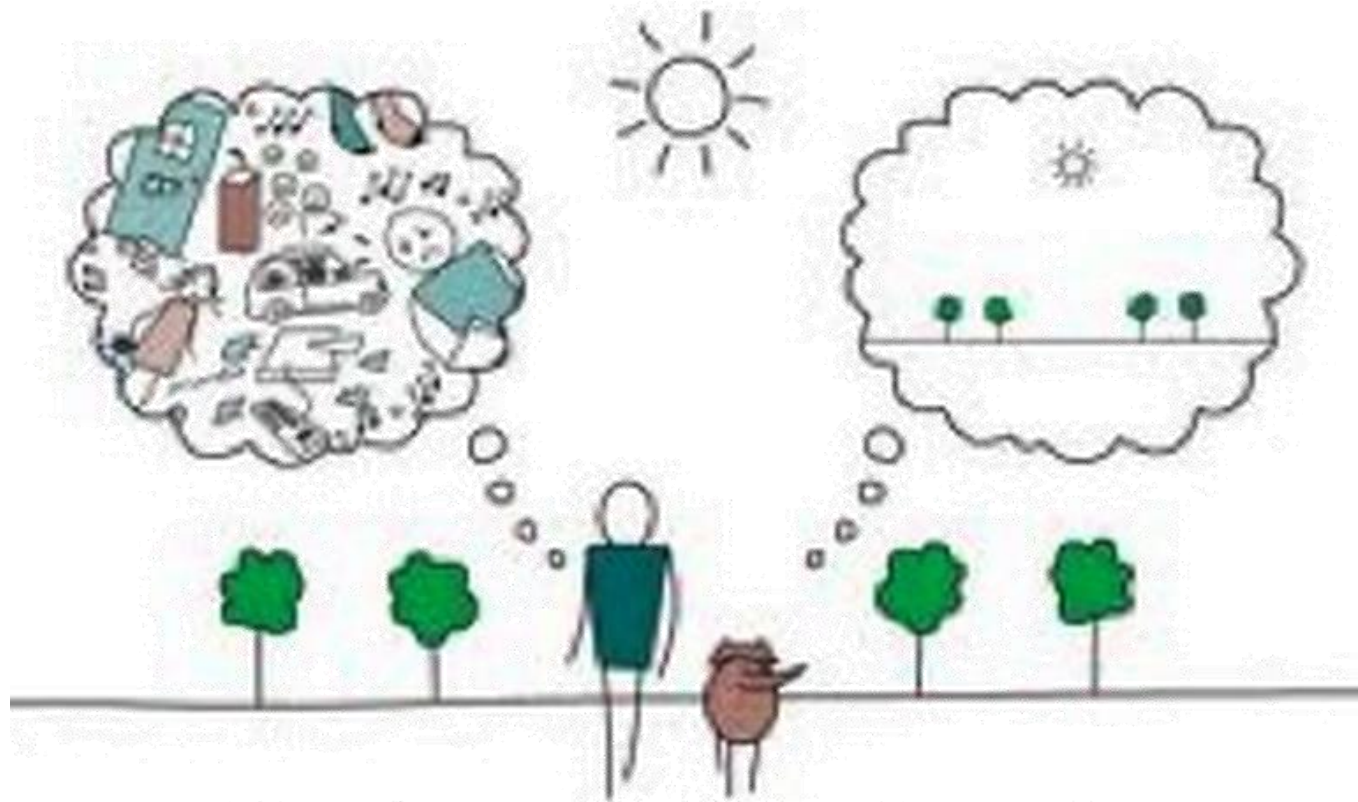


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<https://www.psychologytoday.com/blog/the-courage-be-present/201001/how-practice-mindfulness-meditation>. [Image Credit](#)

USE MINDFULNESS TO INCREASE COGNITIVE CONTROL



Mind Full, or Mindful?



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Image Credit

USE MINDFULNESS TO ALTER YOUR BIASES



Six weeks of practicing loving kindness meditation aimed at **increasing empathy** toward a marginalized people was shown to decrease levels of unfavorable implicit bias.



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Kang, Y., Gray, J. R., & Dovidio, J. F. (2014). The Nondiscriminating Heart: Lovingkindness Meditation Training Decreases Implicit Intergroup Bias. *Journal of Experimental Psychology*, 143(3), 1306-1313. [Image Credit.](#)

"But if I go over there and get to know them as individuals, what am I supposed to do with my stereotypes?"



INTERGROUP CONTACT

Allport, G. W. (1954). *The Nature of Prejudice*. Cambridge, MA: Addison-Wesley. Peruche, B. M., & Plant, E. A. (2006). The Correlates of Law Enforcement Officers' Automatic and Controlled Race-Based Responses to Criminal Suspects. *Basic and Applied Social Psychology*, 28(2), 193-199.



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STEP #3: REDUCE SUSCEPTIBILITY AT KEY DECISION-MAKING MOMENTS

Time Constraints

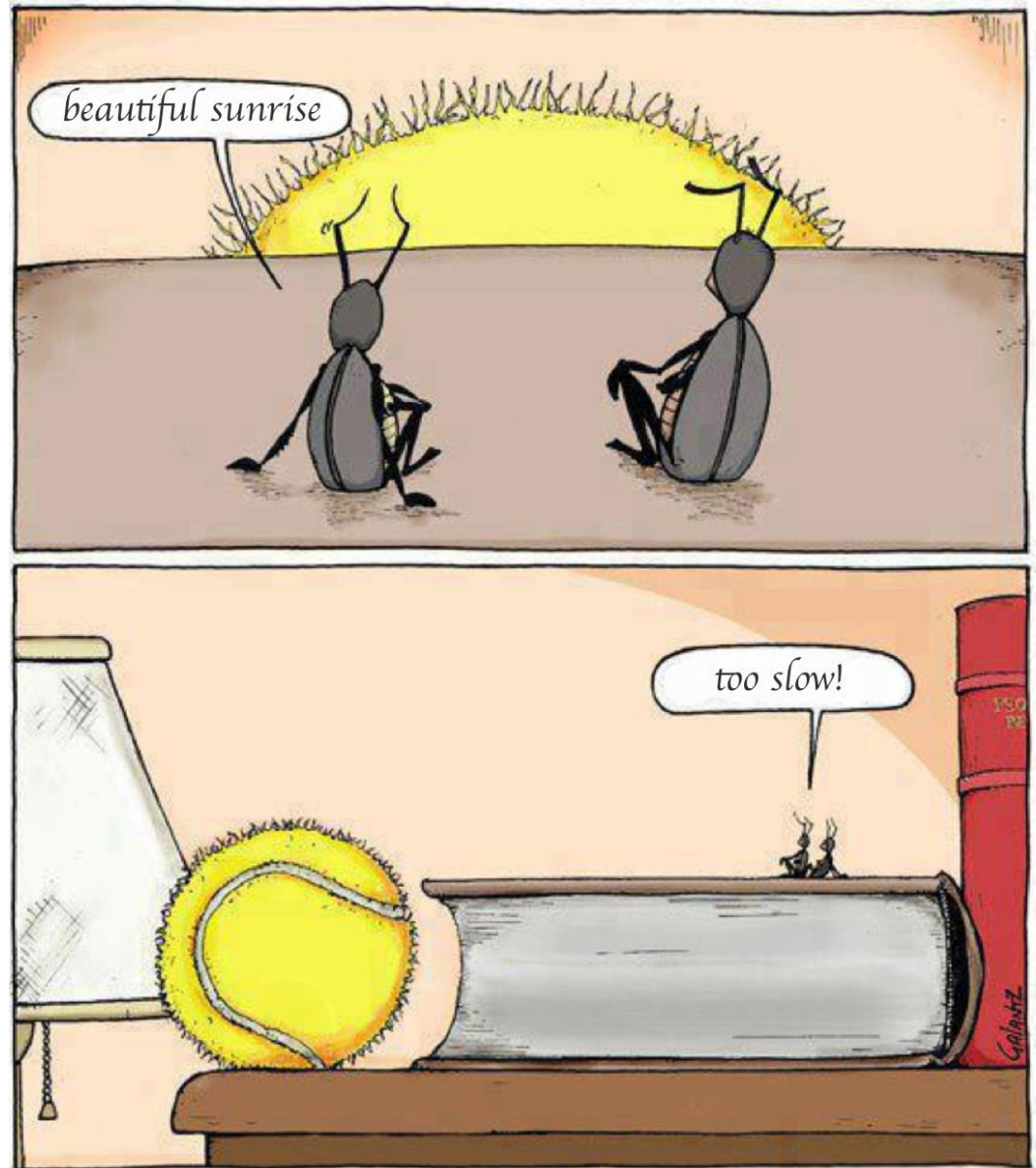
Compromised Cognitive Control

High Ambiguity

Overconfidence in Objectivity



QUESTION YOUR OBJECTIVITY



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Image Credit

UTILIZE DATA

Logging data may be the first way to establish that bias may be an issue and can help inform next steps.

Set clear goals, track progress, & analyze trends




STEP #4: INTERRUPT BIAS IN YOUR ENVIRONMENT



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BE AN ACTIVE BYSTANDER



IDENTIFY the emergence of bias
DECIDE to address the situation
SPEAK OUT
FOLLOW UP



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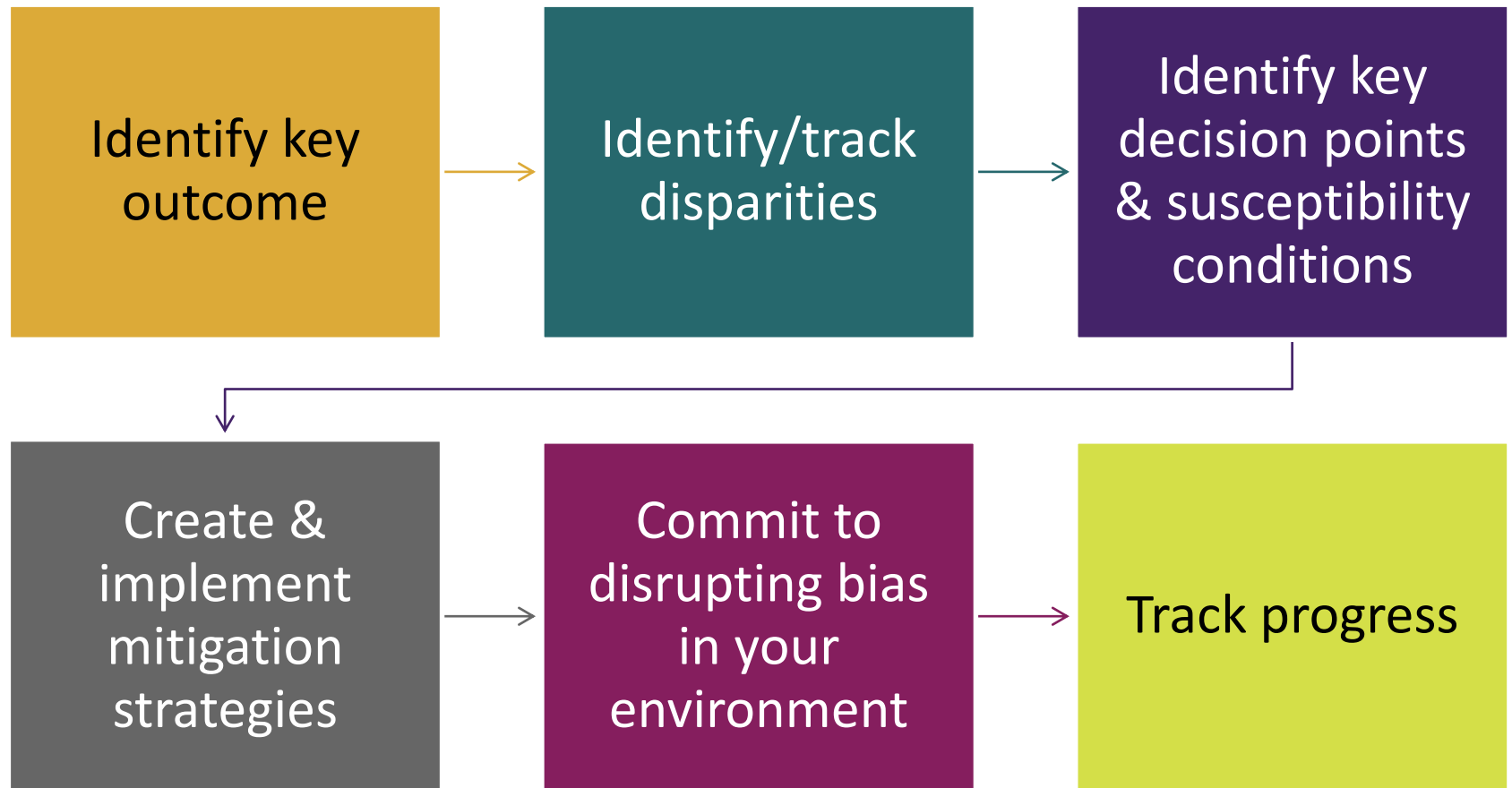
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Image Credit

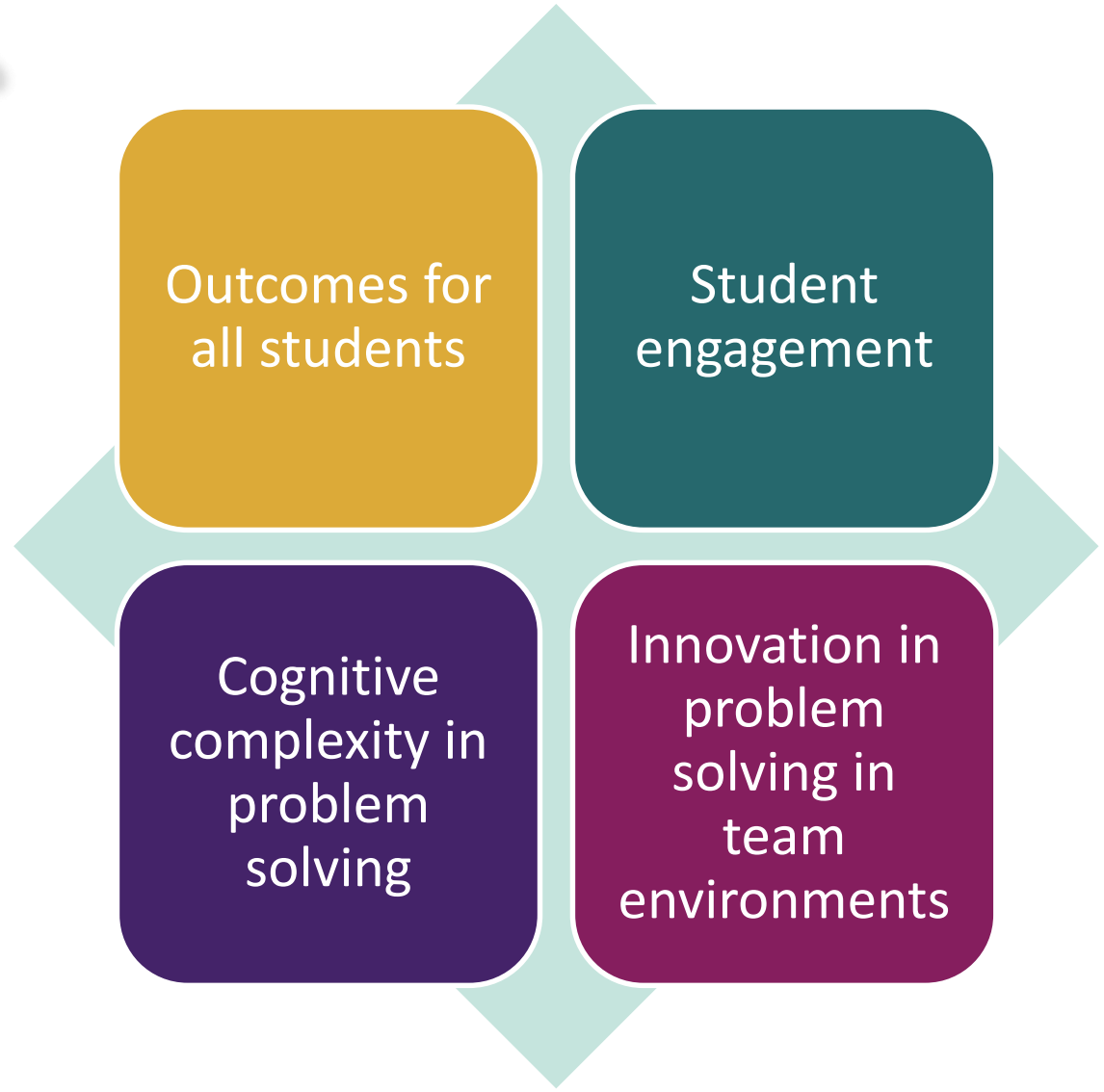
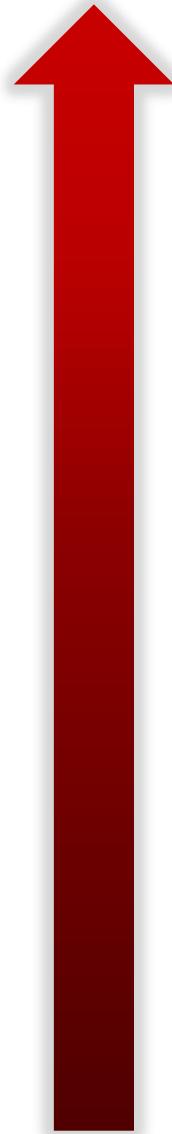
STEP #5: CONTINUALLY CREATE AN INCLUSIVE CAMPUS



THE CONTINUAL PROCESS



BENEFITS OF INCLUSIVE LEARNING ENVIRONMENTS



*“If you always think what you always thought,
you will always do what you’ve always done.*

*If you always do what you’ve always done,
you will always get what you’ve always got.*

*If you always get what you’ve always got,
you will always think what you’ve always thought.”*

THINK Different | DO Different | GET Different



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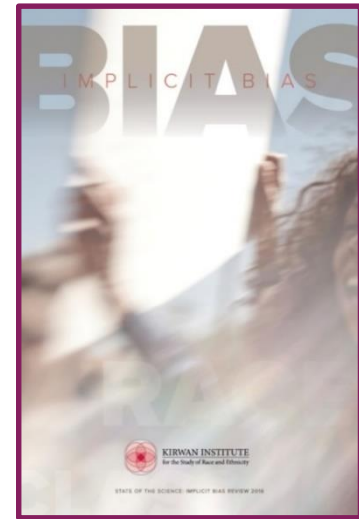
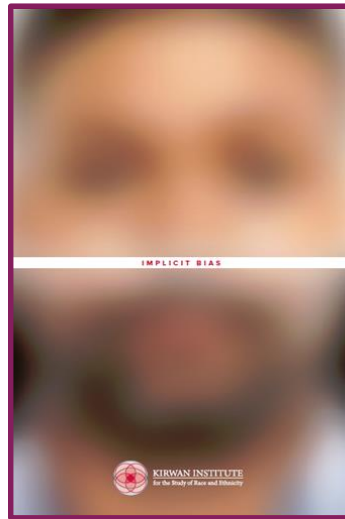


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QUESTIONS AND ANSWERS



THANK YOU FOR YOUR TIME



For more information, please visit our website:
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