



CULTUREMATTERS
MANAGING UNCONSCIOUS BIAS

Presented by:

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Objectives

- ❖ **Understand** why bias matters
- ❖ **Recognize** the sources of unconscious bias
- ❖ **Identify** bias in our organization
- ❖ **Develop** strategies to combat bias

Activity

As a demonstration of our commitment to D&I, the leadership of UConn is allowing each team to add one additional resource.

Pick one of the given the candidates



Jordan



Carlos



Phoenix



Kendall




Lucy



Owen

Diversity Iceberg



A woman with dark, curly hair is looking directly at the camera with a thoughtful expression. A thought bubble is positioned above her head, containing the text: "How can I address my biases if I don't know that I have them?".

"How can I address my biases if I don't know that I have them?"

UNPACKING UNCONSCIOUS BIAS

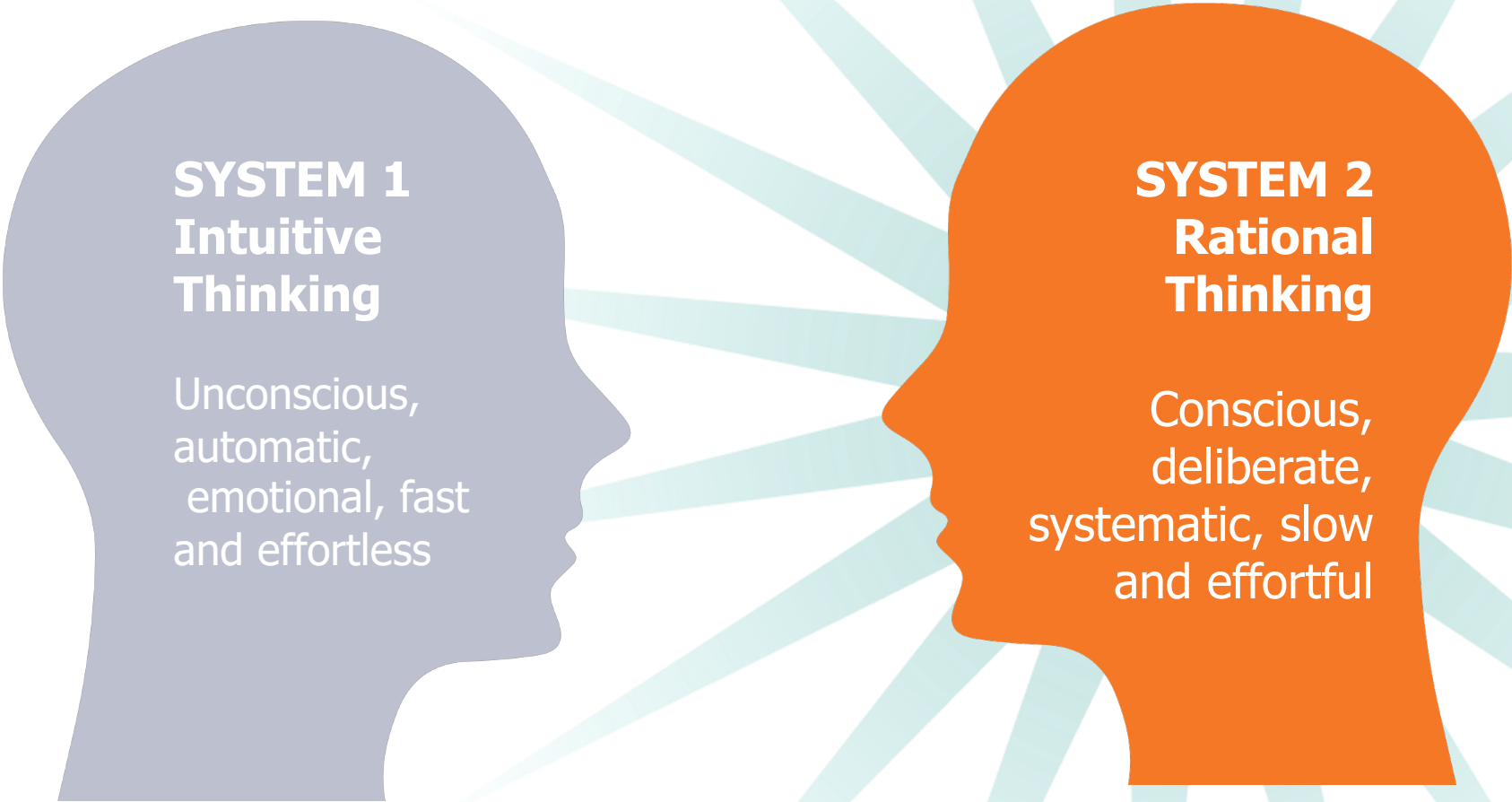
WHAT IS BIAS?

- ❖ **Explicit Bias** is attitudes and beliefs we have about a person or group on a conscious level
- ❖ **Unconscious/Implicit Bias** is unintended, subtle, and subconscious thoughts that happen to all of us, all of the time

“We’d like to believe we are open-minded, fair, and without bias, but research shows otherwise. This is an important, even if uncomfortable, realization for most of us.”

— MAHZARIN BANAJI

Author, *Blind Spots: Hidden Biases of Good People*



SYSTEM 1
Intuitive
Thinking

Unconscious,
automatic,
emotional, fast
and effortless

SYSTEM 2
Rational
Thinking

Conscious,
deliberate,
systematic, slow
and effortful

EMPLOYEES WHO PERCEIVE BIAS ARE...

BURNING OUT

- **75%** not proud to work for their company
- **33%** regularly feel alienated at work

BUSTING OUT

- **31%** plan to leave their current employer within one year

BLOWING OUT

- **9%** purposely failed to follow through on an important assignment in the last 6 months
- **5%** made negative comments about their employer on social media

EMOTIONAL SAFETY

- **Emotional safety** is the extent to which people feel comfortable bringing their whole self to work
- 6 out of 10 employees say lack of emotional safety at work would make them quit a job immediately

— Center for Generational Kinetics
National Study on Workforce Satisfaction, 2016



Covering

“To cover is to downplay a disfavored trait in order to blend into the mainstream. Because all of us possess stigmatized attributes, we all encounter pressure to cover.”

-Kenji Yoshino





big
think

Kenji Yoshino

Chief Justice Earl Warren Professor of Constitutional Law,
NYU School of Law

Spotlight Bias

Categories of emotional safety at work

RED – Aspects that are NOT safe to reveal at work

YELLOW- Aspects that SOMEWHAT safe

GREEN- Aspects that VERY safe



Unconscious Bias

Affinity Bias



Confirmation Bias





HEIDI GRANT HALVORSON

Microaggression & Microaffirmation

- **Microaggressions** are subtle slights and snubs that devalue people
- **Microaffirmations** are small, intentional acts that occur when people show they want another person to succeed



Microaggressions

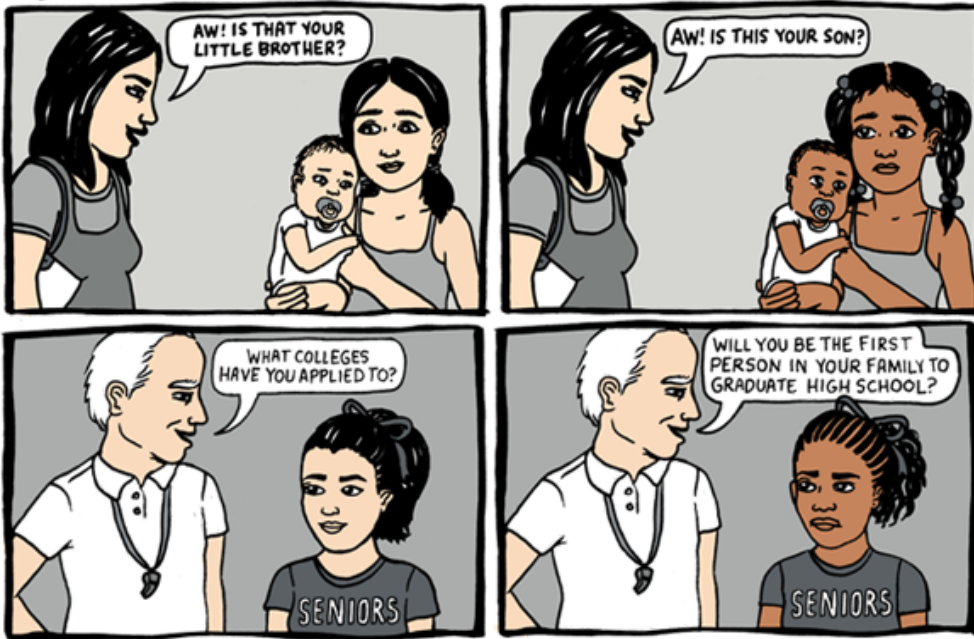
- ❖ Everyday verbal, nonverbal, and environmental slights, snubs, or insults
- ❖ Intentional or unintentional
- ❖ Hidden messages may
 - Invalidate the group identity or experiential reality of the target persons
 - Demean on a personal or group level
 - Threaten, relegate or intimidate them to inferior status or treatment
- ❖ Communicate hostile, derogatory, or negative messages to target persons based solely upon their marginalized group membership

Marginalized Groups

- ❖ People of color
- ❖ Women
- ❖ LGBTQ individuals
- ❖ Individuals with disabilities
- ❖ Religious minorities
- ❖ People with addictions

Where Else Do You See Microaggressions?

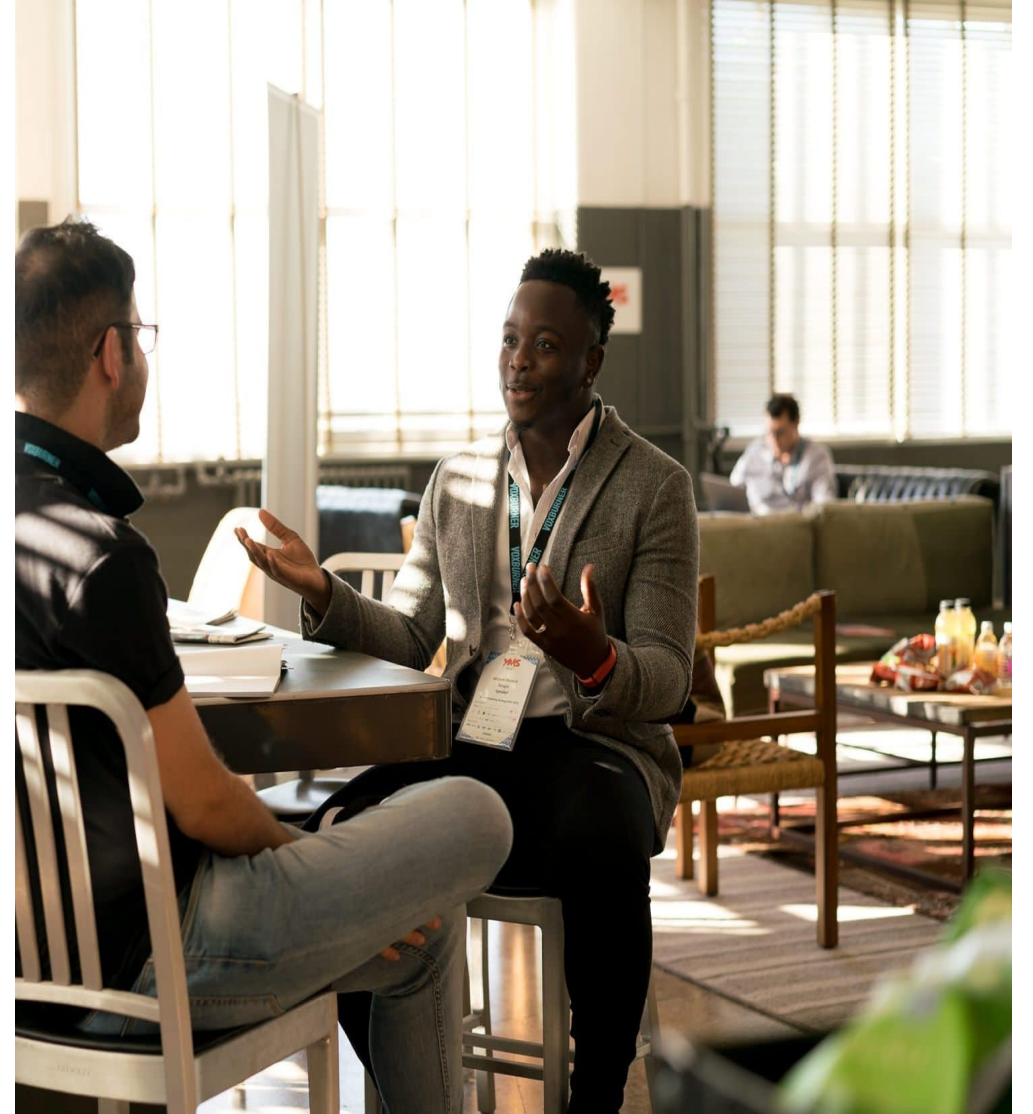
QUESTIONS



Microaffirmation Behaviors

- ❖ Greet others with sincerity
- ❖ Connect person-to-person
- ❖ Be present during interactions
- ❖ Respond to what is really being said
- ❖ Appreciate and praise strengths and contributions

Bias can exist when microaffirmations are only given to some people and not to others.



When Bias Breaks Out: Explaining Away

“ They’re a good person—they didn’t mean anything by it. ”

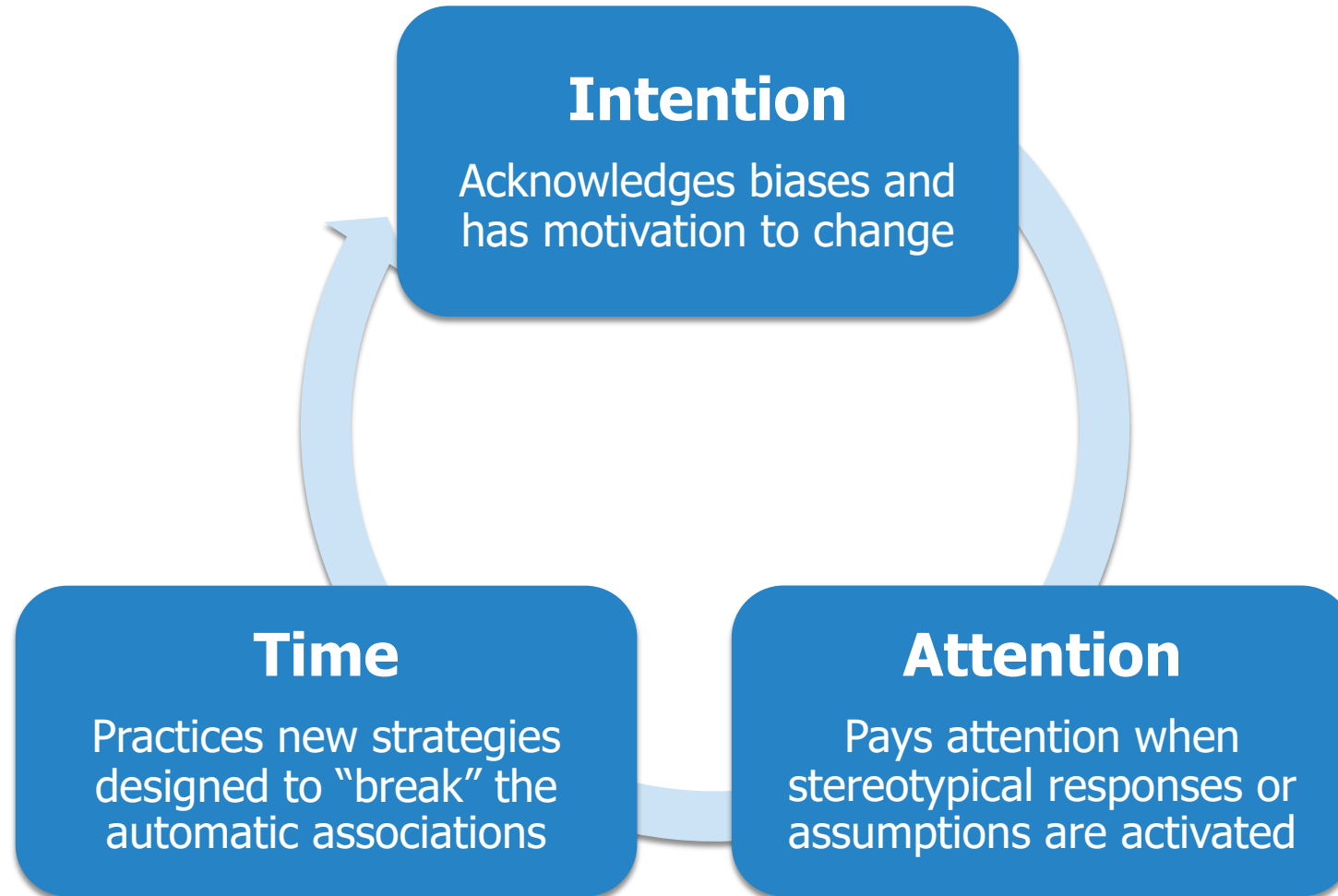
“ What’s wrong, can’t you take a joke? ”

“ I’ve called lots of women that and they didn’t mind! ”



HABITS THAT BREAK BIASES

Habits for Breaking Biases



Habits For Breaking Bias

- ❖ Take intentional steps to expose blind spots (take IAT test)
- ❖ Practice micro-affirmations
- ❖ Recognize hot buttons/micro-triggers and don't jump to conclusions too quickly
- ❖ Build in accountability. Solicit feedback from peers, employees, etc.
- ❖ Step into the shoes of a stereotyped person and consider their view (perspective taking)

Habits For Breaking Bias

- ❖ Use your increased knowledge about cultural differences to anticipate how someone is likely to respond
- ❖ Actively seek out situations where you are likely to be exposed to positive examples of other cultures that are subject to stereotypes
- ❖ When a stereotypical response is detected, remind yourself of examples that prove the stereotype to be inaccurate

THANK YOU!

