

# IMPLICIT BIAS AND WHITE PRIVILEGE

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**Race, Racism and the Ramifications for Philanthropy**

CNJG

COUNCIL OF NEW JERSEY GRANTMAKERS  
*Harnessing Philanthropy's Potential*



Tanya M. Odom  
coaching & consulting

# Debate vs. Dialogue

<b>Debate</b>	<b>Dialogue</b>
Assuming that there is a right answer and that you have it	Assuming that many people have pieces of the answer
Combative: participants attempt to prove the other side wrong	Collaborate: participants work together toward common understanding
About winning	About exploring common ground
Listening to find flaws and make counter-arguments	Listening to understand, find meaning and agreement
Defending our own assumptions as truth	Revealing our assumptions for reevaluation
Seeing two sides of an issue	Seeing all sides of an issue
Defending one's own views against those of others	Admitting that others' thinking can improve ones own
Searching for flaws and weaknesses in others' positions	Searching for strengths and value in others' positions
By creating a winner and a loser, discouraging further discussion	Keeping the topic even after the discussion formally ends
Seeking a conclusion or vote that ratifies your position	Discovering new options, not seeking closure

# DIVERSITY AND INCLUSION

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ARTWORK: RUGER CLARKE, THE DEADLIEST TOXINS (UMM), ZOOM, POLYESTER RESIN, FIBERGLASS, VARNISH

DIVERSITY

# We Just Can't Handle Diversity

by Lisa Burrell

FROM THE JULY-AUGUST 2016 ISSUE

📁 📧 💬<sup>10</sup> **HH** \$8.95

It's hard to argue with the benefits of diversity, given the decades' worth of studies showing that a diverse workforce measurably improves decision making, problem solving, creativity, innovation, and flexibility.

## Medium

Get started



# UNCONSCIOUS/ IMPLICIT BIAS

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# Unconscious Bias in the News

FASTCOMPANY



## STRONG FEMALE LEAD

### How Unconscious Bias Affects Everything You Do

Ask yourself a few questions about your hidden biases before making big decisions.

As late as 1970, only 5% of the musicians in

**Forbes**

Have a Foreign-Sounding Name?  
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[www.forbes.com](http://www.forbes.com)

THE WALL STREET JOURNAL. MANAGEMENT

WORLD CUP 2014

GOAL ALERTS 4 X

GER V2 POR 12 PM ET TODAY GROUP STAGE

SEN V2 IGA 3 PM ET TODAY GROUP STAGE

MANAGEMENT

### Bringing Hidden Biases Into the Light

Big Businesses Teach Staffers How 'Unconscious Bias' Impacts Decisions

March 6, 2014

## Black Boys Viewed as Older, Less Innocent Than Whites, Research Finds

*Police likelier to use force against black children when officers 'dehumanize' blacks, study says*

### Related

- [The Essence of Innocence: Consequences of Dehumanizing Black Children \(PDF, 232KB\)](#)

WASHINGTON — Black boys as young as 10 may not be viewed in the same light of childhood innocence as their white peers, but are instead more likely to be mistaken as older, be perceived as guilty and face police violence if accused of a crime, according to new research published by the American Psychological Association.

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### STRONG FEMALE LEAD

## The One Word Men Never See In Their Performance Reviews

There's one adjective that's never used to criticize men, yet it shows up at an alarming rate in women's performance reviews.

*Editor's Note: This is one of the most-read leadership articles of 2014. [Click here to see the full list.](#)*

It's a scenario that could be straight out of a textbook on gender bias:

"Jessica is really talented, but I wish she'd be less abrasive. She comes on too strong." Her male counterpart? "Steve is an easy case, smart and great to work with. He needs to learn

Women The women's blog

# Geena Davis: 'The more TV a girl watches, the fewer options she thinks she has in life'

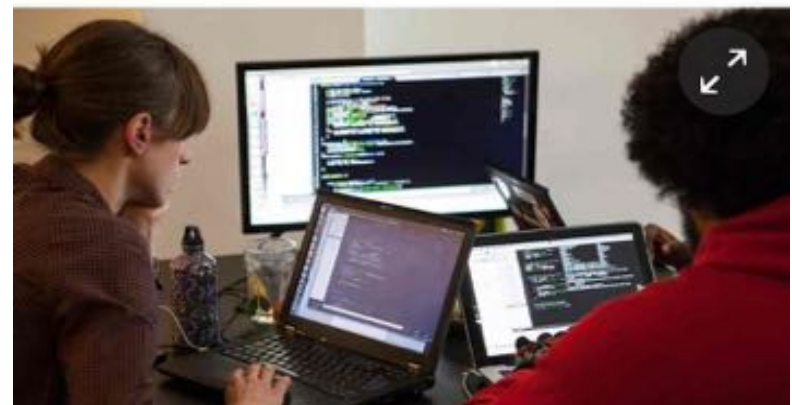
The Oscar winner has spent more than two decades campaigning for gender equality in the entertainment industry. Geena Davis talks about why so little has changed on screen since *Thelma & Louise* and why this matters in the real world



Technology

# Women considered better coders - but only if they hide their gender

Researchers find software repository GitHub approved code written by women at a higher rate than code written by men, but only if the gender was not disclosed







**11 Million pieces of information each second through our senses.**

# Brain Processes

- **Sort into categories**
- **Create associations**
- **Filling in the gaps**



# Unconscious Bias

- ***An Implicit association or attitude*** that:
  - Operates beyond our control and awareness
  - Informs our perceptions of a person or social group
  - Can influence our decision making and behavior (*Catalyst Women*)
- ***Our implicit people preferences***, formed by our socialisation, our experiences, and by our exposure to others' views about other groups of people.
- ***Quick and often inaccurate judgment*** based on limited facts and our own life experiences.
  - This gives certain individuals and groups both unearned advantage and unearned disadvantage in the workplace.
- People can consciously believe in equality while simultaneously acting on subconscious prejudices



# Unconscious Bias



- In 1995, a pair of psychologists, Anthony Greenwald and Mahzarin Banaji, defined the term “**implicit stereotype**,” to describe how we unconsciously attach characteristics to people from a certain social group, using random bits of acquired information, influenced by our culture, upbringing and previous experience. This creates a bias – even one we might consciously and overtly reject.
- Unconscious biases are mostly triggered by primary factors such as **race, gender and age**
- Biases are most likely to be activated by stress, time constraints, multitasking and need for closure.
- **Affinity Bias**
- **Confirmation Bias**
- **Distance Bias**

# Becoming Aware of Unconscious Bias

- “Implicit biases can contradict values, escape detection and influence action”
- Note your surprise...
  - A behavior?
  - A comment?
  - A skill?
  - A life experience?



# Unconscious Bias

**CULTURE**

**CULTURE**

Media images,  
visibility/invisibility,  
portrayal

External  
influences  
(society)

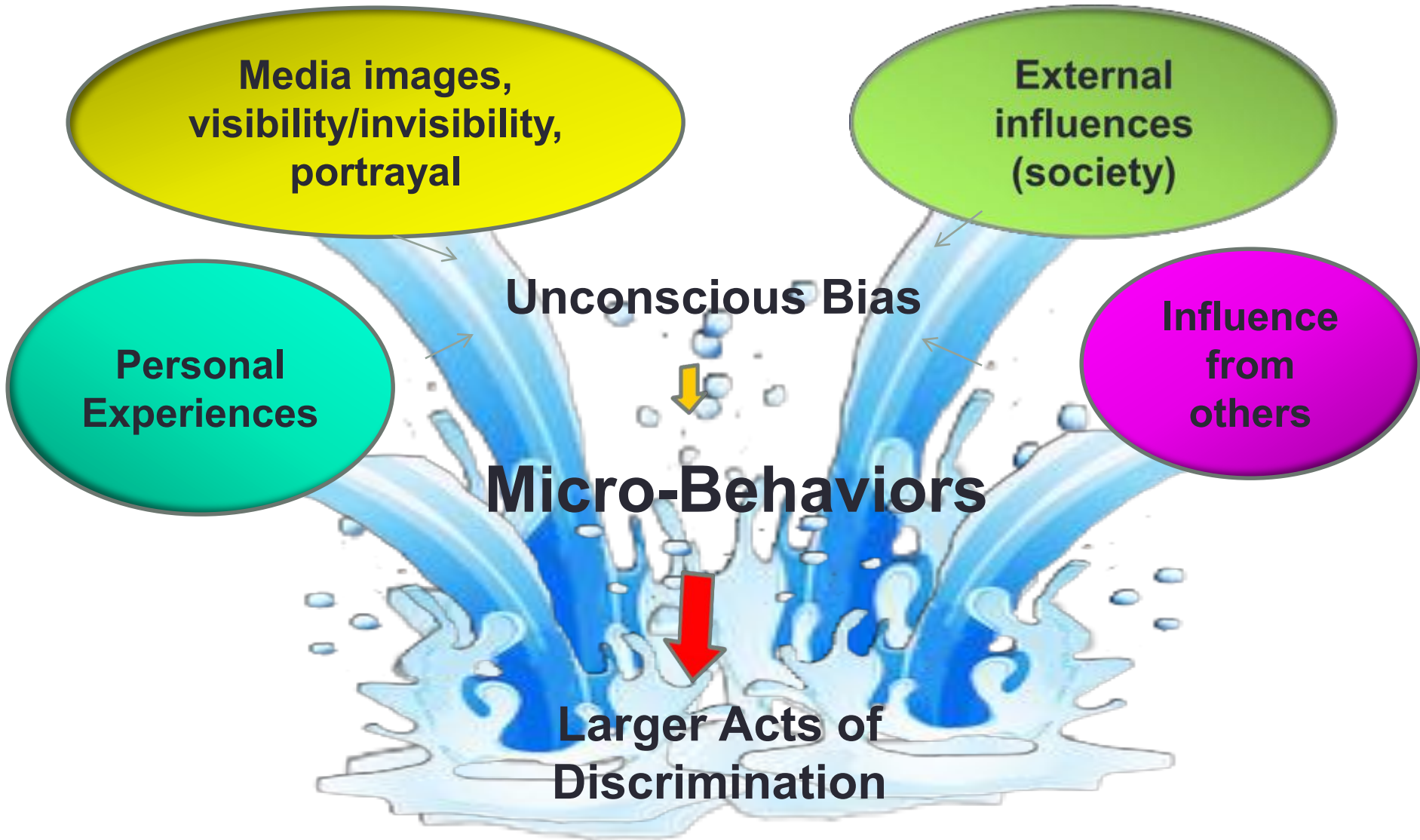
Personal  
Experiences

Influence  
from  
others

Unconscious Bias

Micro-Behaviors

Larger Acts of  
Discrimination





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MPW MOST POWERFUL WOMEN

# Unconscious Bias Training Doesn't Change Employee Behavior

by Leena Rao @leenarao

DECEMBER 3, 2015, 1:50 PM EST



Photograph by Stuart Isett — Fortune Most Powerful Women

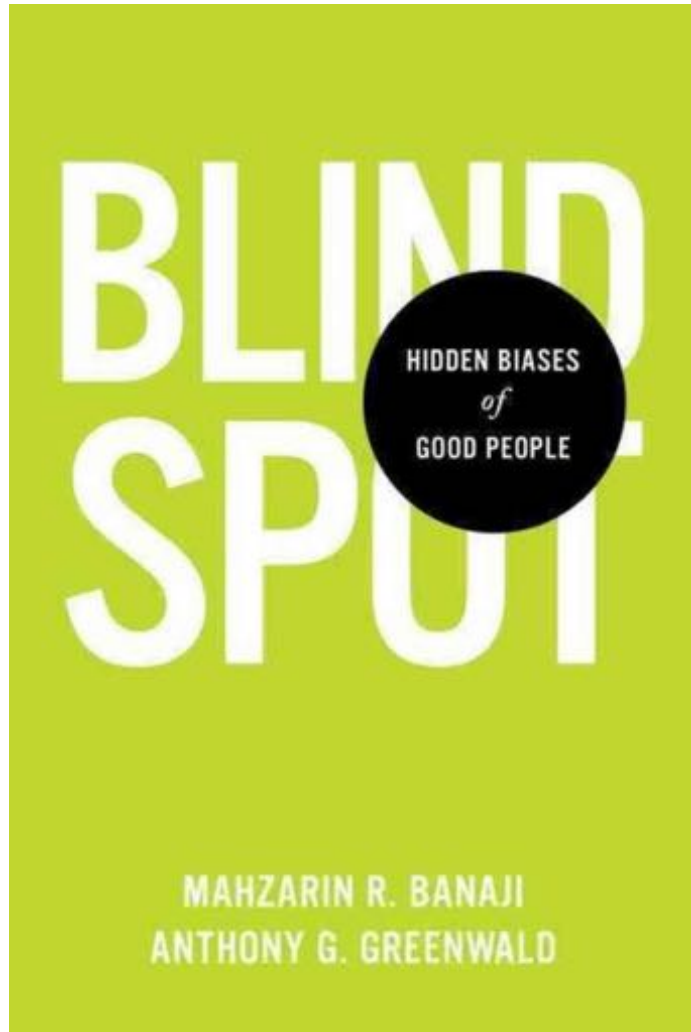
## Data, Education, and Practice/Action

# Approaches to “Debiasing”





# Take Five: Tips for Uncovering Bias



1. Acknowledge potential for bias
2. Be wary of first impressions
3. Learn about stereotypes
4. Broaden your focus
5. Expose yourself to alien experiences

# Mitigating Bias

- Acknowledge differences
- Acknowledge the potential for bias (individual/organizational)
- Check thought processes and decisions for biases
- Identify sources of stress
- Be open to feedback
- Increase the exposure to stereotyped group members/ “others”



# Reflection Questions

- Who do I take to important site visits or cross-team meetings?
- Who do I encourage to lead or speak out at meetings? Am I creating opportunities for those less extroverted to demonstrate their capabilities equally to leaders or other colleagues?
- Do I typically hire the same type of person, or personality type?
- When I say a candidate is not the right "fit," what do I mean?



Source: Adapted from Ernst and Young/Royal Bank of Canada.  
*Outsmarting Our Brains: Overcoming Hidden Biases to Harness Diversity's True Potential*

BUSINESS INSIDER

CAREERS

## Why companies are using 'blind auditions' to hire top talent

JACQUELYN SMITH MAY 31, 2015, 8:00 AM 6,851



Judges on NBC's "The Voice" have their backs to the stage.


Anyone who suspects they've been turned down for a job due to their race, sex, age, socio-economic background, or educational

FAST COMPANY

4 MINUTE READ | LEADERSHIP

## This Interviewing Platform Changes Your Voice To Eliminate Unconscious Bias

Hiring is fraught with unconscious bias, but Interviewing.io aims to change the game at the outset to allow only the skills to shine.



[Photo: Flickr user [Jon Callow](#)]

## Ernst & Young Removes Degree Classification From Entry Criteria As There's 'No Evidence' University Equals Success

04 August 2015 | Updated 21 September 2015




Lucy Sherriff Editor, HuffPost Young Voices



GJ

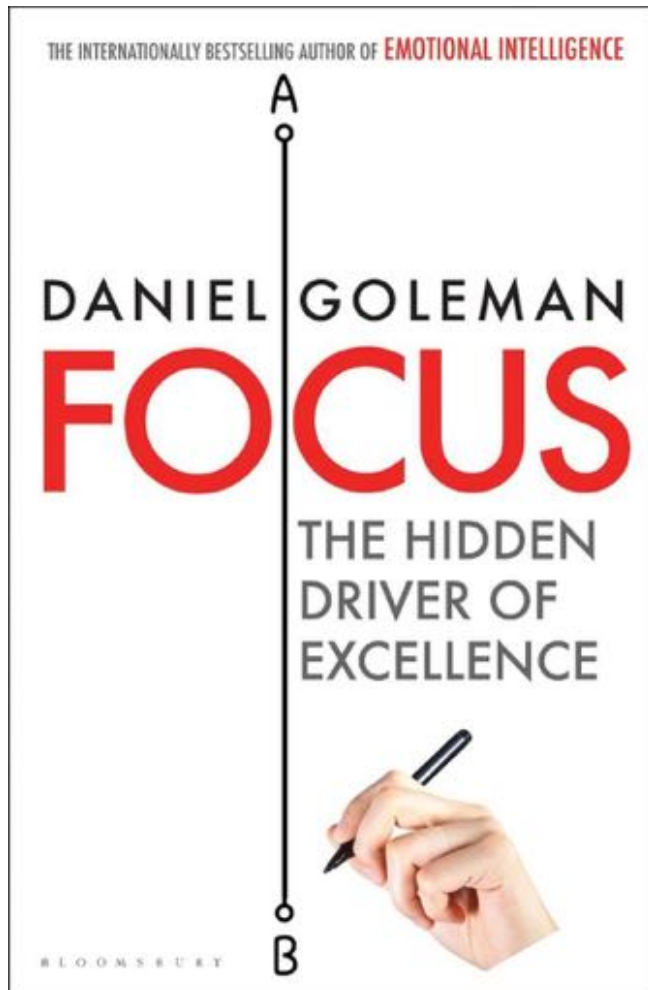
Jobs Log in



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# Mindfulness Mitigates Biases You May Not Know You Have

by Nicole Torres

DECEMBER 24, 2014



**MICRO BEHAVIORS/  
MICROINEQUITIES: SMALL  
WITH BIG IMPACT**

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# Unconscious Bias

**CULTURE**

**CULTURE**

Media images,  
visibility/invisibility,  
portrayal

External  
influences  
(society)

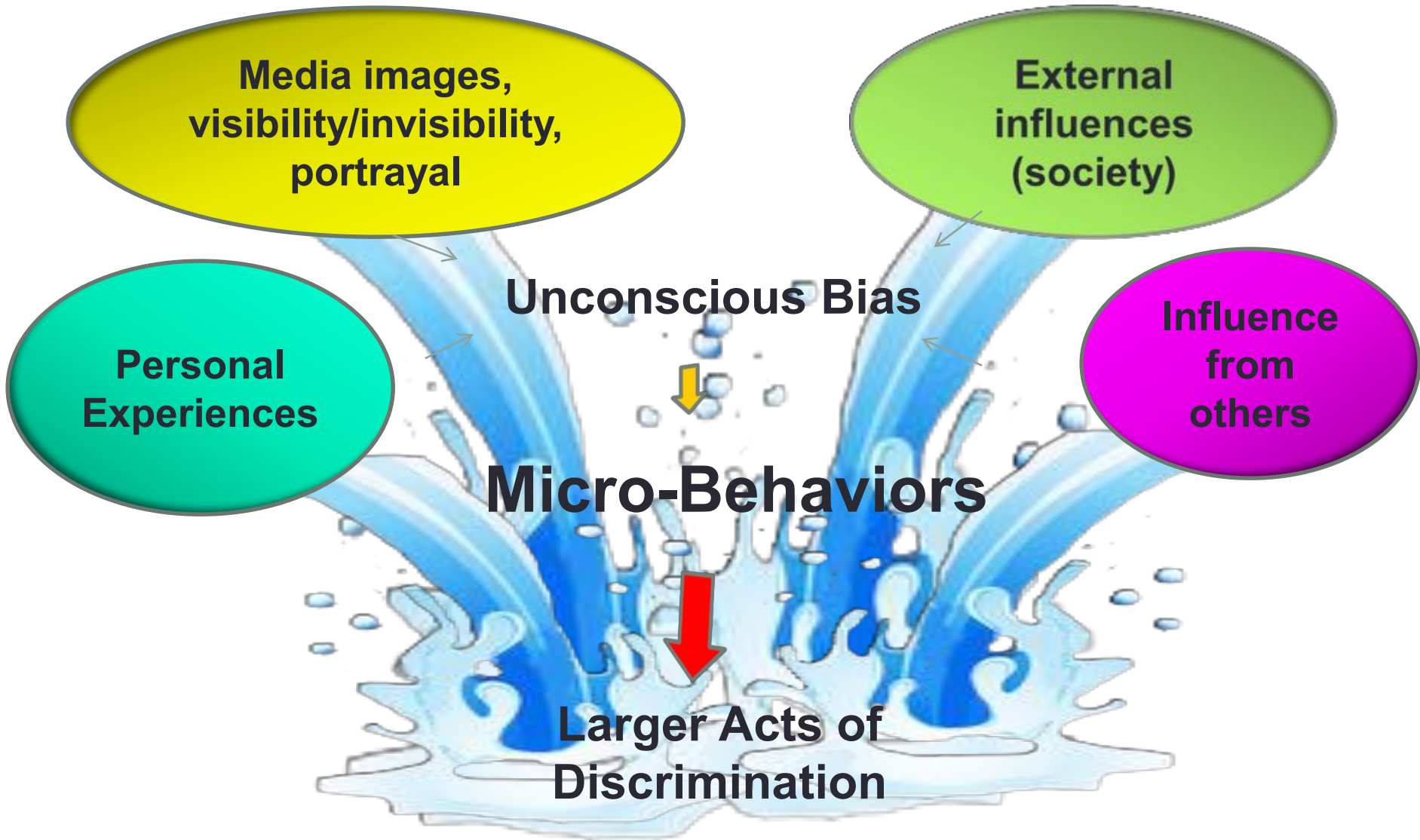
Personal  
Experiences

Influence  
from  
others

Unconscious Bias

Micro-Behaviors

Larger Acts of  
Discrimination

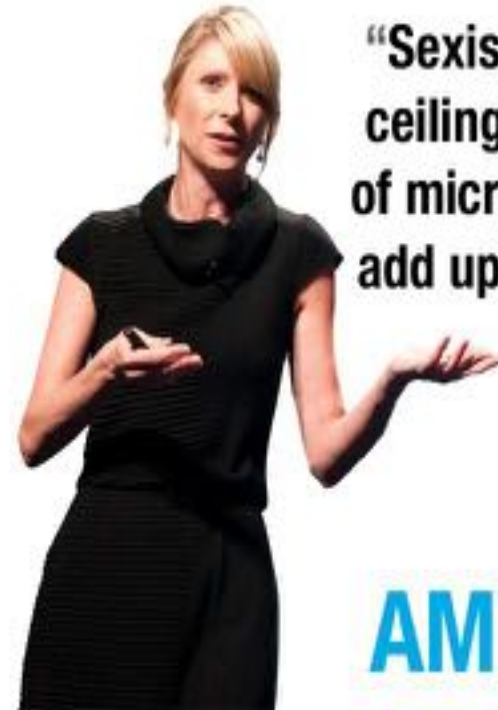




# Micro-inequities

...Small events which are often ephemeral and hard-to-prove, events which are covert, often unintentional, frequently unrecognized by the perpetrator. Micro-inequities occur wherever people are perceived to be different. – *“Barriers to Equality, the Power of Subtle Discrimination to Maintain Unequal Opportunity.”* Mary Rowe, 1990

**“Brief, everyday exchanges that send denigrating messages to certain individuals because of their group membership.”** - Derald Wing Sue



**“Sexism is not a glass ceiling. It’s a labyrinth of micro-inequities that add up over a lifetime”**

**AMY CUDDY**  
Professor at Harvard Business School

***Micro-inequities are woven into all the threads of our work life and of education.***

***They are “micro”, not at all in the sense of trivial, but in the sense of miniature. - Mary Rowe***

[HBR Blog Network](#) / [The Daily Stat](#)

## Being Treated as Invisible is More Harmful than Harassment

by Andrew O'Connell | 8:30 AM June 12, 2014

Comments (3)



Although surveys show that people consider it more psychologically harmful to be harassed than ignored, workplace ostracism turns out to have a bigger impact than harassment, doing greater harm to employees' well-being and causing greater job turnover, says a team led by Jane O'Reilly of the University of Ottawa. Ostracism is also more common: Of more than 1,000 university staff members, **91%** reported such experiences as being ignored, avoided, shut out of conversations, or treated as invisible over the past year, whereas **45%** reported being harassed, such as by being teased, belittled, or embarrassed.

## Examples of Microinequities...

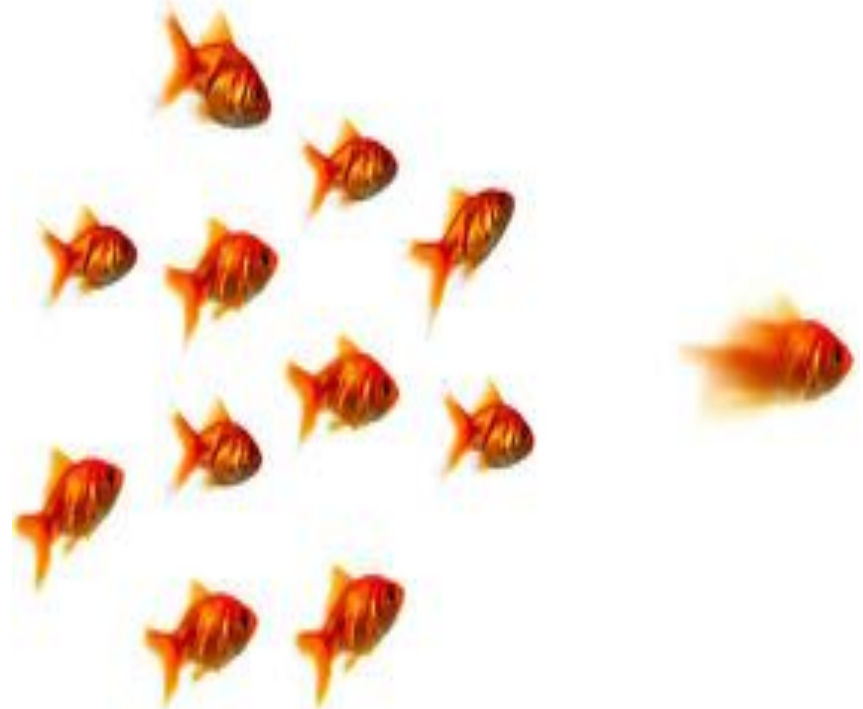


"That's a very good suggestion, Miss Wilson - perhaps one of the men would like to make it?"

- Assuming everyone has the same knowledge of a region/city
- Rolling of the eyes when someone is speaking, performing, or presenting
- Assuming that we all have the same background, and history
- Typing or texting while someone is talking to you
- Calling someone by a nickname rather than their name
- Consistently being late for team meetings
- Using slang/acronyms that not everyone understands
- Making assumptions about life experiences
- Challenging someone's competence or motivation
- Mentioning the achievements of some people at a meeting but not others whose achievements are equally relevant

# Microaffirmations

- ***“...apparently small acts, which are often ephemeral and hard to see, events that are public and private, often unconscious but very effective, which occur wherever people wish to help others to succeed.”***
  - Asking questions
  - Using someone’s name
  - Positive tone of voice
  - Listening
  - Others?



PRIVILEGE/FRAGILITY

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*Privilege is an invisible, weightless  
backpack of special provisions, maps,  
passports, codebooks, visas, clothes,  
tools, and blank checks.*

*--Peggy McIntosh*

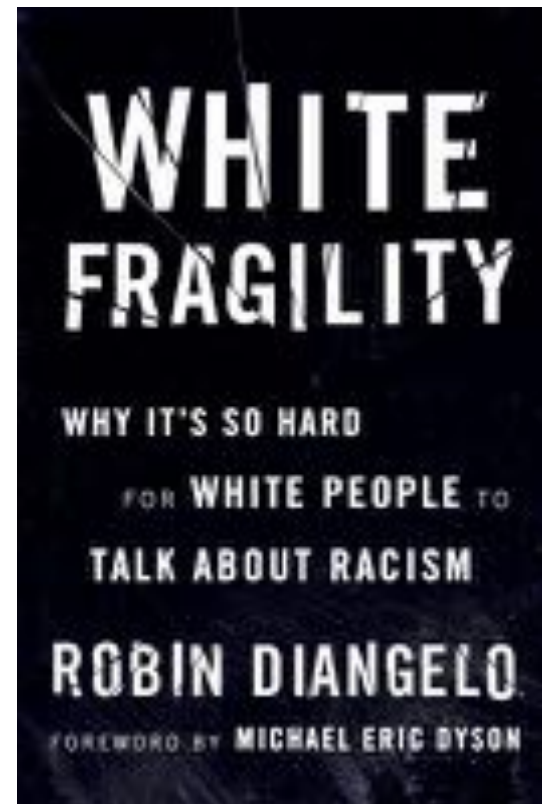


## **“White Fragility”**

***White Fragility is a state in which even a minimum amount of racial stress becomes intolerable, triggering a range of defensive moves. These moves include the outward display of emotions such as anger, fear, and guilt, and behaviors such as argumentation, silence, and leaving the stress-inducing situation.***

***These behaviors, in turn, function to reinstate white racial equilibrium.”***

- Dr. Robin DiAngelo



# **ACTION PLANNING/ MOVING FORWARD**

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# Individual “Bias Interrupters”

Question your assumptions

Analyze

Take a risk

Disrupt the default

Speak out

Hold yourself and others accountable

Which of these might be actionable for you?

What additional learning might be helpful to you?

How might you set up a check-in with or follow-up?

# The Four Leadership Behaviors Linked to Inclusion

## Empowerment

Enabling direct reports to develop and excel.

## Courage

Putting personal interests aside to achieve what needs to be done. Acting on convictions and principles even when it requires personal risk-taking.



## Humility

Admitting mistakes. Learning from criticism and different points of view. Acknowledging and seeking contributions of others to overcome one's limitations.

## Accountability

Demonstrating confidence in direct reports by holding them responsible for performance they can control.

obrigado

Dank U

Merci

mahalo

Köszí

спасибо

Grazie

Thank  
you

mauruuru

Takk

Gracias

Dziękuję

Děkuju

danke

Kiitos

# Resources

- ***Thought papers on Unconscious Bias by Howard Ross*** <http://cookcross.com/services/thought-leadership/free-thought-papers/>
- **Inclusion Nudges:** <http://inclusion-nudges.org/>
- ***Outsmarting Our Brains*** [http://www.ey.com/Publication/vwLUAssets/Outsmarting-our-brains/\\$FILE/EY-RBC-Overcoming-hidden-biases-to-harness-diversity.pdf](http://www.ey.com/Publication/vwLUAssets/Outsmarting-our-brains/$FILE/EY-RBC-Overcoming-hidden-biases-to-harness-diversity.pdf)
- **How Unconscious Bias Affects Everything You Do** <http://www.fastcompany.com/3037359/strong-female-lead/how-unconscious-bias-affects-everything-you-do>
- **Microsoft Unconscious Bias training (free video)**  
<http://blogs.microsoft.com/blog/2015/11/02/uncovering-unconscious-bias/>
- ***Reflecting on the Small Things with Big Impact:*** [http://www.huffingtonpost.com/tanya-m-odom-edm/reflecting-on-the-small-t\\_b\\_5544845.html](http://www.huffingtonpost.com/tanya-m-odom-edm/reflecting-on-the-small-t_b_5544845.html)

# Resources

- *UnBiased* video: <https://www.youtube.com/watch?v=nbE0EoeXd-M>
- *Catalyst Women resources on Unconscious Bias*: <http://www.catalyst.org/unconscious-bias>
- *Microaggressions*:
  - [https://www.buzzfeed.com/hnigatu/racial-microaggressions-you-hear-on-a-daily-basis?utm\\_term=.abnommnvp#.tcEopp7V0](https://www.buzzfeed.com/hnigatu/racial-microaggressions-you-hear-on-a-daily-basis?utm_term=.abnommnvp#.tcEopp7V0)
  - *Microaggressions in Everyday Life*: <https://www.youtube.com/watch?v=BJL2P0JsAS4>
- *Building a Psychologically Safe Workplace*: <https://www.youtube.com/watch?v=LhoLuui9gX8>
- *Getting the Most from Your Diversity Dollars*: <https://www.bcg.com/en-us/publications/2017/people-organization-behavior-culture-getting-the-most-from-diversity-dollars.aspx>
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