

Unconscious Bias: It's Impact in the Workplace



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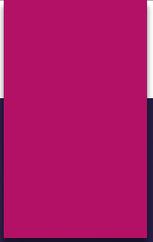
DARLENE V. FLOYD, HORIZONS MANAGEMENT & TRAINING CONSULTANTS, LLC



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WORKSHOP OUTCOMES

- ▶ Understand the concept of unconscious bias.
- ▶ Identify ways unconscious bias affects every aspect of the workplace.
- ▶ Explore ways to identify and address unconscious bias in the workplace.



*“The voyage of discovery is
not in seeking new
landscapes but in having
new eyes.”*

Marcel Proust

BASIC PREMISES



- ▶ We are the products of our experiences, beliefs, values and conditioning and we do not re-examine our beliefs until they are challenged.
- ▶ Most bias is unconscious.
- ▶ The workplace is a microcosm of society.
- ▶ Our thinking manifests into our behavior.
- ▶ People naturally seek commonality.

WHAT IS UNCONSCIOUS BIAS?

- ▶ Mental processes that occur outside of conscious awareness.
- ▶ Automated bias.
- ▶ Assigned vs. assessed.
- ▶ Interpretation based on faulty assessment.
- ▶ An assumption or prejudice based on stereotypes.
- ▶ Covert/subtle.

UNCONSCIOUS BIAS



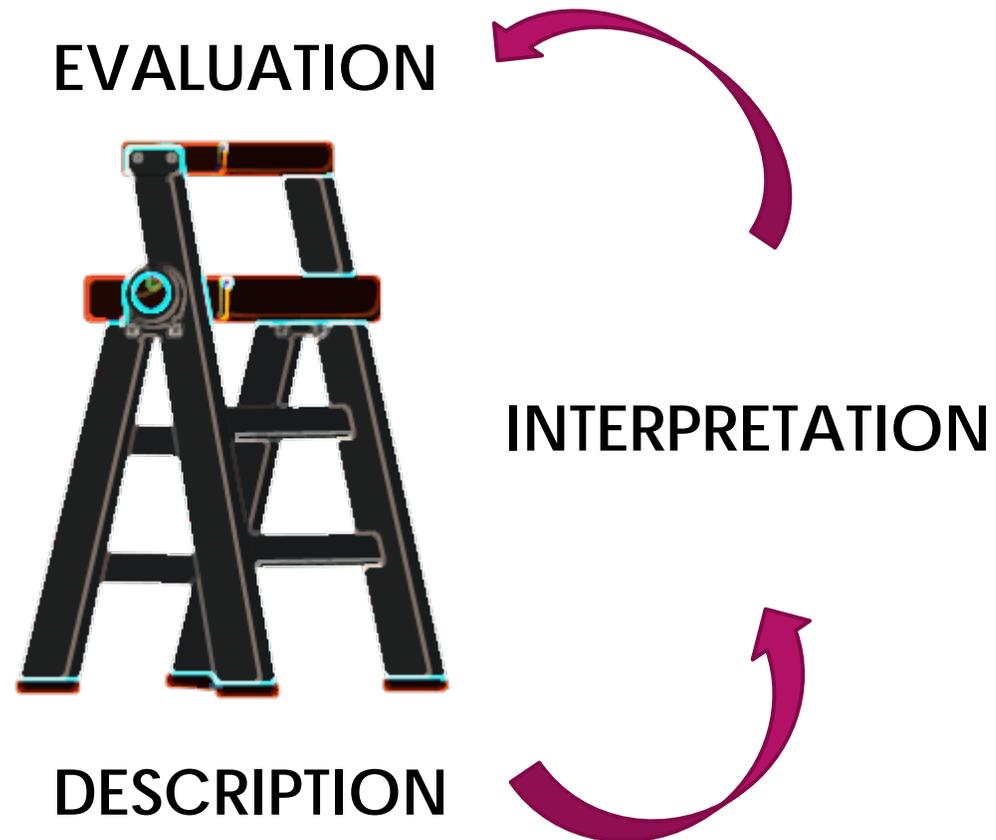
HOW IS BIAS CREATED:

- ▶ Family, friends, peers (Like me bias)
- ▶ Culture, religion
- ▶ Media, myths, legends, fairy tales (confirmation bias)
- ▶ Experiences
- ▶ Appearances (Broken window bias)



ROLLING THE D-I-E

- ▶ Description
- ▶ Interpretation
- ▶ Evaluation



UNCONSCIOUS BIAS → **CONSCIOUS**
BEHAVIOR

- ▶ **Self-fulfilling Prophecy**
- ▶ **Fundamental Attribution Error (FAE)**

INTENT ≠ IMPACT

WORKPLACE IMPACT



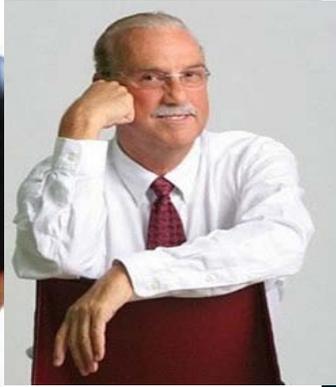
- ▶ Discriminatory treatment/practices
- ▶ Flawed “Meritocracy”
- ▶ Lack of workforce diversity

Hiring
Recruitment
Discipline
Performance Evaluation
Assignment of Work
Promotions
Career Development

DATA SOURCES

- ▶ EEOC Women's Workgroup Report
- ▶ EEOC African-American Workgroup Report
- ▶ When An Educated Man Becomes Lighter in the Mind's Eye
- ▶ The Name Game: Affective Hiring Reactions to First Names
- ▶ A Field Experiment on Labor Market Discrimination

WHO WOULD YOU CHOOSE?



WHO WOULD YOU CHOOSE?

1. Virginia Hemby
2. Samuel Song
3. Javonte Brown
4. Cheng-gong Liu
5. Anna Sanchez
6. Hamid Sarkis
7. Brandon Alexander
8. LaKeisha Williams
9. Anastasiya Vasiliev
10. Mandouh el-Hakem



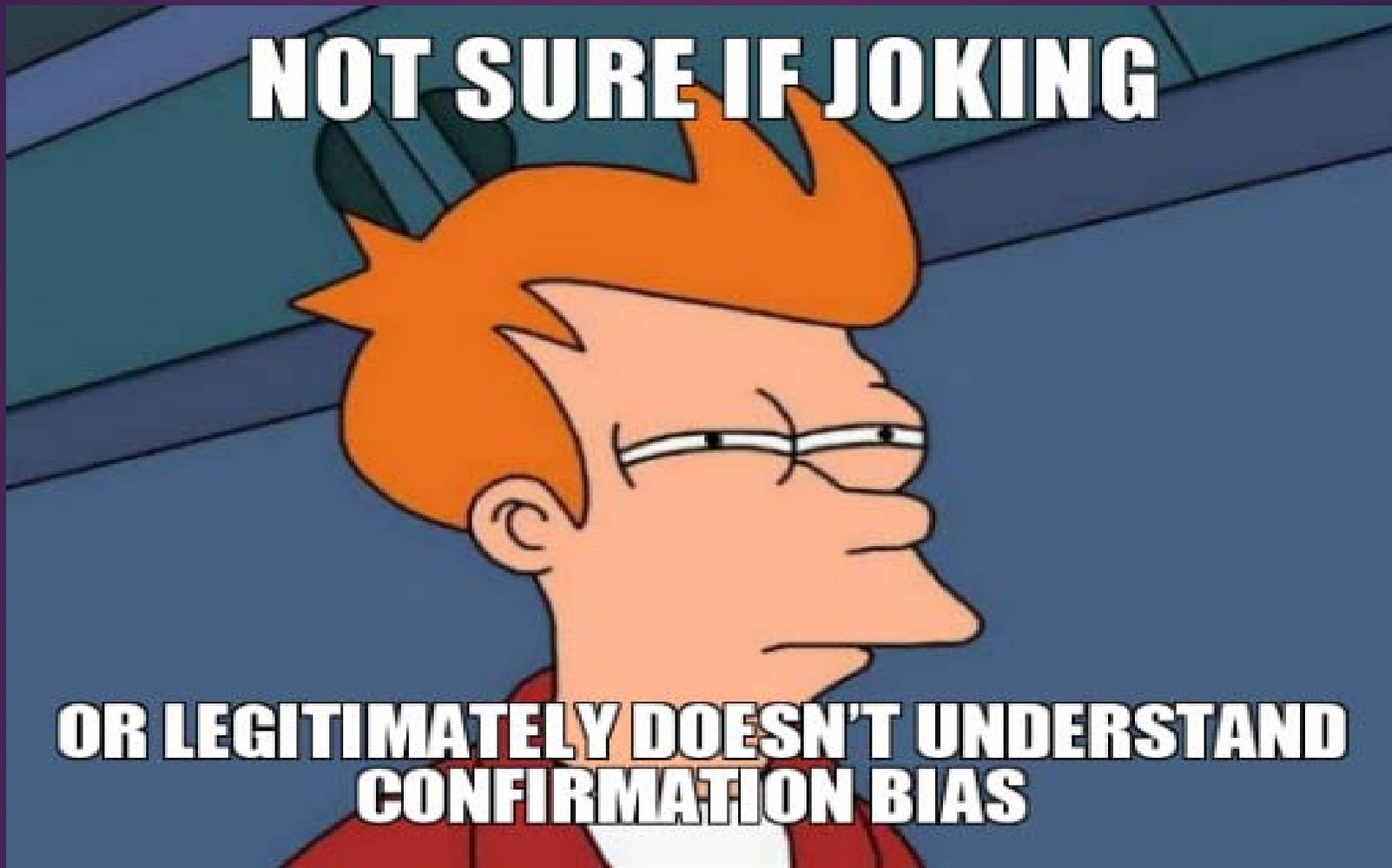
WORKPLACE IMPACT



- ▶ Creates disadvantaged groups – ethnocentrism
- ▶ Limits
 - ▶ Creativity
 - ▶ Collaboration
 - ▶ Innovation
- ▶ Relationships

NOT SURE IF JOKING

**OR LEGITIMATELY DOESN'T UNDERSTAND
CONFIRMATION BIAS**



IMPACT - RELATIONSHIPS



Comment

Joke

Humor



History

Relationship

Expectations

Context

Stereotypes



Insult

Offensive

Inappropriate

Appropriate

WAYS TO ADDRESS UNCONSCIOUS BIAS

- ▶ **Transformational Leadership**
 - ▶ Commitment to EEO and Diversity
 - ▶ Accountability
 - ▶ Strategic Planning
 - ▶ Transparent decision-making
 - ▶ Selection of managers and supervisors
 - ▶ 360 Degree Assessments
 - ▶ Mandate training
 - ▶ Key message - innovation, inclusion, collaboration
 - ▶ Culture Change

WAYS TO ADDRESS UNCONSCIOUS BIAS

- ▶ Executive Order 13583
- ▶ Assess
- ▶ Analyze
- ▶ Monitor
- ▶ Educate
- ▶ Change Organizational Models and Processes

WAYS TO ADDRESS UNCONSCIOUS BIAS

- ▶ Create diverse work teams
- ▶ Partnerships (EEO, HR, SEPM, Affinity Groups, Unions)
- ▶ Create “Safe Spaces” © Lucent Technologies

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