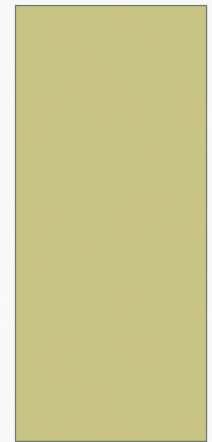


# IMPLICIT BIAS WEEK

WHAT HAVE WE LEARNED, WHAT NEXT?

JAMES M. JONES, DIRECTOR  
CENTER FOR THE STUDY OF DIVERSITY  
APRIL 13, 2017



# IMPLICIT BIASES DO NOT MAKE BAD PEOPLE

**BLIND  
SPOT**

HIDDEN BIASES  
*of*  
GOOD PEOPLE

MAHZARIN R. BANAJI  
ANTHONY G. GREENWALD

# WHAT IS IMPLICIT BIAS?

Unconscious (System 1 ) processes affect Conscious (System 2) processes **without awareness**

Unconscious processes are based on attitudes/associations that reflect influences of the world arounds us and are learned over time.

Associations reflect the stereotypes, and societal judgments of what is good and bad

System 1 **biases** influence perceptions, judgments and behaviors without our awareness

People have limited ability to control their influence on perceptions and behavior

# HOW CAN WE MITIGATE IMPLICIT BIAS EFFECTS?

1. **Interrupt the ability of unconscious biases to affect conscious processes.**
  - Identify points where decision-maker has **discretion**
  - **Example:**
    - Music auditions from behind a screen
      - 20% of orchestra members were women w/out screen
      - 40% of orchestra members were women w/ screen
  - **NB:**
    - *Did not change stereotypes/biases, simply disconnected them from decision-making*
  - **Question:**
    - *How can you interrupt the unconscious-conscious connection?—*
    - *what is the equivalent of the screen in any implicit bias situation?*

# HOW CAN WE MITIGATE THESE IMPLICIT BIAS EFFECTS?

## 2. Use checklists /protocols

- **What do they do:**

- First, they disentangle the thinking that goes into a decision—we typically aggregate relevant information and use our judgment to arrive at the best course of action
- Second, checklists reduce reliance on human judgment

- **NB:**

- We believe we are smart, make good decisions, and are fair. We fail to see how system 1 processes introduce biases in our perceptions and judgments .

- **Question:**

- Of what should checklist/protocols consist?

# EXAMPLE OF CHECKLIST: POLICY (LAW FIRM)

- Does the firm set diversity and inclusion goals for all underrepresented groups?
- Are managing partners evaluated, held accountable, and rewarded economically for reaching diversity and inclusion goals?
- Has the firm considered allowing time spent on diversity efforts to be counted as billable time?
- Does the firm have a clear non-discrimination policy?
- Do employees have meaningful access to a fair and anonymous complaint process for micro-aggression and bias incidents?
- Does the firm conduct and evaluate trainings about racism, homophobia, transphobia, ableism, etc. for staff at all levels of the firm?
- Are billable assignments and client contact opportunities distributed equally to all new and mid-level lawyers?
- Does the firm have a Chief Diversity Officer?
- Does the Chief Diversity Officer have sufficient clout?
- Are recommendations from diversity committees consistently implemented?

# HOW CAN WE MITIGATE THESE IMPLICIT BIAS EFFECTS?

## 3. Distinguish education from training

- **Education** creates a permanent behavioral change in an individual through **imparting knowledge**
- **Training** helps an individual gain a particular skill
- **Questions:**
  - What **knowledge** is necessary to mitigate Implicit Bias?
  - What **skills** should a person possess to act on that knowledge?
  - How do or can one **train** a person in those skills?

# HOW CAN WE MITIGATE THESE IMPLICIT BIAS EFFECTS?

4. Use evidence-based interventions as much as possible
  - There is little scientific evidence that specific implicit bias interventions produce desired changes in behavior
  - There is little scientific evidence that specific implicit bias interventions do not produce desired changes in behavior.
  - **Desiderata:**
    - Spending large sums for outside companies to provide this work may not be money well spent.
    - In-house efforts at education and training may be better to do
      - Because they are cost-efficient
      - They organize attention, motivation and synergies
      - And they may well make a desired difference



# WHAT NEXT?

Education is not enough!

- Stereotypes exert influence **even when we are aware of them** (checkerboard, ba-fa etc.)
- Educate about stereotypes, implicit bias processes and effects
- But, develop evidence-based mitigation strategies

**Disrupt** the influence of unconscious biases on conscious judgements

- Focus on and develop **disruption** strategies. Such as the audition screens

Identify and develop **checklists/protocols**

- Provide systematic ways to derail implicit bias processes.
- Determine sources of bias and ways to remove them from decision-making
- Identify discretionary aspects of decisions and introduce protocols/checklists to mitigate their biasing effects

Convert implicit bias knowledge to **skills-training protocols**.

- What skills are needed to mitigate implicit bias?
- How can we train them?

# WHAT NEXT?

Measure  
Everything

Analyze  
everything you  
measure

Use the analyses  
to guide goals,  
policy and  
programs

Thank you for your  
time and interest!