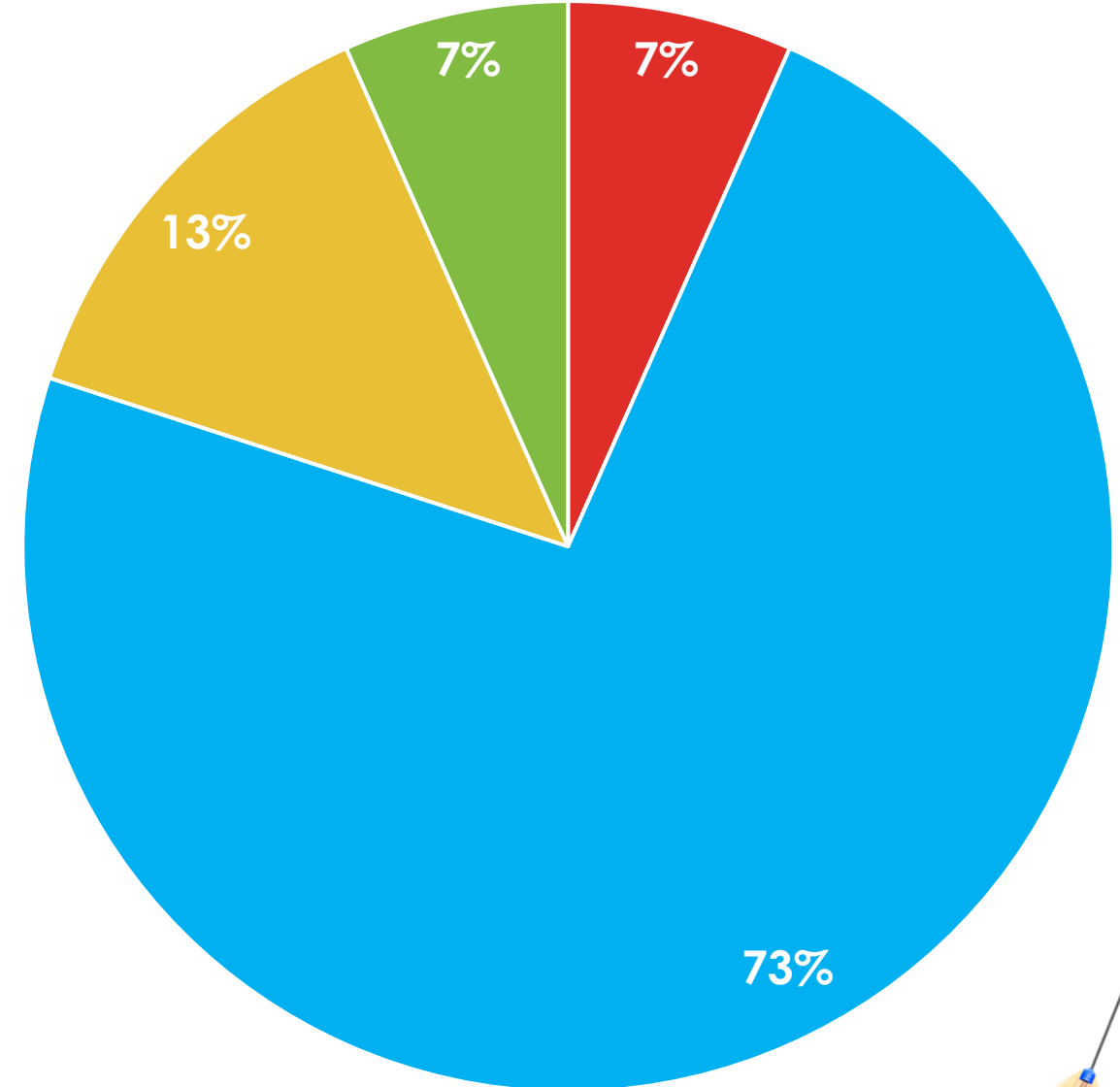


# UNDERSTANDING AND DISMANTLING OUR BIASES

*Practical Management  
&  
Leadership Consulting*



- **I have never heard of implicit (or unconscious) bias. (1 - 7%)**
- **I have some idea of what implicit (or unconscious) bias is. (11 - 73%)**
- **I fully understand what implicit (or unconscious) bias is. (2 - 13%)**
- **I am knowledgeable enough about implicit (or unconscious) bias to teach the concept to others. (1 - 7%)**

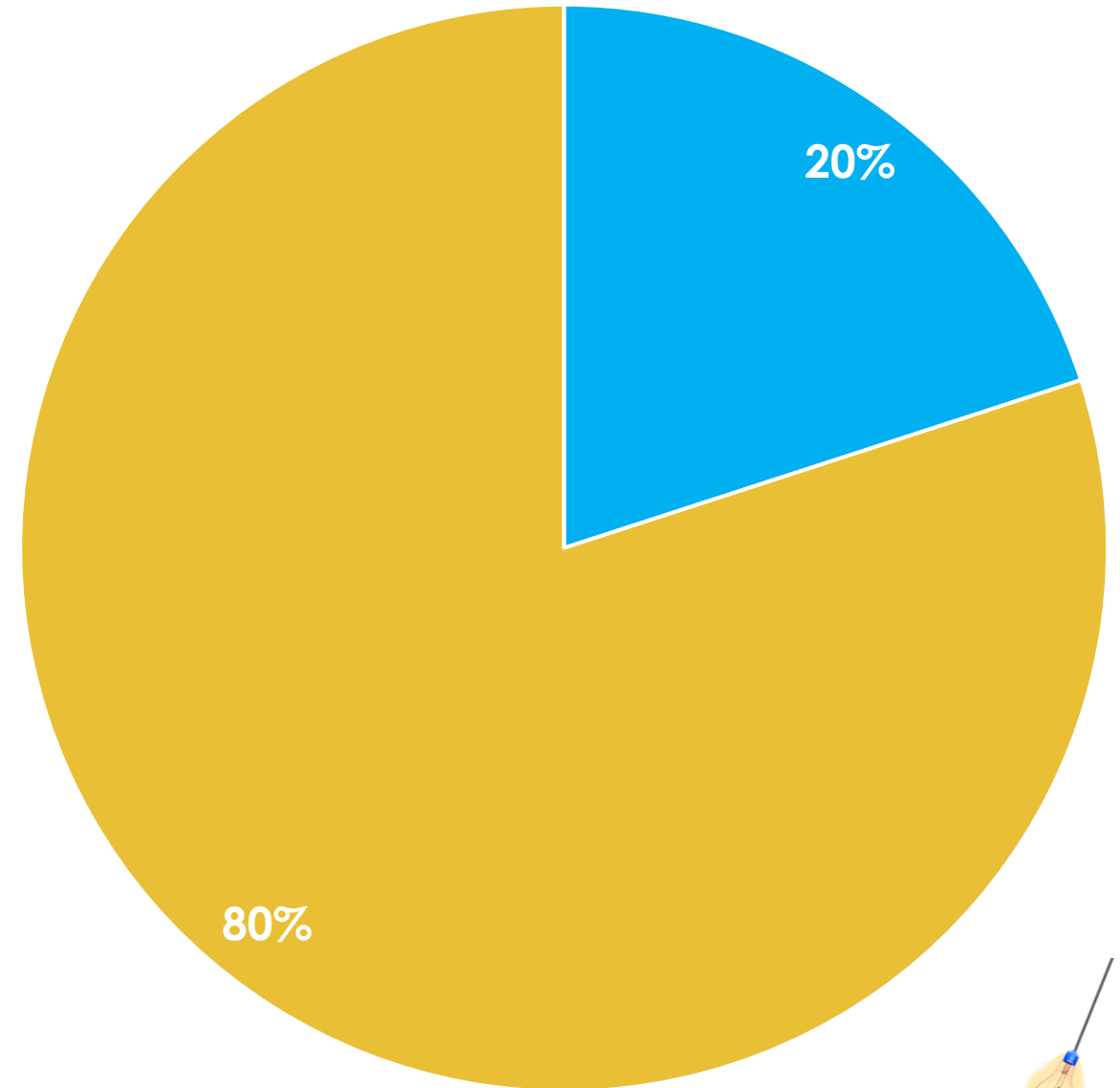


■ a positive thing (0 - 0%)

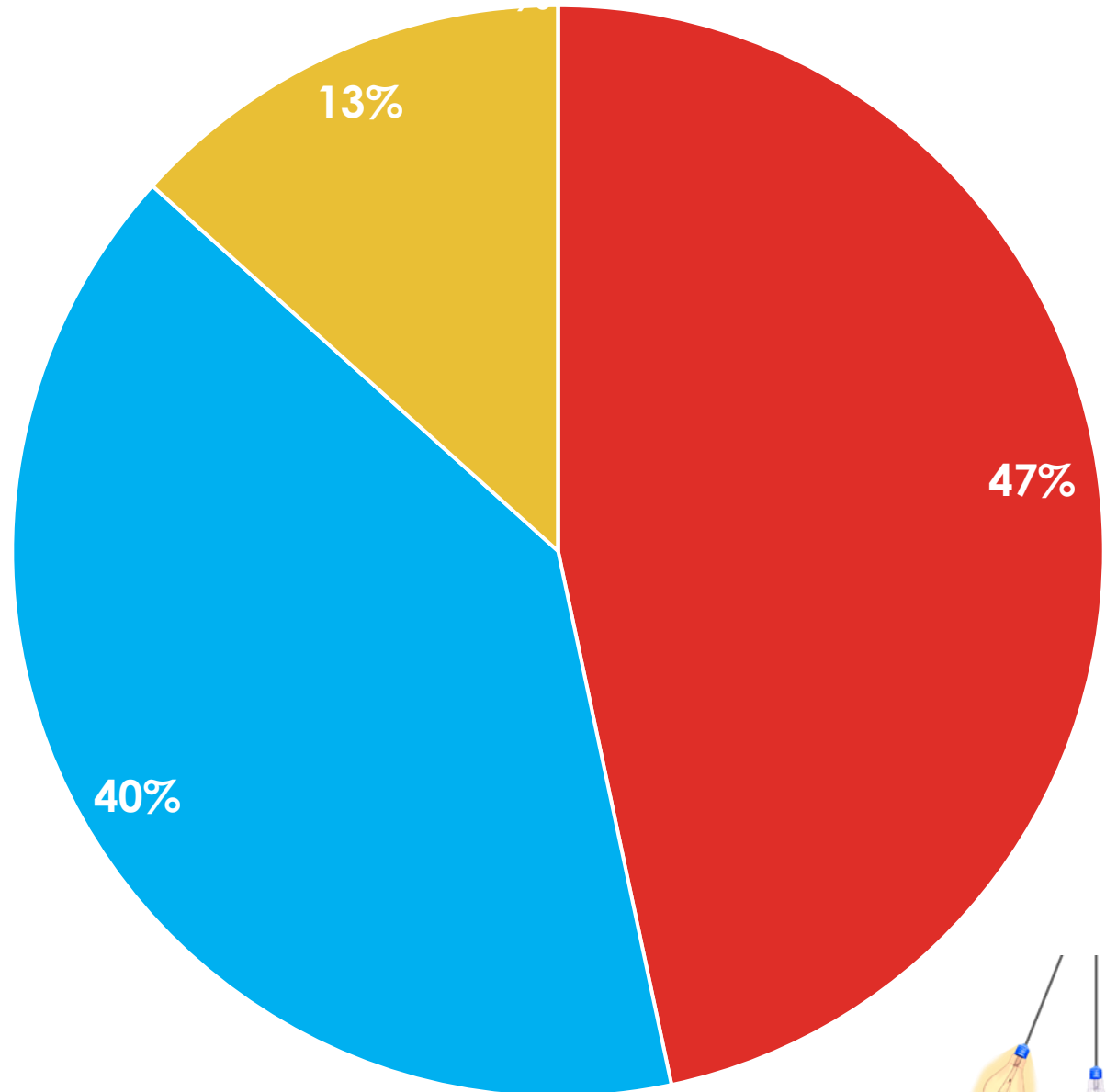
■ a negative thing (3 - 20%)

■ both positive and negative  
(12 - 80%)

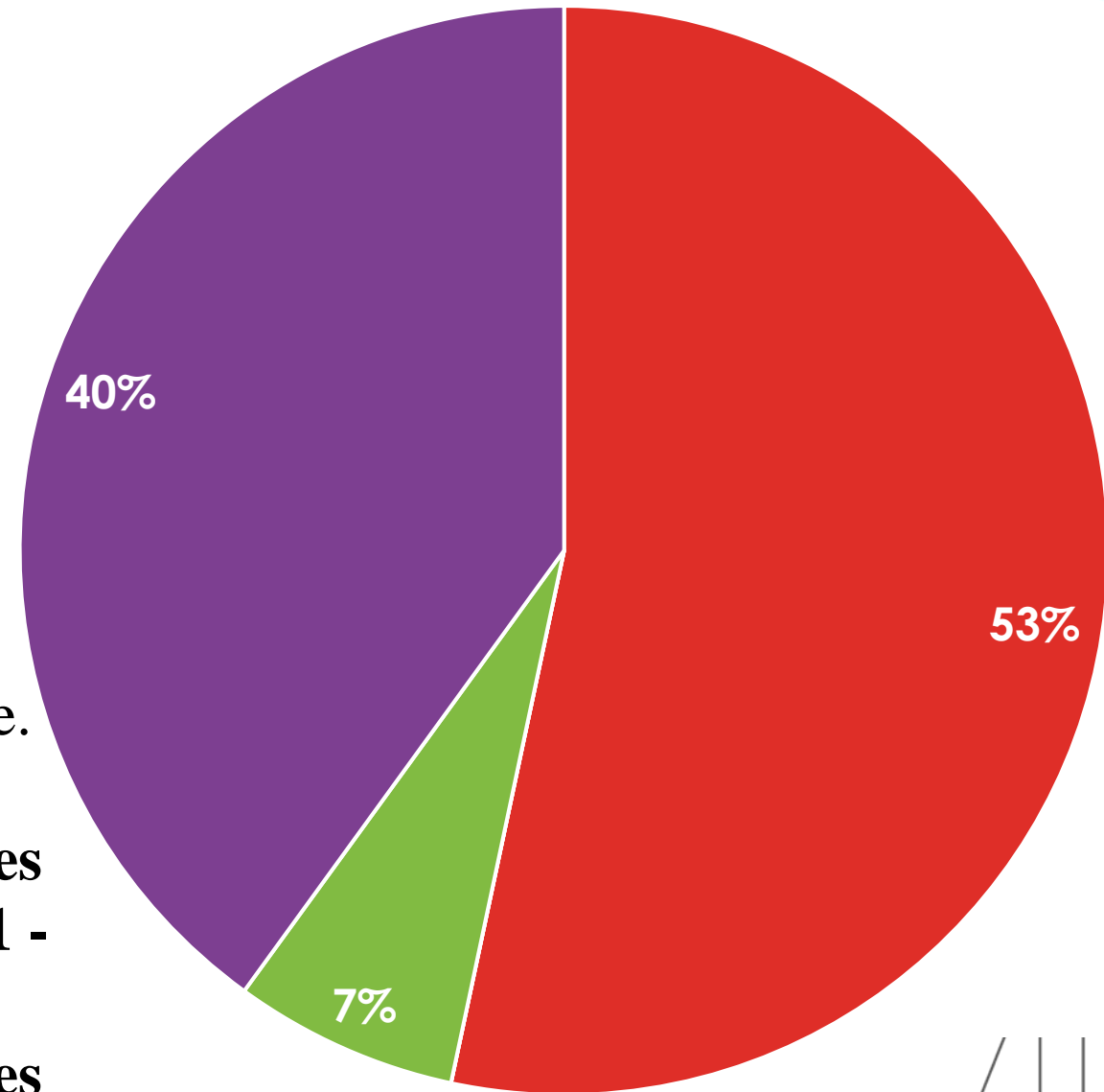
■ N/A; implicit bias does not  
exist (0 - 0%)



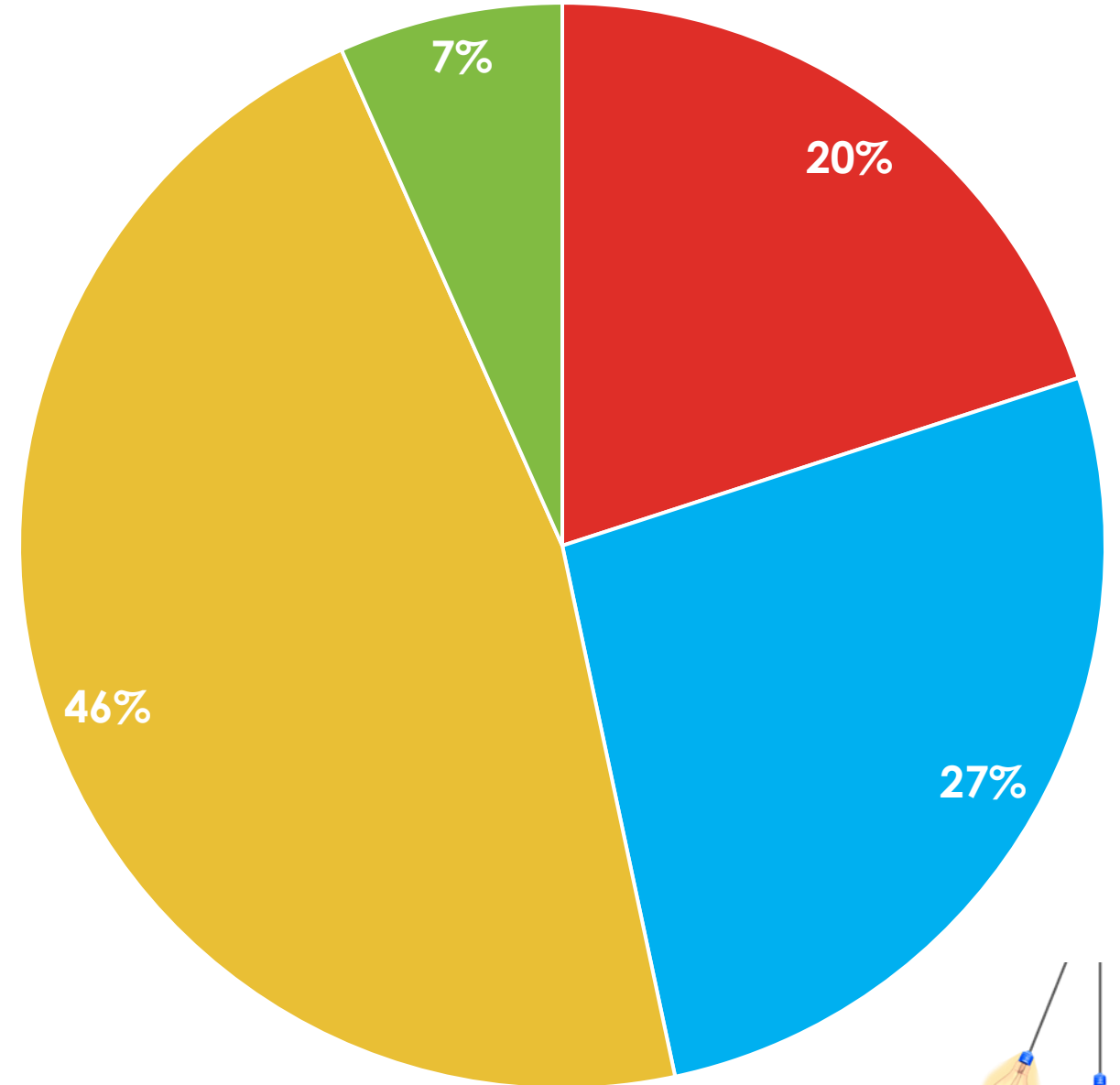
- **I have never heard of institutionalized or systemic bias. (7 - 47%)**
- **I have some understanding of what institutionalized and systemic biases are. (6 - 40%)**
- **I fully understand what institutionalized or systemic biases are. (2 - 13%)**
- **I am knowledgeable enough about institutionalized and systemic biases to teach the concept to others. (0 - 0%)**



- **I do not understand what is meant by institutionalized or systemic bias. (8 - 53%)**
- I do not believe that institutionalized or systemic bias exists. (0 - 0%)
- I believe that institutionalized or systemic biases exist. I believe they do not actually impact anyone. (0 - 0%)
- **I believe that institutionalized or systemic biases exist. I believe they impact everyone equally. (1 - 7%)**
- **I believe that institutionalized or systemic biases exist. I believe they disproportionately impact some people more than others. (6 - 40%)**



- **I hold no implicit biases. (3 - 20%)**
- **The way I interact with the world is not at all shaped by my implicit biases. (4 - 27%)**
- **The way I interact with the world is somewhat shaped by my implicit biases. (7 - 46%)**
- **The way I interact with the world is significantly shaped by my implicit biases. (1 - 7%)**







*One day, a father and son get into a serious car accident. The man is killed instantly. The son is knocked unconscious, but he's still alive. He's rushed to the hospital, in need of immediate surgery. A doctor enters the emergency room, looks at the boy, and says...*

*"I can't operate on this boy. He's my son."*





# What are biases?



## What are biases? Remember!

- All humans hold both positive and negative conscious and unconscious biases.
- Biases are not always negative, but positive biases can also lead to unintended harm.
- Research has found evidence of implicit bias in the general population based on gender, age, sexual orientation, race & ethnicity, religion, disability, and appearance.



## What are biases? Remember!

- Implicit (unconscious) bias is difficult to detect, assess, or measure, particularly because research shows that the strength of our implicit biases can vary based on internal and external factors.
- Individual incidents involving implicit bias are often easily dismissed unless we actively look for patterns or inconsistencies within our own behavior.
- Becoming aware of our own biases is the first step in counteracting any potential negative effects.



## What are biases? Remember!

- Institutionalized or systemic bias occurs when rules, policies, practices, and procedures operate in ways which result in certain groups of people being advantaged or favored and other groups of people being disadvantaged or devalued.
- Institutionalized or systemic bias is created, upheld, and strengthened by a complex web of personal biases, cultural patterns, and societal norms.





INSPIRED BY A PUBLIC SCHOOL STUDENT WITH DISABILITIES



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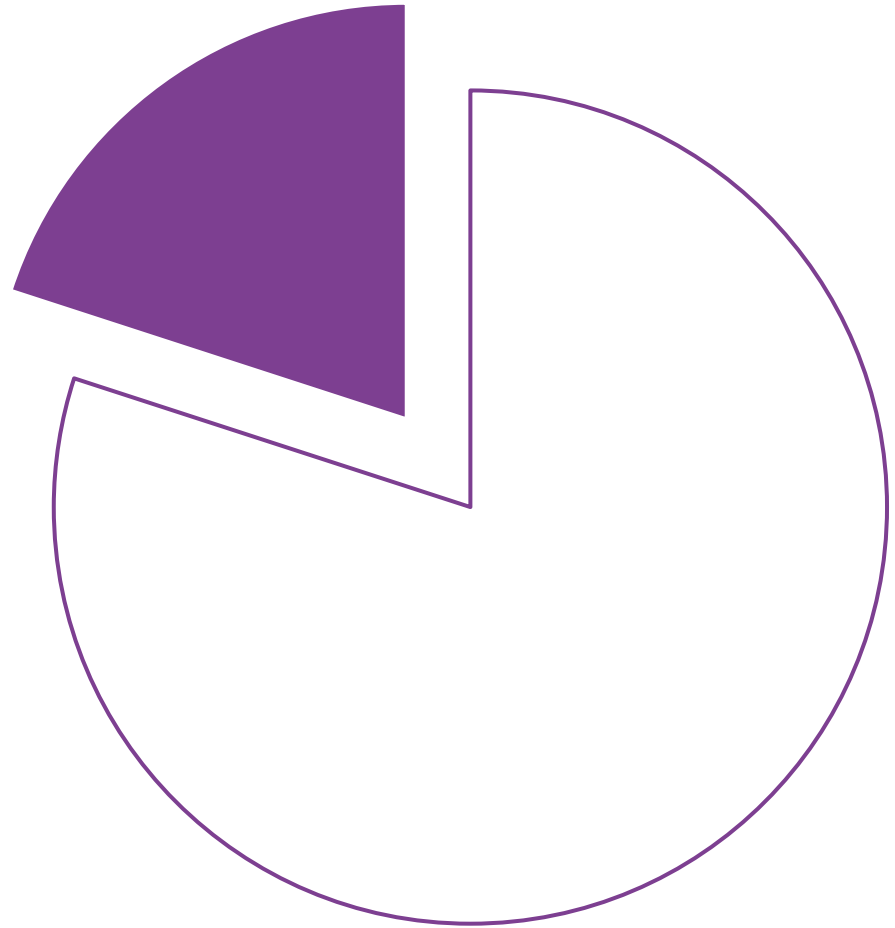
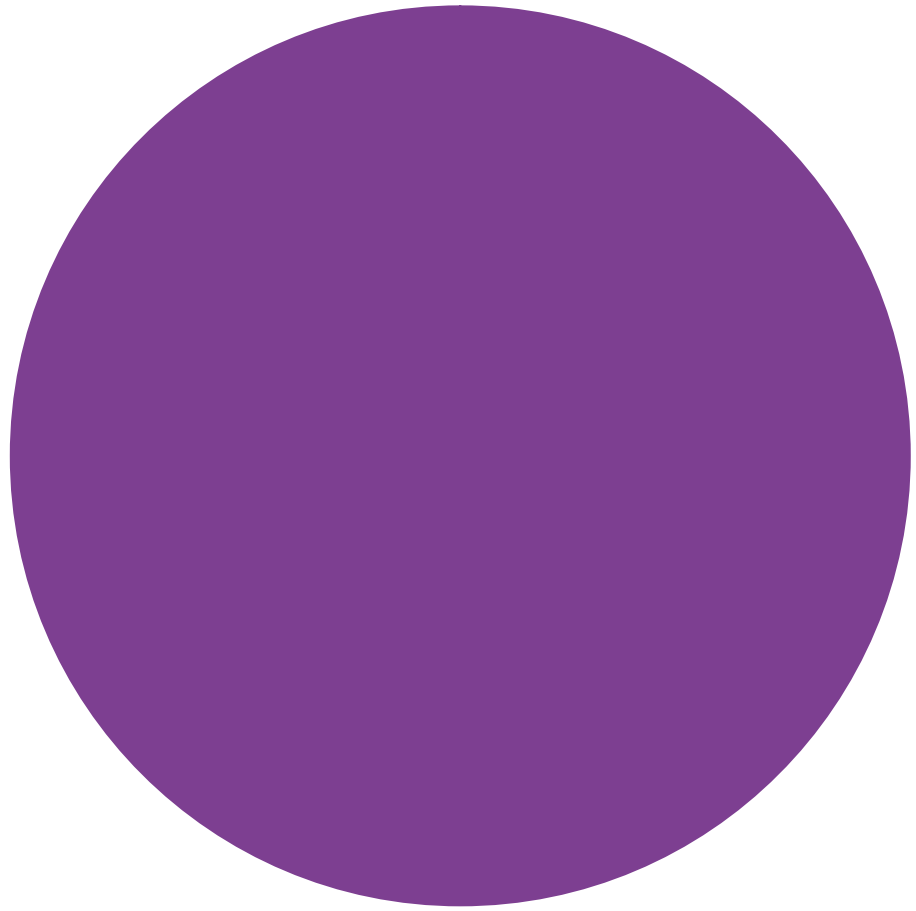






# Real World Effects





# Real World Effects: Remember!

## Unchallenged implicit bias:

- Results in behavior that is preferential toward or against people with specific characteristics.
- Influences our decision-making processes, at many different cognitive checkpoints along the way.
- Adversely influences trust in relationships, organizations, and communities when the bias manifests in a negative way.



# Real World Effects: Remember!

Unchallenged positive implicit bias  
can lead to:

- Nepotism
- Favoritism
- Promotions
- Positive evaluations/raises

Unchallenged negative implicit bias  
can lead to:

- Discrimination
- Microaggressions
- Bullying
- Harassment





# Real World Effects: Remember!

There have been many studies conducted in recent years which demonstrate the real-world effects of implicit bias.

People with marginalized identities are more likely to suffer adverse consequences from negative biases.

It is possible to hold implicit bias against a group to which you yourself belong, or to hold bias in favor of a group acting against your own interests.



# Real World Effects: Remember!

Implicit biases can create a negative experience before you ever interact with someone.

Empathy and compassion have measurable impact on stereotypic attitudes and implicit biases.



# Real World Effects: Remember!

## Cognitive empathy

the ability to understand how another person feels

## Affective empathy

the ability to share the feelings of another person

## Behavioral empathy

the ability to react appropriately to how another person feels



# Real World Effects: Remember!

Empathy is a neurobiologically-based competency that can be taught.

Think of it less like a character trait  
and more like a set of communication skills.

Learning these skills can help combat the empathy gap!

Increasing empathy can lead to personal, communal,  
organizational, and societal benefits.



# Real World Effects: Remember!

*“Love and compassion are necessities.*

*They are not luxuries. Without them,  
humanity will not survive.”*

*-HH The Dalai Lama*







# Dismantling Our Biases



# Dismantling Our Biases: Remember!

Identify our biases in order to confront them

- IAT or other self-inventories

Challenging biases in ourselves is EPIC

- Engage in perspective taking
- Practice the right message
- Individuate people
- Challenge stereotypes



# Dismantling Our Biases: Remember!

Use tools and strategies to prevent biases from influencing our decisions or creating a negative impact.

- Awareness of biases, stereotypes, and societal messaging
- Practice affective empathy rather than cognitive empathy
- Cultivate relationships
- Seek out differing perspectives
- CHECK IT TO WRECK IT
- Emotional regulation skills



# Dismantling Our Biases: Remember!

## Active listening

- Focus
- Listen
- Practice affective empathy
- Acknowledge their position

Spend time on “human moments”





# Dismantling Our Biases: Remember!

- Take the IAT
- Keep track of your surprises
- Individuate people
- Pause before decisions – check it to wreck it
- Practice active listening
- Practice affective empathy – self-reflect
- Emotional regulation skills
- Be open to learning – have respect for differing viewpoints
- Be aware of your language







environment  
vibe  
business  
grow  
employee  
good  
culture  
salon/spa  
Career  
feel  
believe  
Great  
retention  
reputation  
team  
work  
company  
experience  
positive  
well  
client  
ambiance  
established  
wonderful  
learn  
Gloria  
family  
successful  
atmosphere  
people



# Evolving Our World



# Evolving Our World: Remember!

Challenge bias in action:

- Inquire
- Paraphrase/Reflect
- Reframe
- Express the impact of the statement
- Express one's preference
- Re-direct the conversation
- Use strategic questions
- Re-visit









# Evolving Our World: Remember!

Acknowledge existing barriers

Make failure your ally

Embrace authenticity





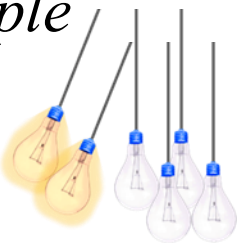
*I was reading a book ...which included the phrase “In these days of political correctness...” talking about no longer making jokes that denigrated people for their culture or for the colour of their skin. And I thought, “That’s not actually anything to do with ‘political correctness’. That’s just treating other people with respect.”*

*Which made me oddly happy. I started imagining a world in which we replaced the phrase “politically correct” wherever we could with “treating other people with respect”, and it made me smile.*

*You should try it. It’s peculiarly enlightening.*

*I know what you’re thinking now. You’re thinking “Oh my god, that’s treating other people with respect gone mad!”*

**-Neil Gaiman, author**



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