

IMPLICIT BIAS:

UNDERSTANDING AND
ADDRESSING ITS IMPACT

Pacific Northwest Intergovernmental Audit Forum

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GOALS FOR TODAY'S SESSION



Develop and/or expand on an understanding of implicit bias.



Consider ways in which implicit bias can impact your areas of work and responsibility.



Commit to eliminating implicit bias at various stages of work.

AGREEMENTS: GUIDANCE FOR TODAY'S SESSION

“Community agreements serve as a consensus on what every person in this group needs from each other and commits to one another in order to feel **SAFE, SUPPORTED, OPEN, PRODUCTIVE,** and **TRUSTING**, so that the group may individually and collectively serve students and families well, do its best work, and achieve a common vision.” -- NEP, 2016

Agreements \neq Rules or Norms

Agreements are *RELATIONAL* and *OPERATIONAL*

ESTABLISHING AGREEMENTS

Stay Engaged

Remain morally, emotionally, intellectually, and socially involved in the dialogue.

Take care of yourself so you can be as present as possible.

Speak Your Truth

Speak on your behalf, being careful not to take anyone to task.

Hold yourself accountable in this context.

Be open about your own thoughts and feelings.

ESTABLISHING AGREEMENTS

Experience Discomfort

Understand that, through dialogue, healing and change can begin.

Talking with others presents a feeling of being uncomfortable.

Roll with it.

Expect and Accept Non-Closure

Hang out in uncertainty in some contexts of the dialogue.

Do not rush to quick solutions.

Understanding requires ongoing dialogue, which may not end today.

ICE BREAKER

A father and his son are involved in a horrific car crash and the man died at the scene. But when the child arrived at the hospital and was rushed into the operating theatre, the surgeon pulled away and said: “I can’t operate on this boy, he’s my son”.

WHAT IS BIAS?



Inclination

Prejudice

Unconscious Feelings

Judgement

Preferences

“Social categorization”

UNDERSTANDING BIAS.....

Stereotype: Beliefs or expectations about characteristics associated with a group of people.

Prejudice: Evaluations or affective reactions to groups.

Discrimination: Treating people differently than others based upon their perceived group membership.

Bias: Preference for or against something; embracing the familiar—rejection of the unfamiliar

90%

EXPLORING BIAS

<https://youtu.be/BFcjfqmVah8>

1. What messages, if any, in the video surprised you?
2. Experts say that we all have blind spots, which can lead to snap judgments. Have you ever found yourself “writing off” or rationalizing a snap judgment as an honest mistake? What lesson did you learn from this experience?
3. In what types of situations do you find yourself allowing your brain to work on autopilot? How can you prevent this from happening?

EXPLICIT VERSUS IMPLICIT BIAS

Explicit and Implicit Bias: What's the difference?

(Conscious Brain vs. Hidden Brain)

*System 1: Unconscious

System 2: Conscious

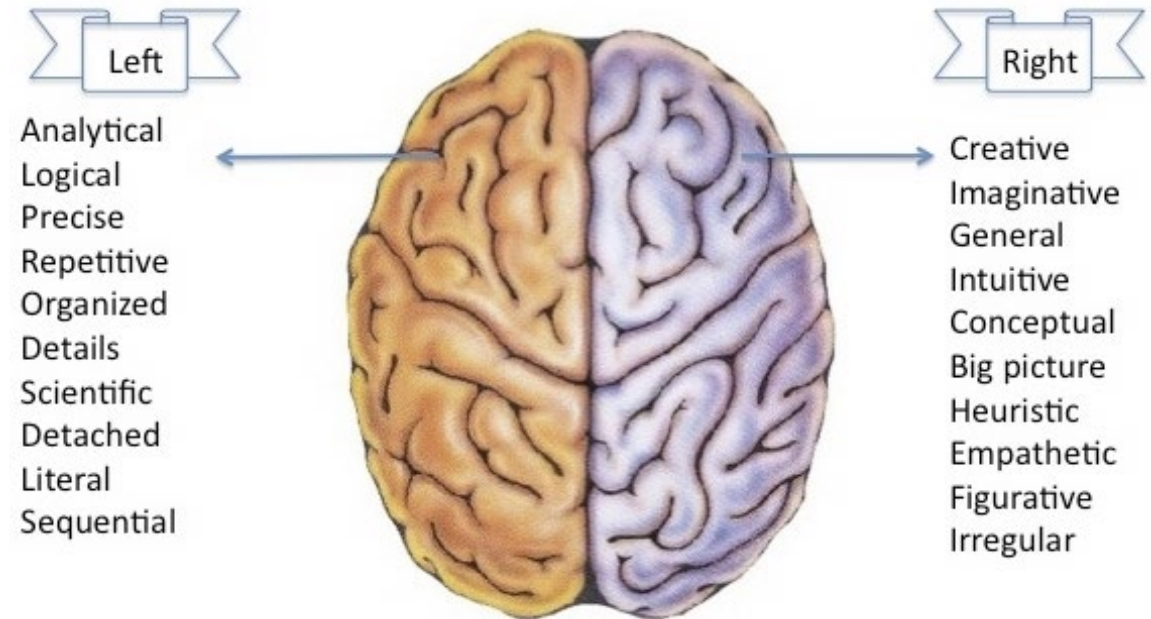
Knots and Mindbugs

(mental associations formed by direct and indirect messaging)

*Blind Spot: Hidden Biases of Good People

*Kirwan Institute for the Study of Race and Ethnicity

*"8 Common Thinking Mistakes Our Brains Make Every Day and How to Prevent Them



DECISION-MAKING QUIZ

1

Answer each of the quiz questions individually.

2

Be open and honest in your responses!

WHAT DO YOUR RESPONSES REVEAL?

1. Overconfidence Bias

2. Availability Heuristic

3. Confirmation Bias

4. Anchoring and Adjustment Heuristic

5. Anchoring and Adjustment Heuristic

6. “Rush to Solve”

COMMON KINDS OF IMPLICIT BIAS IN AUDITING

Availability Bias

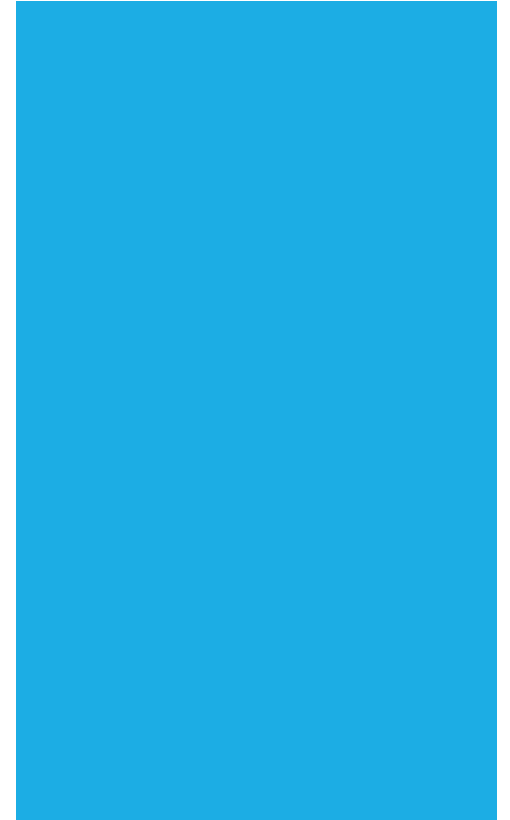
- Information most readily available

Confirmation bias

- Confirms pre-existing beliefs and ignores information that does not conform to expectations.

Rush to Solve/Judge

- Tight deadlines lead to overlooking important information
- Clustering different facts



COMMON KINDS OF IMPLICIT BIAS IN AUDITING

Anchoring and Adjustment

- ❑ When estimating value, anchoring to a preliminary amount and make adjustments to arrive at a final value

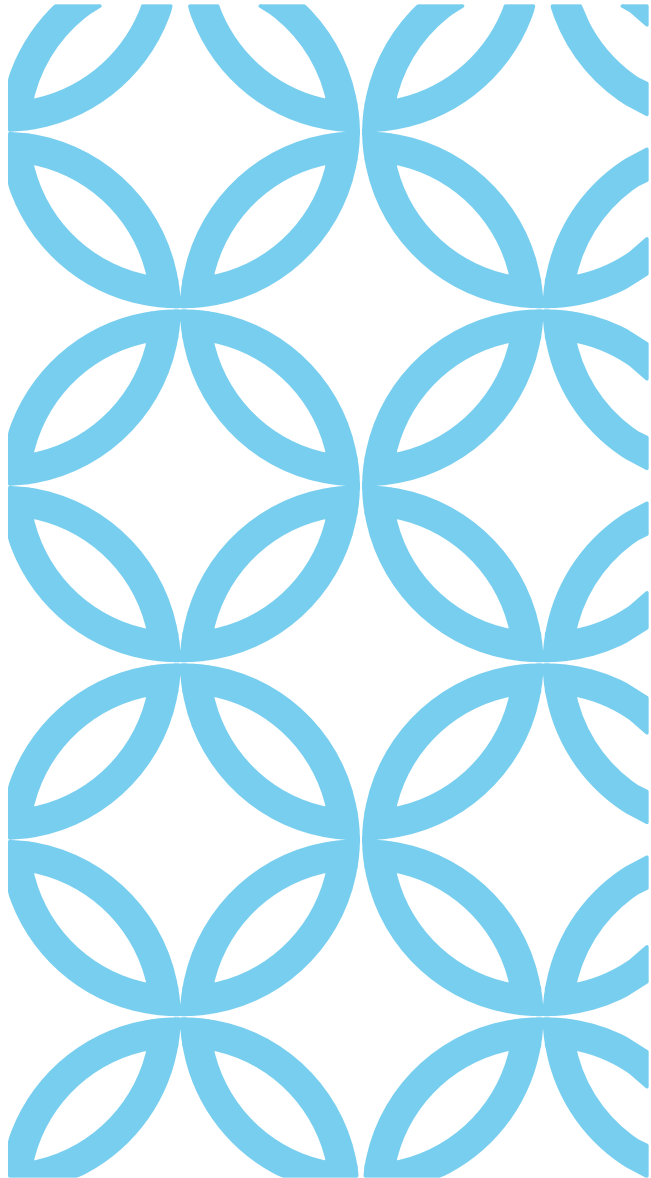
Overconfidence

- ❑ Overestimating ability to perform tasks or make accurate decisions

A Case Study

- Read the case study silently.
- Work in a pair or triad to consider the following:
 1. What are your initial reactions to the scenario?
 2. What examples of implicit bias are evident?
 3. What potential biases could arise in this scenario?





“When we are constantly exposed to certain identity groups being paired with certain characteristics, we begin to automatically and unconsciously associate the identity with the characteristics, whether or not that association aligns with reality.”

Kirwan Institute, 2016

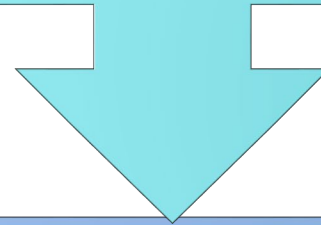
MYTHS OF IMPLICIT BIAS

What myths of implicit bias do you believe exist?

- We don't need to worry anymore about conscious bias or bigotry.
- I don't have any unconscious biases.
- I know what my unconscious biases are.
- Hooray! Since everyone's biased, we can move on from that tired conversation about racism, sexism, etc.
- Since implicit bias is unconscious, there's nothing I can do about it.

YOUR WORK

How can you identify when your unconscious mind is not aligned with your conscious beliefs?



How can you work to make this happen?

YOUR WORK-A BEGINNING

Self-awareness

Watch your language

Ask yourself questions

The Harvard IAT Test

<https://implicit.harvard.edu/implicit/>

RETRAINING OUR UNCONSCIOUS MIND

- ❑ Develop and nurture “constructive uncertainty”
- ❑ Develop the capacity to use a “flashlight” on ourselves to help identify a bias; this in turn will help you appropriately act on it
- ❑ Understand and redirect beliefs, don’t try to suppress them
- ❑ Explore awkwardness or discomfort by asking ourselves, “What is triggering me in any particular situation?”
- ❑ Create opportunities for positive exposure

RETRAINING OUR UNCONSCIOUS MIND

- ❑ Create and nurture an organizational culture in which we inquire not only into the decisions, but how we make them
- ❑ Create constant processes for getting feedback (Especially Data!)
- ❑ Reduce your level of guilt, which will only shut you down; instead take responsibility
- ❑ Keep cultural factors in mind.

Don't jump to conclusions

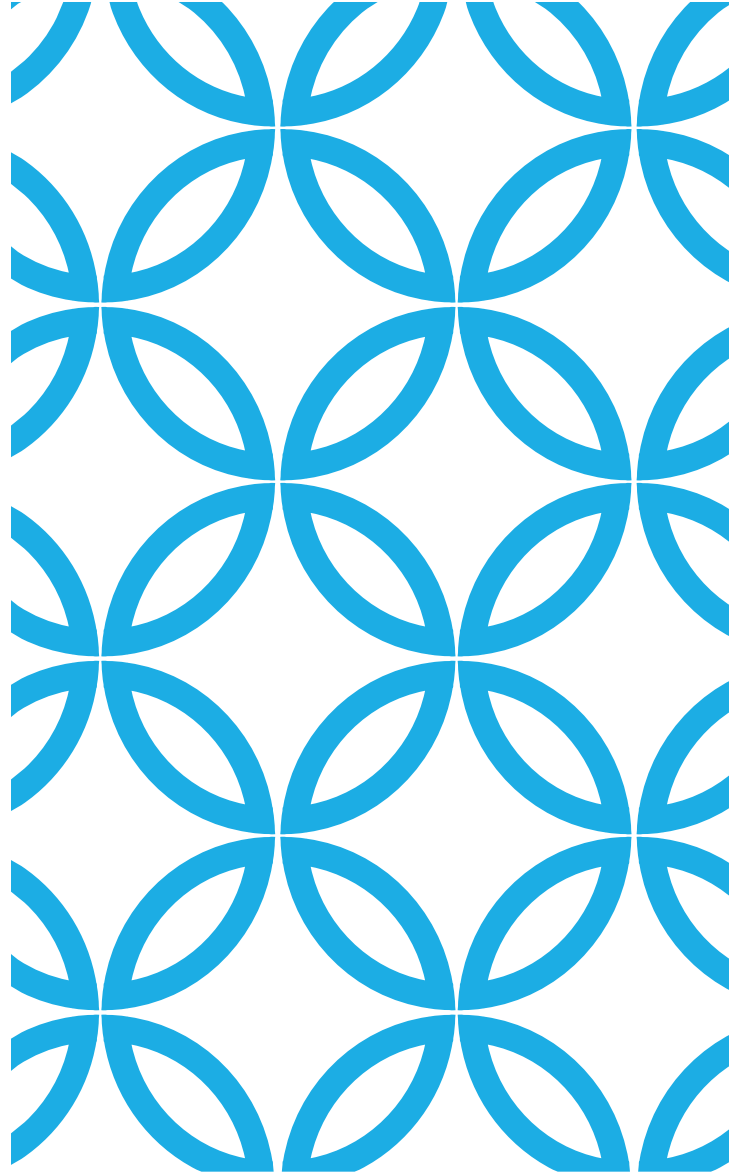
Brainstorming: The Rule of Three

Flag it

Prove yourself wrong

Circle back

**RETRAINING
OUR
UNCONSCIOUS
MIND: AUDITORS
EDITION**



IMPLICIT BIAS TOOL

During the audit process

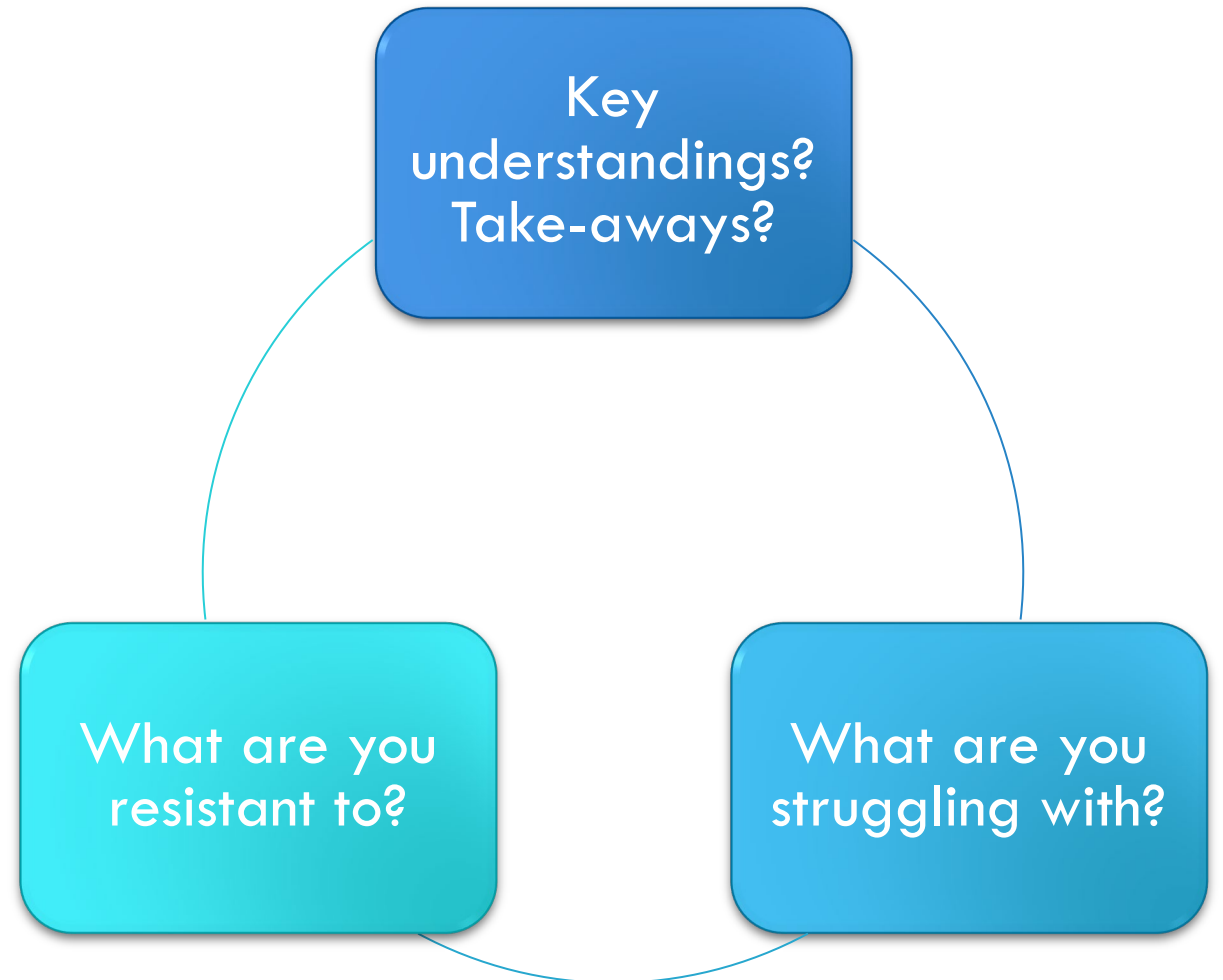
After an audit process-Reflection

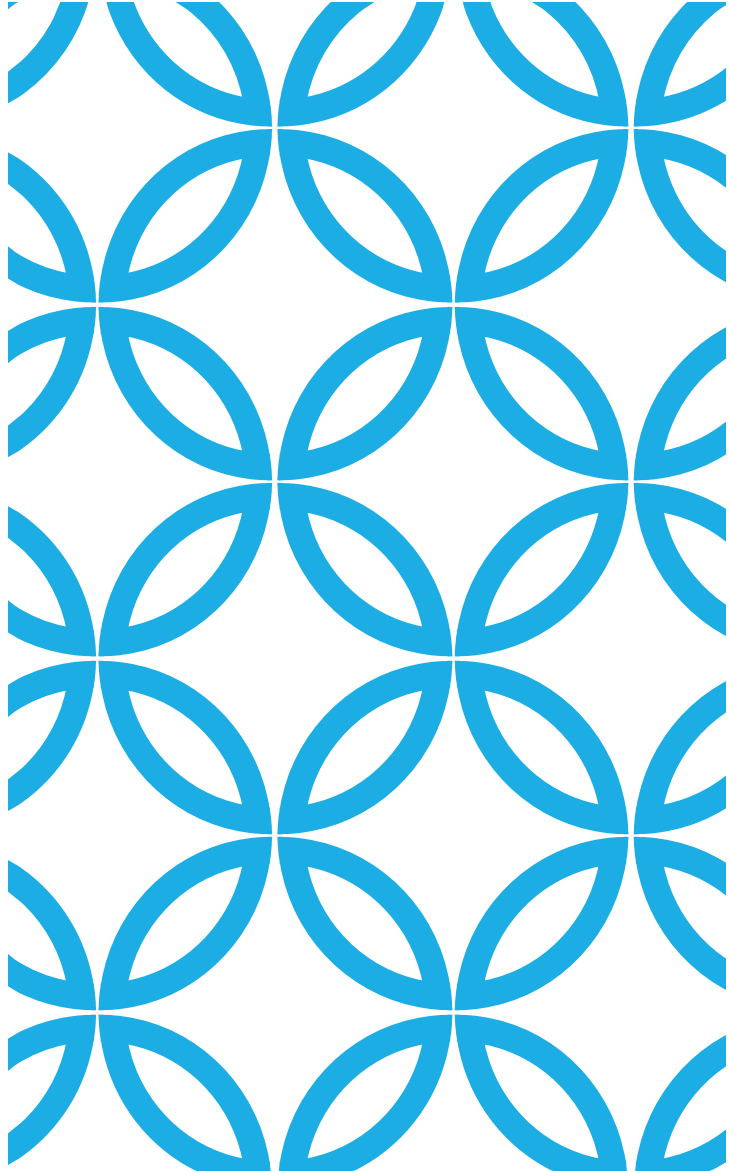
Modifiable/Adaptable

Alignment with other rubrics, questions
or tasks

THE TOOL

SESSION DEBRIEF





THANK YOU!

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