Links

• Date: https://www.youtube.com/watch?v=CD29UmTyzmk

• Basketball: http://www.youtube.com/watch?v=yrqrkihlw-s
Implicit Bias Hazards for Visionary Diversity Leadership in the Dental Profession
Uncovering Our Blind Spots

ADEA Minority Dental Faculty Development and Inclusion Program

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#1: We all have blind spots...

The key is understanding those blind spots and how they can affect our day-to-day lives and the work that we do.
Thinking Fast and Slow.

**System 1**
- Very fast
- Unconscious
- Effortless
- Automatic
- Uses “associative” memory

**System 2**
- Slower
- Conscious
- Effortful
- Controlled
- Deliberative

Image credit: MacMillan Publishers
Lime, Green

Lemon, Yellow

Sky, _____
Night and _____

Black and _____

Young and _____
I culond’t blveiee taht I culod aulacly uesdnatnrd waht I was rdanieg.
Aoccdrnig to a rscheearchchr at Cmabrigde Uinervtsy, it deosn't mttaaer in waht oredr the ltteers in a wrod are, the olny iprmoatnt tihng is taht the frist and Isat ltteer be in the rghit pclae. The rset can be a taotl mses and you can sitll raed it wouthit a porbelm. Tihs is bcuseae the huamn mnid deos not raed ervey lteter by istlef, but the wrod as a wlohe.

Amzanig huh?... and I awlyas thuhogt slpeling was ipmorantt.
System 2—Reasoning, calculating, etc.

17 x 24
System 2—Concentration. An Awareness Test.

How many passes does the team in white make?

http://www.youtube.com/watch?v=yrqrkihilw-s
#2: If our cognitive load is compromised, we are more likely to “miss” information.

Are the stakes high?

Am I fatigued?

Am I distracted or overstimulated with other activities?

Image credit:
https://www.reddit.com/r/photoshopbattles/comments/1uje20/baby_bear_learning_to_walk/
Red
Blue
Orange
Brown
Green
Blue
Orange
Red
Brown
Red
Orange
Green
Brown
Red
Orange
Green
Blue
Green
Orange
#2: System 1 is our **default** processing mechanism.

| We rely on “System 1” cognitive processing more often than we realize. | To avoid errors caused by associative processing, we sometimes have to slow down. |
Understanding Our Blind Spots
Common blind spots linked with identity.

Race/Ethnicity

Veteran Status

Ability Status

Gender

Age

Sexual Orientation

Socioeconomic Status
So, What is Implicit Bias?

Attitudes, both favorable and unfavorable, that are activated without awareness or intentional control...

These biases are different from and sometimes in contrast to explicit, self-reported beliefs.

Implicit biases result from normal human cognitive processes and are therefore applicable to everyone. They develop across the life course as a result of socialization and exposure to certain messages within a culture.

Implicit bias can affect behaviors and can result in discrimination, or the differential treatment of individuals based on their group membership. Implicit bias can also be internalized by those being subjected to it and can affect their performance as well as psychological and physical health.

As is the case with attitudes generally, implicit bias is malleable, and new attitudes can be learned that replace or override previously learned associations.
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Male height and leadership....

Leadership and Physical Stature


<table>
<thead>
<tr>
<th></th>
<th>Percentage 6' or taller</th>
<th>Percentage 6'2&quot; or taller</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S. Men</td>
<td>14.5%</td>
<td>4%</td>
</tr>
<tr>
<td>Fortune 500 Company CEO</td>
<td>58.0%</td>
<td>30%</td>
</tr>
</tbody>
</table>
Guess Who?

https://www.youtube.com/watch?v=RG6cVIDneis

Looting or surviving a disaster?
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Real-World Implications
The Implicit Association Test (IAT)

- Measures the relative strength of associations between pairs of concepts.

- The stronger the implicit associations, the less time to pair, and folks make fewer matching errors.

Dr. Anthony Greenwald

Photo source: http://faculty.washington.edu/agg/bio.htm
Implicit Association Test (IAT) - Race IAT ex.

European American or
Bad

or

African American or
Good

http://implicit.harvard.edu
#3: Our Implicit Biases & Explicit Beliefs/Commitments Don’t Always Align
The Doll Test

http://youtu.be/MqSFqnUFOns
Implicit Bias can Affect Employment Decisions

**The Intended Process**
- Recruit a diverse range of candidates
- Interview & select the top talent
- Promote based on the performance review

**The Actual Process**
- IB impacts where & how recruitment takes place
- IB skews perceptions and selection of candidates
- IB impacts the professional experiences of staff
Getting the Job – Blind Auditions

Can an applicant’s name impact the likelihood of receiving a callback from employers?

Resumes with White sounding names received 50% more call backs than those with Black sounding names.

Resumes with White sounding names received 1 call back for every 10 resumes distributed.

Resumes with Black sounding names received 1 call back for every 15 resumes distributed.

Does Quality Matter?

“Does Quality Matter?”


High quality resumes with Black names received fewer callbacks than low-quality resumes with White names.

“A White name yields as many more call-backs as an additional eight years of experience on a resume” (p. 992).
Jennifer or John?

Can an applicant’s gender impact how science faculty perceive them?

Moss-Racusin, Corrine A. et al. (2012). “Science faculty’s subtle gender biases favor male students.” *PNAS* 109(41): 16474-16479. [Image credit](#)
John & Jennifer were assessed in four categories...

- Hireability
- Competence
- Willing to Mentor
- Salary Offering

Average Salary Offer

How Did Male and Female Faculty Rate John?

Ratings for John

Male Faculty  Female Faculty

Competence  Hireability  Mentoring

How Did Male and Female Faculty Rate Jennifer?

Perceptions of writing competency

Partners found more errors in the memo written by the ‘African American’ Thomas Meyer

- Spelling Errors:
  - “African American” Thomas Meyer: 5.8/7.0
  - “Caucasian” Thomas Meyer: 2.9/7.0

- Technical Errors:
  - “African American” Thomas Meyer: 4.9/6.0
  - “Caucasian” Thomas Meyer: 4.1/6.0

- Factual Errors:
  - “African American” Thomas Meyer: 3.9/5.0
  - “Caucasian” Thomas Meyer: 3.2/5.0

Perceived Differences in Quality

3.2/5.0  
“African American”  
Thomas Meyer

4.1/5.0  
“Caucasian”  
Thomas Meyer

Comments of the partners regarding the quality of the memo differed too...

“African American” Thomas Meyer

“needs lots of work”

“can’t believe he went to NYU”

“average at best”

“Caucasian” Thomas Meyer

“generally good writer but needs to work on…”

“has potential”

“good analytical skills”

Unconscious Confirmation Bias

The tendency to look for things that confirm our beliefs, and to ignore or disregard things that contradict our beliefs.

The Misconception:
Your opinions are the result of years of rational, objective analysis.

The Truth:
Your opinions are the result of years of paying attention to information which confirmed what you believed while ignoring information which challenged your preconceived notions.
We see what we expect to see.

The partners expected more errors, and lesser quality, in the memo written by the African American male.

and/or

The partners expected fewer errors, and higher quality, in the memo written by the Caucasian male.

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Guarding Against Blind Spots
Aligning Intentions with Outcomes
Good news! Neuroplasticity

Identify Your Own Implicit Biases.

http://implicit.harvard.edu
Awareness matters... but it isn’t enough.

• Being aware of implicit bias is not enough to remove, overcome, or dismantle its effects on decision-making.

• Ignoring our biases or denying them is ineffective.

Instead acknowledge the potential for bias and take steps to ensure it is not affecting your decision-making.

Improve Decision-making by slowing down.

Take appropriate time and space to limit constraints on mental process.
Implicit Bias is changeable.

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Increase Cognitive Control With Mindfulness

“Instead of struggling to get away from experiences we find difficult, we practice being able to be with them.”

- Karen Kiddel Wegala Ph.D.
It is possible to alter unwanted biases.

Six weeks of practicing loving kindness meditation aimed at increasing empathy toward Homeless & Black people was shown to decrease levels of unfavorable implicit bias.

Build New Associations Through Intergroup Contact.

- Equal status within the contact situation
- Intergroup cooperation
- Common goals

Question ambiguous concepts, like “fit.”

It is often said that we want someone who “fits” with the culture of the organization... But what is “fit”? 
Utilize Data and question your objectivity.

- Logging data can help establish that bias may be an issue and can help inform next steps.

- Question your “gut” reactions to specific individuals or groups as potential indicators of implicit bias.

Set clear goals, track progress, & analyze trends

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THE BIG IDEA

• Much of our cognition is unconscious.

• Our associations may be the result of overgeneralized, distorted beliefs and stereotypes.

• Our implicit associations may not necessarily align with our explicit beliefs.

• There are key circumstances in which we are most like to make decisions based on implicit biases: Ambiguous or incomplete information; Depleted cognitive load; Time constraints.
Recommended Reading

*Blindspot: Hidden Biases of Good People*

Mahzarin R. Banaji and Anthony G. Greenwald

February 2013
State of the Science: Implicit Bias Review
Questions/Discussion?