



# Move From Talk to Action on Diversity, Equity & Inclusion “ACT” Now Notes

## **A** Areas of Surprise & Aha’s

## **C** Concepts and Concrete Issues that Can be Addressed

(see pages 2-3)

## **T** Transfer Aha’s and Concepts into Actionable Changes

**Individual Action Plan** (actions will you take to identify and interrupt your implicit biases):

1.

2.

3.

## Addressing Unconscious Bias

Cognitive Bias	How Does the Bias Show Up?	Bias Busters
<p><b>Illusion of Objectivity</b> – we think we can be objective and control bias but that’s an illusion; this type of bias keeps us from fully acknowledging our biases</p>		<p>Actively doubt your objectivity; remind yourself that you have unintentional unconscious biases</p> <p>Take one or more Implicit Association Tests to discover any implicit biases – <a href="https://implicit.harvard.edu/implicit/">https://implicit.harvard.edu/implicit/</a>.</p>
<p><b>Affinity</b> – you gravitate toward and form deeper trust relationships with people who are more like you and who share similar interests and backgrounds</p>		<p>Find something you have in common with every colleague</p> <p>Reach out to anyone who is feeling like an outsider</p> <p>Make sure you don’t help foster hidden barriers by overinvesting in a few people in your affinity group; share intangible opportunities with everyone</p>
<p><b>Attribution</b> – used to infer causes of events and behaviors; you judge your in-group as individuals, giving them the benefit of the doubt while you judge people in your out-groups by group stereotypes</p>		<p>Notice when you give some people second chances or the benefit of the doubt and extend that privilege to everyone equally</p> <p>Notice when group stereotypes pop up in your thinking and challenge their validity</p> <p>Ask yourself if you would make the same decision if it involved someone in a different group</p>
<p><b>Availability Bias</b> - top of mind – estimating what’s more likely based on availability in memory</p>		<p>When considering someone for a work assignment, promotion or recognition, look at the entire list of people so you don’t forget anyone</p>
<p><b>Anchoring</b> – an initial valuation influences a later valuation</p>		<p>In setting bonuses or pay raises, or even performance ratings, don’t expose yourself to past numbers so they don’t influence your decision</p>
<p><b>Confirmation</b> – you pay attention to information that confirms your beliefs and disregard contrary information</p>		<p>Consistently seek out disconfirming information</p> <p>Appoint a rotating “devil’s advocate” on teams whose job it is to bring forth contrary information to help pressure-test ideas</p> <p>Make it safe for people to offer contrary information</p>

## Addressing Unconscious Bias

### 10 Hidden Barriers That Increase Attrition Rates, Especially for People in Already Underrepresented Groups:

Hidden Barrier	How Can This Hidden Barrier Be Eliminated?
Networking	
Insider information	
Work assignments	
Mentoring & sponsors	
Training & development	
Client or customer contact	
Access to decision-makers	
Social isolation	
Inadequate feedback	
Promotions/succession	

### Interrupt Unconscious Bias

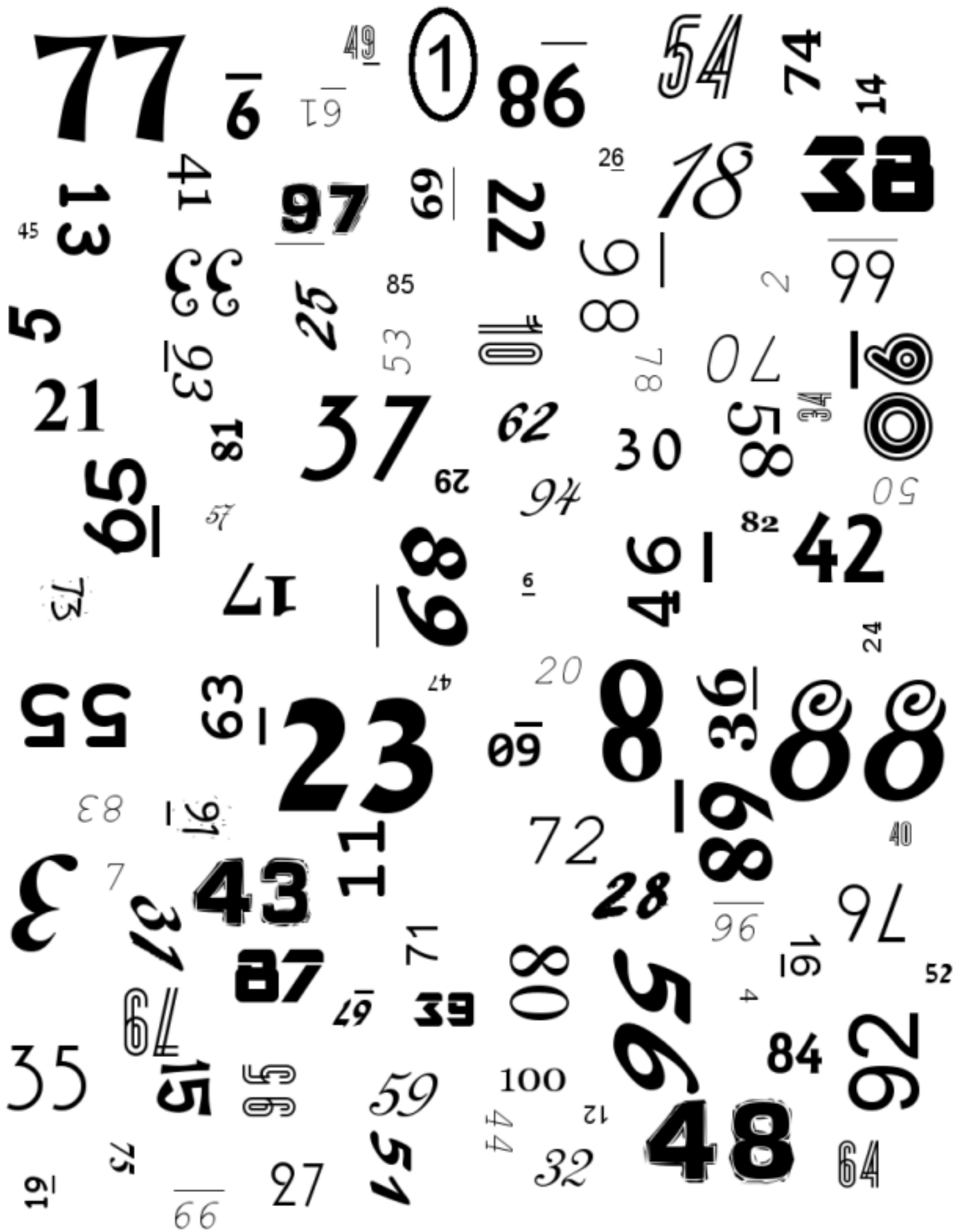
#### General Tactics:

- Remind yourself about the impacts of implicit bias
- Slow down decision-making
- De-stress—engage in mindfulness and meditation techniques
- Add structure to processes
- Embed bias-busters
- Add in oversight/accountability measures

## Interrupt Unconscious Bias

### Specific Research-Based Tactics (see the strategies worksheet):

- **Awareness**
  - Implicit Association Test—which tests will you take?
  - Surprise—when have you been surprised? Why?
  - Discomfort—when have you felt uncomfortable? Why?
- **Behavior Changes**
  - Cross-difference relationships
  - Engage in different cultural events
  - Challenge stereotypes—say no to stereotypes and yes to counter-stereotypes
  - Focus on being fair and unbiased
  - Challenge judgments that pop into your mind
  - Find something in common with the other person
  - Get others' perspectives by asking, not imagining what they are
  - Audit decisions for affinity bias
  - Appoint a bias Interruptive to call out bias in meetings
  - Mentors & sponsors
  - DEI competencies



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