

# Blind Spots: Managing Our Unconscious Bias

For more information, click the images below to access BOB lessons.



Live Webcast

# Blind Spots: Managing Our Unconscious Bias

## Session Outline

All Kinds of Blind Spots

Optical Illusions

The Roots of Human Bias

Bias in Our Modern Brains

How Access/Privilege Limits Our Ability to Spot Bias

Implicit Bias

Bias Across the Employee Experience

Affinity Bias

Prototype Bias

The Halo & Horns Effect

The Overconfidence Effect

Managing Bias in Meetings

Becoming an Upstander

Interrupting Microaggressions

Self Care to Optimize Decision Making

Resources

Closing

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Learning Event

# Blind Spots: Managing Our Unconscious Bias

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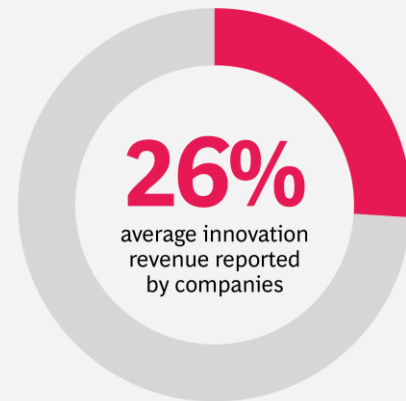
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Companies that have more diverse management teams have 19% higher revenue due to innovation.

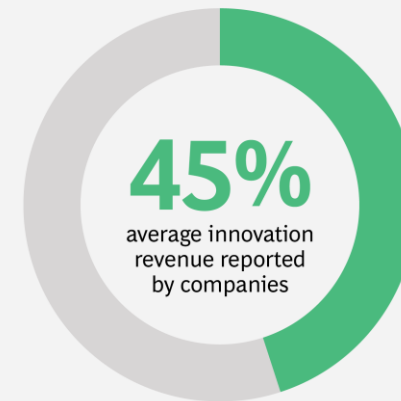
Boston Consulting Group

**EXHIBIT 1 | Companies with More Diverse Leadership Teams Report Higher Innovation Revenue**

Companies with  
**below-average** diversity scores

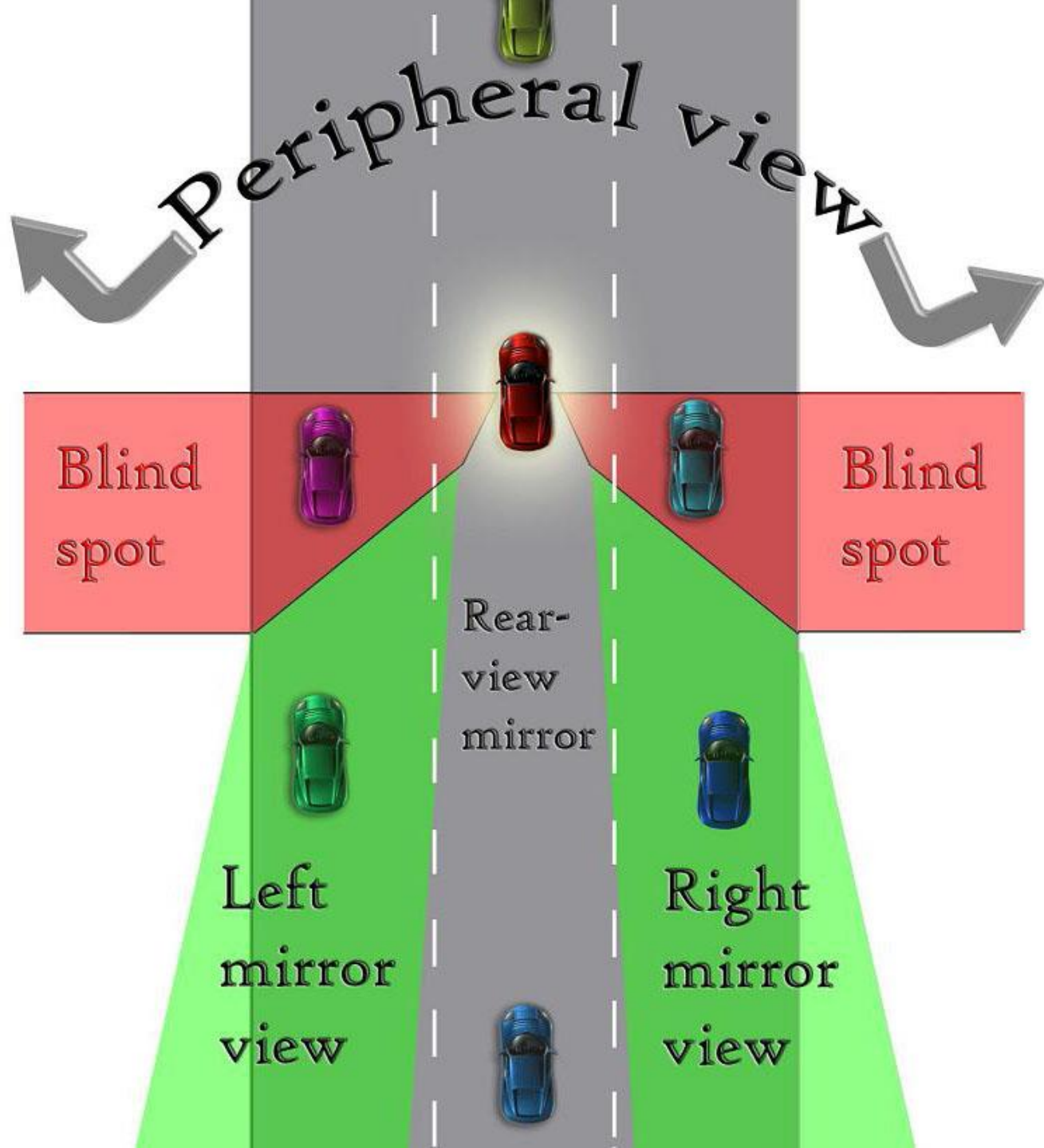


Companies with  
**above-average** diversity scores



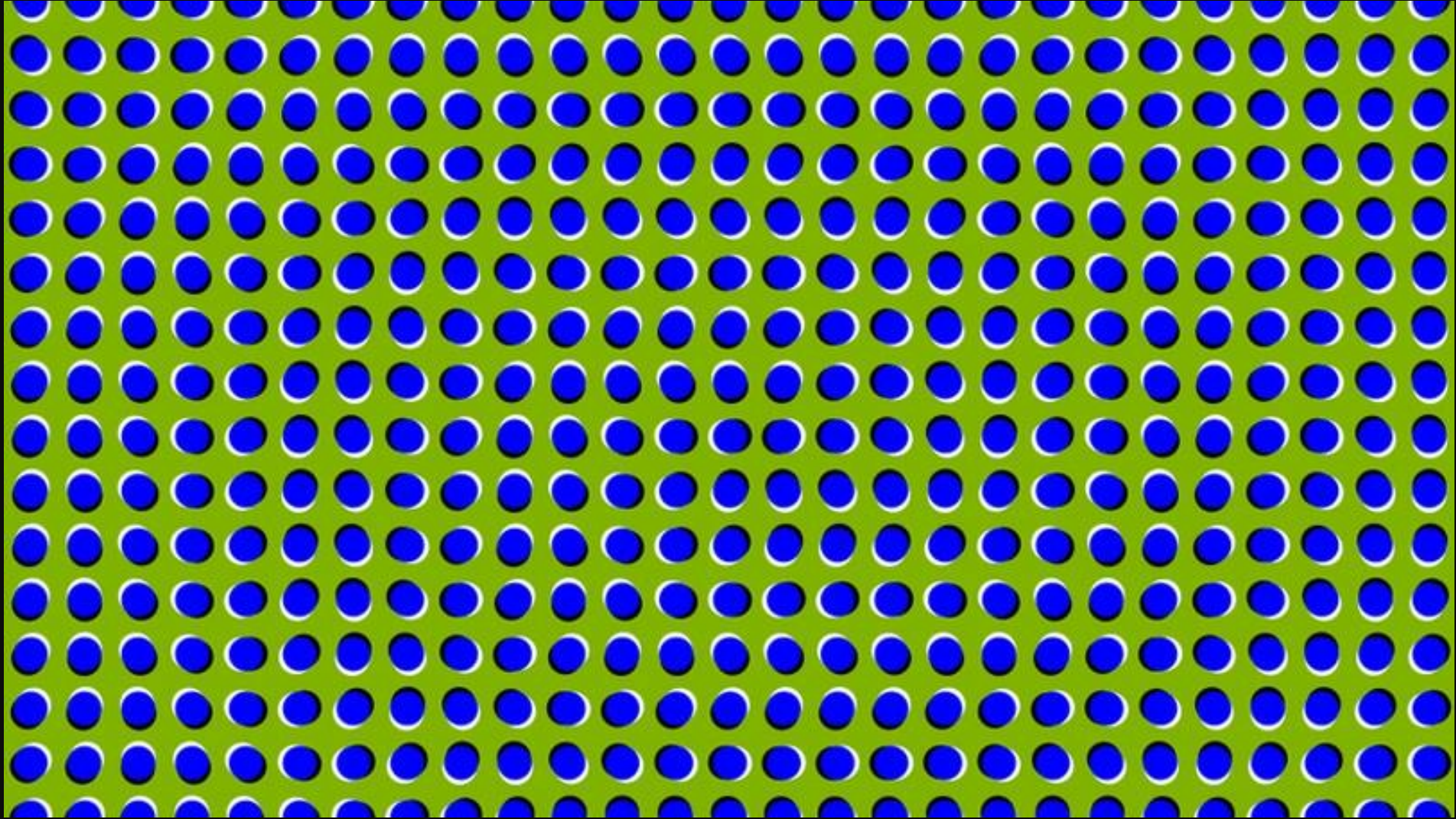
**Source:** BCG diversity and innovation survey, 2017 (n=1,681).


**Note:** Average diversity score calculated using the Blau index, a statistical means of combining individual indices into an overall aggregate index.



Blind Spots  
surround us.

As a driver, it's  
important to check  
your blind spots.





**90%** of all the thinking that drives  
our **decisions** and behaviors,  
occurs **unconsciously**.

*New Science Journal. 2018.*



Our human bias is  
rooted in our  
survival instinct.



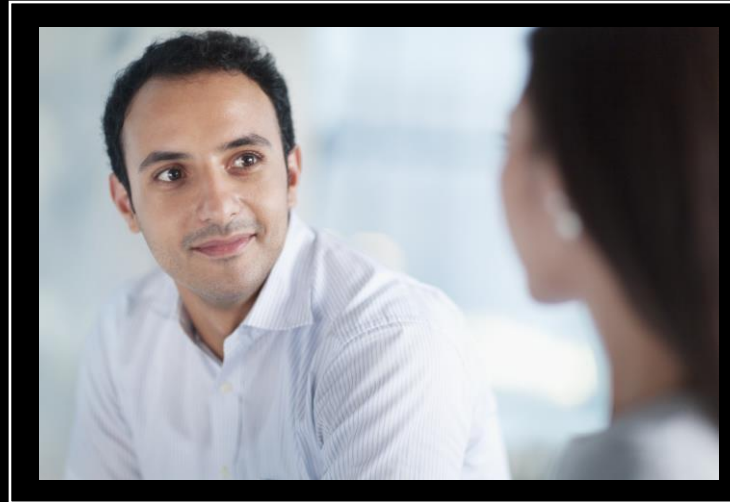
# Bias continues in our overloaded brains.

We process approximately **100,000 words**, every day.

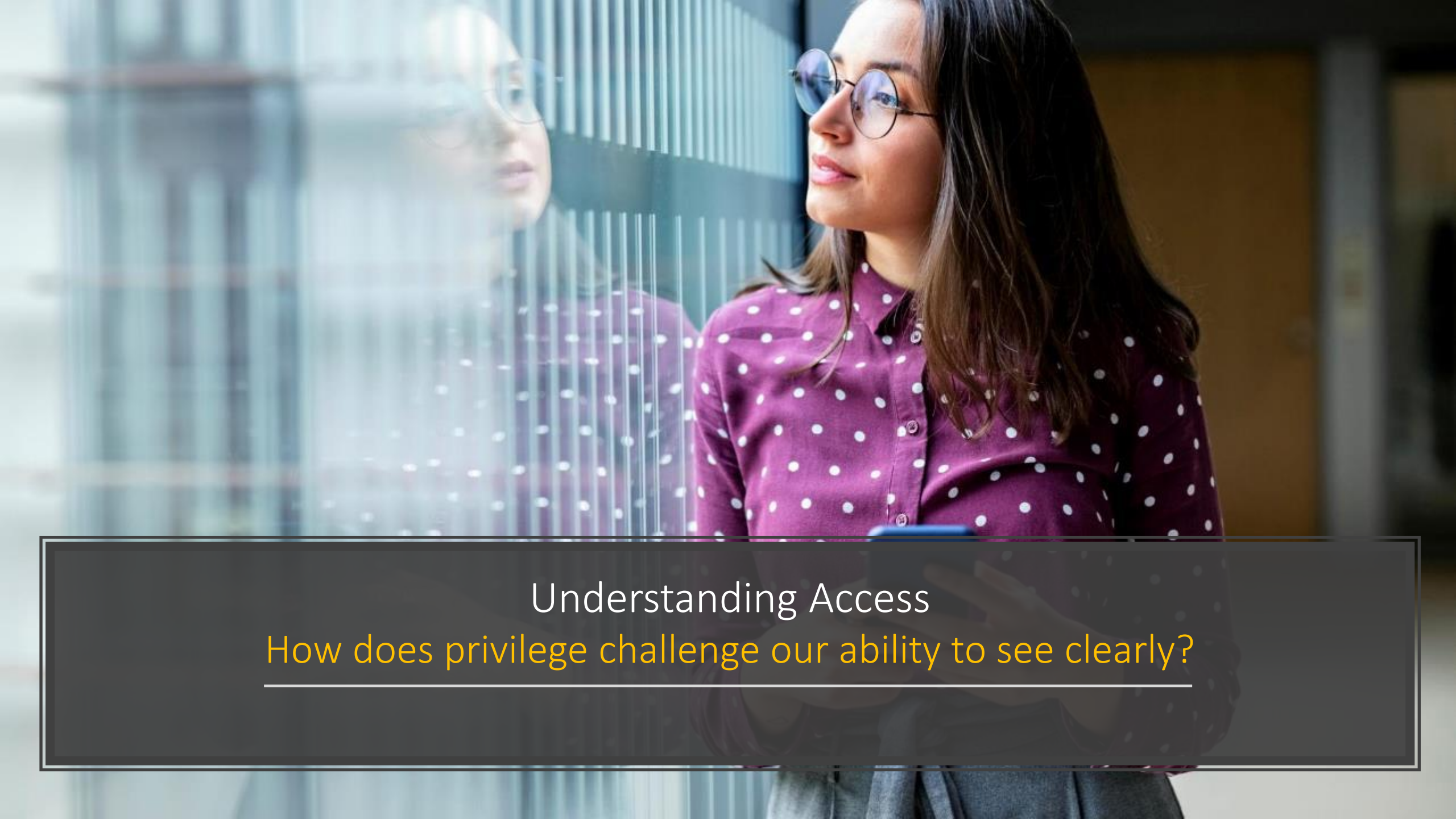
Today we take in **5 times as much information** as people did in 1986.

Processing information **drains our mental energy**.

To get thru our day we are wired to make mental shortcuts.



We rely on past experiences to make assumptions.



## Understanding Access

How does privilege challenge our ability to see clearly?

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# Implicit Bias | Unconscious Bias





There are more than 50+ well-researched biases that impact our decisions.

**Blind Spot Bias**

We don't think we have bias, and we see it in others more than ourselves.



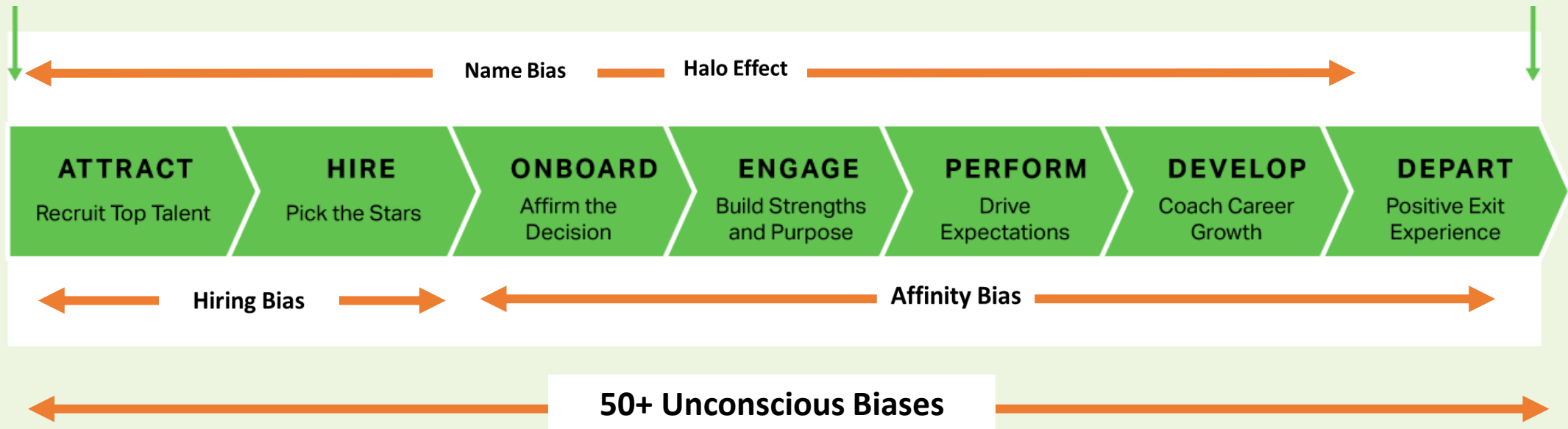
"I am not biased!"


Memory	Social	Learning	Belief	Money	Politics
<b>Fundamental Attribution Error</b> We judge others on their personality or fundamental character, but we judge ourselves on the situation.  <i>Sally is late to class; she's lazy. You're late to class; it was a bad morning.</i>	<b>Self-Serving Bias</b> Our failures are situational, but our successes are our responsibility.  <i>You won that award due to hard work rather than help or luck. Meanwhile, you failed a test because you hadn't gotten enough sleep.</i>	<b>In-Group Favoritism</b> We favor people who are in our in-group as opposed to an out-group.  <i>Francis is in your church, so you like Francis more than Sally.</i>	<b>Bandwagon Effect</b> Ideas, fads, and beliefs grow as more people adopt them.  <i>Sally believes fidget spinners help her children. Francis does, too.</i>	<b>Groupthink</b> Due to a desire for conformity and harmony in the group, we make irrational decisions, often to minimize conflict.  <i>Sally wants to go get ice cream. Francis wants to shop for T-shirts. You suggest getting T-shirts with pictures of ice cream on them.</i>	
<b>Halo Effect</b> If you see a person as having a positive trait, that positive impression will spill over into their other traits. (This also works for negative traits.)  <i>"Taylor could never be mean; she's so cute!"</i>	<b>Moral Luck</b> Better moral standing happens due to a positive outcome; worse moral standing happens due to a negative outcome.  <i>"X culture won X war because they were morally superior to the losers."</i>	<b>False Consensus</b> We believe more people agree with us than is actually the case.  <i>"Everybody thinks that!"</i>	<b>Curse of Knowledge</b> Once we know something, we assume everyone else knows it, too.  <i>Alice is a teacher and struggles to understand the perspective of her new students.</i>	<b>Spotlight Effect</b> We overestimate how much people are paying attention to our behavior and appearance.  <i>Sally is worried everyone's going to notice how lame her ice cream T-shirt is.</i>	
<b>Availability Heuristic</b> We rely on immediate examples that come to mind while making judgments.  <i>When trying to decide on which store to visit, you choose the one you most recently saw an ad for.</i>	<b>Defensive Attribution</b> As a witness who secretly fears being vulnerable to a serious mishap, we will blame the victim less and attacker more if we relate to the victim.  <i>Sally sat too long at a green light because she was playing with her phone. She got rear-ended. Greg, who is known to text and drive, got out and yelled at the person who smacked into her.</i>	<b>Just-World Hypothesis</b> We tend to believe the world is just; therefore, we assume acts of injustice are deserved.  <i>"Sally's purse was stolen because she was mean to Francis about their T-shirt and had bad karma."</i>	<b>Naive Realism</b> We believe that we observe objective reality and that other people are irrational, uninformed, or biased.  <i>"I see the world as it really is — other people are dumb."</i>	<b>Naive Cynicism</b> We believe that we observe objective reality and that other people have a higher egocentric bias than they actually do in their intentions/actions.  <i>"The only reason this person is doing something nice is to get something out of me."</i>	
<b>Forer Effect (aka Barnum Effect)</b> We easily attribute our personalities to vague statements, even if they can apply to a wide range of people.  <i>"This horoscope is so accurate!"</i>	<b>Dunning-Kruger Effect</b> The less you know, the more confident you are. The more you know, the less confident you are.  <i>Francis confidently assures the group that there's no kelp in ice cream. They do not work in the dairy industry.</i>	<b>Anchoring</b> We rely heavily on the first piece of information introduced when making decisions.  <i>"That's 50% off? It must be a great deal."</i>	<b>Automation Bias</b> We rely on automated systems, sometimes trusting too much in the automated correction of actually correct decisions.  <i>Your phone auto-corrects "it's" to "it's," so you assume it's right.</i>	<b>Google Effect (aka Digital Amnesia)</b> We tend to forget information that's easily looked up in search engines.  <i>"What was the name of that actor in that funny movie? I've looked it up like eight times..."</i>	

Source: [www.visualcapitalist.com/50-cognitive-biases-in-the-modern-world/](http://www.visualcapitalist.com/50-cognitive-biases-in-the-modern-world/)

# Consider How Bias Impacts the Employee Experience

## Employee Experience Life Cycle





**I notice examples  
of bias at work...**

- Almost never.
- Occasionally.
- Sometimes.
- Frequently.

**Quick Poll**



# Affinity Bias

We tend to like people who are similar to us and favor those who are a member of our social group.

Note similarities you share with people so you can consciously make decisions based on the factors that *actually* matter.

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# Overcoming the Affinity Bias

- 1) Be intentional about broadening your network of relationships.

Expand your human connections.





# Overcoming the Affinity Bias

2) Make note of similarities to strip out things that may cloud your judgement.

## Not Relevant to Decisions

- Same age range
- Same graduate institution
- Same race
- Same politics
- Same group of work friends



# Overcoming the Affinity Bias

3) Put safeguards against bias in place for important decisions.

- Have a colleague review decision.
- Avoid decisions when tired or stressed.
- Track your decisions and review metrics.





**My Ship's Captain is...**

Woman

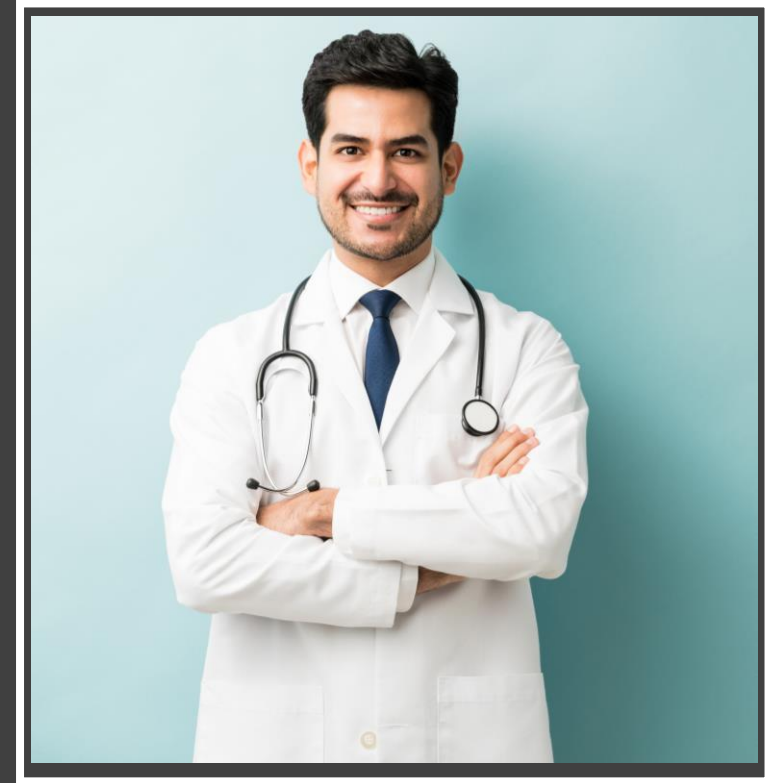
Man

No Gender

**Thought Exercise**

# Prototype Bias

The tendency to habitually associate certain traits/identities with certain roles even when those traits have no impact on the role.



# Overcoming Prototype Bias

- Acknowledge the prototype in your mind.
- Have a colleague review decision.
- Expand your viewpoint.
- Remind yourself to look beyond the prototype.



## Halo Effect

When one trait of a person is used to make an overall **positive** judgment of that person.



## Horns Effect

When one trait of a person is used to make an overall **negative** judgment of that person.



**VS**



When you provide feedback to someone based on the idea that their greatest potential is no match for their biggest weakness, how can they ever grow from their mistakes.



## Overcoming the Halo and Horns Effect

- Check your mental energy levels.
- Give your first impressions a second chance.
- Review why you have a strong opinion.
- Ask yourself, “Would my opinion be different if the image were different?”

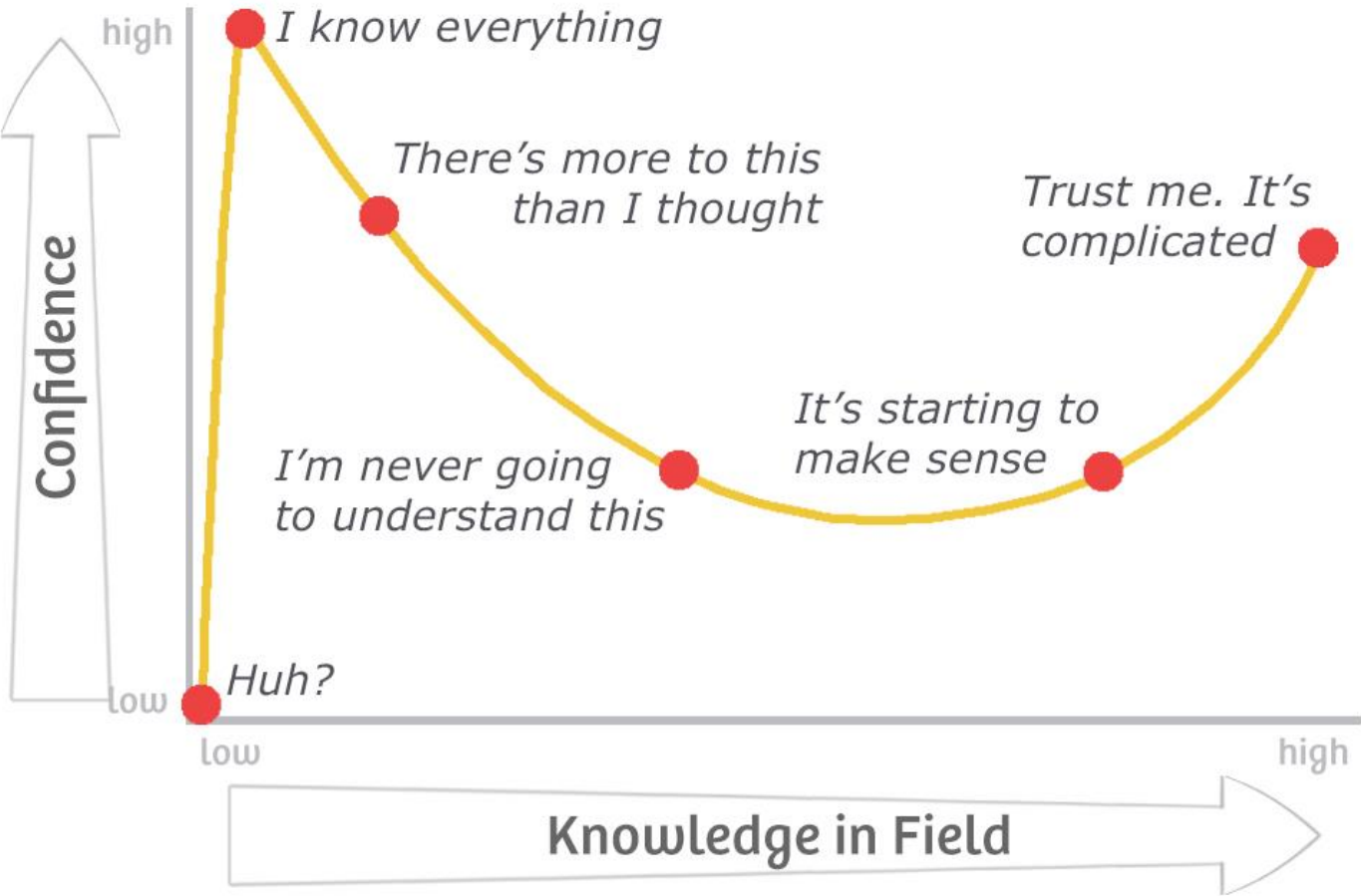




# The Overconfidence Effect

People's confidence in their judgments and knowledge is higher than the accuracy of these judgments.

# The Dunning Kruger Effect



## Quick Poll

At WSIA, which bias currently needs the most attention to address its impact?

- A) Affinity Bias (Similar to Me Bias)
- B) Prototype Bias
- C) Halo | Horns Effect
- D) The Overconfidence Effect



# Work to De-Bias Meetings

- Prepare for and anticipate how and when bias might be a factor.
- Spot bias when it occurs.
- Encourage teams to express concerns in real time.
- Keep meetings small when possible.

# Bystander to Ally

Agent

Bystander

Ally

Active

Passive

Passive

Active



(1)

Actively joins  
in the  
negative  
behavior



(2)

No response



(3)

Educate  
oneself



(4)

Interrupt the  
behavior



(5)

Interrupt &  
educate



(6)

Initiate an  
organized  
response

# Who's In Charge?

**She is in charge.**



After sharing someone's name.

"What did their mother not like them?"

Assuming the man in the room is in charge.

Telling someone you don't see color.

"He is such a schizoid!"

# Understanding Microaggressions

The Impact of Many Moments



# Spotting subtle acts of exclusion.

Pause the action.

Call in the person(s).

Explain why.

Have patience but expect progress.



A man with a beard, wearing a light blue checkered shirt, is leaning over a desk in an office. He is smiling and looking towards two women who are sitting at the desk. The woman on the left has long blonde hair and is wearing a white sleeveless top. The woman on the right has long dark hair and is wearing a white top. They are both looking at a laptop on the desk. The office has blue cubicle walls and a modern, bright interior with recessed lighting. The background shows a glass wall and a modern building exterior.

# Supporting with micro-affirmations.

Show interest in others.

Actively listen.

Recognize good work.

Display support.



## **Reduce Bias by Practicing Self Care:**

Put Your Oxygen Mask On Before  
Assisting Others

## Before Making Important Decisions

1. Check your basic needs.



## Before Making Important Decisions

2. Take your emotional temperature.

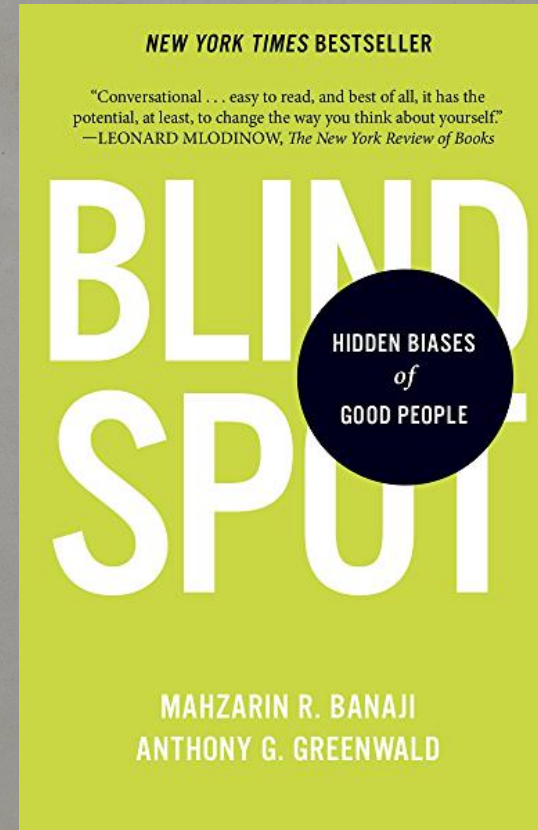


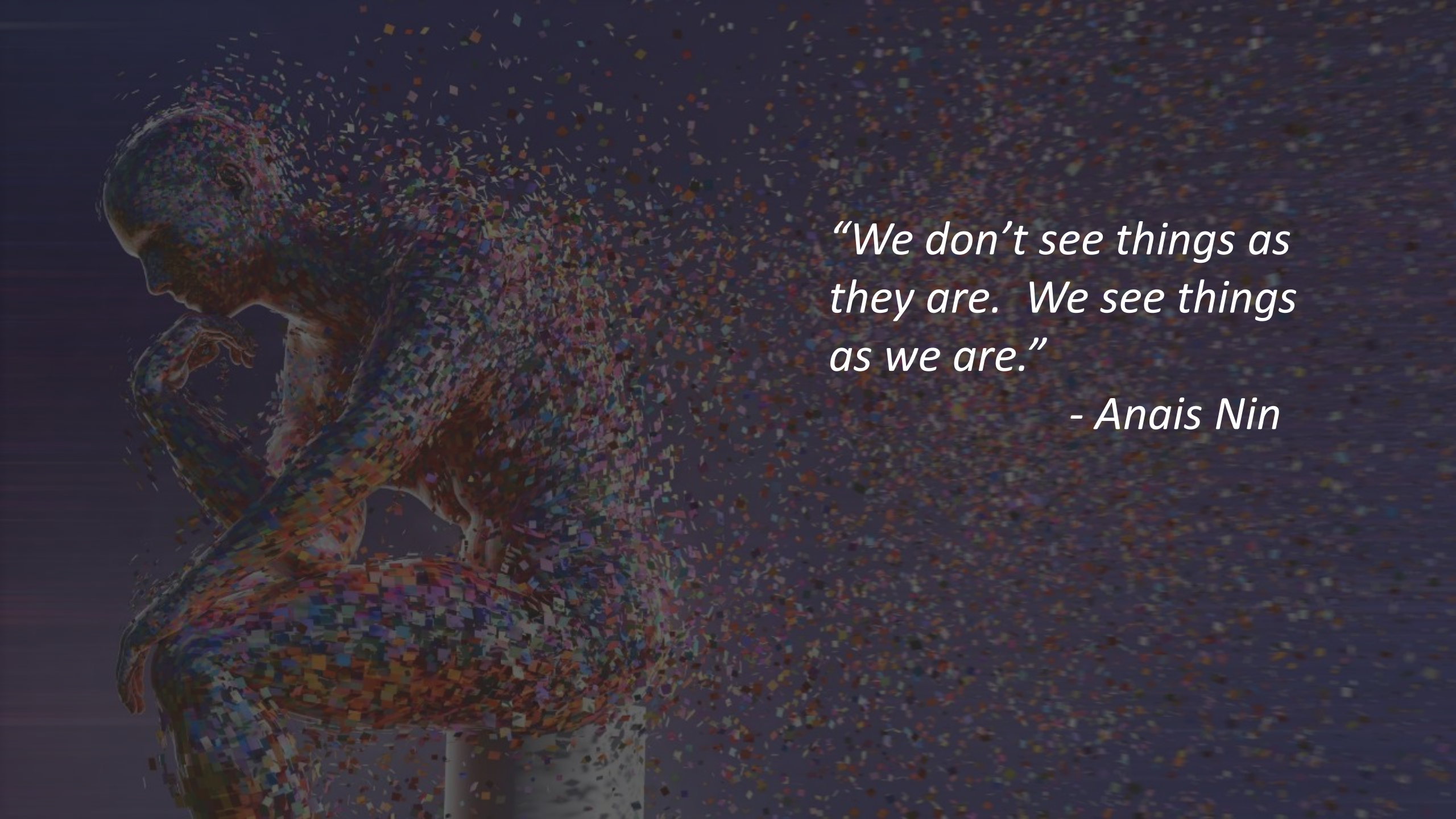
## Before Making Important Decisions

3. Consider big decisions in a couple different sittings.



# For your bookshelf.





*“We don’t see things as  
they are. We see things  
as we are.”*

*- Anais Nin*



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