

OFFICIAL

Unconscious Bias & You

Empower Hour

Professional Development

Learning, Training & Development

Elevate your Learning

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Aim

To explore the impact unconscious bias has in the workplace and create a strategy to positively influence thinking.

Learning Outcomes

By the end of the session you will:

- Be able to discuss what unconscious bias is, the impact this can have on all of us, and explore what it is and isn't
- Explain the ladder of inference and the impact this has on decision making
- Discuss actions you can take to ensure fair, ethical decision making.

Timings

1 Hour 30 minutes

Resources

1. [How to Outsmart Your Own Unconscious Bias | Valerie Alexander | TEDxPasadena - YouTube](#)
2. [Blind spots: Challenge assumptions - YouTube](#)
3. [Rethinking thinking - Trevor Maber - YouTube](#)
4. https://www.ted.com/talks/yassmin_abdel_magied_what_does_my_headscarf_mean_to_you
5. [Accenture Inclusion & The Power of Diversity | Accenture - YouTube](#)

Unconscious Bias & You	
Session – Objectives Resources - Timings	
Session Learning Outcomes Session timings 1 hour 30 minutes Objectives • Provide colleagues with a warm welcome • Set & gain expectations for session Timings 0 hours 12 minutes Running total 0 hours 12 minutes Resources VT – how to outsmart your unconscious bias	Slide • Welcome colleagues to the CPD Empower hour. • Introduce yourself and role.  Slide Getting the most from the session  Getting the most from the session • Get involved, use the chat box to share your thoughts and ideas • Participate in the group discussions • Have some paper ready for activities and to capture your own notes

- Dispel the myth: attending a training session provides knowledge, the work begins back at work

Slide

Objectives

1. What's unconscious bias? What it is and isn't
2. Explain the Ladder of Inference and the impact this has on decision making
3. Discuss actions to take to ensure fair, ethical decision making


Objectives**By the end of the session you will....**

- Discuss what unconscious bias is, the impact this can have on all of us, and explore what it is and isn't
- Explain the ladder of inference and the impact this has on decision making
- Discuss actions you can take to ensure fair, ethical decision making.

Explain

We have been asked if we can provide examples of unconscious bias, there are lots of brilliant videos which provide different examples on unconscious bias. Throughout this session, we will play small video clips to demonstrate various elements of unconscious bias, some of the videos we will not be able to play in their entirety as they are too long, we will send links along if you wish to watch them later.

Slide

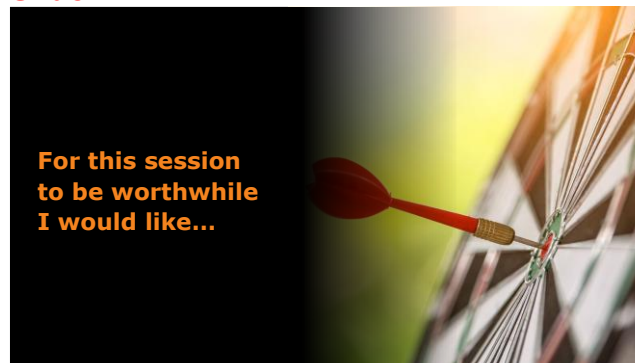


Action

Play the first video up to **1 minute 47 seconds**

[How to Outsmart Your Own Unconscious Bias | Valerie Alexander | TEDxPasadena - YouTube](#)

Slide



Explain

I'd love to know what brought you to select this session, what would you like to achieve?

Action

Read out some statements from the chat box

Pick up on any trends

Where applicable pick out 1 or 2 standout statements, ask for more information

Explain

Every one of us has biases, the first step to deal with these biases is understanding your own and the impact these biases can have on those around you. From there it's about putting in strategies to catch those thoughts and actions to ensure you treat people fairly without bias. **Ask the group if they have any questions, deal with accordingly then move on.**

Session What unconscious bias is and isn't Objective Discuss the concept of unconscious bias and how this can affect us all Timings 0 hours 10 minutes Running total 0 hours 22 minutes	Session Positioning This session explores the concept of unconscious bias, what unconscious bias is, how it is formed and the impact unconscious bias can have on individuals and organisations. Ask What do you understand by the term 'unconscious bias'? Slide What is unconscious bias? (Un)conscious or implicit bias refers to when you form a quick opinion about a situation or person without being consciously aware of it (Un)conscious bias is natural, and every human being has unconscious biases, they are hard wired into our brains on a neurological level Organisational Development wellbeing ELEVATE your learning Explain Unconscious or implicit bias refers to when you form a quick opinion about a situation or person without being consciously aware of it. Unconscious bias is natural and every human being has unconscious biases, they are hard wired into our brains on a neurological level.
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Slide

What it isn't

It **isn't** an excuse for;

- Racism
- Homophobia
- Sexism
- Bigotry
- Religious intolerance
- Discrimination of any type

WE WELCOME
ALL Races & Ethnicities
ALL Religions
ALL Countries of Origin
ALL Sexual Orientations
ALL Genders
ALL Ages & Abilities

Ask

What is unconscious bias not?

Explain

The concept of unconscious bias is rightly under scrutiny at the moment, many people feel the different forms of discrimination, with a particular focus on racism, is being swept away under the guise of unconscious bias. To make it absolutely clear unconscious bias is not an excuse for any form of bigotry against anyone.

Slide

Where does it come from?



Ask

Where does our unconscious bias come from?

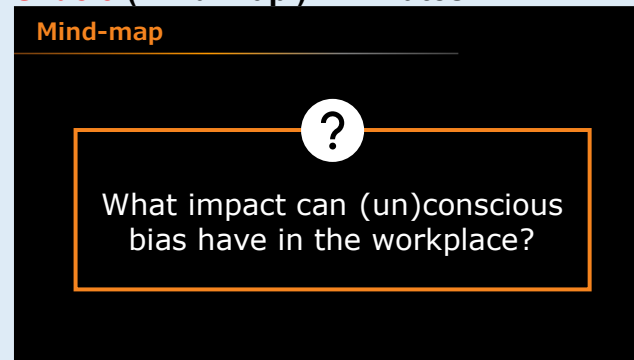
Slide notes

Everyone has a different **frame of reference**, because of things like:

- Childhood, upbringing
- Education
- Family & Friends
- Work
- Media
- Learned stereo types

Ask

Can anyone share an example of where they have recognised unconscious bias within yourself?
(Have a personal example ready in case no-one as an example to share)

Slide 9 (Mind-map) 2 minutes**Instructions:**

Create a mind map considering the question on the slide.
Once you have completed your mind-map, share one of your thoughts in the chat box.

Examples:

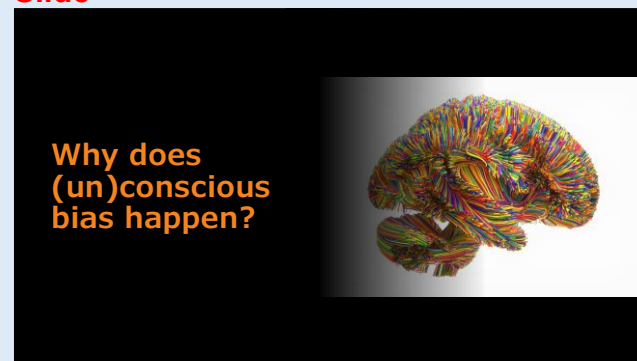
- Workplace culture (blending in)
- Recruitment & promotion
- Development opportunities
- Performance management
- How we treat people we meet
- The colleagues we gravitate to
- The colleagues we exclude
- The friends we make
- How forgiving/unforgiving we can be
- Disciplinaries

Action

- Read out some statements from the chat box
- **Pick up on any trends**
- Where applicable pick out 1 or 2 standout statements – ask for more information

Ask

We know where our biases can come from, but we are intelligent inclusive people in charge of our own minds why does unconscious bias still happen?

Slide

	Explain Every moment we are inundated with around 11 million pieces of information. Our conscious brain can only process around 40 pieces of information per second. The brain uses shortcuts to speed up decision making and unconscious bias is a by-product. The impact of this leads us to categorise people instinctively, and we tend to use the most visible and obvious categories to do this such as body weight, skin colour, age, or gender. We also use other categories that are less visible such as education, social background, or occupation. These categories automatically assign characteristics, good and bad, to anyone categorised as being from that group. This is an automatic process over which we have little control. However recognising and acknowledging your own biases is the first step to addressing them.
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Session

Ladder of inference

- Explore the ladder of inference and the impact this has on decision making

Timings

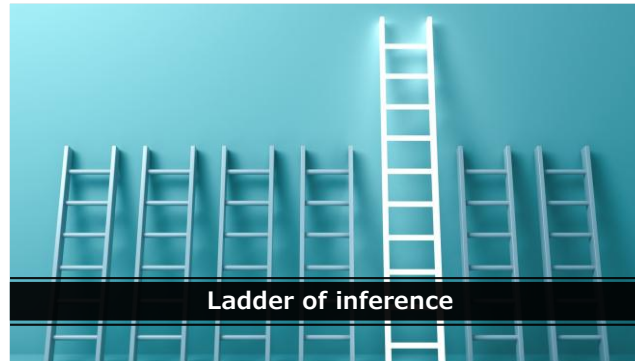
0 hours 20 minutes

Running total

0 hours 42 minutes

Session positioning

In this section we are going to explore the concept of the ladder of inference, understanding how our brain makes quick decisions based on selective data and the impact this has.

Slide**Explore**

I mentioned earlier that your unconscious bias comes from your personal perspective of the world, another name for this is your 'Frame of Reference' has anyone heard of this before? A psychologist Chris Argyris, invented the concept of the ladder of inference to explain how the human brain, applies and makes decisions. **Play the ladder of Inference video.**

Slide (5 minutes 31)

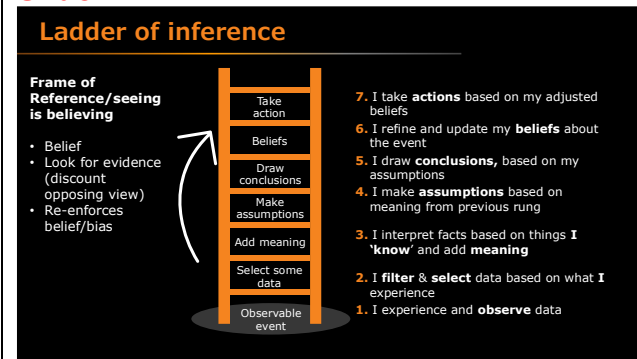


Ask the group if they have any thoughts on the points in the video?

Key points

- We have biases
- We have hard felt beliefs which are usually driven by our own personal values
- We look for evidence that suits the narrative of our own beliefs
- Whilst doing so we ignore the other evidence as it doesn't match our beliefs
- Hence the challenge in changing our own belief system

Slide

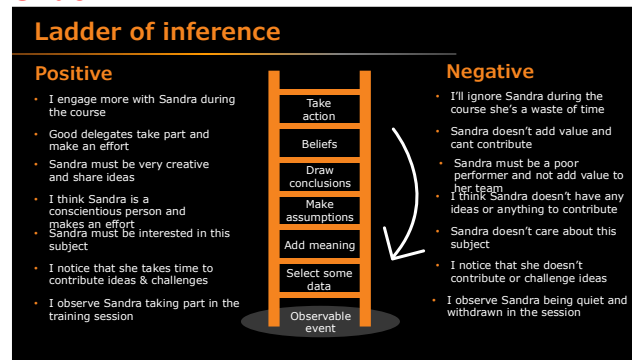


Ladder of inference runs:

- **Observable data:** the specific actions or words that were said without any judgments. Consider it the “video” of the situation.
- **Select data:** this is the data that your filter picks up.
- **Add meanings:** once we have selected that data, our frame of reference then adds meaning to it or makes a judgment on that data.
- **Make assumptions:** based on these meanings, we make assumptions about the situation or person.
- **Draw conclusions:** using these judgments and assumptions, we come to a conclusion in our mind of what that means.
- **Adopt beliefs:** with the conclusions you have, your judgments move to a belief about that person or situation.
- **Take actions:** the beliefs you hold are what drive your action or reaction.

All of these steps can take about milliseconds to occur. It is how the mind works
Explain slide with example

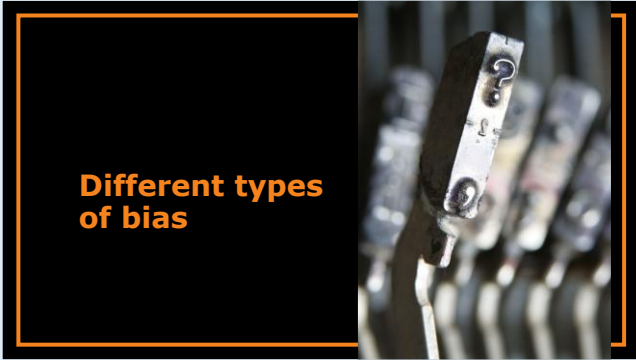
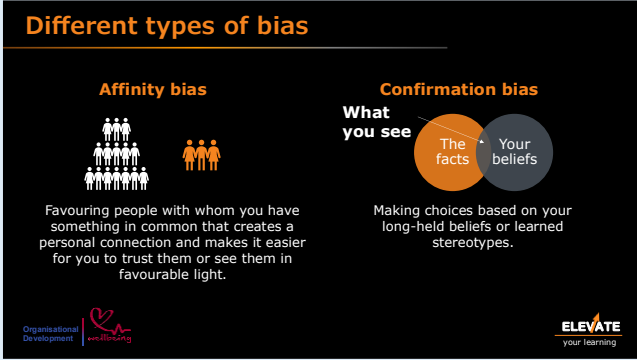
Slide



Ask and discuss

Is it a bad thing to have a frame of reference?

	Suggested responses No, it will depend on the situation and how impartial you need to be. Prompt for/Share There are times when this sort of quick decision making is useful, for example • if faced with a dangerous situation • It is a way of processing a lot of information very quickly • It simplifies the world so that we can deal with it • It can be used to make all sorts of good judgments • Making decisions based on past experiences, gut instinct but it isn't fool-proof • It oversimplifies... • Can lead to stereotyping & Unconscious bias Session summary The ladder of inference explains the context behind our decision making and the real dangers of not being aware of the rationale behind the decisions we do or do not make. You need to think more carefully about how your bias can impact your thought processes and its need to re-enforce your fast held beliefs.
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Session Different types of bias Objective Explore the different types of bias and the impact of these Timings 0 hours 10 minutes Running total 0 hours 52 minutes	Session positioning This session explore the different types of bias exist and the impact these have on decision making and attitudes. Slide  State There are many types of unconscious bias that can influence our thinking and decision making without us being aware of it. Here are some of the main biases that can affect you in the workplace: Slide 16  Affinity bias Favouring people with whom you have something in common that creates a personal connection and makes it easier for you to trust them or see them in favourable light. Confirmation bias Making choices based on your long-held beliefs or learned stereotypes. What you see The facts Your beliefs Organisational Development wellbeing ELEVATE your learning
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- **Affinity bias:** Favouring people with whom you have something in common that creates a personal connection and makes it easier for you to trust them or see them in favourable light. Anything you have in common that makes it easier for you to build a relationship with them Vs someone who doesn't share this personal connection. Such as someone who went to the same school, from the same town or city, enjoys the same hobbies, sits in the same location.

Ask has anyone experienced this personally or observed this?

- **Confirmation bias:** making choices based on your long-held beliefs or learned stereotypes. Our experiences and exposure throughout life develop and then reinforce the association of certain traits in certain groups.

Ask has anyone experienced this personally or observed this?

Slide 17

Different types of bias

Halo / Horns effect



This describes our tendency to focus on a particularly good aspect of someone and let the 'halo' glow of that one thing affect our opinion of everything else about them.

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Gender bias



Gender bias is one of the most commonly discussed & observed forms of bias in the workplace.

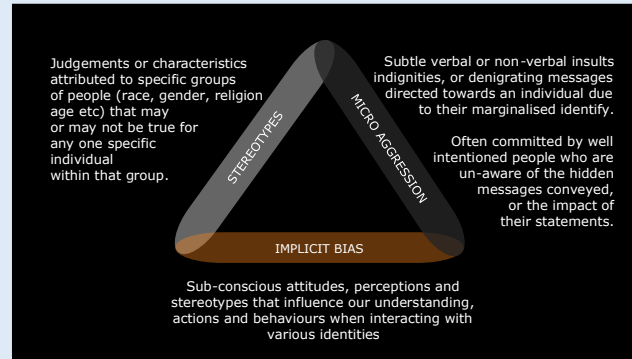
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Slide notes

- **Halo and horns effects:** This describes our tendency to focus on a particularly good aspect of someone and let the 'halo' glow of that one thing affect our opinion of everything else about them. This can result in us overlooking negative aspects about someone and ultimately lead to us choosing the wrong person for a role, or failing to address performance issues or

	problematic behaviours. Its opposite is the 'horns effect', where we concentrate on a person's failings and overlook their positive attributes or achievements Ask has anyone experienced this personally or observed this? ● Gender bias: Gender bias is one of the most commonly discussed and observed forms of bias in the workplace, and can get employers and managers into trouble for discrimination. Ways that gender bias can manifest itself at work can include, for example, a male candidate being hired for a physically demanding role, or senior women being routinely asked to take minutes in meetings instead of men in more junior roles. Gender bias can even seep into how we write job adverts; certain terminology has been found to attract applicants of one gender more than another Ask has anyone experienced this personally or observed this? Explain There is a lot of focus on unconscious bias over the years with particular focus on diversity and inclusion why do you think that is? Suggested responses ● Bias in recruitment ● Diversity in UK organisations ● Inequalities, although there are protected characteristics, unconscious bias still has an impact on this ● Work place culture, do things the way we do things, look the way we do, act the way we act
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Slide



Ask

Who has heard of the term micro-aggression and what does it mean to you?

(explain the differences between)

Explain

Micro aggression is an instance of subtle, **intentional** or **unintentional** indirect discrimination against a marginalized group. It doesn't always have to be about race, they can be based on gender, sexuality and physical ability too.

The tricky thing about micro aggressions is that individually, they are perceived as small. They are daily, commonplace interactions that can't always be readily identified as discrimination by people who have little experience of it.

This puts people who experience micro aggressions in a tough position, as to speak out about a seemingly 'small' incident can be viewed as disproportionate. Many people worry about being perceived as aggressive, angry or as 'playing the race card'.

The impact of these micro aggressions is that the people who experience them are often left feeling powerless and afraid to speak out, particularly in the workplace, or out of fear of making friendships or professional relationships awkward.

	Ask What is our role in challenging micro-aggression? Session summary There are many types of different biases that can occur daily, it is up to us all to challenge ourselves to question our own thought process and actions and to question those around us. The different biases I shared today are only a small amount of the different biases recognised in today's society we suggest you take the time to do some more research to ensure the decisions you make are fair, ethical and sound.
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Overcoming Unconscious Bias Objective Create strategies to challenge your unconscious bias positively Timings 0 hours 28 minutes Running total 1 hours 15 minutes Resources Flip chart paper	Session Positioning Following on from the last session, this section is all about sharing some of their own biases and creating a strategy to positively challenge their own thinking to ensure fairness and consistency. Slide 19  Explain We have spent quite a lot of time discussing the concept of unconscious bias and the impact this can have on you and your colleagues. For the rest of the session I'd like to give you some time to discuss what actions you can take to A: Challenge your own unconscious bias B: Challenge bias in others Before I set you up into your groups I have another video I'd like to share with you.
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Slide



Ask for thoughts on the VT

Slide

Activity

Challenging bias

- What can you do as an individual and as a team to challenge unconscious bias assumptions?



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Activity Strategies to challenge own and others unconscious bias (12 minutes)

Facilitator instructions

Split into small breakout groups, consider: **What can you do as an individual and as a team to challenge these assumptions/biases?**

Facilitator action

- Once the 12 minutes are up, ask each group to present back their thoughts
- Ensure you explore where necessary

Suggested exploration points

- Why is it important to understand why we might react in a certain ways?
- How will you challenge if you perceive bias in others?
- How to respond if others perceive bias in you
- Is it as simple as just stopping doing it?

Slide

Toolkit

1. Identify your own biases
2. Pay attention to language
3. Question your thinking & challenge your assumptions
4. Make friends
5. Speak out
6. Don't be defensive
7. Avoid stereotypes and over generalisations
8. Listen to someone else's story

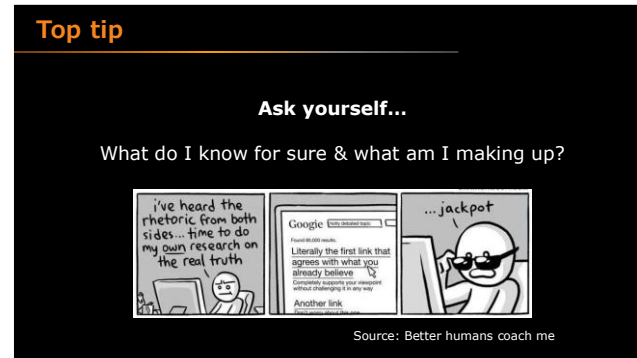
TOOLKIT

Slide notes

1. Identify your biases, learn about the different types of biases.
2. Pay attention to language, be mindful of what you say and how you say it.
3. Question your thinking, and challenge your assumptions, flip the script. Would you draw the same conclusions if this scenario involved someone of a different gender or race?
4. Make friends. Proximity shatters stereotypes. Seek diversity in your friendships and interactions. Volunteer at an organisation working with people not in your circle.
5. Speak out. Hold yourself and others accountable when unconscious bias surfaces.
6. **Don't be defensive. Just listen.** Take time to understand the perspective being shared before responding.

7. Avoid generalisations. Catch yourself when you use them and ask yourself if the statement was true.
8. Use visualisation. Imagine positive images of a group you tend to be biased about.
9. Listen to someone else's story. Exercise empathy.

Slide



Session summary

One of my favourite statements about unconscious bias is this:

Unconscious Bias is the hidden Blind Spot of good people

I think we all agree that here at Police Scotland we would want all of our Police Officers, Police Staff to work in a fair, consistent, and transparent environment.

First of all, you have to accept that you are always going to draw meaning and inferences from what others say and do, based on your past experience. It's how people work.

If we did not use past experience to help us interpret the world, we would be absolutely lost. Nobody would be able to 'learn from experience' at all.

Slide 24



(Play final VT) Inclusion start with I, video from Accenture.

Copy and paste the link for the feedback into the chat box and ask the group to complete whilst on the session.