

CANADIAN FOREIGN SERVICE INSTITUTE



Unconscious Bias Awareness for an Inclusive Environment

Financial Management Institute of Canada: Professional Development Week 2019



Global Affairs
Canada

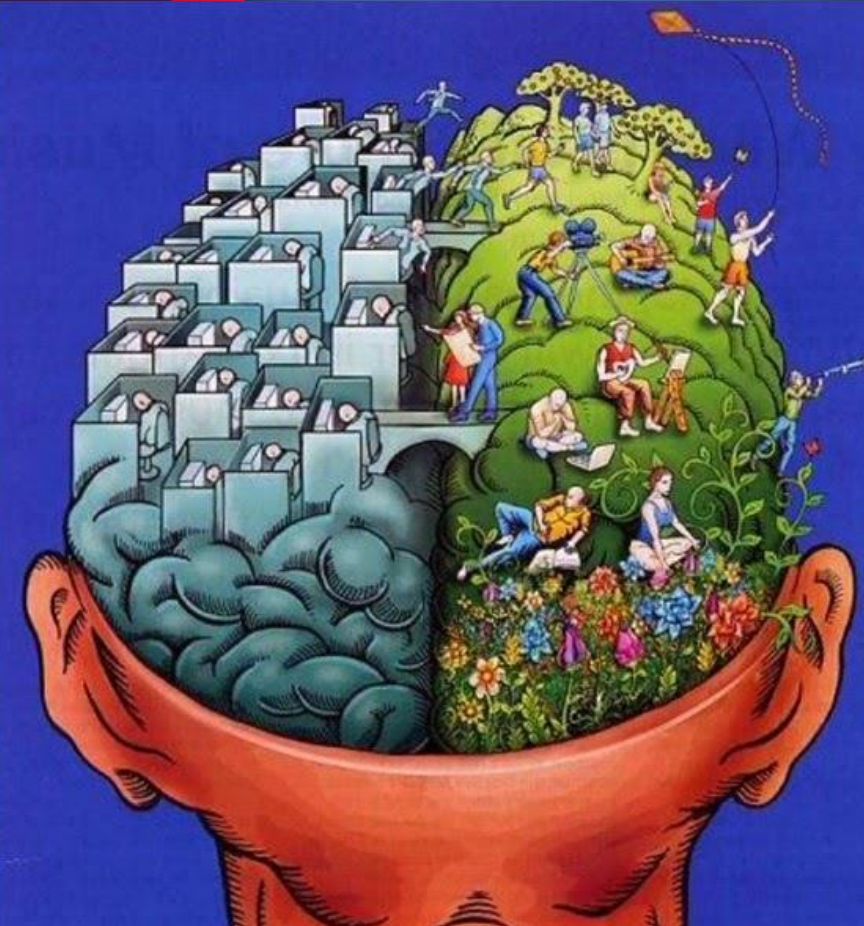
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Learning Objectives

- Understand the key concepts related to unconscious bias and its influence on behaviour and decision-making.
- Recognize the role of the brain in unconscious bias.
- Explore good practices to address unconscious bias.



Understanding Unconscious Bias



Unconscious Bias is...



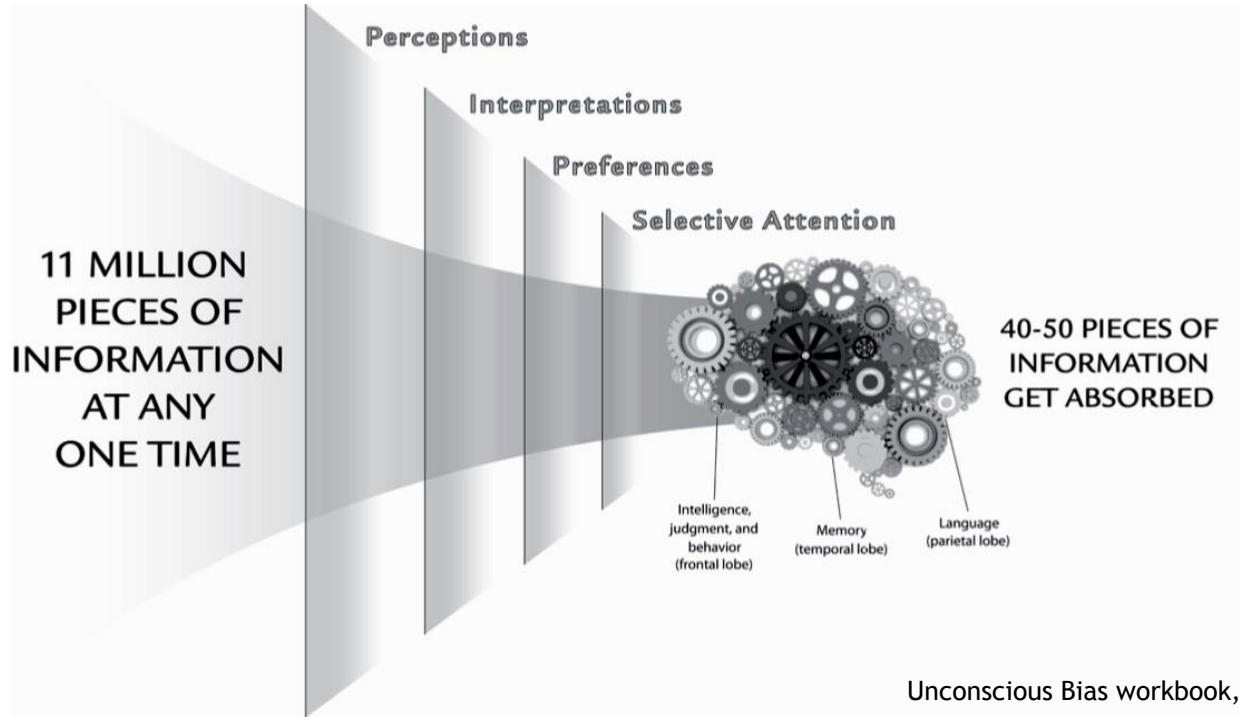
...our tendency to prefer a thing, a person, or point of view of a group quite instinctively at an unconscious level.

Source: Nosek, Smyth, et al., 2007; Ruthland, Cameron, Milne, and McGeorge, 2005.





Understanding How Our Mind Works



Unconscious Bias workbook, Cook Ross Inc., 2011

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Conscious and Unconscious Mind

The Elephant (Unconscious Mind)

- Uncontrolled
- Effortless
- Associative
- Fast
- Unconscious
- Disregards rules
- Impulsive and intuitive
- Based on Affect (emotions)

90%



The Rider (Conscious Mind)

- Controlled
- Effortful
- Deductive
- Slow
- Self aware
- Rule following
- Analytical and logical
- Based on cognition

10%

Source: Prince Ehoru and Merertu Mogga Frissa adapted from Happiness Hypothesis, University of Virginia Psychologist Jonathan Haidt, 2015.



Indra Krishnamurthy Nooyi

Former Chairperson & CEO of PepsiCo.
(Second Largest Food & Beverage
Business in the World)

- Increased annual sales to \$63B
- Was ranked #2 on Fortune's 2017 *Most Powerful Women*



- **Dr. Dave**, a medical doctor with private general medicine practice in New York City
- **Many of Dr. Dave's tattoos have a medical theme.**
 - A caduceus, the symbol of medicine - a woman replaces the traditional staff.
 - The letters "MD" are tattooed on his back
 - A skull with a red medical cross (the symbol of Dr. Dave's motorcycle club of health professionals)

What Forms Can Bias Take?

Confirmation Bias:

Favouring perspectives that agree with our views or position while dismissing others.

Affinity Bias:

Gravitate towards people who are like us.

In-group Bias:

Go with the view of the group we most identify with.

First Impression Bias:

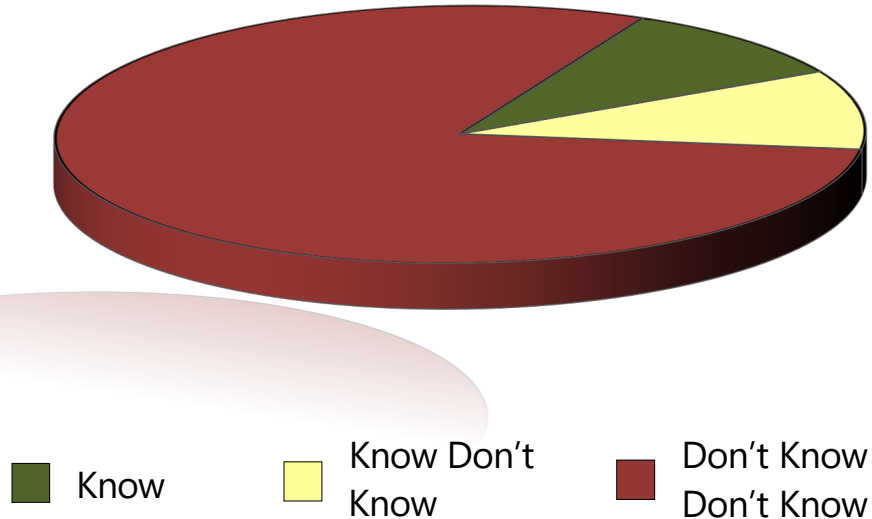
Unconscious judgments based on first impressions.





Our Biggest Blind Spots

- Not knowing what we don't know.
- Holding on to those views we believe to be true, but aren't any longer.





The Cycle of Exclusion

#1
Stereotype
“They are”

#2
Prejudice
“They can’t”

#3
Discrimination
“We won’t”

#4
Reaction
“They will”



“WE NEED TO BE
MORE COMFORTABLE
WITH THE UNCOMFORTABLE AND
LESS COMFORTABLE
WITH THE TOO COMFORTABLE.”

- Author Unknown





Becoming Bias-Aware

- Identify your biases and assumptions and manage them
- Unlearn the ‘isms,’ i.e. sexism, racism, heterosexism, and ableism, that lead to discrimination
- Watch for “microinequities”—the subtle putdowns, snubs, dismissive gestures and sarcastic tones that can sap motivation

Adapted from: Stephen Young “*Microinequities: The Power of Small.*” 13





Discussion

What are the good practices that you've observed or used within your work team to mitigate unconscious bias?

Is there something new that you've heard which you would like to try?





Mitigating Bias in the Workplace

Pay Attention

- ✓ To who participates in meetings; do a regular check-in.
 - ✓ To who is the go-to person; who gets opportunities.
-

Build Diversity

- ✓ Make diversity a criteria for staffing but also for building teams, implementing projects, designing programs, developing leadership.
-

Change the Narrative

- ✓ Highlight the benefits of diversity over challenges / obligations.
 - ✓ Encourage multiple perspectives.
-



Mitigating Bias in the Workplace

Build New Mental Associations

- ✓ Encourage new ideas, creativity, divergent opinions.
 - ✓ Support projects that encourage positive images of diversity.
-

Be a Role Model

- ✓ Speak about diversity, inclusion and unconscious bias.
 - ✓ Encourage everyone to speak & listen during meetings.
 - ✓ Use more micro-affirmations in your relationships.
 - ✓ Seek feedback and ideas from diverse people.
-



Inclusive Behaviours in Action



CONTINUE:

Which of your current behaviours are already helping to create a more inclusive workplace?



STOP:

Which of your current behaviours might be “getting in the way”?



START:

What NEW behaviours could help you further gain the benefits of inclusion?



I am not different *from* you.
I am different *like* you.



How did you like the session?

- A. Great! It was excellent.
- B. It was very good.
- C. You could have done better.
- D. It was a waste of time.



Thank you!





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