

# **Who me? Diversity Training to Recognize Unconscious Stereotyping in the Workplace**

**Sherry K. Schneider, Ph.D.  
University of West Florida**



Take the test:

<https://implicit.harvard.edu/implicit/takeatest.html>

# Old Riddle

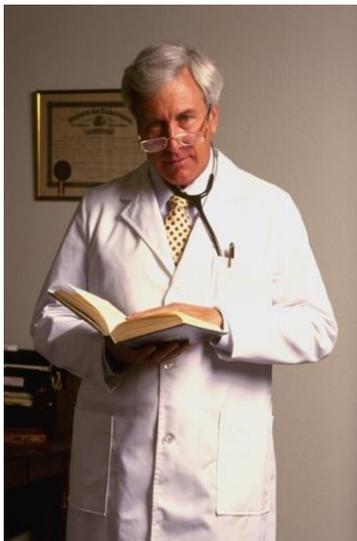
A father and his son are out driving. They are involved in an accident. The father is killed, and the son is in critical condition. The son is rushed to the hospital and prepared for the operation. The doctor comes in, sees the patient, and exclaims, "I can't operate, it's my son!" How can this be?

Only 35% of over 200 participants answered the riddle correctly: the doctor is the boy's mother.

Most popular wrong answers given:

- doctor was stepfather
- father was gay
- “it's impossible”

What pops into your head when you think of “Doctor”?



or



# What is the difference between stereotypes, prejudice and discrimination?

**Stereotypes**-Cognitive-beliefs about the typical characteristics of group members

**Prejudice**-Affective-negative feelings towards target group

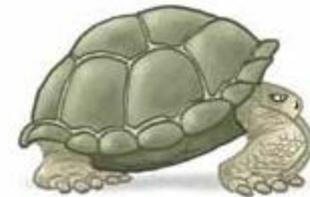
**Discrimination**-Behavioral-actions that disadvantage individuals simply because of their group membership.

As we know, EEO legislation forbids employment discrimination against protected classes—but we can't legislate hearts and minds.

# A Tale of Two Minds?

## ***Reflective system*** for controlled processing

- Conscious, explicit
- Effortful, requires motivation
- Takes more time



## ***Reflexive system*** for automatic processing

- Often unconscious, implicit
- Requires little effort
- Fast



- Different neural structures distinguish the two
  - Satpute & Lieberman (2006)

# What is Implicit Bias?

sometimes referred to as Unconscious Prejudice or Hidden Bias

## Stereotypes based on Group Membership

Explicit and Implicit

```
graph TD; A[Explicit and Implicit] --> B[Conscious, Intentional, Subject to logic]; A --> C[Unconscious Automatic Logic irrelevant Fast Heuristic];
```

Conscious,  
Intentional,  
Subject to logic  
*e.g. Price Waterhouse v.  
Hopkins, 490 U.S. 228  
(1989)*

Unconscious  
Automatic  
Logic irrelevant  
Fast  
“Heuristic”

# Who's most likely to be the CEO?



# Who's most likely to be the CEO?

- A poll of half of the Fortune 500 companies showed that:
  - 58% are six feet or over while in the general population of men, only 14.5% are six feet or over
  - 30% are six 6' 2" or taller; 3.9% of the general population are 6' 2" or taller
- \*Fortune 500 CEOs are overwhelmingly white men

# Who's most likely to be the CEO?

- Is this deliberate prejudice?
- There may be some association with leadership ability and imposing physical stature in our unconscious
- The stereotype of what a leader is “supposed” to look like is powerful and may blind us to other considerations

# How do implicit biases develop?

## The Reflexive System Uses Implicit Associations

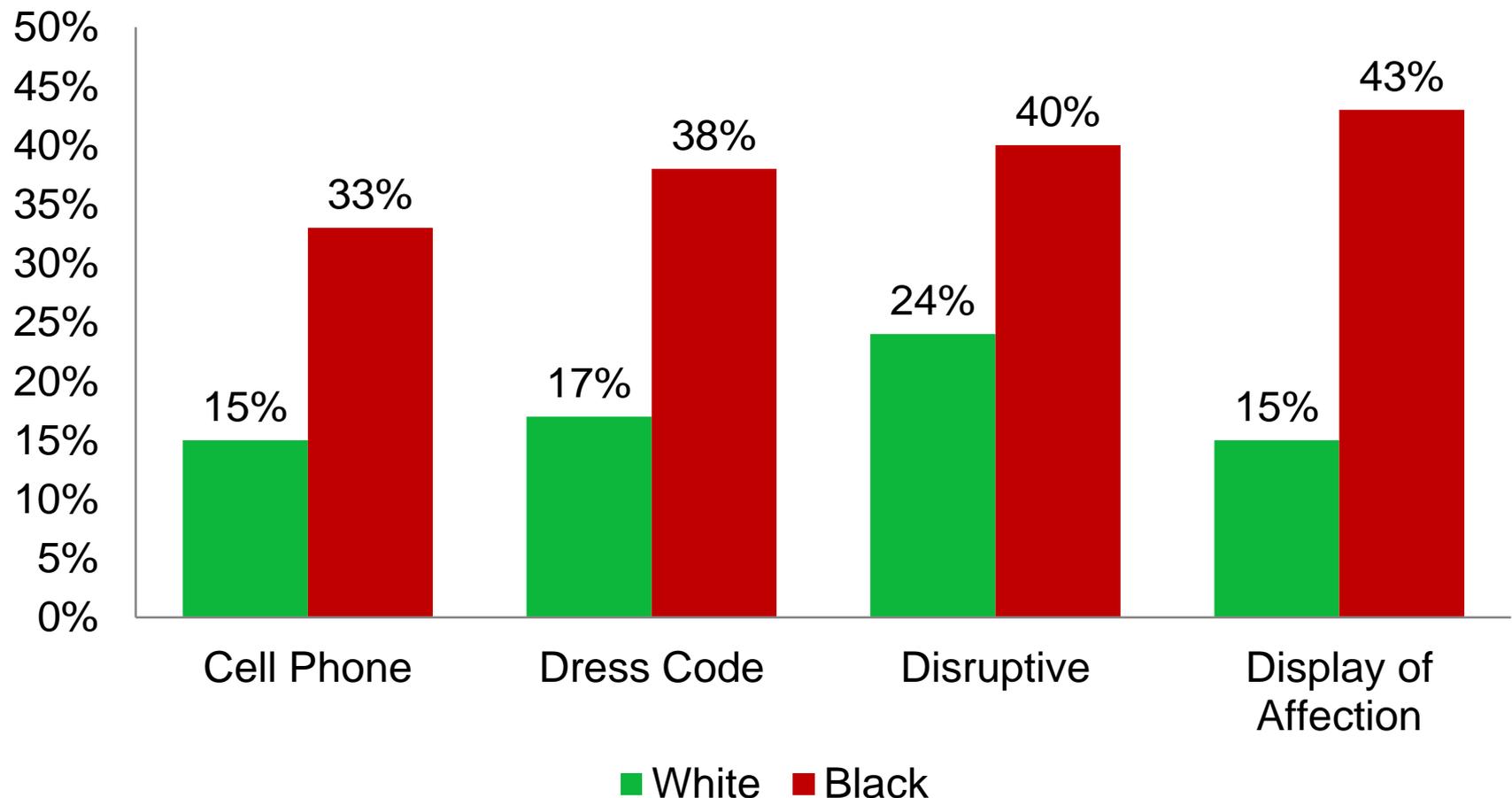
- We learn through patterned repetition. We develop cognitive links between categories that co-vary
- Bring one to mind, others are activated
- We use these “heuristics” or short-cuts to sort people and objects quickly and efficiently.
- Activation can happen unconsciously
  - ...can be at odds with intentions
  - ...can influence attention, perception, judgment and behavior

# Does this type of bias really impact our behavior?

- Hiring Managers: The Decision to Hire
  - Employment recruiters who favored native Swedes over Arabs on an implicit stereotyping task were significantly less likely to offer Arab applicants job interview opportunities
  - Scores on an implicit stereotyping task involving race and intelligence were correlated with students' likelihood of selecting resumes with African American names, especially among participants who felt rushed while completing a resume selection task

# Racial disparities in use of suspension for first time offenders by type of offense

**Percent of first time offenders cited for committing the offense who received an out of school suspension as punishment**



# The “Big Five” Orchestras



Women musicians only 12% until blind auditions.  
Female musicians in the Big Five increased five-fold from 1970 to 2000

## Police Officers: The Decision to Shoot

Police officers were more likely to mistakenly shoot unarmed Black suspects than unarmed White suspects in an computer simulation. Level of implicit bias predicted biased shooting behavior.



### **Errors Made in “Shooting” People in a Video Game**

Players were equally likely to “shoot” an armed white man, but much more likely to “shoot” black men who were unarmed, like the man in the photo. (Adapted from Correll, Park, Judd, & Wittenbrink, 2002)

# What is the IAT?

- Implicit Association Test
  - Implicit bias is found when faster responses are given when African American is paired with “bad” than when African American is paired with “good”
- IAT findings:
  - Implicit biases are pervasive
  - People are often unaware of their implicit biases
  - Implicit biases predict behavior
  - People differ in levels of implicit bias

# McConnell & Leibold (2001)

- Implicit Association Test (IAT)

Press one of two keys in response to prompts. Time in m.secs is measured.

Type of discrimination	Left Key	Right Key
Adjective	Black	White
Prejudice-consistent combination	Black or undesirable	White or desirable
Prejudice-inconsistent combination	White or undesirable	Black or desirable

# McConnell & Leibold (2001)

- IAT correlated with more explicit questionnaire measures of prejudice
- Test correlated with judges' ratings of videotaped interaction with black experimenter.

# Is the IAT Valid?

- A vast body of research conducted at Harvard, Yale, MIT, among others, shows the same thing: Implicit bias underlies many of our patterns of behavior.
- IAT predicts behavior accurately outside of the computer setting
- In a recent meta-analysis Greenwald and colleagues found statistically significant links between people's implicit bias scores and their daily behavior
- The implicit bias scores were better predictors of discriminatory behavior than explicit self-reports

# What is Project Implicit?

- Yale University, 1998
- Now at Harvard, Virginia, & Washington Universities
- 2003 – took off with research grant from National Institute of Mental Health
- Over 6 million tests since 1998
- Now averaging 15,000 per week



# Project Implicit®

## PROJECT IMPLICIT SOCIAL ATTITUDES

Log in or register to find out your implicit associations about race, gender, sexual orientation, and other topics!

[LOGIN](#) [REGISTER](#)

Or, continue as a guest by selecting a country below:

  [GO!](#)

## PROJECT IMPLICIT MENTAL HEALTH

Find out your implicit associations about self-esteem, anxiety, alcohol, and other topics! [GO!](#)

## PROJECT IMPLICIT FEATURED TASK

Measure your implicit race evaluations! Whom do you implicitly prefer among Whites, Blacks, Asians, and Hispanics? [GO!](#)



## Demonstration Options

Weight IAT

Weapons IAT

Gender-Science IAT

Arab-Muslim IAT

Age IAT

Sexuality IAT

Gender-Career IAT

Religion IAT

Disability IAT

Asian IAT

Presidents IAT

Native IAT

Skin-tone IAT

Race IAT

# How is implicit bias measured?

## The Implicit Association Test (IAT)

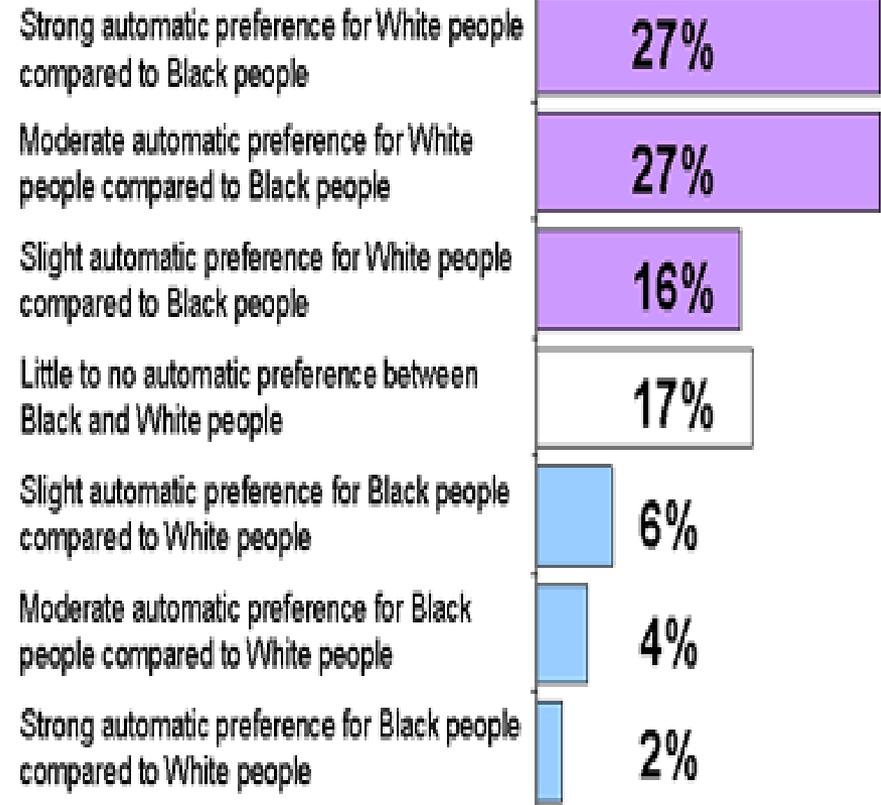
### Harvard Implicit Association Test

<https://implicit.harvard.edu>

**Built on the principal that it takes longer to say we recognize a weak mental association than a strong mental association**

So if we are faster at recognizing associations between blacks and negative things, such as between blacks and crime, than at recognizing associations between blacks and positive things, such as between blacks and career success, then we have an implicit negative association towards blacks.

Percent of web respondents with each score



[Click for detailed summary](#)

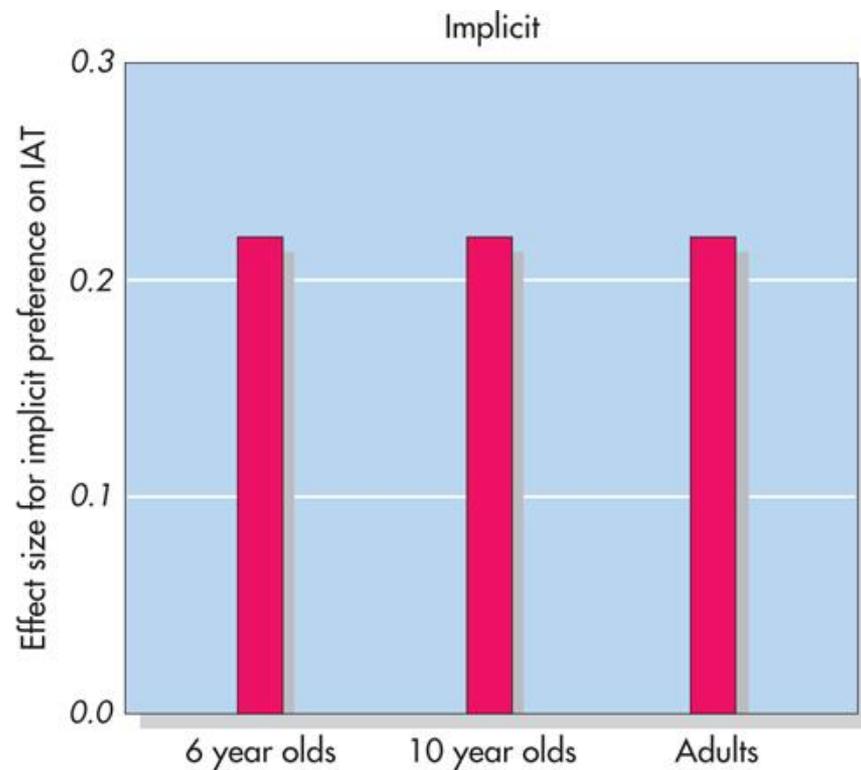
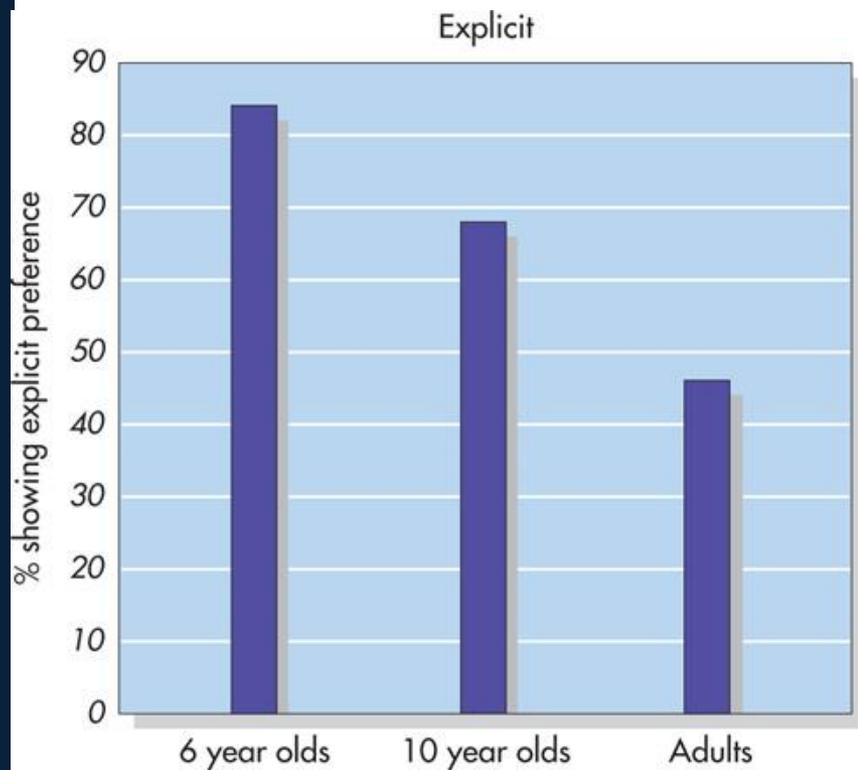
# Using the IAT in Diversity Training

- How did you feel when confronted with your score?
- Does the IAT have “face validity”?
- Research on using IAT in training is new and mixed.

# IAT Diversity Training

- Student reactions were mixed.
  - Many thought it was educational; would recommend to others
  - A fewer number questioned the legitimacy of the test and their scores
  - Emotional reactions
    - Negative reactions: discomfort, confusion, shock

# Development of Explicit vs. Implicit Racial Preferences



Based on Baron & Banaji, 2006; Dunham et al., 2008.

# Impact of Implicit Bias In the Workplace

- The Courts are receptive to unconscious bias arguments and large settlements have occurred
- The EEOC explains that intentional discrimination includes conscious and unconscious stereotypes



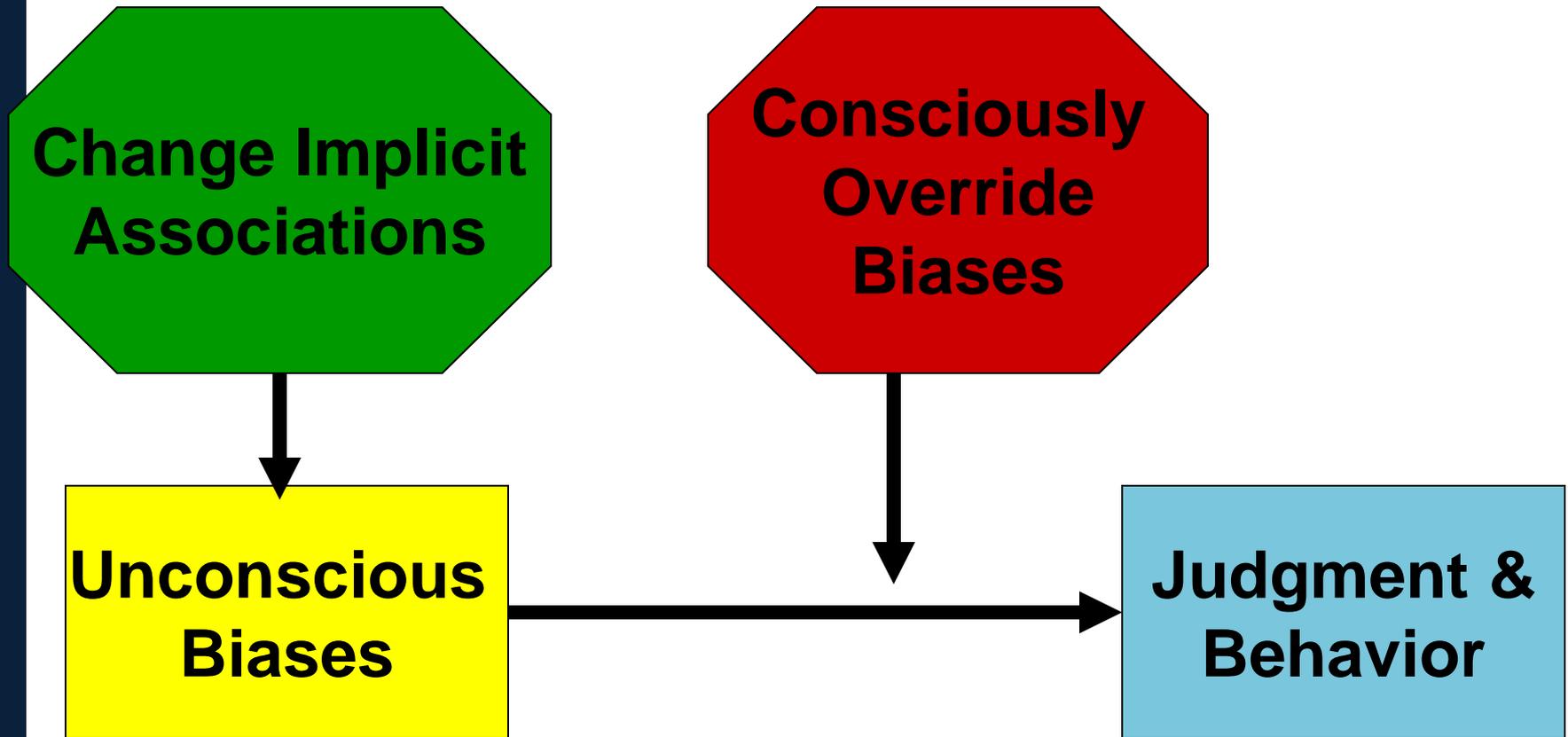
# Impact of Implicit Bias In the Workplace

- May put your company at risk of a lawsuit due to perceived discriminatory practices such as:
  - recruiting
  - interviews
  - hiring decisions
  - mentoring
  - job assignments
  - training
  - promotions
  - Performance reviews
  - pay increases

# Good news is implicit bias is quite malleable to context and environment; Four conditions that encourage implicit bias

1. Time constraints
2. Ambiguity
3. Cognitive overload / “busyness”
4. Lack of attention being paid to the task

# A Two Strategy Solution to implicit bias reduction



# Can we do anything to reduce implicit bias and related behaviors?

- **Flip the script:** Provided experience with counter-stereotypical exemplars, people thought about famous Black people and infamous White people
- **Increase intergroup contact with stereotyped group:** Whites assigned to live with a Black roommate exhibited less implicit prejudice than Whites assigned to live with a White roommate; Even just having a black researcher administer the test decreased levels of implicit bias.
- **Reframing from “discrimination” to focus on fair treatment and respect**
- **Inhibit expression through motivation:** works if unstressed, not under time pressure
- **Reducing the contextual factors that encourage implicit bias:** Impose greater structure in the decision making context

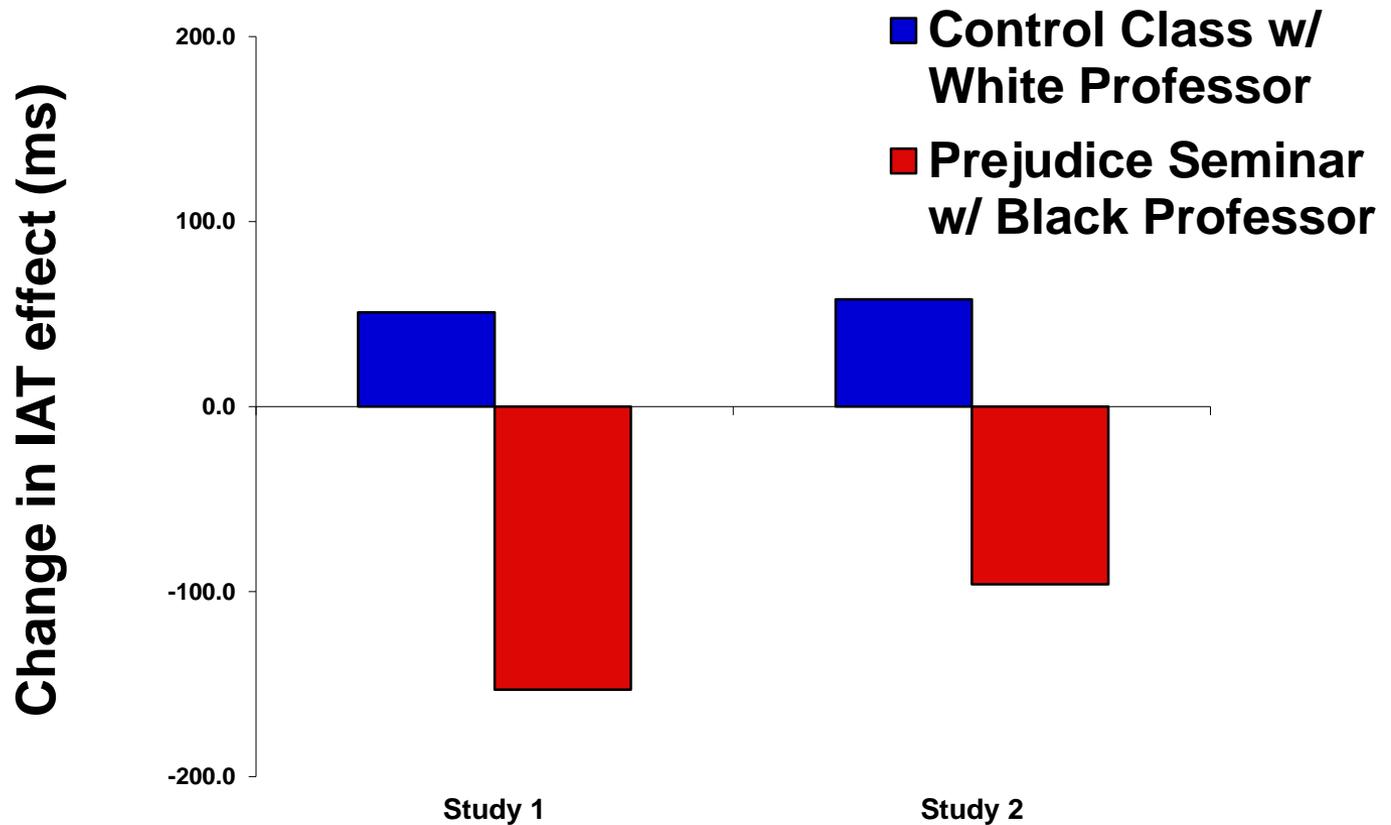
# Overcoming Hidden Biases: Minimizing risk through structure

- Conduct Job Analyses
- Use structured Interviews –with two managers; scoring
- Analyze hiring, promotion, pay increase practices, etc.; share the results
- Educate hiring managers about Implicit bias

Be a role model; take action

# Changing Unconscious Bias

- The effectiveness of education (Rudman et al., 2001)



# Overcoming Hidden Bias

- \*The “Self-Check” Technique
  - Will this decision adversely affect the employee?
  - Is the employee in a protected class?
  - What potential biases (implicit or explicit) could affect my judgment?
  - Am I doing this for the right reason or is a bias influencing my decision?

# Take-Away Points

- Implicit bias is distinct from conscious motivation.
- We all have these biases due to cultural exposure.
- They can affect behavior unless we override them.
- The IAT can be used to expose individuals to their own implicit biases.
- Its effectiveness in training depends on its face validity.
- Implicit biases can be changed with education and exposure.

# Youtube: Implicit Association Test

<https://youtu.be/WE47omcJRJ4>

# Bibliography

- Barrett, G. V. (2007). Legal and Logical Limitations in Applying Social Science to Business. *International Journal Of Business*, 12(1), 73-116.
- Bezrukova, K., Jehn, K. A., & Spell, C. S. (2012). Reviewing Diversity Training: Where We Have Been and Where We Should Go. *Academy Of Management Learning & Education*, 11(2), 207-227.
- Bezrukova, K., Spell, C. S., Perry, J. L., & Jehn, K. A. (2016). A meta-analytical integration of over 40 years of research on diversity training evaluation. *Psychological Bulletin*, 142(11), 1227-1274. doi:10.1037/bul0000067
- Brief, A. P. (2008). *Diversity at Work*. New York: Cambridge University Press.
- Eisenberg, D. T. (2016). THE RESTORATIVE WORKPLACE: AN ORGANIZATIONAL LEARNING APPROACH TO DISCRIMINATION. *University Of Richmond Law Review*, 50487.
- Haines, E. L., & Sumner, K. E. (2013). Digging deeper or piling it higher? Implicit measurement in organizational behavior and human resource management. *Human Resource Management Review*, 23(Measuring Implicit Content and Processes at Work: A New Frontier within the Organizational Sciences), 229-241. doi:10.1016/j.hrmmr.2012.12.004
- Hillard, A., Ryan, C., & Gervais, S. (n.d). Reactions to the implicit association test as an educational tool: A mixed methods study. *Social Psychology Of Education*, 16(3), 495-516.
- Johnson, T. J., Winger, D. G., Hickey, R. W., Switzer, G. E., Miller, E., Nguyen, M. B., & ... Hausmann, L. R. (2016). Comparison of Physician Implicit Racial Bias Toward Adults Versus Children. *Academic Pediatrics*, doi:10.1016/j.acap.2016.08.010
- Pendry, L. F., Driscoll, D. M., & Field, S. C. (2007). Diversity training: putting theory into practice. *Journal Of Occupational And Organizational Psychology*, (1), 27.
- Schlachter, S., & Rolf, S. (2017). Using the IAT: how do individuals respond to their results?. *International Journal Of Social Research Methodology*, 20(1), 77-92. doi:10.1080/13645579.2015.1117799
- Willard, G., Isaac, K., & Carney, D. R. (2015). Some evidence for the nonverbal contagion of racial bias. *Organizational Behavior And Human Decision Processes*, 12896-107. doi:10.1016/j.obhdp.2015.04.002