Conscious Decision-Making: Becoming Aware of Your Inner Storyteller

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Conscious Decision-Making: Becoming Aware of Your Inner Storyteller

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Citywide Training & Development Coordinator
Learning Objectives

• Define Implicit Bias
• Review types of biases
• Understanding bias
• Effects of Implicit Bias
• How to address Implicit Bias
POLL QUESTION 1

WHAT’S YOUR LEVEL OF UNDERSTANDING OF IMPLICIT BIAS (UNCONSCIOUS BIAS)?

A. I’M COMPLETELY GREEN
B. I HAVE SOME BASIC KNOWLEDGE
C. I HAVE SOLID BACKGROUND
D. I’M AN EXPERT
WHAT KIND OF ASIAN ARE YOU?
WHAT IS IMPLICIT BIAS?

• Also known as implicit social cognition (implicit associations)
• Refers to attitudes/stereotypes
• Can be favorable or unfavorable assessments
• Activated involuntarily
• Resides deep in our subconscious

(Source: Kirwan Institute For The Study of Race And Ethnicity; Understanding Implicit Bias; State of the Science: IMPLICIT BIAS REVIEW 2015)
TYPES OF BIAS

Confirmation Bias

Did you read my paper on confirmation bias?

Yes, but it only proved what I already knew.

Confirmation Bias
TYPES OF BIAS

Gender Bias

2020 Payscale Reports:
Uncontrolled gender pay gap
women earn 81 cent for every $1
earned by men.
Controlled gender pay gap
women earn 98 cent for every
$1 earned by men.
TYPES OF BIAS

Beauty Bias
As early as 6 months, a baby's brain can notice race-based differences.

By ages 2 to 4, children can internalize racial bias.

By age 12, many children become set in their beliefs—giving parents a decade to mold the learnprocess, so that it decreases racial bias and improves cultural understanding. www.healthychildren.org
OTHER TYPES OF BIASES

• **Conformity Bias**: relates to bias caused by group peer pressure.

• **Halo/Horns Effect**: we see one good/bad thing that colors our judgement.

• **Attribution Bias**: is a cognitive bias that refers to the systematic errors made when people evaluate or try to find reasons for their own and others' behaviors.
In reality our various biases affects us and can affect our decision-making processes in a number of different ways:

• Our Perception
• Our Attitude
• Our Behaviors
• Our Attention
• Our Listening Skills
• Our Micro-inequities or affirmations

“If you are human, you have biases”
UNDERSTANDING BIAS

• Having biases does not make us bad

• Every one of our decisions and interactions are influenced by factors within and outside of our scope of awareness.

• Our pre-existing reference points are our own limited version of the truth.

• They are powerful because they are anchored by predominant beliefs and feelings.
“We don’t see things as they are; we see them as we are.”

~ Anais Nin
Harvard University Project Implicit developed an instrument designed to detect the strength of automatic mental (subconscious) associations.

Implicit Association Test

(Source: Harvard University Project Implicit; https://implicit.harvard.edu/implicit/takeatest.html)
DO YOU HAVE A RACIAL BIAS?

https://www.youtube.com/watch?v=cykcpqSpVZo&feature=youtu.be
POLL QUESTION 2

HOW COMFORTABLE ARE YOU WITH TALKING ABOUT RACIAL BIAS? (MULTIPLE CHOICE)

A) VERY COMFORTABLE  
B) COMFORTABLE  
C) A LITTLE UNCOMFORTABLE  
D) EXTREMELY UNCOMFORTABLE
WARMTH & COMPETENCE

2 human traits govern social judgements and shape our emotions and behaviors towards individuals and groups.

- **Warmth**: What are your intentions towards me?  
  - **Friend or a foe?**

- **Competence**: What is the ability to carry out intentions?  
  - **Strong or weak**

<table>
<thead>
<tr>
<th>Warmth</th>
<th>Competence</th>
<th>Paternalistic stereotype</th>
<th>Admiration</th>
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<tbody>
<tr>
<td>High</td>
<td>Low</td>
<td>low status, not competitive</td>
<td>high status, not competitive</td>
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<tr>
<td></td>
<td></td>
<td>(e.g., housewives, elderly people, disabled people)</td>
<td>(e.g., ingroup, close allies)</td>
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<table>
<thead>
<tr>
<th>Warmth</th>
<th>Competence</th>
<th>Contemptuous stereotype</th>
<th>Envious stereotype</th>
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<tbody>
<tr>
<td>Low</td>
<td>High</td>
<td>low status, competitive</td>
<td>high status, competitive</td>
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<tr>
<td></td>
<td></td>
<td>(e.g., welfare recipients, poor people)</td>
<td>(e.g., Asians, Jews, rich people, feminists)</td>
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WARMTH & COMPETENCE

Look at each slide and note the following:

• High or Low **Warmth**

• High or Low **Competence**

As you look at each slide, note the observations, judgments and reactions that emerge.

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<tr>
<th></th>
<th>W High or Low</th>
<th>C High or Low</th>
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PREPARE FOR THE BIG REVEAL.
John Fetterman
Lieutenant Governor of Pennsylvania since 2019
Education: Harvard University, University of Connecticut, Harvard Kennedy School, Albright College

Slide credit: Joe Gerstandt – Got Bias?
Pratibha Devisingh Patil
Economist, Attorney, & the 12th
President of India from 2007 to
2012. A member of the Indian
National Congress, Patil is the
only woman to hold the office.
Eric:
CPFO Program Manager
(CPFO is our certified public finance officers program). He loves biking around Chicago, gardening, and his family.
Mae Carol Jemison is an American engineer, physician, and former NASA astronaut. She became the first black woman to travel into space.
Katie
Senior Manager at GFOA I
Volunteers church teaching younger children on Sundays. Avid reader and crossword puzzle-doer. Loves walking and running Likes dancing and being silly.
Oxana Federova
- Miss Universe 2002
- Russian police captain and fashion model
- PhD in civil law
Huang Wenzai
• Chinese billionaire who gives 92.13 percent of his annual income to charity
Warmth / Competence

QUESTIONS

THOUGHTS
Bias is...

A tendency or inclination that results in judgment without question.

- Mental shortcut
- Automatic association

Information credit: Joe Gerstandt – Got Bias?
Complete the following phrases:

• The Best Part of Waking Up ...

• Human ...

• Can’t We All ...

Fast Brain / System 1
Complete the following phrases:

• 1091 + 59 - 849 …
• Employee Discount …
• The Civil Service …
Fast Brain / System 1

- **EXAMPLES**
- $2 + 2 =$
- “Black and....”
- Your eye being drawn to a brand of shoe or tool

Slow Brain / System 2

- **EXAMPLES**
- Answering $97+23-19 =$
- Filling out a tax form
- Deciding which school to attend
You are not responsible for your first thought.

But you are responsible for your second thought and your first action...

That is where your power lies.
EFFECTS OF IMPLICIT BIAS – CASE STUDY #1

“WHY DOES JOHN GET THE STEM JOB RATHER THAN JENNIFER?”

Details:

• Social psychologist Corinne Moss-Racusin conducted an experiment with the cooperation of 100 science faculty members from different disciplines.

• Moss-Racusin & colleagues created fake resumes for a lab manager position with identical qualifications and experience.

• The only difference on the resume was the name: Jennifer or John.

• The team asked STEM professors across the country to assess the resume for the position of lab manager.
EFFECTS OF IMPLICIT BIAS – CASE STUDY #1

Conclusions:

- The results showed the decision makers did not evaluate the resumes based on merit
- Jennifer was perceived as slightly less competent
- The reviewing scientists were less willing to mentor Jennifer or hire her as lab manager
- They also recommended paying her on average $4k (13%) less than John
- Gender stereotypes tainted the judgments of the scientists
- Even women scientists favored John
- The finding supports the understanding among researchers that gender biases are not a result of ‘in-group favoritism
- In a similar study, this bias resulted in lower performing men being hired over higher-performing women
EFFECTS OF IMPLICIT BIAS – CASE STUDY #2

African-American Thomas
*Average rating 3.2/5.0

Comments:
“needs lots of work”
“can’t believe he went to NYU”
“average at best”

Caucasian Thomas
*Average rating 4.1/5.0

Comments:
“generally good writer, needs to work on…”
“has potential”
“good analytical skills”

Conclusions:
• Supervising lawyers perceived African-American lawyers had subpar writing skills when compared to Caucasian counterparts.
• When expecting to find fewer errors, fewer errors were found, when expecting to find more errors, they were found.
• Unconscious confirmation bias.
HOW TO ADDRESS IMPLICIT BIAS

ANY TOUGH BUT NECESSARY CONVERSATION CAN HAPPEN WITH THREE KEY ELEMENTS.

1. RESPECT
2. EMPATHY
3. MATURITY
HOW TO ADDRESS IMPLICIT BIAS

1. Self reflection
2. Identify stakeholders
3. Open, honest dialogue R.E.M Method
4. Training and leadership development
5. Create metrics
6. Set succession planning protocols
7. Communicate and education for all
8. How City of Columbus has implemented IB
Questions

Comments

Feedback