

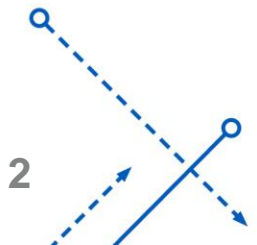
The background features a complex network of blue lines and arrows. Some lines are solid, while others are dashed. The arrows point in various directions, creating a sense of movement and interconnectedness. The overall aesthetic is clean and modern, with a focus on geometric patterns.

UNCONSCIOUS BIAS IN THE WORKPLACE

Katerina Bezrukova

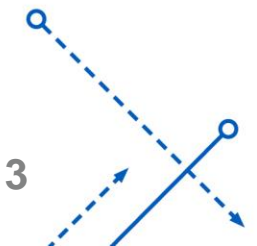
What Would You Do? Bike Theft (White Guy, Black Guy, Pretty Girl)

- A social experiment is conducted in a park.
- Three people try to steal a bike out in the open.
 - First, a white teenager.
 - Then, a black one.
 - Finally, a young blond tries her luck.
- Does anyone try to stop them?
- **What surprised you most?**
- <https://www.youtube.com/watch?v=ge7i60GuNRg>
- <https://www.facebook.com/bbc5live/>



Bias

- A *bias* is an inaccurate evaluation or belief that members of a group generally possess some characteristic
- Why did people in this experiment act differently? Where does it come from? How do we reveal these biases?
- What are the dangers of this bias?
 - Assumptions may not be accurate
 - Lead to discrimination and prejudice
- *Unconscious (or implicit) biases* are automatic, unintentional, deeply engrained, universal, and able to influence behavior



In fact,... Things are more complicated...



Count how many correct answers you get.

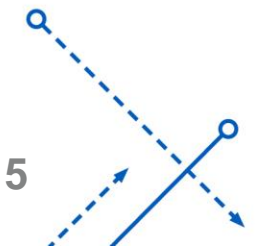
- <http://youtu.be/W3WOG2t2Hwg>

Can you tell the difference between a peaceful Sikh priest and an Al-Qaeda terrorist?
How about the difference between a Roman Catholic priest and Ku Klux Klan members?
What does this have to do with recognizing biases and managing diversity in the workplace?

Diversity: Why is it important?

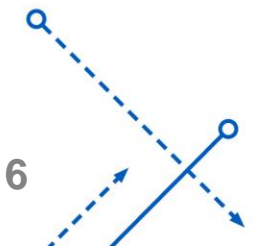
Recent Trends:

- Diversification of the Workforce
- Greater Emphasis on Group Work



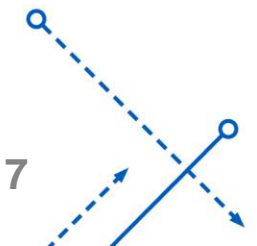
A few facts about diversity training

- Diversity Training is used in 67% of U.S. organizations (*Esen, 2005*).
- The diversity business was estimated to be an 8 billion dollar industry (*Hansen, 2003*)



Questions. Questions. Questions...

- Does diversity training work?
- Does diversity training increase numbers of women and minorities in the workplace?
- What evidence do we have?



What We Know About Diversity Training

Diversity training had no positive impact on workplace demographics.

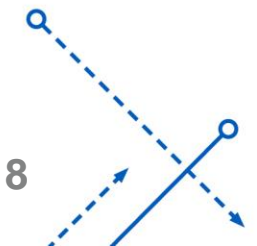
- *Naff & Kellough 2003; Kalev, Dobbin, & Kelly 2006.*

Mixed evidence about the effect of diversity training on managerial attitudes.

- *Cox Jr. 1991 (+); Rynes & Rosen 1994 (-)...*

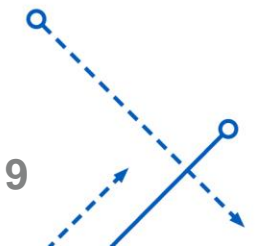
Diversity training created resistance.

- *Baba & Herbert, 2004; Rynes & Rosen 1995; Holladay et al. 2003; Kidder et al. 2004...*



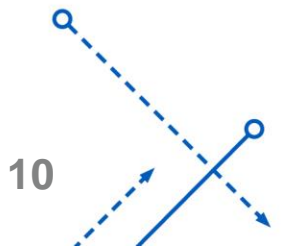
BUT...

- diversity training has the potential to make a huge, positive impact since the idea behind diversity training is to address prejudice, stereotyping, and other biases



How to Manage this Bias? Diversity Training

- You are a junior executive and you are going up for promotion.
You know that:
 - your chances of success for promotion will increase if you take a diversity training.
 - if you get promoted, you will be managing a diverse workforce locally and globally.
- What would your ideal diversity training look like?



Results

- Diversity training is associated with better training outcomes overall, $g=.36$
 - largest effect on immediate reactions, $g=.61$
- Attitudes & behaviors appear to decay after training
- Cognitive knowledge (e.g., about different cultures) is maintained over time

Factors contributing to the *success* of diversity training

- Were complemented by a variety of other organizational initiatives (e.g., recruitment, affinity groups, sr. leader supportive behaviors, Culture/climate surveys/feedback)
- targeted multiple group differences (e.g., race, gender, sexual orientation)
- designed to increase both diversity awareness and skills
- were relatively long (e.g., year long)

How Should We Judge Diversity Programs?

- Self-reporting of Attitudes
- Workplace Culture Survey
- Employee Scores on Bias Index
- Productivity and Performance
- Diversity of Workers
- Diversity of Managers

