Cognitive Bias and It’s Impact on Diversity and Inclusion in the Workplace
Session Outcomes

During this talk, I’ll discuss...

✓ Diversity
✓ Inclusive Environment
✓ Cognitive Bias
✓ Possible impacts of bias on a workplace environment
  ✓ From different perspectives (employee, supervisor, strategic leader)
✓ Strategies to increase your ability to minimize biases
✓ Action strategies to utilize when faced with an exclusive environment
Defining Diversity

- Appearance
- Work experience
- Race/ethnicity
- Gender identity or expression
- National origin
- Mental/physical ability
- Sexual orientation
- Assigned sex
- Religion
- Income
- Language and communication skills
- Organizational role
- Political belief
- Family
Inclusion

The action or state of including or of being included within a group or structure.

*Taking it further...*

Full and equal participation of all groups in a society that is mutually shaped to meet their needs. Includes a vision of society that is equitable and all members are physically and psychologically *safe* and *secure*.

*Source: Merriam Webster and Adams, Bell, Griffin 1997*
Preference for or Against Behaviors from Intergroup Affect and Stereotypes

Taking it further...

Intergroup emotions theory (IET) describes emotional assessments on behalf of one’s in-group as an extension of appraisal theories of emotion. Appraisal theories of emotion describe people as evaluating stimuli initially as good-for-me vs. bad-for-me, resulting in primitive positive-negative reactions. Stereotypes are the cognitive side of intergroup bias, beliefs about groups.

Source: Fiske and Taylor 2017
Bias in the Workplace

Examples in the News...

In just 1 week, 3 states considered bills to ban discrimination based on hair texture or style
By Harneet Kaur, CNN
Updated 7:24 AM EST. Sun February 16, 2020

(CNN) — In just one week, three states around the nation introduced or advanced bills that would ban hair discrimination.

The bills are part of a national effort known as the CROWN Act, which stands for “Creating a Respectful

MOTHERS’ CAREERS ARE AT EXTRAORDINARY RISK RIGHT NOW
The conditions of teleworking combined with increased child-care demands are a perfect storm for bias against working mothers.
MARIANNE COOPER OCTOBER 1, 2020

OUT POLICIES AND POLICY
‘Laughed out of interviews’: Trans workers discuss job discrimination
Trans employees share their job discrimination stories ahead of oral arguments in three LGBTQ workplace discrimination cases before the Supreme Court.

— Aveda Adara. Courtesy of Aveda Adara.
Implicit Bias Predicts Liking of Ingroup Members Who Are Comfortable With Intergroup Interaction

Drew S. Jacoby-Senghor, Stacey Sinclair, Colin Tucker Smith, and Jeanine L. M. Skorinko

Abstract
We test a novel framework for how ingroup members are perceived during intergroup interactions. We found that, above and beyond egalitarian attitudes and motivations, White observers’ implicit anti-Black bias shaped their affiliation toward ingroup targets who appeared versus same-race interaction. White observers’ implicit anti-Black bias negatively correlated with who were comfortable with Blacks (Experiments 1–3). The relationship between implicit task of targets’ nonverbal comfort in interracial interactions (Experiment 1). Specifically, implicit liking of targets when nonverbal behaviors revealed observers felt comfortable with the nature of those behaviors (Experiment 2). Finally, the relationship between implicit by perceived similarity (Experiment 3). Theoretical implications for stigma-by-association, extended contact are discussed.

Are Emily and Greg More Employable than Lakisha and Jamal? A Field Experiment on Labor Market Discrimination

Author(s): Marianne Bertrand and Sendhil Mullainathan


Published by: American Economic Association

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Selection Problems in the Presence of Implicit Bias

Jon Kleinberg
Cornell University

Manish Raghavan
Cornell University

Abstract
Over the past two decades, the notion of implicit bias has come to serve as an impor- tant component in our understanding of discrimination in activities such as hiring, promotion, school admissions. Research on implicit bias points that when people evaluate others— for example in a hiring context—their unconscious biases about membership in particular groups can affect on their decision-making, even when they have no deliberate intention to discriminate against members of these groups. A growing body of experimental work has pointed to the fact that implicit bias can have in producing adverse outcomes.

Here we propose a theoretical model for studying the effects of implicit bias on selection desi and a way of analyzing possible procedural remedies for implicit bias within this model. A case situation represented by our model is a hiring setting: a recruiting committee is trying to choose a set of job finalists to interview among the applicants for a job, evaluating these applicants have on potential, but their estimates of potential are skewed by implicit bias against members of group. In this model, we show that measures such as the Rooney Rule, a requirement that at least one of the finalists be chosen from the affected group, can not only improve the representation of this affected group, but also lead to higher payoffs in absolute terms for the organization performing the recruiting. However, identifying the conditions under which such measures can lead to improve payoffs involves subtle trade-offs between the extent of the bias and the underlying distribu- tional applicant characteristics, leading to novel theoretical questions about order statistics in the presence of probabilistic side information.
Working to Minimize Bias

What can you do in your current role?

✓ Employee
  ✓ Awareness of your bias
  ✓ Don’t make assumptions

✓ Supervisor
  ✓ Awareness
  ✓ Don’t make assumptions
  ✓ Use metrics for evaluations of employees
  ✓ Provide equitable access to all employees

✓ Leader at the Strategic Level
  ✓ Awareness
  ✓ Don’t make assumptions
  ✓ Strategic diversity, equity, and inclusion goals
  ✓ Representation of diversity in leadership
  ✓ Structural and systemic inclusion policies and space
What if I experience exclusion in the workplace?

- Speak to the individual(s), if comfortable
- Engage supervisor, if needed
- Learn the process to file formal complaints with Human Resources department or Appropriate Office
- Document!
Thank You!

Student Diversity Initiatives
605 West. 11th Street
573-341-7286
SDI@mst.edu

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@SandTSDI   @SandTSDI