

Good people are not biased.

I avoid conflict because I don't want to be seen as aggressive or confrontational.

Human beings, at some level, need
bias to survive.

The way I handle conflict is to ignore it
and hope that it will go away.

Conflict is not a problem to be managed or resolved, but is an opportunity to strengthen a shared sense of belonging.

IMPLICIT BIAS AND CONFLICT MANAGEMENT

Angela Russell,
MS

Diversity &
Inclusion
CUNA Mutual
Group

GROUND RULES

- There will be emotions that are triggered. Breathe and take note about the emotions that are coming up. Take care of yourself.
- Use “I” statements.
- Be honest and willing to share.
- Listen with curiosity and the willingness to learn and change
- Suspend judgment. Be open to the wisdom in each person’s story.
- Respect for one another, verbal and non-verbal
- Confidentiality
- Assume good intentions, recognize unintended impacts
- Facilitator is not the expert – I am learning, too

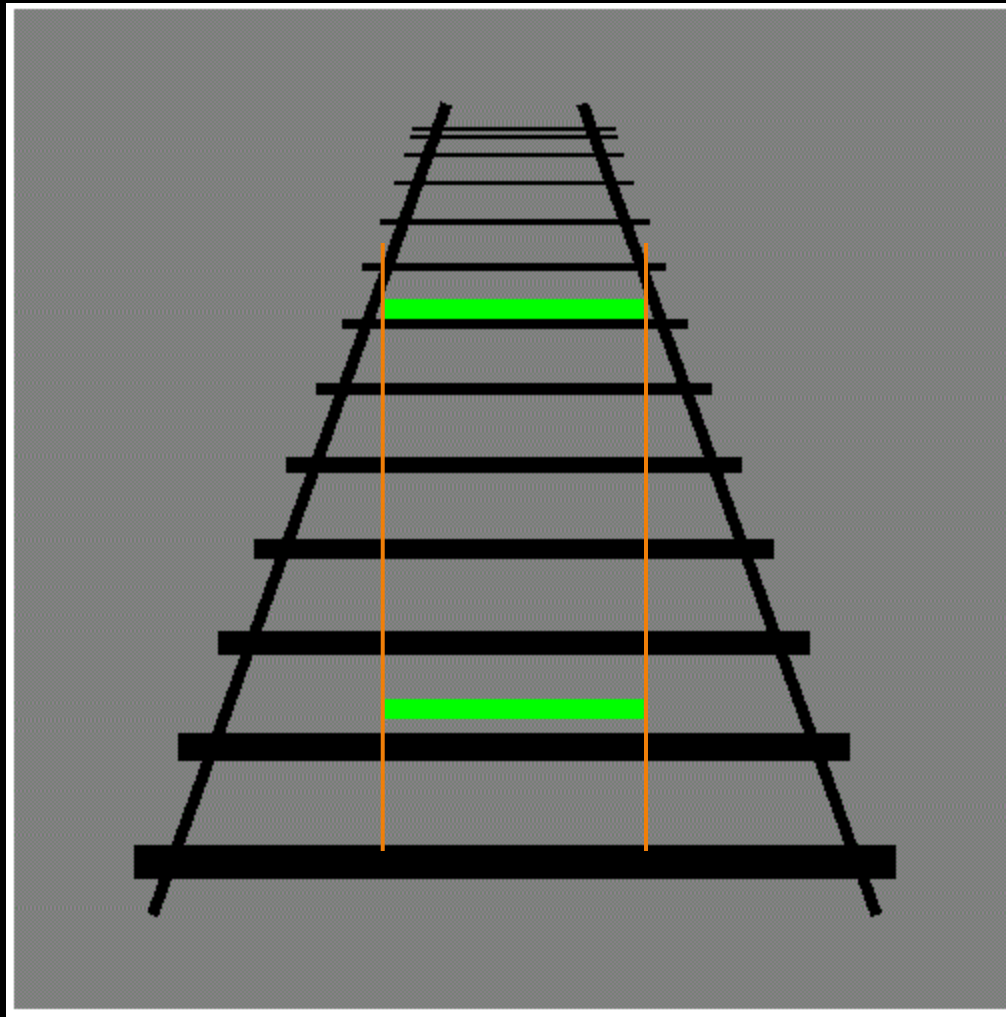
PRESENTATION GOALS

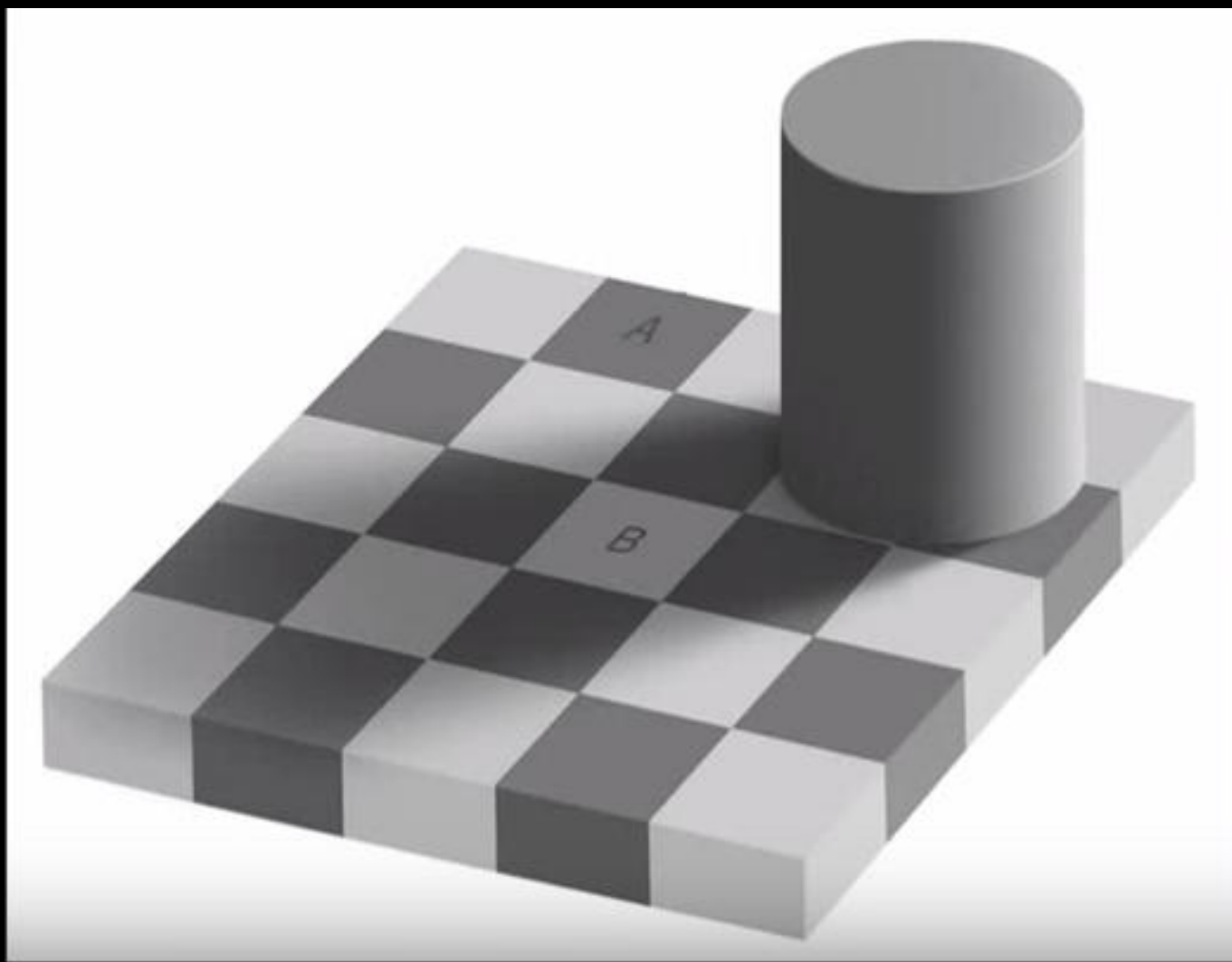
- Provide an overview of implicit bias
- Discuss workplace conflict
- Review strategies to identify and address implicit bias and transform conflict
- Personal goal: What is the one goal that you have for yourself for this presentation or discussion?



WHAT IS BIAS?





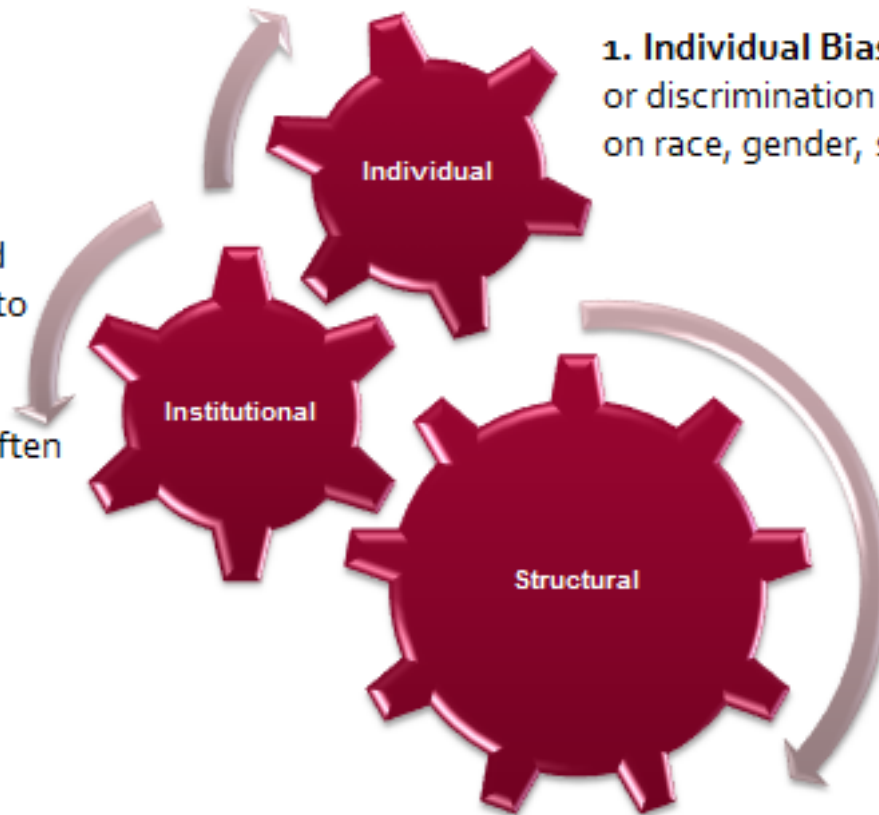


BIAS DEFINED

"A bias is a tendency. Most biases—like preferring to eat food instead of paper clips, or assuming someone on fire should be put out—are helpful. But cognitive shortcuts can cause problems when we're not aware of them and we apply them inappropriately, leading to rash decisions or discriminatory practices. Relying on biases but keeping them in check requires a delicate balance of self-awareness."

3 LAYERS OF BIAS

2. Institutional Bias :
Policies, practices, and procedures that work to the benefit of certain people and to the detriment of others, often unintentionally or inadvertently.



1. Individual Bias: Pre-judgment, bias, or discrimination by an individual based on race, gender, sexual orientation, etc.

3. Structural Bias: A history and current reality of institutional bias across all institutions. This combines a system that negatively impacts people.



TED^x
SouthBank
• independently organized TED event

Yassmin Abdel-Magied

TED^x



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CHARACTERISTICS OF IMPLICIT BIAS

- Implicit biases are **pervasive**. Everyone possesses them, even people with avowed commitments to impartiality such as judges.
- Implicit and explicit biases are **related but distinct mental constructs**. They are not mutually exclusive and may even reinforce each other.
- The implicit associations we hold **do not necessarily align with our declared beliefs** or even reflect stances we would explicitly endorse.
- We generally tend to hold implicit biases that **favor our own ingroup**, though research has shown that we can still hold implicit biases against our ingroup.
- Implicit biases are **malleable**. Our brains are incredibly complex, and the implicit associations that we have formed can be gradually unlearned through a variety of debiasing techniques.

Two residents waded through chest-deep water after finding bread and soda from a local grocery store after Hurricane Katrina came through the area in New Orleans, Louisiana.

(AFP/Getty Images/Chris Graythen)



A young man walks through chest deep flood water after looting a grocery store in New Orleans on Tuesday, Aug. 30, 2005. Flood waters continue to rise in New Orleans after Hurricane Katrina did extensive damage when it

AP Associated Press



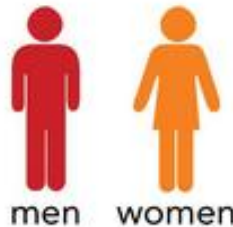
WOMEN'S MEDIA CENTER

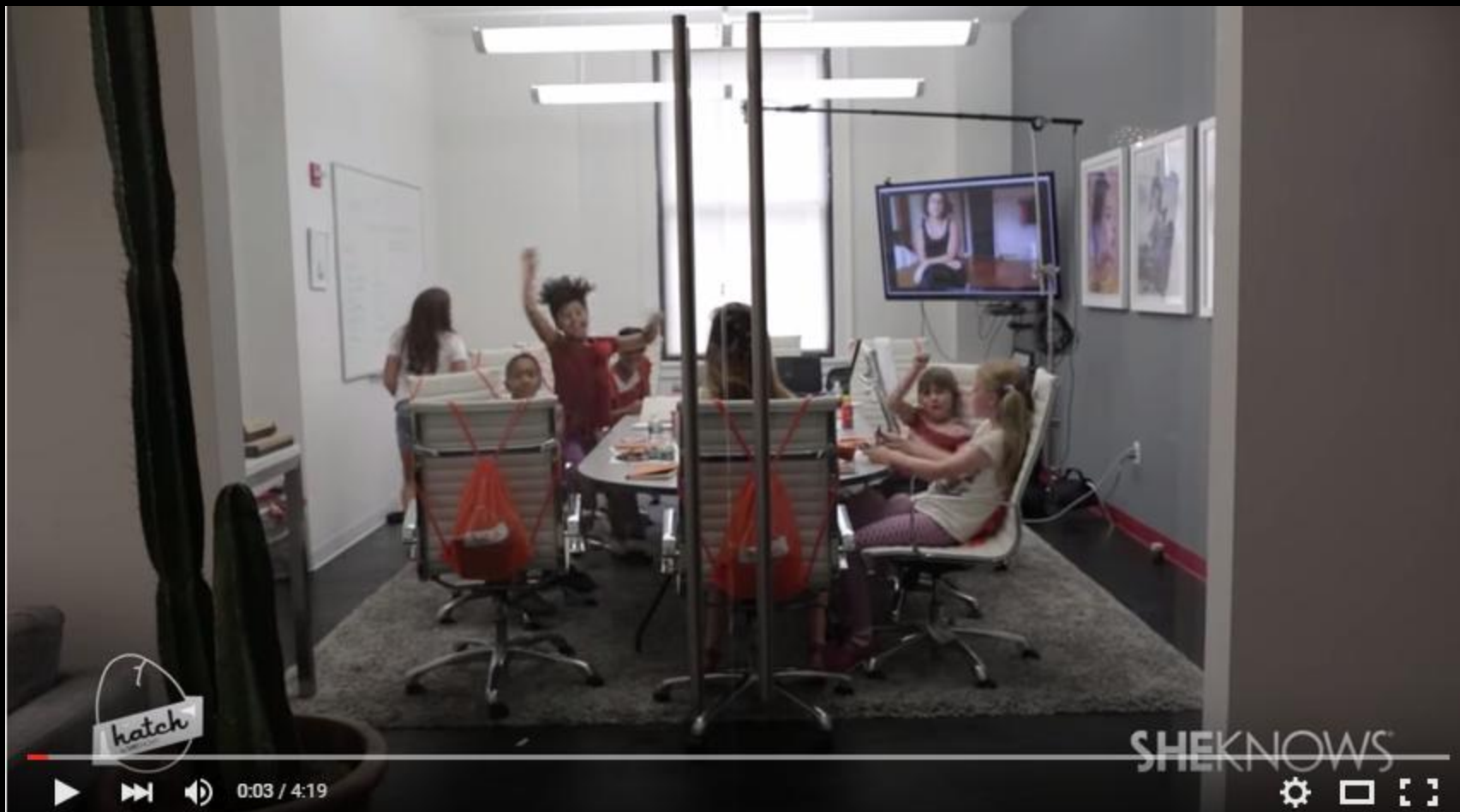


DIVIDED

THE MEDIA GENDER GAP

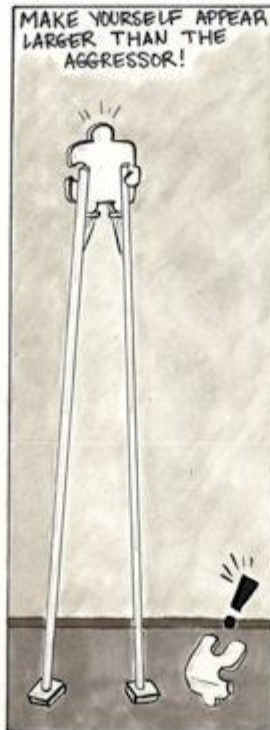
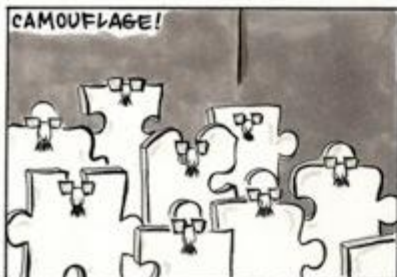
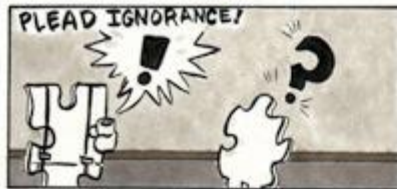
Gender inequality among journalists is evident across all media outlets and all issues. Men receive **63%** of byline credits in print, Internet, and wire news.





WORKPLACE CONFLICT

WAYS to handle **WORKPLACE CONFLICT**



(c) 2009-2011

IDK Comics

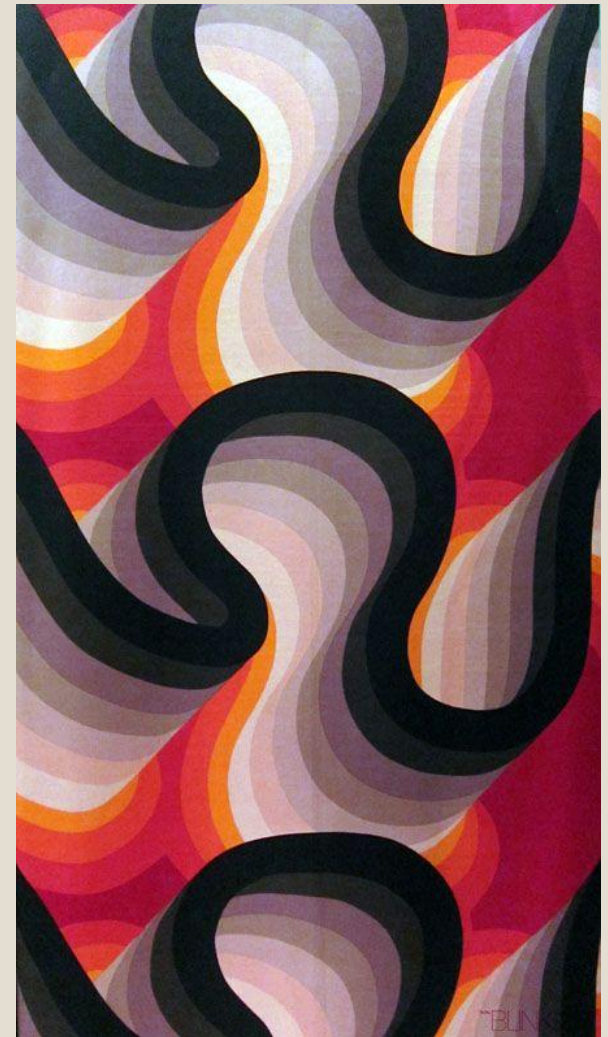
EasierSaid.net

PAIR & SHARE:

What are some of the
stereotypes of workplace
conflict for women?

TYPES OF WORKPLACE CONFLICT

- Differences in opinion
- Resource challenges
- Different ways of being in the world
- Conflicting perceptions and bias
- Competing agendas and priorities
- Power struggle
- Different personal values



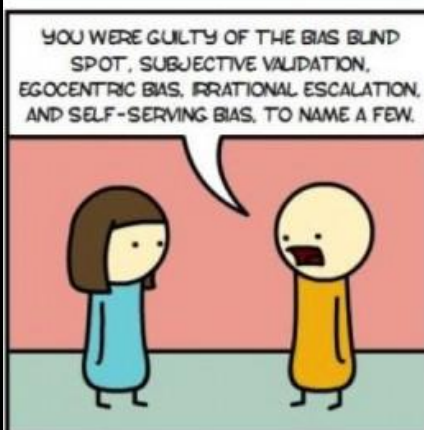
THE STORY MATTERS

Situation/Scenario	Story you tell
Someone lets you down and it's not the first time.	There are irresponsible and unreliable.
You let someone down and it's not the first time.	It's because you've been overworked recently.
Someone cuts you off while driving.	They are rude, aggressive and inconsiderate.
You cut someone off while you are driving.	It's because you are in a hurry, and if you don't catch these lights you'll miss your doctor's appt.
One of your peers (whom you don't like) buys the boss a birthday card.	It's because they are buttering up the boss and trying to get a promotion.
You buy your boss a birthday card.	It's because you are warm and caring.

EXERCISE: SHIFT FROM STORY TO FACT

1. Think of a current conflict that you have with someone
2. On your paper, draw a line down the middle.
3. In the left hand column, write down the stories you are telling yourself about the person and the particular conflict. Include all the feelings, thoughts, judgments, bias, labels, conclusions that are running in your head.
4. In the right hand column, write down all the actual facts. Facts are observable, objective, specific actions and information.
5. Reflect: Is the story that you've been telling yourself supported by the facts?
6. Share: Take some time do discuss this at your table
 1. What your story supported by the facts? If so, how?
 2. What was this experience like? What did you learn?

BRINGING IT ALL TOGETHER:
STRATEGIES TO IDENTIFY AND
ADDRESS IMPLICIT BIAS AND
TRANSFORM CONFLICT



IDENTIFYING AND ADDRESSING IMPLICIT BIAS

- Recognize that we all have it – no one is immune.
- Make the implicit explicit – take the IAT.
- Participate in implicit bias trainings and diversity seminars.
- Evaluate current media sources and consumption.
- Get feedback back from a trusted colleague.
- Improve conditions for decision making – thinking slow.
- Intergroup contact.

TRANSFORMING CONFLICT – IDEAS/TIPS/PRACTICES

- Choose battles wisely
- Breathe
- Seek first to understand
- Go beyond either/or
- Remain or become nonviolence – in words and actions
- Let go of the need to be right
- Stop pouting
- Ask for an ego audit – from a trusted colleague or friend
- Let go of blame
- Acknowledge where you have failed or made a mistake
- Stay present and stay compassionate



PRACTICE - ACT



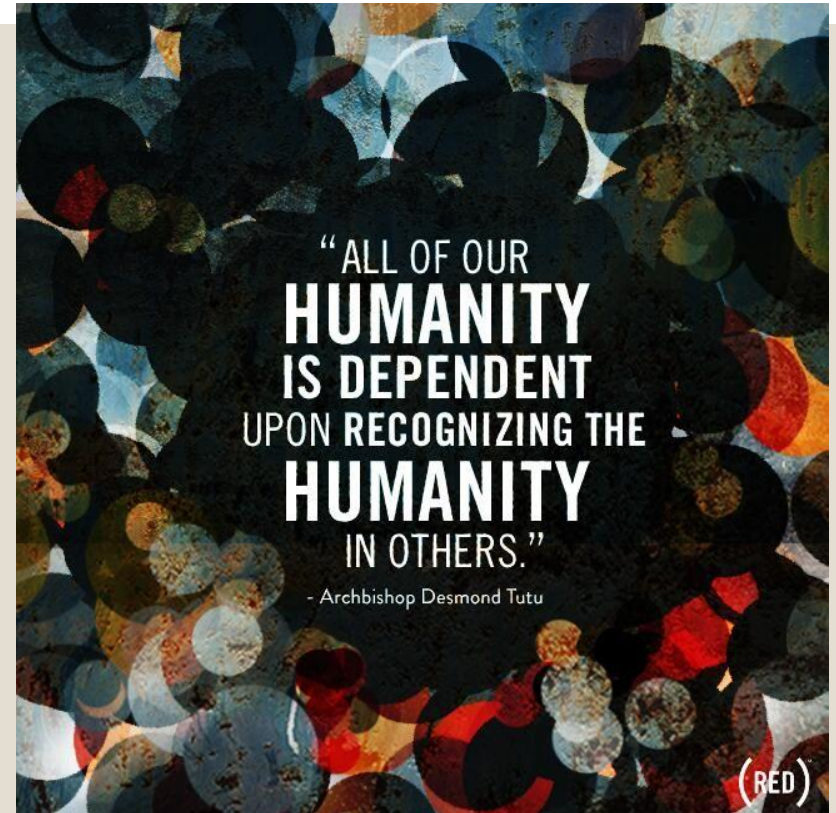
AFFIRM

COUNTER

TRANSFORM

WHAT CAN WE DO DAY-TO-DAY?

- Be brave and
- Check biases and beliefs – implicit bias assessment
- MTV - 7 day bias cleanse - <http://www.lookdifferent.org/what-can-i-do/bias-cleanse>
- Practice ACT
- Ask questions
- Self-care
- Actively work towards dismantling systems and structures of inequity in your home, work, and community



RESOURCES FOR IMPLICIT BIAS AND CONFLICT MANAGEMENT

- Implicit Bias Assessment, Harvard University - <https://implicit.harvard.edu/implicit/>
- The limits of introspection - http://www.huffingtonpost.com/david-size/introspection-research_b_7306546.html
- How to use conflict to your advantage at work - <http://www.fastcompany.com/3033749/the-future-of-work/how-to-use-conflict-to-your-advantage-at-work>

“Being human is about being in the right kind of relationships. I think being human is a process. It's not something that we just are born with. We actually learn to celebrate our connection, learn to celebrate our love. If you suffer, it does not imply love. But if you love, it does imply suffering. To suffer with, though, compassion, not to suffer against. And if we can hold that space big enough, we also have joy and fun even as we suffer. And suffering will no longer divide us. And to me, that's sort of the human journey.” – john a. powell