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Unconscious Bias Workshop

Summary of this Workshop

- This workshop is designed to help you understand unconscious bias and develop a habit of recognizing unconscious bias in daily life, with the ultimate goal of promoting D&I.

- These materials are available for anyone to use as they wish.

- Many parts require discussion; this workshop should be held with several participants (at least three participants is recommended).

- Facilitators should refer to the facilitator guide provided separately.

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One note before getting started…

- The goal of this workshop is not to completely eliminate your bias.

- We cannot completely eliminate our "unconscious bias" (unconscious prejudice) simply because it happens "unconsciously."

- This workshop is intended to provide an opportunity to reflect on how unconscious bias may affect the way you communicate with others and the decisions you make.

Agenda

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01   **Introduction**

02   **What is Unconscious Bias?**

03   **Common Types of Unconscious Bias**

04   **Self-Check for Unconscious Bias**

05   **Reflection and Q&A**

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Recognizing Your Bias

"I have a **good** understanding of my team members."

"I make **appropriate** decisions
in order to support my team members."

"I provide **proper** evaluations of my team members
and candidates in interviews."

Despite these intentions,

what you see as "good, appropriate, and proper" may actually be biased.

Therefore, learning about unconscious bias is crucial
to avoid being misunderstood.

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Recognizing Your Bias

You might think...

"There's no way I could have such bias!"

But...YOU DO!
Because it is unconscious bias.

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Goal of this Unconscious Bias Workshop

Knowledge

Understand unconscious bias

Awareness

Become aware of your unconscious bias

Skills

Make a habit of recognizing unconscious bias within yourself and others

Contribute what you learn to your team by discussing unconscious bias with others

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Most mental processes occur unconsciously.

Conscious
Mind

Unconscious
Mind

Example of the Unconscious Mind: Labeling

Categorizing things **into different groups by some of their characteristics in order to react to different situations in a timely manner.**
This information is not part of our DNA, but rather, something we learn through our daily lives.

What is the Unconscious Mind?

The unconscious mind helps us save our mental energy

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What is Unconscious Bias?
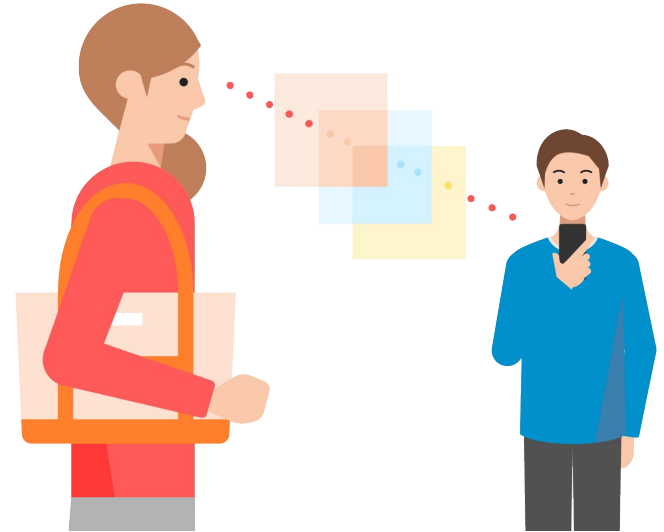
What is Unconscious Bias?

Unconsciously judging **others and the situations we encounter based on visual and non-visual cues**

Obvious visual cues

- Age
- Body/weight
- Appearance
- Skin color
- Disability etc.

Less visible cues

- Socio-economic status
- Sexual orientation
- Religion
- Nationality
- Job title
- Organizational department etc.

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Exercise (3 mins)

Now let's look at the following scenario and think about where we see unconscious bias.

Scenario

- Person A attends a meeting for an ongoing project to improve employee satisfaction.

- There are three other meeting attendees, who have been involved in this project from the beginning.
  Person B (man in his 40s), Person C (man in his 30s), and Person D (women in her 40s).

- Person A assumed that Person B is the person in charge of the project, although each member's role hasn't been explained.

(During the meeting)

- Person B saw a non-Japanese member's comment that "I am not happy about the evaluation system" on Slack and said under his breath, "Foreign members complain all the time…"

(During the meeting)

- Person D: (Consulting with her manager that her project is going nowhere)

- Person C (Person D's manager): You need to explain it to me more logically, because you know, I am a man. Person E (another female member in the team) has this issue (of not being logical), too…

- Person D: …

Did you notice anything about the areas in red?

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- Person D: …

Overgeneralization

Generalizing from a very small sample to the entire population

Examples

Engineers always get up late.

All men cheat...

(To an Indian person) You're a vegetarian, right?

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Confirmation Bias

The tendency to search for, interpret, favor, and recall information in a way that confirms one's preexisting beliefs or hypotheses

Examples

People from Company A are of course always doing / saying such things.

They never listen to the opinions of others.

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Performance Bias

Pattern recognition that links attributes such as gender, race, and age to ability

- When comparing two people of different ages, the individual who looks older is thought to be more knowledgeable

- When comparing two identical resumes, applicants with a man's name are thought of as more "worthy of hiring" than applicants with a woman's name

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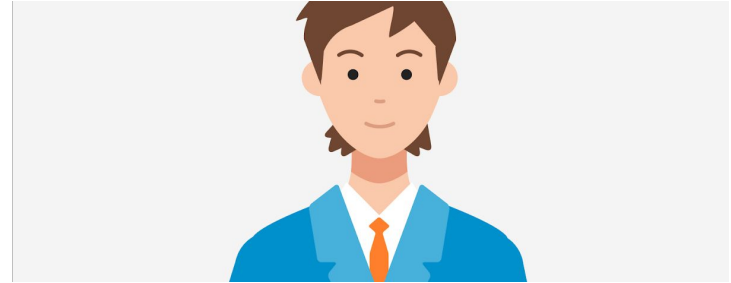
Internal and External Attribution

Attribution: the process of explaining the causes of behavior and events

Internal attribution

Assigning the cause of behavior to an internal characteristic (ability, personality)

External (Situational) Attribution

Interpreting someone's behavior as caused by their environment

Success

Internal attribution: "I succeeded because of my talent"

External attribution: "They just got lucky with the timing"

Ourselves — Others

External attribution: "The schedule was too tight"

Internal attribution: "Their skills were lacking"

Failure

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Attribution Bias

Unconsciously changing your understanding of achievements (talent, luck, effort, etc.) based on attributes such as gender, race, or age.

Examples:

| Credits for Achievements	Accountability for Failure	Attribution for Success
On a team of Japanese and non-Japanese members, more credit being given to the efforts of the Japanese members for team's achievements.	Young employees being held more responsible for failure than senior employees.	Men's success is often attributed to them being "naturally talented," whereas women are presumed to have "gotten lucky."

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Affinity Bias

An unconscious tendency to feel much closer to or give greater preference to people to whom you are similar

In interviews, the tendency to give a candidate a better evaluation if they are similar in age/background to you (the interviewer)

Example:
Someone from the same school. company, study abroad experience, or birthplace

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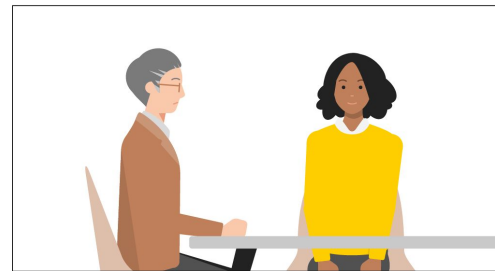
Maternity Bias

Unconscious bias that housework and childcare are women's responsibility

Examples

- Employees that are fathers are asked to go on business trips, while employees that are mothers may not receive similar opportunities.

- Women who have just came back from parental leave are assigned only to very simple tasks, based on the assumption that they can only handle a limited amount of work.

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Microaggression

Belief and daily behaviors (verbal/non-verbal) that
communicate prejudice towards a group

(Seeing a male employee bring lunch to work and saying) Your wife makes a lunchbox for you? She must be a good wife!

(Asking a man) Do you have a girlfriend?

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Getting Back to the Exercise

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Let's read over the scenario once more

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Becoming Aware of Unconscious Bias

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Self-Check #1 Differentiate facts and assumptions

Am I explaining the situation based on objective information/facts or am I interpreting it based on my own assumptions?

Fact	Assumption
Conveying objective information	Adding (your own) interpretation to the information at hand

Person B saw a non-Japanese member's comment that "I am not happy about the evaluation system" on Slack and said under his breath,
"Foreign members complain all the time…"

Taking this one piece of information

to mean that all foreigners do nothing but complain is not a fact, but

quite likely an assumption based on an individual interpretation.

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Self-Check #2 "What if…" Questions

- …the person I am talking to was from a different gender, racial, or ethnic group, would my idea/attitude change?

- …I had not previously had a positive (or negative) experience with this person (or the group I associate with this person)?
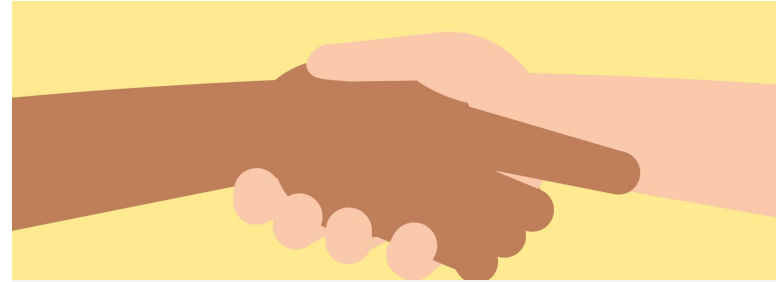
What if…

Self-Check #3 Using Different Perspectives

No Cropping

Ask yourself if you are making a judgement by cropping out part of the individual's background or of the information at hand.

Taking the Other Person's Perspective

Even without realizing it or having any bad intention, we could end up hurting others.
Building empathy toward others and being able to offer an apology is key.

Why is it so important to become aware of unconscious bias?

Why Unconscious Bias is Tricky

When you are unaware, you will

- Repeat it

- Not be able to fix it

- Not be able to apologize

When you are aware, you

- Might repeat it, but less often

- Might repeat it, but realize it quickly

- Can fix it

- Can apologize

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Start Today!

01   **Practice the 3 self-check methods on a daily basis to become more aware of unconscious bias**

02   **Share what you learned today with your team**

03   **Seek feedback from others**

04   **Create an opportunity to talk about unconscious bias in your team**

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Skills

Make a habit of recognizing unconscious bias within yourself and others

What have you learned today?
What will you try to keep in mind going forward?
Let's take some time to share!

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Q&A

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