

Unconscious Bias Workshop Facilitator Guide

Introduction

This guide covers the process for facilitating Unconscious Bias Workshop. We recommend facilitators use the script here as a point of reference while adjusting the content of the workshop based on the participants.

Please use the Unconscious Bias Workshop slides together with this guide.

➤ [Unconscious Bias Workshop Presentation Slides](#)

Before using these materials, please first read over and confirm that you agree with the Terms of Use and Disclaimer included at the end of the document.

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Workshop Overview

Summary of this Workshop	This workshop has been designed with the following goals. <ul style="list-style-type: none">• Knowledge: Understand unconscious bias• Awareness: Become aware of your own unconscious bias
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	<ul style="list-style-type: none"> • Skills: Make a habit of recognizing unconscious bias within yourself and others <p>This workshop touches on various examples of unconscious bias, but is not intended to completely eliminate your unconscious bias.</p> <p>These materials are designed as a beginner level workshop for participants to reflect on their thought processes and behavior, and consider how unconscious bias may affect how they communicate and make decisions.</p>
Intended audience	<p>Teams, manager-level employees, leader-level employees</p> <p>May also be conducted as a team building activity</p>
Time required	60-90 minutes

Facilitators

Role of the Facilitator

- Elicit self-reflection among participants
- Help participants feel a personal connection to the content of the workshop
- Engage participants in discussion
- Answer participants' questions using the research findings and examples from within/outside the organization
- Create a space where participants can comfortably and casually share their opinions and experiences

Prerequisites for Becoming a Facilitator

- Have gained familiarity with this facilitator guide
- Have awareness of unconscious bias in your daily life
- Have interest in learning about unconscious bias
- Have no concern over presenting and answering questions in front of several participants



- Have the ability to adjust the content of the workshop based on the backgrounds of the participants




Pre-Workshop Preparation




- Understand the backgrounds of the participants and adjust the workshop accordingly (required time, language used, examples of unconscious bias, etc.)
- Thoroughly read the facilitator guide
- Send out a notice to the participants (with a brief introduction to the workshop)
- Make a survey to gather feedback on the workshop (if you plan to do so)






Facilitator Guide



This guide includes a template of the script, however we recommend making adjustments based on the backgrounds of the participants.

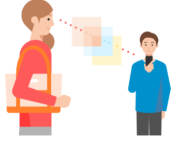
	<p>(Facilitator will begin by introducing themselves. You may share with the participants why you are passionate about the topic of unconscious bias.)</p>
<p>One note before getting started...</p> <ul style="list-style-type: none"> • The goal of this workshop is not to completely eliminate your bias. • 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. <p> 3</p>	<p>I have one thing to explain before we begin the workshop. The goal for today is not to completely eliminate your bias.</p> <p>As the term indicates, unconscious bias occurs "unconsciously." Therefore, we cannot completely get rid of it. Even as the facilitator for today's session, I too have unconscious bias.</p> <p>We hope today's session will serve as an opportunity to reflect on your own behavior, and think about how unconscious bias may</p>



	<p>affect your decision-making and communication style.</p>
<p> Agenda</p> <ul style="list-style-type: none"> 01 Introduction 02 What is Unconscious Bias? 03 Common Types of Unconscious Bias 04 Self-Check for Unconscious Bias 05 Reflection and Q&A <p> mercari 4</p>	<p>Here's what we'll cover today.</p>
<p> Agenda</p> <ul style="list-style-type: none"> 01 Introduction 02 What is Unconscious Bias? 03 Common Types of Unconscious Bias 04 Self-Check for Unconscious Bias 05 Reflection and Q&A <p> mercari 5</p>	<p><i>(No script here)</i></p>
<p> Recognizing Your Bias</p> <div style="border: 1px solid #00aaff; border-radius: 15px; padding: 10px; margin: 10px 0;"> <p>"I have a good understanding of my team members."</p> <p>"I make appropriate decisions in order to support my team members."</p> <p>"I provide proper evaluations of my team members and candidates in interviews."</p> </div> <p style="font-size: small;">Despite these intentions,</p> <p>what you see as "good, appropriate, and proper" may actually be biased.</p> <p style="font-size: x-small;">Therefore, learning about unconscious bias is crucial to avoid being misunderstood.</p> <p> mercari 6</p>	<p>Today's session is designed to help you think about your own bias.</p> <p>I don't believe that anyone here purposely tries to be biased in the workplace. I imagine most people would say to themselves,</p> <p>"I have a good understanding of my team members."</p> <p>"I make appropriate decisions in order to support my team members."</p> <p>"I provide proper evaluations of my team members and candidates in interviews."</p> <p>Despite these intentions, what you see as "good, appropriate, and proper" may actually be biased. Therefore, learning about unconscious bias is extremely important to avoid being misunderstood.</p>




<p>Recognizing Your Bias</p> <p>You might think...</p> <p>"There's no way I could have such bias!"</p> <p>But...YOU DO! Because it is unconscious bias.</p>  <p>7</p>	<p>We'll look at various examples in today's workshop, to which you may say to yourself, "There's no way I could have such bias." However, you do!</p> <p>Unconscious bias occurs unconsciously; our unconscious bias may be at work without us even noticing.</p> <p>Try to keep an open mind as we go through various examples, and realize that you may have acted or spoken this way in the past, or may do so in the future.</p>
<p>Goal of this Unconscious Bias Workshop</p>   <p>8</p>	<p>Today's goal is to acquire knowledge, understanding, and skills that can empower you to take action going forward.</p> <p>We can break that down into the following goals for the workshop.</p> <ol style="list-style-type: none"> 1) Knowledge: Understanding the concept of unconscious bias 2) Awareness: Recognizing your own unconscious bias 3) Skills: Developing a habit of recognizing unconscious bias in yourself and others <p>We hope all participants will keep the discussion going after today's workshop by continuing to practice awareness of their own unconscious bias, and by also sharing what they have learned today with their team members.</p>

<p> Agenda</p> <ul style="list-style-type: none"> 01 Introduction 02 What is Unconscious Bias? 03 Common Types of Unconscious Bias 04 Self-Check for Unconscious Bias 05 Reflection and Q&A <p> 9</p>	<p>So, what is unconscious bias?</p>
<p> Most mental processes occur unconsciously.</p> <div style="display: flex; align-items: center;"> <div style="margin-right: 20px;"> <p>Conscious Mind</p> <p>Unconscious Mind</p> </div>  </div> <p> 10</p>	<p>Does anyone recognize this picture? This picture is commonly used in psychology to explain people's actions, behaviors, and decision-making.</p> <p>We tend to believe that we are aware of our actions and behaviors and that we make decisions intentionally. However, in reality, most of these processes happen unconsciously.</p> <p>A significant part of our unconscious mind is still a mystery (<i>point to the part underwater</i>). In today's workshop, we will only be covering a very small part of our unconscious mind. We hope the session will help you develop a habit of recognizing unconscious bias, upon which you can continue to deepen your understanding going forward.</p>
<p> Example of the Unconscious Mind: Labeling</p> <p>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.</p>  <p> 11</p>	<p>As this workshop is about unconscious bias, you may think I'm about to tell you that the unconscious mind is bad. However, that's not actually the case.</p> <p>Human beings make unconscious decisions tens of thousands of times every day. One of the functions of unconsciousness is a process called "labeling."</p> <p>Labeling refers to categorizing things (including people and objects) into different</p>

	<p>groups based on their characteristics. The meaning behind these characteristics is not embedded in our DNA, but it is information we acquire through our daily lives. In other words, we have to first learn this information.</p> <p>For example, when in a dangerous situation, you will attempt to seek help from a police officer the second you see their uniform <i>(point to image on the left)</i>.</p> <p>Or, as shown in the image on the right, if you see a pregnant woman, an elderly person, or someone using a cane, you would think to give up your seat for them.</p> <p>You do so because you are unconsciously making a decision based on visual information.</p>
<p> What is the Unconscious Mind?</p> <p>The unconscious mind helps us save our mental energy</p>  <p>12</p>	<p>In other words, the unconscious mind is helping to save your mental energy. Therefore, there's nothing wrong with relying on our unconscious mind to a certain extent.</p>
<p>What is Unconscious Bias?</p>  <p>13</p>	<p>How about unconscious bias?</p>

<p>What is Unconscious Bias?</p> <p>Unconsciously judging others and the situations we encounter based on visual and non-visual cues</p> <table border="1"> <thead> <tr> <th>Obvious visual cues</th> <th>Less visible cues</th> </tr> </thead> <tbody> <tr> <td> <ul style="list-style-type: none"> • Age • Body/weight • Appearance • Skin color • Disability etc. </td> <td> <ul style="list-style-type: none"> • Socio-economic status • Sexual orientation • Religion • Nationality • Job title • Organizational department etc. </td> </tr> </tbody> </table>  <p>mercari 14</p>	Obvious visual cues	Less visible cues	<ul style="list-style-type: none"> • Age • Body/weight • Appearance • Skin color • Disability etc. 	<ul style="list-style-type: none"> • Socio-economic status • Sexual orientation • Religion • Nationality • Job title • Organizational department etc. 	<p>On the last slide we talked about how we process an incredible amount of information quickly based on what we recognize visually. However, unconscious bias refers to making a decision/judgement based on not only visual information, but also other less visible dimensions (a person's accent, educational background, status in a company, etc.). Our brains are hardwired to instinctively categorize people and situations.</p>
Obvious visual cues	Less visible cues				
<ul style="list-style-type: none"> • Age • Body/weight • Appearance • Skin color • Disability etc. 	<ul style="list-style-type: none"> • Socio-economic status • Sexual orientation • Religion • Nationality • Job title • Organizational department etc. 				
<p>Agenda</p> <ol style="list-style-type: none"> 01 Introduction 02 What is Unconscious Bias? 03 Common Types of Unconscious Bias 04 Self-Check for Unconscious Bias 05 Reflection and Q&A <p>mercari 15</p>	<p>Now we will look at common examples of unconscious bias.</p>				
<p>Exercise (3 mins)</p> <p>Now let's look at the following scenario and think about where we see unconscious bias.</p> <p>mercari 16</p>	<p>I am going to show you a scenario. After everyone has finished reading, let's use the chat <i>(if holding the session online)</i> to share where we spotted unconscious bias in the scenario. <i>(If holding the session offline)</i> Please share with the person next to you.</p>				
<p>Scenario</p> <ul style="list-style-type: none"> • 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. <p><i>(During the meeting)</i></p> <ul style="list-style-type: none"> • 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..." <p><i>(During the meeting)</i></p> <ul style="list-style-type: none"> • 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: ... <p>mercari 17</p>	<p><i>(Read the scenario aloud)</i></p> <p><i>(We generally take 3 minutes for this section, but you can also take a bit longer to discuss and touch on any opinions shared by participants.)</i></p>				

<p>Did you notice anything about the areas in red?</p> <ul style="list-style-type: none"> • 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 a person in charge of this project, even though each member's role hasn't been explained yet. (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) also has this issue (of not being logical), too...) • Person D: ... 	<p>Did you notice anything about the areas in red?</p> <p>Now we will look at various types of unconscious bias. As you listen to the explanations, please think back to the scenario and consider what kind of bias was at play.</p>
<p>Overgeneralization</p> <p>Generalizing from a very small sample to the entire population</p> <p>Examples</p> <ul style="list-style-type: none"> Engineers always get up late. All men cheat... (To an Indian person) You're a vegetarian, right? 	<p>The first type of unconscious bias is overgeneralization.</p> <p>Overgeneralization refers to generalizing from a very small sample to the entire population.</p> <p>Examples include knowing one or two engineers that like to work at night and concluding that all engineers get up late, or saying that all men cheat because of a bad experience with a former partner.</p> <p>Let's say when going out to eat, you were to ask an Indian person, "You're vegetarian, right?" This question assumes that all Indians are vegetarian, and would also be an overgeneralization.</p> <p>The point is not that you should stop trying to be considerate of others. Rather, instead of assuming, it's better to give the other person the chance to share their preferences and respective situation.</p> <p>Not all Indians have dietary restrictions. Not all Japanese people eat any and all foods. Instead of asking, "You're a vegetarian, right?" and making an assumption, it's better to give people a wide range of options by asking if there is anyone who is having food restrictions.</p>

<p>Confirmation Bias</p> <p>The tendency to search for, interpret, favor, and recall information in a way that confirms one's preexisting beliefs or hypotheses</p> <p>Examples</p> <ul style="list-style-type: none"> People from Company A are of course always doing / saying such things. They never listen to the opinions of others. <p> 20</p>	<p>The next is confirmation bias.</p> <p>Confirmation bias refers to the tendency to search for information in a way that confirms one's preexisting beliefs or hypotheses, and ignoring/not taking the effort to find information or evidence that contradicts these beliefs.</p> <p>A common example is saying, "People from Company A are of course always doing/saying such things" or "They never listen to the opinions of others."</p> <p>As you all may have noticed, confirmation bias can be seen often when we use the words "as expected" or "of course." If you find yourself saying "as expected" or "of course," stop and think if confirmation bias may be at play.</p>
<p>Performance Bias</p> <p>Pattern recognition that links attributes such as gender, race, and age to ability</p> <p>Examples</p> <ul style="list-style-type: none"> 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 <p></p> <p> 21</p>	<p>The next is performance bias.</p> <p>Performance bias refers to pattern recognition that links attributes such as gender, race, and age to ability.</p> <p>One simple example would be with two people of different ages, the individual who looks older is thought to be more knowledgeable.</p> <p>The next example is from research on the hiring process. 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^(*). This result may come from the assumption that men perform better than women.</p> <p>Performance bias occurs often in the hiring and promotion process. In these situations,</p>

please try asking yourself if any bias may be influencing your decision.

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



Next, let's look at internal and external attribution.

Attribution is the process of explaining the causes of behavior and events.

Internal attribution is the process of assigning internal characteristics as the cause of behavior (ability, personality), whereas external attribution is the process of looking at the external environment or circumstances to interpret someone's behavior.

We are inclined to make sense of our own success by using internal attribution, while relying on external attribution to interpret the success of others.

When we succeed at work we are inclined to think, "It's because I'm so talented!" However, when others succeed at work we have a tendency to think, "They just got lucky with the timing."

The opposite happens with failure.

When we don't do so well, we may say to ourselves, "The schedule was too tight." Yet when someone else doesn't succeed, we tend to think, "Their skills were lacking."

This kind of bias is important to watch out for, in particular when conducting employee evaluations.

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."

Next is attribution bias.

Unconsciously using attributes such as gender, race, or age to interpret the achievements of others (talent, luck, effort, etc.)

Here are some examples: ① On a team of Japanese and non-Japanese members, more credit is given to the efforts of the Japanese members for the team's achievements.

② Greater responsibility is placed on younger employees for failure than on senior employees.

③ Men's success is often attributed to them being "naturally talented," whereas women are presumed to have "gotten lucky."

When setting goals with members and conducting evaluations, and also just in daily communication, please try asking yourself if you see any of these patterns.

Affinity Bias

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

Examples:

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



The next is affinity bias.

Affinity bias is the unconscious tendency to feel much closer to or give greater preference to people to whom you are similar.

One simple example would be in interviews. If a candidate similar in age/background to you told you that they were a bit nervous, you may tend to offer more words of encouragement, or even advice.

This example is from the hiring process, but this kind of bias could also apply in daily communication with team members as well as employee evaluations and promotions.

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 come 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.



The next is maternity bias.

This is a kind of unconscious bias that housework and childcare are women's responsibility.

One example is to ask father employees to do business trips while not giving similar opportunities to mother employees.

Another example is assigning only very simple tasks to women who have just come back from parental leave, based on the assumption that they can only handle a limited amount of work.

The point is not that you should stop trying to be considerate of others. Rather, instead of assuming, it's better to give the other person the chance to share their preferences and respective situation.

Rather than assume based on the person being a man/woman/married/single, it's best to discuss directly with each employee to figure out what workstyle will enable them to perform at their best.

Microaggression

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

Examples



(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?

And last, let's look at microaggressions.

Microaggressions are beliefs and daily behaviors that communicate prejudice towards a group. Microaggressions can be both verbal and non-verbal.

The term microaggression may sound like something with ill intent, but often the person may have actually had good intentions.

For example, seeing a male employee bring lunch to work and saying, "Your wife makes a lunchbox for you? She must be a good wife!"

	<p>This comment communicates that lunch-making/cooking skills are a women’s skillset, and could further promote this stereotype without one even noticing.</p> <p>Another example would be asking a man, “Do you have a girlfriend?” This statement assumes that the person you are talking to is heterosexual. Research has shown that this question has made those identifying as sexual minorities very uncomfortable.</p> <p>Despite our intentions, we may end up saying something discriminatory because of our unconscious bias. Therefore, it’s worth knowing that this bias exists.</p>
<p style="text-align: center;">Getting Back to the Exercise</p> <hr style="width: 20%; margin: auto;"/>  <p style="text-align: right;">27</p>	<p>I imagine some of you may feel a bit tired after listening to all these examples of bias.</p> <p>Let’s switch gears and go back to the exercise.</p>
<p>Let’s read over the scenario once more</p> <ul style="list-style-type: none"> • 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. <small>Person B (man in his 40s), Person C (man in his 30s), and Person D (woman in her 40s).</small> • Person A assumed that Person B is a person in charge of this project, even though each member’s role hasn’t been explained yet. <small>(During the meeting)</small> • 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...” <small>(During the meeting)</small> • 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) also has this issue (of being not logical), too. • Person D: ...  <p style="text-align: right;">28</p>	<p>Now I would like everyone to read over the slide again and write in the chat (<i>for online sessions</i>) what kind of unconscious bias you see.</p> <p>(<i>For offline sessions</i>) Pair up with someone to discuss.</p> <p>(<i>Give participants a few minutes</i>)</p> <p>Performance bias is likely behind Person A’s comments. Person A assumed Person B has higher skills because he is a man and older than others.</p> <p>Upon looking at one post made by a foreign</p>

employee, Person B concluded, “Foreign employees complain all the time,” which would likely be an overgeneralization.

You could say affinity bias is also at play here. People who have spent a long time overseas may interpret that one post as not a complaint, but someone voicing their opinion in hopes of improving the company.






Performance bias may be behind the comment made by Person C.

Person C’s comment seems to imply the belief that men are more logical.

He may not be saying to Person D directly that she is illogical in how she works and speaks with others. However, he is assigning the label that as a woman, she is emotional.

I’d like to add a bit more explanation here. The idea is that even without saying things like, “You are...” to the other person, by starting off with prefaces like, “I am...” (and in this scenario, “I am logical”), you imply that you are better than the other person in a certain way. Let’s try to be aware of the tendency to communicate this way.

I imagine some may be saying to themselves, “I don’t know how to distinguish between the different kinds of bias! They’re all so similar!” The goal is not to be able to perfectly classify these types of bias, but rather, be able to pick up on and explain the bias occurring within yourself and others.

<p>Agenda</p> <ul style="list-style-type: none"> 01 Introduction 02 What is Unconscious Bias? 03 Common Types of Unconscious Bias 04 Self-Check for Unconscious Bias 05 Reflection and Q&A <p> 29</p>	<p>Now let's go over self-check methods for unconscious bias.</p>				
<p style="text-align: center;">Becoming Aware of Unconscious Bias</p> <p> 30</p>	<p>In order to become aware of our own unconscious bias, what can we do?</p> <p>Let us introduce three simple, but powerful self-check methods.</p>				
<p>Self-Check #1 Differentiate facts and assumptions</p> <p>Am I explaining the situation based on objective information/facts or am I interpreting it based on my own assumptions?</p> <table border="1" data-bbox="261 995 618 1087"> <thead> <tr> <th>Fact</th> <th>Assumption</th> </tr> </thead> <tbody> <tr> <td>Conveying objective information</td> <td>Adding (your own) interpretation to the information at hand</td> </tr> </tbody> </table> <p> 31</p>	Fact	Assumption	Conveying objective information	Adding (your own) interpretation to the information at hand	<p>The first step for recognizing your unconscious bias is “Differentiate facts and assumptions.”</p> <p>Try asking yourself, “Am I explaining the situation based on objective information/facts or am I interpreting it based on my own assumptions?”</p> <p>Facts are something you can explain as objective information. Assumptions refer to adding (your own) interpretation to a given situation.</p>
Fact	Assumption				
Conveying objective information	Adding (your own) interpretation to the information at hand				
<p>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..."</p> <p style="text-align: center;"></p> <p>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.</p> <p> 32</p>	<p>Let's go back to the post by the foreign employee in the scenario as an example.</p> <p>Based on just one post by a foreign employee expressing frustration over the evaluation system, the person concluded foreign employees don't like the company and do nothing but complain. This conclusion could be considered an assumption.</p>				

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...

The next step for recognizing your own unconscious bias is to ask yourself “What if ...Questions.”

In daily conversation, try asking yourself “What if ...” before you actually start speaking.

For example,
 If the person you are talking to was a different gender, had a different racial, ethnic background,
 and if you hadn’t had a previous positive/negative experience with the group you associate with this person, would your perspective or attitude change?

Let’s say you hear someone gossiping about another employee. Would having a positive/negative impression of that person change what you think of that rumor?

Try making a habit of asking yourself these questions.

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.


The third step to become aware of our own unconscious bias is to learn to use different perspectives.






The first perspective is “No cropping.”
 Let’s ask ourselves if we are actually cropping out, zooming-in on one specific attribute of the person, or looking at only one part of the situation when we judge others.

As we touched upon in the discussion on affinity bias, we tend to overestimate and favor those with similar attributes to ourselves.

In contrast, for those with whom we have little

	<p>in common, we may be unconsciously less empathetic or underestimate their abilities.</p> <p>If you realize that you might have been cropping out part of someone's background, take a moment to look beyond what you have cropped out and if there's any information you may have been unconsciously ignoring.</p> <p>The second perspective is looking from the other person's perspective.</p> <p>When talking about unconscious bias or D&I in general, we often receive comments like, "I feel like my words are being policed!" or "I feel so limited in what I can say now." However, try to remember that the goal is to build good relationships with others. With this perspective, you will naturally learn to communicate in a way that is inclusive and respectful to the backgrounds of others.</p>
<p style="text-align: center;">Why is it so important to become aware of unconscious bias?</p>  <p style="text-align: right;">35</p>	<p>Let's revisit why it is so important to become aware of our own unconscious bias.</p>
<p>Why Unconscious Bias is Tricky</p> <div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid #00aaff; border-radius: 10px; padding: 10px; width: 45%;"> <p style="color: #00aaff; font-weight: bold; margin-bottom: 5px;">When you are unaware, you will</p> <ul style="list-style-type: none"> • Repeat it • Not be able to fix it • Not be able to apologize </div> <div style="font-size: 2em; color: #ff0000; margin: 0 10px;">➔</div> <div style="border: 1px solid #ff0000; border-radius: 10px; padding: 10px; width: 45%;"> <p style="color: #ff0000; font-weight: bold; margin-bottom: 5px;">When you are aware, you</p> <ul style="list-style-type: none"> • Might repeat it, but less often • Might repeat it, but realize it quickly • Can fix it • Can apologize </div> </div>  <p style="text-align: right;">36</p>	<p>What is tricky about unconscious bias is that it occurs unconsciously. Therefore, we don't even notice when it affects our judgment, and we end up repeating the same action. You can't apologize or attempt to repair a relationship without first recognizing your unconscious bias.</p> <p>Being aware of our own unconscious bias will help reduce the possibility of repeating the action. And even if you do, you can develop</p>

	<p>the sensitivity to self-assess and take the opportunity to apologize.</p> <p>We talked about unconscious bias in the evaluation and promotion process. However, we recommend that you also use these self-check methods to improve daily communication and any HR-related decision making processes. Developing this awareness can be challenging in the beginning. However, you can naturally deepen your understanding by encouraging those around you to remind one another to keep unconscious bias in mind. Furthermore, this process is also an opportunity to learn more about yourself.</p>
<p> Start Today!</p> <ul style="list-style-type: none">01 Practice the 3 self-check methods on a daily basis to become more aware of unconscious bias02 Share what you learned today with your team03 Seek feedback from others04 Create an opportunity to talk about unconscious bias in your team <p> 37</p>	<p>You may have unanswered questions or need more time to reflect upon what we discussed today, which is a good thing! It's important to take the time to discuss these topics.</p> <p>Let's review the actions we can take starting today.</p> <p>Practice the three self-check steps on a daily basis.</p> <p>Share what you learned today with your team. Proactively seeking feedback from others is always helpful to check in with your own bias. Encouraging those around you to point out your bias can increase your own understanding as well as the psychological safety of your team.</p> <p>We also encourage setting a time for your team to discuss unconscious bias.</p>

<p> Agenda</p> <ul style="list-style-type: none"> 01 Introduction 02 What is Unconscious Bias? 03 Common Types of Unconscious Bias 04 Self-Check for Unconscious Bias 05 Reflection and Q&A <p> 38</p>	<p>Let's end with a quick reflection.</p>
<p> Goal of this Unconscious Bias Workshop</p>  <p>Knowledge Understand unconscious bias</p> <p>Awareness Become aware of your unconscious bias</p> <p>Skills Make a habit of recognizing unconscious bias within yourself and others</p> <p> What have you learned today? What will you try to keep in mind going forward? Let's take some time to share!</p> <p> <small>Confidential - Do Not Share</small> 39</p>	<p>This was the goal of today's workshop.</p> <p>Understand unconscious bias, recognize your own unconscious bias, and develop a habit of recognizing unconscious bias in yourself and others.</p> <p>Which examples were particularly inspirational for you? What will you keep in mind going forward? <i>(For online sessions)</i> Please share your thoughts in the chat! <i>(For offline sessions)</i> Pair up with someone to discuss. <i>(If time allows, call on a few people to share.)</i></p>
<p>Q&A</p> <p> 42</p>	<p>(Q&A)</p> <p>FAQ: In order to break the ice when meeting someone for the first time, I often generalize from past experiences and adjust how I communicate. Is there a way to do so without giving in too much to unconscious bias?</p> <p>Answer: The idea here is to avoid considering only one aspect of the other person. In other words, to not crop out a part of their background (p.36). It's OK to use the person's background as a first step for getting to know them better when you have just met. However, try to also think about what may be</p>

	beyond that cropped out information.
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※References: Alexander W. Watts, “Why does John get the STEM Job rather than Jennifer, Stanford the Clayman Institute for Gender Research (2014)

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