

Evidence-based Strategies to Overcome Unconscious Bias

Level	Intervention Strategies	Action Steps
<p>Individual</p> <p><i>Refers to our unconscious attitudes, beliefs, and feelings about social groups. These unconscious attitudes often clash with our professed (explicit) beliefs about those same social groups.</i></p>	<ol style="list-style-type: none"> 1. Increase awareness about the prevalence of implicit bias, including one’s own biases, allows for the activation of “executive control” strategies. 2. Debiasing Techniques: <ol style="list-style-type: none"> a. <u>Counter-Stereotypic Training</u>: interventions that counter stereotypes and train individuals to develop new associations (e.g., altering the social context of ordinary people) b. <u>Stereotype Negation Training</u>: Literally responding “no” when presented with a stereotypic trait that matched a category representation and “yes” when viewing non-stereotypic associations (Kawakami, et al., 2000, as cited in Staat, 2013, p 55) c. <u>Exposure to Counter-Stereotypic Individuals</u>: For example, exposure to pro-Black exemplars decreased the automatic White preference effect) (Dasgupta and Greenwald, 2001, as cited in Staats, 2013, p 56) 3. Imagery Reprogramming: Mental, Visual Images (e.g., posters, pamphlets, photographs that provoke counter-typical associations) <ol style="list-style-type: none"> a. <u>Debiasing Agents</u>: “refers to individuals whose traits contrast with the stereotypes typically associated with that particular category (Kang & Banaji, 2006). (e.g., male nurses, elderly athletes, female scientists). 4. Decrease Stereotype Inducing Stimuli (e.g., find alternative news outlets than network news) 5. Perspective Taking: Taking the perspective of someone who is different (Galinsky & Moskowitz, 2000, as cited in Staats, 2013, p 61); <i>Rule of Six</i>: For each apparent phenomenon you should devise at least six plausible explanations (Oneida Nation) 	

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For more information contact:
 Diane Finnerty, UI Office of the Provost (diane-finnerty@uiowa.edu)
 Lindsay Jarratt, Chief Diversity Office (Lindsay-jarratt@uiowa.edu)

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	<p>6. Awareness of Personal Patterns of Micro-Aggressions, Micro-Affirmations Understand one’s own patterns and employ executive control functions to intervene (e.g., if known to have strong association with females and family/males with career, create mechanisms for assessing gendered assumptions in work and personal activities).</p>	
<p>Interpersonal</p> <p><i>The ways in which our individual biases manifest in behaviors and decisions in relationship to other individuals or small groups.</i></p>	<ol style="list-style-type: none"> 1. Intergroup Contact With Individuals: Intentional interaction with people of difference who possess equal status (e.g., not patients, clients, criminals), in a context of sharing common goals, interacting in a cooperative vs competitive setting, and that is supported by authority figures (Allport, 1954) 2. Shared Education About Implicit Bias: Create a common language, communicate commitment of leadership, shared investment in exploring personal and interpersonal patterns of bias, introduction to strategies for intervening; best when starts early (e.g., during orientation and/or beginning of a project), presented in such a way to increase acceptance and decrease defensiveness, and include a hands-on component (e.g., taking an IAT). 3. Accountability: “the implicit or explicit expectation that one may be called on to justify one’s beliefs, feelings, and actions to others” (Lerner & Tetlock, 1999, as cited in Staats, 2013, p 60) 4. Deliberative Group Processes: Representation of women and minorities on committees, develop evaluation criteria prior to evaluating candidates and apply consistently, spend sufficient time, evaluate totality of situation, be prepared to defend decisions, periodically evaluate judgments (UW ADVANCE, 2006); When possible, implement “blind” review/audition/grading processes (Banaji & Greenwald, 2013); Guard against “in-group” and “affinity” bias with current members. 5. Attend to Group Dynamics: Embolden members to identify and work through biased practices as they occur, employ group 	

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	<p>processes that require all to participate (e.g., submit in writing advance of decision), allow adequate time for deliberations.</p>	
<p>Institutional</p> <p><i>The ways in which our collective biases have been integrated into structure, policy, and practice.</i></p>	<ol style="list-style-type: none"> 1. Communicate of Institutional Commitment to Egalitarian Values: When an individual (e.g., new employee) understands that peers are committed to egalitarian values, the individual's beliefs become less implicitly biased (Sechrist & Stangor, 2001, as cited in NCS, 2012) 2. Articulate Value of Elimination of Bias: e.g., make case for impact on shared bottom line and/or shared goals (e.g., commitment to excellence) 3. Institutionalize Commitment: E.g., integrate implicit bias education into orientation and training programs; integrate into individual performance and group evaluations. Provide skills training for interviewing, supervision, etc. 4. Require the setting of objective criteria in search and interview processes: Disambiguate criteria. "When the basis for judgment is somewhat vague..., biased judgments are more likely." (NCSC, 2012) 5. Conduct Equity Impact Assessments on Processes with Disparate Outcomes: To determine inequitable outcomes and review processes decision-point by decision-point. 6. Institutionalize Programs that Provide Exposure to Diverse Exemplars (e.g., Speaker's Bureaus, Lecture Committees, Poster campaigns) 	

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