

Leading with Values, Not Bias

Summer 2020 – Near Final 10/7/20

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Learning Objectives

1. Understand and recognize cognitive biases as products of System 1 thinking.
2. Recognize stereotypes, microaggressions, and discrimination
3. See the impacts of systemic inequity
4. Develop equity plans and an individual, organizational, and community.





**“DAMN THE LAW. DOWN HERE,
WE MAKE OUR OWN LAW.”**

PUBLIC SAFETY COMMISSIONER EUGENE “BULL” CONNOR, 1958



Workshop Outline

- Ground Rules & Tools for Communication
- Module 1. System 1 & System 2
- Module 2. Implicit Biases & Stereotypes
- Module 3. Microaggressions & Systemic Discrimination
- Module 4. Promoting Equity





Preparation for Conversation

Ground Rules

1. Respect
2. Seek first to understand and then to be understood.
3. Do not expect perfection but assume goodwill.
4. Use "I" language rather than "You" language.
5. Use "Yes, and..." instead of "Yes, but..."



Exercise – Yes, But

In your group, someone begins the conversation:

- “Let’s plan the most awesome post-COVID DAO Conference ever.”
- That short phrase is then handed off another person to build on the first statement:
- “Yes, but...” add another short idea, then hand off to another.
- “Yes, but...”
- Keep going until time is called.



What does “Yes, but” mean?



- Negates what precedes the but
- Crushes new ideas
- Impedes understanding



Exercise – Yes, AND

In your group, someone begins the conversation:


- “Let’s plan the most awesome post-COVID DAO Conference ever.”
- That short phrase is then handed off another person to build on the first statement:
- “Yes, and...” add another short idea, then hand off to another.
- “Yes, and...”
- Keep going until time is called.





Affirmation





Module 1.
System 1 & System 2 Thinking



How familiar are you with the field of critical thinking?

1. Expert
2. Knowledgeable
3. Heard the term before
4. Critical what?

Critical Thinking

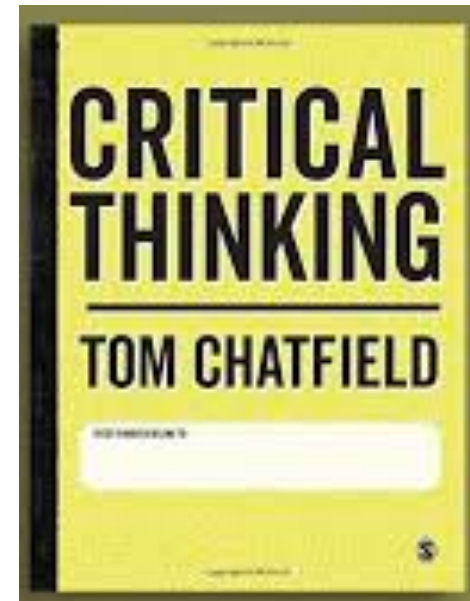
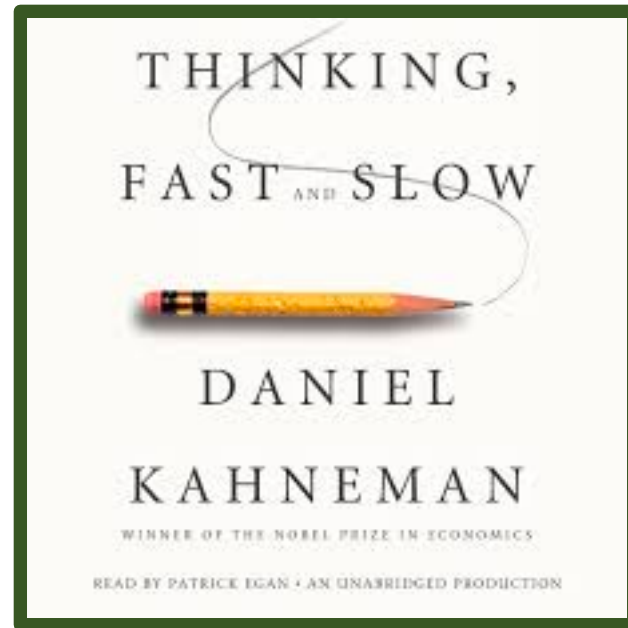


*..the best protection against all psychological traps... is **awareness**.*

*...build tests and disciplines into your decision-making process that can uncover **errors in thinking** before they become **errors in judgment**.*

Hammond, Keeney, & Raiffa (2006)





Thinking, Fast and Slow

Daniel Kahneman, 2011

- System 1 operates automatically and quickly, with little effort or no effort and no sense of voluntary control.
- System 2 allocates attention to the effortful mental activities that demand it, including complex computations.



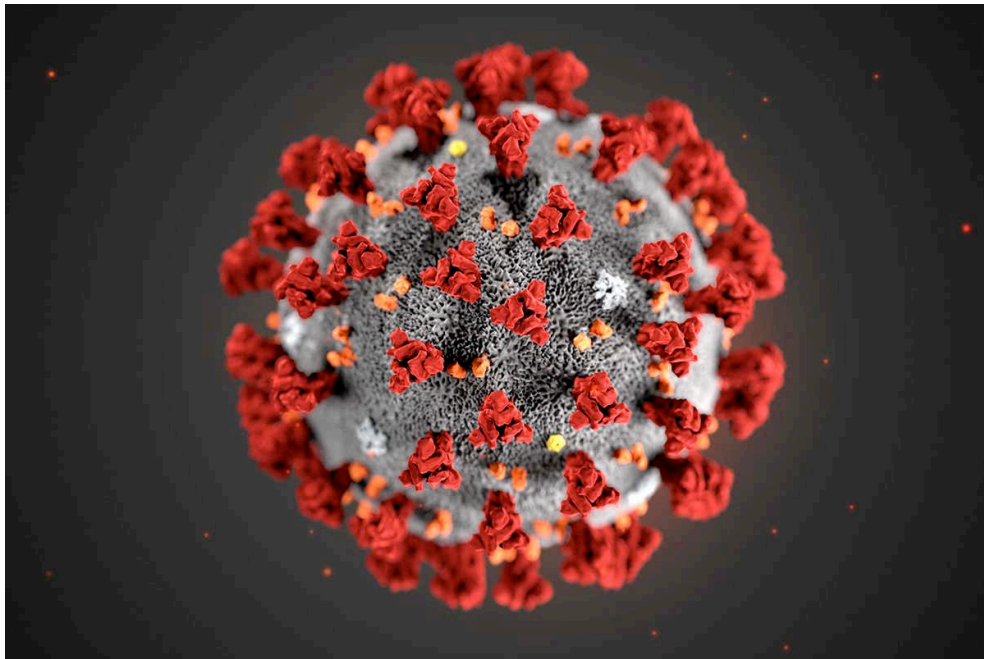
Cognitive Biases Created by the Brain

1. **Representativeness** – Plausibility over probability - **Stereotype**
2. **Confirming Evidence** – Fox/MSNBC
3. **Affect** – Emotional intensity
4. **Availability** - Easily recalled information
5. **Framing** – How an issue is approached
6. **Status Quo** – Assuming what is, should be

Heuristics
Fallacies
Intuition
Instinct
Preferences
Gut Feelings

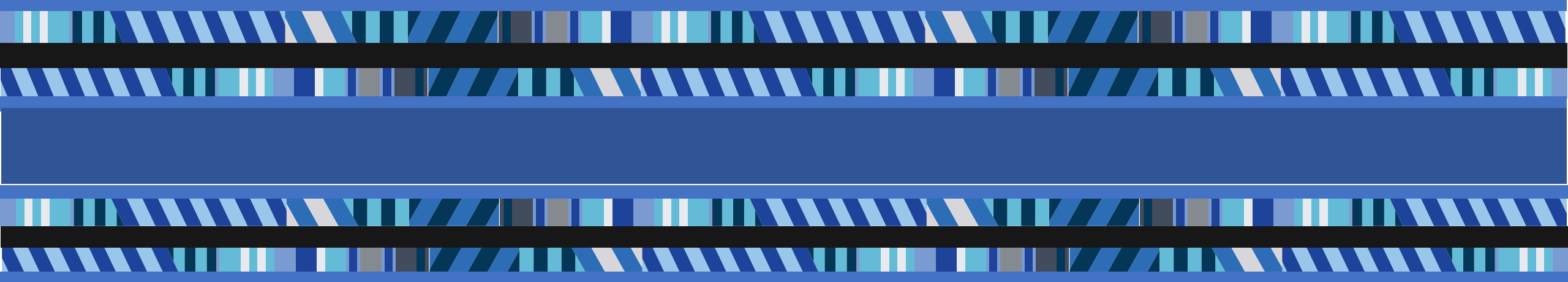


Novel









Linda is 31 years old, single, outspoken and very bright. She majored in philosophy. As a student she was deeply concerned about issues of discrimination and social justice, and also participated in demonstrations. Which is more probable?

A. Linda is a bank teller.

B. Linda is a bank teller and is active in the feminist movement.



Module 2.
*Implicit Bias Stereotypes,
& Microaggressions*

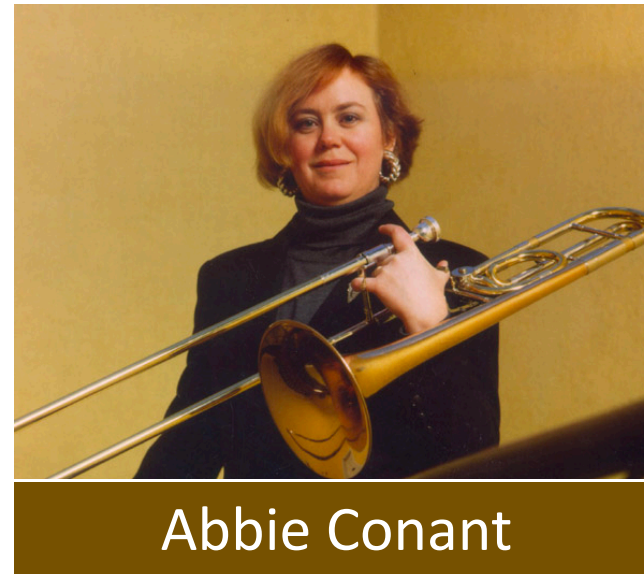
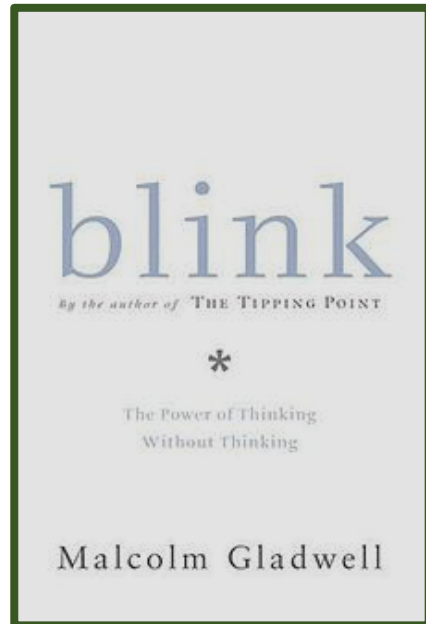


BAYETÉ ROSS SMITH

<http://www.bayeterossmith.com/our-kind-of-people>

<https://youtu.be/9zyqcuQVafk>





<http://www.osborne-conant.org/index.html>



Implicit Bias Characteristics

1. A product of System 1 Thinking
2. Unconscious, automatic, & pervasive.
3. May not align with explicit beliefs and values.
4. Have real-world impacts..
5. Biases are malleable: they can be “unlearned.”
6. While we cannot control our thinking, we can control our behavior.

INTENT
VS.
IMPACT



Bias: Explicit & Implicit

Explicit Bias (Preference)

An inclination or preference, especially one that interferes with impartial judgment.

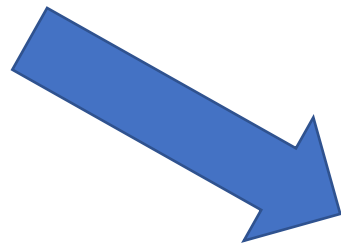
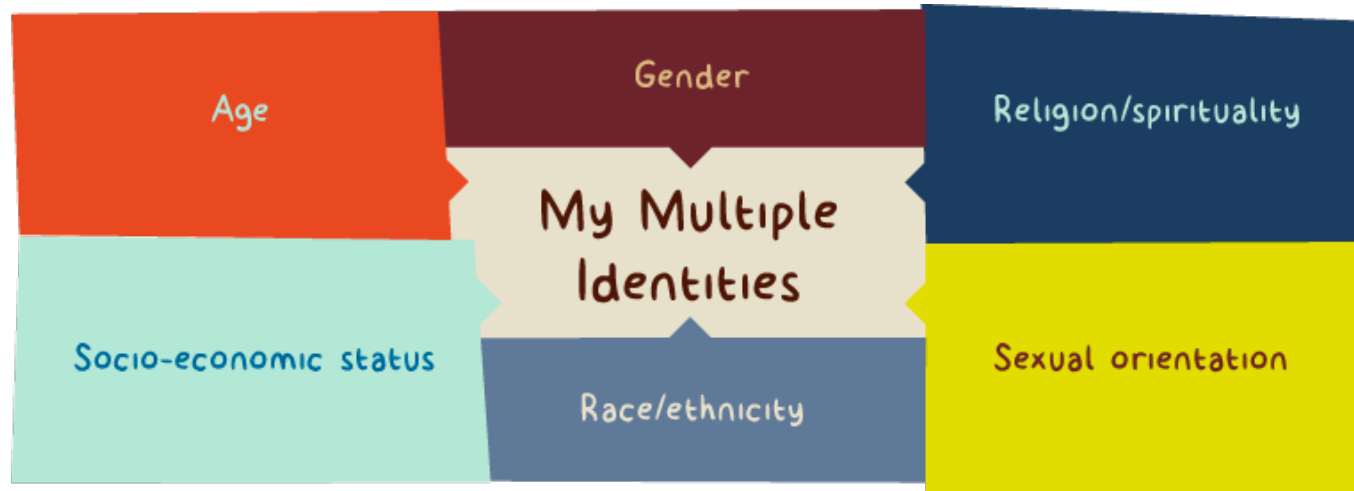
Implicit Bias (Association)

An unconscious association that affects our understanding, decision, and actions without our awareness.



Source of implicit associations:

1. Our lived experiences?



Source of implicit associations

2. The Dominant Culture

Cultural values, beliefs, and practices that are the most common and accepted

Evolve from those with the power and social status to control and define societal resources and social, political, and economic systems







https://www.reddit.com/r/MapPorn/comments/5f17m2/us_state_governors_1513_x_983_oc/



Small Group Exercise

Part 1. Personal Reflection – 15 minutes, including break

- What makes you, you?
- List your experiences, characteristics, or things that have shaped how you see the world?

Part 2. Sharing – 20 minutes

- Each person shares their reflection in 2 minutes or less, one after another.
- Keep time.
- Do not interrupt or discuss.
- Listen to understand; avoid creating a parallel or comparative narrative.
- After each member of the group has shared their reflection, discuss what you learned with each other.

Stereotype

Generalized beliefs and expectations

Groups of people

Based on observable characteristics

Positive or negative

Conscious or unconscious

Applied automatically

Gender

Age

Race

Height

Weight

Clothing



	Stereotype 1	Stereotype 2	Stereotype 3
Black			
Jew			
Southerner			
Immigrant			
Asian			
White			



From Thought to Action

Microaggression

words or actions that hurt

Discrimination

words or actions that deny rights



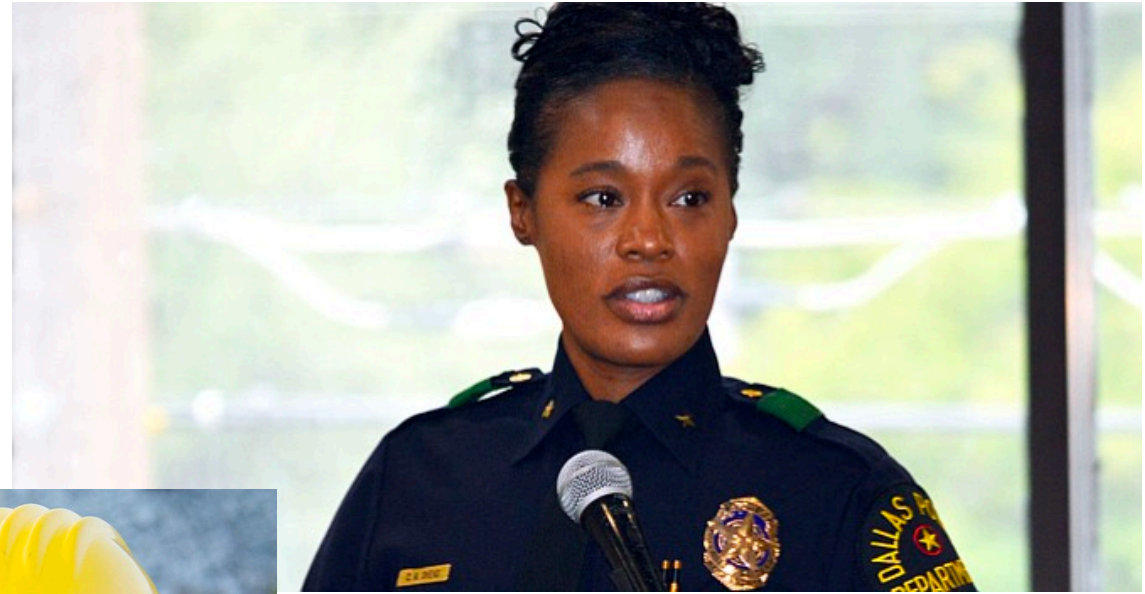
Disparity
&

Disproportionality
= Inequity











A comment or action that subtly and often unconsciously or unintentionally expresses a prejudiced attitude toward a member of a marginalized group (such as a racial minority).

Racial microaggressions



...are brief and commonplace daily verbal, behavioral, or environmental indignities, whether intentional or unintentional, that communicate hostile, derogatory, or negative racial slights and insults toward people of color.

Perpetrators of microaggressions are often unaware that they engage in such communications when they interact with racial/ethnic minorities.

Derald Wing Sue, Columbia University

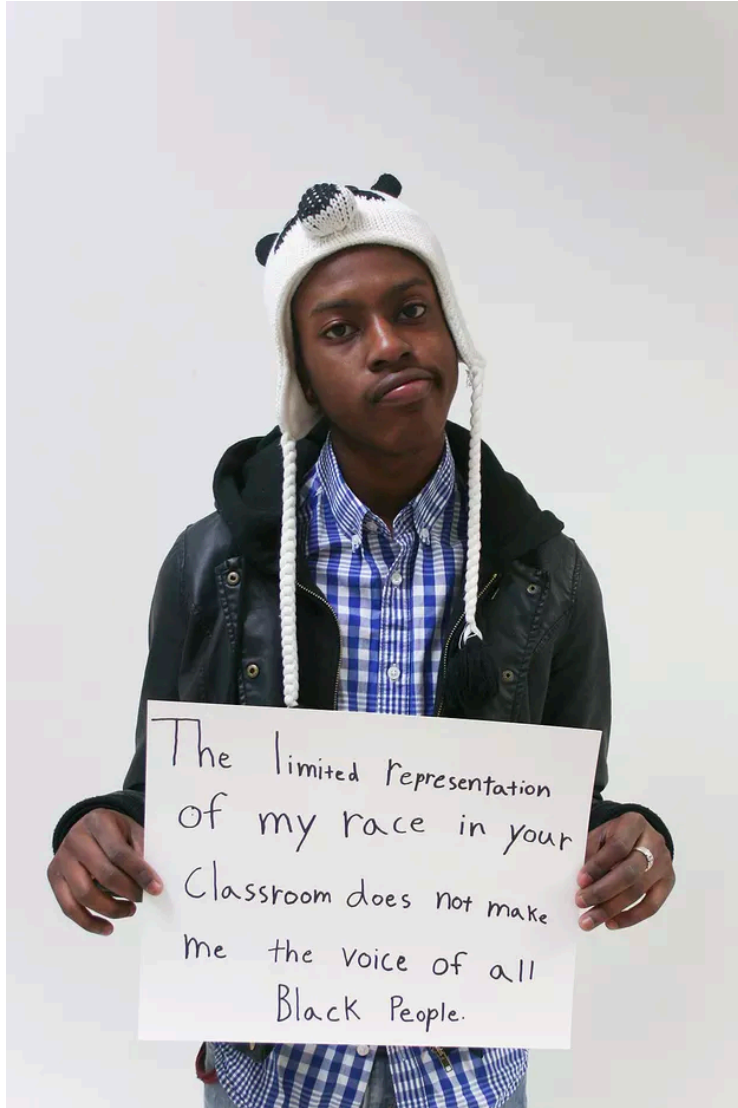




How do you respond?

HOW DO YOU RESPOND?



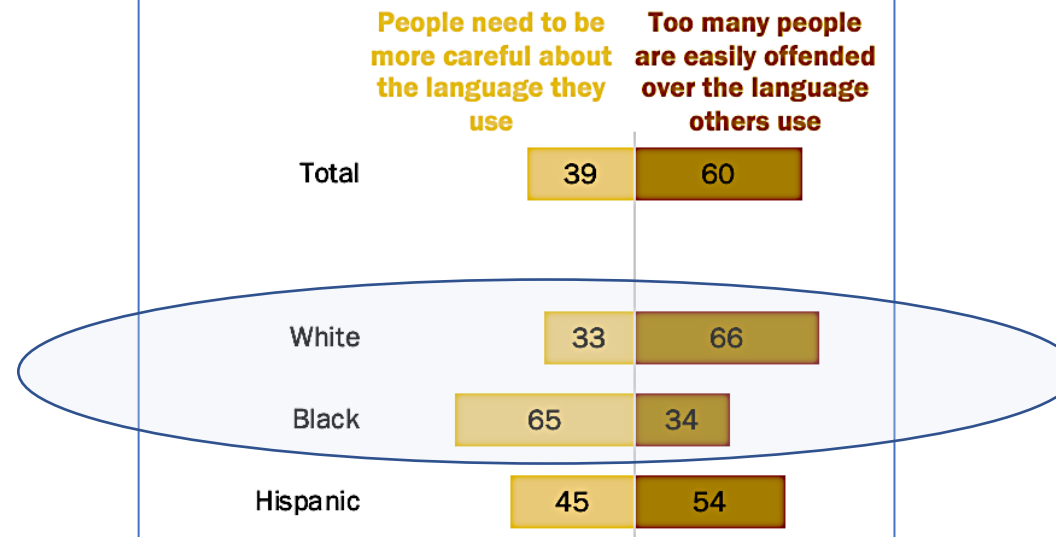


Kiyun Kim, 2013. Fordham University
<https://nortonism.tumblr.com/>



Majority of public says that people are too easily offended by language

% who say ...



Notes: No answer responses not shown. Whites and blacks include only those who are not Hispanic; Hispanics are of any race.

Source: Survey of U.S. adults conducted April 29-May 13, 2019.

PEW RESEARCH CENTER





Module 3.
Systemic / Structural Bias





Don't we live in a post-racial society?





**BLACK
LIVES
MATTER**

**WE DEMAND
AN END
TO
POLICE
BRUTALITY
NOW!**

**JUSTICE
FOR
TONY
MCGRADE**

**JUSTICE
FOR
RONNA
OR**

**VOTE
FOR
THE
MATTHEW
REGISTER
TO
VOTE**

**POLICE
BRUTALITY
IS
NOT
JUSTICE**

BLM

**SAY
THEIR
NAMES**

FUCK

#LETSNOTFORGET

#AHMAUD ARBERY #BREONNA TAYLOR #GEORGE FLOYD #TAMIR RICE

★ ★ ★ ★

#TRAYVON MARTIN #PHILANDO CASTILE #ERIC GARNER #OSCAR GRANT #STEPHON CLARK

★ ★ ★ ★

#SAMUEL DUBOSE #ATATIANA JEFFERSON #SANDRA BLAND #JORDAN EDWARDS

★ ★ ★ ★

#WALTER SCOTT #TERENCE CRUTCHER #MIKE BROWN #BOTHAM JEAN #ALTON STERLING

★ ★ ★ ★

#CLIFFORD GLOVER #CLAUDE REESE #RANDOLPH EVANS #JONATHAN FERRELL #FREDDIE GRAY

★ ★ ★ ★

#AMADOU DIALLO #COREY JONES #JOHN CRAWFORD #KEITH SCOTT #AIYANA JONES

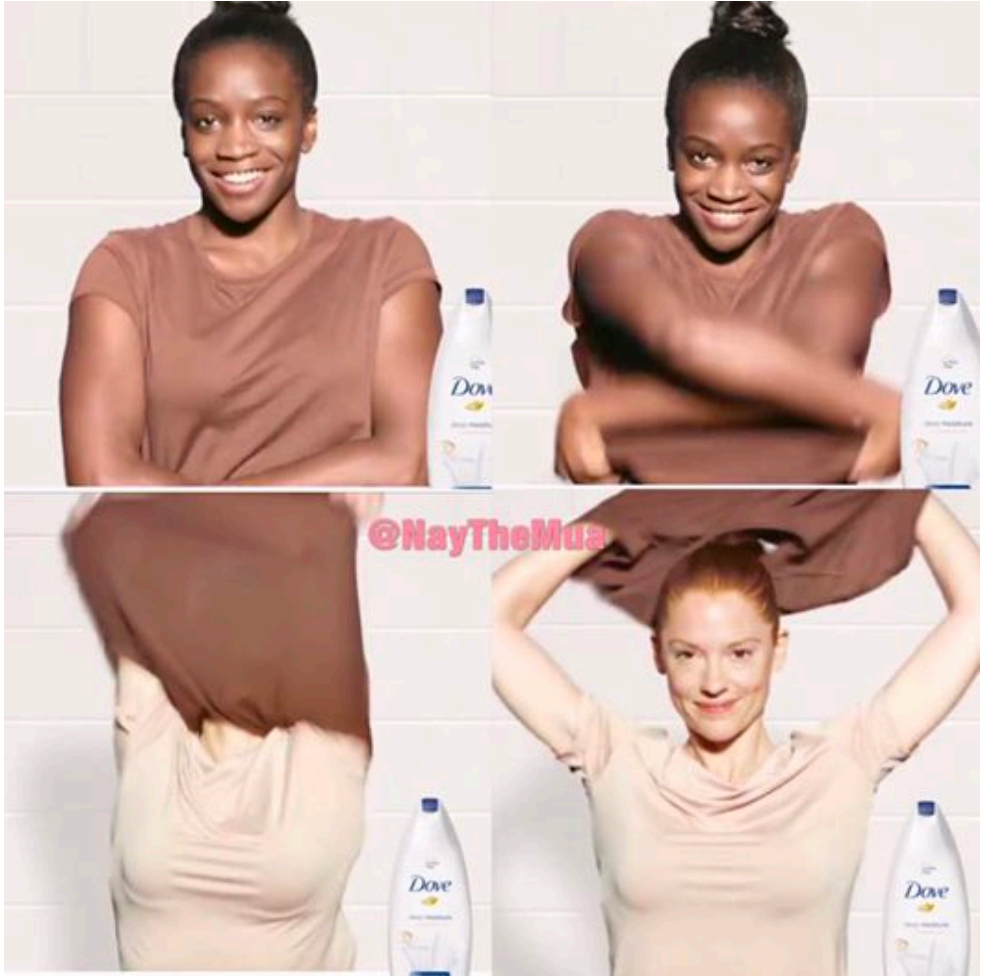
★ ★ ★ ★

LET'S NOT FORGET EVERYONE WHOSE NAME DID NOT MAKE IT TO A HASHTAG
WE STAND TOGETHER

56 BLACK MEN LET'S CHANGE THE NARRATIVE FOR LIFE

Cephas Williams, [56 Black Men](#)

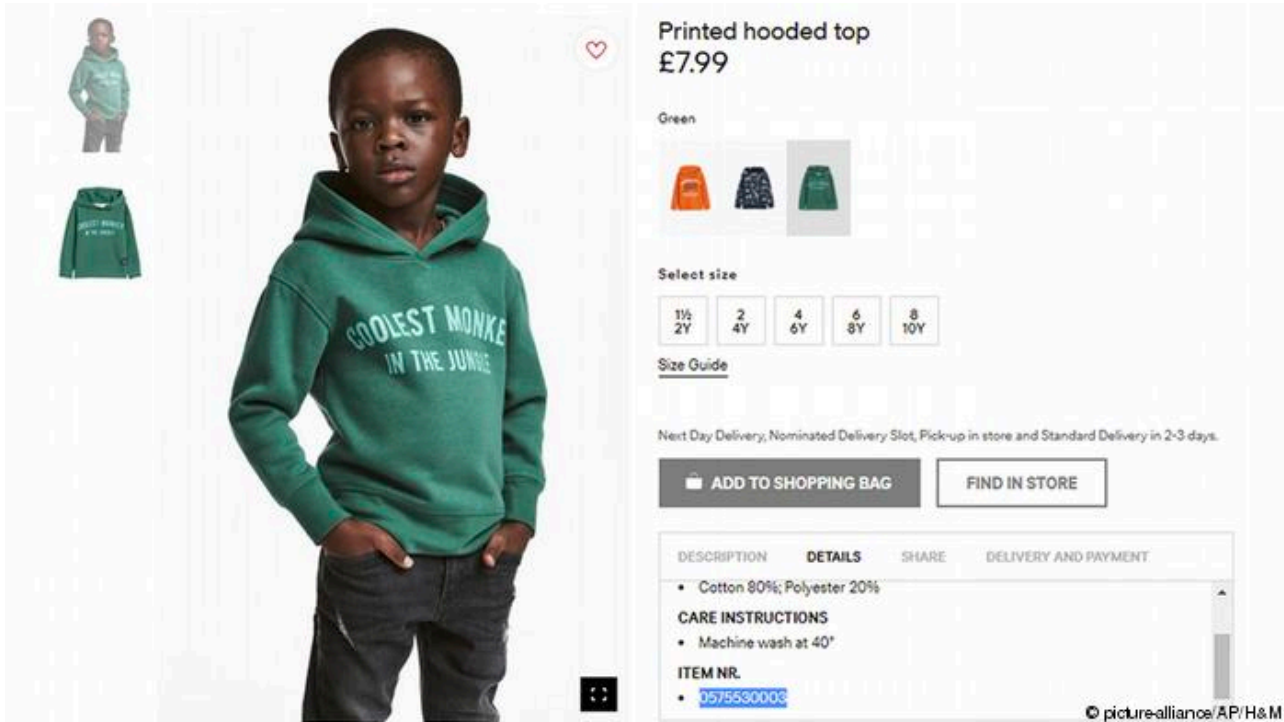




“Dove is committed to representing the beauty of diversity. In an image we posted this week, we missed the mark in thoughtfully representing women of color and we deeply regret the offense that it has caused. The feedback that has been shared is important to us and we’ll use it to guide us in the future.”

<https://www.npr.org/sections/thetwo-way/2017/10/08/556523422/dove-expresses-regret-for-ad-that-missed-the-mark>





“We understand that many people are upset about the image. We, who work at H&M, can only agree...We are deeply sorry that the picture was taken, and we also regret the actual print. Therefore, we have not only removed the image from our channels, but also the garment from our product offering globally. It is obvious that our routines have not been followed properly. This is without any doubt. We will thoroughly investigate why this happened to prevent this type of mistake from happening again.”

<https://about.hm.com/en/media/news/general-news-2018/h-m-issues-unequivocal-apology-for-poorly-judged-product-and-ima.html>





"The collection of images people may have seen on social media were actually individual product images that were cut and pasted together rather than an advertisement from Macy's. That said, based on a customer's journey through our site, they may not have seen the full suite of images spread across different pages on Macys.com. We listened. And we updated Macys.com so that our customers now see more balanced pj images when shopping online with us. We also plan to have a thorough internal discussion on how to be more thoughtful in the future. Thank you again to everyone who reached out."

<https://newsone.com/3837217/macys-apology-holiday-ad-traditional-families-black-fathers/>

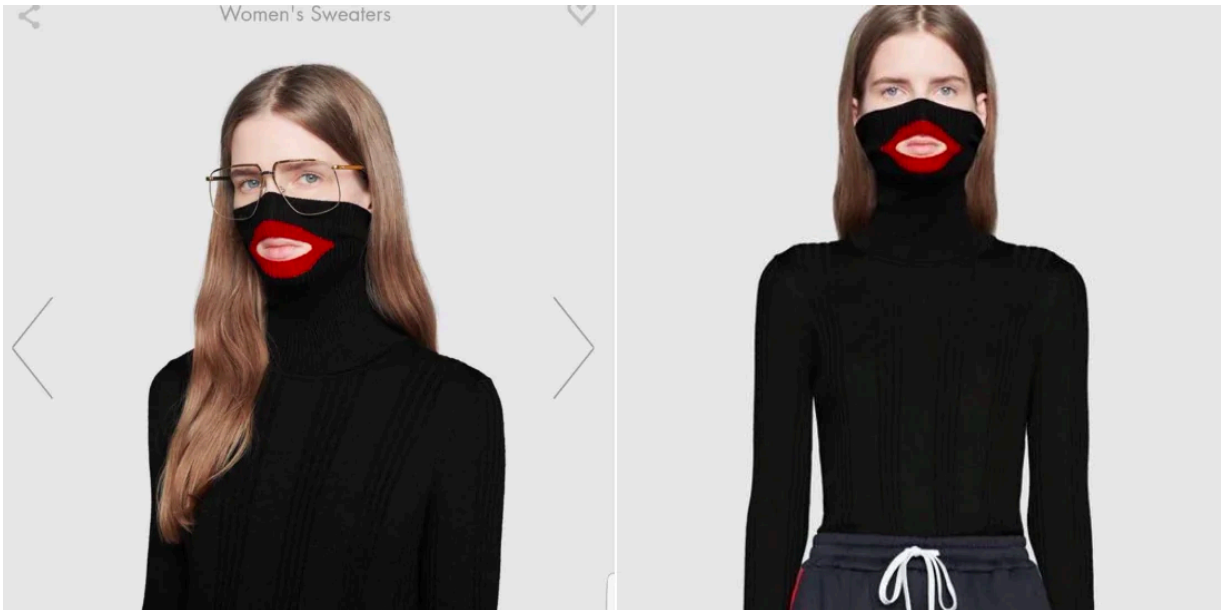




“Adidas released a new collection in celebration of Black History Month featuring designs inspired by the Harlem Renaissance. It includes footwear and apparel across a variety of categories. Toward the latter stages of the design process, we added a running shoe to the collection that we later felt did not reflect the spirit or philosophy of how adidas believes we should recognize and honor Black History Month. After careful consideration, we have decided to withdraw the product from the collection.”

<https://www.wxyz.com/news/national/adidas-pulls-all-white-black-history-month-sneaker-after-social-media-backlash>





“Gucci deeply apologizes for the offense caused by the wool balaclava jumper. We can confirm that the item has been immediately removed from our online store and all physical stores. We consider diversity to be a fundamental value to be fully upheld, respected, and at the forefront of every decision we make. We are fully committed to increasing diversity throughout our organization and turning this incident into a powerful learning moment for the Gucci team and beyond.”

https://www.washingtonpost.com/nation/2019/02/07/haute-couture-blackface-gucci-apologizes-pulls-racist-sweater/?utm_term=.1ac36b1b20c0





Andrew Johnson, 2018



Faith Fennidy, 2018





Jasmine Edwards, 2018



Cory Lewis, 2018



Oregon State Representative Janelle Bynum, 2018

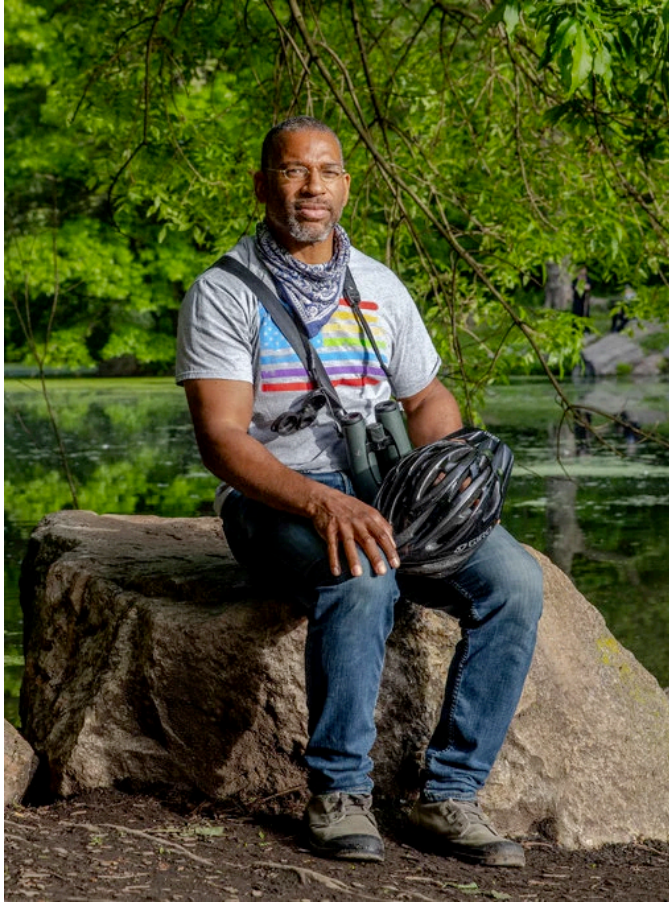


Rashon Nelson & Donte Robinson, 2018

“I’m writing this evening to convey three things: First, to once again express our deepest apologies to the two men who were arrested with a goal of doing whatever we can to make things right. Second, to let you know of our plans to investigate the pertinent facts and make any necessary changes to our practices that would help prevent such an occurrence from ever happening again. And third, to reassure you that Starbucks stands firmly against discrimination or racial profiling.”

<https://stories.starbucks.com/press/2018/starbucks-ceo-reprehensible-outcome-in-philadelphia-incident/>





Christian Cooper, Memorial Day 2020

I want to apologize to Chris Cooper for my actions when I encountered him in Central Park yesterday. I reacted emotionally and made false assumptions about his intentions when, in fact, I was the one who was acting inappropriately by not having my dog on a leash. When Chris began offering treats to my dog and confronted me in an area where there was no one else nearby and said, "You're not going to like what I'm going to do next," I assumed we were being threatened when all he had intended to do was record our encounter on his phone. He had every right to request that I leash my dog in an area where it was required. I am well aware of the pain that misassumptions and insensitive statements about race cause and would never have imagined that I would be involved in the type of incident that occurred with Chris. I hope that a few mortifying seconds in a lifetime of forty years will not define me in his eyes and that he will accept my sincere apology.

-Amy Cooper, May 26, 2020



-ism Hierarchy

Structural/Systemic

A system of public policies, institutional practices, cultural representations, and other norms that reinforce and perpetuate inequity.

Institutional

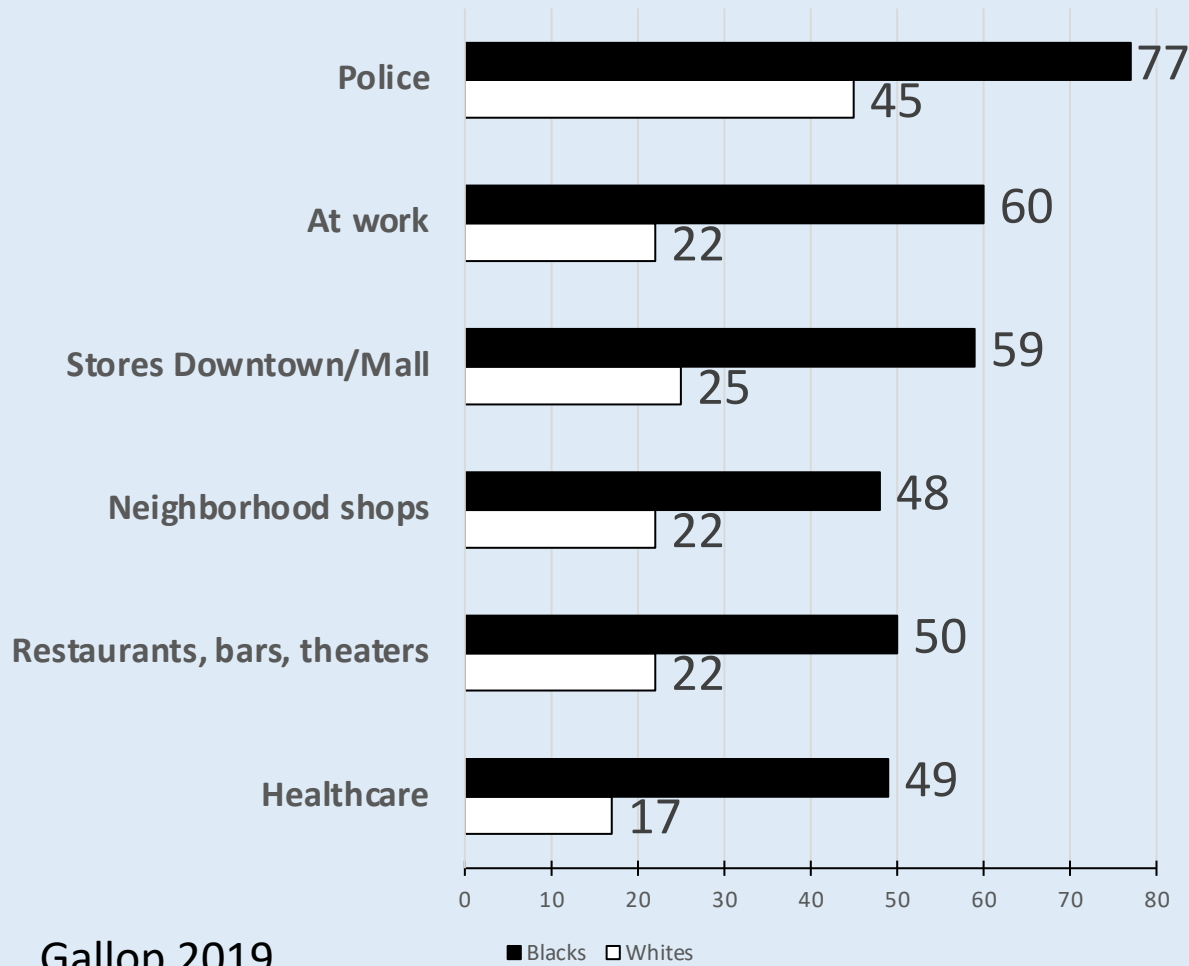
Institutional policies and practices that, intentionally or not, produce outcomes that chronically favor, or put a group at a disadvantage.

Individual Racism

Individual actions toward a person that intentionally express prejudice, hate or bias.



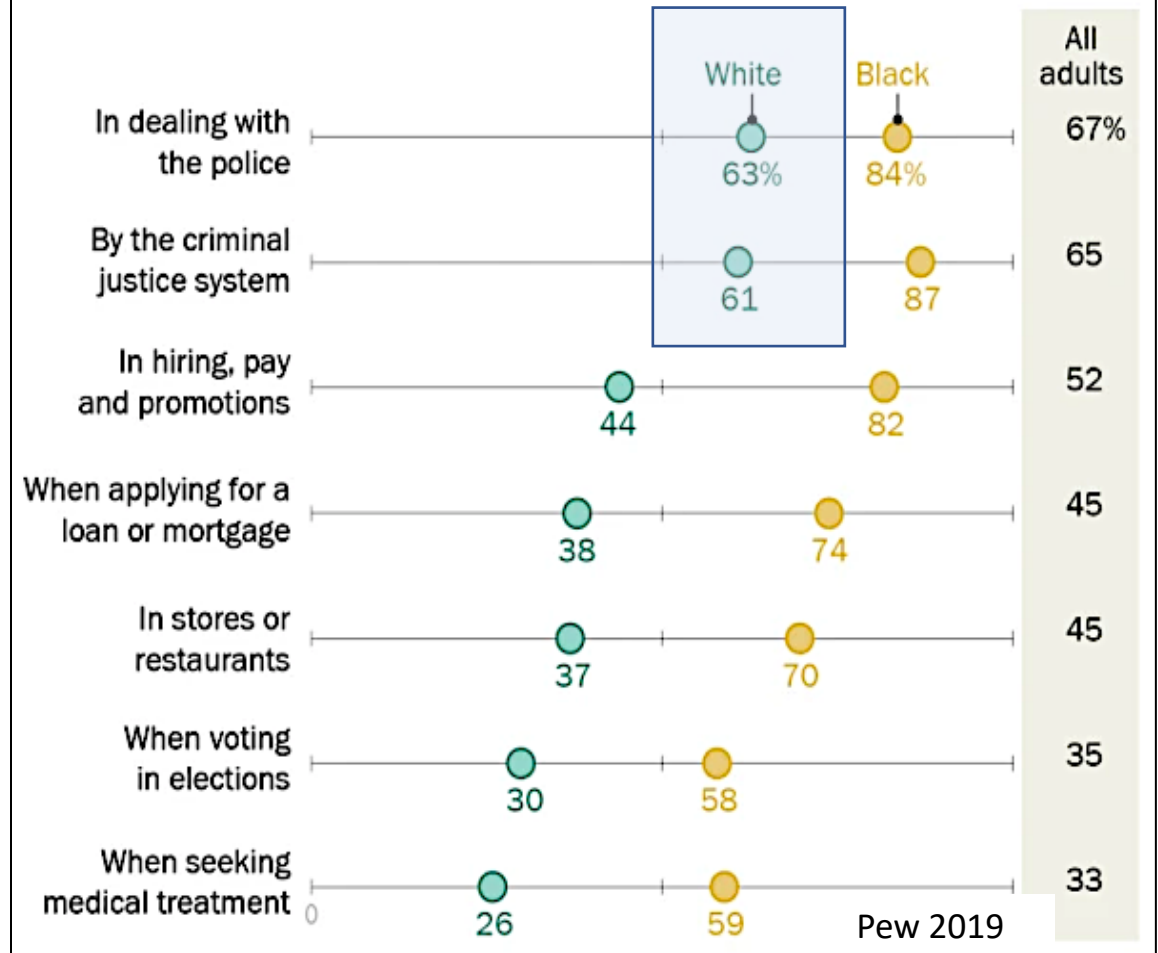
Just your impression, are blacks in your community treated less fairly than whites in the following situations?



Gallop 2019

Whites and blacks differ widely in views of how blacks are treated

% of **whites** and **blacks** saying, in general in our country these days, blacks are treated less fairly than whites in each of the following situations

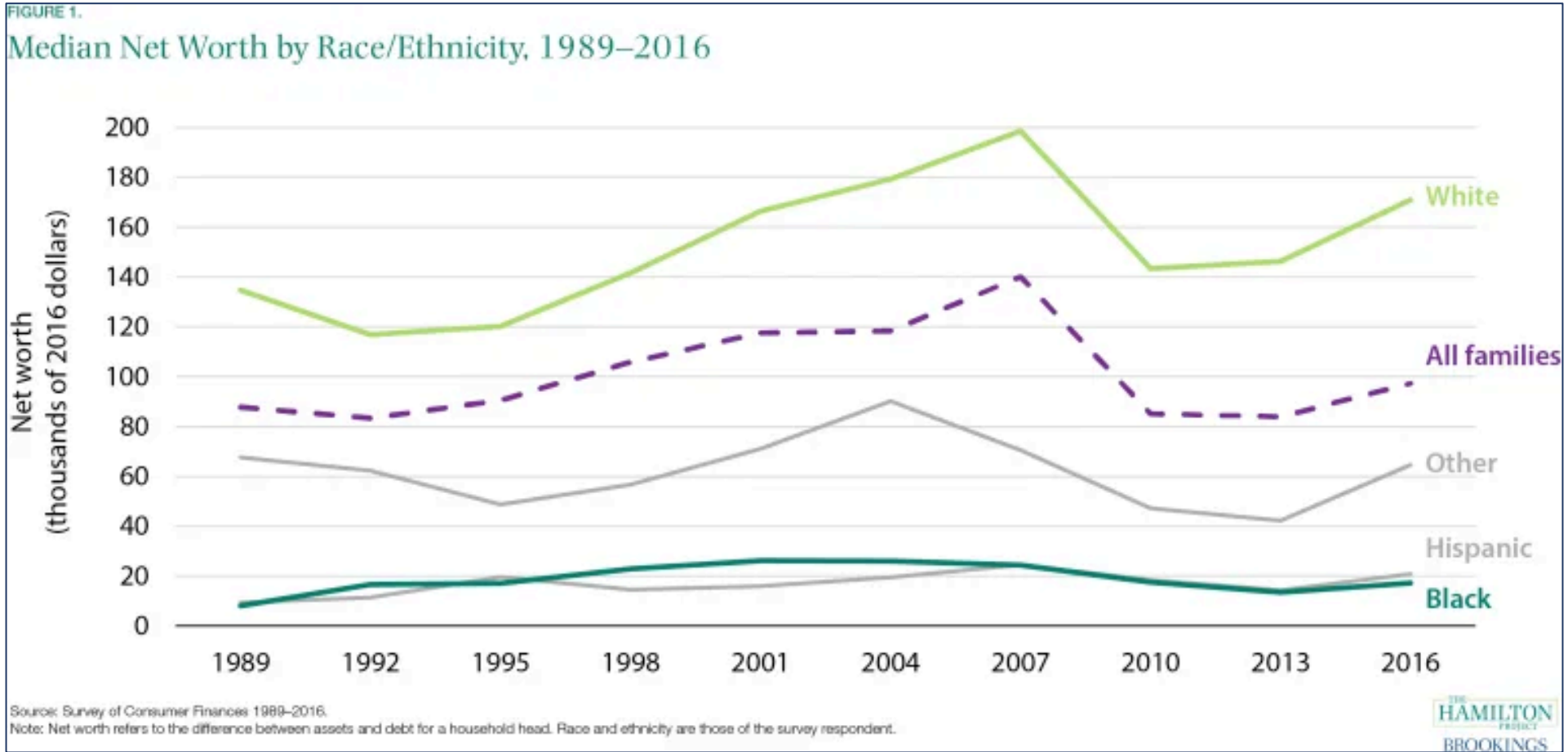


Pew 2019



Wealth

10x



Income

1.7x



Note: Figures rounded to nearest \$1,000

* Non-Hispanic white

Source: US Census Bureau, 2018

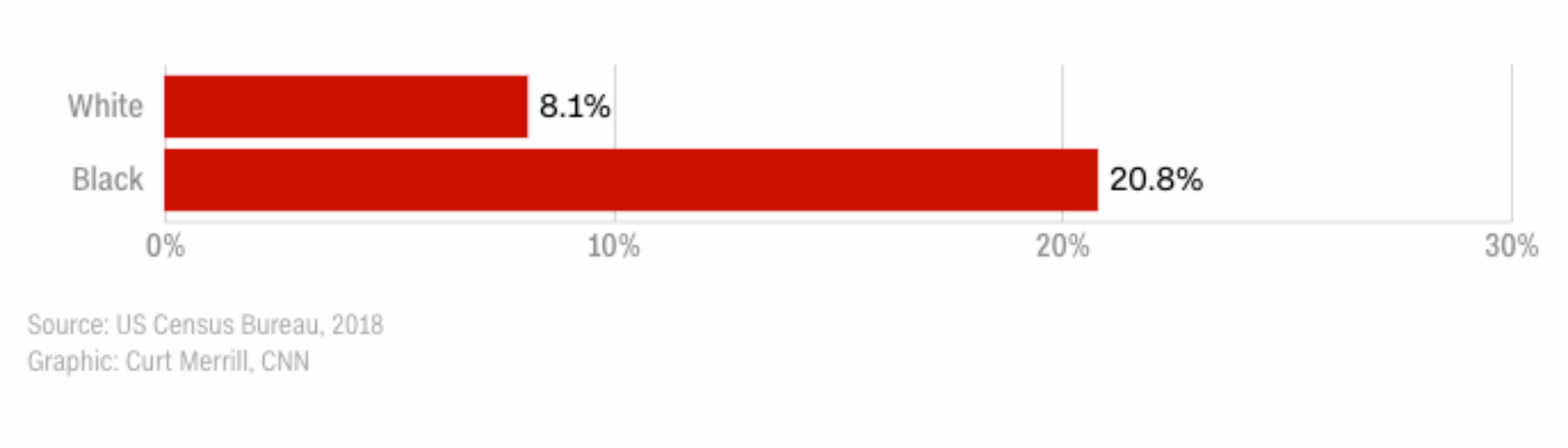
Graphic: Curt Merrill, CNN

<https://www.cnn.com/2020/06/03/politics/black-white-us-financial-inequality/index.html>



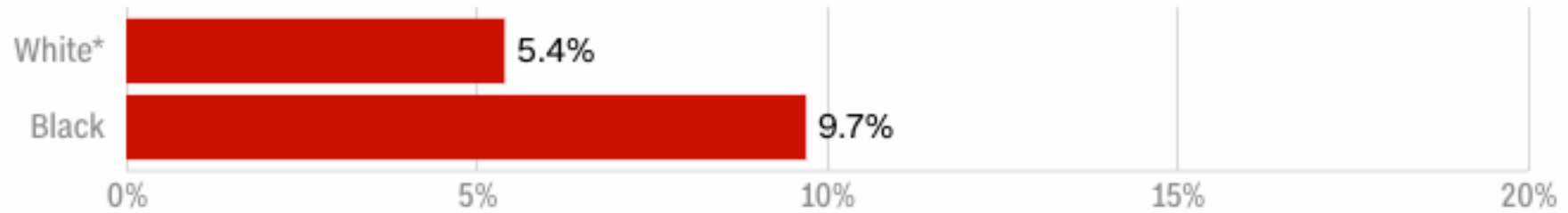
Poverty

2.6x



Health Insurance

1.8x



* Non-Hispanic whites

Source: US Census Bureau, 2018

Graphic: Curt Merrill, CNN

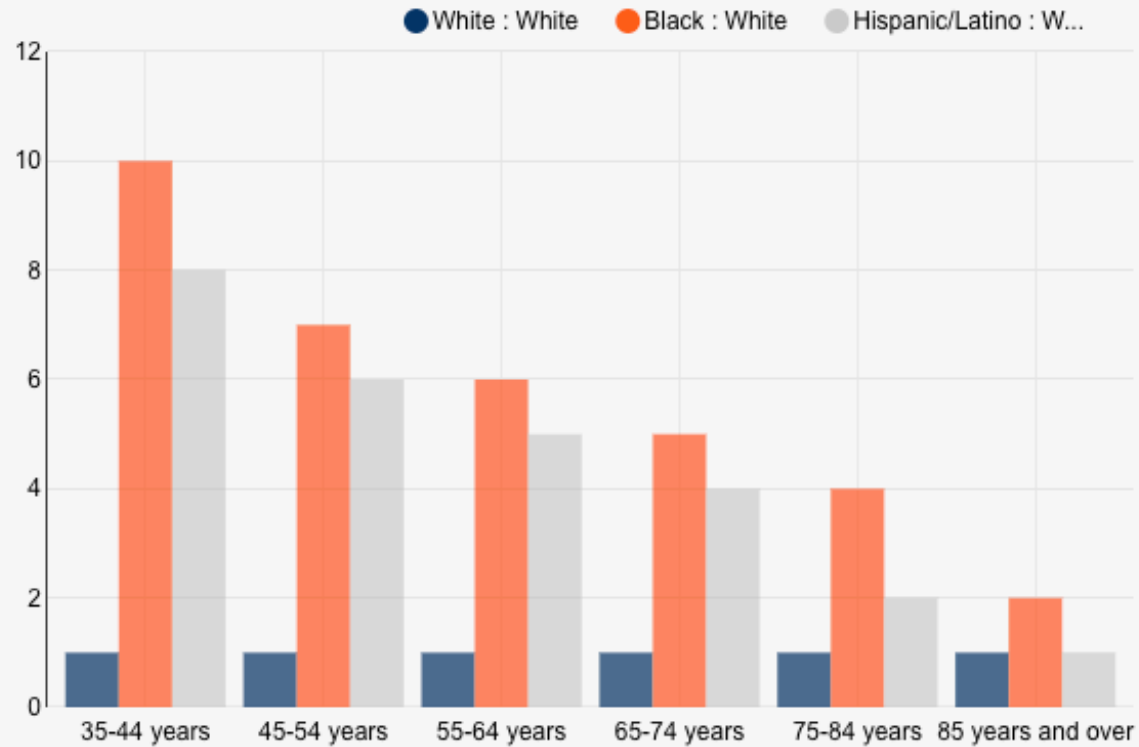


COVID-19 Deaths

2.3x

Figure 2. Huge race gaps in COVID-19 death rates, especially in middle age

Ratio of death rates



Source: CDC data from 2/1/20-6/6/20 and 2018

Census Population Estimates for USA

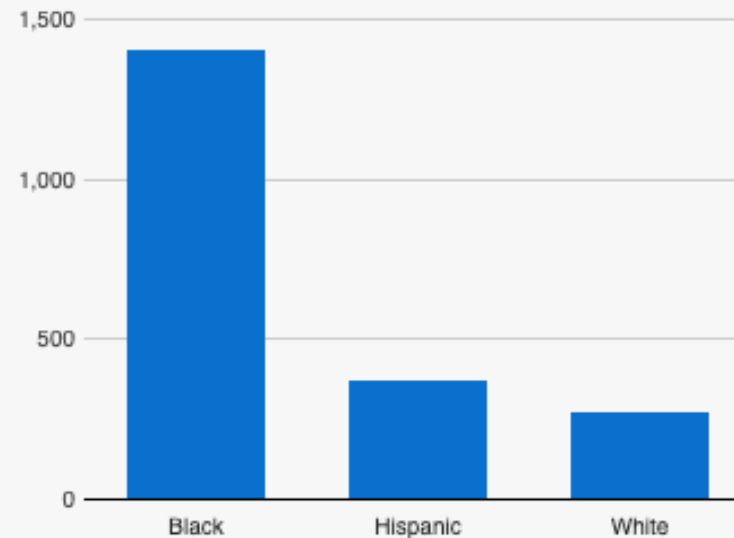
BROOKINGS



Incarceration

5.1x

Figure 1. Average rate of incarceration by race and ethnicity, per 100,000 population



Data source: United States Department of Justice. Office of Justice Programs. Bureau of Justice Statistics. National Prisoner Statistics, 1978-2014. Bibliographic Citation: ICPSR36281-v1. Ann Arbor, MI: Inter-university Consortium for Political and Social Research [distributor], 2015-10-09; U.S. Census Bureau (2013). 2013 Population Estimates. Annual estimates of resident population by sex, race, and Hispanic origin for the United States, states and counties: April 1, 2010 to July 1, 2013. Washington, DC: U.S. Census Bureau.



Risk of Being Killed by Police

2.7x to 4x





Questions to Ponder

- What unconscious biases might I be at risk of based on my background?
- What unconscious biases might my program be at risk of based on our collective backgrounds?
- What historical biases may exist of which we are unconscious (i.e., status quo bias)?

Diverse
Perspectives
At the Table
And Heard





Module 5. Promoting Equity

How Do We Fight Bias & Promote Equity?



Personal



Organizational



Community



Personal Action

1. Increase Self-Awareness of Implicit Associations
2. Broaden Influences
3. Develop Empathy
4. Speak Up – Use your influence to support to challenge inequity



Influences

- Most of my close friends are...
- Other people who live in my home are...
- People who regularly visit my home are...
- My neighbors are...
- My co-workers are...
- My supervisor is...
- My dentist is...
- My doctor is...



Empathy

Listen
Hear
Feel



Were I in the other person's shoes, what would I think is fair?



Silence is complicity

Martin Luther King Jr
(1929-1968)

*In the end, we will
remember not the words
of our enemies, but the
silence of our friends.*

InspirationBoost.com





Organizational Action

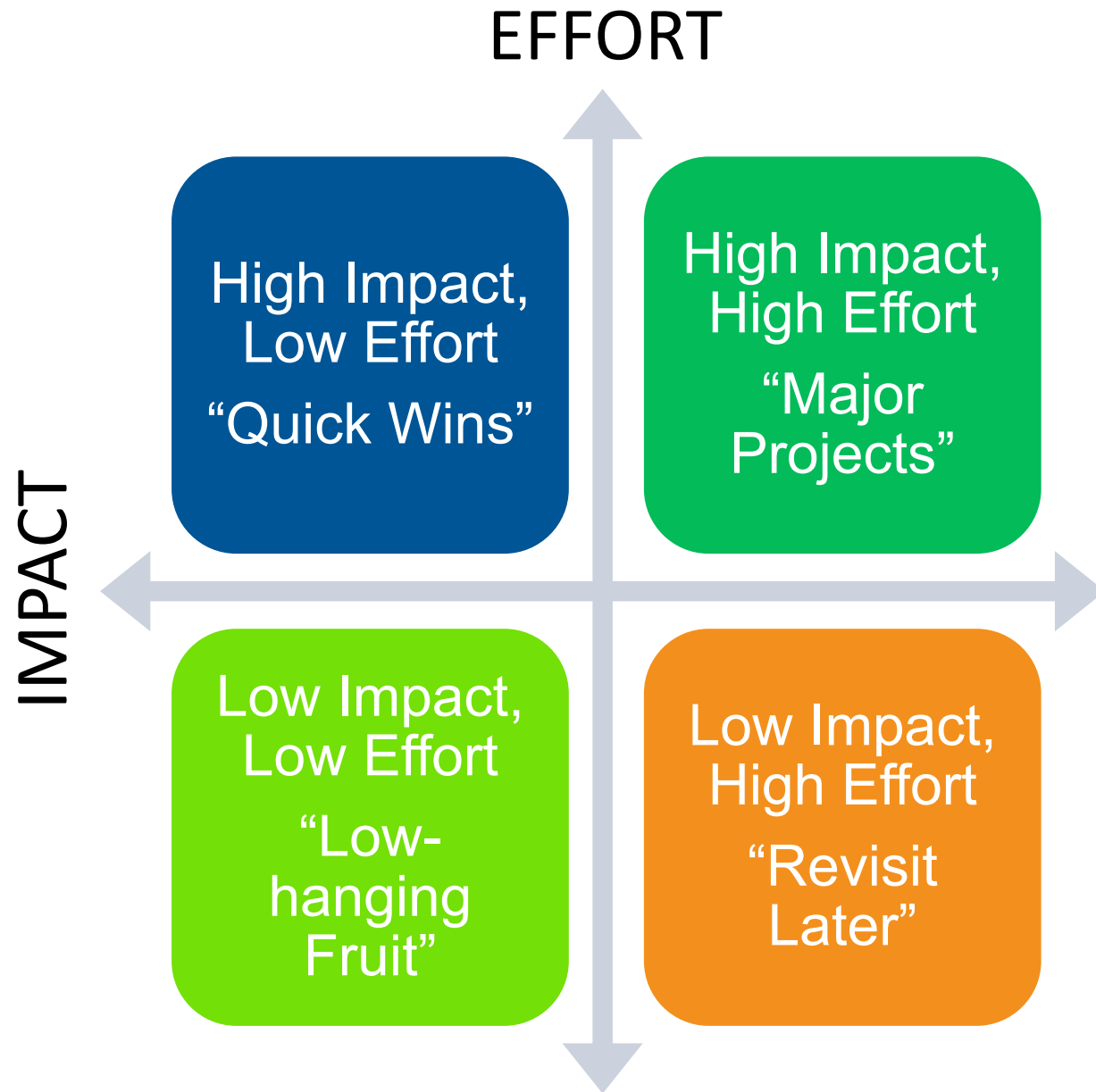
Awareness
Intentionality
Evaluation
Objectivity

- Talk about equity.
- Explicitly articulate authentic values that embrace diversity, inclusion, and equity.
- Process your programs and policies through an equity lens:
 1. What are the demographics of customers and stakeholders?
 2. Who benefits and who is burdened?
 3. Are there disparities in participation, impacts, or outcomes?
 4. What would equity look like and how can it be achieved?



Quantify Equity

- Police - Pretext Stops; Use of Force; Complaint Review Procedures
- Housing
 - Exclusionary v. Inclusionary Zoning
 - Home Ownership rates
 - Gentrification
 - Homelessness
- Employment
- Land use, zoning, and code enforcement
- Recreation and Library distribution and access
- Minority contracting and purchasing
- Internships and Apprenticeships
- Elimination of bail for non-violent arrests
- Alternatives to Detention
- School Discipline alternatives
- After-School Programs
- Technology Access
- Transportation Assistance



Government Alliance on Race & Equity-GARE

- Membership Organization, network of government organizations
- Extensive resources to review policies and services through a social equity lens and develop a social equity plan:
 - Racial Equity: Getting to Results
 - Racial Equity Action Plans: A How-To Manual
 - Racial Equity Toolkit: An Opportunity to Operationalize Equity
 - Advancing Racial Equity and Transforming Government: A Resource Guide to Put Ideas into Action

<https://www.racialequityalliance.org/>



Community

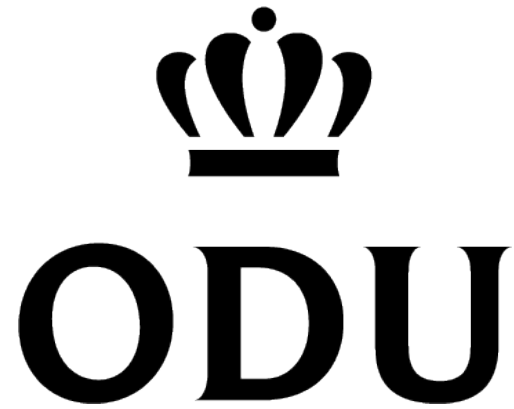
1. Use a respected entity within the community to take the initiative
2. Engage other key individuals in conducting a community assessment.
 - Community Racial History – The Stories
 - Economic & Social Disparities in the Community
 - Racial & Income Segregation Patterns
 - Symbols of Equity v. Racism & Disparity
3. Use the assessment as a basis to assemble a planning group that includes key public officials and community leaders.





What will I do to promote
equity?





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