Diversity & Inclusion:
Understanding Implicit Bias

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EXECUTIVE SUMMARY

WHAT?

- To learn more about implicit and unconscious racial bias and what you can do about it.

WHY?

- As leaders and human beings we have a responsibility to know our own bias, get educated and take a stand against racial bias
- To experience a taste of what IOL has to offer in the area of diversity & inclusion

WANT?

- You to feel this was of value
- You to work on overcoming implicit bias
- You to think about the actions you want to personally take
- Apply the tools you learn today to deliver exceptional presentations

AGENDA:

- Introduction and Context Setting
- Implicit Bias
- Responding to Racial Bias
- Tool: The Ladder of Inference
- Racial Bias Resources
- Personal Commitments = Action Plan
- End

MEETING GROUND RULES:

- Keep your camera on if possible
- Mute yourself when you are not speaking
- Use headphones if you have them
- Minimize distractions - turn off or mute other devices that may make sounds or ring
- Be present and don’t multi-task
- Please stretch yourself – be vulnerable, this is a safe environment
- It is OK to be uncomfortable
- Keep an open mind, listen and seek to understand

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BIAS DEFINITIONS

Unconscious Bias:

- Cognitive biases that exist in our subconscious.
- They can be both positive and negative,
- Influence the vast majority of our decisions by affecting our behavior.
- If these biases aren't recognized and avoided, can lead to bad decisions for both individuals and the company.

Implicit Bias:

- Bias based on implicit stereotypes
- Flaws in thinking occurring from over-generalizations or stereotypes
- Results in biased or discriminatory actions toward groups of people
- Based on gender, race, ethnicity, etc.
- These biases have potential legal ramifications.

DEBRIEF IMPLICIT BIAS ASSESSMENT RESULTS

What were you surprised by in your results?

Why was it a surprise?

Why should you care about your score?

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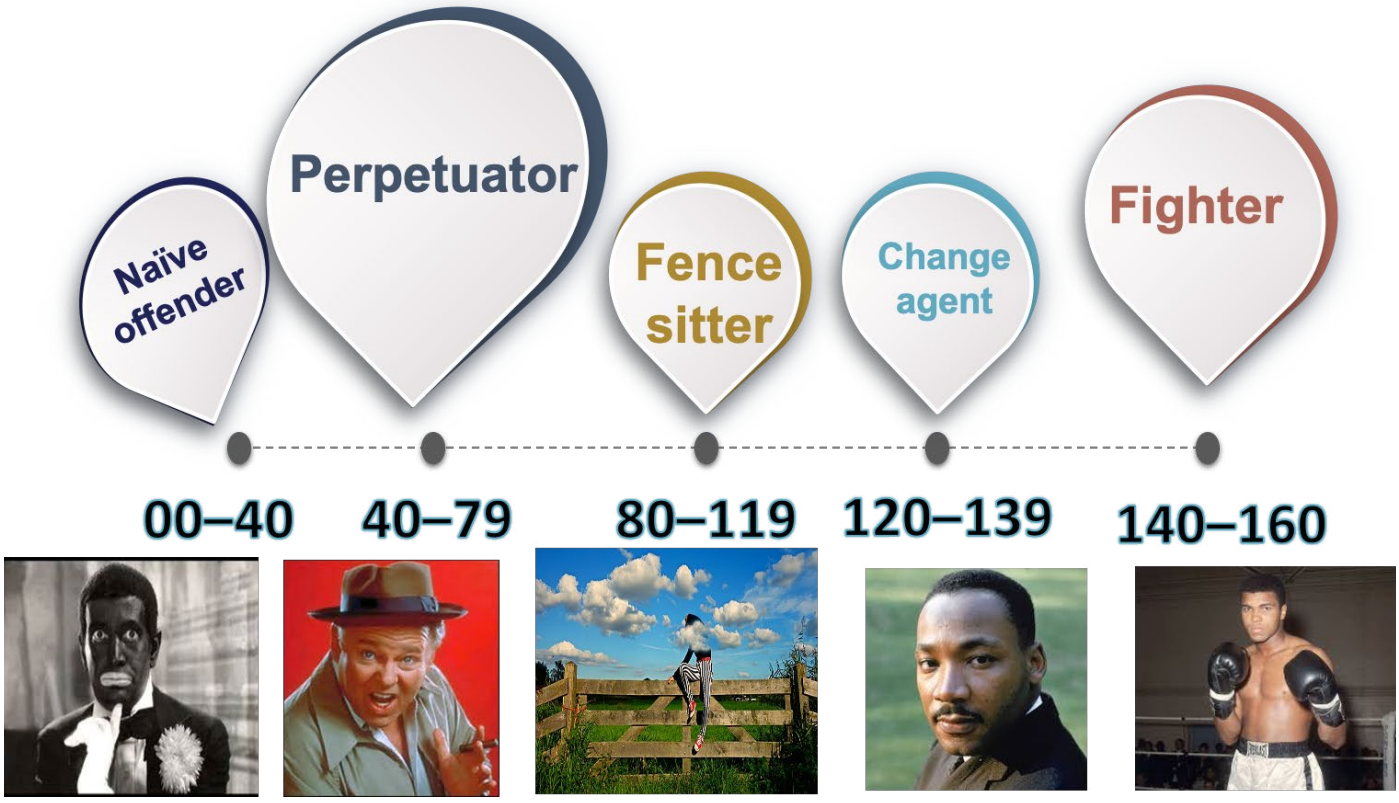
UNDERSTANDING YOUR RESULTS



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LADDER OF INFERENCE

UP THE LADDER!



Write your observations from the video to complete the steps below:

ACTION

ASSUMPTION

ADD MEANING

OBSERVABLE DATA

LADDER OF INFERENCE

CLEARING THE LADDER

The ladder clearing (our beliefs affect what data we select next time)

- **Observable Data** – I see you are holding my cat and there is red dripping off the cat. I'm confused as to what is going on. One committee member is looking at his phone while someone else is speaking.
- **Assumption** – It's my assumption, you have hurt my cat with a knife.
- **Paraphrase and Dialogue** – Listener: You see me holding the cat and are confused what is going on. Speaker: Yes! Give me the details! Then they would have a conversation: Cat stepped on pan and that is spaghetti sauce not blood.
- **Requested Future Behavior Change** – Speaker: Keep cooking me dinner and make sure the cat is locked in the other room. They agree on that.

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LADDER OF INFERENCE—RACIAL EXAMPLE

GOING UP A LADDER

- **Observable Data** – All Lives Matter
- **Add Meaning** – Code Language for White Lives
- **Assumption** – You don't recognize racial inequity
- **Action** – Acknowledge black lives are undervalued

CLEARING THE LADDER

OBSERVABLE DATA (LISA ANN HEARD)

In today's meeting I heard you say "All Lives Matter"

ASSUMPTION (LISA ANN ASSUMED)

This is code for White Lives Matter and Sharon is not recognizing racial inequality

PARAPHRASE (SHARON) AND DIALOGUE (BOTH)

Sharon: When I said all lives matter, you assumed it is code for White Lives Matter and that I don't recognize racial inequality

Lisa Ann: Yes. That is correct. Thank you for hearing me.

Dialog: ***Sharon:*** why should Black Lives Matter more than White Lives. ***Lisa Ann:*** No one said that. It sounds like when you hear Black Lives Matter it excludes White Lives

Sharon: Yes. I value all lives. ***Lisa Ann***: But not all lives are under attack right now. If my house is burning down do you ask firefighters to put water on your house?

REQUESTED FUTURE BEHAVIOR CHANGE

Lisa Ann: So what I need from you in the future, is when you hear Black Lives Matter, assume that it means Black Lives Matter too. And understand how you saying All Lives Matter offends people of color

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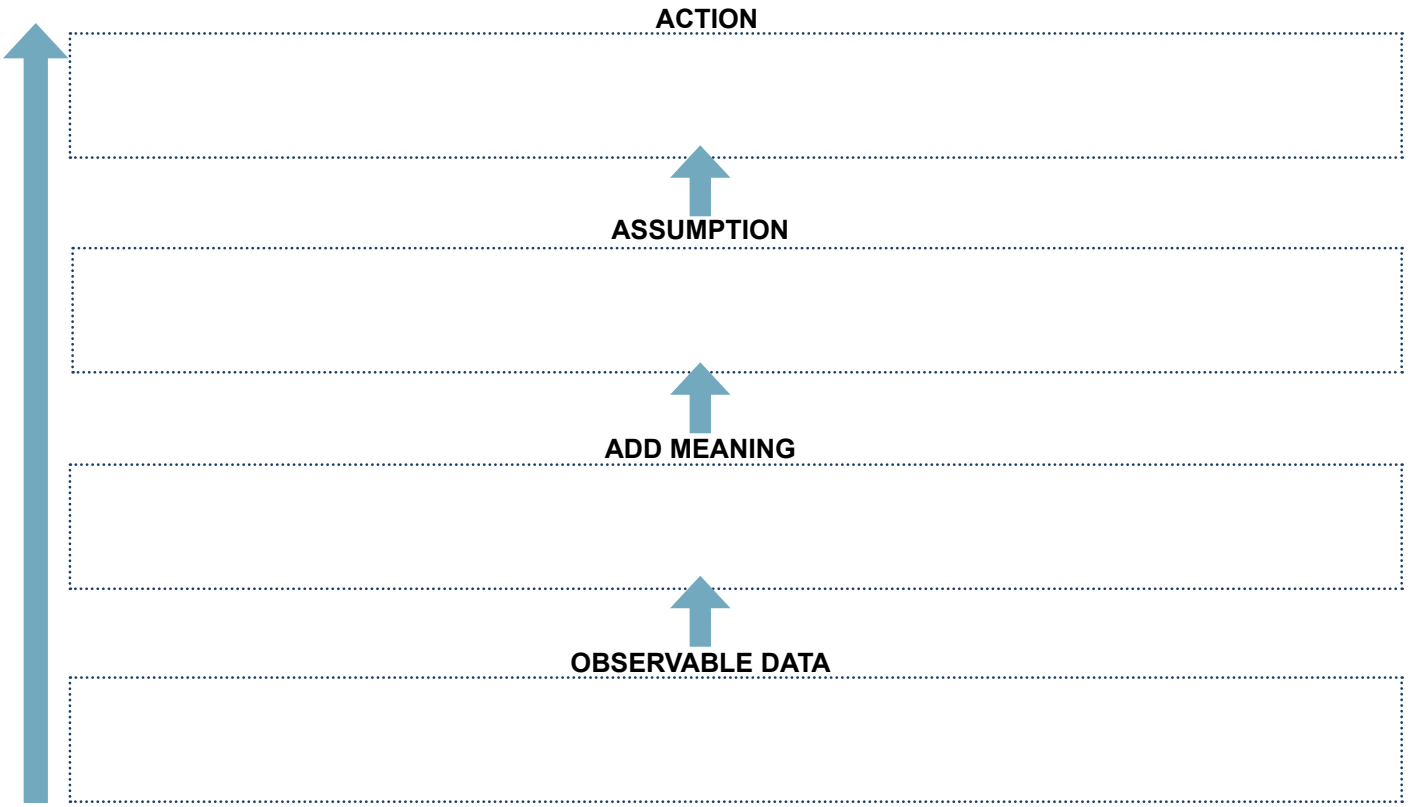
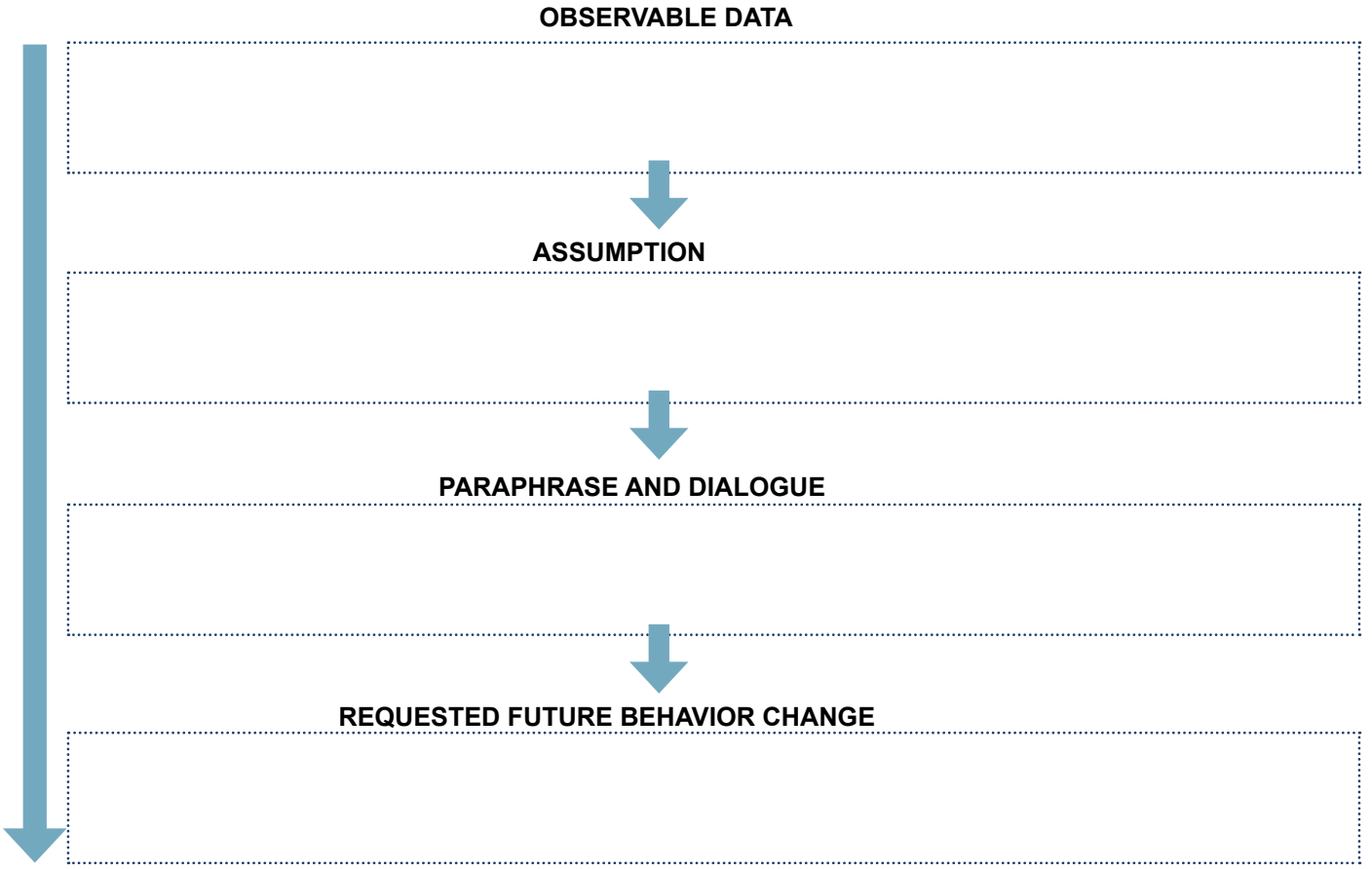
Use this interactive ladder the next time you find yourself going up a ladder and need to come down.





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DIVERSITY

VIDEOS/TV

- The Anti-Racist Starter Pack: 40 TV Series, Documentaries, Movies, TED Talks, and Books to Add to Your List
- 29 Movies, Shows, and Documentaries to Watch to Educate Yourself on Racial Injustice
- Uncomfortable Conversations with a Black Man
- Deconstructing White Privilege with Dr. Robin DiAngelo
- Franchesca Ramsey: 5 Tips for Being and Ally
- Procter & Gamble: The Talk
- P&Gs Love Over Bias
- Story of Access
- A Class Divided by Jane Elliott

BOOKS

- White Fragility: Why It's So Hard for White People to Talk About Racism by Robin DiAngelo
- Just Mercy by Bryan Stevenson
- These Truths by Jill Lepore
- We Get Free Black Feminism and the Combahee River Collective by Keeanga-Yamahtta Taylor
- Pushout: The Criminalization of Black Girls in Schools by Monique W. Morris
- White Like Me: Reflections on Race from a Privileged Son by Tim Wise
- Small Great Things by Jodi Picoult
- Outliers: The Story of Success by Malcolm Gladwell
- White Rage by Carol Anderson
- Free Cyntoia by Cyntoia Brown-Long
- The Lies That Bind by Kwame Appiah
- The Sixth Man by Andre Iguodala
- So You Want to Talk about Race by Ijeoma Oluo
- Utopia for Realists by Rutger Bregman

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PODCASTS

- Code Switch
- Come Through with Rebecca Carroll
- Identity Politics
- Pod Save the People
- The Stoop
- All my relations
- See Something, Say Something
- Small Doses

ARTICLES/ASSESSMENT

- Project Implicit examines your attitudes, preferences and memory. At the end of this study, we will give you personal feedback. https://implicit.harvard.edu/implicit/takeatest.html Click Race IAT.
- Forbes - June 1 2020 Dear White People: Here are 10 Actions You Can Take To Promote Racial Justice In The Workplace
- Forbes – June 2 2020 First, Listen. Then, Learn: Anti-Racism Resources For White People
- Medium – June 1 2020 How to Talk Trauma & Protests at Work
- Harvard Business Review – June 1 2020 US Businesses Must Take Meaningful Action Against Racism
- NPR – June 9 2020 Microaggressions Are A Big Deal: How To Talk Them Out And When To Walk Away

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THE JOURNEY

Utilizing a holistic approach is important to ensure the efforts produce lasting change and create a positive work environment for all. IOL suggests the training to be organized around three components. Empathy, Education and Action.



EDUCATION - 2-2.5 Hours Virtual Program | Max 500 Participants

Program Objectives:

- To better understand your implicit biases
- To understand and identify microaggressions
- To reflect on how you personally respond to bias and what you can do to become a change agent
- (Manager version only) To plan and learn how to facilitate conversations with your team

Agenda topics for professionals and manager version:

- Prework - Implicit Bias Assessment (free assessment)
- Introduction/Context Setting/Defining Diversity
- Debrief Implicit Bias assessment
- Understanding and identifying microaggressions
- How to avoid or eliminate microaggressions
- How you respond to bias (free assessment)
- Debrief assessment using a video

Manager version (expanded to 2.5 hours) includes:

- Facilitating effective bias conversations with your teams
- Set an Agenda for team dialog
- Set Ground Rules
- Practice Dealing with Difficult Questions and Emotions
- Use videos to assist with the dialog

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THE JOURNEY

EMPATHY - 2 Hour Virtual Program | Max 40 Participants

Program Objectives:

- To better understand bias and how it may unconsciously shape your perspective
- To explore other's perspectives
- To learn and practice communication tools that help you have productive conversations about bias.
- To commit to personal actions you will take based on new information and understanding

Agenda Topics:

- Introduction/Context Setting
- Understanding One Another – Empathy
  - Two communication tools: Deep Listening and Ladder of Inference
- Unconscious bias definition and resources
- Personal Commitments/Actions

ACTION - 2 Hour Virtual Program | Max 40 Participants

Program Objectives:

- To reflect on how you personally respond to bias and what you can do to take a stand against bias
- Identify and prioritize current barriers getting in the way of having a more diverse and inclusive team/organization.
- Create an action plan on what you as a team can do to overcome these barriers
- To come to agreements on how to hold each other accountable and define how you will measure success

Agenda Topics:

- Prework - How do I respond to Bias (free assessment)
- Introduction/Context Setting
- Action Planning
- Identifying/Creating Action Plans around eliminated the top 3 barriers to having a more diverse and inclusive team
- How we hold ourselves accountable and measure success
- Communicating the action plans

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ACTIONS YOU CAN TAKE

- Ask the race question
  - "What is it that you might be experiencing that I'm not aware of?"
- Take the implicit bias assessment & make available to others
- Educate yourself - Make a commitment to review some or all of the unconscious racial bias resources
- Help others get educated - hire Inside Out Learning
- When you see racial bias – say, "I know this was not your intent"
  - Share situation, behavior, impact
- Use the Ladder of Inference

PERSONAL ACTION PLAN

What did I learn?

What actions will I take?

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HOW TO STAY CONNECTED

- Free Community of Practice on LinkedIn https://www.linkedin.com/groups/12136775/
- For more information on our programs go to www.insideoutlearning.com or email Samantha@insideoutlearning.com

Join the Inside-Out Learning Community of Practice!

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APPENDIX—FACILITATOR BIOS

CHIEF EXECUTIVE OFFICER



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Dr. Sharon Lamm-Hartman is Founder and CEO of Inside Out Learning, Inc. (IOL), an award-winning global leadership, team and organization development consulting business. “Dr. Sharon” and IOL are active members of the Women’s President’s Organization (WPO). Only 3% of women-owned businesses gross the required revenue to qualify for WPO membership. IOL is certified with Women’s Business Enterprise National Council (WBENC) and Women Owned Small Business (WOSB). In addition to running IOL, Dr. Sharon is a global executive and presentation skills coach, leadership and organization development consultant, speaker, writer, educator, wife and mom.

With over 25 years of global experience, Sharon has worked across the United States and Europe as well as Beijing, Hong Kong, Singapore, and Thailand for clients such as American Express, Virgin Orbit, GE’s Leadership Development Center, ExxonMobil, E*TRADE, ARCO Chemical, AstraZeneca, Fannie Mae, Arizona Society of CPA’s, Volvo, and the National Reconnaissance Office. She has designed and delivered over 3,000 innovative programs, including many women’s development and executive presence and presentation skills programs. Dr. Sharon has coached thousands of CEO’s, executives, educators, professionals, and entrepreneurs worldwide.

For the past 16 years, Dr. Sharon served as a preferred executive coach for hundreds of Boeing Vice Presidents and Executives with exceptional results, including promotions, developmental job assignments, and saving E*Series. She has personally designed and is teaching the Executive Presence and Presentation Skills Programs, and team development programs to thousands of Boeing employees. Over 80% of employees who participate in these programs achieve a promotion. Sharon also has her Top Secret Security Clearance and helps executive clients, program teams and customer relationships in classified environments.

She was the co-founder and first Director of Central Phoenix Women, a networking organization for women leaders, and wrote a regular column for Phoenix Woman Magazine.

Dr. Sharon holds a doctorate from Columbia University in Leadership and Organization Development, a Masters in Industrial and Labor Relations from Cornell University, and two Bachelor degrees. She also has several coaching and assessment certifications.

Dr. Sharon has also served as an Adjunct Professor of Leadership at Columbia University and as an Adjunct Faculty member at The Center for Creative Leadership.

Dr. Sharon has been quoted on her views of coaching in numerous publications including, The New York Times, MORE magazine, and Oprah’s magazine, ‘O’ magazine. She has been honored and received awards from the Center for Creative Leadership and the Academy of Human Resource Development for her work and research on how to facilitate transformation in leadership development programs.

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PROGRAM FACILITATOR



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Lisa Ann is a senior leadership consultant and certified executive coach with Inside Out Learning Inc. She has over 30 years of experience as a world-class learning and development professional. She works with training companies as a master trainer delivering programs that ignite, inspire and transform frontline personnel and executive leadership.

Lisa Ann provides training program creation, seminar, and webinar delivery. Her live programs have transformed thousands from frontline personnel to executive leadership. She works with senior level managers across corporate, government and nonprofit organizations to preserve learning and development objectives. Her programs ensure engagement, knowledge transfer, and skill development in a fast-paced, focused environment.

She has designed and delivered programs on topics such as Management Skills, Communication Skills, Emotional Intelligence, Dealing with Difficult People, Resiliency, Content Marketing and Diversity and Inclusion, Unconscious Bias.

Lisa Ann trained with R. Roosevelt Thomas and delivered diversity programs for his organization as well as many other consulting firms.

Lisa Ann has trained audiences in every state in the U.S.A.; she has also delivered programs in Canada, Australia, and Japan. She facilitates training for organizations such as Seattle City Light, Microsoft Corporation, Clorox University, the U.S. Coast Guard, Touro University, Honda North America, the U.S. / Japanese Air Force, NuScale Power and The Boeing Company.

She will tell you the technical and management expertise gained during her 14-year career at IBM was like earning a Ph.D. She holds master's degree in management, from the Indiana Wesleyan University and completed post-graduate work at Walden University in Management and Decision Sciences. She is a licensed insurance agent and an Amazon best-selling author.

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Samantha is the Inside-Out Learning first point of contact for both internal and external communications. With customer service as her top priority, she takes responsibility with the initiative and the ability to make things happen. Her attention to detail in coordinating the logistical services ensures the ongoing smooth running of the entire organization.

As a professional business manager and office manager, she brings over twenty years of excellent customer service skills in providing operational and administrative assistance to thousands of associates.

If you have a question or a concern, be assured that she is known for being supportive to other needs by taking immediate action with decisiveness and accuracy while maintaining a flexible, reliable discretionary manner.

You are in good hands as she joyfully goes the extra mile to exceed your expectations.

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