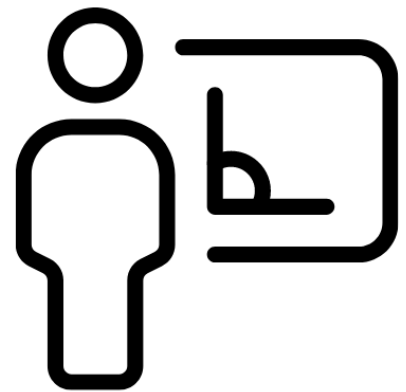


# Instructors Guide



On the following pages is a sample module from our Instructor Guide. It provides the instructor with a copy of the material and a Lesson Plans box.

The key benefit for the trainer is the Lesson Plan box. It provides a standardized set of tools to assist the instructor for each lesson. The Lesson Plan box gives an estimated time to complete the lesson, any materials that are needed for the lesson, recommended activities, and additional points to assist in delivering the lessons such as Stories to Share and Delivery Tips.



*The eye sees only what the mind is prepared to comprehend.*

*Robertson Davies*

## Module Two: What is Unconscious Bias?



What is it and how does it affect our day to day lives? To be able to discuss the unconscious bias that everyone possesses, the basic idea must first be defined. From there, the causes, the effects, and the possible necessary changes can be better addressed.

There are different types of biases, and most importantly, it must be remembered that biases are not limited to just race or gender biases. The subject of unconscious bias is detailed and needs to be fully understood. Unconscious biases are collected over a lifetime, and often affect decision making, especially in the moment that a snap decision needs to be made.

### Definition



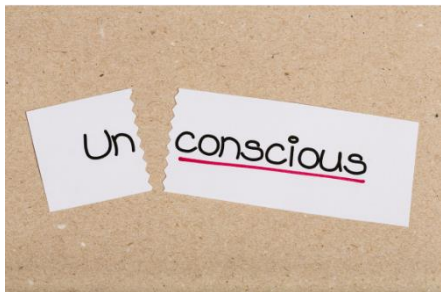
There are two categories of bias in studies today: conscious or explicit biases and unconscious or implicit biases. Unconscious bias is usually thought of as social stereotypes, and is more common than conscious bias. Here are some quick facts about unconscious bias:

- Unconscious bias is more common than the conscious or explicit bias.
- Unconscious bias may not concur with the conscious bias of an individual.
- Unconscious bias may be triggered by an event or situation.

<b>Estimated Time</b>	<b>7 minutes</b>
<b>Topic Objective</b>	To define and discuss unconscious bias.
<b>Topic Summary</b>	Definition This exercise allows participants to define this subject.

<b>Materials Required</b>	White board and markers.
<b>Recommended Activity</b>	Initially, participants should discuss in groups of two. The groups should review the term. Regroup into one large group and discuss the small groups' results.
<b>Stories to Share</b>	Share any personal, relevant stories.
<b>Delivery Tips</b>	Encourage everyone to participate.
<b>Review Questions</b>	What is an unconscious bias?

## How Does it Work?



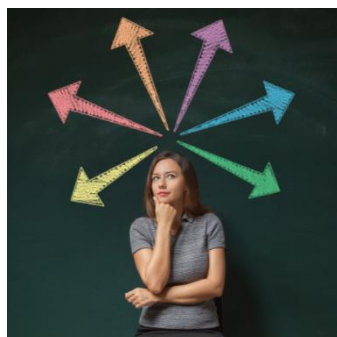
Unconscious biases are deeply rooted in the human brain. The brain is constantly collecting data and categorizes it. One of the categories that is automatically made is between good and bad. Think about caveman, who had to judge between a good situation and a bad situation, in a moment's notice. As humans have evolved, this type of decision making has been engrained in us.

Today, these assumptions, or biases are often the result of social conditioning; life experiences. Some researchers believe that these biases often began in early childhood. These judgements or biases can affect both our personal and work lives. They can hinder decision making, which can greatly affect our lives. In the business world, unconscious biases can affect an organization from the top executive to the last hired employee.

<b>Estimated Time</b>	<b>7 minutes</b>
<b>Topic Objective</b>	To discuss the how our unconscious biases work.
<b>Topic Summary</b>	How it works.  This exercise allows participants to review the why we have these biases.
<b>Materials Required</b>	White board and markers.
<b>Recommended Activity</b>	Initially, participants should discuss in groups of two. The groups should review the history. Regroup into one large group and discuss the small groups' results.
<b>Stories to Share</b>	Share any personal, relevant stories.

<b>Delivery Tips</b>	Encourage everyone to participate.
<b>Review Questions</b>	How did unconscious biases first begin?

## Triggers



What triggers the type of decisions we make so often every day? In a word: history. Here is a partial list of experiences that may play into the development of our unconscious biases:

- Past experience.
- The environment in which a child is raised.
- The culture in which a child is raised.
- Educational systems.

This list does not include all the ways data and information have been absorbed throughout our lives. This information and the biases we have developed, affect most of the decisions we make in our lives.

<b>Estimated Time</b>	<b>7 minutes</b>
<b>Topic Objective</b>	To identify the triggers of the unconscious bias.
<b>Topic Summary</b>	Triggers.  This exercise asks participants to identify what triggers the decision making in every-day life.
<b>Materials Required</b>	<b>Worksheet One: Triggers</b>
<b>Recommended Activity</b>	Give participants the worksheet and allow them to work in groups of two.  Per the instructions on the worksheet, instruct participants to list the different triggers that go into their decision making. Discuss as a group when complete.
<b>Stories to Share</b>	Share any personal, relevant stories.
<b>Delivery Tips</b>	Encourage everyone to participate.
<b>Review Questions</b>	What can unconscious biases affect in day to day life?

## Impact



Unconscious bias impacts how we engage with others. A recruiter or hiring manager may look at hundreds of resumes for one open position; they must decide simply by looking at the information provided who to interview. Often, based on an applicant's skill set, work ethics, their name, their degree, or affiliation, unconscious bias will have an effect on the interview/hiring process. Hiring practices

based on unconscious bias may result in a workplace that is narrow minded, lacking diversity, and likely lacking creative and innovative new ideas. The work culture in organizations that allows bias to influence business can be negative and toxic. The work force is aware of the lack of diversity and forward movement and may soon move on to healthier companies.

<b>Estimated Time</b>	<b>7 minutes</b>
<b>Topic Objective</b>	To understand the impact unconscious biases can have on the workplace.
<b>Topic Summary</b>	Impact  Discuss the impact that these biases have on the workplace.
<b>Materials Required</b>	White board/markers
<b>Recommended Activity</b>	Each participant should contribute to the list of ways that biases negatively affect the workplace.
<b>Stories to Share</b>	Share any personal, relevant stories.
<b>Delivery Tips</b>	Encourage everyone to participate.
<b>Review Questions</b>	Why is it important to identify the effects of biases on the work culture?

## Practical Illustration



Stacy is sifting through a stack of resumes at her desk. She has to hire someone for the opening in accounting. She calls Janna in and asks her to assist in sorting through resumes for possible candidates. Janna sits down and starts reading her pile of paper. After a while, Stacy notices that Janna has two piles sorted out. She asks Janna what the qualification standards were of the possible candidates. Janna responds, “Well, I took out everyone that lives outside of Metro. And then I took out anyone who didn’t have an Ivy League

degree.”

Stacy asks, “Is that how you think I hired you Janna?” Stacy continues by saying that she didn’t just judge Janna according to her hometown or because of a school that she attended. “Let’s go through that reject pile again, Janna, and see if we can find some applicants that have different skills and talents.” Janna agrees and they sit down together to reread the applications with a more open mind. When the ladies complete their task, they have a hefty stack of resumes full of people with different educations and skills from which to choose their perfect candidate.

## Module Two: Review Questions

- 1) What is another phrase used for the phrase “unconscious bias?”
  - a) Explicit bias
  - b) Implicit bias
  - c) Social bias
  - d) Gender bias

Another term used for unconscious bias is implicit bias. It is located deep within the personality of a person, not like a conscious bias that is identified by oneself.

- 2) Unconscious bias is usually thought of to be more of a \_\_\_\_\_ stereotype.
  - a) Professional
  - b) Educated
  - c) Founded
  - d) Social

Unconscious bias is a social stereotype. It is generally focused on those that are from outside the usual circle.

- 3) How long have unconscious biases been within us?
  - a) Since the beginning of time
  - b) Since the late 1800's
  - c) Since the late 1900's
  - d) Since the last ten years

Scientists believe that unconscious biases have been around since the beginning of human kind as a safety mechanism.

- 4) Unconscious biases are a way of \_\_\_\_\_ situations or people.
  - a) Avoiding
  - b) Engaging
  - c) Categorizing
  - d) Escalating

Unconscious biases are a way of judging or categorizing data in the brain, basically in a good or bad format for future use.

- 5) Triggers for unconscious biases are usually based on events \_\_\_\_\_.
- a) In the near past
  - b) In the present
  - c) That are occasional
  - d) That are over the entire lifetime

These triggers are the result of experiences over the course of the entire lifetime of an individual, both the past and the present.

- 6) The educational system of a child can form \_\_\_\_\_ in later life.
- a) Financial strain
  - b) Unconscious biases
  - c) Unknown fortune
  - d) Success

The environment that a child is raised directly affects the unconscious biases that this child carries later in life.

- 7) Which of the examples listed below is an example of unconscious bias?
- a) Choosing lactose-free milk
  - b) Choosing a job within one's educational limits
  - c) Choosing to only employ vendors located in one area
  - d) Choosing to only organically grown vegetables

Only hiring from a certain area of town, in avoidance of someone from "that" side is an unconscious bias. This employer has an untrue belief that one person is better than another due to location.

- 8) At the workplace, who should be the most vocal pertaining the avoidance of biases in the workplace?
- a) The newly hired employees
  - b) The management
  - c) The human resources department
  - d) The lawyers and attorneys

The most vocal person in the organization is the owner and CEO. This is where the role model is for the entire organization.



9) Is it appropriate for an employer to point out possible biases in employee's work?

- a) Yes
- b) No
- c) Only if the biases are severe
- d) Only if the biases are part of a complaint

Employers have a responsibility to provide the policies and training for all employees to ensure that the work culture is bias free. If this training involves coaching/counseling, that is good.

10) When can individuals overcome unconscious biases?

- a) Never
- b) After the age of 50
- c) Anytime
- d) Before puberty

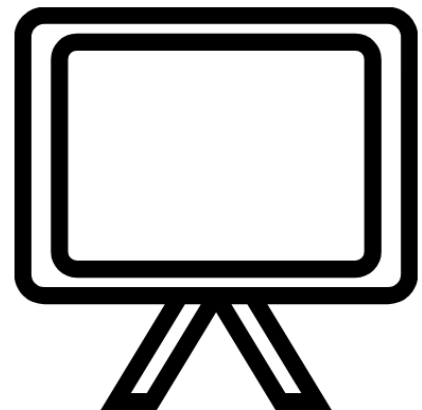
Anytime a person identifies their biases, and works toward avoiding that bias, is a training moment.

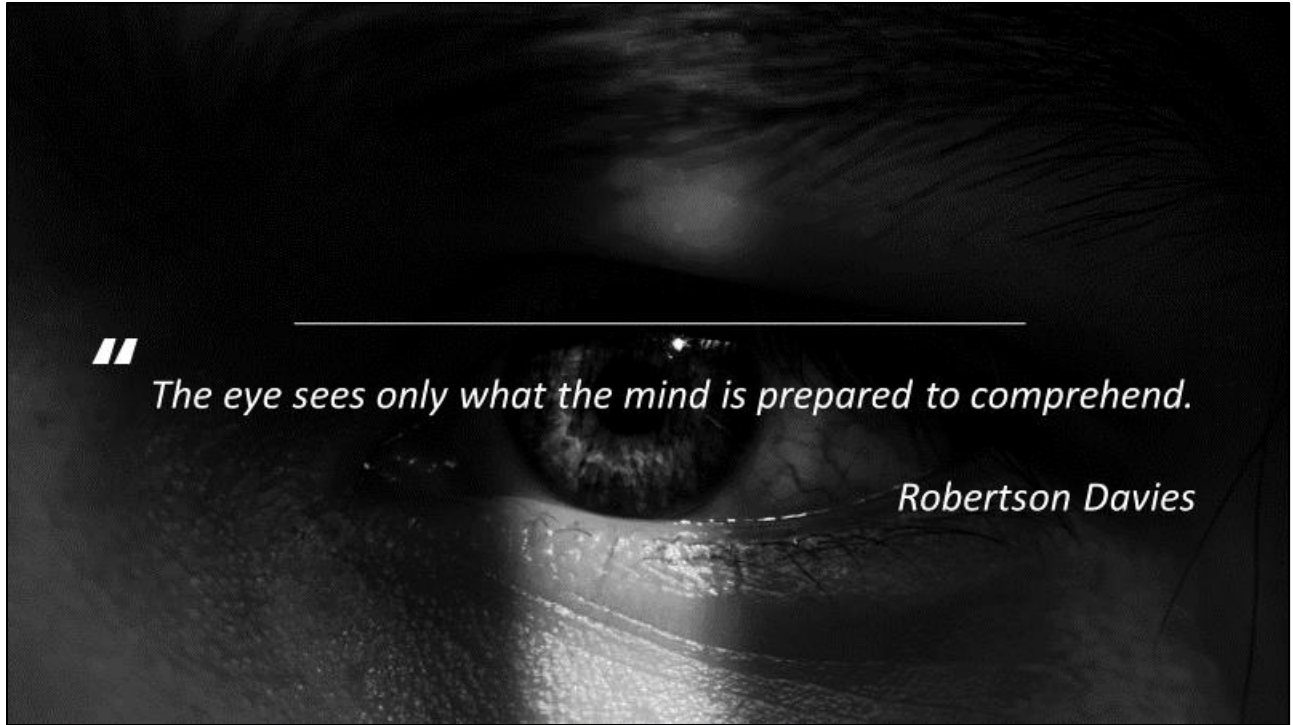
# PowerPoint Slides



Below you will find the PowerPoint sample. The slides are based on and created from the Instructor Guide.

PowerPoint slides are a great tool to use during the facilitation of the material; they help to focus on the important points of information presented during the training.





“

*The eye sees only what the mind is prepared to comprehend.*

*Robertson Davies*

## MODULE TWO

# What is Unconscious Bias?

Unconscious biases are collected over a lifetime, and often affect decision making, especially in the moment that a snap decision needs to be made.



## Definition

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- More common than the conscious or explicit bias.
- May not concur with the conscious bias of an individual.
- May be triggered by an event or situation.

## How Does it Work?

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Unconscious biases are deeply rooted in the human brain. The brain is constantly collecting data and categorizes it.





## Triggers

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Past experience

The environment

The culture

Educational systems

## Impact

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Unconscious bias impacts how we engage with others.



## Practical Illustration



- Definition
- How Does it Work?
- Triggers
- Impact

## Module Two: Review Questions

1. What is another phrase used for the phrase “unconscious bias?”

A. Explicit bias

B. Implicit bias

C. Social bias

D. Gender bias

# Quick Reference Sheets



Below is an example of our Quick Reference Sheets. They are used to provide the participants with a quick way to reference the material after the course has been completed. They can be customized by the trainer to provide the material deemed the most important. They are a way the participants can look back and reference the material at a later date. They are also very useful as a take-away from the workshop when branded. When a participant leaves with a Quick Reference Sheet it provides a great way to promote future business.





# Unconscious Bias

## Quick Reference Sheet



### Definition

There are two categories of bias in studies today: conscious or explicit biases and unconscious or implicit biases. Unconscious bias is usually thought of as social stereotypes, and is more common than conscious bias.

Here are some quick facts about unconscious bias:

- Unconscious bias is more common than the conscious or explicit bias.
- Unconscious bias may not concur with the conscious bias of an individual.
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### How Does it Work?

Unconscious bias impacts how we engage with others. A recruiter or hiring manager may look at hundreds of resumes for one open position; they must decide simply by looking at the information provided who to interview. Often, based on an applicant's skill set, work ethics, their name, their degree, or affiliation, unconscious bias will have an effect on the interview/hiring process. Hiring practices based on unconscious bias may result in a workplace that is narrow minded, lacking diversity, and likely lacking creative and innovative new ideas.



### Types of Unconscious Bias

Dr. Phil, the television doctor often says, "We can't fix what we don't admit." Problems that are hidden or not identified cannot be productively changed. Biases work the same way. Different biases in different situations must first be identified. Only then can the error in judgement or thinking be identified and changed.

There are many different types of biases that a person can possess. Unconscious biases can be based on a wide variety of attributes that are sourced from many different experiences.

There are many types of unconscious biases that occur, including:

- Halo Effect



- Confirmation Bias



- Horns Effect



- Contrast Effect



- Height Bias



- Ageism Bias





## Set Expectations

The first step to mitigating unconscious biases in the work culture of a company, is to firmly and clearly state that this type of behavior will not be tolerated, outline what training will be offered to employees, and that violations will have consequences. A quick, brief statement to the employees and shareholders of the company is the first step of the process. This position must be stated firmly, without any waiver.

This statement should also state the training program and policies that will be included. The mandatory requirements should also be included in the expectations for this program.

Encourage participation through marketing the program as pro-diversity, rather than anti-bias. Highlight the positive effects of this training in the opening statements for the program.



## Handling Complaints

The organization has a diversity program in place. Policies and processes have been carefully designed and published. All employees and newly hired employees are trained and there are regular educational workshops during the year. Everyone is on board for a more diverse workplace and improved culture to look forward to in the future.

Even if the company has a world class compliance program, there still must be processes in place, in case of a complaint against a company employee. Part of a great program is the knowledge that complaints are taken seriously and confidentially. There needs to be clear and easily understandable steps for handling any complaints involving biases, both for the employer and employee.

This includes:

- Gathering information
- Evaluating the credibility of the complaint
- Interviewing those involved
- Taking action against the offender



## Celebrate Differences

One way of establishing and continuing a diverse and inclusive work force is for management to celebrate the differences in people. By highlighting these differences and encouraging participation, employers can also encourage employees to become more involved with other departments and groups. There are hundreds of ways for an employer to reinforce the positive work culture that the company portrays.

Here are just a few ideas:

- Celebrate holidays and other important days for all groups of employees. Recognize the important days for religions such as Islam, Hinduism, etc.
- Give visible recognition for going above and beyond regular duties. Reward the people that wash the dishes in the breakroom to encourage all to participate.
- Check that the reading materials in the lobby are not geared toward a single group of people.
- Schedule international foods day potlucks.



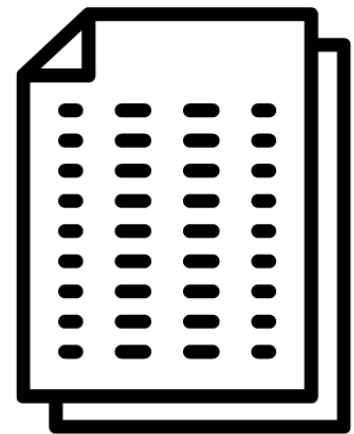
# Handouts



Each course is provided with a wide range of worksheets.

Worksheets help check your participants' understanding. If a lesson calls for a worksheet, it will be listed in the Lesson Plan box under Materials Required. All worksheets are customizable and can be found in the Appendix of the Instructor Guide and the Training Manual.

As a trainer, icebreakers give your participants the opportunity to get to know each other better or simply begin the training session on a positive note. Icebreakers promote collaboration, increase engagement, and make your training more light-hearted and fun. Below is an example from the Icebreakers folder.



## Worksheet One: Triggers

Use this worksheet to describe different “triggers” for our biases. For example, a man may be biased to not like a certain side of town. What triggers this feeling?

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## **Icebreaker Nineteen: First Impressions**

### **PURPOSE**

To get participants moving around and introduced to each other.

### **MATERIALS REQUIRED**

- Name card for each person
- Markers
- Paper and pencils/pens

### **PREPARATION**

Have participants fill out their name card.

### **ACTIVITY**

Ask participants to form pairs. Explain that you are going to ask participants to guess their partners' favorite things. As you call out items, participants will write their guesses on paper.

For example, you might say: What would you guess is your partner's favorite

- TV show
- Vacation destination
- Food
- Sport
- Hobby

Give participants a few seconds or so to write each response. When you have gone through your list, ask participants to share their guesses with their partners.

After participants have had a couple of minutes to share their guesses, you might ask:

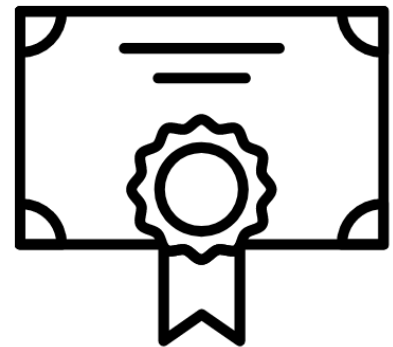
- What did you base your guesses on?
- Did anyone guess everything wrong? Did anyone guess everything right?

Wrap up by making the point that in any personal interaction first impressions are often misleading. When we start a negotiation, the guesses we make about another person can lead to false assumptions about what the person wants.

# Certificate of Completion



Every course comes with a Certificate of Completion where the participants can be recognized for completing the course. It provides a record of their attendance and to be recognized for their participation in the workshop.



CERTIFICATE OF COMPLETION

**[Name]**

*Has mastered the course  
Unconscious Bias*

Awarded this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_

Presenter Name and Title

\_\_\_\_\_