

# Do I understand Unconscious Bias ?

Leonie Gordon MD

# Bias

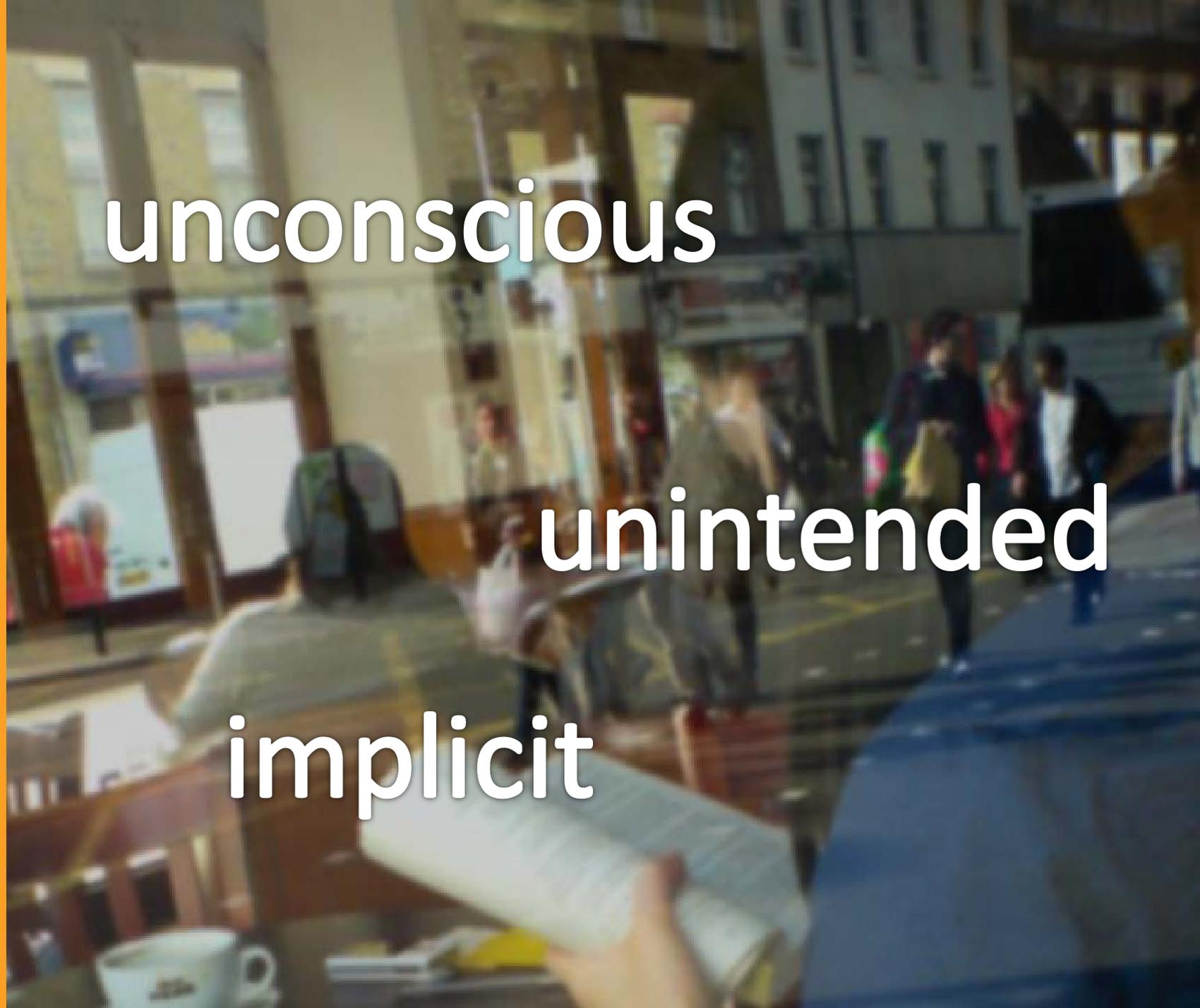
...is ordinary,  
mostly  
unintentional,  
but costly.

...can be reduced,  
but takes effort.

unconscious

unintended

implicit



# What is Unconscious Bias?

- Definition - Social stereotypes about certain groups of people that individuals form outside their own conscious awareness
- Almost everybody has it!
- Stems from our tendency to make associations to help us organize our social world(1)
- Scientific evidence shows that implicit bias pervasively influences hiring, evaluation, selection of leaders and daily interactions

(1) Banaji MR, Bazerman MH, Chugh D. How(un)ethical are you? Harv Bus Review 2003;81:56-64

A more diverse workplace isn't just something that feels right. Years of research has shown that more diverse workplaces are more innovative and thus perform better than those that aren't.

**Diversity is a competitive advantage.**

Companies with higher proportions of women board directors **outperform others by 53%.**

47%

of students are  
women

46%

of residents are  
women

38%

of full-time faculty  
are women

21%

of full professors  
are women

22%

of tenured  
professors are  
women

24%

of division chiefs  
are women

15%

of department  
chairs are women

33%

of senior  
associate/vice  
deans are women

16%

of deans are  
women

## The State of Women in Academic Medicine: The Pipeline and Pathways to Leadership, 2013- 2014

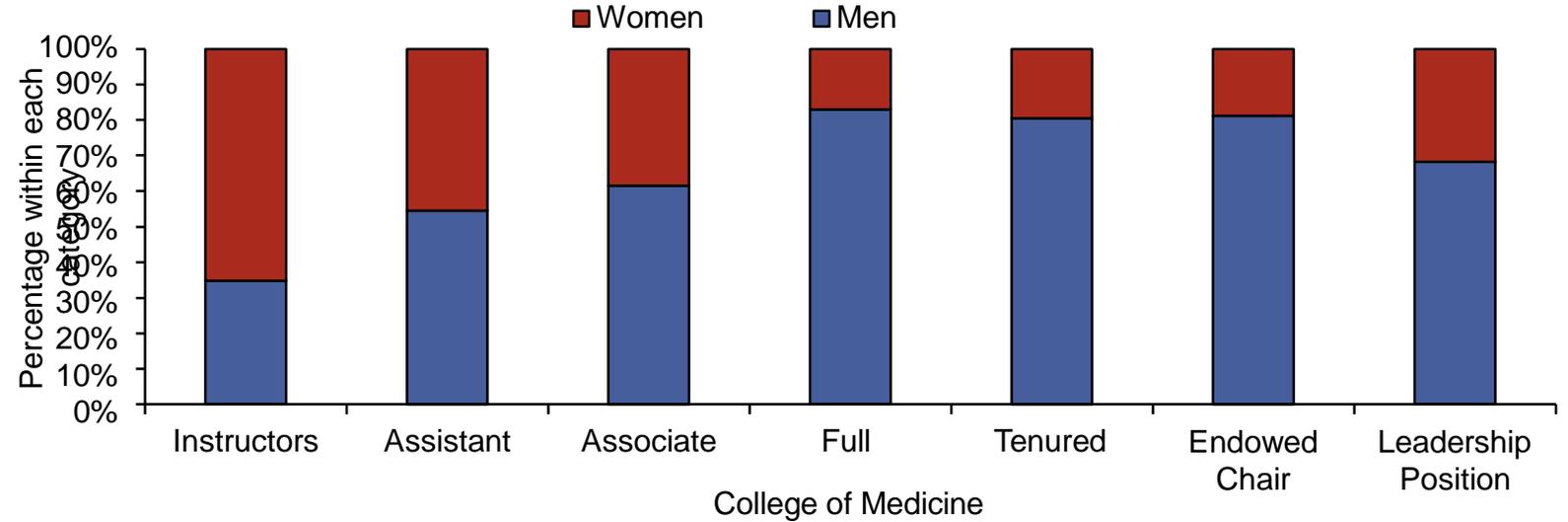
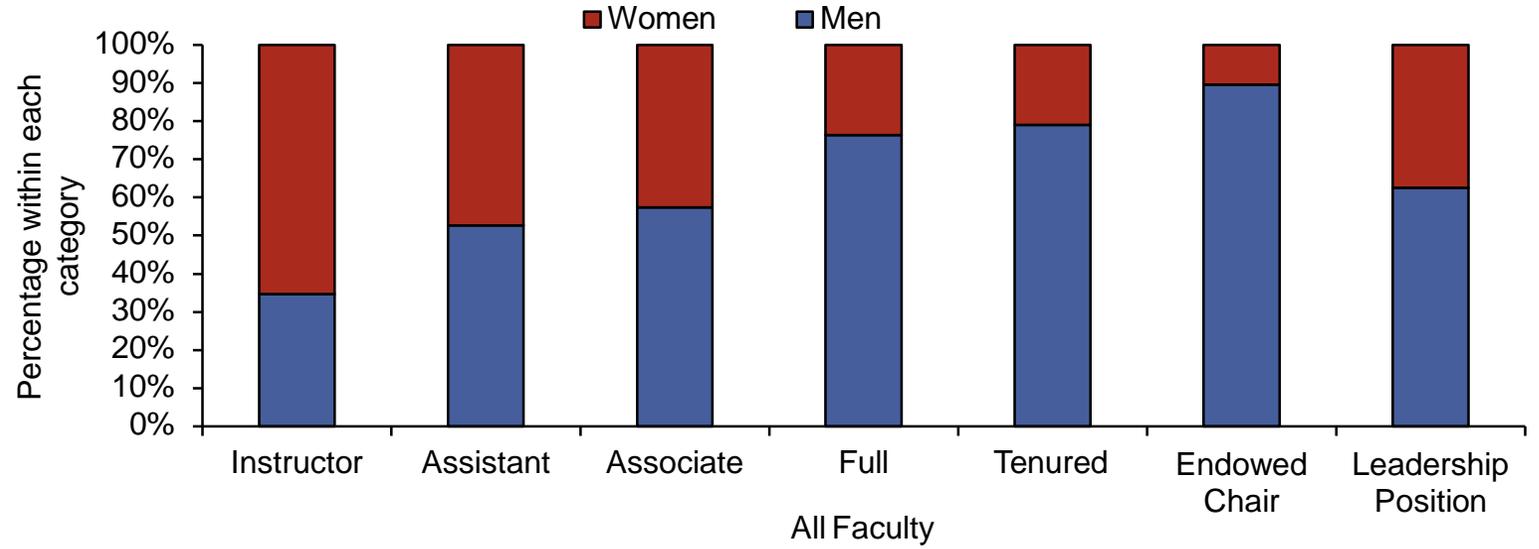
Retrieved from <https://www.aamc.org/members/gwims/statistics/#tables>



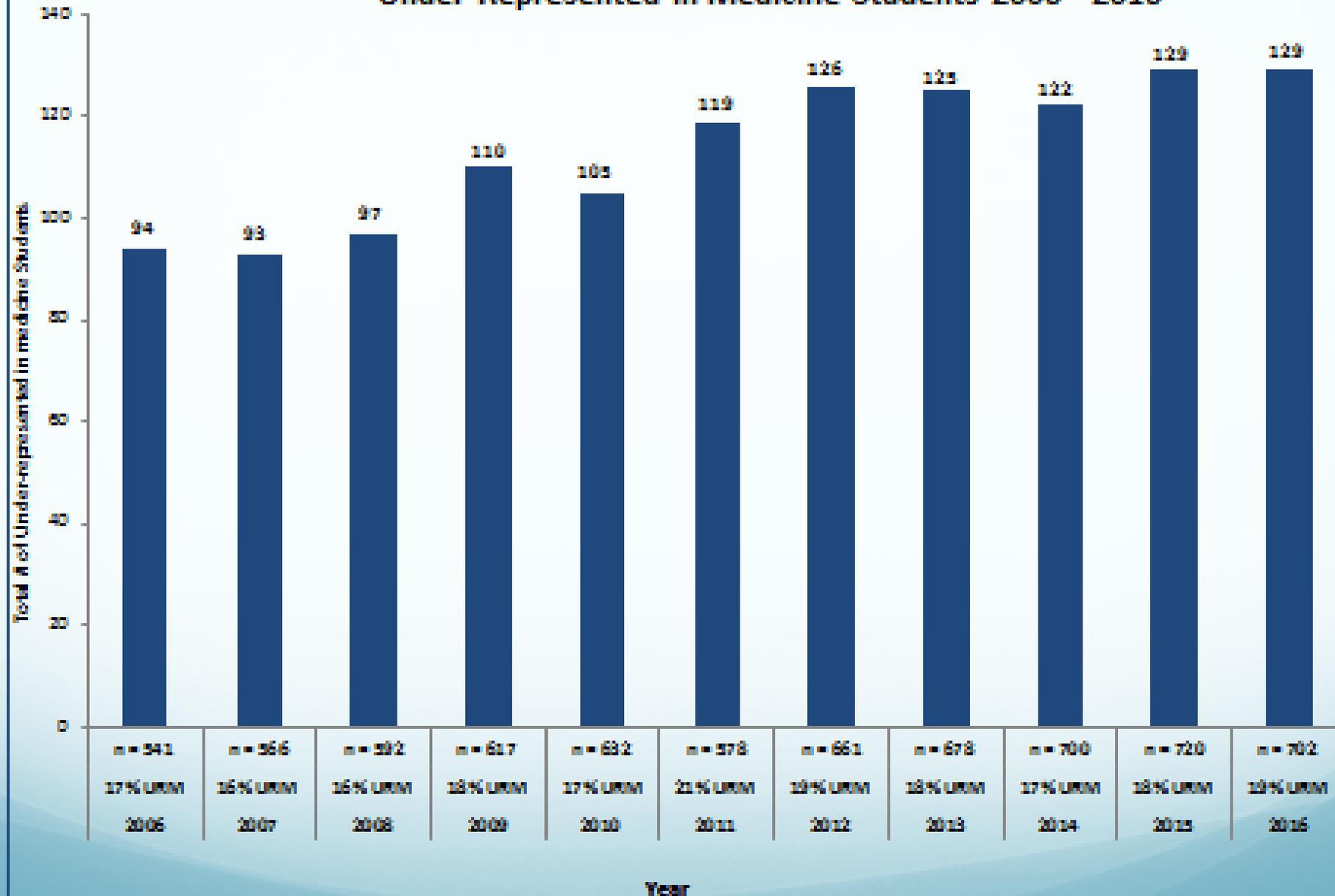
AAMC

Association of  
American Medical Colleges

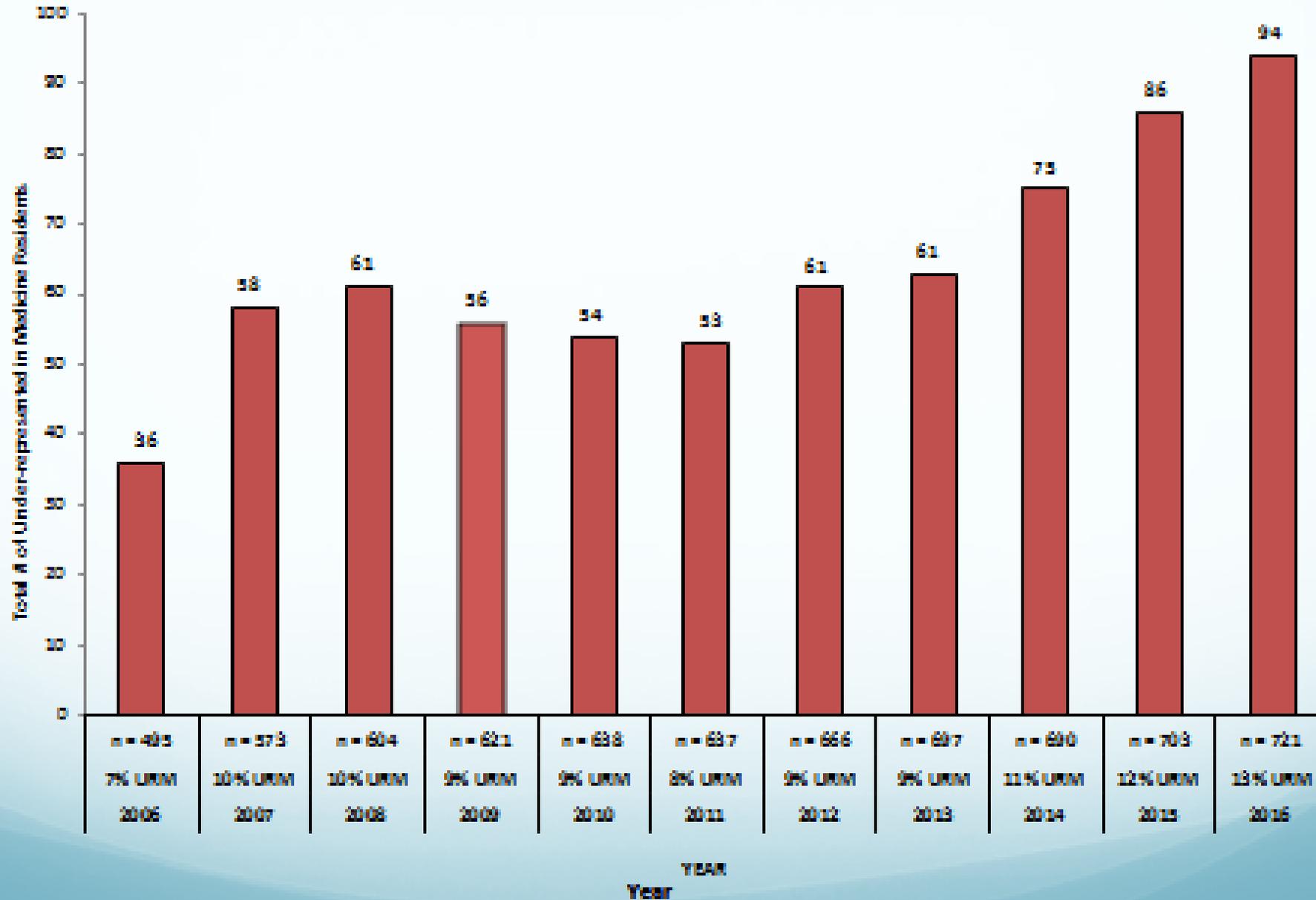
# MUSC Faculty Roles by Gender



## Under-Represented in Medicine Students 2006 - 2016



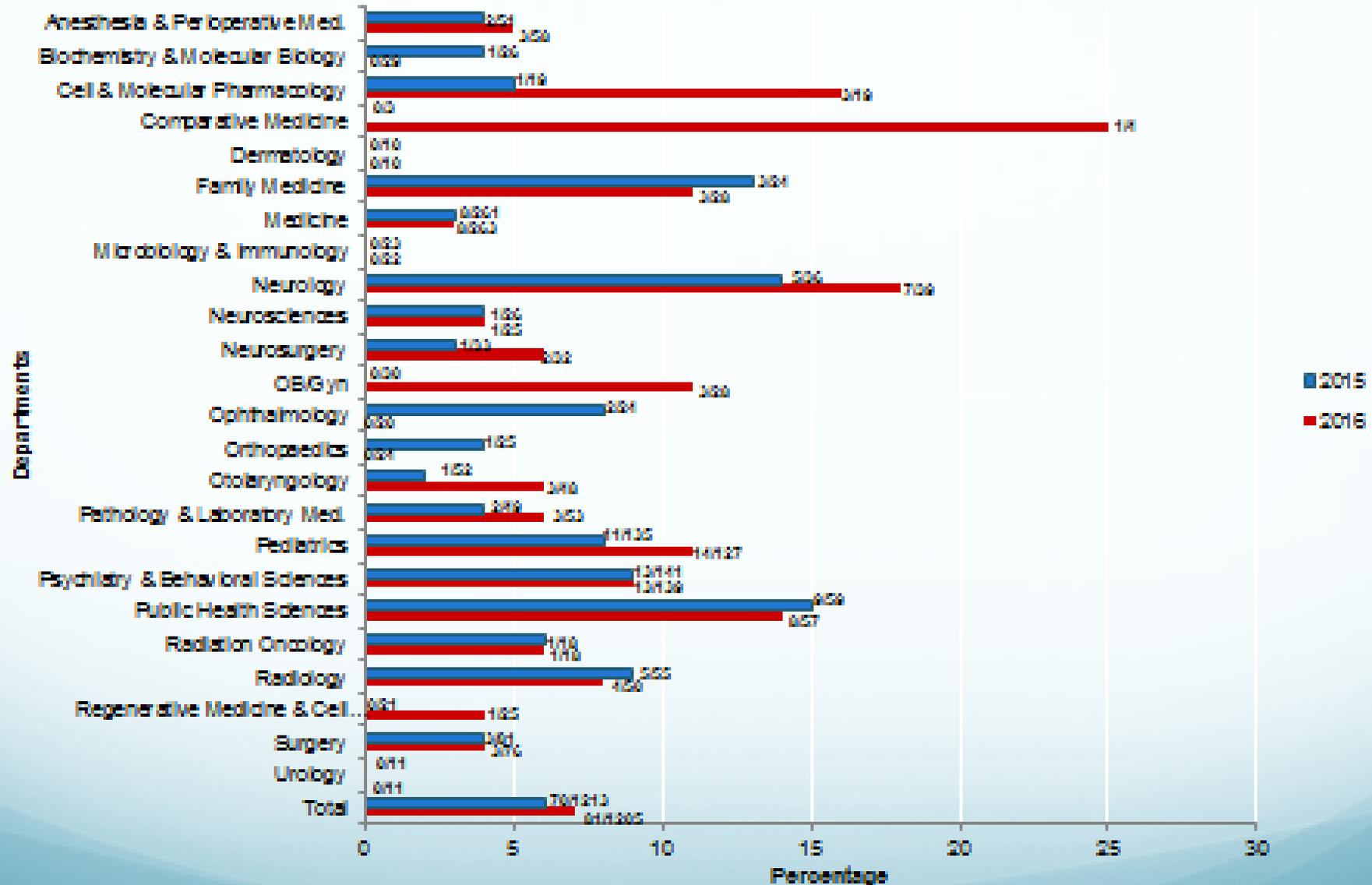
## Under-Represented in Medicine Residents 2006 - 2016



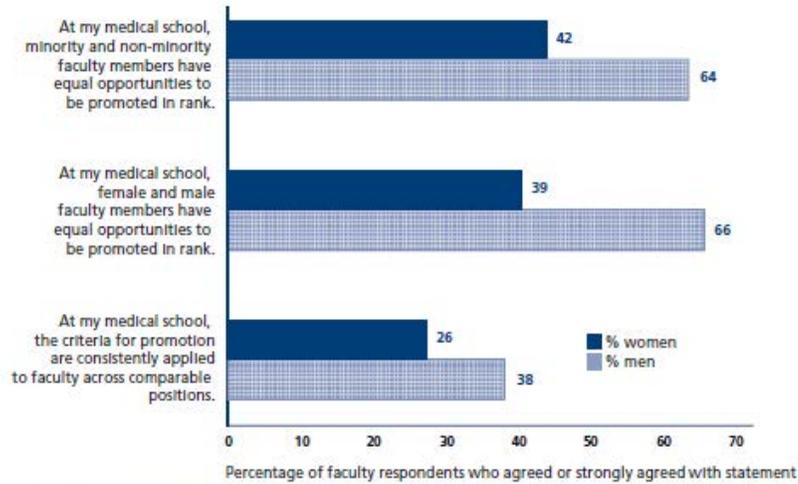
## Under-Represented in Medicine Faculty 2003 - 2016



## Percentage of URM Faculty by Department

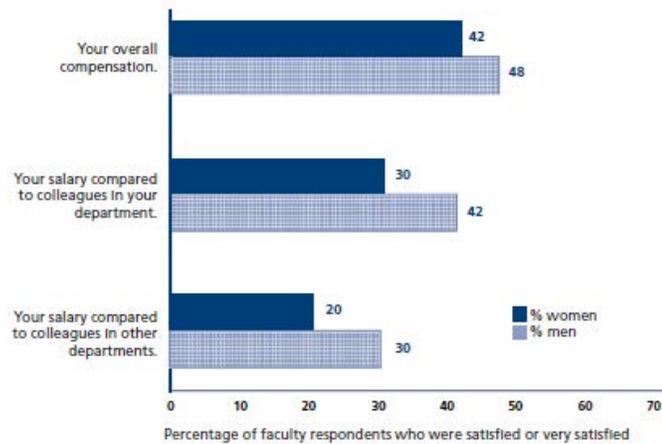


**Figure 1: U.S. Medical School Faculty Agreement with Statements about Aspects of Promotion, by Gender**



**Female faculty perceived less equal opportunity for P&T, less consistency in application of P&T criteria**

**Figure 2: U.S. Medical School Faculty Satisfaction with Aspects of Pay and Compensation, by Gender**



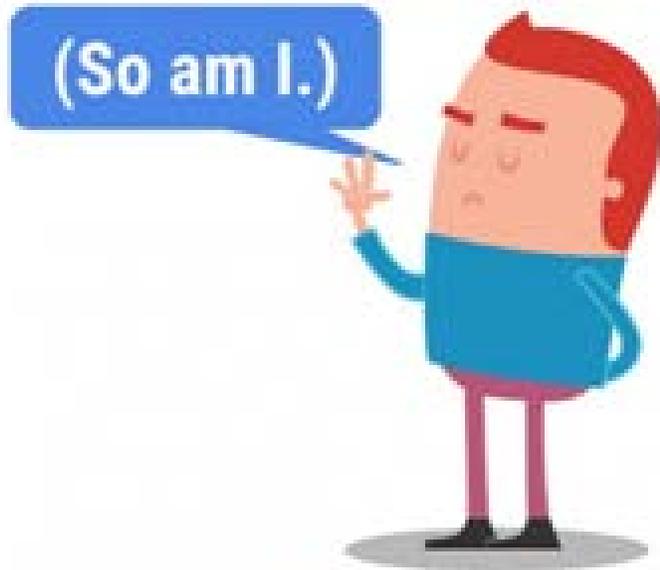
**Female faculty are less satisfied with salary/compensation**

## Differences in U.S. Medical School Faculty Job Satisfaction by Gender

*Bunton, S. A. (Nov. 2008). Analysis in Brief, Vol. 7, AAMC.*

Everyone has biases; it's part of being human. It's important not to be ashamed of this basic fact.

**YOU are biased.**



**It matters.**

**SO - HOW DO I FIND OUT MY UNCONSCIOUS BIASES?**

# Implicit Association Test (IAT)

- Studies involving IAT receive most support for theory of unconscious bias in general
- Consistently demonstrated
- Men > women, whites > blacks, males = Science & females = Liberal Arts, youth and physically able preferred.
- Often completely incompatible with our conscious values
- We invite you to try it!

Nosek BA, Banaji MR, Greenwald AG. Harvesting implicit group attitudes and beliefs from a demonstration web site. *Group Dyn.* 2002;8:101-15.

Schwartz MB, Vartanian LR, Nosek BA, Brownell KD. The influence of one's own body weight on implicit and explicit anti-fat bias. *Obesity (Silver Spring)*. 2006;14:440-447.

# IMPLICIT BIAS TEST DATA

Strong automatic association of Male with Career and Female with Family

24%

Moderate automatic association of Male with Career and Female with Family

32%

Slight automatic association of Male with Career and Female with Family

20%

Little to no automatic preference between gender and family or career

17%

Slight automatic association of Male with Family and Female with Career

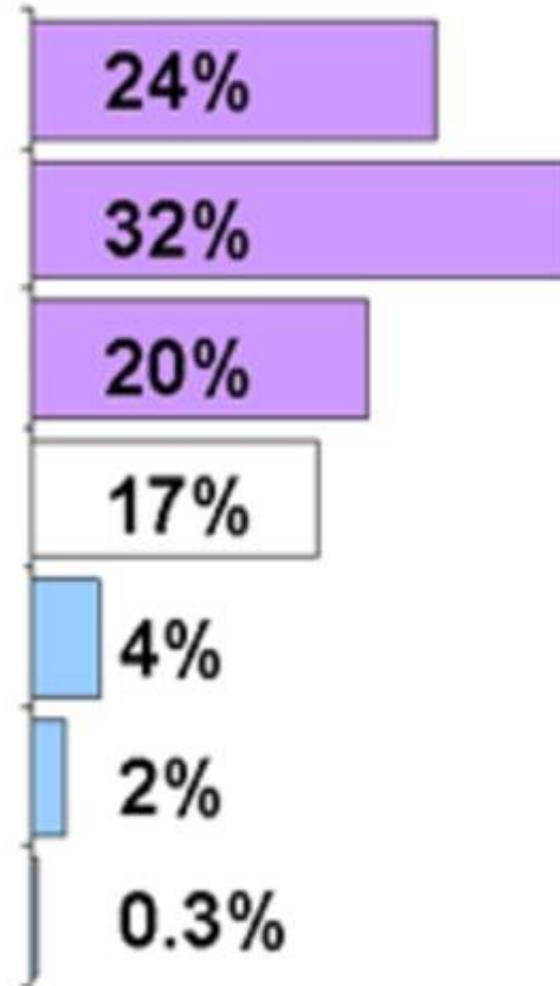
4%

Moderate automatic association of Male with Family and Female with Career

2%

Strong automatic association of Male with Family and Female with Career

0.3%



# How does UB affect institutional diversity?

- Data we receive from others are biased.
- We act out our individual unconscious biases with regard to multiple factors.
- Affects everyone, regardless of gender, race/ethnicity
- Affects evaluation, hiring, selection of leaders



HOW CAN  
WE REDUCE  
UNCONSCIOUS  
BIASES?

# What DOESN'T Work

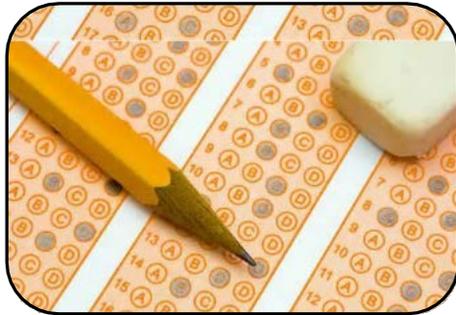
- “Ignore it.”
- “Don’t think about it.”
- “I’m an objective person.”



- When we ignore “everyday incidents of bias” climates suffer
- Suppressing biased thoughts → cognitive rebound
- Trying to “be objective” can *increase* biases

# Institutional Strategies

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Assessment



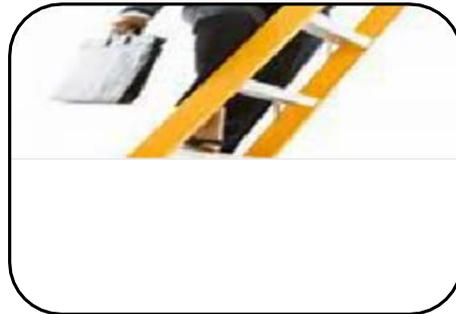
Awareness



Community



Professional  
Development



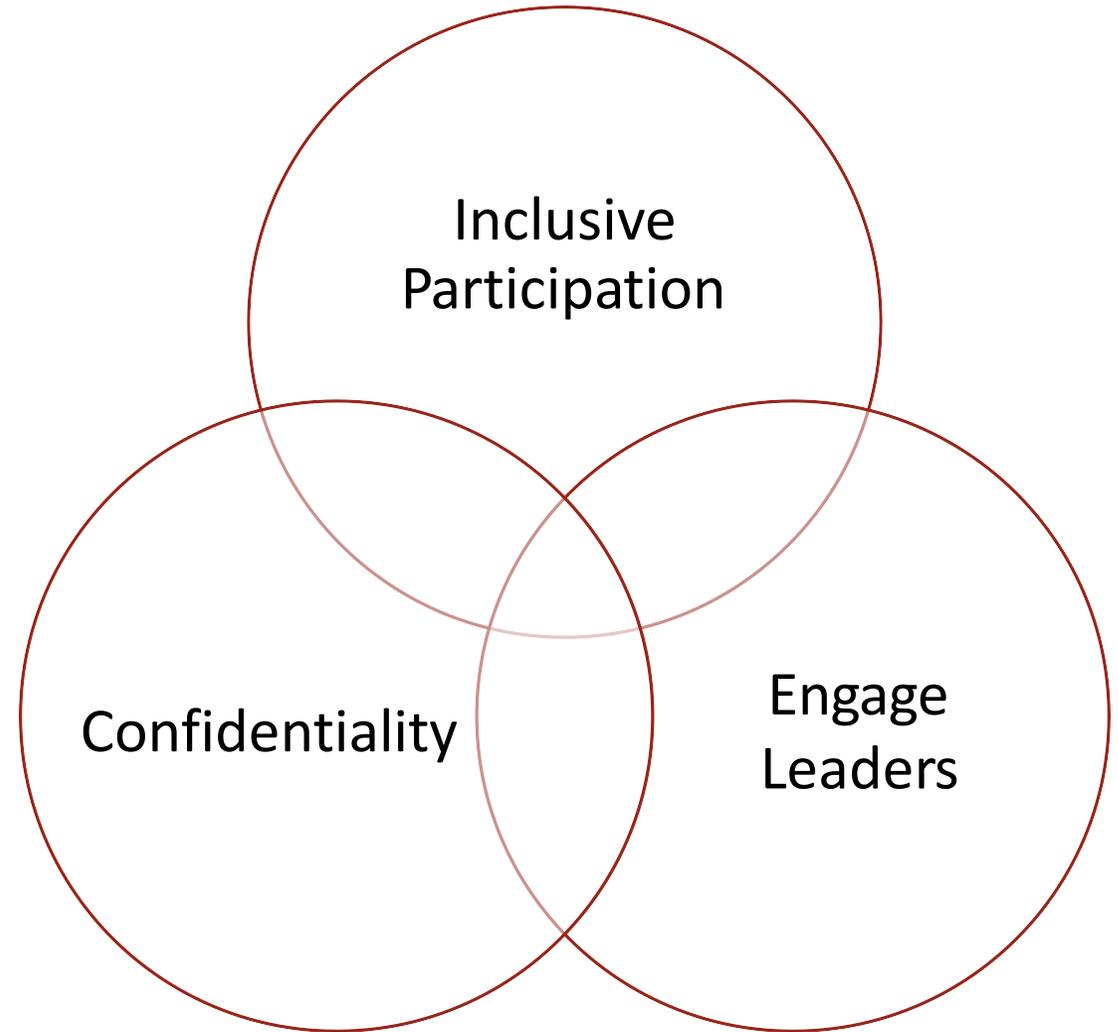
Advocacy

# ASSESSMENT

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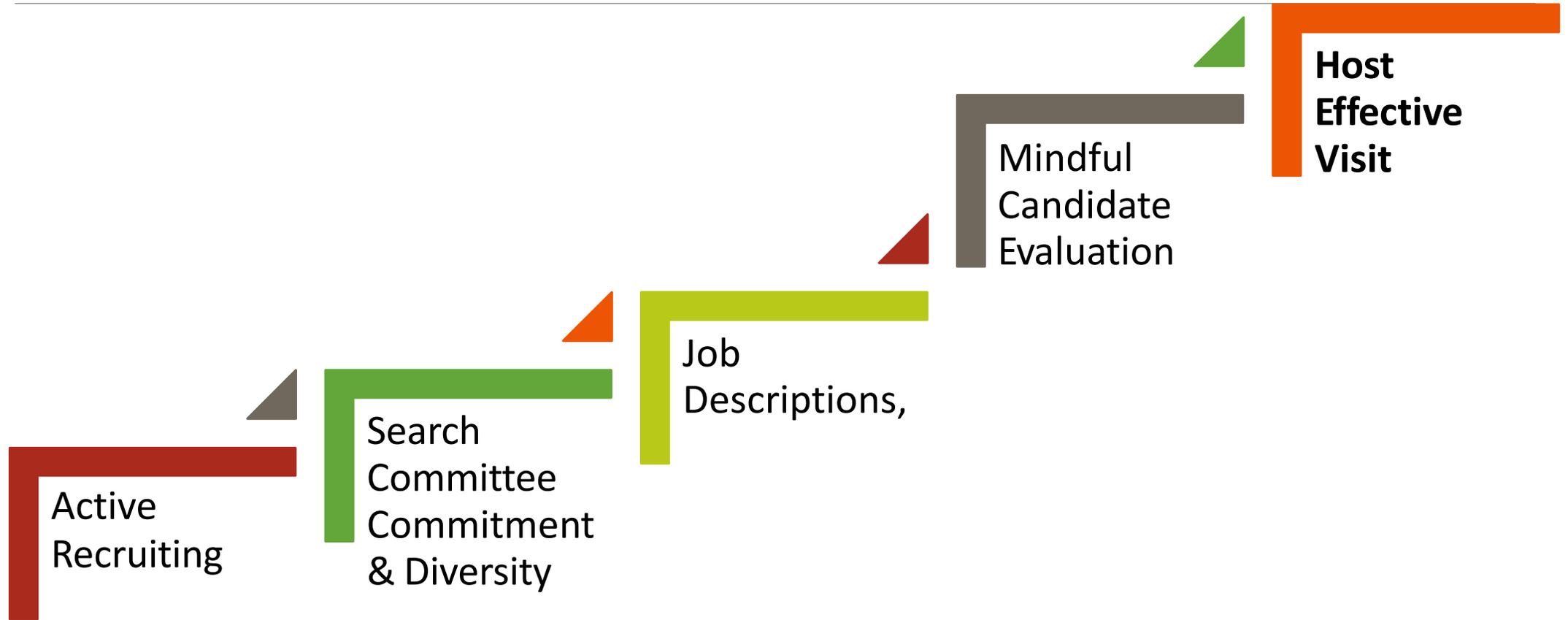
## Policy/practice review & revision

- Faculty Mentoring
- Workload equity/service
- Family-leave/Eldercare
- Accommodations for disability, illness, accidents
- Work-life balance
- Internal award processes
- Recruiting/Hiring/Evaluation



# Best Practices in Hiring

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# Mindful Evaluation

- Set clear and objective criteria for evaluation
  - DON'T SHIFT standards
- Ensure adequate time for thoughtful review
- Agree upon ground rules for discussion, including how group will handle conflict
- Ensure minimal distractions during deliberations
- Don't rank immediately
- Insist on evidence - don't let unsubstantiated statements go unnoted or unacknowledged
- Discuss potential unintended biases/provide training to committee members

# Unconscious bias ,evaluation and recruitment

Affects evaluations, recruitment and choice of leaders

Demonstrated in:

- Recommendation letters
- Proportion in candidate pool
- Selection of those to interview



1) Trix F, Psenka C. (2003). Exploring the limits of glass ceilings in recommendation letters: do more diverse groups result. *Discourse & Society*;14:191-220.

# Awareness

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Assessment outcomes should be shared **WIDELY**

Bias education facilitates understanding of needs

Equity allies are important

- STRIDE
- Women's Leadership Institutes



# Faculty Professional Development

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## Mentoring / Coaching

- Formal & informal
- Networks are better than “forced” relationships

## Beyond Teaching

- Research/Writing
- Leadership skills
- Work-life satisfaction
- Career planning

***Academics benefit from professional development across the career trajectory.***



# Advocacy

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It takes a village...to raise an academic.

Reach **DOWN** while leaning in!

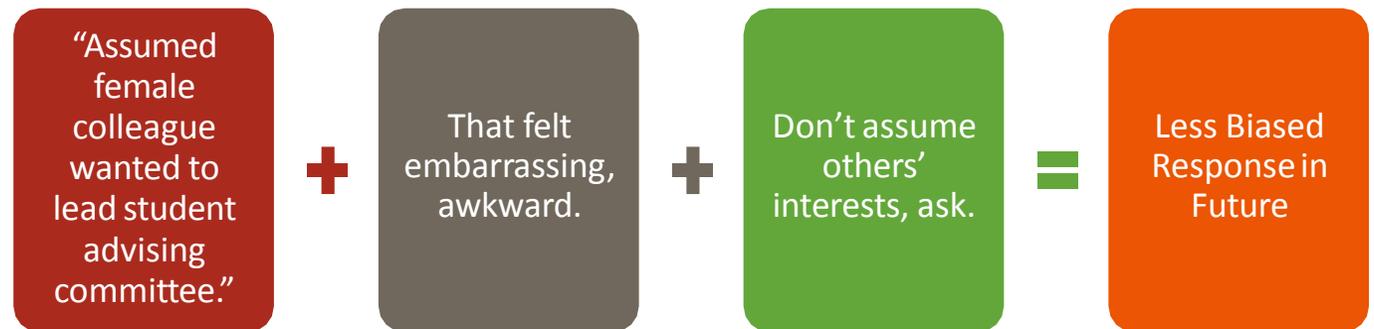
- Even the brightest, most talented people benefit from the support of strong advocates, sponsors, and good colleagues





# Create Unbiased Habits

Habits of the mind can be changed.

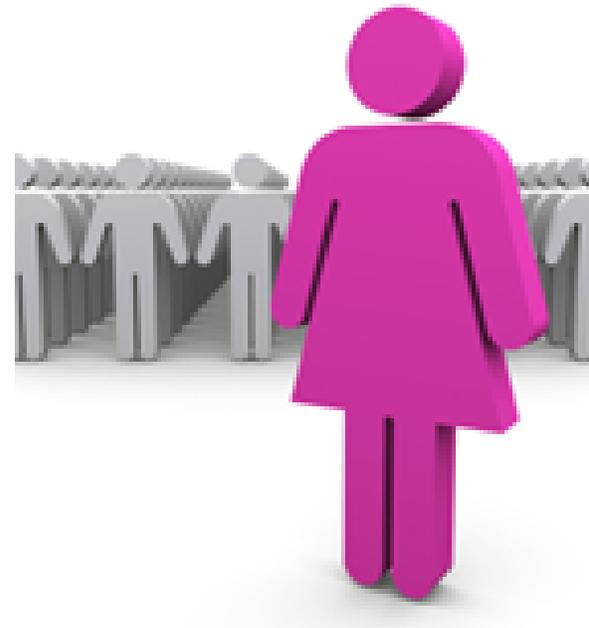


Challenge  
Bias When  
You See It

**model equity norms**  
**reduces others' biases**  
**cues for control**  
**supports targets**

# Summary

- ✓ Unconscious bias is well documented, pervasive.
- ✓ Unconscious bias replicates the social hierarchy. Unconscious bias influences our behavior.
- ✓ A more diverse leadership and faculty results in better decision making.
- ✓ Unconscious bias can be effectively reduced.



To Inclusion...and Beyond!



Changing What's Possible