

Measure Your Organization's Bias

5 STEPS TO IDENTIFY, MEASURE AND ADDRESS YOUR ORGANIZATION'S IMPLICIT BIASES



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The Benefits of a Diverse Organization

We live in a world full of diversity and especially diversity in people. People are diverse in many ways such as how they look, how they think and how they act. It is this diversity that makes life interesting and can be the source of an organization's strengths.

The value of organizational diversity is that it brings together individuals of varied experiences, educational qualifications, age groups and backgrounds to a common place at the same time. This collection of diversity then facilitates the creation of new ideas and new perspectives. In a diverse organization, individuals learn from their differences. They get to know about each other's religion, community, values, norms and from each other's expertise. Below is a short summary of some of the benefits you can expect by have increasing the diversity of your organization.

Diverse Perspectives - Since diversity in the workplace means that employees will have different characteristics and backgrounds, they are also more likely to have a variety of different skills and experiences. Consequently, employees in a company with higher workplace diversity will have access to a variety of different perspectives. It is these differences which are highly beneficial when it comes to planning and executing a business strategy.

Increased Innovation - In a diverse workplace, employees are exposed to multiple perspectives and worldviews. When these various perspectives combine, they often come together in novel ways, opening doors to innovation.

Faster Problem Solving - Employees from diverse backgrounds have different experiences and views, which is why they are able to will bring diverse solutions to the table. Thus, the best solution can be chosen sooner, which leads to faster problem-solving.

Better Decision Making - When employees with different backgrounds and perspectives come together, they come up with more solutions, which leads to the more informed and improved decision-making processes and results. Researchers have found that diverse teams outperformed individual decision-makers up to 87% of the time.

Reduced Turnover - Diversity and inclusion in the workplace helps employees to feel accepted and valued. When employees feel accepted and valued, they are also happier in their workplace. As a result, companies with greater diversity in the workplace have lower turnover rates.

Improved Performance - Companies with a diverse workforce make better decisions faster, which gives them a serious advantage over their competitors. As a result, companies with diversity in the workplace achieve better business results and reap more profit.



What is Bias?

One of key challenges in developing a diverse organization and realizing its subsequent benefits is the presence of bias. Bias is a prejudice in favor of or against one thing, person, or group compared with another usually in a way that's considered to be unfair. Biases may be held by an individual, group, or institution and can have negative or positive consequences. There are two types of biases: Conscious bias (also known as explicit bias) and Unconscious bias (also known as implicit bias). It is important to note that biases, conscious or unconscious, are not limited to ethnicity and race. Though racial bias and discrimination is well documented, biases may exist toward from any social group. One's age, gender, gender identity physical abilities, religion, sexual orientation, weight, and many other characteristics are often subject to bias.

Conscious Bias - In the case of explicit or conscious bias, the biased person is very clear about his or her feelings and attitudes, and related behaviors are conducted with intent. This type of bias is processed neurologically at a conscious level as declared in overt ways. Conscious bias in its extreme is characterized by obvious negative behavior that can be expressed through physical and verbal harassment or through more subtle means such as exclusion.

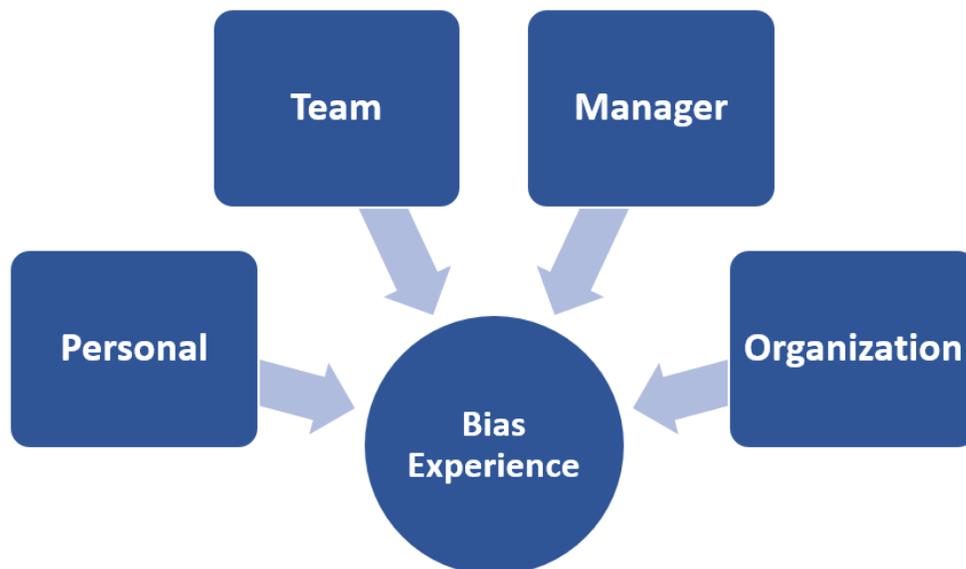
Unconscious Bias - Unconscious biases are social stereotypes about certain groups of people that individuals form outside their own conscious awareness. Everyone holds unconscious beliefs about various social and identity groups, and these biases stem from one's tendency to organize social worlds by categorizing. Unconscious bias is far more prevalent than conscious prejudice and often incompatible with one's conscious values. Certain scenarios can activate unconscious attitudes and beliefs. For example, biases may be more prevalent when multi-tasking or working under time pressure. It is the unconscious bias that we can not directly detect that causes problems and challenges in the development of an organization.

The purpose of this eBook is to show you how to find, measure and address the unconscious bias that exists in your organization.

How Do You Measure Bias?

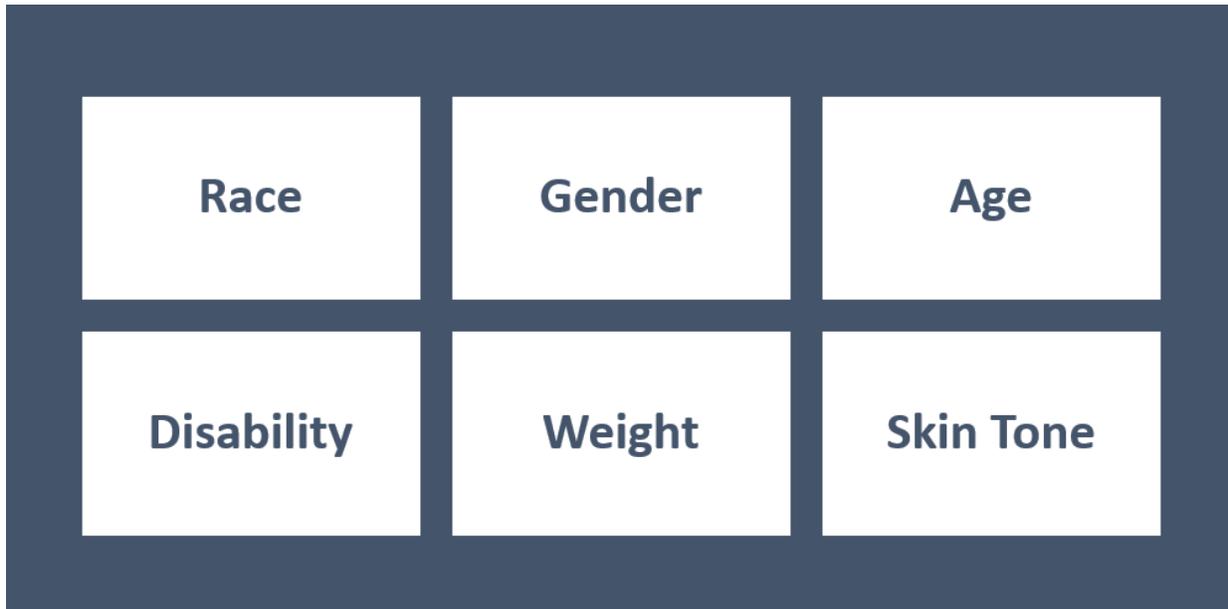
The first step in the process is to conduct an audit of the bias types in your organization by location, job level and associated demographics. The Assessment Standards Institute (ASI) Implicit Bias Audit is such a tool that can measure the degree to which employees feel that there is bias present in the organization. A carefully designed and conducted employee bias inventory questionnaire is used to reveal a great deal of information about employee perceptions. Organization responsiveness to employee feedback from the audit can lead to higher retention rates, lower absenteeism, improved productivity, better customer service and higher employee morale. The simple fact that the organization is conducting an audit can send a positive message to employees that their opinions are valued.

The ASI process starts by giving your employees an anonymous inventory questionnaire that generates insights into their perceptions regarding the types and levels of bias in your organization. This is accomplished by understanding how employees feel about their own personal experience, their team, their manager and the organization as a whole. The ASI audit algorithms then relate worker responses to bias types, organization functions, levels and overall responses.



Types of Bias Measured

We all have a tendency to create stereotypes about certain groups of people based on our own unique experiences. As a result unconscious biases come in many forms. Below are some common bias measures found in the Assessment Standards Institute (ASI) Implicit Bias Audit.

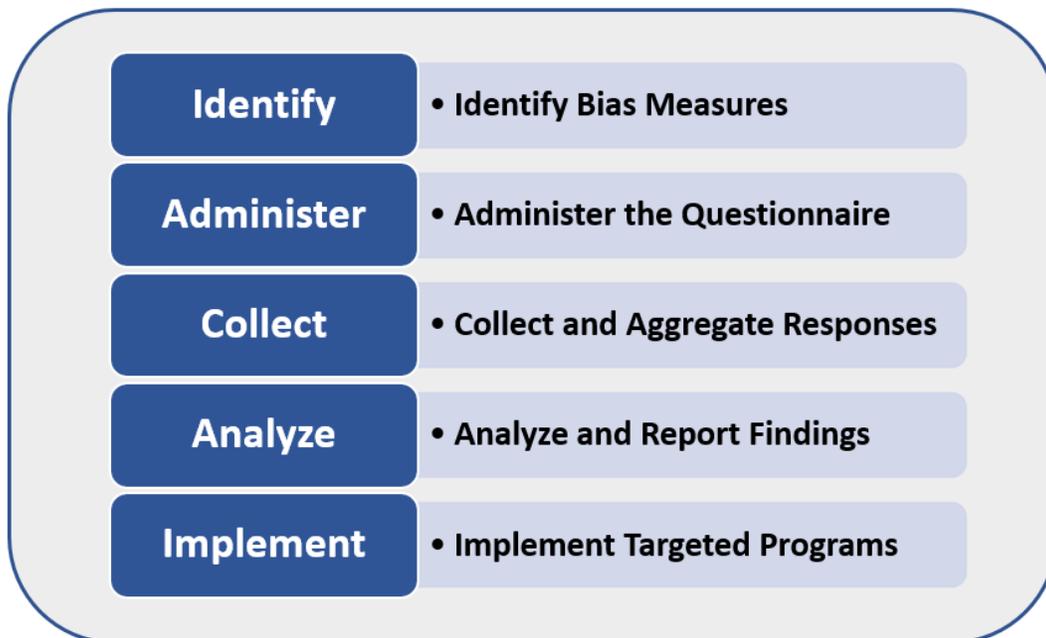


As biases come in many forms, the ASI Audit can be customized to measure the types of implicit bias that your organization is most interested in measuring.



The Implicit Bias Measurement Process

Measurement of implicit or unconscious bias is a multi-step process, the goal of which is to identify what types of specific, implicit, biases are located in what parts of the organization. This will be accomplished by relating organization bias inventory results and demographic data such as a team, department, function, division, shift or location data to specific bias perception measures. A detailed description of each step of the process used is outlined below.



Step 1: Identify Bias Measures - The first step in the process is define the bias types that you wish to measure. Some of the more common bias types used are Age, Gender, Race, and Disability. You may choose any number of bias types and combinations for your organization assessment.

Step 2: Administer the ASI Questionnaire - Once bias types are identified and confirmed, participants will be asked to complete the inventory questionnaire.

Step 3: Collect Respondent Data - Once the respondents have completed the questionnaire ASI will collect, aggregate and clean the data for analysis.

Step 4: Analyze the Findings - Data from the questionnaire will be analyzed using statistical and machine learning methods. The results will show bias types and levels based on the categorical data used in the questionnaire survey. Detailed organization insights such as relative values made through the comparison of groups are available.

Step 5: Implement Targeted Programs - Results from the respondent data and analysis will show bias tendencies and areas that have further development and training needs. These insights can then be used to develop specific programs as needed for specific groups.

Step 6: Re-inventory Respondents - Once training has been completed and programs implemented, the respondents will be asked to complete the questionnaire again. The analyzed data from the second questionnaire will be compared to the original benchmark survey. The comparison will then show the effectiveness of the training programs and management efforts.



Ways to Change Bias

In order to realize the greatest competitive advantage and retain the most qualified employees, companies must make an effort to ensure that a diverse population of employees is fully represented and that a culture of inclusion and respect is promoted and maintained. Creating an inclusive workplace starts by making all employees aware of what is bias and how to overcome it. Diversity and Inclusion programs provide the knowledge, skills, and tools that foster a more creative, inclusive, respectful, and productive workplace. Below are some suggestions for implementing an inclusion training program in your organization.



Need Recommendations for Training Solutions?

ASI has contacts and partners with experience and well developed programs designed to teach an organization about how to be more inclusive. If you would like more information, simply send an email to dennis.koerner@assessmentinstitute.org or call 901.568.3569.

Measure Your Training Effectiveness

Now that you have implemented awareness and training programs to address bias in your organization you will want to measure its effectiveness. The two step reassessment process is very simple.

1. **Readminister the ASI Bias Inventory Questionnaire** - After you have develop you Diversity, equity and Inclusion plan it is time to measure it's effectiveness. We achieve this by comparing new audit results to the original audit benchmark scores.
2. **Compare New Audit Data to Orignial Benchmark Results** - Following the second ASI Bias Inventory, ASI will aggregate and compare your results for each bias and organization location measured to their original benchmark values. Difference in results will be used to identify areas where improvements have been made and needs for further action.



Let Data Show You the Way

Here is the good news! Unconscious biases are not permanent. In fact, they are very malleable and steps can be taken to limit their impact on our thoughts and behaviors. So often a good next step is to create and implement your own specific strategy and plan for overcoming bias in your organization. When looking at putting in place a strategy, one must consider individual and institutional strategies.



Regardless of the strategies or plan you put in place, you will want to measure their their effectiveness. Audit data and audit data analytics are very powerful tools that can help you to see key insights that you might not otherwise see. They also lend us credibility to document the outcomes and successes associated with our efforts, conclusions and recommendations.

Cost Effectiveness - Using the ASI Questionnaire and Implicit Bias Audit you will be able to more effectively target your training and development dollars to specific goals. Using data based, targeted spending will enable you to produce more results at a lower cost.

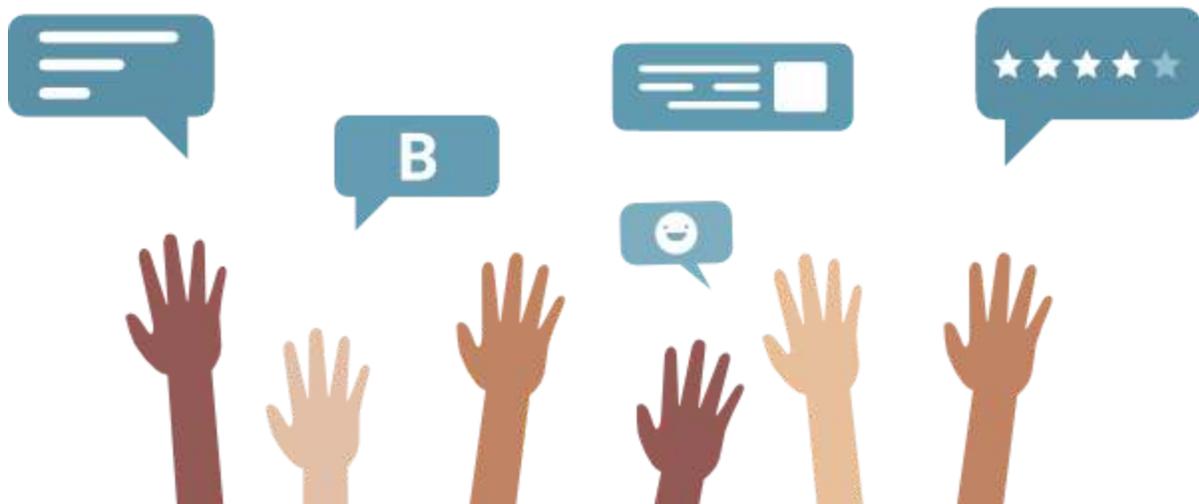
How is the ASI Audit Different

OFF THE SHELF SURVEYS while inexpensive (often free) and easy to use, are generally limited to the use of descriptive statistics. They provide you with simple graphs that tell a story of what has happened. Their limitation is that they have no diagnostic power essential to the development of "Targeted Action Plans" needed for correction of identified concerns

Conversely, the ASI Implicit Bias Audit provides diagnostic data that can pinpoint specifically where bias by type is happening and what specific actions are needed to correct the problem. As a simple analogy, the off the self survey is very much like going to a physician to get a general check up. While the physician can find that you have a problem, he can not tell you the specifics, or more importantly, how to treat the problem. Thus, he refers you to a specialist. At ASI we are the specialist for finding sources of bias by type as related to your organization structure.

3rd Party Local Validation

ASI audit data is based on your specific workforce location details. We use your specific inputs in our models, such as your departments, your shifts, your managers, and your employee demographics. We then relate our model insights to your overall bias type scores. The use of ASI audit methods over time enable you to improve as our models learn and improve. Use of a third party analysis ensures the integrity of your data and efforts.



Does the ASI Audit Work?

The ASI Implicit Bias Audit and detailed reports enlightens and empowers your managers and employees to identify and locate bias related problems. Our data based detailed insights identify the interaction of individual bias experience scores to aggregated data categorized by bias type, demographics and location in the organization.

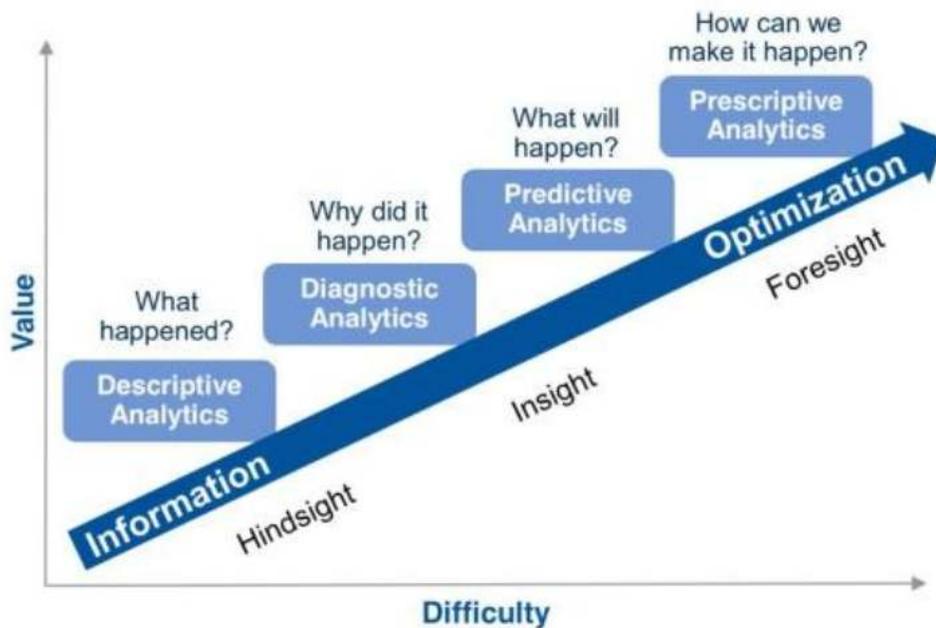


Imagine what your organization can achieve with a more diverse and include workforce free from constraints of unintended implicit bias.

THE ASI VALUE ELEVATOR

The ASI analysis of your implicit bias data provides not only a general overview of likely sources of implicit bias but also a deep dive into the sources and severity of the bias. Our analysis cover the traditional descriptive reports found in most surveys but then takes it to the next level.

The ASI Implicit Bias Audit carefully examines how both demographic (i.e. race, age, gender, tenure) and organization structure (i.e. location, position, shift, building) relate to perceived bias outcomes. We achieve this with a continuum of analysis. This continuum looks at combinations and interactions effects of all the catagorical attributes by using diagnostic and predictive analytics. It then leaves you with detailed insights to discuss and use for building precise action plans. For more detailed insights and examples, please request a sample report.





About the Assessment Standards Institute

The Assessment Standards Institute is an organization dedicated to working with others to create powerful, accurate and unbiased methods for the evaluation of human attributes. We developed the Implicit Bias Audit to help organizations take an objective and data-based look at the unseeable types of biases that might be present in their organization.

To achieve our mission, we have the benefit of many years of experience in the areas of assessments and data analytics. Our advisory board is composed of 4 Ph.D.'s with expertise in Industrial Psychology, Psychology and Mathematics. ASI is also a participant in several university related research programs.

Contact Us

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You Can Not Control What You Do Not Measure

Organizations can never reach their greatest levels of success unless they find the courage to acknowledge, own and take action to address unconscious biases. Why? Our biases cause us to have a certain worldview about others who are different than ourselves. Unconscious biases make us think that the way that we think is the right way and the only way. Of course the opposite is true. In fact research data shows that organization performance improves by increasing organization diversity and inclusion.

So I challenge you and your organization to start your journey of change and improvement - today. Once we each become more consciously aware and can honestly identify and engage in courageous conversations about our negative unconscious biases, we can then learn ways to talk through, overcome and CHANGE them. We will all benefit from doing this – our careers will benefit, those around us will benefit, our organizations will benefit and our future generations will benefit. We are here to help you start this journey. Please call if you want to use a data-based approach to guide your efforts.