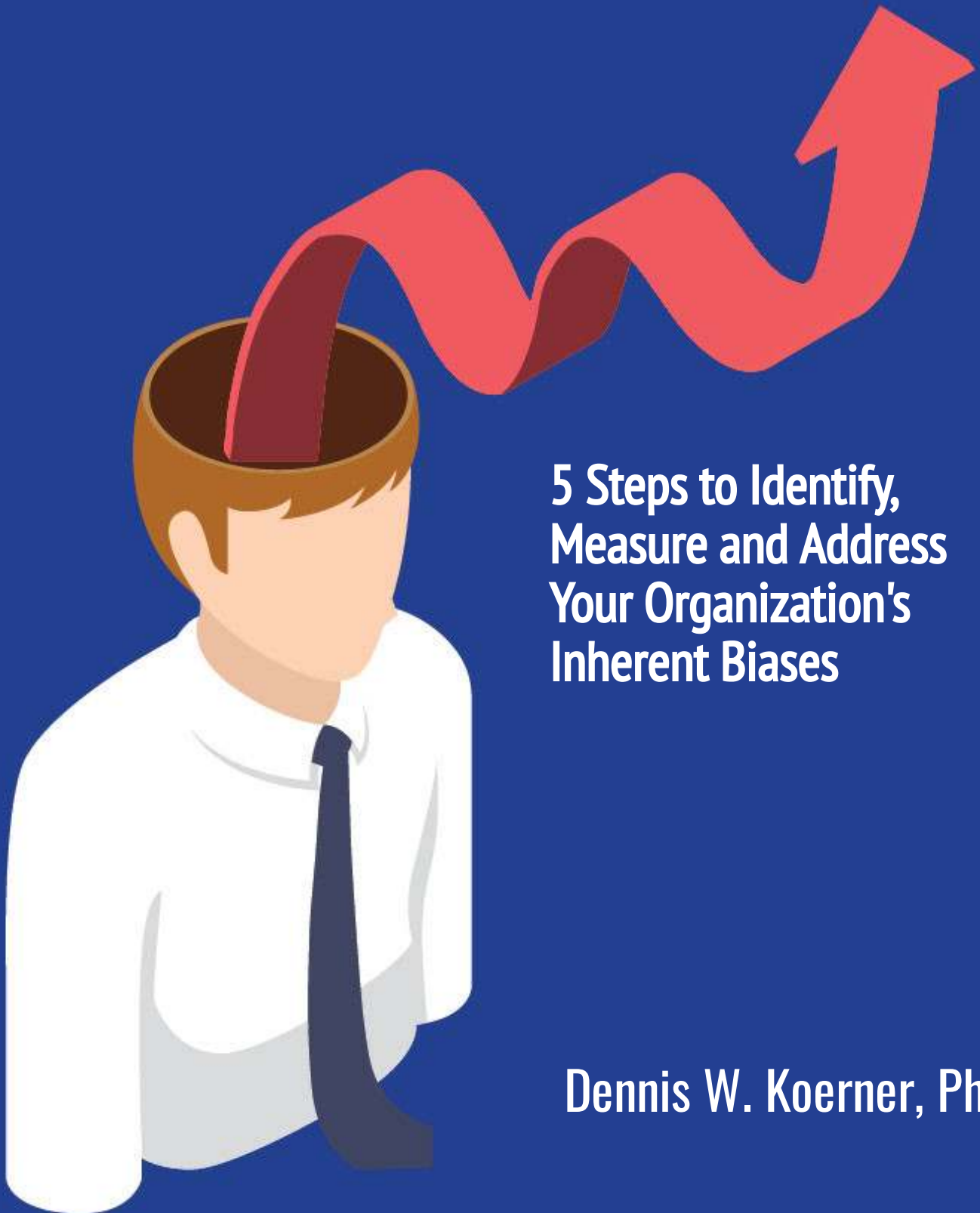


Measure Your Organization's Bias



**5 Steps to Identify,
Measure and Address
Your Organization's
Inherent 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.

Organization Bias Measurement

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 and stay longer with a company. 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 subject to bias.

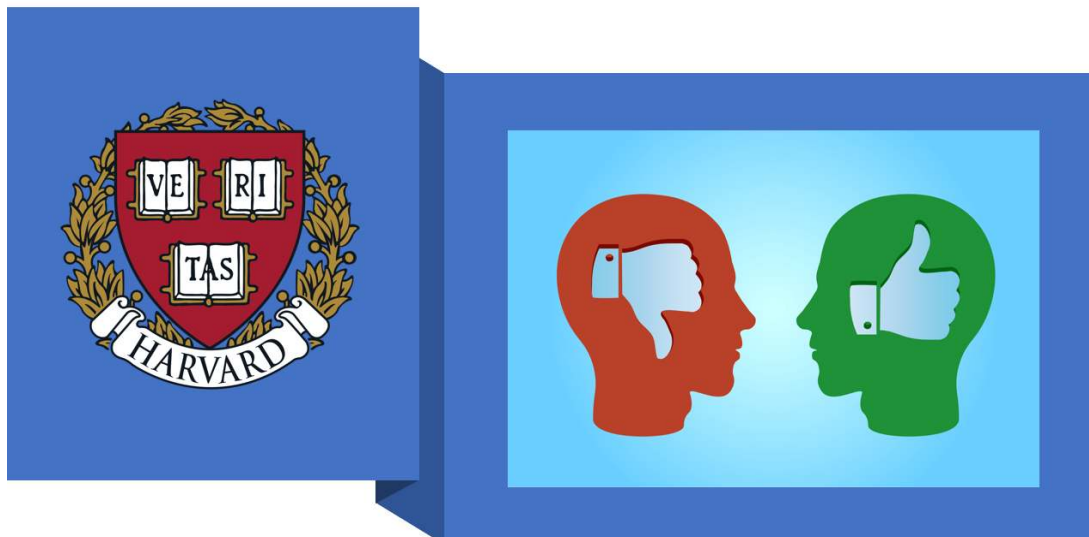
Conscious Bias - In the case of explicit or conscious bias, the biased person is very clear about his or her feelings and attitudes, and related behaviors are conducted with intent. This type of bias is processed neurologically at a conscious level as declared in overt ways. Conscious bias in its extreme 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 book is to show you how to find, measure and address the unconscious bias that exists in your organization.

The Harvard Implicit Association Test (IAT)

So how do you measure unconscious biases? Much like we cannot introspect on how well our heart or lungs are working, we cannot simply “look inside” our own minds to discover and describe our implicit biases. Thus, we can only understand implicit bias through the use of psychological measures that get around the problems of self-reporting. Fortunately there are a number of measures of implicit bias; the most widely used is called the Implicit Association Test (IAT). Researchers have published thousands of peer-reviewed journal articles based on the IAT since its creation in 1998 to show its usefulness and validity. The most widely used Implicit Association Test for bias is the Harvard IAT. So for our work, the Harvard IAT is the tool that we will use to identify and measure the implicit bias in your organization.



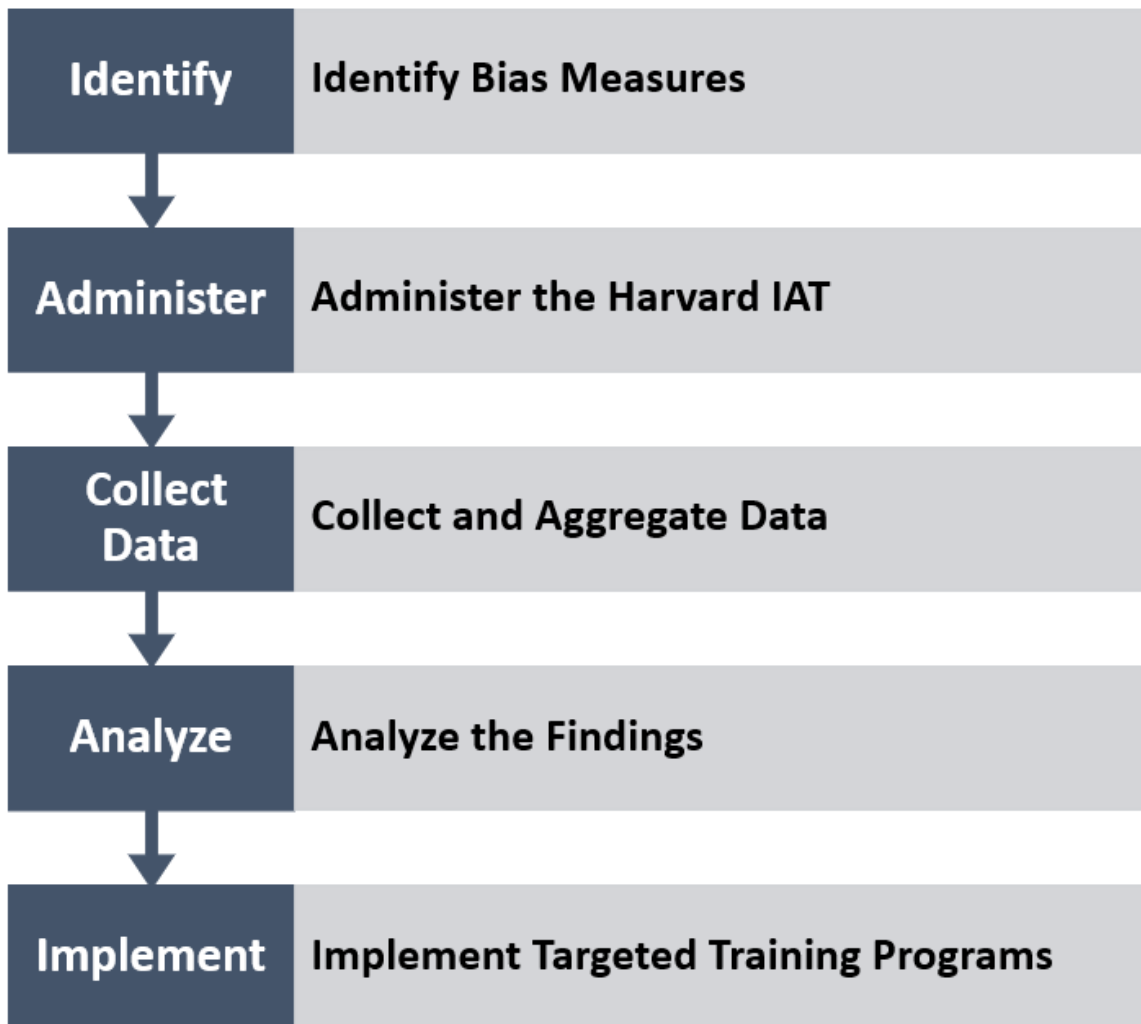
How Does the IAT Work?

The Harvard IAT measures the strength of associations between bias associated concepts (e.g., gender, race, sexual identity, physical appearance, age) and evaluations (e.g., good, bad) or stereotypes (e.g., athletic, clumsy). When doing an IAT you are asked to quickly sort words into categories that are presented on the response screen. The IAT score is then based on how long it takes a person, on average, to sort the words as they relate to bias related concepts.

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 results and demographic data such as team, department, function, division or location data associated with specific bias measures. A detailed description of each step of the process used is outlined below.

The 5 Step Process



Step 1: Identify Bias Measures - The first step in the process is define the bias types that you wish to measure. There are numerous options available. 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 Harvard IAT - Once bias types are identified and confirmed, participants will be asked to take the Harvard IAT associated with the bias tests of interest. The test is FREE and all associated data is received only by the respondent.

No data identified by an individual is ever requested or taken by ASI.

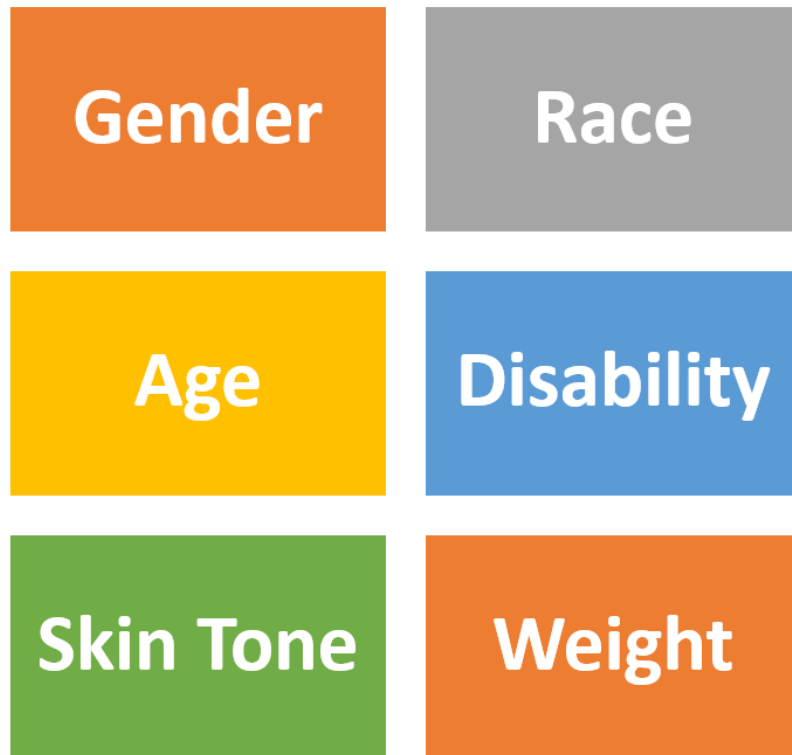
Step 3: Collect Respondent Data - Once the respondents have completed the IAT they will be provide with a questionnaire. The questionnaire will ask the respondents for their bias scores along with other descriptive data such as their personal age, gender, race, department, location and business unit. It is important to note that this is self-reported, survey data with no respondent, identification labels added.

Step 4: Analyze the Findings - Data from the Harvard IAT will be aggregated and analyzed. The results will show bias types and levels based on the categorical data used in the questionnaire survey. Organization questions such as relative values through the comparison of groups can be made. Comparisons to Havard provided benchmark marks will also be made.

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

Types of Biases 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. While we can not measure all forms of bias, the Harvard IAT measure many of the common types of implicit bias found in today's organization. Below are some of the more common bias measures found in the Harvard Implicit Association Test.



Other bias measures are also available. Contact us to learn more.

Addressing Implicit Bias

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. A few suggestions are below.



Let Data Show You the Way

Data and data analytics are very powerful tools. They help us to see key insights that we might not otherwise see. They also lend us credibility to document the facts and the probabilities associated with our efforts, conclusions and recommendations.

ASI insights give you specific recommendations for the type of bias training need by demographic type and organization location.

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. Training provides the knowledge, skills, and tools that foster a more creative, inclusive, respectful, and productive workplace. Below are some suggestions for diminishing organization bias.

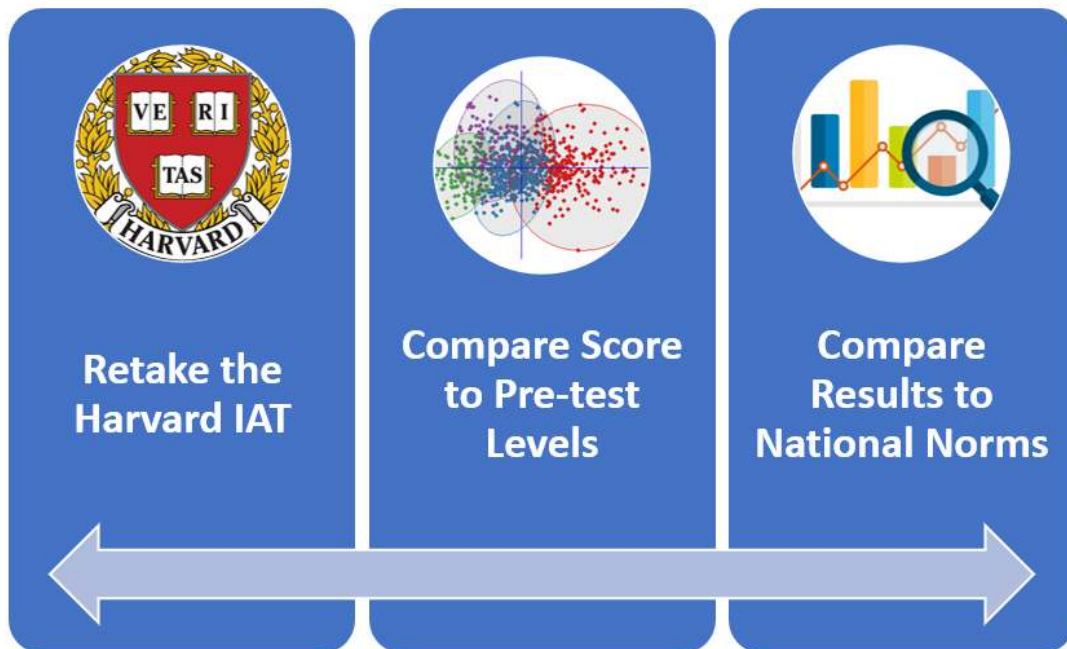


Give your employees the support they need. Numerous sources of expertise and support are available. Contact us if you need recommendations for training in your organization.

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 three step process is very simple.

1. Retake the Harvard IAT - After Diversity and Inclusion, training the respondents then retake the same Harvard Implicit Association Test.
2. Compare Data to Pre-Test Results - ASI will then aggregate and compare the pre and post-test results for each bias measured. Difference in results will be used to identify areas where improvements have been made and needs for further training.
3. Compare Data to National Norms - Results from the post training data will also be compared to national norms as provided by the Harvard Implicit project. The comparison can be used to benchmark your organization.





The Assessment Standards Institute

The mission of ASI is to work with others to create powerful, accurate and unbiased methods for the evaluation of human attributes. We are assessment experts with expertise in assessment construct, validity, reliability, stability, disparate impact, and design. Key principles that guide our organization are summarized as follows: (1) To promote the effective use of tests and assessments through the development of standards (2) To support the use of products that prevent disparate impact on protected classes. (3) To advance testing and assessment sciences through research and investigation. (4) To work with integrity and focus on quality to enhance the trust conveyed by our certification marks and services.

To Learn More:

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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.