Implicit Biases and Cultural Blind spots

Image source: http://workforcediversitynetwork.com

Focus Within:

- Tune into your emotions
- Recognize how your experience has shaped your perspective
- Stick to facts, and don't make assumptions.
- Turn frustration into curiosity.

Learn about others

- Recognize how their experiences have shaped their perspective
- Consider how they might see the situation and what is important to them
- Think about how your actions may have impacted them

Engage in dialogue

- Ask open-ended questions
- Listen to understand, not to debate
- Offer your views without defensiveness or combativeness
- Disentangle impact from intent
- Avoid blame, think contribution

"e**X**pand" the options

- Brainstorm possible solutions
- Be flexible about different ways to reach a common goal
- Experiment and evaluate
- Seek out diverse perspectives

Quick Reference Guide to Understanding Bias

Conventional Wisdom	Evidence
People with negative attitudes toward differences are flawed.	These attitudes are normal, can be understood, and mitigated.
Discrimination is a result of ill-intentioned, racist individuals.	Name-calling and labels make people defensive and this is counterproductive to change. Although there are some racist people, most people are well-intentioned. However, well-intentioned people can produce biased actions.
We can choose to stop making quick generalizations about people based on their appearance. We can decide to follow the common phase, "Don't judge a book by its cover."	Our brain automatically and unconsciously judges others in the "blink of an eye" based on stereotypes. Lacking specific knowledge of another person, our brain is left to the only information it has available, the visual impression it has received. This stereotyping occurs below our conscious awareness and may influence behavior without the knowledge or intent of the perceiver.
More harmony exists (less conflict occurs) when people are segregated.	Increased contact with diverse groups helps to reduce conflict and increases tolerance. This is particularly true if diverse groups work cooperatively for a common goal.

Biases we might see in the audit function

Name	Description
Anchoring	The tendency to rely too heavily, or "anchor", on one trait or piece of information when making decisions (usually the first piece of information that we acquire on that subject).
Framing Effect	Drawing different conclusions from the same information, depending on how that information is presented.
Mere exposure effect	The tendency to express undue liking for things merely because of familiarity with them.
Outcome Bias	The tendency to judge a decision by its eventual outcome instead of based on the quality of the decision at the time it was made.
Confirmation Bias	The tendency for people to seek information that confirms pre-existing beliefs or assumptions.
Status Quo Bias	The tendency to like things to stay relatively the same.
Group Think	When people try too hard to fit into a particular group by mimicking others or holding back thoughts and opinions. This causes them to lose part of their identities and causes organizations to lose out on creativity and innovation (price, n.D). (4)

Conquer Your Blind Spots—Johari Window Model

	Known to Self	Unknown to Self
Known to Others	ARENA **Public:** what you and others know.	BLIND SPOTS **Blind-self:** what others know about you, but you don't see
Unknown to Others	MASK **Private:** what you share or hide.	UNCONSCIOUS **Unknown:** neither you nor others know