Demolishing Bias & Building a Multicultural Organization

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• Introductions
• Purpose
• Ground Rules
• Sight Words
• The Case for Inclusion
• Bias
• MCOD
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• To start moving from “Good to Great!”
• To use common language
• To have a working knowledge of implicit bias and microaggressions
• To build consensus concerning next steps within DNR to create a more INCLUSIVE workplace
• Self Care
• Always Learning
• Make Room, Take Room
• Discomfort & Risk
• Use “I” Statements
• Interrupt Coded Language
• “Head & Heart”
• Fall Forward

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• Diversity is recognized as varied human differences and characteristics.
• Diversity is an essential characteristic of a strong workforce.
• A supportive and nurturing workplace invites and respects these differences.
• Inclusion means to involve, empower, and provide a sense of belonging to people of all backgrounds.
• Inclusion is the process of getting diversity to function equitably.
Equity is the creation of opportunities for historically underrepresented populations of employees to have equal access to professional growth opportunities and resource networks.
Cultural Competence

CC requires the application of knowledge and skill in four areas:
1. Awareness of one’s own worldview.
2. Recognition of one’s attitudes toward cultural difference.
3. Realization of different cultural practices and worldviews.
4. Thoughtfulness in cross cultural interaction.
## SOCIAL JUSTICE
- It’s the right thing to do
- Address inequities
- Moral reasonings

## ECONOMIC
- More efficient organizations
- More creative teams
- Maximize Human Resources

### MARKET
- Engage Diverse Audiences
  - Demographic Shift
  - Expand Consumer Base

### EXCELLENCE
- We are inherently more excellent when we include more diverse people, more ideas, more experiences, and more solutions to current challenges.
The Neuroscience of Bias

• It only takes 50 milliseconds to register someone’s gender.
• It only takes twice that long to note their racial background.
• Basic evolutionary principles of in-group, outgroup status.
The Neuroscience of Bias

- About 150 different biases have been identified that include social class, religion, wealth, education, national, and regional roots, political affiliation, physical attractiveness and others.
- Amygdala is our way of deciding what sort of emotion to associate with a particular idea.
- Returns immediately to fight or flight when confronted with a new idea that is not easy to process.

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What is Implicit Bias?

- Refers to the attitudes or stereotypes that affect our understanding, actions, and decisions in an unconscious manner.
- Pervasive and everywhere.
- Do not necessarily align with our declared beliefs.
- Often favor our own groups.
- Implicit biases are malleable.

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Implicit Bias as Microaggressions?

- Steeped in historical stereotypes/discrimination
- Sometimes a gap between intent & impact
- Cumulative
- “Similarity” (not wanting/allowing for difference, e.g., “colorblindness”)
- Focus only on interpersonal (vs. policy, practice, etc.)
- Focus on intent (vs. impact)
- How far we’ve come (vs. How far we have to go)
Toolkit for Eliminating Microaggressions

• Intent vs. Impact
  • “That wasn’t my intent!”
  • “Yea, but...”

• Perfectly Logical Explanations (PLEs)
  • “You are so articulate!”
  • “I say that to everyone, it’s a compliment.”

• I know someone who...
  • “I have an Asian friend who uses that term, so it can’t be racist!”

• The exception, not the rule
  • “That hasn’t happened to me or any of my friends.”
  • “Were you respectful to the officer? My black friends tell me....”
# Continuum of Multicultural Organization Development

<table>
<thead>
<tr>
<th>Exclusionary</th>
<th>Club</th>
<th>Compliance</th>
<th>Affirmative</th>
<th>Redefining</th>
<th>Multicultural</th>
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</thead>
<tbody>
<tr>
<td>Majority group dominance &amp; privilege. Openly hostile to social justice.</td>
<td>Maintains traditionally held power. Engages social justice if its comfortable &amp; on their terms.</td>
<td>Will allow some people of difference if it doesn't change the organization. Hire minorities in low level support roles.</td>
<td>Hires and supports diverse social groups. May provide some training to the organization regarding diversity.</td>
<td>Intentional about hiring, developing and retaining a diverse workforce. Starting to use a multicultural perspective to manage the organization.</td>
<td>Reflects contributions &amp; interests of a multicultural constituency regarding mission, operations, products, &amp; services. Includes members of diverse cultural &amp; social groups in key decisions.</td>
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1. Gain leadership commitment and support
2. Form an Inclusions Change Team
3. Clarify and communicate the vision and benefits
4. Conduct a Comprehensive Cultural Audit
5. Identify “Promising Practices”
6. Top Leaders & Inclusion Change Team analyze data from Audit and develop a strategic plan
7. Implement strategic activities, including accountability structures
8. Evaluate progress and revise the Strategic Plan as needed.
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