

MANAGING BIAS WITH CULTURAL INTELLIGENCE (CQ®)

The infographic on the left, titled "Unconscious BIAS FLAW", explains that unconscious bias is an automatic, often subconscious, judgment or attitude that is not based on logic or facts. It is influenced by past experiences and mental associations. It can affect our work and relationships. To deal with biases, it suggests being aware of them, recognizing them, and practicing empathy. The word cloud on the right features terms like "Feeling", "Thought", "Memory", "Habit", "Belief", "Attitude", "Instinct", "Memory", "Thought", "Feeling", "Memory", "Habit", "Belief", "Attitude", "Instinct", "Memory", "Thought", "Feeling", "Memory", "Habit", "Belief", "Attitude", "Instinct".

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DISCLOSURE STATEMENT

I have **NO** financial disclosures or conflicts of interest with the materials presented.

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SESSION OBJECTIVES

- Define bias
- Discuss the harmful effects of bias
- Discuss culturally intelligent (CQ®) strategies to manage bias
- Develop a personal plan for developing CQ and managing bias

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What GROUP NORMS will make today's session beneficial and comfortable for you? [Type in the Chat]

GROUND RULES



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GROUND RULES

- Use "I" statements
- Listen with an open mind and to understand
- Be respectful when speaking
- Don't be afraid to speak up
- It's fine to ask for clarification
- Understand everyone is at a different place. Offer each other grace and let's meet each other where we are
- Confidentiality: What is said here that is personal, stays here
- What's learned here, leaves here in some form
- No judgement of ideas or people—Listen without judgement/assume positive intent
- No one is pressured to share
- Share the floor/Let everyone participate


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BIAS DEFINED

- **Explicit Bias** is attitudes and beliefs we have about a person or group on a conscious level
- **Unconscious/Implicit Bias** is subtle and subconscious thoughts that happen to all of us, all of the time **based on attitudes and beliefs that we may be unaware that we hold**


We'd like to believe we are open-minded, fair, and without bias, but research shows otherwise. This is an important, even if uncomfortable, realization for most of us.

— MAHZARIN BANAJI
Author, *Blind Spots: Hidden Biases of Good People*



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WE ALL HAVE BIASES



"WE DON'T SEE THINGS AS THEY ARE, WE SEE THEM AS WE ARE."
Aristotle

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WHERE DOES BIAS COME FROM?

IDENTITY

- THOUGHTS
- BELIEF
- ASSUMPTIONS
- VALUES



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WHO AM I ?!

Who I Choose To Be



PERSONAL SOCIAL CULTURAL

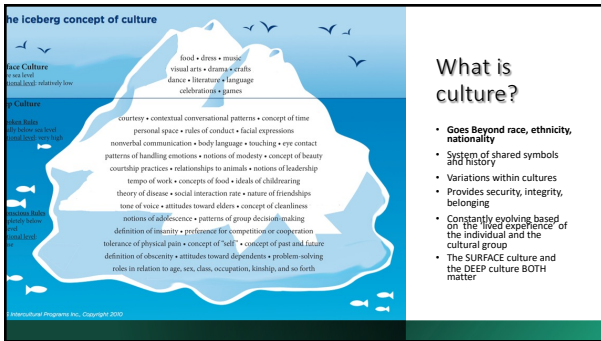
WHO I HAVE BEEN TAUGHT I AM....FROM AN EARLY AGE



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THE CULTURE WHEEL

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THINK: Reflect on your cultural identity.

- IDENTIFY four of the cultures inside or outside of the wheel that you most identify with. Ask yourself the following questions:
 - What do I most identify with?
 - What do I spend the most time thinking about?
 - What do I spend the most time in or doing?
 - What do I **value** or think is **most important**?
 - How would I introduce yourself in order of importance [to you] reflecting the multiple identities that make up your **cultural** identity

SHARE:

- What thoughts and/or feelings did you notice as you participated in this exercise?

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SHARE

THINK: Reflect on your cultural identity.

- IDENTIFY 4 of the cultures inside or outside of the wheel that you most identify with. It may be helpful to ask yourself the following questions:
 - What do I most identify with?
 - What do I spend the most time thinking about?
 - What do I spend the most time in or doing?
 - What do you **value** or think is **most important**?
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SHARE:

- What thoughts and/or feelings did you notice as you participated in this exercise?

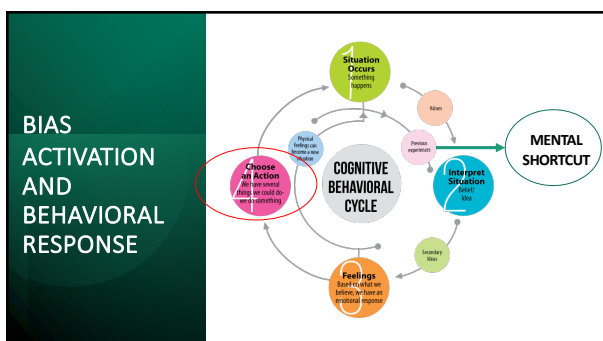
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THE PROBLEM WITH BIAS

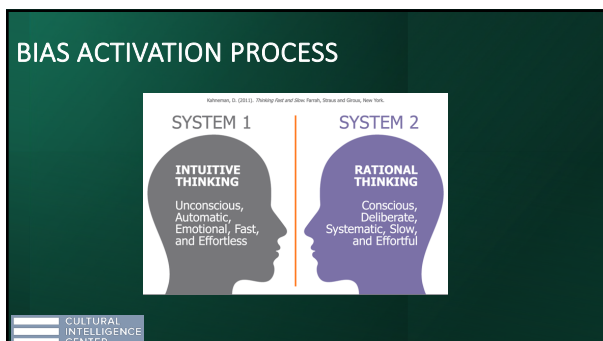
OUR BIASES CAN TAKE US PLACES WHERE WE DON'T WANT TO GO

WATCH YOUR THOUGHTS, FOR THEY BECOME WORDS.
 WATCH YOUR WORDS, FOR THEY BECOME ACTIONS.
 WATCH YOUR ACTIONS, FOR THEY BECOME HABITS.
 WATCH YOUR HABITS, FOR THEY BECOME CHARACTER.
 WATCH YOUR CHARACTER, FOR IT BECOMES YOUR DESTINY.

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BIAS ACTIVATION PROCESS

"If you can read this paragraph, it's because our minds are very good at putting together pieces of information in a way that is easy for us to make sense of. Our minds do this automatically, without our conscious control.

Source: Kirwin Institute. Implicit Bias Module 1. Implicit Bias Module Series

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TYPES OF BIAS

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TYPES OF BIAS

- AFFINITY BIAS
- ATTRACTIVENESS BIAS
- AVAILABILITY BIAS
- CONFIRMATION BIAS
- CONFORMITY BIAS
- HALO EFFECT
- HORNS EFFECT
- MORAL LICENSING
- PERFORMANCE ATTRIBUTION BIAS

The way "good" people explain away bad behavior is called "MORAL LICENSING"

- GOSSIPING
- RACIST/SEXIST/AGEIST... JOKES
- POLICE BRUTALITY
- LYNCHING
- THE HOLOCAUST

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MANAGING BIAS WITH CULTURAL INTELLIGENCE (CQ®)

CULTURAL INTELLIGENCE (CQ®) is the ability to work effectively across various cultural contexts and with multicultural groups (e.g., racial, ethnic, national, organizational, generational) (Earley & Ang, S. (2003)..

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Cultural Intelligence vs. Cultural Competence

- Competence implies a "static" condition
- Intelligence implies a condition or state that is not fixed and can be developed and improved through education, training, and experience
- The path to cultural competence not clearly or consistently defined
- The path to developing culturally intelligence is clearly defined, measurable, and well-researched
- Reliable, validated CQ Assessment tools available to measure CQ and cultural values preferences**
- CQ FRAMEWORK has been effectively applied to many contexts: Social Justice, Racial Justice, Antiracist Education, Dismantling Systemic Racism

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MANAGING BIAS WITH CQ®: HOW?

CQ DRIVE
Your level of interest, persistence, and confidence during multicultural interactions.

CQ KNOWLEDGE
Your understanding about how cultures are similar and different.

CQ ACTION
Your ability to adapt when relating and working in multicultural contexts.

CQ STRATEGY
Your awareness and ability to plan for multicultural interactions.

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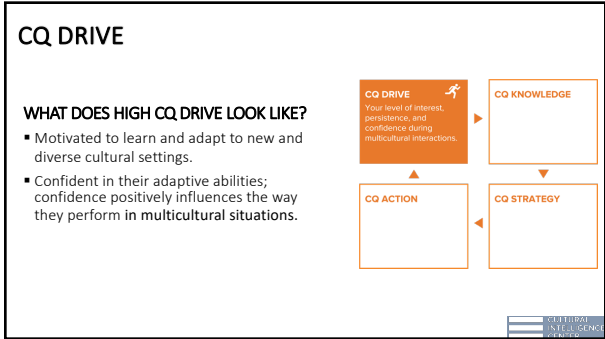
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REFLECTION



Managing bias takes **interest, persistence, and confidence (CQ DRIVE)**
 What motivates **YOU** to identify, confront and work consistently to **MANAGE BIAS**?



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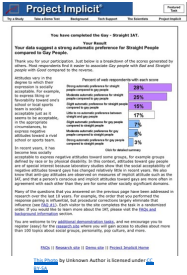
REFLECTION

- Identify one cultural **group, member of a diverse group, member of a situation** that you find very challenging to work with right now
- Ask yourself: Why do I find this group or situation challenging?
- Ask yourself: What is my **current level of interest, persistence, and confidence** during multicultural interactions with this group or situation?



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The IMPLICIT ASSOCIATION TEST

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MANAGE BIAS WITH CQ

CQ KNOWLEDGE

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INCREASING CQ KNOWLEDGE

- Increasing CQ Knowledge can help you in your process of becoming more **CONSCIOUS of unconscious bias**
- Knowledge creates awareness**
- Understand the **negative impact of biased behavioral responses**

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CQ KNOWLEDGE

WHAT DOES HIGH CQ KNOWLEDGE LOOK LIKE?

- Can determine what part of a situation is cultural
- Use cultural values to analyze multicultural situations and effectively work across the differences.
- Understand how culture shapes behavior
- Have knowledge of the 10 largest global cultural clusters

CQ DRIVE → CQ KNOWLEDGE (Your understanding about how cultures are similar and different) → CQ STRATEGY → CQ ACTION → CQ DRIVE

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MANAGING BIAS WITH CQ

INDIVIDUAL PRACTICES CQ STRATEGY

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CQ STRATEGY

WHAT DOES HIGH CQ STRATEGY LOOK LIKE?

- Think about multicultural interactions *Before, During, and After*
- Plan ahead-Identify which CQ strategies you will use
- Check assumptions and expectations
- Refine mental maps
- Use specific strategies to manage/reduce personal bias

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INDIVIDUAL STRATEGIES

- REALIZE THAT "IT COULD BE YOU"
- COUNTERSTEREOTYPING
- Build significant relationships with people who you see as DIFFERENT from you
- Move out of your comfort zone. Get comfortable with the uncomfortable. It is ok and normal to feel like a "fish out of water"
- Be willing/able to engage in tough conversations with others who are working to build their CQ
- Address and minimize where possible the everyday contributors/influencers of biased decision making

Institute for Healthcare Improvement (IHI). (2016, February 17). How can providers reduce bias? [Video]. YouTube. <https://www.youtube.com/watch?v=36t13L8V814>

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PROMOTE SYSTEM 2 THINKING: MINIMIZE EVERYDAY INFLUENCES

Kahneman, D. (2011). *Thinking Fast and Slow*. Farrar, Straus and Giroux, New York.

SYSTEM 1
INTUITIVE THINKING
Unconscious, Automatic, Emotional, Fast, and Effortless

SYSTEM 2
RATIONAL THINKING
Conscious, Deliberate, Systematic, Slow, and Effortful

Wright, P. (2014). The harassed decision maker: Time pressures, distractions, and the use of evidence. *Journal of applied psychology*, 99(5), 938.

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STRATEGIES: MINIMIZE EVERYDAY INFLUENCES

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| | | |
|---------------|--|---|
| | URGENT | NOT URGENT |
| IMPORTANT | DO <small>Do it now.</small> | DECIDE <small>Schedule a time to do it.</small> |
| NOT IMPORTANT | DELEGATE <small>Who can do it for you?</small> | DELETE <small>Eliminate it.</small> |

- SLOW DOWN.** Respond rather than react.
- Take a deep breath before responding to difficult situations.
- Ask for more time to focus
- Eat well, sleep, exercise regularly. Repeat
- Manage sleep deficits
- Schedule most cognitively demanding tasks during your peak performance time as much as possible

- Avoid multi-tasking
- Clarify the difference between busyness and productivity
- Manage your emotions. Strong emotions can be counter to the task at hand.
- Deep breathing, reflection
- Practice mindfulness (Pay attention to the present moment)
- Seek to act intentionally, not react unconsciously.

TIME PRESSURE **FATIGUE** **DISTRACTIONS**

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CREATE AN ACTION PLAN

CQ ACTION

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CQ ACTION

WHAT DOES HIGH CQ ACTION LOOK LIKE?

- Able to **translate CQ Drive, Knowledge and Strategy into ACTION**
- Can employ a broad range of verbal behavior, nonverbal behaviors, and speech acts
 - Can adjust what you say, and how you say it
 - Can adjust your non-verbal behavior
 - Can adapt to language barriers
- Know **when TO ADAPT** and **when NOT TO ADAPT**

CULTURAL INTELLIGENCE

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With

**CHANGE IS
A PROCESS...NOT
AN EVENT**

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Thank You!

“Do the best you can until you know better. Then when you know better, do better.”

Maya Angelou

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RESOURCES

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