

IDENTIFYING & MITIGATING IMPLICIT BIAS

STRATEGIZING FOR INSTITUTIONAL TRANSFORMATION

THE KIRWAN INSTITUTE FOR THE STUDY OF RACE & ETHNICITY

The following worksheet is designed to guide institutional leaders through the process for identifying and mitigating implicit bias within your organization.

IDENTIFYING IMPLICIT BIAS

Research suggests there are four major conditions in which we are most likely to make biased decisions: when there is **high ambiguity**; when there is **compromised cognitive load** on the part of the decision-maker; when decisions are made with **incomplete information**; and/or when the decision-maker is over-confident in their ability to make an objective decision. Using the chart below, identify key decision-making moments in which one or more of these conditions exist.

Do not focus on every decision. Instead, focus only on those decisions where the outcomes are most important and the impact of bias may potentially derail individual & institutional goals.

Key Decision-Making Moment	Conditions of Susceptibility
	<input type="checkbox"/> High ambiguity <input type="checkbox"/> Compromised cognitive load <input type="checkbox"/> Incomplete information <input type="checkbox"/> Overconfidence in objectivity
	<input type="checkbox"/> High ambiguity <input type="checkbox"/> Compromised cognitive load <input type="checkbox"/> Incomplete information <input type="checkbox"/> Overconfidence in objectivity
	<input type="checkbox"/> High ambiguity <input type="checkbox"/> Compromised cognitive load <input type="checkbox"/> Incomplete information <input type="checkbox"/> Overconfidence in objectivity
	<input type="checkbox"/> High ambiguity <input type="checkbox"/> Compromised cognitive load <input type="checkbox"/> Incomplete information <input type="checkbox"/> Overconfidence in objectivity
	<input type="checkbox"/> High ambiguity <input type="checkbox"/> Compromised cognitive load <input type="checkbox"/> Incomplete information <input type="checkbox"/> Overconfidence in objectivity



MITIGATING IMPLICIT BIAS

Now that you have identified key decision-making moments where implicit bias is most likely to derail intended outcomes, the next step is to strategize interventions. There are several parameters to keep in mind when strategizing interventions:

- **Institutions are complex systems.** Seek to create “safe-to-fail” experiments that can be expanded if successful, but will not have devastating effects on the functioning of the organization if unsuccessful.
- Strategies should operate under the premise that **you have**—or are easily able to get—**all the necessary resources for implementation.**
- Interventions should include strategies to **measure its effects.**

Using the chart below as guidance, work with your team to develop an intervention to one of the identified key decision-making moments.

Strategizing an Intervention		
<p>Condition of Susceptibility:</p> <p>How has implicit bias affected outcomes at the aforementioned moment? If unknown, what data is available (or must be collected) to assess the impact of implicit bias at this moment?</p>		
<p>Proposed Intervention:</p> <p>What conditions are being reduced by this intervention? (Check all that apply)</p> <p><input type="checkbox"/> High ambiguity</p> <p><input type="checkbox"/> Compromised cognitive load</p> <p><input type="checkbox"/> Incomplete Information</p> <p><input type="checkbox"/> Overconfidence in objectivity</p>		
Resources needed for implementation	Timeline for implementation	Specific, Measurable, Achievable, Relevant, Time Bound (SMART) Goal