



Unconscious Bias

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Agenda

- 1 Exploring Unconscious Bias
- 2 Reframing Assumptions
- 3 Addressing Unconscious Bias
- 4 Practicing the Reframes



The Program

SEP 9

Session 1: Advancing Your Career During COVID-19

SEP 23

Session 2: Understanding Bias: Challenges & Opportunities for Women

OCT 7

Session 3: Quantifying Your Value | Self-Promotion

OCT 21

Session 4: Bringing it all Together: Making a Strategic Shift & Closing Celebration

Our Learning Community: Rules of Conduct

Safe
Supportive
Open
Confidential
Fun
Non-judgmental
Inspiring
Willing to be vulnerable
Curious

"Feel comfortable speaking"

"Sharing of ideas"

"Be in the muck together"

"Be sure that people can be wherever they are without worrying about where they should be"

"Freedom of thought; exploring ideas as they come"

"Hearing diverse voices from this amazing group of women"

Please participate freely: by sharing and contributing, everyone learns
Please use the chat or just speak up



What Happened Since Our Last Session?

CHECK-IN

1. What did you learn from working on your leadership vision and goal?
2. What new behaviors did you try?
3. What went well?
4. What was challenging?
5. Anything else you would like to share?

Unconscious/Implicit Bias



Also known as implicit social cognition, implicit bias refers to the attitudes or stereotypes that affect our understanding, actions, and decisions in an unconscious manner.

Ohio State University

1. Your brain just works this way (Thinking Fast & Slow)

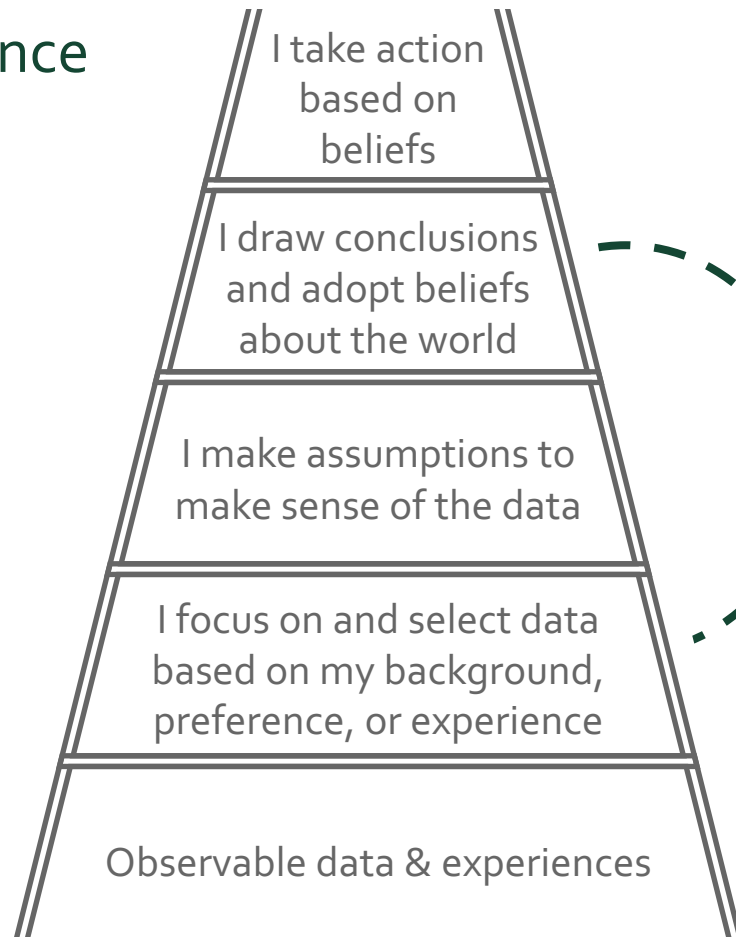
2. The narrative of your biases is built over a lifetime of experiences



Biases Help Us Make Sense of the World

Ladder of inference

Chris Argyris 1990



The reflexive loop

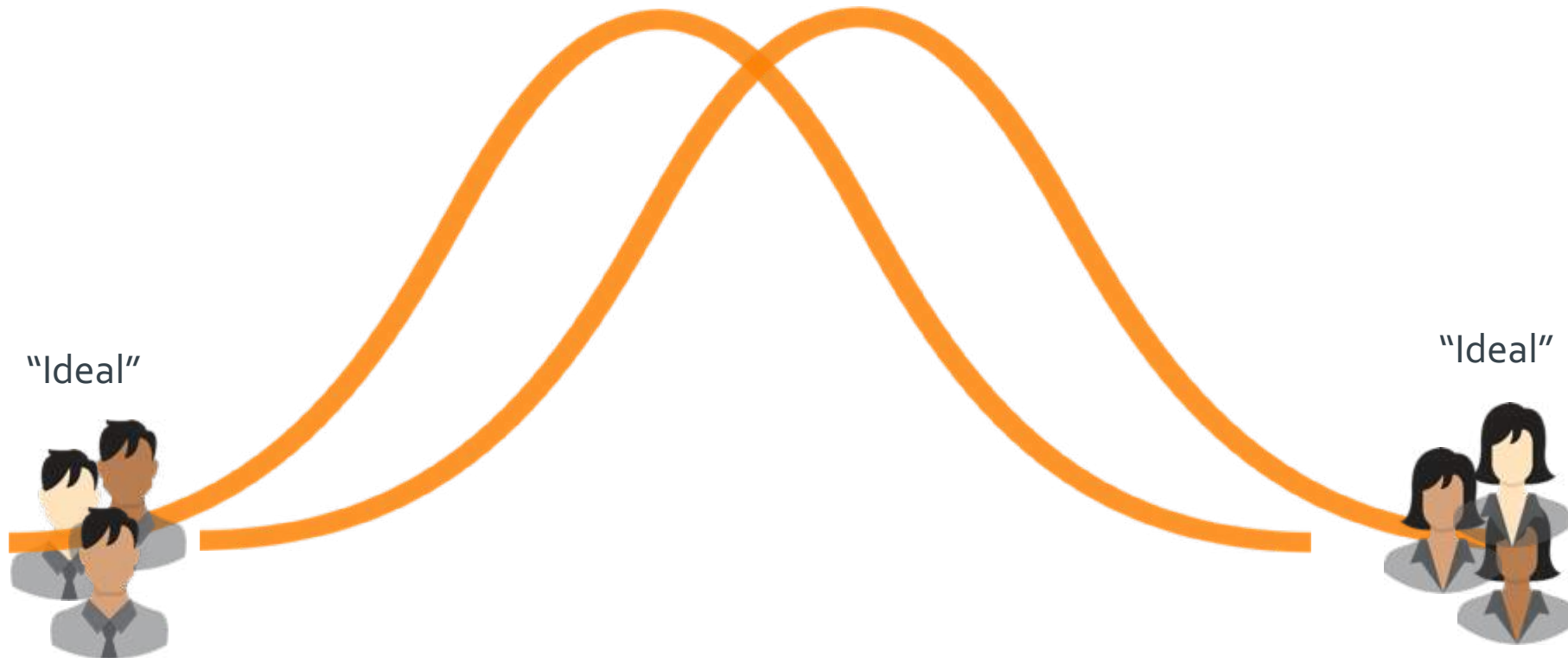
- Our beliefs affect what data we select next time-

It's unconscious



We Are More Alike than Different

Except at the extremes



We developed processes based on this binary perception of gender



Organizational processes were designed here



We make binary comparison of everything...

It's all socialized



Therefore, bias is embedded in three ways

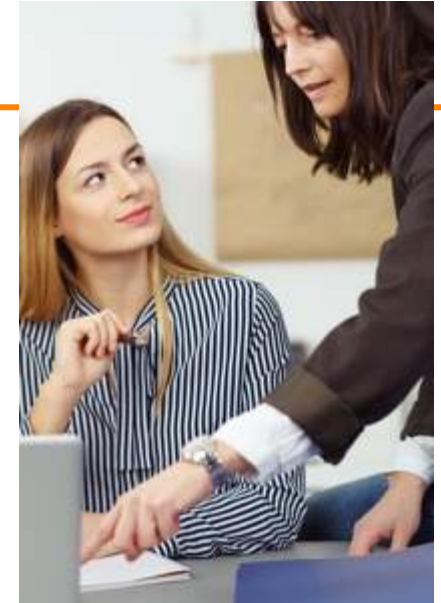


Internal

Unconscious bias we have about ourselves

External

Bias towards others



System

Operational processes based on invisible assumptions

External Impact of Biases



Evaluation
Hiring/Firing
Promotion
Rewards
Risky Assignments
Travel
Trust



External Biases have Internal Impacts

Think of time when you were in the minority in some way
(e.g. for your belief, the way you looked, your socioeconomic group, etc.).

Answer the following:

- What impact did this experience have on your behavior at that time?
- What impact did it have on others' perceptions of you?
- What impact did it have on your perceptions of others?



We start here

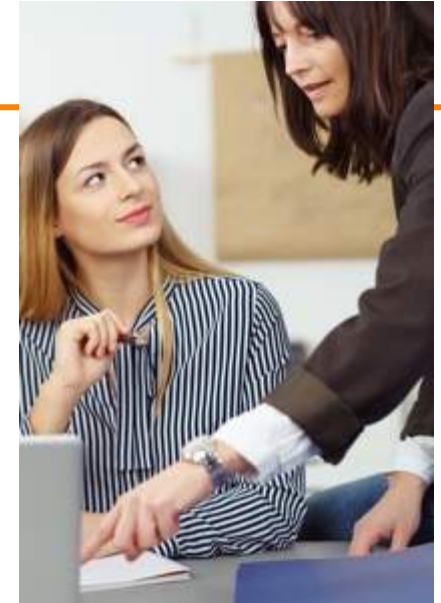


Internal

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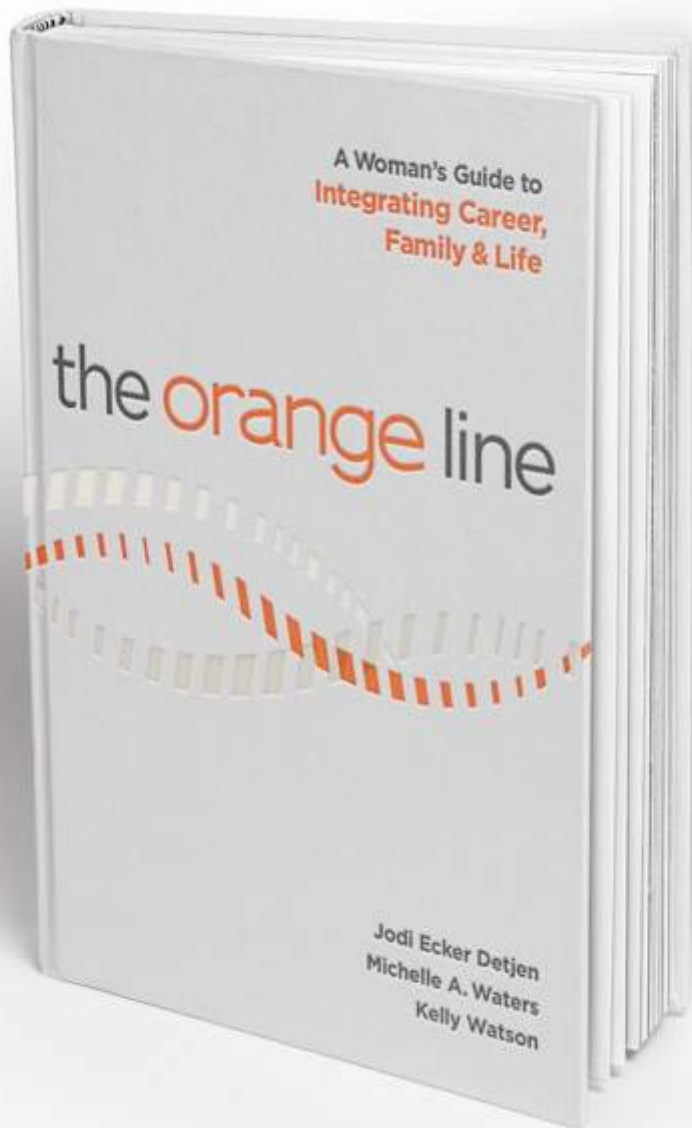
External

Bias towards others



System

Operational processes based on invisible assumptions



Our Research

- ✓ Completed 2-year study of college-educated women
- ✓ Women shared personal stories and advice
- ✓ Finding: **Woman had unconscious bias about themselves**

Key Findings

Career
Ambivalence

Unconscious
Bias

Role
Disconnect



The 'Socialized Ideal' Woman

01. Do it All



02. Look Good



03. Be Nice



Bad Habits Limit Our Power

01. Do it All

Sacrificing Self,
Taking it All On

Say Yes Too Much

Do it Myself

Do Office Housework

02. Look Good

Avoiding Risk

Over-compensating

Blame, Diverting Attention

Catastrophize

03. Be Nice

Wait for Recognition

Keep the Peace

Avoiding Negotiation
and Conflict

Lowering Career
Expectations

Result?





Individual Exercise

Bad Habits Survey

The Assumptions

WOC: An Additional Layer of Bias

01. Do it All

Assumptions



I am primarily responsible for home and family



Time/Effort= Commitment



I am selfish

Additional Cultural Pressure

02. Look Good

Assumptions



I need to be perfect



I am not good enough

Additional Cultural Pressure

03. Be Nice

Assumptions



We are not entitled to rewards



If I keep my head down, I will be rewarded

Additional Cultural Pressure



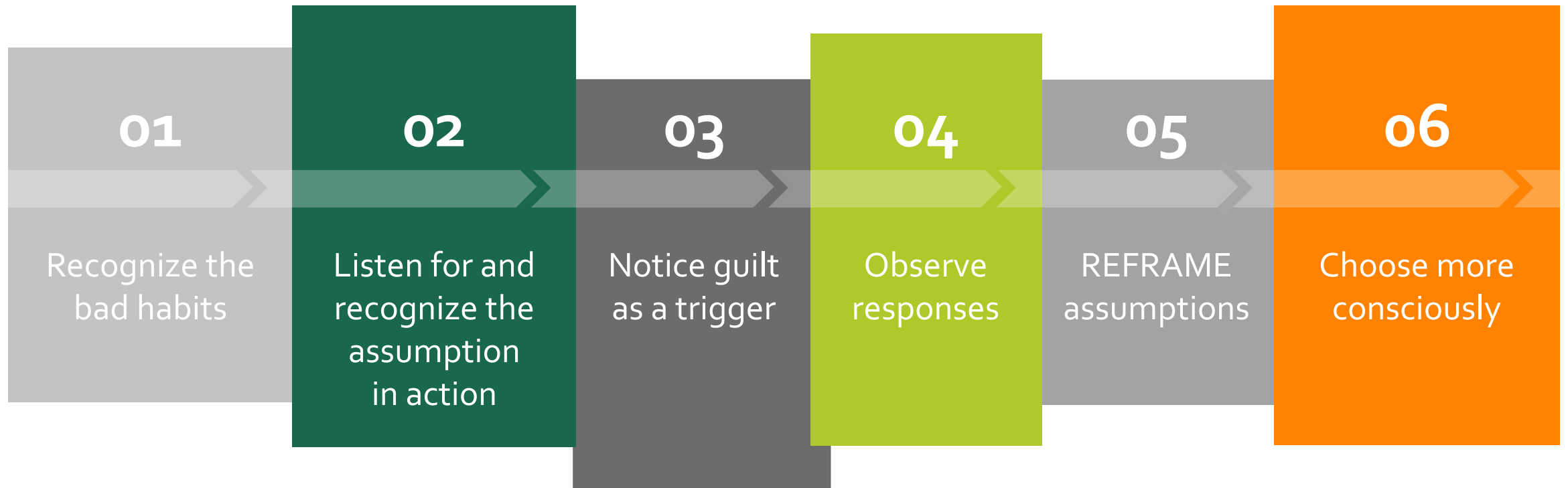
Assumptions Affect Us All

What assumptions most
impact your careers?



Shift the Mindset: Steps to Addressing Unconscious Bias

Pause, then



The image features a solid teal background. Several thick, bright orange lines are drawn across the frame, creating a geometric, abstract pattern. One line runs diagonally from the top left towards the middle right. Another line runs diagonally from the bottom left towards the middle right. A third line runs vertically on the right side, and a fourth line runs horizontally at the top. These lines intersect to form various shapes, including a large, irregular polygon that frames the central text.

REFRAME

Reframe!

Do it All

Assumption

- I am primarily responsible for home and family
- Time/Effort=Commitment

REFRAME

- We are all responsible
- Results matter

Look Good

- I need to be perfect
- I am not good enough

- Some things can be done “well enough”
- I am a work in progress

Be Nice

- We are not entitled to rewards
- If I keep my head down, I will be rewarded

- I am paid what the work is worth
- I am responsible for asking for what I need



Yeah, but



Yes, AND....

Reframe your limiting assumptions

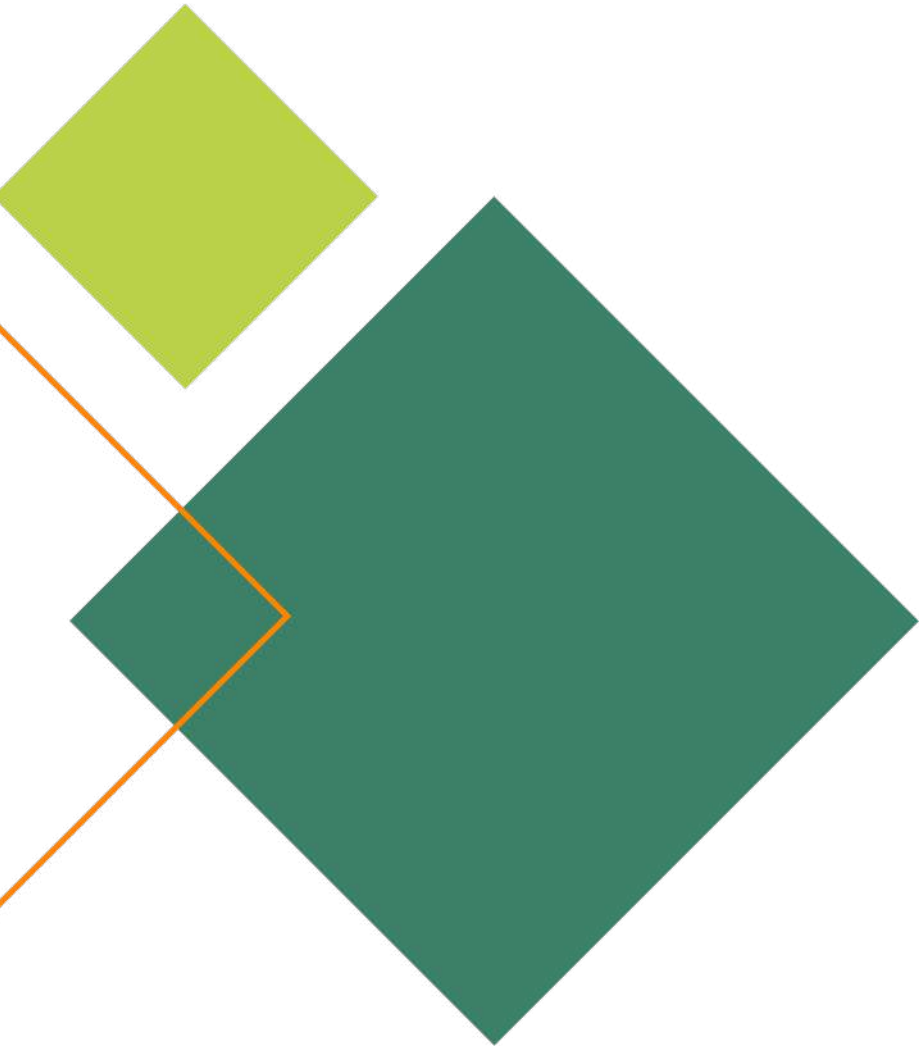
What assumptions most impact your careers?

How might you reframe your assumptions?

What activities can you take to implement change

Accountability Partners: Schedule a call by 7 days from now





Power Skill #1

Identifying and Reframing Our Assumptions

Practice everyday

Observe your experience, reactions and your adaptations

Reinforcing my Reframes – Action Planning

My Goal:

What tests can I do? How can I gradually move beyond the assumption? When can I practice? In which situations?

How can I measure success in this encounter?

Target date or check-in

1.

2.

3.

4.

5.

6.



Intersection Homework: Practice and Reflect



Photo: Raw Pixel

1. Notice your internal biases
2. Notice external biases and pushback
3. Implement the reframes
4. Check in with your accountability partner
5. Continue to focus on your leadership vision and goal - incorporate new insights – connect with your accountability partner around your goal progress



Coming in Action

What are you taking away?

**What are you going to do differently
starting tomorrow?**





MGH Women in Oncology Leadership Program

Thank you!



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