



Title: Effective Leadership Demands Awareness of
Unconscious Biases

Sponsored by the Chicago Bar Association

Date: September 9, 2016

Time: 8:00 AM to 10:30 AM

Moderator

Karina Ayala-Bermejo
EVP & General Counsel
Metropolitan Family Services
ayalabek@metrofamily.org
Chicago, IL

Panelists:

Sharon E. Jones
President & Chief Executive Officer
Jones Diversity, Inc.
Sharon@jonesdiversity.com
Chicago, IL

Sandra Yamate
Chief Executive Officer
Institute for Inclusion in the Legal Profession
sandra.yamate@theiilp.com
Chicago, IL

Tab 1 – Biographies or CVs

Karina Ayala-Bermejo



Karina Ayala-Bermejo is currently the General Counsel and Executive Vice President of Metropolitan Family Services (MFS). MFS is one of the oldest non-profits in Illinois. As GC she is responsible for all legal matters for MFS. As of April 1, 2015, she also serves as the Executive Director of the Legal Aid Society of Metropolitan Family Services.

Prior to MFS, she worked for the City of Chicago in Mayor Daley's administration as Acting Commissioner, First Deputy Commissioner and Managing Deputy Commissioner for the Department of Human Resources. Prior to working for the City of Chicago, she spent seven years as the Director of Community Services for the Chicago Bar Association where she encouraged attorneys to take on pro bono work and collaborated with the bar and various divisions of the Circuit Court of Cook County on initiatives to improve the justice system. She also served as the first Executive Director of the Sun Times Judge Marovitz Lawyers Lend-A-Hand to Youth Program, a foundation that mobilizes the legal profession around mentoring youth. She was instrumental in securing a \$2 million dollar cy pres award, the largest in Cook County's history for Lawyers Lend-A-Hand. Ms. Ayala-Bermejo legal career began as an attorney in the Litigation Division of the Chicago Board of Education handling labor and employment matters. Prior to law school, she worked for Family Rescue in various roles including Director of Outreach Services and as an advocate and counselor for victims of domestic violence. She was also a former Emergency Medical Technician.

Ms. Ayala-Bermejo has been a leader in the legal community and the community at large for over 20 years. She was appointed as Commissioner for the Cook County Human Rights Commission where she serves as its Vice-Chair. She also serves on the Advisory Board, Women's Bar Foundation; Board of Trustees for the Hispanic Lawyers Scholarship Fund; Dean's Advisory Council for the DePaul University College of Law;

Board of the Public Interest Law Initiative; Board of Managers for the Chicago Bar Association; and Executive Board for Illinois Partners for Human Service.

She is the former President of the Hispanic Lawyers Association of Illinois where she founded their mentoring program, JD Mentors now in its 13th year. She served in numerous positions for the Hispanic National Bar Association (HNBA) including General Counsel; National Vice President of Programs; National Vice President of Regions; and Regional President (WI, IL, MI, IN); and Commissioner for the HNBA Commission of the Status of Latinas in the Legal Profession. She was also appointed as a Commissioner for the American Bar Association Commission on Racial and Ethnic Diversity in the Profession; and Board of the Center for Conflict Resolution.

She is a recognized leader and keynote speaker. She was featured in a book entitled "Success Tales From The Front." She was named by the Women's Bar Association of Illinois as a 2015 Top Women Lawyer in Leadership; featured in *DePaul University Magazine: Careers in Bloom: Success Stories from 14 Alumni Under 40*; Named *Chicago Daily Law Bulletin's* "40 Under 40 Lawyers to Watch in Illinois"; Featured in *JD Bliss*, an online magazine: "Success Story, A Career Dedicated to Helping Others" and was selected to participate in the Leadership Greater Chicago Fellows Program and the Metropolitan Leadership Institute.

Over the years she served on numerous boards and task forces, including serving three terms as a member of the U.S. District Court Northern District of Illinois Magistrate Judge Selection Committee; Community Police Relations Working Group of the Task Force on Police Accountability; Board Director for the Jane Addams Juvenile Court Foundation; Board Member for the Chicago Legal Clinic; Member of the Diversity Pipeline Subcommittee of the ISBA Task Force on Diversity; Planning Committee of the Women Everywhere Service Project; Founding Member of Illinois Legal Aid Online; Coordinating Committee Member for The Equal Justice Illinois Campaign; Advisory Board Member for Centro Comunitario Juan Diego; Board Member for Southeast Chicago Development Commission; Board Secretary for Our Children in the Courts Foundation; and Member of The Illinois Task Force on Unaccompanied Immigrant Children.

She has received numerous awards and recognitions including: Chicago Latino Network's 2014 Latina Professional of the Year Award; CBA Alliance for Women's Alta May Hewlett Award; Seton Academy Alumni of Distinction Honoree; Chicago Commission of Human Relations: Advisory Council on Latino Affairs Award; Cook County State's Attorney Richard A. Devine, El Humanitario Award; Mayor Daley Leadership 2000 Award; DePaul College of Law, Latino Law Student Association Distinguished Alumnus Award; and DePaul College of Law, Outstanding Service as a Young Alumnus Award.

Ms. Ayala-Bermejo was born in Jalisco, Mexico. She resides in Chicago with her husband Frank, and three children (Liam 13, Elijah 11 and Abbey Rose 9). She is a

graduate of Loyola University-Chicago and her JD is from DePaul University College of Law.

Sharon E. Jones, President, Jones Diversity, Inc.

Ms. Jones is a lawyer by training and a diversity consultant who specializes in providing diversity/inclusion consulting and training to individuals, law firms, corporations and other types of organizations. She is the founder and President of Jones Diversity. Her firm's broad range of services enhance an organization's competitive edge by enabling the organization to fully utilize, retain and promote diverse individuals into leadership roles and create inclusive workplace cultures.

Ms. Jones has practiced law and been a community leader over a 25-year career, including positions as a federal prosecutor, with major law firms and with Fortune 500 Corporations. She has been highly successful as a litigator, a counselor, an educator and a problem-solver with regard to extremely complex and sensitive matters. Most recently, she served as Chief Operating Officer and Executive Vice President for the Chicago Urban League, an organization with over 75 employees and a \$10 million budget.

From 1985-1989, Ms. Jones served as an Assistant United States Attorney for the Northern District of Illinois, based in Chicago, where she conducted federal grand jury investigations and trials in high profile white-collar criminal cases. In private law practice, she was a partner at Bird, Marella, Boxer, Wolpert & Matz in Los Angeles. In addition to her litigation practice, she was responsible for all in-house continuing legal education, as well as being an adviser to clients on a variety of employment and workplace harassment issues. She was Of Counsel at Orrick Herrington & Sutcliffe in Los Angeles, where she created and implemented its litigation training as well as firm-wide orientation training and evaluation programs. In the corporate sector, Ms. Jones managed litigation matters worldwide for Abbott Laboratories, as well as advising senior management in matters of crisis management and in fashioning creative solutions to highly complex business issues. After leaving Abbott Laboratories, Ms. Jones joined SBC Communications (now AT&T) as Senior Counsel.

She is a co-author of two bar association reports providing consulting advice to Los Angeles County: "The City in Crisis—A Report by the Special Advisor to the Board of Police Commissioners on the Civil Disorder in Los Angeles" (October 1992) and "Report of the Los Angeles County Bar Association Advisory Committee for the Office of the District Attorney" (September 1994). Ms. Jones was Counsel of Record in the *amicus curiae* brief filed in the United States Supreme Court in 2003 by the Black Women Lawyers Association of Chicago in *Grutter v. Bollinger and the University of Michigan* in support of diversity in higher education.

Ms. Jones is the past President of the Black Women Lawyers Association of Chicago. Previously, she served as the Program Chair and created the innovative monthly BWLA Roundtable luncheon series designed to increase mentoring and networking opportunities for its members. She has served as a consultant to the ABA General Counsel Steering Committee to the Minority Counsel Program. She is the past Chair of the Chicago Bar Association Committee on Racial & Ethnic Diversity and was instrumental in the 2006 adoption of the Chicago Bar Association's Diversity Initiative and Commitments on Racial & Ethnic Diversity. She is the past President of the Harvard Law School Alumni Association and former member of the Board of Directors of Women Employed. She is currently an elected Director of the Harvard Alumni Association, the National Association of Women Lawyers, the Institute for Inclusion in the Legal Profession and the Federal Defender Program for Northern Illinois.



Sandra S. Yamate
Chief Executive Officer
Institute for Inclusion in the Legal Profession

Sandra S. Yamate is the Chief Executive Officer of the Institute for Inclusion in the Legal Profession (“IILP”). IILP is a 501(c)3 organization dedicated to creating a more diverse and inclusive legal profession.

A lawyer by training, Sandra spent ten years as the Director of the American Bar Association’s Commission on Racial and Ethnic Diversity in the Profession. She was the first Executive Director of the Chicago Committee on Minorities in Large Law Firms. Prior to that, Ms. Yamate was a litigator in Chicago for ten years; during that time, one of her pro bono projects was to help incorporate the Latin American Bar Association, a predecessor of today’s Hispanic Lawyers Association of Illinois.

Ms. Yamate is a former co-chair of the Diversity Committee of the Chicago Bar Association and serves on the Enhance Diversity in the Profession Committee of the New York City Bar Association, where she co-chairs the Global Diversity Subcommittee. She served on one of the early Hispanic National Bar Association conventions when it was held in Chicago in 1986. She helped found the Asian American Institute, the National Women’s Political Caucus of Metropolitan Chicago, the Asian American Bar Association of the Greater Chicago Area (of which she is a past president), the National Asian Pacific American Bar Association, and Asian Americans for Inclusive Education. Ms. Yamate is a past president of both the Japanese American Service Committee and the Harvard Law Society of Illinois, and a former board member of numerous civic and community organizations in the Chicago area.

Ms. Yamate has been honored and recognized by Crain’s Chicago Business “40 under 40”, Chicago Sun Times “Neighborhood Hero”, National Asian Pacific American Bar Association Trailblazer Award, Today’s Chicago Woman “One of 100 Women Making A Difference”, Chicago Department of Human Relations, Chicago Bar Association “Vanguard Award”, and Asian American Bar Association “Hall of Fame Award”.

In addition to her work within the legal profession, Ms. Yamate is known for her work writing and publishing Asian American children’s literature.

A Sansei (third generation American of Japanese ancestry), Ms. Yamate earned her JD from Harvard Law School as well as an AB in Political Science (cum laude) and History (magna cum laude) from the University of Illinois at Urbana-Champaign where she was elected to Phi Beta Kappa. Sandra has written and spoken extensively on community engagement, diversity and inclusion, and multicultural issues.

Tab 2 – Course Materials (articles, publications, other materials)

Moving Toward a Culturally Diverse World: Guidance for Professionals

Sharon E. Jones
Jones Diversity, Inc.
233 South Wacker Drive
Suite 8400
Chicago, IL 60606
312-283-8525
sharon@jonesdiversity.com

Sharon E. Jones is a nationally recognized diversity and inclusion consultant specializing in providing diversity and inclusion consulting and training to management in law firms, corporations and other types of organizations. She is the President of Jones Diversity, Inc. She works to create inclusive workplaces where all individuals have an opportunity to succeed. A graduate of Harvard Law School and Harvard College, Ms. Jones has had a 20 year legal career serving as a federal prosecutor and practicing with major law firms and Fortune 500 corporations. Highly successful as a litigator, counselor, and as a problem-solver with regard to extremely complex and sensitive matters, she brings a rare business acumen blended with demonstrated legal expertise.

Introduction

This article is designed to give you some basic understanding of changes in population demographics, in general, and in the legal profession, in particular. These demographic changes provide context for the explanation of unconscious bias and how it operates in our decision-making process. The remainder of the article focuses on steps you can take to reduce the presence of unconscious bias in your hiring decisions, workplace and other aspects of the profession. Being very intentional in how we structure decision-making processes and measuring data and comparing it to dominant groups within your workplace is one successful strategy for disrupting bias. This article serves as the beginning process of a life-long journey to build multi-cultural competencies and disrupt the presence of unconscious bias from our decision-making.

I. Changing Population Demographics and its Impact on Your Work

As many of us know, the United States is rapidly becoming more racially and ethnically diverse. It is estimated that by 2040 or sooner, the United States will be more than 50% comprised of members of racial and ethnic minority groups. In other words, by 2040, no one group will represent 51% or more of the population. The largest groups will be whites, Blacks/African-Americans; Hispanics/Latinos; and Asians. So what does that mean for your practice, your workplace and your interactions? It means that juries will be more racially and ethnically diverse, clients will be more racially and ethnically diverse and your new hires are likely to be more diverse. Therefore, it will be important in the future, as it is now, to be multi-culturally competent. In other words, someone who is comfortable interacting with all types of people and who is relatively in touch with his/her biases and works diligently to reduce the impact of bias on his/her decision-making.

Just as population demographics are becoming more racially and ethnically diverse, the legal profession is becoming more diverse as well—just much more slowly. The profession is one-third female. *See* Bureau of Labor Statistics (2013). It is also approximately 14.4% racial and ethnic minorities—a much smaller percentage than current population demographics which is approximately 38% minority. *See* Bureau of Labor Statistics (2013). However, law school graduating classes are more diverse than the legal profession—approximately 26.9% racial and ethnic minority and very close to 50% female. Fortune 500 General Counsel are approximately 22 % female and 8% minority. In-house legal staffs (below General Counsel) are significantly female (41%) and minority (15%). *See* Association of Corporate Counsel, Census of U.S. In-House Counsel (2012). As members of the legal profession, jurors, new hires and your clients become more racially diverse, issues of bias and fairness become more important to your professional success.

II. Unconscious Bias: What is it and How to Reduce Bias in your Decision-making

We all know what conscious bias is—an intentional discriminatory/prejudicial thought about a group. Unconscious bias is entirely different. It operates automatically without any intentional thought so it is much harder to control. *See, e.g.,* Daniel Kahneman, *Thinking, Fast and Slow* (Farrar 2011). So what is unconscious bias? How do you know it exists?

I am going to take a technical definition of how our brains work and simplify it. Our brain forms schemas to understand the millions of inputs it receives at any one time. A schema is a type of mental shortcut. You can think of it as a framework for information. Some of these schemas include stereotypes. Implicit bias or unconscious bias (I will use these terms interchangeably—they are synonyms) includes both stereotypes and implicit attitudes. Ninety-eight percent of our brains work without express cognition or express thought. Unconscious bias is a phrase describing the automatic processes which influence the way in which we perceive and make determinations about people.

Where do we get the data which our mind uses to form these schema or frameworks about people? We get the data from the media, movies, books, and magazines as well as our own experiences and lack of experience. For those of you who doubt that unconscious bias exists, take the Implicit Association Test which deals with unconscious bias. *See* www.implicit.harvard.edu. The Implicit Association Test is a sophisticated and methodologically rigorous computer administered test which often reveals unconscious bias—even among people who believe they are free of bias. Remember 98% of our brain works without express cognition—or in other words—automatically. This test is needed because you cannot measure implicit bias through self-reporting. *See* Rachel D. Godsil, *Answering the Diversity Mandate: Overcoming Implicit Bias and Racial Anxiety*, *New Jersey Lawyer* 25, 26 (February 2014).

Let me share just two examples of unconscious bias and approaches to disrupt it:

Symphony Orchestras

For those of you who attend symphony orchestra events, you may have noticed that a number of those orchestras have become more diverse over time. Now you see women and minorities playing in the orchestras. Do you know how that came about? Many orchestras made a structural change in the way auditions were handled. In the old days, the musician would walk out in front of the judges and play and then the judges would vote on him or her. The judges knew, in most instances, the gender and race by looking at the musician. But more recently, some orchestras made a structural change in auditions to see if it would change the outcome. The change involved having the musicians play behind a screen and the judges then judged by the purity of the music and not any conscious or unconscious biases which they may have held. What resulted from this change? Many orchestras now use the blind audition approach and have become much more diverse. Now I am sure if you asked the judges before the change was made if they were intentionally excluding women and minorities they would have responded: “Absolutely not. We are just picking the best musicians”. But the moment the auditions became blind auditions, their unconscious bias was disrupted. It could no longer impact the decision-making and the process became what it should have been all along—based on the purity of the music.

The Rooney Rule

This is a rule that was used in football to diversify the coaching staffs. Rooney’s rule is that every team should make sure when they are interviewing for an Assistant Coach or Coach that they have a racial/ethnic minority member in the mix of candidates being interviewed. The team could pick whoever they wanted. The Rooney Rule just required that the final interview slate be diverse. A number of minority coaches have been added to the National Football League through use of the Rooney Rule and, in fact, a few years ago, there were two black head coaches of the two teams in the Super Bowl. The Rooney Rule was another structural change designed to increase diversity and keep unconscious biases in check.

Now I have discussed above only two examples of unconscious bias. Researchers have been working in this area for a number of years and they have created all types of tests. One thing is clear: unconscious bias exists. Why is it such a problem? Because it interferes with our conscious intentions to be racially fair and neutral and it is informed by so many negative stereotypes about people. I have used examples involving racial diversity for simplicity, but there are many examples involving different dimensions of diversity (e.g., gender and sexual orientation).

The key takeaway: Implicit bias research tells us that you don’t have to have a negative intent to have discriminatory outcomes. In the sections below, I discuss some ways that you can reduce the impact of unconscious bias on your decision-making and outcomes.

III. How to Attract Diverse Talent—Be Intentional About your Hiring Process and its Goals

Unconscious bias makes us seek relationships with people just like us. In the hiring context, if you want a diverse workplace, it is important to cast a broader net. So you need to be intentional about what the contents of your employment net are. Unconscious bias will lead you to hire people in the same ways you always have. Why? Because they fit? They make you comfortable because they are usually very homogenous. Be very careful about the term “fit”. It should be an alarm that unconscious bias is running the decision-making process. If you cannot articulate the bias free objective components of “fit,” don’t use it or rely on it in your hiring process.

Be very intentional with search firms for lateral hires. Tell them you want a diverse slate to consider. Be specific. You don’t want the search firm to look around and say they mean more straight white men from just different law schools. Use the Rooney Rule approach in your hiring. You may be surprised how it increases the diversity of your staff.

I recommend diverse interview teams that way you will get different perspectives on a candidate. You also communicate to the candidate that your environment is diverse and inclusive.

Another process you can implement is to track the hiring process. How many women send in resumes? How many get screening interviews? How many make it to the next level? Compare that with the outcomes for men in general and especially if you can track it by school. Compare it with minorities—ask the same questions. Are all of the diverse people being screened out at the beginning of the process? The numbers will tell you if unconscious bias may be running rampant in your interview and hiring process.

Sometime the issue is you don’t reach out to places where you can find diverse people. Most of the minority bar associations have job listings which they distribute to their members as a service and at no cost to employers. If you are looking for diverse lawyers that can be a great way to spread the word that you are seeking diversity. It is likely to significantly diversify your hiring net.

IV. Steps to Create a More Diverse and Inclusive Workplace

For many organizations, the challenge is not only attracting diverse talent, but also retaining diverse talent. In order to retain diverse talent it is important to work to create the most inclusive workplace culture possible. A key area that impacts professional success is the internal work assignment system. In law firms, both the quality and the quantity of work that diverse lawyers (both women and minorities) receive are important to their career success. You need to be very intentional to ensure that there are no disparities in work assignment based on race/ethnicity and/or gender, among other diverse factors.

The Work Assignment Process

Work assignments systems that allow people to choose with whom they will work without any monitoring or oversight are often work assignment systems where unconscious bias runs amok. If it is a system where hours matter, monitor the quantity of hours worked by diverse groups and compare it to white males. Is there any disparity based on a diverse characteristic? Quantity matters because it is a proxy for expertise in law firms for associates. I often hear diverse associates say they have problems getting work in year one—from the moment they arrive at the firm---before they have made any mistake.

The other measure is the quality of the work—the work can't be only document reviews, it needs to be high quality work and high profile work for top clients. Make sure there is no disparity in the quality of work based on gender or other diverse characteristic.

Choose diverse teams. In my experience, as a former in-house counsel, I always wanted diverse trial teams to represent my client. Not only was I maximizing success in front of jurors and judges, but I also believed that diverse teams develop the best strategies and achieve the best results. See Scott E. Page, *The Difference: How the Power of Diversity, Creates Better Groups, Firms, Schools, and Societies* (Princeton, 2007).

So how do you do monitor the fairness of your work assignment process? You have to have monthly or quarterly reviews of diverse lawyers' work in terms of quantity and quality. The Diversity Committee sub-committee could do it, the Practice Group leader could do it, but someone has to focus on it and intervene to eliminate disparities based on race/gender or other diverse characteristic.

Management accountability for achieving diversity and inclusion goals/targets

It is a truism that you measure the things that matter. This statement is equally true in the area of diversity and inclusion. It is important to set goals or targets and to track your progress against those goals/targets. Managers' performance should be judged, in part, by success in meeting those diversity goals/targets. It keeps diversity and inclusion top of mind and it is more likely to create behavior which tends to include as opposed to exclude.

There are two big ideas here:

The first big idea is that the firm or organization should have diversity and inclusion goals/targets. Am I saying quotas—no. I am saying aspirational goals based on measurable benchmarks. So what are the benchmarks you can use?

- The entering first year associate class should at a minimum look like the law school graduation pool—if not better than that pool if you want to increase diversity at your firm.
- Numbers should at least match if not exceed NALP's numbers for your city (www.nalp.org).

- You should have no disparity in attrition (i.e., women and men leave at the same rate and white people and racial and ethnic minorities leave at the same rate).
- The promotion rate should be at least equal for gender and race. Lateral hires should be used to increase diversity if that is needed on your team.

There are any other number of aspects you can focus on depending on your team's strengths and weaknesses---but the bottom line is you need to have numerical goals and targets.

The second big idea is accountability. You know in baseball, basketball and football for example, the coach and the assistant coach are held accountable for the team's wins and losses. Law firms and corporations should be no different. In corporate America, it is common to have diversity and inclusion metrics in management's performance goals and bonus. So goals are key. But so is accountability. You decide whether to use it as a carrot or a stick (i.e., more money, less money, loss of position, etc.) but people must be held accountable to create change.

Work to Eliminate Micro-inequities

Micro-inequities are sometimes called micro-aggressions. For this article, I am going to call them micro-inequities. What are they? A researcher at MIT in 1973 called Mary Rowe coined the term. It focuses on the subconscious messages we can send that devalue, discourage and ultimately impair performance in the workplace. Micro-inequities are not a one-time event. They are an accumulation of repeated behaviors that have a negative effect. They can be verbal or non-verbal. They are often subconscious small messages of prejudice. Diverse people experience micro-inequities every day. Some learn to cope and some decide to opt out of environments that have too many micro-inequities. Some environments encourage people to identify micro-inequities to get it to stop.

What are some examples?

- Men speaking over women
- Not crediting a woman who makes a good idea but crediting the man who repeated the woman's idea
- Confusing two black people or two Asians—who look nothing alike
- Activities that include the in-group but exclude the out-group (hockey, hunting, basketball as an activity after work or with clients).
- Invitations that are uncomfortable for certain groups (feel free to bring wife instead of spouse/significant other/guest)
- What are you?
- Images of leaders that do not contain any women or minorities or only straight people
- Your people or you people

What can you do? Survey or provide forums for people in the workplace to share their experiences. Diversity and inclusion training is often helpful to create a common dialogue for discussing diverse topics. It can also create heightened awareness which may disrupt some

micro-inequities. It is often the little things that signal an inclusive environment that is free from bias. Take steps to make it so. Work to eliminate micro-inequities in your workplace.

Succession Planning Should be Intentionally Diverse

One large firm is working to create sponsor relationships between junior partners and members of the management team. This is being done through the diverse partners' affinity group. Goal is to create a pipeline of future diverse leaders and to make sure these diverse partners have sponsors. Remember, contact is how you break down stereotypes and change schemas.

Creating co-chairs is a great succession planning strategy. It speeds up the timeline for building diverse leaders and the work is shared. It makes the leadership team more diverse—in photos and in real life. By being intentional about diversity you don't rely on it to be present unconsciously—you make sure it is a consideration and it prevents negative stereotypes of what a leader looks like.

Affinity Groups and Employee Resource Groups (ERGs) are Important for Inclusion

What are affinity groups? Groups of likeminded people. Some have members who are diverse and some restrict themselves to like members. It often depends on the purpose and goals of the group. For example: some LGBT groups also include straight allies because they want to increase the number of straight allies in the firm. They have done things like putting a coffee cup on the desk of people in the firm who identify themselves as a LGBT or straight ally. Thus showing the huge support for LGBT members in the firm has dramatically helped the environment for LGBT members through that initiative and others.

Affinity groups/ERGs can be used to present and highlight positive stories and images to counter negative stereotypes—by highlighting speakers, employees, clients, or all of the above. They can also be good sounding boards on the workplace culture. They can be used to provide opportunities for developing multicultural competencies by senior management who may be the executive liaison for the group. It is great to create leadership liaisons across lines of difference. Give these groups a budget and make sure they have a mission. Use these affinity groups/ERGs as valuable partners in the diversity and inclusion initiative.

Conclusion

Having a desire not to discriminate does not prevent unconscious bias from entering into your decision-making processes. Since 98% of our decision-making occurs unconsciously, there are numerous opportunities for unconscious bias to play a role. The easiest way to disrupt the automatic decision-making process is to create structural changes that make it less likely that unconscious bias can operate. Some examples are blind auditions and blind resume processes. Diverse interview teams tend to create circumstances where unconscious bias will be observed by others and appropriately identified. The more objective your evaluation processes can be, the less likely that unconscious bias will play a role. Maximizing experiences with diverse people

over time will serve to alter your unconscious bias framework and build more multi-cultural competencies within your skills toolbox.