


## IMPLICIT BIAS: WHAT YOU DON'T KNOW CAN HURT YOU

Kimberly A. Miller, Ph.D.  
Lt. David Pearson, MA




---

---

---


---

---

---


---

---



## OUTLINE & EXPECTATIONS

- Content covered
- Lecture, interactive discussion, ask questions throughout
- Electronic expectations



© Kimberly A. Miller, 2017-2019. No part of this document may be used or reproduced without express written permission from the author.

---

---

---

---

---

---

---

---



## DISCUSSION

- What is the first thing you think of when you hear the word "bias"?
- What types of bias do you feel are the most problematic? Why?
- What would be ideal to learn today?



© Kimberly A. Miller, 2017-2019. No part of this document may be used or reproduced without express written permission from the author.

---

---

---


---

---

---


---

---



## DEFINITIONS

- **Explicit Bias:** conscious attitudes and beliefs we have about a person or group.
- **Implicit Bias:** unconscious (unintentional) attitudes and beliefs we have about a person or group.
  - These are much more dangerous since we don't know they exist and don't realize how they influence us.



© Kimberly A. Miller, 2017-2019. No part of this document may be used or reproduced without express written permission from the author

---

---

---


---

---

---


---

---



## HOW DO WE LEARN BIAS?

- Brains wired for it
  - Helps us navigate the world
- Environment "teaches" us what goes together
  - Programming
  - It's a habit
- We trust experience
  - Seek data to confirm our beliefs
- We often deny conscious bias and are unaware of the power of the unconscious



© Kimberly A. Miller, 2017-2019. No part of this document may be used or reproduced without express written permission from the author

---

---

---


---

---

---


---

---



## HOW OUR BRAIN WORKS <sup>2, 3</sup>

- Amygdala fast processor of sensory info (fear center)
  - Like me or not?
  - System 1 processing (automatic, efficient, fast and mistake prone)
  - Fairness, utility, and accuracy - NOT present
  - Emotions always linked to associations
- Less time we have to think = tend to rely on biased associations & stereotypes
- Cognitive component comes later (justify & rationalize)
- Strategic use of system 2 processing not used as much (slower, conscious, big picture, moral compass)



© Kimberly A. Miller, 2017-2019. No part of this document may be used or reproduced without express written permission from the author

---

---

---

---

---

---

---

---

### SHOULD VS. WANT SELF <sub>2</sub>

- **Should:** rational, thoughtful, cool headed, logical, ethical, moral compass (before/after a decision)
  - This is how we think we will behave
- Behavioral forecasting errors: we are not good at predicting how we will behave in the future
- **Want:** Focus on the desire of the moment (impulsive, emotional, affective, hot headed)
  - This is how we really behave in the moment
- Ethical spinning; everyone else is doing it



© Kimberly A. Miller, 2017-2019. No part of this document may be used or reproduced without express written permission from the author

---

---

---

---

---


---

---

---

### PROCESS OF CATEGORIZING PEOPLE <sub>1</sub>

1. Warmth – do we like them (warm, friendly, sincere)
  - Affects our explicit behavior (help or harm)
2. Competence – perception of abilities (skills, capable, intelligent, confident).
  - Affects our indirect behavior (engage or ignoring, neglect)



© Kimberly A. Miller, 2017-2019. No part of this document may be used or reproduced without express written permission from the author

---

---

---

---

---

---

---

---

### STEREOTYPING



© Kimberly A. Miller, 2017-2019. No part of this document may be used or reproduced without express written permission from the author

---

---

---

---

---

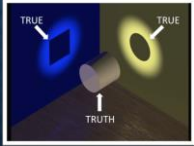
---

---

---

## ASSOCIATIONS

- Pilot
- CEO
- Day care worker
- Golden retriever
- Pit Bull
- Hoodie
- Boy scout leader



© Kimberly A. Miller, 2017-2019. No part of this document may be used or reproduced without express written permission from the author

---

---

---

---

---


---

---

---

## OTHER TYPES OF BIAS <sup>1, 2</sup>

- Anchoring bias: rely too heavily on one piece of information to the neglect of all others
- Group think: tendency for cohesive groups to avoid a realistic appraisal of alternative courses of action in favor of unanimity
- Stereotype threat: when a person internalizes a stereotype about their group and then behaves in ways so the stereotype comes "true"



© Kimberly A. Miller, 2017-2019. No part of this document may be used or reproduced without express written permission from the author

---

---

---

---

---


---

---

---

## BIAS & POWER <sup>1, 6</sup>

- Micro Inequalities and Micro Advantages
- Privilege: special advantage, benefit or immunity that is experienced by some but not all
- Power reduces empathy (and ethics)
  - Activates reward circuits and shuts down the cautionary ones
  - But when you practice empathy everything changes



© Kimberly A. Miller, 2017-2019. No part of this document may be used or reproduced without express written permission from the author

---

---

---

---

---

---

---

---



## BIAS IN EVERY DAY LIFE 3, 7

- Orchestra
- Resume call backs
- Medical school acceptance rates
- Arrest, tickets, incarceration, surveillance rates by race
- Police Chief
- IAT stats
- Amnesia study
- Quilter



© Kimberly A. Miller, 2017-2019. No part of this document may be used or reproduced without express written permission from the author

---

---

---

---

---

---

---

---



## LAW ENFORCEMENT 8

- 3 Conclusions
  1. Officers may use more force or be quicker to use force with Blacks
  2. This can be addressed with high quality, scenario based training
  3. Officers may use less force or be slower to use force against Blacks due to social/legal concerns of using force on minorities
- Solutions
  1. Training – reduces/eliminates error rates in shooting
  2. Officers need to know they will be supported when making correct decisions
  3. LE needs to build relationships with the communities they police (esp. minority ones)



© Kimberly A. Miller, 2017. No part of this document may be used or reproduced without express written permission from the author

---

---

---


---

---

---

---

---



# Personal Strategies To Reduce Bias

© Kimberly A. Miller, 2017-2019. No part of this document may be used or reproduced without express written permission from the author

---

---

---

---

---


---

---

---

**REDUCING BIAS** 4-6

- Awareness & make more conscious choices
  - Self-reflection/observation
  - Ethical desire to not be blind about bias (character)
- How is my past influencing my present?
  - Horn/halo effect
- Seek data to disconfirm your bias/belief
  - Be skeptical (Wonder, worry & doubt)
- Invite feedback and different views (devil's advocate)



© Kimberly A. Miller, 2017-2019. No part of this document may be used or reproduced without express written permission from the author

---

---

---

---

---


---

---

---

**REDUCING BIAS CONT.** 1-2

- Exposure to those who are different and challenge implicit & explicit stereotypes
  - Focus on seeing the "whole person"
  - Exposure to positive examples & building relationships with those who counter our "bias"
- Focus on the higher cause
- Work to better manage your energy (hunger, tired, burned out, angry, stressed)
  - Foster system 2 thinking
- Talk/think about these concepts regularly, practice and publicly commit to reducing bias



© Kimberly A. Miller, 2017-2019. No part of this document may be used or reproduced without express written permission from the author

---

---

---

---

---

---

---

---

**Organizational Interventions**

© Kimberly A. Miller, 2017-2019. No part of this document may be used or reproduced without express written permission from the author

---

---

---

---

---

---

---

---

**ORGANIZATIONAL STRATEGIES 1**

1. Beware of status quo bias
2. Examine all parts of the organization (i.e., hiring, promotions, mentoring, job assignments, interviews, on-boarding)
3. Choose inclusive social activities
4. More exposure to employees across sections/units
5. Use organizational surveys to expose hidden issues
6. Check for group think (Were all dissenting opinions considered? Is there a "fear" that is keeping us from something new/different?)



© Kimberly A. Miller, 2017-2019. No part of this document may be used or reproduced without express written permission from the author

---

---

---

---

---


---

---

---

**STRATEGIES CONT. 1-2**

7. Where is bias or self-interest exist on our team/in our section?
8. Assess informal culture  
What is allowed (how we "do things around here")
9. Make more time for decisions to examine potential bias
10. Create check lists, criteria, explicit anchors for evals, interviews, promotions (reduces anchoring bias and like/not like)



© Kimberly A. Miller, 2017-2019. No part of this document may be used or reproduced without express written permission from the author

---

---

---

---

---

---

---

---

**STRATEGIES CONT.**

11. Implement quality assurance checks
12. Practice with role plays, scenarios, etc.
13. Define what bias is in policy – make it clear



© Kimberly A. Miller, 2017-2019. No part of this document may be used or reproduced without express written permission from the author

---

---

---

---

---

---

---

---



# Questions



© Kimberly A. Miller, 2017-2019. No part of this document may be used or reproduced without express written permission from the author.

---

---

---


---

---

---

---

---





It's easy to join our mailing list!

Just send your email address  
by text message:

Text  
**DRMILLER**  
to **22828** to get started.

Message and data rates may apply.





© Kimberly A. Miller, 2017-2019. No part of this document may be used or reproduced without express written permission from the author.

---

---

---

---

---

---

---

---



## REFERENCES

1. Ross, H. J. (2014). *Everyday Bias: Identifying & Navigating Unconscious Judgment In Our Daily Lives*. New York, NY: Rowman & Littlefield.
2. Bazerman, M. H. & Tenbrunsel, A. E. (2011). *Blind Spots: Why We Fail To Do What's Right And What To Do About It*. Princeton, NJ: Princeton University Press.
3. Banaji, M. R. & Greenwald, A. G. (2016). *Blind Spot: Hidden Biases Of Good People*. New York: NY, Bantam Books.
4. Fiske, S. T. (2008). Are We Born Racist? *The Greater Good, V (1)*, 14-17.



© Kimberly A. Miller, 2017-2019. No part of this document may be used or reproduced without express written permission from the author.

---

---

---

---

---

---

---

---





REFERENCES CONT.

- 5. Soloman, L. (April 21, 2015). Becoming Powerful Makes You Less Empathetic. Retrieved from: <https://hbr.org/2015/04/becoming-powerful-makes-you-less-empathetic>.
- 6. Damasio, A. (2005). *Descartes' Error: Emotion, Reason & The Human Brain*. Penguin Books: New York, NY.
- 7. Ross, H. J. (2014). *Everyday Bias: Identifying & Navigating Unconscious Judgment In Our Daily Lives*. New York, NY: Rowman & Littlefield.
- 8. James, L., Fridell, L., Straub, F. (2016). Implicit Bias Versus The "Ferguson Effect" Psychological Factors Impacting Officers' Decisions To Use Deadly Force. *The Police Chief*, 1, 44-51.

© Kimberly A. Miller, 2017-2019. No part of this document may be used or reproduced without express written permission from the author

---



---



---



---



---



---



---



Kimberly A. Miller & Associates  
Public Safety Consulting Services

*Leading You to Excellence*

[www.KimberlyMillerConsulting.com](http://www.KimberlyMillerConsulting.com)

[Dr.Miller@KimberlyMillerConsulting.com](mailto:Dr.Miller@KimberlyMillerConsulting.com)  
970-492-5037

[DavidPearson@Kimberlymillerconsulting.com](mailto:DavidPearson@Kimberlymillerconsulting.com)  
970-566-2676

© Kimberly A. Miller, 2017-2019. No part of this document may be used or reproduced without express written permission from the author




---



---



---



---



---



---



---