

I.N.C.A.S.E. OF BIAS EMERGENCE FRAMEWORK

Individual and Institutional Strategies for Combatting
Occurrences of Bias

COHHIO | September 24, 2019



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ABOUT THE KIRWAN INSTITUTE

“We work to create a just & inclusive society where all people and communities have the opportunity to succeed.”



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HOW KIRWAN APPROACHES OUR WORK

RACE AND COGNITION

The role of individual-level thoughts and actions in maintaining discrimination.



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STRUCTURAL RACIALIZATION

The influence of our country's racial history on policies, practices and values that perpetuate racial inequity.



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OUR WORK



2017 STATE OF THE SCIENCE

Implicit Bias Review

DOWNLOAD 2017 REVIEW

Implicit Bias Module Series
KIRWAN INSTITUTE FOR THE STUDY OF RACE AND ETHNICITY

| |
|--------------------|
| Introduction Video |
| OVERVIEW |
| MODULE 1 |
| MODULE 2 |
| MODULE 3 |
| MODULE 4 |
| FINAL THOUGHTS |

From the nation's leading experts on **implicit bias**

01:02

DOWNLOAD VIDEO CAPTIONS (PDF)

Implicit Bias Strategies

Addressing Implicit Bias in Early Childhood Education

DEFINING IMPLICIT BIAS



Attitudes or stereotypes that **affect our understanding, actions, and decisions** in an unconscious manner.



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[Image Credit](#)

WHY IMPLICIT BIAS?

- Implicit bias can be a better predictor of behavior and decision-making than our explicit beliefs.
- Implicit bias gives us a framework for understanding the underlying factors driving overt racism.
- Challenging implicit bias can help us align our good intentions with our desired outcomes.
- Discussing implicit bias does not mean ignoring other causes of disparities—it helps us see the entire picture.



The I.N.C.A.S.E. of bias emergence framework



Increase Knowledge
Narrative Guidance
Cultural Humility
Active Bystander
Safe Spaces
Empowerment

"You have to act as if it were possible to radically transform the world. And you have to do it all the time."
Angela Davis



- What is it?
 - Provides transformative, research-based strategies for mitigating bias at the individual and institutional level.
 - Helps facilitate cultural changes within the workplace
 - Is committed to social justice and equity

TODAYS GOALS

- Provide Individual and Institutional Strategies to mitigating bias through the I.N.C.A.S.E. Model
- Increase understanding of Implicit Bias
- Increase understanding of Narrative Guidance
- Increase understanding of Cultural Humility
- Learn strategies for being an Active Bystander
- Learn of strategies to create Safe Spaces
- Increase understanding of the Empowerment Model



Ground Rules

Respect others opinions

Open mind to learning

Personal experiences and our own truths
is what we speak on, not others experiences

Expect Discomfort

Safe Spaces include being brave enough
to engage



Workbook Key Guide



Discussion Post



INCASE Notes: Self-Reflection

Reminder



Informs of worksheet in
your workbook



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Increasing our knowledge

Implicit Bias and Decision Making



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What we know

- The vast majority of our cognition is unconscious.
- Our associations may be formed based on skewed, overgeneralized, or distorted beliefs and stereotypes.
- Our implicit associations may not necessarily align with our explicit beliefs.

“If I can see the ways I am perpetuating systemic oppression, if I can see where I learned the behavior and how hard it is to unlearn it, I start to have more humility as I see the messiness of the communities I am part of, the world I live in.” –Adrienne Maree Brown



What we know

- Education and training are the first steps to changing our biases.
 - We must know what our biases are and how they operate.
- Research shows that increasing knowledge of bias and its effects can lead people to be more bias conscious in their decision making and behaviors.
- Self-reflection is vital to mitigating our biases and creating a more just and inclusive society.



Implicit Attitudes & Decision Making

- We have a natural human tendency to categorize others (in-group vs out-group)
- We use the messages we hear about others and the social cues we see from others to make quick judgements about those in our out-groups.
- We begin developing biases as early as age four from mimicking those who are closest to us.



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Discussion

If our implicit biases
can be suppressed,
why do we often fail
at mitigating our
biases?



REASONS WE OFTEN FAIL AT IMPLICIT BIAS MITIGATION

- Generally we are unaware of the causes of our behaviors.
- Our interventions do not affect our associative pavlovian and model-free systems that guide our behavior.
- When we lack awareness of our biases we are compelled to act based off our implicit processing.
- Our biases are reflective of the society we live in.

"Many implicit attitudes are situational adaptations that are attuned to features of the racist, sexist, and heteronormative communities in which we are immersed."

STRATEGIES FOR MOVING BEYOND BIAS

- Changing our Implicit Associations
 - Education and Training
 - Intergroup Contact
 - Mindfulness Meditation
 - Exposure to Counter Stereotypes
- Institutional Strategies
 - Reduce conditions that make us most susceptible to our biases
 - Expand Data Collection
 - Increase Accountability
 - Prioritize Diversity and Inclusion initiatives



NECESSARY CONDITIONS FOR PERSONAL REDUCTION OF BIAS

- **Desire:** One must want to uncover their unconscious bias.
- **Acceptance:** Once we become aware of our biases perhaps from taking several Implicit Association Tests, we need to accept the feedback rather than becoming defensive or denying the validity of the feedback.
- **Commitment:** To become more aware of all of the hidden biases that we may be carrying will take time and energy to understand how you came to hold that biases. This is a continuous process.
- **Introspection:** Digging deep into your past, becoming more self-aware of those events or teachings which may have produced the bias is a critical step in the process.
- **Exposure:** Often our biases are based on stereotypes from very little understanding of the group that we are biased against. Learning more about the group, being exposed to data and experiences which counter those beliefs is necessary part of the process.



5 R's OF SELF-REFLECTION

| | |
|-------------------------|---|
| Level 1: Reporting | Describing what happened with little or no comment or interpretation of the event(s) attempted. |
| Level 2: Responding | Describing our feelings about the event(s) |
| Level 3: Relating | Tying current experiences to similar personal experiences, |
| Level 4: Reasoning | Gaining a better understanding of what happened by considering outside sources (people, literature). |
| Level 5: Reconstructing | Deciding how to respond to similar challenges in the future based on whole reflection piece. |

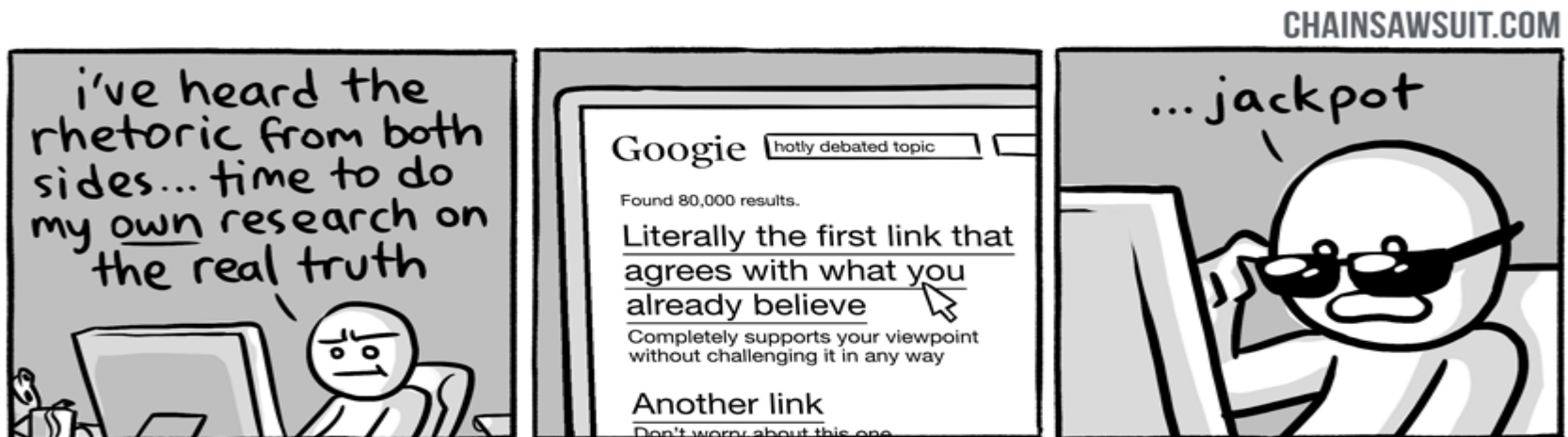


Types of Bias

- **Confirmation Bias**
- **Affinity Bias**
- **Selective Attention Bias**
- **Anchoring Bias**

CONFIRMATION BIAS

Tendency to see **evidence to support** what you implicitly think while **overlooking other evidence.**



Ross, H. (2014). Everyday Bias: Further explorations into how the unconscious mind shapes our world at work.: Cook Ross Inc.



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Image Credit: Straub, K. (2014). on research. chainsawsuit.



The Circle of Trust

- On a blank piece of paper write down the initials of 10 people who you trust that are not family members.
- As I read this list, put a check mark next to each person's initial that it applies to that is similar to you.
- What did you notice about the people you trust?
- How do you think this realization will affect your life?

AFFINITY BIAS



Implicit preference for **people similar to you.**



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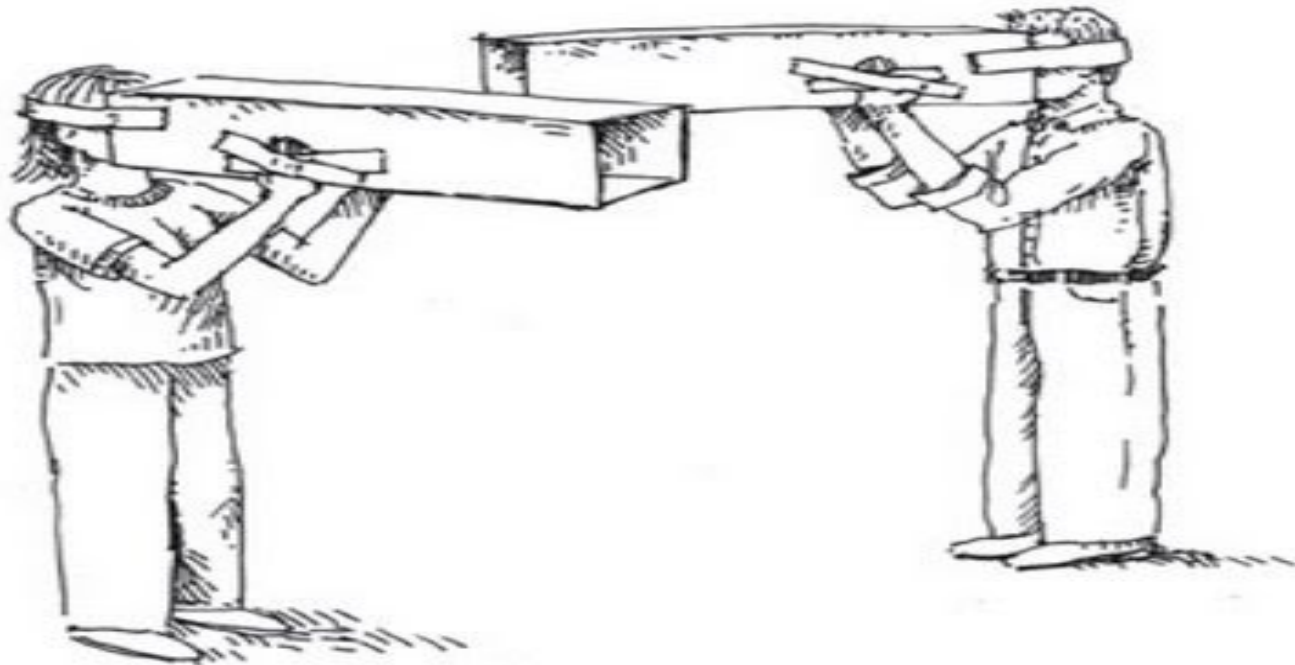
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Awareness Test



SELECTIVE ATTENTION BIAS



Narrowing our focus in an attempt to **eliminate irrelevant details** that might interfere with our ability to discern important elements of a situation or issue.

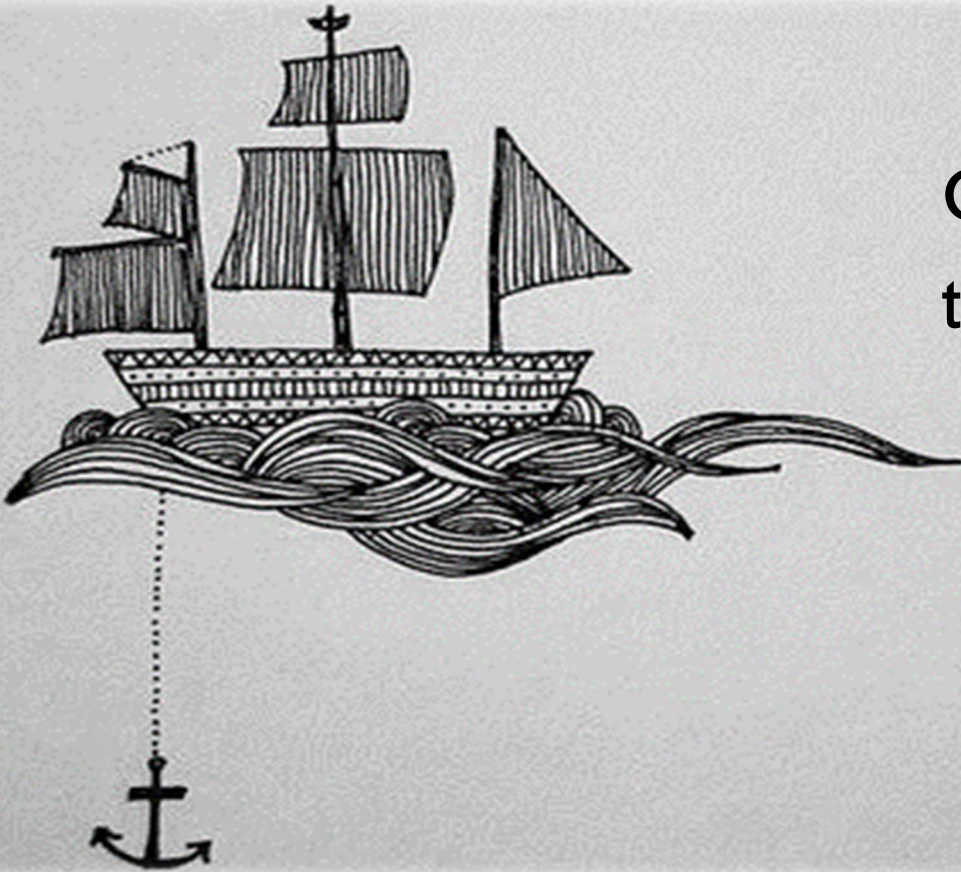


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ANCHORING BIAS



Over-reliance on the **first piece of information** received in a situation.



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Narrative Guidance

Counter Stereotypes and Bias Mitigation



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What we know

- Debunking stereotypical myths can alter automatic prejudices.
- Our Implicit Biases are malleable and able to be shifted.
 - Primers and IAT results
- Since our biases are reflective of our environments, if we can change our environment, we can shift our biases.
- Narrative guidance and engagement is a common strategy used to mitigate implicit bias.



Strategies for Narrative Guidance

Counter Stereotypes

■ Moderators of automatic stereotypes

■ Counterstereotypes

- Perceivers can hear messages that promoting opposing narratives that challenge the dominance of stereotypes in our processing
 - Positive and collaborative Intergroup contact can help reinforce positive implicit associations therefore counteracting stereotypes

■ Suppression

- This can be a successful mitigator if its accompanied by a specific implementation intention
 - "if,then" statements x3





Counter stereotypical information can *briefly* mitigate bias but ultimately we will *revert* back to our automatically biased processing.



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Strategies for Narrative Guidance

Niche construction

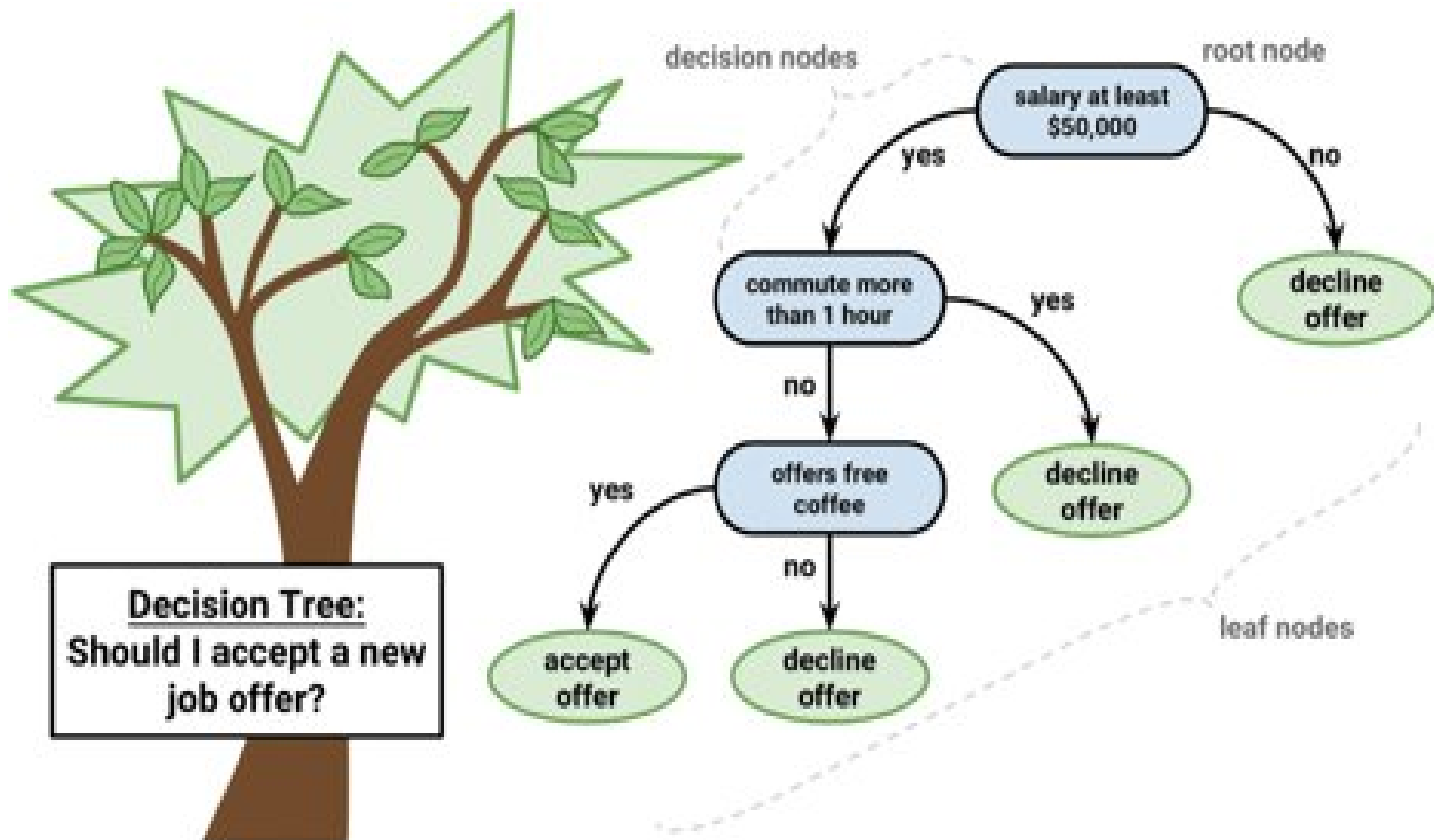
- Humans are ***niche constructors*** meaning we can manipulate our world in ways that make it represent new things for us.
- We cannot be content with living in world dominated by biased associations because ultimately it will continuously influence our processing.



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A DECISION TREE



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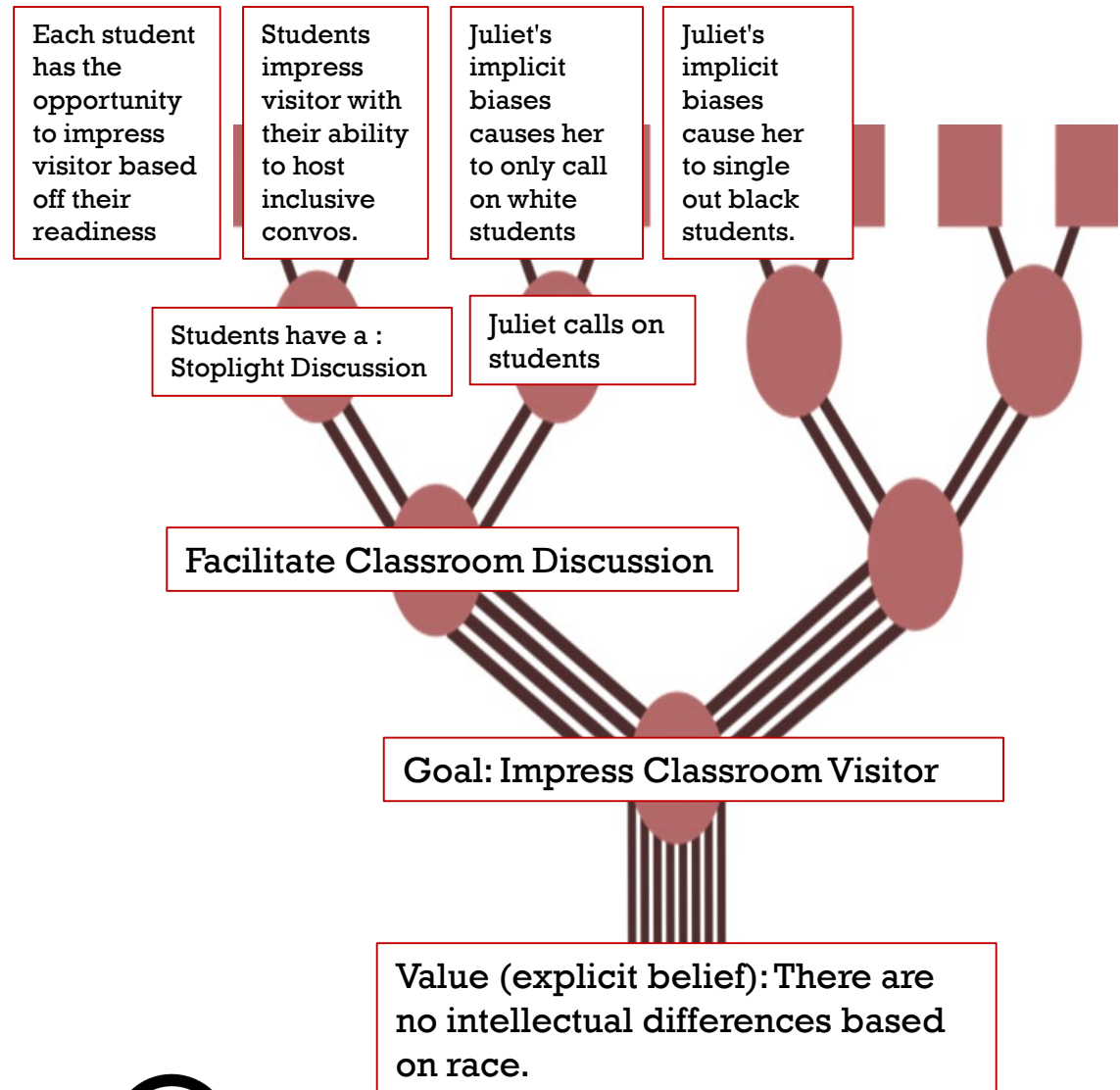
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Resource: A Values Rooted Decision Tree Activity

A DECISION TREE

- Use the Values Rooted Decision Tree to help choose the decisions and outcomes that align with your values.



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Resource: A Values Rooted Decision Tree Activity

CREATING OUR NEW WORLD

- Solely working on eliminating our negative biases is not enough. We must also commit to restructuring our environments which inform our biases.
- We can cultivate egalitarian commitments; and we can construct relationships with like-minded people who will help us defend and promote egalitarian attitudes.
- Transformative Justice can help us create our new world while also beginning to heal ourselves the generational wounds of our society.

"In order to resist one size fits all justice, we have to resist the idea that every process looks the same. The goal is for us to embody these values so that our creativity can guide our healing and our drive for treating each other with true justice" -Adrienna Maree Brown

Transformative Justice

A tool for equitable and just
Narrative Guidance

- Acknowledges the reality of state harm
- Looks for alternative ways to address/interrupt harm, which do not rely on the state.
- Relies on organic, creative strategies that are community created and sustained.
- Transforms the root causes of violence, not only the individual experience.



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Jemez Principles

Be Inclusive

Emphasis on Bottom-Up Organizing

Let People Speak for Themselves

Work Together In Solidarity and
Mutuality

Build Just Relationships Among
Ourselves

Commitment to Self-Transformation



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Resource: Jemez Principles Handout

Cultural Humility

Bias mitigation and Self-Awareness



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Cultural Humility

“Ability to maintain an interpersonal stance that is other-oriented (or open to the other) in relation to aspects of cultural identity that are most important to the [person]”

3 Dimensions

1. Having a **lifelong commitment to self-evaluation and self-critique**
2. Having a desire to **fix power imbalances** where none ought to exist
3. Aspiring to **develop partnerships with people and groups who advocate for others**



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WHY CULTURAL HUMILITY MATTERS

- ✓ Understanding clients by recognizing the richness of their **experiences and perspectives**.
- ✓ Recognition of **intersectionality**: none of us are just one “identity.”
- ✓ Acknowledgement of unspoken **power dynamics** (elephants in the room)
- ✓ Greater understanding of personal and institutional norms and assumptions.
- ✓ Development of more **fruitful, healthy, and trusting relationships** with diverse communities.



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Cultural Humility & Implicit Bias

- There are 4 theorized contributing factors to implicit association formation
 - Early Childhood experiences
 - Affective Experiences
 - Cognitive Consistency Principles
 - Cultural Biases



CULTURAL COMPETENCE VS. CULTURAL HUMILITY

| Cultural Competence | Cultural Humility | Both |
|---|--|---|
| Develop awareness of one's culture, values, and biases | Understand Self and Other Recognize one's biases & prejudices | Self-Awareness |
| Acquire knowledge of normative behaviors and beliefs of cultural groups | Engage in on going evaluation of ourselves and allow ourselves space to grow | Knowledge of self and others |
| Acknowledge diversity as normative and diversity as a resource | Recognize others as experts of their lives and experiences and be open to learning | Positive attitudes towards learning from others |
| Demonstrate ability to combine awareness and knowledge in a professional manner | Challenge power differentials to promote transformative justice | Skill attainment |
| Continuing education | A lifelong commitment | Acknowledges that culture is fluid and dynamic |

Practical Cultural Humility

Practicing Cultural Humility

- A*sk questions in a humble, safe manner
- S*eek Self-Awareness
- S*uspend Judgment
- E*xpress kindness and compassion
- S*upport a safe and welcoming environment
- S*tart where the patient is at

- Lisa Boesen





Discussion

What does humility mean to you?

How have you practiced cultural
humility?

How has your culture influenced your
approach to work?



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SIT DOWN. BE HUMBLE.

- Honest self-awareness
- Acceptance that we are imperfect beings and able to make mistakes
- Openness to new ideas, contradictory information, and advice
- Centering of others
- Appreciation for the value of all things including diversity
 - Asset based approach
- Sense of self within the context of the world
 - This is bigger than me



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- Danso, R. (2016). Cultural competence and cultural humility: A critical reflection on key cultural diversity concepts. *Journal of Social Work, 18*(4), 410-430. doi:10.1177/1468017316654341;Foronda, C., Baptiste, D., Reinholdt, M. M., & Ousman, K. (2015). Cultural Humility. *Journal of Transcultural Nursing, 27*(3), 210-217. doi:10.1177/10436859615592677;Tangney, J. P. (2000). Humility: Theoretical Perspectives, Empirical Findings and Directions for Future Research. *Journal of Social and Clinical Psychology, 19*(1), 70-82. doi:10.1521/jscp.2000.19.1.70

Active Bystander

Challenging Bias



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FACTORS THAT CAUSE

BYSTANDER EFFECT

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**DIFFUSION OF
RESPONSIBILITY**
WHEN
RESPONSIBILITY IS
SHARE SOCIAL
PRESURE TO REACT
DECREASES

**DEPENDENT ON
PEERS SOCIAL CUES**
IF NO ONE IS TAKING
ACTION OTHERS
WONT EITHER

THE ASSUMPTION
ASSUMING THAT
SOMEONE ELSE WILL
HELP OR CALL FOR
HELP

**AMBIGUITY OF A
SITUATION**
BEING UNCERTAIN OF
HOW MUCH RISK IS
INVOLVED IN HELPING

**FEELING SOCIALLY
AWKWARD**
DISCOMFORT FROM
HELPING WHILE
OTHERS JUST LOOK
ON

**THE TENDENCY TO
MISINTERPRET**
MISINTERPRETING
THE SERIOUSNESS
OF A SITUATION
WHEN THERE'S NO
ACTIVE BYSTANDER



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Being an Active Bystander

Steps to Being an Active Bystander:

- Identify the emergence of bias
- Decide to address the situation
- Take Action
- Continue the conversation



Resource: Being an Active Bystander Handout



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ADDRESSING BIAS

- Nature of the bias
 - Is the person perpetuating bias? Or are they asking for help in challenging/working through their biases?
- Goal
 - What is the reason(s) for speaking up?
- Audience
 - Who are you speaking with? What are their intentions? How will they best receive the message?



ADDRESSING BIAS

- Use humor
- Be literal/refuse to rely upon the assumption being made
- Ask questions that invite discussion
- State that you are uncomfortable
- Use direct communication
- Remind people of personal and/or institutional values



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<http://kirwaninstitute.osu.edu/wp-content/uploads/2018/07/Being-an-Active-Bystander-2017.pdf>



Discussion

What strategies have you used to be an active bystander?

When have you witnessed bystander effect taking place?

What fears do you have pertaining to being an active bystander?



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BEING CALLED OUT / IN



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C

CENTRE YOURSELF

You're not being attacked. You're a good person. This is about your behavior and stopping harm to others.

L

LISTEN

Don't interrupt or think of ways to defend yourself. Focus on learning what was harmful and being empathetic/compassionate.

A

ACKNOWLEDGE/APOLOGIZE

Instead of explaining why you did it, acknowledge what happened and apologize, if needed or requested, for the harm you caused.

(I)

(INQUIRE)

(If they consent and have the time and resources, ask what you could have done instead and how to make amends for what happened.)

M

MOVING FORWARD

"The best apology is changed behavior." If they gave you reasonable recommendations and amends, do them. Don't do the harm again. Use this experience to help others learn too.

Continuing the Conversation

- Offer support to people who may have been directly affected by the biased comment
- Consider what could be done in order to prevent the situation next time
- Be a consistent champion of challenging bias



When you _____
I Feel _____

Because _____

In the future I
would like _____

Do you
have any
other
ideas for
resolving this?"



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LEARNING FROM ENCOUNTERS WITH DIVERSITY

- ✓ **Become curious about differences; approach diversity as a learning experience**
- ✓ **Frame questions as a desire to learn more, rather than a request/demand for information**
- ✓ **Reflect on biases, motivations, and assumptions before and after encounters with diversity**
- ✓ **Notice your reactions to difference, when you're 'closed off' to something new or different**



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Safe Spaces

Relationship Building & Self Care



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Critical Conversations

1. Why do you believe people are afraid to discuss race?
2. When did you begin having ciritixal conversations pertaining to race?
3. What is race? How does it affect us?
4. How do you engage in critical conversations?

- <https://www.youtube.com/watch?v=lSynRlNYcpo>



Creating Safe Spaces

- Effectively engaging and sustaining interracial dialogue is the first step to addressing racial disparity
- Be intentional about setting aside space and time dedicated to courageous and critical conversations pertaining to identity and live experiences
- Create guidelines for dialogue that encourage equity, justice, and self transformation



THE IMPORTANCE OF QUESTIONS

- What was it like to grow up in your family and how has this affected your viewpoint?
- Can you tell me about some traditions, celebrations or rituals your family participates in?
- What are some incorrect assumptions that people have made about you that have caused problems?
- Can you share about the kind of beliefs are important to you?
- Can you share some ways that you and your family/friends/support network deal with challenges?

“It is the questions that change our life. We all look for answers and all we get in response is more questions. This is why questions confront in ways that statements and answers don’t.” - Peter Block, *Civic Engagement and the Restoration of Community*

Questions change our behavior and expectations

NORMS OF COURAGEOUS CONVERSATIONS

Stay Engaged

- Remain present
- Stay on topic
- Expect discomfort and anxiety
- Remember checking our when you are uncomfortable is a form of privilege protection

No Fixing!

- Let people experience their own discomfort rather than attempting to fix it.
- If you catch yourself wanting to fix a situation, use introspection to ask "why?".
- If you want to fix a situation explore how your own identity influences those feelings

Listen for understanding

- Try to understand a person as best as you can
- Use active listening
- Stay present
- Focus on outcomes not intentions when called out
- Be intentional with your words

Speak your truth

- We must create an honest environment
- Everyone should be able to share their thoughts
- Use "I" statements instead of "You" statements
- Expect discomfort and emotions

Expect & Accept Non-closure

- You may not get all your answers at once, so continue the conversation later
- Focus on conversation process not product

Take Risks!

- The more willing you are to take risk, the more potential you have to learn.
- By staying silent out of fear you miss the opportunity to grow in your understanding

Experience Discomfort

- Learn to become comfortable with discomfort
- If experiencing discomfort ask yourself if you are fully engage.
- Decouple safety and comfort
- Avoiding convos for the sake of comfort reinforces white privilege



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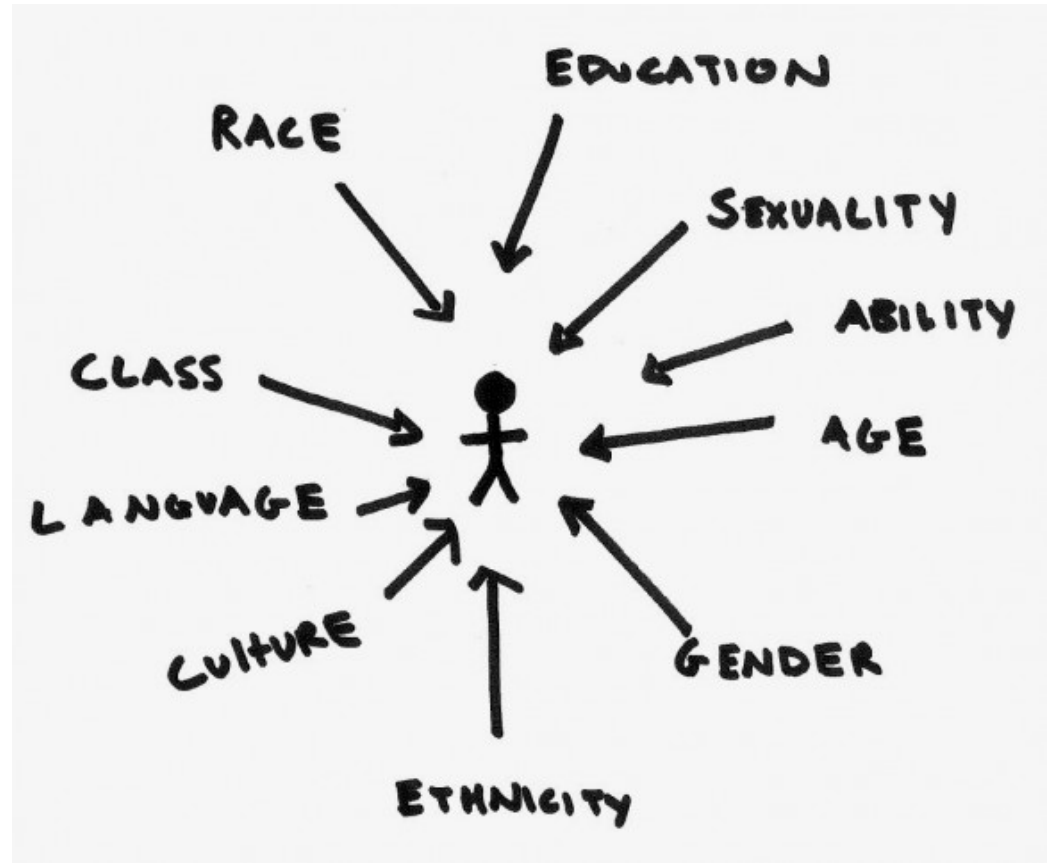
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Hollins, C. D., & Govan, I. M. (2015). *Diversity, equity, and inclusion: Strategies for facilitating conversations on race*. Lanham: Rowman & Littlefield.

Safe Spaces Acknowledge Power Dynamics

IDENTITY AND POWER

Positionality,
Privilege, and
Experience

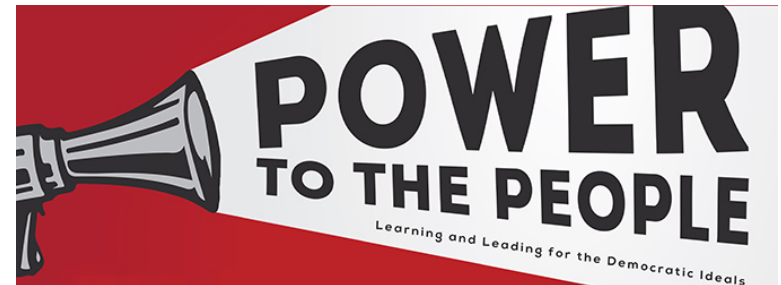


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MITIGATING POWER IMBALANCES

- ✓ **Be Honest About the Elephant In the Room**
- ✓ **Use Everyday Language and Explain 'Wonky' Terms**
- ✓ **Identify By Sharing Experience of Power Imbalances**
- ✓ **Open to Shared Agenda Setting**
- ✓ **No Pressure To Share**
- ✓ **Start With What's Important to Them**



The messages that
shape our biases....
A critical
conversation topic

- **Capitalism:** We are taught our value is in what we produce and emotions impeded production.
- **Supremacy:** We are taught that some are inherently better while others are second class citizens,
- **False Peace:** We are taught that we live in a post-racial society. We are taught that our truths are disruptive, and that disruption is a negative act.



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Creating Safe Spaces

The "welcoming environment"

- Establish group ground rules/norms
- Establish a resource area (counselors, HR, tissues, snacks/drinks)
- Use quotes and posters on the walls that invite discussion and are reflective of the experiences of people who will occupy the space.
- Seating should be arranged in ways that invite conversation
- Music is a great way to offer a passive calming experience to participants
- Meet and Greet the people in the space. Provide name tags and ice-breakers to set tone for convo
- Have something for participants to leave with to continue reflection



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Discussion

Do you have a safe space at work?

What barriers keep you from feeling safe enough to live in and share your true self at work?

What safe spaces have you identified in your community? What makes it safe?



Empowerment

Transformational Leadership and Social Change



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Empowerment Theory

SOCIAL WORK EMPOWERMENT THEORY

- Is it oriented towards the promotion of human empowerment.
- An intentional process that includes initiative and action of persons in gaining power, taking control of their lives, and gaining a greater access to social resources .
- Helps people become aware of and critically understand structural inequities and support them in the development of these skills and actions, so that they can use those skills to make a positive impact on the world.





Benefits of Empowering Workplaces

When workplaces are structured in a way that allow employees to get their work done and meet their goals, they are more likely to have:

- higher job satisfaction
- greater meaning in their work
- greater sense of control
- Greater sense of competence
- More influence in their work setting
- Less likely to display biased behavior



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SUKHERA, J., MILNE, A., TEUNISSEN, P. W., LINGARD, L., & WATLING, C. (2018). ADAPTIVE REINVENTING: IMPLICIT BIAS AND THE CO-CONSTRUCTION OF SOCIAL CHANGE. *ADVANCES IN HEALTH SCIENCES EDUCATION*, 23(3), 587-599. DOI:10.1007/S10459-018-9816-3

BOAMAH, S. (2018). LINKING NURSES' CLINICAL LEADERSHIP TO PATIENT CARE QUALITY: THE ROLE OF TRANSFORMATIONAL LEADERSHIP AND WORKPLACE EMPOWERMENT. *CANADIAN JOURNAL OF NURSING RESEARCH*, 50(1), 9-19. [HTTPS://DOI.ORG/10.1177/0844562117732490](https://doi.org/10.1177/0844562117732490)



Discussion

Do you feel empowered in your workplace?

What transformational leader is your role model?

How can executives create a top down buy-in for change?

How can employees influence change in challenging workplaces?



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IMPLICIT BIAS AND SOCIAL CHANGE

- Increase knowledge of Implicit Bias
- Awareness of biases creates dissonance
- Individuals self-reflect on biases and engage in explicit behavioral changes
- Individual behavioral changes influence structural changes in the workplace through:
 - Role Modeling
 - Leadership and accountability
 - Communication
 - Speaking in our truths
 - Collaboration
 - Co-creation of knowledge

I.N.C.A.S.E. of Bias Emergence Model

Strategy Overview

I

Increase knowledge of Implicit Bias and its effects on ourselves and others

N

Narrative Guidance can be used to rid us automatic stereotypes as well as help us to manifest an equitable and just society in the future

C

Cultural Humility is a lifelong commitment and is key to understanding our biases and our environment's influence on them

A

Being an Active Bystander can help us create a bias conscious culture that is committed to equity and justice

S

Safe spaces allow us to live in our truths, heal and foster courageous conversations that are transformative

E

Through empowerment we can become transformational leaders that inspires others to grow, be innovators, and change makers



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Resource: INCASE Framework Handout



Discussion

How can you implement the INCASE framework into your workplace?

How can the INCASE framework influence your lifestyle?

How can data be used to support the INCASE framework?

What is the most meaningful thing you've learned today? How will you use?



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A call to action

"In the face of daunting challenges,
we must summon the courage to
believe we are the ones we have been
waiting for, take risks, and experiment
towards solutions."

-Jodie Tanita

Questions and Answers

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Increase Knowledge
Narrative Guidance
Cultural Humility
Active Bystander
Safe Spaces
Empowerment

"You have to act as if it were possible to radically transform the world. And you have to do it all the time."

Angela Davis

A WORKFORCE FOR THE MODERN WOMAN

Strategic Planning for a Fair and Equitable Future



KELLY CAPATOSTO SENIOR RESEARCH ASSOCIATE
PRESHUSLEE THOMPSON TRAINING & DEVELOPMENT SPECIALIST
CYNN BLACKWELL STUDENT, JOHN GLENN COLLEGE OF PUBLIC AFFAIRS

Implicit Bias Module Series

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Introduction Video

OVERVIEW

MODULE 1

MODULE 2

MODULE 3

MODULE 4

FINAL THOUGHTS

From the nation's leading
experts on **implicit bias**



Additional Resources



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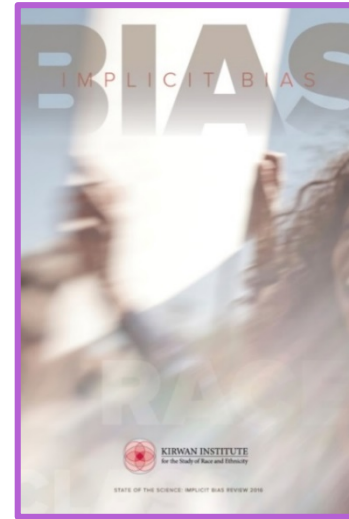
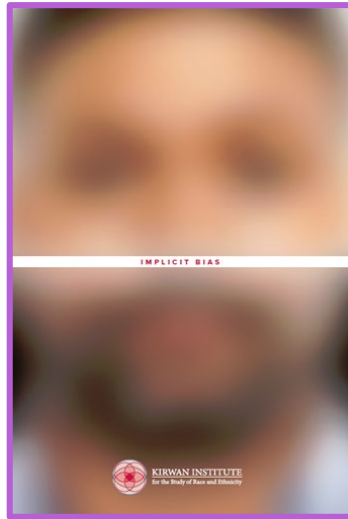


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Thank You!!