

Implicit Bias Training (Tier 1) Instructive Session for Search Committees

leaderVerse

Every search committee or hiring authority looks to identify and recruit the most qualified candidates that meet its leadership needs and organizational strategies. This objective can be undermined, however, by individuals' common, unconscious brain processes and implicit biases. In a world that demands attention to diversity, equity and inclusion in our workplaces and hiring practices, it is necessary for individuals involved in hiring and selection to understand the complexities of how people make decisions and the risks posed by implicit biases.

Implicit biases oversimplify the brain's natural decision-making process, taking different parts of others' social identities (age, gender, race, etc.) and deriving snap judgments from them. In hiring situations, our biases can have a detrimental, limiting effect upon fair and accurate evaluation of candidates. Fortunately, when people recognize, understand and acknowledge their own and others' biases, they have an opportunity to reduce those biases' harmful impact on behavior.

How Bias Enters the Hiring Process

Bias can take on many forms including:

- Affinity towards those individuals who are like us
- Approval or acceptance of ideas that best align with our own
- Agreement with the majority
- Placing greater emphasis on information we hear first

Such implicit processes can influence the search and hiring process as committees or managers review resumes and materials, debate candidate qualifications and choose individuals for new roles. It is critical that search committees, hiring authorities and interview teams consider the implications of bias through specific training, process improvements and shared accountability.

We Help Your Committee Recognize and Reduce the Impact of Bias

With our LeaderVerse Instructive Session for Search Committees, we provide a compelling, evidenced-based overview of the role of bias and how it can be mitigated in search committee discussions and decision making. Conducted by the experienced Ph.D. psychologists at the market-leading firm CMA, the one-hour session:

- Educates the search committee about how implicit bias can degrade decision-making quality;
- Helps search committee members identify circumstances in which implicit bias is most likely to arise;
- Provides strategies to counteract the harmful impact of bias on decision making.

The training curriculum is based on the most recent research in psychological science and peer-reviewed literature on the role of implicit bias in our lives and workplaces. The science behind the training is aligned with that endorsed by the American Psychological Association (APA).

Instructive Session for Search Committees

Learn how and why implicit bias exists and how to recognize it in search committee discussions and activities. The one-hour session is led and facilitated by two experienced, PhD-level CMA psychologists.

Number of Participants: Full search committee or up to 50 individuals

Investment: \$2,500

Note: We see this session as part of a larger initiative on your part. Reducing biases in hiring requires ongoing effort among individuals and within organizations. Ideally, training is embedded within a broader, more comprehensive strategic plan that includes benchmarks, timelines and accountability mechanisms.

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Implicit Bias Training (Tier 2) Interactive Workshop for Search Committees

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Every search committee or hiring authority looks to identify the most qualified candidates that meet its leadership needs and organizational strategies. This objective can be undermined, however, by individuals' implicit biases. In a world that demands attention to diversity, equity and inclusion in our workplaces and hiring practices, it is necessary for individuals involved in hiring and selection to understand the complexities of how people make decisions and the risks posed by implicit biases. When people recognize, understand and acknowledge their own and others' biases, they have an opportunity to reduce those biases' harmful impact on behavior.

Bias can take on many forms including:

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Such implicit processes can influence the search and hiring process as committees or managers review resumes and materials, debate candidate qualifications and choose individuals for new roles. It is critical that search committees, hiring authorities and interview teams consider the implications of bias through specific training, process improvements and shared accountability.

We Help Your Committee Recognize and Reduce the Impact of Bias

With our LeaderVerse Interactive Workshop for Search Committees, we provide a compelling, evidenced-based overview of the role of bias and how it can be mitigated in search committee discussions and decision making. Conducted by the experienced Ph.D. psychologists at the market-leading firm CMA, the workshop:

- Educates the search committee about how implicit bias can degrade decision-making quality;
- Helps search committee members identify circumstances in which implicit bias is most likely to arise;
- Provides strategies to counteract the harmful impact of bias on decision making.

Continued

The training curriculum is based on the most recent research in psychological science and peer-reviewed literature on the role of implicit bias in our lives and workplaces. The science behind the training is aligned with that endorsed by the American Psychological Association (APA).

A Strategy for Addressing Bias in Search Committees

The Interactive Workshop for Search Committees has the following components:

Pre-Survey: We develop, draft and conduct a survey with your search committee or group to learn about its needs, experiences, goals and objectives as they relate to embedding DE&I into the candidate selection process and decision making. The survey includes both quantitative and qualitative questions. A summary report of results is provided to the team.

Workshop Customization: We tailor the content of the workshop to meet the specific needs that emerged in the Pre-Survey. We do this by designing specific modules – aligned to the unique DE&I needs of your organization (e.g., around gender bias, social identities, etc.) – formulating and teeing up questions for small-group discussions, and customizing polls for your group. The value of customization is that learning opportunities of this type resonate more with participants when they feel there is a deep understanding of their context and obstacles that your committee, group or organization may have experienced. The best work in psychology and training is not a one-size-fits-all approach.

Workshop Facilitation: Our interactive workshop for search committees includes two components: a) a look at how and why implicit bias exists and how to recognize it in search committee discussions and activities; and b) an exploration of ways that individuals can identify their own biases and work to counteract them. The session is facilitated by two experienced, PhD-level CMA psychologists within the context of the Pre-Survey and aligned with the group's specific needs and goals.

Supplemental Materials:

- **Reflection Questions:** a guide to consider how the workshop relates to the committee's culture and responsibilities
- **Next Steps:** how to cultivate inclusive environments (after having made a selection decision)

Project Component
Pre-Survey (quantitative and qualitative; drafting and revisions; data collection; managing survey invitations and data; reporting)
Workshop Customization (alterations to typical content to meet specific needs that emerged in pre-survey)
Workshop Facilitation (two Ph.D.-level psychologists)
Supplemental Materials
Number of Participants: 15 maximum
Investment: \$7,500

Note: We see this workshop as part of a larger initiative on your part. Reducing biases in hiring requires ongoing effort among individuals and within organizations. Ideally, training is embedded within a broader, more comprehensive strategic plan that includes benchmarks, timelines and accountability mechanisms.

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Implicit Bias Training (Tier 3) Customized Program for Organizations

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Implicit biases allow us as individuals to make quick judgments and take action in all facets of our lives. In the workplace, however, our biases can play a detrimental, limiting role.

With our LeaderVerse Customized Implicit Bias Training Program, we provide a clear, comprehensive overview of the role of bias in daily work activities and how it can be mitigated. In collaboration with the experienced Ph.D. psychologists at the market-leading firm CMA, the program instructs and engages participants in order to understand their own biases and how these biases operate across teams and organizations. In a world that demands attention to diversity, equity and inclusion in our workplaces, it is necessary for individuals to understand the complexities of how people make decisions and the risks posed by implicit biases. When people recognize, understand and acknowledge their own and others' biases, they have an opportunity to reduce those biases' harmful impact on behavior.

We Help Your Organization Recognize and Reduce the Impact of Bias

Bias can take on many forms including:

- Affinity towards those individuals who are like us
- Approval or acceptance of ideas that best align with our own
- Agreement with the majority
- Placing greater emphasis on information we hear first

It is critical that organizations and their leaders consider the implications of bias through specific training, process improvements and shared accountability. With our LeaderVerse Customized Program for Organizations, we provide a compelling, evidenced-based overview of the role of bias and how it can be mitigated in search committee discussions and decision making. Conducted by the experienced Ph.D. psychologists at the market-leading firm CMA, the program:

- Educates the organization about how implicit bias can degrade culture and decision-making quality;
- Helps leaders and employees identify circumstances in which implicit bias is most likely to arise;
- Provides strategies to counteract the harmful impact of bias.

The training curriculum is based on the most recent research in psychological science and peer-reviewed literature on the role of implicit bias in our lives and workplaces. The science behind the training is aligned with that endorsed by the American Psychological Association (APA).

A Strategy for Addressing Bias in Organizations

The Customized Program for Organizations has the following potential components, which can be scaled and suited to your organization's unique needs:

Pre-Work: This involves a survey and/or interviews with key leaders to understand the context: What is the culture of the institution? What is the history as it relates to DE&I? What are the strengths with respect to DE&I? What are the challenges? What would be most helpful for the team to learn about (that you might want embedded in the curriculum)? CMA shares the thematic, de-identified results with the leadership team prior to further training.

Workshop Customization: Organizations may choose one or a series of workshops for their employees and teams. We tailor the content of the workshops to meet the specific needs that emerged in the Pre-Work. We do this by designing specific modules for clients – aligned to the unique DE&I needs of your organization (e.g., around gender bias, social identities, etc.) – formulating and teeing up questions for small-group discussions and customizing polls for your group. The value of customization is that learning opportunities of this type resonate more with participants when they feel there is a deep understanding of their context and obstacles that your group or organization may have experienced.

Workshop(s): Our interactive workshops look at how and why implicit bias exists, how to recognize it in the workplace, and an exploration of ways that individuals can identify their own biases and work to counteract them. These sessions are facilitated by experienced, PhD-level CMA psychologists within the context of the Pre-Work and aligned with the organization's specific needs and goals. The sessions are in-depth and experiential around the Implicit Bias content. They are interactive in nature, including personal reflection and small group discussion. The sessions culminate in clearly defining group and individual action steps/commitments to reduce bias in the organization.

Homework: If multiple workshops are included, CMA can develop and distribute "homework" (e.g., relevant resources [articles, podcasts], activities [Implicit Association Test]) to continue learning between sessions.

Coaching: Frequently, individuals can benefit from one-on-one discussions with a coach to better understand how the content relates to them. This may create a more psychologically safe setting for individuals who might otherwise feel nervous or uncomfortable exploring their biases in a group setting. The frequency and duration of this brief coaching engagement can be determined based on individual needs and preferences.

Post-Workshop: Program activities that are available following the workshops include:

- **A Post-Survey** to gauge the training's impact on attitudes and beliefs regarding implicit bias
- **Follow-up conversations** with key leaders to ensure accountability around action steps defined at the end of the program

Supplemental Materials:

- **Reflection Questions:** a guide to consider how the program relates to the organization's culture and responsibilities
- **Next Steps:** how to cultivate inclusive environments (after having made a selection decision)

Continued

Program Component Options

Pre-Survey (quantitative and qualitative; drafting and revisions; data collection; managing survey invitations and data; reporting)

Interviews:

- Interview guide preparation and revision
 - 60 minutes per person, conducted virtually (video/phone)
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Analysis and Reporting of Themes from Pre-Surveys & Interviews
Report-Out on Summary (virtual) and Discussion of Workshop Design

Workshop Customization

Workshop Delivery (virtual; variable numbers and duration)

Creation and Distribution of “Homework” and Resource Sheet

Post-Survey (quantitative and qualitative)

Analysis and Reporting of Themes from Post-Survey

Report-Out on Post-Survey Summary (virtual) and Discussion of Overall Engagement

Coaching

Number of Participants: Flexible

Investment: Dependent on Options and Scope

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