Placing the "You" in Leadership While Exploring Bias and Cultural Intelligence

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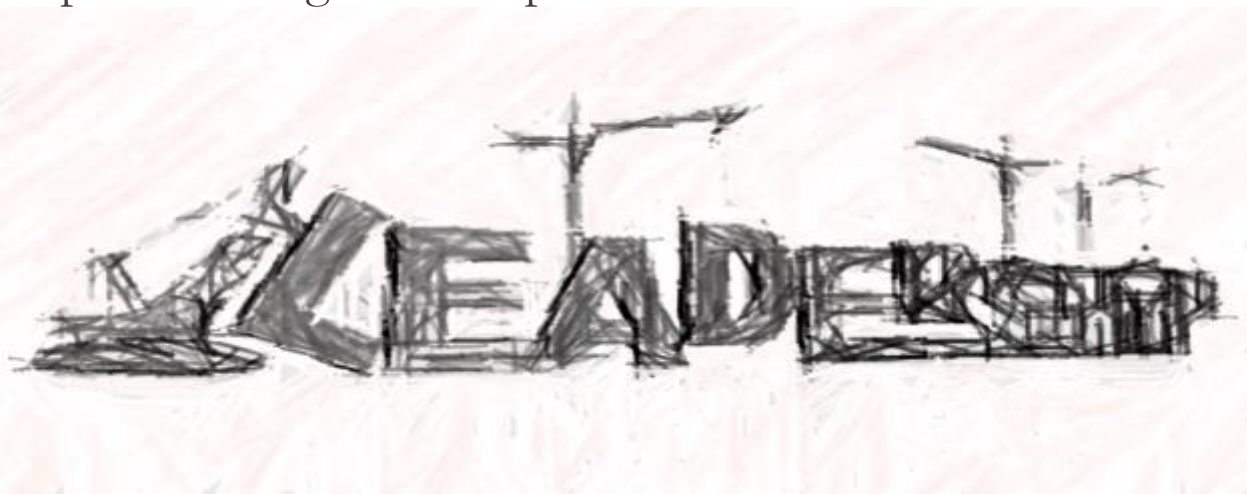
Reflection Guide

Topic: Defining leadership



Topic: Tell your story

Headlines

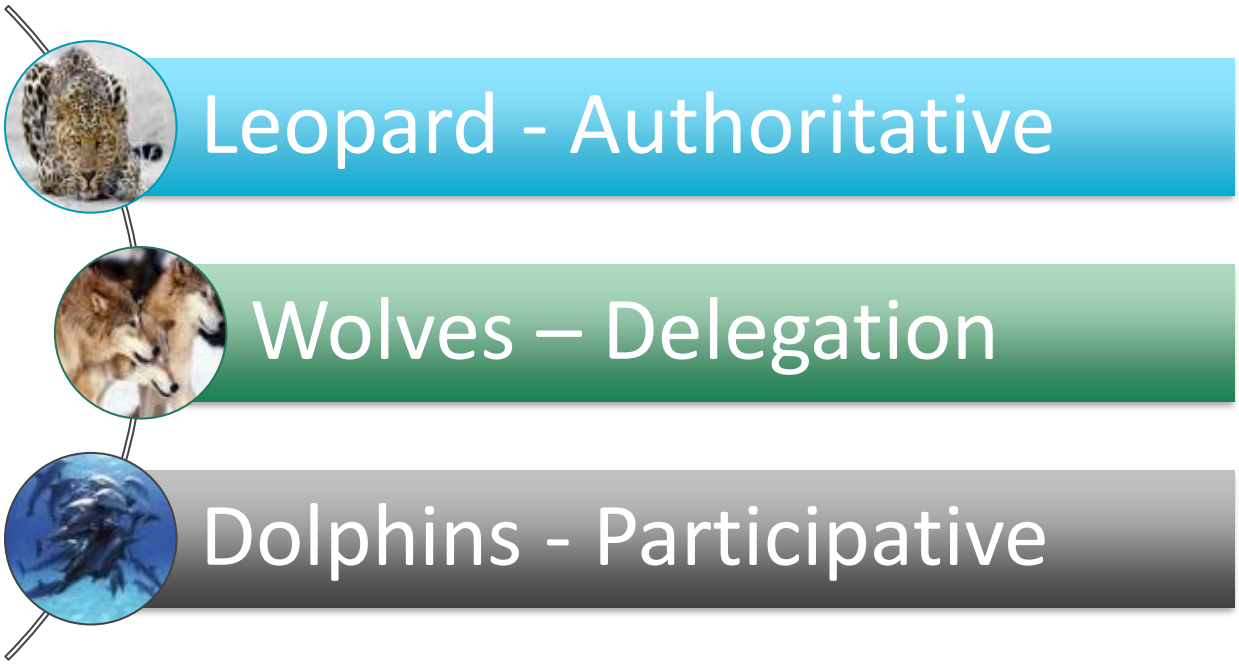
If you wrote the story of your life as a series of headlines, what would they be?

#Confused

What events have held the most learning for you? How do your headlines play out in your work?

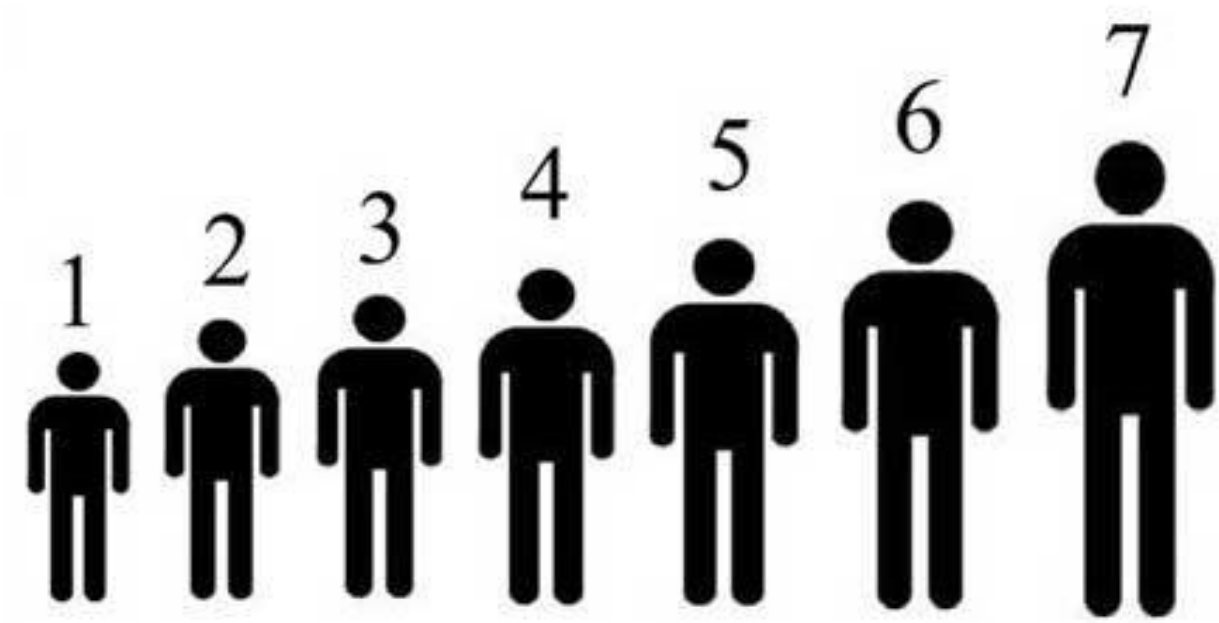
#Suspension

Topic: Leadership characteristics

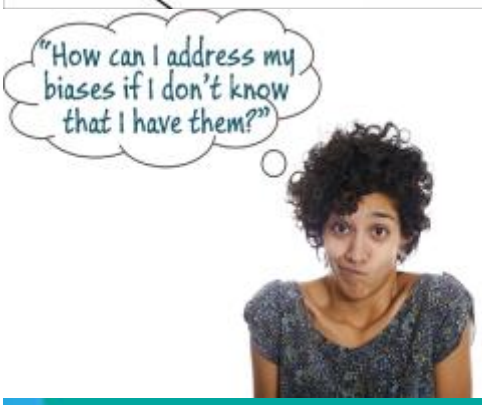


Topic: Groups/Teams

Topic: Implicit Association (www.implicit.harvard.edu)



Topic: Bias



3 GOALS to combat bias (NPR):
Neutralizing – Take a moment before reacting
Pivoting – Change your response based on the thoughts after neutralizing
Run towards our biases

Bias

What is it?

Brain functions and brain development lead to biases

It begins at the earliest stages of brain development

Everyone has biases

The brain organizes all of our experiences into a book of rules

Book of rules consciously and unconsciously impacts our behaviors

Because it impacts behavior it then impacts what/how we experience things

Combat biases by (NPR):

Neutralizing **(pause) –** ***Take a moment before reacting***

Pivoting – Change your response based on the thoughts after neutralizing

Run towards our biases

The ways our mind filters the world:

Selective attention – we selectively see some things but not others

Diagnosis bias – attempt to label people or ideas based on initial opinions

Pattern recognition – sorting things based on prior experience

Value attribution – placing a measure on people or things based on a perceived value

Confirmation bias – gathering information in order to confirm your assumptions

Status quo bias – resorting to the current state of affairs

Commitment confirmation (confidence bias) – when you become attached to a particular POV

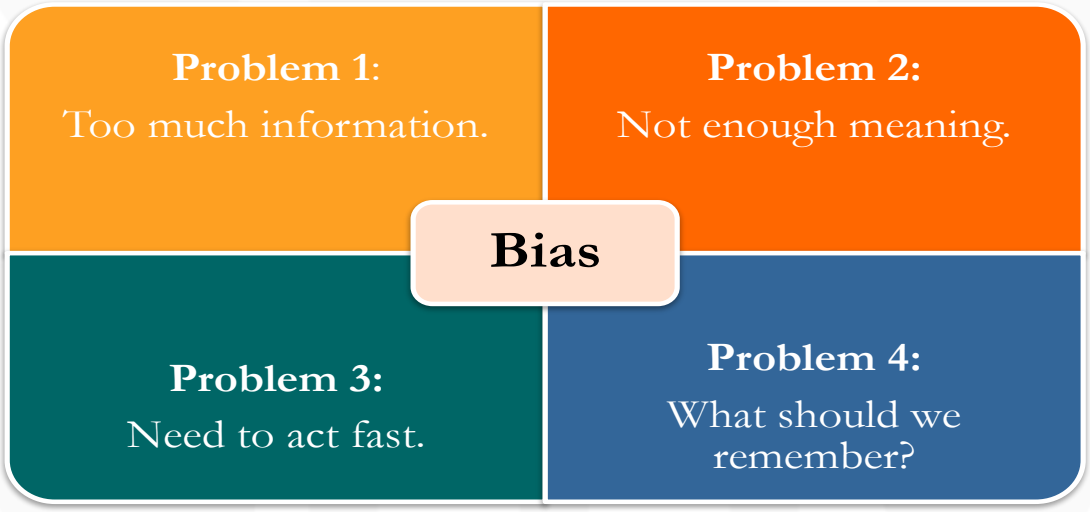
Stereotype threat – anxiety/concern when a person has potential to confirm a negative stereotype about your group

Anchoring bias – relying too heavily on one trait or piece of information

Group think – holding the views that have been developed by one group

Recency bias – drawn to deal with the most recent challenges rather, than big picture

Biases solve 4 problems



Benson, 2016

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Biases lead to actions

- Watch for:
  - Microinequities: Cumulative patterns of subtle, semi-conscious, devaluing messages which discourage and impair performance and engagement
  - Microaggressions: Subtle insults (verbal, nonverbal, and/or visual) directed toward minorities (out groups) often automatically or unconsciously
- Aim for:
  - Microaffirmations: Cumulative pattern of subtle, semi-conscious, valuing messages which encourage and enhance performance and engagement
- Remember:
  - Intent ≠ Outcome

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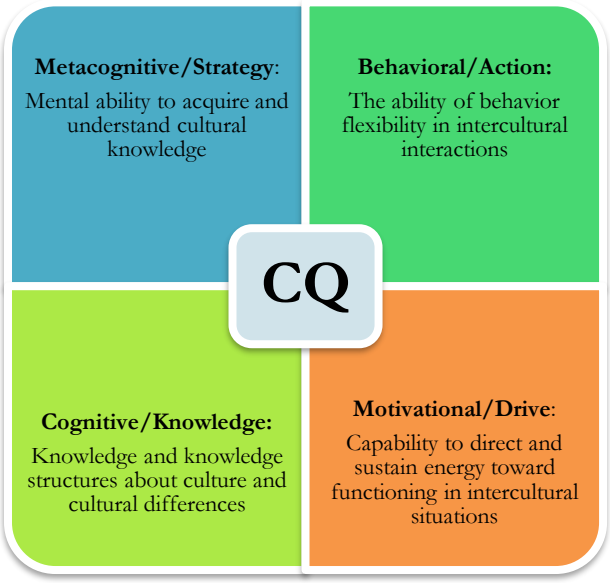
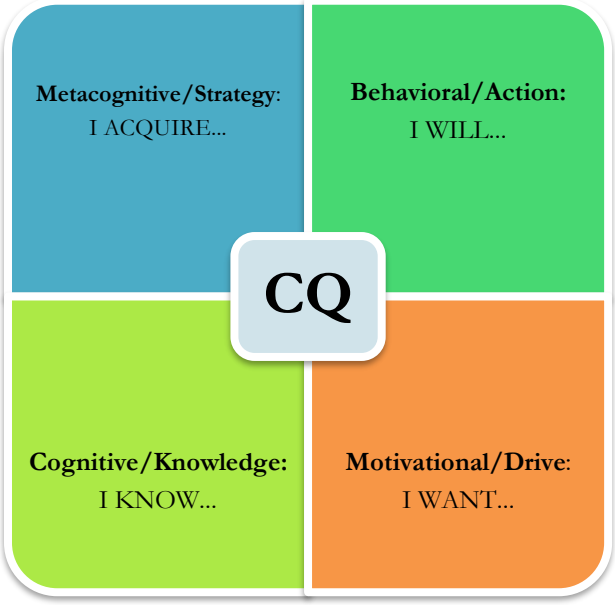
Topic: Cultural Intelligence





My takeaways, my questions, and my commitments

#1 Takeaway

#2 Takeaway

#1 Question

#2 Question

I will… in the next week.

I will… in the next month

I want to have… impact