

How to reduce bias in a training environment and adapt to a diverse audience

Nicola Winzenried

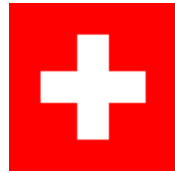
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&

Founder and Director of nwconsulting

March 2021

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Master of Advanced Studies in
INTERCULTURAL COMMUNICATION



nw consulting
connecting people and culture



Over 25 years in multicultural environments
10 years @nwconsulting helped hundreds of families and individuals with
expatriation and leading and managing multicultural teams



Nicola Winzenried

Grew up in Switzerland and Morocco
Went to school in France
Married with two daughters
Love the outdoors and to hike
Connect people



EPFL

Since 2013



nw consulting
connecting people and culture





“The mind is like an umbrella. It’s most useful when open.”
Walter Gropius

After this course you will:

1

be able to define
bias and diversity

2

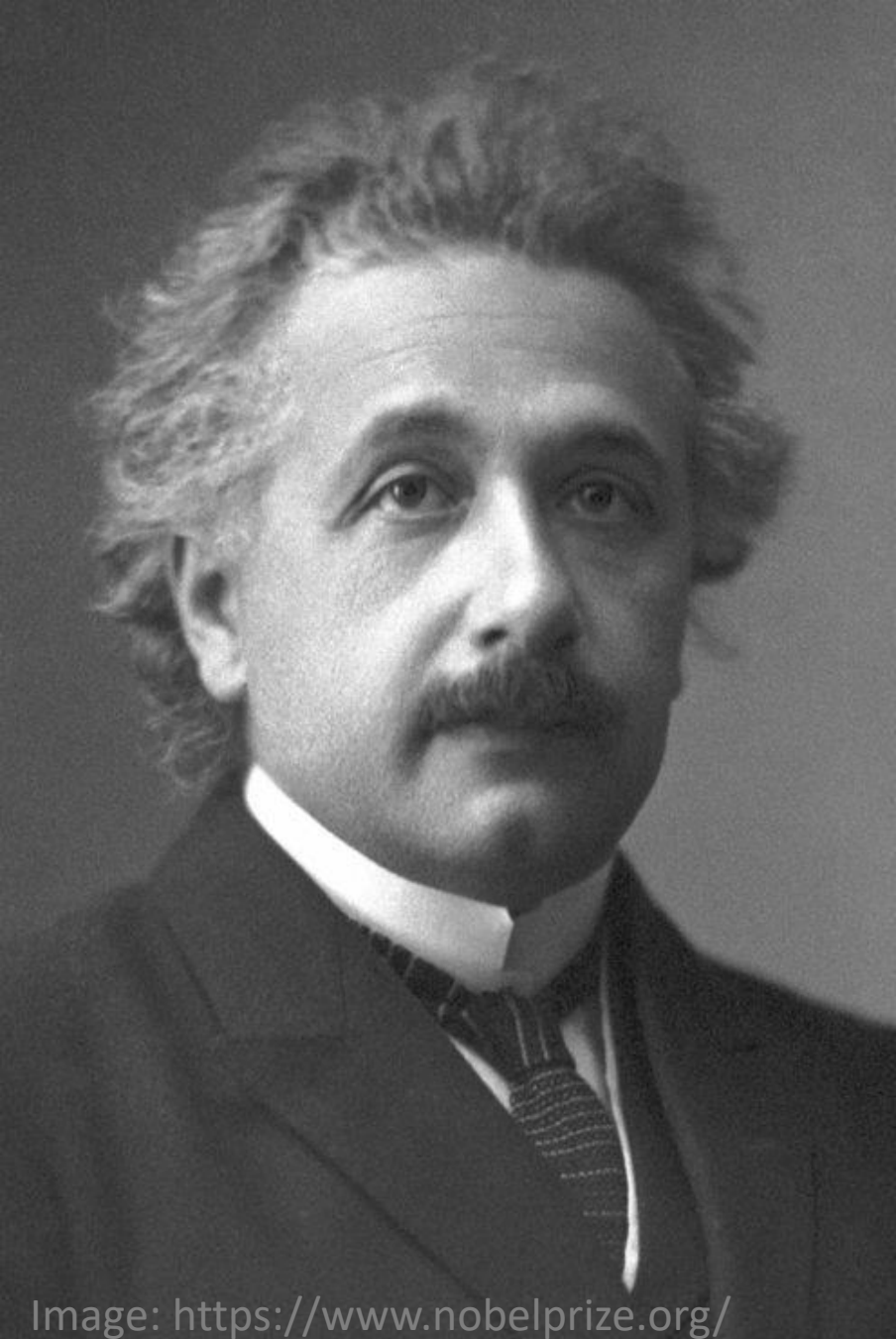
know how different
perceptions are
formed

3

receive guidance on
how to reduce bias

4

obtain guidelines on
how to create a bias
conscious course
and monitor your
own evolution



“Most of the fundamental ideas of science are essentially simple, and may, as a rule, be expressed in a language comprehensible to everyone”

Albert Einstein

Image: <https://www.nobelprize.org/>

What is bias?

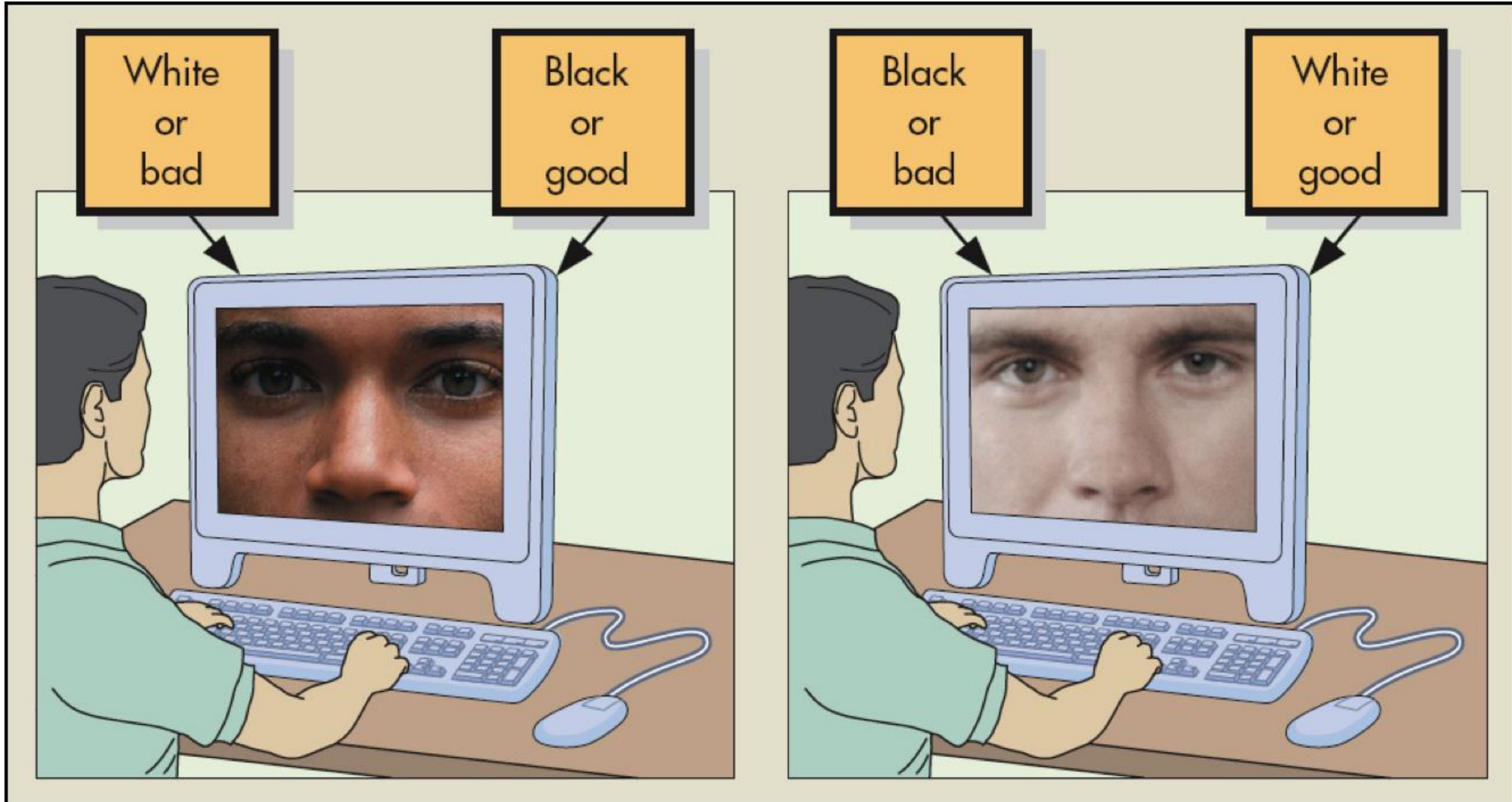
1. It is absolutely normal
2. We develop it during early childhood
3. It is linked to the filters we develop throughout our life and based on personal experiences
4. “It is the stories that we make-up about people before we know who they are” Vernà Myers
5. It can also be the stories we make-up about situations.



Activity 15 minutes

1. In your breakout rooms share a story of exclusion (you were excluded or you witnessed exclusion)
2. Describe how it felt and where in your body you felt it.
3. Be prepared to share a few examples in the class.

Harvard Implicit Association Test



Think – Pair – Share

1 - 5 - 5



What did you think of your test results? How do you think such results affect the teaching environment?

- Test could be biased as at the beginning association is white with good.
- Tests are averaged because they start with black and good.
- If I have a bias I would do the opposite to counter the bias I have.
- We can make assumptions about the group. Could assume they don't work hard enough, be suspicious and this can affect the way we answer questions.
- Bias is a fight with ourselves to reduce them. Biases can be very harmful such as racist comments and behavior.
- Our behavior may not be deliberate. If we notice biased/racist behavior speak up.
- In the class when students participate teacher can have a bias that these students are better than others. In an exam situation we could have a preference for these students. Possibilities are to have someone else correct or present in exam.



Minute Paper

How can this be?

A father and his son are travelling by car and have a very serious car accident. The father dies and the son is taken to the hospital. In the operating room the surgeon says “I cannot operate this boy because he is my son”.

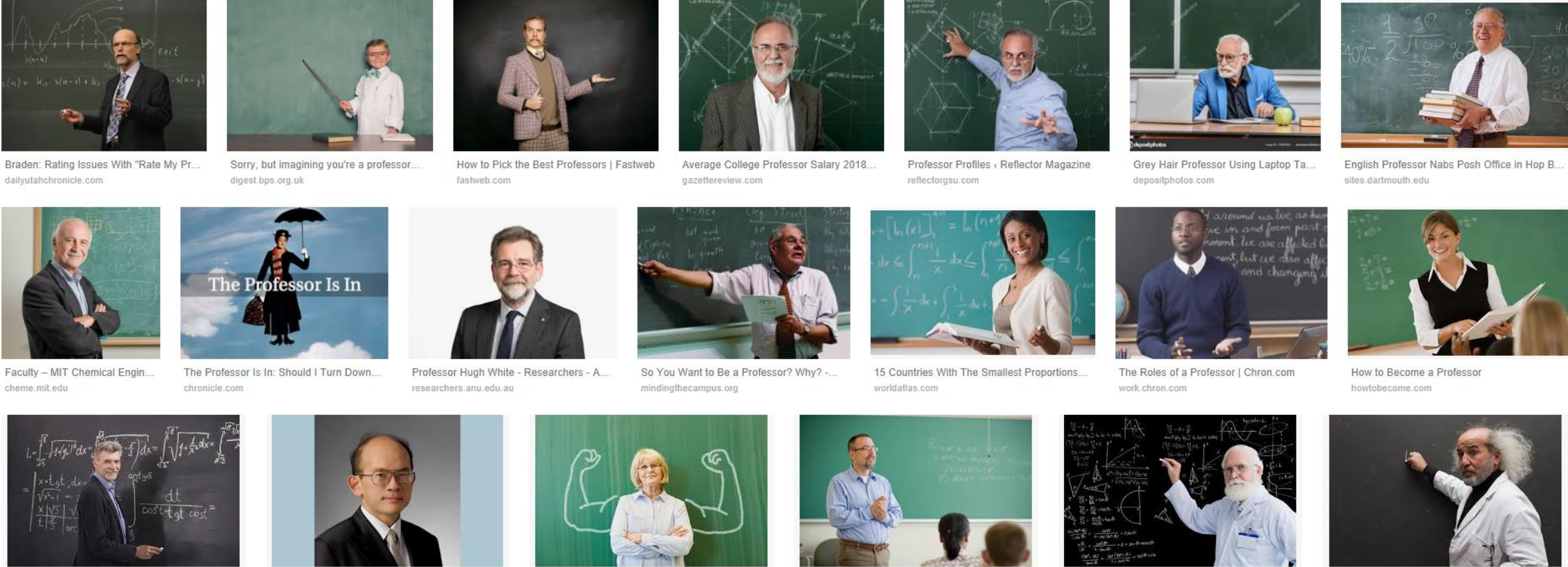
16/20 are pictures of men

Google professor

Tous Images Vidéos Actualités Maps Plus Paramètres Outils

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Braden: Rating Issues With "Rate My Pr...
dailyutahchronicle.com

Sorry, but imagining you're a professor...
digest.bps.org.uk

How to Pick the Best Professors | Fastweb
fastweb.com

Average College Professor Salary 2018...
gazetereview.com

Professor Profiles | Reflector Magazine
reflectorgsu.com

Grey Hair Professor Using Laptop Ta...
depositphotos.com

English Professor Nabs Posh Office in Hop B...
sites.dartmouth.edu

Faculty – MIT Chemical Engin...
cheme.mit.edu

The Professor Is In: Should I Turn Down...
chronicle.com

Professor Hugh White - Researchers - A...
researchers.anu.edu.au

So You Want to Be a Professor? Why? - ...
mindingthecampus.org

15 Countries With The Smallest Proportions...
worldatlas.com

The Roles of a Professor | Chron.com
work.chron.com

How to Become a Professor
howtobecome.com

6 Things To Remember When Meeting With A C...
admissionado.com

Professor appointed to lead new Liverpool Centr...
news.liverpool.ac.uk

Dia do Professor – Institucional EA
educacaoadventista.org.br

O dia a dia do professor - Talents Adtalem Educ...
talents.adtalembrasil.com.br

College Professors Begin Revolt Against Comm...
thefederalist.com

Law Professors | Above the Law
abovethelaw.com

12/20 are pictures of men



five myths about univer...
theconversation.com



The future of non-tenure track faculty
source.colostate.edu



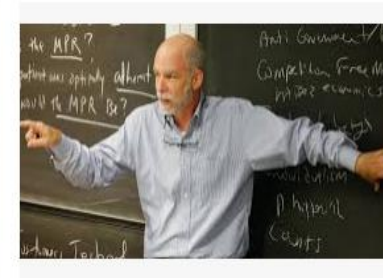
To Become A College Professor ...
jobmonkey.com



An email to your professor | Writing ...
learnenglish.britishcouncil.org



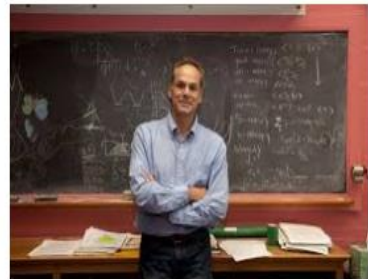
University Lecturer Job Description
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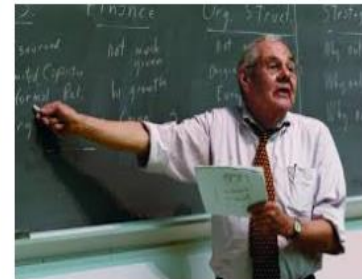
Dartmouth Professor Lectures for One ...
news.dartmouth.edu



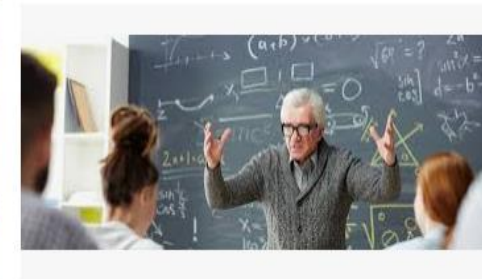
30 Most Innovative Women Professors ...
bestmastersdegrees.com



Resisting The Corporate University ...
npr.org



10 Countries With The Highest Professor ...
naibuzz.com



Does Higher Learning Combat Dementia ...
hopkinsmedicine.org



Rise of the teaching class changing ...
theglobeandmail.com



Professor Expectations of Writing ...
thewritingcampus.com



Paper Dump: University Professor Wallpaper
paperdump.blogspot.com



Professor, Lecturer, Instructor or ...
iceinstitute.org



What is the typical teaching load for ...
higheredprofessor.com



Research in Germany
research-in-germany.org



St. Lawrence University
stlawu.edu



University Professor: Occupations i...
alis.alberta.ca



happy people



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truly happy

happiness

relationships

people know

people don

habits

always

happier

things

life

beach

really happy

crowd

stock

group



Happy People. Stock Photo, Picture...
123rf.com



Here's 10 things happy people don't care for...
chiroh3.com.au



Large Group Of Happy People. Smiling, Laughing Men And...
123rf.com



5 Things Happy People DON'T Do - Always...
alwaysonpurpose.com



6 Easy Habits of Really Happy People - Classy Career Girl
classycareergirl.com



Happy People Images Group with 50+ items
cndajin.com



17 Things Truly Happy People Always Do | Inc.com
inc.com



happy-people-friends - Society For Employee...
societyforemployeerelations.com



What Happy People Know: a Book Disc...
onewayoranother.com



Happiness can affect physical health -- Scienc...
sciencedaily.com



7 Things Happy People Always Do
jimstrawnandcompany.com



Group Of Happy People Workers. Stock Photo, Picture And Royal...
123rf.com



The One Thing Happy People Do Daily That M...
psychologytoday.com



Crowd Happy People Poster Banner Crowd Image vect...
shutterstock.com



7 Habits Happy People Have (But Never Talk...
powerofpositivity.com



10 Things Really Happy People Do That's Why They'r...
elitereaders.com



What Happy People Do Differently |...
biblicalwoman.com



The 15 Habits Happy People Have In Common
mydeal.com.au

How can you be biased when teaching?

What is a diverse audience?

- Diversity defined:
 - “the fact of many different types of things or people being included in something; a range of different things or people”
Cambridge online dictionary
- A diverse audience is made of people of different cultures and who have different experience and opinions about something.





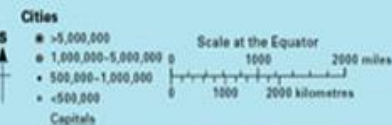
Image: ODT maps

SOUTHERN OCEAN

SOUTHERN OCEAN

The Hobo-Dyer Equal Area Projection

This new map belongs to the family of Cylindrical Equal Area projections in which the latitude and longitude lines form a rectangular grid. Other projections in this family include the Lambert, Gall, Behrmann, Edwards, and Peters projections. In the present case the "cylinder" is assumed to wrap round the globe and cut through it at 37½° north and south. In order to preserve the equal area property the shapes of the landmasses become progressively flattened towards the poles, but shapes between 45° north and south are well preserved.



PACIFIC OCEAN

INDIAN OCEAN

ATLANTIC OCEAN

PACIFIC OCEAN

ATLANTIC OCEAN

ATLANTIC OCEAN

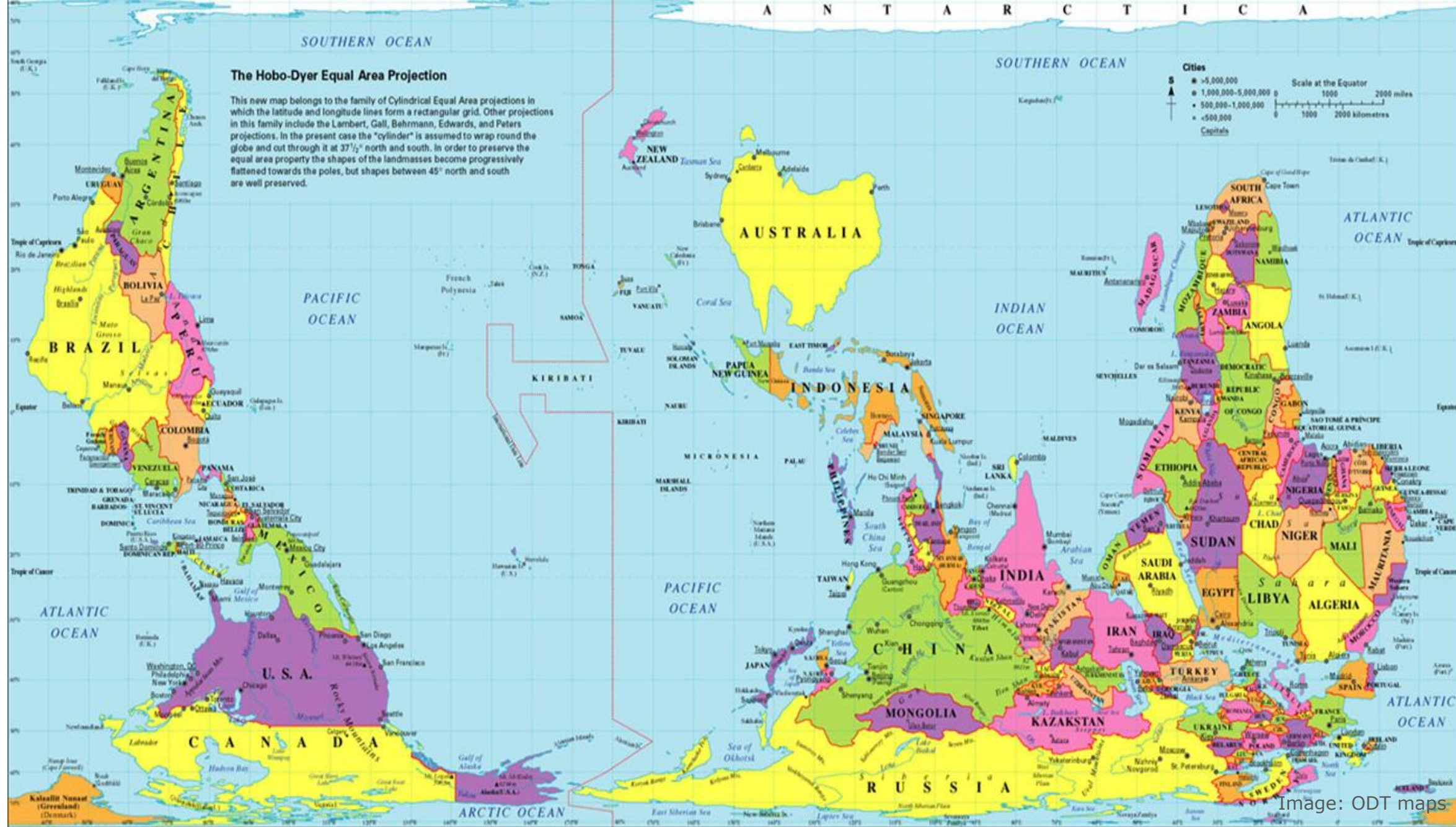


Image: ODT maps

Culture

Explicit

Implicit

Values
Good/Bad

Norms
Right/Wrong

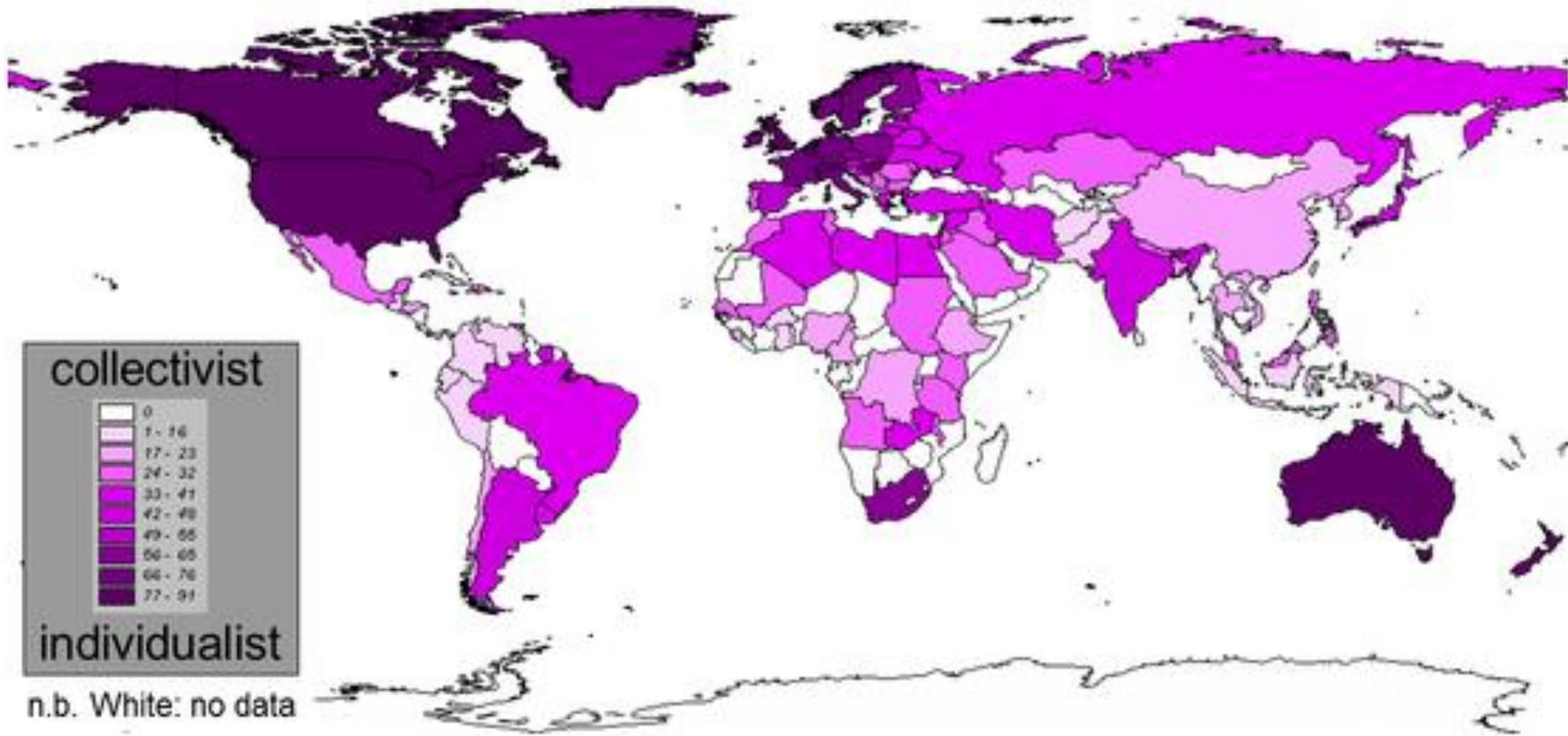
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Cultural dimensions

- A framework for cross cultural communication
- An academic terminology
- A neutral way to discuss cultural differences
- No right or wrong only different

Cultural dimensions

Collectivism – Individualism World map



<http://geerthofstede.com/culture-geert-hofstede-gert-jan-hofstede/6d-model-of-national-culture/>

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April 22, 2004

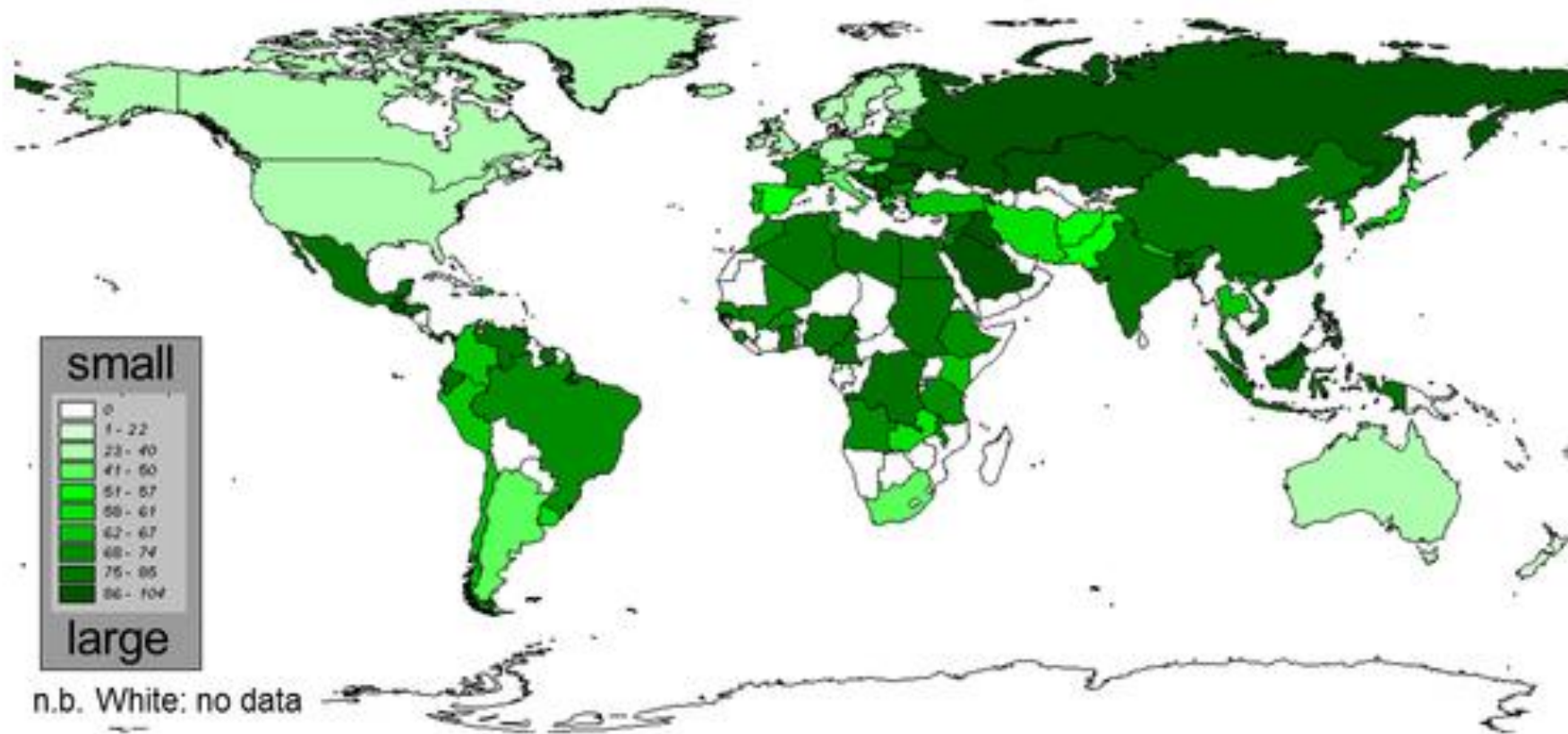
For Japanese Hostages, Release Only Adds to Stress

By NORIMITSU ONISHI

TOKYO, April 22 — The young Japanese taken hostage in Iraq returned home this week, not to the warmth of a yellow ribbon embrace but to a disapproving nation's cold stare.

Cultural dimensions

Power Distance World map



<http://geerthofstede.com/culture-geert-hofstede-gert-jan-hofstede/6d-model-of-national-culture/>

Cultural dimensions

Monochronic

Polychronic

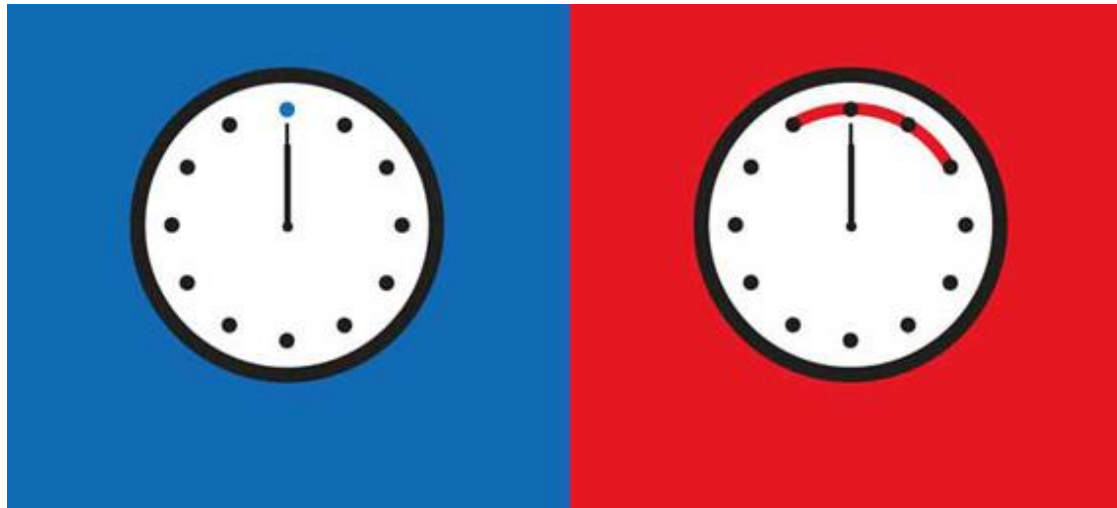


Image: When East meets West by Yang Liu



“The nature of the brain is such that we see what we have seen before, and what we have a name for. We are blind to things which have not been properly

introduced” *Wolfgang Langewiesche – Pilot/Author*

https://www.youtube.com/watch?v=IGQmdoK_ZfY

Influences of communication

WORDS

Sharing a common language is necessary but how we define certain words can be different.

BEHAVIOR

It is through observation of behavior that we develop perceptions.

MATERIAL THINGS

Clothes, accessories, buildings, offices



events



words

1 2 3

behavior

What can you tell me about this picture?



- Some kind of massage kit
- It could be traditional ritual – basis of image natural material. Maybe related to perfum
- Bedroom object to sleep on as in certain Asian countries
- Something old. Invented before I was born. Don't know exactly.
- Chinese writing on bottle and the material on bottom looks like something we might build with bamboo. Related to Asian culture.
- Traditional tool to apply makeup.

Break



Types of Bias

- Bias from students
 - Between themselves
 - Their perception of the teacher
- Bias from teachers
 - Towards the students

Affinity



Image: www.corporate-eye.com

Group Think

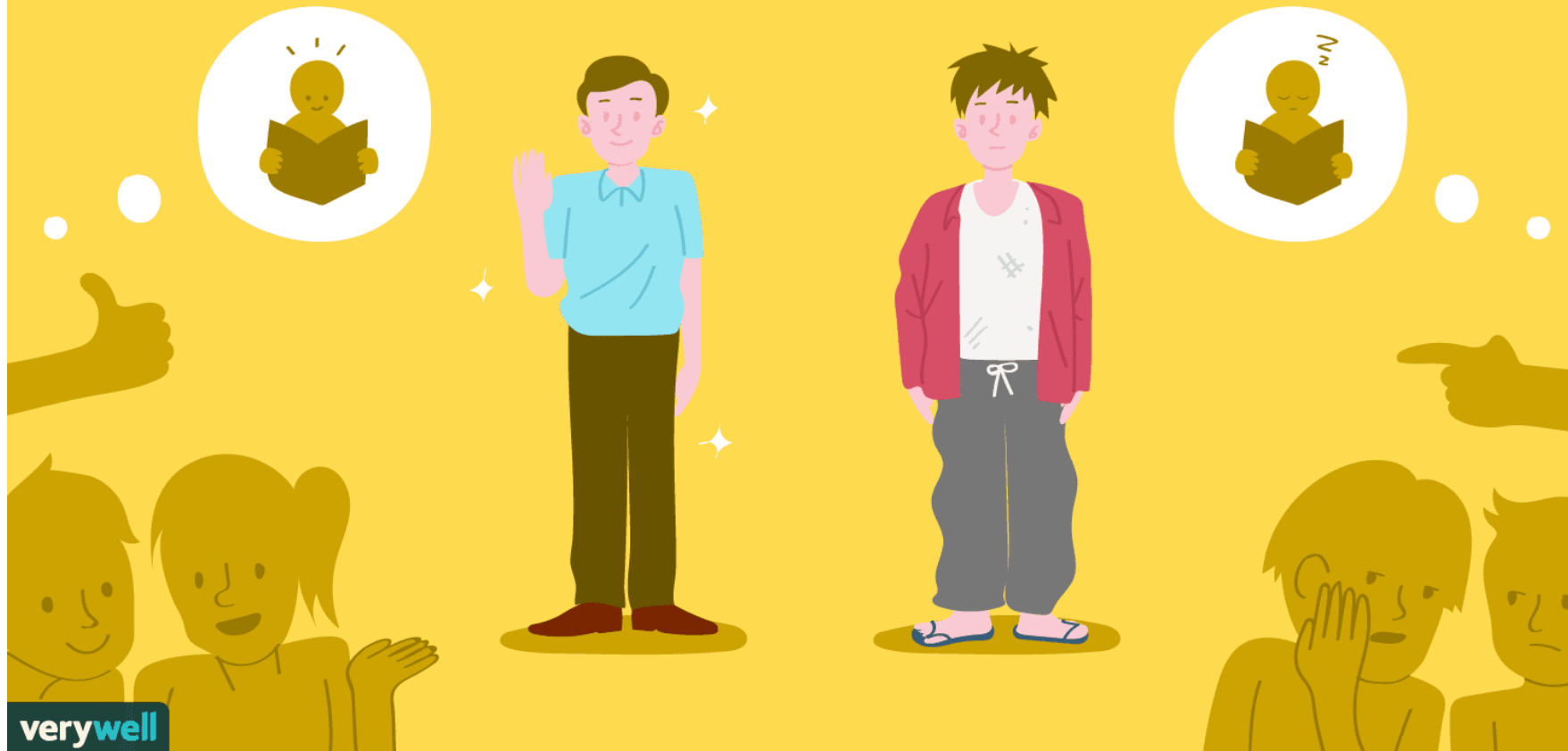


Image: <http://www.uducat.com>

Halo Effect

The Physical Attractiveness Stereotype

Attractive people are perceived to be smarter, funnier, and more likable than less attractive people



Dominance vs Shyness



Source: <https://www.histoire-image.org/etudes/colbert-presente-louis-xiv-membres-academie-royale-sciences>



Activity 10 minutes

1. In your breakout rooms discuss what you could do to reduce bias.
2. Write down the outcome of your discussion in the document on the shared Google drive.
3. Assign a spokesperson per group who will share one of their ideas.

Reducing bias

“Perceiving similarities leads to a basis for interaction: perceiving differences leads to a basis for out group rejection.”

Brislin (1981, 60)

“It is our likenesses that enable us to find common ground and establish rapport”

Samovar, Porter and Jain (191, 210)

How can we reduce bias?

- Get out of denial: look for disconfirming data to prove you are wrong*
- Move toward: get out of your comfort zone and get to know them*
- Speak up: when we see or hear something we need to speak up*
- Use structured and standardized ways to assess students, job applicants, participants

*Vernà Myers

A MATTER OF PERSPECTIVE

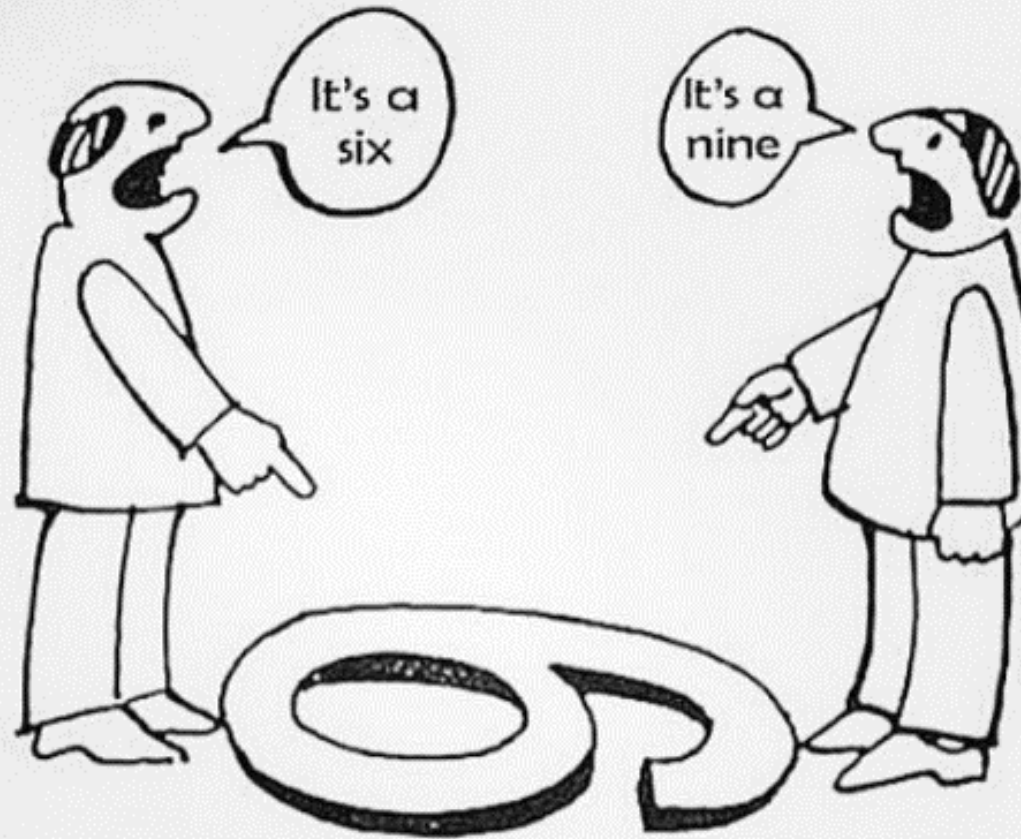


Image: Protest Pictures @protestpics

"You never really understand a person until you consider things from his point of view ... until you climb inside of his skin and walk around in it."

Harper Lee



Activity 5 minutes

1. In your breakout rooms select one member who will share their screen and open the link
<https://www.morethanonestory.org/>
2. The selected member will click play and in turns you will spend 1 minute or less each to answer the question that will come up.

Before your course

- Think of the different cultures present in your class (gender, national, religious etc.)
- Review your course material to be inclusive and not offensive
- Include references (articles, images etc.) that are of different sources to include various cultural perceptions
- What are your teaching strategies and do you think they will work for the audience you are presenting to?

The Manager...

The Leader...



PLANS &
BUDGETS



ORGANIZES &
STAFFS



CONTROLS &
PROBLEM
SOLVES



SETS A
DIRECTION



ALIGNS
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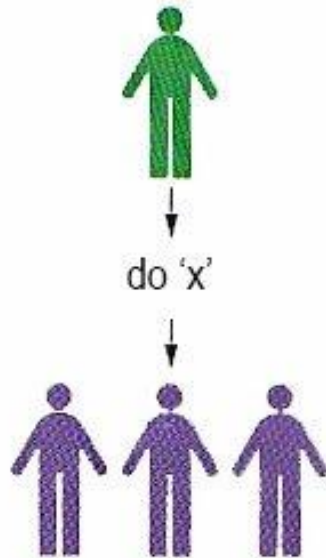


MOTIVATES &
INSPIRES

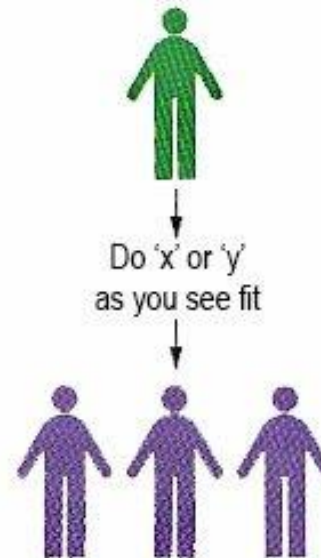
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Leadership Styles

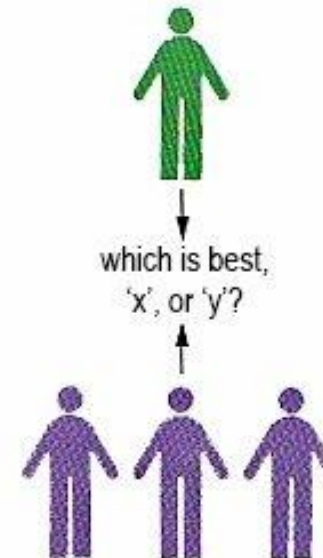
Autocratic



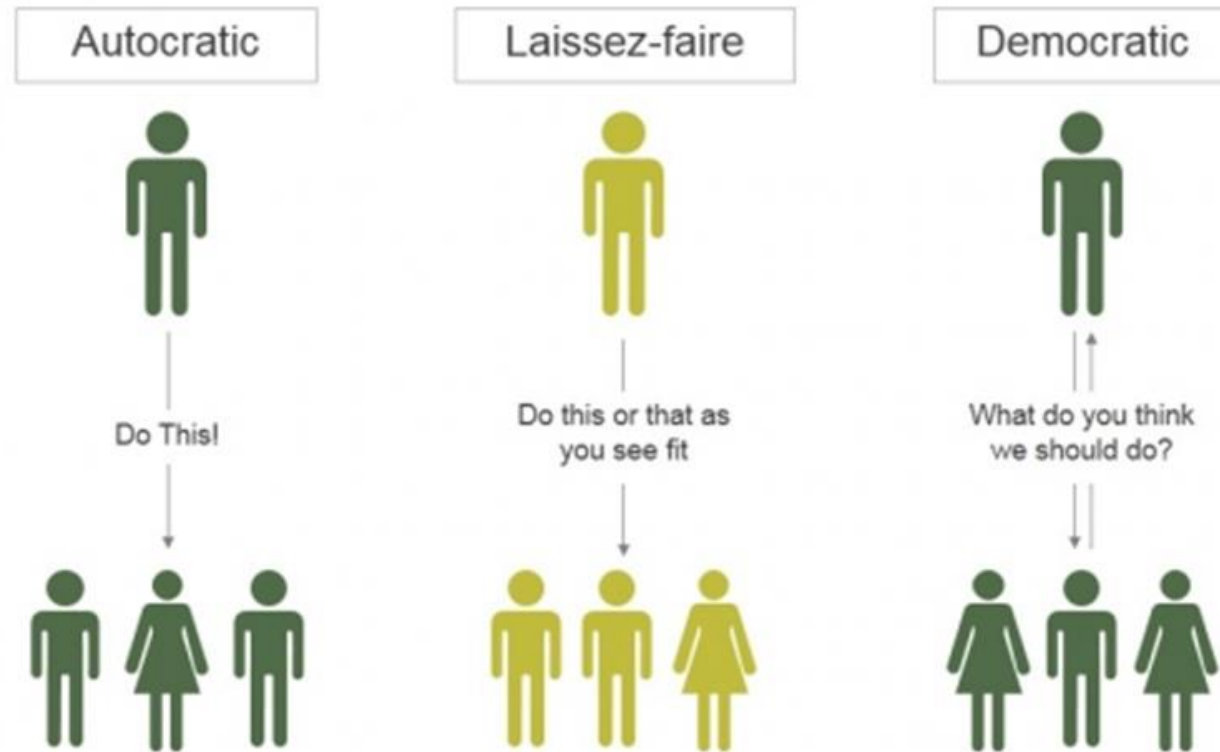
Laissez-Faire



Democratic



Leadership Styles based on Authority



AUTHORITARIAN DIRECTIVE



Do as I say
I will convince you to do it



DEMOCRATIC COACHING/SUPPORTING



You are part of the decision
I seek your opinion



LAISSEZ-FAIRE/ EMPOWERING

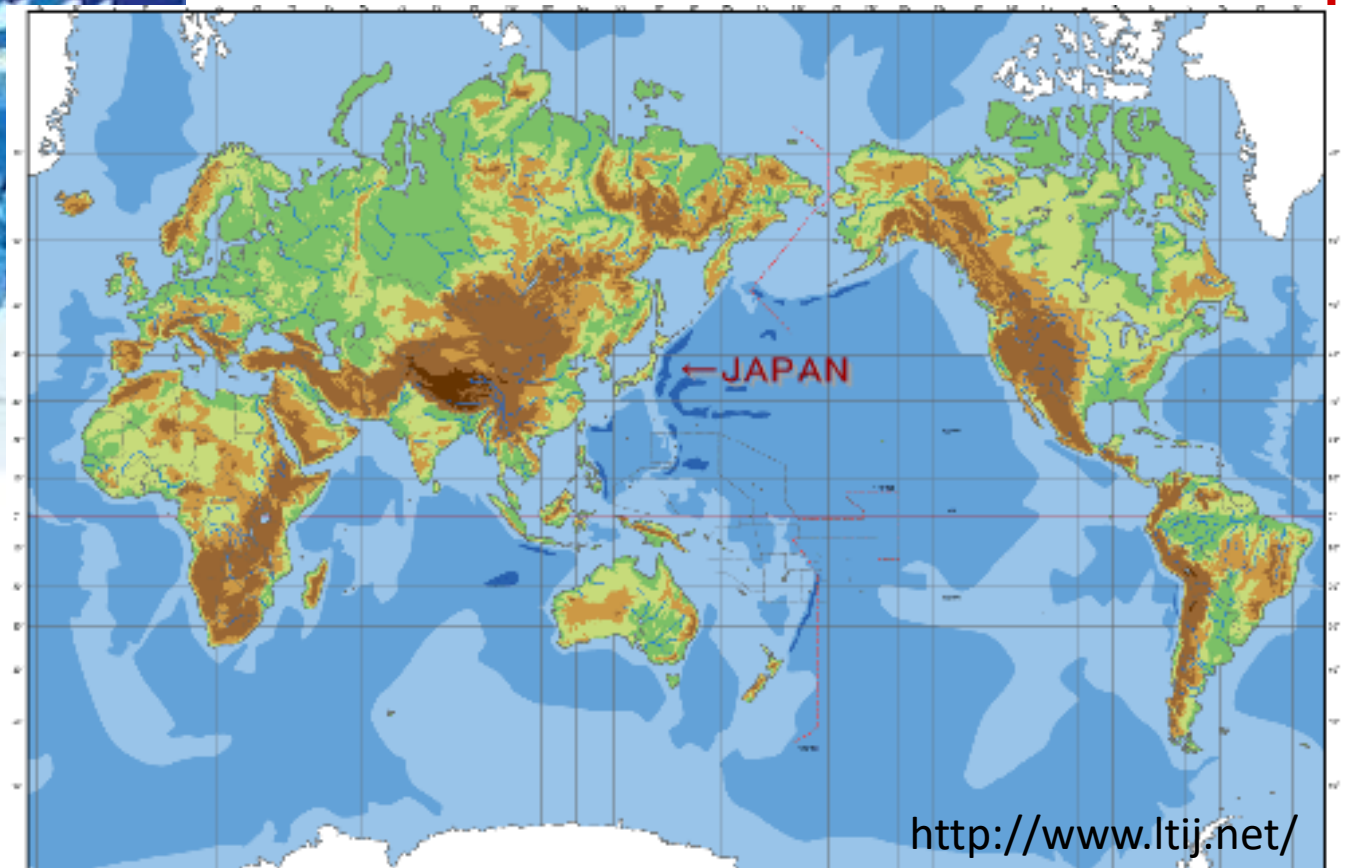


You are trusted to take
decisions





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<http://www.ltij.net/>

During your course

- Create an environment of Trust
 - Trust in ourselves and trust in others
 - We all need to feel Significant, Competent and Likeable
 - According to Google's Project Aristotle the most important element that makes high performing teams is psychological safety

Interpersonal Needs



Will Schutz – The Human Element

During your course

- Make a note of anything that came across as strange, awkward, uncomfortable

聽

Source: Lateral Communication <http://latcomm.com/2013/03/chinese-character-for-listen-embedded-meanings>

After the course

- Kaizen → Continuous improvement
- Reflect on your experience
 - What was said
 - What was felt
 - Were there examples of bias
- Note which strategies and methods worked well and which ones you should modify

“We do not learn from experience... we learn from reflecting on experience.”

John Dewey

Monitoring your evolution

- Take the Harvard Implicit Association test again
- Ask a mentor or colleague to sit in on your course and note biased observations or comments
- Get feedback from students through small discussion groups if you have a large audience
- Continue to reflect on experience
- Understanding bias will make you more aware of biased behavior in others

“When you understand, you are
left with no option but to change
in some way”

Mahzarin Banaji

Practice makes Perfect

Resources

- Mahzarin Banaji *Blindspot: Hidden Biases of Good People*
<http://www.onbeing.org/program/mahzarin-banaji-the-mind-is-a-difference-seeking-machine/8719>
- Women on the 'Problem with Science' BBC World Services
<http://www.bbc.co.uk/programmes/p02z6trp>
- How to take the bias out of interviews HBR <https://hbr.org/2016/04/how-to-take-the-bias-out-of-interviews>
- Why the halo effect influences how we perceive others
<https://www.verywellmind.com/what-is-the-halo-effect-2795906>
- Vernà Myers
https://www.ted.com/talks/verna_myers_how_to_overcome_our_biases_walk_boldly_toward_them/transcript
- Daniel Kahneman <http://shifter-magazine.com/wp-content/uploads/2015/02/Daniel-Kahneman-Thinking-Fast-and-Slow-.pdf>
- Stella Ting-Toomey "Managing Intercultural Conflicts Effectively"
<https://www.talent.wisc.edu/home/Portals/0/ManagingInterculturalConflicts.pdf>
- HBR's 10 must reads "On Managing Across Cultures"
- International Students, Learning Environments and Perceptions
http://eprints.utas.edu.au/7179/1/Robertson_et_al_2000_Higer_Ed_research_%26_Dment.pdf
- Source of image page 16 http://www.nihonzashi.com/sword_maintenance.aspx