

Healthcare leaders:

Know your biases

and unveil a competitive advantage for yourself and your organization



An educational and leadership development module of the Central Illinois Chapter of ACHE, with grant funding from ACHE

Implicit, or unconscious, biases are prejudices we have but that we are not aware of. In the workplace, they cause people to make decisions that exclude some people and include others—in hiring, promotions and project teams, for example—without regard to factors relevant to the job’s demands.

So implicit bias can be a detriment to your organization.

For leaders in healthcare, the Central Illinois Chapter of ACHE has prepared this flyer and accompanying pre-test, video and post-test, to help you examine your own implicit biases.

The goal: help you become aware of your biases and their impact on decisions in the workplace. You will then be in position to address them in yourself, among your colleagues and your organization.

Results of implicit bias

Examples from researchⁱ:

- ➔ Taller men tend to rise more easily into the ranks of leadership: Almost 60% of Fortune 500 CEOs are about 6’ tall, but only 14.5% of the male population are that height.
- ➔ Blond women in one study had higher salaries—7% higher than brunettes or redheads.
- ➔ White interviewers sit farther from black candidates than from white candidates, and end the interview 25% sooner.
- ➔ And we’re all familiar with the wage gap between men and women.

In healthcare, such biases among providers can also impact patient care.

Healthcare leaders have arguably made great strides in addressing issues such as cultural, religious, language and disability issues. But in addition to gender, race and culture, many of us are faced with additional differences and even terms that did not exist a few short years ago: LGBTQ, “gender binary” or “gender non-conforming.”

continued



You can combat implicit bias and its effects in the workplace through three steps, according to experts*.

- 1. Offer awareness training**
- 2. Label the types of biases that are likely to occur.**
- 3. Create structures and processes to correct and avoid implicit bias.**

To begin, learn more about your own implicit bias. Use the learning module from the Central Illinois Chapter of ACHE:

Visit <https://bit.ly/2Mm1Tbn>

There, you will find a link to a pre-test, to evaluate your personal implicit biases. The anonymous online test was created by an academic research team at Harvard University.

Next, you’ll watch a video of the educational program presented by the Central Illinois Chapter of ACHE in May 2018, given by noted expert and champion of implicit bias education, Kris Kieper Machajewski, President and CEO of YWCA Northwestern Illinois. See her PowerPoint slide deck on the chapter website, too.

Finally, you’ll take a very short post-test.

The website also includes links to additional educational material.

How do our thoughts and perceptions about all these groups affect our interactions, hiring and patient care?
How can you change it?

Implicit biases that have consequences in the workplace:

- Affinity bias, for people who are like ourselves.
- Halo effect, thinking all is good about someone just because you like them.
- Perception bias, assuming something about a person based on beliefs about a group they belong to (Tall men make good leaders. Blond women deserve more money.)
- Confirmation bias, where you pay more attention to people who confirm the beliefs you already have.
- Group think, where members of a group act in ways to fit into the group, versus share their creativity

Tackling implicit bias in the US...and your organization

Today, employees receive implicit bias training at 20 percent of large companies nationwide. Fully half will have this training onboard in the next several years, according to experts. Some companies now offering it: Google, Excel, Genentech, T. Rowe Price and Roche Diagnostics.

Begin the work of understanding more about your implicit bias. Use the learning module from the Central Illinois Chapter of ACHE:

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ⁱ McCormick, Horace. "The real effects of unconscious bias in the workplace," UNC Kenan-Flagler Business School Executive Development. 2016