

Overview of Personal and Organizational Bias, Equity, and Policy

Cultural Proficiency

February 1, 2017



Today's Goals

- **Introduction to Cultural Proficiency**
- **Pre Self-Assessment**
- **YouTube Videos**
 - Cultural Proficiency, Ridge Road CTE
 - Journey Towards Excellence-Moving Towards Cultural Proficiency
- **Organizational Culture**
 - Personal Bias
 - Organizational Bias
 - Equity
 - Policy
- **Wrap Up**

Introduction

“Cultural Proficiency is a mind set, a worldview, a way a person or an organization make assumptions for effectively describing, responding to, and planning for issues that arise in diverse environments” (Lindsey, et. Al, p.4)

- Pre Self Assessment Activity-Assess Culture (p.295)

Cultural Proficiency Context

- Cultural Proficiency, Ridge Road CTE (2:17)
 - <https://youtu.be/YvXZ5ipgsJY>
- Journey Towards Excellence-Moving Towards Cultural Proficiency (2:16)
 - <https://youtu.be/InCdx8g1zYQ>

Organizational Culture (1 of 3)

Organizational culture is a cognitive framework consisting of attitudes, values, behavioral norms, and expectations shared by organizational members (Robbins, 2003).

Organizational Culture (2 of 3)

The culture or the cognitive framework of attitudes, values, behavioral norms, and expectations shared by organizational members can change often, especially if the “main” members of that organizational culture change.

Organizational Culture (3 of 3)

Those new to the culture may risk being an outcast of such an organization or being removed altogether if they don't conform to the groups standard or beliefs.

Personal and Organizational Bias, Equity, and Policy

Organizational Bias (common bias)

- Bias #1: “The Bandwagon Effect”
 - People tend to go along with what other members of a group are doing
- Bias #2: “Hyperbolic Discounting”
 - When presented with two similar rewards, people show a preference for the one that arrives sooner rather than later

Jacobson, D. (2012). *Globoforce*. Cognitive biases that will make or break your culture. Retrieved from <http://www.globoforce.com/gfblog/2012/8-cognitive-biases-that-will-make-or-break-your-culture/>

Organizational Bias (common bias)

- Bias #3: “The Ingroup Bias”
 - People naturally polarize into groups.
 - Individuals view “their” group as better, while outsiders are collectively viewed as inferior.
- Bias #4: “The Confirmation Bias”
 - People tend to ignore information which does not fit with their beliefs and weigh agreeable information more heavily.

Organizational Bias (common bias)

- Bias #5: “Mere-Exposure Effect”
 - People tend to develop a preference for things merely because they are familiar with them.
- Bias #6: “The Negativity Bias”
 - People pay more attention to and give more weight to negative rather than positive experiences.

Organizational Bias (common bias)

- Bias #7: “System Justification”
 - People will defend and prefer the status quo, seeing it as better, more legitimate, and more desirable than new alternatives.
- Bias #8: “The Spacing Effect”
 - Information is better recalled if exposure to it is repeated over a longer span of time (consistency and message).

Examples of Bias

- What is organizational bias? (1:00)
 - https://youtu.be/1P-96lgT_zU

Beating Bias

- Ensure transparency
- Seek multi-dimensional feedback
- Build Trust
- Create opportunities to build relationships across differences
- Organization-wide incentives for change
- Encourage self-awareness
- Don't blame, or shame, others when bias is acknowledged

Equity

- Outcome of practices that result in the same outcomes for members of a group.
 - Accommodations for differences of the outcomes are the same
- Not to be confused with equality
 - Culturally blind and often results in very unfair and unequal outcomes

Smiley, Leah. (). Tackling Bias in Organizational Culture. Retrieved from <https://www.linkedin.com/pulse/tackling-bias-within-organizational-culture-leah-smiley-cde>

Equity Building Purpose

- An organization that shares a definition of equitable care and places high value on its delivery yields concrete benefits
- Strengthens and improves success of the organization

Building Equity (1 of 2)

- Identifying the problem and taking responsibility for addressing it
- Explicitly prioritize equity in organization mission and goals (truly)
- Agree on definition of equitable care and goals for disparities reduction
- Anticipate effect of quality improvement on disparities

Building Equity (2 of 2)

- Gain Leadership Commitment (ongoing)
- Identify and publicly recognize equity champions (real not perceived)
- Empower staff to complete work
- Strive for a Diverse Workforce – not limited to race
- Formalize your commitment to equity

Policy

- Analyzing the impact of reforms and exploring routine practices by which inequalities are reproduced and legitimized
 - ✓ Needs are **overlooked** with a lens of equality versus equity
 - ✓ Cultural bias is present in decision making
 - ✓ Lack of context for needs in policy making

Wrap Up

References

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