HARVARD Online

Outsmarting Implicit Bias

Syllabus

A science-based approach to implicit bias in the workplace taught by Professor Mahzarin Banaji, the preeminent experimental psychologist who co-developed the concept of implicit bias and co-authored the *New York Times* best-selling book *Blindspot: Hidden Biases of Good People*.

	Modules	Voices from the Workplace	Takeaways	Key Exercises
Module 1	**How the Mind Works: Cognitive Biases**	• Max Bazerman, Harvard Business School Professor • Shelly McNamara, Chief Equality and Inclusion Officer and Executive Vice President of Human Resources at Procter and Gamble	• Learn the science behind cognitive biases and how they impact our decisions. • Identify ways to outsmart cognitive biases so you can make more accurate decisions.	• Experience the impact of cognitive biases using mind riddles. • Reflect on how cognitive biases directly and indirectly impact you in the workplace.
Module 2	**Implicit Bias: What Is It? How Does It Affect Our Judgements?**	• Shelly McNamara • Rob Lowe, Chief of Police at Boston University	• Recognize the science behind implicit bias. • Understand how our first impressions can be inaccurate and what this means for our decisions about others. • Identify the areas where implicit bias impacts our decisions in work and in life.	• Explore how implicit bias can lead us to have incorrect first impressions about others. • Use quizzes and personal reflections to learn how our eyes and ears can lead us astray. • Examine the role of stereotypes in forming our perception of others and reflect on how this may impact our decisions.
Module 3	**The Implicit Association Test**	• Professionals describe their experiences taking the Implicit Association Test (IAT).	• Better understand the science of the mind and why we have implicit biases. • Understand what the Implicit Association Test is and how it works. • Recognize what data from the Implicit Association Test tells us about ourselves and our society.	• Complete two Implicit Association Tests (optional). • Reflect on your experience taking the Implicit Association Test and your results.

	Modules	Voices from the Workplace	Takeaways	Key Exercises
Module 4	**Detecting Implicit Bias in the Workplace**	• Deb Dagit, former Chief Diversity Officer at Merck and current Head of Deb Dagit Diversity • Janet Reid, Diversity, Equity and Inclusion consultant and founder of consulting firm BRBS World • Mike Fenlon, Chief Future of Work Officer at PwC • Maureen Howard, Vice President of Human Resources, Global Equality and Inclusion at Procter and Gamble	• Examine how similarity with others impacts our decisions. • Identify areas in workplace processes where implicit bias may impact decisions. • Understand what helping behavior is and how it is influenced by implicit bias.	• Explore how our eyes and ears can shape the decisions we make through reflections on scientific data and personal experiences. • Reflect on your experience with implicit bias in the workplace.
Module 5	**How People and Teams Succeed at Outsmarting Bias**	• Janet Reid • Mike Fenlon • Maureen Howard • Tamara Thomas, Vice President of Human Resources and Global Business Services at Procter and Gamble • Deb Dagit	• Learn about "inattentional blindness" and how that can impact our decisions. • Understand the business case for the benefits of diversity. • Hear from industry leaders on ways they outsmart implicit bias.	• Apply general strategies to debias the workplace, with a focus on how to sort relevant data from the irrelevant. • Choose actions you can take to outsmart your bias during meetings. • Share solutions for outsmarting implicit bias in your own workplace.
Module 6	**Can Implicit Bias Change?**	• Shelly McNamara • Rob Lowe • Rohini Anand, former Global CDO at Sodexo and founder of Rohini Anand	• Understand that implicit bias is not permanent and witness examples of how it can change. • Recognize how true change needs to happen at three levels: the individual, the institutional, and the societal. • Understand how creating workplace change can lead to lasting change in individuals and in society.	• Analyze IAT data and see how implicit bias has changed over 20 years. • Study how one company created and sustained lasting change surrounding implicit bias. • Share ideas on how to create lasting change in your personal and professional life.

Learning requirements: In order to earn a Certificate of Completion from Harvard Online, participants must thoughtfully complete all six modules, including satisfactory completion of the associated quizzes, by the deadlines specified in the course calendar.