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If you are interested in Dr. Marks and the NTIRE team providing implicit bias training for your organization, please send an email to admin@national.training.

Notes.

- Enclosed are slides from the National Training Institute on Race and Equity's implicit bias awareness training (IB 101).
- There are slides included in this slide deck that may not have been covered in your particular training.

The Hidden Biases of Good People

Implicit Bias Awareness

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National Training Institute on Race & Equity (NTIRE)

Professor of Psychology, Morehouse College



- (optical illusion)

National Training Institute On Race and Equity

Where NTIRE has presented/trained:



CEO **ACTION**
FOR DIVERSITY
& INCLUSION

HARVARD
UNIVERSITY



MY BROTHER'S KEEPER
ALLIANCE



JONES
DAY



P&G

PRINCETON
UNIVERSITY

Spelman College

CollegeBoard



accenture

Wharton
UNIVERSITY of PENNSYLVANIA



USC
Marshall
School of Business

SOUTHERN CALIFORNIA
GRANTMAKERS

LUCAS MUSEUM

Microsoft
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NEW YORK UNIVERSITY
NYU
STERN
LEONARD N. STERN
SCHOOL OF BUSINESS

GEORGETOWN
UNIVERSITY
McDonough
SCHOOL of BUSINESS



OBAMA
FOUNDATION

commonfund

MENTOR



NYC
Department of
Education

Bloomberg Associates

AMERICAN
EXPRESS



A little about me

- Born in the Bronx raised in Queens (Mets fan)
- Dad was a Mississippi cotton-picking champ & preacher; Mom was born and raised in Harlem and nurse
- B.A. in psychology, minor in economics from Morehouse College
- Had a barber shop in my fresh/soph dorm room
- M.A. & Ph.D. in social psychology, Univ. of Michigan (Brady/Woodson)
- Diversity/implicit bias research and training for 22 yrs
- 2 appointments with the Obama Admin: DOJ, DOE, the White House
- IB training to over 2,400 police chiefs at White House (Obama), 2,000 departments, and 30K+ officers in past three years, including entire LA PD
- 3 of the 7 cars I've owned were made by Hyundai
- Huge Shark Tank fan
- Allergic to watermelon
- Was an MC/rapper (was in the studio with Jay Z when we were teenagers); party hyper, spoken word artist, teacher, preacher, and trainer



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Implicit Bias: Questions of the Day

1. What is implicit bias?
2. What does implicit bias look like in the real world?
3. Why does implicit bias exist?
4. How is implicit bias measured?
5. How does implicit bias affect the target of the bias?
6. How can implicit bias be managed / reduced at the personal and organizational levels?

General Notes

1. PDF of the slides will be provided
2. You may/not agree with everything that I say
3. Keep an open mind
4. Deep work on diversity, equity, inclusion, implicit bias is usually awkward, messy, uncomfortable, emotional, and difficult; just accept it.



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Who/what is better?

Beatles or Rolling Stones



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Beyonce or Alicia Keys

The Accident



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We all have biases...

...but the impact of our biases on others depends on the roles we play in society



Please take out your cellphones

Have you participated in implicit bias training in the past two years that lasted one hour or longer

yes

no

For the most part, I grew up in...

Northeast

Southeast

Midwest

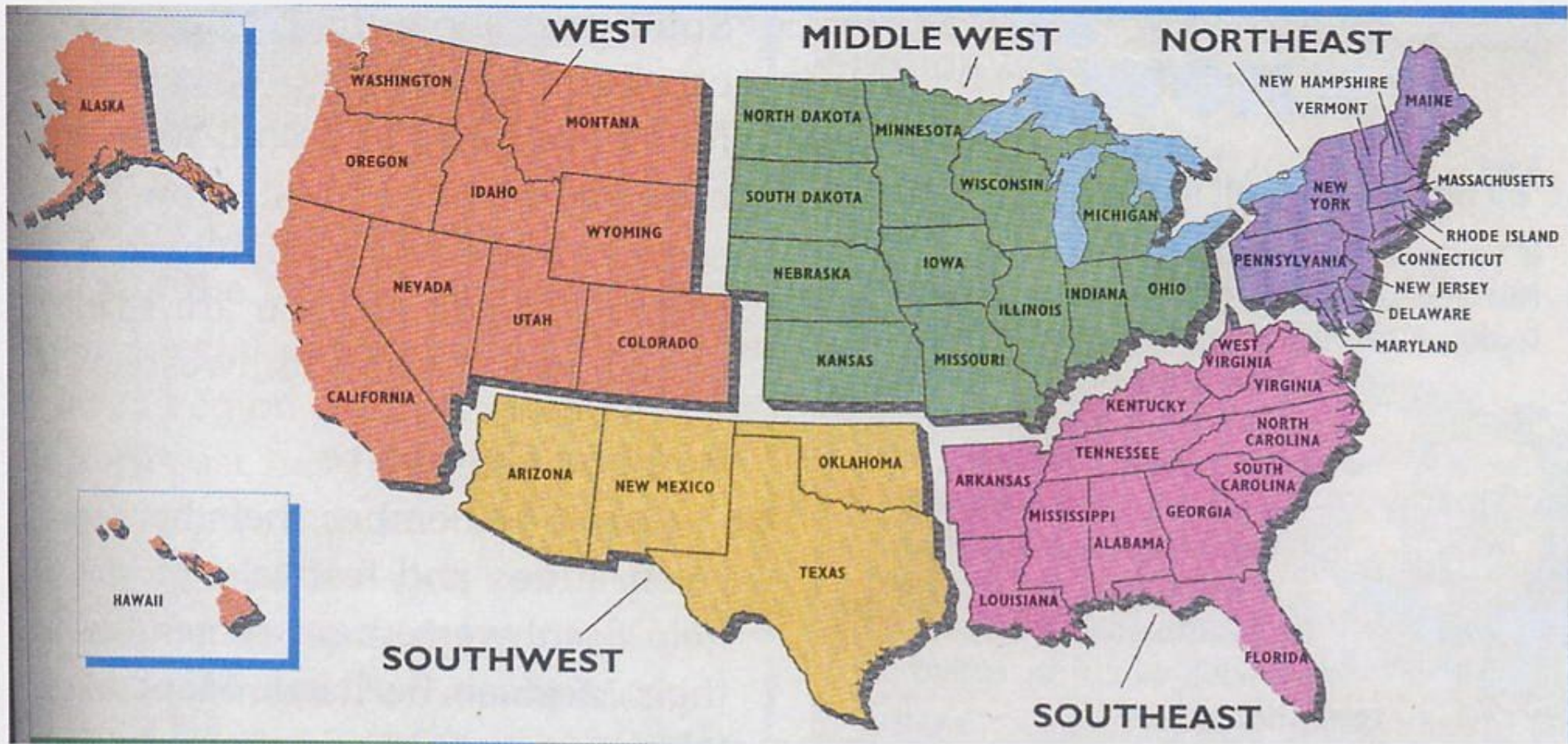
Southwest

West

U.S. Territory (Puerto Rico,
Virgin Islands, Guam, etc.)

Another country

If you grew up in the United States...



The Statue of Liberty was created to celebrate freed slaves, not immigrants, its new museum recounts →

We are not a
nation of
immigrants...





Origin of the name “California”

- Derives from a 16th Century romance novel written by a Spanish author Garcia Ordenez de Montalvo
- California was an island, very close to the Garden of Eden, full of gold, which was ruled by strong and beautiful black women
- Queen was named “Califia” or “Khalifah”
- City of Los Angeles. founded by 44 settlers: Native Am’s, Blacks, Mestizos, and two Spaniards.

Honestly, what was your initial gut reaction toward me when I mentioned that I worked with the Obama Administration?

Very negative

Negative

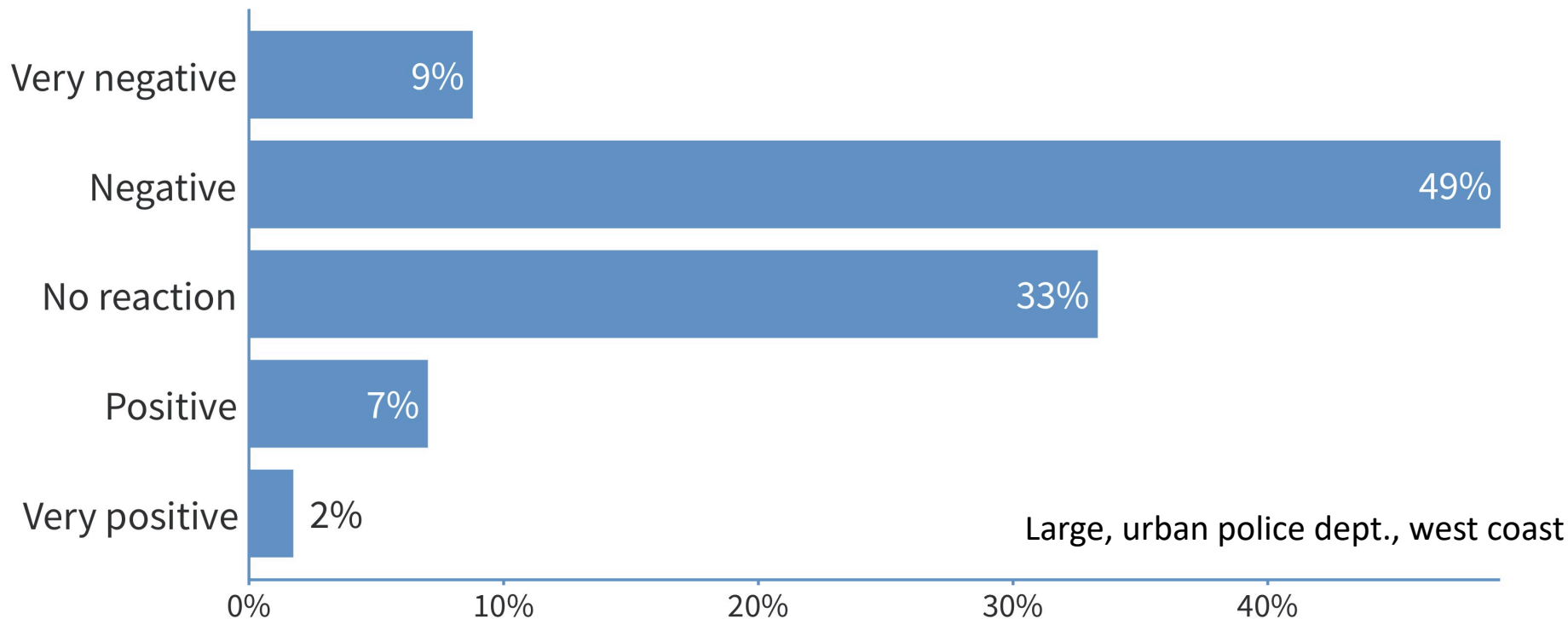
No reaction

Positive

Very positive

Honestly, what was your initial gut reaction toward me when I mentioned that I worked with the Obama Administration?

 **Poll locked.** Responses not accepted.



Total Results: 57

The Person and The Situation

1. What is implicit bias?



Key Terms

- **Diversity:** includes all the ways in which people differ: race, ethnicity, gender, age, national origin, religion, disability, sexual orientation, socioeconomic status, education, marital status, language, physical appearance, and diversity of thought (i.e., ideas, perspectives, and values). We also recognize that individuals affiliate with multiple identities. (ProInspire)

Key Terms

- **Equity:** providing individuals and groups with the appropriate resources and support for their particular situation that will allow them to experience similar opportunities and outcomes as other groups. Equity is NOT equality—giving everyone the exact same level of support or resources regardless of their situation.



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Key Terms

- **Inclusion:** the act of creating environments in which any individual or group can be and feel welcomed, respected, supported, and valued to fully participate regardless of their role or rank.
- Saying “the U.S. is a nation of immigrants” **IS NOT** inclusion! Indigenous people (“Native Americans”) and African Americans were not immigrants. Saying the U.S. is a nation of immigrants excludes 15% of the population. The U.S. is a nation of foreigners, with the exception of Indigenous people.

Benefits of Diversity, Inclusion, and Equity

- Better decisions
- Broadens the perspectives of group members
- Increased likelihood of meeting organizational mission and goals



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When Americans think of people from New York City, what words/phrases come to mind? (1-2 words; no spaces in 2-word responses; 2x)

When Americans think of young Black males, what words/phrases come to mind? (2x)

Key Terms: Stereotypes

Stereotypes: a generalization about a group in which identical characteristics are assigned to all members of the group, regardless of actual variation among the members (e.g., gender, elderly, professors)

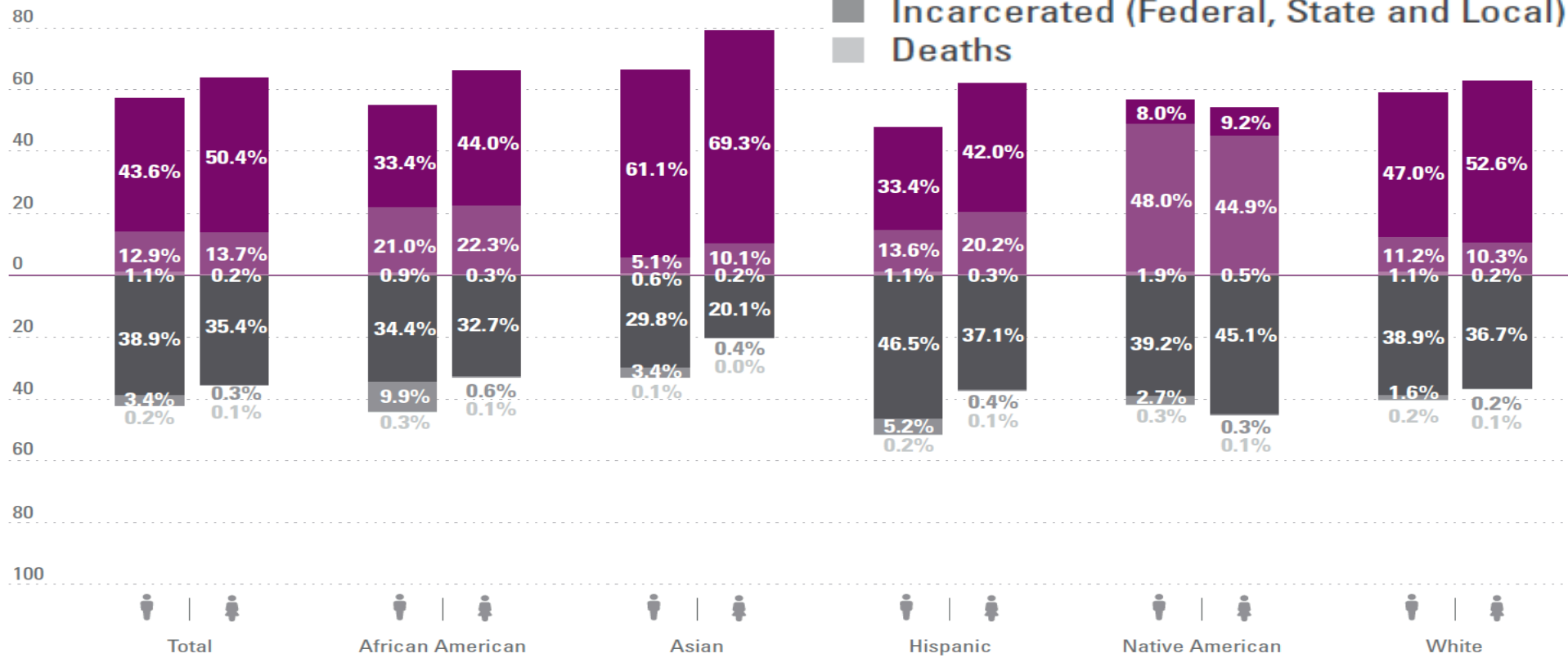
- Stereotypes: Beliefs that associate groups with traits
 - New York City People = Rude

Stereotypes

- **Kernel of truth:** it is sometimes the case that a group of people actually do possess a characteristic to a greater extent than other groups, but it doesn't mean that every member of the group will possess the trait
- Just because something is true of some of the group, doesn't mean it's true of all of the group
 - Ex. Young Hispanic males

Post-Secondary Pathways for HS Graduates, Ages 15 to 24

- Enrolled in Postsecondary Education
- Employed
- Military
- Not Employed
- Incarcerated (Federal, State and Local)
- Deaths



Prejudice

Prejudice: a *positive or negative* attitude, judgment, or **feeling** about a person that is generalized from attitudes or beliefs (stereotypes) held about the group to which the person belongs; a prejudgment that involves liking or disliking (e.g., registered sex offender)

Discrimination

Discrimination: negative or positive **behavior** toward someone based on positive or negative attitudes one holds toward the group to which that person belongs; it's the behavioral manifestation of prejudice (e.g., job opportunities; legislation; interest rates) .

- Although influenced by mental processes (i.e., stereotypes and prejudice), discriminatory behavior is observable and usually easier to measure.
- As a society, reducing discrimination is more important than reducing stereotyping and prejudice; thoughts and feelings **can** be negative, but treatment must be fair.

Micro-aggressions

- **Microaggressions:** a form of discrimination in which small-scale, everyday verbal and nonverbal behaviors demean other social groups or individual members of those groups (Sue, 2010).
 - e.g., not making eye contact with certain people in a group conversation or meeting
 - e.g., comment to a Black mother that assumes she is unmarried or her husband is not involved in her kids' lives

Implicit Bias Defined

- General bias: a particular tendency, inclination, feeling, or opinion
- **Implicit (unconscious) Bias:** stereotypes (group-trait associations) that affect how we think, feel, and behave in an unconscious manner. These biases, which include both favorable and unfavorable perceptions, are usually activated involuntarily and play out without an individual's awareness or intentional control.
 - Thinking: judgment and decision making
 - Feeling (prejudice): dis/liking someone or a group
 - Behavior (discrimination): unfair positive/negative treatment



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Three levels of the isms

Individual (Race, sex, age) ism: observation of derogatory statements or behaviors committed by individuals (racial slurs); blatant/covert; active/passive; does not require systematic power

Institutional isms: institutional extension of individual beliefs in which constituted institutions (e.g., criminal justice, schools, health, housing, salaries) are manipulated to maintain the advantage of one group over others; requires power

Cultural isms: the individual and institutional expression of the superiority of one group's cultural heritage over that of another (e.g., music, language, religion, beauty); requires power

White Privilege

- **Whit Privilege:** unearned favored state given to a white person simply based upon them being White. (McIntosh, 1988)
 - For the average White American, White privilege is invisible. They won't know when it's happening because it's simply a part of American life (loans, healthcare, housing, etc.)
 - White people don't have to "do" anything to experience privilege, they just have to "be".
 - Invisibility of White privilege does not provide a pass for doing nothing regarding racial disparities. When you know better you *can* do better.

Let's take a trip

- Pick a number between 1 and 5
- Multiply your number by 9
- If your new number is two digits, add them together; if one just use that number
- Subtract 5
- Convert number to letter: 1=A, 2=B, 3=C...
- Pick a country that begins with that letter
- Take the last letter of that country and think of an animal that begins with that letter
- Using the last letter of the animal you just chose, think of a color that begins with that letter .



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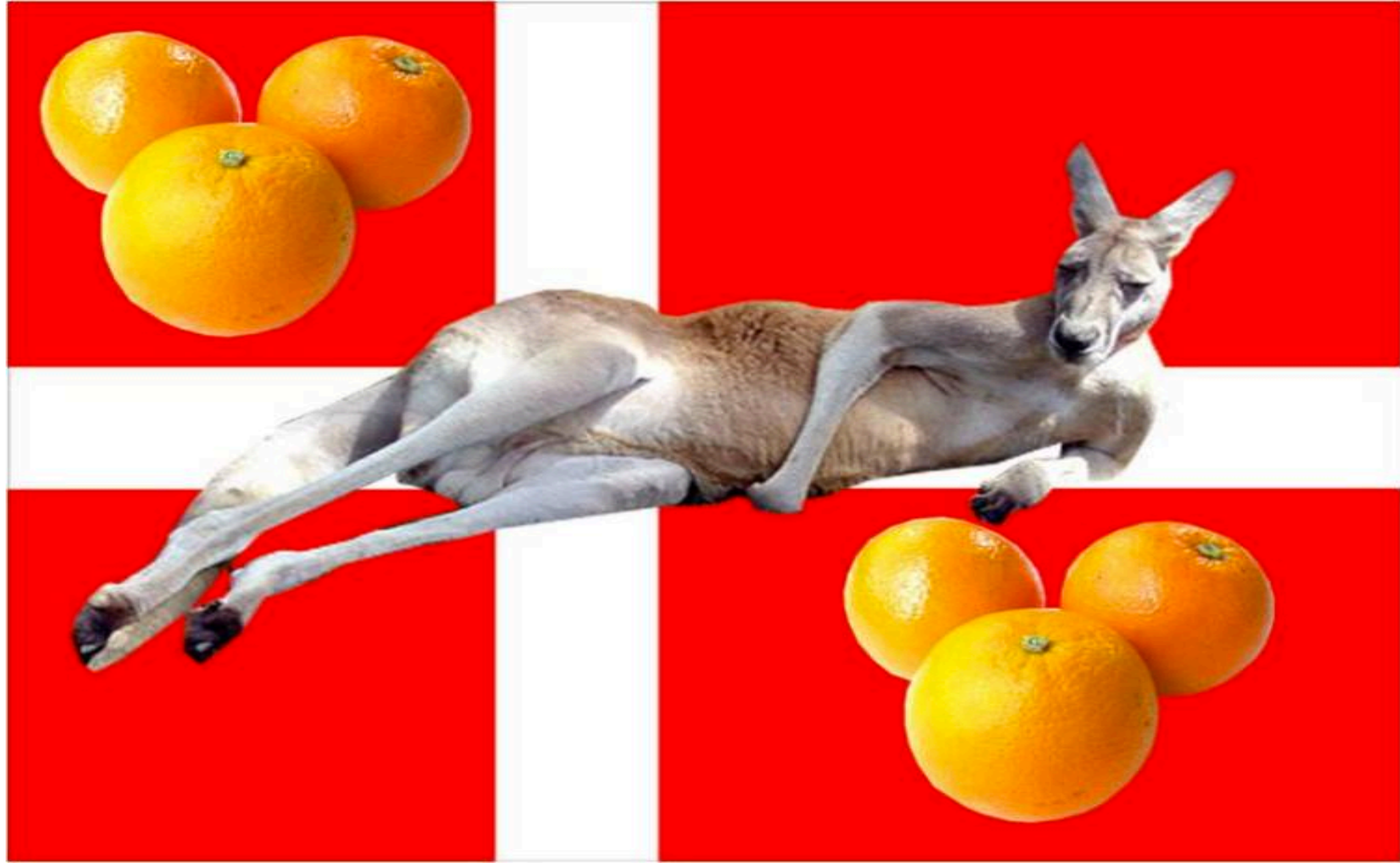


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How did I read your mind?

- Pick a number between 1 and 5
- Multiply your number by 9
- If your new number is two digits, add them together; if one just use that number (will always = 9)
- Subtract 5 (will always = 4)
- Convert number to letter: 1=A, 2=B, 3=C... (will always=D)
- Pick a country that begins with that letter (Denmark bias)
- Take the last letter of that country and think of an animal that begins with that letter (kangaroo bias)
- Using the last letter of the animal you just chose, think of a color that begins with that letter . (orange bias)

Implicit Bias Findings

- We all have biases, but the impact of our biases on others depends on the roles we play in society
- Implicit bias is more prevalent than explicit bias because our minds are cognitive machines that encode and store many associations between groups and traits that we have not consciously processed
 - Many people have favorite numbers, shapes, colors
 - In the U.S.: we automatically categorize others' race, gender and age
- Implicit bias is a stronger predictor of day to day behavior than explicit bias because much of our behavior/thoughts are automatic
- The potential impact of implicit bias on behavior can be over-ridden by conscious effort

According to the implicit associations test, Americans' strongest negative implicit attitudes are toward...

women

African
Americans

the elderly

the obese

Common Biases and Targets

- Most bias arises from external characteristics
 - Racial bias (Racism)
 - Gender bias (Sexism)
- Arabs and Muslims
 - Prejudice and discrimination increased in U.S. after September 11, 2001
- People who are overweight
- LGBTQ communities
- Undocumented individuals
- Americans' strongest negative bias is toward elderly people followed by obese people

2. What does implicit bias look like in the real world?



All things being equal yet unequal...

- Taller employees receive higher wages than their shorter counterparts (Schick & Steckel, 2015)
- Qualifications being equal (credit score, financial history, income, etc.), Blacks and Latinos were less likely to be approved for **mortgages**, and paid higher interest rates on when they were (U.S. Housing and Urban Development report, 2015)
- Previous performance being equal, K-12 teachers have lower expectations and display less social comfort w/Af Am students and some Latinos than White students (various researchers)

All things being equal yet unequal...

- People who show implicit bias towards Latinos are more likely to oppose both illegal **AND** legal immigration (Perez, 2015)
- Symptoms being equal, African Americans and some subgroups of Latinos are less likely to receive most effective treatment for illnesses, even after matching them on income and insurance coverage (Nat'l Academy of Sciences' *Unequal Treatment* report, 2002)
- Regular weight job applicants were less likely to be recommended to be hired for a job when they were seen (photo) sitting next to an obese applicant than when sitting alone or next to a regular weight person. (Hebl & Mannix, 2003)

Joe and Jose

- https://www.youtube.com/watch?v=PR7SG2C7IVU&list=PLhh73_CM5GHRUYWhUa1VtgMJxtGw6r-lu&index=28&t=0s

All things being equal yet unequal...

- Crime and circumstances being equal, Af Am's and some subgroups of Latinos are more likely to be stopped, searched, arrested, receive poor plea deals, convicted, receive longer sentences, receive the death penalty, declined probation and declined a pardon (DOJ/BJS, U.S. Census, Stanford Univ., multiple academic and journalistic studies)
- Non-Blacks perceive young Black men as bigger (taller, heavier, more muscular) and more physically threatening (stronger, more capable of harm) than young White men. (Wilson, Hugenberg & Rule, 2017)

All things being equal yet unequal...

- **Confirmation bias:** when people pay more attention to information consistent with expectations and less to that which is inconsistent (emotional women / assertive men)
- Law firm partners found more errors and gave lower ratings of a legal research memo when they thought it was written by a Black vs. White associate (Reeves 2014).

All things being equal yet unequal...

Among heterosexual health care providers (doctors, nurses, mental health, etc.)

- Implicit preferences favored heterosexual people over lesbian and gay people.
- Negative implicit bias was stronger toward gay men (vs. heterosexual men) than lesbian women (vs. heterosexual women).
- Heterosexual nurses held the strongest negative implicit bias toward gay men (vs. heterosexual men).
- Among all healthcare groups in the study, negative implicit bias toward lesbian and gay people were stronger than explicit bias toward those groups.

(Sabin, Riskind, and Nosek, 2015)



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What face do you see?

Who did you see?

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1

2

3

4

5

All things being equal and unequal...

- When taking numerous factors into account (e.g., seriousness of the primary offense, number of prior offenses, etc.), Black males with prominent Afrocentric features (i.e., dark skin, a wide nose, and full lips) were most likely to:
 - receive longer sentences from judges (Blair, Judd, and Chapleau, 2004)
 - receive death penalty conviction from juries when victim was White (Pizzi, Blair, and Judd, 2005)
 - be mistaken for a suspect by police (Eberhardt, 2004)
- In many countries throughout the world, darker-skinned people are disproportionately in low-income, low-status positions and are associated with negative traits. Skin-tone bias.

(See chapter 3 of *The New Jim Crow* for a review)

The Shades of Sammy Sosa



Bias on the Bench

- https://www.youtube.com/watch?v=9Wv_rlcG0uQ&list=PLhh73_CM5GHRUYWhUa1VtgMJxtGw6r-lu&index=52&t=6s

Implicit Bias in the Workplace



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The Employee Life Cycle

Implicit bias can affect:

1. *Hiring:* job description, sourcing, recruiting, initial cut, interviewing, offer/negotiation, and onboarding
2. *Talent/Skill Development:* mentoring, assignment profile, and performance evaluations
3. *Promotion:* performance evaluations, succession planning (“grooming”), and diversity push
4. *Exit:* resigning vs. retiring; who leaves and why



Why Bias Exists (some of the reasons)

- **Minimal group effect:** In-group favoritism occurs even when group membership is random
- **Competition** over scarce resources leads to intergroup hostility and conflict (gas, food, water)
- **Bias and self-esteem:** If other groups are inferior, my group (“I”) must be superior
- **Rationalization for Oppression:** powerful group retains power through use of stereotypes and prejudices
- **Socialization/Exposure:** we learn it
 - Influence of family, teachers, peers, media, and experience
 - Kids develop notion of race around ages 3-4
- **Lack of exposure** to the diversity within other groups .

How is implicit bias measured?



Measures of Implicit Bias

- **The Implicit Associations Test (IAT):** measures the strength of subconscious associations between concepts/groups (e.g., Hispanic people, gay people) and evaluations (e.g., good, bad) or stereotypes (e.g., athletic, clumsy)
- The IAT is not perfect, but it does correlate with various implicit and explicit behaviors

Sexuality IAT

Sexuality ('Gay - Straight' IAT). This IAT requires the ability to distinguish words and symbols representing gay and straight people. It often reveals an automatic preference for straight relative to gay people.

Native IAT

Native American ('Native - White American' IAT). This IAT requires the ability to recognize White and Native American faces in either classic or modern dress, and the names of places that are either American or Foreign in origin.

Age IAT

Age ('Young - Old' IAT). This IAT requires the ability to distinguish old from young faces. This test often indicates that Americans have automatic preference for young over old.

Gender-Career IAT

Gender - Career. This IAT often reveals a relative link between family and females and between career and males.

Race IAT

Race ('Black - White' IAT). This IAT requires the ability to distinguish faces of European and African origin. It indicates that most Americans have an automatic preference for white over black.

Skin-tone IAT

Skin-tone ('Light Skin - Dark Skin' IAT). This IAT requires the ability to recognize light and dark-skinned faces. It often reveals an automatic preference for light-skin relative to dark-skin.

Weapons IAT

Weapons ('Weapons - Harmless Objects' IAT). This IAT requires the ability to recognize White and Black faces, and images of weapons or harmless objects.

Presidents IAT

Presidents ('Presidential Popularity' IAT). This IAT requires the ability to recognize photos of Barack Obama and one or more previous presidents.

Asian IAT

Asian American ('Asian - European American' IAT). This IAT requires the ability to recognize White and Asian-American faces, and images of places that are either American or Foreign in origin.

Weight IAT

Weight ('Fat - Thin' IAT). This IAT requires the ability to distinguish faces of people who are obese and people who are thin. It often reveals an automatic preference for thin

What was your Black/White Race IAT result?

Strong preference for Whites

Moderate preference for Whites

Slight preference for Whites

No preference

Slight preference for Blacks

Moderate preference for Blacks

Strong preference for Blacks

Another way to identify IB

Talk to a close other:

- Think about someone in your life who knows you really well
- Give them a “pass” to give you honest feedback about the biases they think you have
- And then you listen without becoming defensive
- Sometimes, other people can see your biases before you do.



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Implicit Associations Test Findings

- 75% of participants that took the Black/White race IAT show positive bias toward Whites
- 30 – 40% of African Americans: positive implicit associations w/White vs. Black
- Asian Americans were perceived as “less American” than White Americans by White **AND** Asian Americans
- Showing a preference does not mean that you are prejudiced or will discriminate, but it does suggest that you have stored certain associations between groups and traits in memory
- Taking it over typically yields similar results (think blood pressure)
- Left/right handedness doesn't matter
- Many people, particularly liberals and members of minority groups, have difficulty accepting their implicit bias .

How does
implicit bias
affect the
target?

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Impact of bias on target group

- **Coping Strategies**: developing ways to deal with prejudice and the various isms
 - *educating the ignorant*: Asian American explaining that not all Asians are good at math
 - *telling them off*: angrily tell someone their comments were offensive
 - *appealing to authorities*: seek help from one's supervisor, manager, or human resources dept.

Impact of bias on target group

- **Attributional Ambiguity**: not knowing whether outcomes are due to person's group membership
 - The targets of prejudice experience ambiguity about the causes of events (both good and bad events)
 - e.g., Woman promoted to a senior position in a company that had very few women in at the executive level. “Was it my performance or my gender? If both, how much weight did each of these factors carry?”

Impact of bias on target group

- **Stereotype Threat:** being in a situation where you stand the chance of confirming a negative stereotype about a group to which you belong
 - African American students underperformed when asked to indicate their race before taking tests.
 - Asian women underperformed when reminded that they were women before taking a math test, but performed up to their ability when reminded that they were Asian.

Doll Study

https://www.youtube.com/watch?v=ybDa0gSuAcg&list=PLhh73_CM5GHRUYWhUa1VtqMJxtGw6r-lu&index=5&t=0s

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How can implicit bias be managed/reduced?



Five Promising Practices for Reducing IB: Personal Level (Devine et al., 2012)

1. Individuation

This strategy relies on preventing stereotypical conclusions by obtaining specific information about group members.

- Using this strategy helps people evaluate members of the target group based on personal, rather than group-based, attributes
 - Group: race, hometown, occupation
 - Personal: interests, hobbies, favorite movie/color/book/musicians; clothing, style, tech preferences, apps, etc.
- **Suggestion:** Don't assume all members of a group are alike; keep an open mind; confirm before assuming; your previous experience may/not be confirmed.

Five Promising Practices for Reducing IB: Personal Level (Devine et al., 2012)

2. Perspective taking

This strategy involves taking the perspective in the first person of a member of a stereotyped group.

- Perspective taking increases psychological closeness to the target group, which decreases automatic group-based evaluations.
- Usually requires communication, understanding, and some level of empathy.
- e.g., taking on the personal brand of young Black males

Five Promising Practices for Reducing IB: Personal Level (Devine et al., 2012)

3. Counter-stereotypic imaging

- Imagine, in detail, counter-stereotypic others for a few minutes a day.
- These others can be abstract (e.g., Muslim family eating dinner), famous (e.g., Muhammad Ali), or non-famous (e.g., a personal friend).
- The strategy makes positive exemplars salient and accessible when challenging a stereotype's validity.

Five Promising Practices for Reducing IB: Personal Level (Devine et al., 2012)

4. Stereotype replacement

- Replace stereotypical responses with non-stereotypical responses.
- Involves recognizing that a response is based on stereotypes (e.g., math teacher asking Asian students to join the math club on the 1st day of class); labeling the response as stereotypical, and reflecting on why the response occurred.
- Next, one considers how the biased response could be avoided in the future and replaced it with an unbiased response (Monteith, 1993)



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Five Promising Practices for Reducing IB: Personal Level (Devine et al., 2012)

5. Increasing opportunities for positive contact

- Positive interactions with target of bias can alter perceptions of the group or directly improve evaluations of the group (Pettigrew & Tropp, 2006).
- Seek opportunities to encounter and engage in positive interactions with out-group members
- Interact with and/or develop genuine relationships with **several** out-group members; learn their history & culture
- Increased exposure to associations of out-groups and positive traits/achievements (to reduce Af Am bias: visit Nat'l Msm Af Am Hist/Culture; watch “13th”; read Nile Valley Civilizations by Tony Browder; watch Blackish; positive statistics)

Promising Practices for Reducing IB: Organizational Level (the AAA model)



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Promising Practices for Reducing IB: Organizational Level (the AAA model)

- **Assessment:** Analyzing existing data to identify systemic implicit bias in organizations
 - Potential IB within an organization
 - Potential IB in service delivery and impact
- **Awareness:** Discussing data that suggests IB with leadership, personnel, and stakeholders
- **Action:** Creating bias-reducing practices and policies built on
 - **Transparency**
 - **Standards**
 - **Accountability**

Promising Practices for Reducing IB: Organizational Level (the AAA model)

(Implement policies and practices that involve TSA)

- **Transparency:** a willingness to share data, rationale for policies and practices, good news and bad news (internally or externally as appropriate)
- **Standards:** there should be clear, evidence-based, procedures and standards that guide behavior and practice that are easily available and can be reasonably assessed
- **Accountability:** there should be policies/practices that *consistently and explicitly* assess whether standards and goals are being met and *consistently* provide rewards or corrective feedback

Take Home Messages

- We all have implicit biases, even toward our own group, but the impact of our biases on others is influenced by the roles we play in society
- IB has multiple causes, but exposure to associations of certain groups with specific traits is critical
- Implicit bias often, but doesn't always, affect our day to day feelings toward and treatment of others
- Data, not just emotions or anecdotes, reveal implicit bias
- Extreme behavior by a few members of a group (police) toward specific outgroups (racial minorities) can cause bias among outgroups (minorities not trusting police)
- It is easier to reduce biased behavior than biased thinking or feelings; start there, by implementing a few vital bias reducing strategies

Homework: Bias-mitigation

In the (near) future, will you...

1. Talk to someone close to you about your biases?
2. Look up the origin or the statue of liberty?
3. Ask a police officer their criteria for giving tickets vs. warnings?
4. Use the phrases “in my experience”, “I believe”, or “some”? Or discuss this strategy with someone else who was generalizing or stereotyping?
5. Purposely not argue with someone else’s personal experience?
6. Ask questions to reveal the kernel or truth?
7. Watch an NFL game and observe race/gender of players, coaches, owners, and announcers?
8. Think about what you do at work everyday, identify decisions or tasks that *could* be affected by your biases, and adjust your practice such that you reduce the likelihood of your biases impacting an outcome.



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Homework: Bias-mitigation (cont' d)

Over the next 1-2 weeks will you...

9. Conduct a search on “infant mortality rates by race in the U.S.”?
10. Watch episodes of *This is Us* and try to empathize with the characters?
11. Take 5% of your downtime to expose yourself to difference?
12. Be mindful of wanting to know someone's race/ethnicity, gender, or age when it wasn't relevant to the situation (i.e., out of curiosity)?
13. Use the phrase “How do you identify racially or ethnically?” rather than “What are you?” when asking someone about their race/ethnicity?
14. Think about whether the ways you manipulate your body (coloring hair, hairpiece/wig, tanning salon, plastic surgery, Spanx, Botox, heavy makeup, etc.) is related to better health or keeping a younger look?
15. Raise the equity question in the normal rhythm of life?

DANKE!
THANK YOU!
MERCI!
GRAZIE!
GRACIAS!
DANK JE WEL!

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- Want to be a trainer with us or added to our e-mail list? Send us an email.
- Books:
 - *Biased*, Jennifer Eberhardt
 - *Blindspot*, Greenwald & Banaji
- Online bias-mitigation platform coming this fall!