



Managing Unconscious Bias: A Neuroscientific Approach



Introduction



What is Bias and Why Do We Have It?



The Innate Nature of Bias



How Do Biases Impact Our Daily Work?

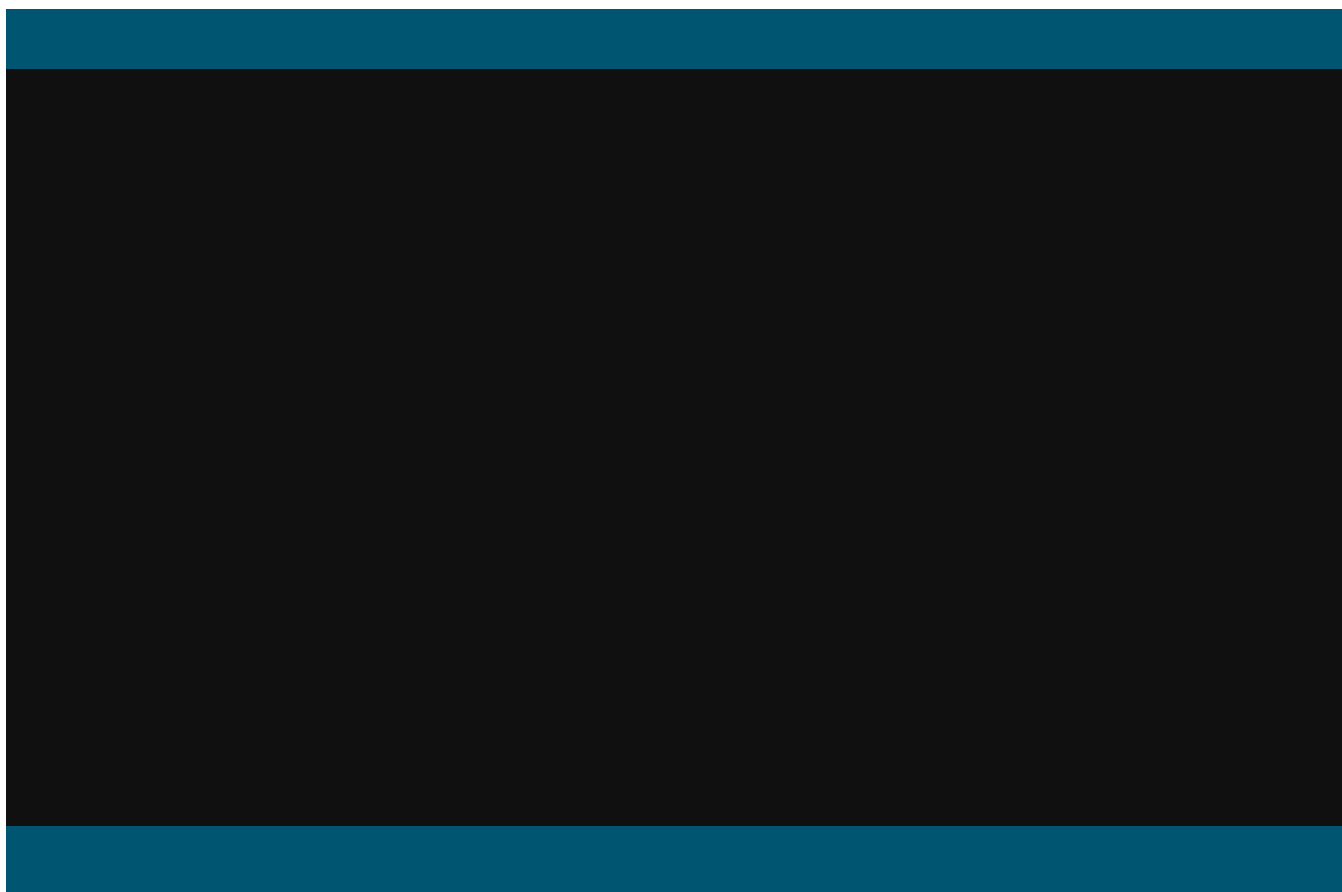


Conclusion

Introduction

Welcome!

Click the play button on the video below.



CONTINUE

Think About It

Click anywhere in the box below to participate in an anonymous poll. Once you sign in to 7Taps using your Teva email address, you will not be required to enter it again.

Note: *Once you select an option on the poll, you will not be able to change your answer.*

Single Sign-on

Let's Test This

International Women's Day- Can You Solve the Riddle? (Mi...



What did **you** think when you heard the riddle?

This video shows us that **despite who we are** (minority, majority), despite our ideological tendency, personal

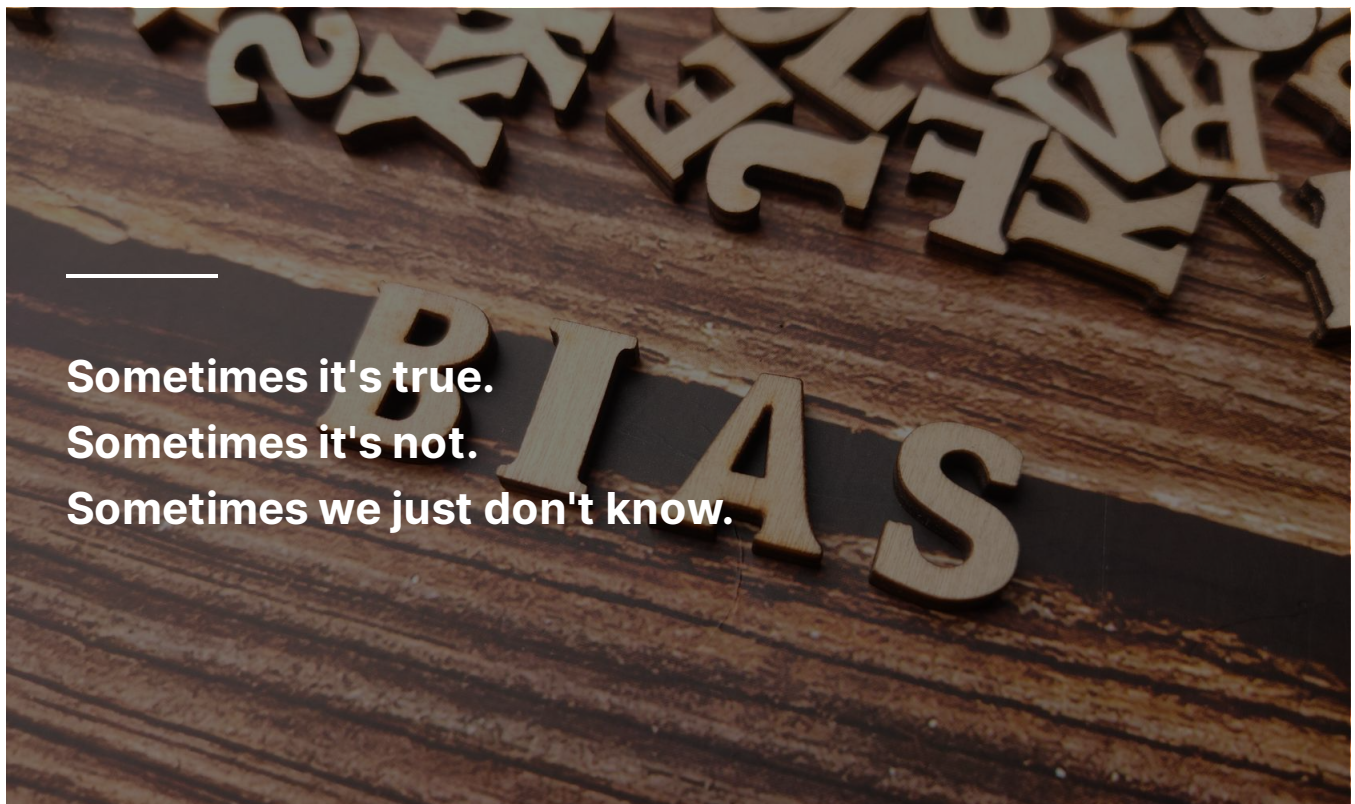
experience, aspirations or achievements, **we are all biased.**

Bias is an automatic thinking response and therefore it is difficult to avoid.

This session will provide you with some understanding as to the sources for biases and the ways in which you might be able to manage them better. Are you ready to dive in?

CONTINUE

What is Bias and Why Do We Have It?



Bias is a part of the “fast thinking” system that is there simply to save time, and so we generalize and act upon these very fast thought patterns. For example, if someone is a CEO we assume their gender is male.

The problem is that:

- When the bias happens to be right, it is reinforced (for example, ask chat GPT to show you pictures of CEOs, and you will get mostly pictures of males, which will

reinforce the biased thought)

- When we find out it is not true, we will still tend to treat this example as representing a specific case and it will not impact our bias.
- And when we don't know, then our biased actions might lead to unwanted results.



Meet Your Brain

The “fast thinking” systems are the most primitive, ancient and unconscious parts of the brain.

Working from the unconscious makes it hard for us to manage and control through awareness.

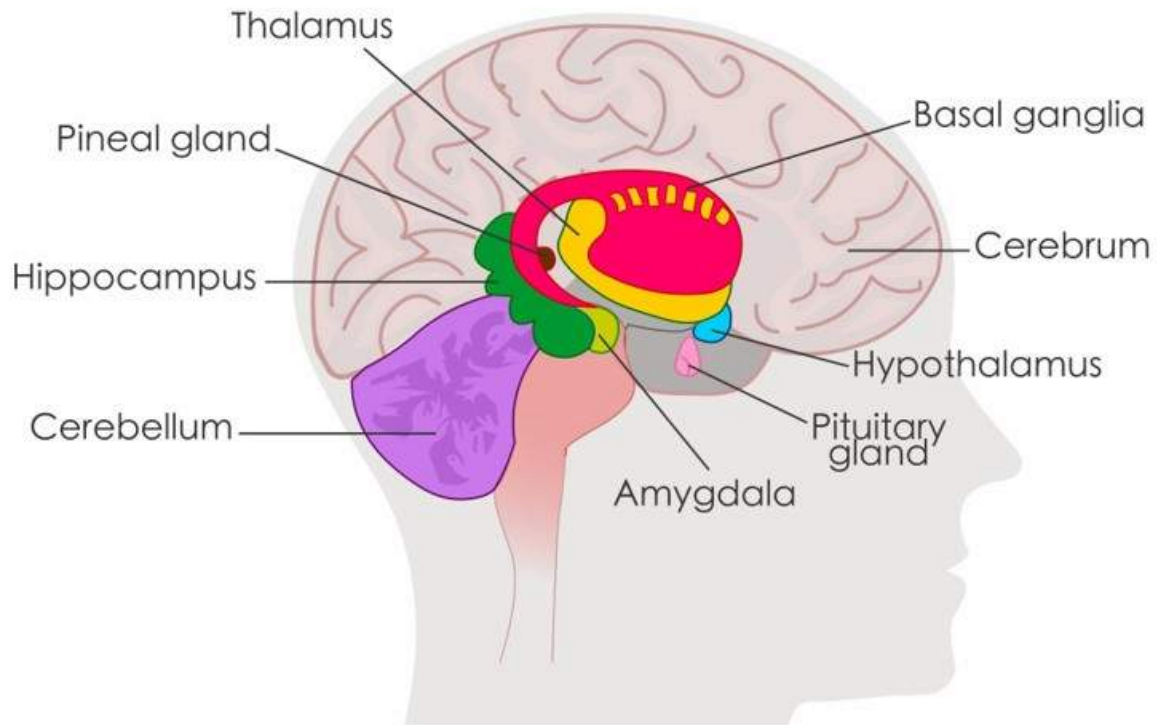
Like we saw in the beginning, we don't recognize our biases because we are not aware of them.

The Science

Our biases operate mainly from the hippocampus, where long term memories are stored, and the amygdala which is the “home” of emotions.

Biased reactions are autonomous and are not initially impacted by the higher functions of the brain, like thinking.

Limbic System



Hippocampus Interpretation

The hippocampus interprets things to us using its most available resource: the **memories** stored in it.



Memory Exposure

We will usually have more memories of people who are similar to us (culturally, race, gender, etc.) so interpreting something that we've had little exposure to is more difficult and takes longer and will possibly generate errors.



Brain Assumptions

Our brains also love cheats and shortcuts, like an internal Chat GPT. In other words, if we don't have a memory, we will make one up.

Unfortunately, these "brain assumptions" tend to be more negative, as our negative memories are more prominent in the primitive part of our brains.



Survival Intinct

This tendency has served us for millions of years as a mechanism of protection (survival instinct) and is helpful for increasing efficiency and learning.

Unfortunately, it's not so helpful when it comes to relating to others.



Key Points

- Our interpersonal understanding process is based on memories (hippocampus)
- The shortcut tendency is triggered when the internal database is not sufficient, or when we are stressed or preoccupied.
- Cognitive failure results in biased thinking.



The thinking is reinforced when the assumption happens to be correct in a particular instance, making change more difficult.

CONTINUE

The Innate Nature of Bias

Think About It

Click anywhere in the box below to participate in an anonymous poll.

Note: *Once you select an option on the poll, you will not be able to change your answer.*

Single Sign-on

CONTINUE

Let's Test This

In the 1940s, psychologists Kenneth and Mamie Clark designed and conducted a series of experiments known as “the doll tests” to study the psychological effects of segregation on African-American children. The doll test was replicated again in 2012

and again in 2016 with different participants. Take a few minutes to watch the videos and consider the questions below.

1940



Do you think there will be a change in the results of the experiment in 2012?

CONTINUE

2012



Do you think there will be a change in the results of the experiment in 2016?

CONTINUE

2016



When Do Biases Form?

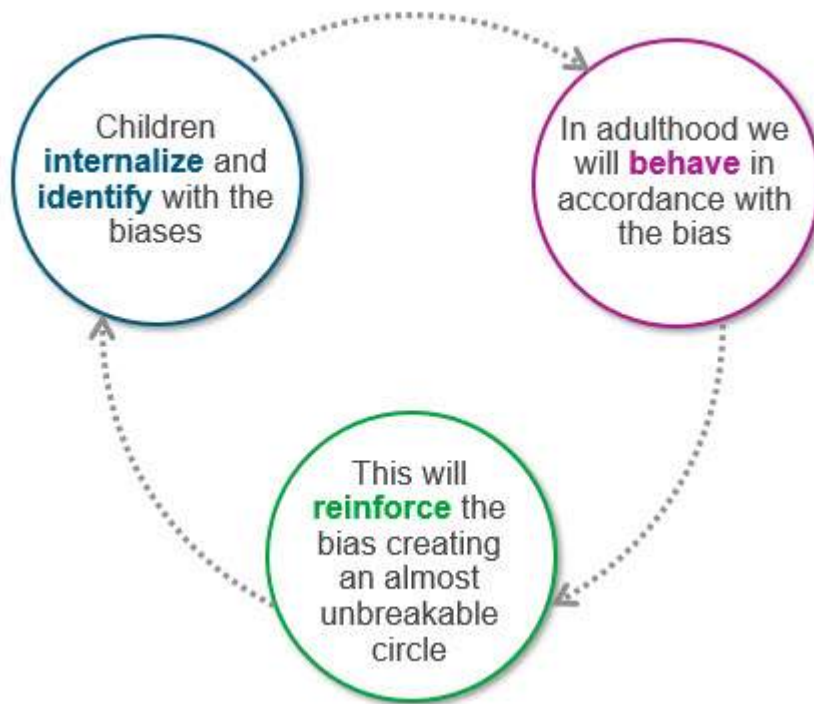
As you can see from the consistent results of the doll experiment, biases are becoming stronger and stronger. Their impact is not merely on the individual perception, but they become a part of the collective unconscious of the society that is "inherited" and being absorbed from a very young age. The children perceive color as good or bad without any prior experience or knowledge and regardless of messages they might have heard. We can almost say that people "are born" with these biases.



For example, if being black “means” that you are not as smart, if being a woman “means” you are lacking self-confidence, children who internalize it will become children and adults “demonstrating” the same behavior.

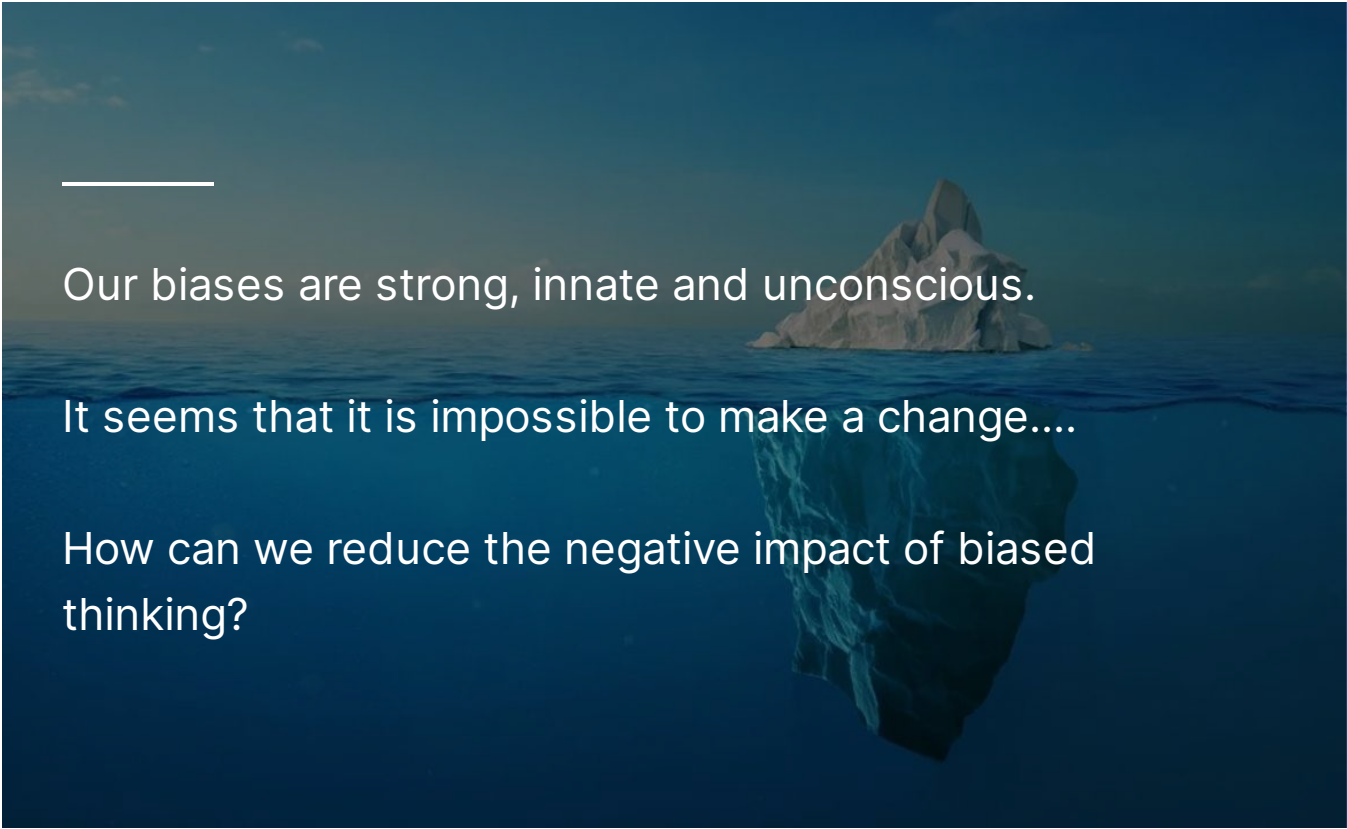
They will lack confidence in groups and interviews and will hesitate to suggest ideas, believing they might not be perceived as smart.

The vicious cycle makes this behavior an example that “proves” the bias and will become a part of the memories for all and will thus reinforce the bias.



CONTINUE

How Do Biases Impact Our Daily Work?

A large iceberg floats in a dark blue ocean under a clear sky. The visible tip of the iceberg is on the right side of the frame. The much larger, submerged portion of the iceberg is visible on the left side, illustrating the concept that biases are often unconscious and hidden.

Our biases are strong, innate and unconscious.

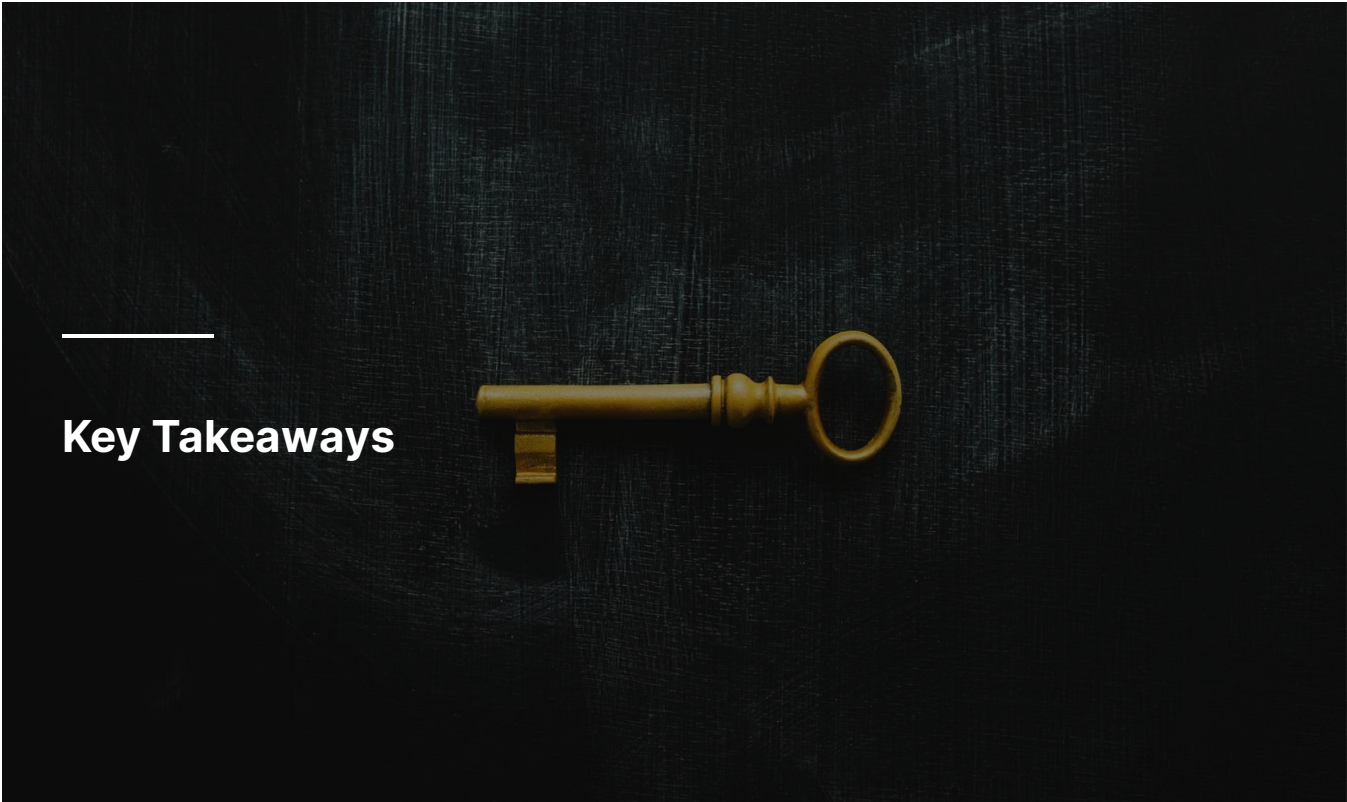
It seems that it is impossible to make a change....

How can we reduce the negative impact of biased thinking?



CONTINUE

Conclusion



Key Takeaways

- Bias is a core part of our cognitive structure and collective unconscious.
- We cannot avoid biased thinking. We can and need to reduce the negative impact of bias.
- Bias is being internalized, leading to automatic behavior in accordance with the bias, creating an almost unbreakable circle.

- Bias impacts us throughout all employee lifespan.
- Reducing negative implications of bias requires awareness, motivation & regulation.

CONTINUE

Resources



Please visit the [US I&D SharePoint site](#), where you can find a plethora of additional resources and materials.

Visit [Teva Grow](#) to learn more about unconscious bias or visit the [Compass/Managing People](#) page to learn more about the manager's role in explaining inclusive leadership.



Steven Thomas

Director of Inclusivity and Diversity, US

For additional questions surrounding content


STEVEN THOMAS

Training Team

For technical questions surrounding eLearning content

CONTACT TRAINING

CONTINUE



Thank you for taking this training.

We value your feedback!

Please take this [Course Survey](#) to let us know what you thought of the course.



Congratulations!

You have completed the course. Click the **X** in the upper right-hand corner of your browser window to exit.