HARVARD
Online

Make Better Decisions: The Psychology of Blind Spots for Leaders and Teams

Syllabus

A science-based approach to hidden bias in the workplace taught by Professor Mahzarin Banaji, the preeminent experimental psychologist who co-developed the concept of hidden 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	**Hidden Bias: What Is It? How Does It Affect Our Judgements?**	• Shelly McNamara • Rob Lowe, Chief of Police at Boston University	• Recognize the science behind hidden bias. • Understand how our first impressions can be inaccurate and what this means for our decisions about others, and how these biases can be reflected in the AI models and technologies that are created by us. • Identify the areas where bias impacts our decisions in work and in life.	• Explore how hidden 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 hidden 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.

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Modules		Voices from the Workplace	Takeaways	Key Exercises
Module 4	**Detecting Hidden 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 bias may impact decisions. • Understand what helping behavior is and how it is influenced by hidden 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 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, as well as the decisions we trust AI to help us make. • Understand the business case for the benefits of diversity. • Hear from industry leaders on ways they outsmart 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 hidden bias in your own workplace.
Module 6	**Can Bias Change?**	• Shelly McNamara • Rob Lowe • Rohini Anand, former Global CDO at Sodexo and founder of Rohini Anand	• Understand that 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 bias has changed over 20 years. • Study how one company created and sustained lasting change surrounding hidden bias. • Share ideas on how to create lasting change in your personal and professional life.

Learning requirements: In order to earn a credential 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

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