## Definitions

- Unconscious Bias - prejudice or unsupported judgments in favor of or against one thing, person, or group as compared to another, in a way that is usually considered unfair. Sometimes called Implicit Bias.
- Mental Model - a representation of how something works. We cannot keep all of the details of the world in our brains, so we use models to simplify the complex into understandable and organizable chunks.


## Ladder of Inference



Reflexive Loop

## Mental Models \& Bias



## Working with Mental Models

Three facets to developing an organization's capacity to surface and test Mental models:

- Tools that promote personal awareness and reflective skills
- "Infrastructures" that try to institutionalize regular practice with mental models
- A culture that promotes inquiry and challenging our thinking


## Start with Results

- Identify a few results you have that you do not find satisfactory.
- Note behavior and actions contributing to these results, then identify mental models or beliefs that lead you to this action.
- Consider the source of these beliefs. Do you have data to support any beliefs that could help you achieve your desired results? What actions should you consider taking even if they are not supported by your beliefs?

