



Overcoming Bias: How to Unlock a Closed Mind?

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Outline/Agenda

1. Participants will gain a greater understanding and recognition of bias and develop strategies for working with it - both within their own organizations and when crafting communications to specific target audiences.
2. Participants will be able to build better targeted, more successful healthcare communications.
3. Participants will learn implementation strategies that allow organizations to navigate bias internally and become more effective in reaching their objectives.

Our Brains Are Built For Unconscious Preferences

- Designed for safety and energy conservation
- Use continuous memory-based predictions
- Prioritize the familiar
- Seek patterns

If they are unmanaged: *We have unconscious bias*

Examples of Cognitive Biases

- Overrating information that comes easily to mind (Availability Heuristic)
- Feeling overwhelmed when offered more options (Choice Overload/Decision Fatigue)
- Difficulty changing one's beliefs/actions despite having information encouraging the change (Cognitive Dissonance)
- Looking for data that supports your beliefs (Confirmation Bias)

Examples of Cognitive Biases

- Positive or negative impressions in one area affecting our opinions and beliefs about another area (Halo Effect)
- Underestimating the likelihood of success (Negativity Bias)
- Focusing on information that is more prominent and ignoring information that is less so (Salience Bias)
- Tendency to leave things as they are (Status Quo Bias)

Dana-Farber Cancer Institute

- Excellence in **Cancer Treatment and Research**
- Principal Teaching Affiliate of **Harvard Medical School**
- NCI-designated **Comprehensive Cancer Center**
- **Founded 75 years** ago by Sidney Farber
- Offers over **1,100 clinical trials**
- **Top recipient of NIH cancer research** funding



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Community Advertising Examples



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Dana-Farber can help.

www.dana-farber.org/community

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Dana-Farber's Mammography Van

The Van provides digital screening mammography to the women of Greater Boston. To learn more or schedule an appointment, please call us at 617.632.1974 or visit www.dana-farber.org/mammographyvan. Unable to make one of the scheduled van dates? Come in for your mammogram at Dana-Farber's Mammography Suite at Whittier Street Health Center. Call 617.989.3200 for more information. Most forms of insurance are accepted.

October 2017	Site
Tuesday 3	Bowdoin Street Health Center
Thursday 5	Town of Winthrop
Wednesday 11	Brookside Community Health Center
Monday 16	Bowdoin Street Health Center
Tuesday 17	South End Community Health Center
Thursday 19	Neponset Health Center
Wednesday 25	Charles River Community Health - Brighton
Thursday 26	The Dimock Center
Monday 30	Manet Community Health Center - North Quincy
November 2017	Site
Tuesday 7	MGH Charlestown HealthCare Center
Wednesday 8	The Dimock Center
Wednesday 15	Charles River Community Health - Waltham
Monday 20	Natick Community Senior Center
Tuesday 21	Bowdoin Street Health Center
Tuesday 28	Bowdoin Street Health Center
Wednesday 29	Manet Community Health Center - Hull
Thursday 30	Geiger Gibson Community Health Center

Dana-Farber's Mammography Van and Dana-Farber Cancer Institute at Whittier Street Health Center possess a valid license and certificate of inspection issued by the Massachusetts Department of Public Health.

Se habla Español
 Nou palé Kreyòl
 Falamos Português

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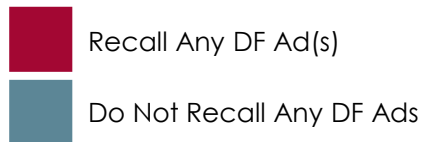
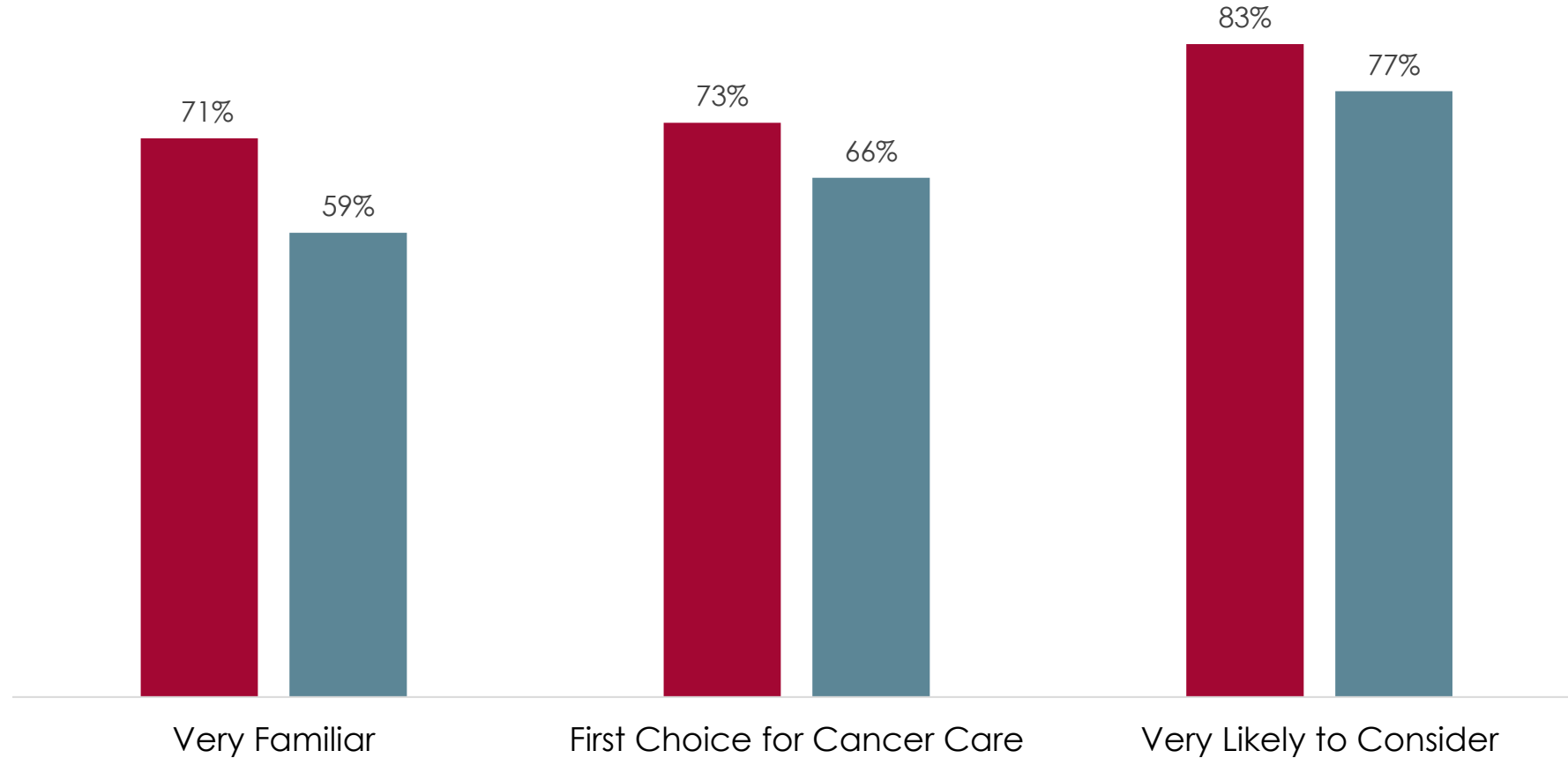


You can survive cancer.
I'm living proof.

www.dana-farber.org/community

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Brand Awareness, Preference and Consideration





Screening makes hugs last longer.

dana-farber.org/community

Early screening for cancer minimizes the chance that little things can become big problems down the road. Take control of your health for yourself and those you love. It's as easy as having a chat with your doctor or visit dana-farber.org/community for more resources.



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The Criticality of Communication

- Lessons from smokers
- The pitfall of preaching
- How empathy bridges the divide
- The importance of familiar (people, cultural references, word-of-mouth)

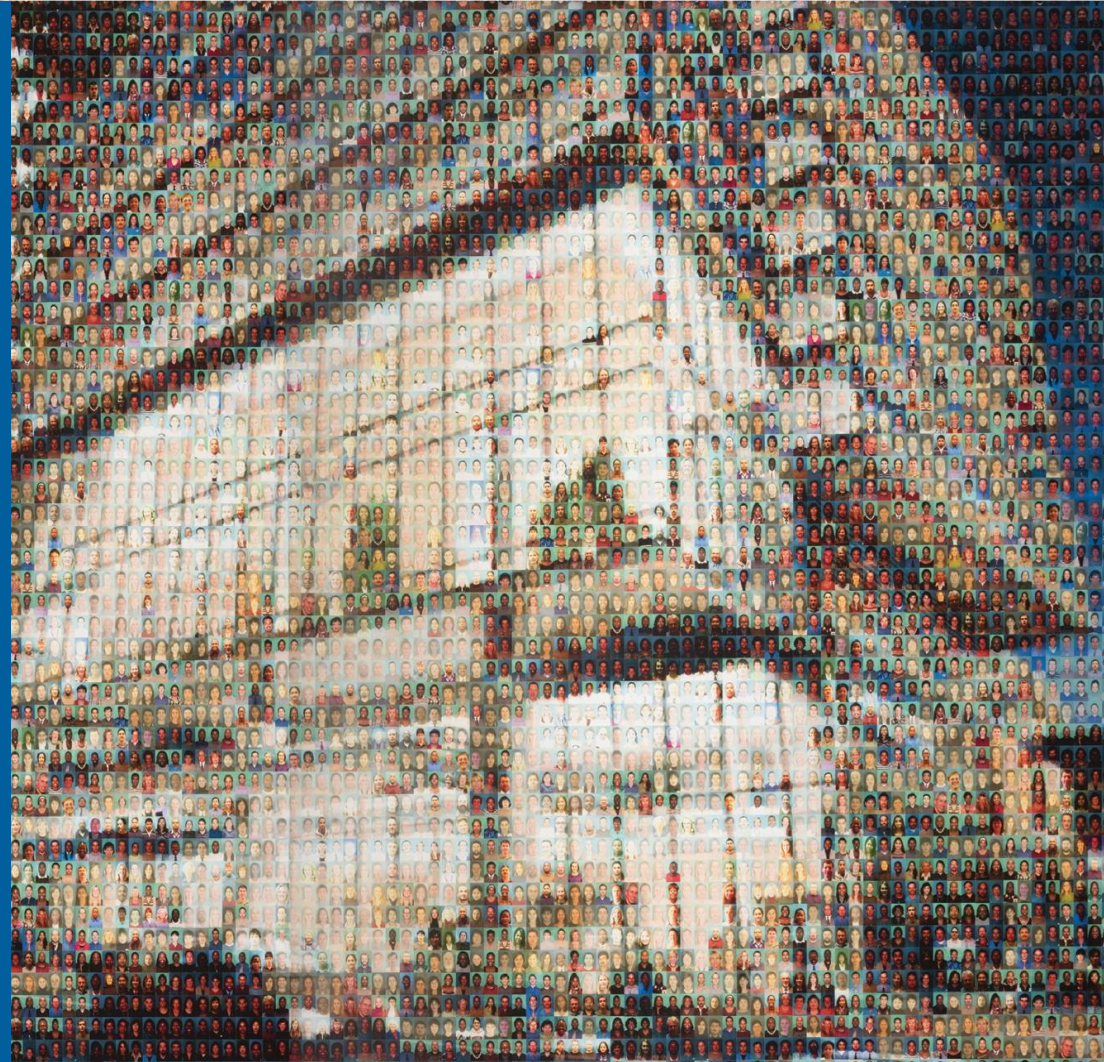




Dana-Farber
Cancer Institute

Inclusive Behaviors

Our mission and our values are woven into everything we do. We are committed to building and sustaining a community where human differences are valued and celebrated, and where everyone feels welcome. When we practice these inclusive behaviors as individuals, teams, and an institute, we contribute to better results for our patients, our people, and our community.



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12 Everyday Acts of Inclusion:



Commitment

1. Be Seen, Be Heard

Attend diversity & inclusion events/workshops, especially those outside your comfort zone. Share what you learned and why inclusion is important to you. Include diversity & inclusion as a key message whenever possible.

2. Hold Yourself Accountable

Make a public commitment: dedicate time and energy to set individual diversity and inclusion goals and communicate them to your peers and teams.



Courage

3. Speak Up

If you see or hear behavior that is exclusionary or has the potential for bias, be brave to speak up in a thoughtful manner when it happens. Remember the mantra: *'the standard I walk past is the standard I accept.'*

4. Design for Inclusion

Apply a diversity & inclusion lens to everything you do (e.g., presentations, interviews, meetings, decisions). Think about who is talking, the images presented, the language used, and the metrics applied. Be prepared to ask: *does this promote an inclusive environment?*



Consciousness

5. Check Yourself

Know your potential biases – self regulate your behavior and schedule meetings or moments for when you can devote time and are most energized. Consciousness takes concentration.

6. Check Assumptions

Suspend judgment and hold constructive conversations. Avoid the temptation to wing it, especially in interviews. Know why you have the point of view that you do and why you are proposing the decision or recommendation that you are.



Curiosity

7. Seek To Understand

Discover other perspectives. Keep an open mind, listen actively, suspend judgment, and invite and respect all perspectives.

8. Rewind... Playback

Reaffirm your understanding and use paraphrasing: “is this what you’re saying...?”



Cultural Intelligence

9. Immerse Yourself

Be intentional. Deeply explore and experience other cultures. Notice and appreciate differences in norms and habits.

10. Increase Understanding

Talk to people, listen to their stories, and broaden your horizons and knowledge. When appropriate, adapt behaviors to match your audience. Support building cultural intelligence on your team by encouraging colleagues to share each other's experiences.



Collaboration

11. Create the Space

Give everyone a voice by hearing what each person has to say. Do you typically speak first? Try speaking last. Confirm mutual understanding by synthesizing what others have said. Are you still talking after 40 seconds? Conversations are two way – being long winded can cut off other perspectives.

12. Break Barriers, Build Bridges

Actively include others. Remove barriers – physical (furniture, where teams sit, walls), psychosocial, or otherwise (e.g. dissonance between colleagues, language barriers). Build an 'us' mentality by articulating a common goal.

Practical Tools for Challenging Bias

- Diversity on the team
- Standardized process
- Ask the community
- Test your assumptions
- Lead with empathy and curiosity

Three Key Take Aways

1. Bias is inherent in everyone – marketers as well as target audiences
2. Commitment to managing bias is an enterprise-level effort
3. How you communicate matters



Questions?

Please be sure to complete the session evaluation!



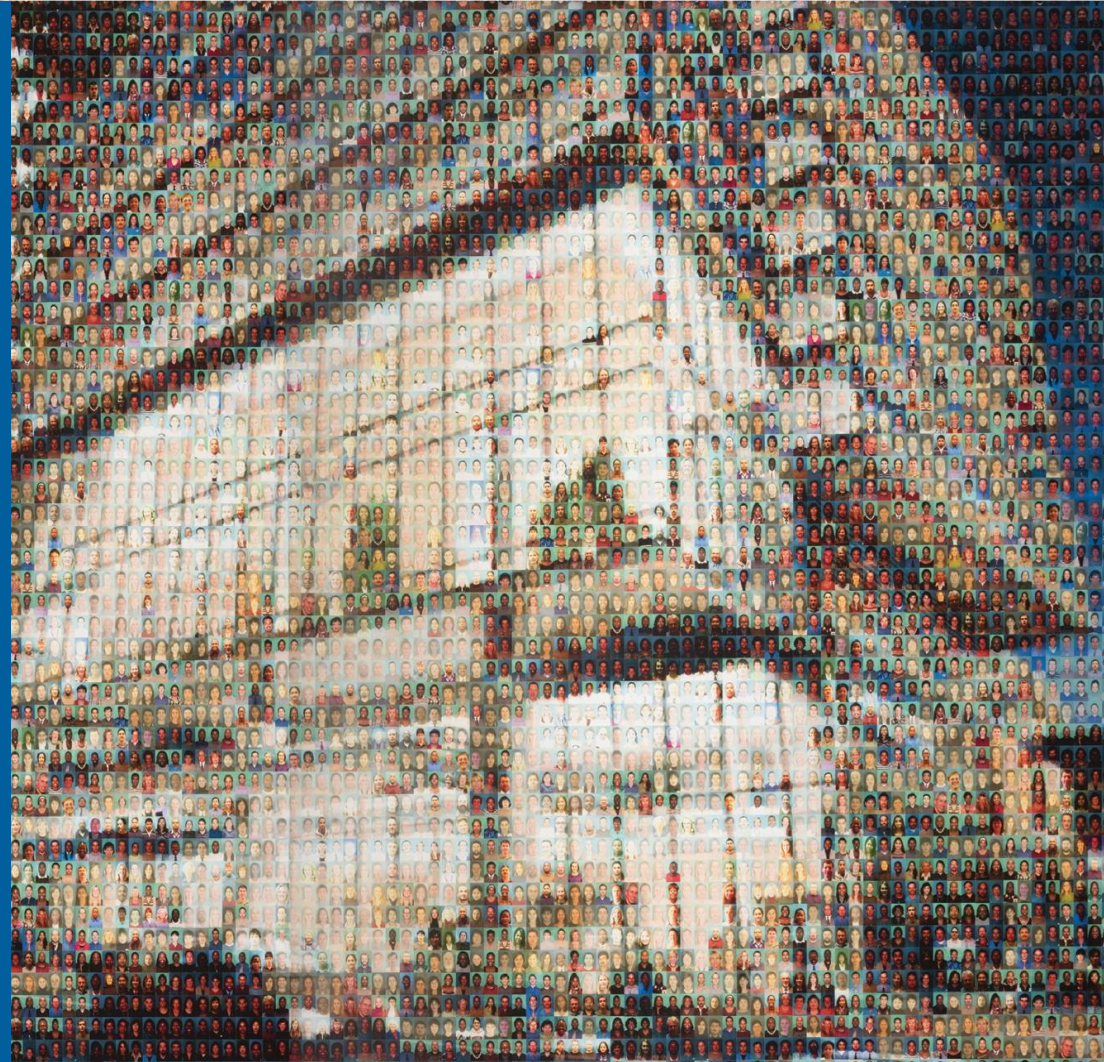
Bibliography/References Slides



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How To Use This Guide

Dana-Farber staff, faculty, and leadership developed this guide to define what it means to be inclusive at Dana-Farber and how to use these behaviors. This guide creates a common language and expectations for all of us to practice. As we integrate these behaviors into how we work, let's keep in mind the following:

Show kindness and gratitude.

Assume good intent and show compassion for others by listening to their perspective. Be mindful in your interactions and acknowledge individuals and situations that demonstrate these behaviors.

Create a safe place to learn.

Step out of your comfort zone and empower others to do the same in practicing these behaviors. Learning and growth happen when we acknowledge both accomplishments and mistakes.

Step out of the norm.

Have the conversations that matter at the right time. Show courage and respect in providing constructive observations and feedback to others that builds up, rather than tears down.

Be all in together.

We are building one community together. Just as we all contribute to our mission, we each play a part in creating an environment of belonging.



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Highly inclusive people demonstrate these behaviors in their thoughts and actions.

Consciousness

Self-reflection and awareness of one's own strengths, gaps, and impact on others



Curiosity

Different ideas and experiences enable growth



Courage

Talking about imperfections involves personal risk-taking



Cultural Intelligence

Not everyone sees the world through the same cultural frame



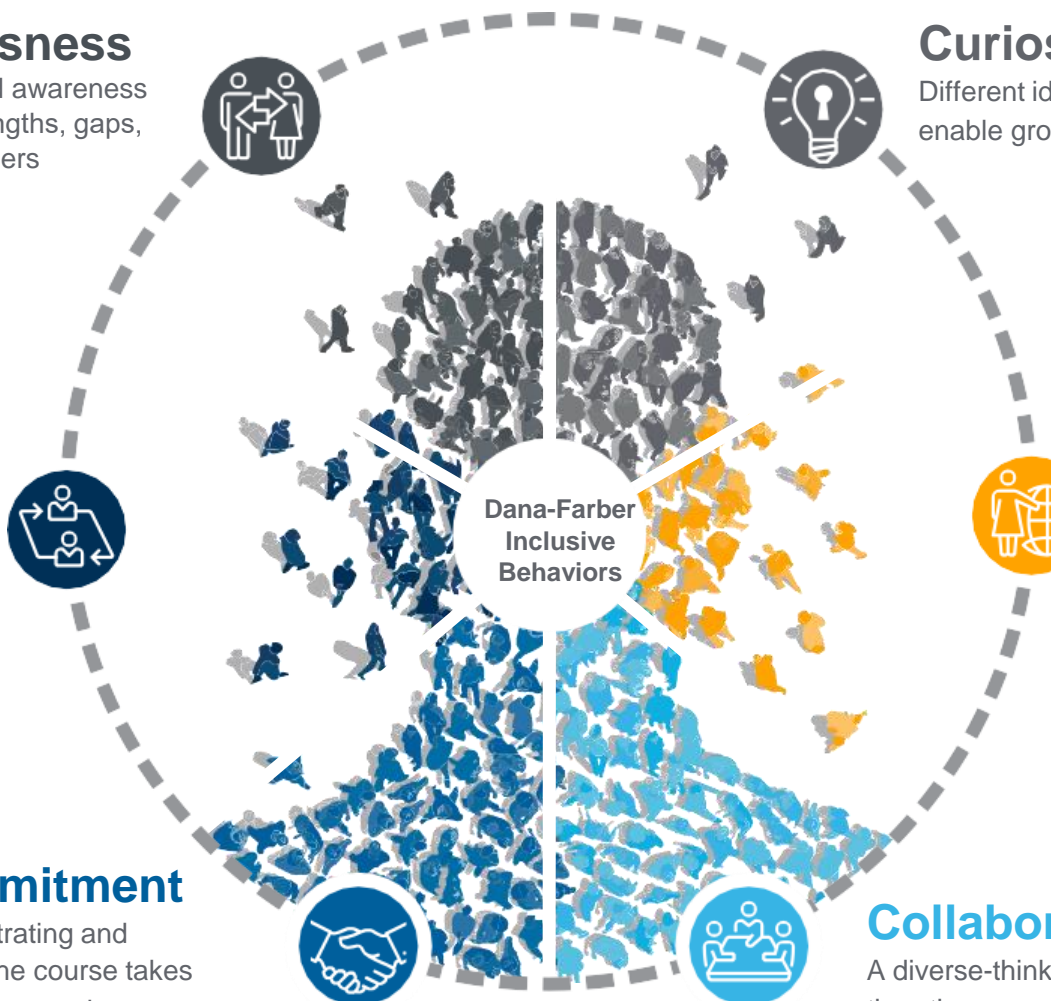
Commitment

Demonstrating and staying the course takes consistent practice



Collaboration

A diverse-thinking team is greater than the sum of its parts





Commitment

Highly inclusive people are committed to diversity and inclusion because the objectives align with their personal values. This enables us all to do our work better.

When to use:

- In meetings, project kick-offs, interviews, and daily conversations
- When reflecting on where you and your team spend time and adjusting priorities, as needed
- In performance conversations or when it's time to reinvigorate individual or team goals
- When you celebrate success, learning, or recognize progress
- When identifying potential inclusion challenges on a team or in a situation

How to use:

- Reinforce the message that diversity & inclusion is an organizational priority and take personal responsibility for affecting outcomes
- Clearly and consistently articulate the value of diversity & inclusion by discussing the topic and investing the time in people and situations
- Be vulnerable in sharing your diversity & inclusion story and your own experiences, including lessons learned
- Appreciate the diversity of individuals and ideas across the Dana-Farber community – faculty, staff, clinical, research, partners, suppliers, patients, and families
- Support progress when you see it and learn about how others are practicing these behaviors
- Recognize colleagues who are trying – be mindful that all people do not value the same type of recognition (public vs. private)
- Treat everyone (colleagues and patients) with fairness and respect, understanding and valuing individual uniqueness

“ We created time in our monthly team meeting to talk about diversity & inclusion.”



Courage

Highly inclusive people are humble, vulnerable, and brave about admitting their strengths and weaknesses, and challenging the status quo.

When to use:

- When you self-reflect on your own biases and areas for improvement
- When you ask for feedback on your own goals and progress or are giving feedback to someone else
- When you perceive that potential bias may be happening or when you identify a possible inclusion-related issue
- When you revert to having the “safe conversation” because it is easier

“I’m working on having the hard conversations in the moment – resisting the sidebar conversations.”

How to use:

- Be willing to have difficult conversations with colleagues
- Encourage others to speak up and voice their opinion
- Visibly support and celebrate those who demonstrate courage
- Acknowledge and be self-aware of personal limitations and weaknesses, recognizing mistakes
- Ask for and be open to feedback on how to become more inclusive from various points of view
- Address improvement opportunities and issues in a straightforward, open, and transparent manner
- Hold others accountable for possible non-inclusive behaviors – remember to pick your moments thoughtfully so that individuals are receptive, not defensive (preferably in a one-on-one setting)
- Acknowledge personal growth areas and demonstrate cultural humility



Consciousness

Highly inclusive people recognize their daily actions influence our culture, remain mindful of personal and organizational gaps, and self-regulate to help facilitate fair play.

When to use:

- When you want to discuss a topic with your colleagues but are unsure of how to approach
- When you engage in day-to-day conversations or meetings (about inclusion or not)
- When making an assumption or decision regarding another person
- When you realize your teams are not diverse
- When interacting with individuals different from yourself

“ When talking to a patient or family member, I’ve started to pause to remind myself of the situation they’re in before responding.”

How to use:

- Suspend self-interest and listen to understand before responding
- Reflect on how another person or group felt after a discussion or decision
- Look beyond your ‘in-group’ or ‘trusted advisors’ for help and feedback
- Acknowledge your own strengths and growth areas – create moments to reflect on a situation from a different lens
- Consider a scenario from another’s perspective before passing judgment. Why might they have acted like they did? Is my bias influencing how I interpreted the situation?
- Stretch yourself and others to ask about the “why” of a decision or assumption, and to look for merit and facts
- Seek out opportunities to expand your perspective, learn about the lived experiences of others, and reflect regularly on your own personal biases
- Practice transparent, consistent, and informed decision-making processes and share the “why” behind decisions



Curiosity

Highly inclusive people have an open mind and passion for discovery that extends beyond science to people, communities, and ideas.

When to use:

- When someone expresses a perspective or opinion different from your own
- When you feel uncomfortable with something you do not know
- When you don't understand someone's behavior or perspective
- When voicing an issue or perspective or making a decision
- When meeting someone new or in daily conversations (e.g. meet & greets, interviews, etc.)

“ When someone expresses an opposing point of view, I am working on understanding their thinking before challenging the idea.”

How to use:

- Express genuine interest in someone – learn their name, what they care about, and their own perspective on a topic
- Withhold fast judgment when engaging with others and ask why something is important to them
- Listen attentively when another person is voicing a point of view, paying attention to their and your own body language
- Demonstrate understanding by paraphrasing their main points and asking if you understood them correctly
- Engage in respectful and curious questioning to better understand others' viewpoints – challenge the idea, not the person or group
- Actively seek the perspectives of diverse individuals and opposing points of view in idea generation, brainstorming, and decision making
- Encourage diversity of ideas and thinking; explore opposing points of view and opportunities to connect with a range of people



Cultural Intelligence

Highly inclusive people are socially aware, intentional, and effective in cross-cultural interactions.

When to use:

- When connecting to people (e.g. colleague, mentee, patient, families, etc.) – especially international patients or partners
- When you kick-off a new team or meeting, or are introduced to someone for the first time
- When collaborating with individuals from diverse backgrounds
- When you want to encourage others to be more inclusive

How to use:

- Acknowledge and welcome new individuals into a group, team, or meeting with something as simple as saying hello
- Take an active interest in learning about other cultures and seek information on cultures different from your own – for example, participate in ERG events
- Seek out opportunities to experience culturally diverse environments, like having coffee/lunch with someone different from yourself or volunteering in an area of the community that is unfamiliar to you
- Be proactive about building relationships with people who are different from you (from different backgrounds, cultures, etc.)
- Avoid assumptions based on appearance, age, accent, or other visible factors
- Use appropriate verbal and nonverbal behavior in encounters with colleagues or patients from another culture
- Proactively adapt your work style to the needs of colleagues and patients

“When I have a patient from a culture I don’t know much about, I am working on doing additional research to better understand them.”



Collaboration

Highly inclusive people empower individuals, as well as create and leverage the thinking of diverse groups.

When to use:

- When taking on a new project, role, or problem
- When you identify a potential inclusion-related issue on your team
- When you have accomplished a team milestone or deadline
- When you are contributing to a team (especially cross-functionally or have not worked with them before)

How to use:

- Create a safe environment where people feel comfortable to speak up – amplify voices or perspectives that are not often heard by reinforcing their points and giving them credit
- Identify ways to work better together by breaking down physical or social barriers
- Seek out and provide opportunities to colleagues you haven't worked with before; diversify your "go-to" contacts.
- Support colleagues in navigating and addressing difficult situations – empower decision making on issues that impact people's work
- Build teams rich in diversity, with differences in background, thought, and experience.
- Anticipate and take appropriate action to address team conflict when it occurs
- Model behaviors that will drive collaboration (e.g., respecting one another, working interdependently, listening)
- Acknowledge other people's contributions (even if it's as simple as saying "thank you")

"As part of our team debrief, we capture lessons learned on how we can get better at working together."

Speaker Biography



- **Donna Walthall**
- *Senior Director, Marketing, Dana-Farber Cancer Institute*
- Donna_Walthall@dfci.harvard.edu

Donna Walthall is senior director of marketing at Dana-Farber Cancer Institute. During Donna's 26-year tenure, she's led the development and implementation of innovative strategies to grow Dana-Farber's reputation and clinical volume. She's also directed marketing outreach to communities of color.

Speaker Biography

- **Dr Sarah Bridges**
- CEO, Founder, Bridges Consulting
- sarah@sarahbridges.com
- Sarah Bridges, Ph.D., M.B.A is a recognized expert in leadership and neuropsychology. As Founder of Bridges Consulting, she specializes in guiding communication to bring about behavioral change. With 25 years of experience, she advises a diverse portfolio of Fortune 500 companies and healthcare organizations and, including UnitedHealth Group, BLUE CROSS BLUE SHIELD Mayo Clinic, INTRICON, Nonin Medical, Fairview Health System, Boston Scientific and Amplifon. Sarah offers challenging yet practical communications-based solutions to help break through assumptions, reach goals and build better relationships that achieve success.



Speaker Biography

- **Andy Semons**
- Founder, Strategic Planning Partner, IPNY
- andy@IPNY.com
- With 35+ years in advertising and a long history of global/multicultural work, Andy is dedicated to driving results for clients while leveraging the power of consumer insights to build brands among diverse audiences. He is a founding partner of IPNY, a brand positioning and messaging company. Clients include Dana-Farber Cancer Institute, City of Hope Medical Center, The Leukemia & Lymphoma Society, Regeneron, Dana-Farber Brigham Cancer Center and WNET PBS THIRTEEN.

Previously, Andy built and grew the Ogilvy Healthcare Practice and served as Senior Partner and Worldwide Planning Director for Unilever brands (Dove, Ponds). He also led Strategic Planning at many of the world's largest agencies including G2, Wunderman/Y&R and Doremus.

