



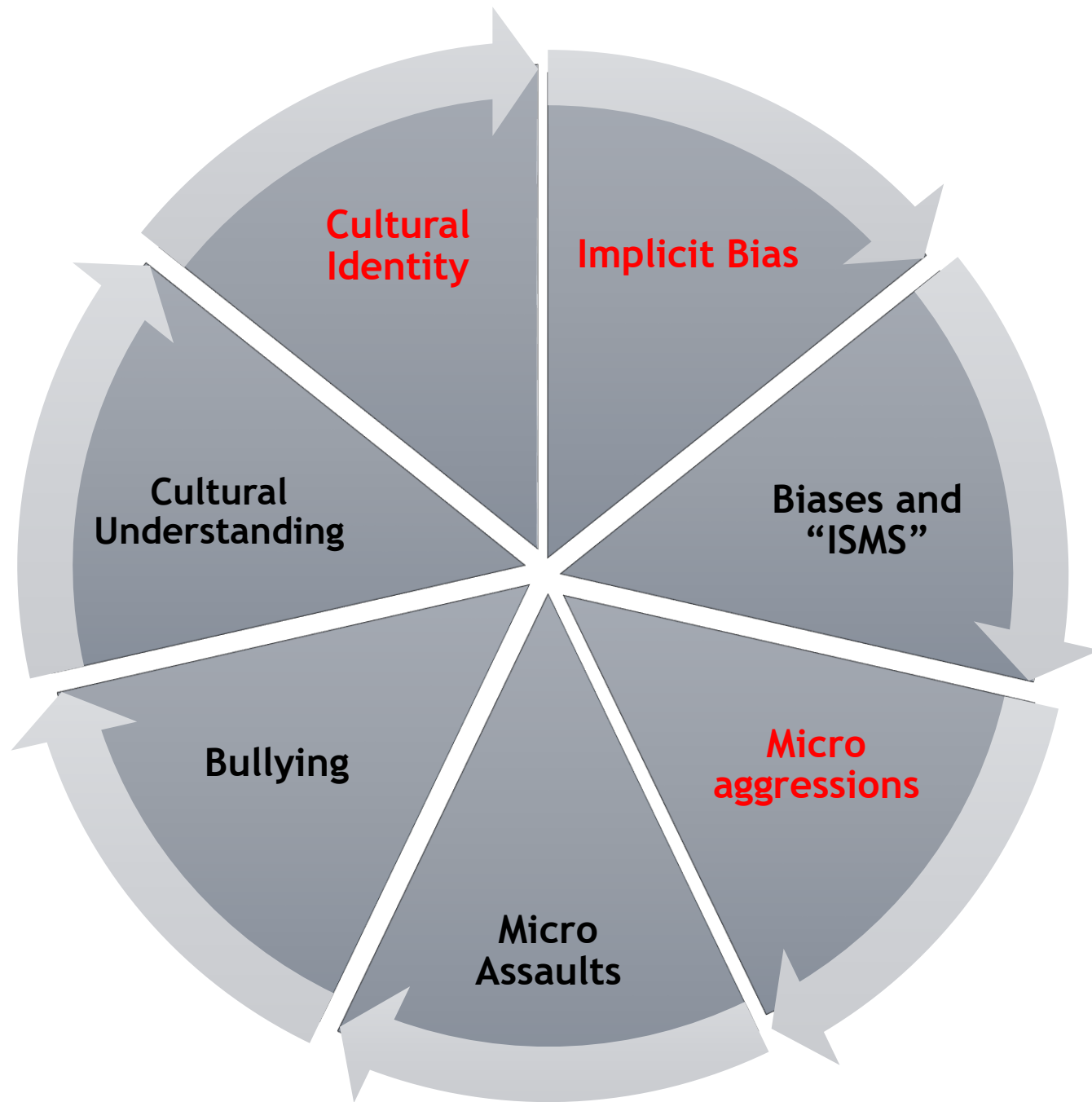
# **Bias and Microaggressions At Work**

Myron R. Anderson, Ph.D.

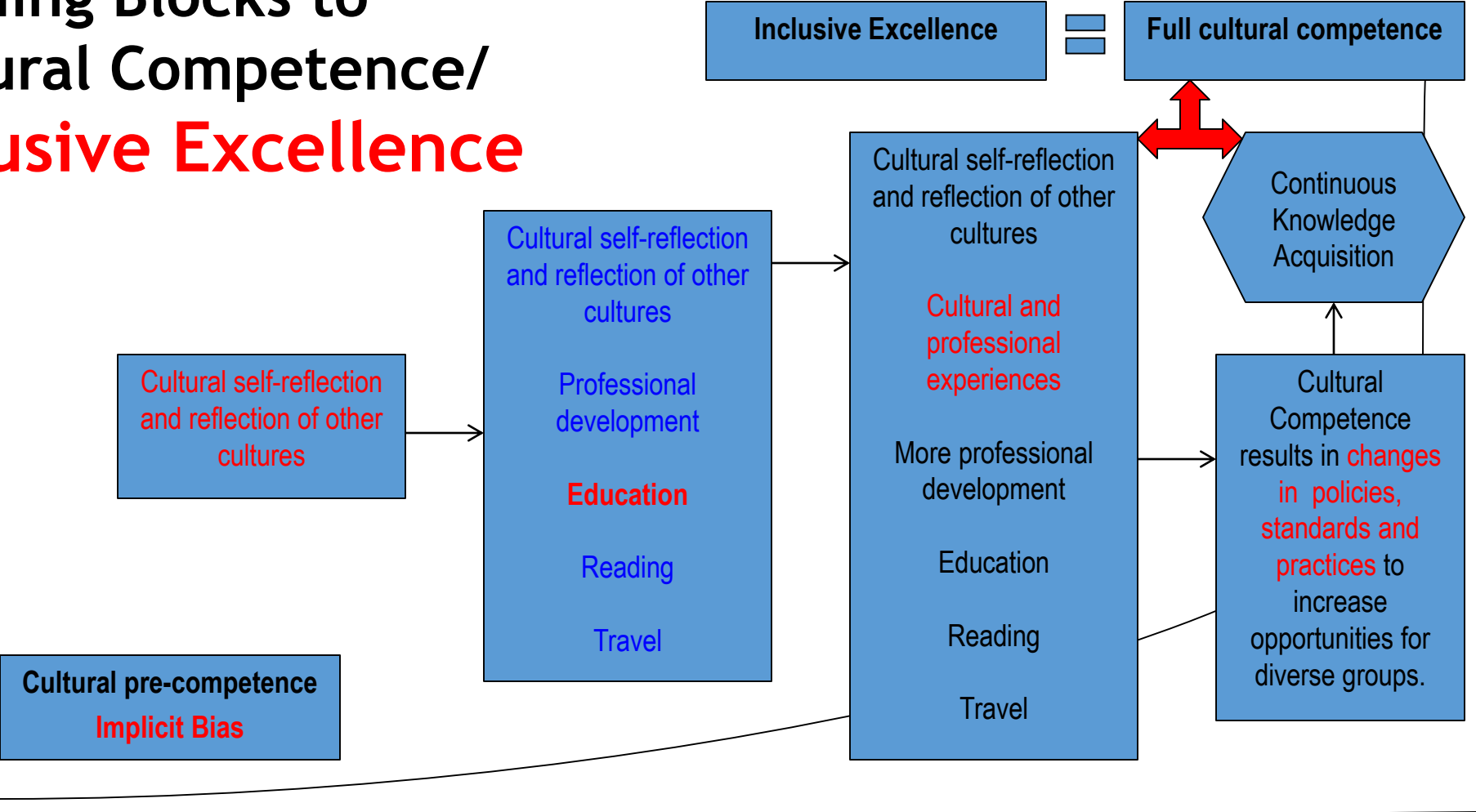
# Organizational Climate



The events, messages, symbols, core beliefs, feelings, and much more, which make “our community” a welcoming or not-so-welcoming environment.



# Building Blocks to Cultural Competence/ Inclusive Excellence



Cultural Incapacity

Cultural Blindness

Lack of Cultural Competence

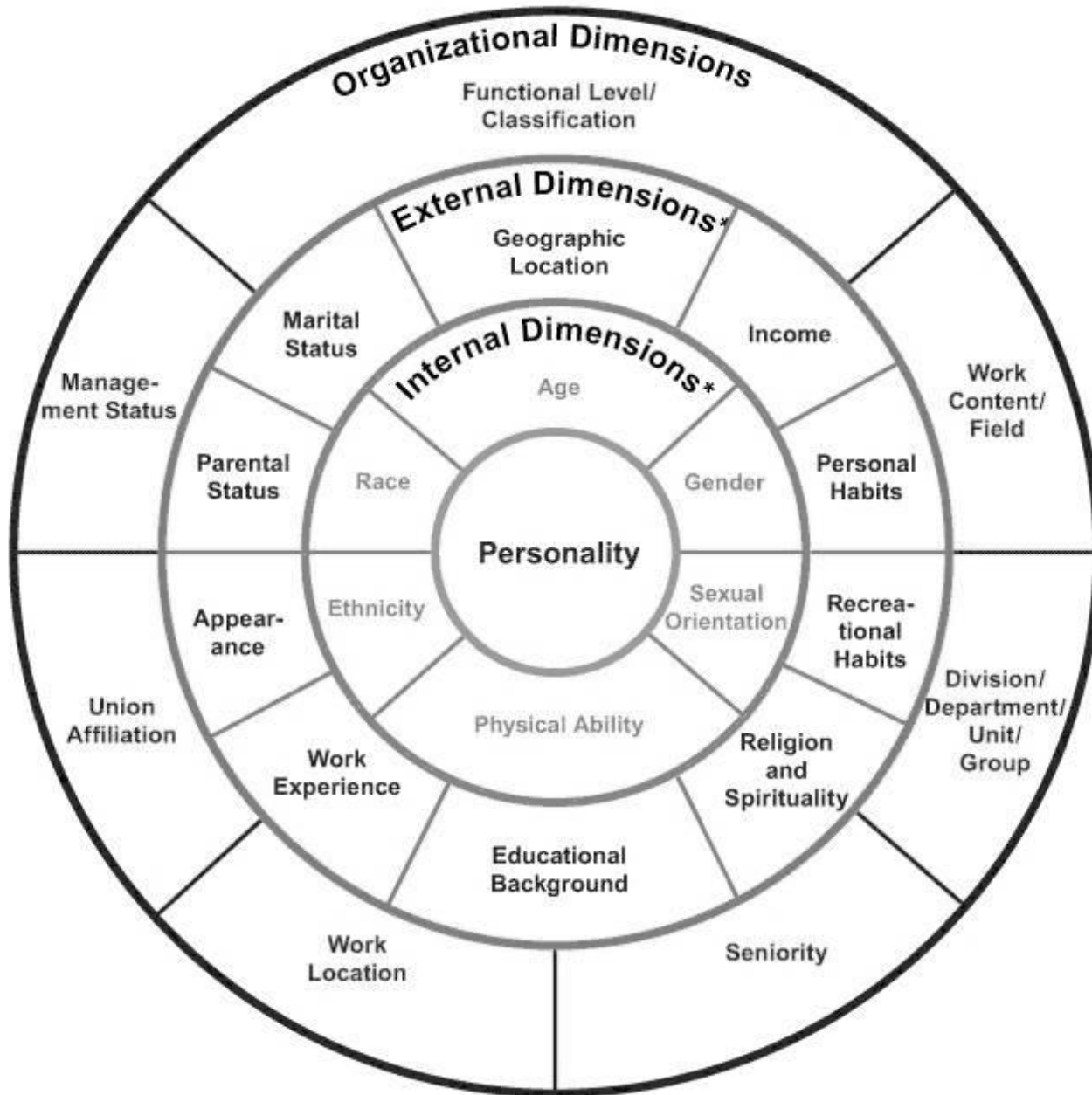
Some or limited Cultural Competence

Cultural Competence

Cultural Proficiency

(Adapted from Cross T., Bazron, B., Dennis, K., & Isaacs, M. 2009)

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# Blind Side







# What is Implicit Bias?

Attitudes or stereotypes that affect our understanding, actions, and decisions in an unconscious manner.

These biases, which encompass both favorable and unfavorable assessments, are activated involuntarily and without an individual's awareness or intentional control.

Residing deep in the subconscious, these biases are different from known biases that individuals may choose to conceal for the purposes of social and/or political correctness. Rather, implicit biases are not accessible through introspection.

**Identify the Bias**



Your Lovely Home



Show Me Your Papers



You Speak Excellent English



Don't Take My Bag



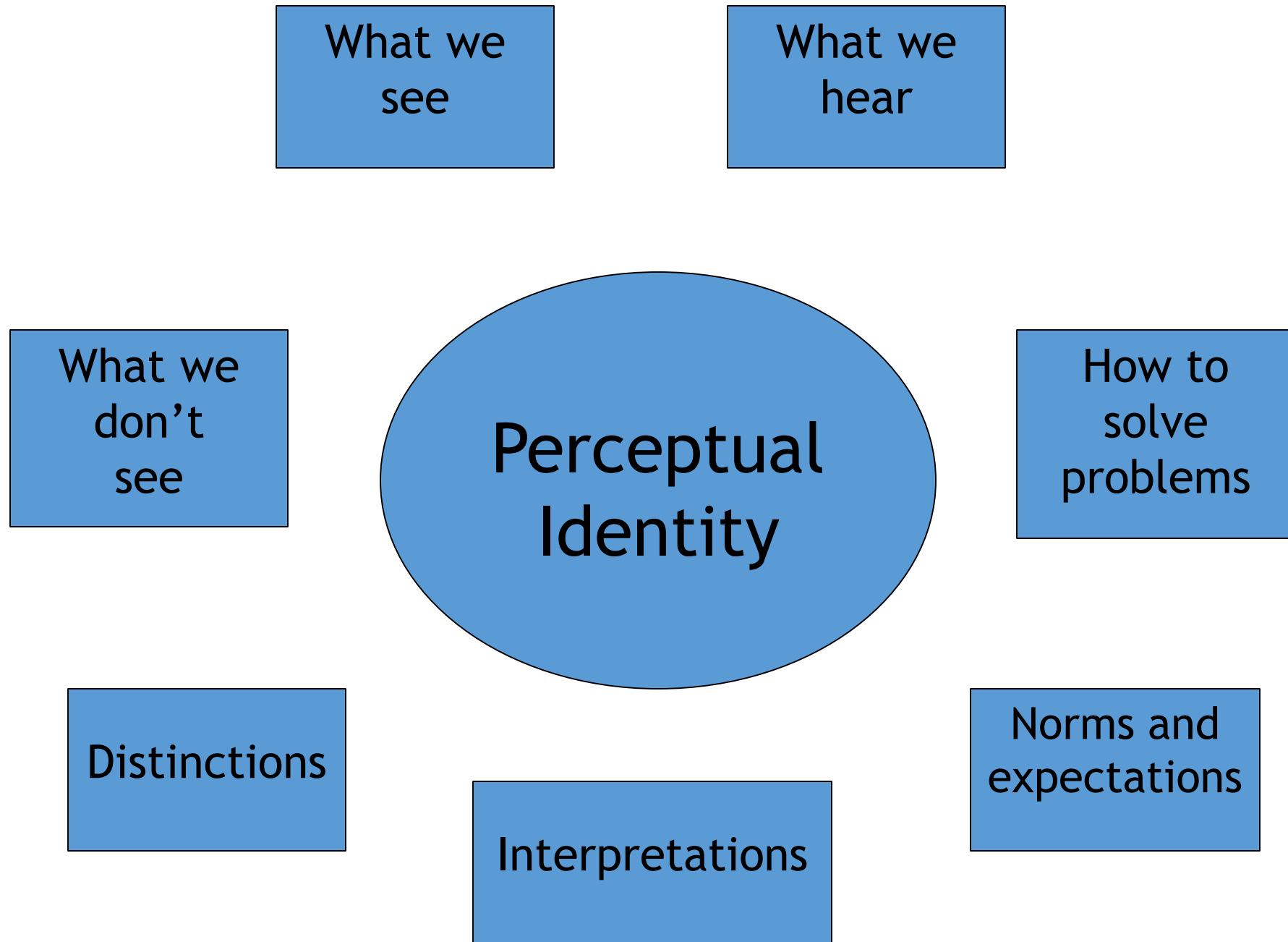
Ignore The Women



Wow! You Are Articulate







What we  
see

What we  
hear

What we  
don't  
see

Perceptual  
Identity

How to  
solve  
problems

Distinctions

Norms and  
expectations

Interpretations

What we  
see

What we  
hear

What we  
don't  
see

Diversity  
and  
Inclusion

How to  
solve  
problems

Distinctions

Interpretations

Norms and  
expectations

What we  
see

What we  
hear

What we  
don't  
see

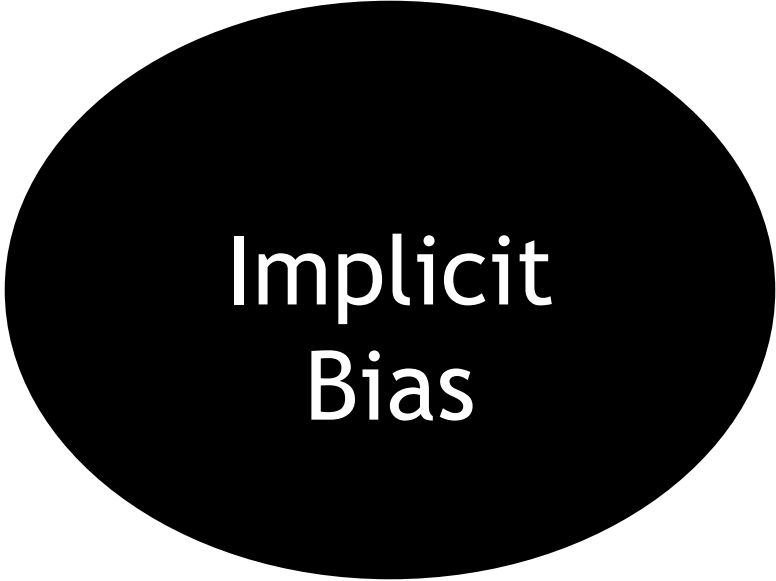
Implicit  
Bias

How to  
solve  
problems

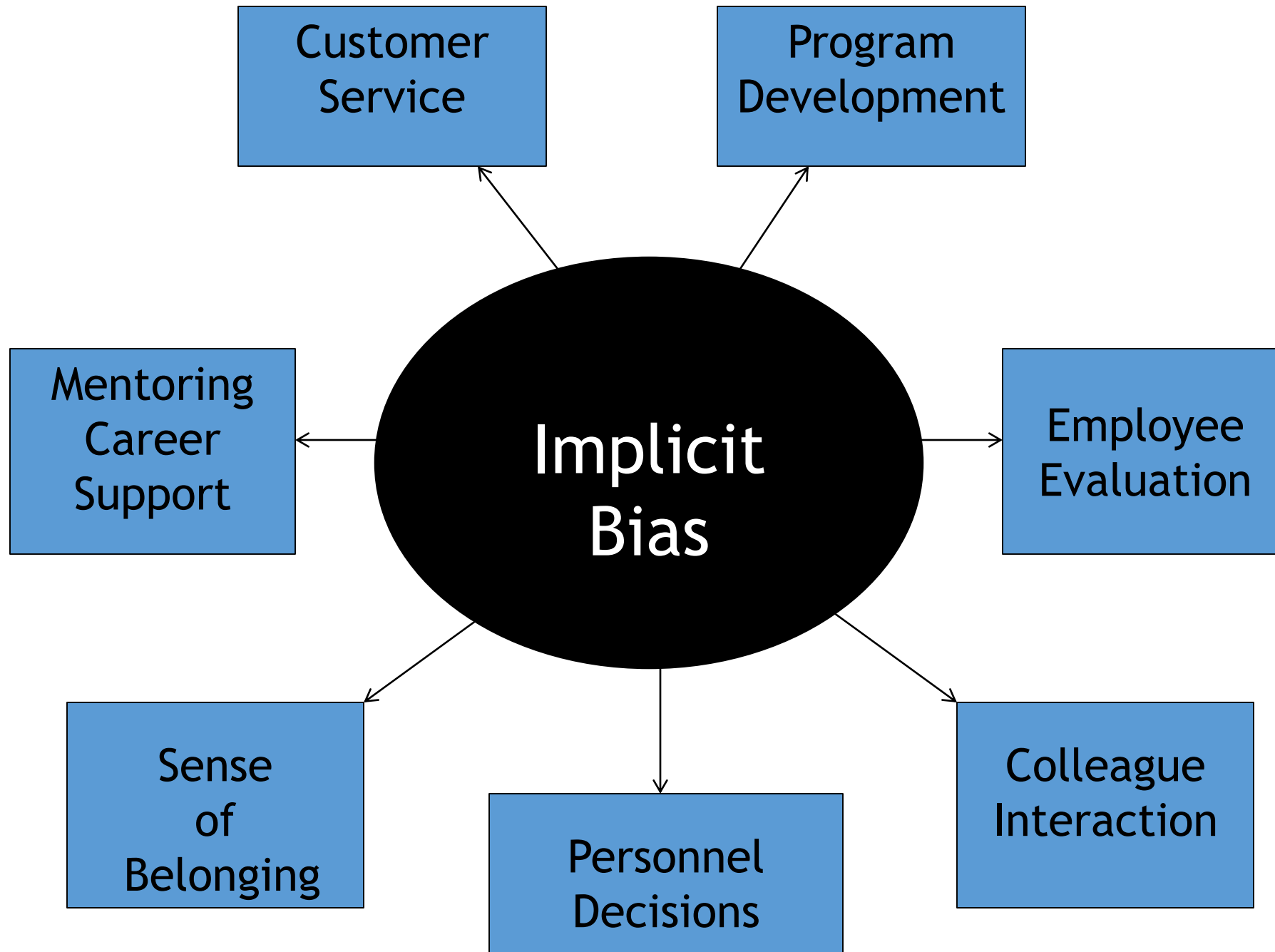
Distinctions

Interpretations

Norms and  
expectations



Implicit  
Bias





**What Just Happened?**

# What are Microaggressions?



Brief and commonplace indignities, whether intentional or unintentional, that communicate hostility or negative slights and insults that potentially have harmful or unpleasant psychological impact.

(Solorzani, Ceja, & Yozzo, 2000; Sue, et.al. 2007)



**FIRST**





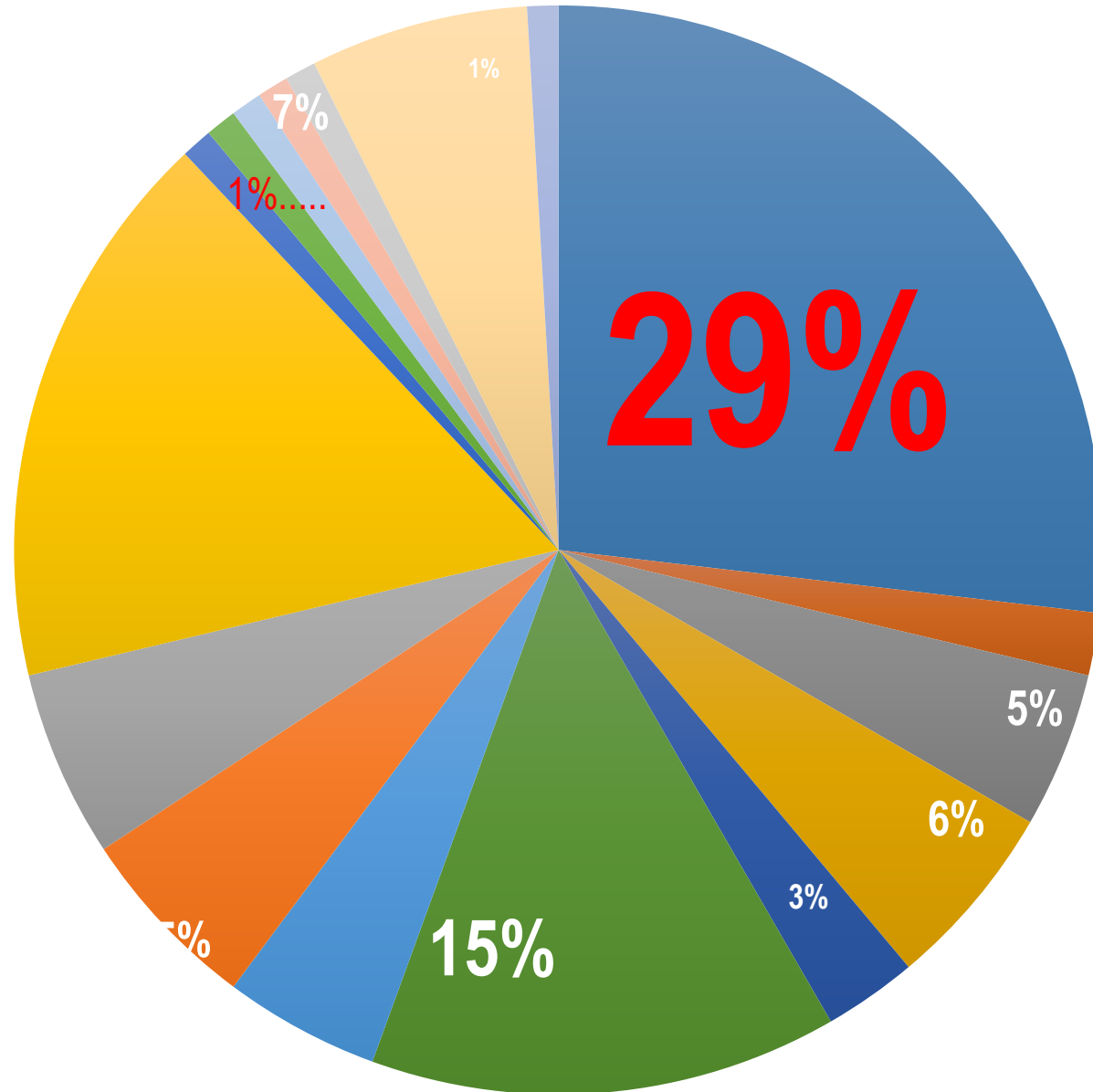
**Well-intended**

Statements	Possible Interpretations	Possible Intent	Interpretation Impact
“Why are all Black women so loud?”	You should assimilate to the dominant culture.	You are making me uncomfortable.	The way you act is bad, weird, and inappropriate.
[A professor asks a Latina student during class] “What do Latinas think about this?”	Your experiences are interchangeable with anyone else in your racial/ethnic group.	I’m interested in your perspective	I see you only as a member of your group and all of you think the same.
<b>“You are a credit to people with disabilities”</b>	<b>We don’t expect much from people with disabilities</b>	<b>You are pretty amazing</b>	<b>I have low expectations of people like you</b>
[To a woman with a headscarf] “What are you hiding in there?”	All Muslims are terrorists.	I’m trying to be funny.	I believe all Muslims are terrorists and have something to hide.
“It’s almost like you’re not Black.”	You don’t fit the stereotypes of your group.	I did not expect you to act outside of the stereotypes I have of you.	All Blacks act the same.
<b>“You speak English very well”</b>	<b>You are not American</b>	<b>You are well spoken</b>	<b>Because of how you look, you can’t possibly have been born here; you aren’t American</b>
“The only race is the human race.”	Your experiences as a minority are no different from anyone else’s.	I am trying to treat everyone as equal.	The way you are treated because of your race is not important/irrelevant.
[To an Asian student] “Can you help me with my math homework?”	Your appearance dictates your skills or knowledge.	I need help.	You are just a stereotype, not an individual.
[A White woman to a Black woman] “As a woman, I understand how it feels to be a minority.”	I’m not racist, because I’m oppressed like you.	I’m trying to empathize.	All discrimination is the same; your personal experience doesn’t matter.
“No, where are you really from?”	You are not American.	I’m interested in you.	People like you are not real Americans/are not my equal.
<b>“I don’t see color”</b>	<b>Your experiences as a minority are invalid</b>	<b>I’m trying to treat everyone the equitably.</b>	<b>Your experiences as a person of color are irrelevant and not different from mine</b>

**Hierarchical Microaggressions are:** Everyday slights found in higher education that communicate systemic valuing, or devaluing, of a person because of the intentional role held by that person in the organization.

(Young, Anderson, Stewart, 2016)

# Isms Enacted



- Role
- Sexuality
- Not enough
- Age
- Disability
- Gender
- Language
- Appearance
- Culture
- General
- Geographic
- Income
- Informality
- Military
- Politics
- Race
- Religion

### Hierarchical Microaggressions

Everyday slights found in higher education that communicates systemic valuing (or devaluing) of a person because of the institutional role held by that person in the institution

#### Microinsult

(often unconscious)

Behavior/verbal remarks or comments that convey rudeness or insensitivity, and demean a person's racial heritage or identity

#### Microinvalidation

(often unconscious)

Verbal comments or behaviors that exclude, negate, or nullify the psychological thoughts, feelings, or experiential reality of a person of color

#### Actions Related to Role

Interrupting, excluding, ignoring, surprise

#### Change Accepted Behavior

A change in a person's behavior, based on a their role and/or credentials

#### Terminology Related to Work Position

Words used to describe various employment options in an organization

#### Valuing/Devaluing Opinion

The valuing or devaluing of a person's opinion, based on a their credentials and/ or role within a department

*Organizational Climate*

*Organizational Climate*

#### Isms Enacted — prejudice or discrimination against (insert a recognized social group here)

**Age:** Prejudice or discrimination against a particular age group and especially the elderly

**Disability:** Prejudice or discrimination against a person's physical or mental abilities

**Gender:** Prejudice or discrimination against the state of being male or female (typically used with reference to social and cultural differences rather than biological ones)

**Language:** Prejudice or discrimination against someone because of words, pronunciation, or the methods of combining them

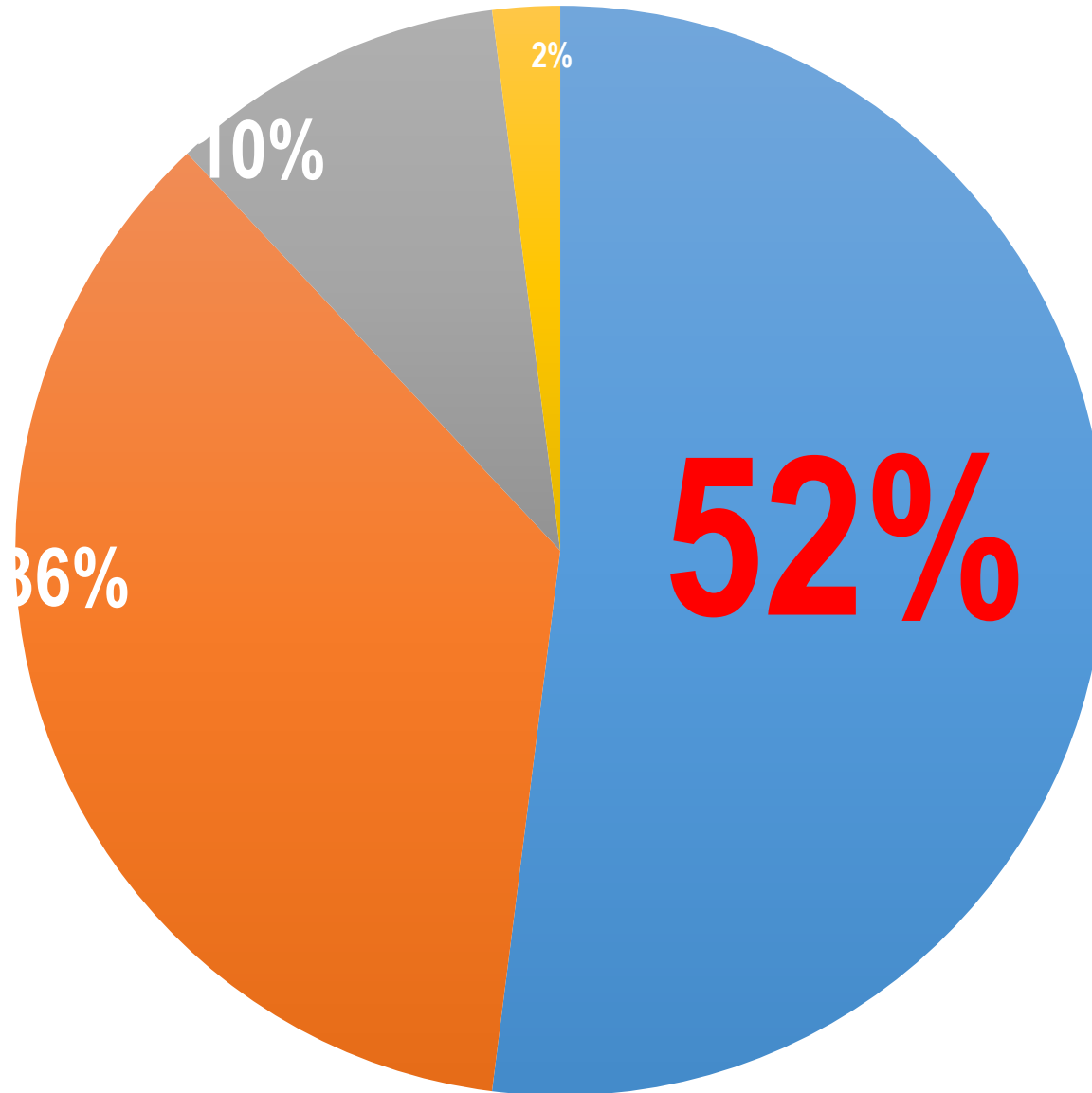
**Race:** Prejudice or discrimination against a person's skin color

**Sexuality:** Prejudice or discrimination against a person for their attraction to a specific gender

**Other:** Includes additional isms identified via the study (to include appearance, culture, general, geographic, income, informality, military, politics)



# Role and Hierarchy



■ Valuing/Devaluing Opinion

■ Actions Related to Role

■ Change Accepted Behavior

■ Terminology

# VALUING OR DEVALUING OPINION

## DECISION-MAKER

A supervisor makes decisions that would increase workload for staff and does not consult with the department staff prior to making the decision. Departmental staff feels they have no voice and are undervalued.

**That's Kind of a Good Idea**



# Activity

## 1. Identify

A. Personal or work related received microaggression

## 2. Explain

A. Why you believe this was a microaggression

## 3. Resolve

A. How would you remove this microaggression

**Cost**

# Interpersonal Cost

## Biological/ Physical

- Accumulation stressors can equal a catastrophic health event
- Mental Health Issues
- High Blood Pressure
- Physical Health Issues

## Emotional

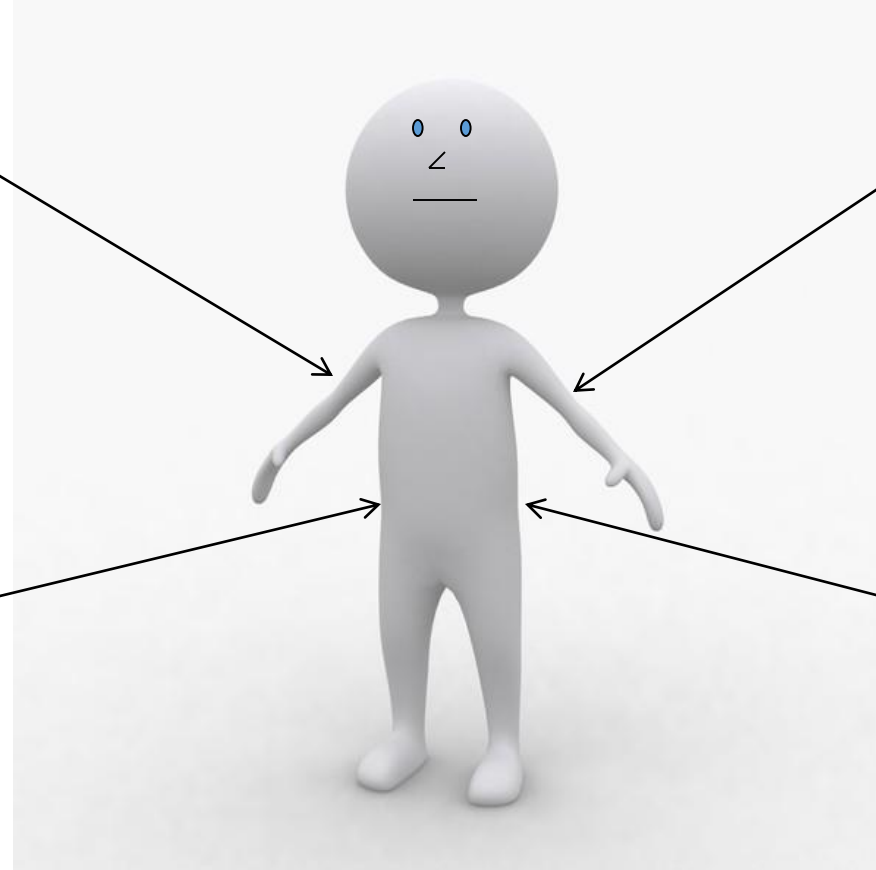
- Emotional well-being
- Psychological turmoil
- Identity disengage
- Low self-esteem

## Cognitive

- Disrupted cognitive responses- decreased focus
- Trying to make meaning of incidents
- Identity disengage
- Reduced learning
- Lower productivity

## Behavioral

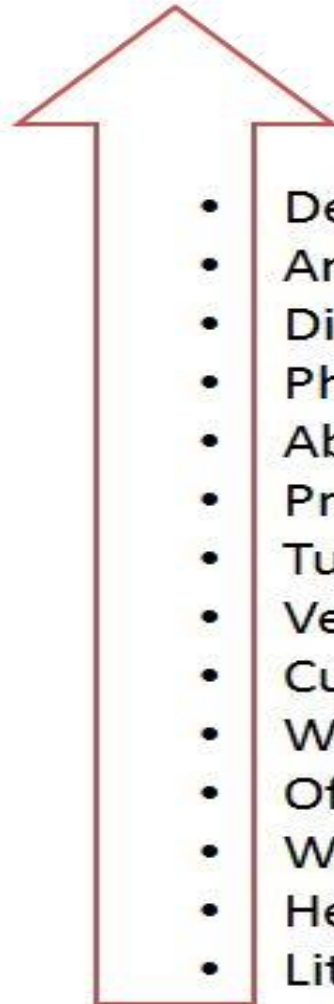
- Hyper vigilance/skepticism conflict
- Devalue social group identities
- Fatigue and hopelessness
- Contribute to a hostile climate
- May reduce education quality



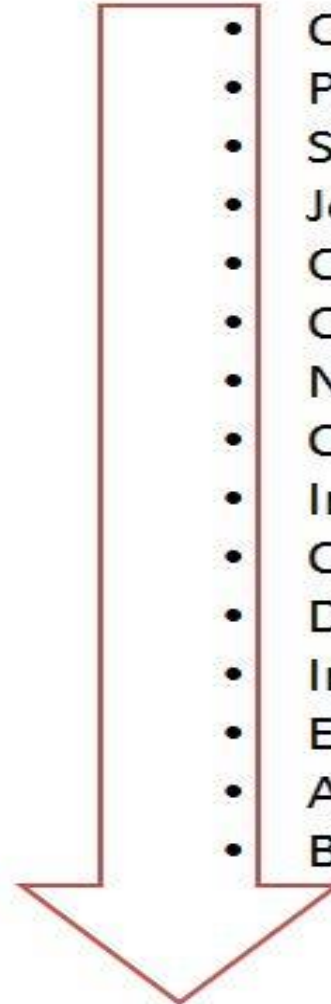
**Systematically:** creates disparities in health care, education, and employment because they are based upon a biased worldview that is manifested in hiring, retention, and promotion decisions in the workplace

- May reduce the quality of education received by students of color
- May result in lower quality of health care for certain groups

# Organizational Cost



- Depression
- Anxiety
- Discouragement
- Physical health
- Absenteeism
- Presenteeism
- Turnover
- Vengeful activities
- Customer complaints
- Wasted time
- Office politics
- Workers comp claims
- Health insurance
- Litigation



- Quality of work
- Productivity
- Self-esteem
- Job satisfaction
- Company loyalty
- Customer satisfaction
- Number of customers
- Company reputation
- Internal relationships
- Communication
- Decision making abilities
- Innovation & learning
- Employee engagement
- Ability to meet goals
- Bottom line



# The Role of the Bystander



Question

Echo

Interrupt

Educate

# Microaggression Removal

- Active listening
- Knowledge and resources
- Communication
- Diplomacy
- Advocacy
- Interact with people different than you
- Don't be defensive
- Be open to discussing your own biases
- Recognize your own biases
- Agreement to say “ouch”
- **Be an ally - stand up against bias and microaggressions**



**What Can You Do?**



Issue  
#1

# MICRO AGGRESSIONS



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