DEPARTMENT OF
MANAGEMENT
Spears School of Business

Scholarship from the Margins…

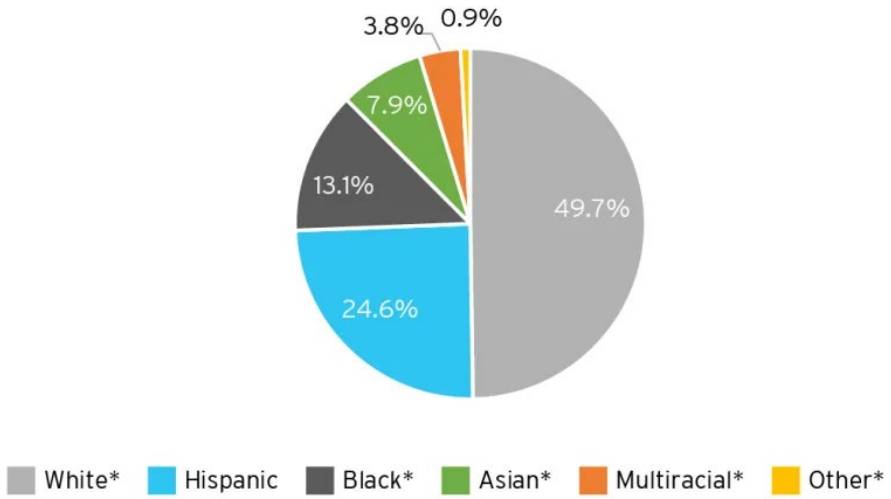
Exploring Tokenism, (In)Visibility, Bias
& Trusting Your Unique Expertise in the Academy

Welcome & Whys…

- Protecting & Empowering Our Space
- Zoom room etiquette
- Friends & Fellows

FIGURE 1

Racial profile of U.S. population, 2045

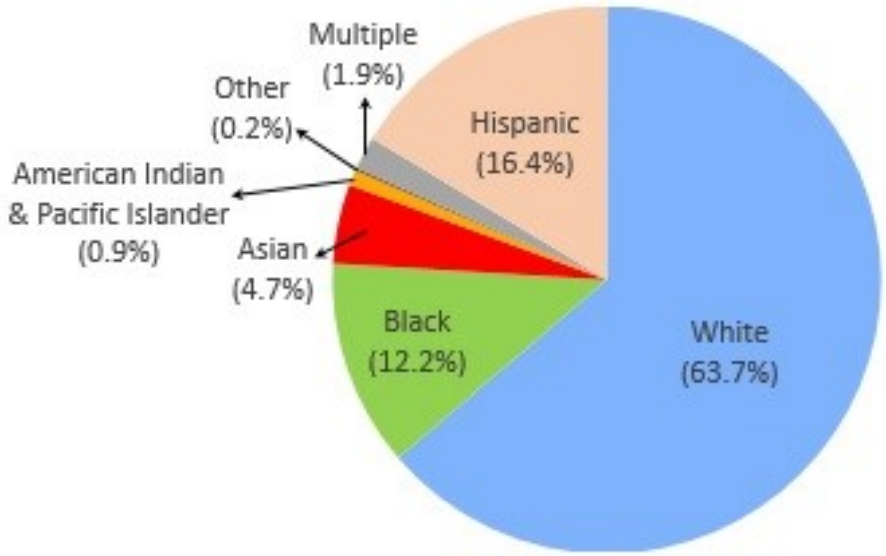


** Non-Hispanic members of race*

Source: William H Frey analysis of U.S. Census population projections released March 13, 2018 and revised September 6, 2018

B | Metropolitan Policy Program at BROOKINGS

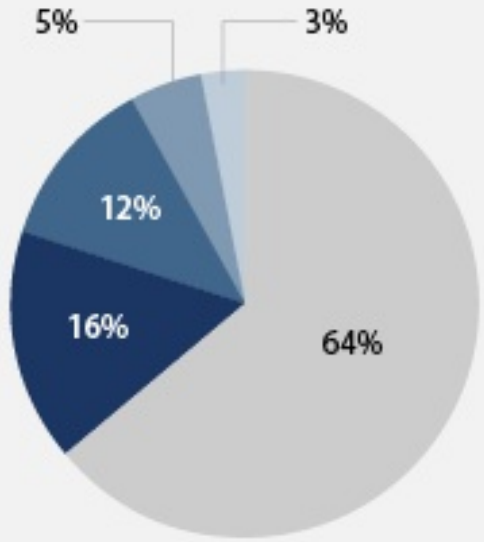
US Race and Ethnicity combined



Data Source: 2010 US Decennial Census

FIGURE 2

People of color make up nearly one-third of the labor force



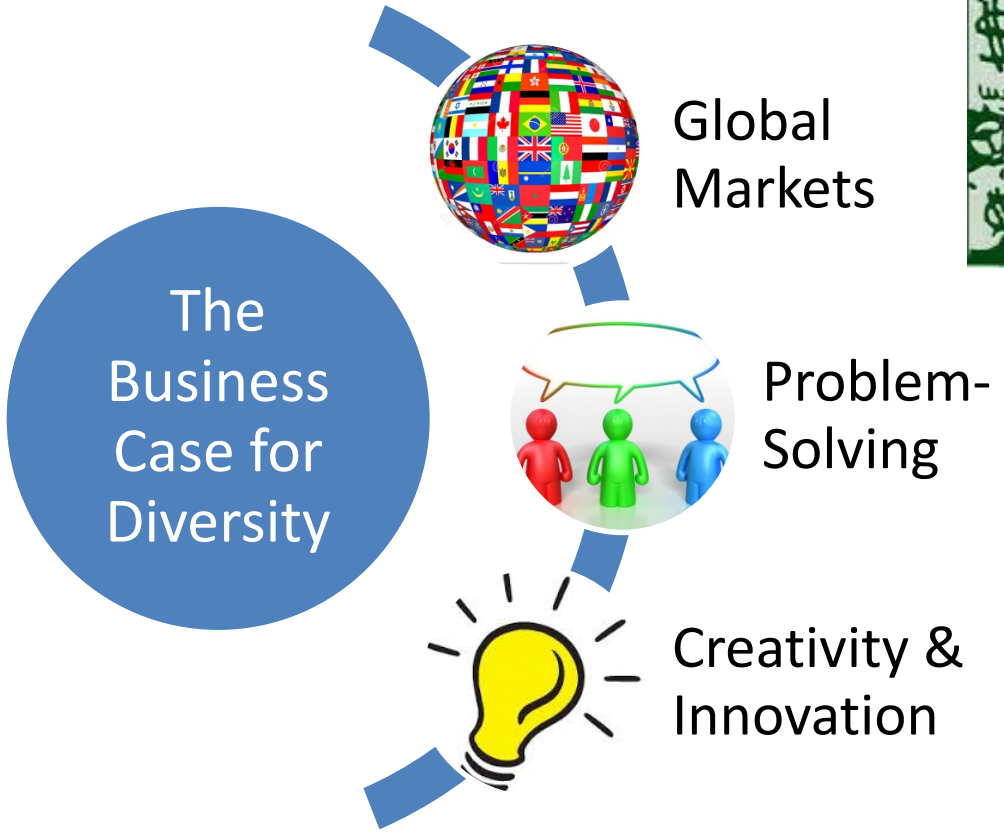
- Non-Hispanic white
- Hispanic
- African American
- Asian
- Did not identify racially or ethnically

Source: Bureau of Labor Statistics.

Our America

The "Business Case" for Diversity

- Globalizing market-driven business necessity
  - Customers/Clients
  - Talent/Staffing
- Problem-solving advantage
- Creativity & Innovation



Diversity → $$$$$

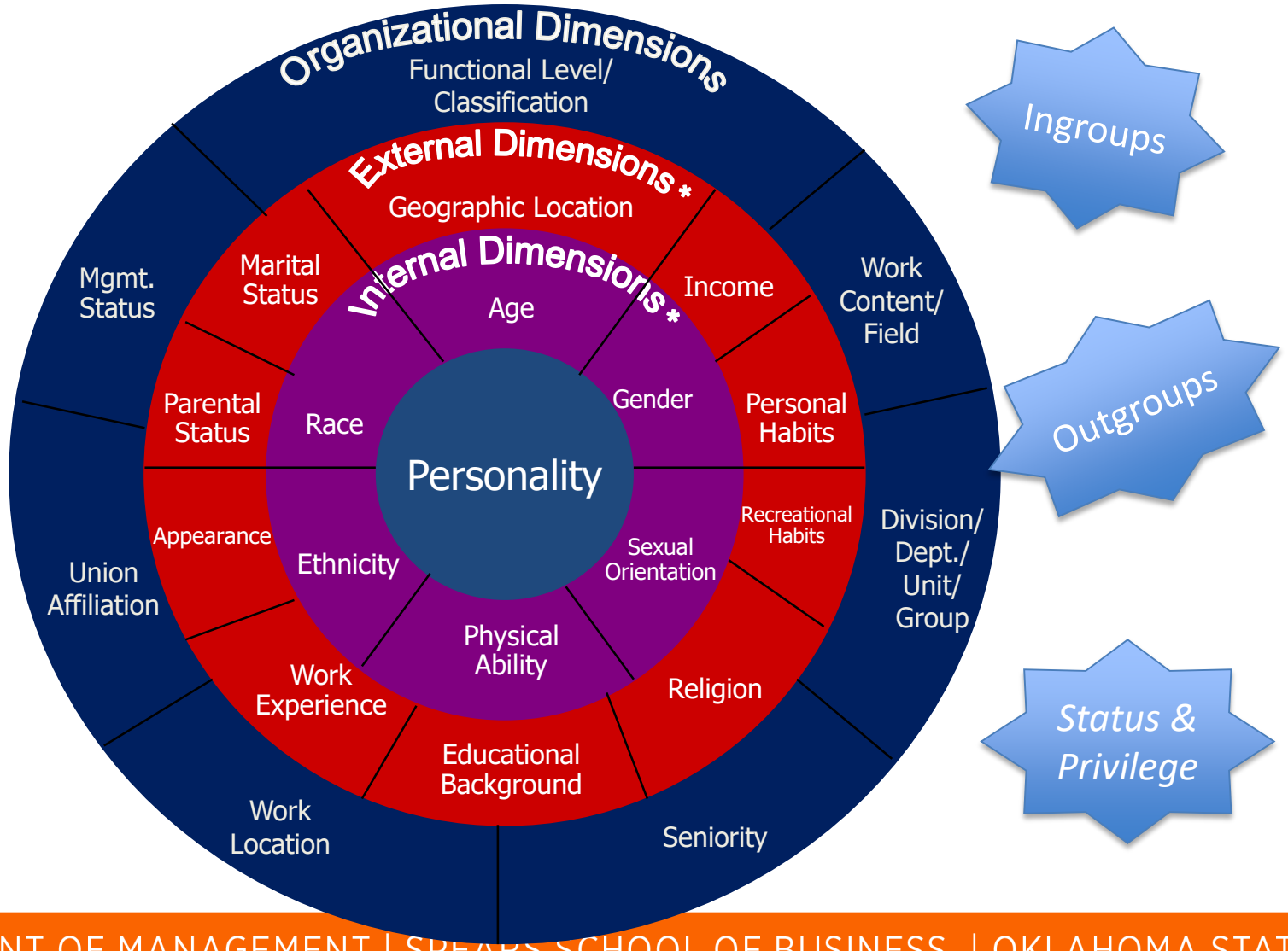
Social Identity: Why Differences Matter

Identity Groups are groupings that hold meaning at a societal personal levels

- People vary in their degrees of personal identification

Ingroup/Outgroup Dynamics

- Similarity assumptions
- Contrast effects
- Positivity bias
- Attributional tendencies



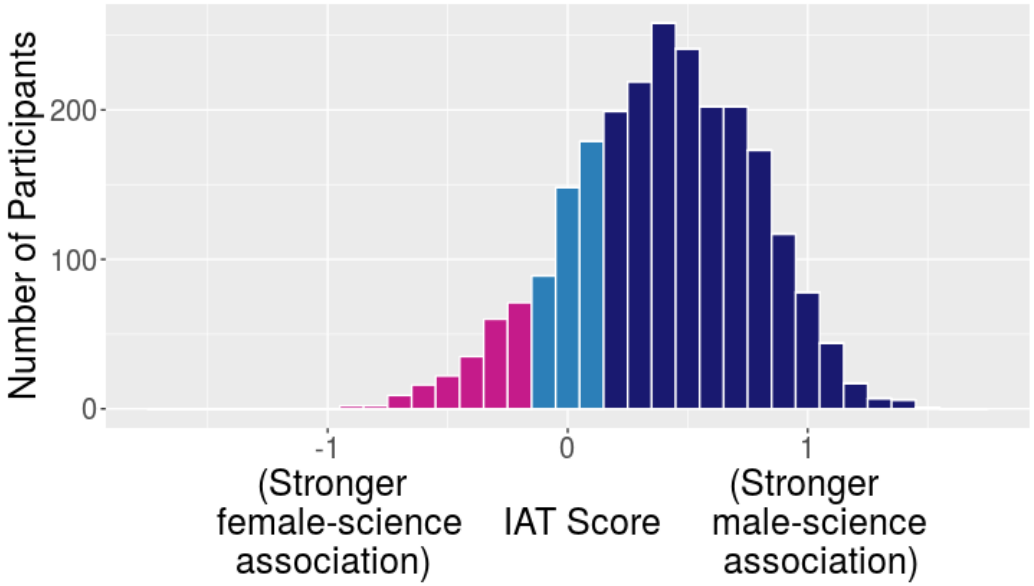
UNCONSCIOUS BIAS…

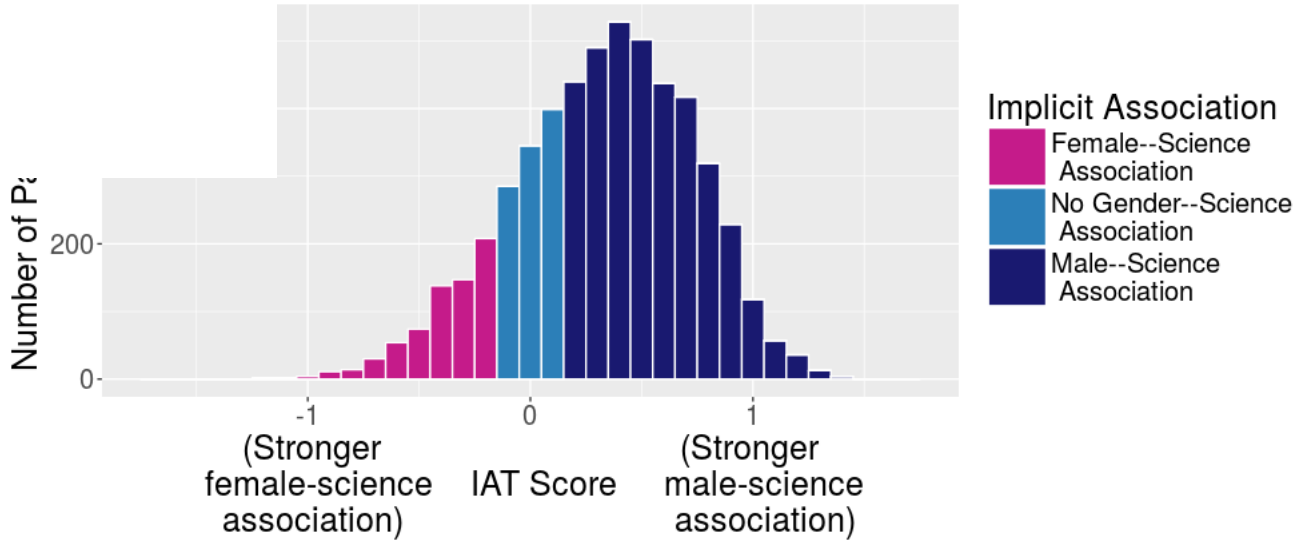
…is the process of associating assumptions or attitudes towards categories of people without conscious awareness

…is supported by **priming** & **associations**

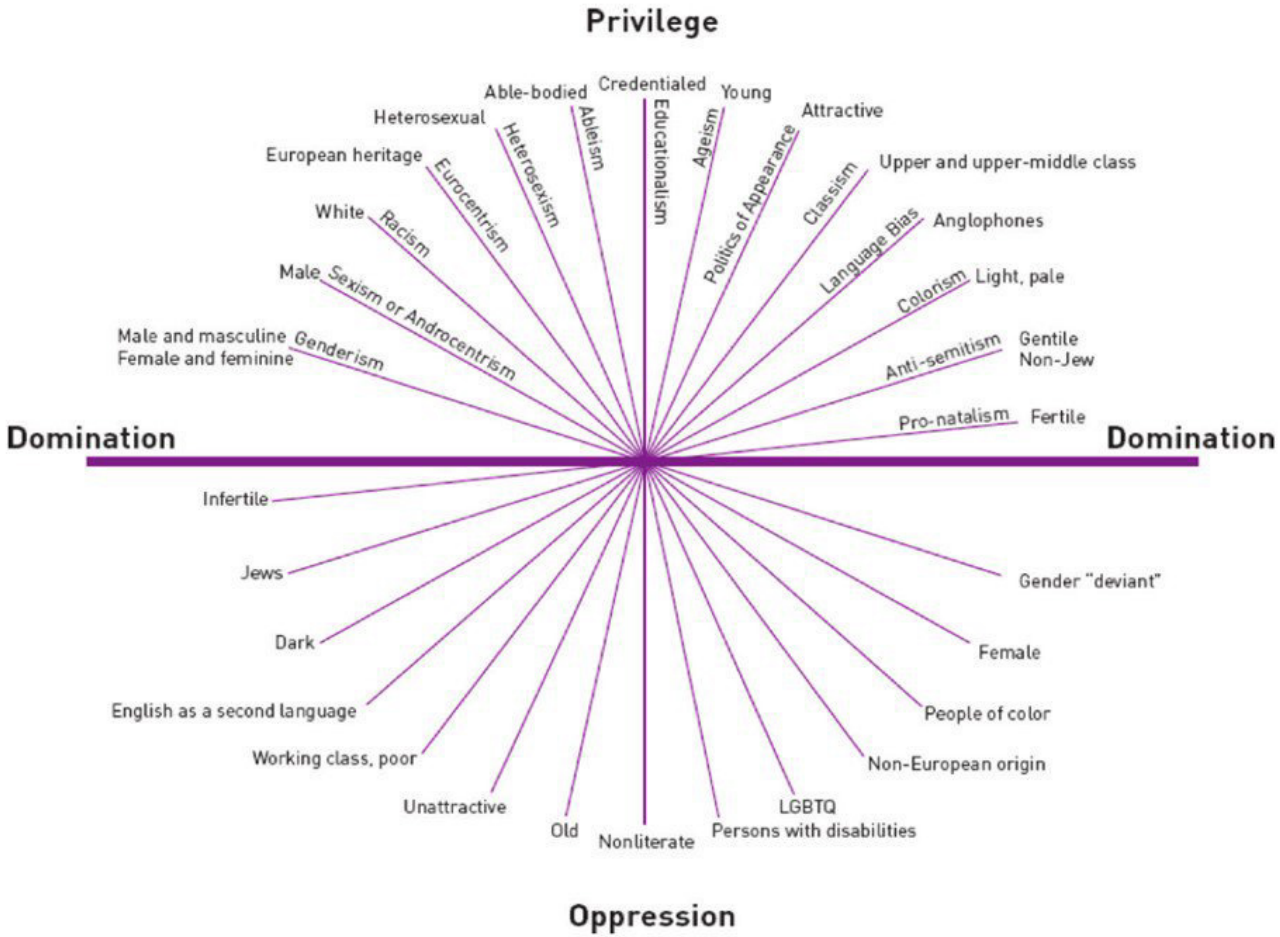
…drives **expectations** and **evaluations**

Distribution of Gender-Science Implicit Attitudes





Intersectionality



Source: Morgan, K.P. Describing the emperor's new clothes: Three myths of educational (in)equity. In The Gender Question in Education: Theory, Pedagogy, & Politics. Westview Press, Boulder, CO, 1996, 105–122. Used in AWIS' intersectionality fact sheet at https://www.awis.org/intersectionality/

AWIS

The Borderlands

"Borderlands are physically present wherever two or more cultures edge each other…

…it's not a comfortable territory to live in, this place of contradictions…

…keeping intact one's shifting and multiple identity and integrity, is like trying to swim in a new element, an alien element."

~Gloria Anzaldua

#AcademiaSoWhite

The Ivory Tower

- High & hidden barriers to entry
  - Foundational experiences
    - Research, presentation and publication
  - Biases in admissions processes
    - Pedigree: alma mater and network preferences
    - Exams: Persistent subgroup differences
    - Interviews: Widespread, well-documented racial, gender and nationality preferences
- Experiential Differences
  - Publication biases
  - Service expectations
  - Classroom experiences
  - Student evaluation biases
  - Isolation & Relationships

When YOU are the Token in the Tower

Tokenism:

- Numerical isolation…being the only or one of very few

- Heightened identity salience
- Performance Pressures
  - Self-fulfilling prophecy
  - Stereotype threat
  - Microaggressions
- Visibility Distortions
- Emotional Exhaustion
- Withdrawal & Turnover

"When a Black parent and a White teacher meet at the parent-teacher conference, they've got the weight of American History between them."

~Claude Steele

Microaggressions: Daily Abuses

Microassaults

Derogatory verbal or nonverbal identity-based attacks

"Students from X culture simply do not do well on the entrance exams."

Microinvalidations

Communications that exclude or negate the thoughts, feelings, or realities of people from other groups

"But if you're sample is all Latino, will it generalize to a wider population?"

Microinsults

Communications that convey rude, insensitive or demeaning messages about a person's identity

"BIPOC researchers don't make enough scientific contributions to be included in the curriculum."

(In)Visibility among Corporate Elite

Because black women are not seen as typical of the categories “black” or “woman,” people’s brains fail to include them in both categories. Black women suffer from a “now you see them now you don’t” effect in the workplace.” (Purdie-Vaughns, 2015)

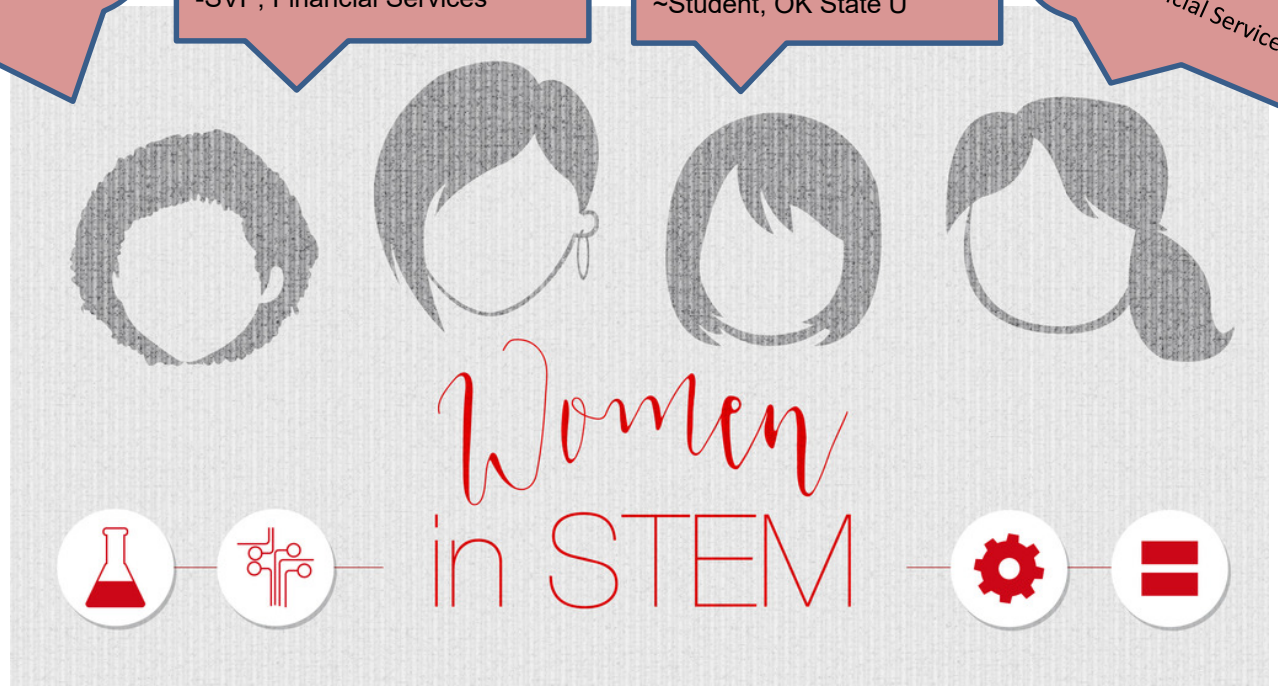
- "Why is it that the African Americans in the company have not advanced? Because we're invisible. There's no reason to take any action against us, but we have no relationships that would suggest you take any actions for us.“
- “I‘m the best choice for this job, and I’m probably not on your radar screen. Black women have to put themselves in a position where they can [be visible] and where they feel comfortable doing it.”

Prof Invisibility
"It's like he doesn't even see us. It blows because I kno w he's grading us onparticipation, but then he never calls on us!"
-Student, OK State U

Prof Invisibility
"You have to almost invite yourself to meetings when you know you should have a seat at the table anyway. It's so demoralizing to say 'I add value, can I come?'"
-SVP, Financial Services

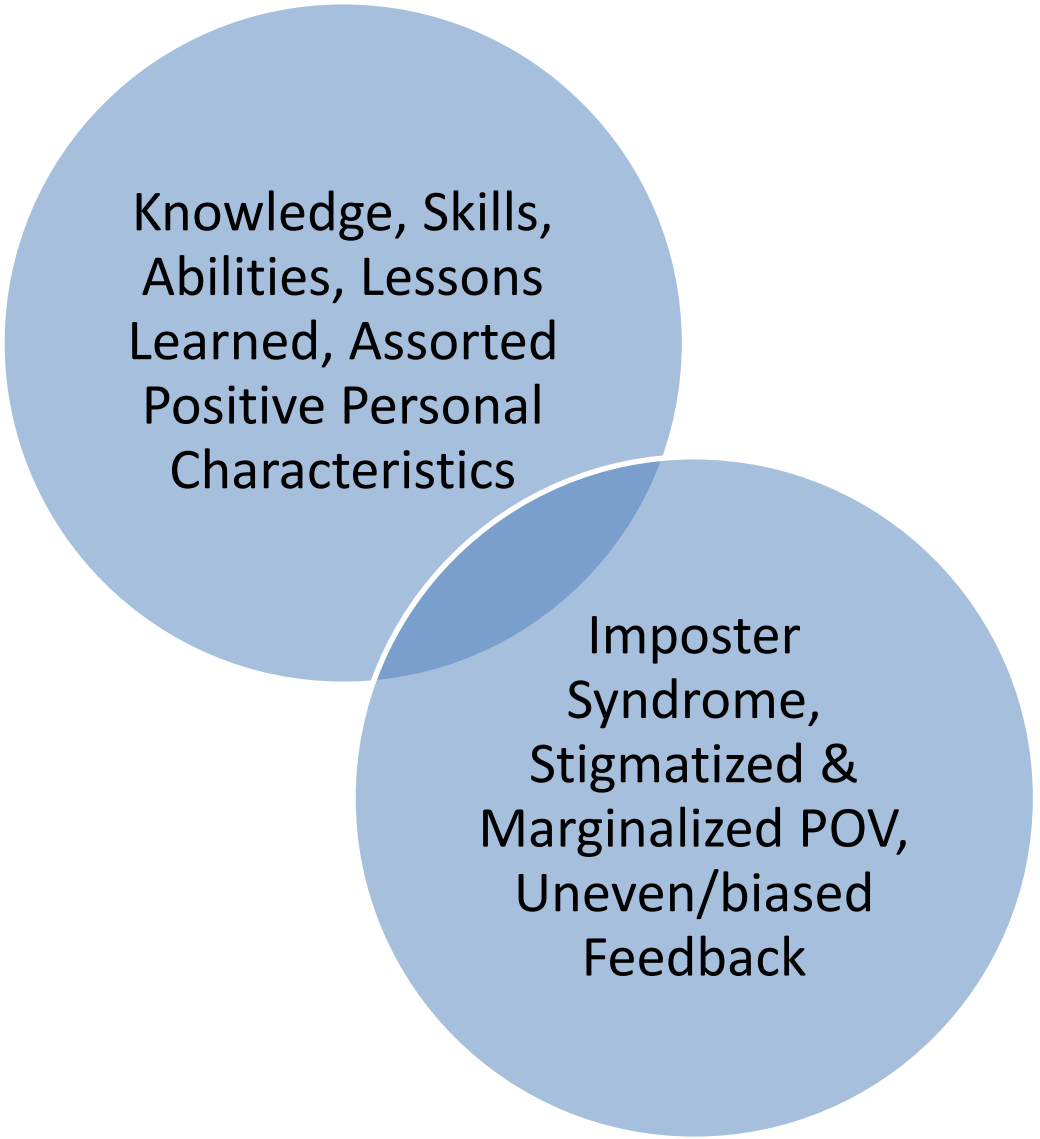
HyperInvisibility
"I mean, I don't want to *not* speak, but it's always just me and that one other girl. I just don't want to speak for all of us all the time."
~Student, OK State U

HyperInvisibility
"You have more wins than misses. But when we miss, it's more visible, it's more painful, and it angers you because you're judged at a higher standard."
~SVP, Financial Services



Real Talk vs. Head Trash

- Which stream of consciousness dominates your consciousness?
- Tools to Shrink the Head Trash
  - Learn the science of hidden bias and about UUM and token performance pressures
  - Whistling Vivaldi & other identity management strategies
- Tools to Amplify the Real Talk
  - Every set back is a set up…
  - Find your lane and take the wheel
  - Assemble your squad



Resources, Reads & Resilience Amplifiers

- Kenji Yoshino
  - *Covering: The Hidden Assault on Our Civil Rights*
- Gloria Andzaldua
  - *Tales from the Borderland*
- Ibram X. Kendi
  - *Stamped from the Beginning, How to be Anti-Racist*
- Joy Buolamwini
  - See NPR interview for links to her work on intersectional bias in AI
- Tsedal Neeley
  - *Developing Resilience on the Path to Becoming a CEO*