

RETENTION: Building Board Diversity



**American
Alliance of
Museums**

Minimization

Overemphasis on Commonality and Similarity

- **Minimize** differences
- Comfortable (insistently nice)
- Don't denigrate; also avoid stereotypes
- Moved beyond feeling of culture as threat
- See the core humanity of each individual
- “Deep down, we're all the same”-> Color-blind
- Unaware of own cultural lens. Uses own experience as the “standard” interpersonally and institutionally
- Project cultural lens and assumptions on others

Primary emotional/cognitive approach

- Accepting and Tolerant
- Good intent

Minimization

Organizational Impact

- Hire for difference, onboard for similarity due to emphasis on comfort and fit with dominant culture
- Pressure to assimilate to the dominant culture
- Implicit bias that contributes to micro-aggressions
- Conflict avoidant
- Organizational processes designed from perspective of, and to support, current organizational culture

Perception of Best Practices

- Use of “expert” data that assesses generally accepted/dominate cultural standards

Minimization

Exercise of Power

- Acceptance of institutionalized privilege
- Overemphasis on use of Positional Power

Primary Developmental Learning Tasks

- Increasing cultural self-awareness
- For dominant culture: managing feelings of guilt, emotional discomfort, dissonance, and anxiety in dealing head on with issues concerning racism and other forms of oppression
- For non-dominant culture: re-grounding in own identity and cultural self-awareness

Key Developmental Questions

- How do I take responsibility for my cultural lens?
- How do I see what I currently don't see?

What is Power...

- The capacity to influence others
- The ability to make someone do something he/she/they would not have otherwise done
- The potential of influence – the resource that enables a leader to gain compliance or commitment from others
- The ability to make things happen

Types of Personal Power

- **Referent Power**
The desire for a feeling of oneness and acceptance in a valued relationship.
- **Expert Power**
The extent of specialized skills or knowledge attributed to a leader.
- **Positional Power**
The authority granted to someone stemming from their position in a group, organization, or social system.
- **Reward Power**
The ability to reward.
- **Coercive Power**
The ability to punish if expectations are not met.

Intent & Impact

Intent	Impact
What someone MEANT to convey	How that AFFECTED the other person
Rooted in the speaker's cultural influences and history: Expectations, communication style, etc.	Rooted in the listener's cultural influences and history: How is this familiar?

Systems Change Theory

“Every system is exquisitely designed to produce the results it gets.”

Dr. Harry S. Green, University of Chicago

Minimization

Focus of Developmental Learning Regarding Oppression

- **Personal:** prejudice, bigotry, and bias
- **Cultural:** norms, values or standards assumed by dominant culture that maintains status quo
- **Institutional:** discriminatory treatment, unequal opportunities, and disparate outcomes propagated by powerful institutions
- **Structural:** interaction between institutions, policies, practices, culture and history that supports chronic systemic inequity

Micro-aggressions

Micro-aggression: Social exchange in which a member of a dominant culture says or does something, often accidentally, and without intended malice, that belittles and alienates a member of a marginalized group.

— Dr. Derald Wing Sue

Privilege and Identification

Privilege: Unearned advantage that flows from a demographic characteristic

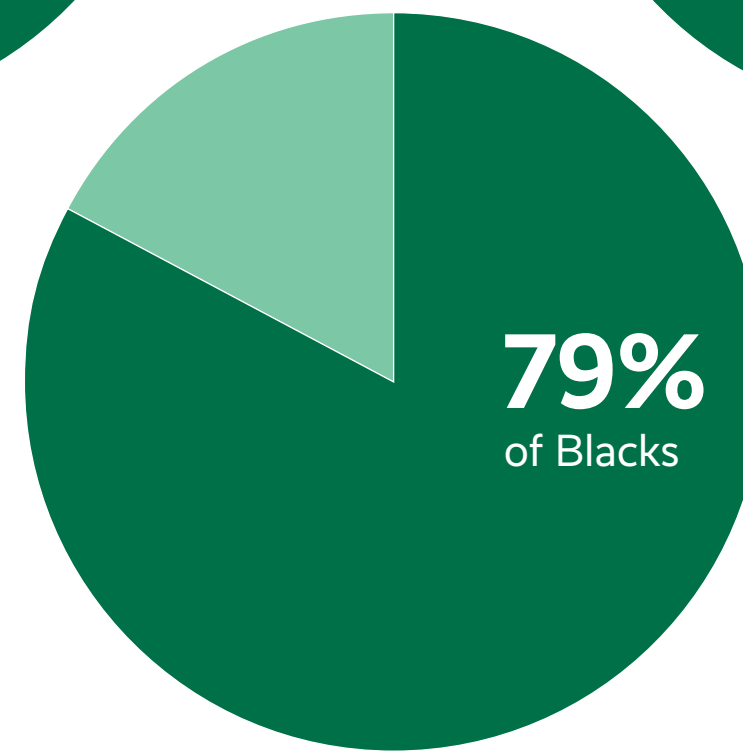
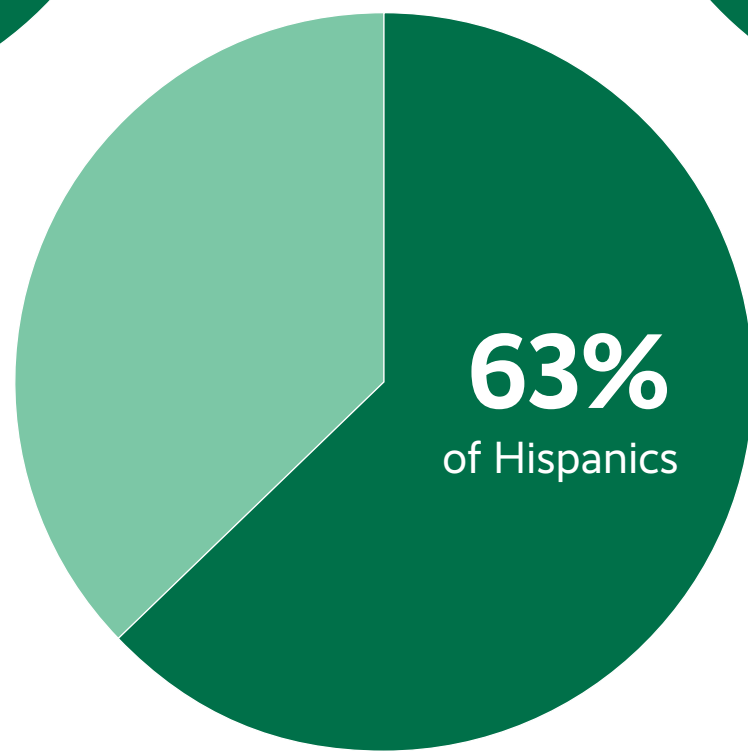
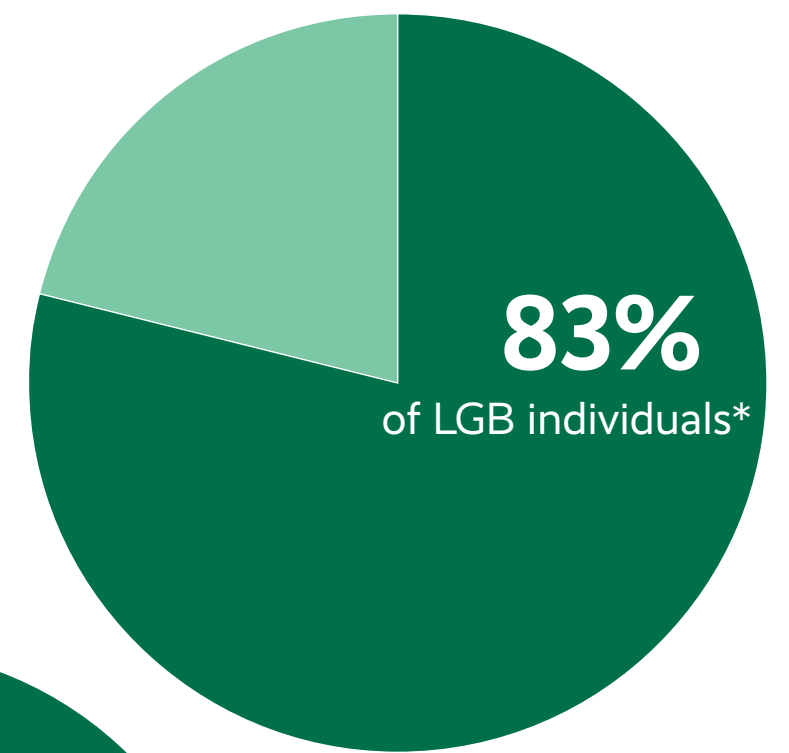
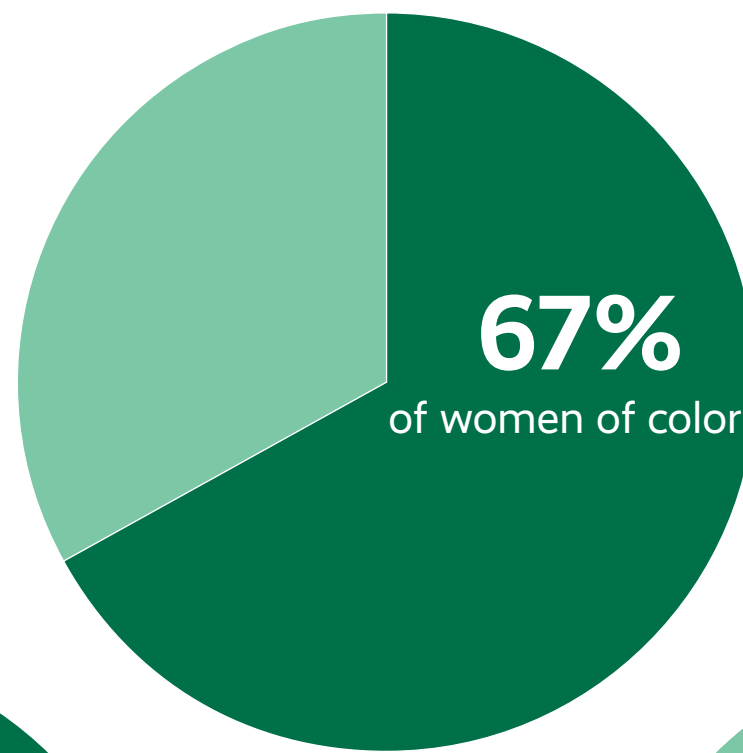
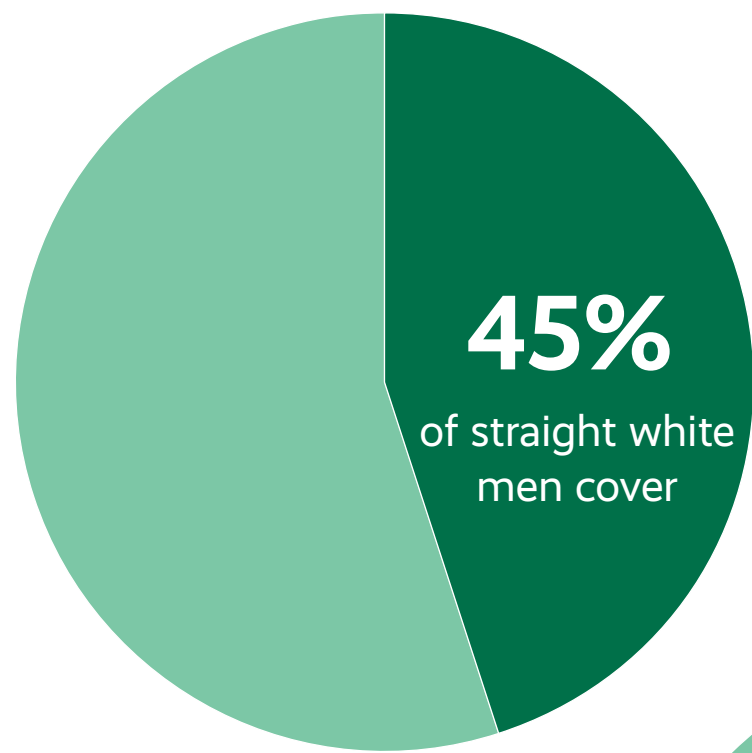
- Privileged people tend to give more weight to individuality and individual identity and individual acts
- Those with less privilege tend to give more weight to group identity

Covering

- A strategy through which an individual downplays a known stigmatized identity in order to blend into mainstream expectations.
- Editing and/or downplaying a stigmatized identity so others (in dominant culture) are more comfortable.
- Undermines sense of self, affects view of opportunities, contributes to decreased cognitive functioning and memory, diminishes commitment, stifles talent.

—Kenji Yoshino, *Covering: The Hidden Assault on Our Civil Rights*

Covering at Work



Covering undermines sense of self, affects view of opportunities, contributes to decreased cognitive functioning and memory, diminishes commitment, stifles talent.

Source: *Fear of Being Different Stifles Talent*, Kenji Yoshino

*The percentages presented in these pie charts come from data collection that did not survey transgender individuals

Resource adapted from Beth Zemsky materials.

Impact of Covering

- 60-73% say covering is extremely detrimental to their well-being
- 53% say their leaders expect them to cover.
- 50% said this decreased their commitment to their organization by:
 - Undermining sense of self
 - Affecting their view of opportunities
 - Decreasing cognitive functioning and memory
 - Diminishing commitment
 - Stifling talent

Symptoms of Micro-aggressive Stress

Biological and physical effects

- Accumulative small changes and stress can be additive and be equal to the effect of a major catastrophic trauma

Emotional effects

- “Isms” affect emotional well-being, psychological adjustment, and mental health

Cognitive effects

- Attempt to make meaning out of incidents
- Disrupted cognitive processing (decreased focus and productivity)
- Disengage from interests and/or under-perform (Stereotype Threat)

Behavioral effects

- Hypervigilance or skepticism (suspiciousness toward majority group)
- Rage and anger

Moving from Cancel Culture to a Culture of Consequence and Accountability*

- **Recognition** – clearly stating what one did wrong. No “ifs”
- **Responsibility** – claiming one’s role in creating the impact. No “buts”
- **Remorse** – really meaning the “I’m sorry”
- **Reparation** – recognizing that an apology not the end of accountability, but rather the beginning of something new regarding practicing different behavior. Committing to and demonstrating an obligation for the future

*Adapted from Kenji Yoshino

Practicing Curiosity

Asking Questions Effectively

- Transparency
- Reciprocity
- Curiosity

Remember

Sharing information = vulnerability!

Rebounding

- Validate
- Appreciate
- Investigate

Remember
Authenticity trumps Perfection!

Adaptation

- What is our goal?
- What is our role in relation to this goal?
- What do we do without losing our soul?

Equity, Learning and Change Process

Awareness

- Who am I?
- What am I carrying?

Knowledge

- Information
- History, Present
- Future, Dynamics

Skills

- Engaging
 - Listening
 - Sharing
 - Vulnerability
 - Patience
- Diagnosing
 - What am I experiencing?
 - What are you experiencing?

Action

- What is my goal?
- What is my role in achieving this goal?
- What do I do without losing our soul?