

The Subtleties of Inclusion and Exclusion

July 16, 2025

(Executive Sponsors & Direct Managers)

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Session Roadmap

Subtle Forces of Inclusion and Exclusion

Power & Privilege and How to Empower

Micro-Inequities and How You Can Interrupt

Ten Minute Break

Continued Discussion on Application/Break-outs



Subtle Forces



Forces that Minimize Inclusion & High Performance

- Micro-Inequities
- Misused Power and Privilege
- Barriers to contributing



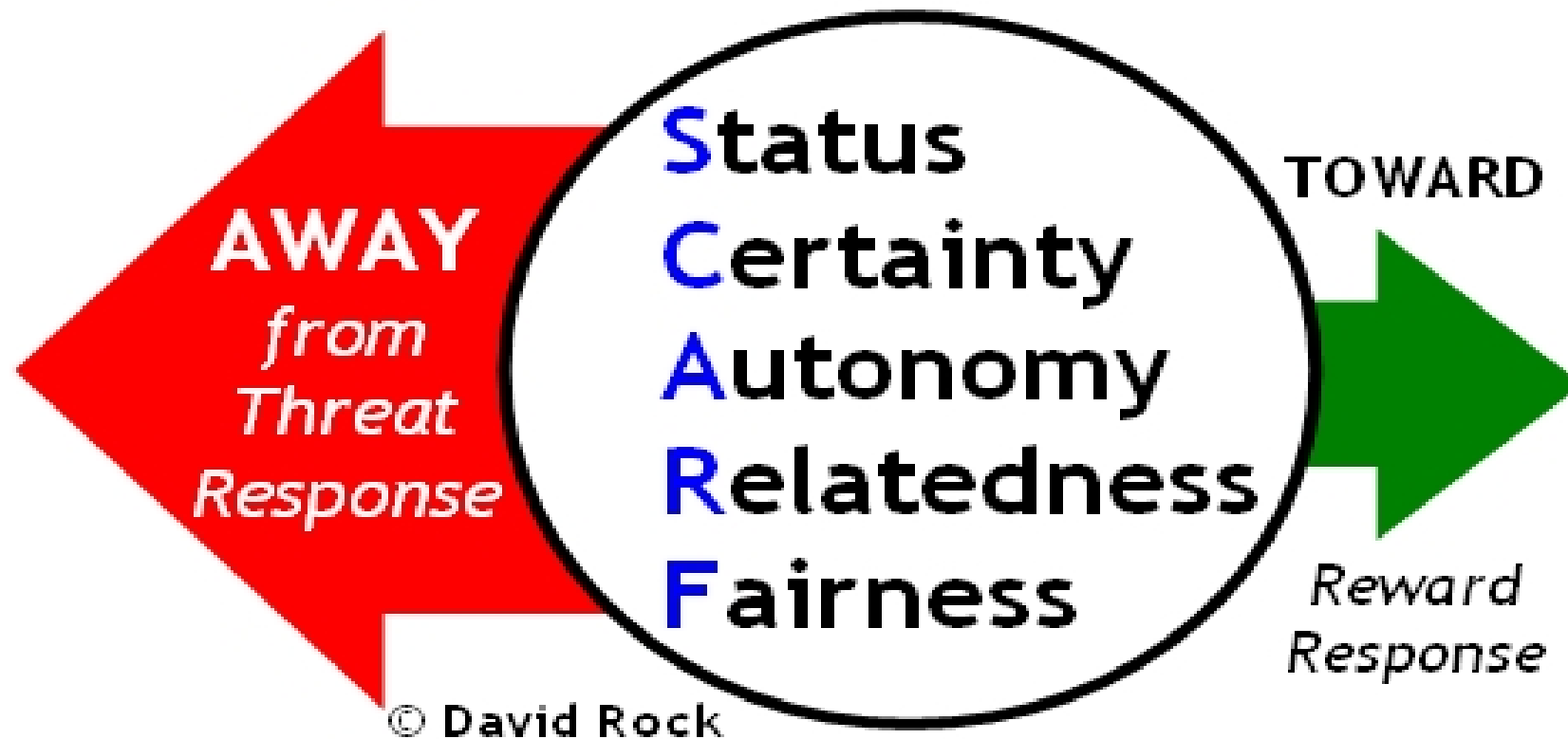
Forces that Drive Inclusion & High Performance

- Sense of Belongingness
- Social support and sponsorship
- Ability to contribute

Threats and Rewards



SCARF Model of Social Threats and Rewards



Applying the “SCARF” Model



Threat Response

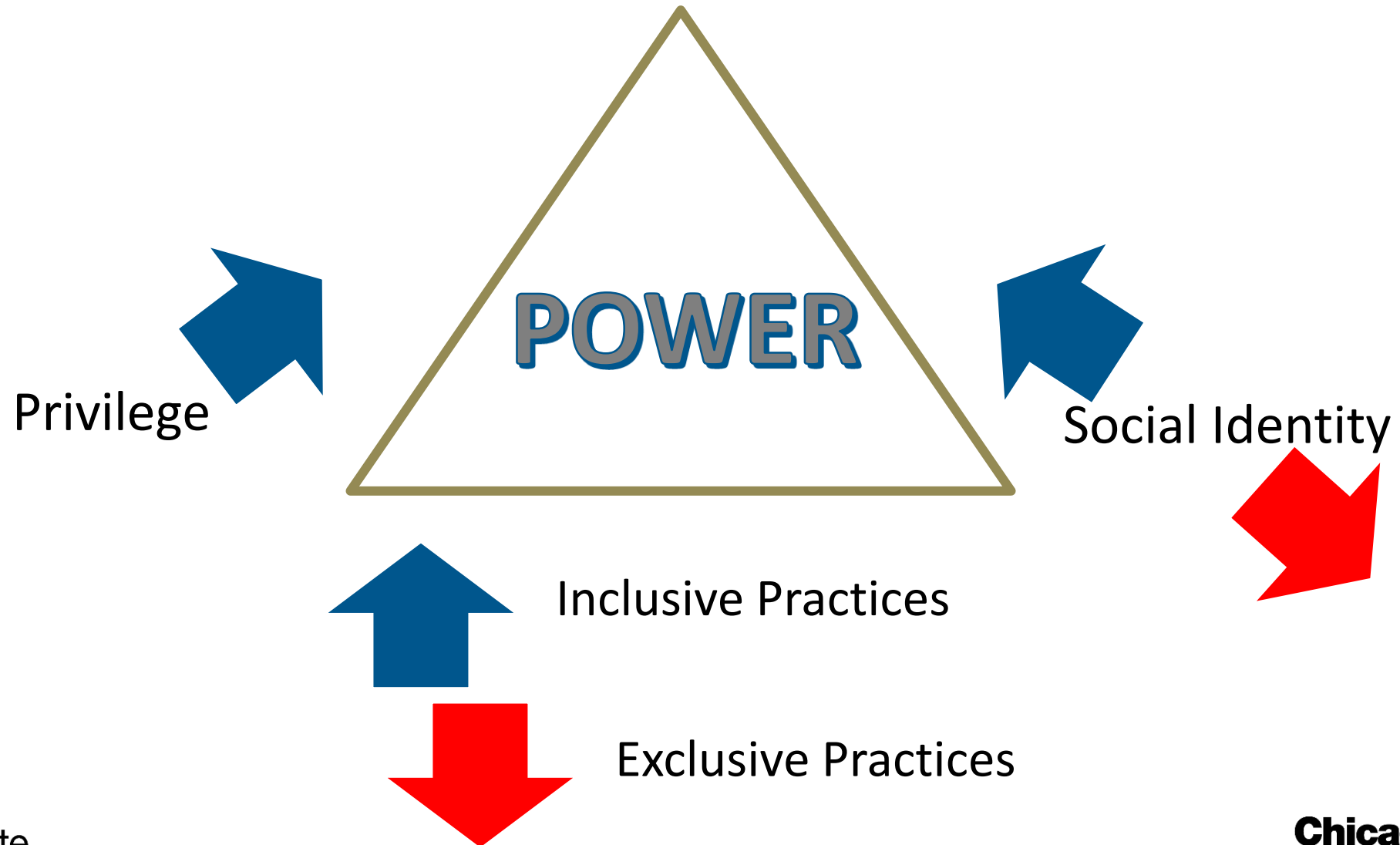
- Micro-Inequities
- Misused Power and Privilege
- Barriers to contributing

Status
Certainty
Autonomy
Relatedness
Fairness

Reward Response

- Sense of Belongingness
- Social support and sponsorship
- Ability to contribute

Framework



Power and Privilege

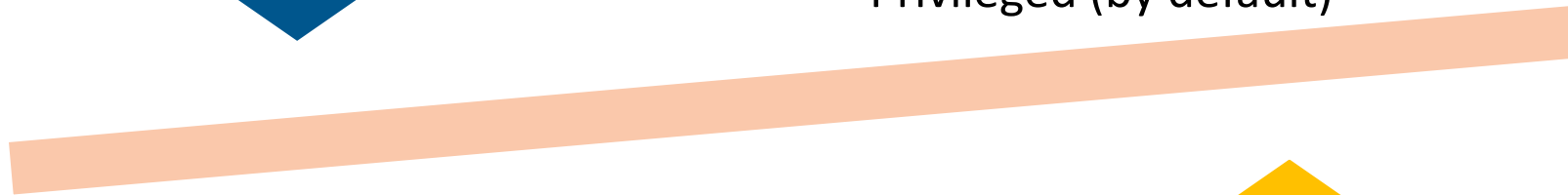
Culture
Disadvantage
Resources Capacity
Glass **Unearned** Collective
Dominance Advantage
Membership **Power** Advantaged
Equity **Privilege** Available Influence
Empower Social Access

Power and Privilege – How it Divides and Excludes



Dominant or Agent Groups

- Born into these groups
- Have more power
- Considered the norm
- Benefit from the organization's culture and policies
- Privileged (by default)



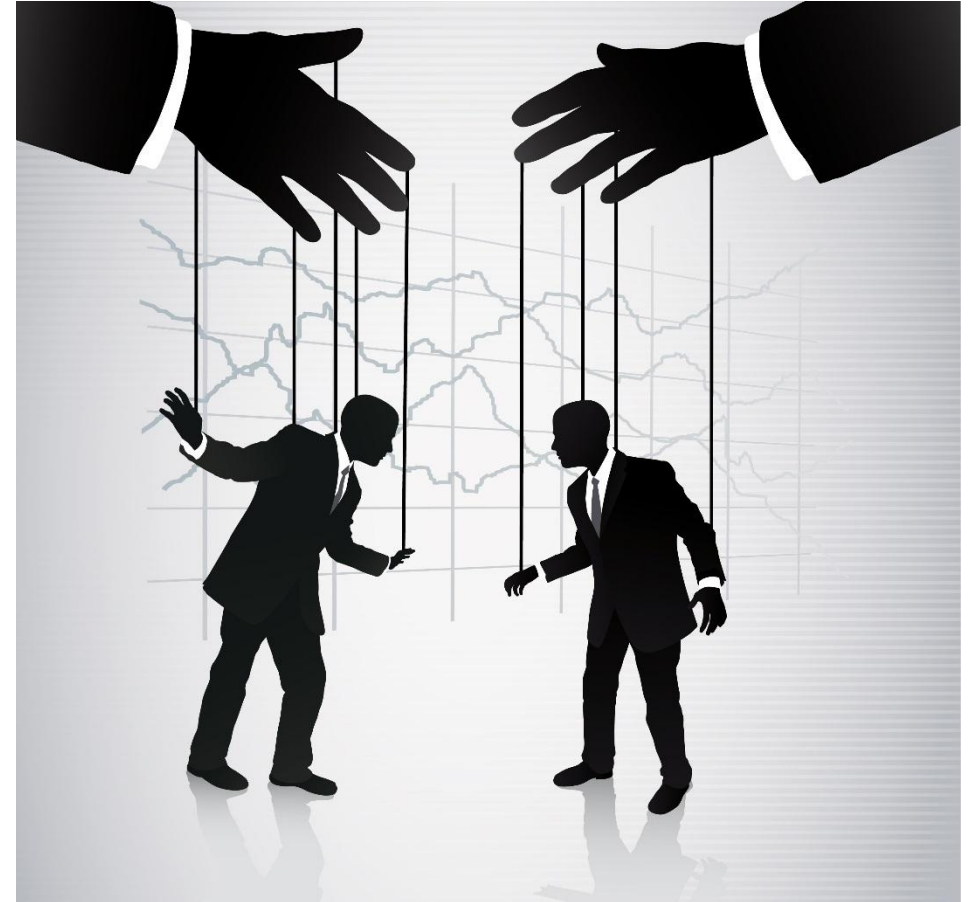
Target or Marginalized Groups

- Born into these groups
- Disenfranchised
- Some invisible
- Face institutionalized obstacles
- Must often assimilate
- Culture is often misrepresented or discounted



Power & Privilege – We all have it

**Power and Privilege are
contextual**



Unpacking Privilege



Unpacking Privilege

White Privilege

I can go home from most meetings of organizations I belong to feeling somewhat tied in, rather than isolated, out-of-place, outnumbered, unheard, held at a distance or feared.

Christian Privilege

I can expect to have time off work to celebrate religious holidays.

Male Privilege

The decision to hire me will never be based on assumptions about whether or not I might choose to have a family sometime soon.

Heterosexual Privilege

I can talk openly about my relationship, vacations, and family planning that me and my significant other are doing.

Sources of Organizational Power

Legitimate or
Assigned
Power

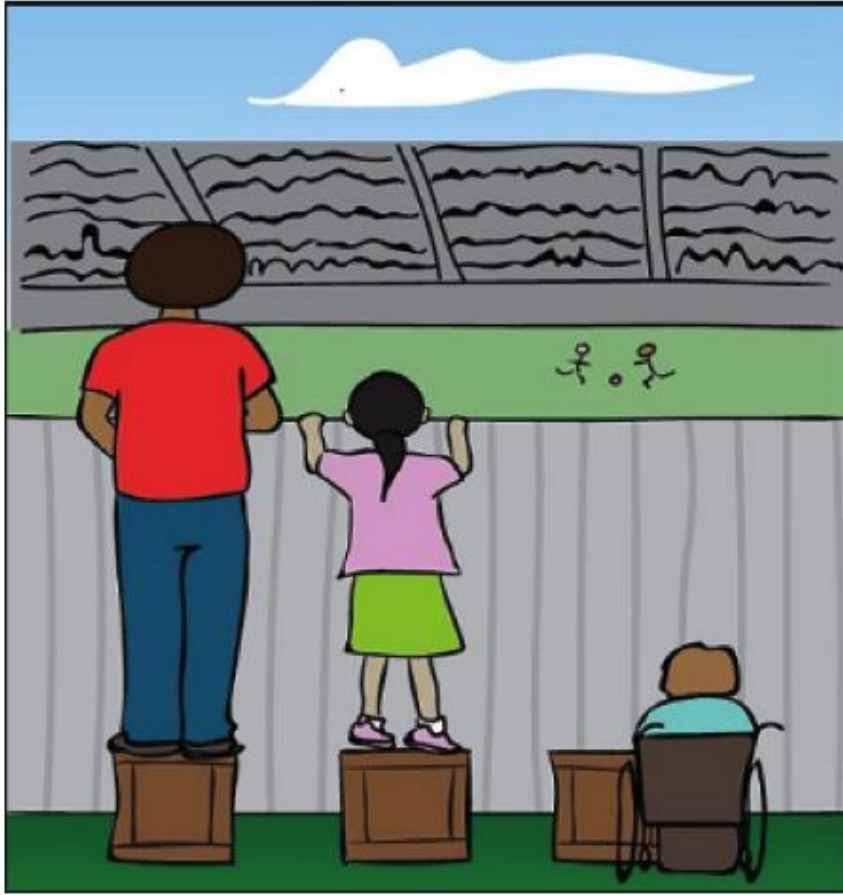
Expert Power

Rewards
Power

Referent
Power

How to Empower Yourself and Others

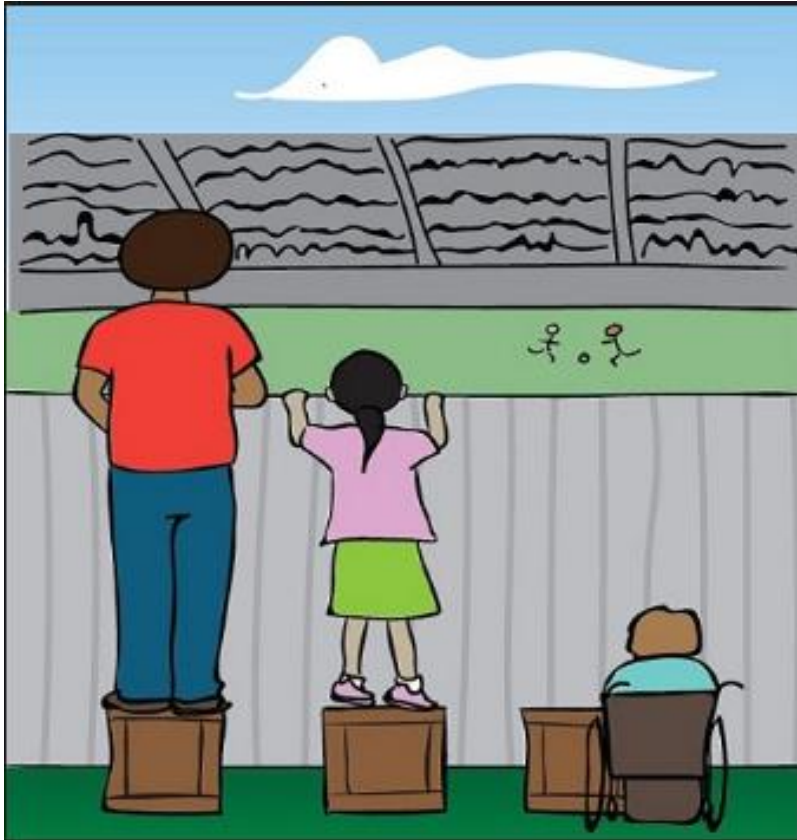
Equality



Equity



Subtle Ways in Which We Perpetuate Inequities

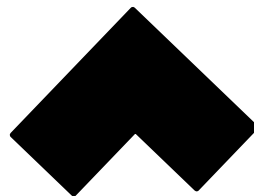


micro-Inequities

Micro-Inequities

Micro-Inequities are the everyday verbal, nonverbal, and environmental slights, snubs, or insults, whether intentional or unintentional, which communicate derogatory or negative messages to target persons based solely upon their marginalized group membership.





Did that really just happen?



Impact



Anxiety

Depression

Sleep
Difficulties

Diminished
Confidence

Helplessness

Loss of Drive

Internal
Dilemma

Diminished
Cognition

Internal Dilemma - Self Doubt

*What did he
mean by
that?*

*Should I say
something?*

*They'll
probably
think I'm
overreacting.*

*Did I hear
her
correctly?*

*Speaking up
will hurt
more than it
helps.*



Different Facets

Often Unintentional and Subtle



Intentional and Overt

Micro-Invalidations

Subtly excluding or negating the feelings or experiential reality of a person's identity

Micro-Insults

Convey insensitivity, are rude, or demean an individual's identity or heritage.

Verbal Assaults

- Deliberate, conscious, and explicit
- Intention is to hurt, oppress, or discriminate

Examples of Verbal/Non-verbal Assaults



Potential Message

Whistles or catcalls are heard from men on the street as a woman walks down the street into her workplace.

You are a sex object and we don't need to show respect.

An assertive female manager is labeled as a "b--h," or "over the top", while her male counterpart is described as "a forceful leader."

You have no right to enter our domain. Stop acting like a man.

Examples of Micro Insults



Potential Hidden Message

Feeling the need to explain a comment made by a person of color or woman, etc.

You can't convey your message properly. I need to step in so that others understand.

Assuming/Telling a woman that she is in the wrong conference room.

Assumes that she may not be a part of a male-dominated profession - is not qualified or can't find her way around.

Trying to finish a sentence for a person with an accent or with a stutter.

You can't convey your message properly. I need to hurry the process.

Helping a wheelchair user without asking if they need assistance

You can't function independently.

Examples of Micro Invalidations



Potential Hidden Message

Color blindness – “I don’t see color when I see you.”

Minimizes a person of color’s racial/ethnic identity and heritage.

Repeatedly asking someone where they were born

You aren’t American.

Complimenting someone for being articulate or speaking English well

You aren’t intelligent or you aren’t American.

Your Role in Interrupting Micro-Inequities

When directed at you

- Refrain from reacting immediately
- Take a breath
- Model the behavior you want
- Avoid being sarcastic
- Remember that the goal is to educate
- Sometimes humor/ light-hearted feedback helps
- Focus on the behavior, not the person



Your Role in Interrupting Micro-Inequities

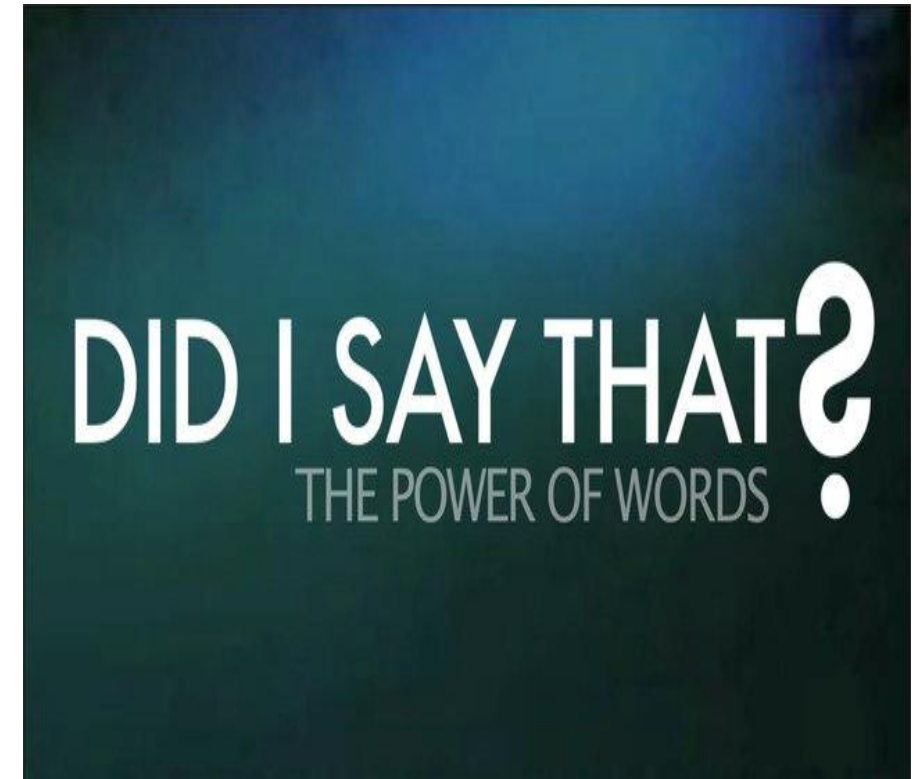
When directed at someone else

- Be an ally
- Speak for yourself.
- Model the behavior you want from the person or people you are confronting



What if you are the Perpetrator?

- Try not to be defensive
- Apologize
- Be open to discussing your own attitudes and biases
- Commit to continued learning . . .



Commit to Observing and Learning

- Recognize that dismissive attitudes are harmful.
- Avoid making assumptions and labeling
- Engage in self-reflection
- Participate in continuing education
- Engage with others from different backgrounds to gain insight and develop empathy



Back to the “Scarf” Model

Threat Response

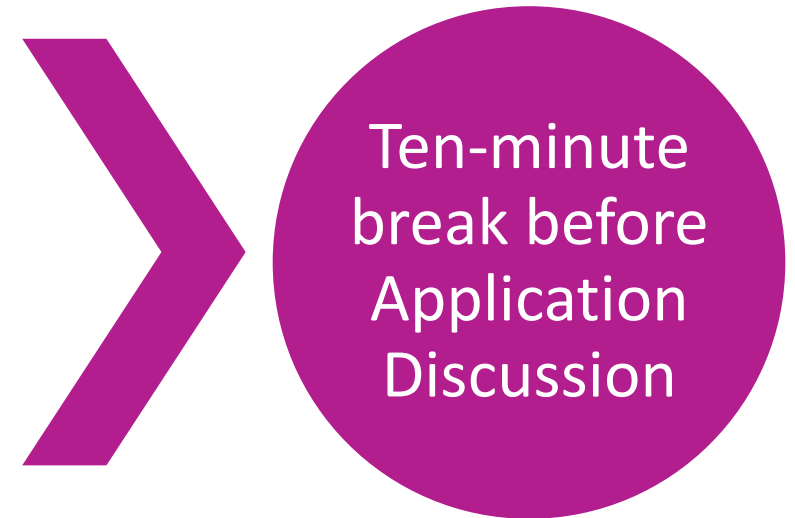
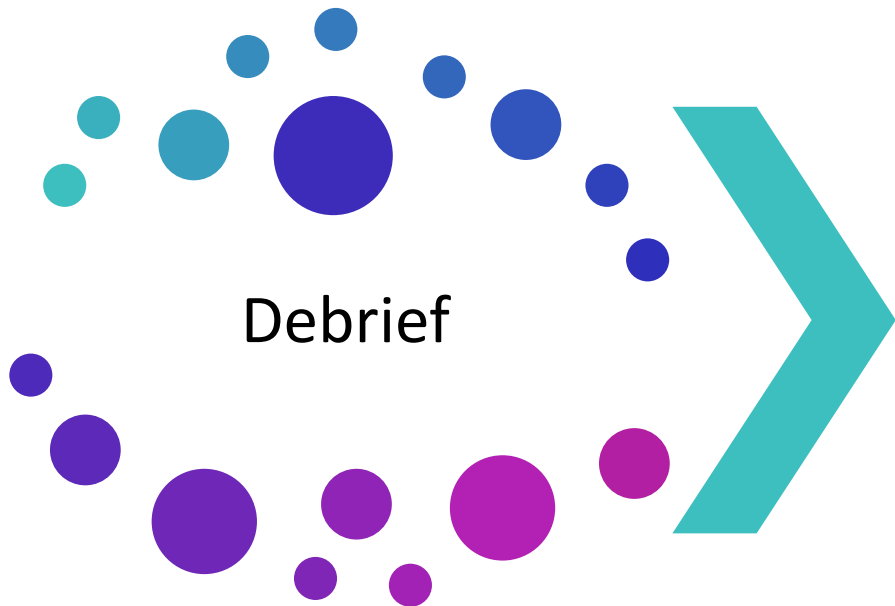
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Wrap-Up





Thank you!



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Connecting the Dots

Key take-away messages:

- SCARF model and applying it to your employees to work together better.
- They learned the difference between fair and seeming fair.
- One attendee gives opportunity to people that are quite in a meeting. They make sure they have a voice. So, in this way they apply the SCARF model.
- Giving everyone benefit of the doubt when determining if something is a micro-inequities.

Large Group Discussion

Building blocks: Strengths in Inclusion

- One attendee can share what they learned today with inexperienced employees.
- Someone learned that everyone could have a say, but that doesn't mean you get your way.
- Something one attendee can implement today is to make sure people feel heard.

Applying knowledge to practice

Discuss strength and strategies for addressing and improving Inclusion and Exclusion

- One strategy to improve inclusion is to check in with people to make sure they understand the norms of the work environment. For instance checking in with people from the team that aren't from Chicago and don't understand norms.
- One attendee said they do DEI discussions before a meeting. This makes sure everyone has a voice and is informed.
- One attendee commented that, when it comes to hiring, their company uses diverse departments to hire. This makes sure different people are represented. They get diverse opinions and different perspectives on hiring people.

Wrap-up and next steps

Submit survey responses

Schedule monthly coaching meetings with your coaching partner

Look for opportunities to apply principles from today's session in your day-to-day

Connect with your coaching partner and ask about ways they can apply or have applied the session principles

Next session: Friday, August 8th Diversity Leadership (CG)
Negotiation/ Conflict Mgmt. (Fellow)
Virtual Sessions