

The Subtleties of Inclusion and Exclusion

July 10, 2026

(Corporate Guides & Fellows)

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Session Roadmap

Subtle Forces of Inclusion and Exclusion

Micro-Inequities and How You Can Interrupt

Power & Privilege and How to Empower

Ten Minute Break

Continued Discussion on Implementation Planning



Introduction

Did that really just happen?



Subtle Forces



Forces that Minimize Inclusion & High Performance

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



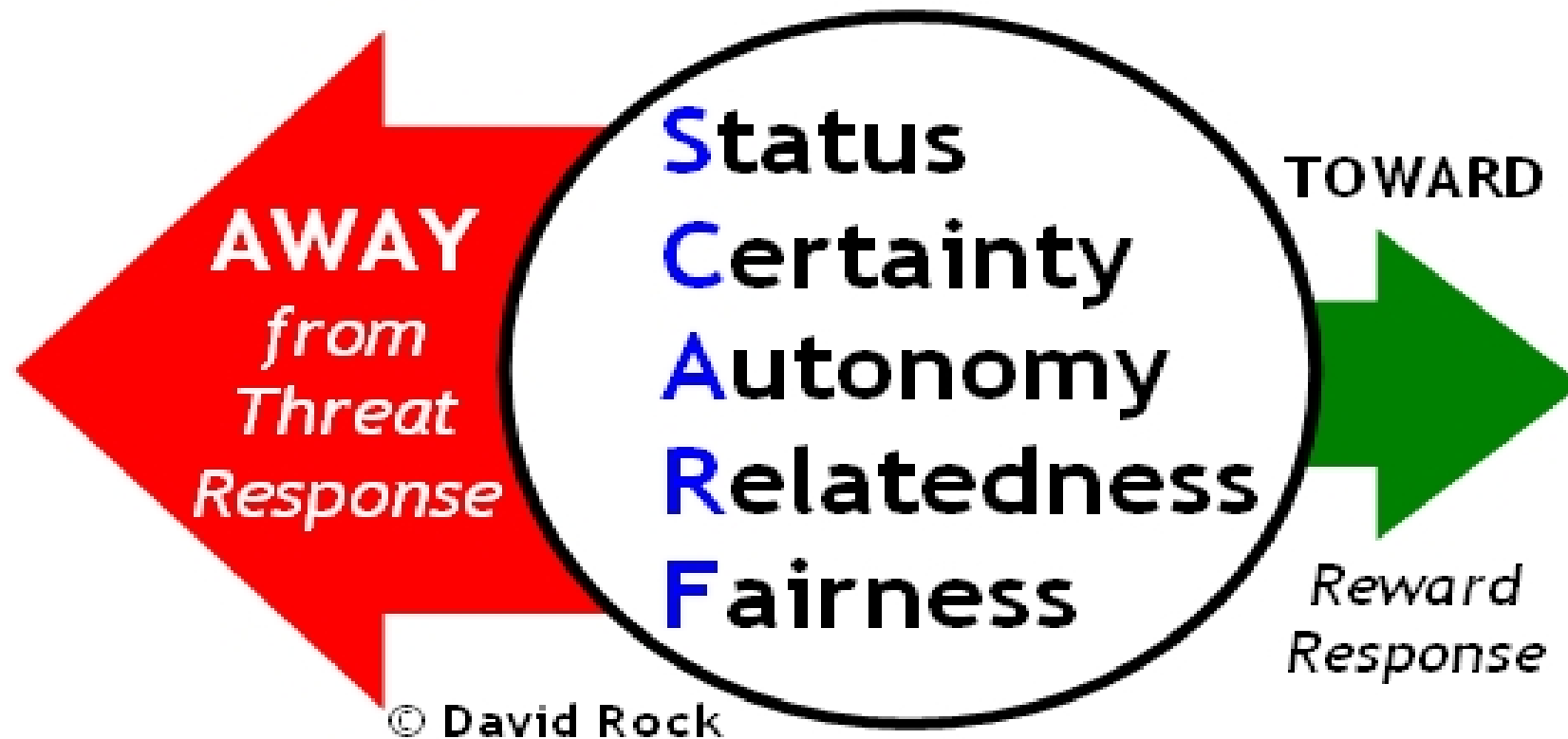
Forces that Drive Inclusion & High Performance

- 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

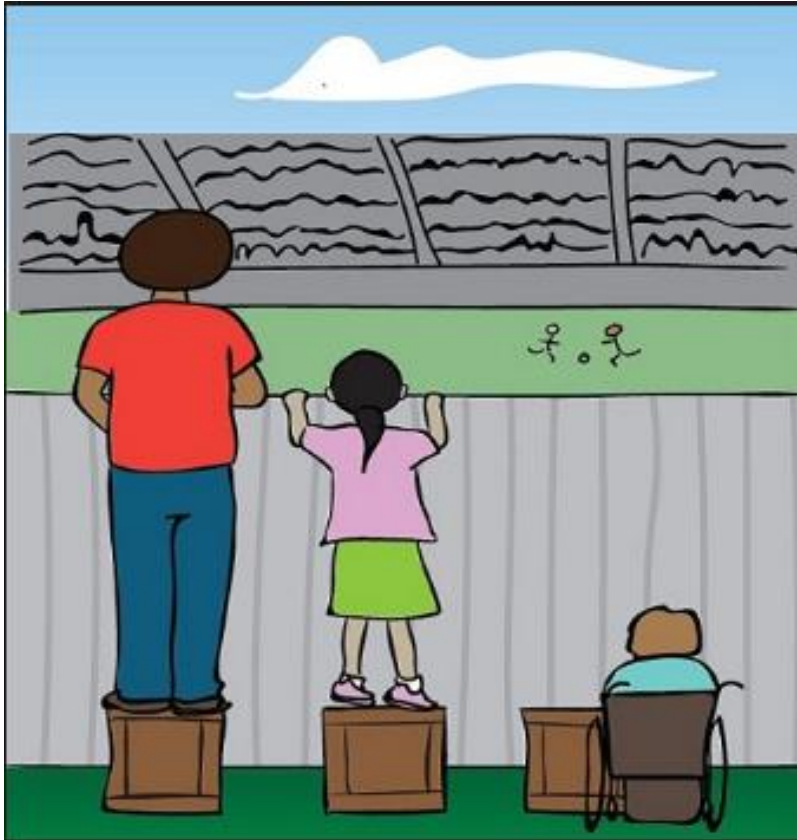
- Micro-Inequities
- Misused Power and Privilege
- Barriers to contributing

Status
Certainty
Autonomy
Relatedness
Fairness

Reward Response

- Sense of Belongingness
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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.



A man in a light blue button-down shirt and brown pants sits on the left, looking towards the camera. A woman with short white hair and glasses sits on the right, resting her chin on her hand and looking down. A large thought bubble originates from the woman's head, containing the text "Did she just say 'Old Slow Pokes'?!". On the table in front of them are a pen, a notepad, and a dark mug. A large grey arrow points upwards from the bottom center of the frame.

**Did she just say
"Old Slow Pokes"?!**

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

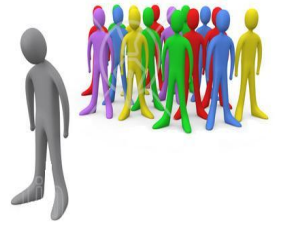
Micro-Insults

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



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

Repeatedly asking someone where they were born

Complimenting someone for being articulate or speaking English well

Potential Hidden Message

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

You aren’t American.

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

Micro-Inequities in the workplace

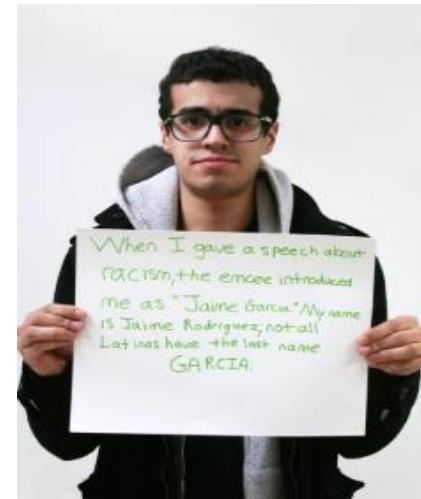
*You weren't on
the email list? Oh
I didn't think
you'd be
interested in _____*



*When I see
you, I don't
see _____*



*You'll
probably
be retiring
soon . .*



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

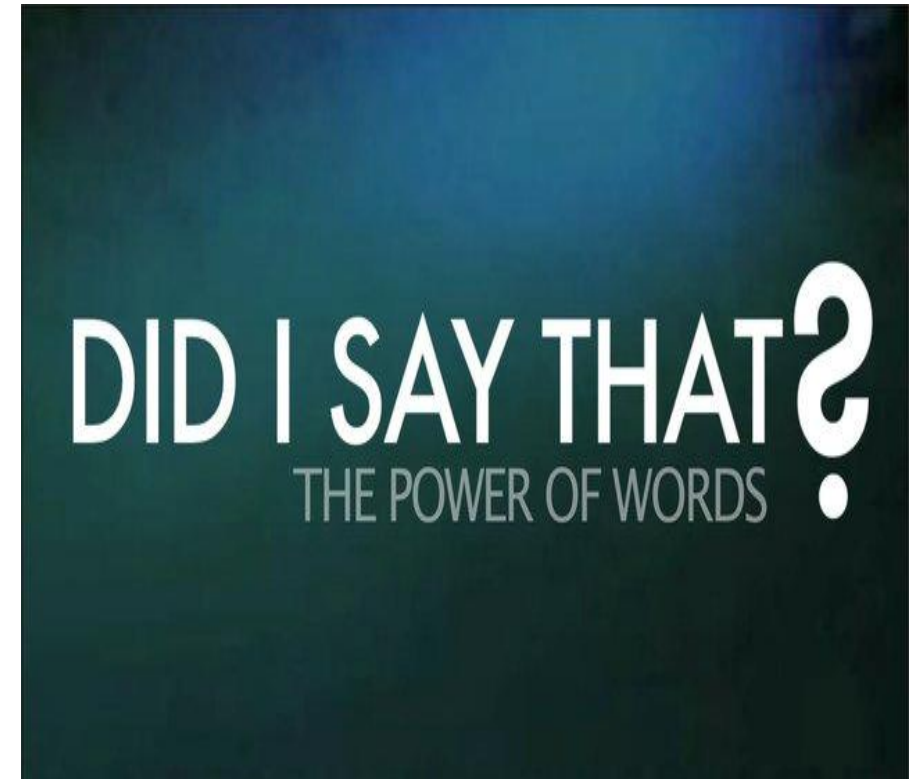
When directed at someone else

- 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 . . .



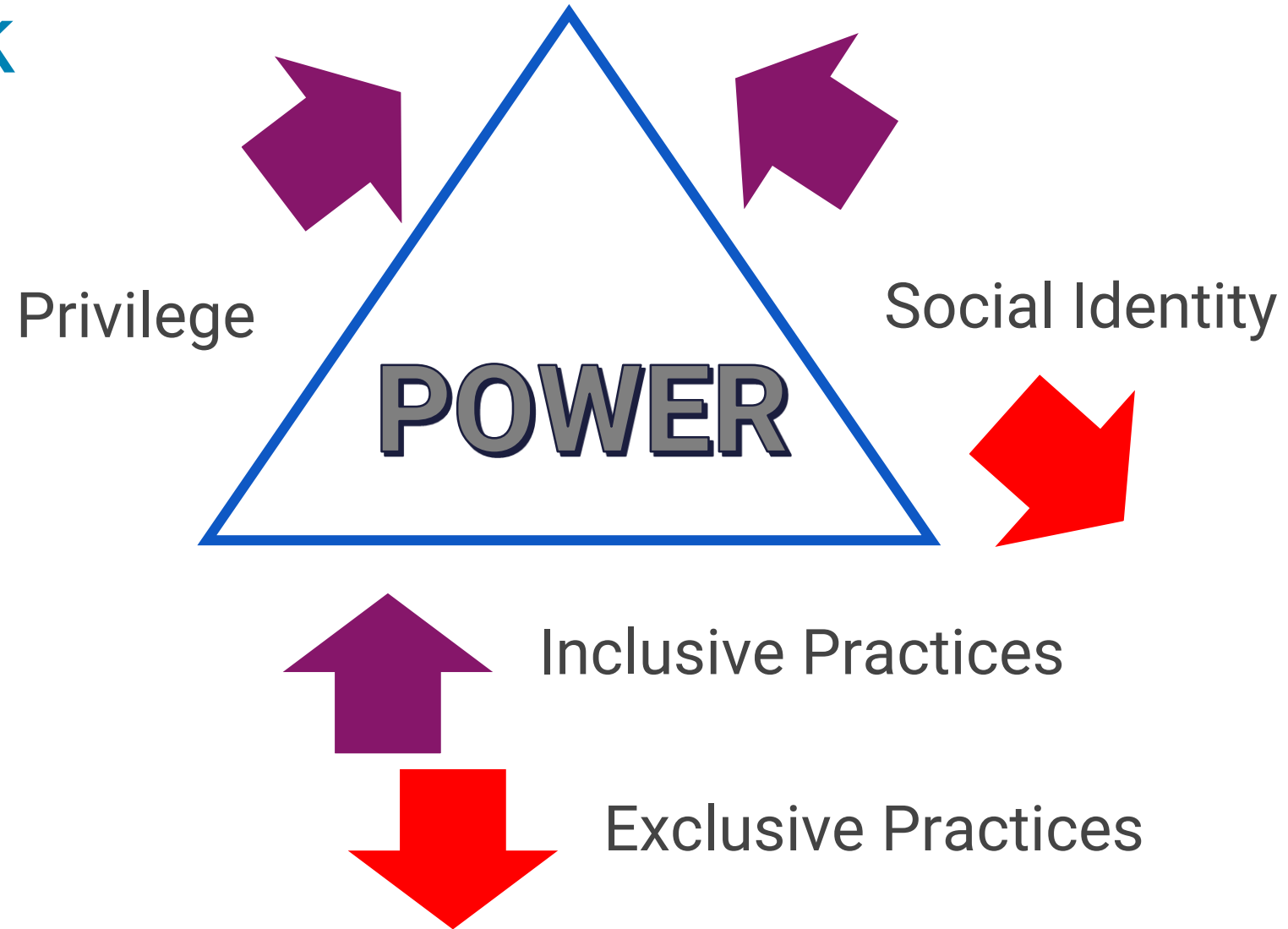
Commit to Observing and Learning

- 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



POWER & PRIVILEGE

Framework



Power and Privilege

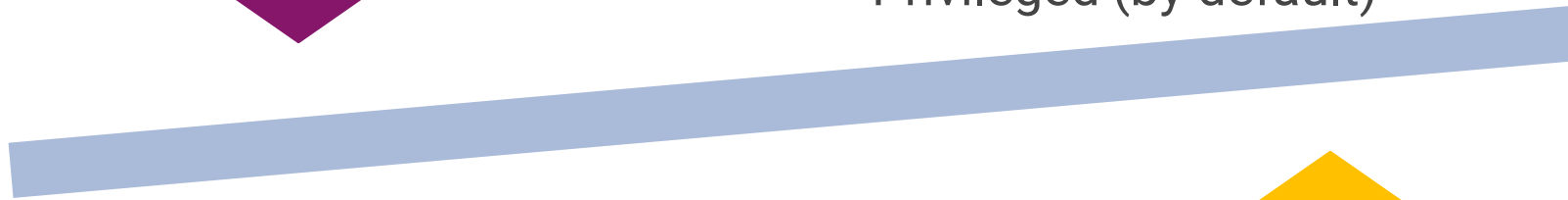


Power and Privilege – How it Divides and Excludes



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)



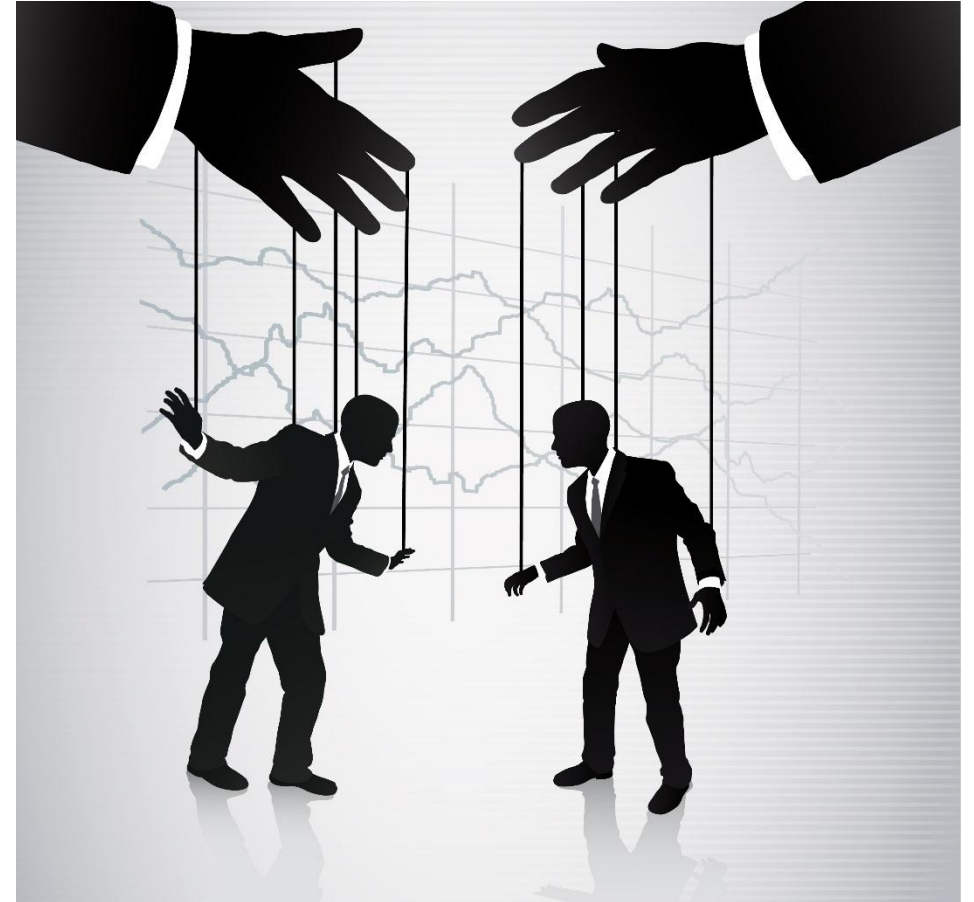
Target or Marginalized Groups

- 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

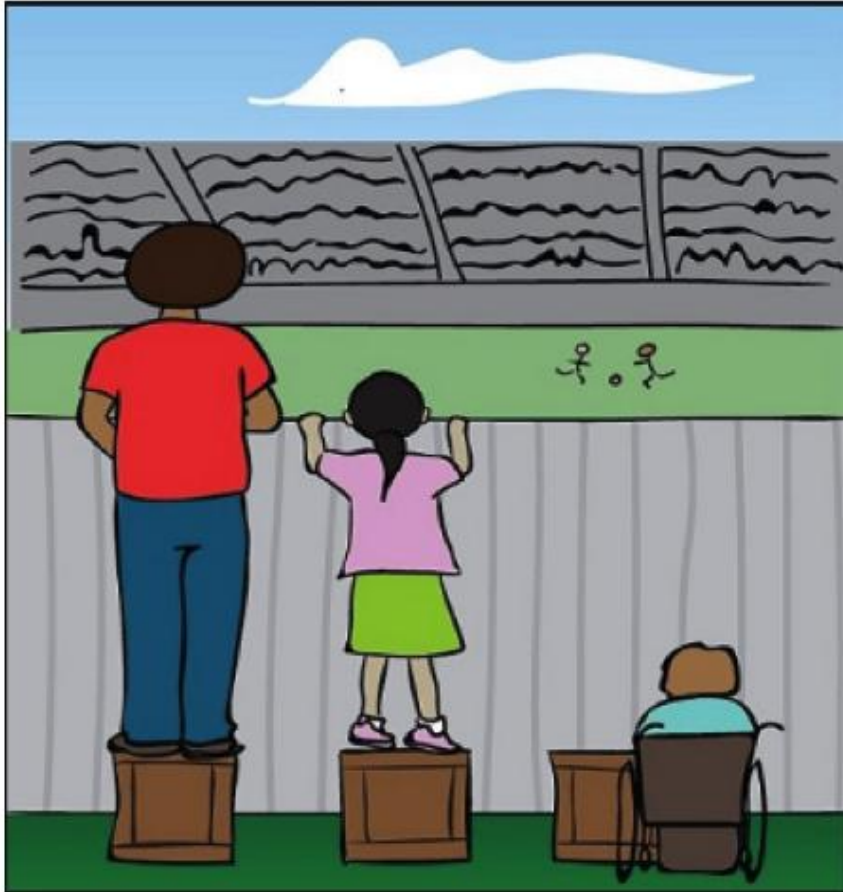
Expert
Power

Rewards
Power

Referent
Power

How to Empower Yourself and Others

Equality



Equity



Back to the “Scarf” Model

Threat Response

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- Misused Power and Privilege
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Wrap-Up





Thank you!



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Connecting the Dots

Key take-away messages:

- When there is a client involved there is a different power dynamic
- People in the room can show support by supporting what someone said, and building on it
- Ask what the client feels that they are missing, rather than rephrasing what someone said
- The person who is experienced can assert themselves by clarifying their role and validating their experience
- The person experiencing the inequity can talk to the senior manager after the meeting so that it is a learning experience for the next meeting
- It wasn't a micro inequity it was just a minor snub in the group
- It was just the client feeling they should get a response from the most senior person

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 7, 2026, Inclusive Leadership (CG)
Negotiation/ Conflict Mgmt. (Fellow)

THANK YOU