

# Evidence-based Individual and Organizational Strategies for Reducing Discrimination

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# Agenda

- ▣ What are we trying to address?
  - ▣ Contemporary forms of discrimination
- ▣ Strategies for change
  - ▣ Targets
  - ▣ Allies
  - ▣ Organizations

# DISCRIMINATION IS SUBTLE & COMPLEX



# Additional Evidence-- Discrimination is Subtle & Complex

- Gender differences in developmental work experiences
- Particularly along the dimension of CHALLENGE
  - Women report experiencing less challenging developmental opportunities than men
  - Women and men report wanting similar types of experiences
  - Decision-makers who are high in benevolent sexism assign more challenging tasks to men than women

# So what?

- Change from overt to covert indicative of genuine progress
- However, subtle forms of discrimination may be problematic
  - Difficult to identify, assess, and eradicate
  - Consequences for targets and organizations

So what can targets, allies, and organizations do?

# Targets



Targets can address stereotypes (i.e., reduce justifications for prejudice)



I'm on a diet  
and training  
for a ½  
marathon!



# Targets can address stereotypes



I won't need any extra accommodations, I've done this before (already had one child), and I have daycare plans all figured out.

# Targets can address stereotypes



I'm a  
volunteer!

# Targets can acknowledge



I've been in a  
chair since  
birth

# Targets can compensate



"It is SUCH a nice day. I am so happy to be alive!"

# Targets can confront



“Actually, I’m gay and the comment that you made hurt my feelings.”

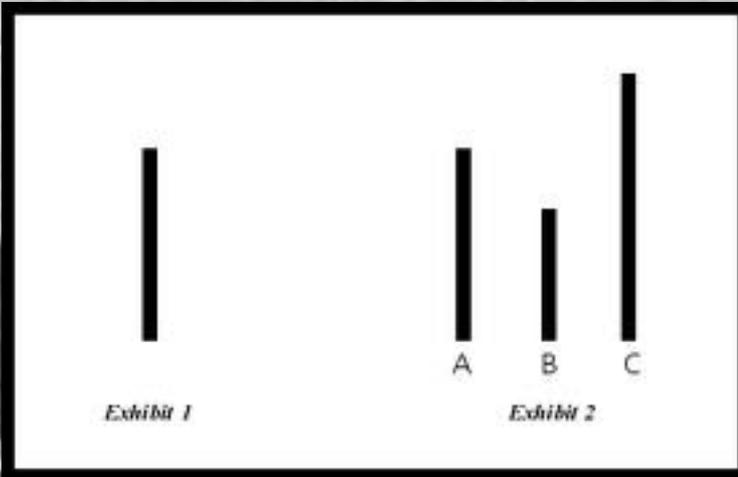
# Allies



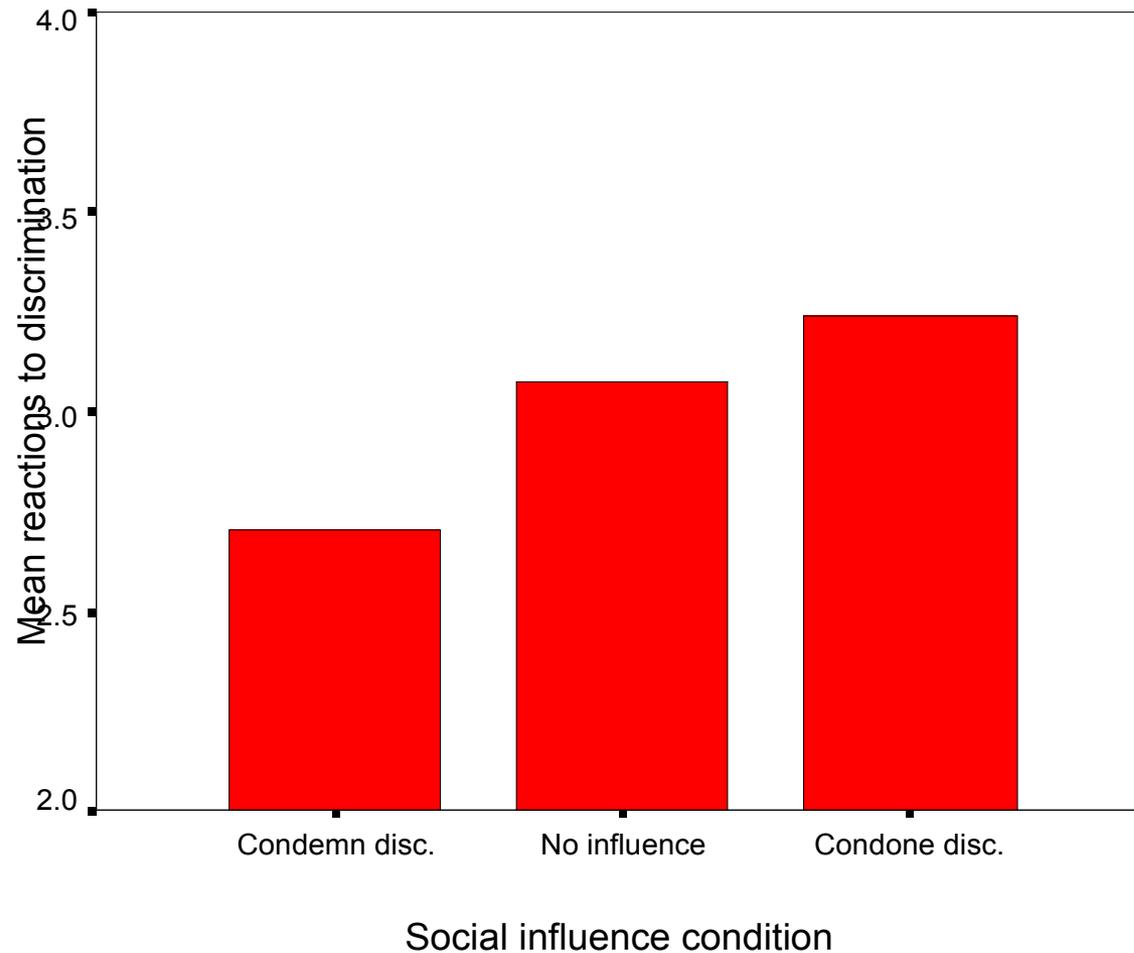
# Allies also can confront

- Express dissatisfaction with prejudiced behavior directly toward the perpetrator
- More effective when it comes from a non-target
  - Perceived as less of an “overreaction”
  - Feel less guilty
  - Likely to change immediate behavior
- May be particularly important for those who have “invisible” identities

# Allies can fight conformity!



# Allies can model and persuade others!



People should be able to tell jokes that make fun of ex-convicts. Please state your agreement on a scale from 1-7

## 1. Experimenter



I strongly agree...7!

## 2. Confederate



Uhhhh....I guess I strongly agree too.

## 3. Participant



# Organizations

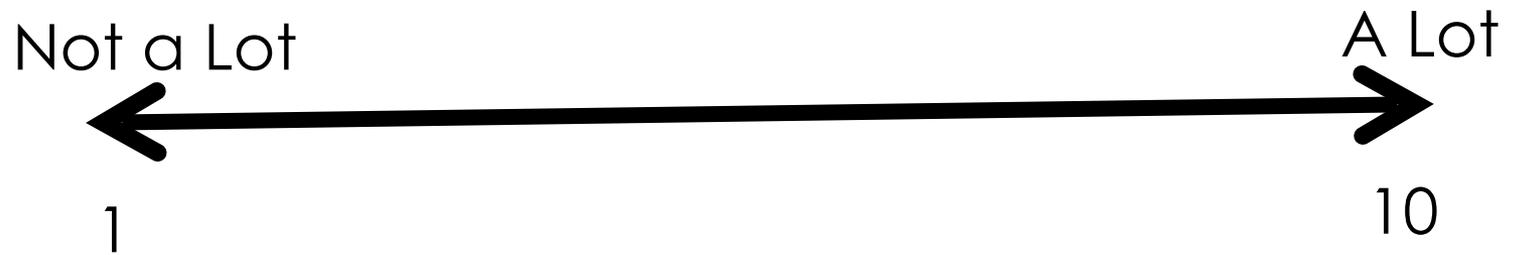


# Most Common Approach: Diversity Training

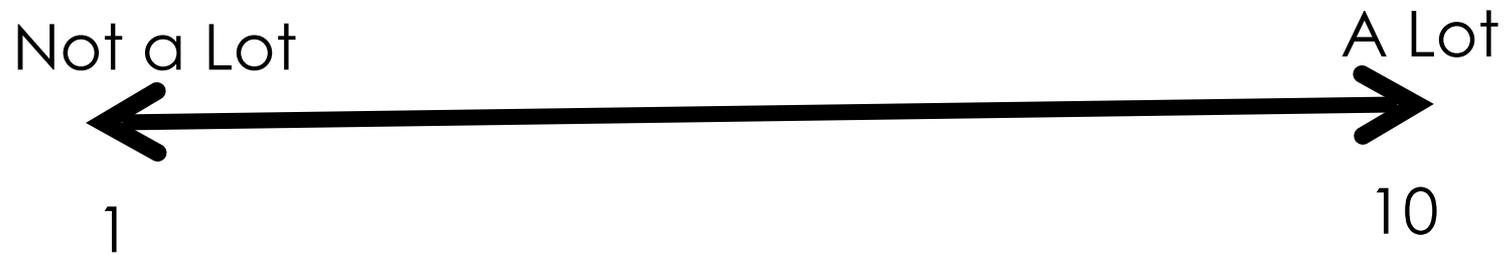
- Evidence suggests that, at best, diversity training can boost knowledge
- Evidence regarding its implications for attitudes and behavior (i.e., stereotypes and discrimination) is rare and weak
  - We are trying to look at ways to improve its effectiveness
- Seems to primarily impact people who are already striving to be egalitarian

# Strategy 1: Unconscious bias training

# How biased are YOUR COWORKERS?



# How biased are YOU?





We have BLINDSPOTS to our own biases

# Strategy 2: Goal setting

GOAL SETTING

SPECIFIC

MEASURABLE

ACHIEVABLE

REALISTIC

TIMELY



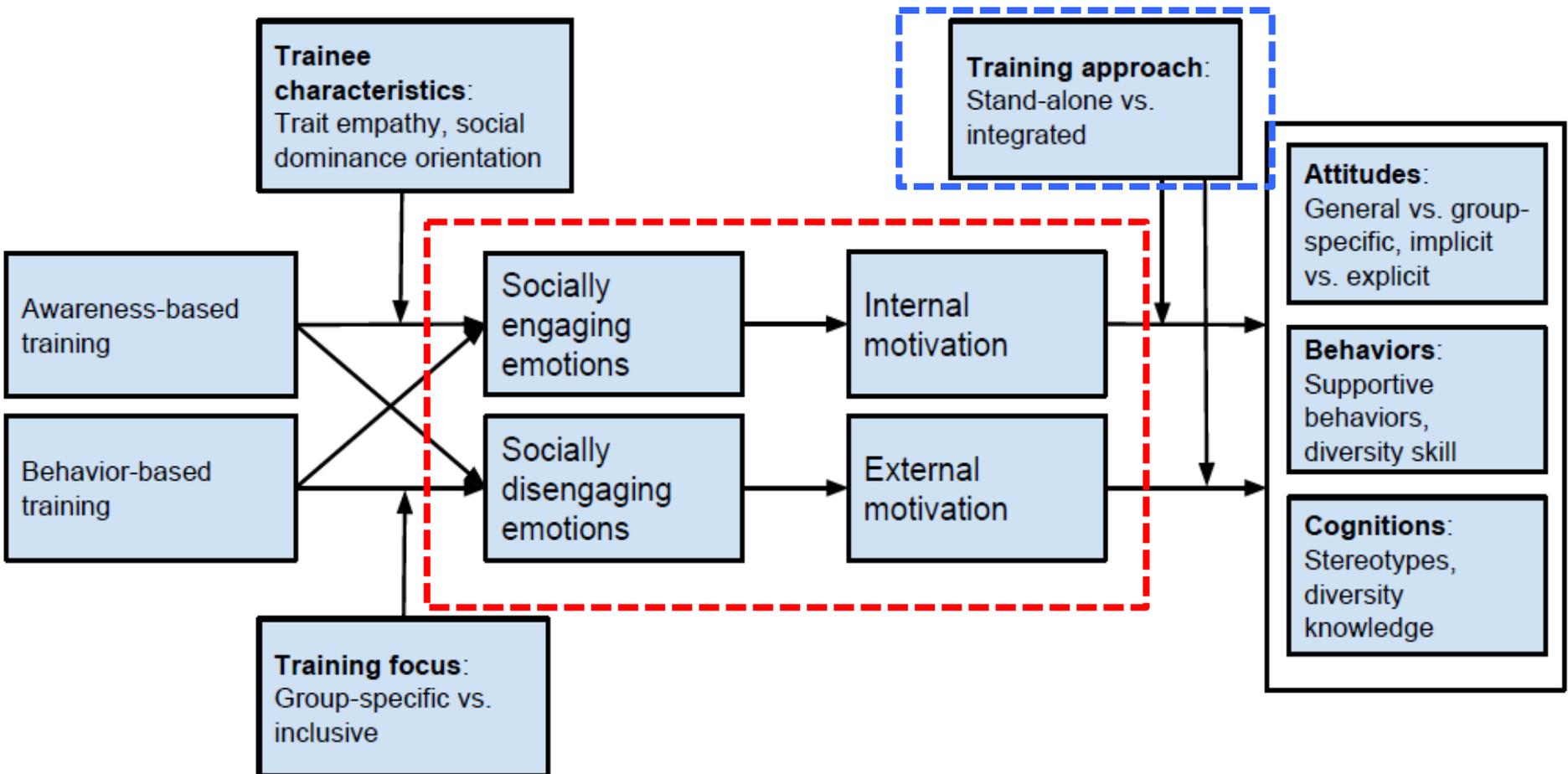
## Strategy 3: Perspective-taking

If I spent a day in this organization as a gay person, I would probably experience...

# Strategy 4: Authority Support

- Mentor Goals
- Leader Endorsement

# Future Possibilities



# Take Aways

- Discrimination is subtle yet significant
- Targets can be empowered to distinguish themselves from stereotypes of their groups
- Allies can be emboldened to confront bias and to fight conformity
- Organizations can leverage new ideas to improve diversity training programs *(and fully integrate these programs with systematic diversity and inclusion efforts)*



Thank you!



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