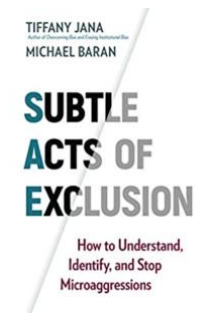


'CliffsNotes' Book Club Recap

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Join the '**CliffsNotes' club**—where there's no pressure to pre-read the book, no membership required, no cost, and lots of discussion in just 90 minutes. Each month, you will hear a **summary of highlights** from a recently-published business book. This discussion summary is intended to provide a recap of the conversation at Book Club, rather than serve as a thorough book summary. We'll keep you "in the know" on the latest and greatest concepts and models. **Register here** for upcoming events.



May 2022

Subtle Acts of Exclusion: How to Understand, Identify, and Stop Microaggressions

By Tiffany Jana, Michael Baran

Discussion Highlights

Presented by Judy Oyedele

Subtle Acts of Exclusion (SAE) – A new term for “microaggressions”: The subtle things that people say and do, perhaps unintentionally, that have the effect of excluding others based on their marginalized dimensions of identity.

They are Subtle	They are Acts	They serve to Exclude
Can be confusing, hard to identify, and challenging to speak about. Can also feel subtle to some but obvious to others.	Focuses on what people say and do. Makes no assumptions about intent in the moment	Create exclusion rather than inclusion. Is a problem at the individual and larger cultural level – reinforces and maintains systems of power, inequality, bias, and what is considered normal.

Attributional ambiguity—the sense of anxiety created when someone with a marginalized identity is unable to discern whether something happened because of said identity or some other random factors.

Framework of SAE Types – Provides clarity about why a particular SAE is a problem. Describes the exclusionary messages that are implicitly being communicated.

Implicit Message being communicated	SAE can slip out when people are trying to...	Roles in a SAE scenario
<ul style="list-style-type: none"> ● You are invisible. ● You (or people like you) are inadequate. ● You are not an individual. ● You don't belong. ● You are not normal. ● You are a curiosity. ● You are a threat. ● You are a burden. 	<ul style="list-style-type: none"> ● Compliment: "You're so professional," ● Be curious: "Where are you really from?" ● Show comfort: "You're from Jamaica? I love Bob Marley!" and ● Be funny: "Can we get el mucho discounto?" 	<ul style="list-style-type: none"> ● Subject – person or group that is excluded by the SAE ● Initiator – Person who says or who nonverbally does the SAE ● Observer – Anyone who overhears or sees the SAE ● Ally - An Observer who speaks up ● Bystander – An observer who chooses not to speak up

HOW TO REDUCE SAE

Personal Work - Moving beyond inactive bystander

- Step 1 - Connect with your own marginalized identities.
- Step 2 - Listen for Understanding
- Step 3 - From Observer to Ally: Speak Up
- Step 4 - Think Before You Speak
- Step 5 - Close the Loop

Interpersonal Action - SAE Accountability

Guidelines for Speaking up as the SAE Subject or Observer	Guidelines for Responding as the SAE Initiator
<ol style="list-style-type: none"> 1. Pause the action. 2. Assume Good Intent 3. Explain why the action was paused 4. Have Patience but expect progress 	<ol style="list-style-type: none"> 1. Acknowledge the feedback with gratitude 2. Replace defensiveness with curiosity and empathy 3. Follow through and follow up

Benefits of having productive conversations about SAE

1. Increased feelings of inclusion for people with marginalized identities
2. More trust among everyone
3. More collaboration across organizations
4. Improved ability to give feedback on other issues
5. A culture of transparency, interpersonal civility, and accountability

Institutional Action - Embedding SAE Accountability

How organizations can cultivate an environment that promotes productive conversations about SAE:

1. **Expect SAE to happen.**
2. **Communicate the norm.**
3. **Practice speaking up.**

Note for DEI Facilitators

Being prepared for SAE can help create psychological safety for participants.

- Name the behaviors you want to avoid and reinforce, then be accountable.
- Use caution, discernment, and clear definitions to avoid confusion.
- In the group ground rules, establish a mechanism for naming SAE.

TYPES OF SAE

- Gender and Sexuality
- Race and Ethnicity
- Ability:
- Religion
- Age and Generation

INTENTIONAL ACTS OF INCLUSION

- Diversify your media watching, news sources, podcasts, book authors, and leisure activities.
- Seek out books and other resources that shed light on aspects of inclusion and culture that you're less familiar or less comfortable with.
- Hold space for people by seeing, acknowledging, and inviting underrepresented voices, bodies, and perspectives into the rooms you occupy.
- Mentor or sponsor underrepresented people.
- Inviting someone's opinion who hasn't contributed to the conversation.
- Putting your phone away and listening actively.

About the Book Club In this monthly club, a presenter shares highlights from a book related to leadership, business, neuroscience, or coaching. Membership is not required, and there's no obligation to pre-read the book. This discussion summary is intended to provide a recap of the conversation at Book Club, rather than serve as a thorough book summary. [Register here](#) for upcoming events. For the full set of discussion summaries, [click here](#).