THE INEQUITY OF PROFESSIONAL FEEDBACK: THE NEED AND PROCESS OF BUILDING AN EQUITABLE EVALUATION PROCESS

2020 Summit on Health Equity

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Objectives

- Describe why professional feedback is inequitable in regularly accepted evaluation practices
- Distinguish between cultural competency and cultural humility in evaluation practices
- Compose his/her own plan for building a safe learning environment for equitable professional feedback

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The Professional Feedback Path to Inequity

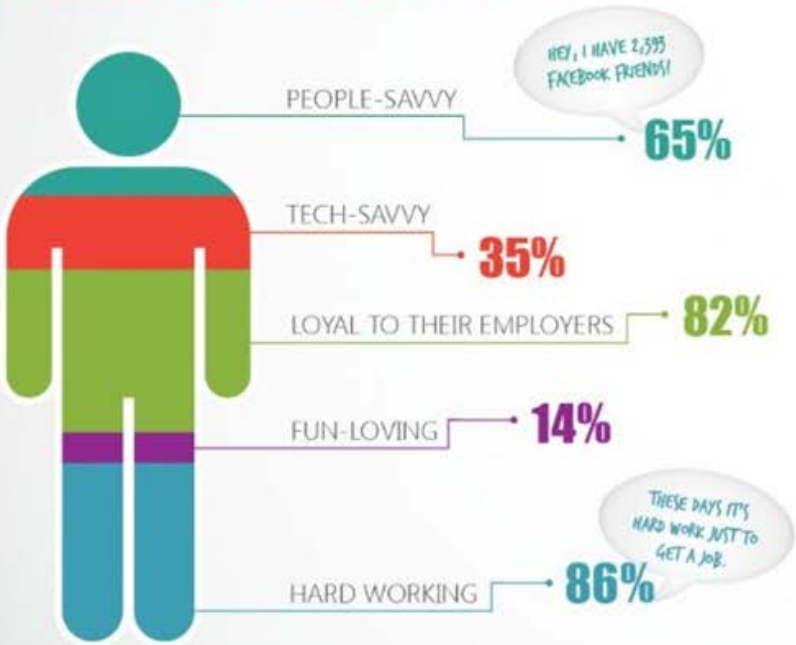
The Inherent Racism in Evaluation

- Myth of Meritocracy
- The Value Placed on Assimilation and Acculturation
- Cultural Difference in Understanding Ranks

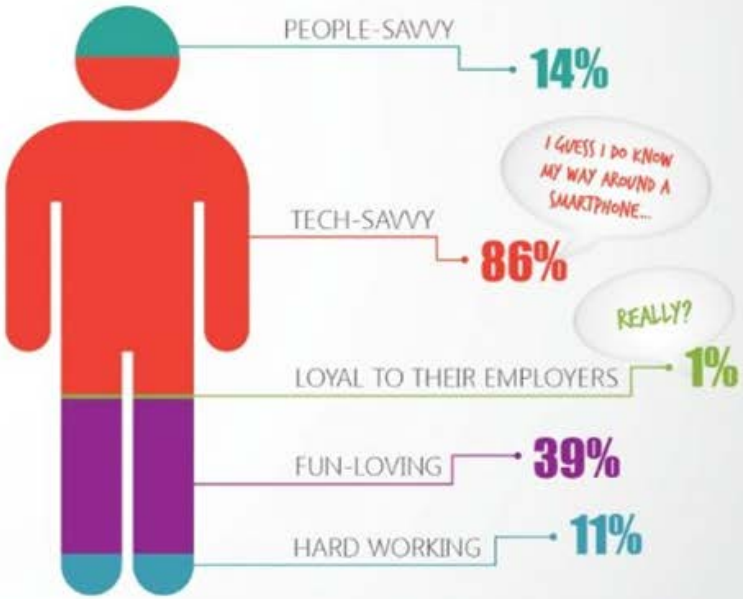
THE GREAT DIVIDE

WORKPLACE PERCEPTIONS THAT MILLENNIALS NEED TO RISE ABOVE

HOW **MILLENNIALS** DESCRIBE THEMSELVES



HOW **HR PROFESSIONALS** DESCRIBE MILLENNIALS



Source: A Beyond.com survey of 6,361 job seekers and veteran HR professionals, from April 12 - May 9, 2013.

BEYOND.com. | The CAREERNETWORK™

How Do Stereotypes Play into Professional Feedback

- Unconscious Bias
- Global Thinking
- Confirmation Bias

The Racist Code in Feedback

- Colleagues/Customers are intimidated by you and are afraid to approach you; “smile more,” and “be more friendly.”
- Unprepared
- Temper your passion
- Not part of the team
- We couldn’t live without you

I have experience being not given that ongoing feedback but instead policed as a woman of color in a way that other staff members be it white women or men in general aren't policed. Being questioned about certain aspects of my job that other folks are not questioned.... It can be a little bit disheartening.

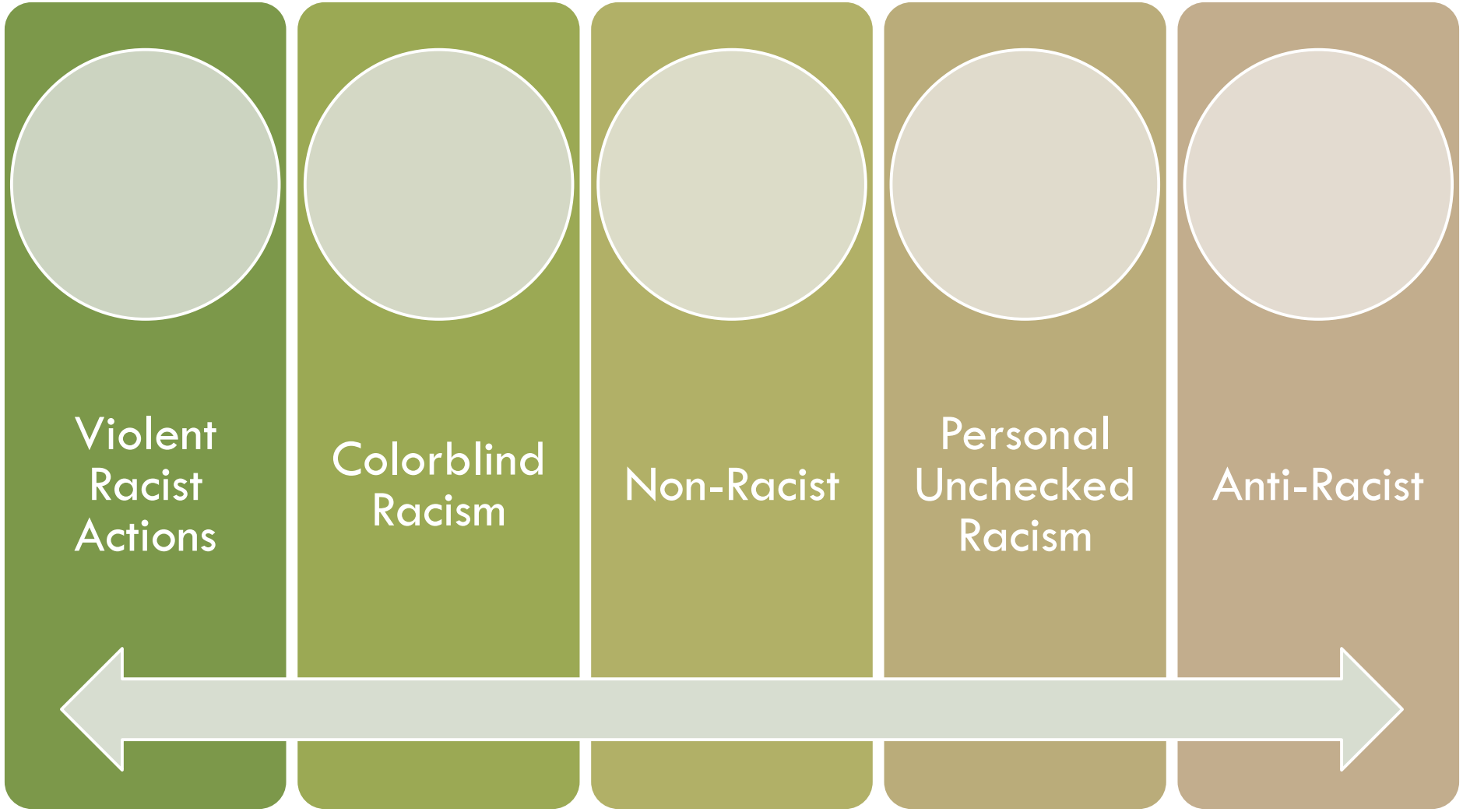
~ WOMAN OF COLOR
FOCUS GROUP PARTICIPANT
RALEIGH, NC

As an Asian-American woman, I am perceived as not being assertive, and managers have questioned my leadership abilities because they perceive me being too quiet or asking too many questions. When I do assert myself and try to bring my worldviews and ways of working into my nonprofit work, I'm punished—as if the white leaders are threatened by me, especially when I challenge the status quo and advocate that progressive organizations actually live the justice values that they espouse.

~ API WOMAN
SURVEY RESPONDENT

https://racetolead.org/

Diversity is not Acceptance or Inclusion
it is Not Anti-Racism


Violent Racist Actions
Colorblind Racism
Non-Racist
Personal Unchecked Racism
Anti-Racist

Mentorship, Grooming and Leadership Development

When the senior leadership identifies and grooms a colleague they think would be an impactful "face" for this organization, that person is white, male and heterosexual. In one instance, I have far more experience and education, yet am not being groomed in this way.

~ BLACK WOMAN SURVEY RESPONDENT

https://racetolead.org/

Issues with Existing "Development"

- Women of Color Leadership Training Assumes Skills Don't Exist
- Individual Problem, Rather than System Problem
- Tokenism and Designated Area of Excellence
- Unwelcome Spaces
- Retention and Promotion

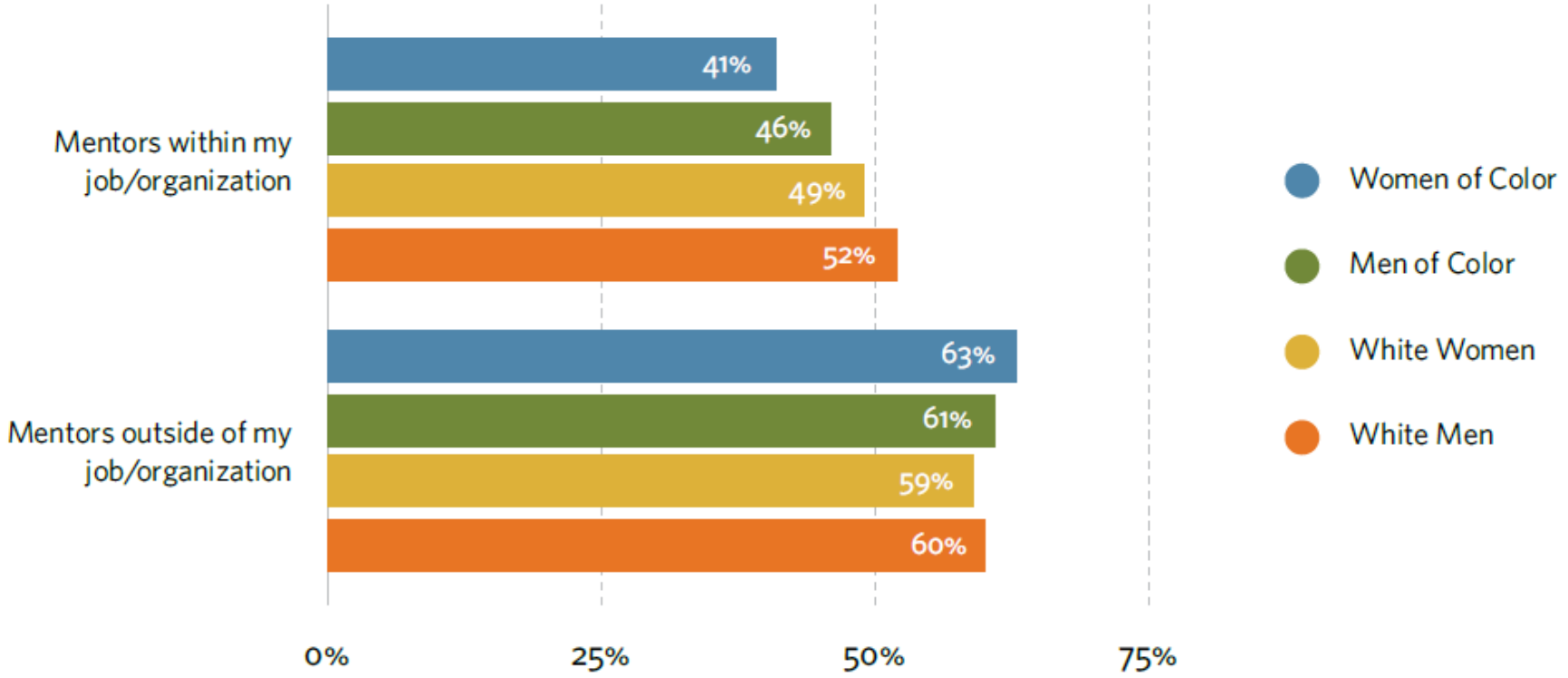


Figure 11: *Mentoring Received by Race and Gender, and Type*

https://racetolead.org/

Cultural Competence

vs.

Cultural Humility

Cultural Competence vs. Cultural Humility

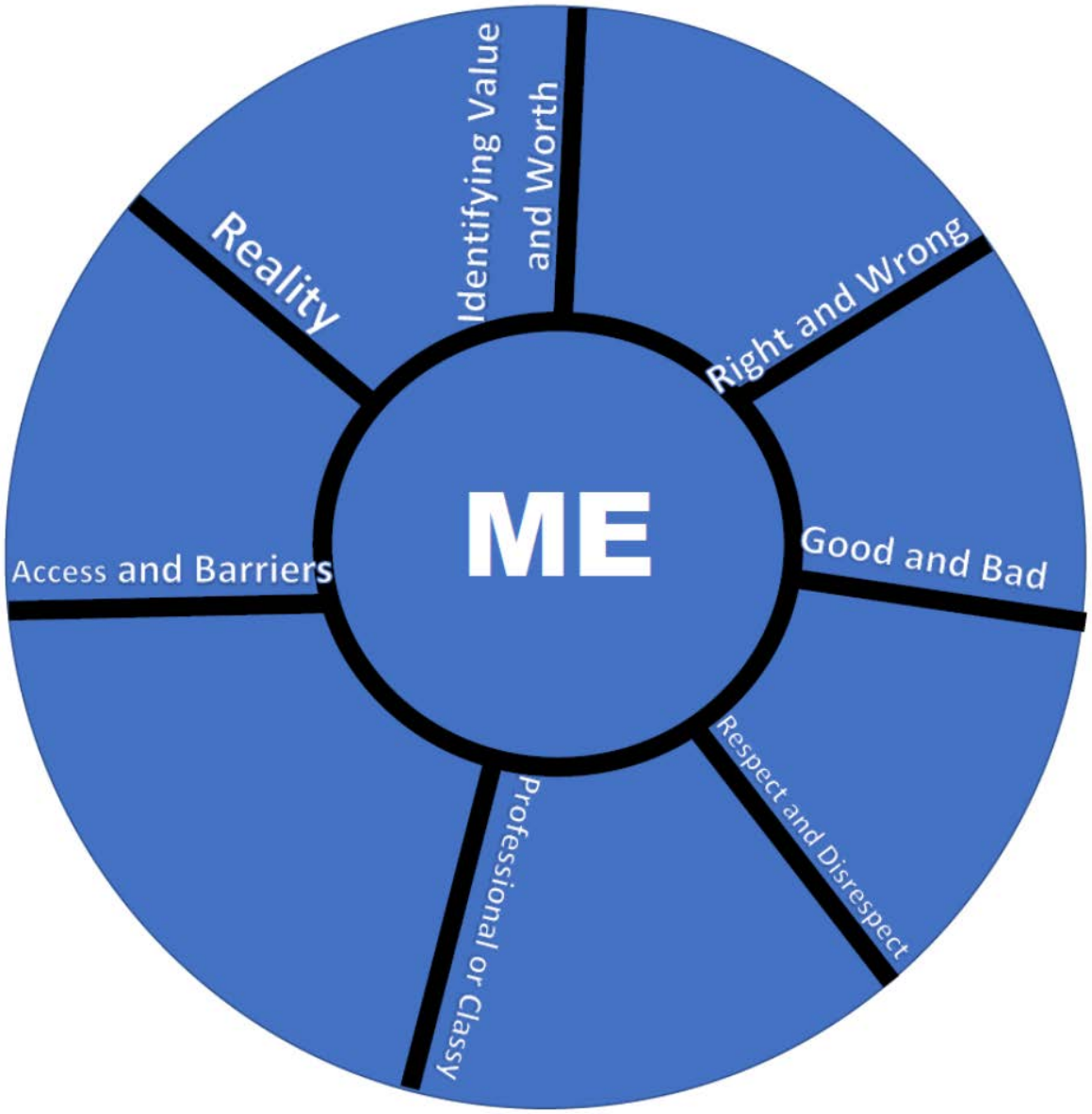
Cultural Competence

- taught, learned, trained, and achieved

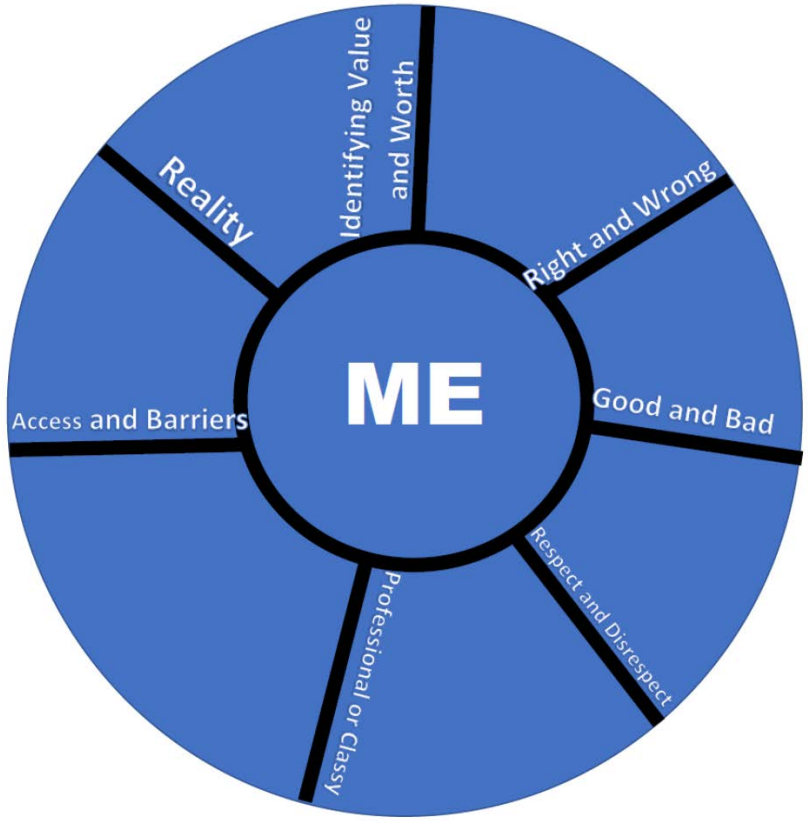
Cultural Humility

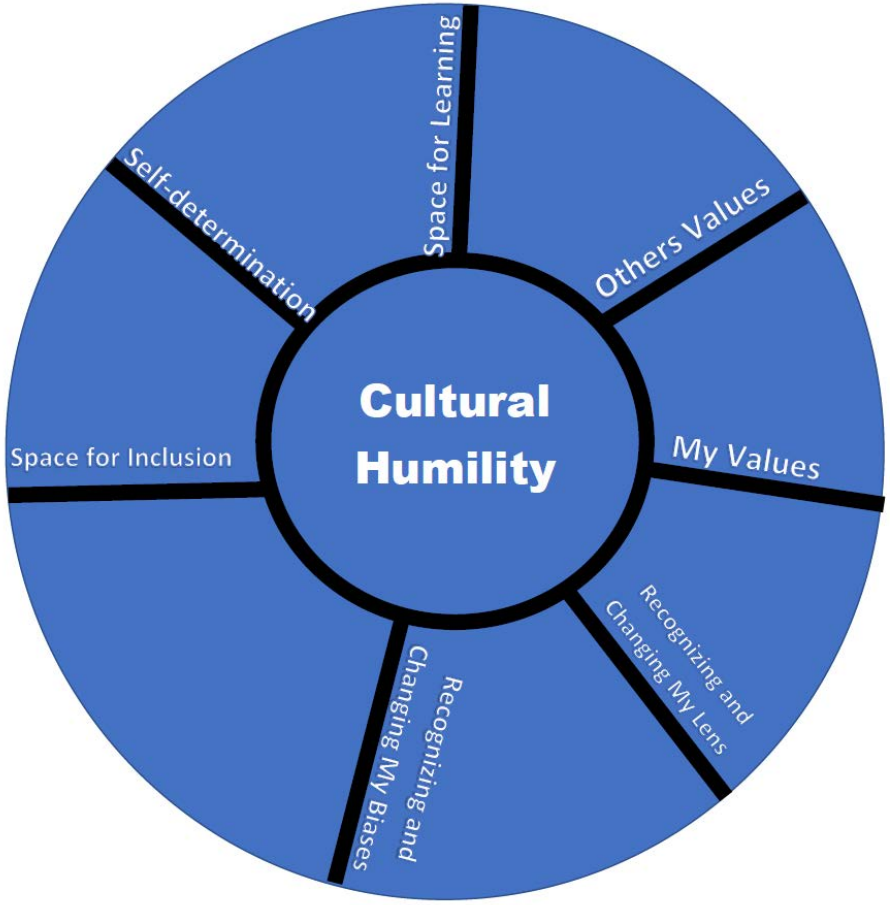
- ongoing process
- self-reflection and personal critique
- social justice issues

Our Natural Focus



Cultural Humility





Building a Safe (Equitable) Learning Environment for Professional Feedback

I'm a Supervisor, How Do I Create Anti-Racist Professional Feedback

- Do the Cultural Humility Work
  - Know Yourself
  - Know What Biases You've Learned and Need to Unlearn
  - Check in Regularly on Your Definitions of Respect, Professionalism and Success
- Provide Structured Feedback
- Find Your Space in Changing the Culture
  - Recruitment
  - Targeted Universalism Programs
  - Safe Space for the Discussions

How to Deconstruct Professional Feedback and Use It

1. What is the Value Add? What is the Bias?
2. Can you link it to a Situation
   - Situation
   - Behavior
   - Impact
   - Action
3. How can it contribute to your professional path? How does it build your brand?
4. Does it link you to someone/something?
5. Take the comment to your support network.

Managing Up

- Help Your Supervisor Provide Structured Feedback
- Determine Your Dream Resume and Discuss It
- Identify the Biases and Determine Your Best Response
  - Know the Supports that Exist
  - Know the Limitations that Exist
- Help Your Supervisor Identify Culture Shift Options

Questions Comments Concerns

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