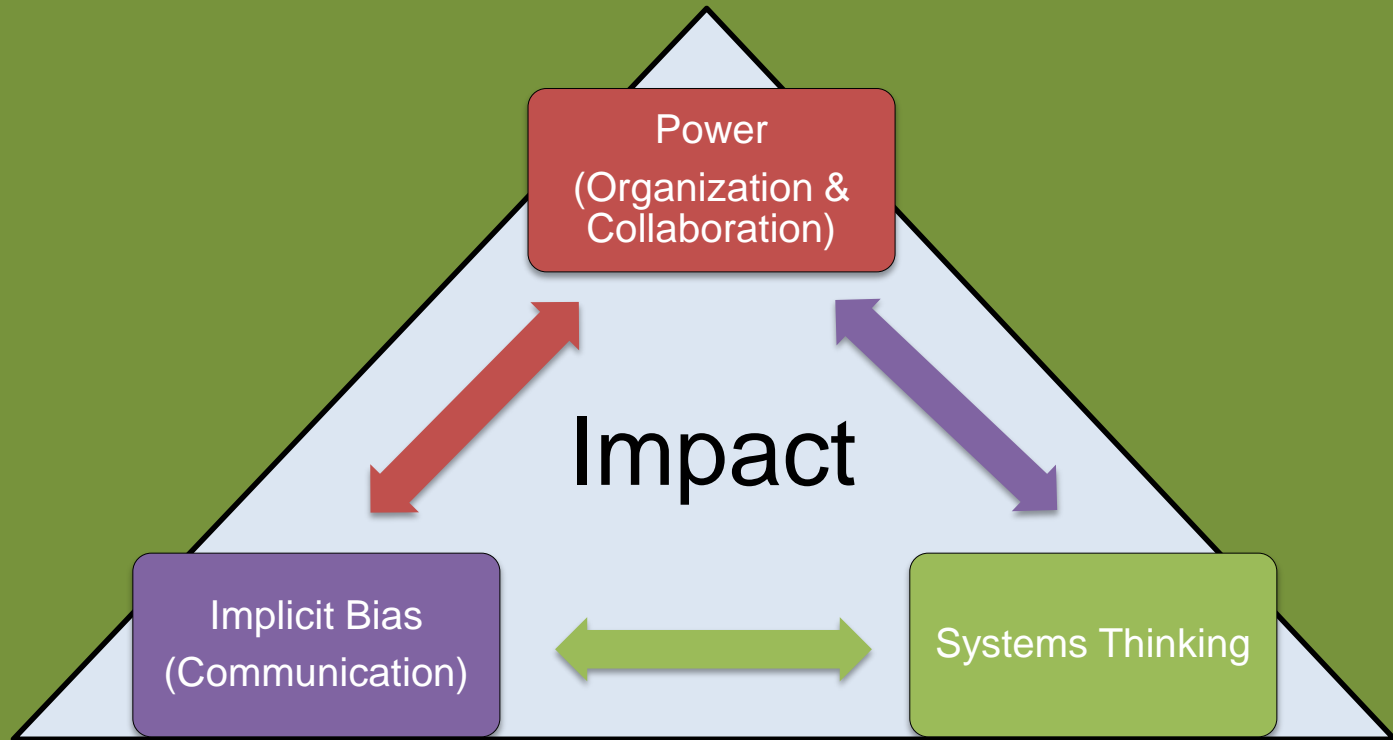


# Achieving Results

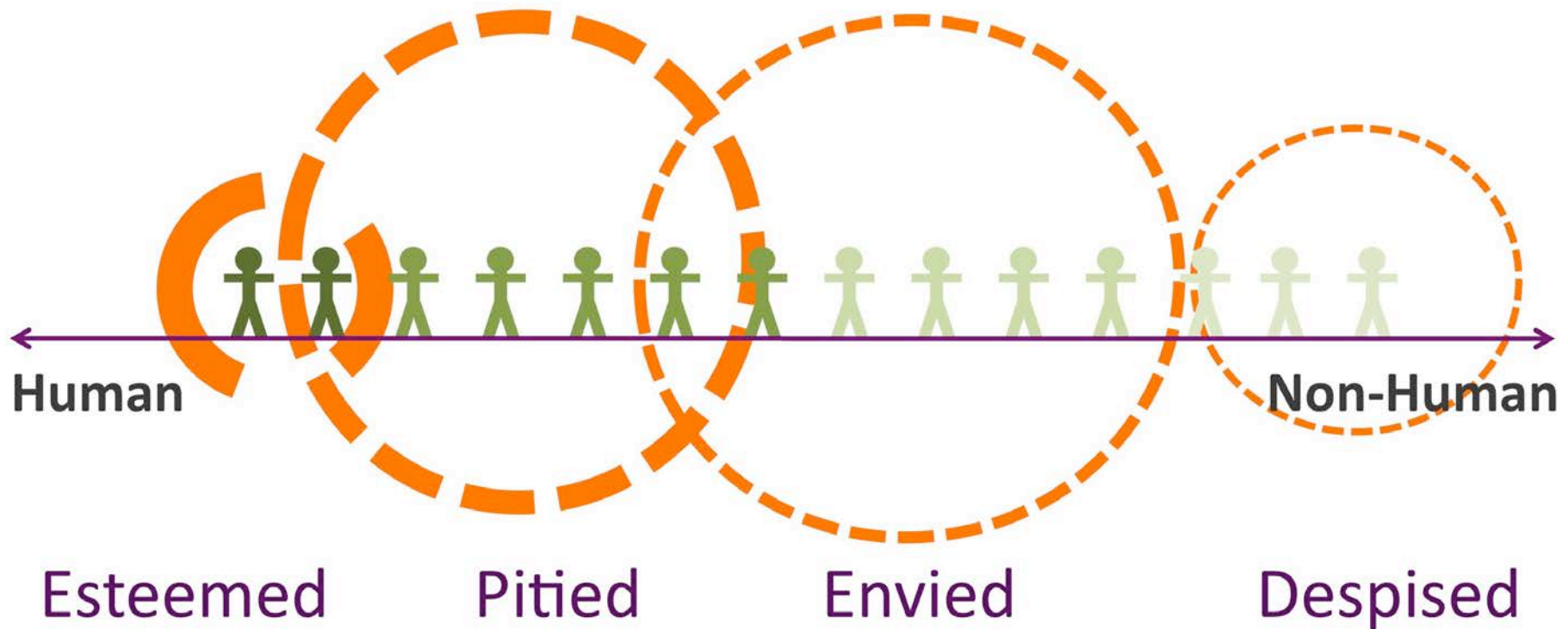


How do we ensure that everyday transactions support rather than hinder results work?

Adapted from john powell/Haas Institute material:

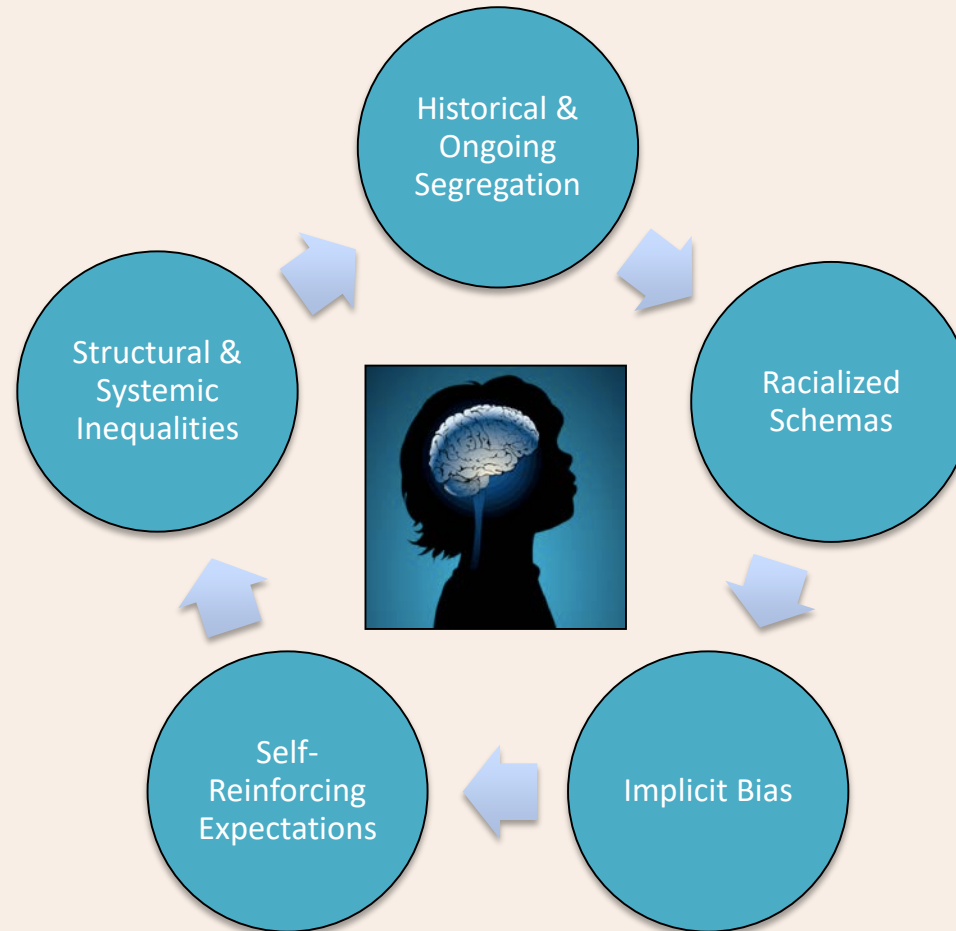
<http://haasinstitute.berkeley.edu/perception-reality-understanding-breakthrough-mind-science-research-racial-bias>

# In-Group members: “more human”



Douglas Massey. *Categorically Unequal: The American Stratification System*. NY: Russell Sage Foundation 2007

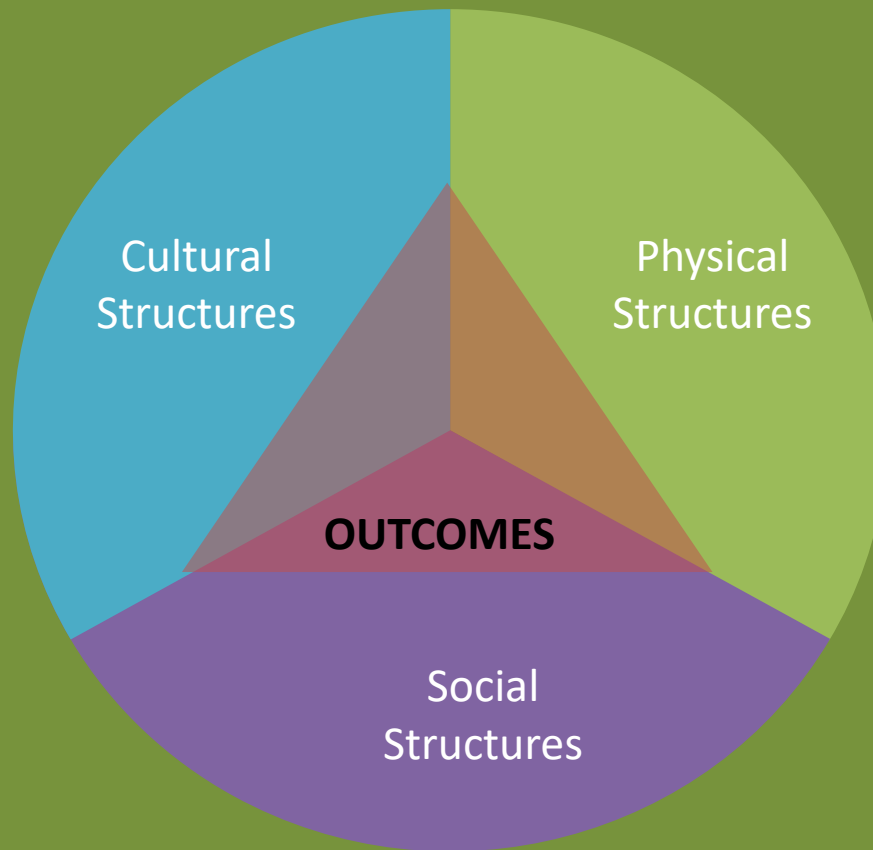
# The Cycle of Implicit Bias





# How We are Structured by Structures

We are all situated within structures. But we are situated differently and unevenly.



Structures combine and interact to produce differential outcomes