

Overcome Prejudice at Work

By Ranna Parekh, MD, and Carl C. Bell, MD with Karen Weintraub

Table of Contents

About the Authors
Introduction
Chapter 1
Chapter 2
Chapter 3
Chapter 4
Chapter 5
References

About the Authors

Dr. Ranna Parekh practices at Massachusetts General Hospital and McLean Hospital, and is an instructor of Psychiatry at Harvard Medical School. She also directs the Center for Diversity in the department of psychiatry at MGH.

Dr. Carl C. Bell is a professor of psychiatry and public health at the University of Illinois at Chicago, and president and CEO of Community Mental Health Council & Foundation, Inc., a Chicago-based, comprehensive community mental health clinic. During a 40-year career, Dr. Bell has gained a national and international reputation for his work on racism, stress, and resiliency.

Karen Weintraub is a science journalist who has written for The Boston Globe USA Today and the BBC, among others. She also helped write "The Autism Revolution," and "Fast Minds: How to Thrive if You Have ADHD (Or Think You Might)," also by Harvard Health Publications.

Introduction

We felt compelled to write this e-book because we hear so often about people who are insulted, disrespected and prejudiced against in the workplace. These attacks may be too small for anyone except the recipient to notice. But they can still take a major toll over time. As psychiatrists who have devoted our lives to empowering people, we feel very strongly about the issues discussed in this book.

Dr. Ranna Parekh practices at Massachusetts General Hospital and McLean Hospital, and is an instructor of Psychiatry at Harvard Medical School. She is also the

director of the Center for Diversity in the Department of Psychiatry at MGH, the country's largest academic psychiatry department with nearly 1,000 members.

Dr. Carl C. Bell is a professor of psychiatry and public health at the University of Illinois at Chicago, and president and CEO of Community Mental Health Council & Foundation, Inc., a Chicago-based, comprehensive community mental health clinic. During a 40-year career, Dr. Bell has gained a national and international reputation for his work on racism, stress, and resiliency.

This book is organized as a series of tips to help readers understand and respond to insults at work and in their private lives.

Defending yourself is hard, often lonely, work. We hope that the advice we offer here will make the road a little easier for you, and help you to know that there are many other people like you, learning how to stay strong and feel good about themselves in the face of the injustices, indignities, and insults of everyday life.

Chapter 1: Recognition

Dr. Carl Bell was standing in line checking into a hotel, minding his own business when it happened. A white man cut in front of him and walked straight up to the front desk. Bell, a prominent Chicago psychiatrist, started to object – “What, am I invisible?” – and then stopped himself.

As with many African-Americans, incidents like this happen to Dr. Bell with regularity. When they occur, he asks himself a series of quick, strategic questions: Is it worth an argument or should he let it slide? If he decides to fight, how should he do it? How will the other person respond? Will that response be something he can manage?

In this recent case, Dr. Bell decided not to confront the man who'd cut him off. He's tried that approach many times, and the offender always claims it's an “honest mistake” and accuses the psychiatrist of being overly sensitive. Dr. Bell also stopped himself because he knew he was in a bad mood that day. “I was afraid that if I said something, he might turn around and say something stupid to me.” In the mood he was in, Dr. Bell knew such a situation could turn ugly fast. He decided it wasn't worth a major scene.

The term “microaggression” describes incidents like Dr. Bell's: an act that feels hostile to the person on the receiving end, but is often unconscious or dismissed by the perpetrator. People who are minorities because of physical characteristics such as gender, skin color or age are more often subjected to microaggressions, but most of us have been microaggressed at some point. And most of have committed microaggressions ourselves. Each individual incident is minor on the surface, but doesn't feel that way to the recipient, particularly if the aggressor is a person of authority, like a boss, or if it happens at work.

Often, microaggressions are directed at superficial qualities, like the way we look. The term was defined by Dr. Chester M. Pierce in the 1970s to describe the continuing stain of racism, albeit a more subtle form than during the Jim Crow era. Black Americans, he says, were often put down with “subtle, stunning, often automatic, and nonverbal exchanges.” A single microaggression might seem

harmless, but the “cumulative burden of a lifetime of microaggressions” can contribute to physical illness and destroy self-confidence.

Dr. Bell, dressed impeccably, was once confused with an airport porter. Another time, when he arrived at a meeting hall to give a speech, the hostess assumed he was a member of the band. Would those people have made such insulting mistakes if Dr. Bell were white?

Such racism, as well as sexism, ageism, classism and other “isms” are all microaggressions. More examples of these toxic, negative interactions include:

- An employer who requires workers to use e-mail or new technologies may be putting their older employees at an unfair disadvantage.
- Men who post sexually explicit images of women on a workplace wall are setting women up to be treated differently than men.
- Companies that are more supportive of a mother leaving early to pick up a child than a father are being discriminatory; as are ones that assume a childless worker can put in more hours than a parent.
- Shopkeepers who ignore poorly dressed customers in favor of well-dressed ones are showing a bias that could hurt their bottom line.
- Coworkers who skip an obese colleague when inviting others to lunch are committing a microaggression.

Perhaps none of these people meant to insult the others. Microaggressions are usually automatic; the visible signs of an otherwise undisclosed – and often unrecognized – prejudice. Because of this unconsciousness, the people who commit microaggressions generally view their actions as innocent or innocuous, and don’t understand why the person they microaggressed gets upset.

The recipient often feels victimized a second time when the perpetrator denies that anything happened. Comments like “You’re so sensitive!” or “it was an honest mistake” can deny and invalidate the feelings of the recipient, making them feel even worse about themselves.

These insults are not limited to human encounters. They can be physical spaces as well, such as stores where the racks are placed too close together to fit a wheelchair, poorly lit spaces that are difficult for older people to navigate, or the corridors of corporate offices or vaunted universities filled with portraits of older, white men.

Dr. Pierce, a professor emeritus of psychiatry at Harvard Medical School and Massachusetts General Hospital, where he was the first African-American full professor, says he came up with the idea of microaggressions after a plane flight, when he was assigned to a middle seat. A white woman came on the plane, assigned to sit on the aisle next to him. He noticed that she looked visibly upset. Then, the man across the aisle, who had also noticed her distress and assumed it was because she was assigned to sit next to a black man, offered to switch with her. She gratefully accepted and the man sat down next to Dr. Pierce and tried to make small talk.

Dr. Pierce wasn’t in the mood to be cordial after that, but he didn’t confront the man, either. “It wasn’t something I could raise sand about, because it was micro,” Dr. Pierce said recently. Plus, the man who was now his seatmate felt he had just done a generous thing. He was unaware of or unconcerned about having slighted Dr. Pierce,

only conscious that he had helped make a lady more comfortable. “What’s not innocuous about a man offering to make a lady more comfortable? How can you argue with his intentions?” Dr. Pierce said in remembering the incident.

Events like this went on all the time back in the 1970s – and still do. It’s one of the ways racism and other forms of prejudice are kept alive. “For whatever reason there’s a need to constantly remind the victim and make the victimizer feel good and in control,” he says.

This kind of prejudice is a constant reminder of who holds the power in society and in a relationship, whether that’s between blacks and whites, husbands and wives, or other dynamics.

Tip#1: Become aware of microaggressions

Precisely because the person who is aggressed has or thinks they have less power, it is important to clearly identify these events. Labeling them for what they are – insults, aggressive acts, and prejudice – is the first step toward empowering the recipient to fight back and recover.

Dr. Pierce defines microaggressions as acts that “infringe on someone’s time, space, energy and mobility.” Sexism that keeps women from climbing the corporate ladder limits their mobility; stairs that force people in wheelchairs to enter through the back door restrict their space; comments that make people feel left out, insulted, or wounded waste their energy.

Psychologist Derald Wing Sue described three types of microaggressions:

Microassaults: Insulting incidents that involve physicality, like butting someone in line, avoiding eye contact with a colleague who is disabled, or a man offering to rub a female coworker's shoulders without being asked. Someone who invades your space may be committing a microassault against you.

Microinsults: Words and actions that convey rudeness and insensitivity and demean a person’s heritage or identity. The actions are subtle, often unrecognized by the perpetrator but convey a clear, hidden message. Fictional gay characters are almost always shown as effeminate and lesbians as masculine; yet there are plenty of gay men in the military and on college football teams, and plenty of lesbians who don’t look or act like the stereotype. Portraying gays as one-dimensional is a micro-insult.

Microinvalidations: Words and actions that exclude, negate, or nullify someone’s thoughts, feelings, or reality. Derald Wing Sue often described being microinvalidated by people who complimented his spoken English. Although he physically resembles his Asian ancestors, Wing Sue was born in the United States and is a native English speaker. By presuming him to be a foreigner because he did not look like their stereotype of an “American,” those who complimented him invalidated his sense of belonging in his native country.

Drs. Bell and Parekh believe the term microprejudice also describes all these situations, going well beyond the idea of skin color to encompass all types of discrimination.

Sometimes it’s hard to distinguish between abuse of power and out-and-out racism (or classism, or sexism...). Occasionally, people in positions of authority think

it's okay to make off-color jokes or tease certain employees more than others, or mock people behind their back. Sometimes bosses and CEO's forget that their position comes with responsibility – and that what they say has a different level of impact than before they were promoted. The good news is that in most workplaces, this overt behavior is no longer acceptable. Even if the person gets away with it in their own department, such actions often keep them from advancing in their careers.

What if I'm the microaggressor?

If you frequently disrespect people in your workplace, you may be putting your career trajectory at risk. We believe reading this book will make you more aware of the significance of what you are doing, and might preempt some of your previous behaviors. If you are still working with people whom you have insulted, you should consider taking them aside privately, asking them if you've ever offended them, and if so, apologizing. Most people will be understanding of someone who says they are struggling to overcome a shortcoming – if they are taking real action (instead of just talking).

Tip #2: Stand up for yourself

If someone insults you once, it's easy to dismiss them as obnoxious, brush off the incident and move on. But when this kind of treatment is a drumbeat of daily life, moving on isn't as easy. Your mind may keep wanting to replay the incident, or respond with something wiser the second time.

Stopping these insults and aggressions may not be within your power, but you do have the right to decide how you react to them. We think that taking control of your reaction, rather than being a passive victim, is much better for you over the long-term.

It can be hard to know when to respond to microaggressions and when, like Dr. Bell at the beginning of this chapter, to keep quiet. Going through life feeling like a punching bag isn't healthy. Reams of evidence show that keeping anger bottled up for years can cause stress-related ailments including depression, anxiety, insomnia, stomach problems, and heart disease. But lashing out at everyone who cuts you off or doesn't make eye contact is simply a different kind of unhealthy stress.

Somewhere in the middle is the sweet spot: where you can defend yourself enough to sleep well at night, give others the benefit of the doubt most of the time, educate them where you think it will make a difference, and – above all – maintain a strong sense of self-confidence to help you rebound from the hits that keep coming.

This book is designed to help you do all of that:

- To better recognize microaggressions for what they are: acts of aggression against you, not because of something you did or didn't do, but because of problems on the part of the aggressor.
- To learn when it's worthwhile to fight back, and have the guts and skills to educate or weaken an aggressor, or take on an uncomfortable climate.
- To build your resiliency so you can better cope with these insults as you go through your daily life.

The first step in defending yourself against these acts of microprejudice is to recognize them for what they are. It may be easier to identify insults done to others rather than ones committed against you. Once you are more aware of microaggressions, you will probably recognize them everywhere: in the cafeteria, at the photocopy machine, and in the boardroom. The more you deal with these insults, hopefully, the easier it will become to distance yourself and walk away feeling like the winner rather than the victim.

Bystander responsibility

Even if you are not personally the one being microaggressed, you may feel victimized by someone's demeaning behavior. Fighting back or standing up for the person who has been insulted is one way to protect yourself against the negative feelings.

CASE STUDY: The "language police" or an insult?

At the end of the final 2012 presidential debate, the conservative commentator Ann Coulter sparked a secondary debate on Twitter by referring to President Obama as "the retard." "I highly approve of Romney's decision to be kind and gentle to the retard," she Tweeted. She later defended her use of the term on CNN as a synonym for "loser." She said that she would never call someone with a mental disability a "retard" – "I think that's a nasty thing to do" – and said she was angry with "the word police" for criticizing her. "It's not the disabled," she had a problem with, she said, "it's the self-appointed spokesmen for the disabled word police."

Was her use of the term a microinsult against people with disabilities? Or did she simply employ a word whose meaning has changed in popular use? Was the heated response more about politics, political correctness or human rights?

In a letter posted on Huffington Post, Special Olympics athlete John Franklin Stephens said he found her use of the word inappropriate and asked her to stop using it in a derogatory way. "Being compared to people like me should be considered a badge of honor," wrote Stephens, who has Down syndrome. "No one overcomes more than we do and still loves life so much."

He wrote that he is often perceived by others as being dumb and shallow, but that he is neither. "I do process information more slowly than the rest of you. In fact it has taken me all day to figure out how to respond to your use of the R-word last night." His simple, 350-word letter, signed "A friend you haven't met yet," was a poignant response to what he felt as a microaggression. The elegance and restraint in his tone reinforced the words: They were clearly written by a wise and thoughtful person, who was unwilling to be passively microaggressed. By standing up for himself, he probably made himself feel better and he certainly helped others less articulate than himself.

As you go through the next few days, start paying attention to the microaggressions all around you. Watch for the colleague who describes someone in stereotypical, unflattering terms; the missing or broken wheelchair ramp that forces

a co-worker to use the back door; the office layout that gives people who look like the boss the prime spots; the worker whose ideas get ignored while another's get taken up immediately. Maybe you'll even catch yourself making a microaggression against someone else. Most of us are occasionally guilty of them. But recognition helps with that, too.

As you become more aware, you will recognize two essential truths that are the backbone of this book: You are not alone in being the subject of these insults and biases, nor are you at fault when someone commits one against you.

Someone who commits a microaggression against you based on your identity is the one with the problem – not you. Perhaps they feel insecure, angry at something they didn't get, or worried about their future. Although some groups are more often targeted than others, nearly everyone has faced a microaggression at some point, whether because of skin color, gender, race, sexual preference, class, height, weight, physical abilities, family status, accent, intellect, class, religion, or country of origin.

We understand that tough life experiences can blindside people. It's relatively easy to gird yourself for the uncomfortable conversation with your prejudiced relatives, but hard to prepare for the shock of a boss or colleague who commits a microaggression in the office. We hope this book will help you with those moments that come out of nowhere. The authors of this book have been researching and dealing with microprejudices ourselves for a long time. Perhaps if enough people learn the skills we present here, those who follow us won't have to struggle as hard.

Chapter 2: Reality test

Ever had a bad day? A day when every little thing that happens seems like the universe is conspiring against you? Maybe you slept badly, someone cut you off on the way to work, your usual parking spot or seat on the train was full, the breakfast place just sold out of your favorite muffin – and it's not even 9 a.m.? Some days we are more sensitive than others. And it's precisely days like this that we are more likely to notice the jerk in the office who never makes eye contact, cracks offensive jokes or treats you differently than everyone else. On those days, it can be harder to let go when someone does something annoying or offensive.

Not everything that feels like a microaggression is one, and it can be hard to tell. The person himself may be committing them unconsciously, it's tough to be sure that you know what they're thinking better than they do. (Did you notice that we just referred to microaggressors with a generic "himself" – as if all microaggressors were male? Did that bother you? Was that a microaggression?)

Dr. Pierce uses the example of a store clerk who slams his change down on the counter. Is the clerk returning his money that way so she doesn't have to risk touching his black hand? Or did she just have a fight with her boss or her boyfriend, and her crankiness has nothing to do with him or the color of his skin? The insidiousness of prejudice, Dr. Pierce says, is that black people and other minorities always have to ask themselves that question when they are mistreated: "Is it because I'm black (or female, or disabled or fat, etc.)?" That question takes energy to think about, to decide whether to respond, and to figure out how to react.

“You’re constantly evaluating whether you’re going to do anything about it or not, if you’re going to do something, what; how and how much time and effort it’s going to take,” Dr. Pierce says. “It’s part of being black in America that whites don’t have to think about.”

If you are a member of a minority group, or a minority in your setting (perhaps the only white teacher on the faculty at an all-black school or the only religious person in a secular environment), you will probably have to go through this analysis every day, maybe several times a day.

But living with your eyes open to prejudice doesn’t mean having a hair-trigger response to every perceived slight. Sometimes the shop clerk really is having a bad day, and racism or other -isms have nothing to do with it.

Recognizing a microaggression in an eye-roll

Sometimes, something as simple as an eye-roll can feel like an aggressive act. On recent hospital rounds, Dr. Parekh has recently noticed a young doctor whose comments are often met with eye-rolls by the more experienced nurses. Those simple interactions cement his position as an “outsider,” while the nurses are the “insiders.” Anything that enforces in-groups and out-groups can be a microprejudice.

Tip #3: Be strategic

There are three natural responses to being insulted, invalidated or assaulted: fight, flight or freeze. The human body has been tuned by evolution to respond to a threat – think hungry tiger – by fighting, fleeing or playing dead.

Dr. Bell says his first inclination when he’s been microaggressed is to bite the person’s head off. But, as he did with the man who cut him in line, he prefers to think through the implications of his actions, rather than simply reacting. He will consider his own mood – is he in a bad mood and therefore likely to overreact? Or a lighthearted mood, where he can blow off the slight with a joke?

He will consider the consequences of acting or not acting. Is the perpetrator someone he’s ever going to see again? If he takes action, will it cause a scene or some other problem? If so, is it a problem he can deal with or relishes dealing with?

Timing is also a strategic tool. Most of us are not articulate or quick enough on our feet to come up with the perfect retort the instant someone says something annoying or offensive. Often, our first response is to lash out in anger. But it’s probably better to take the old advice to breathe deeply and count to 10 – or better yet come back in a few days after you’ve considered your response and slept on it. Don’t send the e-mail you desperately want to fire off, though you can write it to yourself (make sure the first thing you do is write your own name in the “send” field so you don’t accidentally ship it to the person you’re writing about!)

Taking notes and recording a pattern of behavior can be helpful in many situations. That way, when you do decide to take action, you can show that you are

not overreacting to an isolated incident, but responding thoughtfully to a concerning situation.

Taking a strategic response to an act of violence requires overriding millennia of natural instincts. It isn't easy, but the goal is to save you from being hotheaded, paralyzed or victimized even more.

Tip #4: Get some perspective on your experience

One of the problems with these incidents is sometimes it's hard to know if you're over-reacting – if the problem is you or the other person. Getting someone else's perspective can help.

Find a friend, maybe of the same racial/ethnic/whatever group as you, and run the incident past them. Do they think it's outrageous? We suggest you find someone who is supportive of you, but not so supportive that they'll just agree with everything you say and won't give you an independent perspective. The person does not need to be someone exactly like you – a woman if you feel like you've been the victim of sexism, for instance. But should be someone, perhaps who is older, and has faced similar challenges in their own life. You should probably avoid people who are very quick to whine and complain; you want a conversation that will be constructive, not one that will just make you angrier.

Sometimes, you will have to play this role for yourself. If so, consider trying one of Dr. Bell's tricks: He imagines that he's a Martian. He's just come to Earth and he's observing the strange behaviors we have here. Would a Martian think it insulting if a white man cut in front of a black man at the hotel desk?

Another strategy is to give yourself time to reflect on the situation. If you're a journal-keeper, you might write about the incident in your journal and then go back a few days later and read over what you wrote to see if you worked yourself up unnecessarily. If you're not a writer, simply "sleep on it" and revisit the incident a few days later in your mind.

What you need is some perspective on the incident, a chance to think it over again when you're not in a heated, stressed-out state. Sometimes, taking your own pulse will help you identify if you're in a calm state – runners particularly know how to do this. Other people find meditation or other mindfulness techniques, such as bare attention, invaluable for providing a useful distance from problems.

Tip #5: Try to use your anger constructively.

Who wouldn't react with anger if someone cut them in line, overlooked their good ideas, didn't invite them to join a group or treated them as a stereotype instead of an individual? Feeling hurt, angry, and/or shocked is a normal response to a microaggression, particularly when the person committing it has authority over you.

The one silver lining to microaggressions is that they can sometimes goad people into action, turning anger to a constructive purpose.

Dr. Parekh managed to do that after she was microaggressed by a supervisor – though it took her a while to turn what was a shocking event into a constructive one.

A number of years ago, Dr. Parekh and this supervisor were in the middle of a heated discussion about how to care for a patient. The supervisor told Dr. Parekh that her eyes were “slant-shaped” when she got angry – referring, perhaps unconsciously, to an old Asian stereotype. Dr. Parekh did not respond to the comment in the moment, or later, because she was so shocked by it and because the supervisor was a senior member of the department. Dr. Parekh felt that pointing out the racism in the supervisor’s comment would be poorly received by others in her department. “She was so much more powerful than me that it wasn’t worth it.”

Initially, the incident ate at her. She was furious that this supervisor’s prejudice could limit her own career. Then, she sought the advice of Dr. Pierce, who identified the event as a microaggression and helped her gain some perspective on it. Dr. Parekh said he taught her that: “You don’t want the anger and the negative energy to be so destructive that you can’t think of constructive solutions.” That advice helped her harness her anger. A short time later, she was offered the opportunity to run a diversity program at Harvard. Since then, that negative experience has become the cornerstone on which she has built her efforts to foster diversity in her 1,000-person department. The incident which was so disturbing at the time became a driving force in a successful career that has led her to write this book.

It wasn’t until years later that Dr. Parekh was able to conjure up some empathy for that former supervisor. To reach a level of authority and respect, the boss had probably had to face a lot of discrimination herself, Dr. Parekh thought. Although she wished the supervisor had responded to that discrimination by being more supportive – rather than less – to other females in the department, she recognized the woman’s implied “I earned my place, now you have to earn yours” response.

Sometimes, a little revenge can be helpful, too. Dr. Bell has a friend, a tall, distinguished judge with graying temples. One day, the judge was waiting in the parking lot for the valet to bring his car around. A white man shoved his keys in the judge’s hand and barked: “Go get my car!” Before the judge had time to think of an appropriate response, the valet pulled his own car around. He got in and drove off – with the other man’s keys still in his hand.

The judge’s amusement at his revenge kept him from getting as mad at the man as he might have otherwise, and allowed him to assert his own power. We’re not at all suggesting that you become a vigilante. But a very occasional, minor act of revenge can help defuse your anger.

Humor is also a great way to disarm hurt and anger. Cracking a joke about the perpetrator of prejudice once you are far away can help you feel more empowered.

Drs. Bell and Pierce say that taking the high road – responding to rude behavior with extreme politeness, for example – allows them to maintain their own dignity even as others stoop to inappropriate behavior. “Part of the way to deal is to be a person who at the moment of integrity does the right thing,” Dr. Bell says.

He helps redirect some of his own anger with martial arts. In tai chi and aikido, you join with the energy of your attackers and use it against them, without seriously harming them if you can avoid it. Life sometimes requires verbal martial arts. So the time referenced in Chapter 1 that Dr. Bell was asked if he were a member of the band when he showed up to deliver an invited speech, he gently reversed the

question and asked his questioner: "What is it about me that would make you think I am a member of the band?"

When to seek professional help

Sometimes, a relationship becomes so abusive, or you become so angry, that it affects your ability to function. If you are so overwhelmed by feelings of anger or hurt that they follow you throughout your day, you should consider getting professional help. Also, if feeling like a victim is a pattern for you, professional help can make a big difference. Cognitive behavioral therapy, a form of talk therapy, can be very effective at freeing people from self-destructive behaviors, and it can work in just a few sessions. Closely examining your behaviors and patterns can be emotionally challenging, but if done constructively (i.e., not just to dredge up unpleasant memories) it can be incredibly helpful in the long-term.

Chapter 3: Assess the potential for change

Among his many tasks as a psychiatrist, Dr. Bell teaches residents – men and women who have received their medical degrees and are in their first years of training. One year, Dr. Bell had a student who wouldn't listen to anything he said. "If I told him 'go left,' he'd go right." The young man, extremely tall and Caucasian, almost got injured several times by emotionally unstable patients, because he contradicted Dr. Bell's advice. After a few months of this, Dr. Bell wanted to "reality test" the situation, and pulled the man aside.

"I've got to ask you something," he said to the man. "I've noticed that you do everything contrary to what I suggest. Is it because you're so tall and I'm shorter, or you're white and I'm black, or I'm old and you're younger and more foolish? When you disregard me as a supervisor, I start wondering is it because I'm African-American?"

Dr. Bell used his legitimate authority over the student to understand why the man was risking his grade and his personal safety, when the clearly safer path was to listen to his instructor.

About a week later, the man came back to Dr. Bell and apologized. He said his family back in North Carolina had always taught him that black people were inferior. He was sorry that he was living out his family's perception. And the man's behavior changed immediately. He began treating Dr. Bell with respect, and learning from his teacher.

A few years later, Dr. Bell bumped into the young man and his parents. The man eagerly told his parents what a great teacher Dr. Bell had been, and everyone shook hands amicably. "I was very happy to see him," Dr. Bell says. "We were two people searching and trying to do the right thing. I had a lot of respect for him coming back and telling me what he told me."

A lesson once learned like that is hard to forget. Do you think that man treated other black people the same way he originally treated Dr. Bell? Or just as his learned

prejudice made him look at every black person the same way, did the shift in his prejudice – his inability to look at every black person in the same way – change the way he looked at all of them? Do you think he taught his own children that all black people were inferior, as he had been taught?

Tip #6: Be proactive

Dr. Bell could have avoided that difficult conversation with the young man and just given him the lousy grade he deserved. The bad grade would have annoyed the man and also potentially provoked a conflict at the school, with the man contesting his grade. Dr. Bell admits that if he'd been younger or didn't know about microaggressions, he might have reacted in anger and not cared about giving the man a poor grade or stirring up a fuss. But in this case, Dr. Bell had legitimate authority over the man, and he knew that the man, as a psychiatrist-in-training, was well meaning. The man had gone to school to gain awareness and insight, and this seemed to be a perfect "teachable moment."

Dr. Bell's interactions with his student had a happy ending in part because of those factors. If you're faced with a similar situation think through some of those same things yourself:

- Do you have any legitimate authority over the person committing the microaggressions? If not, can you solicit the help of someone who does?
- Can you have a frank, "clean" discussion with the person, without bringing too much of your own dirty laundry from previous experiences being microaggressed into the room?
- Is the person well-meaning and insightful enough to understand your point?
- What are the consequences to you if the conversation doesn't go your way? Can you deal with those?
- Can you be proactive instead of reactive? Is a difficult conversation with the person in the short-run a better alternative than a confrontation in the long-run?
- In these difficult conversations, Dr. Bell says he often asks people to "help me understand why you said this like this." That request, Dr. Bell says, "kind of creates neutral ground." And it sometimes yields answers he didn't expect – answers that give him insights he wouldn't otherwise have had.

Your power can come from your position as the person's boss or teacher; it can also come from other circumstances. Dr. Pierce says he often had the upper hand early in his career because there was a shortage of psychiatrists early. "Every place I went for 10 years, I was offered a job." That's a much more powerful position from which to argue against prejudice than if you're a worker in a law office, "and if you don't work out, the partners can get 10,000 other lawyers to step in and take your place," he says. "We're all hostage to our times and circumstances."

Power isn't always tied to a job title. One of Dr. Parekh's medical trainees came to her recently complaining about a social worker he felt was treating him with

disrespect. According to the medical hierarchy, as a doctor, he had more status than she did, but she bossed him around and, in his words, emasculated him.

Tip #7: Adopt a beginner's mind in a new situation.

In every new job situation, it's best to adopt a "beginner's mind." You may be coming off of a job where you felt like your ideas were often ignored. But if you're pushy in your new post, making sure you get credit for every small contribution, you will quickly annoy your new co-workers. Demonstrating your professional expertise will make a better first impression.

To get the previous incident out of your mind and your way, you may need to spend some time thinking about what happened, why it happened, and what can you do to avoid over-reacting now that you're in a new situation. What was it that the person did to you? Were there any early warning signs before it happened? Perhaps the person didn't make eye contact when you were first introduced? It is these early signs that you should be on the lookout for now. Not every downward glance or awkward first encounter presages trouble. But now you have a better idea of how people who need to take all the credit for themselves operate. If you see any of those same warning signs in your new post, you can take a few concrete steps to ensure you won't be victimized again.

Now, when he starts to pick up a negative vibe from someone, Dr. Bell asks to speak to them privately and "lays an 'I' message on them," something like: "I could be wrong, but I feel there is some potential friction between us, and, because I want us to have a good working relationship, I thought I would ask you if you were having a problem with my performance or style?" By not directly accusing the other person of wrongdoing, they generally don't go into full defensive mode. But Dr. Bell can also put the person on notice that he sees what is going on and will not allow himself to be a victim. If the person's actions are truly unconscious, calling attention to them can make the person more aware and more able to control them.

Checklist for preventing repeat victimization:

- Debrief – what was done to you before, by whom?
- Were there any early warning signs, things the person did that you ignored or overlooked?
- If so, are there any actions you can take now to show someone else that you are not an easy victim, and they shouldn't try to take you on?
- When you find those old emotions bubbling up, try to take a deep breath and rationally compare the current situation with a previous one. Is the same thing really happening again?
- Look at the circumstance and try to be aware of your unfounded assumptions. Keep an open mind!
- Put yourself in the other person's position.
- If you're certain a problem is developing again, can you do something to cut it off before it creates major problems for you? Sometimes a simple "I message" can help make the unconscious conscious and save you from becoming a victim again.

Tip #8: Build supports

Coping with prejudice can be particularly difficult if you're on your own. Your friends and family can help you decide the validity of your concerns and remind you not to allow yourself to be defined by someone else's prejudice.

Colleagues can also provide essential aid, before, during and after an insulting incident. Someone who "has your back," may be able to disarm potentially difficult situations before they have a chance to develop. If you're not getting the acknowledgement you deserve, a colleague's well-placed "I like your suggestion from a few minutes ago" might help you win recognition from others, without making a scene. As we mentioned earlier, a mentor, particularly one who is older and may have more experience with microaggressions, can be useful for getting some perspective on your experience.

Human resource departments may also be helpful in defusing a difficult situation, but remember that they always represent the company's interests (they're not objective, neutral players. Also, know that while human resource professionals are trained to respond to outright prejudice, very few are familiar with the types of microprejudice we have described here. Hopefully, that will change soon.) Companies that tout on their jobs listings that they're "an equal opportunity employer" have agreed not to discriminate against employees or job applicants based on their "race, color, religion, national origin, sex, physical or mental disability, or age." But though that's a wonderful aim, it's very hard to enforce. And when prejudice has reached the point that your company really has to take notice,

it's probably something that's egregious and affects lots of workers. And it's probably time to call a lawyer.

Being proactive and preventing situations from getting this far is by far the best approach for everyone. Getting into a urination contest with people at work is like a divorce – everyone goes through unpleasantness and grief. It's a lose-lose instead of a win-win situation.

CASE STUDY: The politics of women in science

In 2005, the then-president of Harvard University, Lawrence H. Summers, delivered a lunchtime talk to about 50 academics at a conference on women and minorities in science. According to a newspaper account at the time, Summers raised questions about whether socialization limited the number of women in the sciences – or whether it was women's innate abilities that kept them back. Hearing that, one of the attendees, Nancy Hopkins, a professor of biology at the Massachusetts Institute of Technology, got up and walked out.

"It is so upsetting that all these brilliant young women [at Harvard] are being led by a man who views them this way," Hopkins said in an interview with *The Boston Globe*, which learned about the lunchtime incident from another attendee.

The organizer of the conference, Harvard economist Richard B. Freeman, defended Summers to the newspaper, saying that his critics were activists and that their positions were based on opinions not science. He also praised Summer's frankness and willingness to take unpopular positions. "I predict he will get more things done on women and faculty issues because he's a straight-talking, no-baloney president," Freeman said.

Was Summers' speech a microaggression against women, as Hopkins and several other women in attendance clearly perceived it to be? Or did the women overreact, because of their desire for both genders to be equally skilled at the sciences?

By going public with their views, Hopkins and her allies opened themselves up to criticism like Freeman's. But they also sparked a major national debate on women's scientific abilities – one in which the research came down clearly in favor of their position.

Hopkins had innate power as a successful biology professor at a top university, and as a Harvard graduate – though certainly not to as much power as Summers, Harvard's president. By getting the attention of the media, the women leveraged their own power. Summers was already weakened by his poor relationship with the Harvard faculty. In June 2006, 18 months after Hopkins walked out on his speech, Summer stepped down as Harvard's president. Most presidents serve for at least a decade; his tenure was just five years (the shortest since the Civil War), and his comments on women in science were clearly a factor.

A few years later, as Hopkins was preparing to retire, she was asked about her activism and the times she'd kept quiet earlier in her career. "This is an issue I've been grappling with this year as I look back on my life. Why did I allow myself to be treated this way for all those early years? I think that when you are young, you just have this driving energy, you love the science so much and you find excuses to put

up with it all because you want to do the science...I increasingly have trouble with established women who don't speak out."

Chapter 4: Develop a plan for change

Harvard Psychology Professor Mahzarin Banaji has shown that even people who deplore prejudices have their own. She uses online Implicit Association Tests to see how quickly people respond to positive and negative words associated with people of different groups. She has found that a clear majority of white people make faster associations between positive words and white faces than black; while black people make quick, positive associations with black faces only about half the time. Her studies also look at bias related to gender, sexuality, weight, age, religion, and ethnic groups.

Prejudice probably has evolutionary roots. Our ancestors learned that people within their group were safer than outsiders, so quickly discriminating "others" could be a matter of life and death. But just because prejudice is deeply rooted doesn't mean we're powerless against it. Researchers, including Prof. Banaji, have found that awareness of bias is a key first step in addressing it. The second crucial factor is exposure. Simply training people to distinguish among faces different from their own helped reduce measures of bias, one study found.

Prof. Banaji, who, like everyone, has some biases, uses her computer's screen-saver to project images of people who are different than herself, to desensitize her to those differences. She also encourages people to smile at random at older people on the street, for example, to counter age-ism. The act of smiling – doing something positive – will create a new internal sensation at the sight of an older person, perhaps changing the bias. Instead of seeing people who are different as a threat, we can train ourselves to see diversity as an opportunity to grow, learn and foster creativity.

As a society, though reducing bias remains difficult.

To those who say we live in a post-racial, unbiased society, remind them of these statistics from mid-2012: Only about one-third of the American population is white and male, yet men (mainly white) occupy approximately:

- 76% of tenured positions in higher education (in 2003)
- 83% of the House of Representatives
- 83% of the U. S. Senate (the lowest since women joined the Senate)
- 89% of Forbes 400 richest Americans in 2011
- 99% of U. S. presidents

An October 2012 poll by the Associated Press found that racial bias had not improved in the preceding four years. More than 50 percent of Americans polled expressed explicit anti-black attitudes, and 56 percent showed implicit racial biases, compared to just under half in both categories four years earlier. The study found similar prejudice against Hispanics.

Unfortunately, the people who are most biased are probably the least likely to do something about it.

Tip #9: Brainstorm ways to make structural changes

Is there anything you can do to make changes so history doesn't repeat itself? Maybe a guest speaker could help educate coworkers, an office rehab could be an opportunity to address inequalities or an outside review of salary structures could suggest improvements.

Remember, if you volunteer to spearhead any of these reform efforts: people appreciate passion but not anger. Make sure if you're still upset about previous experiences that you get help working through your anger so you can use that energy for constructive purposes. Also, make sure you are not grinding your personal axe. You are more likely to succeed if you present your suggestions as ways to improve the whole work environment – not just your own.

Implementing change

Todd D. Jick, an author and senior lecturer at Columbia Business School, has developed what he calls the Ten Commandments of Implementing Change:

1. Analyze the organization and its need for change
2. Create a shared vision and common direction.
3. Separate from the past
4. Create a sense of urgency
5. Support a strong leader role
6. Line up political sponsorship
7. Craft an implementation plan
8. Develop enabling structures
9. Communicate, involve people, and be honest.
10. Reinforce and institutionalize change.

Tip #10: Change what you can

You have the power to control *something*, even if you don't have the power to control *everything*. Your world view affects how you respond to microaggressions. If you are a woman and think that men control everything, you will lack the motivation to help yourself; if you don't recognize the constraints that sexism imposes, then you may be judging yourself and your female peers too harshly if you fail to succeed by "male" standards.

As the Buddhist saying goes, "Though one may conquer a thousand times a thousand men in battle, yet he indeed is the noblest victor who conquers himself."

Fighting back against a microaggression means thinking of yourself not as a passive victim of an attack – a tool in a machine run by whites, men, thin people, etc. – but as someone with the power to respond. If you have the self-confidence to know that it is the system that is broken, instead of you, you won't add your internal critical voice to the outer one, and won't allow yourself to be victimized a second time.

Whatever situation you are in, your trump card is your ability to leave. As management guru Stephen Covey described, there are win-lose situations, win-win

situations, and times when it's best to say "no deal" and walk away. You can leave a store and never come back; fly a different airline; arrange a transfer to a new boss; or quit the company entirely. You may not be able to get out tomorrow, but just knowing that you have the ability to exit can be empowering.

Dr. Chester Pierce believes that children – particularly black children in America – should be taught explicitly how and when to depart such situations. They need to be prepared and to learn how to figure out what is worth a fight, and what isn't.

Tip #11: Assess the potential for change

Not everyone is open to change. A senior male doctor who has treated nurses poorly his whole life is unlikely to start treating them differently just because one nurse asks him to. Racism, sexism or other prejudices taught in childhood are difficult to get rid of, even if someone wants to change.

As mentioned earlier, Dr. Parekh was once blindsided by a female boss who didn't support her. Because of her own biases, Dr. Parekh assumed that a fellow woman doctor would be more sympathetic than a male doctor – but this one wasn't. That doctor is probably not a good candidate for change, because her views were apparently hardened by her own experiences or beliefs. She probably treated other women who worked for her exactly the same way she treated Dr. Parekh.

When you're assessing your own situation, you can ask yourself if the person who is disrespecting you is aware of their behaviors and is the kind of person likely to change.

As gay activist Harvey Milk showed the world – before he was assassinated in 1978 – sometimes it can be powerful simply to show bigots that the people they are prejudiced against are all around them. We know many people who gave up their homophobia when they realized that a brother, sister, child, or friend was gay.

Profound personal experiences can also make a difference. Dr. Bell's student moved away from his racism when he realized that Dr. Bell did not fit his stereotype of a black man, and was someone who had a lot to teach him.

Nancy Hopkins changed the way people think about female scientists by amassing data to show that the stereotypes were wrong.

Perhaps you can be a role model for others by being open about your challenges, and not letting other people's disrespect silence you. People generally did not admit in public that they had cancer before first lady Betty Ford began talking about her own bout with breast cancer; later, she helped reduce the stigma against mental illness by admitting to her struggles with alcoholism.

Tip#12: Change takes time and practice

It's easy to get impatient when you want change to happen. Change is not a direct course. It requires persistence, patience and lots of practice. The older we get, the more set we are in our ways. It can take a lot of work to view a situation from someone else's perspective, gain some perspective, or simply take a deep breath before responding.

Chapter 5: Make the change stick

As Martin Luther King Jr. reminded us in his “I have a dream” speech, all Americans have a belief in the ideal that people should be judged by the content of their character and not what they look like or what category they fit into (e.g. black, female, obese, Jew, etc). But it’s clear based on the number of microaggressions all around us that we have not fully realized this ideal.

“Any little or large victory we can win to get closer to the ideal is an achievement that lowers my sense of traumatic helplessness,” Dr. Bell says. “It converts that potentially negative state into learned *helpfulness*, which is a win for social justice and the American ideal.”

Tip #13: Feel good about who you are

When you’re feeling insecure, you are more vulnerable to being taken advantage of. We do NOT AT ALL want to imply that the victims of microaggressions are responsible for what happens to them. But bullies and aggressors often look for easy victims. If you project confidence and success, you are not an easy victim.

Confidence can also be self-reinforcing. If someone mistreats you at a time when you’re feeling on top of your game, it’s easier to dismiss them as jerks rather than allow their actions to get to you. People who are genuinely confident are also more resilient, bouncing back faster from life’s setbacks. People who are overrun with self-doubt, on the other hand, are more likely to accept the stereotypes that other people place on them.

Building up your self-confidence

If your self-esteem is at a low point, it's time to build it back up. Here are some suggestions for doing that:

1. Take stock of your positive accomplishments. If you're a parent, give yourself a lot of credit; ditto for sustaining a long-term relationship with a person or a job. No one's life is perfect in every aspect. Make a list of where things are going or have gone well for you. Keep it visible on your computer's desktop or on the wall of your office or even bathroom mirror at home (though you might need to laminate it to protect it from moisture).
2. Spend time with friends and relations who are supportive and help build your self-esteem, rather than tear it down.
3. Community service can be a great way to help others while helping yourself. Feeding people who are hungry, taking care of children or the elderly, spending time with pets at a local shelter are all great ways to get adoring looks and comments that will build self-esteem.
4. Consider Cognitive Behavioral Therapy (CBT), which can help people cut down on negative, destructive thoughts and increase positive, constructive ones.
5. Enjoy the simple pleasures of life. Being with people you care about and doing something you love helps develop perspective about what is important and what is petty.

Case study: The power of the pen

As we were writing this book, Dr. Bell experienced another microaggression. One night, he flew to New York City (from Chicago) for a scientific conference. Arriving in the middle of the night with plenty of work to do, he decided to skip sleeping – and a \$300 hotel tab – by working through the night. Wearing his suit, he settled into a couch in the lobby of the hotel where his conference would begin early the next morning. After working on his laptop for about an hour, a hotel worker approached him and asked him what he was doing. As Dr. Bell looked up from his work, he realized that the worker was not alone. Five other employees were there as well, a “goon squad” to make sure that one well-dressed, laptop-toting black man would leave quietly.

Dr. Bell left without making a scene, but he later wrote an angry, but thoughtful letter to the hotel chain's administration, letting them know how threatening it was to a black man, to be approached from behind by so many staffers. Dr. Bell wondered in the letter whether a well-dressed white man working quietly would have been treated the same way. And he wrote that he no longer felt comfortable staying in one of this chain's hotels.

His letter didn't change the world. It didn't get him much other than an offer to upgrade his frequent traveler status. But it was a strategic move, and it did make Dr. Bell feel better. “I have a sense of self-efficacy because I was actively engaged in doing something about the incident. I changed my sense of traumatic helplessness

into learned helpfulness.” Just the mere act of doing something turned him from a victim into someone who defends himself.

The seemingly simple act of naming what happened to him as a microaggression takes away some of its power, just as the Brothers Grimm fairy tale character Rumpelstiltskin loses his claim on the queen when she calls him by his true name. “By understanding it you are in a much better place to defend yourself against the threat,” Dr. Bell says.

Tip #14: Build personal resiliency

The classic advice for recovering from setbacks dovetails very well with what we’re suggesting for coping with microaggressions. Among the typical suggestions for building resiliency: get connected, make every day meaningful, learn from experience, remain hopeful, take care of yourself, be proactive. In earlier chapters, we’ve recommended that you have the social support to stay connected, to learn from your experiences and those of others, and to be a role model for others as a way to add meaning to your own life. We’ve also suggested that you take action early rather than waiting for circumstances to overtake you. Hopefully, we’ve also convinced you by this point that there’s reason for optimism – that you don’t have to feel stuck or desperate about microaggressions.

In this section, we’ll add the last one: Take care of yourself. Being strong emotionally is easier if you’re strong physically. If you go through life exhausted and drained, you won’t have the energy to fight the battles that need to be fought, and are more likely to over-react to things that you are better off ignoring.

You already know how to take care of yourself, but it’s surprisingly easy to forget the basics:

- Get at least 7-8 hours of sleep per night.
- Eat lots of fruits of vegetables; avoid most processed food and junk food.
- Exercise regularly, 30-60 minutes per day.
- Remember to leave time in your day for doing things that bring you pleasure, whether it’s cooking, making music, engaging in a hobby, playing video games, reading a good book, taking a hot bath, or snuggling with someone you love.
- Figure out safe ways to make yourself happy, whether it’s practicing a hobby (making music, painting, meditating, sewing, flying kites, etc.), enjoying nature or spending time with people you enjoy. In other words, take a mini-vacation every day.
- If you have self-destructive habits like smoking, drinking excessively, binge eating or gambling, taking steps to bring those under control will make you feel better and feel better about yourself. Those habits are extremely hard to break and usually require help from medications and/or counselors.

Taking care of yourself also goes beyond the day-to-day; it’s important to occasionally take a step back from your life to see if you’re on the track you want to

be on, and set new goals for yourself. Many people use New Years' resolutions or the start of a new school year to reassess their progress and set new goals.

Having a larger vision of where your life is going will help you take a step back when your instinct to "react" kicks in. When you feel like punching someone in the face for disrespecting you, you can take a deep breath and realize that a night spent in prison or the hospital isn't one of your life's goals. Instead, think of constructive ways you can respond, perhaps by writing a letter, by talking to the aggressor or by naming and calling attention to the problem. You can use your inner strength to stand up for yourself, take charge of the situation, and make yourself a hero instead of a victim.

Tip #15: Never forget

Finally, one way to cope with and bounce back from prejudice is to keep the memory alive, just a little bit. After some time has elapsed – maybe even years – you will be able to think about the event or the perpetrator without anger and without as much pain. But don't forget what happened to you. Use that knowledge to be empathetic to other people in your life who are faced with similar situations. Learn from it so you won't be victimized a second time. Use it to make sure you don't act that way to someone else and so you will be able to take advantage of opportunities to be a role model for someone else.

References

Chapter 1:

"American Psychiatric Association's Resolution Against Racism and Racial Discrimination and Their Adverse Impacts on Mental Health," position statement approved by the Board of Trustees, July 2006.

http://www.psych.org/edu/other_res/lib_archives/archives/200603.pdf

"The American Psychiatric Glossary (8th edition)," Washington DC: American Psychiatric Press, Inc.; 2003, p. 120.

"Overcoming Unintentional Racism in Counseling and Therapy: A Practitioner's Guide to Intentional Intervention" (Multicultural Aspects of Counseling and Psychotherapy), 2nd ed., C. Ridley, Thousand Oaks, CA: Sage Publications; 2005

"Racial Microaggressions in Everyday Life: Implications for Clinical Practice," Derald Wing Sue, Christina M. Capodilupo, Gina C. Torino, Jennifer M. Bucceri, Aisha M. B. Holder, Kevin L. Nadal, Marta Esquilin, *American Psychologist*, v62 n4 p271-286, May-Jun 2007.

"Stress analogs of racism and sexism: Terrorism, torture, and disaster," Chester Pierce, in "Mental Health, Racism, and Sexism," Pittsburgh: University of Pittsburgh Press; 1995, 277-293; "Effects of perceived racism and anger inhibition on ambulatory blood pressure in African Americans," P.R. Steffen, M. McNeilly, N. Anderson, A. Sherwood, *Psychosomatic Medicine*, 2003, 65(5):746-750; "Critical race theory, racial and gender microaggressions, and the experiences of Chicana and Chicano scholars," D. Solorzano, *International Journal of Qualitative Studies in Education*, 1998, 11:121-136.

“Ann Coulter on using the ‘r-word:’ I was not referring to someone with Down syndrome,” Piers Morgan, CNN, Oct. 29, 2012,
http://piersmorgan.blogs.cnn.com/2012/10/29/ann-coulter-on-using-the-r-word-i-was-not-referring-to-someone-with-down-syndrome/?hpt=pm_mid

“An Open Letter To Ann Coulter,” by John Franklin Stephens, Huffington Post, Oct. 25, 2012, http://www.huffingtonpost.com/timothy-p-shriver/an-open-letter-to-ann-coulter_b_2012454.html

Chapter 3:

“Summers' remarks on women draw fire,” Marcella Bombardieri, Boston Globe, January 17, 2005,
http://www.boston.com/news/education/higher/articles/2005/01/17/summers_remarks_on_women_draw_fire/?page=full

Chapter 4:

“Embattled President of Harvard to Step Down at End of Semester,” Alan Finder and Kate Zernike, February 21, 2006, New York Times.
<http://www.nytimes.com/2006/02/21/education/21cnd-harvard.html?pagewanted=all>

“A passion for science without barriers: Nancy Hopkins, renowned champion of gender equality, looks back over her career,” Adrienne Appel, Nature, 04 January 2012, <http://www.nature.com/news/a-passion-for-science-without-barriers-1.9734>

Boston Globe article, “She explores inner workings of bias,” Billy Baker, October 20, 2008, http://www.fas.harvard.edu/~mrbworks/articles/media/2008-10-20_TheBostonGlobe.pdf

“Microaggressions: More than Just Race: Can microaggressions be directed at women or gay people?” by Derald Wing Sue, Ph.D. , published on Psychology Today website, November 17, 2010.

<http://www.psychologytoday.com/blog/microaggressions-in-everyday-life/201011/microaggressions-more-just-race>

“AAUP Faculty Gender Equity Indicators 2006,” Martha S. West and John W. Curtis, page 5.

Rutgers University Center for American Women in Politics,
http://www.cawp.rutgers.edu/fast_facts/levels_of_office/Current_Numbers.php
Ibid.

“How The Self Made Women On The Forbes 400 Earned Their Fortunes,”

Kerry A. Dolan, 9/21/2012,
<http://www.forbes.com/sites/kerryadolan/2012/09/21/how-the-self-made-women-on-the-forbes-400-earned-their-fortunes/>

“AP Poll: Majority harbor prejudice against blacks,” Sonya Ross and Jennifer Agiesta, Associated Press, Oct. 27, 2012, <http://bigstory.ap.org/article/ap-poll-majority-harbor-prejudice-against-blacks>

“The Challenge of Organizational Change,” Rosabeth Kanter, Barry Stein, and Todd Jick, Free Press, 1992, pp 382-385. Also, online at: “MBA Boost - Ten Commandments for Implementing Change,” <http://www.mbaboost.com/content/120/#ixzz2BN3q3MtY>

“The Dhammapada: The Buddha’s path of wisdom,” translated by Acharya Buddharakkhita, Buddhist Publication Society, 1985, v. 103.

Mayo Clinic’s online advice for building resiliency.
<http://www.mayoclinic.com/health/resilience/MH00078/NSECTIONGROUP=2>