

# Dinsmôre



## UNMASKED: Black American Millennial Perspective on Belonging

November 18, 2020





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# A Two-Part Series

## The Worldview

- How Social Identities Shape Our Perspectives & Behaviors

## The Bridge

- The Social Construction of Black American Millennials

## The Perfect Storm

- As Seen Through the Lens of a BAM

## The Aftermath

- Re-conceptualizing a Culture of Belongingness



# Growth Mindset





# THE WORLDVIEW:

## How Social Identities Shape Our Perspectives

A solid yellow horizontal line.

# Worldview Explained

Who Am I?

**Personal Identity**  
**Social Identity**  
**Lived Experience**

# Worldview Explained

## Neural and Social Networks

### Neural Networks

**Social Categorization**

**Social Comparison**

**Social Identification**

### Social Networks

**Insiders and Outsiders**

**Inner Circle**

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## Worldview Explained

**Individuals have the right to be different.**



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## Agree or Disagree

**Individuals with different experiences or perspectives can add value to an organization.**

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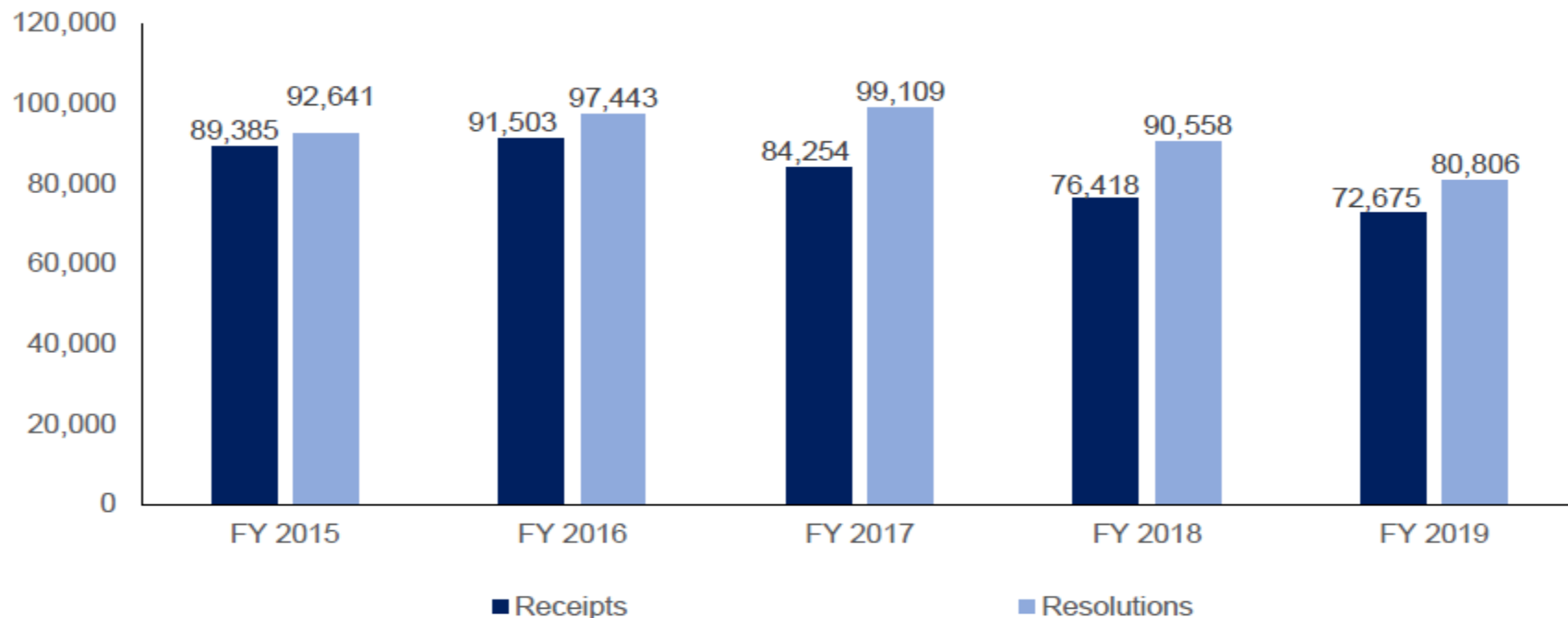
## Agree or Disagree

**Employees, including you, your co-workers and supervisors, are entitled to work in an environment where they are treated with respect and dignity.**

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## Agree or Disagree

Employees, including you, your co-workers and supervisors, have the right to work in an environment that is free from verbal, visual or physical harassment based on race, ethnicity, sex, gender identity, gender expression, sexual orientation, age, national origin, religion and/or disability.



A solid yellow horizontal line.

## Worldview Explained

Paradox Between Stated  
Beliefs and Actions

**Creates Implicit (& Explicit) Biases**

**Influences Behavior & Decision-  
Making**

**MASKS Biases**



# THE BRIDGE

The Social Construction of  
Black American Millennials



# Bridging the Culture Gap

## Millennial Cohort

- **Millennials comprise the largest generation with approximately 75.3 million individuals**
- **Micro-Generations**
  - “Old Millennials” born on or before 1988
  - “Young Millennials” (iGen) born on or after 1989
- **Well-educated**
- **Tech-Savvy**

# Bridging the Culture Gap

Most Racial & Ethnically  
Diverse Generation

→ **Unprecedented Racial and Ethnic Diversity**

→ 55.8% White

→ 44.2 % Racial and Ethnic Minorities



# Bridging the Culture Gap

Pre-2020 Views

- **Majority of White millennials believe America has changed for the better since the 1950's**
- **Majority of White millennials more supportive view that immigrants strengthen the country and America's best days are ahead**
- **60% of White millennials support the Black Lives Matter movement**
- **Note: Notwithstanding these views, there is no support of a post-racial society as indicated by recent events.**

(Source: Pew Center Survey 2016)

# Bridging the Culture Gap

Black American Millennials

- **What percentage of the 44%**
- **What percentage of I-Gen**
- **What percentage of Black Americans**
- **Age during Obama Presidency**



# Bridging the Cultural Gap

Black American Millennials

**In what ways are they like Pre-Millennial Blacks at Work – see next slide then delete it**

# The Aftermath

Attitudes and Values the  
Same, Expressed Differently

- **Face similar challenges as Black Pre-Millennial Generations**
  - Workplace managed by Pre-Millennials
  - “Carryover” structural inequity in workplace policies and practices
- **Observed difference in views on integration experience at work**
- **Projected difference in expression of perceived inequality, injustice or inequities in the workplace**

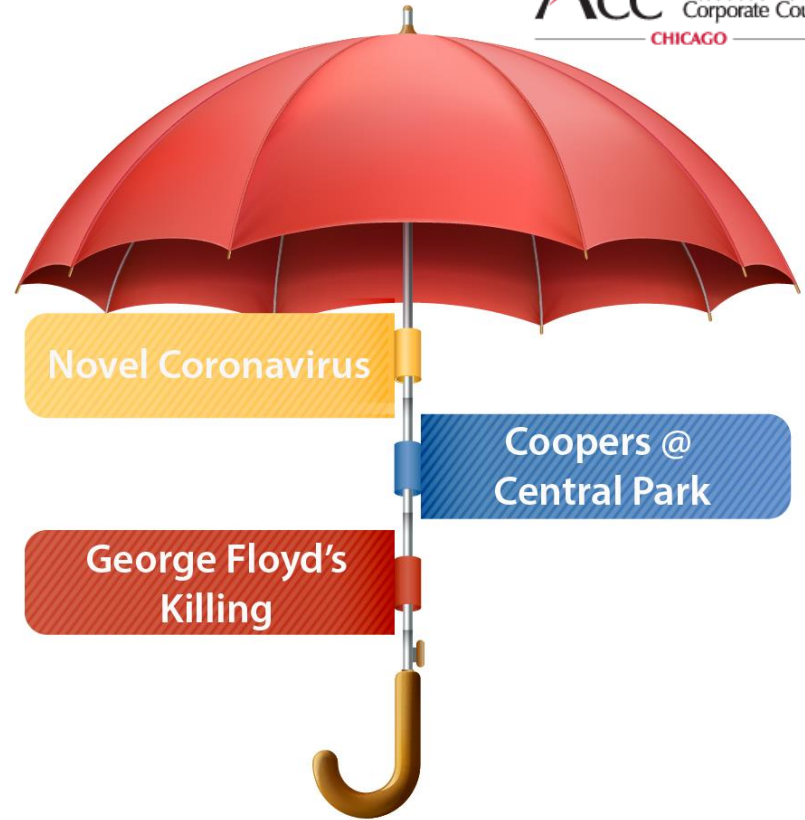


A dramatic, high-contrast image of a stormy sky. Dark, heavy clouds are filled with multiple bright, jagged lightning bolts. The lighting is moody, with the primary light source being the lightning, which creates a stark contrast against the dark clouds. The overall tone is ominous and powerful.

# THE STORM

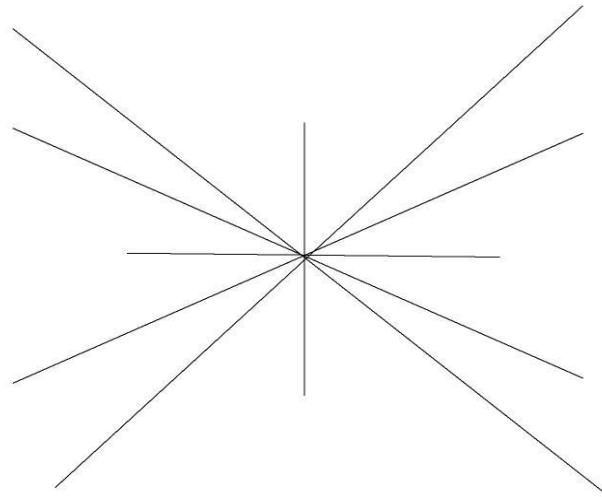
# A BAM Perspective on the Storm

## Significant Events



# Changing Lexicon

Implications for the Workplace



# Shifts in Protestors

**Multi-Racial**  
**Multi-Ethnic**  
**Multi-Cultural**  
**Multi-Generational**  
**MOMS**  
**Global**

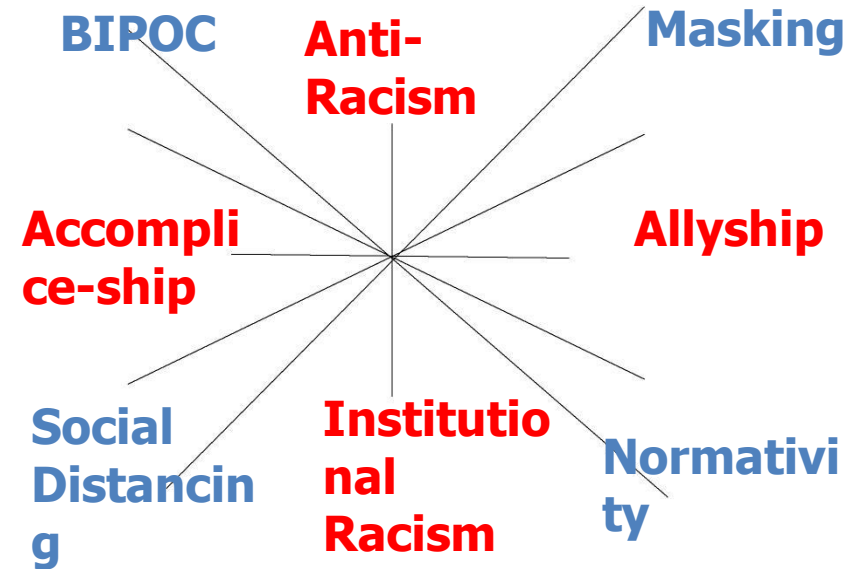
The background of the slide is a dramatic, dark sky with swirling clouds and bright, jagged lightning bolts. A thick yellow horizontal bar is located above the title.

# Corporate Response

We Stand in Solidarity

**What are examples of changes:**

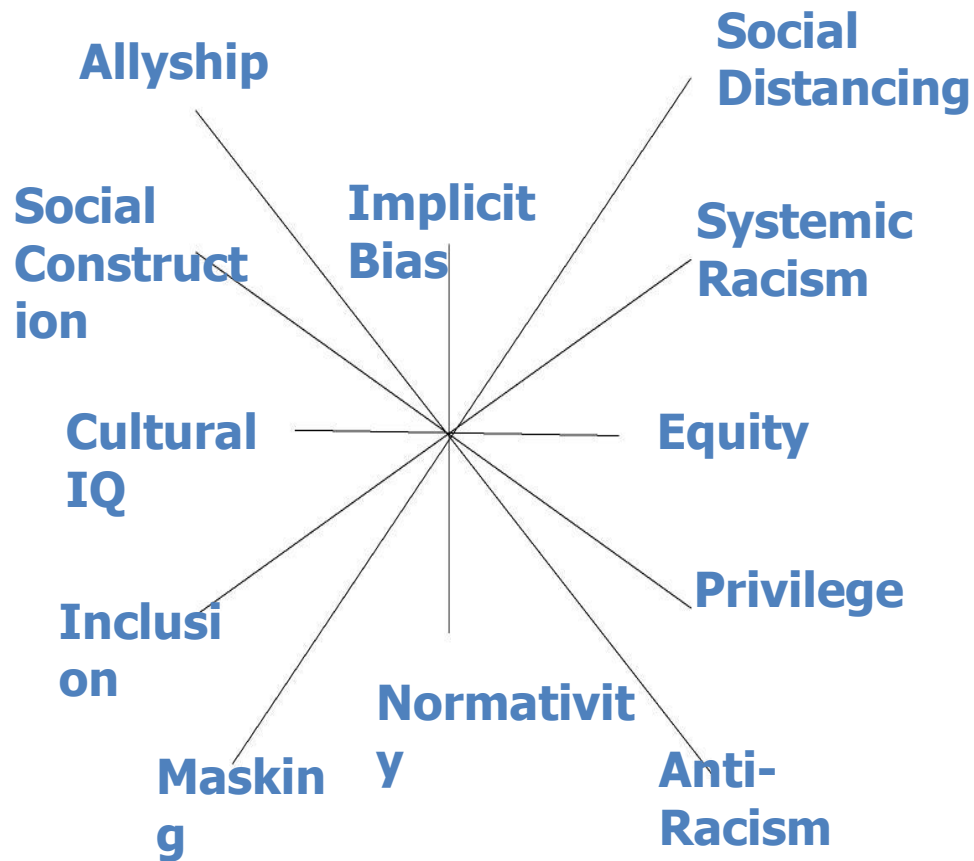
**Uncle Ben**  
**Aunt Jemima**





# Language Matters

Linguistics Matter



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# Emerging Language

**Anti-Racism:** Actively opposing racism by advocating to eradicate barriers to equality.

**Institutional Racism:** The ways in which institutional (structural, systemic) policies and practices create different outcomes for different racial groups.

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# Emerging Language

**Allyship:** The practice of acknowledging the benefits of dominant in-group status and aligning with outgroup members to advance inclusion and overcome systemic injustices.

**Accomplice-ship:** A member of an in-group that acts to dismantle structural barriers to equality and justice.

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# Emerging Language

**BIPOC:** Black, Indigenous, People of Color (formerly, POC)

**Normativity:** Establishing standards, or norms, based on value, beliefs and behaviors of the dominant group.

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# Emerging Language

**Social Distancing:** the measure of nearness or distance that one social group feels towards another. In this context, one can be physically in close proximity but distant socially.

**Masking:** a process in which a person changes their “natural” personality or “authentic-self” to conform to socially acceptable or normative expectations.

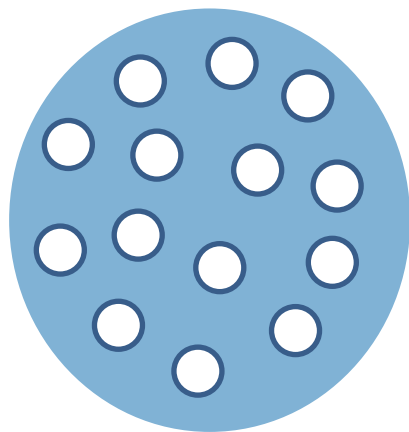
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# NEED A TRANSITION SLIDE

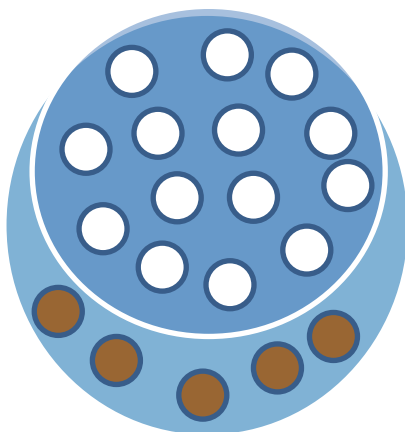
## THE AFTERMATH

### Re-conceptualizing a Culture of Belonging

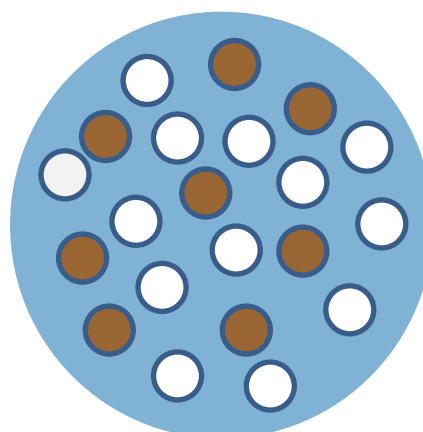
# Which image represents a culture of belonging?



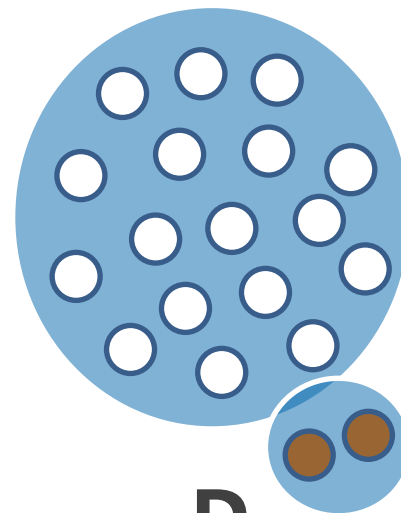
**A**



**B**



**C**



**D**



# Race Integration Paradigm in the Workplace

	Low Belongingness	High Belongingness
Low Value in Uniqueness	<b>Exclusion</b>  Individual is not treated as an organizational insider with unique value in the work group but there are other employees or groups who are insiders.	<b>Assimilation</b>  Individual is treated as an insider in the work group when they conform to organizational/dominant culture norms and downplay uniqueness.
High Value in Uniqueness	<b>Differentiation</b>  Individual is not treated as an organizational insider in the work group but their unique characteristics are seen as valuable and required for group/ organization success.	<b>Inclusion</b>  Individual is treated as an insider and also allowed/encouraged to retain uniqueness within the work group.

# The Concept of Masking

Why We Refer to this as  
UnMasked



# The Aftermath

Similar Needs, Different Expressions

- **Achieved High Belongingness without Differentiation**
- **Achieved dominant group acceptance through Assimilation**
  - Colorblindness as a means to integration
- **Coping Strategies**
  - Masking
    - Façade of Conformity
  - Code Switching
  - Stereotype Threat



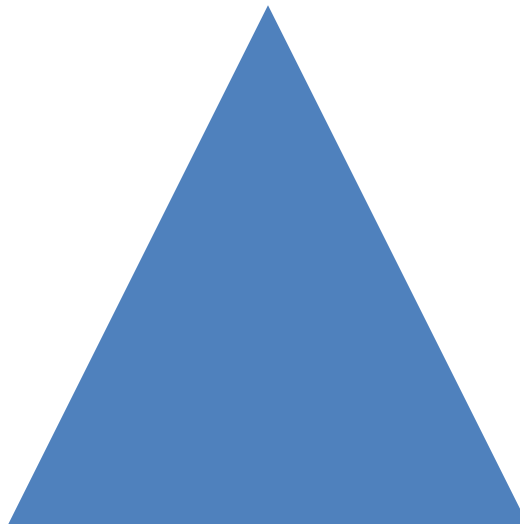
## The Aftermath

Similar Needs, Different  
Expressions

### Next Gen Shifts in Expression

- **High Belongingness with High Differentiation through Inclusion**
- **Empowered by the strength and resiliency of trailblazers preceding them**
  - Diversity of cohort and increased interactions
  - Parental Course Correction
  - Employers shift in values
    - Authenticity (Differences) as a driver of innovation

# Hierarchical Organizational Structure





# The Aftermath

## Institutionalize Racial Equity and Inclusivity

- **Be Proactive & Intentional in Managing Race Relations**
- **Conduct a Racial Equity Audit**
- **Conduct a Cultural Assessment**
- **Design and Implement a Customized Strategy to Create and Maintain an Inclusive Culture**
  - Ethics
  - Morals
  - Business Case – Diversity Innovation
- **Take Complaints of Racial Bias Seriously**
- **Develop Skills for Resolving Identity Conflicts**
- **Become Intolerant of Fixed Mindsets in Management Positions**
- **Continual Education**
  - Unconscious Bias
  - Cultural Knowledge M



# Questions?



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A low-angle, upward-looking shot of a modern skyscraper, likely the Willis Tower in Chicago, characterized by its distinctive V-shaped facade. The entire image is monochromatic with a deep blue tint. The perspective creates a strong sense of height and architectural scale.

Accomplish môre.<sup>SM</sup>

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