

**GENDERED RACISM IN THE WORKPLACE AS EXPERIENCED  
BY WOMEN OF COLOR MANAGERS**

by

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## Abstract

As the workplace has diversified with the inclusion of women and minorities holding positions throughout all levels of the organization hierarchy, the question remains if gendered racism exists in the 2014 workplace for women managers with minority group background. Gendered racism, described by Philomena Essed in her 1991 book, *Understanding Everyday Racism: An Interdisciplinary Theory*, is a unique female experience due to their race and being a woman. Visible at this intersection of race and sex, women of color may experience the sexist and racist stereotypes dually assigned to women and minorities. This research provides a qualitative view of the experiences of gendered racism using Moustakas' transcendental phenomenology method. Data were collected from eight women who self-identified as Hispanic ( $n=2$ ) and Black ( $n=6$ ). All the women with the exception of one were college graduates, managers in an organization of 50 or more employees, between the ages of 35 to 62 years old. The study findings validated the experiences of gender racism in the workplace through the lived experiences of women interviewed. The women revealed their experiences with gendered racism, which affected their workplace interactions with others, manifest psychological stressors, and tainted the vision of themselves. Additionally, all of the women developed coping skills to combat gendered racism, which allowed them to pivot their careers to higher levels in their organizations. The emerging themes revealed from the study's participants experiences of gendered racism are psychological effects, feeling discounted, acceptance or justification, disrespect, and self-confidence. This research provides a phenomenological description of the lived experiences of the gendered racism and the impact of these experiences in the workplace as reveal by women of color.

## **Dedication**

To women of color, who fearlessly face the challenges of gendered racism daily, succeeding in the face of adversity, and providing a continuing example to those who are following in our footsteps.

## **Acknowledgments**

Most importantly, I give honor to God who has provided me with strength and the willingness to complete this journey. Ephesians 3:20 states, “God is able to do exceedingly and abundantly above all we can ask or imagine, according to the power that works within us,” and this accomplishment is proof of what God can do when you let go and let God have His way.

Without the support of family and friends, it is impossible to complete a goal that requires a major commitment of time and resources. I want to thank my husband, Stanley K. Hailstock, whose strength and support held me together to continue on this road when life on life’s terms attempted to derail me. Through sickness and health, he encouraged me to remain on this path, giving me the strength to move forward when it seemed impossible. I thank you for listening, allowing me to cry, and sharing my joy with you. You are my best friend and without you, I would not have completed this journey. You are the best, Mr. Hailstock.

I would like to thank my children, Che’, David, and Malayna Eubanks, who without your belief in me I would have never started this journey. You have always been the wind under my wings. It is my hope my six grandchildren will view this accomplishment of how all things are possible when you believe in a power that is greater than you are.

Jeneice Miles, my big sister, who listens to me, providing clarity and support – I cannot thank you enough for everything you have done.

I would like to thank my mentor, Dr. Nancy Piotrowski, for her encouragement and patience. The road we shared over the last few years contained many personal hurdles for me, which cause numerous delays, but her belief in this project and in me, propelled this endeavor to completion. My committee members, Dr. Carolyn King and Dr. Eleni Pinnow, thank you for your support and guidance it has been invaluable.

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## Table of Contents

Acknowledgments	iv
List of Tables	ix
CHAPTER 1. INTRODUCTION	
Background of the Problem (Introduction)	1
Statement of the Problem	1
Purpose of the Study	3
Significance of the Study	3
Research Design	4
Research Questions and Hypotheses	6
Assumptions and Limitations	7
Definition of Terms	10
Expected Findings	11
Organization of the Remainder of the Study	12
CHAPTER 2. LITERATURE REVIEW	
Introduction to the Literature Review	13
Theoretical Orientation for the Study	13
Review of Research Literature and Methodological Literature	15
Specific to the Topic or Research Question	18
Synthesis of the Research Findings	18
Critique of the Previous Research	21
Summary	23



## CHAPTER 3. METHODOLOGY

Purpose of the Study	24
Research Design	26
Target Population and Participant Selection	26
Procedures	28
Instruments	29
Research Questions and Hypotheses	30
Data Analysis	30
Ethical Considerations	31
Expected Findings	33

## CHAPTER 4. RESULTS

Introduction: The Study and the Researcher	34
Description of the Sample (Participants)	36
Research Methodology Applied to the Data Analysis	37
Presentation of the Data and Results of the Analysis	38
Summary	81

## CHAPTER 5. DISCUSSION, IMPLICATIONS, RECOMMENDATIONS

Introduction	86
Summary of the Results	86
Discussion of the Results	87
Discussion of the Conclusions	91
Limitations	96
Recommendations for Future Research or Interventions	96

Conclusion	98
REFERENCES	100
APPENDIX A. STATEMENT OF ORIGINAL WORK	105
APPENDIX B. PARTICIPANT ELIGIBILITY QUESTIONNAIRE	107
APPENDIX C. PARTICIPANT INFORMED CONSENT FORM	108

## **List of Tables**

Table 1. Description of the Sample Participants	36
Table 2. Qualitative Data Analysis Steps	37
Table 3. Participants Significant Themes	82

## **CHAPTER 1. INTRODUCTION**

### **Background of the Problem (Introduction)**

As the workplace has diversified with the inclusion of women and minorities holding positions throughout all levels of the organizational hierarchy, the question remains if gendered racism exists in the twenty-first century workplace. *Gendered racism* is a descriptive term coined by Philomena Essed (1991) as a unique female experience attributable to race and being women. Visible at this intersection of race and sex, women of color may experience the sexist and racist stereotypes dually assigned to women and minorities. Gendered racism experiences manifest from the stereotypes assign to women and minorities or a combination of sexist and racists stereotypes assign to a particular race (e.g., Black women are servants, hostile, or angry). As women of color move up the corporate ladder the study of gendered racism is an important addition to the body of literature through the discovery of the impact of gendered racism (if any) on female minority managers and the psychological effect these incidents may have.

### **Statement of the Problem**

In the advancement of scientific knowledge, this study on the experience of gendered racism in the workplace has added to the limited knowledge of the experiences of women of color in corporate America. Although there are numerous studies regarding minorities in the workplace, such as Wingfield's study of Black men's and Black women's professional experiences with gendered racism (Wingfield, 2007), this research

has studied women of color, which including only women who do not self-identify as Caucasian. Additionally, the study has extended the research of gendered racism beyond the experiences of Black women and Black men.

Philomena Essed coined the term *gendered racism* in her 1991 study of Black women racist experiences based on gender and race. This unique form of racism subsequently has been studied with the application of gendered racism to Black women and coping mechanisms deriving from Black women experiences with gendered racism. These racist experiences can include actions of humiliation, rudeness, or exclusion, which can lead to the marginalization or containment of minority women within the workplace.

Ladson-Billings (2009) expanded on Philomena Essed's concept of gendered racism. The author contended that negative conceptions of Black women continue to spill over into the postmodern era. Negative stereotypes of Mammies (caregivers), Sapphires (stubborn, bitchy, bossy, and hateful), and Jezebels (promiscuous) which originated in American slavery persist today in all arenas within the American culture (Ladson-Billings, 2009). Ladson-Billings stated, "It is also not a huge leap to see how such characterizations make their way into the White psyche when it comes to Black women in other fields" (2009, p. 97).

This study has attempted to add to the body of research through the phenomenological study of women of color in a management capacity and their experiences of gendered racism.

### **Purpose of the Study**

The experiences of women of color within the workplace display a clear disadvantage based on gender and race. This group's unemployment rates are high and advancement opportunities are limited due to the racist perceptions of their majority-standing counterparts (Hall, Everett, & Hamilton-Mason, 2012). The phenomenon of gendered racism can influence minority women's performance and their ability to adapt to organization's culture (Hall et al., 2012). By capturing their experiences, this study has provided material to further understand and address gendered racism in the workplace, contributing additional knowledge to the field of industrial and organizational psychology.

### **Significance of the Study**

This study of gendered racism in the workplace has added to the field of industrial and organizational psychology by providing a description of the lived experiences of women of color in the workplace.

Industrial and organizational psychology is the scientific study of the relationship between humans and work. The current study may have enabled employers, human resources professionals, and organization consultants to view women of color challenges through the expression of their experiences with covert racism, which may affect their well-being, cause performance issues, and hinder interactions with other employees. This study was designed to expand the field knowledge of industrial and organizational psychology since gendered racism directly affects the relationship between humans and work.

This research has unveiled the impact of gendered racism, upon workplace interactions along with any psychological effects experienced by the exposure of women of color to these unique racist experiences. The lived experiences as recalled by women of color provides a deeper insight into the workplace dynamics of diverse groups and have opened for industrial and organizational professionals an additional avenue to explore when developing workplace interventions.

### **Research Design**

The research approach for this study was phenomenological research. A phenomenological approach is a “systematic attempt to observe and describe in all its essential characteristic the world of phenomena as it is presented to us” (MacLeod, 1947, p. 194). Edmund Husserl (trans.1980) developed the phenomenology philosophy in 1900, stating, “with regard to the essence of the experiences in which reality is constituted, the cognition of reality and the cognition of causality are inseparably one” (p. 3).

The methodology used for this research study was transcendental phenomenology, which allowed the researcher to view conscious experiences of the subjects through their interpretation of the events based on their intuitiveness, reflections, judgments, and understanding. According to Moustakas, using transcendental-phenomenological reduction, each experience is viewed singularly and in its totality, inclusive of feelings, thoughts, and perceptions (Moustakas, 1994). Although Giorgi’s empirical phenomenology would be applicable to this study, Giorgi would not allow the researcher to view the data through a transcendental lens. Rather, it would force a view through the lens of human scientific phenomenological reduction, which attempts reduce

the events to the objective of the research, not inclusive of other common phenomenon which may be uncovered (Giorgi, 2009). Giorgi's empirical phenomenology seeks concrete description of the phenomenon studied, gained through phenomenological reduction, whereas Moustakas' phenomenology approach is inclusive of the entire experience as it relates to the phenomena.

Data collection was obtained for the study through open-ended conversational interviews with eight minority women managers from southeastern of the United States. The recruitment of these women was from diverse sectors of the workforce for participation in this research project. Unstructured interviews were held in person using precise open-ended questions allowing for the flexibility of the conversation to gain a deeper analysis of the phenomenon of gendered racism (Breakwell, Hammond, Fife-Schaw, & Smith, 2006). Using open-ended questions, the researcher probed the experiences of gendered racism during one-time interviews with the participants in a private setting. The use of open-ended questions revealed the interviewees' reflections of gendered racism experience.

The research participants gauged the accuracy their accounts, which solidified the credibility of the proposed study through consensual validation, which is a review of data analyses, interpretations, and conclusion of the researcher. The participants were asked to view rough drafts of the study and preliminary data for their critical observations or interpretations. The researcher also relied on the dissertation mentor and committee members for guidance in this area (Creswell, 2007).

Transferability was achieved by including detailed descriptions of the participants' background and demographic information ensuring protection of their



anonymity. This would allow readers of the study to determine whether the findings can be transferred to other settings and if transferability can be obtained through the shared characteristics of the experience.

Dependability was achieved through detail notes and excellent quality digital recordings, which provided the transcriptionist high quality materials to transcribe the data accurately. The transcribed digital recording indicated pauses, emotional displays, or overlaps. Utilizing Moustakas' model of analysis along with peer reviews this study detailed the essences of the participants' experiences with gendered racism.

### **Research Questions and Hypotheses**

The research question for this study is this: "How do women of color managers experience and describe gendered racism within the modern United States workplace?"

Gendered racism is a descriptive term coined by Philomena Essed as a unique female experience attributable to race and being a woman (Essed, 1991). These experiences manifest from the stereotypes assigned to women and minorities or to a combination of sexist and racist stereotypes assigned to a particular race (e.g., Black women are perceived as servants, hostile, or angry).

This study revealed the psychological impact of gendered racism as experienced by women of color similar to those who have experienced sexist discrimination. The psychiatric symptoms women experience due to sexist acts are high levels of depression, anxiety, or interpersonal sensitivity. This researcher contends similar symptoms may manifest in women of color who experience a combination of sexist and racist acts.

## **Assumptions and Limitations**

The purpose of this study was to gain an understanding of the experiences women of color may have with gendered racism within the workplace. Previous research shows gendered racism experiences may be relevant to women of color in terms of their well-being, self-esteem, manifest psychological symptoms, and development of risk behaviors (DeBlaere & Moradi, 2008). There appeared to be limited research concerning the phenomena of gendered racism in the current literature. The literature review revealed one qualitative study on Black women workplace stress and coping attributable to the intersection of race and gender, but this study failed to outline the impact of the psychological stressors the minority women may experience (Hall et al., 2012). It is the belief of this researcher the phenomenological study of gendered racism is important because it has added to the body of industrial and organizational psychology research the unique experiences of women of color in the workplace.

The study of gendered racism within the workplace based, in part, on personal experience with this form of racism as a Black female manager, as well as discussion of this phenomenon in the literature. This unique form of racism catapulted the researcher's interest through observation of managers who were women of color and the reactions of these managers to gendered racism. The study of gendered racism in the workplace might help identify if there is a relationship between stressors, race, and gender, which has been under studied in the current literature (Hall et al., 2012).

Interviewing a diverse group of minority women utilizing the phenomenological approach following Moustakas' transcendental phenomenological method, the researcher used open-ended interview questions to provide a depth and richness to answer of the

primary research question, “What is it like, as a woman of color manager, to experience gendered racism within the modern United States workplace?” The researcher’s ability to bracket personal experiences enabled the determination of significant statements to develop common themes of the participants’ experiences (Creswell, 2007).

In reviewing the literature, several studies regarding gendered racism with female offenders (Free, 2001), female immigrants (Bredstram, 2003), minority women’s academic experience (Harley, 2008), and racism impact on adverse birth outcomes (Nuru-Jeter, Dominguez, Hammond, Leu, Skaff, Egerter, & Braveman, 2009) were uncovered. The literature review revealed one qualitative study on Black women’s workplace stress and coping issues due to the intersection of race and gendered, but this study failed to outline the experience, such as stressors, women of color may face (Hall et al., 2012). This researcher was unable to uncover research inclusive of other minorities besides the Black women experiences regarding gendered racism and the impact of the phenomena specific to female managers.

This study bridged a gap in the literature through the inclusion of other minority women in the studies of gendered racism. This study viewed women of color in a corporate setting, which offers unique challenges for all women in management and particularly for women of color who must deal with the additional challenges of being part of a minority group. Thus, the study of women of color experiences of gendered racism has advanced the literature in two ways: (a) by increasing the scope of the current studies to include all women of color and (b) by studying the challenges of gendered racism experienced by those in managerial positions.

The theoretical foundation for the proposed research is critical race theory (CRT). CRT developed in the legal arena as a response to the end of public demonstration of racism against Blacks in the US and the ongoing demonstration of racial inequality (Burton, Bonilla-Silva, Ray, Buckelew, & Freeman, 2010). According to the principles of CRT, racism is an essential component within social organizations. CRT contends racism is institutionalized in social systems; racists' identities are inclusive of practices, prestige, and power afforded to them; and is viewed as a social phenomenon that is revised continually based on the majority group's self-interests. As CRT evolved, one of the offshoots of the theory was feminists' jurisprudence, which largely ignored the experiences and perspectives of minority women (Burton et al., 2010).

CRT theorists propose those belonging to a perceived subordinate racial or ethnic group and are subjective to racism can competently communicate the impact of their experiences through definition of their psychological health and illness. This study has provided a view of the experiences of gendered racism, which might further inform the CRT principle that racism is ingrained in United States social systems and that racist acts may cause behavioral symptoms manifesting in psychological pain (Burton et al., 2010).

The methodology used for this research study was transcendental phenomenology, which allowed the researcher to view conscious experiences of the subjects through their interpretation of the events based on intuitiveness, reflections, judgments, and understanding. According to Moustakas, using transcendental-phenomenological reduction, each experience is viewed singularly and in its totality inclusive of feelings, thoughts, and perceptions (Moustakas, 1994). Although Giorgi's empirical phenomenology would be applicable to this study, this method did not allow

the researcher to view the data through a transcendental lens but through the lens on human scientific phenomenological reduction. Empirical phenomenology attempts reduce the events to the objective of the research not inclusive of other common phenomenon, which may be uncovered (Giorgi, 2009). Giorgi's empirical phenomenology seeks concrete description of the phenomenon studied, gained through phenomenological reduction, whereas Moustakas' phenomenology approach is inclusive of the entire experience as it relates to the phenomena.

### **Definition of Terms**

The opening question in the interview is, "How would you describe your experiences as a woman of color and a manager with racism and sexism in the workplace?" The researcher was looking for specific experiences with sexism and racism along with how the interviewee responded to the experience.

*Racism.* Garcia states,

"Racism, at its core...consists in racial disregard, including disrespect, or most gravely ill will. Racially based or racially informed disregard (or ill will) is an indifference (or opposition) to another's welfare on account of the racial group to which she is assigned" (Garcia, 2001, p. 134).

*Sexism.* This term refers to "an attitude and a behavior which is based on the presumed inferiority or difference of women as a group" (Weber & Wade, 1995, p. 303). Manifestation of sexist behaviors within the workplace can be viewed through compensation because women traditionally make on an average 33% less than men in similar positions (Glynn & Wu, 2013). Additionally, in 2012, over 7,000 sexual harassment charges were filed with the Equal Employment Opportunity Commission

([EEOC], 2013). Within the context of this study, inferences to inappropriate sexual remarks or unequal treatment validated the participant experience with sexism in the workplace.

Women who participated in this study have experienced the indifference, disregard, and disrespect of racism as a part of their everyday activities. By referencing racist experiences during their interview session, their comments validated their experiences with racism within the workplace.

Sexism and racism affect the psychological well-being of an individual. Depression, post-traumatic stress disorder, low self-esteem, guilt or other emotional pain can be a result of the experience with gendered racism. The participants' psychological reactions during the recall of their experiences indicated whether there are stressors such as avoidance of places or people, inability to recall the events, detachment, anger, or estrangement from others that would define their psychological well-being. The intent of this study was to identify and prompt further research, to provide a baseline for effective workplace interventions to address sexist and racist actions, but also to shine a light on the psychological impact of gendered racism experiences.

### **Expected Findings**

This researcher hoped to unveil the impact of gendered racism upon workplace interactions along with any psychological effects experienced by the exposure of women of color to these unique racist experiences. Gendered racist actions towards women of color might affect job performance, interactions with other employees, and opportunities for career advancement. Gendered racism could also affect team development, particularly when the team leader is a woman of color. The study of lived experiences of

women of color with gendered racism provides insight into the workplace dynamics of diverse groups.

### **Organization of the Remainder of the Study**

The remainder of the study presented here includes a literature review of existing findings regarding gendered racism, an analysis of the data collected from eight women of color, and the finding's discussions, implications, and recommendations for further studies of the gendered racism phenomena.

## **CHAPTER 2. LITERATURE REVIEW**

### **Introduction to the Literature Review**

The review of the current literature found numerous articles regarding sexism and racism within the workplace exclusively but there were few studies that embraced the term coined by Philomena Essed, gendered racism. Philomena Essed described gendered racism as the “racial oppression of Black women as structured by racist and ethnicists perception of gender roles” (Essed, 1991, p. 31). Although Essed’s description of gendered racism is specific to Black women, this study will stretch the boundaries to include all women of color. This literature review will describe the research attributed to gendered racism and validate the need for expanding the construct to include women of color.

### **Theoretical Orientation for the Study**

The theoretical orientation for this research was the critical race theory (CRT), which embraced the study of the intersection of race and sex (Jain, 2010).

Critical race theory, developed from a legalist point of view has evolved into five tenets: (a) centrality and intersectionality of race and racism; (b) challenge the dominant ideology; (c) commitment to social justice which challenges the perceived neutrality and colorblindness of the legal system; (d) centrality of experiential knowledge by providing a voice to the marginalized through narratives, recall of traditions and family histories; and (e) interdisciplinary perspectives are inclusive of all oppressed groups (i.e., Latino-Americans, Asian American, American Indians, Gay, Lesbian, Transgender, etc.) (Jain, 2010). CRT accepts that racism is ingrained in American society. The intersectionality of race and racism examines “race, class, national origin, and sexual orientation, and how



their combinations plays out in various settings” (Delgado & Stefancic, 2012, p. 57).

The basis for this study was the tenet of intersectionality, which examines race, sex, class, national origin, and sexual orientation in various combinations and settings. Separately these categories can be disadvantaging factors and when an individual occupies more than one of these categories, CRT contends they “operate at an intersection of recognized sites of oppression” (Delgado & Stefancic, 2012, p. 57), which is unique to being woman and a minority. There can be additional forms of oppression if the perception of a woman is as being disadvantaged by social economic, political, or religious lines. These additional markers of perceived disadvantages can create an intersectional individual. Ignoring the impact of intersectionality is to view women of color experiences through a monolithic lens not capturing the entirety of their experiences. The entirety of these experiences, which happen at the intersection of race and gender, may create psychological stressors among women of color and influence their interactions within the workplace.

The feminist theory, which focuses on the inequality of women’s experiences in a patriarchal society, could be applicable in this study. The experiences of women of color with gendered racism could find their base in a male dominated society but women of color could experience gendered racism from not only White men but also from White women. The reality of normal or acceptable assumptions regarding the roles of women of color in society, whether it is as servants, menial workers, or unwed mothers reinforces the reality of White dominance in society and gendered racism can be exhibited by all members of the dominant group (Essed, 1991). The foundation the feminist theory has historically omitted the unique experiences of women of color although it claims that part

of feminist theorist rally cry includes Sojourner Truth's "Ain't I a Woman?" which is selectively used to articulate White women's position against White men. Black feminists are calling for not only Black women but also experiences of women of color to be included in feminist theory through the critical race theory tenet of intersectionality (Crenshaw, 1989). The call of the Black feminist remains unanswered by the mainstream feminist movement, which affirms the practicality of the use of the critical race theory for this study of gendered racism.

### **Review of Research Literature and Methodological Literature**

Numerous studies have shown how perceived racism affects Black women's stress levels, which can lead to high blood pressure, diabetes, or heart disease. There is little research concerning how perceived racism and sexism impact women of color. Szymanski and Stewart's (2010) study on how racism and sexism correlates to African American women's psychological distress validate the limited research "at concurrent examinations of multiple oppression associated with multiple minority identities as predictors of mental health" (2010, p. 226). The authors contended that African American women experienced forms of racism and sexism from a variety of sources, which included interpersonal relationships and the workplace (Szymanski & Stewart, 2010). This form of oppression can influence African American women both internally and externally through manifestations as prejudice, harassment, discrimination (external), and negative attitudes toward oneself or one's minority group. Racism can manifest externally with feelings of social isolation, negative self-esteem, and difficulties concentrating which can affect effectiveness.

When the search criteria for *women of color* and *racism* are used, the majority of the articles applicable to this study are from the arena of academia. In academia, women of color find difficulty fitting into the culture of predominate White institutions (Griffin, Bennett, & Harris, 2013). Experiencing feelings of isolation, alienation, marginalization, and women of color are viewed as insignificant, particularly if their work centers on ethnic, racial or gender issues. Thomas and Hollenshead (2001) studied the coping strategies of women of color in predominant White institutions. Although the authors do not mention racism as the catalyst behind their participants' experiences, they found women of color experience organizational barriers and lack of respect from their colleagues. The women also lack career support from a mentor in comparison to similarly situated White women (Griffin, Bennett, & Harris, 2013). Thomas and Hollenshead study mirrors Johnson's (2011) discourse of the challenges women of color experienced in the science, technology, engineer, and mathematics fields (STEM).

Sexism has been researched thoroughly in the literature but less so regarding the impact of perceived sexist acts upon women of color. Klonoff, Landline, and Campbell (2000) found in their quantitative study regarding sexist discrimination and psychiatric symptoms "that gender-specific stressors account for gender differences in some psychiatric symptoms and in 'women's' symptoms of depression, anxiety, and somatization in particular" (p. 98), concluding that sexist discrimination contributes to women's psychological symptoms.

The combination of perceived racist and sexist acts has shown there is an increase in psychological distress for African American women and that this accumulation of oppressive experience places women of color at an increased risk to experience psychological distress.

When the search criteria women of color and sexism were used, the articles spoke more of racism than of sexism. Yuracko's (2010) article explored the paradox of why sex is placed before race explaining the challenges of how the judicial system provides weaker protection for sex discrimination under Title VII of the Civil Rights Act passed in 1964. The author contends the inclusion of sex discrimination in Title VII was an afterthought. Yuracko concludes the judicial system interprets sex discrimination in an expansive way based on culture, history, biology, and not the law (2010).

Ladson-Billings (2009) discourse of two events, which caused a national discourse regarding Black women, the author, contends Black women are seen as undesirable, unattractive, and morally suspected in popular culture. Black womanhood is routinely denigrated and debased in the media using the Sapphire (bossy, hateful, stubborn), Mammy (caretaker, overweight, jolly, dark complexion), and Jezebel (attractive, seductive, untrustworthy) stereotypes (Ladson-Billings, 2009).

These stereotypical portrayals support the thought that Black women are unfit and not worthy to be mothers and teachers. These beliefs have permeated the popular culture, increase the struggles for Black women and women of color to be perceived by these cultural characterizations as culturally, politically, morally, and economically dangerous (Ladson-Billings, 2009).

### **Specific to the Topic or Research Question**

The literature review has revealed several studies about gendered racism but few studies that focus on the psychological impact specific to women of color within the workplace. The use of the research terms, *gendered racism*, *sexism and African American women*, and *racial bias* revealed minimum studies of gendered racism in the US workplace. The literature revealed gendered racism studies conducted with female offenders (Free, 2001), female immigrants (Bredstram, 2003), minority women's academic experience (Harley, 2008), and racism impact on adverse birth outcomes (Nuru-Jeter et al., 2009).

There appeared to be limited studies regarding the impact of gendered racism in the workplace based on the research review using the keywords, *impact of gendered racism*, *racist actions impact*, and *response to racism by minority women*. The literature review revealed one qualitative study on Black women's experiences regarding workplace stress and coping due to the intersection of race and gender, but this study failed to address the effects of the psychological stressors the minority women may experience (Hall et al., 2012). This study attempts to uncover the psychological impact that women may experience when confronted with gendered racism, i.e., depression, anxiety, and post-traumatic stress syndrome.

### **Synthesis of the Research Findings**

Although there are numerous studies regarding race relations and sexism within the workplace, there are limited studies regarding the intersectionality of race and sex for women of color. Additionally when using sexism and race as keywords along with race indicators, there are numerous studies regarding African Americans and race relations,

but limited research (a) regarding Latinos and Asians or (b) the psychological effect of racism and sexist acts as experienced by women of color.

Fortunately, a new compilation of articles by Curtis-Boles, Adams and Jenkins-Monroe, focus on the experiences of women of color in academia, has shed light on the experiences of women of color in the workplace. One prevalent theme from the articles is the feeling of being invisible, being the “other,” or labeled as the spokesperson of their particular minority group (Curtis-Boles, Adams, & Jenkins-Monroe, 2012). As higher education has extended into the for-profit arena the illusion that academia is separate from the business world has disintegrated (Baca, 2012). To understand the phenomena of gendered racism, these stories from the academic world have transitioned to women of color employed in corporate America.

Women in general have experienced challenges in the workplace of being accepted and heard, particularly as they rise in the ranks of corporate America. Women of color from different ethnic backgrounds and dissimilar stereotypes experience similar forms of racial microaggression within the workplace. *Racial microaggression* is a form of racism, which includes subtle racial slights or insults that are brief and commonplace in interpersonal exchanges (Torres, Driscoll, & Burrow, 2010). Women of color have experienced these interpersonal exchanges of microaggression through remarks regarding their accent, which may equate to the assumption of poor writing skills, or through reversed perceived complimentary statements, such as “I was an exception” (Flores, 2012, p. 149). Asians may experience racial microaggressions when the aggressor perceives and verbalizes that they are the model minority—passive, obedient, quiet, and smart overachievers—but not viewed as leaders. Black women experience racial

microaggression through dismissive and disrespectful treatment (Adams, 2012).

Exposure to racial microaggression can be stressful and threatening to one's psychological well-being, which in turn can exacerbate depression symptoms and strains coping resources (Torres et al., 2010). The constant need to ascertain whether an individual committed a discriminatory act is inherently stressful to discern if the act is a personal affront or assigned to prejudices of one's group (Torres et al., 2010).

The literature contains well-documented studies regarding sexism in the workplace and its associated psychology stressors. The assignment of sexual stereotypes based on race, women of color are again standing at the intersection of sex and race. Black women are described as gold-diggers, Freaks, Gansta Bitch, Sista Savior, Mammy, and Jezebel (Stephens & Phillips, 2003). Asian women are described as the exotic Asian, passive, subservient, obedient (Curtis-Boles et al., 2012) and Hispanic women have been described as the "Spicy Latina (angry), Sultry Seductress, Sex Crazy, Gansta Latina" (Perez, 2013, p. 1).

Women are reluctant to confront the initiators of such acts of sexism. Kaiser and Miller (2004) found women in their study (consisting of 151 women of whom 98.2% were White), experienced varying sexist events, which included gender roles' stereotypes (secretarial or caretaker) along with demeaning comments and sexual objectification. The authors found similar to reactions to discriminatory acts and women with a more optimistic outlook of life perceived confronting acts of sexism as benign with no consequences. The authors found that women who chose not to confront sexist or discriminatory behavior were in fear of being disliked and their decision not to confront the aggressors was based on power differential or societal norms (Kaiser & Miller, 2004).

Fear to confront a sexist aggressor increased the psychological stressors these women experienced.

Szymanski and Stewart's (2010) study of African American women's psychological distress due to racism and sexism found of the two oppressive acts that "sexist events were the most important source of oppression" (2010, p. 234). The authors contended women have been conditioned to value race as the only relevant form of oppression and to devalue their femaleness (Szymanski & Stewart, 2010). These women, similar to the women in the Kaiser and Miller (2004) study experienced psychological distress in reaction to perceived sexist events. In an additional similarity between the two studies, women who did not internalize racism (optimistic viewpoint) had less psychological distress and a protective factor in coping with these experiences.

Exclusively racist and sexist acts can affect a woman's psychological well-being. Women of color experiences are at the intersection of gender and race—gendered racism. This form of oppression occurs from a blended view of race and gender stereotypes (Thomas, Witherspoon, & Speight, 2008). Instances of the phenomena have appeared in the news media. In early 2013, a school board member in Virginia was forced to resign because of series of e-mails he sent regarding first lady Michelle Obama. The e-mails contained bare breasted pictures of African women warriors suggesting this was Mrs. Obama's class reunion. Another e-mail sent by the school board member, stated she received a \$50 payment to model for the National Geographic magazine. This incident reflected the stereotypes that are assigned to Black women as savage, promiscuous and uncultured (Wing, 2013).



This researcher contends the experience of gendered racism is a daily occurrence in the workplace and the subtlety of the experiences' impact the psychological well-being of women of color.

The research has shown there is validity to the research of the individual constructs of race and sex indicating the basis for psychological stressors among women of color. This study has added to the body of research through the study of the intersection race and sex, moving the line to include all women of color.

### **Critique of the Previous Research**

In the review of the literature, several studies regarding gendered racism with female offenders (Free, 2001), female immigrants (Bredstram, 2003), minority women's academic experience (Harley, 2008), and racism's impact on adverse birth outcomes(Nuru-Jeter et al., 2009) were uncovered. The literature review reveals one qualitative study on Black women's workplace stress and coping due to the intersection of race and gender, but this study failed to outline the experience, such as stressors, women of color may face (Hall et al., 2012). This researcher was unable to uncover research inclusive of other minorities besides Black women's experiences to gendered racism and specific to women managers.

A recent dissertation focused on African American women executives through a qualitative research study on gendered racism (Jordan, 2011). Jordan found the women in her study alluded to gender issues, although they were more preoccupied with racism as an issue. Jordan (2011) did not indicate any psychological stress the women may have experience due to racist acts. Additionally, Jordan's (2011) study did not include other women of color, which falls short of the scope of this research project.

## **Summary**

In summary, the critical race theory tenet of intersectionality has been appropriate for this research to broaden the knowledge of unique workplace experiences of women of color. Feminist theory's historical disregard for issues pertaining to women of color is evident within scholarly community, which probably manifest into the workplace. This research has added to the discourse of critical race theory, to industrial and organizational psychology, and to the body of feminist research.

## CHAPTER 3. METHODOLOGY

### Purpose of the Study

The purpose of this study has been to gain an understanding of the experiences women of color have with gendered racism within the workplace. Previous research has shown gendered racism experiences may be relevant to women of color in terms of their well-being, self-esteem, manifest psychological symptoms, and development of risk behaviors (DeBlaere & Moradi, 2008). There appears to be limited research on the phenomenon in the current literature. The literature review revealed one qualitative study on Black women workplace stress and coping due to the intersection of race and gendered, but this study failed to outline the impact of the psychological stressors the minority women may experience (Hall et al., 2012). This researcher believes this study has added to the body of industrial and organizational psychology research through providing insight of the experience of women of color in the workplace.

The study of gendered racism within the workplace based, in part, on my personal experience with this form of racism as a Black female manager, as well as discussion of this phenomenon in the literature. *Gendered racism* is a descriptive term coined by Philomena Essed as a unique female experience due to race and being a woman (Essed, 1991). Gendered racism experiences manifest from the stereotypes assigned to women and minorities or from a combination of sexist and racist stereotypes assigned to a particular race (e.g., Black women are servants or hostile). This unique form of racism catapulted the researcher's interest through observation managers who are women of color and their reactions to gendered racism. The study of gendered racism in the workplace may help identify if there is a relationship between stresses, race, and gender,

which has been under study in the current literature (Hall et al., 2012).

Using a diverse group of minority women and the phenomenological approach following Moustakas' transcendental phenomenological method, this researcher will utilize open-ended interview questions to provide a depth and richness to the answer of the primary research question: "What is it like, as a woman of color manager, to experience gendered racism within the modern United States workplace?" This researcher's ability to bracket personal experiences has enabled the determination of significant statements to develop common themes of the participants' experiences (Creswell, 2007).

The study had bridge a gap in the literature, which excludes the impact of gendered racism as experience by other minorities beside Black men and women. This study has viewed women of color in a corporate setting, which offers unique challenges for all women in management and particularly for women of color who must deal with the additional challenges of being part of a minority group. Thus, this study has advanced knowledge by increasing the scope of current studies to include women of color and to include the challenges of gendered racism experienced by women of color in management positions.

The importance of this study is that it further explored the phenomena of gendered racism beyond the experiences described in previous studies. Gendered racism is a blending of two phenomenon—sexism and racism—which separately have been studied extensively within the workplace. This research has expanded the study of gendered racism beyond Black women and men to include women of color.

## **Research Design**

This project utilized the phenomenology research model offered by Moustakas (1994). The methodology was transcendental phenomenology, which allowed the researcher to view conscious experiences of the subjects through their interpretation of the events based on intuitiveness, reflections, judgments, and understanding. According to Moustakas, by using transcendental- phenomenological reduction, the researcher views each experience singularly and in its totality, inclusive of feelings, thoughts, and perceptions (Moustakas, 1994). Utilizing open-ended questions, the researcher has probed the experiences of gendered racism during one-time interviews with participants in a private setting.

### **Target Population and Participant Selection**

The larger population from which study participants have been drawn is a set of managers who are women of color. This set has included all women who self-identify as non-Caucasian. The U.S. Census 2010 Table 616 indicates that female managers comprise 51.5% of the civilian population over the age of 16. Included within the group of female managers, 8.4% are African-American, 6.4 % are Asian, and 7.3% are of Hispanic origin. In order to achieve an accurate picture of the impact of gendered racism as experience by women of color, the sample should represent the population size as reported by the Census Bureau (Bureau of Labor Statistics, 2010).

Moustakas (1994) suggested general considerations such as age, race, and gender used in the selection of participants but the essential criterion should be that the participant has experienced the phenomena and is interested in understanding the phenomena and its meaning. The participants' willingness to take part in a lengthy

interview, allowing the use of digital recording, to review a textual–structural description of their interview and permission to use the data in publish format, are essential criteria according to Moustakas (1994).

In review of the U.S. Census data and in consideration of Moustakas' essential criteria, the population for the proposed study included 8 to 14 participants who self-identified as non-White women and who were employed in a management position in the last 12 months within an organization of 50 or more employees.

Moustakas (1994) suggested that the sample size for a phenomenological study range between 8 and 14 participants. The participants should form homogenous sample to whom the research questions will have relevance and personal significance. In staying within the parameters of the suggested sample size, the group included women of color who had experienced the phenomena of gendered racism.

### **Inclusion Criteria**

Inclusion criteria for the study were women of color who held management positions within an organization of 50+ employees. The participants were current managers or had held a management position within the preceding year and were responsible for two or more direct reports.

### **Exclusion Criteria**

Exclusion criteria for the study were all Caucasian women and any women of color who did not meet the inclusion criteria.

### **Sample Size**

The sample size included eight interviewees based on Moustakas (1994) suggested sample size for a phenomenological study.

## Procedures

The study used a purposive sample and obtained participants who met specific criteria for inclusion. A criterion sampling strategy was used in this study to ensure the participants met the research criteria as a woman of color, women who would self-identify as non-Caucasian, who were currently or recently employed in a management position, and self-reported as having experienced both sexism and racism in the workplace.

The recruitment of participants was conducted through a direct approach by e-mails sent to the researcher in response to an invitation posted on sites such as a state-level women's professional organization and two Facebook groups tailored to yield likely participants. The study's participants were sourced from the state of Florida and it was not necessary to expand the search for volunteers to Georgia, Alabama, or Mississippi as indicated in the original research proposal.

The volunteers were asked to indicate their interest in participating in the study by replying to a phone number created specifically for the study responses. When they called the number, the potential participants were asked to leave their name and a phone number where they could be reached. A pre-recorded phone message informed the respondents that all calls would be returned within three business days.

The women who responded were contacted to schedule a phone-based screening interview to be informed about the study (including a review of the informed consent form items) to determine their interest in participating as well as to determine if they met the study criteria (Appendix B). The study criteria required (a) biological women of color, (b) managers in organizations of 50+ employees currently or within the past year,

and (c) experiences with both sexism and racism in the workplace. Eligibility to participate in the study required that the volunteers be willing to be interviewed one-on-one in person, and be willing to have the interview audiotape. Eligibility also required having had no prior relationship with the researcher and no current involvement in any work-related litigation. Individuals not meeting the study criteria or the eligibility requirements were excluded from the study. Those who met the criteria were invited to an interview at a mutually convenient time at a place designated by the researcher.

### **Instruments**

The opening question in the interview was, “How would you describe your experiences as a woman of color and a manager with racism and sexism in the workplace?” According to Moustakas (1994), the use of the word “how” facilitates clear, concise working of the question and allows the researcher to be open to whatever may emerge about the subject during the course of the interview.

The follow up questions were formulated spontaneously during the interview for clarity and a fuller description of the participants experiences along with a general interview guide, which included the following questions as suggested by Moustakas (1994):

1. What incidents and people connected with your experience stand out for you?
2. How did the experience affect you?
3. What feelings were generated by the experience?
4. What were your thoughts when the experience occurred?
5. What bodily changes or states were you aware of at the time?



6. How did you react or interact with the individual(s) involved after the experience?

Field tests were not conducted prior to the interviews because of cost constraints and access to eligible study participants.

### **Research Questions and Hypotheses**

The research question was, “What is it like, as a woman of color and a manager, to experience gendered racism within the modern United States workplace?”

### **Data Analysis Plan**

According to Moustakas, the data analysis should focus less on the interpretation of the researcher and more on the experience descriptions provided by the participants. The researcher focused on bracketing (epoche) personal experiences with being a woman of color and a manager in the workplace, as well as with racism and sexism in the workplace. The researcher reviewed each experience freshly as if this is the first time. Although Moustakas believed this is not perfectly achieved, by bracketing personal views prior to reviewing the experiences of others, the researcher should be successful in viewing each experience through a fresh lens.

Utilizing Moustakas’ (1994) modification of Stevick, Colaizzi and Keen methods of analysis, each transcript was analyzed by

1. considering each statement with respect to significance for description of the experience;
2. record all relevant statements;
3. listing each non-repetitive, non-overlapping statement (invariant horizons or meaning units of the experience);
4. relating and clustering the units in invariant meaning units to themes;

5. synthesizing the units and themes into a description of the textures of the experience using verbatim examples;
6. reflecting on the textural experience using imaginative variation;
7. constructing a description of the structures of experiences;
8. constructing a textural-structural description of the meanings and essences of the experience; and
9. constructing a composite textural-structural description of the meanings and essences of the experience, integrating all descriptions into a universal description of the phenomena representing the group as a whole (Moustakas, 1994).

A second meeting was scheduled with the participants within a two-week period to review the textural-structural description of the experiences shared with the researcher. During this meeting, the participants validated if the experiences recorded were accurate and indicated any changes.

### **Ethical Considerations**

Prior to beginning the actual data collection, both internal and external ethical considerations were reviewed. The governing boards such as the university and the doctoral committee examine the research plan to ensure ethical considerations were met for the use of humans in research addressing external concerns. All necessary forms were completed and submitted to Capella University's institutional review board, which were approved prior the commencement of the research data collection.

Addressing internal ethical concerns, the participants signed an informed consent form to protect their confidentiality and anonymity (Appendix C). The informed consent includes permissions to audiotape the participants using the recordings for this project's data collection only. The digital recordings were maintained in an encrypted file and

destroyed after the acceptance of this dissertation. The digital recording transcribed files are maintained on the researcher's computer in an encrypted, password-protected file. All interview notes, actual participant names, and assigned names/numbers are maintained in a locked file cabinet accessible by the researcher. Additionally, the participants were assigned numbers, which protects their identity and used in the research paper.

The participants recalled previous lived experiences with the phenomena of gendered racism, and were not exposed to the actual experiences of the phenomena. The application of the three Belmont principles—respect for person, beneficence, and justice—ensured minimal risk to the participants (U.S. Department of Health & Human Services, 1978). The process of informed consent, respect of the participant's privacy, sound research design, and equitable selection of participants without the intent of exploitation ensured minimal risk to the participants.

The possible risk of the research study was that the participants might relive some feelings associated with the experience of gendered racism. The feelings of frustration or anger may have occurred during the recall of the lived experiences of gendered racism. If there appeared to be serious discomfort while revealing the lived experiences during or after the interview, the researcher was willing to help the participant seek out psychological services by providing them with contact information to the local state psychological locator services. During the study, the need to refer any of the participants to seek psychological services was unnecessary.

### **Expected Findings**

Based on previous findings from selected literature, which exclusively study racism and sexism within the workplace, the expected findings are women of color who experience gendered racism within the workplace experience psychological stressors such as depression, anxiety, or feelings of isolation. These psychological stressors experienced from gendered racism acts; influence these women's motivation and performance within the workplace.

## **CHAPTER 4. DATA COLLECTION AND ANALYSIS**

### **Introduction: The Study and the Researcher**

The study of gendered racism as experienced by women of color who hold a management position role in the workplace the data analysis is presented within this chapter. The study of gendered racism in the workplace is important for the field of industrial and organizational psychology to be used as another lens to view workplace dynamics and the experiences of women of color in the workplace. This study consists of interviews of eight women of color who are managers within an organization of 50 or more employees who relate their experiences with gendered racism.

My interest in gendered racism in the workplace began when the researcher read a book by Philomena Essed, *Every Day Racism*, defined an experience that is largely overlooked when dealing with workplace dynamics. Through conducting complex workplace investigations as a human resources professional for over 20 years, the definition of gendered racism reconstructs the complexity of navigating the workplace for women of color, which manifest in complaints, EEOC charges, and ligations. The researcher's experiences with interviewing employees during complex and volatile workplace investigations have prepared her to conduct interviews with unknown persons to gather their experience with the phenomenon. As a Black woman, this researcher has countless stories to support the experiences of gendered racism as the women who willingly participated in the study.

This researcher conducted all interviews, edited the transcripts, and completed an analysis of the data by following the steps outlined by Moustakas, by creating a textual/structural description that was reviewed by each research participant; outline

significant statements and developing a description of the cluster of themes.

Although the researcher was able to gain eight participants for this study, the challenges presented acquiring the study participants were at times overwhelming. Fifteen (15) women responded to the ads placed on a state-level women's professional group and two Facebook groups. The major barriers in gaining the participants were the difficulties in scheduling the interviews in the midst of these women's demanding schedules. A few of these women have requested phone interviews, which were much more feasible to accommodate in their demanding schedules, but these requests were denied because it was not in the scope of this research plan (two women were dropped from participation for this reason). Secondly, the rescheduling of the second interviews was challenging again due to the women's demanding schedule.

The reluctance of these women to share their personal address, phone numbers, and e-mail or showing their ID at the interview was understood in this age of identity thief and their need to ensure confidentiality. A few of the participants were reluctant to meet the researcher in hotel rooms or lobbies and preferred a public area such as a restaurant or library which continues to add to their need to feel safe in this world. The researcher suggests if this research plan is to be utilized in future studies, changes should be considered as using e-mail for communications instead of obtaining personal addresses, possible combination of phone and in-person interviews along with an addition of a reasonable stipend for participation.

### Description of the Sample (Participants)

Eight women, all residents of the state of Florida, agreed to participate in the study and are describe in Table 1.

Table 1. Description of the Sample

Participant	Years In Workforce	Age	Self-Identified As*	Occupation	Industry
P1	15+	40	Hispanic	Manager, Employee Relations	Service
P2	20+	41	Black	Customer Service Manager	Medical
P3	15+	41	Hispanic	Senior Manager	Distribution Center
P4	20+	46	Black	Regional HR Manager	Manufacturing
P5	10+	34	Black	Project Team Manager	Manufacturing
P6	25+	56	Black	Assistant Director	Non-Profit
P7	20+	50	Black	Program Director	Non-Profit
P8	35+	63	Black	Director, IT Services	Retail

*Note.* These are exactly how the women self-identified and these terms are used within the paper.

## Research Methodology Applied to the Data Analysis

The researcher completed the following steps in conducting the data analysis:

Table 2. Qualitative Data Analysis Steps

Step 1	Once the transcribed interview was received, the researcher read it making no notes or comments allowing the information to settle in the researchers mind.
Step 2	Within 48 hours of the first reading of the transcript, the researcher drafted the textual and structural description of the participants' interview and did not review it again until a week later.
Step 3	Within one week of drafting the textual/structural experience of the interview and using fresh lens to review the transcribed interview along with the textual/structural description. Additional information and/or revisions made, adding any significant information missed initially, finalizing the description for the participant review.
Step 4	Meeting was set up with the participant, at their convenience, to review the textual/structural description of their interview and corrections were made (if any) at the participants' request.
Step 5	At the conclusion of the data collection the researcher, reviewed each interview along with the textual/structural description determining significant statements.
Step 6	Once the significant statements were identified, the researcher examined the significant statements, clustering the statement into themes (Moustakas, 1994).
Step 7	The researcher at a later point reviewed the textual/structural descriptions and disseminated the data into textual descriptions and structural descriptions.



Once the data collection was completed, the researcher analyzed these data by noting significant statements in regards to gender, racism, and a combination of the experiences along with the significant feelings associated with their experiences with sexism and racism in the workplace. The significant statements reflect entire sentences, which were chosen subjectively, to describe the participant's perspectives of their experiences with gendered racism. These statements also provide the reader a perspective on the phenomenon. Eighty-five (85) individual statements were determined to be significant and are not grouped together in any order.

### **Presentation of the Data and Results of the Analysis**

This section presents the analysis of the interviews from the eight participants. This section includes the meaning units, textual themes, textual, structural, and textual/structural descriptions for each individual participant.

#### **Participant 1**

##### **Meaning units for Participant 1**

1. In terms of sexism sometimes the comments [like] "I'm always here why can't you be here?" In terms of if I'm here and I'm working 9 to 10 hours a day I also have to go home and be that mother figure as well. So you're trying to balance, I can't go out and hang out with them for 12, 13, 14 hours and go home and be that mother figure as well.
2. I feel upset, at times torn, I feel angry, and bitter at times. Because sometimes I'm here 9-10 hours a day so what is that not good enough?
3. Sometimes you feel like you're put into a corner because you don't hang out with the guys.
4. But just because they don't see you, here when they need to see you and when they want to see you that's where the comments come in. So it makes me feel bad it makes me feel upset I'm bitter at times and at times when I want to say something "Hey I got this great thing or look at this and they throw that shot at you- you feel that small you say "really?"

5. Sometimes I just let it ride because I learned to pick and choose some of my battles and sometimes I don't have enough energy - because I'm so overwhelmed with everything else I got going on.
6. I've learned to say, "it doesn't matter what people say."
7. So, I've learned to try to push it to the side but even though I push it to the side, it still angers me about the comments and the little innuendos that are made.
8. It was a comment made as "oh that doesn't count" and when it came to filling out some papers I had to clarify. It was the I-9 it was a form that was being filled out. I was born in Puerto Rico so I'm actually a U.S.A. citizen so it was in terms of that I needed a card to clarify it. [Person said] "Oh really!? I didn't know that you count as a U.S. citizen."
9. However, I did start noticing how he was treating me differently. He would come into a room and talk to a coworker of mine and not at times even look at me or address me.
10. I think it was more like sexist in a way because of the way this person was talking to me and the way he was making me feel. I go back and I look at it he was very professional and he went very quickly into a personal attack. The comments he was making they were mostly at times sexist at times racist.
11. It belittled me there were many times I walked out the office that I cried.
12. No matter what I did I felt that he wasn't looking at me he wasn't treating me as a manager to an employee he was treating me as - you know - I'm a man you're a female.
13. Sometimes I would sit there and say to myself this cannot be happening. I went through different emotions, like I can't believe he's treating me like shit, that was one of my thoughts. I went from anger to feeling bullied.
14. At times, I think the best way to describe the whole feeling is being in an abusive relationship.
15. The anxiety upset my stomach. If I saw, an e-mail that came up or the phone rang and I saw his name I would just completely have a panic attack.

16. I felt my hands were cold. I felt like a complete a panic attack. It was the most out-of-body experience and I felt belittled, I felt bullied, I felt harassed, it was such a different feeling.
17. I don't want to be near him. I don't want to be near him.
18. At times when you are in a meeting you have to become; you have to earn that right that you're trying to compete and sometimes you gotta be a bitch and go 'boom' to the 'ding' and they will challenge you and there is always that push back.
19. I've learned to cope with it over the years I've just learned to brush it off at times because I got bills to pay and got food to put on the table so sometimes it's just pushing it off and keep on going.
20. Sitting in these meetings the only Hispanic female; everybody was White male. I remember that many days I went home crying saying what have I gotten myself into.
21. I felt they promoted me because I was a Hispanic female.
22. Because sometimes they forget that, you're female not that you want to be treated differently but give me the same opportunity.

### **Textural themes for Participant 1**

#### ***Discounted***

1. But just because they don't see you, here when they need to see you and when they want to see you that's where the comments come in. So it makes me feel bad it makes me feel upset I'm bitter at times and at times when I want to say something "Hey I got this great thing or look at this and they throw that shot at you... you feel that small you say "really?"
2. It was a comment made as "oh that doesn't count" and when it came to filling out some papers I had to clarify. It was the I-9 it was a form that was being filled out. I was born in Puerto Rico so I'm actually a U.S.A. citizen so it was in terms of that I needed a card to clarify it. [Person said] "Oh really!? I didn't know that you count as a U.S. citizen."
3. No matter what I did I felt that he wasn't' looking at me he wasn't treating me as a manager to an employee he was treating me as - you know - I'm a man you're a female.

4. However, I did start noticing how he was treating me differently. He would come into a room and talk to a coworker of mine and not at times even look at me or address me.
5. In terms of sexism sometimes the comments [like] "I'm always here why can't you be here?" In terms of if I'm here and I'm working 9 to 10 hours a day I also have to go home and be that mother figure as well. So you're trying to balance, I can't go out and hang out with them for 12, 13, 14 hours and go home and be that mother figure as well.

### *Acceptance*

1. Sometimes I just let it ride because I learned to pick and choose some of my battles and sometimes I don't have enough energy - because I'm so overwhelmed with everything else I got going on.
2. I've learned to say, "it doesn't matter what people say."
3. So, I've learned to try to push it to the side but even though I push it to the side, it still angers me about the comments and the little innuendos that are made.
4. I've learned to cope with it over the years I've just learned to brush it off at times because I got bills to pay and got food to put on the table so sometimes it's just pushing it off and keep on going.

### *Dissociation*

1. Sometimes I would sit there and say to myself this cannot be happening. I went through different emotions like I can't believe he's treating me like shit; that was one of my thoughts. I went from anger to feeling bullied.
2. I felt my hands were cold. I felt like a complete panic attack. It was the most out-of-body experience and I felt belittled, I felt bullied, I felt harassed, it was such a different feeling.

### *Abuse*

1. I think it was more like sexist in a way because of the way this person was talking to me and the way he was making me feel. I go back and I look at it he was very professional and he went very quickly into a personal attack. The comments he was making they were mostly at times sexist at times racist.

2. At times, I think the best way to describe the whole feeling is being in an abusive relationship.
3. It belittled me there were many times I walked out the office that I cried.
4. I feel upset, at times torn, I feel angry, and bitter at times. Because sometimes I'm here 9-10 hours a day so what is that not good enough?

### ***Fear***

1. The anxiety upset my stomach. If I saw, an e-mail that came up or the phone rang and I saw his name I would just completely have a panic attack.
3. I don't want to be near him; I don't want to be near him.

### ***Isolation***

1. Sometimes you feel like you're put into a corner because you don't hang out with the guys.
2. Sitting in these meetings the only Hispanic female; everybody was White male. I remember that many days I went home crying saying what have I gotten myself into.

## **Textual Description – Participant 1**

Participant 1 (P1) is a single parent who is a manager in the service industry. In P1's recount of the lived experiences with sexism and racism, the textural themes that emerge are, feeling discounted, dissociation, abusive interactions, fear, isolation, and acceptance.

Her male counterparts discounted P1, when she attempts to express her ideas. This feeling of being unworthy of consideration happened when her manager would not look at her or acknowledge her presence. Other incidents that solidify the experience of being discounted were through statements made to her such as, "I didn't know that you

count as a U.S. citizen,” and when she perceived her manager treated her as a woman instead of an employee. Unable to spend time away from work with her male counterparts, because she had to care for her family, P1 felt because of the lack of interaction with the other employees after work when she would make a suggestion or present an idea they would discount her ideas. Her male counterpart made statements that left her feeling small and at times, acting as if they did not hear her.

In her experience with racism and sexism, P1 would experience dissociation after being bullied and harassed by a male manager. P1 describes this as an out of body experience, which was different from any feeling she may have experienced before. Her hands would become cold and she experienced panic attacks. P1 believes this type of experience could not be happening, which lead her to dissociate from the negative emotional and physical impact of the sexist and racist remarks from her coworker and managers.

During the recall of her experiences, P1 describes her exposure to sexual harassment from her manager. She perceived this as an abusive relationship because her manager’s actions would change quickly from professional interaction to personal attacks. The rejection of his advances caused P1 to experience personal attacks in which he belittled her, causing her to feel angry, upset, bitter, believing none of her work efforts were good enough. P1’s anxiety increased during her interactions with her manager. When she would see her abuser’s name in an e-mail or on the caller ID when the phone rang, P1 would experience a panic attack. P1 was fearful of her manager to the point where she states, “I don’t want to be near him; I don't want to be near him”

P1's feeling of isolation in the workplace is because she was unable to participate in after work function with her male counterparts, which spilled over to her interactions with them. Not being able to share the after work experiences with the male employees, P1 felt pushed aside. This feeling of isolation also was manifest during meetings when she was the only minority and woman present among White men. Although P1 was able to hold on through these experiences, at times she went home crying wondering what she had gotten herself into by accepting a management position.

In dealing with all the issues that arise from her experiences with gendered racism, P1 has learned acceptance through the ability to "pick and choose" the battles she fights. P1 is overwhelmed when attempting a work-life balance to the point she does not have the energy to defend herself against her counterparts and manager. She copes by believing "it doesn't matter what people say," and has the ability to push aside the negativity experienced from gendered racism because she has to care for her family.

### **Structural Descriptions for Participant 1**

P1 experiences with gendered racism are heavily weighted with the underlying structural theme that addresses her relationship with others. Her experience begins with feeling discounted by her male counterparts and the feelings of being treated differently by others. P1 identifies a lack of respect from her male counterpart because her ideas are discounted during interactions with them. The realization of these prejudices, related to both gender and race, generated a sense of isolation and a lack of professional respect between P1 and her counterparts. Her workplace relationships with others appear to be very distressing for P1.

P1's relationship to self is impacted by her experiences with gendered racism. The experience has P1 doubting her ability to perform her role as a manager. P1 experiences with gendered racism has manifest in her feeling small and dissociated from the incidents.

The experience of time is determined by her efforts to balance her role as a manager with those as a single parent. Although, she does not have the time to participate in after work activities with her male counterparts, in addition to the 9-10 hour a day at her job, she spends another 2-3 hours at home on her laptop or blackberry.

### **Textual Structural Description for Participant 1**

The textual and structural combined description of P1's experiences will provide clarity of P1's experience with sexism and racism in the workplace with the hope of providing insight into the what and the how of the experience.

P1's experiences with being discounted, feelings of dissociation and isolation are facilitated by the lack of acceptance from her White male counterparts. Her relationship with her counterparts included verbal taunts and disrespect. Her inability to attend after work function with her coworkers because of her family responsibilities, leads to her feelings of isolation. P1's experiences, including sexual harassment from her immediate manager, lead P1 into the continuum of enhanced feelings of fear and abuse. Attempting to overcome the experience with sexism and racism, P1 chooses to pick her battles recognizing that, "you feel you're swimming against the waves and you're just trying to survive."



## Participant 2

### Meaning units for Participant 2

1. Working in a male dominant environment was or could have been very challenging because again, they pretty much looked down towards women and it could be in a number of things. Working in a male dominated environment, they seem to think women more or less should just listen and not have an opinion.
2. It was my direct manager - willing to listen to my advice - very open about that, but when I did offer my advice, it was like "well we're just going to try another way."
3. Well, when a peer of mine, a male, pretty much offered a similar answer or response [my peer's] idea [would be accepted] "maybe we should try it but let's put a spin on it." So, I'm sitting there looking as if I'm more or less said the same thing very similar but you decided to go with the males' perspective because he said it regardless of what I said meant nothing.
4. It feels like the Black person has to work a little harder to try to advance or just to be even heard.
5. Well with racism it's difficult being Black because you pretty much look at everything being about you and you don't want to take things personally [but] you do - you try to think, "well maybe they didn't mean it that way".
6. How did I feel, did I look at her any differently? No, because at that particular point I thought she was ignorant about the whole situation.
7. I was taken back and more or less, I was at that point just quiet, because I felt even though I was in the room - I wasn't in the room.
8. When it does happen, you get withdrawn from it and your body is pretty much in a state of shock, like okay how am I supposed to really react to this and not show my feelings but again let them know what they are doing.
9. I did expect it to be different but it just seems like no matter it's [sexism and racism] always going to be there no matter how I look at it that's something that's always going to be.

## Textural themes for Participant 2

### *Discounted*

1. Working in a male dominant environment was or could have been very challenging because again, they pretty much looked down towards women and it could be in a number of things. Working in a male dominated environment, they seem to think women more or less should just listen and not have an opinion.
2. It was my direct manager - willing to listen to my advice - very open about that, but when I did offer my advice, it was like "well we're just going to try another way."
3. Well, when a peer of mine, a male, pretty much offered a similar answer or response [my peer's] idea [would be accepted] "maybe we should try it but let's put a spin on it." So, I'm sitting there looking as if I'm more or less said the same thing very similar but you decided to go with the males' perspective because he said it regardless of what I said meant nothing.

### *Justification*

1. Well with racism it's difficult being Black because you pretty much look at everything being about you and you don't want to take things personally [but] you do - you try to think, "well maybe they didn't mean it that way".
2. How did I feel, did I look at her any differently? No, because at that particular point I thought she was ignorant about the whole situation.

### *Dissociation*

1. I was taken back and more or less, I was at that point just quiet, because I felt even though I was in the room - I wasn't in the room.
2. When it does happen, you get withdrawn from it and your body is pretty much in a state of shock, like okay how am I supposed to really react to this and not show my feelings but again let them know what they are doing.

### *Acceptance*

1. I did expect it to be different but it just seems like no matter it's [sexism and racism] always going to be there no matter how I look at it that's something that's always going to be.

**Textual description for Participant 2** - Participant 2 (P2) has over 20 years of work experience and is currently employed as a customer service manager. The emergent themes from P2's experience with sexism and racism are being discounted, justification, dissociation, and acceptance.

P2 recounts the experience of her ideas not being considered but a similar idea from a White male counterpart was implemented. Her manager had asked her how she would handle a particular situation and he would reply, "oh no, we will just do it my way." In another instance, P2 had thought her manager, at the time, was very open to listening to her advice. When he asked her input along with her peer, a White male, he accepted the peer's solution. P2 states, "So, I'm sitting there looking as if I'm more or less said the same thing very similar but you decided to go with the male's perspective because he said it, regardless of what I said [it] meant nothing." P2 believed her manager discounted her opinions or suggestions, although similar to her White male counterpart.

P2 in an attempt to justified sexist and racist actions, she feels it is, "difficult being Black," and does not want to take these acts personally. She justifies the actions by thinking, "well maybe they didn't mean it that way." P2 recounts an incident where she overheard a group of White women talking about the Washington, DC sniper stating they knew it had to be a Black person. P2, although uncomfortable with the comment, though the woman's statement was based in ignorance and feeling she should excuse her peer's remarks.

P2 experienced dissociation from her experiences with sexism and racism. When her manager accepted a suggestion from her peer, which she felt was similar to hers, she states, "I was at that point just quiet, because I felt even though I was in the room - I

wasn't in the room.” Becoming quiet and withdrawn, P2 disassociates from what she perceives as a sexist and racist experience.

P2 has accepted acts of racism and sexism in the workplace believing, “it’s always going to be there.”

**Structural description for Participant 2** - The structural themes that emerge for P2’s recount of sexism and racism are relationship to others and relationship to self. P2 believes the men in her organization look down on women. She believes the men think that a woman should listen and not have an opinion. When she attempts to assert herself with ideas to her manager, she sees male peers placing a slight twist on her ideas and her manager accepting theirs rather than hers. Feeling her ideas were discounted by her manager, changed P2’s perception of him from a mentor, someone who was trying to help her succeed, to just her manager.

Experiencing her manager’s lack of support of her ideas, lead P2 to feel he was aligned with her White male counterparts, affecting her relationship with others. In order to maintain her working relationship with others, P2 justified the racist and sexist acts of her coworkers. To enable her to continue to function effectively, P2 believes “well maybe they didn’t mean it” or the person was ignorant of their actions.

During incidents when sexism and racism occur, P2 dissociated from the experience. She describes withdrawing into herself because she was “taken aback” by sexist or racist remark feeling if she “wasn’t in the room.”

**Textual Structural Description for Participant 2** - P2’s experiences with sexism and racism left her feeling her ideas were discounted, feelings of dissociation, and attempting to justify her counterparts’ actions.

Trust in her managers was important to P2 as she saw them as mentors. Her manager's alignment with her White male peers facilitated for her the evolution of her relationship with her manager from a trusted mentor to a person who could not be trusted. P2's reaction to gendered racism is experienced as disbelief and dissociation in order to protect herself. Justifying her counterparts' actions, P2 tolerates her peers and managers' actions, believing they lack the knowledge of how their statements affected her. Withdrawing from the experiences through dissociation, she hopes sexism and racism will get better one day, "but one day never seem to get here." Although she has been promoted into a management position, P2 expected her experiences with sexism and racism would be different but, "is just seems like no matter it's [sexism and racism] always going to be there no matter how I look at it, that's something that's always going to be."

### **Participant 3**

#### **Meaning units for Participant 3**

1. Inappropriate comments made in reference to how they dress or how they handle themselves. So have I encountered that - it could be from anywhere not to say from fellow managers probably from subordinates but there are gestures made.
2. "Oh she looks hot today," or things of that nature - but they won't say he looks handsome today or he smells wonderful.
3. There was one particular manager who told me that I would never amount to anything and he would make sure of it. He said, "A woman is not going to make it especially a Puerto Rican woman."
4. I always take the negative and make it into a positive for myself. That kind of motivates me. When someone tells me, I'm not going to do something I'm going to be 20 times more determined to make sure I will over achieve in that particular area and go back and show them.

5. Instead of treating me as just a peer and giving me the tasks and directing me - it was always - "You look so cute when you are picking up that bin" or "Oh you shouldn't do that when you meet the customer just bat your eyes and they'll help you". I didn't need that.
6. Mostly frustration and my heart would start palpitating and make me feel uncomfortable - I don't like to feel vulnerable.
7. Yeah, I was extremely hurt, I was frustrated, and I remember I did cry.
8. I'm pretty good at acting like nothing can bother me and I can be cold.
9. You always have to put up a defense mode. If you let people know that, they are hurting you they're going to continue to hurt you and try to destroy you in the process.
10. Education was probably the biggest factor that came and being mentored. I think my mentorship has really taken me to my next level. Because I believe if someone had not taken a liking to me and say -I'm going to invest in her or she's not going to make it.
11. I have encountered it due to the fact that I'm a woman and as soon as a man comes in - (my office and my second in command's office are next to each other) - they will go straight to his office verses mine.
12. Because if you don't believe in yourself you're going to tolerate what's given. To me it's acceptance more and obviously you have to believe in yourself.
13. If I accept that man treating me the way he wants to that's my fault - to me that's weak and I'm not a weak person.
14. If I can leave with one thought it would always be first and foremost yourself, education, and finding support whether it is a man or a woman that believes in you to continue your development because strength is what makes you successful.

### **Textural themes for Participant 3**

#### ***Sexualized Attention***

1. Inappropriate comments made in reference to how they dress or how they handle themselves. So have I encountered that - it could be from anywhere not to say from fellow managers probably from subordinates but there are gestures made.

2. "Oh she looks hot today," or things of that nature - but they won't say he looks handsome today or he smells wonderful.
3. Instead of treating me as just a peer and giving me the tasks and directing me - it was always - "You look so cute when you are picking up that bin" or "Oh you shouldn't do that when you meet the customer just bat your eyes and they'll help you."

### ***Disregarded***

1. I have encountered it due to the fact that I'm a woman and as soon as a man comes in - (my office and my second in command's office are next to each other) - they will go straight to his office verses mine.
2. Employees from some of my vendors that have done it also they'll go straight to the man and I'm like "Excuse me I'm the one in charge," and they go "Oh I'm sorry." It's pretty funny.
3. They will certainly circumvent me and definitely go towards the man first.

### ***Active Barriers***

1. There was one particular manager who told me that I would never amount to anything and he would make sure of it. He said, "A woman is not going to make it especially a Puerto Rican woman."

### ***Self-Confidence***

1. I always take the negative and make it into a positive for myself. That kind of motivates me. When someone tells me, I'm not going to do something I'm going to be 20 times more determined to make sure I will over achieve in that particular area and go back and show them.
2. Because if you don't believe in yourself you're going to tolerate what's given. To me its acceptance more and obviously you have to believe in yourself. If you accept poor behavior toward you, you're always going to encounter it or you're going to allow it to be given to you.
3. If I accept that man treating me the way he wants to that's my fault - to me that's weak and I'm not a weak person.

### ***Defensive***

1. I'm pretty good at acting like nothing can bother me and I can be cold. I could let you know that something is bothering me but I could also let you know that you're not affecting me in any means or manner.

2. You always have to put up a defense mode. If you let people know that, they are hurting you they're going to continue to hurt you and try to destroy you in the process. Hurt can destroy you and it can take you down it can put you in a lot of different poor areas.

**Textual Description for Participant 3** - P3 is a Hispanic woman who has experienced sexism and racism in the workplace. She has risen through the ranks of a White male-dominated industry to obtain a Senior Manager position. The emergent themes from P3's interview are sexualized attention, disregarded, active barriers, defensive, and self-confidence.

P3 has experienced comments made directly to her and others by her male counterparts regarding how a woman is dressed or "Oh, she looks hot today," but similar comments are not made regarding men. She describes an incident when one of her counterparts stated, "You look so cute when you are picking up that bin." P3 recalls feeling frustrated, uncomfortable, and vulnerable when these types of remarks were directed towards her.

Several years ago, P3's organization predominantly consisted of White men who were not accepting of women and minorities moving up in the organization when her manager told her she would not move up in the organization, especially because she was a Puerto Rican woman. P3 stated she was hurt, frustrated, and cried, quit her job, and walked out of the facility. She believes the manager received some pressure from the vice-president of the organization and came to her house to apologize. She returned to work, subsequently receiving a promotion to a management position.

P3 copes with sexism and racism by displaying a defensive posture, not showing emotions, and finding a safe person to vent her frustrations, hurt, and anger. P3 has a



strong belief in herself and believes sexist and racist actions are an example of “poor behavior” that she will always encounter but does not have to tolerate.

**Structural description for Participant 3** - The predominant structural theme, which emerges from P3’s experience with gendered racism, is her relationship with self. Early in her career when her manager told her as a Puerto Rican woman she would not amount to anything, P3 walked out and quit her job. She recalls feeling she had to turn this negative action into a positive if it meant being “20 times more determined,” by overachieving. P3’s beliefs and respect for herself will not allow her to tolerate gendered racism. She maintains this position through understanding if she allows disrespectful treatment it is her fault. P3 recognizes she is not “a people pleaser,” not weak, and that she must love herself in order to maintain her progress in her male dominated workplace.

P3’s frustration and anger toward others are due to her encounters with sexist and racist remarks from her peers and managers. Disregarding her skills and abilities by attempting to engage her using sexist remarks, P3 would become frustrated, uncomfortable, and vulnerable, reducing her to tears. During these encounters, P3 would become distant and cold with her counterparts, acting as if their words did not bother her.

Minimizing the experiences of gendered racism affected P3’s bodily concerns. The experiences for her during an extremely stressful incident manifested with heart palpitations, crying, and the need to remove herself from the situation by resigning from her position.

**Textual structural description for Participant 3** - P3’s experiences with gendered racism further her development of her self-confidence. Her ability to rise up after the experience of gendered racism pivoted P3’s progression through her

organization. The defining moment for P3 is her experience with the active barrier presented by her manager, which solidify her belief in herself and fueled her determination to succeed. Relying on herself and her refusal to be victimized, P3's defensive stance and knowing, "that not every male has tried to flirt with me or every White person has treated me poorly," facilitates her ability to overcome these negative situations.

#### **Participant 4**

##### **Meaning units for Participant 4**

1. They would just sabotage women because they don't want them out there and go out of their way to sabotage them. I have seen some men who hinder women in their work by catering to them - making it too easy
2. Let me prove myself and let me work ten times harder than you as a man to get half the recognition that you got. Yes, I know that you can do this physical job - I can too - because I may be smarter about how I handle it.
3. It's irritating but then it becomes this thing where I have to show you I can do it too. So now it becomes I can do it and I'll show you that I can do it. I'll show you one time I can do it so you'll leave me alone. But now that I proved it to this person, I may have to continuously prove it to every other male that I encounter that questions what I can and cannot do.
4. I feel that my subordinate doesn't like to take direction from women; he tends to have a real issue with it. In the beginning, you could almost say it was a lack of respect. I would tell him to do something and then he may do it - he may not do it as swiftly as he knew that he should. I have even encountered him one time just blatantly going against exactly what I told him to do. I gave him instructions on what to do and told him what not to do and he did what I told him not to do anyway.
5. It irritated me like down to the inside. It took everything in me not to 'snap' the way I really wanted to - I had to remain professional. Once I saw it and he knew I had caught him doing something I walked back to my office and took a moment before I addressed it, because I knew if I had addressed it at that moment it could have turned ugly.
6. My stomach hurt! I was just mad couldn't see straight.

7. There were five managers and four of us were Black/African American and a customer came in and just went out and said there were "too many niggers in this building."
8. I want to lose control but I didn't lose control - I needed my job.
9. He didn't ask he just assumed that the White male was the one in charge so I let him think the White male was the one in charge.
10. I don't have to prove myself to him anymore because he knows now that the other guy ain't in charge he knows who has to come to - to get stuff done.
11. I think that in a male dominated industry women are always going to have to prove themselves 10 times more than their male counterparts just because they [men] question how you got here, how you got your job, and why they keeping you here. So I think it's always a thing where you're proving yourself.
12. I know a guy that was given a job over me and I know he had more external experience than I did but he and I at one point were peers and when we were at the same job level he wasn't me - he wasn't doing what I was doing - he wasn't working as hard as I was - he wasn't producing the results that I produced - and when a promotion opportunity came up they gave it back they gave him a position.

#### **Textural themes for Participant 4**

##### ***Sabotage***

1. They would just sabotage women because they don't want them out there and go out of their way to sabotage them. I have seen some men who hinder women in their work by catering to them - making it too easy.
2. I feel that my subordinate doesn't like to take direction from women; he tends to have a real issue with it. In the beginning, you could almost say it was a lack of respect. I would tell him to do something and then he may do it - he may not do it as swiftly as he knew that he should. I have even encountered him one time just blatantly going against exactly what I told him to do. I gave him instructions on what to do and told him what not to do and he did what I told him not to do anyway.

### ***Anger, Frustration***

1. It irritated me like down to the inside. It took everything in me not to 'snap' the way I really wanted to - I had to remain professional. Once I saw it and he knew I had caught him doing something I walked back to my office and took a moment before I addressed it, because I knew if I had addressed it at that moment it could have turned ugly.
2. My stomach hurt! I was just mad couldn't see straight.
3. I want to lose control but I didn't lose control - I needed my job.

### ***Disrespect***

1. There were five managers and four of us were Black/African American and a customer came in and just went out and said there were "too many niggers in this building."
2. He didn't ask he just assumed that the White male was the one in charge so I let him think the White male was the one in charge.

### ***Missed Opportunities***

1. I know a guy that was given a job over me and I know he had more external experience than I did but he and I at one point were peers and when we were at the same job level he wasn't me - he wasn't doing what I was doing - he wasn't working as hard as I was - he wasn't producing the results that I produced - and when a promotion opportunity came up they gave it back they gave him a position.

### ***Proving Herself***

1. Let me prove myself and let me work 10 times harder than you as a man to get half the recognition that you got. Yes, I know that you can do this physical job - I can too - because I may be smarter about how I handle it.
2. It's irritating but then it becomes this thing where I have to show you I can do it too. So now it becomes I can do it and I'll show you that I can do it. I'll show you one time I can do it so you'll leave me alone. But now that I proved it to this person, I may have to continuously prove it to every other male that I encounter that questions what I can and cannot do.
3. I don't have to prove myself to him anymore because he knows now that the other guy ain't in charge he knows who has to come to - to get stuff done.

4. I think that in a male dominated industry women are always going to have to prove themselves 10 times more than their male counterparts just because they [men] question how you got here, how you got your job, and why they keeping you here. So I think it's always a thing where you're proving yourself.

**Textural description for Participant 4** - P4 is a regional human resources manager for a food manufacturing organization. In P4's recount of her experiences with sexism and racism, the emerging textural themes are sabotage by White men, anger, missed opportunities, and having to prove her abilities.

P4's experiences with sexism include male managers that go out of their way to sabotage women because they do not want to work with them or cater to women making the job too easy. Her experiences are that the majority of the men are not helpful because they assume women cannot handle the job. She states the experiences are frustrating and she feels she needs to work 10 times harder to get half the recognition a man does. She gets irritated when having to prove herself by showing men she can continue a physically challenging position, just so she can "be left alone." Continually proving herself to the men in her organization, P4 used this tactic to move up in her company.

P4 has experienced sexism from one of her direct reports because she believes he does not like to take directions from women and showed a lack of respect toward her. P4 recounts an incident when she provided her direct report instructions and he would complete the task but not complete the task with the urgency the request required. One time when this type of incident happened, P2 stated prior to addressing the issue with her direct report that she had to remove herself from the room so her actions would not turn

ugly. She believes he had more respect and loyalty to his former manager who was a White male.

With regard to racism, P4 recalls an incident when a customer came in and said there were, “too many niggers in this building.” She stated she wanted to lose control but refrained because she needed her job. P4 recalls an incident when a new manager began working at her organization and he assumed that her counterpart (a White male) was completing the task to close up the building for the evening. Her counterpart was unable to handle the closing assignments and P4 stepped aside, allowing him to fail. Her manager assumed her counterpart was the one in charge, so she stepped aside and allowed her manager to believe he was. P4 felt good that the closing responsibilities were “messed up” and neither manager knew how to correct it. She felt validated that they had to come back to her to get everything fixed. Going forward P4’s interactions with her manager were respectful and she knew that she, “did not have to prove myself to him anymore because he knows now that the other guy ain't in charge, he knows who he has to come to – to get stuff done.”

P4 believes when she first started with her organization the hindrance to her advancement was due to racism. She recalled an incident when working with a White male peer who did not perform his duties as well as she did. When a promotional opportunity was available, her White male peer received the position. Again, not becoming bitter about her peer’s promotion, P4 continued to perform her job, proving herself. P4 believes in a male-dominated organization, women and African-Americans “are always going to have to prove themselves 10 times more than their [White] male

counterparts.” P4 subsequently received the promotion a year later after the termination of her White male counterpart for performance issues.

**Structural description for Participant 4** - The emerging structural themes from P4’s interview are relationship to self, relationship to others, and bodily concerns.

P4’s experiences with gendered racism in relationship with others exposed her to disrespect from a male subordinate and her managers or peers discounted her abilities. She recognized these actions from her direct reports, peers, and manager, are rooted in sexism and racism. In her relationship with self, P4 maintained the belief she needs to prove herself to others regarding her abilities to perform her job responsibilities. P4 takes pride when showing her ability to complete a task because she is able to have them “leave me alone” along with a sense of satisfaction from disproving their perceptions about her.

P4’s experiences with gendered racism manifested bodily concerns such as anger, frustration, and feeling irritable. She maintains control “not wanting to snap” by remaining professional because she does not want to lose her job. P4 has experienced anger in these situations to the point where she could not “see straight.” When confronted with sexism and racism, P4 will walk away, taking time to get her emotions under control.

**Textural Structural Description for Participant 4** - P4’s experiences with gendered racism left her feeling unable to respond because of her belief that she would lose her job. The self-imposed restraint P4 exhibited left her expecting feelings of anger and frustration to the point where she had to remove herself from interactions with her peers and direct reports to protect herself. P4 attempts to gain control over her emotions by generating the belief if she performs beyond her counterpart’s abilities, the

perceptions of her peers and managers will change, which has garnered her success such as receiving promotions in her organization.

## **Participant 5**

### **Meaning Units for Participant 5**

1. It was time for our performance and merit cycle at work and I just so happened to look on our instant messenger and when you hover over someone's name their title shows up and when I was getting ready to send in an instant message to someone on my team and I realized that he had gotten a promotion because now he had 'senior' after his title and it kind of threw me off.
2. I noticed there was a difference so I had approached my manager about it and I basically gave all the evidence as to why I deserved the promotion and why I felt like it was unfair for me not to have been promoted before this individual. I was on the team longer, I was not a contractor, I was an actual employee and felt like I should not have been overlooked. So at that point, I knew that something definitely was amiss; I didn't know if it was specifically a matter of race or if it was a matter of my gender.
3. So I knew I had nothing but positive feedback from everyone so there was no reason for my VP - unless our VP was bias in some way - to choose this gentlemen over me for the promotion.
4. I was very hurt I think that was probably my first reaction was just hurt - I felt almost betrayed because I knew I had done everything right.
5. I make sacrifices - it's a balance - so I kind of felt betrayed - I'd given so much and I don't feel like I've gotten what I deserved in return.
6. I felt at that point my future depended on me and not my leadership to say let's develop her to get her to the next level. I basically strapped it on at that point to do what I needed to do to move on to something else and I did it.
7. I was leading this effort I noticed that the supplier would address my peer who was with me - who was a man- instead of addressing me directly. I was leading the effort so I would interject myself into the conversation - not be disrespectful - but to let them know you need to redirect to me because this is basically my show and it's my responsibility. It was subtle but you definitely could feel that there were some differences and again



being over in the UK even though they are very similar in makeup to say New York City and London again it was one of those cases where I don't think I saw very many African Americans at all outside of myself.

8. It was upsetting because our responsibilities were established up front.
9. So the fact that they were basically carrying on conversations right in front of me as if I wasn't there. Me being the person that I am I basically thought to myself "understanding they have some cultural differences here and I'm willing to operate within those differences and not take it personally" - but it is hard not to take things like that personal.
10. Now she was from Philadelphia - and you know I don't know about her upbringing, her background, or her cultural exposures but there was definitely certain times she would use certain slang around me and I thought it was kind of comical. I would tell my husband she would use 'Black slang' terms around me like it was okay to do so. Almost like "you should know what I mean by this."
11. Maybe I was naive before thinking that people had my best interest at heart and it made me realize I gotta be the master of my own fate.
12. Because of that situation, it took me out of my comfort zone.
13. As I'm exposed to these things I'm more well equipped to work through them - at least I have the life experiences.
14. It's definitely one of those things where you go through life and you just think of it as life. I think of racism as being in the 50's and 60's and having to sit in certain sections and not having the interactions, we have today. At times, it feels like the things that I experience are not necessarily racism but there's definitely subtle forms of it.

## **Textural themes for Participant 5**

### ***Denied Opportunities***

1. And I realized that he had gotten a promotion because now he had 'senior' after his title and it kind of threw me off.
2. I had nothing but positive feedback from everyone so there was no reason for my VP - unless our VP was bias in some way - to choose this gentlemen over me for the promotion.

### ***Psychological Impact***

1. I was very hurt I think that was probably my first reaction was just hurt - I felt almost betrayed because I knew I had done everything right, I felt like I made a lot of sacrifices,
2. I assume responsibilities I give it my all like I would my family. I make sacrifices - it's a balance - so I kind of felt betrayed - I'd given so much and I don't feel like I've gotten what I deserved in return.
3. It was upsetting because our responsibilities were established up front.
4. Because of that situation, it took me out of my comfort zone.

### ***Discounted***

1. I was leading this effort I noticed that the supplier would address my peer who was with me - who was a man- instead of addressing me directly. I was leading the effort so I would interject myself into the conversation - not be disrespectful - but to let them know you need to redirect to me because this is basically my show and it's my responsibility. It was subtle but you definitely could feel that there were some differences and again being over in the UK even though they are very similar in makeup to say New York City and London again it was one of those cases where I don't think I saw very many African Americans at all outside of myself.
2. So the fact that they were basically carrying on conversations right in front of me as if I wasn't there. Me being the person that I am I basically thought to myself understanding they have some cultural differences here and I'm willing to operate within those differences and not take it personally - but it is hard not to take things like that personal.

### ***Disrespect***

1. Now she was from Philadelphia - and you know I don't know about her upbringing, her background, or her cultural exposures but there was definitely certain times she would use certain slang around me and I thought it was kind of comical. I would tell my husband she would use 'Black slang' terms around me like it was okay to do so. Almost like "you should know what I mean by this."

### ***Self-Determination***

1. I felt at that point my future depended on me and not my leadership to say let's develop her to get her to the next level. I basically strapped it on at that point to do what I needed to do to move on to something else and I did it.
2. Maybe I was naive before thinking that people had my best interest at heart and it made me realize I gotta be the master of my own fate.

**Textual description for Participant 5** - The emerging textual themes for P5, who is a manager working in virtual environment are denied opportunities, discounted, disrespect, psychological impact, and self-determination.

P5 recalls finding out through her organization instant messaging service that a team member received a promotion. Although P5 had been on the team longer, was not an outside contractor, and receiving positive feedback from her stakeholders, she believed her vice president was bias, choosing the White male over her for promotion. At this time, she was the only woman and the only Black on the team. When this incident occurred, P5 felt very hurt and betrayed believing she did everything right by asking for additional assignments to work towards the senior position.

This incident caused P5 to motivate herself to achieve her goals by performing beyond her assigned responsibilities attempting to prove herself worthy of promotional opportunities. She believes this experience was a combination of sexism and racism but feels the reason she did not receive the promotion was sexist. P5 believes because she has a family and when this incident occurred, she had just returned from maternity leave, her manager might have perceived these as obstacles to her performance when considering her for promotion. P5 indicates her organization is known historically as

“the old boys club” comprised of older White men and there are many “isms” (sexism/racism) going around.

On one occasion, P5 traveled to the England to meet with suppliers when she experienced subtle forms of sexism. The supplier would address her White male counterpart instead of her directly, at which time she would attempt to interject herself into the conversation. She found this upsetting because the participants were aware she was the organization’s liaison and the project manager prior to the meetings. During the meetings, while the managers were talking as if she was not there, P5 was feeling isolated and became upset. P5 attempted not to take their actions, personally but it was difficult for her. By reframing her words, interjecting herself in the conversation, P5 took control of the conversations, and was successful in managing the situation to obtain the results she needed.

P5 recalls a working relationship with a former manager who was very driven and she felt the manager was treating her in a “certain way.” Being from large city in the Northeast, her manager (White woman) would use Black slang when talking with her. For example, her manager would state, “what’s the deal or true that” assuming that P5 talked that way. P5 found her manager’s attempts to engage her comical and disrespectful because her manager assumed she should understating what she meant because P5 was Black.

Working in a virtual environment, P5 believes it insulates her experiences and exposure to sexism and racism. She believes a virtual environment may provide someone a license to treat another differently because of the limited face-to-face interactions. P5

believes her manager may not have been comfortable using “Black slang” in her conversations with her if they were engaged in a face-to-face conversation.

P5 indicated these experiences took her out of her comfort zone and made her realize she had to be “master of my own fate.” Due to her obligation to her family along with her desire to achieve, P5 believes she had to endure and go through obstacles in order to obtain these life experiences, which will make her equipped to work through them.

**Structural descriptions for Participant 5** - The structural themes that emerge from P5’s recount of her experiences with gendered racism are relationship to others, relationship to self and psychological effects.

Experiences of being overlooked for a promotion in spite of her dedication to her job left P5 feeling betrayed. Additionally, ignored during a conversation while in England on assignment, although it was known she was the project lead, P5 experienced feelings of isolation and was upset. P5 believes her experiences are not similar to those of women and minorities in the 50’s and 60’s, she attest there are subtle forms of racism still exist in the workplace.

P5 has felt betrayal, isolation, hurt, anger, and frustration in her recount of her live experience with gendered racism. She has countered these psychological effects by driving herself to accomplish her career goals. Although P5 questions whether she had received a just return for her accomplishments and sacrifices, she rebounded from these experiences to own and drive her career development. Additionally in relationship to self, P5’s experiences with gendered racism moved her out of her comfort zone and allowed her to achieve a retrospective view of these situations.

**Textural Structural Description for Participant 5** - P5, very driven and self-assured due to her experiences with gendered racism, recognizes she is the master of her fate, and depends on herself to meet her career aspirations. P5 recognizes sexism and racism does exist in the workplace but in subtle forms. Although, P5 may have been negatively impacted by gendered racism experiences, she has found internal motivators, which pivots her to succeed in her career, using gendered racism experiences to validate her need for self-reliance. Recognizing there has been progress in regards to women and minority rights P5 states, “we can’t be blinded and thinking that, it’s not an issue that we don’t encounter anymore in today’s society.”

## **Participant 6**

### **Meaning units for Participant 6**

1. I guess my first experience with blatant sexism occurred when I transferred to another department within the agency and they hired a new person – a Black male therapist - who I thought I was to supervise. About a month, after he was hired I found out from him that they paid him more and gave him a higher-grade level in the position – a higher one than mine.
2. There is only one reason they hired him and gave him a salary and position beyond his work or educational experience or credentials he was a Black male.
3. At first, I didn’t say anything. I do remember my face got very red, I felt on fire, and I started gritting my teeth.
4. I had a difficult time believing people really did things like this. I did know why it was done as I said he was Black and in the field of psychology, there are few Black males. Black female therapist outnumber Black male therapist by a wide margin.
5. What did I want to say to him- nothing. I was in shock.
6. I felt discounted and very tired of the ongoing battle working there involved.

7. The discussions the primary researcher said, “You do know that Black people have smaller brains and they're not as intelligent as White people.” And I blinked it was like I was frozen in headlights like 'what?!' I guess he saw the look of disbelief on my face so he added, “You know that's true” and I was speechless.
8. How does his ‘knowledge’ influence his research conclusions and narrative? Most of all how did he view me?
9. You know it is like being frozen. The feeling was the same response described by victims of sexual assault. During the assault, victims feel emotionally and psychically paralyzed it's so unbelievable they dissociate themselves from the reality of what is going on. I had that same type of physical and emotional response to him – to his statement.
10. I couldn't continue because it 'colored' everything for me.
11. Actually sometimes, when I would go there I wanted to throw up.
12. When I walked up on the assistant I said, "Hey mama what's going on?" and he made a comment later that day that I talked different to the administrative assistant he had this funny look on his face. I had switched. I think the researcher was offended by my interaction; it was as if I didn't stay in my role.
13. There were so many other things going on related to being Black in an all-White agency - always having to do more, the discrepancy between my salary and the White therapists.
14. My high blood pressure and the beginning medical issues with my heart landed me in the hospital twice during that time. I was emotionally beat up and so very tired.
15. Two lessons the experience taught me, first – I am a Black woman no matter where I am or who I interact with. Second, it is always about race.

### **Textual Themes for Participant 6**

#### ***Discounted***

1. I guess my first experience with blatant sexism occurred when I transferred to another department within the agency and they hired a new person – a Black male therapist - who I thought I was to supervise. About a month, after he was hired I found out from him that they paid him more

and gave him a higher-grade level in the position – a higher one than mine.

2. There is only one reason they hired him and gave him a salary and position beyond his work or educational experience or credentials - he was a Black male.
3. I felt discounted and very tired of the ongoing battle working there involved.

### ***Psychological Effects***

1. At first, I didn't say anything. I do remember my face got very red, I felt on fire, and I started gritting my teeth.

### ***Disrespect***

1. The discussions the primary researcher said, "You do know that Black people have smaller brains and they're not as intelligent as White people." And I blinked it was like I was frozen in headlights like 'what?!' I guess he saw the look of disbelief on my face so he added, "You know that's true" and I was speechless.
2. How does his 'knowledge' influence his research conclusions and narrative? Most of all how did he view me?
3. When I walked up on the assistant I said, "Hey mama what's going on?" and he made a comment later that day that I talked different to the administrative assistant; he had this funny look on his face. I had switched. I think the researcher was offended by my interaction; it was as if I didn't stay in my role.

### ***Physical Effects***

1. Actually sometimes, when I would go there I wanted to throw up.
2. My high blood pressure and the beginning medical issues with my heart landed me in the hospital twice during that time. I was emotionally beat up and so very tired.



### *Disbelief*

1. I had a difficult time believing people really did things like this. I did not know why it was done as I said he was Black and in the field of psychology, there are few Black males. Black female therapists outnumber Black male therapists by a wide margin.

### *Dissociation*

1. What did I want to say to him--nothing. I was in shock.
2. You know it is like being frozen. The feeling was the same response described by victims of sexual assault. During the assault, victims feel emotionally and psychically paralyzed it's so unbelievable they dissociate themselves from the reality of what is going on. I had that same type of physical and emotional response to him--to his statement.

**Textural description for Participant 6** - P6 works for a nonprofit organization as a program director. P6 recalls an incident in which a Black male therapist whom she was to supervise receives a higher pay grade and salary than hers when he was hired. When the other therapist told her about his salary, her face became very red, she felt as if her face was on fire, and then she started gritting her teeth. Realizing there were few Black men in the field of psychology, P6 believes this was the reason he received a higher salary than hers. P6 recalls it was difficult to believe this incident really happened.

P6 recalls an incident with racism during a project she was working on as a research assistant. During her training, the primary researcher said, "You do know that Black people have smaller brains and they're not as intelligent as White people?" P6 felt frozen and was speechless wondering how his "knowledge" influenced his research conclusion and narrative. P6 was concerned of how the researcher viewed her and her abilities. P6 described her reaction to the researcher's remarks as those similar to sexual

assault victims who dissociated themselves from reality. When she would go to work on the research project, P6 would feel as if she “wanted to throw up.” The same researcher brought to P6’s attention that she talked differently to an administrative assistant who worked with her. P6 stated she had just “switched” (use of different speech patterns not considered as Standard English, i.e., Black English) greeting the assistant saying, “Hey mama what’s going on,” and believes her greeting may have offended the researcher by her interactions with the assistant. After these incidents, P6 could not continue working on the project because the primary researcher remarks “colored” everything for her.

These incidents along with the belief she had to do more than the others in her agency did, P6 experienced increase levels in her blood pressure and emerging issues with her heart, which “landed me in the hospital twice during that time.”

P6 recognizes she is a Black woman no matter where she is or whom she interacts with and her interaction with others (Whites) is always about race.

**Structural descriptions for Participant 6** - The prominent structural themes from P6’s interview are relationships with others and self and bodily concerns. P6’s relationship with others is impacted by gendered racism where she became unresponsive to sexist and racist remarks experiencing dissociation. She felt her manager and coworkers discounted her by justifying their decisions, which affected her level of distrust for them. Her interaction with the researcher who made a racist statement caused her to leave her role as an assistant and left her questioning his belief about her.

P6 experienced a significant amount of stress, anger, and frustrations, which led her to two hospitalizations for high blood pressure and heart problems. The experience of gendered racism left her tired and ill. P6 believes she has learned two lessons from

these experiences that she is a Black woman no matter who she interacts with and her interactions with others will always be about her race.

**Textural Structural Description for Participant 6** - P6's experience with gendered racism affected her physical well-being. Tired and ill, P6 was unable to pursue any recourse for the actions against her (e.g., denied promotion and racist remarks). Not able to believe these incidents happen from both Blacks and Whites in the organization P6 was unable to move past the distress she experienced, internalizing the events, which subsequently manifested physically. P6 alludes to, "so many other things going on related to being Black in an all-White agency," although she was not forthcoming with specifics. P6 is adamant that whomever she deals with they perceive her a Black woman and her interactions along with outcomes based on her race.

### **Participant 7**

#### **Meaning units for Participant 7**

1. The executive director would 'summon' me to his office and begin screaming at me about a program change I had made or if someone I supervised did not show up for a meeting.
2. When he went on one of his rants, I would try to just listen and remain calm. Most times, I would say "ok" and assure him I would fix it. However, once I left his office I would feel upset and frustrated.
3. Throughout the rest of that day, the entire confrontation would play out in my head and my anger and frustration would build. It was very difficult to concentrate on my work and rectifying the "problem" was out of the question until the next workday when I felt calmer.
4. Some of the men I supervised would talk to each other about me - in front of me - and say "she needs to do her job better" or "I'm going to talk to (the executive director) he needs to run this program."

5. Indifferent for the most part, I was always so busy I did not have time to deal with it - immediately.
6. Unfortunately, you get use to being challenged by both White and Black folks when you're a Black female in management - comes with the job. It's the inherent racist and sexist nature of most organizations and companies. I just learned to deal with it.
7. Right before the interviews began the staff member remarked "How much does it take to hire a nigger to watch another nigger" and she started laughing as if that was the funniest thing she ever heard.
8. I was shock by the comment. I didn't laugh - it wasn't funny. She was oblivious that I was offended or that her remark was over the top racist.
9. Almost tearful as if someone had punched me in the stomach and I felt very, very sad. Just talking about still makes me sad. I have had a lot of exposure to racism in and out of the workplace...but that statement made it doubly worse coming from a Black person.
10. I didn't trust her.

### **Textual Themes for Participant 7**

#### ***Disrespect***

1. He begin screaming at me about a program change, I had made or if someone I supervised did not show up for a meeting.
2. A staff member remarked "How much does it take to hire a nigger to watch another nigger" and she started laughing as if that was the funniest thing she ever heard.

#### ***Frustration and Anxiety***

1. Once I left his office I would feel upset and frustrated.
2. Almost tearful as if someone had punched me in the stomach and I felt very, very sad. Just talking about still makes me sad.

### *Discounted*

1. Some of the men I supervised would talk to each other about me - in front of me - and say “she needs to do her job better” or “I’m going to talk to (the executive director) he needs to run this program.”

### *Acceptance*

1. You get use to being challenged by both White and Black folks when you’re a Black female in management - comes with the job. It’s the inherent racist and sexist nature of most organizations and companies. I just learned to deal with it.

**Textural description for Participant 7** - P7 works as an assistant director in a predominantly Black non-profit agency. Within her organization, P7 feels she has experienced both sexism and racism. On several occasions, the director would summon her to his office to scream or berate her regarding the actions one of her direct reports or about a program change she would make. P7 reacted to him by listening and remaining calm, assuring him she would fix the situation. When she would leave his office, P7 would feel upset and frustrated, unable to concentrate on her work. She stated the executive director never bullied or screamed at the male support staff.

P7 recalls an incident when she and another staff member were hiring employees for the positions of house monitors when the staff member remarked, “How much does it take to hire a nigger to watch another nigger.” P7 was shocked by her coworkers’ remarks, feeling tearful and very sad, as if someone had punched her in the stomach. She believes this comment was “doubly worse coming from a Black person.” No longer trusting her peer, P7 maintains a professional relationship with her keeping her at “arm’s length.”

P7 experienced gendered racism from her direct report when some of the men would question her ability to perform her job. P7 feels indifferent about those comments knowing they would not make similar statements if she were a White woman. At one point, she did confront one of the men during a group session and the behavior stopped.

P7 believes if she were a White woman or a man these incidents would not have occurred as blatantly as they did. She is used to being challenged by sexism and racism from both Whites and Blacks and endures the acts by accepting, “you’re a Black female in management – comes with the job.”

**Structural description for Participant 7** - The structural themes that emerged from P7’s recount of gendered racism is her relationship with self and others along with bodily concerns. In dealing with her relationship with the director, P7, attempting to control the screaming sessions, would remain quiet, leaving him with assurances she would fix the problem. Although this may have minimized the length of the screaming session, P7 felt upset and frustrated, replaying the entire confrontation over in her mind. These confrontations made it difficult for her to concentrate on her work until she felt calmer.

P7 experiences indifference towards her direct reports when they discounted her professional abilities.

P7 heard a coworker, a Black woman make a racist remark; she experienced a feeling as if she was punched in the stomach along with feelings of sadness; she became tearful. Going forward, her relationship with her coworker was one of mistrust.

P7 has accepted that there is inherent racism and sexism in most organizations and has learned to “just deal with it.”

**Textural structural description for Participant 7** - Although P7's experiences with gendered racism were in a predominately-Black organization, she designates the experiences as both sexist and racist. P7 internalized the experiences and attempted to control her exposure by remaining quiet and changing her feelings towards others. P7 believes that racist remarks from another Black woman was, "doubly worse," although she has achieved a level of acceptance that racism and sexism are inherent in most organizations.

### **Participant 8**

#### **Meaning Statements for Participant 8**

1. Sexism and racism in the workplace is very prevalent in corporate America specifically when you start moving up the ladder.
2. I can propose it, I can bring in the vendors, and I can champion it, in the end the idea and success of any project is taken from me and given to a White male.
3. Only because I've been in the business a long time that it doesn't impact me as it used to impact me.
4. I make sure that at least everyone in my surroundings - up or down - understands where the entry level was for the idea and how the idea got rolled out.
5. It only bothers me when I begin to speak and the person that's attempting to takeover the idea interrupts me.
6. It's frustrating.
7. I have been in the work force long enough to understand that they're going to take whatever they want and they take whatever they need in order for them to progress.
8. I've worked with White males most of my career and depending on where I'm at they all basically do the same thing.

9. If I go in with my White managers that report to me to have a conversation about one thing out of compliance or what we need to do in order to strengthen our infrastructure, I can say it but if my manager repeats it, they'll listen to him and take direction from him.
10. So I do become extremely frustrated but then I try to remember that there's an end to this and I'm doing it for a particular reason and I can tolerate it.
11. The other management staff would compete with me because I was The Black in management telling them what to do.
12. Men have their little boys club you know that's sexist you're outside of the boys club, you're not going out drinking with them at night, and you're not going out golfing with them.
13. They also know that I'm cognitive and I didn't play the game of wanting to emulate White women.
14. I survive because I like what I do. If I didn't like the field then I wouldn't be a survivor and I'm results oriented I like to see results.
15. I don't interact with them on any level unless I absolutely have to. I don't share much about myself because anything you share they can use against you - they know very little about me.
16. I never respond when I'm angry and when I respond I respond subtly – I put the individual down whoever it was who was causing the issue - without ever mentioning the issue.
17. They get promoted at a much faster rate and they get paid at a higher rate because they're in the boys club.

### **Textual Themes for Participant 8**

#### ***Insulation***

1. Men have their little boys club you know that's sexist you're outside of the boys club, you're not going out drinking with them at night, and you're not going out golfing with them.
2. I don't interact with them on any level unless I absolutely have to. I don't share much about myself because anything you share they can use against you - they know very little about me.



### ***Disregard***

1. I can propose it, I can bring in the vendors, and I can champion it, in the end the idea and success of any project is taken from me and given to a White male.
2. If I go in with my White managers that report to me to have a conversation about one thing out of compliance or what we need to do in order to strengthen our infrastructure, I can say it, but if my manager repeats it, they'll listen to him and take direction from him.

### ***Frustration***

1. It only bothers me when I begin to speak and the person that's attempting to take over the idea interrupts me.
2. It's frustrating.
3. So I do become extremely frustrated but then I try to remember that there's an end to this and I'm doing it for a particular reason and I can tolerate it.

### ***Acceptance***

1. Sexism and racism in the workplace is very prevalent in corporate America specifically when you start moving up the ladder.
2. Only because I've been in the business a long time that it doesn't impact me as it used to impact me.
3. I have been in the work force long enough to understand that they're going to take whatever they want and they take whatever they need in order for them to progress.
4. I've worked with White males most of my career and depending on where I'm at they all basically do the same thing.

### ***Determination***

1. I make sure that at least everyone in my surroundings - up or down - understands where the entry level was for the idea and how the idea got rolled out.
2. I survive because I like what I do. If I didn't like the field then I wouldn't be a survivor and I'm results oriented I like to see results.

3. I never respond when I'm angry and when I respond I respond subtly – I put the individual down whoever it was who was causing the issue - without ever mentioning the issue.

**Textual Description for Participant 8** - P8 is the director of information technology services in a large retail organization. P8 believes sexism and racism is prevalent in corporate America. She has accepted that White men will take whatever they want or need in order to progress through the organization. During the majority of her career, P8 has worked with White men. She recalls incidents when her White male coworkers have disregarded her directions. P8 recounts when she gave directions to her White male direct reports, if they hear the same instructions from her White manager, her direct reports will follow his directions disregarding her instructions.

P8 a corporate director is confident she can make an impact within her organization, although she continues to experience White men attempting to overwrite her ideas, momentum, and enthusiasm. She recalls an incident when proposing a new security infrastructure, the idea along with success of the project was given to White male. Although she states these incidents do not affect her as they may have before due to her tenure in the workplace, P8 ensures everyone knows that she generated the ideas and was responsible for the implementations. Her frustration only manifests when the person attempting to take over her ideas interrupts her. P8 navigates through these situations by staying focused on the results, believing these types of incidents display a combination of sexism and racism.

P8 believes the White men she works with have “their little boys club” and chooses not to participate with them during after-hours drinking and golf outings. She believes White men receive promotions and salary increases faster because of their

membership in the “boys club.” P8 insulates herself by not interacting with her White counterparts on a personal level because, “anything you share they can use against you.” She is a loner in the workplace and will appear to be sociable in an attempt to “play the game as well as they do.” She believes other staff members compete with her because she was “the Black” on the team and that makes it difficult for White men to listen to directions from her.

It is difficult for P8 to pin down racist actions because White men “are good at the game” and they are extremely careful of how they deliver messages to her. P8 survives because she enjoys her work and gain’s satisfaction from seeing the results of her efforts. By sticking to the facts and making herself clear when communicating with Whites, P8 attempts “to play the game.” Determined to succeed, P8 believes she must be astute at her White counterparts’ games by never responding when she is angry. P8 subtly corrects the person once her anger dissipates, sticking to the facts of the conflict but avoids mentioning the issues that may have caused her anger.

**Structural Description for Participant 8** - The predominant structural themes that emerge from P8’s recount of her experiences with gendered racism is her relationship with others and relationship to self.

In her relationships with White counterparts in her workplace, P8 experiences frustration and anger, but is careful not to display her feelings. P8 has accepted the behaviors of her White counterparts and feels she cannot bring racist or sexist acts to their attention because of the subtlety of their actions. Her response to gendered racism is to isolate herself from her White counterparts, keeping her work relationships strictly professional.

In relationship to herself, P8's determination to succeed is prevalent in her interview. She enjoys her work and takes pride in the results of her efforts. Although, the credit for projects she implemented was assigned to the White men on her team, P8 ensures that the stakeholders in her organization understand she is the person who created and rolled out the project. In addressing issues with gendered racism, P8 will subtly "put the individual down" protecting herself by not mentioning the issues that may have caused her concern.

**Textual Structural Description for Participant 8** - P8 believes racism and sexism is prevalent in workplace and shields herself from the impact of gendered racism through insulation. P8 does not participate in what she calls the "boys club" and insulates herself, by choice, from creating relationships with her White counterparts.

Compartmentalizing her personal and work life protects P8 from possible racist and sexist backlash she could receive from her White counterparts. P8's frustrations and anger are fueled when she is discounted and unrecognized for her efforts in the workplace. Motivated by her White counterpart's actions, P8 ensures the stakeholders involved are aware of her efforts. She is aware that it is difficult for Whites to take direction from a Black woman, but P8 has persevered by remaining focus on her goals and the results she wishes to obtain.

## Summary

The summary presented below summarizes the data analysis and presented in a composite in three parts, which include the textural, structural, and textual/structural description for all the eight participants.

### Composite of Textual Description of all Participant Interviews

Although there were various themes which emerged from the participants' interviews, Table 3 outlines the predominant themes as evident in the participants' statements and summarizes the key themes gleaned from the participants' interviews.

Table 3. Participants Significant Themes

Themes	Evidence in Participants' Statements
Psychological effects (coping, frustration, anger, dissociation)	<p>I've learned to cope with it over the years I've just learned to brush it off at times because I got bills to pay and got food to put on the table so sometimes it's just pushing it off and keep on going.</p> <p>Mostly frustration and my heart would start palpitating and make me feel uncomfortable - I don't like to feel vulnerable.</p> <p>I didn't say anything. I do remember my face got very red, I felt on fire, and I started gritting my teeth. I had a difficult time believing people really did things like this.</p> <p>I was taken back and more or less, I was at that point just quiet, because I felt even though I was in the room - I wasn't in the room.</p>
Discounted	<p>Working in a male dominated environment, they seem to think women more or less should just listen and not have an opinion.</p> <p>So the fact that they were basically carrying on conversations right in front of me as if I wasn't there.</p> <p>.I was born in Puerto Rico so I'm actually a U.S.A. citizen so it was in terms of that I needed a card to clarify it. [Person said] "Oh really!? I didn't know that you count as a U.S. citizen."</p>

Table 3. Participants Significant Themes *continued*

Themes	Evidence in Participants' Statements
Acceptance/Justification	<p>You get use to being challenged by both White and Black folks when you're a Black female in management - comes with the job. It's the inherent racist and sexist nature of most organizations and companies. I just learned to deal with it.</p> <p>I did expect it to be different but it just seems like no matter it's [sexism and racism] always going to be there no matter how I look at it that's something that's always going to be.</p> <p>Well with racism it's difficult being Black because you pretty much look at everything being about you and you don't want to take things personally [but] you do - you try to think, "well maybe they didn't mean it that way".</p>
Disrespect	<p>The tone of voice that he would talk to me was very demeaning. He was basically screaming and hitting his chest with his hand.</p> <p>Because I feel that my subordinate doesn't like to take direction from women, he tends to have a real issue with it. You could almost say it was a lack of respect.</p> <p>It only bothers me when I begin to speak and the person that's attempting to take over the idea interrupts me.</p>
Self-Confidence	<p>I always take the negative and make it into a positive for myself. That kind of motivates me. When someone tells me, I'm not going to do something I'm going to be 20 times more determined to make sure I will over achieve in that particular area and go back and show them.</p> <p>I felt at that point my future depended on me and not my leadership to say let's develop her to get her to the next level. I basically strapped it on at that point to do what I needed to do to move on to something else and I did it.</p> <p>I survive because I like what I do. If I didn't like the field then I wouldn't be a survivor and I'm results oriented I like to see results.</p>

## **Composite of Structural Description of all Participant Interviews**

The predominant structural themes that emerge from the participants' recount of their experiences with gendered racism are relationships with others and to self along with bodily concerns (psychological effects).

The participants' relationship to others manifest in anger, frustration, isolation, and bitterness elicited the responses to insulating and isolating themselves by developing strict professional relationship with a desire to interact with their peers on a personal level. Through their attempts to maintain, their careers the participants became accepting of their White counterpart's actions, working harder and longer in the attempts to prove themselves to their peers and managers.

In relationship to self, the participants experienced disassociation, disbelief, along with physical manifestation of stress, and maintain a high degree of self-confidence. The sense of self deteriorates through the experiences of gendered racism. In protection of themselves, to disassociate from the gendered racism experience enabled them to continue to work. The development of a high level of self-confidence counters the actions of gendered racism by removing themselves from the impact of gendered racism and maintaining the focus on their personal development.

Bodily concerns manifest in physical stress with included high blood pressure, depression, and anxiety attacks. The inability to respond and react to their White counterparts the participants' feelings manifested internally.

## **Composite of Textual Structural Description of all Participant Interviews**

The participants' experiences with gendered racism are very similar with different actors with one exception. Each participant attempts to counter the actions through a level of protection of themselves (self-confidence or disassociation) or to protect them from others through isolation or insulation.

The psychological impact of gendered racism was severe in some of the participant causing episodes of dissociation, anxiety attacks, heart palpitations, and anger. These significant bodily concerns manifest in the women sought out psychologists, hospitalization, and medication to manage the impact of the gendered racism experience.

Prevalent feelings of disrespect and being discounted were evident among all participants. P2 states in male dominate environment "they seem to think women more or less should just listen and not have an opinion." Disrespect manifest through the experiences of being screamed at, being ignored, or insubordination from their direct reports affected their relationship to self. Their expressions of acceptance and justification of the gendered racism experiences in relationship to others allowed the women to continue on their career path.

The participants display a high level of self-confidence serves as an internal motivator for the women, enabling them not to personalize the gendered racist experiences thus enhancing their relationship to self.



## **CHAPTER 5. RESULTS, CONCLUSIONS, AND RECOMMENDATIONS**

### **Introduction**

This chapter includes the discussion of the research summary, results, and conclusions of this study on gendered racism as experienced by women of color managers in the workplace. Discussion of the study's limitations and suggestion for future research is included in this chapter. Additional discussion is included to indicate the possible use of the study's findings in workplace interventions.

### **Summary of the Results**

Interviewing eight managers who are women of color who recalled their experiences with sexism and racism in the workplace, this study attempted to answer the question how minority women managers experience gendered racism in the workplace. Utilizing the phenomenological approach following Moustakas' research model (Moustakas, 1994), enabled the participants to serve as co-researchers by providing the opportunity to review the structural textual descriptions. During their review, the participants offer additional input regarding their experiences and clarification, if needed. Using Moustakas' model allowed the participants to become part of the research process, which is reflected in the research results.

From the research results, five themes emerged from the participants' statements: psychological effects (coping, frustration, anger, and dissociation), discounted, disrespect, acceptance and justification, and self-confidence. Additionally, the women interviewed, compartmentalize their experiences with gendered racism and discussed the impact of working in predominantly male workplace or the old boys club, which is discussed later in this chapter.

## **Discussion of the Results**

The primary research question, “How do women of color managers experience and describe gendered racism within the modern U.S. workplace,” the study results indicate women of color managers experience the prevalence of sexism and racism in the workplace. The eight women interviewed (two Hispanics and six Blacks), shared similar experiences based on their race and sex.

The following discussion of the results included the participant’s view (psychological effects and interactions within the workplace) and the researcher’s view of the compartmentalization of the participants’ experiences, and the lack of stereotypical remarks revealed from the participants along with whether this research answered the research question.

### **Psychological Effects: Participant’s view**

The study shows the combination of these experiences with gendered racism, the women interviewed exhibit stressors similar to those who experience sexual harassment and racism in distinct instances.

The experience of gendered racism in this study parallels the finding in Thomas, Speight, and Witherspoon study of gendered racism experience with African American women, which found in the correlation analysis a positive significant relationship between gendered racism and global psychological distress (Thomas et al., 2008 p. 312). By expanding this research to include women of color shows, further these incidents of gendered racism are not exclusive to African American women but possibly all women who are not Caucasian.

The participants experienced varying degrees of psychological stressors from gendered racism experiences. Some of the women became angry, hurt, and crying while others experienced severe psychological stressors such as anxiety attacks, and disassociation. This is a result of their perceived inability to confront the perpetrator of gendered racism for fear of retaliation or adverse employment action. Their inability to defend themselves because of fear of repercussions the stress of gendered racism affects women of color psychologically, which may manifest in physical symptoms such as heart palpitations and high blood pressure.

Although, organizational stakeholders may not view gendered racism having severe psychological effects on their employees, this study suggests when gendered racism is present the impact on women of color can affect workplace interactions, employee effectiveness, and absenteeism.

### **Interactions in the workplace: Participant view**

This study also revealed the impact of gendered racism on the interaction of the women interviewed with other employees, job performance, and opportunities for career advancement.

The women indicated they kept going on, attempting to prove themselves to their managers and coworker of their ability to perform their jobs. P4 an HR manager stated,

“Let me prove myself and let me work 10 times harder than you as a man to get half the recognition that you got. It is irritating but then it becomes this thing where I have to show you I can do it too. So now it becomes I can do it and I’ll show you that I can do it. And I’ll show you one time that I can do it so you leave me alone.”

P4's need to prove herself in the workplace moved her career from a front-line manager to a regional manager even after experiencing missed opportunities. P4's experience mirrors the other women in the study who believe if they work hard and perform well the doors will open for them. The interesting finding is the majority of the participants experience miss opportunities, but through their perseverance have achieved their goals.

Achievements came with a cost through their inability to confront racist and sexist remarks, learning to tolerate the actions of Whites in the workplace, experiencing the frustration and moving forward. The participants' acceptance of gendered racism experiences, allows them to justify the actions of Whites, building their self-confidence, which enabled them to pivot their careers forward. All the participants were confident of their skill level to perform their jobs but justified the actions of those who perpetrated gendered racism remarks in order to maintain their employment and not act out against those who may have made disparaging remarks towards them. One of the participants, P3, developed mentoring relationships with other minorities to help pivot her career to the next level. P3 and others use mentors, family, and friends to vent their frustrations to enable them to keep moving forward.

The other surprising fact the participants when asked if they experienced racism and sexism from their direct reports the majority of them indicated no, with the exception of P8, who experienced White men who reported to her attempting to take credit for her ideas and work. The pattern that did appear, the women who managed Black men (P4 and P7), they experienced insubordination, or sexist remarks from their direct reports.

Women of color who experiences gendered racism are high performers isolating themselves as a form of protection from gendered racism remarks from their White counterparts.

### **Compartmentalization of the experiences: Researcher view**

The women related their experiences in a compartmentalize way with only one woman (P8) who suggested a combination of a sexual and racist experience. Compartmentalization is a psychological term for separating different aspects or experiences in baskets believing these experiences are uniquely separate. (Woog, 1999, p. 1) Although the initial question to the participants was, “What is your experience with sexism and racism in the workplace?” the women needed addition probing to answer the question. The researcher prompted the participants with questions in relationship to either racism or sexism. This could have caused the compartmentalization of the responses because the participants were unfamiliar with the term-gendered racism.

Although the compartmentalization of the responses is evident, it is clear the women have experienced sexism and racism within the workplace. It is also evident the women have experience psychological stressors when dealing with sexism and racism. Of the eight women interviewed, P6 and P1 may have experienced the highest level of stress due to sexism and racism in her organization. One experience P6 describes her

“...blood pressure starts going as high as 200. A couple of times the nurse in our facility would make me go to the doctors because it was too high. The stress of just going in to work increased my blood pressure. For me to become that disoriented while driving meant my pressure was extremely elevated.”

### **Stereotypes: Researcher view**

The researcher was surprised the women interviewed did not indicate any common stereotypical reference used towards Black and Hispanic women. This could be a result of diversity training in larger organizations may be effective in the diminished use of stereotypical terms in the workplace or a growing use of politically correct dialogue when interacting with minorities. As P8 states, “so they have to be extremely careful and they are.”

### **Research question**

This study did answer the initial research question, “How do women of color managers experience and describe gendered racism within the modern United States workplace?” through providing insight into women of color workplace experience in corporate America. In addition, the assumption is, as women of color navigate the corporate ladder, their experiences with gendered racism are alive and well.

### **Discussion of the Conclusions**

A number of the women interviewed referred to “the old boys club” or a male-dominated workplace as an obstacle to effectively navigating the work environment. The old boys club is described as an informal system by which money and power are retained by wealthy White men through incestuous business relationships. (“Old Boy's Network,” 2014) It is not necessarily personal or malicious, but the “old boys network” can prevent women and minorities from being truly successful in the business world. It entails establishing business relationships on high-priced golf courses and exclusive country clubs, and an executive skyboxes at sporting events, through private fraternities or social clubs “such as the Freemasons” etc. Women and minorities are traditionally excluded

and are not privy to the “serious” business transactions or conversations from these arenas. A person who does not travel in these elite circles of influence will miss out on many opportunities (“Old Boy's Network,” 2014).

Exclusion from this White male dominated network appears to be a double jeopardy for women of color. The women in the study speak about being excluded from the power brokers in the organization in a male-dominated workplace. P2 states, “Working in a male-dominated environment, they seem to think women more or less should just listen and not have an opinion.” Excluded from the discussions during golf outings and after hours social events, the women may feel left out of major decisions that may affect their career opportunities and work status. Being isolated from the decision-making process that occurs during these informal business meetings leads to stressors for women of color in the workplace, although the women in the study matter-of-factly referred to the “male-dominated workplace or the “old boys club.” This could be attributed to their high level of social resources or acceptance of the isolation that they may feel. According to Torres, Driskell, and Burrow (2010), severe psychological consequences from racial isolation may be less severe for minority professionals because of the higher degree of social resources and these actions of sexism and racism do not interfere with their self-identification (p. 1094). This is apparent in this study the women interviewed recognize the existence of the “old boys club,” but have navigated through the maze to achieve their upward mobility goals.

The women’s experiences with gendered racism manifest psychological effects that include coping, frustration, anger, and disassociation. Coping with racial and sexist

experience comes from the need to protect themselves from perceived transgressions. As P1 so eloquently states,

“I have learned to cope with it over the years I just got to learn to brush it off at times because I got bills to pay and got food to put on the table so sometimes it’s just pushing it off and keep on going.”

The need to survive and maintain a level of dignity, the women adapt to stressors because the cost of confrontation may be too high. In Kaiser and Miller study on confronting sexism, the researchers indicate the decision to confront sexism is influenced by “structural power differentials and societal norms” (2004, p. 175). The decisions to confront sexist incidents the researcher found are not simple and are deliberately thoughtful with the final decision to let it go.

All the women express high levels of frustration and anger, which suggest the feelings of powerlessness over the experience with gendered racism. The feeling of powerlessness can define and underscore the experience of anger and frustration these women may experience. Thomas and Gonzalez-Prendes (2009) state powerlessness is an internal subjective experience reflected by two beliefs, (1) one has little control over the causes of feeling powerless and (2) one has little control over the solution to the feeling of powerlessness. The lack of control over the experience of gendered racism is reflected in the participants’ responses of feeling vulnerable, the gritting of teeth, and disassociating from the experience. Researchers have found it is important for minority women to recognize the feeling of powerlessness to avoid diversion of their anger into other areas of their lives (Thomas & Gonzalez-Prendes, 2009, p. 108).



The recurrent theme, “to work longer and harder,” was repeated throughout the interviews and is self-explanatory. The appearance of this theme was an unexpected surprise and it was fascinating that the comments were made by both Black and Hispanic women. P3, a Hispanic female Senior Manager, stated, “I’m going to be 20 times more determined to make sure I will over achieve in that particular area and go back to show them.” P3’s statement is similar to P2, a Black Customer Service Manager, who states, “it feels like a Black person has to work a little harder to try to advance or just to be even heard.”

It is apparent the women in this study feel the need to work harder, work longer, proving themselves worthy to their organization. The underlying tone is they are not accepted or recognized unless they consistently go beyond the scope of their job to appear worthy to those in power. This researcher believes P4 validates this point well,

“I think that in a male-dominated industry women are always going to have to prove themselves 10 times more than their male counterparts just because they (men) question how you got here, how you got your job, and why they keeping you here. So I think it’s always a thing where you’re proving yourself.”

Denial of opportunities was another prevalent theme among the majority of the women interviewed. Jackson and O’Callaghan (2011) study of employment disparities used glass ceiling effects criteria, the researchers suggest there are still exclusionary practices in place for people of color in the academic workforce. The women in this study at some point in their career have experience exclusionary practice such as a White male promoted over them or the success of important projects credited to a White man. These incidents reflect the artificial barriers based on organizational bias, which prevents

women of color to advance in the organization, referred to as the “glass ceiling.” The women in the study did not challenge the glass ceiling barriers, which may be attributed to their ability to maintain a higher level of job satisfaction along with the ability to turn the career disadvantage into success.

The women in the study experienced varying incidents with disrespect, from being screamed at and to be interrupt when speaking in a group. Surprisingly a Black man, who directly reported to them, disrespected two of the women in the study. This behavior can be indicative of racial microaggressions and in the incidences of Black men disrespecting Black or Hispanic women, sexual microaggressions. These two forms of microaggressions are similar as both microaggressions behaviors dismiss, negate, and minimize the reality of women of color who may question if the microaggressions actually took place (Sue, Capodilupo, Nadal, & Torino, 2008, p. 278).

Sue et al. (2008) suggest that those in power historically impose their own reality and attempt to define the reality of those who have less perceived power in an attempt to oppress those who have been victimized. The lack of disrespect does not deter the women in the study from their goals but is reflected of “the monumental lack of respect for just about every single radicalized group other than White people” (Glasgow, 2009, p. 84), which is apparent in the action of the people in charge and the institutions they work for.

The participants expressed the ability to accept and justified their experiences with gendered racism. Their ability to decide to brush the incidents off or accept these types of situation will never change allows them to protect and insulate themselves from the experiences with gendered racism. Additionally, the women’s exhibition of a high

level of self-confidence again can serve as an attempt to insulate themselves from sexist and racist behavior through internally focusing on self rather than others.

This research supports the intersectionality tenet of the critical race theory (CRT). CRT contents when an individual occupies one or more of the categories of race, sex, class, national origin, and sexual orientation can be a disadvantage and oppressive. The experiences of the women of color interviewed shows disadvantaging factors do exist at the intersection of race and sex through missed opportunities, psychological stressors, and ongoing relationships with self and others.

### **Limitations**

Although the goal of this study was to glean a cross section of minority women, due to the geographical area of the potential participants (Florida), those chosen for the study only include Blacks and Hispanics. The exclusion of Asian, Indians, or American Indian limits the study results to be applicable to all women of color.

An additional limitation due to the study design was the inability to use e-mails, text, and phone interviews as vehicles of communications and to conduct the actual interview. The women were reluctant to provide their home address and to meet in person due to fear for their safety and to protect their anonymity. Although face-to-face interviews were extremely effective, this researcher believes phone interviews could have gleaned the same results.

### **Recommendations for Future Research and Interventions**

The study of the impact of gendered racism experiences on women of color managers is ripe for further studies. Recommendations for additional studies, which include all women of color, both domestically, and international, will determine the

psychological impact of the gendered racism experience on career advancement and development, which this researcher perceives, is significant.

An anonymous quantitative study of women of color experiences with gendered racism will provide these women a safe avenue to relate sexist and racist events. The development of a quantitative assessment specifically designed to measure gendered racism experience and the psychological impact is warranted to gain significant data to validate the phenomenon.

Going forward, it is also important that researchers use terms such as *male*, *female*, *men*, and *women* with care. In this work, the research framed the question using the term *woman*. Yet in 95% of the interviews, the participants introduced the use of the terms “male and female.” In one incident, the researcher introduces the terms “male and female” and the participant’s answers mirrored the usage of the terms in her response. The use of these terms “male and female” interchangeably with the terms “men and women” was discovered after further analysis of the data.

The proper usage of these terms was corrected throughout this dissertation with the exception of the participants use of the terms “male and female” in their interview. This area of procedures may require further research to determine if the usage of the terms, “male and female” is due to cultural norms of the respondents, a lack of clarity of the scientific significance of this terminology, and to avoid perpetuating humiliating attitudes. For some, use of the terms male and female are seen as objectifying or dehumanizing (Hegarty & Buechel, 2006). So the researcher cautions others conducting gender specific research to be aware of the application of the terms “male and female” when conducting qualitative research interviews.

The results from this study can be utilized to provide a baseline for corporate stakeholders, human resources professionals, and career coaches to provide clarity regarding the experiences of women of color in the workplace and to design appropriate interventions.

### **Conclusion**

Women of color have gained tremendous ground in corporate America despite their experiences with gendered racism. These women's willingness to succeed regardless of the obstacles presented on their career path is no less than a phenomenal accomplishment. This study only touched a minuscule account of their experiences, which warrants additional study. The women in this study, as seen through some of the guarded statements in their interviews, need a very safe vehicle to express their experiences with gendered racism. A quantitative study using an anonymous survey may allow women of color a secure vehicle to express their experiences with gendered racism in the workplace. A qualitative study would also allow the inclusion of all women of color from various geographical areas of the United States.

Unfortunately, the women in this study still experience gendered racism in the workplace, regardless of the rank they may obtain in the corporate hierarchy. Speaking volumes are these women's commitment to their careers and ability to find coping mechanisms that enable them to continue on their chosen paths. Their experiences with sexism and racism as recounted in this study laid the foundation for additional research into this underdeveloped subject as it relates in today's diverse workplace.

The women who participated in this study obtain new lenses to view their experiences with sexist and racism in the workplace. Hopefully, this study will serve as a

foundation to bring awareness to women of color that their experiences in the workplace are valid and to organizations' stakeholders the need to recognize the possible underlying causes of workplace issues.

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## APPENDIX A. STATEMENT OF ORIGINAL WORK

### Academic Honesty Policy

Capella University's Academic Honesty Policy ([3.01.01](#)) holds learners accountable for the integrity of work they submit, which includes but is not limited to discussion postings, assignments, comprehensive exams, and the dissertation or capstone project.

Established in the Policy are the expectations for original work, rationale for the policy, definition of terms that pertain to academic honesty and original work, and disciplinary consequences of academic dishonesty. Also stated in the Policy is the expectation that learners will follow APA rules for citing another person's ideas or works.

The following standards for original work and definition of *plagiarism* are discussed in the Policy:

Learners are expected to be the sole authors of their work and to acknowledge the authorship of others' work through proper citation and reference. Use of another person's ideas, including another learner's, without proper reference or citation constitutes plagiarism and academic dishonesty and is prohibited conduct. (p. 1)

Plagiarism is one example of academic dishonesty. Plagiarism is presenting someone else's ideas or work as your own. Plagiarism also includes copying verbatim or rephrasing ideas without properly acknowledging the source by author, date, and publication medium. (p. 2)

Capella University's Research Misconduct Policy ([3.03.06](#)) holds learners accountable for research integrity. What constitutes research misconduct is discussed in the Policy:

Research misconduct includes but is not limited to falsification, fabrication, plagiarism, misappropriation, or other practices that seriously deviate from those that are commonly accepted within the academic community for proposing, conducting, or reviewing research, or in reporting research results. (p. 1)

Learners failing to abide by these policies are subject to consequences, including but not limited to dismissal or revocation of the degree.

### Statement of Original Work and Signature

I have read, understood, and abided by Capella University's Academic Honesty Policy (3.01.01) and Research Misconduct Policy (3.03.06), including Policy Statements, Rationale, and Definitions.

I attest that this dissertation or capstone project is my own work. Where I have used the ideas or words of others, I have paraphrased, summarized, or used direct quotes following the guidelines set forth in the APA *Publication Manual*.

Learner name  
and date

 2-12-15

Mentor name  
and school

Nancy A. Piotrowski, Ph.D., Capella

## APPENDIX B. PARTICIPANT ELIGIBILITY QUESTIONS

### Participant Eligibility Questions

<b>Respondent Identifier #</b>	<b>Date</b>
<b>Time</b>	

Question	Yes	No	Descriptor
Are you a Woman of Color?			
What is your race?			
Are you Caucasian?			
Are you a Transgender Female?			
Are you over 18 years old?			
Are you a Manager?			
Current Position			
Have you held a management position within the past year?			
Are there 50+ employees within your organization?			
Have you experience sexism in the workplace?			
Have you experience racism in the workplace?			
Are you involved in any personal legal action against your current or previous employer?			
Are you involved in any ligation with your current or previous employer?			
Are you willing to be interviewed during an in person one on one interview?			
Are you willing to be recorded during the interview?			
Do you have a prior relationship with the researcher?			

Researcher Notes:

Eligible for study	Ineligible for study
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## APPENDIX C. PARTICIPANT INFORMED CONSENT FORM

### INFORMED CONSENT FORM

**Study Title: Gendered racism in the workplace as experienced by women of color managers**

**Researcher: Michele Hailstock**

**Email Address and Telephone Number: umimichele@aol.com/407-361-3720**

**Research Supervisor: Nancy Piotrowski, Ph.D**

**Email Address: Nancy.Piotrowski@capella.edu**

You are invited to be part of a research study. The researcher is a doctoral learner at Capella University in the School of Harold Abel School of Social and Behavioral Sciences: Psychology. The information in this form is provided to help you decide if you want to participate. The form describes what you will have to do during the study and the risks and benefits of the study.

If you have any questions about or do not understand something in this form, you should ask the researcher. Do not sign this form unless the researcher has answered your questions and you decide that you want to be part of this study.

#### **WHAT IS THIS STUDY ABOUT?**

The researcher wants to learn about gendered racism.

#### **WHY AM I BEING ASKED TO BE IN THE STUDY?**

You are invited to be in the study because you are:

- **A biological woman of color (Transgender and transsexual persons are not eligible)**
- **Manager in a company with 50+ employees currently or within the past year**
- **Have experiences of both sexism and racism in the workplace**
- **Willing to be interviewed one-on-one in person**
- **Willing to be audio taped**
- **Not involved in a work-related lawsuit**

All participants will be 18 or older.

If you do not meet the description above, you are not able to be in the study.

#### **HOW MANY PEOPLE WILL BE IN THIS STUDY?**

About 8-14 participants will be in this study.

**WHO IS PAYING FOR THIS STUDY?**

The researcher is not receiving funds to conduct this study. The researcher will be paying for the project out of personal funds.

**WILL IT COST ANYTHING TO BE IN THIS STUDY?**

You do not have to pay to be in the study.

**HOW LONG WILL I BE IN THE STUDY?**

If you decide to be in this study, your participation will last about **four** hours in total time. First, you will interview for approximately one to two hours. You will also be asked to review with the researcher a written interpretation of the data you provided which will require an additional one to two hours of your time.

**WHAT WILL HAPPEN DURING THIS STUDY?**

If you decide to be in this study and if you sign this form, you will do the following things:

- Give personal information about yourself, such as your age, gender, occupation, and education level.
- Answer questions during an in person one on one interview about your experience with sexism and racism in the workplace.
- You will have the opportunity to review the information you provide during a second meeting with the researcher.

While you are in the study, you will be expected to:

- Follow the instructions you are given.
- Tell the researcher if you want to stop being in the study at any time.

**WILL I BE RECORDED?**

The researcher will audiotape your interview. The researcher will use the audiotape in order to obtain data for the research project indicated above.

The researcher will only use the recordings of you for the purposes you read about in this form. They will not use the recordings for any other reasons without your permission unless you sign another consent form. The recordings will be kept in an encrypted file without any personal identifiers until the final dissertation is accepted. The recordings will be destroyed after the acceptance of the dissertation.

**WILL BEING IN THIS STUDY HELP ME?**

Being in this study will not help you. Information from this study might help researchers help others in the future.



**ARE THERE RISKS TO ME IF I AM IN THIS STUDY?**

No study is completely risk-free. However, we do not anticipate that you will be harmed or distressed during this study. You may stop being in the study at any time if you become uncomfortable.

**WILL I GET PAID?**

You will not receive any compensation for being in the study.

**DO I HAVE TO BE IN THIS STUDY?**

Your participation in this study is voluntary. You can decide not to be in the study and you can change your mind about being in the study at any time. There will be no penalty to you. If you want to stop being in the study, tell the researcher.

The researcher can remove you from the study at any time. This could happen if:

- The researcher believes it is best for you to stop being in the study.
- You do not follow directions about the study.
- You no longer meet the inclusion criteria to participate.

**WHO WILL USE AND SHARE INFORMATION ABOUT MY BEING IN THIS STUDY?**

Any information you provide in this study that could identify you such as your name, age, or other personal information will be kept confidential. Numerical identifiers will be assigned to each participant and used to reference you within the study report. In any written reports or publications, no one will be able to identify you.

The researcher will keep the information you provide in a password protected files and computer along with all written documentation will be held in a locked box in researcher's residence. Only the researcher and research supervisor and committee will be able to review this information.

Tape recording will be made during this study and will be forward to a transcription service who guarantees security and confidentiality. The original tapes along with any copies made to provide to the transcription services will be remain with the researcher and the transcriptionist will be told not to keep copies.

Even if you leave the study early, the researcher may still be able to use your data which may be noted in the participants' description or any data provide prior to you leaving the study only if the informed consent has been signed.

### **Limits of Privacy (Confidentiality)**

Generally speaking, the researcher can assure you that she will keep everything you tell her or do for the study private. Yet there are times where the researcher cannot keep things private (confidential). The researcher cannot keep things private (confidential) when:

- The researcher finds out that a child or vulnerable adult has been abused
- The researcher finds out that that a person plans to hurt him or herself, such as commit suicide,
- The researcher finds out that a person plans to hurt someone else,

There are laws that require many professionals to take action if they think a person might harm themselves or another, or if a child or adult is being abused. In addition, there are guidelines that researchers must follow to make sure all people are treated with respect and kept safe. In most states, there is a government agency that must be told if someone is being abused or plans to hurt themselves or another person. Please ask any questions you may have about this issue before agreeing to be in the study. It is important that you do not feel betrayed if it turns out that the researcher cannot keep some things private.

### **WHO CAN I TALK TO ABOUT THIS STUDY?**

You can ask questions about the study at any time. You can call the researcher if you have any concerns or complaints. You should call the researcher at the phone number listed on page 1 of this form if you have questions about the study procedures, study costs (if any), study payment (if any), or if you get hurt or sick during the study. You also may contact the research supervisor at the email address indicated on page 1.

The Capella Research Integrity Office (RIO) has been established to protect the rights and welfare of human research participants. Please contact us at 1-888-227-3552, extension 4716, for any of the following reasons:

- You have questions about your rights as a research participant.
- You wish to discuss problems or concerns.
- You have suggestions to improve the participant experience.
- You do not feel comfortable talking with the researcher.

You may contact the RIO without giving us your name. We may need to reveal information you provide in order to follow up if you report a problem or concern.

**DO YOU WANT TO BE IN THIS STUDY?**

I have read this form, and I have been able to ask questions about this study. The researcher has talked with me about this study. The researcher has answered all my questions. I voluntarily agree to be in this study. I agree to allow the use and sharing of my study-related records as described above.

By signing this form, I have not given up any of my legal rights as a research participant. I will get a signed copy of this consent form for my records.

Printed Name of Participant

Signature of Participant Date

I attest that the participant named above had enough time to consider this information, had an opportunity to ask questions, and voluntarily agreed to be in this study.

Printed Name of Researcher

Signature of Researcher Date

**DO YOU WISH TO BE AUDIOTAPED IN THIS STUDY?**

I voluntarily agree to let the researcher audiotape me for this study. I agree to allow the use of my recordings as described in this form.

Printed Name of Participant

Signature of Participant Date

Capella IRB Approval