



SARAH GROFF HENNIGH-PALERMO
@SUPERSGP

BE THE REALLY

YOU THINK YOU ARE

— a talk for well-intentioned people who want to be awesome —

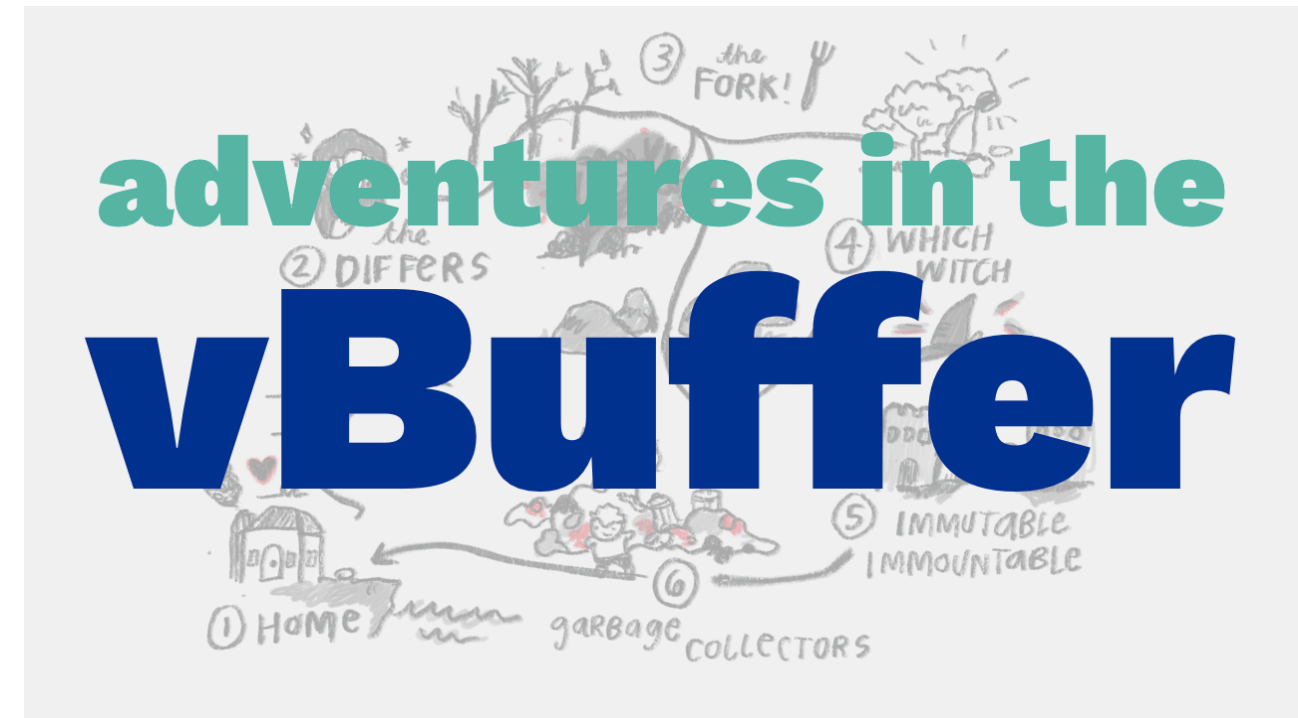
WORK IS REALLY
IMPORTANT

Freedom

FROM THE BOX

or, On Types, Errors,
and Miscomputation

freedom from the box | @superSGP



non-technical talk

non-technical talk

diversity & inclusion talk

non-technical talk
diversity & inclusion talk
very personal talk

I'M KINDA

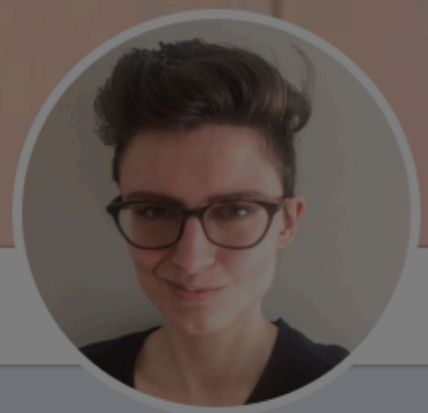
TERRIFIED

TO GIVE IT

REASONS TO BE
NERVOUS

**You'll think I'm making
excuses for being a bad
engineer**

**You'll think I deserve any
of things that have
inspired this**



bletchley punk @ xoxo
@alicegoldfuss
Kernel crasher @github. 🧙❤️💾
International speaker. Tea drinker. Business goth. Opinions (and selfies) my own. She/her
/usr/local/sin
blog.alicegoldfuss.com
Joined July 2010

bletchley punk @ xoxo
@alicegoldfuss [Follow](#)

Doing D&I work is like building a microphone so people can hear your dissertation and then only getting recommended for microphone building jobs.

3:17 AM - 25 Jun 2018
67 Retweets 427 Likes
5 67 427

Tweet your reply

nikki stevens @drnikki · Jun 25
Replying to @alicegoldfuss
And everyone asks you to build microphones for free.

NOT a Superintelligent Shade of the Color Blue @aronchick · Jun 25
Replying to @alicegoldfuss
Jeez this is a really good metaphor

Denilson N. @dnastacio · Jun 25
Replying to @alicegoldfuss

You'll think I'm a troublemaker

you are good

we're catching on





We'll take less impactful projects because our confidence is ground down by being told our work is not impactful. We will be kind of a jerk because people continually being jerks to us will normalise that behaviour. We will “focus too much on diversity” because it's the only time we feel not threatened but actually – maybe, momentarily – appreciated. We will become paranoid and on-edge, because the one recourse we have – HR – will tell us that we are not safe, and actually, we never were.

— Cate Huston, “After the Toxicity, the Toxicity Remains”



Good health is not equally distributed. Socio-economic status, **race and ethnicity** affect health status and are associated with **substantial disparities in health outcomes** across the lifespan.

— Elizabeth Brondolo, author of the APA's Stress and Health Disparities Report



thanks for the
therapy



TACTICS

for allies at work

1

PUSH FOR

PROCESS

the tyranny of structurelessness

jo freeman

- **Access to power is limited to informal networks**

- **The workings of power are obfuscated**

- **Power loses its accountability**

When you take away bureaucracy and hierarchy and politics, you take away **the ability to negotiate the distribution of resources on explicit terms**. And you replace it with charisma, with cool, with shared but unspoken perceptions of power.

— fred turner, interview with *Logic*

they just had so much more
credibility

we like **people**
who are like **us**

45% of black STEM employees
28% of female STEM employees
*report being treated as if they
were not competent at work*

[T]he idea becomes a smokescreen for the strong or the lucky to establish unquestioned hegemony over others. This hegemony can be so easily established because the idea of “structurelessness” does not prevent the formation of informal structures, only formal ones.

— jo freeman, “tyranny of structurelessness”

jo freeman's principles for a
**HEALTHY FORMAL
STRUCTURE**

inclusivity

is impossible

WITHOUT CHANGING POWER

+ spread out power

+ circulate information

— no, even more than that

+ equal access to resources

+ spread out power

—

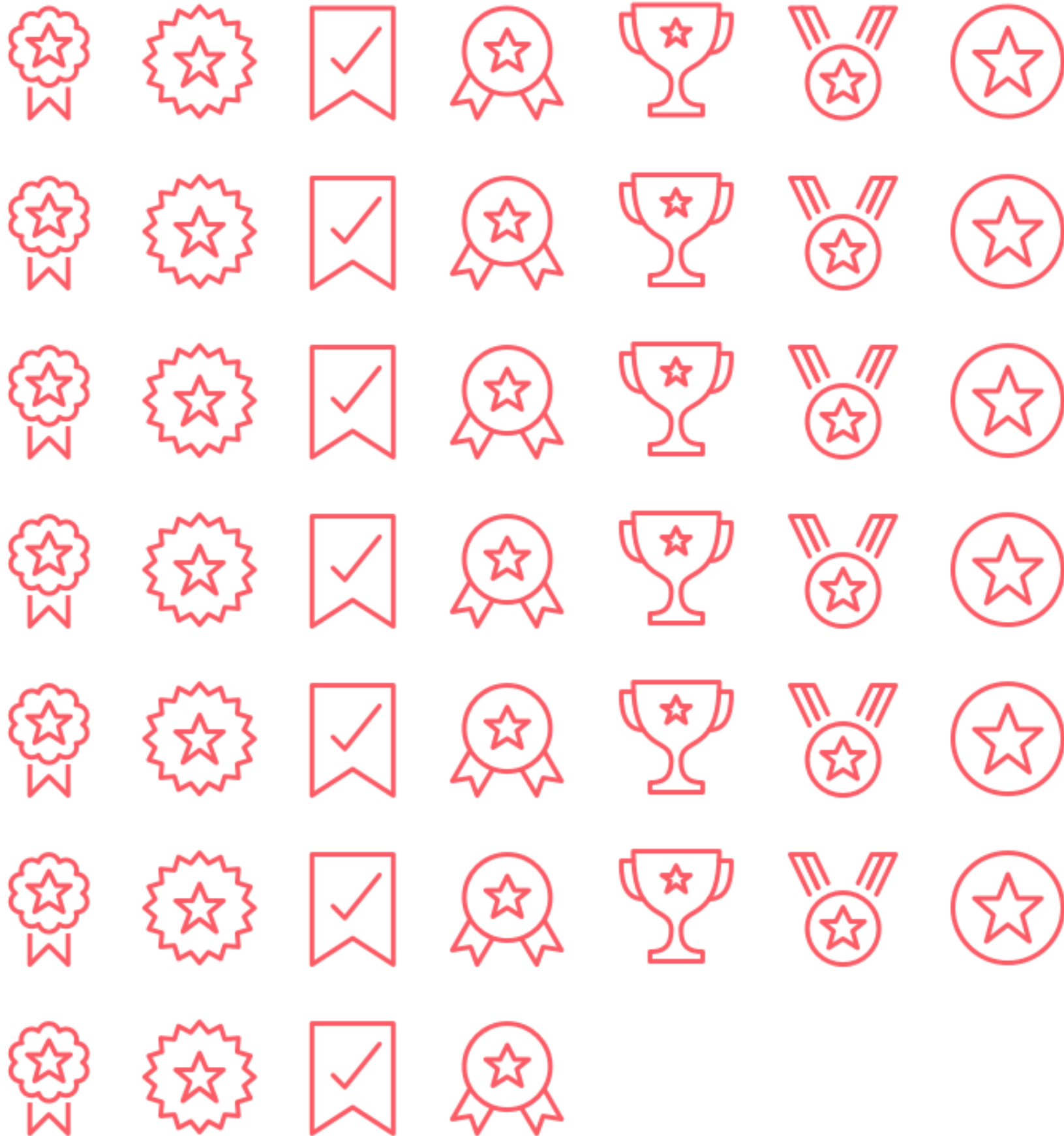
break it up

—

tie it roles

—

rotate roles



Information is power.
Access to information
enhances one's power.

— jo freeman, “tyranny of structurelessness”

When an informal network spreads new ideas and information among themselves outside the group, they are already engaged in the process of forming an opinion The more one knows about how things work and what is happening, the more politically effective one can be.

— jo freeman, “tyranny of structurelessness”

+ access to resources

Higher levels of formalization [were] associated with higher levels of (a) distributive, (b) procedural, and (c) interactional fairness perceptions.

- “Tools for fairness: Increased structure in the selection process reduces discrimination”

2

stop calling people
talented



rosie 
@mostlyoriginal

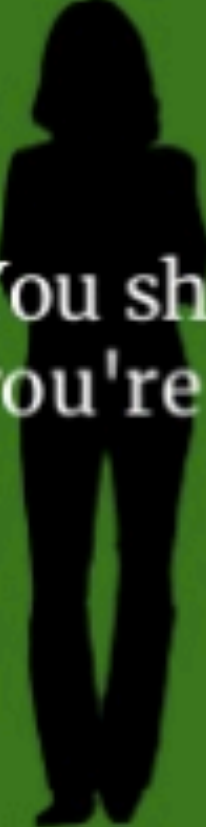


People aren't "blessed with talent", they work their ass off to gain expertise


6:29 PM · Aug 16, 2018

2 Likes





You should do this thing because
you're **so good** at communication...



Yes, I'm good at **everything I put effort into**.
You should see me doing systems design.

h/t Polina Giralt!

To close, here's a quote from my excellent colleague Polina about what to say when someone tries to push you into more humaning work than is good for you. They say "but you should do it because you're so **good at communication**." She says "yes, I'm good at **everything** I put effort into."

”Jessica [read Joan] is really talented. But I wish she’d be less abrasive. She comes on too strong.”



Mekka Okereke

@mekkaokereke

Follow

More bad news: "Just do good work, and be recognized!" doesn't work as well for you, because your context is different.

People don't expect you to do the quality of work that you do. Your peers' incredulity is a drag on their perception of your value.

8:52 AM - 9 Aug 2018

40 Retweets 263 Likes



1 40 263



Tweet your reply



Mekka Okereke @mekkaokereke · Aug 9

And the kicker: Your peers' incredulity, can cause this sequence:

- 1) People think that you are not that good. 😡
- 2) You do good work, and accomplish something impressive! You showed them! 😊
- 3) But peers retroactively downgrade the value of that accomplishment! 😱

5 45 310

Events

2 Notif



Mekka Okereke @mekkaokereke · Aug 9

More bad news: "Just do good work, and be recognized!" doesn't work as well for you, because your context is different.

People don't expect you to do the quality of work that you do. Your peers' incredulity is a drag on their perception of your value.

1 40 263



Mekka Okereke

@mekkaokereke

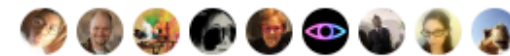
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And the kicker: Your peers' incredulity, can cause this sequence:

- 1) People think that you are not that good. 😡
- 2) You do good work, and accomplish something impressive! You showed them! 😊
- 3) But peers retroactively downgrade the value of that accomplishment! 😱

8:54 AM - 9 Aug 2018

45 Retweets 310 Likes



5 45 310



Tweet your reply

talented

skilled

brilliant

3 + 4

SCREW **CIVILITY**

FORGET **FAIRNESS**

CONSIDER

POWER

Twitter interface showing a tweet by Andy Richter (@AndyRichter) from June 24, 2018. The tweet text is: "Decorum" is mostly a tool designed to keep the ppl w the power from losing power. You have the leverage, you fuck people over, then clutch your pearls & dismiss them when they object. As if the only way this administration will stop being corrupt is if we ask nicely.

The tweet has 3,890 Retweets and 16,795 Likes. Below the tweet, there are two replies:

- Andy Richter (@AndyRichter) · Jun 24: And besides, who operates their machinery nastier than the GOP?
- Amanda @MavisNH · Jun 24: Replying to @AndyRichter: They incite THEN they DEMEAN those whom they have incited. It's one of the accepted methods of BRIANWASHING. Like creating phrases that create new meanings (like "partial birth abortion").

The background of the page shows a cartoon illustration of a yellow pencil character with a face, arms, and legs, sitting in a yellow car. The Twitter navigation bar at the top includes Home, Moments, Notifications, Messages, Search Twitter, and a Tweet button. The user profile for Andy Richter is visible on the left, including his bio: "actor/writer from Midwestern U.S., married to @SarahThyre, father of two" and his location: "Burbank, CA".



Dr. Rachel McKinnon

@rachelvmckinnon

PhD in Philosophy. Assist. Prof at College of Charleston. Tweets are my own. Public Intellectual, Trans Woman, Queer Chick, Strident Feminist, Athlete. Vegan.

Charleston, SC

[youtube.com/channel/UCFDLJ...](https://www.youtube.com/channel/UCFDLJ...)

Joined November 2010



Dr. Rachel McKinnon

@rachelvmckinnon

Follow

Be careful, comrades. As [@SaraNAhmed](#) writes, when naming problems of discrimination, racism, and harassment, those who name the problem BECOME the problem. The victim is re-victimized by giving voice to the harm. Claims of harm are treated as harming the perpetrators.

8:39 AM - 29 Mar 2018

109 Retweets 271 Likes



4 109 271



Tweet your reply



muniyappan v @muniyappanv2 · 9h

Replying to [@rachelvmckinnon](#)

[@j_namakkal](#) [@SaraNAhmed](#) gooox

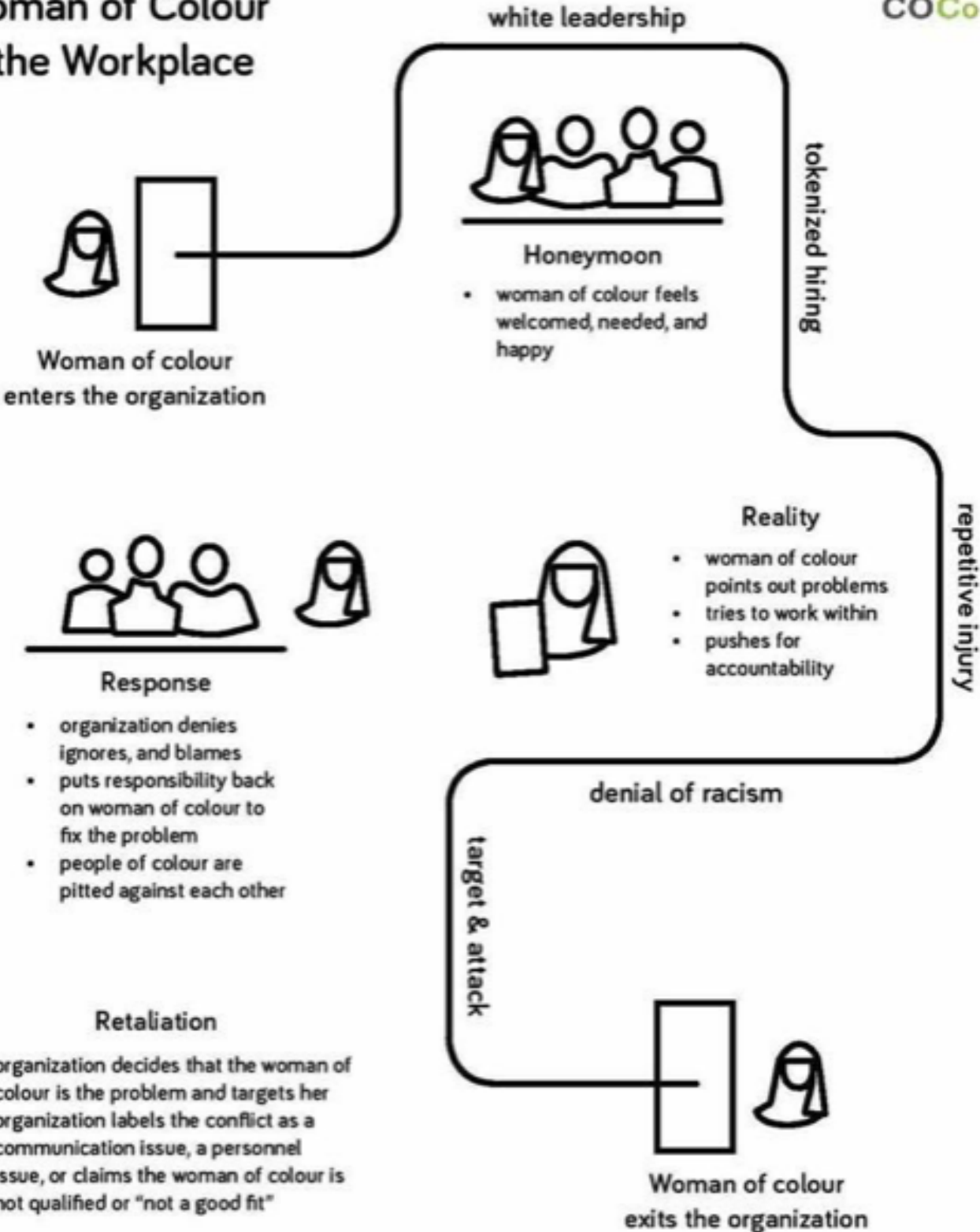
1



Dr. Rachel McKinnon @rachelvmckinnon · 9h

Yeah...they're doing it to me for naming 'TERF' and 'TERF propaganda' as a problem.

The "Problem" Woman of Colour in the Workplace



Adapted from "The Chronicle of the Problem Woman of Color in a Non-Profit by the Safehouse Progressive Alliance for Nonviolence

the definition of civility is totally
different for men and women





kelsey Δ(◀)➤

@_K_E_L_S_E_Y



lol if a woman wrote this revised "nicer" email she'd be called into 3 urgent meetings and put on a PIP for her abrasive attitude

Gary Bernhardt @garybernhardt

Posted: "A Case Study in Not Being A Jerk in Open Source", wherein I rewrite a Linus Torvalds email to be half as long, still clear and forceful, with none of the insults.

destroyallsoftware.com/blog/2018/a-ca...

Show this thread



5:23 AM · Jun 22, 2018

WORK HARD & PEOPLE
WON'T NOTICE

**expectations for humility
can become just another
figleaf over coercion**

underestimated
ignored & stymied

underestimated

ignored & stymied



social exclusion



Practicing Developer

@practicingdev



When people spend too long in a toxic work environment, they carry the scars and the harmful mental patterns from that for years, sometimes causing them to struggle even in very healthy work environments.

Understanding this point is very important when building teams.

8:22 AM · Jun 23, 2018

164 Retweets

490 Likes

Be the Ally You Think You Are | @superSGP | Empire JS



ENFORCE

INCLUSION

instead of civility

INTERVENE

to help the frustrated

give the underrepresented
MORE LEeway

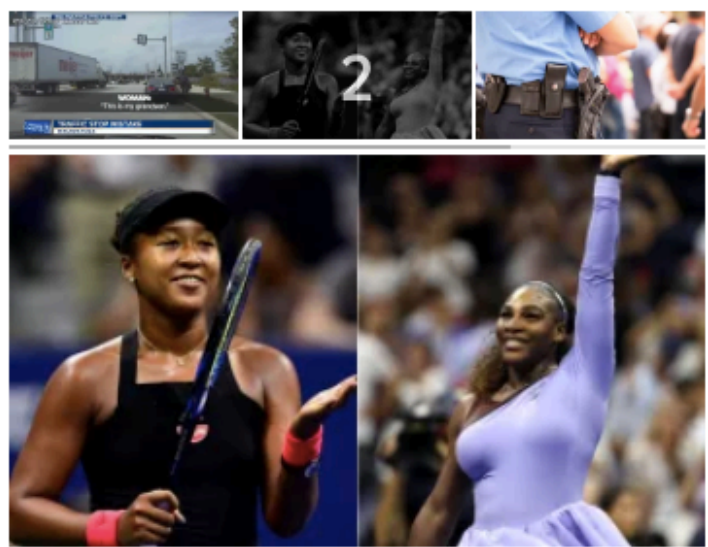
FORGET

FAIRNESS!





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Deadspin
Naomi Osaka To Upcoming U.S. Open Final Opponent Serena Williams: "I Love You"
Laura Wagner Today 9:57am

Recent from Kate Conger

GOOGLE

Google Fired and Disciplined Employees for Speaking Out About Diversity [Updated]

Kate Conger
2/21/18 6:14pm • Filed to: GOOGLE

330 8

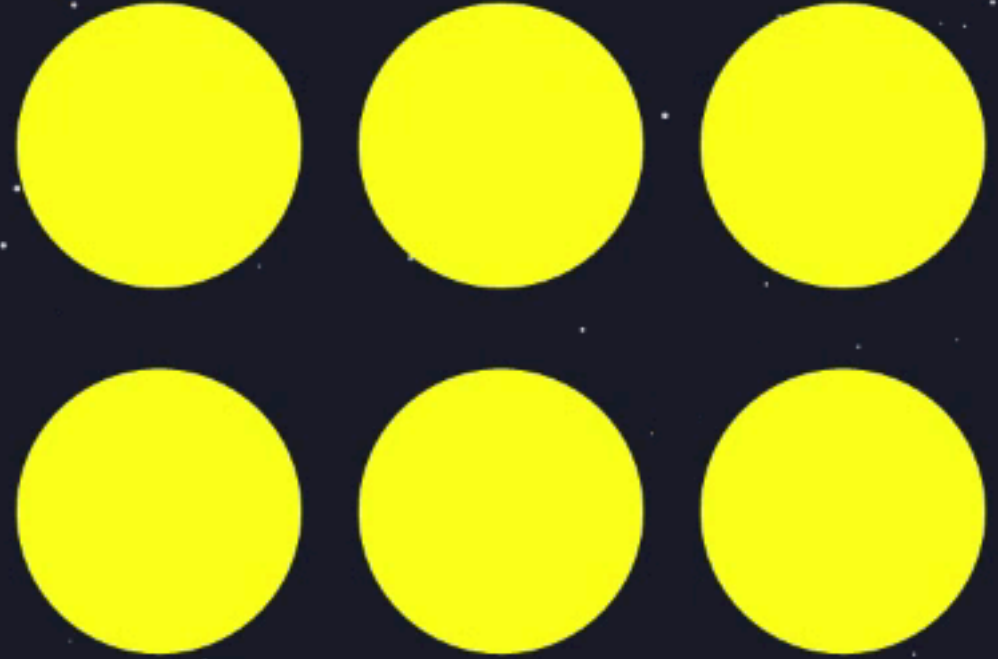


Share Tweet

FAIRNESS WITH
CONTEXT
AKA JUSTICE

if we spent 1/10 of the time [we spend] enacting some dumb rube goldberg “anonymizing” routine to set goals for hiring devs of color & white women to hold managers accountable to we’d be doing so much better

— manager joan



5

assuume

IT'S YOU

**WHEN YOU ARE ON THE
UPWARD SIDE,**

YOU

MUST LEVEL THE FIELD

@sarahmei



Words like **bossy**, **abrasive**, **strident**, and **aggressive** are used to describe women's behaviors when they lead; words like **emotional** and **irrational** describe their behaviors when they object. All of these words show up at least twice in the women's review text I reviewed, some much more often. **Abrasive alone is used 17 times to describe 13 different women.** Among these words, only **aggressive** shows up in men's reviews at all. It shows up three times, twice with an exhortation to be more of it.

— Kieran Snyder, "The Abrasiveness Trap"

When men and women negotiated a job offer by reading **identical scripts** for a Harvard and CMU study, women who asked for a higher salary were rated as being **more difficult to work with and less nice**, but men were not perceived negatively for negotiating.

— Rachel Thomas, “If you think women in tech is just a pipeline problem”

Women believed their code wasn't getting approved as often as the men on their teams, and they were right.

— Christina Cauterucci, “Analysis Suggests Code from Female Facebook Engineers Gets Rejected More Often Than Code From Men”

[M]en not only interrupted twice as often as women, but were nearly three times as likely to interrupt women as they were to interrupt other men.

— Alice Snyder, “Why men are prone to interrupting women”

[P]eople redefine merit in a manner congenial to the idiosyncratic credentials of individual applicants from desired groups.

— Eric Luis Uhlmann and Geoffrey L. Cohen,
“Constructed Criteria”

Remarkably, perceiving one's
judgments as objective
and free of bias predicted
greater gender bias.

— Eric Luis Uhlmann and Geoffrey L. Cohen,
“Constructed Criteria”

EricAnthonyGrollman @grollman · Aug 14

It might be fair to say that the more you make what follows about you (how right you are, how non-racist you are, how wrong they are to accuse you of being offensive), the more you undermine the POC individual's sense of self, perspective of the world, and sense of safety.

1 41 560


EricAnthonyGrollman @grollman [Follow](#)

I'm going to ask you to do something radical: start viewing instances in which people of color call you out for being offensive (or even racist) as gifts. We are taking the time to let you know how we feel and we are inviting you to consider rectifying the situation, to do better

12:39 PM - 14 Aug 2018

242 Retweets 1,314 Likes

8 242 1.3K



EricAnthonyGrollman @grollman · Aug 14

What may feel like an attack from a person of color is actually a form of tough love in what should be a collective project to fight racism. They likely assume you are receptive enough to hear them and do better -- or at least hope so.

3 89 854

EricAnthonyGrollman @grollman · Aug 14

EricAnthonyGrollman @grollman

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8 242 1.3K


EricAnthonyGrollman @grollman [Follow](#)

What may feel like an attack from a person of color is actually a form of tough love in what should be a collective project to fight racism. They likely assume you are receptive enough to hear them and do better -- or at least hope so.

12:40 PM - 14 Aug 2018

89 Retweets 854 Likes

3 89 854



EricAnthonyGrollman @grollman · Aug 14

What you'll have to do is assume you already are racist by virtue of benefiting from the racist system. Work on taking the sting out of the label "racist." It's so counterproductive to get hung up on "who's racist and who isn't" while we leave intact the system of racism.

3 95 792

People who read or listened to the DIY messages were more likely to believe women have the power to solve the problem. ...[T]hey were also more likely to believe that women are responsible for the problem — both for causing it, and for fixing it.

— Grainne Fitzsimons, Aaron Kay, Jae Yun Kim, *“Lean In” Messages and the Illusion of Control*

this goes for
EVERYONE

DO
THIS
INSTEAD

try to change **the situation**
before trying to change
the person

test your

EXPECTATIONS

lend a hand out

YOUR PRIVILEGE



6

**SPEND YOUR
OWN CAPITAL**

6

**SPEND YOUR
OWN CAPITAL**

& I don't mean cash

push for process

stop calling people talented

screw civility & forget fairness

assume it's you

☆ spend your own social capital ☆

CHANGE

IS

HARD

CHANGE

IS NOT

COMFY

DO

IT

ANYWAYS

 Thread

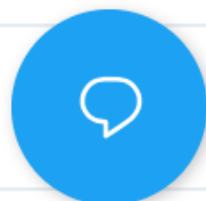
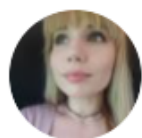

Tatiana Mac
@tatianatmac



This situation happens a lot. One WP notices the space other WP occupy, and they offer apologies to the POC. But they don't really do anything to get the other WP to see what's going on. So, instead of illuminating my erasure, he just kind of crawled into my erasure cave with me.

7:17 PM · Jul 9, 2018

1 Retweet 5 Likes


 Thread


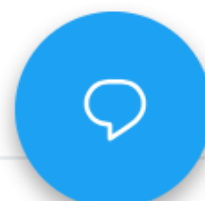
jenn and Brian Sinclair liked
Jessicat at home
@virtualjess



hey hi industry harassment and systemic sexism is the direct result of regular dudes in games not taking a stand because they don't want to lose their friends, jobs, or network. it isn't bad apples, it's the barrel that holds them.

5:14 AM · Aug 8, 2018

497 Retweets 2.1K Likes


 Tweet


a departed quantity @ summer camp 🔥
liked
saira rao
@sairasameerarao



To All The White Folks Who Send Me Texts, Emails and DM's Privately Supporting My Anti-Racism Messages: Your private support is meaningless. Make your words public OR stop contacting me altogether. Thanks.

2:51 PM · Aug 9, 2018

21 Retweets 66 Likes

Be the Ally You Think You Are | @superSGP | Empire JS



TELL

THE

CEO

← Tweet

Antifa UX and 3 others liked



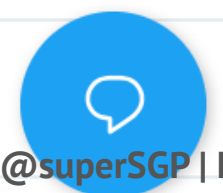
Molly Peeples @astronomolly

Meeting scene this morning:
Person: "& [Senior Man who isn't in the room]'s project ..."
Senior White Male: "No, that is [Junior Woman who also isn't in the room]'s initiative; she did all the hard work; call it [Woman's Last Name]'s project".

This is how you do it, people.

12:24 PM · Jul 18, 2018

319 Retweets 1.9K Likes



Be the Ally You Think You Are | @superSGP | Empire JS



be

like

barry

[W]hite and male executives aren't rewarded, career-wise, for engaging in diversity-valuing behavior, and nonwhite and female executives actually get punished for it.

— Stefanie K. Johnson and David R. Hekman, “Women and Minorities Are Penalized for Promoting Diversity”

awesome people
work for justice

I'm counting on you.

get the slides:
sarahghp.com/ally.pdf

**Links: Tyranny of
Structurelessness | Blogs of
Information: How Gender
Cues and Individual
Motivations Influence
Perceptions of Credibility |
Black STEM employees
perceive a range of race-
related slights and inequities
at work**

Links: Organization structure and fairness perceptions: The moderating effects of organizational level | Tools for fairness: Increased structure in the selection process reduces discrimination | Being Glue | How calls for “civility” are harming tech companies | Why Love Literally Hurts

**Links: | What a Coincidence!
The Effects of Incidental
Similarity on Compliance
Pretty decent Quora answer
on social exclusion | Google
Fired and Disciplined
Employees for Speaking Out
About Diversity | Why your
'personality' is getting in the
way of a promotion**

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Allyship | Allyship | The
Problem Woman of Colour**
