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# Uber's Strategy of Disruptive Innovation: The Implications of Negative Press

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Learning Journal: Part Two

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**Are you guilty of unconscious bias? How so? What is one thing you can do to mitigate this bias from operating in your life? Experiment with this tactic and report on results. Be specific!**

I think that yes, everyone is guilty of unconscious bias. I think we are all humans that for better or for worse don't have the ability to be to separate ourselves from our history or our experiences. In class we talked about the Implicit Bias test done by Harvard, and over the years in RA training and beyond, I have taken several of these tests.

Over the years I have made an effort to keep these areas of bias in mind eyes I'm going through my life. Just past quarter I was a part of a team doing the RA interviews. While in the interviews I realized I was grading the women more harshly than the men, hoping that they had additional knowledge and we're well-versed in areas diversity, equity, inclusion, and faith, while I just hoped that the guys were genuinely nice. I realized this process that I had a slight biased towards him and potentially because I hold them to a lower standard because of my experience, but either way this is unhelpful to the process and was important to keep in mind.

And these past few weeks and months I haven't realized as many areas in which I have been making judgments actually affected the outcome of others' lives, having an understanding that I'm not holding men the same standard, but I am women is problematic and important to note. I think part of the reason why having bias training doesn't seem to be effective after a few days as we know from our class, is that it is hard to know the areas in which we carry bias and we have a need to be hyperaware moving into decent situations.

The beauty in learning about bias in RA training is that I can be the "champion" of these topics on my floor. I can come to the table with ideas, training, and a desire for things to be different, in the way that we talked about in class. While getting no buy in from company members for diversity training makes it unusable, by having managers as diversity champions, we can win people over in favor of diversity, equity and inclusion.

**Have a conversation with someone who is different from you (of a different race, religion, or political affiliation) about a topic that you care about. What, if anything, was difficult or challenging about that conversation? How did you persist in having the conversation?**

Every time I have conversations with my grandparents, we are operating from different points of reference. While I love them very much, it is very hard to engage with topics of politics due to their extreme right leaning affiliations. So much has been challenging over the past couple years, particularly after the 2016 auction. After Donald Trump was selected my grandparents called me to talk about the election and share their happiness. They were met with frustration and sadness then and continue to not with that now. In a recent conversation with my grandfather shared his frustrations with the immigration system, his perceived flaws of the system, and the sinister intentions of those who are perceived as workers trying to come to the United States. Unfortunately, it seems to come from a place of fear for what is different from him.

I think more than anything, it has been hard to see and hear perspective that feels so fear based. I would hope that my grandparents as well as all others would just see people as people rather than people as potential areas for them to get hurt and in giving or welcoming our country to others, that wouldn't make us weak. The kingdom of God is diverse, so as a country why would accepting people of all types make it better? My grandfather doesn't even know where to start with those he is different from. He is from a family of criminals from backwoods Idaho, he ran away when he was fifteen, and lied to join the Air Force when he was sixteen. He doesn't understand when people can't make it on their own.

My grandfather was born and raised in the woods in Idaho, and has lived within a pretty small context in his life. He is biased by the availability that he has to information, only learning and growing within a smaller area of perspectives and understanding. He is biased by what he has had the ability to learn overtime and is less won over by the things others say.

I think that it's important to continue to engage in these conversations, even when they're hard, because my grandfather is a kind man who wants the best for his grandchildren's world. And even though we do look at things differently, I do think that he believes in human rights, and I want that to be exhibited in how he lives his life. I want him to see hopefulness in his life in a radical way, because he's made it, but he's still so cynical. I think that's a lot of the hardness of political conversations is the division, but I think that there can be unity in the hope that we all want what we believe is best for our country and for our world, and I want my grandfather to see that.

**Share your story (your history, values, and aspirations) with someone and have them share theirs with you. What does it mean for you to share your story? What does it mean for you to listen to someone else's story?**

Every year in Hill Hall, we make a point of sharing our life stories. Some share more information and some share less. We make a point to have the bounds of it be fairly open ended so that more feel willing and able to share parts of themselves with others, without feeling as though they have to share certain things. As an RA I share both smaller parts of myself, as well as sizeable stories that share more vulnerable sides of myself. It means quite a bit to share my story. I've been through quite a bit for someone my age and being able to share these parts of myself with my residents has been transformative in breaking down barriers. Last year, I had a resident who didn't trust me for a long time. She spent much of the first-quarter thinking that I was out to get her, and a little bit more time thinking that I was nice but wouldn't be a person who would understand her. It was only through some late-night conversations where we were both able to be real with one another that something changed. Sharing our lives is transformational for our relationships, for ourselves and for those around us.

Sharing our stories humanizes the people around us. If we were to know everything happening with those around us would we judge so quickly? If we were able to see the insecurities and the depths of other's pain as well as their joy, how could we help from loving them as another human? A few years ago, I did a Christian internship program in Atlanta where we spent our first weekend sharing out life stories. Every person took three plus hours. We went in depth. We asked questions and offered encouragements. Many of us said things we had never said before to a room of strangers. It brought us together, almost giving us the buy in or upfront investment we needed to make it with a group of people we didn't know. But now, these are some of my best friends. They are the ones I know will have my back to the very end. We were each so different, coming from vastly different backgrounds religiously, ethnically, socioeconomically, and so much more, but in knowing truly who we each were, we were able to humanize each other and truly step into spaces of difference without fear.

**Assess a specific group (SPU, your workplace, your family) for equity. Are all members treated fairly? Can all members become leaders if they want to develop as leaders?**

**Explain.**

I think the SPU as a whole, strides towards equity. While have the occasional miss-steps, but at least in the areas that I have been in I think that it is desired. I know that despite this desire, for myself and others in the business school, sometimes it feels as if we do face different challenges as women in coming becoming leaders in that sphere. In residence life, I do believe that there are opportunities for all to become leaders and that they are consistently looking to provide equitable situations.

I've heard of women being passed over for external competitions and conferences, because professors were more likely to advocate for a man to be there. This quarter we talked about how professors are biased towards men, and I think that our institution is no different. While in my opinion this is true, I also think that SPU, as a faith-based institution, has more of a desire to change this. In my last learning journal, I attempted to ask the question of "What if it's not because the men at SPU don't see women's vision, but instead because they are too wrapped up in conservative Christian culture and expectations to see through it?" What if the men of SPU's business school are unable to see women's potential as leaders because it is counter cultural from their understanding of what Christianity means, as well as what the differences between sexes are rooted in.

I want my friends, residents, and all women to know fully that they belong just as much as anyone else. That the boys who tell them that getting into the nursing program because they're guys, while maybe right, shouldn't be. That when they aren't seen for the work that they do, it's not because they aren't doing enough, but it's a problem in perception. As I've also said before, it's exceedingly difficult to sit with them when they tell me that professors pass them over for projects and competitions outside of school despite their fully formed business plans or extensive qualifications for men who are figuring things out as they go. They see it every day and that's why we need more women leaders; so women don't lose hope at eighteen or nineteen.

Additionally, power dynamics are at play in a university setting, not only a difference between male and female professors, but also between students and professors. Power dynamics also have significant weight in making sure that SPU is equitable, this would be made better by better reporting systems and frameworks in place for professors to operate within.

**What can you as an individual do to positively shape a diverse team and/or advocate for equity in your workplace? Choose one strategy, try it out, and then report on results and learning.**

In the past year as an RA in Hill Hall, my RA staff has spent time reading excerpts of books, articles, and watching Ted Talks so that we can converse and better engage in areas of Diversity, Equity, and Inclusion. In this class we have learned, about the effect of engaging with managers and having them be company's diversity champions. In a similar way, RA have the capacity to be the diverse city Champions of our floors and areas. Every year, we come into spaces in which everyone holds different identities and perspectives, and it is a part of our job to be able to help our residence engage well in these places of difference within our communities. Having a better understanding myself of areas object of diversity, equity, and inclusion specifically within race, gender, and religion has allowed me to better enter into spaces with residents when I do not always understand where they're coming from. These conversations have what to questions and concerns from our staff have been able to trickle into conversations with the residents. Since our residents know we hold these areas of diversity equity and inclusion very dear Interpol and it about these things, it has helped and making me more of a priority throughout the campus.

Over the past two years as an RA and the past four years in the dorms, there have been many instances in which I have known others who come from different backgrounds. As an individual who truly does care to engage with the world around me, having a better understanding of how to be respectful of difference has been important.

Part of my duty as an RA is to go on rounds. During this time, we check to make sure the building is safe as well as have conversations with residents. On Automated a few months ago I was right in her room having a conversation with a group of guys as well as another RA on call. The group of guys ended up taking the direction of the conversation into a derogatory manner regarding mental health and disabilities. Due to not only my training, but also an unwillingness to let their heinous comments go unchecked, I spoke up. It takes quite a lot for anything to be brought up because often I have not noticed that people assume the best and don't want to say something unless they know is a recurring problem. I noticed some type of bystander effect when it comes to engaging in these areas of difference because people don't want to say the wrong thing we're don't want to how heart conversation due to not only my training and these additional conversations but also to do to this role I have a much higher willingness and ability to enter into these places and speak up when necessary.