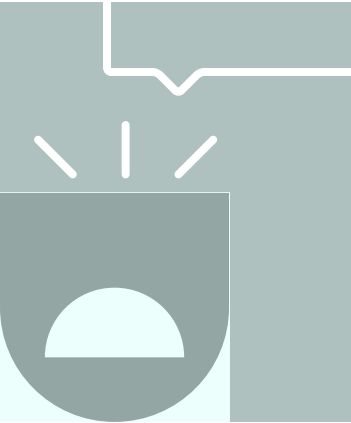


# INTENT vs IMPACT

## Miscommunication and Bias at Work

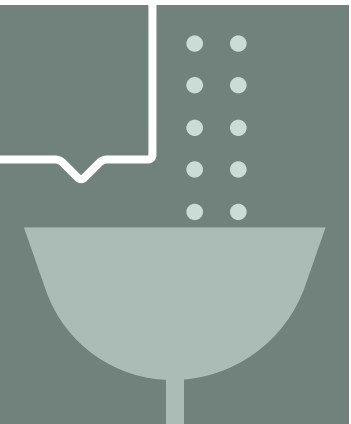


### Use of Stereotypes

**Scenario:** A senior manager jokingly says to a female colleague during a meeting, “You’re too pretty to be in finance—shouldn’t you be in marketing?”

**Intent:** Attempting to make a lighthearted comment.

**Impact:** The colleague feels demeaned and undermined in her professional capabilities, reinforcing harmful gender stereotypes.

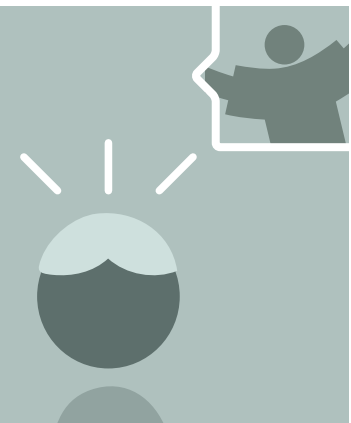


### Misjudged Invitations

**Scenario:** A supervisor repeatedly asks a subordinate to join them for after-work drinks, saying, “It’s just to get to know you better!” The subordinate declines, but the invitations persist.

**Intent:** The supervisor might argue they’re fostering team camaraderie.

**Impact:** The subordinate feels pressured and unsafe, especially due to the power imbalance.



### Misreading Social Cues

**Scenario:** At a company retreat, one employee hugs another despite their visible discomfort, saying, “I’m just a hugger!”

**Intent:** To express warmth or friendliness.

**Impact:** The recipient feels their boundaries were ignored, leading to discomfort or even fear.

### REMEMBER

In all these examples, **intent** might not have been malicious, but the **impact** caused harm. Recognizing this distinction is crucial for fostering a workplace where all employees feel safe, respected, and valued.