



**REAL Conversations: Breaking Through the Glass and Concrete Ceilings**  
**Thursday, March 18, 2021**

**DEFINITIONS**

**Concrete ceiling:** The concrete ceiling refers to the barriers to career advancement for women of color. Concrete is difficult to break and unable to see through unlike a glass ceiling and that which cannot be seen remains hidden and unattainable (Catalyst, 1999).

**Emotional tax:** An undue burden levied on women of color because of exclusionary behaviors affecting their overall health and well-being as well as making them feel constantly on guard (Catalyst, 2016; 2018).

**Glass ceiling:** An unofficially acknowledged barrier to advancement in a profession, especially affecting women.

**Intersectionality:** A term coined by Kimberlé Crenshaw about a framework which names and explains the interactions and interrelationships between gender, race, and other social ascriptions in individual lives, social practices, institutional arrangements, and cultural ideologies and the outcomes of these interactions in terms of power (Davis, 2008).

**Mentorship:** Mentors help you identify the skills you need to develop further.

**Sponsorship:** Sponsors help advance your career and navigate organizational politics.

**RESOURCES**

*Sources referenced by the defined terms above, as well as additional information to continue your education.*

Bova, B. (2000). Mentoring revisited: The Black woman's experience. *Mentoring & Training*, 8, 5-16.  
doi:10.1080/713685511

Catalyst. (1999). Women of color in corporate management: Opportunities and barriers. Retrieved from [http://www.catalyst.org/file/164/woc\\_opportunities\\_&\\_barriers.pdf](http://www.catalyst.org/file/164/woc_opportunities_&_barriers.pdf)

Catalyst. (2016, October 11). Emotional Tax: How Black women and men pay more at work and how leaders can take action. Retrieved from [https://www.catalyst.org/system/files/emotional\\_tax\\_how\\_black\\_women\\_and\\_men\\_pay\\_more.pdf](https://www.catalyst.org/system/files/emotional_tax_how_black_women_and_men_pay_more.pdf)

Catalyst. (2018, February 15). Day-to-day experiences of emotional tax among women and men of color in the workplace. Retrieved from <https://www.catalyst.org/system/files/emotionaltax.pdf>

Crenshaw, K. (1991). Mapping the margins: Intersectionality, identity politics and violence against women of color. *Stanford Law Review*, 43(6), 1241-1299.

Davis, K. (2008). Intersectionality as a buzzword: A sociology of science perspective on what makes a feminist theory successful. *Feminist Theory*, 8(1), 67-85.

Mercurius, K. C. (2018). Diversity and exclusion in higher education administration: Black women navigating their careers in advancement at elite, predominately white institutions (Publication No. 13425387) [Doctoral dissertation, Fielding Graduate University]. ProQuest LLC.

Sosik, J.J., & Godshalk, V.M. (2000). The role of gender in mentoring: Diversified and homogeneous mentoring relationships. *Journal of Vocational Behavior*, 57, 102-122.