

EXHIBIT 4.5

Causes of Salience

Cause	Description	Examples
Being novel	Anything that makes a target unique in a situation	Being the only person of a particular age, sex, or race in a situation; wearing jeans when everyone else is dressed in business clothes
Being figural	Standing out from the background by virtue of being bright or illuminated, changing, moving, sitting or standing in a prominent place, or seeming to be complex	Being in a spotlight; moving more than others in a group; sitting at the head of the table; wearing bright clothes
Being inconsistent with other people's expectations	Behaving or looking in a way that is out of the ordinary	A normally shy person who is the life of the party; a salesperson who insults a customer; a man or woman who is exceptionally attractive

Source: Based on S. T. Fiske and S. E. Taylor, *Social Cognition* (Reading, MA: Addison-Wesley, 1984); R. M. Kanter, *Men and Women of the Corporation* (New York: Basic Books, 1977); L. Z. McArthur and E. Ginsberg, "Causal Attribution to Salient Stimuli: An Investigation of Visual Fixation Mediators," *Personality and Social Psychology Bulletin* 7 (1981): 547–53; L. Z. McArthur and D. L. Post, "Figural Emphasis and Person Perception," *Journal of Experimental Social Psychology* 13 (1977): 520–35; C. Wolman and H. Frank, "The Solo Woman in a Professional Peer Group," *American Journal of Orthopsychiatry* 45 (1975): 164–171.

all women are not alike and to point out that she had more in common with them than she had in common with their female subordinates or clients.

Individuals who are salient, like Schwartz, are often perceived in terms of whatever is causing their salience: they are stereotyped.⁵¹ Perceivers consider the thoughts, feelings, and behaviors of salient individuals as more consistent with their distinguishing feature than would be the case if they were not salient. Perceivers often also view them as representative of all people like them with regard to the salient characteristic.

Being salient and stereotyped in a situation can actually result in a target's performance being adversely affected.⁵² Research by Claude Steele, a psychologist at Stanford University, has found that when salient people think about stereotypes relevant to task performance, their performance might actually be impaired.⁵³ Performance impairment occurs because salient, stereotyped individuals become concerned that others will perceive them based on the stereotype, which distracts them and diverts some of their attention away from task performance.⁵⁴ This phenomenon, called *stereotype threat*, can affect the performance of individuals who are salient for a variety of reasons.⁵⁵

Salience due to race has particularly powerful effects on perception. Although there are more African Americans and minorities in management positions today than there were several years ago, African American managers still experience the effects of their relative salience and stereotyping. One study found that 45 percent of minority senior executives had been the butt of cultural or racial jokes while on the job, and 44 percent reported that they had to control their anger resulting from differential treatment at work. More than half of the executives felt that their organizations gave less-challenging assignments to minorities.⁵⁶ Other research suggests that a little less than half of minority employees believe their organizations are not trying hard enough to provide opportunities for nonwhite employees. Thus, it may not be surprising that African American employees see less of a connection between their levels of performance and the pay they receive and are less likely to feel that they are paid well than their white counterparts.⁵⁷ Fortunately, the situation is improving and more and more organizations are taking concrete steps to reduce the negative effects of salience and stereotyping on minority employees. One such step that seems to be effective is linking managers' bonuses to diversity goals and initiatives.⁵⁸

Another group of workers who have felt the negative effects of salience and stereotyping are people with disabilities. There are over 20 million people of working age with disabilities in the United States and only about 37.5 percent of them are working.⁵⁹ Of those who are not working,