Welcome

Creating Inclusive and Equitable Organizations
Workshop & Dialogue

June 8, 2021

Facilitator: Dwinita Mosby Tyler, Ph.D.

Creating Inclusive and Equitable Organizations

Leadership Matters

Presented by: Nita·Mosby Tyler, Ph.D.
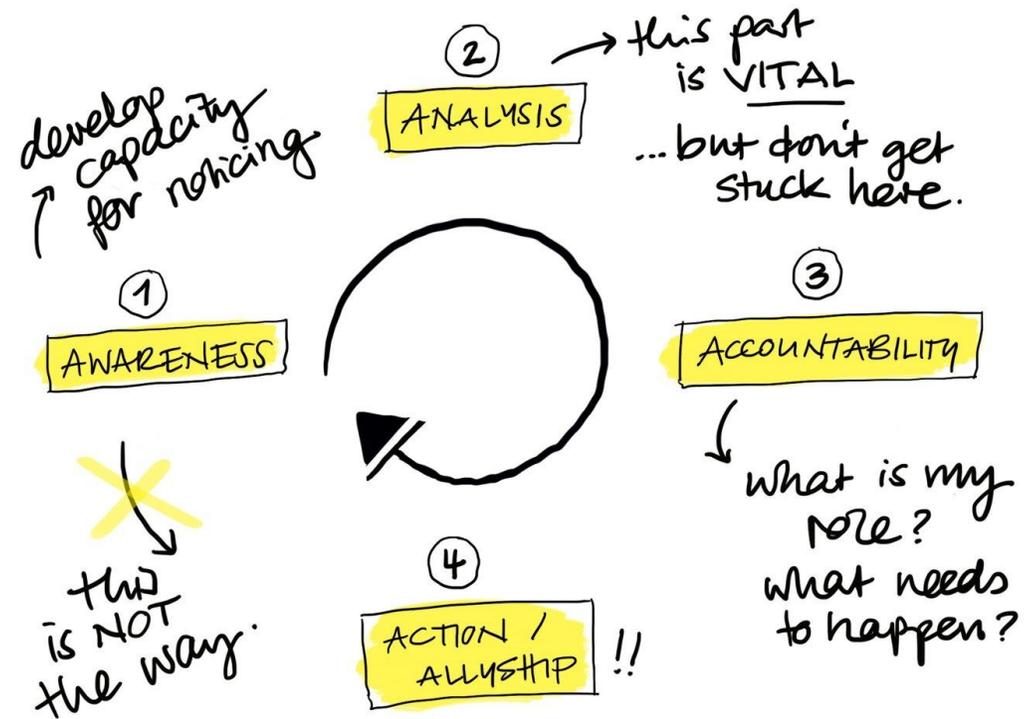
June 8, 2021

Anticipatory grief is that feeling we get about what the future holds when we're uncertain.

Anticipatory grief is the mind **going to the future and imagining the worst**.

Let's explore ways to begin mitigating this.

Liberatory Consciousness

Remember to Start with this:

Let's understand **WHAT** we're doing/talking about… the journey is important

Diversity Inclusion Equality Equity

EQUALITY   EQUITY   LIBERATION
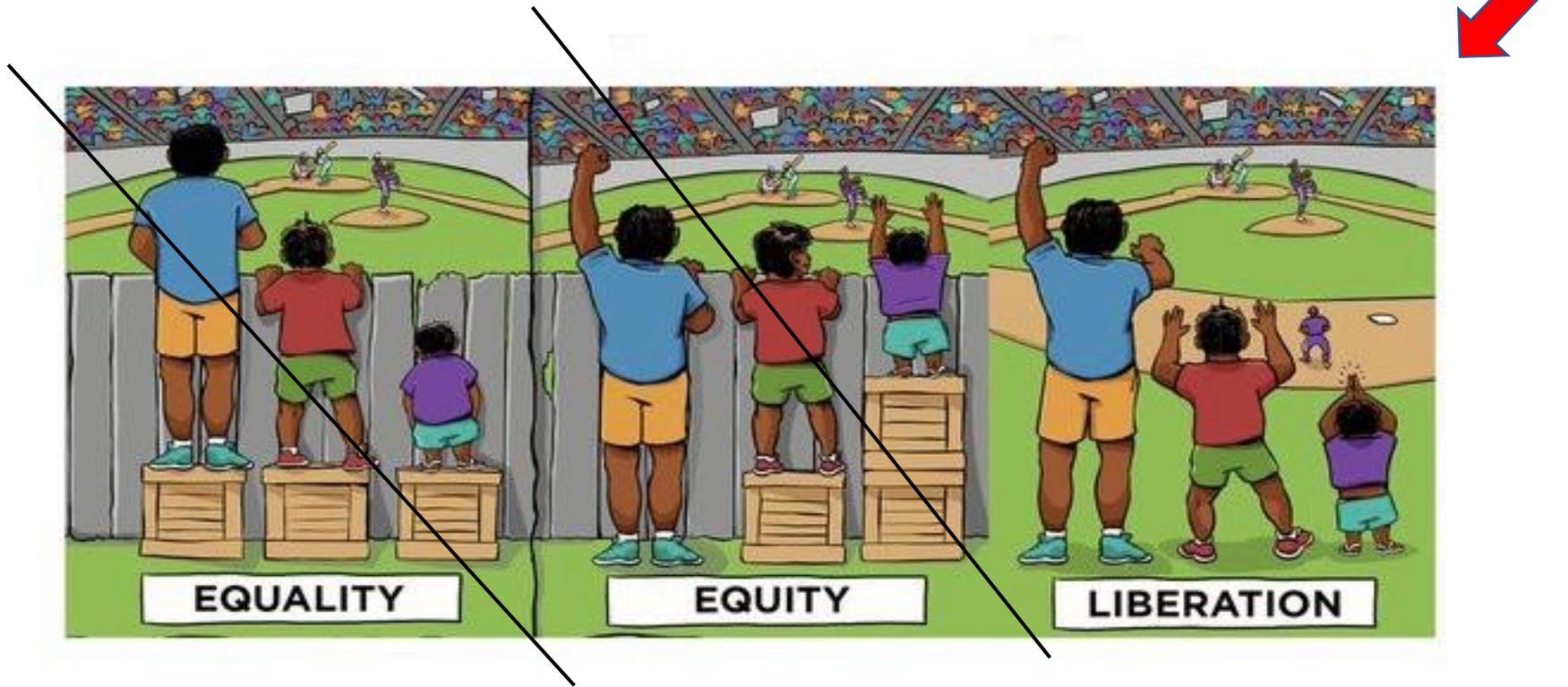
This **is not** a perfect depiction, but you get my point.

What are the **FENCES** we need to be working on today?

Name "fences" (barriers in the system) that need to be worked on in this community, organization or department

In your opinion, what are the **priority areas** to focus on to advance racial equity, diversity and inclusion in your community, organization or department?

Community/Team Engagement in Equity, Inclusion and Diversity Work

Engagement
- High Attention + High Commitment

Strategic Compliance
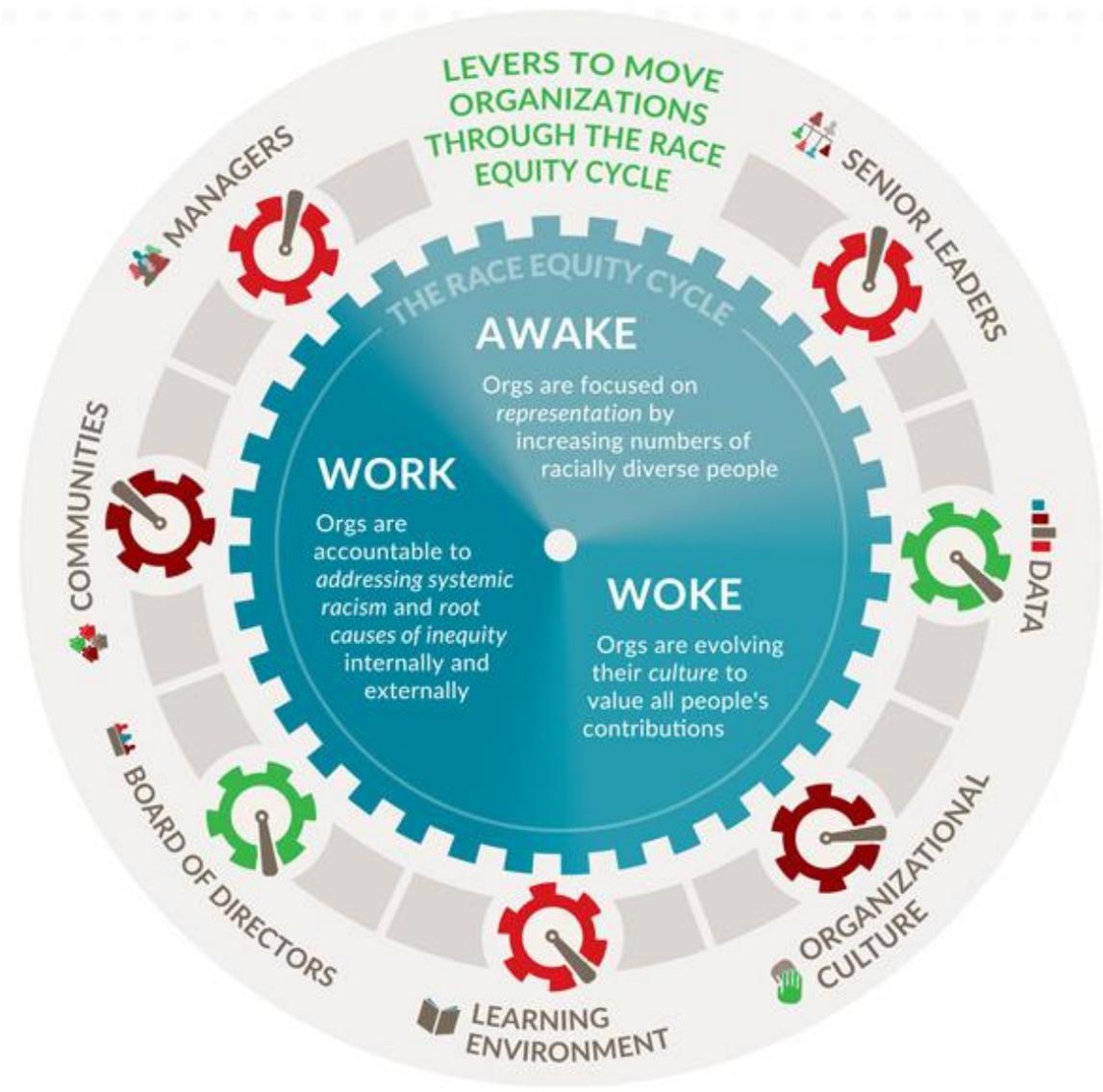- High Attention + Low Commitment
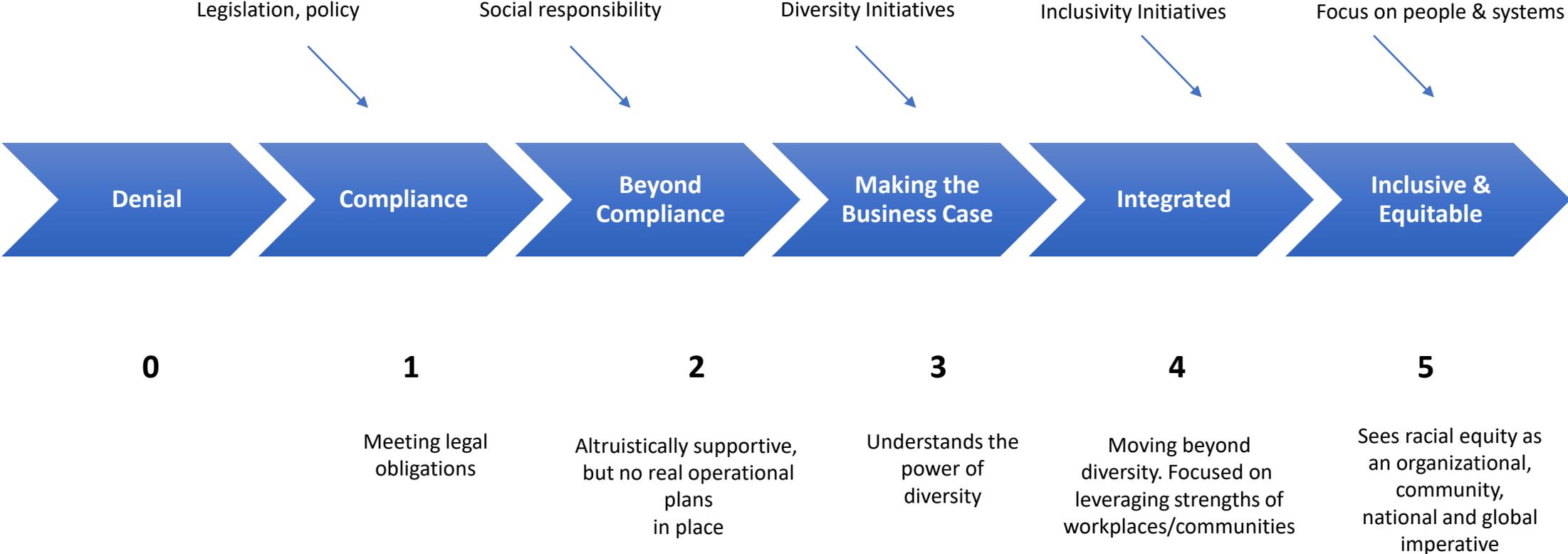
Ritual Compliance
- Low Attention + Low Commitment

Retreatism
- No Attention + No Commitment

Rebellion
- Diverted Attention + No Commitment

Equity in the Center

Strategy: Understanding the Continuum of Equity

Legislation, policy

Social responsibility

Diversity Initiatives

Inclusivity Initiatives

Focus on people & systems

Denial	Compliance	Beyond Compliance	Making the Business Case	Integrated	Inclusive & Equitable

0	1	2	3	4	5
	Meeting legal obligations	Altruistically supportive, but no real operational plans in place	Understands the power of diversity	Moving beyond diversity. Focused on leveraging strengths of workplaces/communities	Sees racial equity as an organizational, community, national and global imperative

Reveal Relevant Opportunities

- The first step is about discovery — not setting an agenda or duplicating diversity initiatives that seemed effective in other organizations.

- In order to set a direction, create alignment, and generate commitment to DEI, top organizational leaders take the first steps: we articulate our individual and collective perspective, identity, values, and culture; consider how experiences of power and privilege may affect our approach and effectiveness — and that of others; and evaluate how dynamics of DEI affect our marketplace and their business strategy.

✓ **By exploring this, we can engage others in the organization to identify the most relevant opportunities for change and then select 2-3 strategic actions that will drive the outcomes we want.**

Reveal Relevant Opportunities

Elevate Equity

Activate Diversity

Lead Inclusively

Elevate Equity

- When discussing diversity initiatives, many professionals reference the term DEI, which stands for Diversity, Equity, and Inclusion.
  - We all recognize this terminology, but there is a growing preference to shift the order to EDI, placing equity before diversity and inclusion - **for a reason.**

✓ **To make progress on EDI, we first need to acknowledge societal inequities and recognize that, unintentionally, our organizations *aren't* level playing fields.**

- People enter the world of work and advance through their careers with unevenness of advantage, opportunity, privilege, and power — so what is "fair opportunity" is not the same for everyone.

- When organizational leaders express their motivation, as well as barriers, for countering inequity, set clear goals toward greater equity, and then take action, they signal a commitment that becomes the foundation of the organization's diversity and inclusion efforts.

Activate Diversity

- Diversity is the collective of differences and similarities that includes individual and organizational characteristics, values, beliefs, experiences, backgrounds, and behaviors.

- Activating diversity is a process that involves recognizing and engaging differences within the employee and community base. It equips teams to explore the impact of diversity on perspectives, assumptions, and approaches, and identify ways to enhance the contribution of all.

✓ **It includes defining expectations or metrics and setting clear goals.**

Reveal Relevant Opportunities

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Lead Inclusively

Lead Inclusively

✓ **Inclusion requires active, intentional, and ongoing efforts to promote the full participation and sense of belonging of every employee, customer, and strategic partner. It involves policies and practices, but also the ability to envision and enact new ways of leading.**

1. **Win-win for the individual**
2. **Win-win for the organization**
3. **Win-win for the community**

• Across levels and functions, we need to learn what is now required, interpreting inclusive leadership for various groups or for different roles. We may also need tools and support as we improve our ability to identify and mitigate bias, respect differences, build empathetic relationships, foster allyship, manage conflict, and bring out the best in others.

| |
|---|
| Reveal Relevant Opportunities |
| Elevate Equity |
| Activate Diversity |
| Lead Inclusively |

Equity as a core value; including it in the strategic plan matters.

By acknowledging equity as a core value, you create a reference point for prioritizing the implementation of policies and practices, through an equity lens, at all levels of the organization.

Including goals and strategies in the strategic plan can result in the creation of a line item in the budget to fund equity work.

Equity work requires a consistent lens.
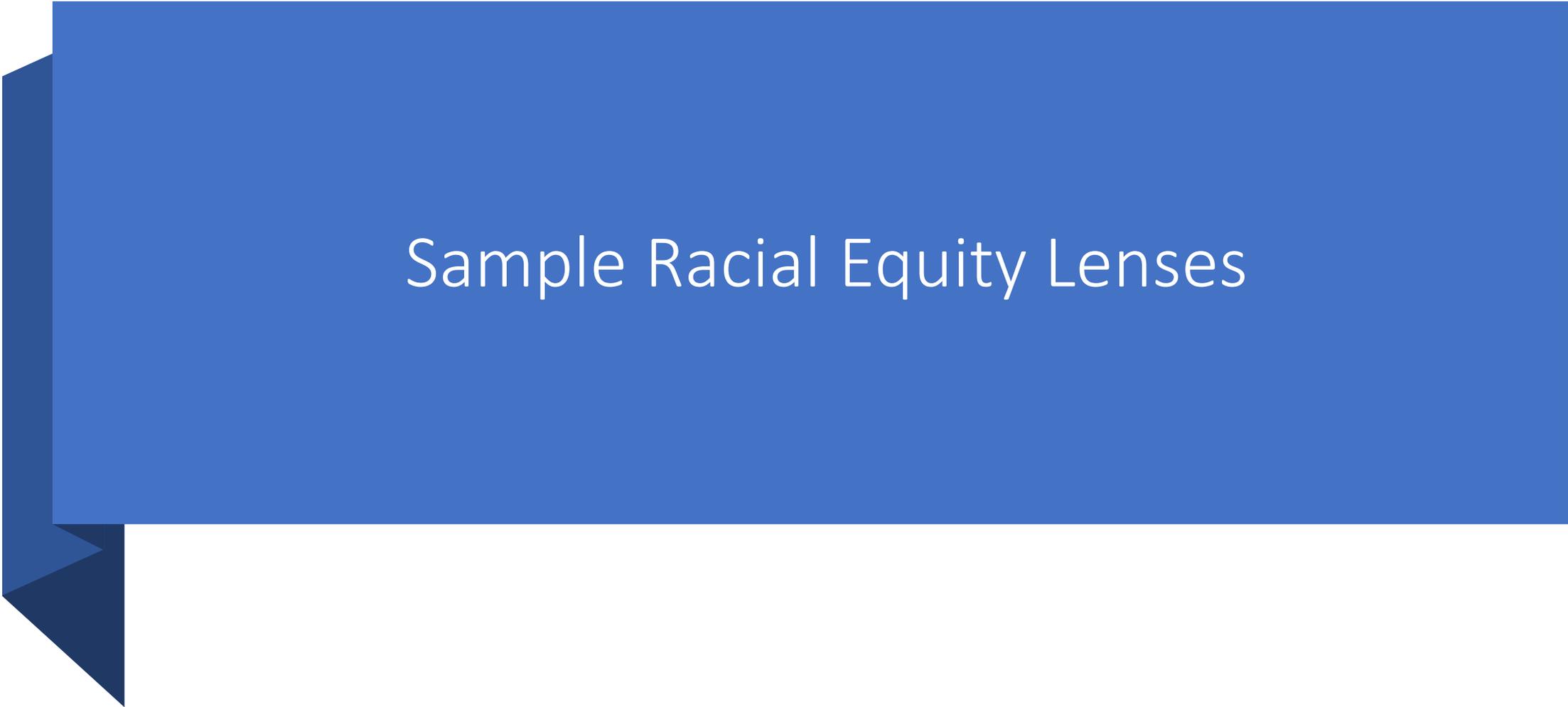
Sample Racial Equity Lenses

Institute a Racial Equity Lens in your thinking AND your doing

Are all racial/ethnic groups who are affected by the decision we are making considered at the table? Have we heard the voices of those who are affected?

How will the proposed decision **affect** each group?

How will the proposed decision be **perceived by** each group?

Does the decision advance racial equity or mitigate unintended consequences?

CHECK POINT: Based on the above responses, what revisions are needed in the decision under discussion? Have we also considered other underserved groups who might be affected?

RACIAL EQUITY LENS

THE SALVATION ARMY

Objective - By utilizing a racial equity lens, The Salvation Army aims to (a) provide a common vocabulary and protocol for evaluating policies, programs, practices and decisions for racial equity and (b) produce policies, programs, practices and decisions which result in more equitable outcomes.

Procedure - For any policy, program, practice, or decision, consider the following five questions:

Who are the racial/ethnic groups affected by this policy, program, practice or decision? And what are the potential impacts on these groups?

Does this policy, program, practice, or decision ignore or worsen existing disparities or produce other unintended consequences?

Have you intentionally involved stakeholders who are also members of the communities affected by this policy, program, practice or decision? Can you validate your assessments in (1) and (2)?

What are the barriers to more equitable outcomes? (e.g. mandated, political, emotional, financial, programmatic, or managerial)

How will you (a) mitigate the negative impacts and (b) address the barriers identified above?

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WHO IS REPRESENTED IN DECISION-MAKING? ARE THE RIGHT PEOPLE IN THE ROOM?

When making decision, there can be tension between acting quickly and acting equitably. The misconception is that equity-based decisions take time to implement. However, decisions can be made quickly and prioritize issues affecting people of color, specially Black and Indigenous People of Color (BIPOC), if they are in the decision-making table.

HOW ARE WE LEVERAGING RACIAL EQUITY TRAINING TO BUILD TOWARDS A JUST AND SUSTAINABLE FUTURE?

Racial equity training is critical to develop a racial equity lens. Educating on topics such as racial history, unconscious bias, language access, white privilege, inclusive engagement and teaching, and racial equity tools are all vital. This improves outcomes for all, including people of color, specially BIPOC.

HOW DO WE INCREASE COMMUNITY ENGAGEMENT AND TRANSPARENCY?

Knowledge is power. Transparency and genuine community engagement allow for people to be in control of their life. An organization should share how process work and how outcomes are identified to advance racial equity. This should be done in partnership with people of color, particularly BIPOC and anti-racists. People who are affect by a decision should have access and a meaningful part of the decision making process.

HOW ARE WE INVESTING IN RACIAL EQUITY?

To advance racial equity, resources must be invested. This could be time or funding, or both. Time needs to be allocated to develop new ways of teaching, working, and learning. Funding must be invested in scholarships, accessible ways of teaching, materials, etc. In addition, time and funding must be allocated to develop new policies, creating a new culture that dismantles white supremacy to advances racial equity and benefits all, including people of color, particularly BIPOC.

Key Questions:

- Am I uplifting the experiences, knowledge, and contributions of people of color in this decision? How so?
- Am I involving people affected by this decision in the decision making process? How so?
- If I don't know how I can embed racial equity into this decision, am I reaching to someone who can help me? Who?
- Am I learning about racial equity and how embedding it could change this decision? How so?
- Am I investing time and/or resources into this decision? If not, how would doing so change my decision change?

If the answer to any of these questions is **NO,** go back to the drawing board until you are able to say **YES**.

Set Your Equity, Inclusion and Diversity Goals

PERSONAL GOAL(S) THAT ENHANCE YOU

GOAL(S) THAT ENHANCE/IMPROVE THE ORGANIZATION

What is a DIVERSITY Goal?

Diversity: representation

Commonly, it can be seen as a demographic that you are looking to increase or a change/shift in a process.

Examples:

- We will strive to develop a team that reflects the communities/service area we are a part of in terms of race/ethnicity, etc. or expand the team to include voices we don't typically hear.

- Monitor/report the retention rates of team members, considering how the retention rate of team members of color compares to that of white board members, men to women, etc.

- ***Target Corporation** says it plans to increase its Black workforce by 20%.*

What is an INCLUSIVITY Goal?

Inclusivity: belonging

Commonly, it can be seen as a strategy that insures the people inside of or entering a system experience a sense of *being-a-part-of* the system.

Examples:

- We will assess whether our current team behaviors, policies, practices, and procedures are inclusive and sensitive to a diversity of cultures and identities. *Is there anything that we're doing that causes disengagement or harm?*

- **The AJL Foundation**, a private foundation, includes community members in its grantmaking decision-making and awards process.

What is a RACIAL EQUITY Goal?

Equity: systemic justice

Commonly, it can be seen as a goal that ultimately supports the elimination of racial inequities and improves outcomes for all racial groups.

Examples:

- We commit to a 21-day equity challenge this year, where team members commit to taking action to deepen their understanding of equity/racial equity once a day, like read a book or listen to a podcast about the topic. Going forward, the board will complete a similar activity once a month, and once a quarter they'll connect with some sort of equity training. *Personal + Group commitment*.

- Adding an Equity committee. The committee is committed to ensuring equity is embedded across all departments and the organization as a whole.

- Adopt a policy to require annual team/department/division self-assessments that include equity metrics.

- Retailers like **Sephora** promised 15% of their shelf-space to products made by Black-owned businesses.

What would be your first step to operationalize this information in your community or organization?

Some of my Favorite Resources

Racial Equity Tools

Racialequitytools.org

The Catalyst Project: Anti-racism for Collective Liberation

collectiveliberation.org

PolicyLink: Lifting Up What Works

Policylink.org

My favorite reads:

- *My Grandmother's Hand* – Resmaa Menakem
- *Caste* – Isabel Wilkerson
- *The Cathedral Within* – Bill Shore
- *How to be an Anti-Racist* – Ibram X. Kendi
- *The Sum of Us* – Heather McGhee
- *White Rage* – Carol Anderson
- *The Color of Law* – Richard Rothstein

"A loving person lives in a loving world. A hostile person lives in a hostile world. Everyone you meet is your mirror."

-Ken Keyes, Jr.

Leadership while 6

What is Love?
By Emma K. Age 6

Love is when you're
missing some of your
teeth
but you're not afraid to
smile
because you know your
friends will still love you
even though some of you
is missing

Leadership while 8

Thank you!

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