

Building an Organizational Road Map for Diversity, Equity & Belonging

Washington State DEIB Empowerment Conference

5 June 2024



Table of Contents

<i>About This workbook.....</i>	4
<i>The Road Map includes strategies to:</i>	5
<i>Our goals for this session are to:</i>	5
<i>The Road Map is designed to:</i>	5
<i>POLL.....</i>	6
<i>Antiracist Checklist for Whites</i>	9
<i>How well have you built capacity in your DEIB/anti-racism work?.....</i>	10
<i>To be anti-racist and to dismantle racism in your organization:.....</i>	17
<i>3 Kinds of Resistance.....</i>	36
<i>The DEIB/Anti-Racism Road Map</i>	23
6. Launch the Engagement—Highest level of leadership.....	23
A. Meet with leadership to clarify:	23
B. Introduce the work to the staff	23
7. Conduct a Comprehensive DEIB Organizational Assessment	24
Prong 1: *Computerized Survey	25
Prong 2: Conduct Focus Groups	25
Prong 3: Conduct interviews	26
Create and Support an Employee Equity Team and Affinity/Advocacy Groups	Error!
Bookmark not defined.	
8. Develop Organization Specific Curriculum & Implement Employee Training; Plan for Continued Training and Development	28
5. Provide Anti-Racism Consulting and Training to the Leadership Team/Board... ..	32
7 Questions to Ask to Strengthen Board DEIB	34
1. Who is on the board?.....	34
2. Do you have a plan to enhance DEIB on the board?.....	34
3. How can we expand governance structure?.....	34
4. Can we agree to rotate committee chairs regularly to provide opportunities for everyone to offer fresh perspectives?.....	34
5. Can we agree to use Zoom or Teams to embrace digital inclusiveness. (all in-person or all-digital)	34
6. Set Meeting Norms/Conditions for Success	34
7. Incorporate DEIB into succession planning.	34
6. Provide Continuous Training and Opportunities for Development.....	Error!
Bookmark not defined.	

Sample strategies to continue anti-racism employee learning and development:Error!
Bookmark not defined.

7. Conduct Peer Reviews (What comparable organizations are “getting it right?”)
Error! Bookmark not defined.

8. Review, Revise & Communicate Policies/Practices/Procedures...Error! Bookmark
not defined.

9. Provide Continuous Organization Improvement.....Error! Bookmark not defined.

Examples of Equity Team Documents.....	35
SAMPLE Equity Team Recruitment/Membership Requirements.....	32
SAMPLE Equity Team Mission Statement:.....	32
SAMPLE Equity Team Vision Statement:.....	32
SAMPLE Equity Team Norms:.....	33
SAMPLE Equity Team Values:.....	33
Establish BIPOC/Intersectionality (e.g. White Abolitionists, LGBT+) Affinity Groups.....	33
Padlet Example:.....	36

Opening Our Hearts to the Work

- Breathe & Stretch Your Body
- Zulu greeting, "Sawubona" – "I see you." "Yebu" – "I am seen".
- To whom do you dedicate your work on anti-racism & DEIB?
 - Parents
 - Ancestors
 - Children
 - Grandchildren
 - Community
 - ...



Your response:

About This workbook

This workbook presents a model for building an organizational road map for diversity, equity & belonging. The workshop will answer the following questions:

- I want to do this work but where/how/when do we begin?
- How do we engage staff and hold them accountable for helping abolish bias and discrimination in our institutional policies, practices and procedures?
- What do we do beyond staff training?
- What do we do when there is resistance from our teams, our community (or from ourselves)?
- How can we tell if/when we are making progress and how do we continue to improve?

The Road Map includes strategies to:

- Help leaders & their organizations begin &/or continue their work to dismantle racist and inequitable systems so that all are SEEN.
- Explore why DEIB work benefits everyone, not just members of targeted groups.
- Identify the barriers to equity & belonging in their organizations.
- Address resistance, tension and pushback.
- Muster the courage & determination to do their part to abolish racist and inequitable systems--policies, procedures & practices--despite resistance.

Our goals for this session are to:

- Share a broad path toward anti-racism, equity & belonging in the workplace by creating more just systems & fostering a culture of Inclusion & belonging in the Washington state workforce.
- Introduce a DEIB change management process that will help leaders develop a plan that, if followed, will hold themselves & others **accountable & engaged** in the process of becoming anti-racist.

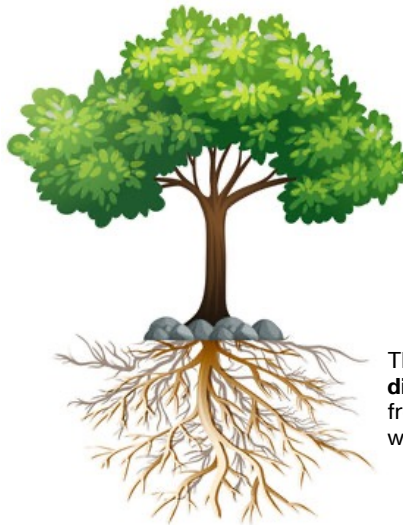
The Road Map is designed to:

- Help you strengthen your organizational culture in becoming anti-racist
- Help your organization center the lived experiences of minoritized and marginalized communities impacted by institutional bias—Black, Indigenous, Latinx, Asian, LGBT+ and others
- Guide you in promoting structures of accountability in policies, practices and procedures.

DEIB work, like a tree, is GRAVITROPIC & PHOTOTROPIC

We must be willing to go into the gravitropic in order to get the phototropic!

If we are unwilling to go down into the **awkwardness**, the **discomfort**, & the **challenges** of this work, we cannot get to the **lighter** work!



The work in the **dark**, **difficult**, & **damp** – away from **light** – makes the work in the light work!

We

How willing are you to go down into the **awkwardness**, the **discomfort**, & the **challenges** of anti-racist work? How willing are other leaders in your organization?

How willing are you to explore the discomfort your staff might be feeling in doing this work? How willing are you to explore your own discomfort?

Begin Your Pop Corn Seeds

- Put your organization in a process to be uncomfortable for a season!
- When 1 seed (popcorn) starts to change/expand/make noise
- ...the reaction will cause other seeds to consider expanding
- Then you can see the expanded version of your seed!

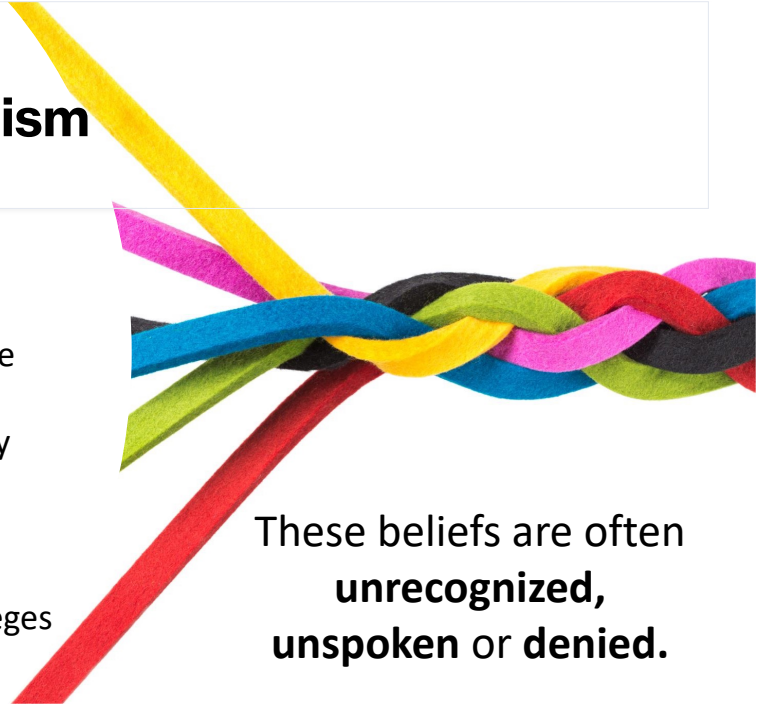


What **JOYS** can you experience in becoming anti-racist & helping your workplace be anti-racist?

Institutional Racism

A system made up of:

- attitudes & individual behaviors**
- policies & practices** that are woven into the fabric of society—that systematically reinforce the idea that one group is inherently better qualified, smarter or more worthy of benefits & privileges than another group.



These beliefs are often **unrecognized, unspoken or denied.**

Do you believe institutional racism is hard to see? If so, why is that? If not, what's going on when people say they don't see it?

On a scale of 1-5, one being minimally and 5 being completely confident, how self-assured do you feel in explaining Institutional Racism to your team?

- Write your definition of Institutionalized Racism below:

POLL

Where is Your Department in Your Anti-Racism Journey?

On a scale of 1-6, where is your department in its anti-racism journey?

1. No Actions

Our unit/organization has not begun anti-racism conversations.

2. Starting Conversations

Our unit/organization has started conversations about becoming anti-racist or has taken some first steps.

3. Strategizing

Our unit/organization is fully on board & we are planning next steps.

4. Making Progress

We have begun to move forward with an anti-racist plan and actions.

5. Stalled

We have taken some tentative steps (e.g., DEI staff training) but our unit/organization needs more guidance on becoming an anti-racist organization.

6. Extensive

We have met the tasks we set forth for the year & have evidence to share.

Antiracist Checklist

Adapted from Dr. John Raible’s (2009) checklist for antiracist white allies.

- **No Actions:** Our unit/organization has not begun anti-racism conversations.
- **Starting Conversations:** Our unit/organization has started conversations about becoming anti-racist or has taken some first steps.
- **Strategizing:** Our unit/organization is fully on board and we are planning next steps.
- **Making Progress:** We have begun to move forward with an anti-racist plan and actions.
- **Stalled:** We have taken some tentative steps (e.g., DEI staff training) but our unit/organization needs more guidance on becoming an anti-racist organization.
- **Extensive:** Tasks set forth for the year have been met with evidence to share.

SAMPLE

Directions: For each question/ statement, choose one of the following: Answer each statement according to your perception or knowledge.	No Actions	Starting	Strate- gizing	Making Progress	Stalled	Extensive
• Review/evaluate hiring policies, practices & procedures & other documents, handbooks, policies, procedures, & practices for bias or inequities						
• Identify creative methods for hiring, retaining & promoting more staff of color (e.g., grow our own, target hires, etc.)						
• Establish metrics, benchmarks, & indicators for measuring success for DEIB						
• Evaluate governance structures & positions of power for various offices						

<ul style="list-style-type: none"> Establish multiple modes for discussion & consideration of employee opinions, feedback, and ideas for change 						
<ul style="list-style-type: none"> Require anti-bias training & education 						
<ul style="list-style-type: none"> Organizational leadership has values-based relationships with minoritized population leaders in the region that work towards building long term alliances 						



How Institutional Racism Works: Moving Sidewalk

It's like stepping onto a moving walking belt at the airport.

If you turn around & stand still...you're not aware [of] where you're headed, but you're still moving in that direction.

The only way to interrupt this process is to **actively work against its motion** or it will carry you.

Beverly Daniel Tatum, PhD

“The beauty of anti-racism is that you don’t have to pretend to be free of racism to be anti-racist. Anti-racism is the commitment to fight racism wherever you find it, including in yourself. And it’s the only way forward.”

- Ijeoma Oluo Best-selling writer, speaker, internet yeller

To be anti-racist, you have to put on (new) clothes & leave the (old) house!

Having plans
sounds like
a great idea...



until you
have to
put on
clothes and
leave the house.

"A lie doesn't become truth, wrong doesn't become right, & evil doesn't become good, just because it's accepted by a majority." —Booker T. Washington

What would it take to be anti-racist/to dismantle racism in your organization?

What do you think the statement means, "To be anti-racist, you have to put on (new) clothes & leave the (old) house"?

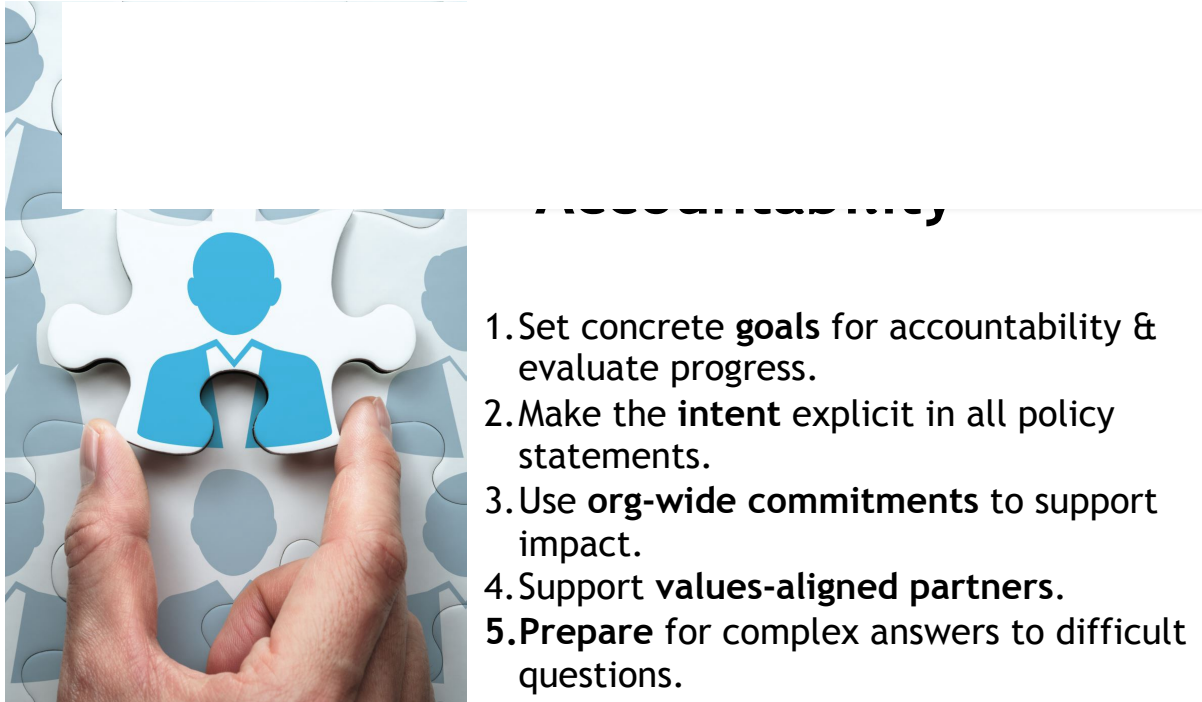
What are your greatest fears around making a mistake as you do this work in your organization? How willing are you to talk about fears?

What does it take to be anti-racist/to dismantle racism in your organization?

Take a "What," "So what," & "Now what" approach.

Becoming Anti-Racist



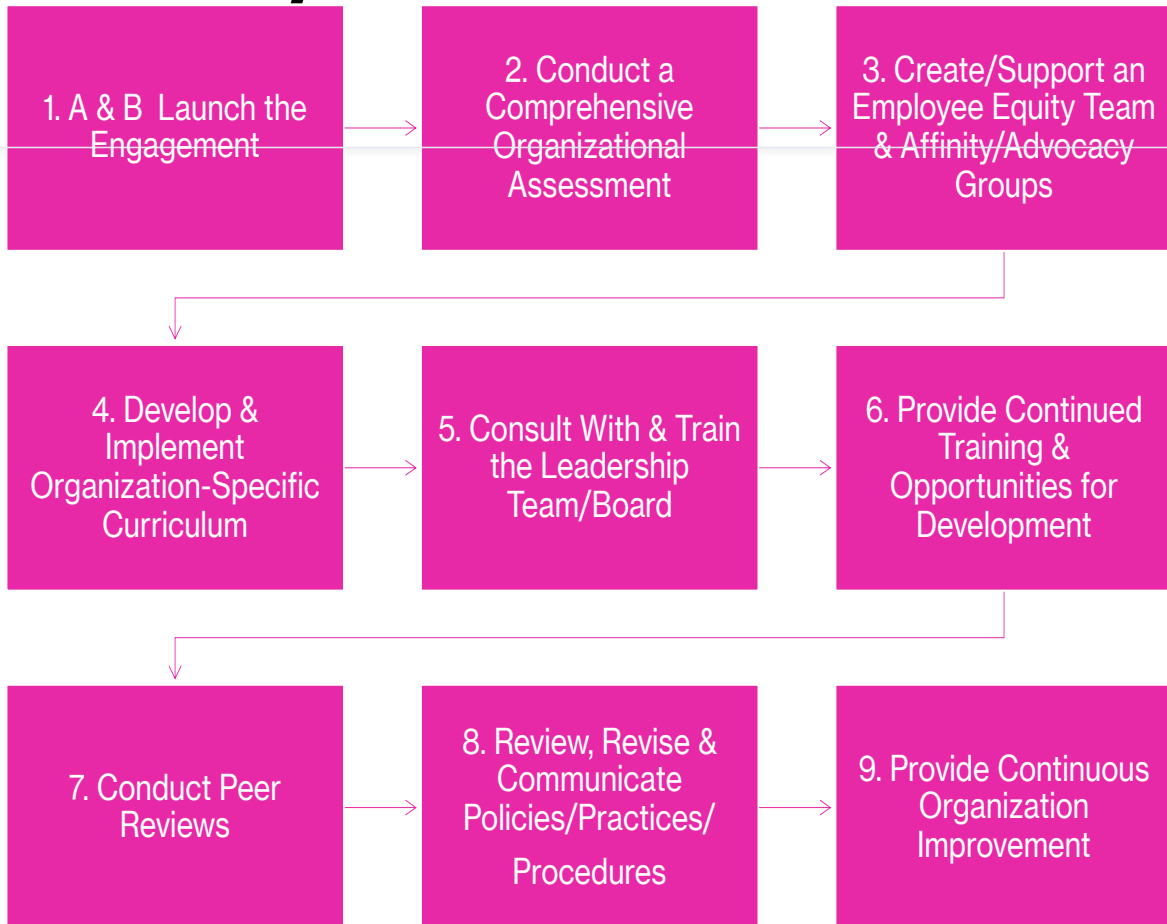


1. Set concrete **goals** for accountability & evaluate progress.
2. Make the **intent** explicit in all policy statements.
3. Use **org-wide commitments** to support impact.
4. Support **values-aligned partners**.
5. **Prepare** for complex answers to difficult questions.

How well have you built capacity in your anti-racism/DEIB work?

- We have created tools for the work of DEIB & Anti-Racism.
- Our leadership demonstrates accountability and engagement.
- We have a clearly defined change management process for DEIB & Anti-Racism.
- We have defined & are implementing processes to address push-back or tension around the work of Anti-Racism/DEIB.

The DEIB/Anti-Racism Road Map



1A. Launch – with Leadership

- **Meet with leadership to determine:**
 - **Goals**/Who will benefit from the work
 - **Intent** (Achieve racial equity – anti-racist lens while examining other dimensions of DEIB)
 - Status of org on ***Continuum of Organizational Identity Development*** (Appendix A)
 - Tentative timeframe
 - Definition of **Key Terms**



Continuum of Organizational Identity Development [Workbook Appendix A](#)

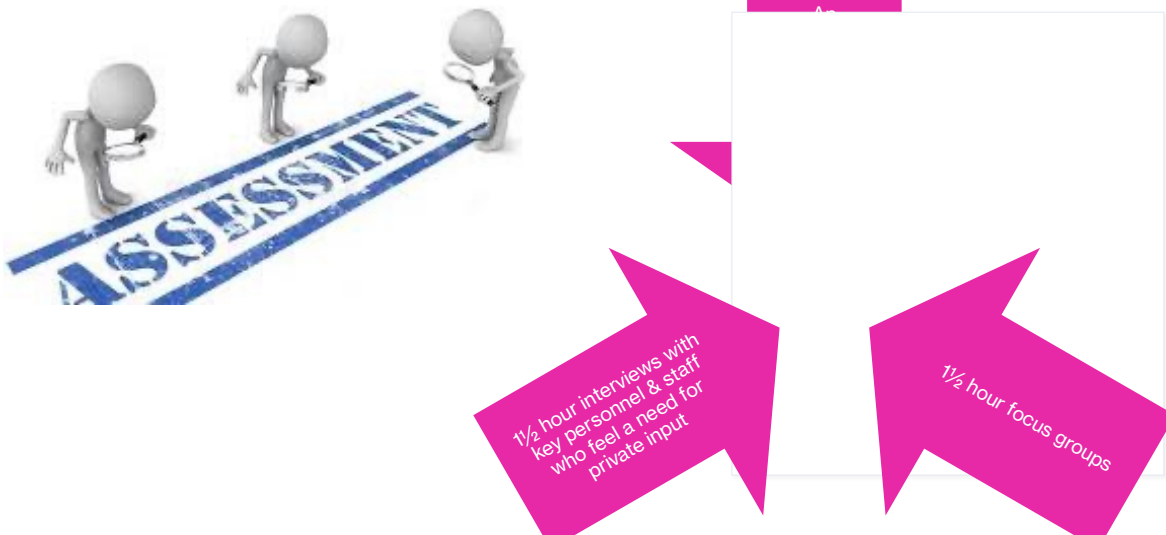
- **Goals**/Who will benefit from the work
- **Intent** (Achieve racial equity – anti-racist lens while examining other dimensions of DEIB)
- Status of org on ***Continuum of Organizational Identity Development***
- Tentative timeframe
- Definition of **Key Terms**

Q & A



- Identify the disparate experiences of individuals
- Evaluate how well your organization is doing in DEIB
- Help identify strengths & prioritize the areas for improvement
- Assess place on *Continuum of Organizational Identity Development*
- Provide data to develop recommendations for your DEIB Road Map

2. Comprehensive 3-pronged Organizational Assessment



Prong 1: Computerized Survey

- Voluntary, though strongly encouraged (provide time on the job to complete)
- All questions optional—neither completing nor opting out incur penalty or loss
- No compensation
- 15-20 minutes to complete
- Findings shared in ways that protect the privacy of all participants



Prong 2: Conduct Focus Groups

- Center the lived experiences of minoritized & marginalized communities
- **Listen** to understand workplace culture & get direct team insights & perspectives
- Establish affinity focus groups to create safety.
- Get agreement on Ground Rules.
- Professional note taker take notes.
- No audio or video recordings.



Prong 3: Conduct interviews

With key personnel & staff who feel a need for private input.



Follow Thru On Findings

- Summarize & share the results.
- Share reactions.
- Regularly & courageously review the effectiveness of the initiatives.
- Clarify ownership & accountabilities.
- Continuously monitor progress:
 - Periodically conduct a Pulse Survey
 - Collect feedback to set new goals & refine strategies.



Workbook Appendix B
Examples of Equity Team
Documents



3. Create & Support an Employee Equity Team & Affinity/Advocacy Groups

- Carefully consider names for the groups
- Team members establish Membership Requirements, Mission, Vision, Values & Norms
- Ensure continuing progress toward the vision
- Set priorities/provide guidance on activities & resources; Recommend new programs & services
- Ensure activities are closely aligned with & responsive to strategic priorities
- Actively encourage staff to participate in & contribute

4. Develop & Implement Organization Specific Curriculum

Examples:

- Race, Equity, Diversity, & Inclusion Definitions
- Capacity to Be An Anti-Racist Abolitionist or Only an Ally
- Racism & the Hijacked Brain
- Cultural Conflict & Cultural Front Packs
- What You Did/Said VS. What You Are (“Racist Statement” vs “Being a Racist”
- Tone Policing
- Implicit Bias & Structural Racism
- Structural Racism Through An Indigenous Lens
- Building An Anti-Racist Organization
- Racial Equity Impact Analysis
- The Responsibilities of the Bystander
- Conflict De-Escalation

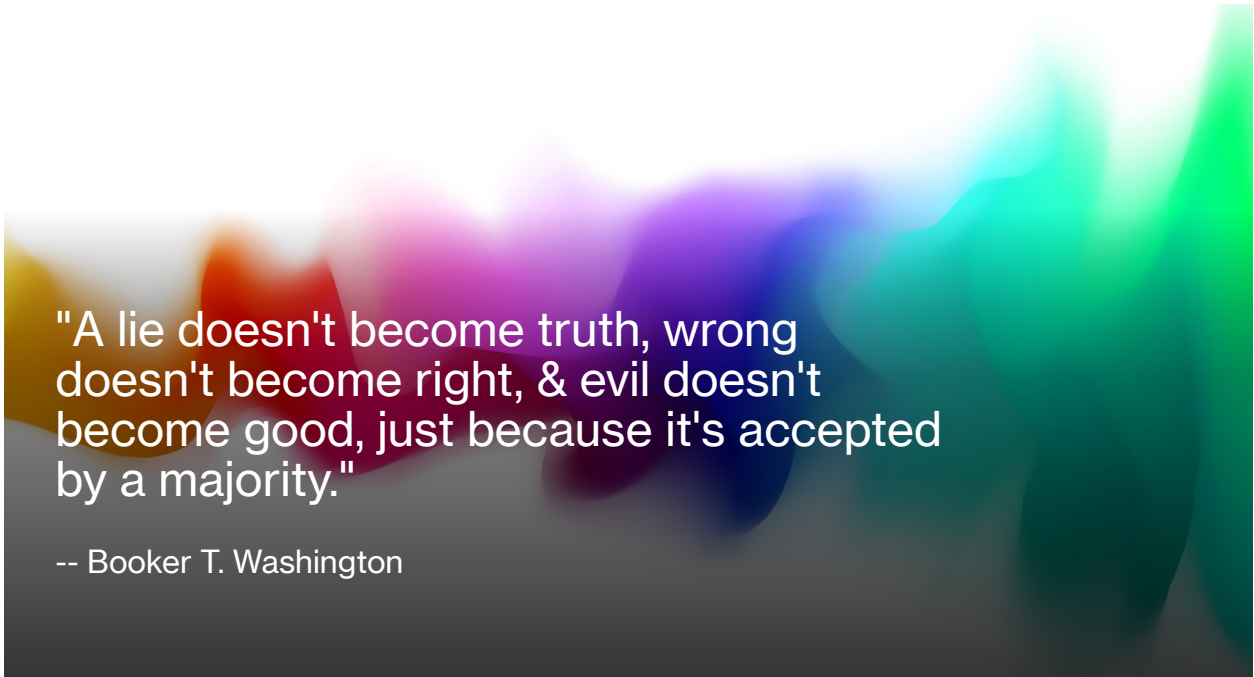
To be anti-racist and to dismantle racism in your organization:

- You must:
 - Interrupt patterns of **behavior**—not just **attitudes**
 - **Eliminate policies & practices** that reinforce a sense of:
 - white superiority
 - marginalization
- Take conscious & intentional action.
- Be willing to do difficult & uncomfortable work.
- Demonstrate more than just good intention & talk.
- Take “What,” “So what,” & “Now what” approach.

We Will Make Mistakes, Even Fail. But we must not give up!

What does this video convey to you about mistakes and failure?

<https://www.youtube.com/watch?v=g9rUUz8cMDM>



"A lie doesn't become truth, wrong doesn't become right, & evil doesn't become good, just because it's accepted by a majority."

-- Booker T. Washington

Chart adapted by Andrew M. Ibrahim MD, MSc from "Who Do I Want to Be During COVID-19" chart (original author unknown) with some ideas pulled from Ibram X. Kendi's work.

The DEIB/Anti-Racism Road Map

1. Launch the Engagement—Highest level of leadership

According to an article in the Stanford Social Innovation Review (https://ssir.org/articles/entry/five_practices_for_developing_and_staying_accountable_to_racial_equity_goals), there are five practices for developing and staying accountable to racial equity goals:

1. Set concrete goals for accountability and evaluate progress.
2. Make the intent explicit in all policy statements.
3. Use organization-wide commitments to support impact.
4. Support values-aligned partners.
5. Prepare for complex answers to difficult questions.

A. Meet with leadership to determine:

1. Goals/Who will benefit from the work.
2. Intent (Achieve racial equity* where an anti-racist lens will be used, while examining other dimensions of Diversity, Equity and Inclusion or DEIB).
3. Where the organization is on the *Continuum of Organizational Identity Development* (<https://static1.squarespace.com/static/6322956787c2ef31ff919c27/t/638d dfa1aa88d55785532af2/1670242209047/MCOD+Example+DEIB+Organizationa l+Identity+Profile.pdf>)
4. Tentative timeframe for on-going work
5. Definition of Key Terms (Equity, Equality, Liberation, Anti-Racism, etc.)

*Racial equity is a process of eliminating racial disparities and improving outcomes for everyone. It is the **intentional** and **continual** practice of changing policies, practices, systems, and structures by prioritizing measurable change in the lives of marginalized groups. When a system is out of balance, people of color feel the impacts most severely, and to be clear, an imbalanced, inequitable system makes everyone pay, whether or not that is evident to them.

B. I Meet with staff (virtually or in-person, depending upon where the size and location of staff) to clarify:

1. Goals/Who will benefit from the work
2. Intent
3. *Continuum of Organizational Identity*
4. Tentative timeframe for on-going work
5. Definition of Key Terms

2. Conduct a Comprehensive DEIB Organizational Assessment

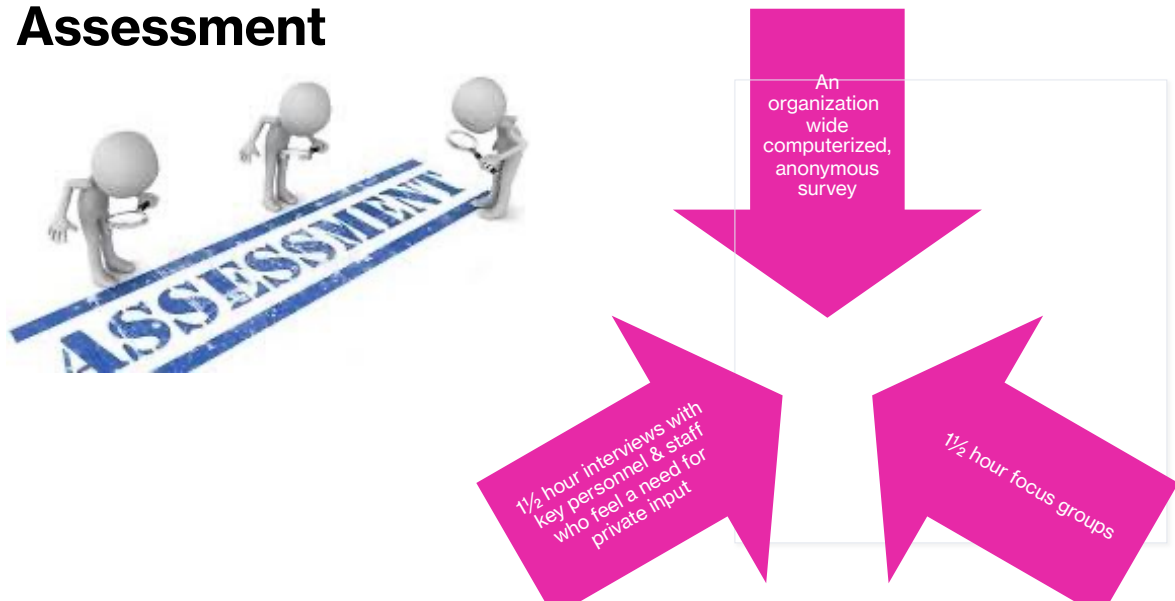
A DEIB Organizational Assessment creates a data-driven approach to DEIB and is the essential first step in building your DEIB strategy. Your DEIB challenges may feel similar to other departments or organizations, your Road Map is likely to be different once you take a deep inventory at the data that can be gleaned from a DEIB assessment.

When done well, an Organizational Assessment provides data that will:

- a) Identify the disparate experiences of individuals across your organization
- b) Evaluate how well your organization is doing in supporting DEIB through its policies, practices, procedures, and culture
- c) Help you identify strengths and prioritize the areas to create a more equitable and inclusive organization where all staff feel they belong
- d) Assess where staff see the organization on the *Continuum of Organizational Identity Development*
- d) Provide the data to guide the development of recommendations including learning needs and action plans for your DEIB Road Map

We recommend a comprehensive 3-pronged Organizational Assessment:

2. Comprehensive 3-pronged Organizational Assessment



1. An organization-wide computerized, anonymous survey*
2. 1½ hour focus groups
3. 1½ hour interviews with key personnel and staff who feel a need for private input

Prong 1: *Computerized Survey

- Voluntary, though strongly encouraged (provide time on the job to complete)
- All questions optional—neither completing nor opting out incur penalty or loss
- No compensation
- 15-20 minutes to complete
- Findings shared in ways that protect the privacy of all participants



Conduct periodic *Pulse Surveys* in 1-2 years

Prong 2: Conduct Focus Groups

- Center the lived experiences of minoritized & marginalized communities.
- Listen** to understand workplace culture & get direct team insights & perspectives.
- Establish affinity focus groups to create safety.
- Get agreement on Ground Rules.
- Professional note taker take notes.
- No audio or video recordings.



Prong 3: Conduct interviews with key personnel and staff who feel a need for private input.



Follow Thru on Findings

The DEIB Assessment is not a “one and done” situation. Your actions must be part of a long-term, continuous process to improve DEIB at your organization.

- Summarize and share the results of the survey with all staff.
- Provide opportunities to discuss the results and share reactions to the data.
- Regularly and courageously review the effectiveness of the initiatives you implement based on the survey.
- Clarify ownership and accountabilities.
- Continuously monitor progress:
 - Conduct a Pulse Survey periodically (every 2 years, e.g.) to measure improvement.
 - Collect feedback to set new goals and refine strategies.





3. Create & Support an Employee Equity Team & Affinity/Advocacy Groups

- Carefully consider names for the groups
- Team members establish Membership Requirement Mission, Vision & Values
- Ensure continuing progress toward the vision
- Set priorities/provide guidance on activities & resources; Recommend new programs & services
- Ensure activities are closely aligned with & responsive to strategic priorities
- Actively encourage staff to participate in & contribute

Sample Names: Anti-Racism Taskforce (ART), Anti-Racism Collaborative (ARC)

- Team members establish Taskforce Membership Requirements
- Team members establish Mission, Vision & Values
- Affinity/Advocacy Groups might include:
 1. Black Affinity Group
 2. LGBTQ Advocacy Group
 3. People of Color Affinity Group
 4. White Abolitionists Group
 5. ...

4. Develop Organization Specific Curriculum & Implement Employee Training; Plan for Continued Training and Development

Based on results of the assessment, what is the core anti-racism curriculum?

Examples:

- Definitions of Race, Racism, Equity, Diversity, Inclusion, etc.
- Capacity to Be An Anti-Racist Abolitionist or Only an Ally
- Racism & the Hijacked Brain
- Cultural Conflict & Cultural Front Packs
- What You Did/Said VS. What You Are (Racist Statement vs Being “a Racist”
- Tone Policing
- Implicit Bias & Structural Racism
- Structural Racism Through An Indigenous Lens
- Building An Anti-Racist Organization
- Racial Equity Impact Analysis
- The Responsibilities of the Bystander
- Conflict De-Escalation



5. Consult With & Train the Leadership Team & Board

7 Questions to Ask to Strengthen Board DEIB

Appendix C

6. Provide Continued Training & Opportunities for Development

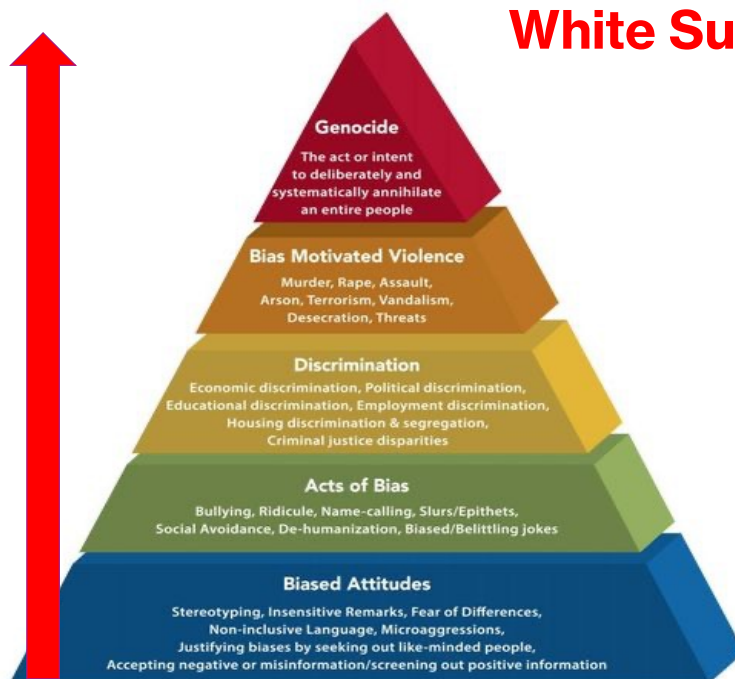
- Provide periodic anti-racism orientation on expectations & bystander training
 - One option: Create Padlet
 - First six months of new employee hiring
 - Annual refresher training for all staff
- Establish/support DEIB Resource Library
- Encourage participation in a staff Anti-Racist DEIB Book &/or Film Club
- Continue the discussions in staff meetings
- Articulate the ways in which the Employee Equity Team, Affinity/Advocacy Groups & HR are available to assist
- Provide quarterly email updates.
- For supervisors/managers, provide:
 - Specialized anti-racism/anti-bias coaching & training
 - The required timelines for responding to incidents & pathways for resolution
 - Provide Conflict Management Training
- Orient all employees to know their rights, responsibilities, appropriate responses
- Annually review Policies, Practices & Procedures with Staff

7. Conduct Peer Reviews (comparable orgs “getting it right”)

8. Review/Revise Policies/Practices/Procedures for Bias & Communicate to Organization

9. Provide Continuous Organization Improvement

- Incorporate Anti-Racism/Equity into the Organization's Strategic Plan
- Review Community Agreements Quarterly
- Convene Strategy Sessions with the Leadership Team
- Determine Gaps in DEIB
- Establish Pipeline programs
- Train staff to address bias in the moment or shortly thereafter
- Celebrate small steps, individually & organization-wide
- Establish a Process for Bias & Conflict Incident Reporting
- Establish & Publish the Org's Conflict Management Path
- Provide De-escalation & Bystander Training
- Provide Quarterly Updates on Racial Equity Strategies
- Develop Strategies to Work with Unions
- Develop Potential Partnerships
- Monitor Anti-Racism Progress
- Continue to Collect Data



White Supremacy Pyramid

Every brick depends on the ones below it for support. Remove the bottom bricks, the whole structure comes down.

When we allow things on the lower level to happen without intervention, we allow a culture to build that leads to the higher

Appendix A

Continuum of Organizational Identity Development

<https://static1.squarespace.com/static/6322956787c2ef31ff919c27/t/638ddfa1aa88d55785532af2/1670242209047/MCOD+Example+DEIB+Organizational+Identity+Profile.pdf>

Appendix B

Sample Questions to Answer Regarding Training

Answer these questions based on your preference for your group or department:

- Will leaders will “go first” or participate with their staff in training—What are the pros & cons of each alternative)?
- How much time will we provide (e.g., 2, 3½-hour classes per month)?
- How do we assign staff to a cohort (intentionally populate cohorts across departments if silos need to be impacted/dismantled).
- How will staff will be rescheduled when they have scheduling conflicts?
- What strategies will we employ to follow-up learning in departmental staff meetings? What do we do if we have managers/supervisors who refuse to participate in follow-up?
- In lieu of or in addition to the usual “training evaluations,” provide “Exit Tickets” at the end of each class so that staff can capture their learning, how they plan to apply learning and make recommendations for the future equity work. Who & how will we summarize and review this data periodically to leverage organizational change?
- Who will create a Padlet (or similar continuous learning tool) to:
 - Help staff review training content as needed?
 - Help new staff become familiar with some of the content of the anti-racism training (with the help of a *Study Buddy*)?

Appendix C Examples of Equity Team Documents

SAMPLE Equity Team Recruitment/Membership Requirements

- The Equity Team recruits employees who express active interest in promoting social justice, equality and inclusion at our organization across all areas of race, ethnicity, culture, people with different abilities, sexual orientation, gender, gender identity etc.
- Representatives from the BIPOC Affinity group are encouraged to liaison with the Equity Team and its members are encouraged to join the ART.
- The number of members on the Equity Team will vary from 12-16 unless more BIPOC are interested in joining; the Equity Team places less emphasis on having a cap on the number of members than on having ample representation.
- Set meeting schedules.

SAMPLE Equity Team Mission Statement:

... is committed to recognizing disparities and bringing awareness to intersectionality. To become an anti-racist, multicultural, inclusive organization, we are intentional with our language and we seek solutions through training, relationship building, and policy discussions, to affirm all aspects of identity and experience, so that every employee, young person, family member, and community partner is valued, supported, and empowered to do their best work.

The Anti-Racism Taskforce (ART) recognizes that racism is part of all societal structures and organizations. We acknowledge our [organization's] participation in systemic racism and the ways in which both conscious and unconscious bias have created a gap in equitable access to our [work]. The ART exists to hold our organization accountable for our continual progress towards racial equity and inclusion. Using an anti-racism lens, we work to facilitate the investigation and diagnosis of our current equity practices, eradicate racist policies, and advocate implementation of new best practices and policies.

SAMPLE Equity Team Vision Statement:

...envisions providing a safe and affirming space for young people, community partners, and employees. We are committed to improving the safety, health, and well-being of the young people we serve, acknowledging the overrepresentation of LGBTQ+ young people in the system and understanding the unique forms of trauma and specific needs related to orientation and gender identity. We will create space for individuals to feel they truly belong and are empowered to be successful.

SAMPLE Equity Team Norms:

- “Do no harm” is first and foremost.
- Experience discomfort. You will survive.
- Be real with what you are doing and how you are feeling.
- Treat each other with dignity and respect.
- Commit to transparency.
- Trust and support each other in and out of the room.
- Continuously improve the team’s strategic goals.
- Expect and accept non-closure.
- Use intentional language to indicate safety and determination to be an abolitionist.
- Build connection and protect privacy.
- Provide space to hear each other’s voices.
- Be willing to make mistakes - to learn, grow, and change.
- The individual is the expert in their experiences. And as a service provider, we must all collaborate to provide care, connection, awareness, support, and understanding for a greater good.

SAMPLE Equity Team Values:

- Compassion
- Community and Relationships
- Honesty and Authenticity
- Curiosity and Growth
- Fairness and Justice
- Courage
- Inclusion
- Grace
- Diversity
- Respect
- Trust
- Reflect Pride

Establish BIPOC/Intersectionality (e.g. White Abolitionists, LGBT+) Affinity Groups

- Encouraged to participate in the Equity Team if they desire.
- BIPOC Affinity Group members must not be put in the position of being responsible for solving the issues of racism at the organization.
- Actively participate from the beginning in the development of policies and resources that explicitly create space for BIPOC staff.

Appendix D

Anti-Racism Consulting and Training for the Board

Washington State government has over 230 boards and commissions. Appointees are responsible for advising the Governor, the Legislature and state agencies. If your agency is overseen by a board, here are 7 steps to strengthen the board's DEIB.

Seven Questions to Ask to Strengthen Board DEIB

1. Who is on the board?

- What are board members' experiences, backgrounds, demographics and skills?
- What are gaps that need to be filled when there are vacancies?
- Can the board be expanded to address gaps?
- Do we complete an assessment of our board diversity and skills every 3-5 years?
- What can we do to have a mixture of experienced directors and lesser tenured members?

2. Do you have a plan to enhance DEIB on the board?

- Periodic discussions of DEIB?
- Term limits?
- Mandatory retirement?
- Peer assessments?

3. How can we expand governance structure?

- Can we form a DEIB committee or advisory committee?
- Who will develop a plan to train the next generation of board members?

4. Can we agree to rotate committee chairs regularly to provide opportunities for everyone to offer fresh perspectives?

5. Can we agree to use Zoom or Teams to embrace digital inclusiveness. (all in-person or all-digital)?

6. Have we set Meeting Norms/Conditions for Success?

Examples

- Challenge comments in a respectful, non-demeaning manner
- Do not interrupt speakers
- Listen and paraphrase understanding
- Agree on how to address inappropriate comments
- Be sure to review Meeting Norms annually and adjust as necessary.

7. Have we incorporated DEIB into succession planning?

Appendix E

Working With Resistance From Others & Ourselves



People resist because they experience at least one of three forms of threat:



Status threat



Merit threat



Moral threat

- **Status threat**
 - I feel that my status in the organization or my access to resources are threatened.
 - I perceive DEIB initiatives as zero-sum — “If members of minoritized groups make any gains – in opportunities, hiring, potential for promotion – I will have losses.”
- **Merit threat**
 - I think they are implying that my achievements are not the result of my skills & qualities, but rather are because of my group membership.
 - If I recognize the existence of bias, discrimination, and inequality, that “dismisses” my own successes.
 - Merit threat is especially common among those committed to value systems that prize *hard work* and *individual merit* (promotions, recognition, even “my son won’t have a job if...”)
- **Moral threat**
 - “If I acknowledge my privilege, I tarnish my moral image by linking myself to an unfair system.”
 - Committed to the moral ideal of equality & see themselves as good and moral. So may experience threat when a DEIB initiative highlights how their **group** has violated this moral principle.

Adapted from Harvard Business Review, **To Overcome Resistance to DEI, Understand What’s Driving It** by Eric Shuman, Eric Knowles, & Amit Goldenberg

3 Kinds of Resistance

- **Defending**
 - Defend (or justify) the status quo by seeking to legitimize it.
 - E.g., an employee reacted to a DEIB training by writing a memo arguing that gender gaps in the tech sector were not the result of discrimination but rather “non-bias causes.” (gender differences in prenatal exposure to testosterone, differing interest in people versus things, and levels of extraversion and neuroticism.
 - Argues that existing inequalities are legitimate because they are based in supposed biological differences.
- **Denying**
 - Downplay inequality or bias, or even denying that they exist at all.
 - “I don’t understand why we need to attend these sessions because we’re not discriminating against any employees to begin with.”
 - When majority group members experience both **status** threat and **merit** threat, they may deny the inequality or bias.
- **Distancing**
 - Argue that they are unbiased and have never benefited from discrimination.
 - Driven by both **merit** threat and **moral** threat, prefer to think in individual terms and work to disconnect themselves from groups. Try to insulate themselves from accusations that they have benefitted from bias or privilege.
 - “I don’t see color.” “Everyone is the same to me.” “There is no race except the human race.”

Adapted from Harvard Business Review, **To Overcome Resistance to DEI, Understand What’s Driving It** by Eric Shuman, Eric Knowles, & Amit Goldenberg

What strategies would you employ when team members defend? deny? distance?