Governance Series

Session 3: People Power: Preparing Ourselves to Advance Diversity, Equity & Inclusion in Our Organizations

January 23, 2019, 9-12am
improves the impact and performance of fellow nonprofits by working alongside leaders to create high-quality strategic solutions that advance their missions in our community.

2019 Governance Series

- SESSION 3: People Power: Preparing Ourselves to Advance Diversity, Equity & Inclusion 3 Hour Session – January 23, 2019

- SESSION 4: Culture Shift: Building Equity Driven Cultures 2.5 Hour Session – February 6, 2019

- SESSION 5: Implementing Change: Integrating DEI Lens throughout Our Organizations 2.5 Hour Session – March 27, 2019
Introductions

# hello
my name is...

- Name?
- Role? Board or Staff?
- Why’d you come today?
Our Approach

Four Levels of Oppression and Change

Today’s Focus

- Cultural
  - "Beauty," "truth," "normal," "right"
- Institutional
  - Actions, behaviors, language
- Interpersonal
  - Values, beliefs, feelings
- Personal
  - Rules, policies, practices, procedures

HEAD (intellectual buy-in)
HANDS (behavioural effort)
HEART (emotional buy-in)
Session Objectives:

• Expand individual and interpersonal awareness of DEI concepts;
• Lay the groundwork for building equity in the center of our work;
• Examine why this work is important for us and those we serve;
• Explore myths and realities of implicit bias and how it shows up;
• Understand the impact of power and privilege in decision-making

“The most obvious, ubiquitous, important realities are often the ones that are the hardest to see and talk about.”

–David Foster Wallace
Acknowledging Forms of Resistance

- Participating in other workshops that left us feeling “blame or shame”
- Taboo about discussing diversity in mixed groups
- Denial of prejudice
- Thinking dichotomously (individual's propensity to think in terms of binary opposition, such as “black or white,” “good or bad,” and “all or nothing.”)
- Myth of meritocracy (the notion that hard work is the primary determinant of one’s successes, opportunities, and wealth)
- Inability in our dominant identity to see ourselves as a member of a group and part of a system
- Learning and being taught to deny, pretend and minimize the extent and impact of being members of marginalized groups
Agreements

- Start/end on time
- Practice self-care
- Create space for multiple truths
- Keep focused on our common goal
- Be mindful of privilege; move up/back
- Supportive Space
- Use “I” statements

- One mic, one rock star; listen deeply
- Be willing to be uncomfortable
- Be kind and brave
- Look for learning
- Expect unfinished business
- Uphold confidentiality
- What else?
Conversation Starters
VIDEO: What are we talking about exactly?
Why Do This Work?
**Washtenaw County Quick Facts**

- Washtenaw County ranks **80 out of 83 counties** in Michigan for income inequality.
- There is a **10 year difference** in life expectancy between African American and white residents in Washtenaw County, and a **16 year difference** in life expectancy between Latino/a/x and white residents.

**Washtenaw County**

- **8th most economically segregated metropolitan region** in the country.
- **60%** of African-Americans in Washtenaw County live in low opportunity areas with limited job growth.
- A **35-point gap** on third grade reading tests between African-American and white students in Washtenaw County exists.
Organizations with more gender diversity are 1.4 times more likely to have sustained, profitable growth.

- DDI, Global Leadership Forecast 2017/18

For every 10 percent increase in racial and ethnic diversity on the senior-executive team, earnings before interest and taxes (EBIT) rise 0.8 percent.


**THE DIVERSITY BONUS:** A group of ordinary people who are diverse can outperform a group of like-minded experts. When you solve problems from dominantly one perspective, you're building-in an error rate of about 30%.

What’s The Board’s Role In Advancing DEI?
A Board of Directors is. . .

A group of individuals drawn from the community, who:

1. Are **PASSIONATE** about the nonprofit’s **MISSION**;

2. Are **WILLING & ABLE** to lend their resources (work, wealth & wisdom) in support of the mission;

3. Are in a **POSITION OF TRUST** for the “charitable purpose” the nonprofit serves, and;

4. Make **GOOD DECISIONS** that help the nonprofit achieve its Vision.
What Does it Mean to Be a High-Performing Board Member?

“Board members need to come prepared, rise to the occasion, work diligently as a group, and expect to be intellectually taxed by complex and consequential questions.”

Let’s Understand The Current Conditions.
1. **Boards are no more diverse than they were two years ago and current recruitment priorities indicate this is unlikely to change.** Despite reporting high levels of dissatisfaction with current board demographics — particularly racial and ethnic diversity — boards are not prioritizing demographics in their recruitment practices. Nearly a fifth of all chief executives report they are not prioritizing demographics in their board recruitment strategy, despite being dissatisfied with their board’s racial and ethnic diversity.

2. **Boards are starting to embrace their roles as advocates for their missions, but stronger leadership is still needed.** More than half of all boards are actively working in concert with staff leadership to educate policymakers on behalf of their organization, **but most organizations do not have formal policies around advocacy.** Both chief executives and board chairs cite board member ambassadorship as a top three area for board improvement.

3. **The board’s knowledge of the organization’s programs relates to board performance in several key areas: strategic thinking and planning, commitment and engagement, and fundraising and community outreach.** This points to the importance of cultivating a deep understanding of the organization’s programs and operating environment through ongoing board education.
4. Boards that assess their performance regularly perform better on core responsibilities. Boards that assess themselves get higher grades across all areas of board performance. Emphasizing the importance of regular board assessment, boards that assessed their performance more recently (within the past two years) report higher performance scores than those that assessed less recently.

5. Chief executives and board chairs agree that the board has an impact on organizational performance, and that two particular board characteristics matter most: the board’s understanding of its roles and responsibilities, and the board’s ability to work as a collaborative team toward shared goals. For both chief executives and board chairs, these two characteristics strongly correlate to their perceptions of the board’s overall impact on organizational performance. While there is no evidence that this relationship is causal, it does document a perceived connection between board performance and organizational performance, and may point to high-leverage opportunities for board development and growth.
“Even once you’ve acknowledged it’s a problem, figuring out how to fix it it is another, perhaps even more complicated issue.

While people of color make up 40% of nonprofit employees, they account for only 10% of CEOs and board chairs, and just 16% of all board members.

Those numbers have stayed steady in recent years, despite that fact that people of color typically express more interest than their white counterparts in achieving executive level roles in the sector.”
2,341 nonprofits in Washtenaw County. Of them,

- 15 Black/AA ED/CEO’s
- 2 Asian American ED/CEO’s
- 0 Latinx CEO’s
- 0 Native ED/CEO’s
Perspectives from the Sector

CHIEF EXECUTIVE PERSPECTIVES ON THE IMPORTANCE OF DIVERSITY

- Understanding external context from a broader perspective: 61% Very important, 28% Important, 7% Somewhat important, 3% Not important, 1% Don’t know/no opinion
- Developing creative new solutions to new problems: 52% Very important, 33% Important, 10% Somewhat important, 4% Not important, 2% Don’t know/no opinion
- Understanding the client populations served by the org.: 54% Very important, 28% Important, 11% Somewhat important, 4% Not important, 2% Don’t know/no opinion
- Enhancing the organization’s standing with the public: 49% Very important, 31% Important, 11% Somewhat important, 4% Not important, 4% Don’t know/no opinion
- Planning effectively: 38% Very important, 39% Important, 14% Somewhat important, 6% Not important, 2% Don’t know/no opinion
- Increasing fundraising or expanding donor networks: 46% Very important, 26% Important, 14% Somewhat important, 8% Not important, 6% Don’t know/no opinion
- Monitoring & strengthening programs and services: 35% Very important, 37% Important, 18% Somewhat important, 8% Not important, 2% Don’t know/no opinion
- Attracting & retaining top board talent: 35% Very important, 35% Important, 19% Somewhat important, 8% Not important, 3% Don’t know/no opinion
- Attracting & retaining top staff talent: 25% Very important, 30% Important, 26% Somewhat important, 15% Not important, 4% Don’t know/no opinion

Race and ethnicity • Age • Gender identity and expression • Sexual orientation • Geography • Disability • Religion • Language • Constituent representation • Profession
Our Inspiration

EQUITY in the Center

AWAKE

WORK

RIPE COMMUNITY READY!!!!

ENERGETIC
excited!!

OPEN Minded
Sustain
THRIVED

CREATING A
RACE EQUITY
STANDARD

INTENTIONALITY
Committed
Connected

URGENCY
ACTIVATED

COMMUNICATION
PUMPED!

COMMUNICATION
Hopeful!!

BEAUTIFUL
Play

happy

Woke

Intentional

Understanding

Present

Sustainable

SAFE

Justice

Effect

Intrigued

Presented

Committed

Aroused!

Fired-up

Work

Pumped!

Inspired!!

Engaged!

Happy

Inspired

Urgency

Ready

TRAINING

READINESS

DIRECTOR

Process

leadership

Collecting around

results of change

standards of

quality control

CURRICULUM:

ways of action

sense-making

What are your
racial equity
strategies?

Defining the
leaders

Where are the
entry points?

Decolonize your
mind

Respect lived
experience

Engaging staff
and communities of care

Our Vision

Dismantling

Racism and white supremacy

Creating a culture
internally/externally

Hold each other accountable

Feed power

Our Strategy

Commit to
learning relationships

Reflect

Relationships

How do we
break power?
It feels different
than what we're known
white institutions

The gap

Brand/interest

The gap:

Brand/interest

Working on
Clarity of definitions

Julie Stuart Making Ideas Visible 2017

Working on
Clarity of definitions

The Gap:
Brand/interest

The gap:

Brand/interest

Working on
Clarity of definitions

Julie Stuart Making Ideas Visible 2017
Awake to Woke to Work Framework

**AWAKE**
- Organizations are focused on representation by increasing the number of racially diverse people on staff and board.

**WOKE**
- Organizations are evolving their culture to value all people’s contributions.

**WORK**
- Organizations are accountable to addressing systemic racism and root causes of inequity internally and externally.
What Stage Is Your Organization In?
Getting Started

1. Establish **Shared Understanding**
2. Identify equity champions at board and senior leadership levels
3. Name race equity work as a **strategic imperative** for your organization
4. Open continuous dialogue—use research, learnings to start conversations with teams and donors
5. Disaggregate data to get a clear picture of inequities and outcome gaps internally and externally
Time for a BREAK
Take a moment to reflect on the previous slide. Jot down some next steps your organization should take to get going or continue this work.
What’s Getting In The Way?
Our Implicit Bias?

https://youtu.be/TVXlf-FLgCA

Mellody Hobson, Alexis McGill, Rachel Godsil & Fred Roots—Understanding Bias from Starbucks Training
What is Implicit/Unconscious Bias?

• Our natural people preferences
• Biologically we are hard-wired to prefer people who look like us, sound like us and share our interests.
• “Social categorization” is the process whereby we routinely and rapidly sort people into groups.
• This preference bypasses our normal, rational and logical thinking.
• We use these processes very effectively (we call it intuition) but the categories we use to sort people are not logical, modern or perhaps even legal.
• Simply put, our neurology takes us to the very brink of bias and poor decision making.

How Does IB Impact Us?

Biases affects us and our decision-making processes in a number of different ways:

- **Our Perception** – how we see people and perceive reality.
- **Our Attitude** – how we react towards certain people.
- **Our Behaviors** – how receptive/friendly we are towards certain people.
- **Our Attention** – which aspects of a person we pay most attention to.
- **Our Listening Skills** – how much we actively listen to what certain people say.
- **Our Micro-affirmations** – how much or how little we comfort certain people in certain situations.
What is Implicit Bias?

**MYTH:** Implicit bias is nothing more than beliefs people choose not to tell others. They know how they feel; they just know they cannot or should not say those beliefs aloud, so they hide them.

**BUSTED** Implicit bias differs from suppressed thoughts that individuals may conceal for social desirability purposes. **Implicit biases are activated involuntarily and beyond our awareness or intentional control.** Implicit bias is concerned with unconscious cognition that influences understanding, actions, and decisions, whereas individuals who may choose not to share their beliefs due to social desirability inclinations are consciously making this determination.

**MYTH:** Implicit bias is nothing more than stereotyping.

**BUSTED** Implicit biases and stereotyping are not the same thing. Stereotyping is an explicit form of belief, whereas implicit biases are subconscious associations that can be positive and negative. While it is true that implicit associations may form as a result of exposure to persistent stereotypes, **implicit bias goes beyond stereotyping to include favorable or unfavorable evaluations toward groups of people.** Additionally, implicit biases are activated involuntarily, whereas stereotyping may be a deliberate process of which you are consciously aware.

**MYTH:** Having implicit biases makes me a bad person.

**BUSTED** Bias is a natural phenomenon in that our brains are constantly forming automatic associations as a way to better and more efficiently understand the world around us. **No one is a “bad” person for harboring implicit biases; these are normal human processes that occur on an unconscious level.** Some implicit biases are even positive in nature. In terms of the existence of unwanted, negative implicit biases, fortunately there are tools available to help identify and mitigate them.
How Does It Operate?

**MYTH:** I am not biased; I have diverse friends and I believe in equal treatment.

**BUSTED** Actually, we all have implicit biases. Research shows that all individuals are susceptible to harnessing implicit associations about others based on characteristics like race, skin tone, income, sex, and even attributes like weight, and accents. Unfortunately, these associations can even go as far as to affect our behavior towards others, even if we want to treat all people equally or genuinely believe we are egalitarian.

**MYTH:** I am fully aware of my thoughts and actions, and I make all of my decisions based on facts and evidence; therefore, implicit bias does not affect my behavior.

**BUSTED** By their very nature, implicit biases operate outside of our conscious awareness. Thus, it is impossible to fully understand, much less deliberately control, the impact implicit biases have on our behavior.

**MYTH:** I’m Black; I can’t have bias against Black people. I’m also a woman, so it does not make sense that I would have implicit biases against my own sex.

**BUSTED** Researchers have discovered that many Americans, regardless of race, display a pro-White/anti-Black bias on the Implicit Association Test. Similarly, some research has documented the prevalence of pro-male/anti-female implicit biases in both men and women. This occurs because implicit biases are robust and pervasive affecting all individuals, even children. We are all exposed to direct and indirect messages throughout the course of our lifetime that can implicitly influence our beliefs and actions.
Ground your organization in **shared meaning** around race equity, structural racism, and other terms related to this work. – Equity In The Center, Awake To Woke, To Work.

**EQUITY:** The guarantee of fair treatment, access, opportunity, and advancement while at the same time striving to identify and eliminate barriers that have prevented the full participation of some groups. The principle of equity acknowledges that there are historically underserved and underrepresented populations, and that fairness regarding these unbalanced conditions is needed to assist equality in the provision of effective opportunities to all groups.

**RACE EQUITY:** The condition where one’s race identity has no influence on how one fares in society. Race equity is one part of race justice and must be addressed at the root causes and not just the manifestations. This includes the elimination of policies, practices, attitudes, and cultural messages that reinforce differential outcomes by race.

**INCLUSION:** The act of creating environments in which any individual or group can be and feel welcomed, respected, supported, and valued to fully participate and bring their full, authentic selves to work. An inclusive, belonging climate embraces differences and offers respect in the words/actions/thoughts of all people.

**STRUCTURAL RACISM:** The arrangement of institutional, interpersonal, historical, and cultural dynamics in a way that consistently produces advantage for whites and chronic adverse outcomes for people of color. It illuminates that racism exists without the presence of individual actors because it is systemically embedded. When the United States was founded, racist principles were codified in governance structures and policies. As a result, racism is embedded in institutions, structures, and social relations across American society. Today, structural racism is composed of intersecting, overlapping, and codependent racist institutions, policies, practices, ideas, and behaviors that give an unjust amount of resources, rights, and power to white people while denying them to people of color.
How Do We Begin To Combat Bias?

• Develop and nurture “constructive uncertainty”;
• Develop the capacity to use a “flashlight” on ourselves to help identify a bias; this in turn will help you appropriately act on it;
• Understand and redirect beliefs, don’t try to suppress them;
• Explore awkwardness or discomfort by asking ourselves, “What is triggering me in any particular situation?” Is this true?
• Create opportunities for positive exposure.

SOURCE: Adapted from resources developed by Howard Ross for presentation at NYS SHRM Diversity and Inclusion Conference, October 2013
What Else?
Understanding Power: Story & Exercise

Traditional View of Power

Flows Down

Pillars of Support
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---David Foster Wallace
REFLECTIONS

- Has anything changed when you think of diversity, equity and inclusion?
- What became clearer?
- What remains unanswered?
Who/what would you like to appreciate from today’s session?

- Recognize the full worth of.
- Be grateful for (something).
See you next time!

Thank you for participating!

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