INCLUSION & BELONGING GUIDEBOOK

May 2022

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Expanding Equity™

Increasingly, the W.K. Kellogg Foundation is seeing business leaders bring action-oriented mindsets to their internal and external transformation goals, especially when it comes to advancing racial equity, diversity and inclusion in their organizations.

In 2020, WKKF began working with a network of companies as part of our Expanding Equity program to advance racial equity in the corporate sector. The program is helping companies become more racially equitable places of opportunity. This means that companies focus both on their internal transformation so that they can be corporate leaders for advancing racial equity with their employees and through their actions in communities.

There are four pillars to the Expanding Equity program: Attraction, Inclusion, Promotion and Influence. In fall 2021, WKKF offered a four-part learning series for program participants interested in diving deeper into the Inclusion pillar. The sessions focused on how companies can create a culture that embodies a *feeling of inclusion and a sense of belonging*, which will ultimately help attract, retain and promote talent of color. Each session centered on a specific topic (highlighted on p.5), started with pre-reads, and featured field experts presenting on research and findings. This guidebook emerged from those sessions and conversations.

As many leaders know, inclusion and belonging is vital to company health and success. It is why many employees of color choose to work at companies and stay at companies. Creating work environments where employees can bring their whole selves to work leads to deeper levels of commitment and higher levels of innovation. There is a lot of focus on attracting talent of color to organizations, but an equal emphasis needs to be placed on how to retain that talent. The key question is, *how can you as a leader and as a company create a culture that embodies a feeling of inclusion and a sense of belonging for all of your employees?* That is the aim of this guidebook: to help you start to answer that question and to support your organization on that journey.

JOURNEY TO A RACIALLY INCLUSIVE WORKPLACE

- The key to fostering an inclusive workplace that promotes employee belonging **starts with you**

- From there, it's enhanced by the conversations you have and the **changes you make on your team**

- It's also advanced by **empowering allies and sponsors** in this work

- Finally, it's strengthened by **addressing resentment** from anyone who feels like they are being left behind

- Like "ripples of change," real and sustainable **cultural change emanates from strong leaders** throughout the organization, like you, to your teammates, colleagues, and others in the organization, and ultimately, your community

You

Your team

Your organization

Your community

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INCLUSION & BELONGING CURRICULUM

**Putting the "I"
in DE&I**

Before moving to a conversation about what my company can do, it's important to reflect on what more you/I can do to create and reinforce a more racially diverse, inclusive, and equitable workplace.

Talking about Race (and Racism) in the Workplace

We all know that inclusion is good for business and building a culture of belonging really comes down to deeper relationships and better communication between staff of different races and ethnicities.

Moving beyond Allyship to Sponsorship

Race and racism can be contributing factors to whether you're able to lead and advance in a company, so it's imperative that companies take an intentional approach to implementing relationship-focused interventions (e.g., sponsorship and mentorship) and leveling the field for workers of color.

Developing Champions for Racial Equity

There are employees at your company who are ready to lead, and others who are hesitant to engage, so it's key that you identify and develop allies and advocates that can create an organizational culture that feels open, welcoming, inclusive and supportive.

Human Resources (HR) and Diversity, Equity, & Inclusion (DEI) staff, middle managers, and senior leaders from multiple business units within an organization will benefit the most from the information and resources in this guidebook.

With the help of this guidebook, we hope leaders will be able to:

- **Strengthen racial equity leadership skills**, abilities, and practices that can be utilized to **transform the culture** of your company

- Raise awareness of **research-based evidence** and company-specific examples of **what's working and who's leading in the inclusion & belonging space** to inform and inspire you to implement similar initiatives

- Highlight **racial equity experts and leaders** who are developing innovative and effective models and approaches to advance inclusion in companies

- Receive **expanded support** from the Kellogg Foundation for your efforts to create more racially inclusive and equitable workplaces

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HOW TO USE THIS GUIDEBOOK

This guide breaks down key concepts, ideas, examples, and tactics to support you in advancing racial equity and in developing a culture of belonging in your organization. It contains:

- Uncover **underlying thoughts and beliefs (implicit biases)** that are unknowingly impacting how you are showing up in your leadership role
- **Move from unintentional microaggressions** to **intentional micro-actions**
- Utilize human-centered design approaches to **root out implicit bias** by promoting Racial Healing practices in the workplace

- Create a **safe and brave space** where all people, especially people of color, can genuinely be themselves, and make full contributions to the company's work
- **Develop a common language** (and compelling stories) around DE&I that resonates with staff; engage colleagues of color on issues of race without re-traumatizing/re-harming
- **Promote identity connection** between employees of different races, and work to honor and affirm the cultural identity of employees of color (identity mobilization)

- **Challenge and dismantle racist structures** and barriers to create equitable networking and development opportunities for employees of color and lead to greater responsibility, influence and impact at the company
- Provide **more relationship-focused interventions** (e.g., mentorship and sponsorship) that support employees of color in leading and advancing at companies
- Honor the distinction between **allies vs. sponsors**, who fight injustice and promote equity in the workplace through personal relationships and public sponsorship

- Foster unity and avoid employee **"backlash"** when implementing a racial equity strategy, particularly from White employees, who might think it's a "zero sum" game or feel like the changing culture is leaving them behind
- Get **buy-in and create incentives for middle managers** to lead on DE&I, including by hiring, promoting, and retaining talent of color
- **Engage White men as allies** in racial equity efforts and sustaining their momentum and engagement over time
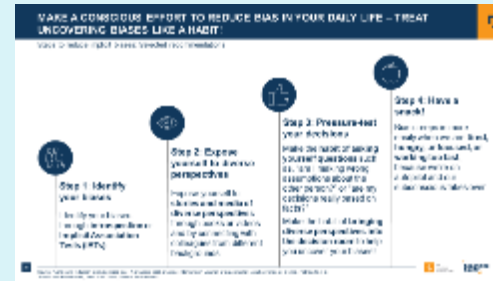
In most sections, you will find the following page types:

Topic Overview

Key Learnings

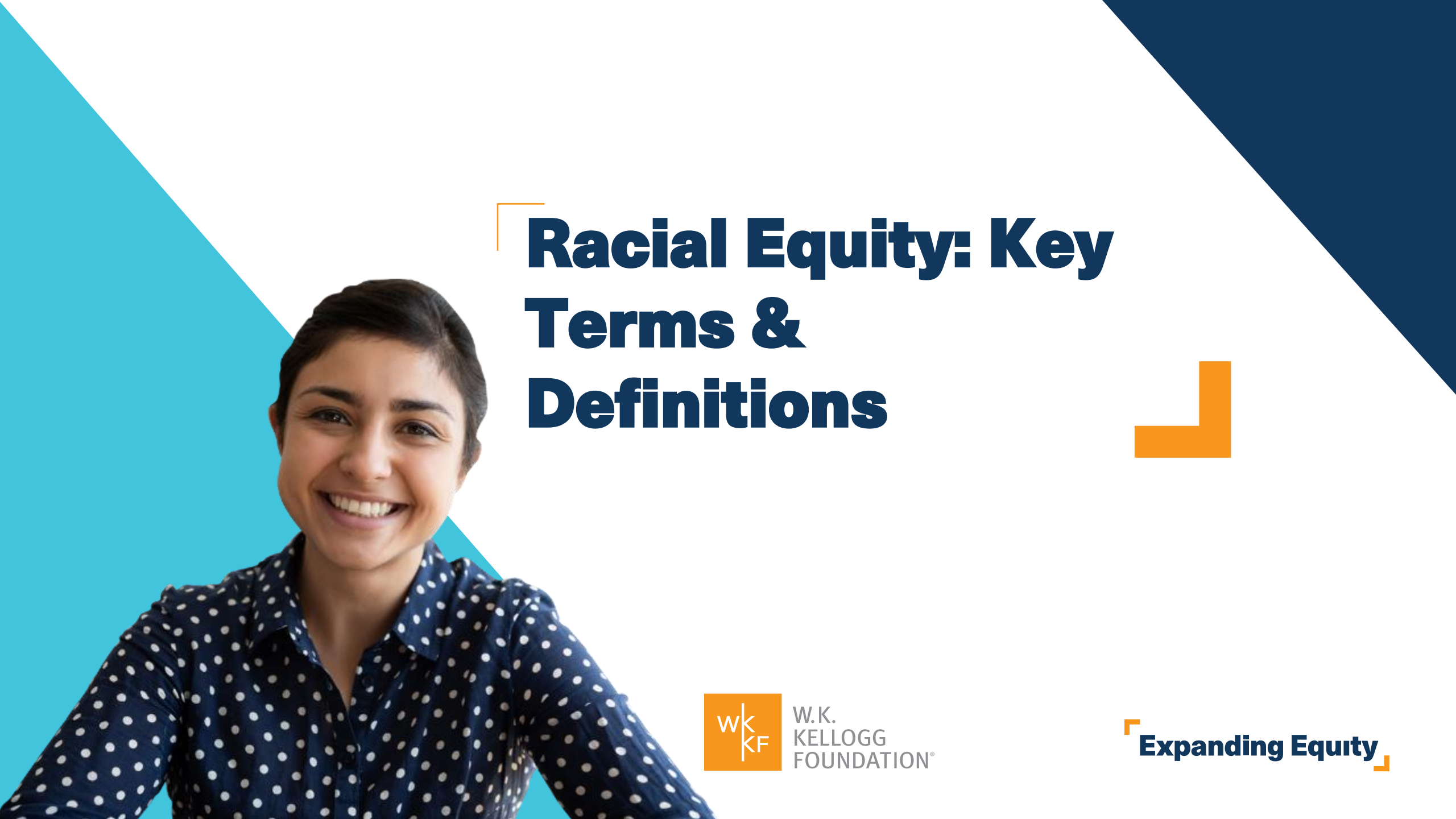*Tactical Deep-dives*

Additional Resources

This guidebook synthesizes and summarizes information from a wide variety of publicly available sources. The W.K. Kellogg Foundation acknowledges the thought leadership of so many experts and leaders and would like to **thank the authors of these resources for their invaluable contributions to the field of advancing racial equity in corporate America**.

In order to facilitate the experience for the reader, this guide summarizes key concepts, ideas, examples, and tactics to help the reader continue to develop a culture of belonging in their organization. We acknowledge that best practices in advancing racial equity are ever-evolving and have attempted to compile some of the best resources for the given moment. Moreover, every attempt has been made to properly credit the authors of the resources that were collected. We also acknowledge that there may be some inconsistencies in the terms and language throughout the guidebook in our attempt to honor the source material.

But this is only a start, and not all-inclusive; we know that there are other great resources out there, and **we welcome receiving your suggestions on what else and who else we should include in the resource sections to enhance the guidebook**.

Racial Equity

/ˈrāSHəl ekwədē/ *noun*

An aspirational pursuit insisting that all people will have an **equal opportunity to experience well-being in a just society**, regardless of their racial or ethnic group identification, skin color, or physical traits.

WHAT DO WE MEAN BY RACIAL EQUITY?
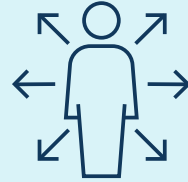
At the individual level…

An individual's identity **would not be predictive of their day-to-day experiences or life outcomes**
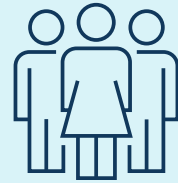
At the organizational level…

All **employees have equal opportunity** to join, to be developed, to belong, to succeed, to progress and to be respected in the workplace
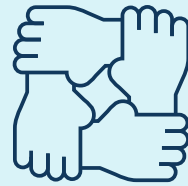
At the industry level…

The workplace culture, systems and structures **enable people from all identity groups to thrive**

Source: W.K. Kellogg Foundation

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RACIAL EQUITY IS A TWO-STRAND APPROACH THAT FOCUSES ON RACIAL HEALING & SYSTEMIC TRANSFORMATION

Address and shift mindsets that shape how people work and relate to one another day-to-day

Understand how racism in society impacts your organization and all people in it

Understand actions needed to sustain and strengthen organizational culture

People

Systems
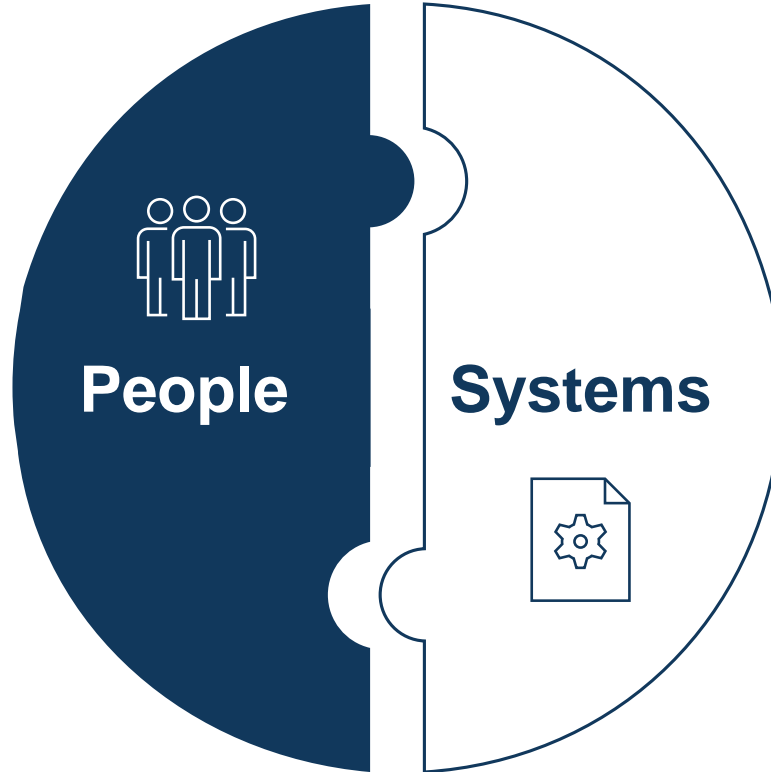
Create a workplace where **colleagues' racial or ethnic identities are not predictive** of experiences or outcomes

Initiate tactical, measurable and goal-oriented steps to change policies and practices to advance racial equity within your organization

WKKF believes it is essential to initiate **people work through Racial Healing before changing systems and structures.**

Fostering a culture of inclusion and belonging enables the execution of and the commitment to systems transformation.

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TO ACHIEVE LASTING PROGRESS IN RACIAL EQUITY, COMPANIES MUST UNDERSTAND AND ADDRESS ALL THREE DIMENSIONS

Focus of guidebook

Diversity
Who is represented in the workforce

Equity
How we ensure opportunity for all

Inclusion
How the workforce experiences the workplace

What it is
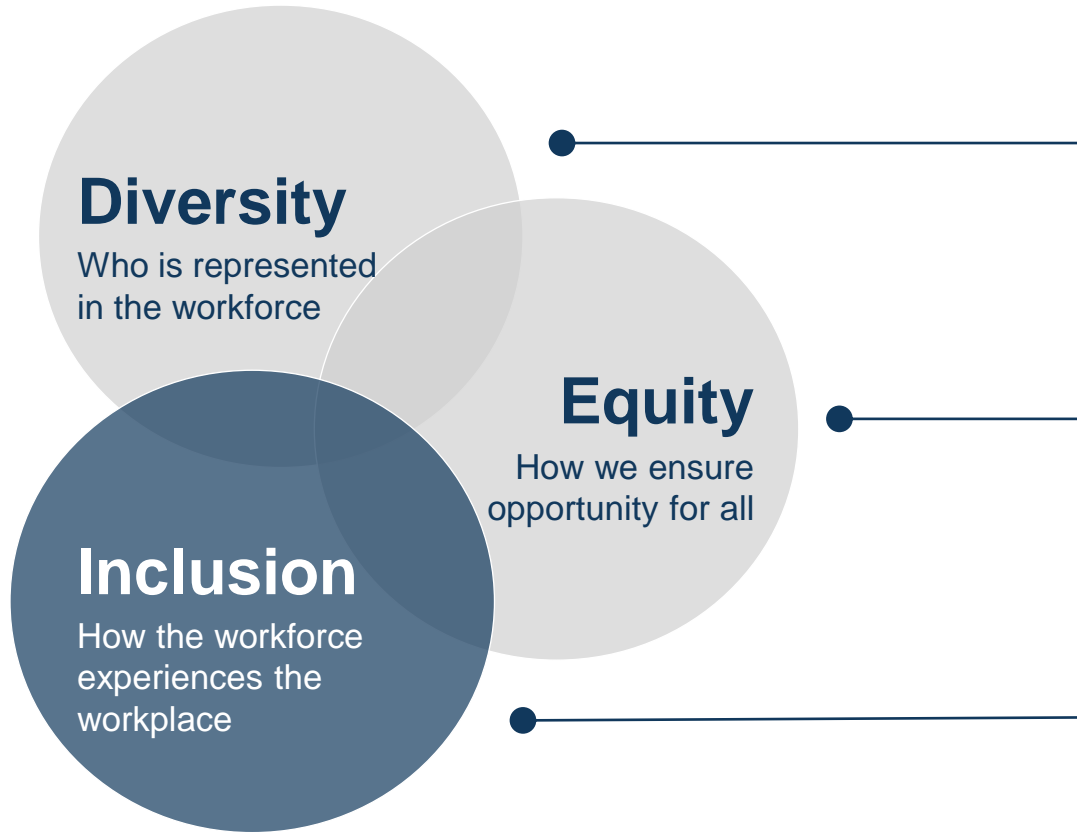
How it's measured

The **composition of employees across various identities** (e.g., gender, race/ethnicity, age, sexual orientation, disability)

Statistics and metrics on representation at all levels of the organization (e.g., the talent funnel)

The **norms, practices, & policies in place** that ensure identity is not predictive of opportunities or workplace outcomes

Analysis and documentation of the differences in opportunities, burdens and needs that occur based on identity

The degree to which organizations embrace all employees and create a **culture of belonging** where everyone can make meaningful contributions to the work

Perception of and experience at the organization broken down by employee identity and level within the organization

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39% Share of global job seekers who have turned down or decided not to pursue a job opportunity because of a perceived lack of inclusion

3x Employees who perceived that their organization offers both opportunity and fairness are 3x more likely to stay and 3x more likely to recommend it

79% Percent of employees who claim that a major reason for leaving their job was a lack of appreciation

Source: "Diversity Wins: How inclusion matters", McKinsey, May 2020; "Women in the Workplace 2019", McKinsey and Leanin.org, October 2019; "Edelman Trust Barometer 2020", Edelman, January 2020; ; "Performance Accelerated", O.C. Tanner Learning Group White Paper

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Definitions and Examples of Inclusion & Belonging

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" " The intervention for othering is not same-ing, but belonging. Belonging is based on the recognition of our full humanity without having to become something different or pretend we're all the same. We are always both the same (humanity) and different (human), and are also multiple and dynamic, constantly renegotiating who we are. Belonging requires both agency and power to cocreate. But true belonging means we are not just creating for our group(s), but for all.

- john a. powell

Professor, UC-Berkeley Othering and Belonging Institute

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Belonging is an outcome of your inclusive practices

"Diversity is a fact. Inclusion is a behavior. But belonging is the emotional outcome that people want in their organization."

- Christianne Garofalo[1]
Diversity consultant,
Heidrick Consulting

Inclusion

Inclusion is a practice involving how well organizations connect with, engage and utilize employees across lines of difference

Inclusion is a behavior that creates opportunities for everyone in the light of diversity[2]

Belonging

Belonging is the emotional outcome when an individual understands that his/her authentic self is welcomed and celebrated and perceives a strong bond with others

An employee's sense of belonging is one of the outcomes of your inclusion efforts and actions[2]

1. Source: Holly Althof, "Viewpoint: Belonging Is the Missing Piece in the Fight for Inclusion", SHRM, August 2020
2. Source: 'The Basics: What is the difference between Diversity, Inclusion and Belonging?', ModelExpand, 2019

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Inclusion matters

Diversity does not guarantee inclusion. Even when companies are more diverse, many appear unable to cultivate inclusive work environments

Employee sentiment on diversity is positive[1]

31%
negative

52%
positive
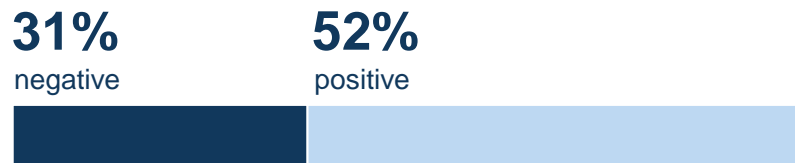
But sentiment on inclusion is the opposite[1]

61%
negative

29%
positive

What it is

The degree to which organizations embrace all employees and create a **culture of belonging** where all can make meaningful contributions

How it's measured

Perception of and experience at the organization broken down by employee identity and level within the organization

A culture of belonging features….

Relationship building

Trust

Belonging

Authenticity

Constructive Dialogue

Repairing damage from the impact of structural racism

In order for changes to systems and structures to be successful, you have to build the workplace culture to support them.
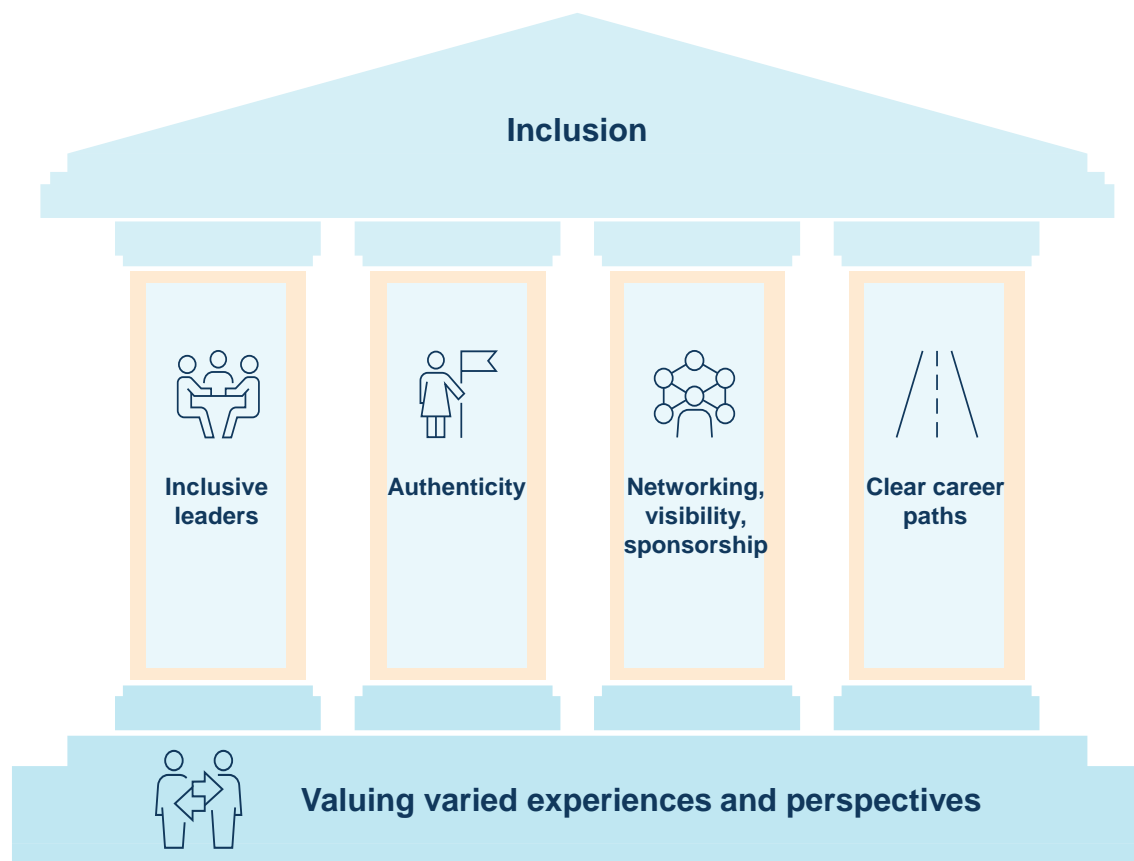
The Expanding Equity program journey features opportunities and exercises designed to foster a culture of belonging within firms and companies.

1. "Neutral" responses not included; sentiment analysis from employee reviews about the firms they work for made on online recruitment websites

Source: W.K Kellogg Foundation & McKinsey & Company research, May 2020

FOUR LEVERS THAT DRIVE INCLUSION

Diversity and inclusion are often lumped together and assumed to be one in the same. However, diversity alone doesn't drive inclusion, and without inclusion there's often backlash to diversity. (adapted from Diversity doesn't stick without inclusion by Laura Sherbin and Ripa Rashid)

Inclusion

| Inclusive leaders | Authenticity | Networking, visibility, sponsorship | Clear career paths |

Valuing varied experiences and perspectives

Please click here to read the full article

The Center for Talent Innovation developed the 4 levers that drive inclusion…

Inclusive leaders exhibit six key behaviors: ensuring that team members speak up and are heard; making it safe to propose novel ideas; empowering team members to make decisions; taking advice and implementing feedback; giving actionable feedback; and sharing credit for team success

Authenticity is often compromised when employees of color are pressured to conform to their company's standards of demeanor or style and repress parts of their persona

Networking, visibility, and sponsorship is the key for women and employees of color to rise above the uneven playing field and increase satisfaction with rate of career advancement

Clear career paths are rarely defined for women, LGBT+ employees, and employees of color, which leads to significant frustration, exclusion, and increased turnover

…which rest on the foundation

Valuing varied experiences and perspectives is the simple but fundamental starting point for companies to help identify the barriers holding employees back. Organizations can then formulate programs that help women, LGBT+ employees, and employees of color find the path that's right for where they are in their lives and careers

I feel

included when…

My organization… …has structures in place to ensure we have fair evaluations, equal access to resources, a sense of teamwork and the ability to bring our authentic selves to work

My leaders… …systematically build and mentor their teams, treat us fairly, solicit our input and demonstrate concern for our well-being

My peers/team... …serve as mentors and allies, and help me achieve my goals and treat me with respect

Source: McKinsey Organization Practice

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PUTTING THE "I" IN DE&I

Before moving to a conversation about what your company can do, it's important to reflect on what more you personally can do to create and reinforce a more diverse, inclusive, and racially equitable workplace.

In this section, we will learn how to

Uncover **underlying thoughts and beliefs (implicit biases)** that are unknowingly impacting how you are showing up in your leadership role

Move from unintentional micro-aggressions to intentional micro-actions

Root out racial bias by promoting **Racial Healing** practices in the workplace

KEY LEARNINGS & TIPS

What leaders can do to develop and sustain an inclusive culture on your teams and in your organization.

Address Explicit and Implicit Biases

Having biases is human; we have stereotypes about other people, often without our conscious knowledge. These biases are our brain's shortcut to making sense of the world, in order to keep us safe. But once we acknowledge that reality, we can begin to examine and address our biases. We can be more intentional about challenging our thoughts, and becoming more open and less judgmental to the people around us.

Counter Microaggressions

Micro-aggressions are the verbal and visual manifestation of implicit bias in the workplace, negatively impacting the people around us. Sometimes we may not realize the real harm we've caused. It's essential for individuals to do the conscious and hard work of identifying the ways in which our biased thoughts ultimately fuel our actions and take steps to show up better with everyone in the workplace.

Engage in Racial Healing

Racial Healing is a process that restores individuals and communities to wholeness. This process provides opportunities for deep listening, self-reflection and connecting with others, which helps people identify and overcome biases.

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HBS ASSESSMENT: HOW INCLUSIVE ARE YOU AS A LEADER?

Use this guide to assess where you are on your **personal journey as an inclusive leader** in various aspects of your work, including your network, decision-making process, personal life, mistakes, and reactions to others' behaviors

Once you know where you are in your inclusiveness, consider how you can implement actions from the "creating inclusive culture" column into your day-to-day life

Please click here to access this resource

As a leader, I am…	…Developing awareness	…Embracing inclusive practices	…Creating inclusive culture
Network	I tend to gravitate to the same people for projects	I reach out to people I haven't worked with when kicking off new projects	I prompt other leaders to consider different sources of talent for their projects
Decisions	I often move ahead and make decisions with input from my short list	I connect with several members of my core team before making key decisions	I invite input from a varied set of people on important decisions, including different points of view
Personal life	I tend to keep my work life and personal life separate	I share stories from my life outside the office with my colleagues	I listen carefully and am respectfully curious when people share their own stories
Mistakes	I shield my team from issues and mistakes	I am transparent about problems and admit when something goes wrong	I encourage my teams to take risks and support them through failures
Reactions	I get uncomfortable when someone says something marginalizing	I model inclusivity in my words and actions	I speak up to call out exclusionary language and behaviors

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CREATING AN INCLUSIVE ENVIRONMENT STARTS WITH EACH OF US AND OUR CIRCLES OF INFLUENCE

Advancing racial equity

Individual
Mindset shifts that incorporate a racial equity lens into your day-to-day life

Company
Structures and culture in place that embed racial equity in companies

Community
Collective actions we can take to advance racial equity in our community

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THE RACIALLY CONSCIOUS "THOUGHT MODEL"

This model will help you show up better at work with your colleagues, by understanding that it's your unconscious thoughts that lead to your feelings about them, and your actions around them. If you are more racially conscious and aware of your implicit biases, you will be able to root out any unintentional microaggressions in your daily interactions.

Circumstances

Trigger

Thoughts

Generate

Feelings

Fuel

Actions

Create

Results
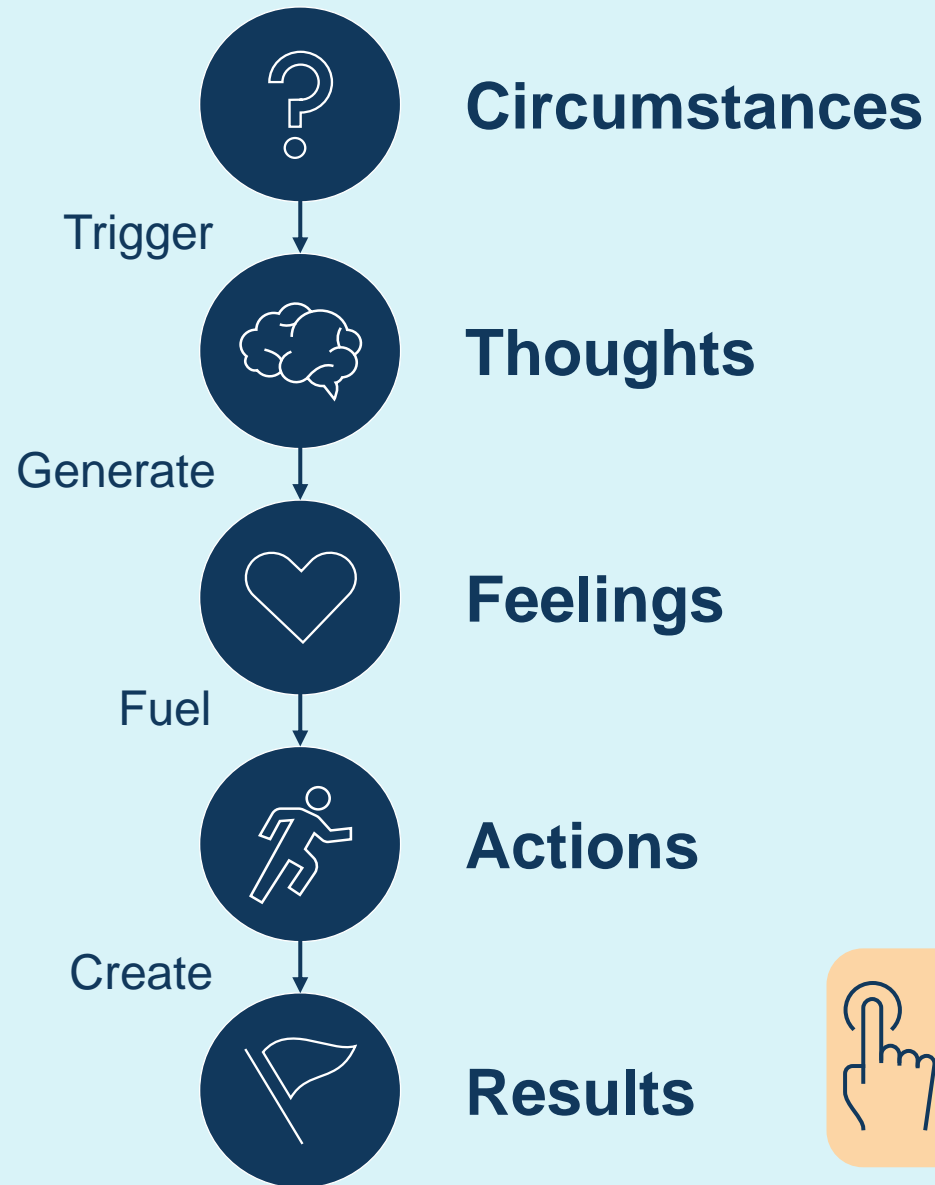
Please click here to see the model on the Life Coach School's website

Source: Model adapted from Brooke Castillo, The Self Coaching Model , The Life Coach School

THE RACIALLY CONSCIOUS "THOUGHT MODEL" DEFINITIONS

Circumstances

Trigger

Thoughts

Implicit biases are thoughts we have internalized, both consciously and unconsciously, that have been "primed" through our experiences – images and messages we receive every day about who is "normal" or "desirable" and "belongs" and who is "different" or "undesirable" and "not one of us." Having biased thoughts is human and understanding and mitigating their negative effects is crucial.[1]

Generate

Feelings

Feelings are what we feel in our body in response to the biased, prejudiced, and othering thoughts in our minds. Moreover, these feelings drive all the actions in our lives.

Fuel

Actions

Microaggressions are the everyday slights, indignities, put-downs and insults that members of marginalized groups experience in their day-to-day interactions with individuals who are often unaware that they have engaged in an offensive or demeaning way. [2]

Create

Results

1. Source: Kathleen Osta and Hugh Vasquez, "Implicit Bias and Structural Inequity", National Equity Project
2. Source: Derald Wing Sue, Microaggressions in Everyday Life: Race, Gender, and Sexual Orientation, John Wiley & Sons, 2010

Source: Model adapted from Brooke Castillo, The Self Coaching Model , The Life Coach School

THE CHARACTERISTICS OF & RESPONSES TO TRADITIONALLY WHITE MALE CORPORATE CULTURE

Tema Okun and her collaborators describe the key characteristics of and antidotes to White supremacy culture

Characteristics	Description	Selected antidotes
Fear	When afraid, we lose touch with our power and are easily manipulated by promises of illusory safety	Meeting, naming, addressing our fears; avoid letting fear drive our beliefs, actions, and decisions
One right way/ Perfectionism	The belief there is only one right way to do things, connected to the belief in an objective "perfect" that is both attainable and desirable for everyone	Develop a culture of appreciation and support, acknowledge various experiences and worldviews that shape understandings of how to do things
Either/Or Binaries	Reduces the complexity & nuance of life/living things into either/or, yes or no, right or wrong in ways that reinforce urgency, 'perfectionist' thinking, and abuse of power	Acknowledge intersectionality & complexities; notice when you're oversimplifying and why
Denial or Defensiveness	The habit of denying and defending against the ways in which White supremacy and racism are produced and our individual or collective participation	Address the link between defensiveness and fear (of losing power/face/comfort/privilege)
Right to comfort/fear of conflict	The internalization we have a right to comfort, which means we cannot tolerate conflict, particularly open conflict	Welcome discomfort as the root of all growth & learning; avoid taking things personally; be transparent about power and who makes decisions
Individualism	Idea that we make it on our own, without help, while pulling ourselves up by our own bootstraps, is a toxic denial of our essential interdependence	Ensure group/organization is working towards shared goals that have been collectively developed and named; reward collaboration
Quality over quantity	Assuming the goal is always more/bigger, emphasizing what we can "objectively" measure as being more valuable than the quality of our relationships to all living beings.	Honor Iroquois philosophy of decisions today allowing for a sustainable world 7 generations into the future
Worship of the written word	Honoring only what is written, even when what is written is full of misinformation and lies, erases the wide range of ways we communicate with each other and all living things	Practice listening; analyze how others receive and share information, meet them where they are
Urgency	Applying the urgency of racial and social justice to our every day lives in ways that perpetuate power imbalance and disregard for our need to breathe and pause and reflect	Develop realistic workplans based on lived experiences of teammates

Source: Tema Okun, 'White Supremacy Culture – Still Here', May 2021 (update of the original "White Supremacy Culture" article published in 1999)

WHAT ARE MICROAGGRESSIONS?

Derald Wing Sue and his collaborators are largely regarded as the researchers to bring the term 'microaggression' to the mainstream conversation on discrimination. The research details how to identify, address, and respond to different microaggressions in everyday life:

Please click here to read the full paper

Type	Description	Examples
Microassault	A microassault is an explicit racial derogation meant to hurt victims by name-calling, avoiding, or discriminating. They are conscious actions but generally in "private" situations (micro) that allow the perpetrator a degree of anonymity.	Referring to someone as "colored" or "Oriental," using racial epithets, discouraging interracial interactions, deliberately serving a White patron before someone of color, displaying a swastika, etc.
Microinsult	A microinsult is characterized by verbal and nonverbal communications that convey rudeness and insensitivity and demean a person's racial heritage or identity. Microinsults represent subtle snubs, frequently unconscious/unknown to the perpetrator, but clearly convey an insulting message to the recipient of color.	White employer telling prospective candidate of color "I believe the most qualified person should get the job, regardless of race"; White coworker asking an employee of color "How did you get this job?"; White supervisor being distracted during a conversation with a Black employee, avoiding eye contact or turning away. Underlying messages these actions send are that people of color are not qualified/must have obtained positions because of some affirmative action/quota program, not because of ability, and that the contributions of people of color are unimportant.
Microinvalidation	Microinvalidations are characterized by communications that exclude, negate, or nullify the psychological thoughts, feelings, or experiential reality of a person of color. They are often unconscious.	Asian Americans (born/raised in the United States) being complimented for speaking "good English" or asked where they were born negates their American heritage and conveys they will always be foreigners. Black people being told "I don't see color" or "We are all human beings" negates their experiences as racial/cultural beings. When a Latino couple tells their White friends about a time they got poor service in a restaurant, the friends saying "Don't be so overly sensitive" or "Don't be so petty" nullifies/trivializes the couple's racial experience.

Microaggressions have an extremely detrimental effect on victims due to perpetrators and bystanders believing them to be overly sensitive, overreactive, or petty. Microaggressions are brushed aside as having minimal negative impact, and people of color are told not to overreact and to simply "let it go." However, Sue believes that "this contemporary form of racism is many times over more problematic, damaging, and injurious to persons of color than overt racist acts".

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DIFFERENT TYPES OF RACIAL MICROAGGRESSIONS IN THE WORKPLACE

Derald Wing Sue and his collaborators identified nine categories of microaggressions with distinct themes. The below table shares a subset of these themes that are common in the workplace, as well as example comments / situations and the underlying message that these types of microaggressions convey:

Please click here to view the full list

Theme	Microaggression	Message
Alien in own land When Asian Americans and Latino Americans are assumed to be foreign-born	• "Where are you from?" • "Where were you born?" • "You speak good English."	• You are not American • You are a foreigner
Ascription of Intelligence Assigning intelligence to a person of color on the basis of their race.	• "You are a credit to your race." • "You are so articulate." • Asking an Asian person to help with a Math or Science problem.	• People of color are generally not as intelligent as Whites. • It is unusual for someone of your race to be intelligent • All Asians are intelligent and good in Math/Sciences.
Color Blindness Statements that indicate that a White person does not want to acknowledge race	• "When I look at you, I don't see color." • "America is a melting pot." • "There is only one race. The human race."	• Denying a person of colors racial/ethnic experiences. • Assimilate/acculturate to the dominant culture. • Denying the individual as a racial/cultural being.
Denial of individual racism A statement made when Whites deny their racial biases	• "I'm not a racist. I have several Black friends." • "As a woman, I know what you go through as a racial minority."	• I am immune to races because I have friends of color. • Your racial oppression is no different than my gender oppression. I can't be a racist. I'm like you.
Myth of meritocracy Statements which assert that race does not play a role in life successes	• "I believe the most qualified person should get the job." • "Everyone can succeed in this society, if they work hard enough."	• People of color are given extra unfair benefits because of their race. • People of color are lazy and/or incompetent and need to work harder.
Pathologizing cultural values/communication styles The notion that the values and communication styles of the dominant/White culture are ideal	• Asking a Black person: "Why do you have to be so loud/animated? Just calm down." • To an Asian or Native person: "Why are you so quiet? We want to know what you think. Be more verbal. Speak up more." • To a Native person: "Relax. I just said, let's have a powwow and talk about it. I didn't mean any offense by it."	• Assimilate to dominant culture. • Leave your cultural baggage outside.

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In the article, "How to respond to microaggressions": **Dr. Kevin Nadal**, a professor of psychology, shares questions to ask yourself when weighing the consequences of responding to a microaggression and **Dr. Diane Goodman**, a social justice and diversity consultant, shares three tactics on disarming microaggressions through intentional "microinterventions"

Please [click here](#) to read the full article

Should I respond at all?

Here are 5 questions to ask yourself when weighing the consequences of responding to a microaggression:

1. If I respond, could my physical safety be in danger?
2. If I respond, will the person become defensive and will this lead to an argument?
3. If I respond, how will this affect my relationship with this person (e.g., colleague, family member, etc.)
4. If I don't respond, will I regret not saying something?
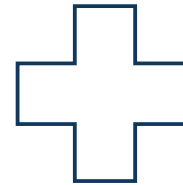5. If I don't respond, does that convey that I accept the behavior or statement?

To respond to a microaggression…

Ask for more clarification

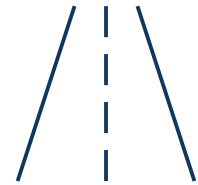**Example:**

"Could you say more about what you mean by that?"

"How have you come to think that?"

Separate intent from impact

Example:

"I know you didn't realize this, but when you *(comment/behavior),* it was hurtful/offensive because *(reasons)*. Instead you could *(different language or behavior)*."

Share your own process

Example:

"I noticed that you *(comment/behavior)*. I used to do/say that too, but then I learned *(new behavior/rephrasing)*"

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Examples of how racial biases can affect everyday outcomes for people of color

50%

For the same resume, **White-sounding names receive 50% more callbacks** for interviews than African-American-sounding names[1]

25%

When asking for a pay raise from their employer, **men of color were 25% less likely to receive a raise** than White men; **women of color were 19% less likely**

58:100

Despite asking for promotions at the same rate, **only 58 Black women are promoted for every 100 men**

1. Controlled for age, education, citizenship, weapon possession, and prior criminal history

Source: Marianne Bertrand and Sendhil Mullainathan, "Are Emily and Greg more employable than Lakisha and Jamal? A field experiment on labor market discrimination", NBER, July 2003
"Raise Anatomy: How to ask for a raise and get it", PayScale, 2018, "The State of Black Women in Corporate America", Lean In, 2020

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What is Racial Healing?

Racial Healing is a process that restores individuals and communities to wholeness, repairs the damage caused by racism and transforms societal structures into ones that affirm the inherent value of all people.

This process provides an opportunity to acknowledge and speak the truth about past wrongs created by individual and systemic racism and addresses present-day consequences for people, communities and institutions.

Source: W.K Kellogg Foundation analysis

RACIAL HEALING VALUE PROPOSITION

Support

Racial Healing Processes

- Relationship Building
- Trust
- Belonging
- Authenticity
- Constructive dialogue
- Repair damage from the impact of structural racism

Results

Internal
- Employee Engagement & Retention
- Talent Development
- Improved Decision-Making
- Equitable Workplace

External
- Recruitment/Attract/Employer of Choice
- Understanding & Relating to Your Customers
- Reputation/Branding (short-term; perception based)
- Legacy (longer term; leadership driver)

Source: W.K Kellogg Foundation analysis

Racial Healing recognizes the need to acknowledge and tell the truth about past wrongs created by individual and systemic racism and address the present consequences. Below is suggested 'people work' to prepare for organizational change

Individual

Prepare for the Racial Healing journey with individual exercises (e.g., breathing exercise, journaling exercise)

Research your organization, and engage with the Racial Healing resource guide provided by WKKF

Commit to actively engaging in Racial Healing and relationship-building company practice in your organization

Company

Conduct Racial Healing circles with trained practitioners (e.g., on service or values days, company retreats)

Facilitate Conocimiento exercises when possible (e.g., before meetings, workshops)

Develop a Racial Healing resource guide to share with your organization

Community

Research and engage with organizations working to advance racial equity in your local communities

Seek opportunities to promote Racial Healing and model championship of racial equity for other organizations

Pursuing Racial Healing is an essential step toward transforming systems and processes in your company. These activities enable more effective change across "transform the system" initiatives

Implicit Bias

Individual

- Utilize The Racially Conscious "Thought Model" (see Slide 28)
- Expose yourself to diverse perspectives at work and outside work
- Pressure test your decisions (what's your "why"?)
- Take Implicit Association Tests (IAT) to identify and address your biases (see Slide 26)

Company

- 1:1 Coaching
- Offer and promote Racial Healing conversations
- Center Women of Color in your work
- Increase interactions between staff of different races/ethnicities
- Debias hiring, performance & promotion processes and decisions
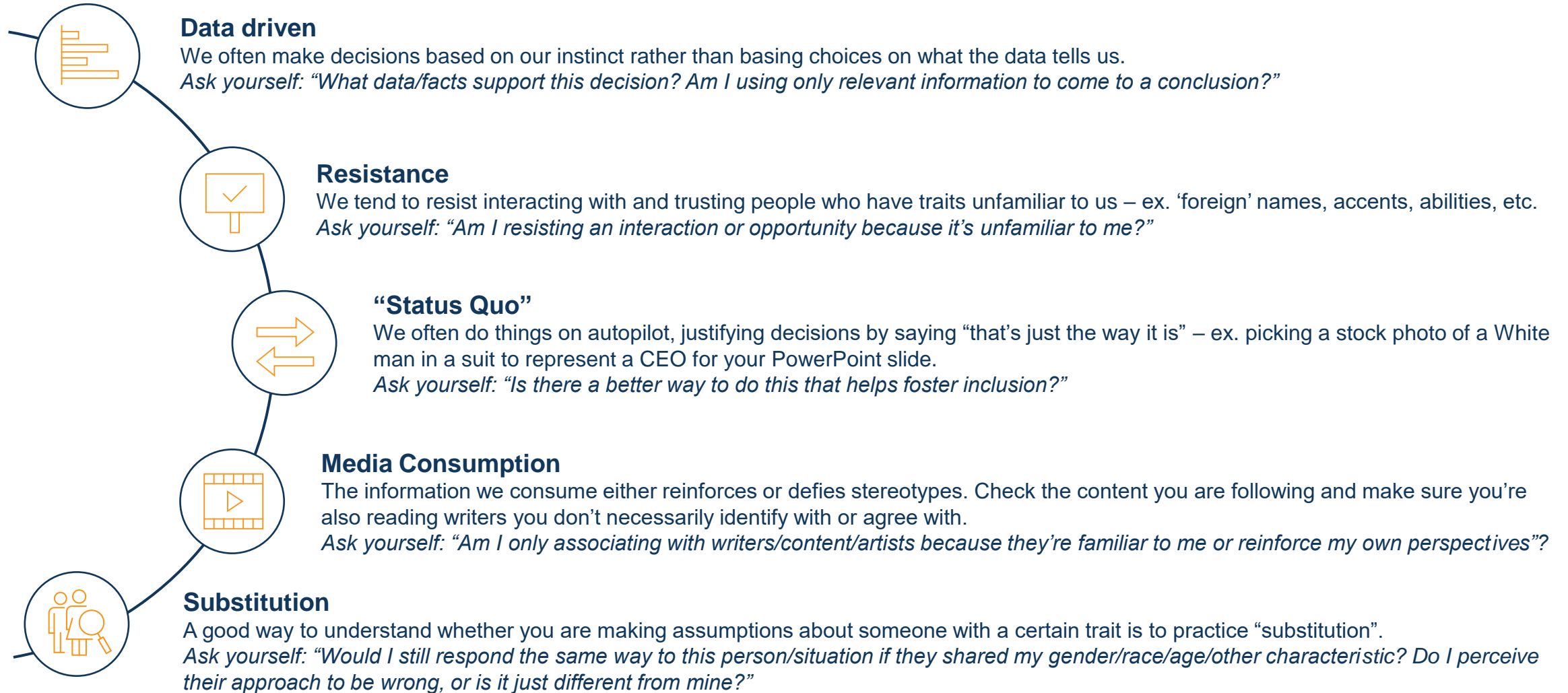- Test and measure success

Community

- Assess your company's external messaging and branding to ensure you're not perpetuating stereotypes
- Hold space for challenging conversations on how bias and racisms affects your community and industry

Source: Expanding Equity team analysis

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Adapted from *How to recognize and conquer unconscious bias* by Amy Bergen

Data driven
We often make decisions based on our instinct rather than basing choices on what the data tells us.
Ask yourself: "What data/facts support this decision? Am I using only relevant information to come to a conclusion?"

Resistance
We tend to resist interacting with and trusting people who have traits unfamiliar to us – ex. 'foreign' names, accents, abilities, etc.
Ask yourself: "Am I resisting an interaction or opportunity because it's unfamiliar to me?"

"Status Quo"
We often do things on autopilot, justifying decisions by saying "that's just the way it is" – ex. picking a stock photo of a White man in a suit to represent a CEO for your PowerPoint slide.
Ask yourself: "Is there a better way to do this that helps foster inclusion?"

Media Consumption
The information we consume either reinforces or defies stereotypes. Check the content you are following and make sure you're also reading writers you don't necessarily identify with or agree with.
Ask yourself: "Am I only associating with writers/content/artists because they're familiar to me or reinforce my own perspectives"?

Substitution
A good way to understand whether you are making assumptions about someone with a certain trait is to practice "substitution".
Ask yourself: "Would I still respond the same way to this person/situation if they shared my gender/race/age/other characteristic? Do I perceive their approach to be wrong, or is it just different from mine?"

Source: Amy Bergen, "How to recognize & conquer unconscious bias", Idealist, December 11, 2020; "Checking your blind spot: ways to find and fix unconscious bias", AESC

Adapted from *How the best bosses interrupt bias on their team* by Joan C. Williams and Sky Mihaylo

Please click here to read the full article

Picking your Team

Bias in hiring is very common. Here are four simple actions that will yield the best candidates by eliminating artificial advantages:

1. Insist on a **diverse pool**

2. Establish **objective criteria**, define "culture fit," and demand accountability from hiring decision-makers

3. **Closely examine referral-hiring** so as not to perpetuate "like-me" hiring

4. Structure interviews with **skills-based questions**

Managing your Team

Here are some ways to change potentially **problematic team dynamics**:

1. Set up a **rotation for office administrative work**, and don't ask for volunteers

2. Mindfully design and assign people to **high-value projects**

3. **Acknowledge the importance** of lower-profile contributions

4. **Respond** to double standards and stereotyping

5. **Ask** people to **weigh in**

6. Schedule **meetings inclusively**

7. **Equalize access** proactively

Developing your Team

Take these steps to **avoid common pitfalls in evaluations and promotions**:

1. **Clarify evaluation criteria** and focus on performance, not potential

2. **Separate performance from potential** and personality from skill sets

3. **Level the playing** field with respect to self-promotion

4. **Explain how** training, promotion, and pay **decisions will be made**, and follow those rules

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HOW TO FIGHT IMPLICIT BIAS AT YOUR ORGANIZATIONS

DE&I consultant Sharon E. Jones explains that, in order to manage all the information and stimuli it receives each day, the brain forms "schemas," frameworks to help classify and organize information. In fact, **98% of the brain works without "express cognition" or conscious thought**. The only way to strike back against biases is by **disrupting your autopilot and taking more conscious action**. <u>Here are 5 rules to fight implicit bias in the workplace and in life</u>:

Please <u>click here</u> to read the full article

Rule	Description	Conscious Actions
Be intentional regarding hiring and outreach	Our unconscious impulse is to seek a "mini me" with whom we'll feel comfortable. In professional settings, this is often expressed as seeking someone who's a good "fit."	Two firms in London that use a blind resume process in which the interviewers do not see certain information, such as where the candidate went to school. Another idea is to ask all candidates the exact same set of questions.
Be intentional regarding mentoring relationships	Everyday life is still very racially segregated, so we don't have the chance to disrupt our brain's schemas, but ongoing, positive interactions with individuals of particular race/ethnicity/trait helps counteract unconscious biases toward that group.	If you have limited contact with people who are different from you in some way, look for opportunities to change that: at lunch or another event, talk with someone you might not ordinarily. When establishing formal or informal mentoring relationships, push to resist the natural tendency for people to gravitate toward others who are "just like us."
Hold yourself accountable to your goals	Aspirations are good but goals with actual numbers attached to them really get things done.	Obtain national numbers, state benchmarks, industry diagnostics and use those to help set concrete goals. For workplaces, "recognition and awards may be the best motivator."
Work to eliminate microinequities	"Microinequities" are the countless ways that bias and discrimination slip into language, images, and daily habits even if we don't intend them to.	If your organization has a wall or hallway with photos of past presidents from when the leadership was predominantly White and male, it may not be sending the kind of message you strive for today. Expand the idea of what the wall is for and what photos belong there, so that some of the people featured are women and people of color.
Intentionally diversify candidate pools and succession planning	A study by the Harvard Business Review showed that when at least two minority candidates are in the finalist pool (regardless of the size of the pool) for a job, chances that a minority person will get the job increase by 193 times[1]	Build diversity in leadership by having co-chairs in some positions, with at least one member of the pair being a person of color, a woman, or diverse in another way. Track progress as leaders carefully to avoid lapses in diversity. Continuity is key: diversity is not something that can be accomplished once to check the box.

1.   Source: Stefanie K. Johnson, David R. Hekman, Elsa T. Chan, 'If There's Only One Woman in Your Candidate Pool, There's Statistically No Chance She'll Be Hired', HBR, April 26, 2016

Source: Marilyn Cavicchia and Sharon E. Jones, "How to fight implicit bias? With conscious thought, diversity expert tells NABE", American Bar Association, 2015

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ADDITIONAL RESOURCES ON IMPLICIT BIAS

☆ Indicates session pre-read

Type	Time	Resource name and link	Publisher/Author	
🖱️	3 min	Harvard Implicit Association Test	Harvard University	
📖	15 min	Implicit Bias and Structural Inequality	National Equity Project; Kathleen Osta, Hugh Vasquez	
📖	10 min	How to Reduce Unconscious Bias in the Workplace	Lattice Team	
📖	12 min	16 Unconscious Bias Examples and How to Avoid Them in the Workplace	Built In; Bailey Reiners	☆
📖	15 min	The Value of Belonging at Work	HBR; Evan Carr, et.al.	☆
📖	10 min	White privilege: Unpacking the invisible knapsack	National Seed Project; Peggy McIntosh	
📖	10 min	How the best bosses interrupt bias on their teams	HBR; Joan C. Williams and Sky Mihaylo	
📖	15 min	Research: Science & Perception	The Perception Institute	

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ADDITIONAL RESOURCES ON MICROAGGRESSIONS

☆ Indicates session pre-read

Type	Time	Resource name and link	Publisher/Author	
▶	10 min	Dismantling Microaggressions Through the Power of Connection	TEDxRushU, Dr. Toya Webb	☆
📖	7 min	When and how to respond to microaggressions	HBR; Ella F. Washington, Alison Hall Birch, and Laura Morgan Roberts	☆
📖	15 min	Racial microaggressions in everyday life: Implications for clinical practice	Columbia University, Dr. Derald Wing Sue, et al.	
📖	12 min	How to respond to microaggressions	NY Times, Hahna Youn, Dr. Kevin Nadal	
📖	3 min	Wait, was that racist?! A new encyclopedia can help you avoid saying something offensive	Fast Company, Elizabeth Segran	
👆	Varied	The Micropedia	TheMicropedia.Org	

ADDITIONAL RESOURCES ON RACIAL HEALING

☆ Indicates session pre-read

Type	Time	Resource name and link	Publisher/Author	
📖	6 min	Talking about Racism, Racial Equity and Racial Healing with Friends, Family, Colleagues and Neighbors	WKKF	☆
🎤	30 min	Podcast: An Imperative of Healing and Transformation	WKKF; Every Child Thrives	☆
📖	5 min	Building your Racial Healing bookshelf, playlist and action plan	WKKF; Every Child Thrives	
📖	10 min	Restoring to Wholeness: WKKF Racial Healing	WKKF	
📖	2 min	WKKF Racial Healing: Business Action Kit	WKKF	
🎬	2 hrs	WKKF Racial Healing: National Day of Racial Healing Video Programming	WKKF	

Talking about Race (and Racism) in the Workplace

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TALKING ABOUT RACE (AND RACISM) IN THE WORKPLACE

We all know that inclusion is good for business and building a culture of belonging really comes down to deeper relationships and better communication among staff of different races and ethnicities.

In this section, we will learn how to

Create a safe and brave space where all people, especially people of color, can genuinely be themselves, and make full contributions to the work of the organization

Develop a common language (and compelling stories) around DE&I that resonates with all staff, and **engage colleagues of color on issues of race** without re-traumatizing & re-harming them

Promote identity connection between employees of different races, and work to honor and affirm the cultural identity of employees of color (**identity mobilization**)

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KEY LEARNINGS & TIPS

What leaders can do to talking about race and racism in the workplace, an essential step in building teams, and addressing inequity in your organization.

Create safe and brave spaces for challenging conversations

Conversations on race and racism require more than a "safe" space – they require participants to accept discomfort, engage authentically and disagree respectfully. Brave spaces allow for the growth and progress that stems from disagreements. Successful brave spaces are co-created by participants agreeing on common values and ways of working.

Define shared purpose, values and language

In order to have a productive and respectful discussion on racial equity, a group must define the purpose, values, and vocabulary that will guide the conversations. This helps ensure mutual respect and encourages participants to learn from one another's experiences and perspectives. It also provides precision that helps to mitigate misunderstandings and semantic arguments.
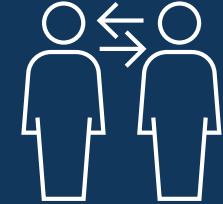
Promote identity connection and mobilization

Shared identity is a powerful connector and uniter across difference; "I am not this, but I am that, and you are too, which we can talk about and build on". We need to move beyond a strictly Black-and-White paradigm and embrace our commonality, while still respecting our individuality. When we really see what others bring to the work, we are more likely to appreciate their unique contributions to the work and leadership at the organization.

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- We need real exchanges if we want to dispel the notion that corporations are pure meritocracies and to **ensure that everyone feels heard, supported, and authentic at work**

- Many are happy to talk about "diversity" or "inclusion," but **enthusiasm drops significantly when the subject is "race"**

- **Majority-group employees might express concerns about reverse discrimination.** Charged topics like these can provoke resentment, anger, and shame

- Nearly 40% of Black employees said they feel it is *never* acceptable to speak out about experiences of bias. Among **Black professionals** who aspire to senior leadership positions, the most frequently adopted strategy is to **avoid talking about race** or other issues of inequality, **for fear of being labeled an agitator**

- Senior leaders — most of whom are White men — must set the tone. Research has indicated that the **only CEOs and lower-level managers not penalized for championing diversity are White men**

WHY TALKING ABOUT RACE IN THE WORKPLACE MATTERS: THE BLACK AMERICAN EXPERIENCE

Simply put, Black Americans face obstacles to advancement, development, and workplace experiences that other employees of color and White women do not

For example, many working Black Americans feel…

Emotionally-taxed

Because Black employees **feel a heightened sense of difference among their mostly White peers**, their ability to contribute is diminished. "**The sense of isolation, of solitude, can take a toll**…wondering…if the floor you're standing on is concrete or dirt…solid or not."

Over-burdened

Black employees are often expected to be "cultural ambassadors" who address the needs of other Black employees or employees of color, leaving them **doing two jobs: "the official one the person was hired to do, and the second as champion for the person's minority group"**

Pressured to conform

Black employees and leaders are **pressured to create "facades of conformity" more frequently than other employees of color**. They might chemically relax (straighten) their hair, conform with coworkers' behavior, "Whitewash" their resumes by deleting ethnic-sounding names or companies, hide minority beliefs, and suppress emotions related to workplace racism

Black employees feel **less supported, engaged, and committed to their jobs than their non-Black peers** do.

Black leaders are **more likely than White [leaders] to leave their organizations**.

Black employees and other employees of color must be able to **voice their opinions without fear of reprisal**, and **engage with race without experiencing additional trauma**, which may be caused by non-Black peers who want to discuss race without experiencing discomfort or being challenged.

Source: Laura Morgan Roberts and Anthony J. Mayo, "Toward a Racially Just Workplace", HBR,, November 14, 2019
Dnika, J. Travis, Jennifer Thorpe-Moscon, and Courtney McCluney, "Emotional tax: How Black women and men pay more at work and how leaders can take action", Catalyst Research Center, October 11, 2016
Patricia Faison Hewlin, "Wearing the cloak: antecedents and consequences of creating facades of conformity", National Library of Medicine, May 2009

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HOW TO MODEL SAFE AND BRAVE SPACES FOR CONVERSATIONS ABOUT RACE (AND RACISM) IN THE WORKPLACE

Creating a culture of psychological safety and open communication requires a **top-down directive modeled by leadership through informal and formal discussions** in which people are asked to **share ideas, ask questions, and address issues without fear of reprisal**, and **managers down the line will need training in encouraging and guiding such exchanges**

Informal conversations between peers

Empower White employees to take the lead on discussing and learning about race amongst themselves in ways that resonate with them

Actionable idea: A consulting firm's non-Black employees starting a **book club focused on Black writers** and organizing visits to African-American museums and historical sites

Formal conversations in teams

Train managers to **guide exchanges on race in their teams; h**elp them invite outside leaders of color to share their experiences and encourage White employees to speak up and ask questions

Actionable Idea: PwC brought in Black American business leader Mellody Hobson to talk to managers and employees about being "color-brave" instead of "color-blind" at work

Informal conversations with leadership

Senior leaders (usually White men) **must set the tone** and model open communication on race (and racism) when engaging with all employees

Actionable Idea: A mostly White male financial services firm instituted Know Us, a program of small-group, cross-race, cross-level dialogues on race-related topics
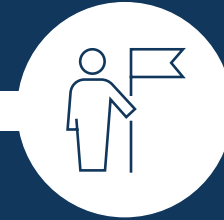
Formal conversations with leadership

Senior leadership should **formalize ways of engaging on race (and racism)** throughout the organization

Actionable Idea: Global head of D&I at Morgan Stanley promoted intimate conversations about race in networking groups and an hour-long forum on race, moderated by the company's vice chairman and various other executives, which was recorded and attended by 1,500 employees

Please click here to read the full article

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HOW TO MANAGE CHALLENGING MOMENTS WHEN DISCUSSING SENSITIVE TOPICS

Summarized from Harvard Business School's "Strategies and Tactics for Managing Challenging Moments in the Classroom related to Sensitive Topics" and adapted for corporate environments

Beginning of discussion

1. Raise issues **preemptively**, **encourage open and respectful exchange**

   Examples:
   - *"I want to acknowledge upfront that today's discussion involves a [topic/industry/company/protagonist] that some of us may find [difficult/disturbing/offensive]."*
   - *"I would encourage us all to engage candidly and respectfully in a conversation about a topic that increasingly affects our environments.*
   - *"Although the primary purpose of today's discussion is [X], I want to make [Y] a discussion if anyone feels strongly about addressing it at some point in the conversation. I am also happy to continue discussion of these issues privately"*

2. Keep **focus on ideas, content, arguments, and implications** — not the person delivering them. **Encourage patience** as participants work to describe their views and arguments

3. Refer back to the **norms set at the beginning of the discussions** and drawing on examples of previous successful discussions

Middle of discussion

1. In the case of offensive/inappropriate language, from anyone, **rephrase the comment or invite the participant to do so**

   Examples:
   - (if a comment made on "low class" customers) *"So you believe low-income customers are price sensitive?"*
   - *"You seem to be getting a [strong] reaction from your colleagues on that. Would you like to rephrase?"*
   - *"Whoa— let's [reset/start over]"*

2. Help participants **explain, clarify, or course-correct**

   Examples:
   - *"Could you say a bit more about that?"*
   - *"How did you come to that conclusion?"*
   - *"Can you help us understand why you assume [X]?"*

3. Open discussions by **soliciting others' reactions**

   Examples:
   - *"Let's get some [reactions/other perspectives] to that."*
   - *"Does anyone see it differently?"*

4. Thank participants for sharing personal stories or perspectives and **acknowledge their comments** before transitioning back

   Examples:
   - *"[Name] has just shared a significant personal challenge they experienced related to [X]. My guess is that they are not alone in this regard."*
   - *"How might we think about these concerns?"*

End of/after discussion

1. Have a plan for bringing challenging discussions/debates to a close by **synthesizing, thanking participants for their openness, encouraging continued discussions, and informing participants about additional opportunities**

   Examples:
   - *"This is an important topic. Although we have not been able to discuss all of the issues in depth, we should recognize [core underlying tensions/key arguments]. I'd encourage you to continue discussing and reflecting upon these issues outside of this discussion."*
   - *"This is an important topic. We won't be able to talk about it more today, but I will carve out time at the beginning of our next discussion on this issue so we can discuss it further."*

2. Reach out or encourage other team leaders to **reach out to individual participants via email or in person** to follow-up on challenging moments in the discussion

Adapted from "How to talk with your team about the violence at the U.S Capitol" by Ella F. Washington, Allison Hall Birch, and Erika Hall

Create space	Acknowledge	Affirm	Personalize	Offer support	Reinforce values	Highlight resources
Let your team know that the crisis has been on your mind and you want to give them time and a venue to **express their thoughts on the events**. Clarify that it's also okay to not share.	Show that you **understand how difficult it can be to process** traumatic events.	Demonstrate that you are **taking in individual perspectives**.	**Share your own authentic reactions** but don't make assumptions or generalizations about how others feel.	Let your team know you **stand ready to help them today** and going forward.	Remind people of your personal and your organization's **commitment to employee wellbeing, values, and diversity, equity, and inclusion.**	**Point people to your organization's DEI and mental health support groups** and programs, as well as online guides to external help.

Examples:

Create space
"I want you to know that part of being able to bring your whole self to work is not ignoring the things that impact us outside of it."

"What's on your mind?"

"How did yesterday's events affect you?"

"How did that situation make you feel about the work you do here?"

Acknowledge
"I recognize you might not be able to articulate all your feelings, and that's okay."

"I know it might be hard for any of us to get our heads around what happened."

"I understand that you might be distracted today."

Affirm
"I appreciate you sharing how this looks and feels from your point of view."

"Thank you for opening up and speaking so honestly and vulnerably about this."

Personalize
"I felt _____ when watching the news."

"Today _____ is really on my mind."

Do not say: "I can imagine as a person of color you may feel upset/angry."

Offer support
"How can I offer you support?"

"I'm here for you if you want to discuss any of this in the future."

Reinforce values
"Our leadership team remains committed to _____."

"I'm always going to stand up for this team and our values."

Highlight resources
"You're not alone in feeling this way, and we want you to know there are resources here to support you in any way you need"

Please click here to read the full article

Summarized from Harvard Business School's 'Potential 'Blind Spots' Concerning Student Identity in Discussion Leadership Implications for Teaching and Learning" and adapted for corporate environments

1 Generalizing based on group membership

Example: Making comments that suggest that employees with military experience are tough or those with engineering backgrounds only like numbers

Suggestion: Only draw on actual experiences shared by employees in the discussion to enrich the conversation; avoid making generalizations about other people based on the experiences of one

2 Asking someone to speak for a whole group

Example: Calling on a French employee for the French or European perspective, or a Black employee for the "PoC take" on an issue

Suggestion: Have an explicit understanding that no perspective is representative of an entire demographic/racial group, don't always begin by calling on a member of that demography/race/group, call for perspectives from more than one person within and outside the group based on passion for a topic/willingness to share, not their identity

3 Unintentionally marginalizing people with invisible identities

Example: Using language that implicitly holds heterosexuality, Democratic Party affiliation, high socioeconomic status, or social drinking as the norm

Suggestion: Use neutral references (e.g., "partner," "spouse"), avoid in-group/out-group comments (e.g., "those people" or "people like us"), and avoid partisan political comments

4 Challenging individuals differentially based on demographic group

Example: Disproportionately calling on men to perform quantitative analyses or women to discuss work-life balance

Suggestion: Probe employee comments, engage employees in tough role plays, pose difficult questions to all employees, regardless of gender, race, or ESL status, to provide them with equal opportunity for development

5 Using U.S.-centric references

Example: Referencing US-centric media or TV that may not have been available to others growing up elsewhere, or referencing baseball or football to illustrate a point

Suggestion: Use analogies that are broadly accessible to make all employees feel included in the discussion. Include references to non-US contexts, ask someone outside your demographic to review your materials/references

6 Assuming people are comfortable revealing their invisible identities in discussions

Example: Publicly alluding to or "outing" someone's sexual orientation, disability, veteran status, political or religious affiliation when it was initially shared privately or to a small group

Suggestion: Be mindful of unintentionally disclosing private information about employees. Let employees volunteer to speak or share when they want to, but if they don't volunteer, do not put them on the spot in discussions related to relevant identities

7 Assuming someone belongs to a particular demographic group based on appearance

Example: Inferring someone grew up in Asia because the student looks Asian or assuming that an Asian employee is from China

Suggestion: Ask whether anyone with the experience in a particular area would like to share it in the discussion, don't assign people to groups/demographics unless they've specifically shared they identify with those groups

8 Mispronouncing or avoiding the use of someone's name

Example: Mispronouncing or avoiding the use of someone's name when calling on them to participate or referring to their comments

Suggestion: Carefully review pronunciations before discussions. Announce in the beginning of the discussion that you want to pronounce everyone's name correctly and encourage participants to let you know if you are mispronouncing names. Ask for guidance directly from individuals with names you find difficult to pronounce

9 Reserving discussions of diversity for female protagonists and/or protagonists of color

Example: Only using cases of female protagonists to discuss gender discrimination at work or work/life challenges, signaling that these are relevant only to certain groups and reducing protagonists to a single identity

Suggestion: Acknowledge intersectionality of identities, discuss issues related to identities regardless of the protagonist's demographic group (e.g., "Would the protagonist's actions be perceived differently if he were a woman or a person of color, or if he had another sexual orientation?" Allocate discussion time)

Please click here to read the full article

Source: "Potential "Blind Spots" Concerning Student Identity in Discussion Leadership Implications for Teaching and Learning", HBS, June 10, 2021

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HOW TO DEVELOP A COMMON LANGUAGE FOR DE&I IN YOUR GROUP OR ORGANIZATION

When discussing race in the workplace or any other challenging topic, it is essential to develop a common language, i.e. align with your group on 1) **the purpose** of your discussion, 2) **the values** of which you'll base your discussion, and **3) the vocabulary** you'll use for your discussion

Precision of language is important in order to foster trust/respect and ensure your group is not unnecessarily misunderstanding a viewpoint or talking around an issue

To the right is a checklist you can utilize to ensure you're ready to have a discussion on race based on a common language

COMMON LANGUAGE CHECKLIST

✓ 1. You have **asked yourself** the following questions:
- *Why am I having/leading/participating in this conversation?*
- *What do I hope to gain from this? How will I use what I learn?*
- *Am I aware of what groups and people traditionally hold power, influence, and control?*
- *What does racial equity look like for me, for this organization, and for our society?*
- *Am I willing to be vulnerable? To listen actively?*

✓ 2. The group has formally or informally agreed on **common guidelines or values** to guide the conversation. At the minimum:
- Respectful disagreements are welcomed
- Authentic engagement and vulnerability is encouraged
- Group members understand impact vs. intention and are prepared to be responsible for both

✓ 3. The group has formally agreed on **definitions for core concepts**, including but not limited to:
- Equity vs. equality
- Microaggressions
- Explicit vs. implicit bias
- Inclusion and belonging
- Internalized vs. institutional, and structural vs. systemic racism

Source: Expanding Equity team analysis

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Create space for reflection, expression, and learning

Be vulnerable, honest; share to the level you are comfortable

Build a path for all to engage

Be open to other points of view and ways of thinking and working

Assume the best intentions

Support silence

Honor confidentiality

Turn to wonder

Have fun!

Source: Norms for Expanding Equity Racial Equity Leadership Circle

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Group exercises aim to inspire conversations on the dynamics of DE&I by creating insightful moments", prompting participants to recognize, discuss, and improve their DE&I understanding, behaviors and practices[1]

Ideas below adapted from *Developing quality conversations about diversity, equity, and inclusion* by the INSEAD team

4 ways to foster quality DE&I conversations

Connecting around identity

Start off with activities centered around sharing the history of one's name, or sharing 3 post-it notes on "I am from…", "I am…", and "I am going…" to help participants connect on a personal level, and learn about one another beyond their racial identities

Experiencing privilege, inclusion and exclusion

Gamified group exercises like "the numbers game" (described in source) or "the privilege walk"[2] evoke inclusion and exclusion in real life based on social identities. These exercises can be allegories for hierarchies of privilege and can pave the way for open conversations on how race, gender, and other social categories shape experiences of in/exclusion

Acknowledging race in conversations

Another group exercise, a sort of "guess who" game (described in source) where participants try to guess a target by asking questions like "do they blue eyes?". This reveals how hesitant people are to discuss race and invites reflection on why we are so reluctant to discuss race and its effects although we are comfortable with other attributes

Learning the evolving DE&I lexicon

Compiling a list of relevant DE&I terms and definitions and allowing participants to choose ones that are more uncomfortable and unfamiliar allows for participants to learn from one another by pairing and sharing their experiences. This allows individuals to constantly inquire and learn about DE&I strategy, lexicon, and terminology.

1. Zoe Kinias, Modupe Akinola, Erin Kelly, and Michael Norton, "Developing Quality Conversations About Diversity, Equity and Inclusion", INSEAD, July 19, 2021
2. "The Privilege Walk", EIU, adapted from Peggy McIntosh's concept of White Privilege

☆ Indicates session pre/post-read

Type	Time	Resource name and link	Publisher/Author	
📖	7 min	You've built a racially diverse team, but have you built an inclusive culture	HBR, Jill Perry-Smith	
📖	25 min	From safe to brave spaces: a new way to frame dialogue around diversity and social justice	Stylus Publishing; Brian Arao & Kristi Clemens	
📖	30 min	Teams at work: Fighting racism in the workplace *(Conversation guide)*	HBR; Laura Morgan Roberts	☆
📖	10 min	Why is it so hard to speak up at work?	NYT; Ruchika Tulshyan	
📖	30 min	Towards a racially just workplace	HBR; Laura Morgan Roberts and Anthony J. Mayo	
📖	12 min	A 5-part framework for talking about racism at work	MIT Sloan; Dylan Walsh	

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☆ Indicates session pre/post-read

Type	Time	Resource name and link	Publisher/Author
📖	6 min	[Talking about Racism, Racial Equity and Racial Healing with Friends, Family, Colleagues and Neighbors](#)	WKKF
📖	20 min	[Racial Equity Glossary](#)	Racial Equity Tools
📖	20 min	[Communicating Race and Racial Economic Equity](#)	ProsperityNow
📖	8 min	[To better understand the dynamics at play, learn these terms](#)	UC Davis HR compiled resources
📖	15 min	[Developing quality conversations about diversity, equity, and inclusion](#)	INSEAD, Zoe Kinias, Modupe Akinola, Erin Kelly, Michael Norton

☆ Indicates session pre/post-read

Type	Time	Resource name and link	Publisher/Author	
📖	8 hr	Race, Work, and Leadership: New perspectives on the Black experience	HBR Press, Laura Morgan Roberts	
📖	12 min	Fumbling in relationships across difference: The potential spiraling effects of a single racial identity reference at work	EDI; Sandra E. Cha, Stephanie J. Creary, and Laura Morgan Roberts	☆
📖	6 min	Race as a resource: Strategies to assert the asset of racial identity	UVA Darden Ideas to Action; Laura Morgan Roberts and Aine Doris	☆
📖	10 min	The benefits of bringing your whole identity to work	HBR; Sandra E. Cha and Laura Morgan Roberts	☆
📖	10 min	Emotional tax: How Black women and men pay more at work and how leaders can take action	Catalyst Research Center; Dnika J. Travis, Jennifer Thorpe-Moscon, Courtney McCluney	
📖	10 min	The costs of code-switching	HBR; Courtney L. McCluney, Kathrina Robotham, Serenity Lee, Richard Smith, and Myles Durkee	
📖	8 min	Success comes from affirming your potential	HBR; Laura Morgan Roberts and Anthony J. Mayo	

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MOVING BEYOND ALLYSHIP TO SPONSORSHIP

Race and racism can be contributing factors to whether you're able to lead and advance in a company, so it's imperative that companies take an intentional approach to implementing relationship-focused interventions and leveling the field for employees of color.

In this section, we will learn how to

Challenge and dismantle racist structures and barriers to create equitable networking and development opportunities for employees of color that lead to greater responsibility, influence and impact at the company

Provide more relationship-focused interventions (e.g., mentorship and sponsorship) that support employees of color in leading and advancing at companies

Honor the distinction between allies vs. sponsors, who fight injustice and promote equity in the workplace through personal relationships and public sponsorship

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KEY LEARNINGS & TIPS

What leaders can do to ensure employees of color gain access to a wide network of mentors and sponsors who can support their professional development and career advancement

Challenge and dismantle racist structures and barriers

Discrimination persists in the workplace in the form of barriers to "gateways" and "pathways" for employees of color. As a result, they may have access to fewer leadership, development, or advancement opportunities. We must be intentional about dismantling the systems, structures and behaviors that perpetuate these barriers
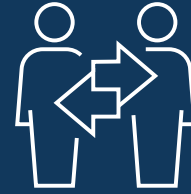
Adopt relationship-focused interventions

Relationship-focused interventions include managerial relationships, like mentorship and sponsorship, as well as peer-to-peer relationships, like allyship and Employee Resource Groups (ERGs). These interventions are critical to the personal support and professional success of employees of color
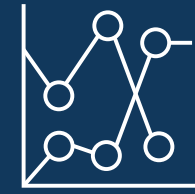
Promote Sponsorship vs. Allyship

There's a key difference between being an ally to an employee of color and sponsoring them. While allies may use their privilege to advocate for employees of color, sponsors actively promote them, providing connections and opportunities for visibility and professional success

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Two key areas to root out racial discrimination in your organization are at the "gateways" and "pathways" to opportunity and advancement. Gateways are evaluative opportunities where "yes or no" decisions are made in the employment process, e.g., regarding hiring and promotion, and pathways are processes that influence whether a person has knowledge of or access to gateways, e.g., through mentorship/feedback.

(Adapted from *Subtle discrimination in the workplace: Individual-level factors and processes* by A.S Rosette, Modupe Akinola, and Anyi MA)

Gateways

Hiring

Example: Black and Latino applicants with **no prison records and clean backgrounds fare no better** than White applicants recently released from prison

Suggestion: Invest in resume-cleaning software to remove information that could identify race, including names and colleges, professional affiliations, or work with external hiring agencies

Promotion

Example: Asians and Black professionals and managers were rated lower in promotion evaluations than Whites, controlling for age, education, tenure, salary grade, functional area, and career support/sponsorship

Suggestion: Develop framework for clear promotion criteria to minimize the impact of stereotypes, subtle prejudice, and implicit bias when considering employees of color for promotion

Pathways

Social Networks

Example: Black, Hispanic, and Asian managers in four Fortune 500 companies had fewer but more cross-race intimate network relationships than White counterparts

Suggestion: Cross-race interactions can engender more anxiety or discomfort relative to same-race interactions. Develop opportunities for White employees to network with colleagues of color in safe spaces without pressure

Mentorship and Coaching

Example: Faculty at top US universities ignored requests from women and employees of color at higher rates than requests for White males, particularly in high-paying disciplines

Suggestion: Develop your company's mentorship and sponsorship program to intentionally create opportunities for employees of color (see pg. 69)

Feedback

Example: Non-Black leaders typically give more lenient feedback to Black recipients. This positivity bias stems from evaluators' desire to appear unbiased/egalitarian, but this ironically hinders employees of color from learning and improving performance

Suggestion: Foster a culture of honest, impartial feedback as an opportunity for all employees to develop and grow. Also create spaces and processes in the event that feedback is withheld (in whole or in part) or is rooted in racial bias

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Adapted from "Why do even well-intentioned leaders and organizations fall short in achieving their diversity goals" by Dr. Modupe Akinola

Most research on employment discrimination focuses on gateway opportunities (e.g., yes/no decisions in hiring and promotion), but **discrimination is also significant in "pathways"**, the knowledge and access employees of color have to pathway opportunities (e.g., mentorship and feedback)

Please [click here](#) to read the full article

For example, research found that White men were granted access to meetings with faculty members in academia to discuss research opportunities **26% more often and more promptly** than were women and candidates of color, and this discrimination was more pronounced in higher-paying academic disciplines (e.g., business, education, human services)

However, this bias was only seen **for future requests and not same-day meetings**. Women and employees of color **experienced better outcomes when they violated social norms** by making last-minute requests rather than following conventional networking norms

If you encounter this in your workplace (e.g., senior leadership-only networking with White, predominately male, employees), how would you interrupt the social norms and address access to this pathway?

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WHAT ARE RELATIONSHIP-FOCUSED INTERVENTIONS?

Different kinds of relationship-focused interventions exist, and they're all important to advancing racial equity in the workplace

Managerial relationships

Peer-to-peer relationships

Sponsorship

Sponsors use their social capital or influence to advocate for employees of color and provide visibility, connections, and opportunities to grow in their role and advance at the company

Mentorship

Mentors provide direct guidance, feedback, and coaching to employees of color to help with skills and leadership development

Allyship

Allies (often White men and women) use their inherent privilege in organizations to advocate for policies and practices, events and trainings, that support and benefit peers of color

Employee Resource Groups

ERGs are safe spaces for employees of color, providing an opportunity to connect, share, learn, and support colleagues with similar backgrounds and experiences

Source: Expanding Equity team analysis

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HOW TO BE A BETTER ALLY TO COLLEAGUES OF COLOR

Adapted from Stephanie Creary's "How to be a better ally to your Black colleagues" HBR article

L **Listen and learn from your colleagues of color**; about their experiences at work in particular; connect with one or more of your company's ERGs for people of color

E **Engage with colleagues of color in racially diverse and more casual settings**; where they don't feel like they're being evaluated and have to overperform

A **Ask your colleagues of color about their work and their goals**; what they're hoping to accomplish and how you can help them, not being overly invasive or personal

P **Provide your colleagues of color with opportunities, suggestions, encouragement, and general support**; amplify their experiences, both the good and the bad; recommend them for highly visible opportunities

Please click here to read the full article

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Sponsorship is spending one's social capital or using one's influence to advocate for a colleague. This entails externally-facing support, such as visibility, promotion, and connections. Sponsorship is especially crucial for inclusion, belonging, and advancement of women and employees of color, who are more likely to be denied access and opportunities due to unconscious/implicit racial bias

Sponsorship can be understood as a form of **intermediated impression management**, where sponsors act as brand managers and publicists for the employees of color who they're sponsoring. This work involves the management of others' views on the sponsored employee

Become a sponsor for an employee of color (even if your organization does not have a formal sponsorship program):

1. If your sponsee has an achievement to celebrate, **amplify** it to people who might be interested in learning more about it and being connected to them
2. If an opportunity to **boost** your sponsee presents itself, recommend and advocate for them
3. Enhance your sponsee's exposure by inviting them to a meeting or **connect** them with important people
4. Finally, and most importantly, if others are inappropriately impugning your sponsee, stand up and **defend** them

Please click here to read the full article

Sponsorship tactic	Example behavior(s)	Intended goal
1 Amplify	Being aware of and talking up a <____> accomplishments	Create or increase perceivers' positive impressions of the <____>
2 Boost	Formally nominating a <___> for specific opportunities; writing letters of recommendation, attesting to the <____> future potential	Increase others' expectations of the <____> potential and readiness for advancement
3 Connect	Introducing a <____> to high-status individuals; inviting a <____> to exclusive events or meetings	Create or enhance perceivers' positive impressions of the <___>; increase the <___> visibility
4 Defend	Challenging others' negative perceptions of a <____>; providing an alternative explanation for perceived poor performance; protecting a <___> from harmful exposure	Reverse or neutralize others' uncertainty or negative perceptions of the <____>

Source: Rosalind Chow, "Don't just mentor women and people of color, sponsor them", HBR, June 30, 2021

Employee Resource Groups (ERGs) are **voluntary, employee-led groups** that serve traditionally marginalized or underrepresented employees. ERGs should be **structured entities with a dedicated budget** - in some organizations, this can be an important differentiation between ERGs and affinity groups, which are often non-funded and more loosely structured around mutual interests. ERGs act as culture-builders that can provide members with a voice and more visibility, create a sense of community and drive change toward a more equitable workplace.

(Adapted from *How to build an effective Employee Resource Group (ERG) program* by Noelle Salerno)

Consider a survey to gauge interest on types of ERGs employees want – collect input from a mix of departments, locations, and people, and gauge input on potential ERG leaders and volunteers

1. Seek input from employees

Use employee input to lay out what you hope to accomplish. Articulate the ERG's mission, purpose, values, and structure. Outline responsibilities of ERG leaders, volunteers, and executive sponsors

3. Establish the mission and structure

Allocate a budget for programs and professional development opportunities to ensure volunteers don't burn out, events are impactful, and ERGs can succeed. As the groups grow, consider hiring full-time staff or offering a stipend to ERG leaders

5. Allocate resources

Create mechanisms that bring together ERG leaders and create opportunities for collaboration to amplify mutual interests, pool resources, embrace intersectionality, and look at ERG programs from a holistic perspective

7. Collaborate with other ERGs

2. Get leadership buy-in

Make the business case for how ERGs can help increase financial returns, innovation, productivity, and inclusion in order to gain executive sponsors committed to DE&I

4. Encourage others to join

Spread the word! Send company-wide emails announcing the group, send out onboarding materials and promote programs via newsletters, Slack, intranets, etc. Be sure to keep inclusivity and intersectionality in mind when recruiting new members

6. Measure your impact

Work with each group to track quantitative and qualitative engagement metrics e.g., membership growth, event participation and survey results to assess program effectiveness. Since each group will have a different focus, you should tailor your metrics tracking to suit each ERG's specific goals and objectives

8. Grow and adapt over time

Your ERG program should evolve as the demographics of your workforce shift and employee needs change over time. Set your existing ERGs up for success and empower employees to organize new groups to build a culture of inclusion and belonging while also making a positive impact on your business

Source: Noelle Salerno, 'How to Build an Effective Employee Resource Group (ERG) Program', Indeed, October 7, 2020

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☆ Indicates session pre-read

Type	Time	Resource name and link	Publisher/Author	
📖	7 min	Are your diversity efforts othering underrepresented groups?	HBR, Lori Nishiura Mackenzie and Melissa V. Abad	
📖	12 min	Be a Better Ally	HBR; Tsedale Melaku, Angie Beeman, David Smith, & W. Brad Johnson	☆
📖	10 min	Why women and people of color in law still hear "you don't look like a lawyer"	HBR; Tsedale Melaku	☆
📖	5 min	Why do even well-intentioned leaders and organizations fall short in achieving their diversity goals?	Modupe Akinola	☆
📖	5 min	Book excerpt: Why a volume on race, work, and leadership	HBR; Laura Morgan Roberts, Anthony J. Mayo, and Serenity Lee	☆
📖	12 min	Not all discrimination is obvious	Columbia Business School; Stephen Chupaska, based on research by A.S Rosette, Modupe Akinola, and Anyi Ma	

ADDITIONAL RESOURCES ON RELATIONSHIP-FOCUSED INTERVENTIONS

☆ Indicates session pre-read

Type	Time	Resource name and link	Publisher/Author
📖	5 min	Understanding Employee Resource Groups: A guide for organizations	Sarah Cordivano
📖	8 min	Starting your Employee Resource Group: A guide for employees	Sarah Cordivano
📖	7 min	Recognizing and rewarding the work of Employee Resource Groups	Sarah Cordivano
📖	10 min	Toolkit for establishing and maintaining successful Employee Resource Groups	Viscardi Center, National Business & Disability Council and the National Employer Technical Assistance Center
📖	5 min	How to build an effective Employee Resource Group (ERG) program	Indeed; Noelle Salerno

☆ Indicates session pre/post-read

Type	Time	Resource name and link	Publisher/Author	
📖	10 min	[If there's only one woman in your candidate pool, there's statistically no chance she'll be hired](#)	HBR; Stefanie K. Johnson, David R. Hekman, Elsa T. Chan	☆
📖	12 min	[Don't just mentor women and people of color, sponsor them](#)	HBR; Rosalind M. Chow	☆
📖	8 min	[How to be a better ally to your Black colleagues](#)	HBR; Stephanie Creary	
📖	6 min	[Diverse talent isn't enough. It's time to get real about inclusion](#)	Inc.; Glenn Newman	
📖	5 min	[Personal experience of inclusion: Critical to win the war for talent](#)	McKinsey; Drew Goldstein, David Mendelson and Julia Sperling-Magro	

DEVELOPING CHAMPIONS FOR RACIAL EQUITY

There are employees at your company who are ready to lead, so it's key that you identify and develop allies and advocates that can create an organizational culture that feels open, welcoming, inclusive and supportive.

In this section, we will learn how to

Foster unity and **avoid employee "backlash"** when implementing a racial equity strategy, particularly from White employees, who might think it's a "zero sum" game or feel like the changing culture is leaving them behind

Get buy-in and **create incentives for middle managers** to lead on DE&I, including hiring, promoting, and retaining talent of color

Engage White men as allies in racial equity efforts and how to sustain momentum and engagement over time

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KEY LEARNINGS & TIPS

What leaders can do to enlist and develop racial equity champions at your organization.

Foster unity and address backlash

White employees might think that implementing DE&I or racial equity strategy is a "zero sum" game, that people of color are getting ahead, while they're being left behind. They are more likely to participate if they understand the data and opportunities for growth, and are invited to play a clear role in the transformation.

Incentivize middle managers

There are many reasons why middle managers may not be participating in DE&I efforts, but there are also many actions you can take to incentivize participation. This can be through modeling desired actions, aligning around communication, providing resources and rewarding involvement.

Engage White men

There are several actions leaders and colleagues can take that help White men see that advancing DE&I for their team and at the company is everyone's fight. The key is being aware of what's not working or doesn't work and doubling down on what does work to engage White men in racial equity work.

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In *Fighting Backlash to Racial Equity Efforts*, professor Rosalind M. Chow and her collaborators use 20 years of experimental research to describe ways in which companies can counter (White) employees' denial or distortion of racial equity efforts through the following:

Data disclosure

- **Disclose demographic data** regarding recruiting, hiring, promotion, leadership, and retention when White people deny that racism is a significant problem
  - This **directly refutes denial and distortion backlash** responses by making it clear who is advantaged and who is disadvantaged
- Share **disaggregated data** that reveals **insights beyond representation** (e.g., representation of Black employees overall as well as in executive roles)

☞ Please [click here](#) to read the full article

Collaboration

- Invite White employees to **actively engage in efforts toward racial equity**
- Make clear that **White people have a role and obligation to be part of the solution**
- **Highlight White employees who participate in equity efforts** - individuals viewed as models provide a cue about what behaviors are valued
- Address employees' **fear of being penalized** for doing or saying the wrong thing by **emphasizing safe learning spaces and providing resources** to equip employees

Vision grounded in justice

- Base your business case for diversity on **widely held moral values of fairness and equity**, with justice as the goal
- Acknowledge the reality that DE&I efforts require companies to **prioritize long-term equity and organizational justice over the psychological discomfort of some employees** and short-term losses
- **Recognize potential discomfort early on in order to reduce backlash from White employees**
- When their **hard work is acknowledged**, White employees can become less prone to backlash and **more likely to recognize their own racial privilege**

Adapted from *How to get middle managers to commit to D&I, even when they don't want to* by Katie Clarey

Possible reasons middle managers may resist DE&I work:

- They may not see racial equity as an issue
- They don't see DE&I work as part of or central to their roles (focus more on day-to-day company operations than long-term company vision)
- They may lack understanding for the business case for racial equity
- They may have competing priorities or time pressures
- They may have questions about rewards for their time and efforts
- They may have concerns about measurability of progress
- They may feel they lack the authority to make a difference
- They may feel they're at the mercy of candidates that recruiters provide

3 strategies companies can adopt to create middle manager buy-in:

Make the stakes clear

- Help managers understand how **their personal success** hinges on their ability to support DE&I initiatives
- Help them **understand their stake in DE&I** and why they should make an investment

Lead with data

- Show middle managers reports revealing **how DE&I improves innovation and boosts the bottom line**
- Find and share **internal analytics** that show how DE&I or the lack thereof has impacted the workplace

Design around the unwilling

- Even if you don't win their hearts, help middle managers to **reduce bias in the policies, practices, and procedures they adopt**, e.g., through blind resume screening, external performance evaluations, and Ombud programs

5 FACTORS THAT INCREASE MIDDLE MANAGER ENGAGEMENT IN DE&I EFFORTS

Positioning DE&I as key to "culture change" is too broad for middle managers, and it's not always described in terms of specific, relevant actions. Instead, positioning inclusion as "making the mix work well" within a team has more relevance. Adapted from *Improving workplace culture through evidence-based Diversity, Equity, and Inclusion practices* by Stephanie Creary and her collaborators, **below are 5 factors that can help DE&I efforts resonate with middle managers and thus increase their engagement:**

Business-Relevant Strategies

Develop concrete DE&I strategies and activities that **connect clearly to business goals**, e.g., bringing in great talent, tapping underutilized talent, etc.

Measurements and Accountability Structures

Implement accountability structures that middle managers can use to **evaluate employees clearly and unambiguously**

Include **HR metrics** (e.g., hiring, succession planning, retention, and development goals) **& business building measures** (e.g., diverse suppliers, product distribution, availability of services in a region)

Performance Management and Reward Systems

Include **performance indicators that support DE&I** in performance management systems

Outline expectations of middle managers regarding their role in DE&I initiatives & identify the behaviors that demonstrate alignment. Require people leaders to **engage in conversations on mitigating bias**

Reward managers for excellent performance with tangible rewards like stock options and salary bonuses and/or intangible rewards like recognition, praise, awards, & special perks to send a public message

Inclusive Communication Mechanisms

Help middle management **take more ownership and accountability** for communicating diversity and inclusion efforts and their importance to business outcomes (not just HR)

Model this in communications from senior executives and leaders

Senior Management Commitment

Ensure senior leadership models expectations and **participate in dialogues** on racial equity

Provide a **statement of values, principles, and DE&I goals** that must be adhered to

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Adapted from *Improving workplace culture through evidence-based Diversity, Equity, and Inclusion practices* by Stephanie Creary, Nancy Rothbard, and Jared Scruggs

Top-down modeling

Executives should model the behaviors they want from middle management, such as attending diversity training & mentoring diverse employees and speaking authentically about racial equity topics

Help managers hire

Invite middle managers seeking to fill open positions to attend diversity recruitment fairs and share the organization's commitment to racial equity

Sponsor ERGs

Employee Resource Groups should have executive sponsors who are middle managers, create opportunities for them to find groups they resonate with

Reward champions

Reward champions: Give highly-respected DE&I champion managers high-profile visibility for their diversity and racial equity commitments. Tie financial rewards to performance and development plans

Employee feedback

Use employee satisfaction surveys to identify areas where diversity resources could be used to help address diversity-related cultural issues

Provide resources

Provide middle managers with resources (maybe some included in this guidebook!) and tools like "meetings in a box" to help them deal with diversity-related issues & challenges

Measure objectively

Help managers track measurable behavioral changes, such as employee satisfaction surveys, exit interviews, & representation changes such as attrition, promotion, succession, etc.

Join ERGs

Companies should ask affinity groups to ground some efforts and events in business-relevant issues & invite managers to these events

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Bill Proudman, co-founder of White Men as Full Diversity Partners, gave specific suggestions for how leadership can help engage White men in REDI efforts during his presentation at the fourth Inclusion & Belonging learning session

1 Include White men in your DEI language

Talk often about **how your diversity effort is also about White men.** Talk easily and effortlessly in public about the role White men must take in **co-creating a more inclusive work environment**. Genuinely invite White men back into the conversation. Challenge others to examine their assumptions about White men that affect potential partnerships.

2 Expect their DEI leadership

Expand your circles of support so White men are **not entirely dependent on you** to lead or tell them what is next. Expect them to buy-in and support one another. Help them build their confidence to become DE&I leaders.

3 Acknowledge the gray areas

Look for and **embrace the complexity inherent in DE&I efforts.** View things from an and/both lens rather than sorting it as either/or, yes/no, right/wrong. Learn to become **more comfortable being uncomfortable.** Support other White male leaders to practice these concepts and learn more often with or from other White men.

4 Clarify intent vs. impact

Over-communicate intent of your actions and efforts. Recognize that often a person's intention will not align with the impact on others. Learn to seek out and mitigate the disconnect between the two.

5 Identify and embrace resistance

Acknowledge emerging resistance either in yourself or others. Noticing resistance helps one see reactions between people and ideas. Our reaction to others helps us better notice our own beliefs and values, which can be helpful in building stronger partnerships.

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ENGAGING WHITE MEN IN REDI EFFORTS: WHAT WORKS AND WHAT DOESN'T

What works when engaging White men in REDI efforts

1. Frame DE&I efforts to **include the interests of White men**: DEI is everyone's issue.
2. **Strengthen senior leader participation and ownership.** White men are generally influenced and impacted by the status and rank of other White men. Help them to own the issue personally.
3. Provide **repeated opportunities for practice**. Engaging White men is a long-term, multi-faceted effort. It is not a "one-off program" to be implemented.
4. Help leadership **act from a place of shared responsibility, not guilt.** White men must be seen initiating, participating in, and leading DE&I efforts out of their mutual self-interest. White men need to see themselves as part of the solution–not part of the problem or feeling blamed for everything.
5. Communicate DE&I efforts as **a stewardship approach to inclusion** rather than a finite destination or simple solution. Frame the overall effort as one that will be forever ongoing, much like the mindset on workplace safety. Help them adopt a journey mindset.
6. Consistently **link leadership engagement to leadership development**. Engaging White male leadership is first and foremost a developmental process. Focus on developing the skills and behaviors for leaders to be effective DE&I champions linked to the business success.

What doesn't work when engaging White men

1. **Exclusively focusing your DE&I efforts on just marginalized groups** or a focus to "fix" White men or other dominant groups
2. **"Teaching employees from marginalized groups to conform to the dominant group** (e.g., not including professionals of color as sponsors in a sponsorship program)
3. **Equating inclusion with representation** (or not distinguishing between the two); making it sound like greater inclusion happens from simply adding greater numbers of professionals of color
4. **Over-relying on metrics** as the primary means to an end, rather than as one of many tools to assess progress. Over emphasis with numeric data (having to measure progress only through representation) will likely lead to future problems with morale and engagement
5. **Using mandatory, large-scale, trainings as the "one-time" fix.**
6. Bypassing or **downplaying the importance of senior leadership buy-in.** Relegating the responsibility and ownership of DE&I to solely one organization or group –for example, HR or a Diversity Council – rather than the business units and business leaders.

RESISTANCE TO RACIAL EQUITY EFFORTS: THOUGHTS FROM EXPERTS

"Leaders need to treat employees' resistance to institutional changes designed to address systemic racism with **the same determination with which they treat any opposition to a strategic organizational change**. Identify and educate those who need more guidance and can be persuaded, and let go of those who are unwilling to participate in the vision."

- *Rosalind M. Chow*
Associate Professor of Organizational Behavior and Theory, Carnegie Mellon University

"The key to effectively responding to resistance is leveraging that human need to **think of ourselves as good.** If White individuals **see a role for themselves in the dismantling of racist systems**, they will choose to restore justice."

- *L. Taylor Phillips*
Assistant Professor of Management & Organizations, NYU Stern School of Business

W.K. KELLOGG FOUNDATION

Expanding Equity

☆ Indicates session pre/post-read

Type	Time	Resource name and link	Publisher/Author	
📖	20 min	Fighting backlash to racial equity efforts	MIT Sloan; Rosalind M. Chow, L. Taylor Phillips, Brian S. Lowery, and Miguel M. Unzueta	☆
📖	10 min	Eight keys to bridging our differences	Greater Good Magazine, UC Berkeley; Scott Shigeoka and Jason Marsh	
📖	40 min	Bridging differences playbook	Greater Good Science Center, UC Berkeley	
📖	5 min	Managing resistance to diversity, equity and inclusion workplace initiatives	Forbes; Sarah Rowell	
📖	10 min	The day-to-day work of diversity and inclusion	HBR; Paige Cohen and Gretchen Gavett	
📖	20 min	Data-driven diversity	HBR; Joan C. Williams and Jamie Dolkas	

ADDITIONAL RESOURCES ON INCENTIVIZING MIDDLE MANAGEMENT

☆ Indicates session pre/post-read

Type	Time	Resource name and link	Publisher/Author
📖	50 min	Improving workplace culture through evidence-based diversity, equity, and inclusion practices	Wharton, Stephanie Creary, Nancy Rothbard, and Jared Scruggs
📖	5 min	Middle management may hinder diversity initiatives	American Management Association
📖	10 min	Middle managers: Engaging and enrolling the biggest roadblock to diversity & inclusion	The Conference Board
📖	2 min	How one company worked to root out bias from performance reviews	HBR; Joan C. Williams, Denise Lewin Loyd, Mikayla Boginsky, and Frances Armas-Edwards
📖	5 min	Using compensation to drive action on diversity, equity, and inclusion	Mercer; Gregg Passin

ADDITIONAL RESOURCES ON ENGAGING WHITE MEN

☆ Indicates session pre/post-read

Type	Time	Resource name and link	Publisher/Author	
📖	10 min	White men and diversity: An oxymoron?	White Men as Full Diversity Partners, Bill Proudman	☆
📖	4 hrs	Good guys: How men can be better allies for women in the workplace	HBR Press; David G. Smith, W. Brad Johnson	
📖	10 min	How to show White men that diversity and inclusion efforts need them	HBR; Lily Zheng	☆
📖	10 min	What do White men really think about diversity and inclusion in the workplace?	Coqual; Lynne Oldham, john a. powell; Michael Welp	☆