

“Too Black” by Cynthia Moore

They take my kindness for weakness.

They take my silence for speechless.

They consider my uniqueness strange.

They call my language slang.

They see my confidence as conceit.

They see my mistakes as defeat.

They consider my success accidental.

They minimize my intelligence to “potential”.

My questions mean I’m unaware.

Not to ask means I don’t care.

Any praise is preferential treatment.

To voice concern is discontentment.

If I stand up for myself, I’m too defensive

If I don’t trust them, I’m too apprehensive

I’m deviant if I separate

I’m fake if I assimilate

My advancement is somehow unfair.

When I reach the top, it’s considered rare.

My character is constantly under attack.

Pride for my race somehow makes me “too black”.

Quotes from IT Industry Employees

Neil

I felt like I was under the microscope... Coming to work and just by walking in you stand out because obviously you look different.

John

I've always blended in. I've always blended in really well. There's never been any negative issues at work for me.

Jeremy

I'd say OK, I go in here I know there's going to be product unit managers and group managers and vice presidents and here I am, the lone black person on the team, and I'm late. It's like, argh! And everyone else, there are a lot of people late, but the fact that I would stand out coming in late [means] I couldn't just blend in, even if I wanted to.

Gary

One of the things that they'll talk about is "they're the black guy." And it's like, no, I busted my behind to get here. I did all the extras and it's not because I'm a black guy, it's because I'm literally really good, pretty much better than you.

Samir

I do know a couple of other friends of mine from my origin who people have a hard time understanding ... but thankfully I haven't come across that. But I do ask [my friends] "do you understand what I'm saying or [am I] just rattling something and you're trying very hard to understand? And they've been very honest with me ... and I appreciate that. That's how you know whether you're doing it right.

Rich

I didn't know if I was going to be accepted on interviews if I had my hair like this. Because my cousin was doing consulting work and one of his performance reviews said that his image or something along those lines gave off an attitude. And he felt like that had to do with his hair because his hair was dreaded at the time. So he cut his hair off. And I was like wait a minute, this isn't the same cousin I know that said he'd never do this and never do that? But you know, he said hey, he had to do what he had to do. And I don't know if it was worded in such a way where there could have been a lawsuit or anything like that, but I didn't know if it was going to be a problem when I interviewed up here.

Continuum on Becoming an Anti-Racist Multicultural Organization

MONOCULTURAL ==> MULTICULTURAL ==> ANTI-RACIST ==> ANTI-RACIST MULTICULTURAL					
<i>Racial and Cultural Differences Seen as Deficits ==> Tolerant of Racial and Cultural Differences ==> Racial and Cultural Differences Seen as Assets</i>					
Exclusive An Exclusionary Institution	2. Passive A "Club" Institution	3. Symbolic Change A Compliance Organization	4. Identity Change An Affirming Institution	5. Structural Change A Transforming Institution	6. Fully Inclusive Anti-Racist Multicultural Organization in a Transformed Society
<ul style="list-style-type: none"> Intentionally and publicly excludes or segregates African Americans, Native Americans, Latinos, and Asian Americans Intentionally and publicly enforces the racist status quo throughout institution Institutionalization of racism includes formal policies and practices, teachings, and decision making on all levels Usually has similar intentional policies and practices toward other socially oppressed groups such as women, gays and lesbians, Third World citizens, etc. Openly maintains the dominant group's power and privilege 	<ul style="list-style-type: none"> Tolerant of a limited number of "token" People of Color and members from other social identify groups allowed in with "proper" perspective and credentials. May still secretly limit or exclude People of Color in contradiction to public policies Continues to intentionally maintain white power and privilege through its formal policies and practices, teachings, and decision making on all levels of institutional life Often declares, "We don't have a problem." Monocultural norms, policies and procedures of dominant culture viewed as the "right way" business as usual" Engages issues of diversity and social justice only on club member's terms and within their comfort zone. 	<ul style="list-style-type: none"> Makes official policy pronouncements regarding multicultural diversity Sees itself as "non-racist" institution with open doors to People of Color Carries out intentional inclusiveness efforts, recruiting "someone of color" on committees or office staff Expanding view of diversity includes other socially oppressed groups <p style="text-align: center;"><i>But...</i></p> <ul style="list-style-type: none"> "Not those who make waves" Little or no contextual change in culture, policies, and decision making Is still relatively unaware of continuing patterns of privilege, paternalism and control Token placements in staff positions: must assimilate into organizational culture 	<ul style="list-style-type: none"> Growing understanding of racism as barrier to effective diversity Develops analysis of systemic racism Sponsors programs of anti-racism training New consciousness of institutionalized white power and privilege Develops intentional identity as an "anti-racist" institution Begins to develop accountability to racially oppressed communities Increasing commitment to dismantle racism and eliminate inherent white advantage Actively recruits and promotes members of groups have been historically denied access and opportunity <p style="text-align: center;"><i>But...</i></p> <ul style="list-style-type: none"> Institutional structures and culture that maintain white power and privilege still intact and relatively untouched 	<ul style="list-style-type: none"> Commits to process of intentional institutional restructuring, based upon anti-racist analysis and identity Audits and restructures all aspects of institutional life to ensure full participation of People of Color, including their world-view, culture and lifestyles Implements structures, policies and practices with inclusive decision making and other forms of power sharing on all levels of the institutions life and work Commits to struggle to dismantle racism in the wider community, and builds clear lines of accountability to racially oppressed communities Anti-racist multicultural diversity becomes an institutionalized asset Redefines and rebuilds all relationships and activities in society, based on anti-racist commitments 	<ul style="list-style-type: none"> Future vision of an institution and wider community that has overcome systemic racism and all other forms of oppression. Institution's life reflects full participation and shared power with diverse racial, cultural and economic groups in determining its mission, structure, constituency, policies and practices Members across all identity groups are full participants in decisions that shape the institution, and inclusion of diverse cultures, lifestyles, and interest A sense of restored community and mutual caring Allies with others in combating all forms of social oppression Actively works in larger communities (regional, national, global) to eliminate all forms of oppression and to create multicultural organizations.

© Crossroads Ministry, Chicago, IL: Adapted from original concept by Bailey Jackson and Rita Hardiman, and further developed by Andrea Avazian and Ronice Branding; further adapted by Melia LaCour, PSESD.

| JULY 2017 |

Unrealized Impact

The Case for Diversity, Equity, and Inclusion

XIOMARA PADAMSEE | BECKY CROWE

WITH LYLE HURST | ERIN TRENT JOHNSON | LESLYE LOUIE | FRANCES MESSANO | TANYA PAPERNY



Early Stage Organizations

We find that Early Stage organizations typically have low staff and leadership demographic diversity, and staff within these organizations experience low inclusivity and low equity based on our indices. We also typically see relatively high incidences of discrimination and lower-than-average net promoter scores among organizations in this profile. While leaders and staff members in these organizations likely have good intentions, those intentions are not yet translating to higher diversity or stronger staff experiences around inclusion. These organizations are often founded and led by majority-white teams. Our data illustrates that staff within these organizations perceive that management commitment is low and that the organization is not consistently prioritizing diversity, equity, and inclusion among other competing priorities, which may explain why intention is not translating to action.

When focusing intentionally on diversity, equity, and inclusion, these organizations may face resistance or pushback in the form of statements like, “I don’t even know what we mean when we refer to diversity, equity, and inclusion”; “How do diversity, equity, and inclusion help us to do our work better?”; or “We are too busy to focus on diversity, equity, and inclusion this year, maybe next year.”

Organizations currently aligned with this profile should focus parallel efforts on dimensions of diversity, equity, and inclusion. These organizations should consider articulating beliefs around the

anticipated benefits of diversity, equity, and inclusion and how those benefits enable mission impact. These organizations can create a clear plan to accelerate progress using promising practices and a focused set of investments, positioning and enabling leaders to model desired behaviors. Based on our experience in the field, as these organizations make progress, they will likely see a slow (and unsteady) increase across staff perceptions of diversity, equity, and inclusion as well as increased management commitment, staff perceptions of effectiveness of DEI work, and net promoter scores. They may see a parallel slow decrease in staff witnessing and/or experiencing discrimination.

An Early Stage Organization Typically Scores as Follows:





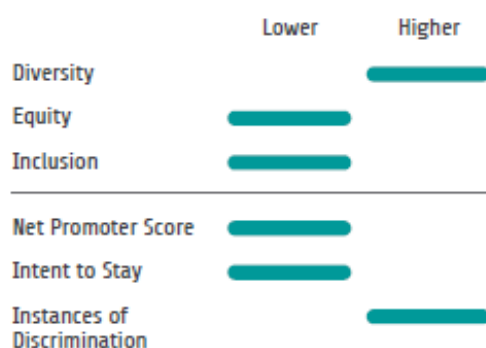
Diversified Organization

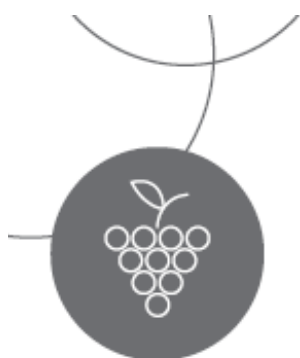
Diversified organizations typically have high staff and/or leadership demographic diversity coupled with low ratings on our inclusion and equity indices. We also typically see relatively high instances of discrimination being experienced and/or witnessed and lower-than-average net promoter scores among organizations in this profile. Our data indicates that this pattern could be driven by a culture of expectations for staff of color to assimilate to white dominant cultural norms versus a shifting of those norms. Further, our data indicates that while more leaders identify as people of color in diversified organizations, they may hold relatively lower-power positions within the organizational structure. When focusing intentionally on equity and inclusion, these organizations may face resistance or pushback in the form of beliefs such as, “We’ve already made great progress by hiring a diverse staff,” or “We can’t give any transparency into highly confidential HR processes like compensation and promotion.”

Organizations currently aligned with this profile should focus their efforts on the dimensions of inclusion and equity by identifying and eliminating norms, policies, or practices that may be contributing to exclusion, or driving low engagement or high attrition; determining how power-sharing could manifest within the organization; enabling and holding leaders and staff accountable to those behaviors; and considering

specific strategies like making policies related to promotion and compensation more transparent and clear to staff. Based on our experience in the field, as these organizations make progress, they will likely see a slow (and unsteady) increase across staff perceptions of diversity, equity, and inclusion as well as in management commitment, staff perceptions of effectiveness of DEI work, and net promoter score. They will see a parallel slow decrease in staff witnessing and/or experiencing discrimination.

A Diversified Organization Typically Scores as Follows:





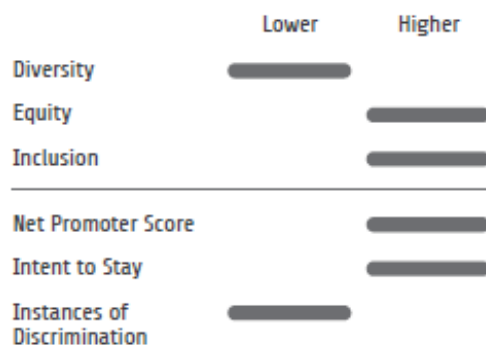
Kindred Organizations

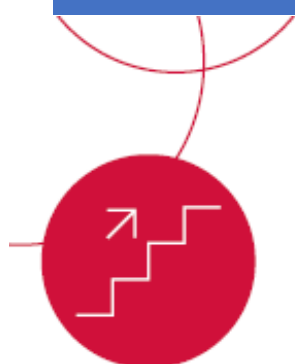
Kindred organizations typically have low staff and leadership demographic diversity, while staff members experience strong inclusion and equity based on our indices. We also typically see relatively low incidences of discrimination and higher-than-average net promoter scores among organizations in this profile. However, these organizations are not typically realizing the myriad benefits of diversity.

Organizations currently aligned with this profile should make focused investments in diversity while closely monitoring equity and inclusion in parallel. These organizations should consider articulating what they are sacrificing by not having greater diversity and how those benefits could accelerate progress toward their mission. Pushback may come in the form of fear based on perceptions that increased diversity requires substantial trade-offs or sacrifices including, for example, the time and resource investment to intentionally diversify candidate pools. Resistance may also come in the form of requests for research and data to demonstrate the connection between increased diversity and organizational effectiveness or student outcomes; mental models that create a false dichotomy between maintaining high quality and hiring diverse staff or prospects; or pitting diversity, equity, and inclusion efforts against mission impact.

Based on our experience in the field, as these organizations make progress on demographic diversity, they can first expect to see a decrease in staff perceptions of inclusion and equity. These may be associated with a decrease in staff satisfaction, increased conflict, and/or an increase in incidences of discrimination before a subsequent increase in staff satisfaction.

A Kindred Organization Typically Scores as Follows:





Advanced Organizations

We find that Advanced organizations typically have high staff and leadership demographic diversity and that those staff members are experiencing strong inclusion and equity based on our indices. We also typically see relatively low instances of discrimination (directly experienced and/or witnessed), and above-average net promoter scores among organizations in this profile. These are often organizations being led by a founding leader or team that made diversity, equity, and inclusion the norm by building promising practices into their organizational culture and behaviors from the outset. That said, these organizations may lack clear, documented policies and accountability processes, which could threaten the sustainability of this success, especially through organizational development inflection points like rapid growth or transitions of founding team or senior leadership team members.

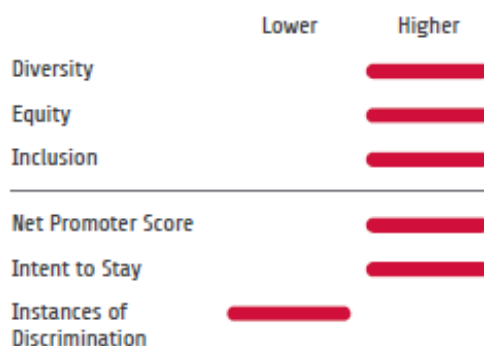
When focusing intentionally on diversity, equity, and inclusion, these organizations may face resistance or push back in the form of beliefs like “We don’t need a written policy for everything, it’s in our DNA” or “We have done this diversity, equity, and inclusion work already and it is working, why is this still a priority among all of our other pressing priorities?”

Organizations currently aligned with this profile can focus on the dimension of equity as well as specific efforts to sustain strong diversity, inclusion, and equity by documenting and codifying the approaches that have led to success from the outset. For example, we found that many Advanced organizations have not documented their definitions of diversity, equity, or inclusion or made transparent and explicit why they believe diversity, equity, and inclusion matter within

their organizational context. These organizations can focus on creating or strengthening feedback loops to learn and regularly refine approaches to diversity, equity, and inclusion.

Finally, these organizations can focus on creating multilevel and multidirectional data gathering, monitoring, and accountability (e.g., among board, leadership, and staff) for the practices they believe to be the most influential drivers of strong diversity, equity, and inclusion. Based on our experience in the field with these efforts, as these organizations progress they can expect to see sustained high scores across diversity, equity, and inclusion and maximize the benefits of an organization that is high in all three areas.

An Advanced Organization Typically Scores as Follows:



ADDING RACIAL EQUITY TO THE MENU

An Equity Toolkit for Restaurant Employers



IN PARTNERSHIP WITH

race forward & *Csi* CENTER FOR SOCIAL INCLUSION

FUNDING PROVIDED BY



THE ANNIE E. CASEY FOUNDATION



W.K. KELLOGG FOUNDATION

OCCUPATIONAL SEGREGATION

Use this worksheet to calculate the level of segregation between white workers and workers of color in senior and junior positions.

FIRST, record your employee demographics.

STEP 1: How many white workers do you employ? _____

STEP 2: How many white workers are employed in senior positions? _____

STEP 3: How many white workers are employed in junior positions? _____

STEP 4: How many workers of color do you employ? _____

STEP 5: How many workers of color are employed in senior positions? _____

STEP 6: How many workers of color are employed in junior positions? _____

NEXT, calculate percentages for these demographics.

STEP 7: Divide the number you entered in Step 2 by the number you entered in Step 1, and then multiply the result by 100: _____

STEP 8: Divide the number you entered in Step 3 by the number you entered in Step 1, and then multiply the result by 100: _____

STEP 9: Divide the number you entered in Step 5 by the number you entered in Step 4, and then multiply the result by 100: _____

STEP 10: Divide the number you entered in Step 6 by the number you entered in Step 4, and then multiply the result by 100: _____

FINALLY, calculate the level of segregation between white workers and workers of color.

STEP 11: Subtract the number you entered in Step 9 from the number you entered in Step 7, and round the result to the closest whole number: _____

STEP 12: Subtract the number you entered in Step 10 from the number you entered in Step 8, and round the result to the closest positive number. If you entered 0 in Step 8, enter the same number you entered in Step 10: _____

STEP 13: Add the number you entered in Step 11 to the number you entered in Step 12, and then divide the result by 2: _____

THE FINAL NUMBER you enter in Step 13 should be between 0 and 100. If it is less than 30, the level of occupational segregation between white workers and workers of color is low across senior and junior positions. If the number is between 30 and 60, the level of segregation is moderate. If it is over 60, the level of segregation is high.

LEVEL OF SEGREGATION

< 30 LOW

30 - 60 MODERATE

> 60 HIGH

RECRUITMENT, OUTREACH, AND ADVERTISING

RACIAL EQUITY CHOICE POINTS	SCORE
There are explicit racial-equity inclusion goals and timetables for recruiting the applicant pool.	
Racial demographics are tracked throughout the recruitment stage (including an analysis of race by type of recruitment platform).	
The staff team responsible for developing job postings and applications is racially diverse, and all HR personnel are trained in strategies to advance racial equity.	
Job-posting language is specific to the job, does not include exclusionary terms such as "cultural fit," and depicts a culture of diversity and inclusion.	
Bilingual postings are available in both paper and digital form.	
There is no requirement to disclose prior convictions, provide background checks, or obtain educational certifications not directly related to position.	
Candidates are sourced from specific pathways that have a high representation of people of color (especially referrals from current employees of color).	
Currently employed workers of color are explicitly encouraged to apply to newly opened positions (especially where current underrepresentation exists).	
POINTS EARNED	
POINTS EARNED ÷ 16 Total Possible Points	

EVALUATION:

APPLICATION AND HIRING PROCESS

RACIAL EQUITY CHOICE POINTS	SCORE
There are explicit racial-equity inclusion goals and timetables for the hiring process.	
The staff members who are responsible for reviewing and hiring applicants are racially diverse, and all HR personnel must be trained in strategies to advance racial equity.	
The criteria for selecting candidates are standardized and clearly limit opportunities for subjective or biased decision-making to occur.	
The hiring process includes a racial equity-awareness component in which anyone who is reviewing a candidate is required to consciously consider racial equity goals, impacts, and outcomes.	
Hiring procedures and decisions are accountable and transparent to a larger hiring team.	
Any initial trial period is paid.	
POINTS EARNED	
POINTS EARNED ÷ 12 Total Possible Points	

EVALUATION:
