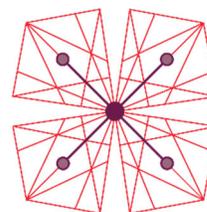


How Equitable and Inclusive Is Your Organization?



EQUUS

COACHING & CONSULTING FOR A COMPLEX WORLD

“Prejudice is a burden that confuses the past, threatens the future and renders the present inaccessible.” — Maya Angelou

Reflection Question: What is your organization’s most present diversity, equity and inclusion challenge?

Multicultural Organizational Development Model Assessment

Take a moment to review the model and determine which stage and phase best fits your organization today.

1. As you look at this model, where is your organization on the continuum? How do you know?

2. How does this stage manifest itself in your organization? e.g. senior leadership, management, board of directors, community (clients/constituents/audience), learning environment, data, organizational culture

3. Who is responsible? Who is accountable for attending to diversity, equity and inclusion in your organization? What additional supports are in place?

4. What is your next stage and what are some ideas you have to "get there"?

"It is not your responsibility to finish the work [of perfecting the world], but you are not free to desist from it either" – Rabbi Tarfon

Multicultural Organizational Development Model Intervention

Directions: Start at the MCOD Stage you have chosen that best reflects the current state of your organization. Review the Strategic Actions and use the following symbols:

(√) ~ **all Strategic Actions that are currently in process in your organization**

(-) ~ **any Strategic Actions that are in planning stage**

(?) ~ **any Strategic Actions that seem possible and useful in the short-term (within 1 yr.)**

(??) ~ **any Strategic Actions that seem useful, in the medium term (2-3 yrs.)**

Later be sure to review the stages before and after yours using the same symbols.

Stage 1: The Exclusionary Organization (Exclusive)

Strategic Actions: The goal is to assess the current state, increase psychological safety, decrease exclusionary and discriminatory practices, and make environment far less dangerous for the physical and psychological well-being of staff.

- Engage in coalition building ~ develop relationships with other change agents across identity groups. This may occur outside of your organization

- _ Build a shared understanding of the current exclusionary practices and oppressive behaviors
- _ Identify the negative impact of the status quo on staff and the reputation of the organization
- _ Collectively strategize next steps – who else can support this work?
- _ Identify the self-interest of the top leaders to make changes in status quo
- _ Gather data about impact of status quo on items of self-interest to top leaders
- _ Develop ways to “put a face” on the negative impact of the status quo and to make the offenses well known in the organization
- _ Identify any internal and external demands, “levers for change” to shift the status quo (i.e., recent bias incidents, current or potential lawsuits, drop in attendance or enrollment, problems with retention, local communities)
- _ Increase visibility of leaders reinforcing their commitment to create a safe, inclusive organizational environment
- _ Identify and communicate clear expectations and boundaries for appropriate behavior and clear responses for inappropriate behavior
- _ Create structures to ensure all community members understand the rules for expected behavior in the organization and the consequences of exclusionary actions, negligence, etc.
- _ Ensure that all leaders, managers, and board members participate in required related trainings, including sexual harassment training, grievance procedures, etc.
- _ Continually monitor and report on efforts and outcomes to create greater safety for all groups in the organization
- _ Gather data from peer organizations: best practices and benchmarks
- _ Build internal networks across the organization: Human Resources, Legal, organizational leaders and board members, etc.
- _ Strategize how to influence top leaders through existing relationships and emerging relationships: identify those who are important to involve and assess their level of commitment to creating a safe, inclusive organization
- _ Identify and work to resolve gaps in current mission/values statements, and policies and reporting procedures (i.e., non-discrimination policy, hate crimes policy, sexual harassment, personnel grievances, etc.)

Stage 2: The Club (Passive)

Strategic Actions: The goal is to continue to eliminate discrimination and harassment in the organization and institutionalize policies and practices to increase the safety of all community members. To begin to assess the current state and create the infrastructure to implement strategies to (a) create an equitable and inclusive environment and (b) successfully recruit, retain and promote staff who demonstrate the desired skills and competencies.

- _ Increase visibility of top leader commitment
- _ Continue and enhance work on all the Strategic Actions in Stage 1, Exclusionary Organization
- _ Create an Inclusion Change Team: Secure top leader support to form an Institutional Inclusion Change Team
- _ Form the Change Team ~ Ensure that the membership represents a diagonal slice of the organization. Adjust members’ workload, as needed, to allow their full participation

- Team development of Inclusion Change Team. Accelerate the skill and group development of the Change Team through retreats, in-depth diversity, equity and inclusion professional development, and authentic dialogue among members
- Initial Assessment: Conduct a comprehensive audit including climate assessment, data on recruitment, retention, promotion, tenure, development and career pathing, performance ratings, demographics by job position and salary, grievances, assignments of stretch opportunities, infusion of DEI into programming

Feedback Session: Compile the data and conduct a Feedback Session with top leaders to diagnose results of the audit and discuss ways to ameliorate the exclusion and injustice within the organization

Examples of actions that could result from the Feedback Session:

- ✓ Assess the current policies, processes, and practices and identify discretionary points where bias could enter these processes and create negative differential treatment of staff, audience, constituents or others
- ✓ Focus on influencing future recruiting efforts to hire leaders and mid-level managers with a demonstrated commitment and track record for creating equitable and inclusive environments
- ✓ Revise, as needed, organizational mission, values statement, and Human Resources policies to address issues of equity and inclusion directly and comprehensively
- ✓ Increase organization wide and division/department awareness building programs and workshops
- ✓ Create mentoring opportunities for staff across differences
- ✓ Increase resources for programs and services that promote connection, consider employee resource groups

Stage 3: The Compliance Organization (Symbolic)

Strategic Actions: The goal is to build and implement a data-based strategy; increase the number of staff and leaders of color and others who hold marginalized identities; create structures to ensure they are welcomed and embraced by the organization.

- Continue to collect, analyze, and compare comprehensive data on climate, recruitment, retention, promotions, costs of status quo, etc.
- Deepen competencies of Institutional Inclusion Change Team to include MCO theory, organizational change models, strategies to engage resistance, etc.
- Executive leadership and Institutional Inclusion Change Team develop a long-term equity and inclusion strategy; measures of success identified and communicated widely
- Create meaningful dialogue among executive leadership and organizational members with marginalized identities and key allies
- Continue development and training of leadership to increase depth of commitment and consistent demonstration of equity competence
- Clarify and communicate clear expectations for quality of services and quality of experience for all staff, community etc. across group identity
- Identify core competencies expected of all staff

- _ Revise performance management system to hold people accountable for demonstrating these competencies
- _ Implement a comprehensive initiative to increase the equity competence of all staff
- _ Integrate competencies into Human Resources and all other training sessions
- _ Form Inclusion Committees in departments/divisions that are linked to the Institutional Inclusion Change Team
- _ Examine and revise policies, practices, and structures to include the goals of inclusion competencies expected of staff (i.e., job descriptions, department/division mission statements, decision-making processes, protocol to respond to grievances, performance evaluations, reward structures, marketing materials, recruiting practices, hiring practices, promotional processes, career development processes, etc.)
- _ Require equity and inclusion plans from all leaders and managers that identify measurable strategies to meet organizational goals
- _ Create developmental opportunities for members of dominant groups to examine privilege, dominant culture, and explore their role in partnering to create change
- _ Require all search committees to participate in a workshop designed to eliminate discriminatory practices and increase the hiring of candidates who demonstrate core competencies. Consider eliminating individual interviews
- _ Examine and revise, as needed, all on-boarding and orientation/training programs of staff and board to address issues of equity and inclusion
- _ Stay current on efforts of peer and other organizations

Stage 4: The Affirming Organization (Identity Change)

Strategic Actions: The goal is to continue to enhance the experience of all groups and increase the numbers of people of color and those with other marginalized identities in the organization. Increase attention to strategies that ensure inclusion of all staff. Increase skill and competencies of staff to create programs, services, and processes that enhance organizational culture.

- _ Development and review by leadership team and Inclusion Team of departmental racial equity and inclusion plans.
- _ Disaggregate data by race and other identity markers
- _ Best practices shared across organization
- _ Reward system and processes developed and implemented for champions and areas that make significant progress towards equity and inclusion goals
- _ Leadership reviews institutional-wide reports on recruitment, retention, development, career pathing, and promotions every 6 months
- _ 6-month reviews by top leaders of Inclusion Plans from managers in their areas
- _ Train leaders and managers to identify the “discretionary points” in policies, practices, and unwritten rules where bias and prejudice could result in negative differential impact and exclusion
- _ Develop the internal capacity of staff to effectively use a “racial equity lens” in day-to-day activities
- _ Develop a group of internal trainers/coaches who can facilitate anti-racism and inclusion conversations across the organization
- _ Conduct racial equity and inclusion audits for individual departments and divisions

- _ Create opportunities for staff and leadership to share power – employ a flatter leadership structure
- _ Readily address micro-aggressions and other discriminatory actions
- _ Conduct Feedback Sessions with leaders, managers, and staff to diagnose data from audits of their area
- _ Have Inclusion Teams work directly with leader to address issues raised in department/division Cultural Audits
- _ Train all staff around how to integrate diversity, equity and inclusion into their day-to-day activities
- _ Create structures that reward staff who enhance programming to meet the needs of diverse audience and constituents
- _ Sponsor dialogue groups to facilitate authentic dialogue and understanding of racial equity and inclusion across the organization
- _ Stay current on efforts of peer and other organizations

Stage 5: The Transforming Institution (Structural Change)

Strategic Actions: The goal is to engage the entire organization in a new kind of open dialogue about what it means to create and maintain the new, equitable and inclusive organization. To continually innovate, try new strategies, assess impact, and redesign programs, policies, and practices as needed.

- _ New norms of the anti-racist, equitable and inclusive organization are communicated widely
- _ Revise performance and reward systems, orientation/on-boarding, and development/training programs to highlight key skills and competencies that support the new norms and anti-racist, equitable and inclusive culture
- _ Annual analysis and revision of all policies, practices and procedures to eliminate any unintended differential impact and exclusion
- _ Create structures to ensure that a “racial equity” is actively engaged in all planning and decision-making processes across the organization
- _ Continue to influence all recruiting efforts of leaders, managers, and staff to ensure they demonstrate commitment and success in creating and maintaining an equitable and inclusive environment for all
- _ Enhance community outreach efforts and partnership initiatives

Stage 6: The Fully Inclusive Anti-Racist Multicultural Organization

Strategic Actions: The goal is to continually reassess current state and organizational needs and change as needed to ensure maintenance of a fully inclusive, anti-racist organization.

- _ Implement continuous improvement strategies
- _ Initiate regional efforts to share best practices, increase inclusion in all regional institutions
- _ Partner with community, regional and national leaders and other organizations around anti-racism efforts and efforts to end all forms of oppression
- _ Stay current on efforts of peer and other organizations
- _ Conduct regular, comprehensive racial and social equity audits
- _ Continue to develop and implement racial equity and inclusion plans

- _ Revise policies, practices, and norms as needed to maximize internal anti-racism and inclusion efforts
- _ Continue to influence all recruiting efforts of leaders, managers, and staff to ensure they demonstrate commitment and success in creating and maintaining a fully inclusive anti-racist multi-cultural organization

Choose one short term item that you can turn into a goal:

SMART(IE) Goals

For goals to be effective in driving an organization’s performance, they need to be:

STRATEGIC | *reflects an important dimension of what your organization seeks to accomplish (programmatic or capacity-building priorities)*

MEASURABLE | *includes standards by which reasonable people can agree on whether the goal has been met (by numbers or defined qualities)*

AMBITIOUS | *challenging enough that achievement would mean significant progress; a “stretch” for the organization*

REALISTIC | *not so challenging as to indicate lack of thought about resources or execution; possible to track and worth the time and energy to do so*

TIME-BOUND | *includes a clear deadline*

INCLUSIVE + EQUITABLE | *to explicitly name our intentions and values in who we serve and how we serve them*

PRACTICE: Write a SMARTIE Goal - The Management Center

[Time Bound] My goal between _____ (start date) and _____ (end date) is to

[Strategic, Ambitious, Inclusive and Equitable Outcome-Focused Goal]

[Measurable] The indicators of success are: / We’ll know we met the goal if/when:

The **activities, tactics, and processes** I'll use make it **Realistic** include the following. Apply an equity and inclusion lens in these action steps:

- By _____ (date): _____
- By _____ (date): _____
- By _____ (date): _____

Biggest takeaway or awareness from today's session
