



Working in Predominantly White Organizations

Experiences, Insights, and Strategies from Leaders who Identify as Black, Indigenous, and People of Color and from White Leaders

By
Building Bridges Initiative Leaders of Color Project

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Table of Contents

About BBI and the Leaders of Color (LoC) Project	3
Acknowledgments	4
Executive Summary/Key Findings	5
Purpose of this Paper	10
Background	11
Approach and Respondents	14
Creating the Survey	14
Overview and Demographic Summary of Respondents	15
Our Findings	17
Contrasting Experiences	17
BIPOC Leader Survey Results	20
White Leader Survey Results	24
Recommendations	28
Innovative Practices	35
Conclusion	37
Contributors	38
Resources	43



About BBI and the Leaders of Color (LoC) Project

Building Bridges is a national initiative working to identify and promote practice and policy that will create strong and closely coordinated partnerships and collaborations between families, youth, community-based and residential treatment and service providers, advocates, and policy makers to ensure that comprehensive mental health services and supports are available to improve the lives of young people and their families. In all that we do, we strive to support improved positive outcomes for youth and families.

The BBI Leaders of Color (LoC) Project is an initiative of BBI to advance its Diversity, Equity, Inclusion, Access, & Belonging (DEIAB) and Cultural & Linguistic Competence (CLC) work. The mission of BBI LoC is to engage and collaborate with organizations and stakeholders across the country who are committed to improving the outcomes for children, youth, and families impacted by systems that create marginalized conditions, by fostering DEIAB through the adoption of anti-racist attitudes, policies, and practices.

In July 2017, the Building Bridges Initiative (BBI) LoC Project was launched with a grant from Annie E. Casey Foundation (Casey). The grant initially supported the attendance of LoC from oversight agencies and residential programs across the country at the University of Maryland Baltimore and BBI Pre-Training Institute in Washington, DC. Following the event, BBI established the LoC Project. Those who attended the two-day pre-institute were invited to join the Project. In addition, BBI assigned a BBI consultant to lead and coordinate the activities of the Project.

As the possibilities for greater impact were expanded, the BBI LoC were able to deepen their commitment and contribution to developing DEIAB and CLC documents and resources that supported the field. The group also expanded its membership by including LoC who identify as family members and youth with lived experience. BBI LoC are professionals who identify as a BIPOC leader and who are committed to advocating, establishing, and supporting policies and practices to improve outcomes for youth and families of color, and BIPOC professionals.



Acknowledgments

This concept paper was funded by the Annie E. Casey Foundation (Casey). We thank them for their support and acknowledge that the findings and conclusions presented in this concept paper are those of the authors alone, and do not necessarily reflect the opinions of Casey. BBI and the BBI LoC acknowledge that the content in this concept paper presents the data, representations, and views offered by the participating individuals and do not necessarily reflect the views, opinions, or policies of BBI.

We would also like to acknowledge our partnership with Mary Pender Greene, President & CEO of MPG Consulting (MPGC). MPGC's commitment to eliminating bias and structural racism in the workplace made them the perfect partners for attracting the number of survey respondents needed. MPGC activated its network of BIPOC and White leaders who helped us to exceed the minimum number of respondents established for completing the surveys.



Executive Summary/Key Findings

This concept paper was significantly informed by existing research on DEIAB (Diversity, Equity, Inclusion, Access and Belonging) and April 2023 survey responses from BIPOC leaders in predominantly white-led organizations, and White leaders. The paper highlights the experiences, insights, and strategies that impact leaders who identify as Black, Indigenous, and People of Color (BIPOC) and their White colleagues working in predominantly white-led organizations. The survey responses have been synthesized based on alignment and can easily become guiding points for an organization's discussions of strategic direction.

This work is ever-evolving and has no finish line. The BBI Leaders of Color Project hopes you will read this concept paper, reflect on the content and recommendations, discuss its relevance to and impact in your organization, and drive your organization forward in strategic growth. The authors encourage you to consider the survey responses and the quotes from Leaders of Color, and explore how they can be operationalized in your organization. With the help of subject matter expert reviewers and the numerous perspectives represented in their comments, the authors are chipping away at the colonization of language and cultures. The Leaders of Color Project looks forward to the next round of published works that will address the intersectionality of DEIAB + social/demographic/geographic community membership and the calls to action these conversations inspire.

The authors have chosen to align this concept paper with the contemporary movement towards grammatical justice and equity. Therefore this document reflects "White" with a capital W when stating ethnicity, and a lowercase w when using it as an adjective (white-led).

The BIPOC leader survey entitled Successful Strategies Implemented by Black, Indigenous, and People of Color (BIPOC) Who Are Leaders and Aspiring Leaders: Navigating the Challenges Associated within a Predominantly White Organization was created with questions focusing on the experience of BIPOC leaders and aspiring leaders in white-led organizations. The companion White leader survey, entitled Supporting Black, Indigenous, and People of Color Who Are Leaders and Aspiring Leaders in Predominantly White Organizations, focused on the experience of White leaders in white-led organizations. Survey responses represent organizations in various industries, with a focus on employees in capacities aligned with, adjacent to, or directly in the Human Services field. The focus on Human Services reflects the mission of BBI and the BBI LoC, which is to advance its DEIAB and Cultural & Linguistic



Competence (CLC) work to improve outcomes for children, youth, and families impacted by systems that create marginalized conditions.

Approximately 422 participants were surveyed, of which 243 self-identified as BIPOC and 179 self-identified as White. The BIPOC Leader Survey respondents self-identified as 78% Black or African American; 15% Latine*/Hispanic; 6% Asian; 5% All other groups represented; and responded on behalf of 28 states, the District of Columbia and the United Kingdom. Work environment distribution was 77% Non-profit, 13% For-profit and 10% Government. Industry representation was 67% Human Services; 18% Other; 10% Education; 2% Information Communications Technology; 1% Workforce Development; 1% Finance. Respondents' positions within their company were 36% C-Suite/Executive Level; 28% Director; 14% First Line Manager/Team Leader; 10% Other.

The White Leader Survey respondents self-identified as 100% White and responded on behalf of 22 states and Canada. Work environment distribution was 82% Nonprofit, 13% For-profit and 5% Government. Industry representation was 70% Human Services; 13% Other; 13% Education; 2% Workforce Development; 2% Finance; 1% Fundraising and Development. Respondents' positions within their company were: 40% C-Suite/Executive Level; 30% Director; 9% First Line Manager/Team Leader; 9% Middle Management; 13% Other.

The BBI LoC Project presents this concept paper with the hope that it will be the inspiration and the roadmap for White organizational leaders to embrace a comprehensive shift in how BIPOC leaders are viewed and supported within the workforce; and to understand and embrace an anti-racist organizational culture where BIPOC leaders can actualize their expectations of success.

The concept paper introduces readers to the origins and outcomes of the BBI LoC Project survey; identifies the challenges experienced by BIPOC leaders versus White leaders in predominantly white-led organizations; shares successful strategies identified by BIPOC leaders that support their ability to thrive at work; provides strategies and practices that White leaders in white-led organizations can incorporate to help Leaders of Color successfully navigate predominantly white workspaces; provides strategies and practices White leaders can adopt in their work to become allies in the success journey of BIPOC leaders; and shares innovative practices being implemented by BIPOC leaders and recommended in relevant literature.



It is undeniable that BIPOC leaders bring a unique perspective to the table with the numerous life and workforce challenges that they have had to endure and overcome. Further, BIPOC-led organizations provide a credible lived experience essential to improving outcomes for communities of color, and to attracting and retaining BIPOC leaders and employees. Yet, BIPOC leaders working in predominantly White-led organizations face significant inequities in access to promotions, career advancement and professional development; and to an overwhelming degree do not experience a culture of belonging at work and do not feel that they belong within the organization.

Predominantly White organizational boards and executive leadership play a pivotal role in actively leading the initiative to shift their organization's culture. Research shows that organizations are failing Black employees who are seeking or hold professional positions, in the following ways:

- Many organizations utilize social, professional, and leadership networks and personal connections to recruit and hire, which is shown to exclude BIPOC employees (Public Health Institute, 2022 & Wingfield, 2019).
- Most companies have half hearted, ineffective, or no policies addressing diversity and inclusion (Wingfield, 2019).
- Managers usually place Black employees into the least secure and least prestigious jobs (Wingfield, 2019).

Key themes from the BIPOC leaders survey reflect the notable workplace inequities of: representation in executive and senior leadership roles; having an advocate for career advancement; experiencing emotional safety; and the orchestrations required to create success in predominantly White organizations. Key themes from the White leaders survey channel self-reflection as they call out the presence of BIPOC allyship, BIPOC leadership access and investment, and the critical awareness that difficult work remains.

Survey responses can be grouped as practical (BIPOC leaders) vs. aspirational (White leaders). These themes and their related discussion topics are critical to the success of BIPOC leaders in white-led organizations, and to white-led organizations as social change agents. The BIPOC leaders survey began from a place of seeking equity, recognizing growth where it exists, and role-modeling self care. The White leaders survey began from an inquiry into the presence of DEIAB policies, practices and systems to create a safe, growth-promoting and



representative organization. Reviewing the survey responses illustrated a natural grouping as practical (BIPOC leaders) vs. aspirational (White leaders).

The concept paper offers ten recommendations and six innovative practices, all gleaned from insights from open text questions and responses to Likert Scale survey questions. The recommendations are as follows:

- **Recommendation 1:** Organization leaders are encouraged to commit all levels of their organization to do the necessary work and create or expand existing BIPOC leadership development practices.
- **Recommendation 2:** Organizations with objective policies and equitable, consistent implementation of relevant types of professional development support available to all BIPOC leaders and aspiring leaders are more likely to sustain an organizational culture aligned with DEIAB principles.
- **Recommendation 3:** Create measurable mechanisms and performance metrics to hold boards of directors and senior leaders accountable for the dissemination and outcomes of the progress of the organization's DEIAB plan.
- **Recommendation 4:** Organization leadership is encouraged to commit to the difficult work of creating and maintaining a work culture that welcomes the bravery to be present as one's authentic self; that actively engages in anti-racist practices and in allyship; and that prioritizes sustained DEIAB work even when- especially when- it is difficult to do so.
- **Recommendation 5:** Collect, analyze, and use disaggregated data to identify and address inequitable practices, procedures, and policies, and utilize inclusive strategic sessions to create an effective plan for addressing inequities and monitoring the results.
- **Recommendation 6:** Diversifying the organizational leadership (e.g., board of directors and executive leaders) to reflect the racial, ethnic, and cultural diversity of the children, youth, and families served will strengthen the organization's connection to its stakeholders and contribute to a culture of belonging.
- **Recommendation 7:** Organizations that practice accountability with integrity and care are likely to reduce the incidence of racial harm, including microaggressions, biased decision-making and abuse of power.
- **Recommendation 8:** Effective performance reviews include goals that are communicated clearly to employees well before the start of an annual review, provide every level of the organization with a moment to be self-reflective, and create an opportunity for the organizational culture and its individuals to engage in opportunities that support shifting behavior on a micro, mezzo, and macro level.



- **Recommendation 9:** Center organizations around building psychological safety, as that fosters a climate of courageous engagement among employees.
- **Recommendation 10:** It is crucial to any DEIAB initiative that leadership clearly communicate and implement actionable approaches demonstrating their investment, commitment, and intent for valuing diversity.

As this evolution takes hold in organizations committed to embracing BIPOC leaders' place in organizational leadership, the concept paper also provides recommendations on future research opportunities to continue this dynamic shift in organizational operations and DEIAB access. It is the hope of the LoC Project that these recommendations provide a roadmap to creating courageous workplaces and work environments.

To view survey questions, survey results, as well as quotes shared by BIPOC leaders, please visit this [link](#). To see Strategies for Reinforcing Allyship in your organization, [click here](#).



Purpose of this Paper

The concept paper highlights the experiences, insights, and strategies that impact leaders who identify as Black, Indigenous, and People of Color (BIPOC) and their White colleagues working in predominantly white-led organizations. Utilizing existing research focused on Diversity, Equity, Inclusion, Accessibility, and Belonging (DEIAB), and the outcomes of the April 2023 Building Bridges Initiative (BBI) Leaders of Color (LoC) Project survey, this paper will:

1. Discuss the origins and outcomes of the BBI LoC Project survey.
2. Identify the challenges experienced by BIPOC leaders versus White leaders in predominantly white-led organizations.
3. Share successful strategies identified by BIPOC leaders that support their ability to thrive at work.
4. Provide strategies and practices that White leaders in white-led organizations can incorporate to help Leaders of Color successfully navigate predominantly white workspaces
5. Provide strategies and practices White leaders can adopt in their work to become allies in the success journey of BIPOC leaders.
6. Share innovative practices from survey respondents and other literature.

The authors have chosen to align this concept paper with the contemporary movement towards grammatical justice and equity. Therefore this document reflects “White” with a capital W when stating ethnicity, and a lowercase w when using it as an adjective (white-led).

The BBI LoC Project hopes that this paper will inspire White organizational leaders to embrace a comprehensive shift in how BIPOC leaders are viewed and supported within the workforce. Furthermore, we encourage White leaders to embrace and understand the value of establishing an anti-racist organizational culture where BIPOC leaders can realistically achieve expectations of success. Creating equitable corporate practices gives everyone access to opportunities that build performance and sustain success for leaders across all intersections within an organization. By doing this, everyone is positioned to achieve professional goals and carry out the organization’s mission and purpose.



Background

In June 2020, a global uprising opposing racism and anti-blackness unfolded following the broadcast murder of George Floyd, which occurred on May 25, 2020. Demonstrations to protest police brutality, health inequities intensified due to COVID-19, and the never-ending discrimination faced by many people who cross the intersections of race, gender, and ability surfaced on our television screens and social media platforms. The public outcry for needed change caused corporations and non-profit organizations, often predominantly led by White leaders, to react. An article in the Washington Post reported that approximately \$50 Billion was committed by 50 corporations to address racial inequality (Jan et al., 2021). Corporations and nonprofits alike were hiring consultants of color to drive DEIAB initiatives in their organizations, statements against anti-racism were prominent on company websites and in policy manuals, companies donated to Historically Black Colleges, and Juneteenth became a recognized organizational holiday in the act of remembrance. The White House issued an **Executive Order on Diversity, Equity, Inclusion, and Accessibility in the Federal Workforce** (June 2021).

Many organizations are struggling to diversify their ranks through the flawed application of well-intended diversity policies. DEI policies are only as good as the people responsible for carrying them out. If those people don't fully understand what problem new processes or policies are solving, they won't understand their role in bringing those plans to life - or how to hold themselves and others accountable.

-Evelyn R Carter, February 25, 2022

Unfortunately, while various companies pledged during that time to dismantle racial inequality and inequity across systems and advance diversity and inclusion, the majority of BIPOC leaders who work in predominantly white-led businesses still have not experienced any significant changes within the workforce. White supremacy in the workplace continues to be normalized, negatively influencing how BIPOC leaders and employees are viewed and treated by white employers. In their groundbreaking article on the characteristics of "White Supremacy Culture," Dr. Tema Okun and her colleague Kenneth Jones described a set of characteristics of white supremacy culture, such as perfectionism, a sense of urgency, and power hoarding that she explains as "training us all to internalize the attitudes and behaviors that do not serve us" (Okun 1999). Organizations have yet to cut ties with the white supremacy characteristics defined by Okun and Jones. While some black professionals report notable changes in hiring more diverse candidates or being able to speak more openly about their experiences as a person of color in some workplaces (Smith, R.A., July 2022), they believe, and the Leaders of Color project agrees, that it is not enough.



Fast forward to 2023, where these same corporations that were swift to react have begun to phase out DEIAB leaders responsible for solving their organizations' inequality and inequity problems. Journalist Bunn (2023) points out that "Diversity, equity and inclusion leaders, who were hired in waves to help companies achieve an ethnically balanced workforce after George Floyd's murder in 2020, are being phased out, surveys indicate, leaving experts in the field concerned that corporations' talk of affecting change was just empty words." BIPOC leaders have been left again in a quandary of navigating in white spaces that leave them feeling unseen, unheard, and undervalued.

"How do you shift the culture of a mostly White organization to become truly multiracial? It is not easy. Certainly, having "liberal" or "progressive" values is not enough" (Hodges, 2023). Frequently, White leaders feel that BIPOC employees are solely responsible for their own growth and development, and for creating a more equitable workplace. When in fact, it is the organization's Board and leadership that hold the power to establish an equitable workplace that is anti-racist and free from harassment. "White organizations have the [power infrastructure, leadership, and decision-making due to their long-standing connections, discrimination, bias, and lack of support" (Rahim-Dillard, S., 2021). Predominantly White organizational boards and executive leadership play a pivotal role in actively leading the initiative to shift their organization's culture.

Our workplace will make little to no progress advancing racial equity if white people, especially white men, are not engaged in the work.

-Jay Coen Gilbert, co-founder of WMRJ and B Lab in Berwyn, PA

Research shows that organizations are failing Black employees who are seeking or hold professional positions. First, many organizations utilize social, professional, and leadership networks and personal connections to recruit and hire, which is shown to exclude BIPOC employees (Public Health Institute, 2022 & Wingfield, 2019). Second, most companies have half hearted, ineffective, or no policies addressing diversity and inclusion (Wingfield, 2019). Finally, managers usually place Black employees into the least secure and least prestigious jobs (Wingfield, 2019).

Additionally, the resources consulting firm Mercer discovered that in 2020, only two percent of executives across the United States industries surveyed were Black or African American. Latine accounted for just three percent of executive leaders across the country (Krbeck & Tagle, 2020). Furthermore, the research illuminates that BIPOC employees are consistently



overrepresented in low-wage, less stable, and frequently physically demanding jobs and underrepresented in jobs with higher wages and opportunities for advancement, and which are less physically demanding (Kurose & Giloth, 2021).

Many managers are ill-equipped to lead and connect with BIPOC employees. Until white leaders become skilled at bridging (connecting with people similar to them), BIPOC employees will not experience workplace inclusion.

-Salwa Rahim-Dillard, April 19, 2021

There is an abundance of incredibly talented BIPOC leaders (Bloomerang, 2023). It is undeniable that BIPOC leaders bring a unique perspective to the table with the numerous life and workforce challenges that they have had to endure and overcome. As we already know, there has been substantial movement in the nonprofit sector to increase diversity, equity, inclusion, access, and belonging (DEIAB). Creating and sustaining greater diversity within the workforce benefits everyone. BIPOC leaders play a significant part in helping to develop and lead programs and services that effectively meet the needs of BIPOC communities. BIPOC-led organizations are essential to improving outcomes for communities of color; and to attracting and retaining BIPOC leaders and employees. An organization led by compassion and appreciation for its employees and their diversity will be more likely to see others through a compassionate lens. This concept paper foretells the thriving workplace environments that will evolve from BIPOC leader engagement and an authentic DEIAB culture.



Approach and Respondents

Creating the Survey

As the fourth anniversary of the tragic 2020 murder of George Floyd neared, a task group of consultants from BBI and the BBI LoC Project became curious about the differences between the workplace experiences of leaders who identify as people of color versus their white counterparts. We wanted to determine whether DEIAB initiatives developed in 2021 were working and whether work conditions supported the success of leaders of color in action or were just empty ideas with no movement behind them.

After several months of working sessions and seeking input from additional BBI Leaders of Color Project members and MPG Consulting, we landed on creating two surveys focusing on two sets of leaders in white-led organizations. We set out to identify contrasting experiences around awareness, desire, and reinforcement of DEIAB work in these organizations.

The survey entitled Successful Strategies Implemented by Black, Indigenous, and People of Color (BIPOC) Who Are Leaders and Aspiring Leaders: Navigating the Challenges Associated within a Predominantly White Organization was created with questions focusing on the experience of BIPOC leaders and aspiring leaders in white-led organizations. This survey will be referred to as the BIPOC Leader Survey for brevity throughout this paper.

The companion survey, entitled Supporting Black, Indigenous, and People of Color Who Are Leaders and Aspiring Leaders in Predominantly White Organizations, was focused on the experience of White leaders in white-led organizations. This survey will be referred to as the White Leader Survey for brevity throughout this paper. [The BIPOC Leader Survey questions can be accessed via this link](#), and the [White Leader Survey questions can be viewed here](#).

Each survey is a mixture of closed and open-ended questions and open-text responses (coded by theme).

The surveys were open to all industries, with a particular emphasis on those employees working in some capacity with people in the Human Services field. Our rationale for this stems from the mission of BBI and the BBI LoC, which is to advance its DEIAB and Cultural & Linguistic

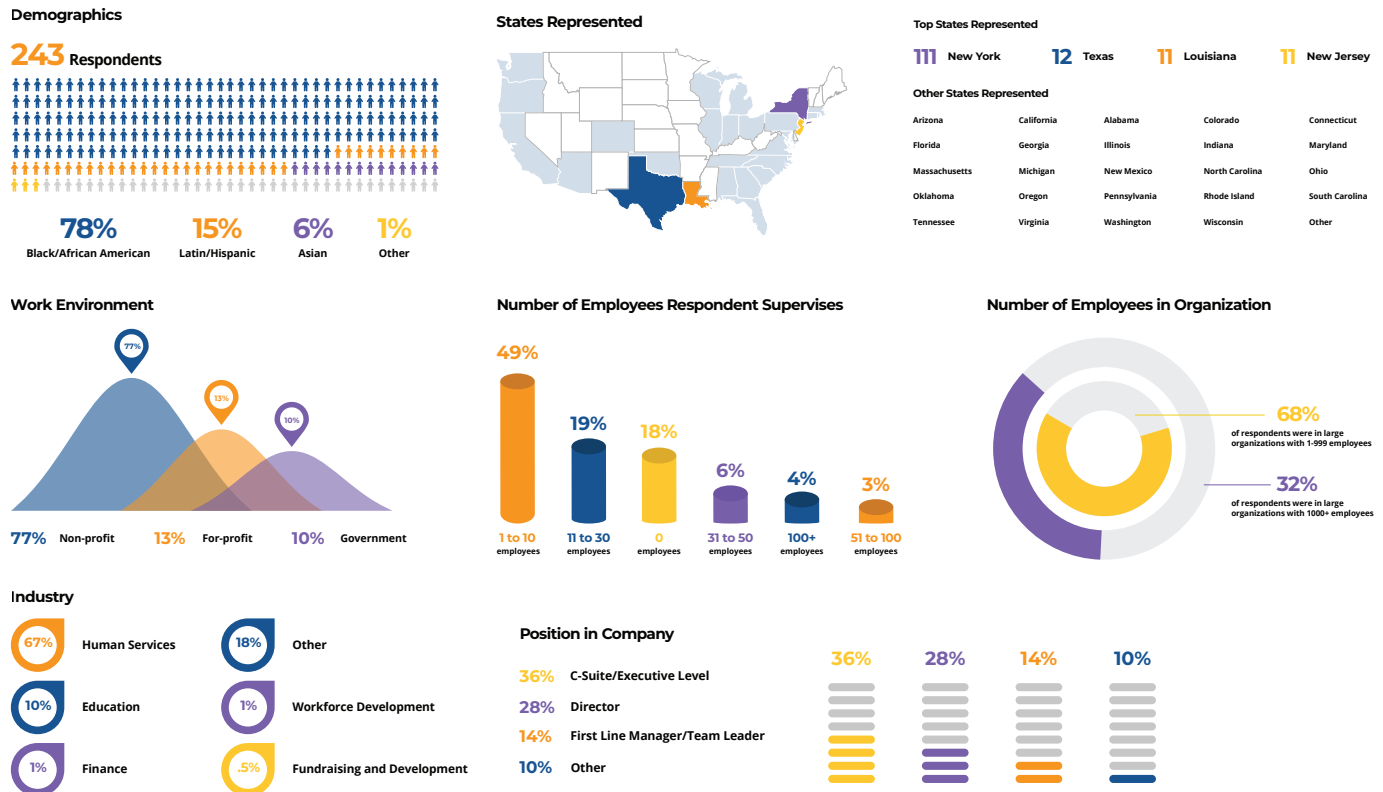


Competence (CLC) work to improve outcomes for children, youth, and families impacted by systems that create marginalized conditions. Each participant was provided a link to both surveys and completed the survey that aligns with how they identify.

Overview and Demographic Summary of Respondents

Approximately 422 participants were surveyed, of which 243 respondents self-identified as BIPOC and 179 self-identified as white. Please see the demographics depicted in the infographic below. Some of the 422 respondents did not follow the survey to its end. Survey responses are included even if respondents did not complete the survey. In addition to questions of the organization’s approach to providing opportunity for growth that is consistent across agency demographics, the survey also introduces innovative practices being implemented by respondents’ organizations and supported by relevant literature.

BIPOC Leader Survey Respondents





White Leader Survey Respondents

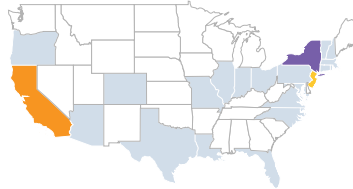
Demographics

179 Respondents



100%
White

States Represented



Top States Represented

105 New York

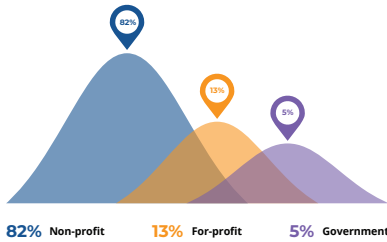
12 New Jersey

8 California

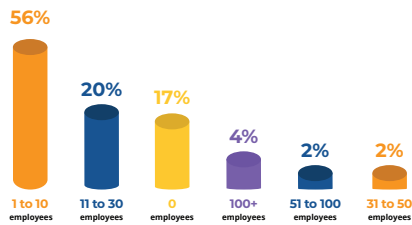
Other States Represented

Arizona	Colorado	Connecticut	Florida	Illinois
Indiana	Louisiana	Maryland	Massachusetts	Missouri
New Hampshire	North Carolina	Ohio	Oregon	Pennsylvania
Rhode Island	Texas	Vermont	Virginia	Other

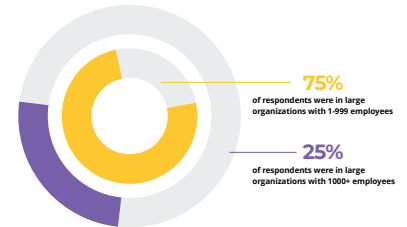
Work Environment



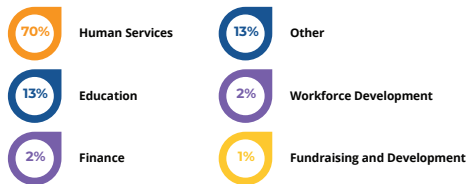
Number of Employees Respondent Supervises



Number of Employees in Organization



Industry



Position in Company



*Merriam Webster defines Latine in this way: of, relating to, or marked by Latin American heritage: LATINX –used as a gender-neutral alternative to Latina or Latino



Our Findings

The following section highlights key outcomes of the survey. To illustrate opportunities for improvement in organizational culture, we contrast the experiences and the individual findings for each leader group. To ensure an unbiased contrast of the experiences of BIPOC and White leaders, each survey contained several questions that were identical. Other questions were tailored specifically for each self-identified leader.

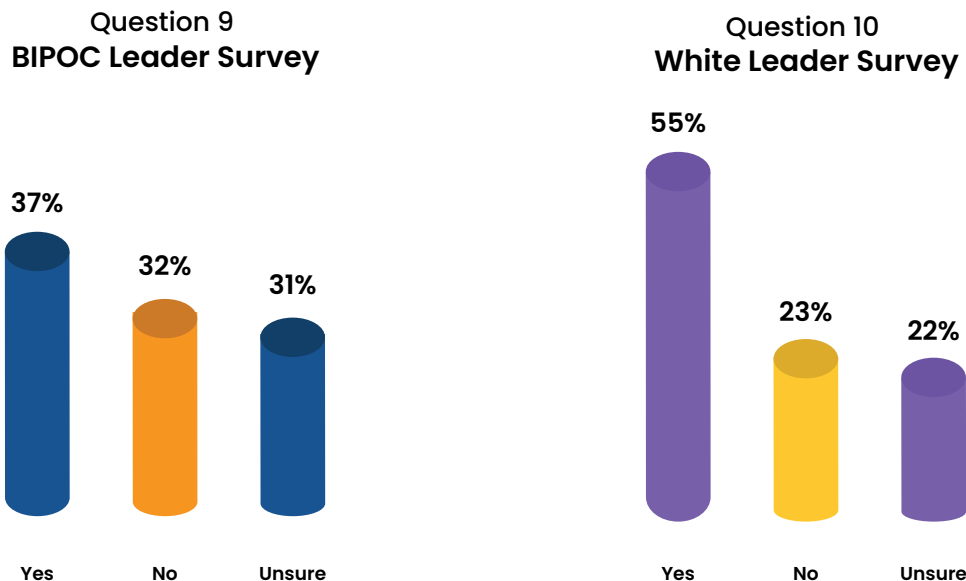
Contrasting Experiences

The outcomes of the identical questions posed in both surveys were reviewed to highlight each leader group's perspectives. Under each area, a corresponding table illustrates the data that reports the significant findings related to each question asked of both groups.

Process of Promotions and Career Advancement – One area of particular interest was the process of promotions and career advancement in an organization, and if organizations had an established process in place. There was a significant difference between the two groups of respondents, with only 37% of BIPOC respondents feeling that their organization had these systems and processes in place, compared to 55% of White respondents.

Table 1: Process of Promotions and Career Advancement

Does your organization have systems and processes for ensuring BIPOC employees receive fair/equitable opportunities for promotions and career advancement in the organization?

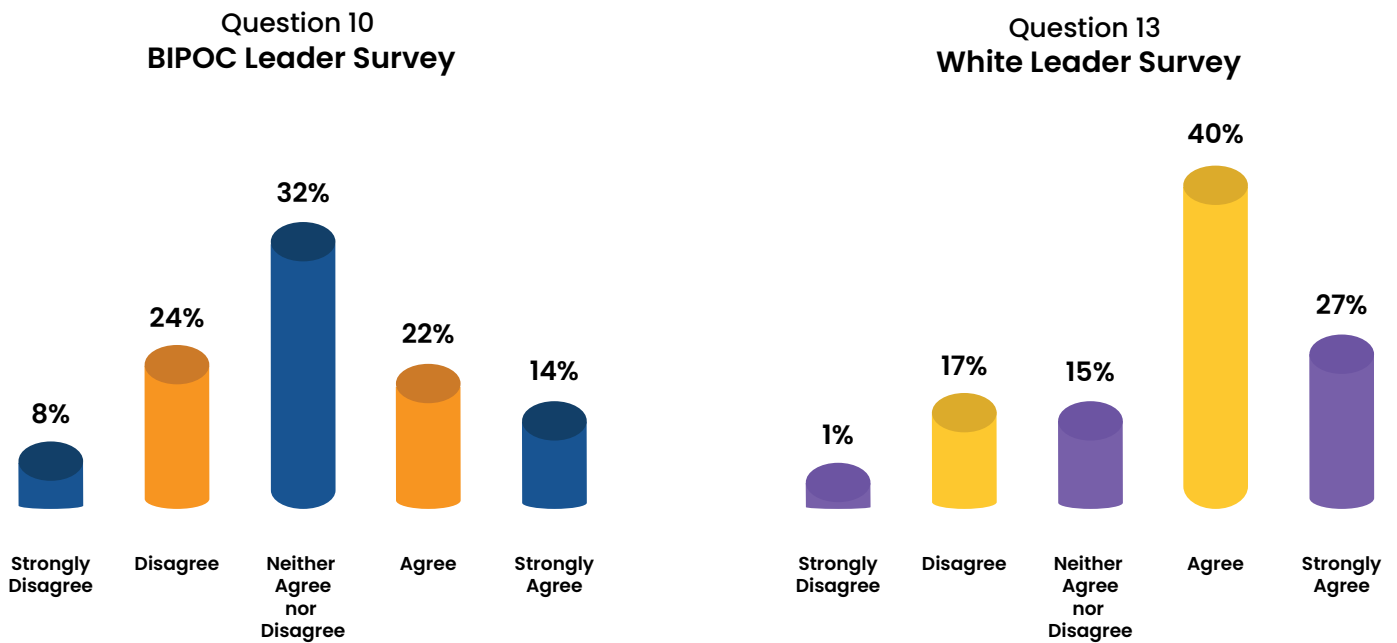




Fair/equitable promotions and career advancement - In regard to the perception of how fair/equitable promotions and career advancement were for BIPOC employees in an organization, there was again a significant difference between the two groups of respondents. Only a third of BIPOC respondents (36%) felt that BIPOC employees received fair/equitable opportunities for promotions and career advancement in their organization. This was a significant contrast to White respondents, where over 67% answering agree/strongly agree that BIPOC employees received fair/equitable opportunities.

Table 2: Fair/equitable promotions and career advancement

Please rate your level of agreement with the following statement: I believe BIPOC employees receive fair/equitable opportunities for promotions and career advancement in my organization.



Sense of Belonging - Another area established for comparison was in regard to belonging in the workplace. This question was not identical between groups, with the BIPOC Leader Survey focusing on the employees' feelings of belonging, and the White Leader Survey focused on creating a culture of belonging for BIPOC employees.

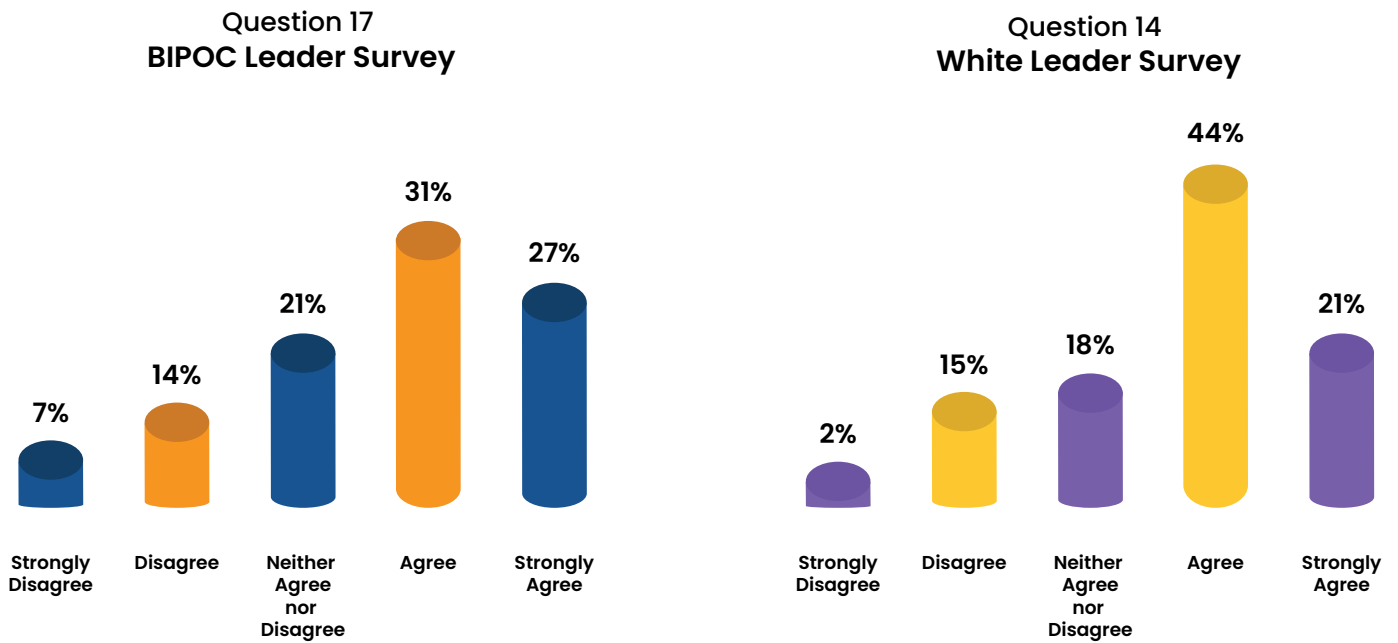
It is noted that over half (58%) of BIPOC leaders felt they belong within an organization, and most (65%) of White leaders felt their organizations prioritized creating a culture for BIPOC employees and leaders.



Table 3: Sense of Belonging

Question 17: I feel like I belong within the organization.

Question 14: My organization prioritizes creating a culture of belonging for BIPOC employees and leaders.





BIPOC Leader Survey Results

The following section includes questions that were specific to BIPOC leaders to gain knowledge about their experiences. While key themes are summarized below, to see the full results please visit this [link](#).

Key Themes from BIPOC Leaders – Likert Scale Questions

Key themes from the Likert style questions are summarized below. Open text responses are excluded from the below table as they are showcased elsewhere.

Question	Survey Question	Theme	Findings
#11	BIPOC individuals are represented in leadership positions in my organization.	Leadership Representation	70% agreed/strongly agreed that BIPOC individuals were represented in leadership positions within their organization.
#12	BIPOC individuals are represented in executive/top leadership positions in my organization.	Senior-Level Leadership Representation	However, the sentiment dropped to 61% of BIPOC leaders agreeing that they are represented in Senior level Executive positions.
#15	My supervisor/manager advocates for my career advancement.	Advocacy – Career Advancement	48% of respondents believe their supervisor/manager advocates for their career advancement, with the rest of respondents either feeling neutral (31%) or disagree/strongly disagree with the sentiment (21%).
#16	My supervisor/manager plays a critical role in my professional development and growth.	Advocacy – Professional Development and Growth	Approximately half (51%) of respondents felt their supervisor plays a critical role in their professional development and growth, with 26% answering in a neutral fashion and the remainder (23%) disagreeing.
#18	I am considering leaving my organization due to lack of support as a BIPOC leader.	Retention	47% were not considering leaving their organization due to lack of support and 20% answered in a neutral fashion. Over 32% of respondents are considering leaving their organization due to lack of support as a BIPOC leader.



Key Themes from BIPOC Leaders - Open-Ended Questions

Questions 19/20: Self Care - The vast majority (80%) of respondents indicated that they practice self-care, and responses were aggregated into themes through the open text responses.



Unfortunately, it sometimes means working harder than everyone else or the white staff.

-BIPOC leader survey respondent

Engaging in some type of exercise or movement was the most popular response, with utilization of Paid Time Off (PTO) coming in as the next most utilized self-care strategy. The top 11 responses are displayed below.



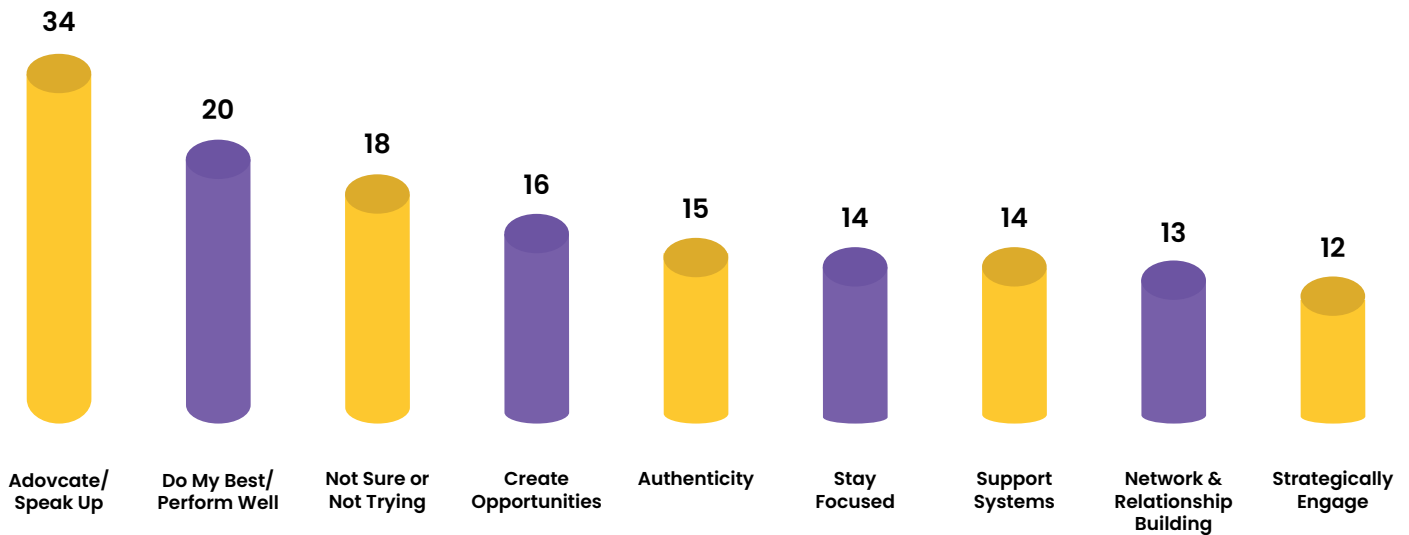
Question 21: Maneuver to Create Success - Another area of interest for the survey was how BIPOC individuals maneuver to create success in predominantly White organizations. The most common response was for individuals to advocate or speak up for themselves.

Others described the need to perform well, particularly to outperform White colleagues. Some respondents were unsure of what to do or said they were not actively trying to create success.

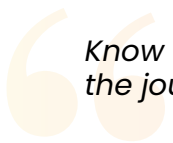


Those who described how they chose to 'Strategically Engage' were cautious about when or where they spoke up. The top nine themes are displayed below.

How Do You Maneuver to Create Success?



Question 22: Words of Advice to Aspiring Leaders of Color – Respondents were also asked to give words of advice to other aspiring leaders of color. There was a strong emphasis on relationships, such as Networking (37), finding Mentors (27), finding Advocates and Allies (11), and finding other colleagues in the BIPOC community for support (9 – not shown on chart).



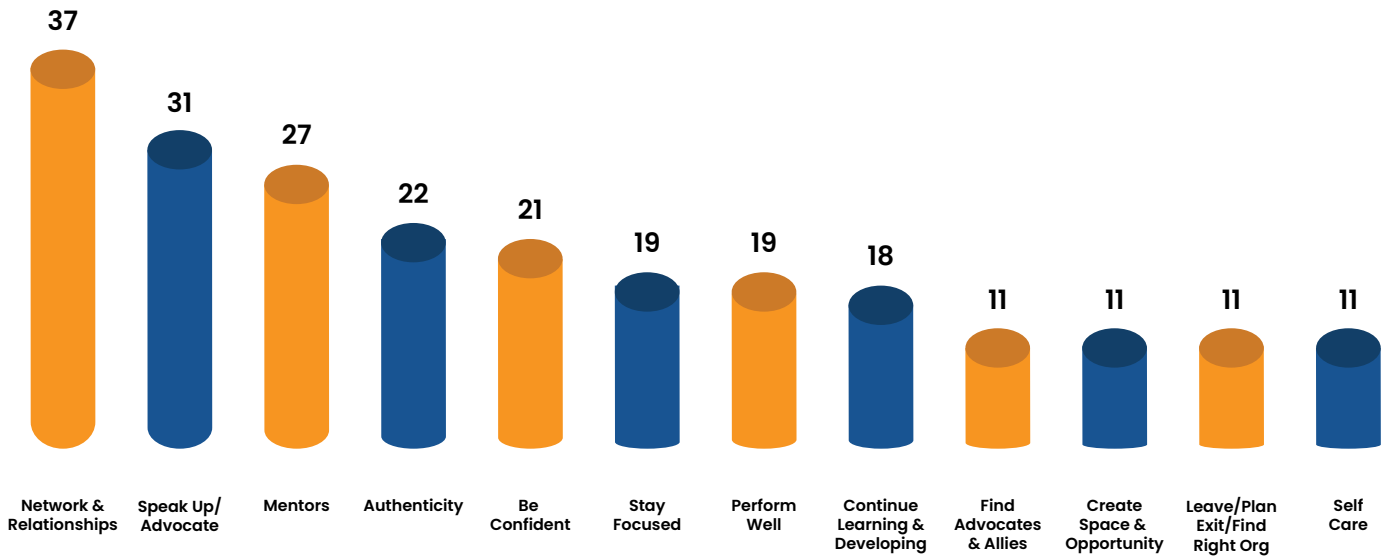
Know who you are and who you aspire to be. Make this knowledge your fuel toward the journey of aspiration.

–BIPOC leader survey respondent

Other common themes included remaining authentic and true to yourself, as well as speaking up and advocating for yourself. In addition to sharing words of advice, BIPOC respondents were also asked to share quotes with aspiring leaders of color and those quotes can be found [here](#).



What Advice Would You Give to an Aspiring Leader of Color?



The BIPOC Survey is a leadership primer on what an evolved, inclusive workplace interwoven with DEIAB practices can look like. Words of wisdom to aspiring BIPOC leaders and other BIPOC leaders include timely and practical recommendations for self-care, for walking in confidence, for being the architect of your own success. Respondents' recommendations are a roadmap to creating courageous workplaces and work environments.



White Leader Survey Results

The following section includes questions that were specific to White leaders to hear their perspective. To see the full results, please visit [this link](#).

Key Themes from White Leaders – Likert Scale Questions

Key themes from the Likert style questions are summarized below. Open text responses are excluded from the below table as they are showcased elsewhere.

Question	Survey Question	Theme	Findings
#8	Does your organization have a Diversity, Equity, Inclusivity, Accessibility and Belonging (DEIAB) plan?	DEIAB plans	Most (76%) responded yes, with 17% responding no and the remaining 7% answering they were unsure.
#9	Please rate your level of agreement with the following statement: I am knowledgeable about my organization's DEIAB plan.	DEIAB plans	Most (82%) of those whose organizations had DEIAB plans said they were knowledgeable about these plans. 10% were neutral, and 8% disagreed or strongly disagreed.
#11	Does your organization have processes in place to recruit and hire BIPOC leaders and aspiring leaders?	Leadership Representation	51% affirmed their organization has processes in place; 26% stated the organization does not; and 23% were unsure.
#12	Are the systems you have in place to recruit and hire BIPOC leaders/aspiring leaders effective?	Leadership Representation	64% agreed/strongly agreed that the systems in place are effective. 12% disagreed/ strongly disagreed with the statement.
#15	It is a responsibility of White leaders to participate in activities and agency practices to help BIPOC employees rise to positions of leadership.	Responsibility to create equity	93% agreed or strongly agreed that culture creation is the responsibility of White leaders. 1% disagreed/ strongly disagreed with the statement.



#17	My organization regularly reviews data to promote visibility and equity of BIPOC leaders agencywide	Data to verify impact	Responses were equally distributed regarding the use of data: 32% replied Yes; 33% replied No; 35% replied Unsure
#18	My organization has DEIAB metrics associated to its goals and performance indicators	Data to verify impact	Again, responses were equally distributed regarding DEIAB metrics associated with performance indicators: 31% replied Yes; 36% replied No; 32% replied Unsure.

Key Themes from White Leaders - Non-Likert Questions

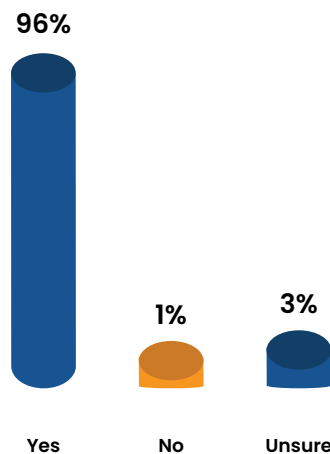
The following section includes a mix of different question responses from White leaders to gain knowledge about how they experience their organization promoting the growth and leadership of BIPOC individuals. The responses are grouped into key themes for a broader examination of how white leaders are experiencing DEIAB work within their organization.

Allyship from White Leaders - For the survey, an ally was defined as someone who does not identify as BIPOC, but who is active and purposeful in supporting, promoting, and advancing real change for marginalized groups.

Question 19: Ally for BIPOC Individuals

When White leaders were asked if they consider themselves an ally for BIPOC individuals, almost all (96%) answered yes. These results are shown in the chart below.

Do You Consider Yourself an Ally for BIPOC Individuals?



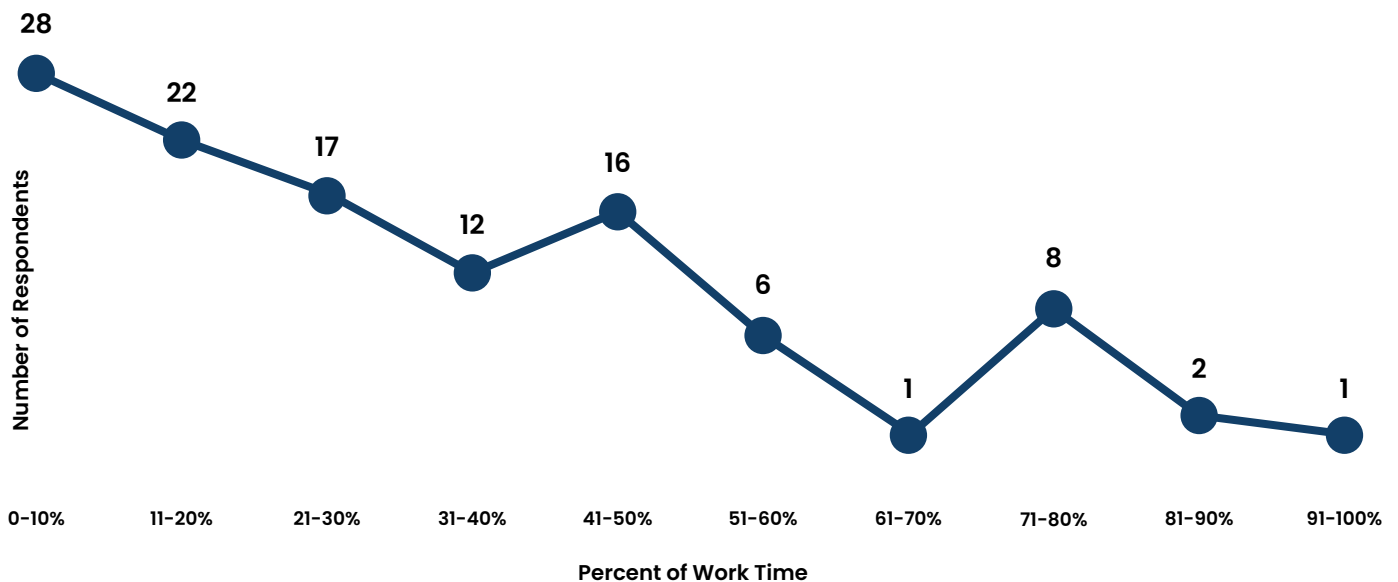


To further gauge how this allyship may show up in the workplace, questions 20 and 21 below show the time investment of White leaders in advancing BIPOC employees' career development, as well as improving access to leadership roles.

Question 20: Time Invested in BIPOC Employees at Work

Respondents were then asked to gauge what percentage of their work time was invested in BIPOC employees' career development and advancement. Respondents were given a sliding scale and could select anywhere from 0-100%. The range that respondents selected was between 0 to 100, with the most respondents answering between 0-10%. The average across all responses was 31%.

What percentage of work time do respondents invest in BIPOC employees career development?

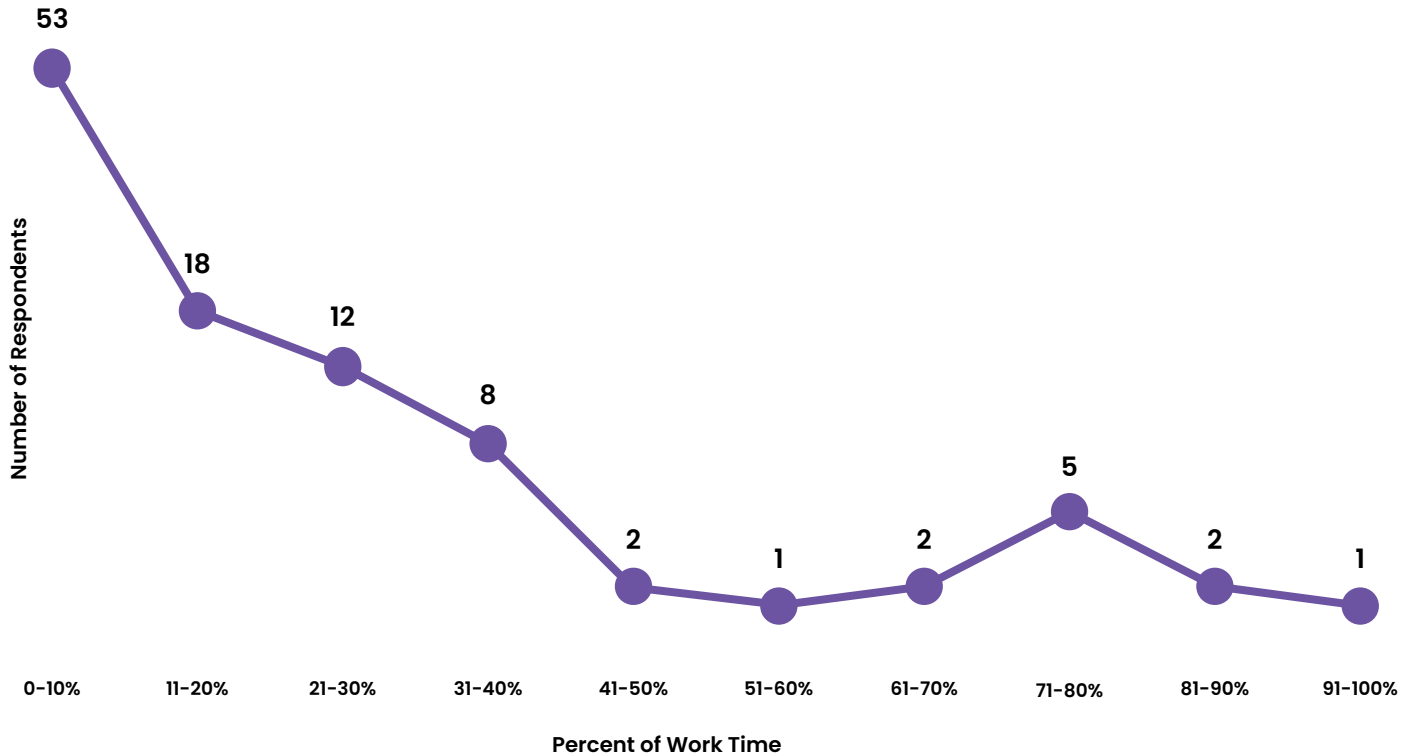


Question 21: Improving Access to Leadership Roles

Respondents were then asked to gauge what percentage of their work time was invested in collaboratives or workgroups tasked with improving access to leadership roles for BIPOC employees. Respondents were given a sliding scale and could select anywhere from 0-100% of their work time. The range that respondents selected was between 0 to 93, and the most common amount of time invested by respondents was between 0-10%, accounting for over half of all responses. The average across all responses was approximately 20%.



What percentage of work time is spent improving access to leadership roles for BIPOC employees?



Key Themes from White Leaders - Open-Ended Questions

Unfinished Work on DEIAB: It's clear from the responses that many White leaders acknowledge that their organization's work on Diversity, Equity, Inclusion, Access and Belonging (DEIAB) is not complete. It would be helpful to further probe why they believe this work is unfinished and what specific challenges they face in operationalizing their DEIAB plans.

Organizational Disagreement: The frustration expressed by some respondents regarding the lack of intentional progress on DEIAB, despite hiring BIPOC executives, is an important theme. Exploring the reasons behind this disconnect and asking for specific examples could provide deeper insights into the challenges organizations face in advancing equity.

New Commitment to Equity Work: It's positive to see that some White leaders are committed to advancing equity within their organizations. It would be valuable to ask about the strategies they are implementing in more detail, as well as any challenges they are encountering in these early phases of equity work.



Recommendations

Recommendation 1: In the White Leader Survey, 93% of respondents agreed or strongly agreed that it is a responsibility of White leaders to participate in activities and agency practices to help BIPOC employees rise to positions of leadership. However, subsequent survey questions highlighted a disconnect between the existence of this sense of responsibility and actions to follow through on it: only 32% of respondents stated that their organization regularly reviews data to promote visibility and equity of BIPOC leaders throughout the organization; and only 31% stated that their organization has any DEIAB metrics associated to its strategic goals or key performance indicators.

In addition, almost all (96%) responded that yes, they consider themselves a BIPOC ally. However, when asked how this was put into practice at work, work time spent investing in BIPOC employees career development averaged 30% and time spent improving access to leadership roles for BIPOC employees averaged 19%.

- **Commitment to BIPOC Leadership Development:** Recommendation 1 addresses the gap between the acknowledgment of responsibility and the actual actions taken to promote BIPOC leadership. To make this recommendation more actionable, it would be beneficial to include specific examples of what commitment and allyship look like in practice. Additionally, consider asking respondents how they measure the impact of these efforts.

Knowing ourselves means admitting that white supremacy and racism affect all of us. We need to develop the habit of catching how we have internalized cultural messages about our worth or lack of worth and often act out of those messages without realizing it. We need to develop the habit of catching how we reproduce dominant culture habits of leadership – power hoarding, individualism, one right way. We also need to be able to see and claim our power, our wisdom, our bravery, our intuitive and emotional and intellectual gifts.

–Dismantling Racism Works via Dr. Tema Okun’s White Supremacy Culture, 2021

Recommendation 2: Respondents’ comments suggested that having systems of growth in place and utilized facilitates equitable access to professional development for all leaders. As one survey respondent noted, “Significant professional development funding is available to all staff, but targeted, intentional support to advance BIPOC individuals and their careers is dependent on their HR managers and so inequitably experienced.”



- **Equitable Professional Development:** Recommendation 2 highlights the importance of equitable access to professional development. To enhance this recommendation, inquire about the types of professional development opportunities that have been effective in advancing BIPOC leaders' careers. This can help organizations understand what specific support is needed.
- Overall, it's essential to delve deeper into these key themes and recommendations through follow-up questions that encourage respondents to share their experiences, challenges, and success stories related to DEIAB efforts and BIPOC leadership development. This will provide a richer understanding of the issues and potential solutions.

Recommendation 3: “Critics of Corporate Diversity Efforts Emerge, Even as Initiatives Falter” noted a disconnect between companies’ public statements on diversity and inclusivity and their willingness to follow through. Years working in DEI leadership roles showed “Frankie” [name changed for confidentiality] that even well-intentioned companies often hesitate to invest seriously in areas such as employee resource groups, recruiting and onboarding improvements, and DEI training and certification. “Companies only want to talk about it or do the work when it’s profitable or when it looks good for them to do so,” she said. Frankie is describing the “Checking the Box” mentality: organizations that go through the motions and take shortcuts regarding creating anti-racist organizational cultures, all to keep the often deeply ingrained white institutional culture versus making lasting meaningful changes toward creating organizational cultures that are equitable and inclusive (Pender-Greene, 2002).

- **Leadership Accountability Starts with Board of Directors and Senior Leaders:** Create measurable mechanisms that hold boards of directors and senior leaders accountable for the dissemination and outcomes of the progress of the organization’s DEIAB plan. Developing clear accountability metrics with measurements that people can achieve provides a pathway for individuals to understand clearly how their contributions impact the systems within the systems to achieve more equity and inclusivity. Organizations may consider reading Mary Pender-Greene’s Chapter titled: “*Becoming an Antiracist Leader: From the View of a Black Female Clinician and Consultant* (Pender-Greene, 2022, Chapter 20),” and *Equity in the Center Awake To Woke To Work: Building a Race Equity Culture* concept paper as two of the many resources to learn more about the role and impact of senior leaders as they set the tone and drive the progress for DEIAB plans within an organization. In addition, utilizing change management principles to support measuring



performance outcomes, particularly the *PROSCI ADKAR Model* (Awareness, Desire, Knowledge, Ability, and Reinforcement), will help manage the scale and scope of change throughout all organizational levels and job functions.

Recommendation 4: “At DreamYard, we value diverse backgrounds and experiences. We commit to honoring and meeting people where they are and understanding we all have different entry points. We also have a commitment to working towards becoming an Anti-Racist Institution. The DreamYard Learning Community is a year-long peer-led social justice discussion that allows full-time staff to learn together by building community and exploring how past injustices can inform our current work to imagine a better future for our communities.

This space places a special focus on learning and developing strategies to address race and racism both within the organization and in the work we do externally. Through regular monthly staff meetings, we use Learning Community sessions to establish consistency in the way we talk about our work at DreamYard. The sessions also allow us to practice and develop skills in facilitating conversations about race and other intersectional social justice issues.”

Through this work, two DreamYard innovators created the “Organizational Prime For Racial Equity” in 2017. The Organizational Prime is five questions to ensure accountability for organizational decision making as it relates to taking on new partnerships, programming opportunities, hiring, firing, and/or promoting. The Organizational Prime is a constant reminder that the organization is committed to centering People of Color and explicitly addressing racial inequity. Beyond DreamYard, the Organizational Prime has become a concrete guide and proof of concept for organizations embarking on or recommitting to creating an antiracist organization.

- **Create a Workplace of Authenticity:** Organization leadership is encouraged to commit to the difficult work of creating and maintaining a work culture that welcomes the bravery to be present as one’s authentic self; that actively engages in anti-racist practices and in allyship; and that prioritizes sustained DEIAB work even when- especially when- it is difficult to do so. This consistent and trustworthy message will increase employee retention, organizational stability and organizational evolution. ([Forbes.com](https://www.forbes.com))



Recommendation 5: Collect, analyze, and use disaggregated data to identify and address inequitable practices, procedures, and policies, and utilize inclusive strategic sessions to create an effective plan for addressing inequities and monitoring the results.

- **Using Data to Create Equity:** The active use of disaggregated data to identify and address inequities in organization operations will provide a roadmap to building equity. This objective information can inform strategic growth which can be integrated into the organization's culture and sustained over time (ssir.org)

36% of survey respondents replied "no" and 32% replied "unaware" as to whether their organization had any DEIAB metrics associated with its strategic goals or key performance indicators. 68% responded "no" or "unsure" about the use of data to promote equity and visibility of BIPOC leaders in the organization.

Recommendation 6: Organizational leadership (e.g., board of directors and executive leaders) that reflects the racial, ethnic, and cultural diversity of the children, youth, and families served is important for a multitude of reasons. It establishes the foundation for the organization's leadership to be better prepared to understand and meet the needs of its diverse service population. In addition, it promotes a more inclusive organizational culture, which supports better decision-making and improved outcomes for the service population and workforce (Mackenzie, n.d.). Lastly, research has demonstrated that organizations with more diverse leadership teams usually perform better financially (Mackenzie, n.d.).

- **Diversity fosters Connection:** Diversifying the organizational leadership (e.g., board of directors and executive leaders) to reflect the racial, ethnic, and cultural diversity of the children, youth, and families served will strengthen the organization's connection to its stakeholders and contribute to a culture of belonging.

Recommendation 7: Building a culture of accountability is essential to an organization's efforts to address racism and advance racial equity. The failure to define structures of accountability before they are needed will undermine any progress toward cultivating an inclusive and equitable workplace. Organizations committed to racial equity are more likely to be successful if they recognize that this work requires new practices for talking about race and racism and new strategies for addressing acts of racial harm that seek repair and strengthen trust ("Building A Culture of Accountability", June 28, 2021).



Establishing a culture of accountability requires a substantial investment in all employees. As writer and organizer [Mia Mingus](#) explains, “We need to move away from ‘holding people accountable’ and instead work to support people to proactively take accountability for themselves. It is not another person’s job to hold you accountable—that is your job.” While we are each responsible for practicing accountability before it is demanded of us, organizations can help individuals and teams practice accountability by implementing policies that prioritize accountability and make it a cultural norm. Dismantling racism in the workplace cannot be achieved without disrupting norms of behavior, policies, and practices that preserve existing power dynamics. This is messy, challenging work, and you will make lots of mistakes along the way. But this is what is required to create an anti-racist organization. Because a truly anti-racist organization is an accountable one.

- **A Culture of Accountability is a Unifying Force for Success:** Informed by the 7 Practices for Building a Culture of Accountability (Acknowledge harm; Establish a set of internal anti-racist norms; Work to repair the harm; Skilled facilitation; Racial affinity groups; Create feedback loops; Practice generative conflict), organizations that practice accountability with integrity and care are likely to reduce the incidence of racial harm, including microaggressions, biased decision-making and abuse of power.

Recommendation 8: A culture of accountability that centers the theme of advocating and speaking up for oneself to increase visibility and to make sure leadership is aware of one’s achievements fosters employee retention and organizational success. Accountability is activated through fair and transparent performance reviews for diverse employees (LinkedIn Community). Organizations must clarify what accountability and belonging mean and look like within the organization (Pender-Greene, 2023). The best transparent performance reviews include: clear and measurable SMART goals for each employee, aligned with team and organizational objectives; applying consistent criteria and standards to all employees; being aware of one’s own biases and how they might affect one’s judgment and communication; use clear, simple and inclusive language, avoid jargon, slang or idioms that might be unfamiliar or offensive to some employees, use examples and evidence to support feedback; listen actively, empathize and acknowledge employees’ feelings and perspectives, and invite them to share their feedback, questions and concerns; monitor and support employees’ progress, celebrate their achievements, address their challenges, and provide ongoing feedback and coaching; evaluate the effectiveness of the performance review process, and seek feedback from employees and other managers on how to improve it.



- **Performance Reviews are a Building Block to Organizational Success:** Performance reviews are crucial for motivating, developing and rewarding employees, but they can also be challenging to conduct fairly and transparently, especially with a diverse team of different backgrounds, perspectives and needs. Effective reviews include goals that are communicated clearly to employees at the start of the review period; a delivery approach that is objective, self-reflective and open-minded; and a supervisor who seeks feedback from others on their performance as a manager.
- Bias-free performance review systems are a building block for the organization's successful DEIAB practices. Teams that understand that the performance review system was designed (or revamped) with the goal of supporting the company's vision for diversity and inclusion helps them understand why it's important to the bigger picture (PerformYard).
- Performance Metrics need to include every level of the organization to remove the roots of the deeply ingrained institutional racism that functions as a barrier to equity and inclusivity within the organizational culture and impacts BIPOC leader's ability to thrive.

One of the biggest complaints I hear from employees about annual performance reviews is that the criteria and metrics by which they are evaluated were never clearly communicated. Imagine training for months and then running a race as hard as you can, only to be told at the finish line that competitors were scored not by their finish time, but by the color of their socks.

-Deanna Parkton, Life in Progress, 2021

Recommendation 9: The Othering and Belonging Institute at the University of California–Berkeley defines belonging "as having a meaningful voice and opportunity to design political, social, and cultural structures that shape one's life – the right to contribute and make demands upon society and political institutions." BIPOC leaders' responses focused on employees' feelings of belonging, whereas the White leader survey focused on creating a culture of belonging for BIPOC employees. As we think about the findings, thoughts about priority versus the actual feeling of belonging, and how organizations identify opportunities to create psychological safety and build intentional spaces where people can experience opportunities to be brave, come to mind. We understand that the sense of belonging is hard to measure since everyone, regardless of race, gender, and ability, has different interpretations of security and safety.

- **Psychological Safety Allows Confidence to Flourish:** When organizations are dedicated to building psychological safety, that fosters the ability to be courageous. Create transparent



agreements for which each person is accountable and that engage a learning environment that reduces shame and reinforces compassion for others. Think about adding Indigenous practices that serve to increase communication and create resonant experiences to foster togetherness in your organization.

Recommendation 10: Statements such as “valuing all people” when not linked to diversity falls extremely short of effectively communicating a commitment to DEIAB. Valuing people and diversity is about acknowledging and embracing differences and similarities and establishing, advancing, and sustaining relationships. The majority is already in a position of power so when we focus only on “valuing all people” the focus fails to specifically include equity challenges faced by BIPOC and other marginalized individuals and groups. Linking diversity with valuing all people helps us to acknowledge and address the fact that the same opportunities and resources are not accessible and available to everyone. Valuing diversity involves respecting and supporting the diverse strengths, abilities, interests, and views of these individuals and groups. It is impossible to create an equitable and inclusive organization without valuing diversity.

- **Actions Matter:** It is crucial to any DEIAB initiative that leadership clearly communicate and implement actionable approaches demonstrating their investment, commitment, and intent for valuing diversity.



Innovative Practices

- A survey respondent launched an internal learning academy to elevate BIPOC leaders in the New York City youth development community by honing their leadership skills while assessing and improving the organizational culture and systems in which they operate. This program is meant to strengthen the talent pipeline of diverse leaders and build greater access for leaders of color to advance and succeed in nonprofit leadership, heightening representation and accelerating the advancement of equity and inclusion in the nonprofit sector. While this program is intended for the youth development organizations we work with, our own staff have access to participate in the program. As of right now, we reserve one spot for a Youth INC staff member to participate and then work to advance their career at our organization.
- A survey respondent organization provides career advancement coaching for BIPOC staff with BIPOC coaches, provides salary differentials for people with lived experience and bilingual people, and has an "Educational Advancement Fund" which prioritizes BIPOC applicants to help them pursue higher education.
- A survey respondent organization is seeing the results of its intentional work towards equity: "Our equitable hiring practices helped us transform our Executive Team from majority White to majority BIPOC in just a few years."
- A survey respondent organization's SMART multidimensional approach has organizational buy-in and has drastically changed the imbalance of leadership representation. Through its strategy, the organization:
 - prioritizes HBCUs (Historically Black Colleges and Universities) for staff recruitment
 - offers need-based internship stipends to ensure that their internships are accessible to the low-income communities of color they serve
 - evaluates staff on their commitment to equity
 - has instituted Reprieve Leave, a sabbatical for impacted employees experiencing burnout
 - has an employee hardship fund to support employees with emergency needs
 - funds a leadership training program for BIPOC staff



- Inspired by Race Equity Prime, a survey respondent organization:
 - developed an HR Transparency document to ensure equal pay for all roles
 - analyzes data annually to ensure pay equity in pay and organizational advancement regardless of age, race, gender or any other factor
 - uses Race Equity Prime in all strategic decision making which impacts new roles and the organization's hiring process
 - has embedded race equity within hiring process in several ways
 - hosts a monthly affinity group guided by a race equity-based learning process
- The Affinity Group breaks into self-assigned small groups that work on Racial Justice Projects that are focused on internal practices. Deliverables include a sabbatical program, a fair pay and equitable pay process, a Wellness team, and many more internal practices through this.
- Committed to continuing this work, the organization has hired an experienced Director of People and Culture whose first major project will be to develop an internal career development and support process, with coaching and mentorship and skill development.
- A survey respondent says their organization's DEI taskforce is both a "restorative, safe space for team members and an innovative area for advancing professional trainings and DEI strategies for the organization." The taskforce has consistently advocated for DEI metrics to be integrated into all areas of the organization's strategic plan.



Conclusion

The BBI Leaders of Color Project Workgroup appreciates the time you have taken to review and absorb this concept paper. Using the recommendations presented here as a starting point, we hope you will find this an inspiring resource to evolve predominantly white organizations into equitable and inclusive organizations for Black, Indigenous and People of Color (BIPOC) leaders and their White colleagues; and an educational resource to understand and embrace an anti-racist organizational culture where BIPOC leaders can actualize their expectations of success.

Leaders in predominantly white-led organizations are encouraged to utilize the resources throughout this paper as a blueprint to shape an organizational culture that advances DEIAB by honoring diversity in all its intersections; striving for equity in their business practices, policies, and procedures; demonstrating inclusivity in all forms; creating accessibility; and fostering a culture of belonging that enhances psychological safety.

In your organization transformation activities, we invite you to view the survey questions and results on which this concept paper was built, and quotes shared by BIPOC leaders, via this link at any time. The addendum to this paper, [Strategies for Reinforcing Allyship to Empower Black Indigenous and People of Color \(BIPOC\) Individuals in Predominantly White Organizations](#), is presented as guidance for leaders ready to take the next steps in this journey towards an evolving and courageous organization.



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Resources

African American Board Leadership Institute (AABLI) – AABLI strengthens nonprofit, public and private organizations through recruiting, preparing, and assisting with the placement of African Americans on a broad range of governing boards. Please visit their website at [Home | AABLI - African American Board Leadership Institute](#)

Americans for Indian Opportunity (AIO) – AIO draws upon traditional Indigenous philosophies to foster value-based leadership, inspire stakeholder-driven solutions, and convene visionary leaders to probe contemporary issues and address the challenges of the new century. Governed by a Board of international Indigenous leaders, AIO also seeks to create innovative international Indigenous interactions that contribute Indigenous worldviews to the global discussion. AIO is a national nonprofit organization, headquartered in Albuquerque, New Mexico. Please visit their website at [Americans for Indian Opportunity \(aio.org\)](#)

Asian Leaders Alliance (ALA) – ALA’s mission is to equip and empower Asians, Native Hawaiians, Pacific Islanders, and allies to develop as leaders in the workplace and communities, to advocate, serve, and drive collective impact through Employee Business Resource Groups (E/BRGs) and partner organizations. Please visit their website at [Asian Leaders Alliance \(ALA\)](#)

Building Blocks for Change: A Race Equity Assessment by the Building Movement Project – Building Blocks for Change (BB4C), an initiative of [Building Movement Project](#), was developed in partnership with national race equity experts, including nonprofit leaders, DEI consultants, and organizational capacity builders. The assessment tool was rigorously beta-tested and validated by data scientists.

Building Bridges Initiative (BBI) Leaders of Color Project – In 2020, the BBI Leaders of Color Project published its first concept paper, *Beyond Cultural and Linguistic Competence: Achieving Diversity, Equity, and Inclusion for Leaders of Color*. This paper offers a variety of strategies and resources to support current and emerging LoC in their multiple roles and to assist organizations with predominantly White Boards and executive leaders in improving Board and organizational practices, ensuring that LoC are given the same opportunities as their White counterparts. Access this concept paper at <https://buildingbridges4youth.org/document/bbi-beyond-cultural-and-linguistic-competence-clc-achieving-diversity-equity-and-inclusion-for-leaders-of-color-paper-pdf/>



Center for the Study of White American Culture (CSWAC) – In April 1995 CSWAC was founded by Jeff Hitchcock and Charley Flint, who had a lifelong interest in matters of racial justice and equity. The founders envisioned an organization that would raise consciousness about the roles whiteness and white American culture occupy in the racial structure of United States society. Their mission is to “build an equitable society in the United States by decentering white culture and centering an anti-racist multicultural culture free of white supremacy.” They hold workshops, trainings, and also established a book publishing company Crandall, Dostie & Douglass Books, named after 19th century abolitionists. Please visit their website at <https://cswac.org/>

Continuum on Becoming an Anti-Racist Multicultural Organization – An assessment developed by Bailey Jackson and Rita Hardiman, and further developed by Andrea Avazian and Ronice Branding, and further adapted by Melia LaCour, PSED. The assessment provides a continuum for organizations to identify the current area of the continuum they are on, and develop plans of action to get to their desired outcome. Please visit their website at [Continuum on Becoming an Anti-Racist Multicultural Organization](#)

Equity & Results – Aligned Antiracist principles with a Results-Based Framework to transform organizational culture and actions to deliver racially equitable results. Please visit their website at <https://www.equityandresults.com/>

Equity in The Center – Equity in The Center training, convenings, tools, and resources equip leaders to serve as change agents who drive race equity within their organizations. They provide frameworks, best practice techniques, and a community of support as leaders embrace race equity initiatives and become more aware of the importance of race equity internally and externally. Please visit their website at [Equity In The Center - Building A Race Equity Culture](#)

Hispanic Federation – Over two decades ago, the Hispanic Federation was founded by its peers with a clear purpose of growing and investing in a strong network of New York City Latino nonprofits. While HF's scope of work has grown in breadth, depth, and geographic reach, nonprofit capacity building still remains at the epicenter of the Federation's mission. Each year, HF looks for new ways to deepen connections to its network of 100 Latino nonprofits through workshops, events, and grant opportunities. The Federation will always be committed to reinforcing the ties between Latino nonprofits, ensuring they remain a vibrant and influential sector. Please visit their website at https://hispanicfederation.org/programs/organizational_development/



MPG Consulting (MPGC) - is committed to eliminating bias and structural racism in the workspace. MPG Consulting supports organizations and leaders in their pursuit of an inclusive, fair, and respectful workplace that values all individuals and embraces diversity. Their racially and culturally diverse team brings to organizations a wide range of experience as coaches, clinicians, trainers, managers, and anti-racist organizational consultants in mental health, education, child welfare, business, legal, social justice, and social service settings. Please visit their website at [MPG Consulting | Mary Pender Greene, LCSW-R](#)

Next Generation Leadership (NGL) - Next Generation Leadership is a professional development program designed to help public media expand diversity among its programming executives by identifying and training new and diverse senior and executive producers and other content leaders in television, film, radio, and digital platforms. Please visit their website at <https://www.pbs.org/ngl/>

Othering & Belonging Institute (OBI) at the University of California, Berkeley is a multidisciplinary team of scholars, organizers, communicators, researchers, artists, and policymakers committed to building a world where all people belong. OBI advances groundbreaking research, policy, and ideas that examine and remediate the processes of exclusion, marginalization, and structural inequality (othering) in order to build a world based on inclusion, fairness, justice, and care for the earth (belonging). Please visit their website at <https://belonging.berkeley.edu/>

The People's Institute for Survival and Beyond – Leaders in the Movement to Undo Racism©
The Mission statement for “The People’s Institute for Survival and Beyond - a national, multiracial, anti-racist collective of organizers and educators, is dedicated to building a movement for social transformation. Our aim is to undo racism and other forms of oppression.” Please visit their website at [About Us – PISAB](#)

RAND Center to Advance Racial Equity Policy - The RAND Center to Advance Racial Equity Policy is a hub for generating inclusive, multi-sector policy ideas that center diverse cross-sections of people throughout every step, from research and analysis to dissemination and implementation. We take a humanity-first, community-driven approach to equity research with the goal of creating meaningful policy and systemic change. We move from documenting disparities alone to research that can realize a more equitable society for all. Please visit their website at <https://www.rand.org/well-being/racial-equity-policy.html>



We All Count Project for Equity in Data Science – We All Count Project for Equity in Data Science was founded by Heather Krause. The organization developed a “data equity framework,” that allows organizations to identify the “equity holes” to develop practical concrete equity solutions. Training and learning development opportunities support organizations with integrating equitable practices in the use of data. Please visit their website at <https://weallcount.com/about-us/>

White People 4 Black Lives – With full recognition of the privilege we as white people have that allows us to ignore or minimize issues of race and racism, we make a conscious decision to notice, call out, and challenge institutional and cultural racism. Standing on the shoulders of those who came before us, such as white abolitionists like John Brown and the Grimke sisters, and white organizers fighting segregation like Anne Braden, we approach our work with an intersectional lens and a commitment to act accountably in our relationships and alliances with people of color and people-of-color-led organizations. Please visit their website at <https://www.awarela.org/white-people-4-black-lives>