

# *Cooperation Canada: Antiracist Strategy Development Training*

*Date: September 18, 2024*

*By: Dr. Yabome Gilpin-Jackson (she/her)*

# *Our home on Native Lands...*



# *Our Overview*

1. What is & why an antiracist strategy?
2. Where do I start? Process steps for developing antiracist strategies from current state to desired future state.
3. How to sustain an antiracist strategy?
4. What? So What? Now What?

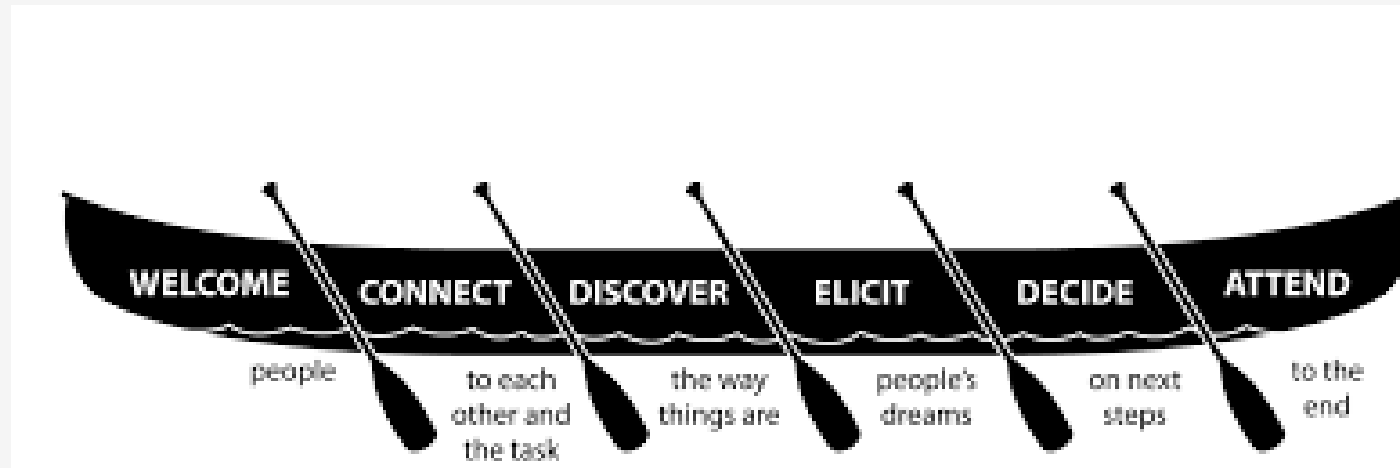
# *Our Space...*

## Four Agreements of Courageous Conversations

1. Stay Engaged
2. Experience Discomfort
3. Speak Your Truth (Respectfully – Use “I”)
4. Expect & Accept Non-closure

Adapted from: Singleton, G. & Linton, C. (2006). [\*Courageous Conversations About Race: A field guide for achieving equity in schools\*](#). Thousand Oaks: Corwin Press Inc.

# *Our Journey...*



Axelrod, D., & Axelrod, Emily M. (2014). *Let's stop meeting like this : tools to save time and get more done / Dick and Emily Axelrod.* (1st edition.). Berrett-Koehler Publishers.

# *Connecting:*

- Name
- Organization/role in antiracist strategy development
- Your personal hopes and concerns re: developing an antiracist strategy

Join at  
**slido.com**  
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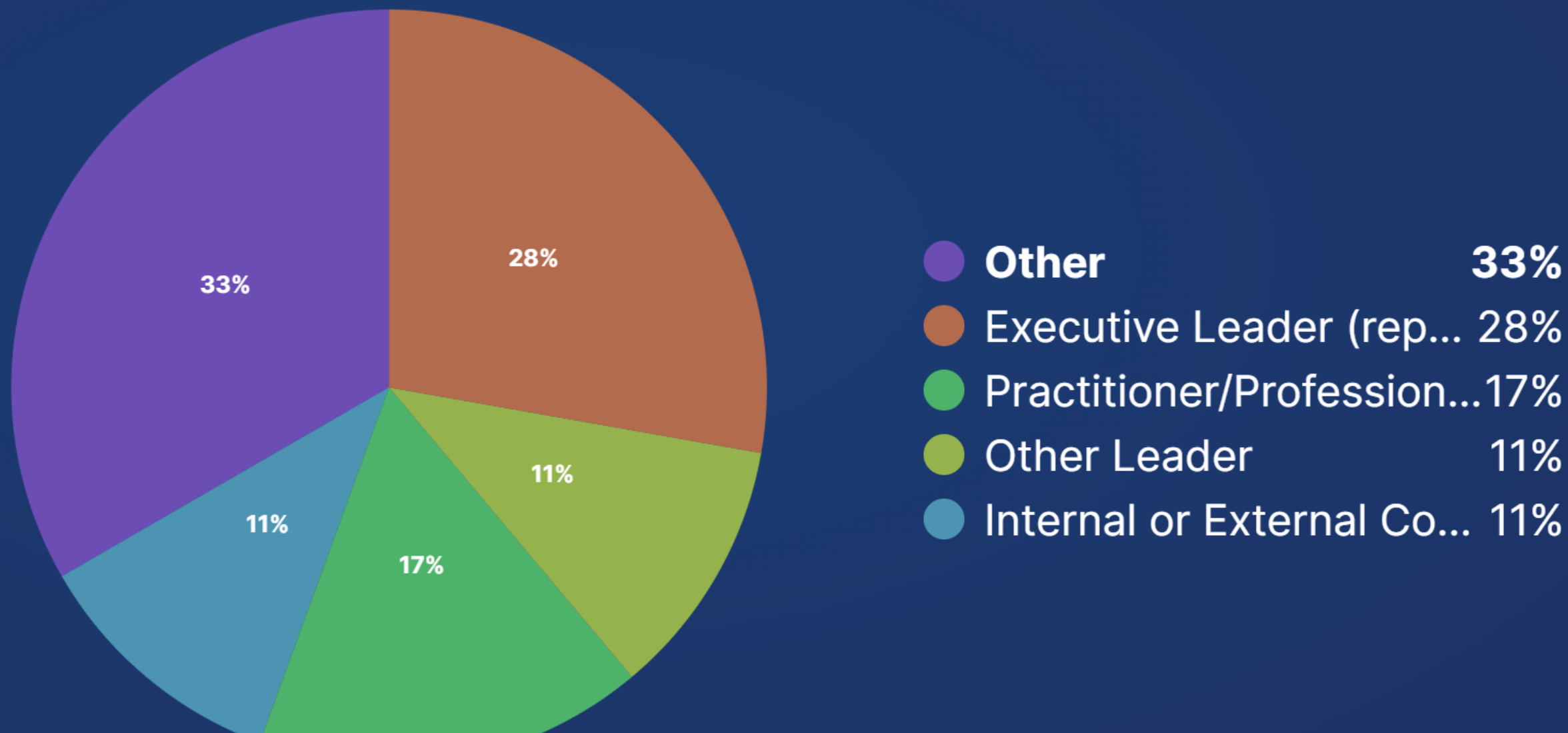


# *Poll:*

- What role do you think is best suited to developing organizational antiracist strategies?
  - 1. Executive Leader (reports to the CEO)
    - 2. Other Leader
  - 3. Practitioner/Professional Roles
  - 4. Internal or External Consultant Roles
    - 5. Other



## What organizational role do you think is best suited to developing organizational antiracist strategies?



# What's needed?

## Initiating

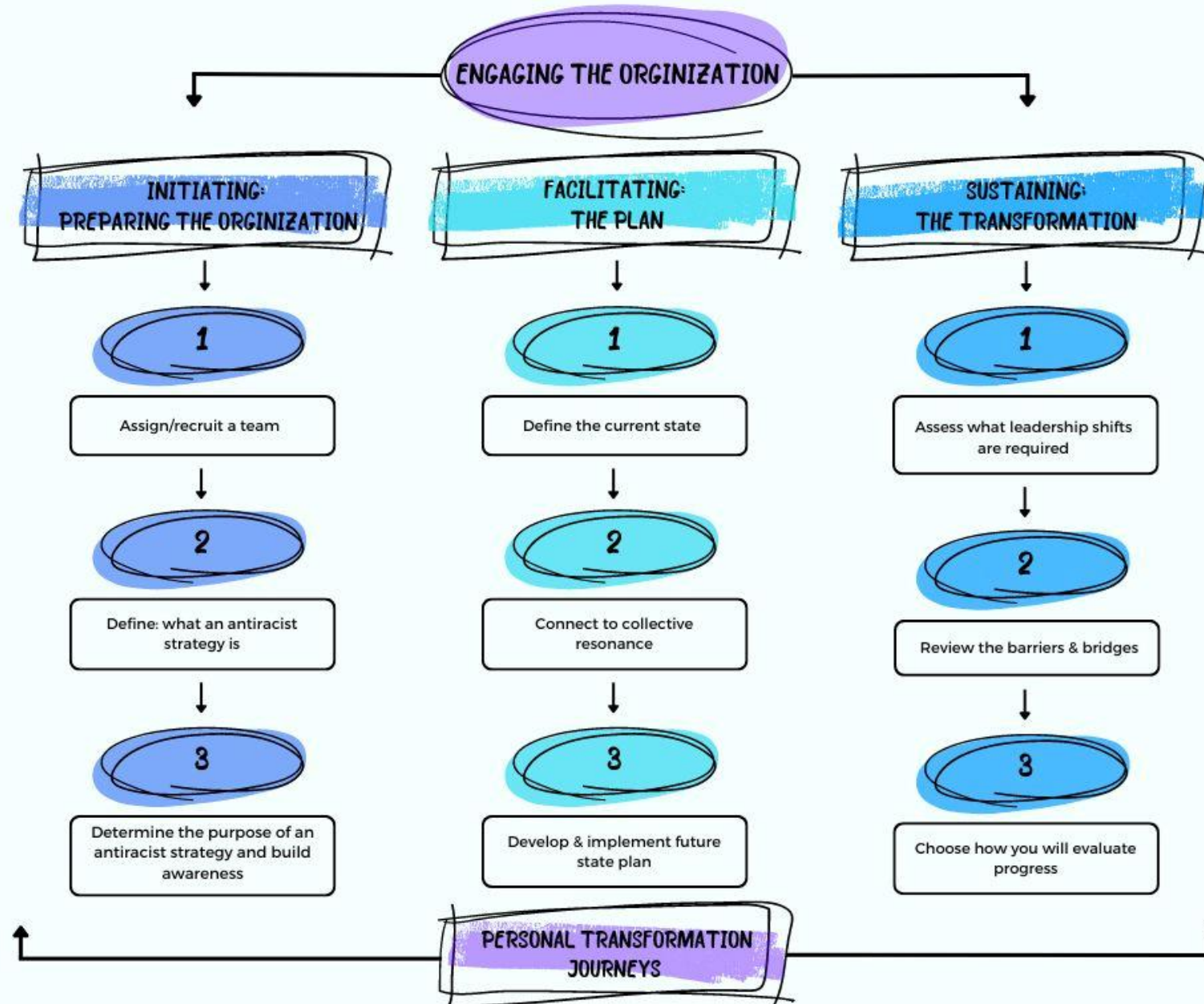
(prepare the organization)

## Facilitating

(current state, connect to resonance & purpose, design future, develop and implement systemic change strategy)

## Sustaining

(institutionalize sustaining structures over time)



# *Initiating: Preparing the Organization*

*Assign/recruit a team*

*What is an antiracist strategy?*

# *Antiracist Strategy...*

- An organizational change/development plan to achieve the desired outcome of inclusive excellence/belonging for people of all racial identities.

# *Definitions...from ARC framework*

- **Systemic Racism**

- The policies and practices entrenched in established institutions, which result in the exclusion or promotion of designated groups. It differs from overt discrimination in that no individual intent is necessary. - *Alberta Civil Liberties Research Centre*

- **Organizational Racism**

- The way seemingly neutral organizational policies and systems (e.g. the people are hired, how board members are recruited, etc.) can create disparities in access and outcomes for Indigenous, Black and people from historically disadvantaged countries. - *Communitywise Resource Centre*

- **Anti-racism**

- The conscious, deliberative and on-going process of identifying, challenging, and changing the values, structures and behaviours that perpetuate systemic racism. Anti-racism is an approach, not an end-point, and thus provides a useful frame for an organizational change process. - *Communitywise Resource Centre*



# Definitions...

- **Diversity, Equity and Inclusion**

- **Diversity:** The wide array of differences among people and their perspectives on the world.
- **Equity:** Where advantage and disadvantage are not distributed on the basis of social identity factors such as race and ethnicity.
- **Inclusion:** Reflected in environments that enable diverse peoples to participate fully, be respected and feel valued. - *Communitywise Resource Centre*

- **Racial Equity / Racial Justice**

- The systematic fair treatment of people of all races, resulting in equitable opportunities and outcomes for all. - *Racial Equity Tools*

# Definitions...

- **Decolonization**

- “Decolonization is the dismantling of the process by which one nation asserts and establishes its domination and control over another nation’s land, people and/or culture.” - *BC Office of Human Rights Commissioner*.

- **Intersectionality**

- A term coined by Kimberley Crenshaw to describe a prism that examines how identity factors such as race, age, gender, ability and sexual orientation overlap and intersect with systems of power

- **Privilege**

- Unearned social power accorded by the formal and informal institutions of society to ALL members of a dominant group (e.g. white privilege, male privilege, etc.). - *Racial Equity Tools*

# *Principles and Assumptions...*

- 1. Individual consciousness raising and training activities for individuals in organizations may be necessary but are not sufficient to produce organizational change*
- 2. Organizations are not either "good" (antiracist/inclusive) or "bad" (racist/exclusive).*
- 3. The change process needs to be pursued with a clear vision of the "ideal" end state, or the multicultural organization, in mind.*
- 4. The picture of the real should be derived from an internal assessment process.*
- 5. Ownership of the antiracism process is a key to success.*
- 6. Significant organizational change in social justice and diversity will occur only if there is someone monitoring and facilitating the process.*

Adapted from: Jackson, B. W. (2014). Theory and Practice of Multicultural Organization Development. In *The NTL Handbook of Organization Development and Change* (pp. 175–192). Wiley. <https://doi.org/10.1002/9781118836170.ch9>

*Why create an antiracist strategy?*

# *Start at Why or What is the Purpose?*

Why do you do what you do?

Why do you get out of bed in the morning?

And why should anyone care?

It is one of life's greatest joys to wake up in the morning

Every morning

With a clear sense of why the day matters

Why every day matters.

This is what it means to find your Why.

It is the start of an inspiring journey

Your inspiring journey.

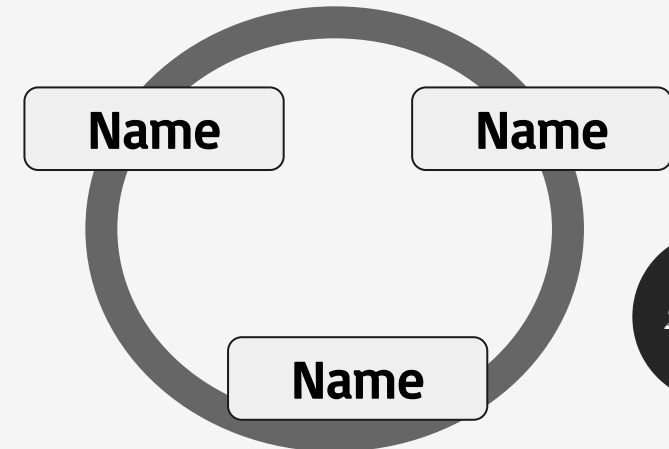
*Find Your Why, Simon Sinek, David Mead, Peter Docker (2017)*

# *Personal Whys: Story Circle*



Photo by [Maria Teneva](#) on [Unsplash](#)

1. What is a story from your life (to a person, an event, a thing, a trigger with the quality of nostalgia) that deeply connects you to why antiracism is important?



# *Purpose Statement*

A hand-drawn template for a Purpose Statement on a piece of paper. The template is enclosed in a black rectangular border. It contains two lines of text, each followed by a red horizontal line for writing. The first line starts with the word "To" and is labeled "Contribution" with an arrow pointing to the red line. The second line starts with the words "so that" and is labeled "Impact" with an arrow pointing to the red line. The paper has a slightly textured, off-white appearance.

To \_\_\_\_\_

so that \_\_\_\_\_

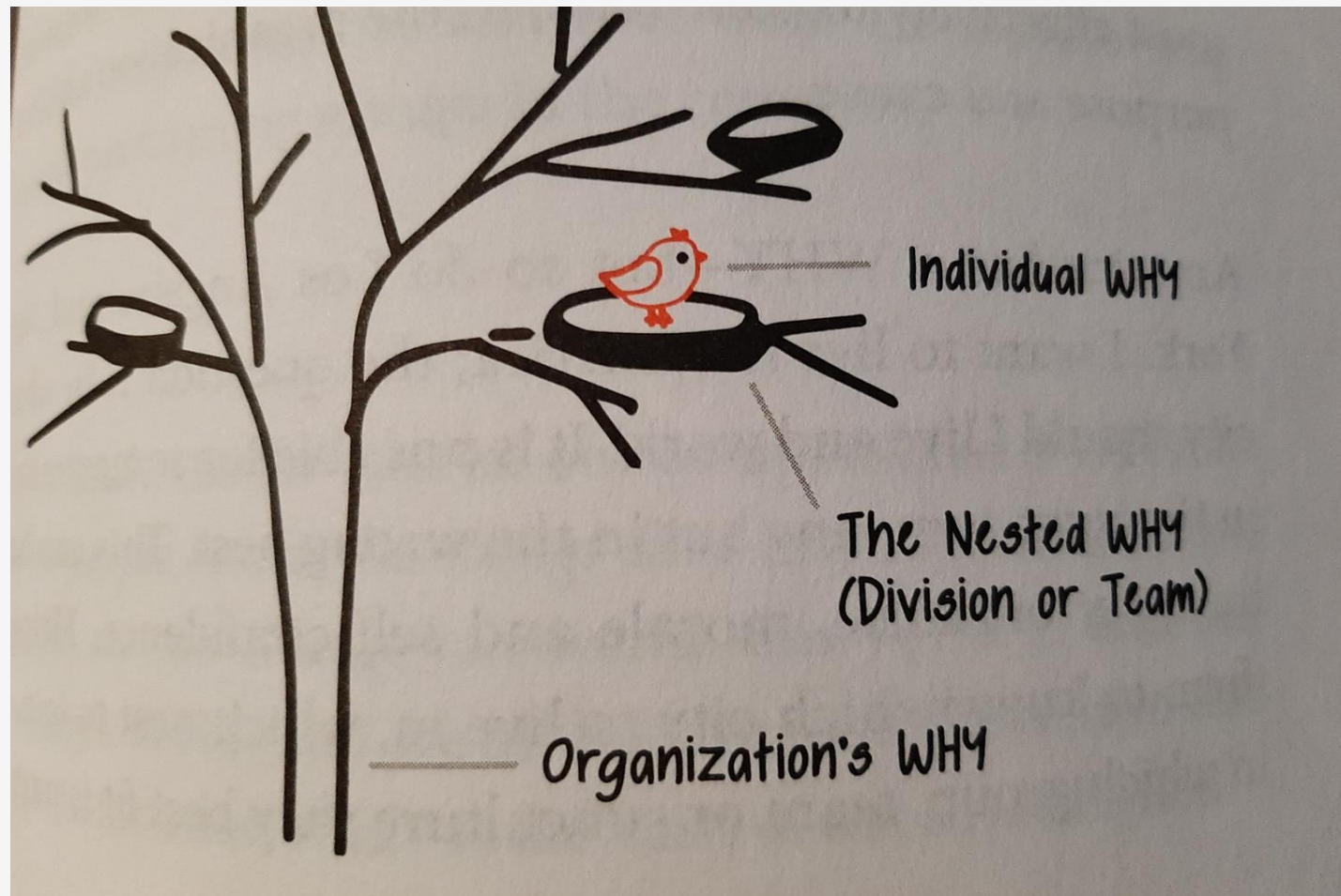
Contribution

Impact

*Find Your Why, Simon Sinek, David Mead, Peter Docker (2017)*



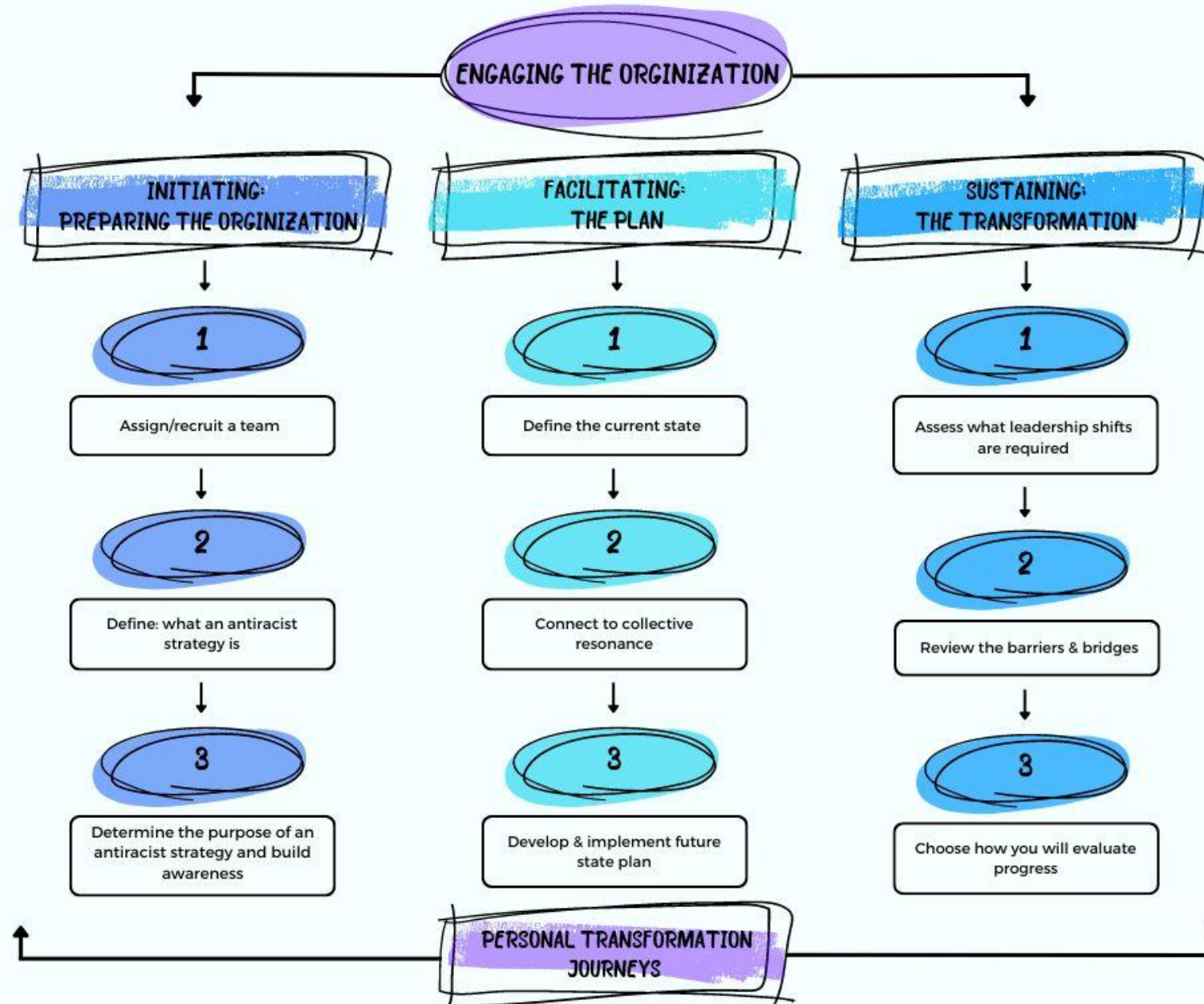
# Nested Whys



*Find Your Why, Simon Sinek, David Mead, Peter Docker (2017)*



# *Facilitating: The Plan*

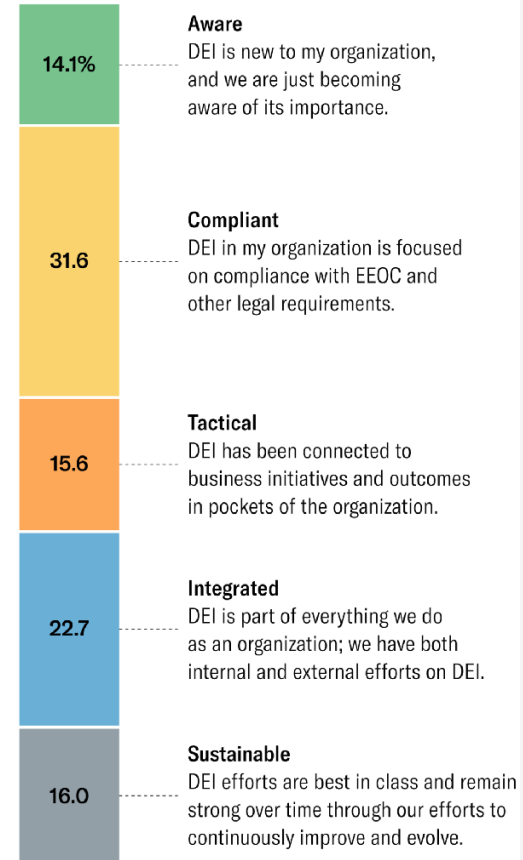


*Where do you start?*  
*What is the current state?*

## A Snapshot of Companies' DEI Progress

A 2022 survey conducted in partnership with Slack's Future Forum asked more than 10,000 knowledge workers across six countries to evaluate their companies' DEI performance. Nearly a third of organizations are stuck in the compliant stage, the study revealed.

Which of the following statements best describes your company's approach to diversity, equity, and inclusion?



HBR

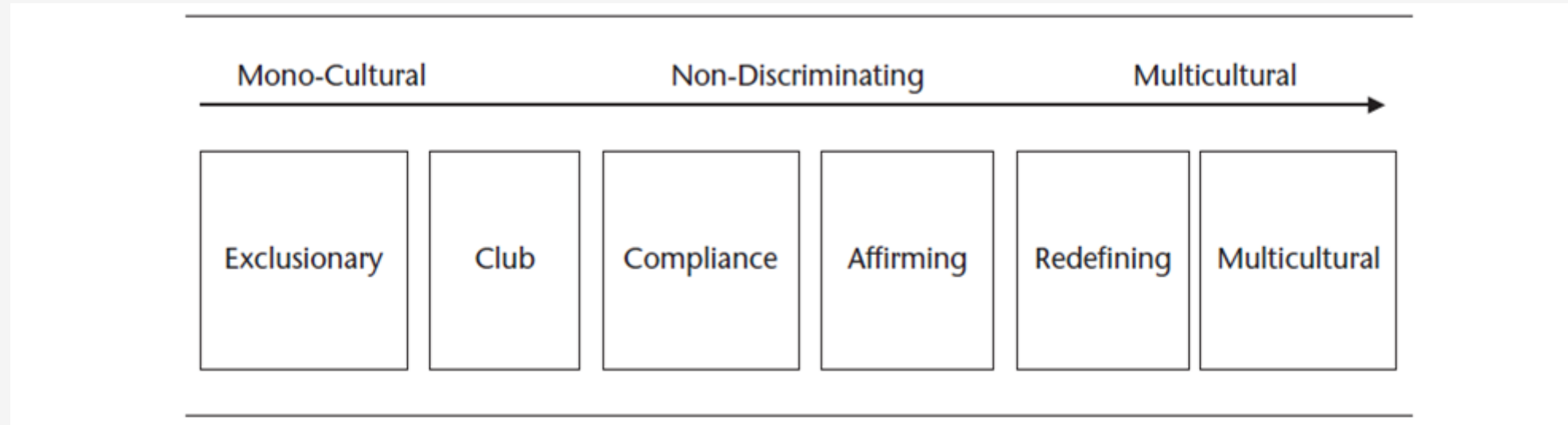
# *Poll:*

- I would rate my organization as follows on the 5 stages of DEI Maturity
  - 1. Aware
  - 2. Compliant
  - 3. Tactical
  - 4. Integrated
  - 5. Sustainable

I would rate my organization as follows on the 5 stages of DEI Maturity



# *Antiracist / Multicultural Organization Continuum*



Jackson, B. W. (2014). Theory and Practice of Multicultural Organization Development. In *The NTL Handbook of Organization Development and Change* (pp. 175–192). Wiley.  
<https://doi.org/10.1002/9781118836170.ch9>

Exclusionary	Club	Compliance	Affirming	Redefining	Multicultural
<ul style="list-style-type: none"> <li>-Devoted to majority group's dominance and privilege</li> <li>-Embeds exclusivity/racist policies in organization's structural dna</li> <li>-Is openly hostile to social justice/diversity advocacy</li> </ul>	<ul style="list-style-type: none"> <li>-Avoids overtly advocating racist policies but covertly seeks to maintain status-quo power holders</li> <li>-Status-quo seen as the 'right' way</li> <li>-Accepts token hires that are willing to maintain status quo</li> <li>-Addresses social justice issues only if comfortable</li> </ul>	<ul style="list-style-type: none"> <li>-Seeks compliance without 'rocking the boat' and offending power holders</li> <li>-Seeks to diversify at lower levels of the organization and prefers those who do not 'make waves' in senior roles.</li> </ul>	<ul style="list-style-type: none"> <li>-Committed to eliminating discriminatory practices</li> <li>-Actively removing barriers and increasing access for those typically denied access within organizational structures.</li> <li>-Conducts antiracist and antioppression awareness campaigns and audits</li> </ul>	<ul style="list-style-type: none"> <li>-Moves beyond stated commitments to social justice/antiracism</li> <li>-Looks for ways to value, promote and amplify antiracism</li> <li>-Explores the benefits of an antiracist and multicultural organization</li> <li>-Looks for alternate modes of organizing for inclusion, and empowerment of all</li> </ul>	<ul style="list-style-type: none"> <li>-Reflects the contributions and interests of all in its organizational structures</li> <li>-Had acted on commitment to eradicate all forms of social oppression</li> <li>-Advances an ongoing progressive vision of antiracism and strives for the ideal.</li> </ul>

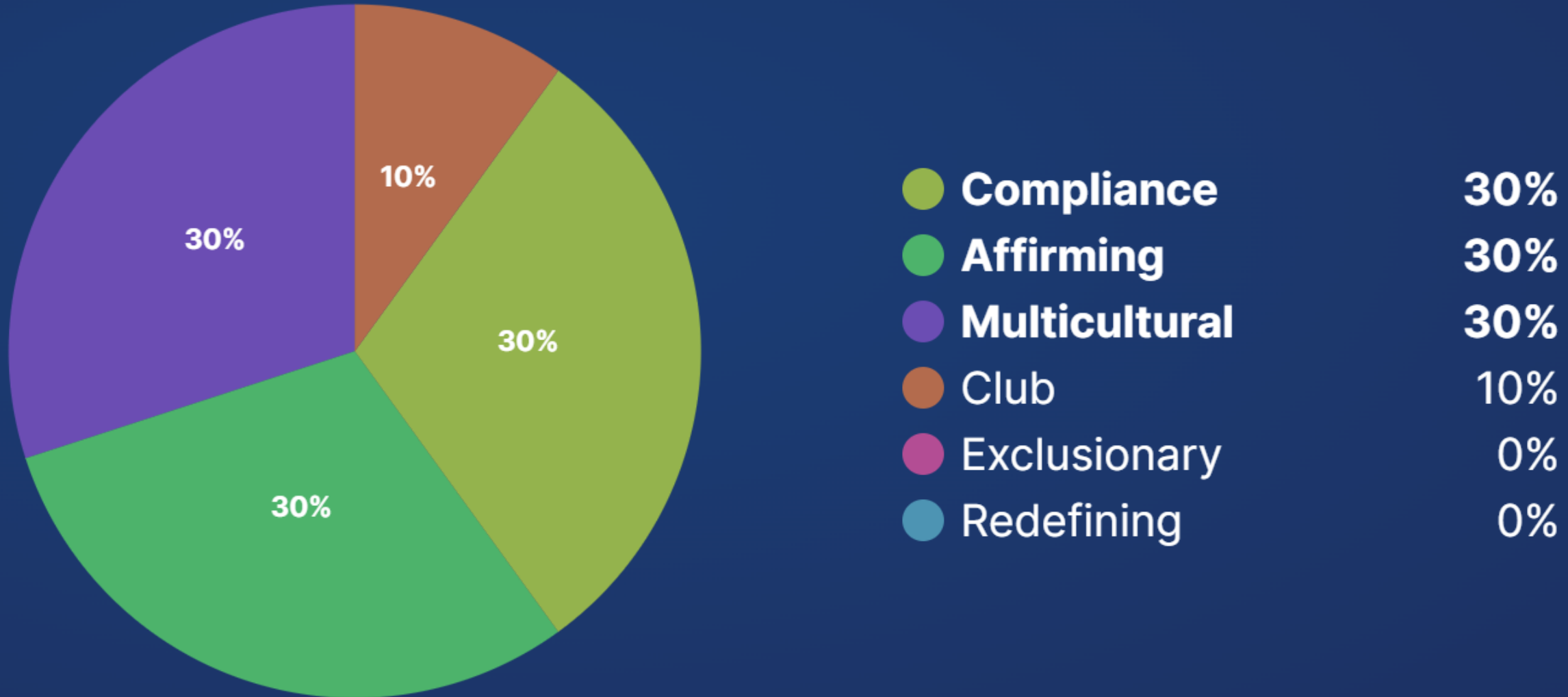
Adapted from: Jackson, B. W. (2014). Theory and Practice of Multicultural Organization Development. In *The NTL Handbook of Organization Development and Change* (pp. 175–192). Wiley. <https://doi.org/10.1002/9781118836170.ch9>



# *Poll:*

- I would rate my organization as follows on the Antiracist Multicultural Continuum.
  - 1. Exclusionary
    - 2. Club
  - 3. Compliance
  - 4. Affirming
  - 5. Redefining
  - 6. Multicultural

# I would rate my organization as follows on the Antiracist Multicultural Continuum



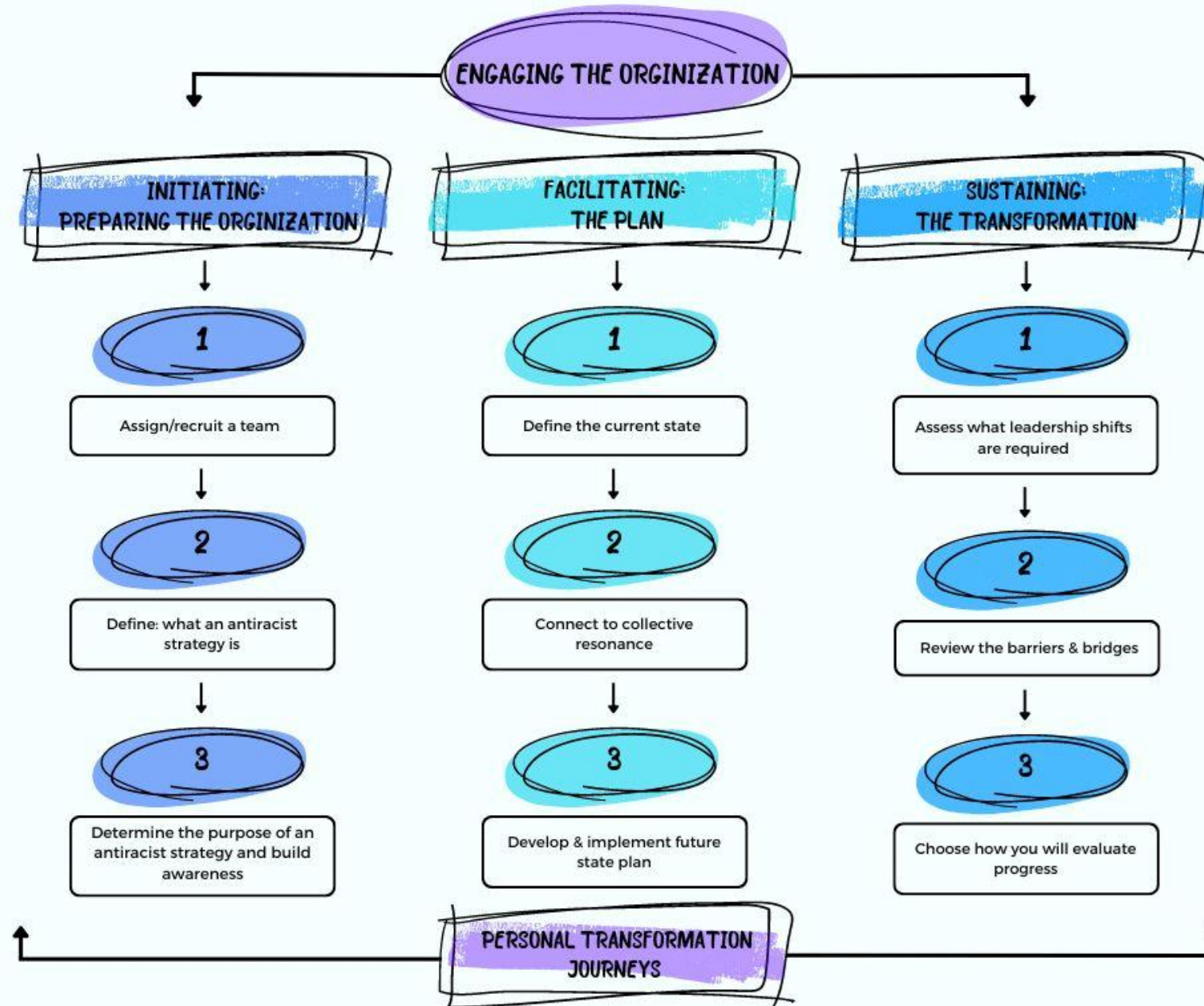
# *Connecting:*

- What is the collective Resonance narrative we want?

*What is the desired future state?*

# *What is the desired future state...*

1. Validate the maturity assessment and audit outcomes
2. What is the desired maturity level of development?
3. What are the possible actions?
4. What other actions might you propose, if you imagine aspirational possibilities?
5. What are the priority actions to achieve the desired future?
6. How will you lead the culture shift from current state to desired future?
7. What top 3 inclusive leadership practices can you adopt?
8. How will you hold the organization accountable?



# *Sustaining: The Transformation*

# *How will you lead to achieve the desired future state...*

1. How will you lead the culture shift from current state to desired future?
  - Top 3 Inclusive Leadership Practices
2. How will you hold the organization accountable?



# *Barriers and Bridges*

*Glenda Eoyang – Human Systems Dynamics Institute*

**SLD Consulting Inc.**



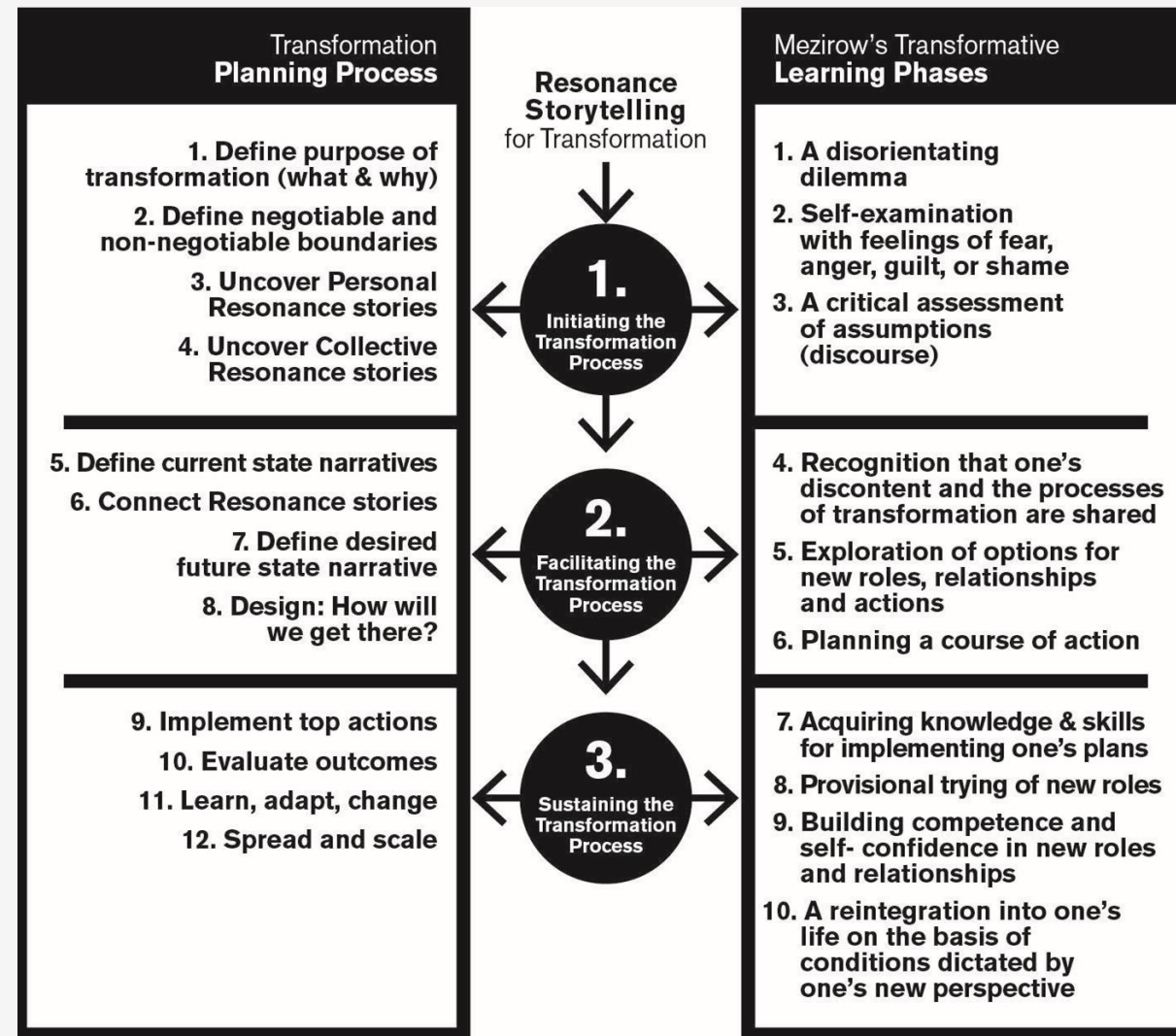
# *Barriers and Bridges*

Barriers	Bridges

*How will you know you are making progress?*

*What? So What? Now What?*

# Personal Transformation Journeys...



Gilpin-Jackson, Y. (2020). *Transformation after Trauma: The Power of Resonance* (New edition). Peter Lang Publishing, Incorporated.  
<https://doi.org/10.3726/b15932>

## One Word

**Insightful session**

**Hopeful**

**gentle**

**Persistence**

**tangible**

**accessible**

**Introspective**

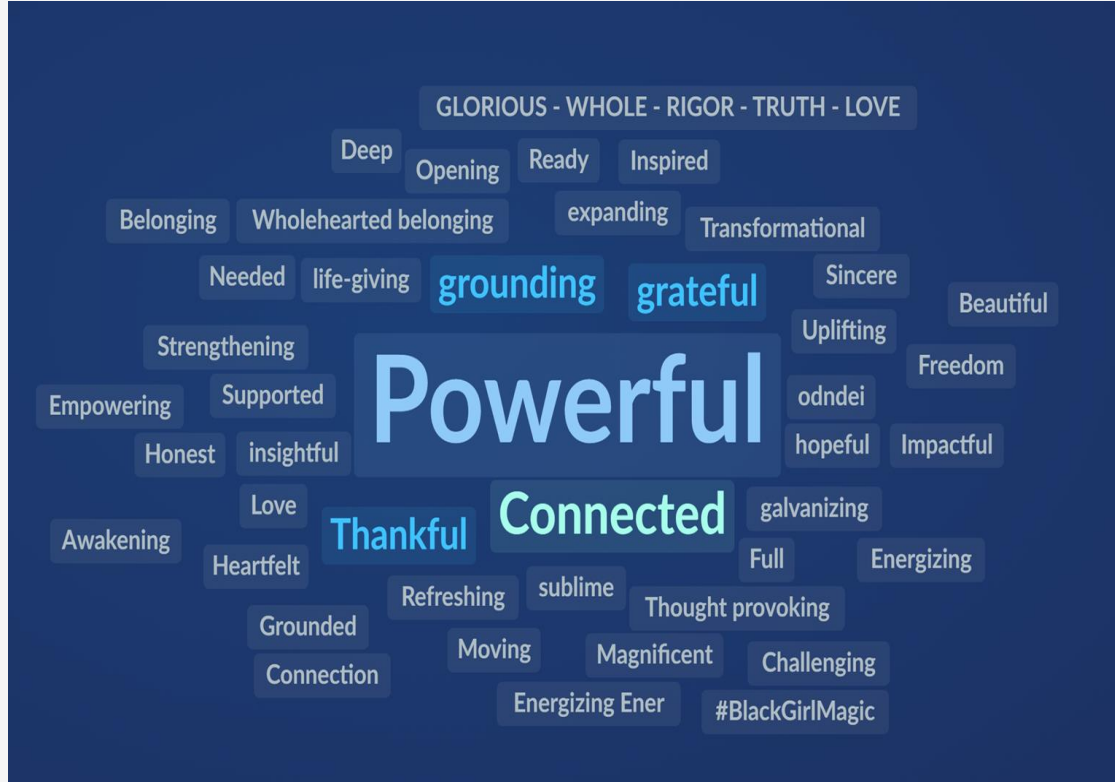
**catalytic**

**Invigorating**

**Encouraging**

**Insightful**

# Contacts



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- Facebook: @yabomewriter
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- LinkedIn:  
<https://www.linkedin.com/in/yabome/>
- TedxSFU Talk: [How to get past disconnection to social change](#)