

DEVELOPING AN ANTIRACISM STRATEGY

A GUIDE

Guide/toolkit developed for Cooperation Canada's
Anti-Racist Cooperation (ARC) Hub, 2024

SLD Consulting Inc.



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ANOTE FROM ARCHUB

Hi There!

We begin by acknowledging that the work of the ARC Hub takes place on land colonially known as Canada, traditionally referred to by some Indigenous communities as Turtle Island. Indigenous communities across this land have stewarded the earth, waters, skies, and all living beings with care and wisdom since time immemorial. We honor the rich diversity of knowledges, traditions, and cultures that flourish within these communities, recognizing that their histories and teachings are foundational to the ongoing work of justice and transformation. Inherent to the practice of anti-racism is a commitment to intentional solidarity with Indigenous peoples and communities—acknowledging their sovereignty and responding meaningfully to the Truth and Reconciliation Commission's Calls to Action. As you engage with this guide, we encourage you to not only reflect on the histories and realities of the lands you occupy and work within but also to build relationships of accountability with the communities both here and across the globe.

We are excited to present this resource, made possible through the thoughtful expertise of Dr. Yabome Gilpin-Jackson of Supporting Learning and Development Consulting Inc., in partnership with the ARC Hub. As a coordination secretariat and resource center, the ARC Hub supports Canadian international development and humanitarian organizations in their journey to integrate anti-racism and intersectional feminism into their work.

Over the past few years, it has become evident that organizations are seeking clear, actionable guidance for embedding anti-racist principles and practices within their structures. While we push back against the notion that anti-racism follows a prescriptive step-by-step formula, this guide is designed to meet organizations where they are. It offers tools for self-reflection, organizational assessment, and intentional engagement, recognizing that trans

formative change begins with both personal introspection and collective action. This journey invites you to move beyond checklists and surveys toward deeper, more meaningful transformation—where success is not measured solely in metrics but in the lived experiences of racialized individuals within your organization. The expertise and perspectives already present in your teams are invaluable, and tapping into this wealth of experience is the key to true innovation and sustainable change.

We invite you to approach this process with curiosity and openness, setting aside preconceived notions about what anti-racism work should look like. Transformation requires care, grace, and patience, both with yourself and with others. This guide serves as a companion on your journey to building a future that embodies equity, inclusion, and justice in all its forms.

Wishing you courage, care, and meaningful progress as you embark on this path toward anti-racist futures.

Leila Mounouni-Tchouazi

Racial Justice Expert, ARC Hub

01 OVERVIEW

This guide was commissioned by the **Anti-Racist Cooperation (ARC) Hub**, as part of an initiative to strengthen the capacity/codify knowledge to support the development of **antiracism strategies by ARH HUB signatories**. The initiative was comprised of the delivery of training sessions and a guidance note, which this document represents,

What is an Antiracism Strategy?

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

This guidance note summarizes the key steps required to develop an Antiracism Strategy as discussed in the facilitation sessions delivered by [SLD Consulting](#) in August/September 2024 for ARC HUB signatories. It may be used alongside the PowerPoint slides from the sessions or separately.

This guidance note assumes that antiracism strategy development is an organizational change/transformation process, based on the following principles, 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).

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.

Key definitions as noted in the [ARC-HUB Collective Commitment, 2021 Annual report](#) document are:

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

Diversity

- The wide array of differences among people and their perspectives on the world. - Communitywise Resource Centre

Equity:

- Where advantage and disadvantage are not distributed on the basis of social identity factors such as race and ethnicity. - Communitywise Resource Centre

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

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

02 ENGAGING



The first requirement for developing an antiracism strategy that will result in organizational change/transformation is engaging the organization. Simply put, people will support a change that they have had the opportunity to understand and given input into, even if/when they disagree with the final decision. This need for fair process is essential to positive organizational change experiences. Organization leaders tasked with antiracism strategy development must be prepared to take the time needed for this approach, in place of a top-down process which may be quicker but is unlikely to result in the transformational change required.

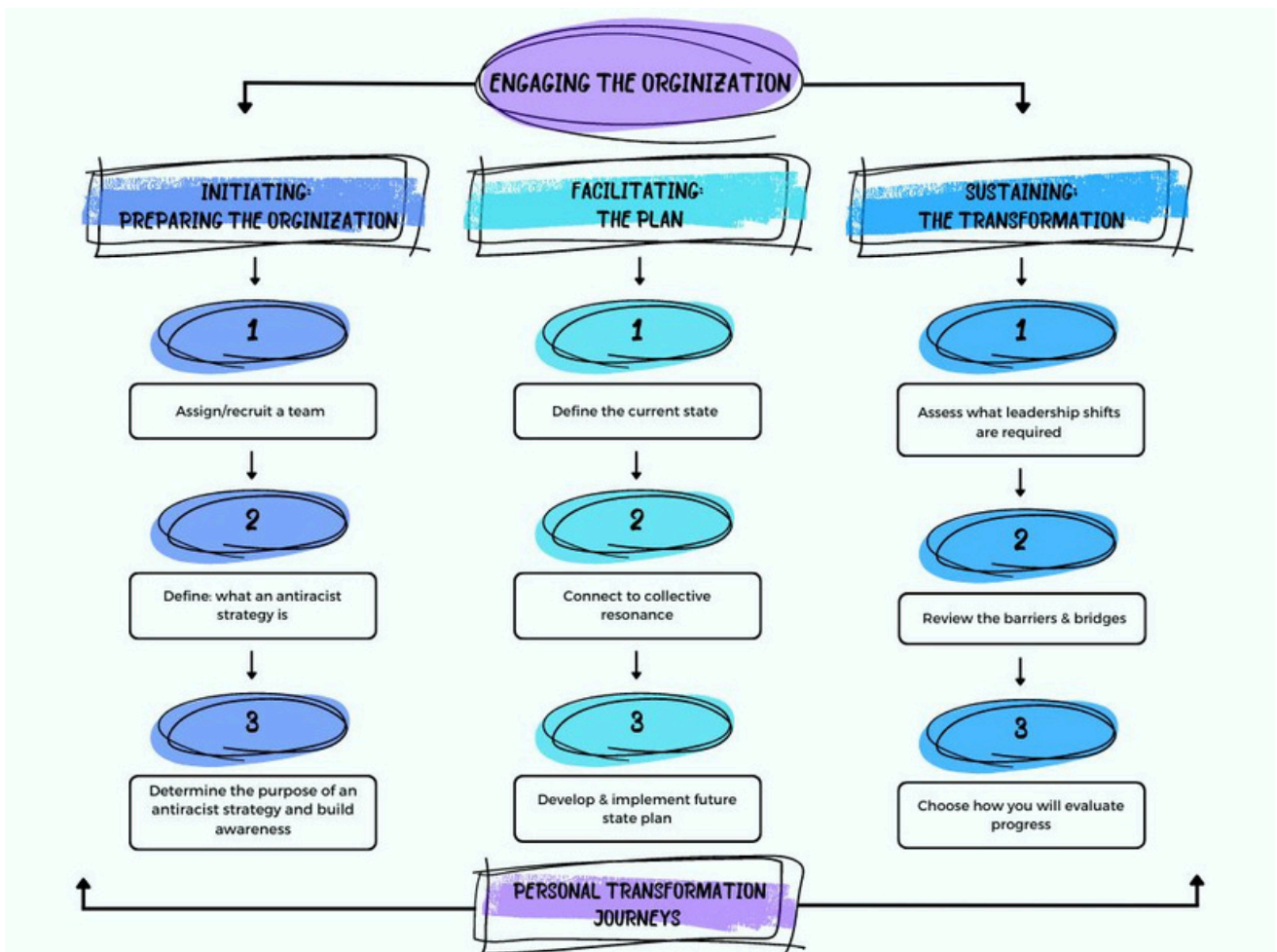
As a result, the model proposed, based on years of praxis facilitating organization transformation and antiracism and anti-oppression efforts is an antiracism strategy development process that is grounded in engagement. The key aim is to involve as many people as possible in developing the strategy. It is made up of 3 phases: Initiating the Journey, Facilitating the Plan and Sustaining the Transformation. Each phase has 3 steps as shown below.

However a note on stage-based models: While they are designed to provide a framework and guide through a complex process, it is important to note that change and transformation is not linear as depicted in stage-based and step-wise change models. These models, formed within Western scientific frames do not often acknowledge the circular, non-linear experiences of transformational change and iterative movement within, between and across such stages. As noted in an [anthology of social justice in organizational change](#) in a [chapter by Scott \(2024\)](#):

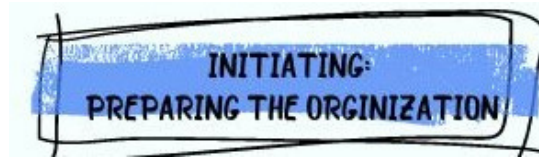
"While stage-model originators were attempting to articulate movement through a change process, and may have stated that the stages do not occur linearly, the introduction of the frame of "stages" implies a linear process and a uniformity of experience that does not reflect the range of different experiences and power dynamics in organizations. If we understand change by breaking it into a series of static positions or states, we fail to capture the movement between states. We also fail to fully account for interactions with the history leading up to it and the context surrounding it."

Therefore, those using this guidance note and the proposed antiracism strategy development process are encouraged to engage it from a mindset of a transformational process, understanding that change and transformation:

1. Is also an iterative and circular process;
2. Requires relationship-building and ongoing engagement to sustain;
3. Works best when inclusive of all ways of knowing and being and the process itself becomes an example of decolonization;
4. Is most successful when diagnostic tools and models are used to guide, but decisions and actions are shaped by the input, dialogue and lived experienced of those most directly impacted;
5. Is Grey Zone Change, requiring the patience and perseverance to allow people to transition, learn/unlearn/relearn, develop together into new systems and ways of being by their collective action and model the possibility and courage needed to engage in antiracism work.



03 INITIATING



Initiating the journey is about preparing the organization for transformation and overall building awareness for the engagement process to be undertaken. It is about ensuring people understand why the organization is embarking on the process, what the benefits are and what desired outcomes will be targeted. This phase entails 3 steps.

- 1. Assign/recruit a team:** This is the team that will act as a taskforce, with the assignment and responsibility for defining and coordinating the engagement process for the organization. This team would ideally be made up of representatives from each area of the organization and from every racial identity group and include formal or informal leaders who agree to lead the process. This team must be supported by an executive sponsor to ensure there is senior-level support for the engagement process and the ultimate organizational sponsorship required to embed the changes needed. The team must decide and confirm terms of reference, approved by its formal leadership sponsor that includes its mandate, meeting structure/process for its operations, key tasks, negotiables and non-negotiables and desired outcomes.
- 2. Define an Antiracism Strategy:** It is important to define an antiracism strategy in the context of your organization. What does an antiracism strategy mean? Where does it fit within your organizational strategies? Who will lead it/what structure does it fall within? How will it be supported? These questions must be answered even before work starts so that the process is set up for success and sustainability.
- 3. Determine the purpose of an Antiracism Strategy:** The purpose of the antiracism strategy must be defined for your specific organization. This may be done personally for individual leaders and the taskforce by responding to the prompt: 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? Organizationally, the taskforce must draft a purpose statement to be used to raise awareness. One way to do this is to use the simple syntax from Find Your Why by Sinek, Mead and Docker, 2017: Our organizational purpose is to [make what contribution] so that what [impact]. For example: Our purpose is to achieve racial equity so that all in our organization are equally supported to thrive.

CHECKLIST: INITIATING

AS YOU READ EACH QUESTION, SIMPLY TICK "YES" OR "NO" AND USE THIS TO TRACK YOUR PROGRESS ON ACTIONS DURING YOUR ANTIRACISM STRATEGY DEVELOPMENT JOURNEY.

01	HAVE YOU RECRUITED A TASKFORCE/TEAM TO LEAD THE ORGANIZATIONAL ANTIRACISM STRATEGY DEVELOPMENT PROCESS?	YES <input type="checkbox"/>	NO <input type="checkbox"/>
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02	DOES THE TASKFORCE HAVE A CLEAR TERMS OF REFERENCE, INCLUDING HOW IT WILL MEET AND GOVERN ITSELF TO DO THE WORK?	YES <input type="checkbox"/>	NO <input type="checkbox"/>
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03	DOES THE TASKFORCE HAVE SENIOR/EXECUTIVE LEADERSHIP SPONSORSHIP?	YES <input type="checkbox"/>	NO <input type="checkbox"/>
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04	HAVE YOU ASKED FOR/RECEIVED NEGOTIABLES AND NON-NEGOTIABLES FOR THE SCOPE OF THE ANTIRACISM STRATEGY FROM EXECUTIVE LEADERSHIP/YOUR BOARD?	YES <input type="checkbox"/>	NO <input type="checkbox"/>
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05	HAVE YOU DEFINED WHAT AN ANTIRACIST STRATEGY MEANS FOR THE ORGANIZATION?	YES <input type="checkbox"/>	NO <input type="checkbox"/>
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06	HAVE YOU GIVEN PEOPLE THE OPPORTUNITY TO CONNECT TO THEIR PERSONAL RESONANCE - THEIR PERSONAL REASON WHY ANTIRACISM IS IMPORTANT TO THEM?	YES <input type="checkbox"/>	NO <input type="checkbox"/>
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07	HAVE YOU ARTICULATED THE PURPOSE FOR THE ANTIRACISM STRATEGY IN YOUR CONTEXT?	YES <input type="checkbox"/>	NO <input type="checkbox"/>
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08	HAVE YOU ENGAGED THE ORGANIZATION TO BUILD AWARENESS OF WHAT AN ANTIRACISM STRATEGY IS?	YES <input type="checkbox"/>	NO <input type="checkbox"/>
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09	IS THERE SUFFICIENT AWARENESS IN THE ORGANIZATION FOR YOU TO INITIATE THE STRATEGY DEVELOPMENT PROCESS FURTHER?	YES <input type="checkbox"/>	NO <input type="checkbox"/>
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04 FACILITATING



Facilitating the plan is about implementing the engagement process for the organization. During this phase, the taskforce should support the organization to understand current state relative to antiracism in the organization; connect to a collective sense of resonance - collective awakening and commitment to achieve the antiracism purpose and finally, support the organization to develop and start implementing the future state plan.

1. **Define the current state:** At this point, the taskforce will need to support the organization to respond to:
 - a. What is our overall maturity regarding Diversity, Equity and Inclusion?
 - b. What is our organizational maturity level regarding antiracism?
 - c. How do we advance further?
 - d. Simple polls can be used, based on assessments such as:
 - i. The Five Stages of DEI Maturity by Ella F. Washington, HBR, 2022.
 - ii. 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> (see next page).
 - e. Organization engagements/discussions should also be used to understand quantitative assessment results. Safe and brave spaces where racialized members feel supported to share their views and feedback is critical. If the organization is not yet ready for this, then use anonymous processes only.
2. **Connect to collective resonance:** At this step, the goal of the taskforce is to encourage people to share stories of what is working well in their units or areas and to share these positive change stories to encourage collective action as well as to learn about possible actions the organization might adapt to advance antiracism collectively.
3. **Develop and implement future state plan:** The taskforce must now determine, through organization consultation, polls, leadership conversations and any appropriate engagements: What are the aspirations of the organization? What level of maturity do you wish to achieve? Using the results of benchmarking tools such as the annual ARC HUB survey, what actions can you aspire to in the areas of Human Resources, Communications and Administration to further advance antiracism in your context? See key questions to ask at this stage on page 10. A clear list of prioritized actions that meet the criteria for FAST goals are the outcome of this step. FAST goals are **frequently** discussed to ensure they are achievable through removing barriers, **ambitious**, **specific** and **transparent**.

DEFINE THE CURRENT STATE (3.1): Example assessment tool

Exclusionary	Club	Compliance	Affirming	Redefining	Multicultural
<p>-Devoted to majority group's dominance and privilege</p> <p>-Embeds exclusivity/racist policies in organization's structural dna</p> <p>-Is openly hostile to social justice/diversity advocacy</p>	<p>-Avoids overtly advocating racist policies but covertly seeks to maintain status-quo power holders</p> <p>-Status-quo seen as the 'right' way</p> <p>-Accepts token hires that are willing to maintain status quo</p> <p>-Addresses social justice issues only if comfortable</p>	<p>-Seeks compliance without 'rocking the boat' and offending power holders</p> <p>-Seeks to diversify at lower levels of the organization and prefers those who do not 'make waves' in senior roles.</p>	<p>-Committed to eliminating discriminatory practices</p> <p>-Actively removing barriers and increasing access for those typically denied access within organizational structures.</p> <p>-Conducts antiracist and antioppression awareness campaigns and audits</p>	<p>-Moves beyond stated commitments to social justice/antiracism</p> <p>-Looks for ways to value, promote and amplify antiracism</p> <p>-Explores the benefits of an antiracist and multicultural organization</p> <p>-Looks for alternate modes of organizing for inclusion, and empowerment of all</p>	<p>-Reflects the contributions and interests of all in its organizational structures</p> <p>-Had acted on commitment to eradicate all forms of social oppression</p> <p>-Advances an ongoing progressive vision of antiracism and strives for the ideal.</p>

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.chg>

- Review the Antiracist/Multicultural Organization Continuum and determine:
 1. How would you rate your organization on the continuum?
 2. What stage do you want to aspire to?
 3. What actions do you need to take to achieve your desired future from the starting point of your current rating?

See a comprehensive toolkit for using this assessment as an organizational change/development and strategic planning tool [here](#), from the Centre for Transformation and Change.

DEVELOP AND IMPLEMENT FUTURE STATE PLAN (3.3): 10 Questions to explore

1. Have you validated the maturity assessment and antiracism audit results through organization engagement conversations (e.g. team sessions, focus groups, leadership conversations etc.)?
2. What is the desired organizational 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. What are the hopes and concerns you have heard and how does your future state plan address them?
9. How will you hold the organization accountable?
10. Who needs to vet and approve the plan?

YES. / NO

CHECKLIST: FACILITATING

AS YOU READ EACH QUESTION, SIMPLY TICK "YES" OR "NO" AND USE THIS TO TRACK YOUR PROGRESS ON ACTIONS DURING YOUR ANTIRACISM STRATEGY DEVELOPMENT JOURNEY.

01	HAVE YOU DETERMINED WHAT ASSESSMENT TOOLS/PROCESSES, QUANTITATIVE AND QUALITATIVE YOU WILL USE TO UNDERSTAND THE CURRENT STATE OF THE ORGANIZATION?	YES <input type="checkbox"/>	NO <input type="checkbox"/>
02	HAVE YOU CONFIRMED THE POLL/SURVEY PROCESS/TOOL YOU WILL USE AND CONFIRM WHICH ORGANIZATION STAKEHOLDERS/CONSTITUENTS TO SOLICIT FEEDBACK FROM?	YES <input type="checkbox"/>	NO <input type="checkbox"/>
03	HAVE YOU DICUSSED THE RESULTS WITH VARIOUS ORGANIZATIONAL MEMBERS/GROUPS TO UNDERSTAND THEIR QUALITATIVE FEEDBACK/EXPERIENCES?	YES <input type="checkbox"/>	NO <input type="checkbox"/>
04	HAVE YOU CREATED SAFE/BRAVE SPACES FOR RACIALIZED ORGANIZATION MEMBERS TO CANDIDLY SHARE THEIR FEEDBACK AND INPUT WITHOUT FEAR OF REPRISALS?	YES <input type="checkbox"/>	NO <input type="checkbox"/>
05	IF SAFE/BRAVE SPACES ARE NOT FEASIBLE AT THE MOMENT, HAVE YOU CREATED PATHWAYS FOR CONFIDENTIAL AND/OR ANONYMOUS FEEDBACK TO BE PROVIDED?	YES <input type="checkbox"/>	NO <input type="checkbox"/>
06	HAVE YOU CREATED A MECHANISM TO HEAR/COLLECT POSITIVE/APPRECIATIVE STORIES OF WHERE ANTIRACIST ACTIONS ARE BEING TAKEN WITH SUCCESSFUL OUTCOMES FOR THE ORGANIZATION?	YES <input type="checkbox"/>	NO <input type="checkbox"/>
07	HAVE YOU DETERMINED THE DESIRED FUTURE STATE FROM ALL INPUTS/FEEDBACK?	YES <input type="checkbox"/>	NO <input type="checkbox"/>
08	HAVE YOU EXAMINED SECTOR BENCHMARKS TO NARROW DOWN WHERE YOU HAVE OPPORTUNITIES?	YES <input type="checkbox"/>	NO <input type="checkbox"/>
09	HAVE YOU PRIORITIZED THE TOP ACTIONS YOU NEED TO TAKE TO MOVE TOWARDS YOUR DESIRED FUTURE?	YES <input type="checkbox"/>	NO <input type="checkbox"/>

05 SUSTAINING



This stage of strategy development is about making sure the structures and plans are in place, so that the desired outcomes of the antiracism strategy are achieved and the principles and practices of antiracism become embedded into the organization's way of being or culture. It is about making sure ongoing implementation is achieved by ensuring consistent action is taken as committed, to achieve the results of the strategy. It is the work at this stage that engenders trust that the organization is serious in its commitments to antiracism.

1. **Assess what leadership shifts are required:** This is the step at which the taskforce supports the organization to determine what leadership and cultural shifts are required for success in achieving the antiracism strategy. Responses to this question must again be solicited through organizational engagements and consultation.
2. **Review the barriers and bridges:** At this step, the goal of the taskforce is to work with organizational leaders, groups and teams to understand barriers to the strategy that may have been surfaced throughout the facilitating phase and to determine what solutions (bridges) may be required to address them to ensure the organization is successful. For example, if the survey tool used by the organization is not deemed adequate to ensure data privacy, what solutions might the information technology or human resources information systems team propose to bridge this gap? A significant barrier to bridge at this stage is ensuring that ongoing tracking, evaluation and reporting on the process to hold the organization accountable is in place/resourced and funded.
3. **Choose how you will evaluate progress:** At this stage, the evaluation plan must be established. For each action/FAST goal that has been established, how will progress be tracked? How will progress be reported on? How will the organization know that they have/are being successful?

CHECKLIST: SUSTAINING

AS YOU READ EACH QUESTION, SIMPLY TICK "YES" OR "NO" AND USE THIS TO TRACK YOUR PROGRESS ON ACTIONS DURING YOUR ANTIRACISM STRATEGY DEVELOPMENT JOURNEY.

01	HAVE YOU NAMED THE LEADERSHIP/CULTURAL SHIFTS REQUIRED FOR ONGOING IMPLEMENTATION OF THE ANTIRACISM STRATEGIC PLAN?	YES <input type="checkbox"/>	NO <input type="checkbox"/>
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02	HAVE YOU DETERMINED HOW TO SUPPORT THE REQUIRED SHIFTS?	YES <input type="checkbox"/>	NO <input type="checkbox"/>
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03	HAVE YOU LISTED THE POSSIBLE BARRIERS YOU HEARD ABOUT THROUGHOUT THE ENGAGEMENT PROCESS?	YES <input type="checkbox"/>	NO <input type="checkbox"/>
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04	HAVE YOU ENGAGED THOSE IN THE ORGANIZATION WHO NEED TO FIND BRIDGING SOLUTIONS TO THE BARRIERS TO DO SO?	YES <input type="checkbox"/>	NO <input type="checkbox"/>
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05	HAVE YOU ENSURED THE APPROPRIATE REVIEW AND APPROVAL OF THE PLAN WITH SENIOR EXECUTIVE AND/OR THE BOARD?	YES <input type="checkbox"/>	NO <input type="checkbox"/>
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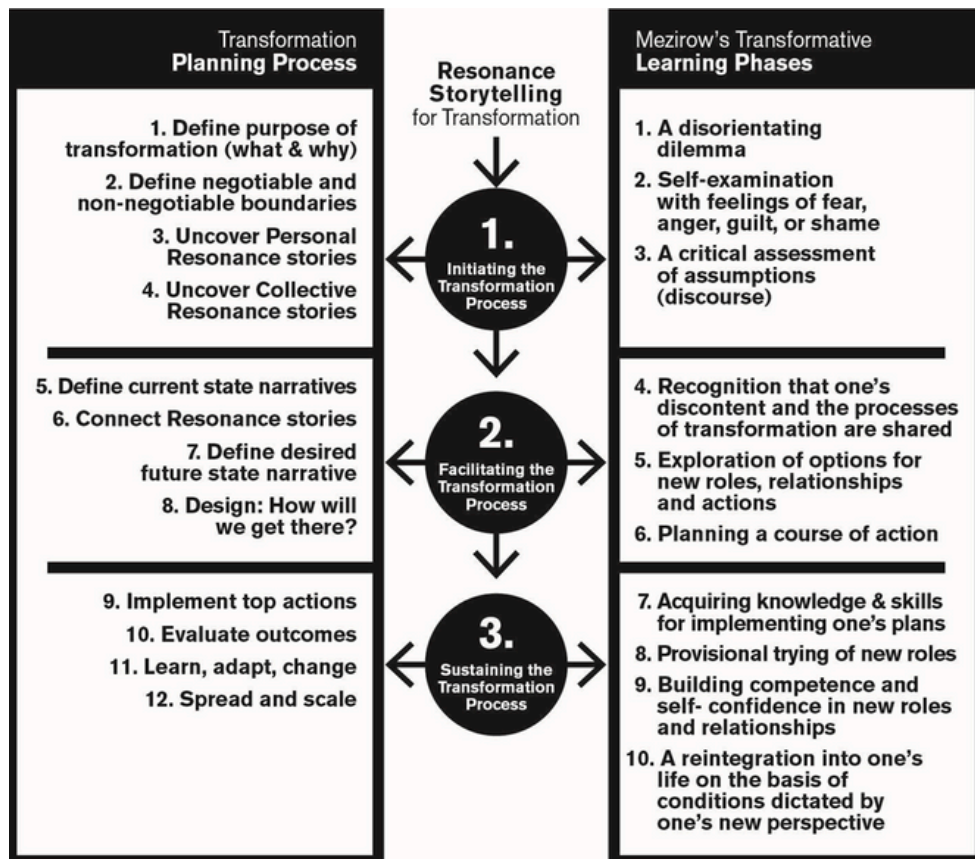
06	HAVE YOU CONFIRMED YOUR METRICS/MEASURES OF SUCCESS?	YES <input type="checkbox"/>	NO <input type="checkbox"/>
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07	HAVE YOU DEVELOPED AN EVALUATION PLAN?	YES <input type="checkbox"/>	NO <input type="checkbox"/>
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08	HAVE YOU CONFIRMED A PROCESS FOR ONGOING IMPLEMENTATION, TRACKING AND REPORTING ON THE PLAN TO KEEP THE ORGANIZATION ACCOUNTABLE?	YES <input type="checkbox"/>	NO <input type="checkbox"/>
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09	HAVE YOU CONFIRMED YOUR FIRST/NEXT STEPS?	YES <input type="checkbox"/>	NO <input type="checkbox"/>
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06 TRANSFORMING



As noted earlier, the antiracism strategy development process offered here is based on years of SLD Consulting's praxis, facilitating organization transformation and antiracism and anti-oppression efforts. It is an adaptation of the Resonance Transformation Framework articulated in Gilpin-Jackson, Y. (2020). *Transformation after Trauma: The Power of Resonance*. Peter Lang Publishing, It would be incomplete to end this guidance note without a word on personal transformation. Doing antiracism work is a transformational journey, requiring inward as well as outward and structural/systemic transformation of the spaces and places we occupy. As shown in the journey process above, at each stage of the organization transformation planning, personal transformation is also possible through the parallel transformative learning steps. See these blog posts for more on the personal transformation journey here:

- [Facilitating for Transformation - Part 1](#)
- [Facilitating for Transformation - Part 2](#)
- [Facilitating for Transformation - Part 3](#)

ABOUT SLD CONSULTING

SLD Consulting is a Black-owned consulting firm committed, among other services, to supporting clients to develop the leadership & organization development capacity for change and transformation including addressing social equality in our locally global world. We centre anti-racism and anti-oppression and integrate trauma-informed approaches, human development, social justice and transformative learning perspectives in all we do. SLD Consulting was founded on the traditional, unceded and ancestral territories of the Coast Salish peoples, including the territories of the xʷməθkwə́yəm (Musqueam), Skwxwú7mesh (Squamish), and Səlílwətaʔ/Selilwitulh (Tsleil-Waututh) Nations, and works across Turtle Island (colonial North America) and internationally. We stand in Indigenous solidarity in keeping with the United Nations Declaration of the Rights of Indigenous peoples as well as all who have been impacted by past and ongoing colonization.

For more information, please contact: Dr. Yabome Gilpin-Jackson.

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You can find Dr. Gilpin-Jackson online at:

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