

Leading White Accountability Spaces in Your Organization

Session #1

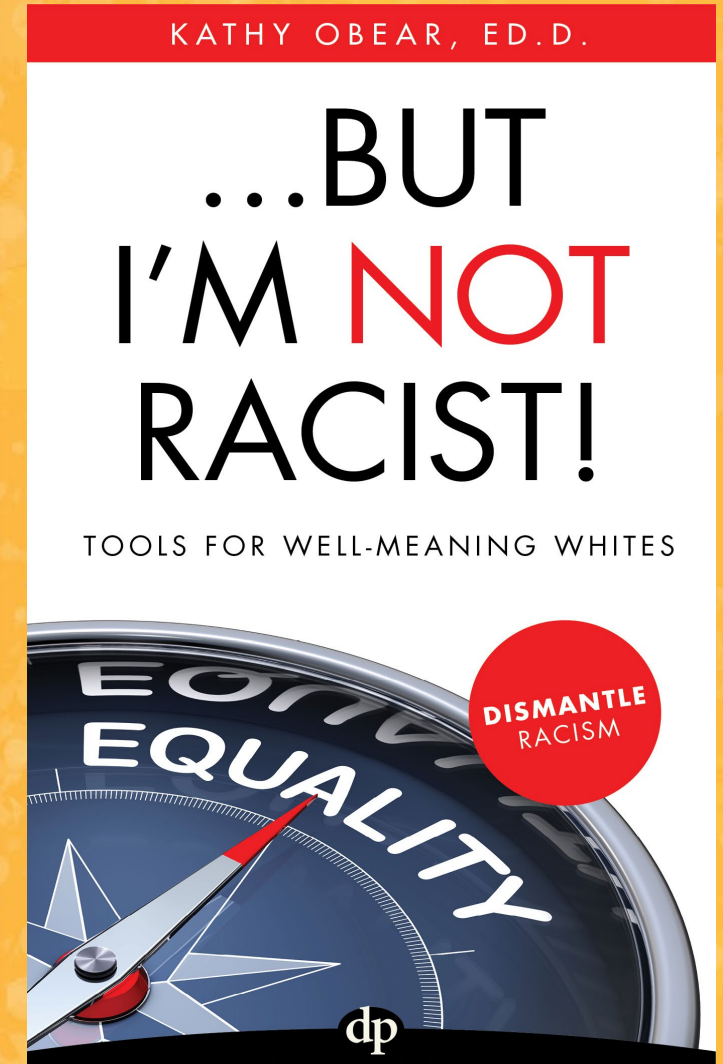
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Course Purpose: (page 3)

**Deepen your capacity to design and lead
White/Whiteness Accountability Spaces in
your organization.**

Next Steps:

1. **Watch the webinar:**
Interrupting Racism in Your Organization
2. **Finish reading my book**
3. **Listen to my Radio Show recording ~ February 3, 2020**
4. **Come with questions, dilemmas**



Course Learning Outcomes:

Increase your competence, confidence,
and courage to:

- Identify the **Business/Leadership Case** for sponsoring **White/Whiteness Accountability Spaces**
- **Work with leaders to get their support and buy-in** as well as **position White Accountability Spaces within the strategic plan** and goals of the organization
- **Identify critical intentions and goals for White Accountability Spaces**
- **Plan how to start a White Accountability Space: Purpose, marketing, training, etc.**

Course Learning Outcomes:

Increase your competence, confidence,
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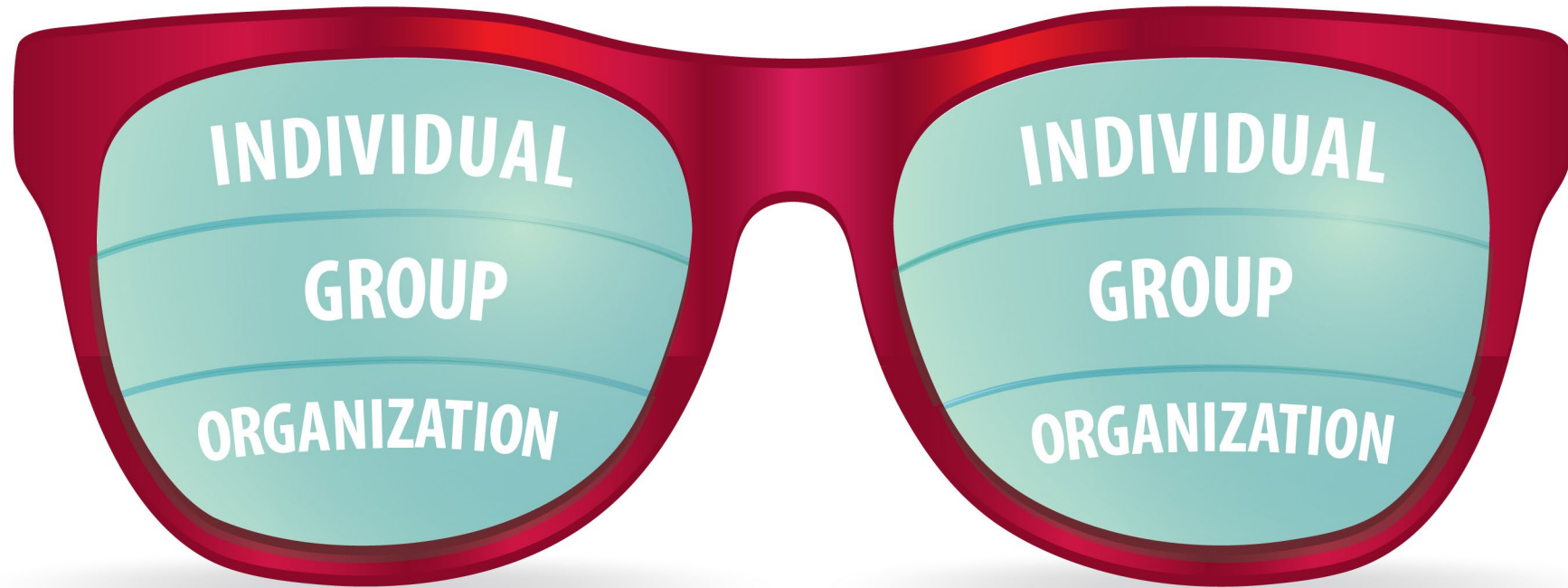
- **Build an authentic learning community in the 1st few sessions**
- **Design and scaffold learning activities to develop the capacity of participants over time**
- **Assess your current capacity to design & facilitate White Accountability Spaces**
- **Anticipate and engage predictable types of resistance from employees and leaders**
- **Avoid common traps and pitfalls**

Why I Use the Terms:

- **White or Whiteness Accountability Spaces**

And not:

- **Caucuses**
- **Affinity Groups**
- **Employee Resource Groups, Business Groups**



INDIVIDUAL

GROUP

ORGANIZATION

INDIVIDUAL

GROUP

ORGANIZATION

In the CHAT, please note:

1. **As a _____ (how you identify racially)...**
2. **Why it is critical we have White Accountability Spaces in our organizations?**

Why are Accountability Spaces Critical?

- **In mixed race spaces, people of color experience harm from whites**
- **Whites' unproductive, racist dynamics of White Fragility & resistance**
- **Whites, generally, are not racially competent and need far more work & structure to develop capacity**
- **Whites, generally, do not get honest in mixed race groups**
- **People of color are exhausted & still take career limiting risks**

Engagement Guidelines, page 26

- 1. Open and honest communication**
- 2. Participate fully (comfort zone +1); Expect discomfort if learning**
- 3. Speak from personal experience**
- 4. Listen respectfully; Listen to learn**
- 5. Seek to understand; Expect disagreement & listen harder**
- 6. Share air time: Move in, move out**
- 7. Be fully present**
- 8. Be open to new perspectives**
- 9. Explore impact; acknowledge intent**
- 10. Expect people to learn and grow; don't freeze-frame others**
- 11. Take risks; Lean into discomfort; Be brave; Engage**
- 12. Respect and maintain confidentiality**
- 13. Notice/describe what you see happening in the group, in you**
- 14. Recognize your triggers; Share if you feel triggered**
- 15. Trust that dialogue will take us to deeper levels of understanding and acceptance**
- 16. Engage & embrace this opportunity; We won't be finished**

As a _____ (how you identify racially)...

***Which ones do you commit to leaning into, maybe more than usual, in this course?**

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What might convince your leaders to support White Accountability Groups?

Outcomes Align with Strategic Priorities

- **Create high performing, racially inclusive teams and organizations**
- **Better serve increasing racial diversity among clients**
 - **Increase market share; financial viability**
- **Hire and retain and promote talent that reflects our clients**
- **Mobilize the rest of the organization to be active contributors to a racially inclusive organization**

Leadership/Business Case for White Accountability Spaces

- **Recruitment & Retention**
- **Costs of turnover**
- **Low quality services & products**
- **Losing market share ~ Emerging Markets**
- **Mismanaged customer service**
- **Reputation of organization**
- **Avoid law suits**
- **Leave a legacy**

Possible Purpose & Outcomes of White Accountability Spaces

- **Review page 5**
- **In chat, note the #'s of possible purposes:**
 - a) Which 4-5 might be useful in your organization, given capacity of whites?**
 - b) Which 3+ might attract leader support?**

Ways to **Gain Support** for **White Accountability Groups**

- **VP for Institutional Equity & Inclusion**
- **EDI Task Forces**
- **Allies among Senior Leadership**
- **Current ERGs, Affinity Groups/Caucuses**
- **Align with Strategic Priorities, Strategic Plan**
- **Analyze current/new data: Surveys, Focus Groups, HR**
- **Find potential members: Book Clubs, Dismantling Racism Workshops, EDI trainings**

Overall Outcomes of Accountability Groups

- **Deepen capacity to partner with colleagues of color and whites to create racially inclusive teams, organizational culture & climate, policies, practices, programs, and services**
- **Increase awareness of dynamics of race and racism in the organization, community & society**
- **Recognize, interrupt and shift racist & white supremacist dynamics and practices in the moment**

Anticipate Resistance from the Start

Share examples in CHAT

- **“Not only white people are racist.”**
- **“YET ANOTHER COURSE DESIGNED TO SUCK IN THE GULLIBLE”**
- **“u cannot put a group of white people in a room together, exploring their 'whiteness', and not both rehearse AND renew pathological 'whiteness'. This is a foundational tenet of anti-bias work and also f***ing common sense”**

Consider These Structures

- **Executive Sponsor, Liaison, Champion**
- **Co-conveners**
- **Conveners-in-training to share workload**
- **Development for Co-conveners**
- **Resources to support group development, organizational programming**
- **Connections with Inclusion Change Team, other Affinity/ERG Groups**

Assess Needs and Desires

- **Ask colleagues of color in ERGs, leadership**
- **Ask white change agents, Sponsors & Champions**
- **Ask potential or committed participants:**
 - **Why do you want to participate?**
 - **Issues and questions you want to explore?**
 - **What is your current understanding of the dynamics of race and racism in our organization? Local community? Within our organization's footprint?**

Assess Needs and Desires

- What are **your hopes & concerns?**
- Suggested **Competencies for White Allies & Change Agents, pgs. 16-23**
 - Which of these do you **do consistently**, effectively?
 - What 5+ do you **hope to develop** in this process?
- **Other ideas in CHAT**

Where to Start?!?!?

- **Executive Sponsors, Champions**
- **Initial Conveners**
- **Clear Business/Leadership Case**
- **Assess capacity of potential participants**
- **Clear Intentions & Purpose**
- **Outcomes for participants, to start**

Learning Outcomes (1)

Increase your competence, confidence,
and courage to: (pgs. 7-9)

- **Create racially inclusive, high-performing teams and services**
- **Honestly explore your own racialized socialization**
- **Recognize racist attitudes, behaviors and microaggressions in yourself and whites**
- **Understand the impact of racist behaviors and practices**
- **Identify racist implicit bias and white supremacist attitudes that fuel microaggressions and racist policies**

Learning Outcomes (2)

Increase your competence, confidence,
and courage to: **(pgs. 7-9)**

- **Shift and interrupt racist thoughts and attitudes in the moment before you (unconsciously) react out of them**
- **Interrupt and shift racist dynamics and microaggressions, interpersonal aggressions**
- **Respond effectively when your behaviors have a negative racist impact on others**
- **Recognize the common manifestations white privilege**
- **Interrupt and shift white privilege in the moment**

Learning Outcomes (3)

Increase your competence, confidence, and courage to: (pgs. 7-9)

- **Use a Race Lens to analyze and revise policies, practices, programs, and services to eliminate negative differential impact on people of color**
- **Recognize and shift unproductive white cultural dynamics in your organization to create a more inclusive, racially just organizational climate and culture**
- **Build and expand your accountability community of white allies, (“accomplices”) and change agents**

Meet participants where they are;
Scaffold capacity-building over time

Marketing: The HOW

- **Needs assessment**
- **Current, planned trainings: HR, T&D**
- **Leader communications**
- **EDI structures: Senior Leader, Inclusion Change Teams, Inclusion Partners**
- **Employee Resource Groups, Affinity Groups**
- **Communications Department: Newsletters, website, employee email (purpose and link to learn more)**
- **Transparency on website: Post resources, session outlines, link for questions & comments**

Marketing: The WHAT

- **Intentions & Purpose for the group**
- **Executive Sponsor and CEO/President quote, video**
- **The Why, the Business/Leadership Case**
- **How group's work aligns with strategic priorities**
- **How the group will work together**
- **Dates, frequency, location**
- **Initial topics of conversation & skill-building**
- **Expectations if choose to participate**
- **Email of Co-conveners or group for questions**

Expect and Plan for:

- **RESISTANCE**
- **Hate email**
- **Hate Social Media**

***Consult with Sponsor, Champion**

***Plan response protocol with HR & Legal Counsel, Communications /PR Department**

Initial Pitfalls to Avoid

- **Middle manager/supervisor sabotage**
- **Insufficient investment of time and resources to launch and develop**
- **Lack of sufficient parallel investment and organizational support to ensure the success of Affinity Spaces for people of color and members of other marginalized groups**
- **Lack of ongoing development of Champions, Co-conveners, and Group members**

More Initial Pitfalls to Avoid

- **Lack of accountability structures**
- **Inattention to intersectionality**
- **Over-focusing on the comfort and fragility of whites**
- **Not engaging the cross-generational dynamics, differing needs, etc.**
- **Barriers to participation from hourly and shift workers, administrative assistants...**
- **Others?**

Please list Other **Resources** in CHAT

- **LA AWARE** <https://www.awarela.org>
- **1619 Podcast**
- **Seeing White Podcast**
- **White Fragility Quiz**
<https://www.beacon.org/assets/clientpages/whitefragilityquiz.aspx>
- **White Fragility**
<https://robindiangelo.com/resources/>
- **Harvard Implicit Bias “tests”**
<https://implicit.harvard.edu/implicit/takeatest.html>

BONUS Q&A

Just for Course Participants

- **Friday, March 27th, same time**
 - **2:30-4pm ET**
 - **Same Zoom link**
 - **Will be recorded**
- **Bring any & all questions & dilemmas**

Homework for the session #2

- 1. Bring 5+ examples of racist microaggressions**
- 2. Complete the Self-Assessment, Suggested Competencies for White Allies & Change Agents (pgs. 16-23)**
- 3. Finish reading my book**
- 4. Watch the webinar: Interrupting Racism in Your Organization**
- 5. Listen to my February & March Radio Shows**
- 6. Review the manual; come with questions**
- 7. Optional: Watch my recordings: Dimensions of Diversity©; Path to Competence©**