ANTI-RACISM TOOLKIT

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ANTI-RACISM TOOLKIT

Many people feel ill-equipped or anxious about discussing race in the workplace. Recent acts of anti-Black racism, hatred, and violence have re-ignited protests across the US and the world. Many of us have woken up to a new reality that others in our community have been living with for too long. Collectively, we are understanding that not only must we stand in solidarity with our students, colleagues, and community members of color, we must also take action to create long-lasting, systemic change to address racial injustice and inequality.

The purpose of this toolkit is to support dialogue about racism within the Stanford staff community, and engage and unite the community in actions that will advance racial justice.

- Get comfortable with being uncomfortable
- How to talk about racism
- Start with self
- Anti-Racism: Take action to confront and reject racism
- Keep focused on the change
- Practice allyship

How to use this Toolkit

These tools have been designed and curated to work together to support you on your anti-racism journey. You can "Start with Self" and work through each of the tools in order, or you can jump to learning more about "How to Talk about Racism." There is no 'right' way to start; *what matters is that you start.*

Start with Self (includes understanding personal biases and self-care)

Get Comfortable with Being Uncomfortable (creating psychological safety to have difficult conversations, LARA)

How to Talk about Racism (why it is important to discuss racism and how to lead an effective discussion)

Anti-racism: Take Action to Confront and Reject Racism (what is anti-racism, how to be an anti-racist)

Practice Allyship (what it means to be an ally, how to act beyond being an ally)

Keep Focused on the Change (creating and sustaining change/ cultural transformation)

Terms you need to know

Allyship is active behavior by a member of a dominant group to dismantle the oppression of a target/non-majority group

BIPOC is an acronym that stands for 'Black, Indigenous, People of Color' Read more from New York Times

Bias is a belief or assumption made about a person or a group of people based on a particular trait or characteristic; **implicit bias** refers to the attitudes, prejudices, or stereotypes that we are not aware of that affect our decisions, understanding, and actions

Discrimination is unfavorable or unfair treatment of a person or class of persons based on a protected class or characteristic; **intersectional discrimination** occurs when someone is discriminated against because of the combination of two or more protected classes or characteristics

Diversity, Inclusion, and Belonging are terms used to describe programs, policies and behaviors that encourage representation and participation of diverse groups of people, including people of different genders, races and ethnicities, abilities and disabilities, religions, cultures, ages, and sexual orientations and people with diverse backgrounds, experiences, skills and expertise

Microaggressions are everyday verbal, nonverbal, and environmental slights, snubs, or insults, whether intentional or unintentional, which communicate hostile, derogatory, or negative messages to target persons based solely upon a marginalized class or characteristic Read more at NPR

Privilege refers to benefits, awards, or advantages that accrue to dominant groups based upon skin color, gender, sex, class, ability, religion, etc., that they have received without earning and/or asking for them; privilege is usually invisible to the receiver

Stereotypes – A stereotype is any thought widely adopted about specific types of individuals or certain ways of behaving intended to represent the entire group of those individuals or behaviors as a whole; These thoughts or beliefs may or may not accurately reflect reality (Judd & Park, *Psychological Review*)

Racism is prejudice, discrimination, or antagonism directed against a person or people based on their membership of a particular racial or ethnic group, typically one that is a minority or marginalized; **systemic, structural, or institutional racism** refers to the complex interactions of culture, policy, and institutions that create and maintain racial inequality in nearly every facet of life for non-majority groups

For more terminology and definitions, please refer to the Stanford Diversity and Access Office; some definitions above reflect language from UC Davis (used with permission)

ANTI-RACISM TOOLKIT
Start with Self

Becoming aware of racial unconscious and implicit bias and acknowledging this bias with compassion and non-judgment is an essential step in becoming better allies to our colleagues. This guide is intended to help you build that awareness, practice self-compassion and challenge individual bias so you can mindfully make racially-just decisions in the workplace and beyond.

What is it

Understanding our own racial biases, identifying how they affect our internal thoughts and feelings and bringing them into consciousness can form a foundation so racially-just decisions can be made. To begin this journey, we must practice self-care, compassion and acceptance of our present selves, being open to the opportunity to reframe our biases and empower ourselves as allies.

An implicit bias is an unconscious association, belief, or attitude toward any social group. Due to implicit biases, people may often attribute certain qualities or characteristics to all members of a particular group, a phenomenon known as stereotyping. Source: https://doi.org/10.1016/j.riob.2009.10.001

Implicit bias involves all of the subconscious feelings, perceptions, attitudes, and stereotypes that have developed as a result of prior influences and imprints. It is an automatic positive or negative preference for a group, based on one's subconscious thoughts. With implicit bias, the individual may be unaware that biases, rather than the facts of a situation, are driving their decision-making. Source: Understanding Bias: A Resource Guide

Why do it

The IDEAL initiative mission statement says: *"To be fully engaged community members in the 21st century, we need to embrace diversity. In the classroom, in the workplace, on the playing field – indeed, in all aspects of life – we must be able to navigate difference, develop empathy and continue to learn the value of engagement with diverse backgrounds and perspectives."*

Source: Diversity Statement on ourvision.stanford.edu

In order to effectively and authentically engage in this work, we must become aware of our own biases. We must make sure that we are in touch with our needs for self-care so that we can bring strength to this critical work.

Identifying how biases may negatively affect our employees and operations is pivotal in the development of workplace equality. Employees who perceive bias can lead to more frequent reports of emotional distress, higher employee disengagement, and lower employee retention. Source: SHRM Implicit Bias Resource Guide

How to do it
STEP 1. UNCOVER YOUR BIASES

Acknowledge your potential for racial bias
Learning about and accepting the brain's tendency toward racial bias is the first step in recognizing and dealing with it. Consider, what does being White, Black/African American, Asian American/Pacific Islander, Latino/Hispanic American or Native American mean to me? How does my racial identity affect the way I view others and the way others view me?

Be wary of first impressions
A Harvard University study determined that the first thing most people notice about another person is their perceived race and gender. This is basic human nature and a habit that is difficult to unlearn. While not problematic in and of itself, it is when we allow these characteristics to shape our interactions or assumptions about the individual that problems arise. These assumptions are often based on past experiences and may have no rational relevance to the person in front of you. The good news is these habits can be unlearned by being aware of them.

How to do it

Broaden your focus and expose yourself to new experiences
Allow new characters in our lives to define our perception of them with their words and their actions, not their appearance. Expose yourself to different experiences, cultures, and traditions to change the unfamiliar into the familiar. Source: Take Five: Tips for Uncovering Bias

STEP 2. LEARN MORE ABOUT YOUR BIASES
In order to understand what implicit biases you might hold, consider taking this online assessment developed by Harvard,

STEP 3. PRACTICE SELF-CARE THROUGH COMPASSION
When we begin to develop awareness of our own racial biases, we may experience sadness, shock, disgust, guilt or shame. To challenge our racial biases and make racially-just decisions, it's important to start by fully accepting our biases with compassion. If we move through this journey without judgment, we can think positively, creatively and critically.

Self-compassion is a practice of goodwill, not good feelings. If we try to make our pain go away by suppressing it or fighting against it, things will likely just get worse. With self-compassion, we mindfully accept that the moment is painful, and embrace ourselves with kindness and care in response, remembering that imperfection is part of the shared human experience.

When you're engaging in negative self-talk or feeling guilt or shame, maybe for a racist idea you held or a racist action that you unconsciously took, address the following on paper:

1. Think about times when a close friend felt really bad about themselves or was really struggling in some way. Write down how you would respond to your friend - what you do and say, and how you say it.

2. Consider your current state. What thoughts are you having about yourself? What feelings are you experiencing as a result of those thoughts?

3. Is there a difference between what you say to your friend and the thoughts you have about yourself? If so, ask yourself why. What factors or fears come into play that lead you to treat yourself and others so differently?

4. Consider saying to yourself what you say to your friend in distress. Imagine how you would feel. What would it look like if you extended that same acceptance and compassion to yourself?

Source: Tips for Practice (self-compassion,org)

Think about ...

By being conscious of our biases, we can limit their impact on how we treat people. We may believe in treating everybody fairly regardless of their race, gender, age, etc., but what we believe consciously and what we feel and do unconsciously can be two very different things. We can do a better job of managing our implicit biases if we recognize them, talk openly about them, and decide to treat people equally regardless of their skin color.
Source: A toolkit for talking about bias, race, and change

Where you can, focus on the additive contributions of your team members, a powerful way to avoid sameness in a team (especially during recruitment) and to foster inclusion and innovation.

Reflection Questions:

- What are my hidden 'preferences'? Then challenge your hidden preferences by asking what the mindsets, skills, and diverse experiences are that actually lead your team to success.

- How does each team member's unique approach help us get to better discussions and decisions? Do they help me see outside my 'box'?

- What unique skills and experiences does this team member contribute?

- What has this person learned from their experiences? Can they take risks and persevere through difficulties?

Source: Two Powerful Ways Managers Can Curb Implicit Biases, *Harvard Business Review*

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Talk about …

Practice recognizing our unconscious bias.

We're used to thinking of prejudice as something we either have or we don't. But despite our best attempts to rid ourselves of prejudices and stereotypes, we all have them. We can start by recognizing that as humans, we all have unconscious stereotypes and that we can do something about them. Source: A toolkit for talking about bias, race, and change

Ask: What examples can we find that challenge traditional stereotypes or our own personal biases?

"Learning about people from different social groups who engage in positive behaviors can help you to unconsciously associate that group with positivity," Gonzalez says. "That's part of the reason why diversity in the media is so essential," she notes. It helps us to "learn about people who defy traditional *stereotypes*." Source: Think you're not biased? Think again, *Science News for Students*

Ask: When do we make decisions under pressure or within a time constraint? Is it possible we are making biased decisions? Are there specific questions or considerations we can address before making the decision that directly contributes to deliberate racial justice?

Bias is triggered by the situations we find ourselves in. Lack of time is a huge trigger. When we don't have time to think things through, we're forced to rely on our automatic associations to make decisions. Using subjective standards rather than objective standards can also bring biases to life. Emotional states such as fear can trigger bias as well, as can the cultural norms of the groups surrounding us. Source: Uncovering Unconscious Racial Bias

Additional Resources

- What is Unconscious Bias in the Workplace, and How Can We Tackle It?
- How Does Implicit Bias Influence Behavior?
- Two Powerful Ways Managers Can Curb Implicit Biases, HBR.org

- How Racial Bias Works, and How to Disrupt It, a TedX Daily talk by Dr Jennifer Eberhardt, Department of Psychology, Stanford University
- Biased: Uncovering the Hidden Prejudice that Shapes what We See, Think, and Do, a lecture by Dr Jennifer Eberhardt, Department of Psychology, Stanford University

- Self Compassion Break, 5 minute meditation, Dr Kristin Neff
- Compassionate Friend, 18 min guided visualization, Dr Kristin Neff

- Implicit Bias Test, from Harvard: Take a Test
- Changing Critical Self-Talk Exercise, Dr. Kristin Neff

ANTI-RACISM TOOLKIT
Get comfortable with being uncomfortable

It is human nature to want to avoid uncomfortable situations. Yet it is through productively working through our discomfort that we set the stage for positive and productive change. This guide helps you to prepare for difficult conversations through planning and shifting your mindset.

What is it
This is an opportunity to engage with employees and create a safe place for dialogue, especially around sensitive topics such as anti-black racism. It can be tempting to just avoid difficult conversations altogether. However, we need to be able to listen, learn, and grow. It is when we find ourselves in an uncomfortable state that we allow ourselves and others an opportunity for this growth.

Why do it
The IDEAL initiative mission statement says: "To be fully engaged community members in the 21st century, we need to embrace diversity. In the classroom, in the workplace, on the playing field – indeed, in all aspects of life – we must be able to navigate difference, develop empathy and continue to learn the value of engagement with diverse backgrounds and perspectives."

As people managers, you play a critical role in moving toward an environment where:

- "diversity of thought, experience and approach is represented in all sectors of our education and research enterprise;
- all members of the campus community feel they belong and are supported regardless of their background, identity, or affiliations; and
- all members of the campus community have broad access to the opportunities and benefits of Stanford."

So why have these difficult conversations? Because it's a core value of being a member of the Stanford community, and your role puts you in a key position to embrace these ideals in practical ways.

Source: [Diversity Statement](#) on ourvision.stanford.edu

How to do it
"It's normal to feel discomfort as you reflect on your own experiences with racial inequality and deepen your understanding of racism. But the more you practice facilitating difficult conversations, the more you'll be able to manage the discomfort. The conversations may not necessarily get easier, but your ability to press toward more meaningful dialogue will expand. Stay engaged; the journey is worth the effort."

Source: Teaching Tolerance, A Project of the Southern Poverty Law Center

STEP 1: ASSESS YOUR COMFORT LEVEL
Part of becoming comfortable with the discomfort of talking about race and racism is first understanding our own beliefs and dealing with our own fears. Before initiating a group discussion, do a simple self-assessment. Consider the following statements and select the one that best describes how you feel.

- *I would rather not talk about race/racism.*
- *I am very uncomfortable talking about race/racism.*
- *I am usually uncomfortable talking about race/racism.*
- *I am sometimes uncomfortable talking about race/racism.*
- *I am usually comfortable talking about race/racism.*
- *I am very comfortable talking about race/racism.*

Then finish the following two sentences:
- *The hard part of talking about race/racism is…*
- *The beneficial part of talking about race/racism is…*

How to do it

STEP 1: ASSESS YOUR COMFORT LEVEL *continued*

After reflecting on your own comfort level, think about how you will stay engaged when the topic of race arises.

- *Ask questions and actively listen*
- *Join a support group/take a class with other managers to build skills and share experiences/tips*
- *Learn and use provided resources*

Source: Tolerance.org

STEP 2: COMMIT TO BRINGING YOUR VULNERABILITY, AS WELL AS YOUR STRENGTHS

Avoiding conversations about race and racism can arise from our own fears of being vulnerable. As you prepare to engage in difficult discussions, consider these questions:

- *What will a discussion about race and racism potentially expose about me?*
- *List several vulnerabilities that you worry could limit your effectiveness. Then, think about several strengths that you believe will help you lead open and honest dialogues. Finally, list any needs that, if met, would improve your ability to facilitate difficult conversations and determine what actions you need to take to meet those needs.*

Source: Tolerance.org

STEP 3: PLAN TO USE LARA IN 1:1 AND TEAM DISCUSSIONS

The **LARA method** builds respect and common ground between people in conversation, allowing you to explore your differences more openly and honestly. LARA is especially useful when people feel that their hot buttons have been triggered.

L = **Listen** with your heart

A = **Affirm** with sensitivity

R = **Respond** with respect

A = **Ask Questions** with intent to learn

L

Listen very carefully.

- Set aside your own agenda. Make your goal to learn what the speaker thinks and feels, not to change what the speaker thinks and feels.
- Pay special attention to the speaker's feelings.
- Aim to understand what the speaker means, not just exactly what they say.

A

Affirm a feeling or value you share with the speaker. This not only makes the person feel heard and understood, but also builds common ground between you. To affirm the speaker's feelings, use phrases like:

- "What I hear you saying is…"
- "I sense that you feel…"
- "It seems like you feel…"

Examples of shared values affirmations include:

- "I sense we share the desire to do what is right"
- "I appreciate your honesty"
- "It seems we both care deeply about our children's futures"
- "We both seem to agree that killing people is wrong"

R

Respond directly to the concerns or questions the speaker has raised. You may often hear debaters and politicians "talk past" a speaker in order to control the conversation and deliver their talking points. But if you want to sincerely explore your differences, you should show respect by taking the speaker's concerns seriously and addressing them directly.

In responding to the speaker, avoid labeling or attacking them. Also, avoid portraying your perspectives as universal truths or facts. Instead, use "I-statements" to frame your responses. I-statements include *I feel, I believe, I think, I read, I learned in school*, and so on.

How to do it

STEP 3: PLAN TO USE LARA IN 1:1 AND TEAM DISCUSSIONS *continued*

R When **Responding**, consider the good vs. bad responses below:

- "I've read many scientific studies suggesting that race is a social construction, not a biological fact" vs. "Science shows that race is a myth, and anyone who doesn't believe this is simply ignorant."

- "When you say that women are inferior, I feel angry" vs. "You are sexist."

- "I have read in the Bible that people suffer because God is punishing them" vs. "People suffer because God is punishing them."

A **Ask** questions or **add** information. Open-ended questions help you gain a better understanding of the other person's perspective. They also demonstrate that you are genuinely interested in an exchange of information, not just working to win your point.

- "How did that make you feel?"

- "What might have caused you to have reacted that way?"

- "How did you reach that conclusion?"

Only after you have listened to and understood the speaker's concern can you add additional information, such as a personal story or opinion.

Source: https://sparqtools.org/lara/

Think about …

The need for creating an environment of psychological safety

Psychological safety is the shared belief that members of a team feel comfortable taking interpersonal risks. When it exists, employees feel safe to share their perspectives without retaliation. Organizations that foster psychological safety benefit because it promotes teamwork, encourages employee authenticity, fosters learning and innovation, and drives business outcomes such as on-the-job effort and intent to stay.

What you can do to create a psychological safe environment:

1. **Know what can hinder psychological safety**
   Four inhibiting factors: ambiguity, mismatched expectations, interpersonal or social threats, and employee well-being.

2. **Celebrate courageous conversations**
   Express appreciation for employees' willingness to vocalize questions, doubts, and confusion, and help them determine the best next steps.

3. **Practice empathy and curiosity**
   Don't make assumptions, jump to conclusions, or change the subject. Everyone's experience is unique, so seek to understand the situation from direct reports' perspectives. Pay attention to tone of voice, body language, and context to gauge how colleagues are feeling as they speak with you and their teammates.

4. **Don't rush to give advice or offer solutions**
   Managers should seek to understand before they are understood; if someone shares a fear or challenging circumstance, resist the urge to fix it prematurely. Sometimes people share their concerns just to feel seen and validated.

5. **Clarify roles and expectations**
   Especially during times of change and uncertainty, take the time to set clear goals and verbalize expectations for employees to help them feel confident in their roles and throughout their projects. Be honest about what you know and don't know.

Source: Gartner

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Talk about …

Finally, as you prepare to converse with your teams, give some thought to the following questions.

Consider:
What is it about talking about race that I might find particularly difficult?

Strategy:
- If you have had-or tried to have-conversations about race with your colleagues, what happened?
- If you have not, consider a time you wish you had, and what stopped you from initiating or participating fully in the conversation.

Try:
If you were to start a conversation about some race issue with your colleagues, what issue would you like it to be?

Source: Beginning Courageous Conversations about Race

Additional Resources

- So You Want to Talk about Race by Ijeoma Uluo
- White Fragility by Robin DiAngelo
- How to be Anti Racist by Ibram X. Kendi

- Gartner: Five Things Leaders Can Do Today to be More Inclusive
- Gartner: Leader Guide to Fostering Psychological Safety During a Crisis
- SHRM.org: Tips for Discussing Racial Injustice in the Workplace
- *Harvard Business Review:* How to Handle Difficult Conversations at Work

- Brené Brown on Shame and Accountability: https://brenebrown.com/podcast/brene-on-shame-and-accountability/
- Brené Brown with Ibram X. Kendi on How to Be an Antiracist: https://brenebrown.com/podcast/brene-with-ibram-x-kendi-on-how-to-be-an-antiracist/

- LinkedIn Learning course: Diversity, Inclusion, and Belonging for All

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ANTI-RACISM TOOLKIT
How to talk about racism

For Black Americans, conversations about racial inequality don't happen only when there's prominent news coverage of such events. For others, this may be a new and uncomfortable topic. One reason these conversations are so difficult is that they are deeply emotional, and there is fear that we might say the wrong thing. But saying nothing is even worse. This guide helps you understand why you need to talk about racism and how to do it effectively.

What is it
This is an opportunity for staff, particularly our Black staff and People of Color, to share their experiences and feelings as it relates to racism at Stanford. It provides staff an opportunity to be heard, express emotions, and generate solutions for combating systemic racism.

Why do it
"The best things in life are on the other side of difficult conversations". Kwame Christian Esq., M.A

- Don't let fear of doing or saying the wrong thing prevent discussions about racism from occurring in the workplace.
- To begin combating racism in the workplace, leaders need to build trust and understanding among their employees through proactive and ongoing dialogues against racism — in all its forms — at work.
- Having ongoing, open discussions about racism demonstrates Stanford's commitment to tackling racism when it occurs and preventing it in the future.

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Source: Diversity Statement on ourvision.stanford.edu

How to do it
STEP 1. RESEARCH AND RELEARN (IF NEEDED)

Doing just a little bit of prep work before starting a race-based dialogue goes a long way toward establishing your positive intention and authenticity. You do not need to be an expert on racism. Simply reading a few basic online articles, or watching a couple of films or documentaries, can put you in a better position to have a conversation. Coming to the conversation with a basic understanding of history and the modern day impact of racial dynamics in our country, will help your team members to trust you, and maybe bring some guards down. We have compiled some useful resources.

STEP 2. BE CLEAR ABOUT YOUR INTENTIONS FOR THE DISCUSSION

- To create a safe space to share and receive information on a sensitive topic like race, you must first clearly establish why you want to engage your team on this topic. Now is not the time for any assumptions. While many recognize this moment as a reckoning point and opportunity for learning, not everyone may feel that way. So in order to start a productive and healing conversation, take the time to explain your goals.
- Clearly stating your intention for starting the dialogue requires vulnerability and transparency. Leading with that level of openness can yield a very positive, and even transformative result.

How to do it

STEP 2. BE CLEAR ABOUT YOUR INTENTIONS FOR THE DISCUSSION *continued*

Your goal(s) can include:

- Discuss their views and experiences relating to racism in a safe, non-judgmental environment

- Learn from each other's experiences, bearing in mind that racism is often experienced in vastly different ways by different people, in order to view and understand racism from the lens of our Black staff and other people of color

- Reflect on individual behaviors, and how people can intentionally or unintentionally cause racial harm to others

- Identify practices and systems within an organization that could be developed or improved to better challenge and mitigate racism

- Collate suggestions for an organizational plan to tackle racism

STEP 3. LEAD THE DISCUSSION

- **Establish rules of engagement.** Begin by setting some rules of engagement. When going through unpredictable viewpoints and volatile emotions, it's important for everyone involved to agree to some basic behavior guidelines to set the conversation up for success.

- **Assume good intent.** Ensure that people are willing to commit to assuming good intent on the part of others, especially with those they may not agree with.

- **Clarify approach for when things get heated.** Things are bound to get heated when discussing racism. This isn't a bad thing. Emotions need to be expressed. However, there should be some way to make sure it doesn't escalate to a point of dysfunction.

- **Acknowledge you do not have all the answers.** We don't know what we don't know. As we acknowledge this, it is important to understand that a willingness to be educated and informed is what will help us grow. We *are* experts in our own personal experiences, and none of us should be above asking questions and learning from each other about our experiences.

- **Allow for authentic dialogue.** This isn't the time to try to clean up and limit expression. It's critical that people of color in the workplace are finally in a place where they can safely express what they are feeling and experience without fear of retaliation or negative judgment. White employees will need help understanding how to express their questions and reactions without overwhelming the conversation with their own needs. They may also perceive comments to be critical to White people but reinforce the comments should not be taken personally.

- **Respect that not all will be ready to talk.** Some may join the conversation to simply listen and learn and others might be fearful to speak up -- that is okay. Do not call on team members.

- **Structure dialogue in phases.** This isn't a one-time dialogue. Progress and change will require ongoing conversation. The first few conversations may focus on how people are feeling and sharing of experiences. It will take time to build trust and get to a point where the team can openly discuss what is needed to make genuine change. The frequency and number of these discussions will vary depending on each team.

- **Acknowledge where Stanford is at.** A lot of organizations are not where they'd like to be on diversity and inclusion. Leaders should be up front about where we stand at Stanford and be open to listening for how we can improve.

- **Lead with compassionate curiosity.** Use compassionate curiosity to build understanding.

- **Rely on the [LARA method](#) for managing tough conversations.** The LARA method builds respect and common ground between people in conversation, allowing you to explore your differences more openly and honestly.

- **Express curiosity, not judgment.** When we ask questions that begin with "why," there is an implied judgment. This invites further defense and conflict. Instead, ask questions with compassion and curiosity. Asking for further details on the who, what, when, where and how helps to do this.

How to do it

STEP 3: LEAD THE DISCUSSION *continued*

- **Acknowledge and validate emotions**. The first goal of listening has to be making sure the other person actually feels heard. The experience of being heard and understood is what builds trust. This goes beyond simply hearing and tracking what another person says. It's checking in to ensure you understand the emotional experience of the person. This isn't about you agreeing with the other person. This is about ensuring you understand their experience and acknowledge their right to that experience.

- **Ensure tone authentically expresses compassion.** Tone is tough to fake when discussing race. If you're not genuinely open to hearing what the other person has to say, it will be obvious. Openly admitting when something is hard to hear for you may do more to develop trust than trying to fake curiosity. This isn't about shutting the other person down. Instead, acknowledging the struggle but not stopping the dialogue can ensure communication keeps flowing.

STEP 4. CLOSE WITH A CALL TO CARE + ACTION

- **Commit to one next thing**. Encourage each person, including yourself, to commit to one action to take. This could be reaching out to someone, sharing credible information, continuing the conversation with colleagues, or simply taking the time to genuinely listen to someone you've not really heard before. The point is to not let the overwhelming scope of racism keep you from taking action.

- **Don't ask Black employees (and other POC) to solve racism.** It's unfair to ask Black employees and other people of color, who are already coping with the effects of racism and inequality in their daily lives, to simultaneously figure out how to make their organization more diverse.

- **Keep acknowledging the world beyond Stanford.** Another important way to encourage ongoing dialogues about race is for leaders to keep acknowledging world events as they impact their teams at Stanford. It is not always possible for people to leave what's happening in the world at home. If some of your employees are dealing with it, your responsibility as a leader is to address it.

Whatever you do … BE AUTHENTIC!

Think about …

- What is a realistic goal for this conversation?
- Who is your audience? What do they think about the situation?
- What will I do or say if I or someone gets offended or upset?
- What is the worst thing they can say and how will I handle that?
- What do I do if some team members are silent?
- How will I reframe the conversation if the other person gets offended or upset?

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Talk about …

Below are some questions, from which you should choose no more than 2-3, to get the conversation about racism started.

WARM UP QUESTIONS

- Given the national protests, in addition to the pandemic, how are you feeling?
- How does race shape our lives?
- What does racism look like?
- Is discussing race a "safe" topic at Stanford? Why or why not?

KEY QUESTIONS

- Describe a negative and positive experience you have had in regards to race at Stanford (or an event you may have observed or heard about).
- What does racism 'feel' like? Have you experienced racism, or witnessed someone else experience racism at Stanford?
- What experiences have you had at Stanford, if any, that made you feel that race was a factor?

ACTION-ORIENTED QUESTIONS

- What can Stanford do to better address racism in the workplace?
- What can Stanford do to be more inclusive?
- What can you do to help to make this happen?

Additional Resources

- How to Have Meaningful Conversations About Race (10 R's): Talking About Race: 10 Ways to Have Meaningful Conversations
- Quartz: How to have more productive conversations about race in the workplace
- CNBC: How to thoughtfully talk about racial inequality with your coworkers
- Forbes: Discussing Racism In The Workplace: Using Positive And Persistent Pressure To Enable Honest Dialogue

ANTI-RACISM TOOLKIT
Anti-racism: Take action to confront and reject racism

It is not enough to say that you are not racist or that you are against racism. To actively fight social inequality, you must behave as an anti-racist and stand up and reject racist behaviors and policies. This guide will help you better understand anti-racism and the steps you can take as an individual to confront and reject racism.

"Injustice anywhere is a threat to justice everywhere." Dr. Martin Luther King, Jr.

What is it
Anti-racism involves "taking stock of and eradicating policies that are racist, that have racist outcomes, and making sure that ultimately, we're working towards a much more egalitarian, emancipatory society."
Source: Malini Ranganathan, from the Antiracist Research and Policy Center

"In a society that privileges white people and whiteness, racist ideas are considered normal throughout our media, culture, social systems, and institutions. Historically, racist views justified the unfair treatment and oppression of people of color (including enslavement, segregation, internment, etc.). We can be led to believe that racism is only about individual mindsets and actions, yet racist policies also contribute to our polarization. While individual choices are damaging, racist ideas in policy have a widespread impact by threatening the equity of our systems and the fairness of our institutions. To create an equal society, we must commit to making unbiased choices and being anti-racist in all aspects of our lives."
Source: Being Anti-Racist, from the National Museum on African American History and Culture

Why do it
Taking action to confront and reject racism and discrimination is a critical role for all of us, and especially for those in management and leadership roles.
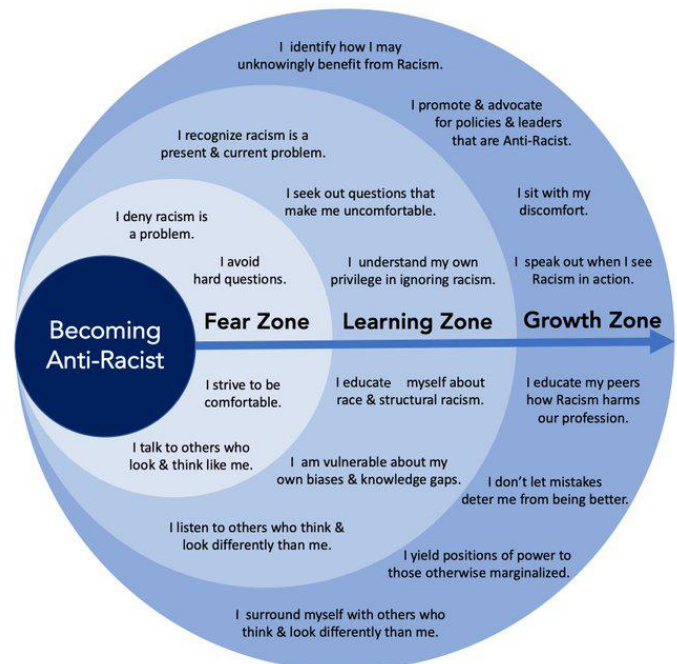
As people managers, you play a critical role in moving toward an environment where "diversity of thought, experience and approach is represented in all sectors of our education and research enterprise; all members of the campus community feel they belong and are supported regardless of their background, identity, or affiliations; and all members of the campus community have broad access to the opportunities and benefits of Stanford." Source: Stanford Diversity Statement

So why work to be actively anti-racist? Because it's a core value of being a member of the Stanford community, and your role puts you in a key position to embrace these ideals and take action in practical ways.

The work of anti-racism can't stop next month, next year, or when the news cycle moves on. Furthermore, your work as an anti-racist can begin now. Anti-racism can't be something people think about only when it's convenient or newsworthy. It has to be a commitment that you make to act differently and consistently to end oppression. Source: How to be an antiracist: Anti Racism, explained

How to do it
In his book, How to Be an Antiracist, Dr. Ibram X. Kendi states: "I wanted to convey that this sort of striving to be anti-racist is an ongoing journey."

Becoming Anti-Racist

Fear Zone   **Learning Zone**   **Growth Zone**

I deny racism is a problem.

I avoid hard questions.

I strive to be comfortable.

I talk to others who look & think like me.

I listen to others who think & look differently than me.

I recognize racism is a present & current problem.

I seek out questions that make me uncomfortable.

I understand my own privilege in ignoring racism.

I educate myself about race & structural racism.

I am vulnerable about my own biases & knowledge gaps.

I identify how I may unknowingly benefit from Racism.

I promote & advocate for policies & leaders that are Anti-Racist.

I sit with my discomfort.

I speak out when I see Racism in action.

I educate my peers how Racism harms our profession.

I don't let mistakes deter me from being better.

I yield positions of power to those otherwise marginalized.

I surround myself with others who think & look differently than me.

How to do it *continued*

Examining your place in a racist society can be overwhelming. The above chart may help you gauge where you might be on your journey towards becoming an Anti-Racist. Source: Anti-Racism and Social Justice @ Pitt Libraries: Where to Start; this chart was adapted by Andrew M. Ibrahim MD, MSc from "Who Do I Want to Be During COVID-19" chart (original author unknown) and is re-used from *Black Life Matters: Anti-Racism Resources for Social Workers and Therapists*, June 2020

Moving from the **Fear Zone** to the **Learning Zone** requires you to grow your awareness of racial injustice and inequality. Rather than just acknowledge the existence of racial inequality, you must seek to understand the personal role you may have played in perpetuating it. This act of awakening is not a one time issue. To be anti anti-racist, you must understand the different ways in which you have benefited from systemic racism. To grow as an anti-racist, you must learn about these issues not to do better in a debate or "say the right things," but rather to inform how you look at society with a critical eye to understand just how deep white privilege runs. This education requires that you listen to the voices of Black, Brown, and Indigenous peoples.

Moving through the Fear and Learning Zones and into the **Growth Zone** is often difficult and uncomfortable. It requires you to self-interrogate, looking inward to review the various ways in which you have participated or are currently participating in perpetuating racism. After acknowledging your own role, you are more able to let go of the defensiveness and begin focusing on ways to hold yourself and others accountable. It is when you are in the Growth Zone – once you are deeply aware of racial injustice, have educated yourself about the role of White privilege in society, and acknowledged your own role in perpetuating it – it is in this zone that you are able to take meaningful action.
Source: Adapted from The Antiracism Starter Kit by L. Glenise Pike

Below are steps you can take through these different zones, on your journey to become an anti-racist:

1. **Learn to recognize and understand your own privilege.** One of the first steps to eliminating racial discrimination is learning to recognize and understand your own privilege. Racial privilege plays out across social, political, economic, and cultural environments. Checking your privilege and using your privilege to dismantle systemic racism are two ways to begin this complex process.

2. **Examine your own biases and consider where they may have originated.** What messages did you receive as a child about people who are different from you? What was the racial and/or ethnic makeup of your neighborhood, school, or religious community? Why do you think that was the case? These experiences produce and reinforce bias, stereotypes, and prejudice, which can lead to discrimination. Examining our own biases can help us work to ensure equality for all.

3. **Challenge the "colorblind" ideology.** It is a pervasive myth that we live in a "post-racial" society where people "don't see color." Perpetuating a "colorblind" ideology actually contributes to racism. When Dr. Martin Luther King, Jr. described his hope for living in a colorblind world, he did not mean that we should ignore race. It is impossible to eliminate racism without first acknowledging race. Being "colorblind" ignores a significant part of a person's identity and dismisses the real injustices that many people face as a result of race. We must see color in order to work together for equity and equality.

4. **Stop saying "I'm not racist":** It's not enough to say, "I'm not racist," and often it's a self-serving sentiment. Kendi says people constantly change the definition of what's racist so it doesn't apply to them. We are all racist by virtue of our unconscious and conscious biases. By reflexively defining yourself as not racist, or beyond racism's firm grip, you're making it impossible to see how your own ideas, thoughts, and actions could be indeed racist. Moreover, being anti-racist means moving beyond the "not racist" defense and instead embracing and articulating decidedly anti-racist views and beliefs.

5. **Identify racial inequities and disparities.** Racism yields racial inequities and disparities in every sector of private and public life. That includes in politics, health care, criminal justice, education, income, employment, and home ownership. Being anti-racist means learning about and identifying inequities and disparities that give, in particular, white people, or any racial group, material advantages over people of color.

How to do it *continued*

6. **Champion anti-racist ideas and policies.** One cannot strive to be anti-racist without action, and Kendi says that one way to act is by supporting organizations in your community that are fighting policies that create racial disparities. Kendi recommends using one's power or getting into a position of power to change racist policies in any setting where they exist — school, work, government, etc. Commit to some form of action that has the potential to change racist policies.

In addition to becoming anti-racist, as leaders we have an obligation to stand up and reject racism. Here are five ways you can speak up *and act* against racism and discrimination in the workplace.

1. **Reject visible and invisible signs that others are "Not Welcome Here"**: As a leader, you set the tone for your team. Do you have a clearly stated zero tolerance policy against racism, and other acts of intolerance (i.e., sexual misconduct and discrimination)? As the saying goes, 'What you allow is what will continue.' Marginalizing others can be too easy; teamwork only comes with clear guidance and role modeling. Does everyone know where you stand, and why?

2. **Ensure "Do No Harm":** As a leader, you need to role model anti-racism, which includes actively "calling out" and rejecting racist or discriminatory speech or actions. What happens when someone says something that is out of line? How will you respond when the actions of the group (or an individual) are racist, sexist, or hurtful? It is just as important to respond to and reject microaggressions, which are statements, actions, or incidents that are indirect, subtle, or unintentional discrimination against members of marginalized groups. (This article includes practical strategies and tips: How to Respond to Microaggressions.)

3. **Refuse to let silence condone racism.** When we let our discomfort with this topic lead to silence or inaction, we are in effect allowing the people who look to us for guidance to interpret our silence and inaction as not caring or agreeing with the racist or discriminatory words being communicated. When faced with inappropriate speech or behavior, the time for action is immediate: Don't let inaction condone racism or discrimination. Tolerating intolerance lets the problem spread. How quickly will you speak up when you see behavior that is tearing people down and destroying your team?

4. **Remember that "Free Speech Doesn't Mean Free Reign"**: Take someone aside to call them on their racist speech. In a private forum, there is a method for expressing yourself in a way that is not intended to incite conflict. Begin in the first person: "When I heard what you said…" or "When I saw what you did…" and explain what it meant to you in a way that's calm and even-handed. Discrimination is a difficult topic, but don't avoid it. Depending on the circumstances, and your role, don't go it alone. Consider who could (and should) join you for this dialogue. The conversation must be a dispassionate retelling of the facts, followed by a first-person discussion of the impact. The conversation isn't a debate, but an understanding that actions have consequences. Share your feelings, and (if you can) the feelings of the team.

5. **Be prepared to take needed action:** Confronting racism at work and at home can mean a difficult dialogue, one that it might feel like we'd rather avoid than have to deal with disagreement and tension. But this is exactly why it's important to learn how to have these difficult conversations and approach them as an opportunity for growth. Here are some actions for you to take as you prepare:

   ○ Consider carefully the scope of your conversation. Do you wish to convert or change the thinking of a racially insensitive person? That's a tall order. A more realistic goal: reaching understanding and encouraging new behavior. Understanding how words (and actions) can do harm – even unintentionally – can shed a non-confrontational light on unwanted actions. Maybe you can't change minds, but you can close lips. And curb behavior.

   ○ If you believe the person had malicious or harmful intent (i.e., what they said or did was unambiguously racist, the conversation needs to include HR or senior leadership. Remember that beyond the moral implications of racism, racist remarks foster a hostile and offensive work environment. Be prepared to take disciplinary action.

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How to do it *continued*

6. **Be prepared to take needed action** *continued*
Align behavior to your expectations with a conversation that invites appropriate actions—or an appropriate departure, if needed. As a leader, you must share that offensive remarks are counter-productive … or even dangerous.

Think about …

- As I think about racism and anti-racist behaviors, do my behaviors accurately reflect my goal of becoming anti-racist?

- Am I willing to commit to the actions needed to becoming anti-racist?

- Does my team reflect the anti-racist values I am promoting?

- Is this a one-off event or activity for me or am I willing to commit to ongoing dialogues and work needed for racial justice at Stanford?

- Do I have a game plan and understand what I need to do to stand up and reject racism when I see it?

Talk about …

A commitment to being anti-racist manifests in our choices. When we encounter interpersonal racism, whether obvious or covert, there are ways to respond and interrupt it. Asking questions is a powerful tool to seek clarity or offer a new perspective. Below are some suggestions to use in conversations when racist behavior occurs:

- Seek clarity: "Tell me more about _____."

- Offer an alternative perspective: "Have you ever considered _____."

- Speak your truth: "I don't see it the way you do. I see it as _____."

- Find common ground: "We don't agree on _____ but we can agree on _____."

- Give yourself the time and space you need: "Could we revisit the conversation about _____ tomorrow."

- Set boundaries. "Please do not say _____ again to me or around me."

Source: From the National Museum of African American History and Culture, "Talking about Race" ([Being Anti Racist](#))

Additional Resources

- [Between the World and Me](#) by Ta-Nehisi Coates
- [How to Be an Antiracist](#) by Ibram X. Kendi (Related: [An Antiracist Reading List](#) from the *New York Times*)
- [So You Want to Talk about Race](#) by Ijeoma Uluo
- [White Fragility](#) by Robin DiAngelo
- [Gather at the Table: The Healing Journey of a Daughter of Slavery and a Son of the Slave Trade](#), by Thomas Norman DeWolf and Sharon Morgan

- *Harvard Business Review:* [Confronting Racism at Work: A Reading List](#)
- [The Antiracism Starter Kit](#) by L. Glenise Pike:
- [Anti-racism resources for white people](#) by Alyssa Klein
- [Teaching about Race, Racism, and Police Violence](#), Teaching Tolerance
- [How to be an anti-racist](#) (mashable.com)
- [How to build an actively anti-racist workplace – Quartz at Work](#)
- [4 Steps That I and Other White People Can Take to Fight Racism](#)

- [5 Podcasts To Listen To If You Really Want To Know About Race In America](#) (WBUR)
- Intersectionality Matters (Kimberlé Crenshaw): https://aapf.org/podcast

- [Ted.com: The difference between being not racist and anti-racist](#)
- PBS documentary, [Race: The Power of Illusion](#), which tackles the social construct of race in the United States

ANTI-RACISM TOOLKIT
Practice allyship

Allyship is the active and lifelong practice of unlearning and re-evaluating, in which a person in a position of privilege and power acts in solidarity with a marginalized group. Allies actively work to end oppression, seeking to create more equitable environments for all people and dismantle systemic racism. This guide focuses on exploring the role of an ally and how we can each play this role, showing up and using our privilege to break down oppression, because as Dr. Ibram X. Kendi has observed, "an ally is someone who gets into good trouble."

What is it

Fundamentally, practicing allyship is about taking action to effect real, tangible change. Allies use their voices and relatively advantaged positions to educate fellow advantaged group members who may not be aware that they are unfairly benefitting from inequitable systems. Allies speak up for others, challenging and changing institutional policies that perpetuate inequality. Allies also use their access to resources and their social capital to support and advocate for people in less advantaged positions. Source: 3 Myths About Allyship and What Research Says Instead (NLI)

According to Amélie Lamont's *Guide to Allyship*, to be an ally is to:

1. Take on the struggle as your own.

2. Transfer the benefits of your privilege to those who lack it.

3. Amplify voices of the oppressed before your own.

4. Acknowledge that even though you feel pain, the conversation is not about you.

5. Stand up, even when you feel scared.

6. Own your mistakes and de-center yourself.

7. Understand that your education is up to you and no one else.

To "transfer the benefits of your privilege," you need to understand what privilege is, and how we all have privileges that afford us special access and immunity that others may not have. Through allyship, we can begin to close that gap by strategically using our privileges to address inequity, advance racial justice, and bring about positive change.

Privilege, and in particular white privilege, should be viewed as a "built-in advantage, separate from one's level of income or effort" (source: Tolerance.org). White privilege is defined as "unearned rights and benefits afforded white people in Western society because of the color of their skin." The term was first coined in 1988 by Peggy McIntosh. White privilege is the idea that as a white person, you receive opportunities that others who may have the same or better qualifications and who are not white, would not have received (source: Forbes).

In other words, we need to practice allyship because we need people who face *fewer* risks to take on *more* risks to disrupt the harm caused by systemic racism. Allies are people with privilege who take on the burden of challenging the *status quo*, so those without privilege aren't the only ones fighting the battle. In order for us to achieve equity, justice, and freedom for *everyone,* we need to work in solidarity and practice allyship against all forms of oppression. (Source: Medium)

Why do it

As people managers, you play a critical role in moving toward an environment where: "diversity of thought, experience and approach is represented in all sectors of our education and research enterprise; all members of the campus community feel they belong and are supported regardless of their background, identity, or affiliations; and all members of the campus community have broad access to the opportunities and benefits of Stanford." (Source: Stanford Diversity Statement)

So working through the complexities of privilege and becoming a better ally directly supports our core values, and your role puts you in a key position to embrace these ideals in practical ways.

How to do it

STEP 1. USE THE *LEAP* FRAMEWORK TO BECOME A BETTER ALLY

Developed by Stephanie Creary, a professor at the Wharton School of Business, the LEAP Framework is designed to help people from different backgrounds build stronger relationships in the workplace, including standing up as allies to others. LEAP is based on the idea that noticing, connecting, valuing, and responding to others' needs results in more effective working relationships.

L — **Listen and learn from your Black colleagues' experiences.**

Instead of dampening your Black colleagues' voices and experiences, you can look for opportunities to listen to and learn about their experiences at work. Participating in town halls focused on race in the workplace is one good option. Attending your employee resource group (ERG) meetings for Black employees is another.

E — **Engage with Black colleagues in racially diverse and more casual settings.**

Since Black employees often feel like they need to over-perform at work, gaining deeper insights into their experiences may be more feasible in non-evaluative settings where other Black employees are present. This is echoed in research which reveals that Black employees are less likely to open up at out-of-the office social events where they are in the minority but are more likely to share their experiences when they are around other people of color. You may learn that Black colleagues are not getting the support that they need from their direct manager. Stanford's Black Staff Alliance is a great place to start. While the BSA and other ERGs/affinity groups are specifically designed to address the needs of Black employees, membership and related activities are typically open to all employees from all racial backgrounds.

A — **Ask Black employees about their work and their goals.**

Inquiry can be a powerful tool to create connection. However, when done without care — for example, by focusing on perceptions of others' racial backgrounds, personal lives, or their physical appearance — inquiry can feel overly invasive and harmful to Black workers.

To improve the quality of your relationships with your Black colleagues, ask them about their actual work, including what they are hoping to accomplish, any concerns they have about doing that, and how you might be able to help them reach their vision.
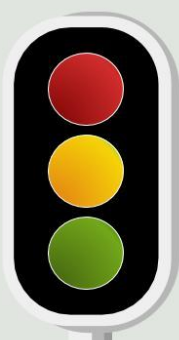
P — **Provide your Black colleagues with opportunities, suggestions, encouragement, and general support.**

To support your Black colleagues, amplify their experiences – the good and the bad. Recommend them for highly visible opportunities. Introduce them to influential colleagues. Openly acknowledge their accomplishments to others. Reward them for doing DEI work alongside their formal work. And most, of all, share their more challenging experiences with those who have the capacity to create systemic change.

Source: How to Be a Better Ally to Your Black Colleagues (HBR)

STEP 2. PRACTICE THE STOPLIGHT METHOD

The Stoplight Method of Allyship is another helpful framework for you to keep in mind and practice.

LISTEN
when BIPOC are sharing their stories and experiences

AMPLIFY
the messages of BIPOC so their thoughts and ideas are heard in their own voice

SPEAK UP
when you witness injustice or have an opportunity to educate and/or advocate

Source: @OhHappyDani

How to do it *continued*

STEP 3: REMEMBER THAT ALLYSHIP MEANS ACTION

As a manager, small steps can have a big impact, and you can be an effective ally through your personal actions. Here are some of the roles you can take on as you act as an ally:

- **Become a Sponsor.** Champion someone from an underrepresented community to support their career growth. Recommend them for stretch assignments and learning opportunities. Share their career goals and aspirations with influencers in the organization. Advocate for more people of color and members of other underrepresented groups as speakers and panelists.

- **Serve as an Amplifier.** Ensure that marginalized voices are both heard and respected. When someone proposes a good idea, repeat it and give them credit. Invite members of underrepresented groups within the organization to speak at staff meetings or take on other visible roles.

- **Leverage your Influence or Power.** Use your power and influence to shine a light on peers from underrepresented groups. Advocate for them to be invited to career-building opportunities. Offer to introduce colleagues from underrepresented groups to influential people in your network.

- **Be an Upstander.** An upstander acts as the opposite of a bystander. If you witness wrongdoing, take action to combat it. Push back on offensive comments or jokes, even if no one within earshot might be offended or hurt. Always speak up if you witness behavior or speech that is degrading or offensive, and explain your stance so everyone is clear about why you're raising the issue. Take action if you see anyone being bullied or harassed.

- **Behave as a trusted confidant.** Create a safe space for members of underrepresented groups to express their fears, frustrations, and needs. Simply listening to their stories and trusting that they're being truthful creates a protective layer of support. Believe others' experiences. Don't assume something couldn't happen just because you haven't personally experienced it. If you are a manager, hold open "office hours" that encourage all of your team members to speak with you about issues that are troubling them.

Source: Betterallies.com; What Is an Ally? (TheMuse)

STEP 4: REMEMBER THAT ALLYSHIP IS A JOURNEY

Allyship is a process and a journey. It starts with listening deeply, with empathy, and seeking to understand different perspectives. It depends on thoughtfully asking others about their lived experiences. It requires showing up: being present, engaged, and committed, all of which sets you up to speak up as an advocate, elevating and amplifying marginalized voices, and evangelizing your allyship with others.

As managers, we have the opportunity and the *responsibility* to be purposeful role models of effective allyship.

Think about …

Questions to consider when engaging your team:

1. Consider an experience in which you saw discriminatory or inappropriate behavior and didn't step in or speak up. What held you back?

2. Think about your professional and personal networks. Are they "just like" you? Think about gaps and how a more diverse network could have a positive impact on your professional goals.

3. What microaggressions do you witness or experience on a regular basis?

4. How are we at Stanford set up to attract diverse candidates? What could be improved?

5. Some seemingly harmless phrases and words can actually be insulting, discriminatory and hurtful. Do you feel comfortable stepping up and asking that they be eliminated or replaced?

6. Are you now or have you been a mentor to someone with less experience? How about someone with less experience and a very different background, lifestyle, or identity than you?

7. What action will you take going forward to create a more inclusive workplace?

Source: Better Allies Book Club Guide v2

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Talk about …

Consider these ideas. Start by answering them for yourself, and then bring them to a team conversation for discussion:

Imagine your privilege is a heavy boot that keeps you from feeling when you're stepping on someone's feet or they are stepping on yours, while the oppressed people wear sandals.

- If someone wearing sandals says, *"Ouch! You're stepping on my toes!"* how do you react if you are the person wearing the boots?

- Continuing with the boot and sandal analogy, think about these statements from the perspective of boots and sandals:

  - *"I can't believe you think I'm a toe-stepper! I'm a good person!"* **(putting yourself in the center)**

  - *"I don't mind when people step on my toes."* **(denial that others' experiences are different from your own)**

  - *"Some people don't even have toes, why aren't we talking about them instead?"* **(derailing)**

  - *"All toes matter!"* **(refusal to center on those impacted)**

  - *"I'd move my foot if you would ask me more nicely."* **(tone policing)**

  - *"Toes getting stepped on is a fact of life. You'll be better off when you accept that."* **(denial that the problem is fixable)**

  - *"You shouldn't have been walking around people with boots!"* **(victim blaming)**

  - *"I thought you wanted my help, but I guess not. I'll just go home."* **(withdrawing)**

- How would you rewrite the sentences as an ally?

Source: The Guide to Allyship

Additional Resources

- Better Allies – Everyday Actions to Create Inclusive, Engaging Workplaces (book/newsletter by Karen Catlin, related website includes resources such as Allies Inclusion Bingo Card)

- Guide to Allyship (open source guide created by Amélie Lamont and amélie.studio)

- Allyship (web resource from The Anti Oppression Network)

- So You Call Yourself an Ally: 10 Things All 'Allies' Need to Know (*Everyday Feminism* article)

- White Privilege: Unpacking the Invisible Knapsack *(Peggy McIntosh)*

- Understand the Meaning and Power of Allyship (Salesforce/Trailhead)

- Focus on Allies (Frame Shift Consulting/training materials by Valerie Aurora)

- https://justiceinjune.org/ (and related *Washington Post* article)

- Speaking of Psychology: The invisibility of white privilege with Brian Lowery, PhD a podcast featuring Stanford GSB professor of organizational behavior and a social psychologist by training

- That's Not How That Works on Apple Podcasts

- Three Ways to be a Better Ally in the Workplace (TEDTalk by Melinda Epler)

- Stanford Social Psychologist on How White Allies Should Respond To Racism (KQED)

ANTI-RACISM TOOLKIT
Keeping focused on the change

Anti-racism is a lifelong pursuit, and as leaders, you are expected to drive and sustain a culture of equity, diversity and inclusion. This guide gives a common definition of workplace culture, explains why keeping focused on driving change in the area of diversity, equity and inclusion is important, and offers practical tips to help managers focus on this culture change.

What is it
"To move toward racial equity, organizational culture must prioritize humanity. People need the ability to work with the dignity of having their histories acknowledged and their life experience valued. Only then will companies be able to recruit and retain the thriving, diverse workforce that leaders and customers want — and need — in the next decade, and beyond."
Source: Moving Beyond Diversity Toward Racial Equity, HBR

The belief and demonstration of diversity, inclusion and equity principles must be part of an organization's strategy, structure and culture to drive excellence.

> **What is organizational culture?**
> Organizational culture is defined as a "pattern of basic behaviors, espoused values and assumptions that navigate how each person perceives, thinks and feels to create shared meaning." (Ed Schein, 2004)
>
> Cultural values drive certain behaviors that ultimately transform to daily workplace practices and performance outcomes or goals.

Why do it
The IDEAL initiative mission statement says: "To be fully engaged community members in the 21st century, we need to embrace diversity. In the classroom, in the workplace, on the playing field – indeed, in all aspects of life – we must be able to navigate difference, develop empathy and continue to learn the value of engagement with diverse backgrounds and perspectives." Source: Stanford Diversity Statement

So why focus on the work of organizational transformation?
Because it's a core value of being a member of the Stanford community, and your role puts you in a key position to embrace these ideals in practical ways.

In an email to our community, sent on June 30, 2020, President Tessier-Lavigne speaks about "Changing Our Culture" including to: create an inclusive, accessible, diverse and equitable university for all our members, beginning with elimination of the anti-Black racism; create a more inclusive, welcoming climate environment for everyone on our campus; improve overall racial climate; address all forms of racial inequity.

What does it takes to change and sustain this sort of culture change?
To create and sustain a cultural transformation of this magnitude, managers and leaders alike are responsible for leading programs and practices that advance a diverse, equitable and inclusive campus community.

For such change to be sustainable, we must systematically break down the barriers constraining Black staff engagement and effectiveness; improve our prevailing structures, policies, and practices; and begin the gradual journey of cultural transformation. A cultural transformation that enhances Black representation, inclusion, and creates an inclusive workplace for a diverse and equitable workforce.

How to do it

To create a long-lasting change, you need to create a culture where individuals can work through their own unconscious biases, uncertainty, and other barriers:

1. **Understand that each individual will have a different experience.** Values, lived experience, and personal understanding of structural and systemic racism vary widely from individual to individual. To help with that, it is essential to approach the work as an iterative process that requires paying close attention to how each person in the organization understands the larger racial equity journey. Once you begin to understand what each individual brings to that journey, you can begin to set smart goals that serve as "small wins" for all and create a shared sense of inclusion in, and ownership of, the effort.

2. **Acknowledge that emotions matter.**
Create a space where each member of the team can openly share feelings, frustrations, and even fears at a personal level in relation to the overall effort as this enables honesty and trust building among staff across varying identities and beyond race. It also enables the kind of trust, vulnerability, generative disagreement, and innovation that is needed for long-term organizational transformation. It can be helpful to have someone external to the group facilitate these conversations and then as trust and ownership is built over time, these efforts can become self-sustaining.

3. **Pause when needed.**
There is significant work to be done, and yet, focusing solely on the long-term impact of the change effort can lead to overwhelm. So, it is best to balance the need to establish concrete long-term goals with short-term wins. This can be accomplished by pausing to make space for immediate action and will result in maintaining and reinforcing staff engagement, stamina and buy-in.

4. **Distribute leadership.**
The goal of distributed leadership is to share responsibility for the racial equity vision with every member of the team. This also helps to take pressure off of BIPOC staff for doing all of the emotional heavy lifting and creates more authentic buy-in from white team members. On a practical basis, this might take the form of taking turns in the facilitation of meetings, preparation for agendas, and leadership for various projects.

Source: [Addressing Racial Equity With an Organizational Change Lens](#)

5. **Understand how power works and use it for change.** Look for the norms, values, and practices that advantage white people and ways of working. Commit time and resources to staff members' individual learning around issues such as understanding history, interrogating personal biases, building empathy and respect for others, getting comfortable with vulnerability: all skills that require training and ongoing practice. Model this individual work from the top.

6. **Understand and embrace conflict as part of the process.** Conflict is not only incidental but is required for transformation to occur and be sustained. It's been said that conflict – from discomfort to active disagreement – is change trying to happen. Unfortunately, most workplaces go to great lengths to avoid conflict of any type.

7. **Commit to ongoing learning and long-term transformation.** The work of building and maintaining an inclusive, racially equitable culture is never done. This work is hard and takes a deeply personal toll. The process is only as good as the commitment, trust, and goodwill from the staff who engage in it – whether that's confronting one's own white fragility or sharing the harms that one has experienced in the office as a person of color over the years.

8. **Increase awareness and adoption of equity, inclusion, and equity in terms of vision, values and goals by discussing how these show up in individual and team behaviors and practices.** For example: Be intentional in selecting a diverse team beyond technical skills (e.g., values) to promote multi-perspectives and enrich conversations around projects/programs.

9. **Communicate that cultural change is gradual and evolves.** For example: develop key milestones and reward accomplishments in both the short and longer term.

10. **Conduct periodic assessments of the culture change and modify programs accordingly.** For example: Utilize benchmarks and metrics that measure how team values and goals transform into daily practices.

Source: [Moving Beyond Diversity Toward Racial Equity](#), HBR

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Think about …

As protests fade, how can you avoid letting your voice go silent? It's essential to continue talking about these issues. Consider joining a group where you can stay active with your discussions on policies and systems. Ongoing and effective communication and appropriate language have never been more important. And effective rhetoric paired with immediate action is what sustains change.

- In terms of organizational culture change to embrace diversity, equity and inclusion practices, what are the biggest challenges currently?
- What resources and support do you need?
- What are some action steps we can take now?
- How are notions such as "professionalism" and "appropriateness" being wielded to avoid or stifle challenging perspectives or conversations?
- How might the culture authorize a small group to define what issues are "legitimate" to talk about and how and when those issues are discussed?

Talk about …

On an ongoing basis, engage your team in conversation to continue the work of cultural transformation:

- Add as a periodic 1:1 topic
- Include as a regular discussion item in team meetings
- Include in peer-to-peer conversations
- Focus on as part of a "book club" in your school or unit

Ask yourself and your team:

- How well equipped are staff to identify and address interpersonal, institutional, and structural racism in the workplace?
- How often are staff taking risks and putting aside discomfort to engage in critical conversations?
- How much does organizational leadership participate in and support conversations about racial equity internally?
- What informal and formal power do I hold to shift culture?
- How should I wield it to change damaging norms and power dynamics within our institution?

Source: Moving Beyond Diversity Toward Racial Equity, HBR

Additional Resources

Continue to stay informed, educated, and connected to the cause. While the protests may slow down, don't let that be an excuse to turn your head away from the very real reality that systemic racism harms people every day in this country. Keep yourself educated by following the right people, not simply allowing a few news outlets shape your opinion.
Source: How to Make Sure Your Anti-Racism Work Is a Lifelong Endeavor *(Boston Magazine)*

- Changing Organizational Culture, The Change Agents' Guidebook by Marc Schabracq

- Moving Beyond Diversity Toward Racial Equity, *Harvard Business Review (HBR)*

- Culture Change Success Factors

- Kotter's 8-Step Change Model - Change Management Tools from Mind Tools. Kotter's 8- Step Change Model: Implementing Change Powerfully and Successfully.

- www.prosci.com. Global Leader in Change Management Solutions: The ADKAR Model looks at the people side of change

ANTI-RACISM TOOLKIT
BIPOC Managers: How to support yourself and others

The purpose of this toolkit page is to provide tools and support specifically for BIPOC managers. The goal is to build on your experiences, expertise, and shared vision of working collaboratively to include a more extensive and inclusive toolkit to support managers to become better at managing.

How to do it
STEP 1. BEGIN WITH SELF

- Acknowledge your own story (both told and untold)
- Become aware of your own biases
- Protect your energy
- Prioritize Self-Care daily with acts of kindness towards self set realistic expectations of self

We all have a story/narrative about how we've gotten to where we are and who, what and why we're managers. Use your narrative to help identify your own biases and develop a plan for managing your biases.

It's not unusual for BIPOC managers to work "double time" and/or "double duty" by overworking to meet the demands of the job, other marginalized staff and living with racism on a daily basis. BIPOC managers and staff do not have the option of *not* dealing with systemic racism. It is a privilege to decide to not deal with or address racism and is a privilege that many BIPOC do not have. This unending stress can impact well-being (both physically and emotionally) which can impact job performance. The solution is to find ways, no matter how small, to take care of self, set boundaries consistent with your prioritized job responsibilities. IT'S OK TO SAY NO and PROTECT YOUR ENERGY.

This document, Protect your Energy, was put together as a "labor of love" to compile some suggested options in response to pressure to be a subject matter expert (SME) on racism; use it as a guide or conversation piece for training but be respectful of its intended use.

STEP 2. INVEST IN OUTREACH AND NETWORKING
Build an internal *and* external support system for yourself based on shared experiences and resources with other BIPOC managers.

Isolation is a common side effect of having a shortage of others in similar roles, as well as over-working. Decreasing isolation increases problem solving measures and suggestions for empowerment. Document instances where you're asked to be the SME for your race, gender, racism, etc. Share research to validate your experiences.

Although there is limited research about challenges for BIPOC managers, there are some. One study to start with is "An Examination of Factors Impacting the Career Decisions of Black Women in Management Positions at US Institutions of Higher Education" (2011).

STEP 3. IDENTIFY YOUR STRENGTHS AND PLATFORMS FOR FIGHTING RACISM
We cannot do it all, and we all have personal and professional strengths and resources that can play a vital part in addressing racism and building allies. Remember that *it is okay if you want to or don't want to educate white people about racism.* Some of us can and want to and some do not; let's not judge each other for deciding on what's best for ourselves and where our strengths are in doing so.

There's a need for education, advocacy, policy revisions, strategic planning, organizing, engagement, and resource building, to name a few. Find your niche and support others in doing theirs. Please provide feedback for the continued development of this toolkit - learningdev@stanford.edu.