C4 Innovations
Beginning Steps

Watershed Action Alliance of Southeastern Massachusetts

March 2021

C4 Innovations

Community & Behavioral Health | Recovery | Social Change

Key Terms: A Beginning List

01 Race

02 White Privilege

03 Equity

04 Equality

How to be an Anti-Racist

Ibram Kendi

- Acknowledge your own racism
- Confess your racist ideas
- Define racism and anti-racism
- Identify racist systems and policies
- Work to change racist systems and policies

A Guide to the Accountability of Equitable Results Framework

From the Annie E. Casey Foundation: A framework C4 Innovations use together with communities to:

- Disaggregate data to differentiate populations that are most marginalized

- Analyze explicit and implicit factors and patterns that perpetuate disparities

- Identify cross-system and upstream factors and solutions

- Design, implement and monitor equity strategies

- Build shared accountability for achieving and sustaining results across stakeholders

- Annie E. Casey Foundation uses this framework to ensure Equitable results for al, especially those farthest from the desired result – because all people really means all people

Possible First Steps

1. Define terms and language

2. Develop a reading list

3. Commit to doing this work long term

4. Be comfortable being uncomfortable

5. Start with inner work before jumping into concrete actions

6. Many ways to start: One concrete way to idea is to start with White Dominant Culture & Something Different Worksheet

7. Involve people most impacted in leadership of this work

8. Commit to having conversations to further racial equity

9. Consider getting a facilitator

What can you personally do to make a change, or pivot, from the left column to the right column? What can your organization do?

'NORM' of White Dominant Culture	PIVOT	SOMETHING DIFFERENT
Either/or thinking Believing people are racist or not racist, good or bad. Seeing incidents of inequity as isolated events.		**Systems and complexity thinking** Understanding context and intersectionality. Seeing patterns, holding contradictory thoughts & feelings simultaneously.
Paternalism No consultation or transparency in decision making. Taking over campaigns, mediating and facilitating others.		**Partnership** Decision making is clear, affected parties are consulted. Evaluations include staff at all levels. Leadership of Frontline communities is respected and nurtured.
Competition Taking unearned credit for wins. Coopting local organizing efforts, or the work of other staff. Treating core campaign issues as more important than issues that other people are working on.		**Collaboration** Taking time to build relationships based on trust. Focus is on 'building a bigger pie' instead of fighting over a slice. Mutual support and promotion of each other's campaigns and issues.
Power hoarding Ideas from less senior people are treated as a threat, information and decision making is confidential. Holding on to resources, scarcity mindset.		**Power sharing** Ideas at all levels are valued for the positional expertise they represent, ideas from others are requested and space is made for them to be heard. Budgets are made available for viewing, providing input on, and resources are shared equitably and appropriately.

Comfort with predominantly white leadership Defaulting to all or mostly white leadership using urgency and lack of available, qualified people of color as justifications for doing so.	**Leadership representative of the communities most affected by inequity** Take time to weave into the fabric of the organization a critical mass of equity-oriented people of color in leadership and on staff at large. Create inclusive culture. With graceful awareness, acknowledge that we're all unconsciously socialized to see physical features that are more white European, including lighter skin, as 'better'. Be mindful of how norms of the white, middle class can easily permeate the main organizational culture.
Individualism & Separateness Focus is on single charismatic leaders, Working in isolation, from each other and from other organizations.	**Community & Collectivism** Working together, working from a movement lens. Understanding that to change everything it takes everyone. Understanding interdependence of all social struggles. Working for all who are impacted by destruction and seizing of land, air, water and climate, especially those hit first and worse.
Fear of open conflict Right to comfort. Politeness is valued over honesty. White fragility goes unchecked. Those who bring up discomfort for others are scapegoated. Useful feedback not given in	**Direct and constructive feedback/ Growth and learning** Peers call each other in and continuously learn from each other. Managers are skilled at providing timely,

Sample Rules for the Road

- Stay Engaged

- Speak Your Truth

- Experience Discomfort

- Expect and Accept Non-Closure

- Commit to the Improvement Process

- Revoke Expectations of Having Full Knowledge

- This Work is Not for Others, it is for Us

- Honor all Experience and Expertise Equally.
  Both come in many forms

- The Goal is Not to Agree – it is to Gain Deeper Understanding

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.[1]

Ben Hecht, "Moving Beyond Diversity Toward Racial Equity," June 16, 2020, Harvard Business Review, https://hbr.org/2020/06/moving-beyond-diversity-toward-racial-equity

Thank You

Livia Davis, MSW
Chief Learning Officer
C4 Innovations

https://c4innovates.com
ldavis@c4innovates.com