# C4 Innovations Beginning Steps

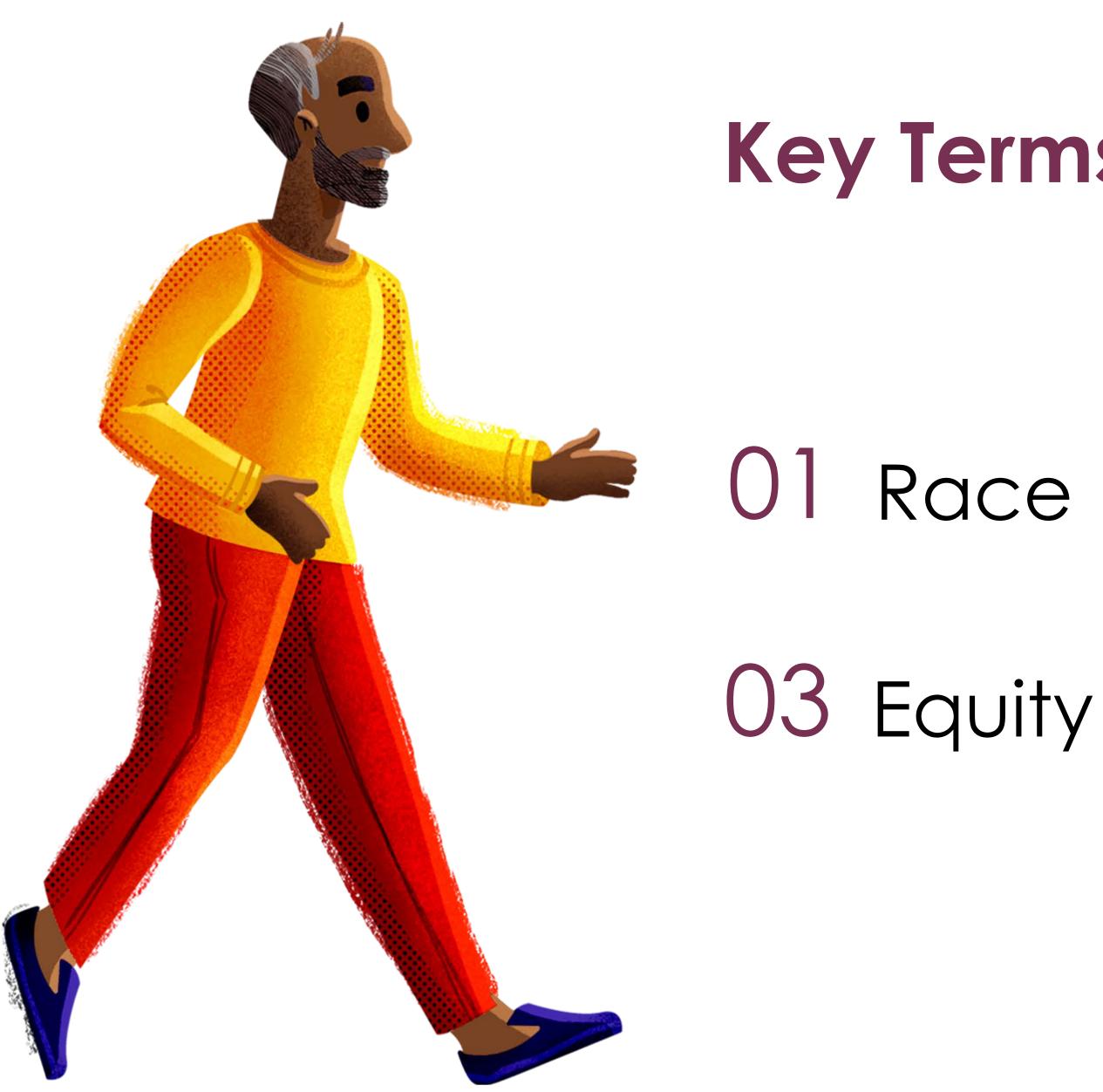




Community & Behavioral Health | Recovery | Social Change

Watershed Action Alliance of Southeastern Massachusetts **March 2021** 





### Key Terms: A Beginning List

02 White Privilege

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
- Annie E. Casey Foundation uses this Analyze explicit and implicit factors • framework to ensure Equitable and patterns that perpetuate results for al, especially those disparities farthest from the desired result – Identify cross-system and upstream • because all people really means factors and solutions all people
- Design, implement and monitor • equity strategies

Build shared accountability for • achieving and sustaining results across stakeholders



### **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

#### **Either/or thinking**

Believing people are racist or not racist, good or bad. Seeing incidents of inequity as isolated events.

#### Paternalism

No consultation or transparency in decision making. Taking over campaigns, mediating and facilitating others.

#### 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.

#### Power hoarding

Ideas from less senior people are treated as a threat, information and decision making is confidential. Holding on to resources, scarcity mindset.

PIVOT	SOMETHING DIFFERENT
	Systems and complexity thinking Understanding context and intersectionality. Seeing patterns, holding contradictory thoughts & feelings simultaneously.
	Partnership Decision making is clear, affected parties are consulted. Evaluations include staff at all levels. Leadership of Frontline communities is respected and nurtured.
	<b>Collaboration</b> 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 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.

#### Individualism & Separateness

Focus is on single charismatic leaders, Working in isolation, from each other and from other organizations.

#### 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

#### Leadership representative of the communities most affected by inequity

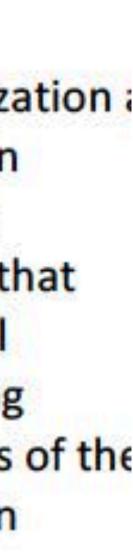
Take time to weave into the fabric of the organization a critical mass of equity-oriented people of color in leadership and on staff at large. Create inclusive culture. With graceful awareness, acknowledge that we're all unconsciously socialized to see physical features that are more white European, including lighter skin, as 'better'. Be mindful of how norms of the white, middle class can easily permeate the main organizational culture.

#### **Community & Collectivism**

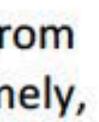
Working together, working from a movement lens. Understanding that to change everything it takes everyone. Understanding interdependence of all social struggles. Working for all who are impacted by destruction and seizing of land, air, water and climate, especially those hit first and worse.

### 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.

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

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