



GROWTH AREAS FOR EQUITABLE LEADERSHIP

GUIDE

BACKGROUND

At Mission Capital, we embarked on a race equity journey as an organization in 2019. We ratified a new mission to equip and connect mission-driven leaders, organizations, and networks focused on advancing equity and opportunity so that all can thrive. To make this shift in our mission, we recognized we also had to make significant shifts in ourselves, our processes, and our work. Initially, we began this work internally, focusing on staff learning and identifying how to change our policies and programs.

We have since also shifted our practices to center on the needs of our clients. We have more intentionally sought to include those we serve in our program design and revisioning. We have also shifted how we learn and worked to better understand the differences of experiences for folks we serve, based on factors around racial identity and power positionality.

In 2021, we began focusing key learning initiatives on building organizational cultures of belonging, leadership awareness, gaps, and growth opportunities in supporting equitable practices in organizations.



WHY LEADERSHIP AND BELONGING?

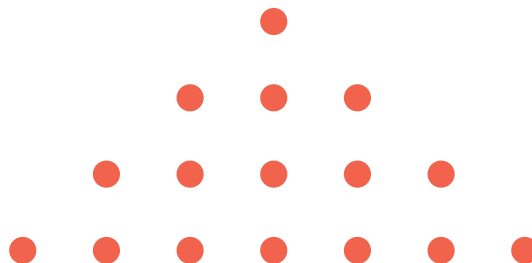
Two of our core focus areas at Mission Capital are serving leaders and organizations. One area that we have deeply invested in our own unlearning has been centered around leadership and workplace belonging. We have always worked diligently as an organization to serve the nonprofit sector in Central Texas, and we have designed and delivered multiple programs over the years, geared toward serving leaders and improving workplace experiences.

Mission Capital has traditionally had numerous programs designed to serve leaders, but we have not historically focused on building equitable organizations and leadership. These two initiatives were targeted to delve into those areas.

This guide provides high-level themes from our work around leadership awareness and key growth areas all leaders need to begin to create equitable organizations.

Each theme includes resources to help leaders begin to explore each area further. These resources are not all-inclusive, but are provided to help leaders start or continue their journey.

Lastly, we believe all staff are leaders in different ways, but in our work around leadership awareness and in this guide, we are defining leaders as people managers, directors, and executive leaders.



HIGH-LEVEL THEMES & RESOURCES

HOW CAN LEADERS GROW & DEVELOP IN DIVERSITY, EQUITY, AND INCLUSION (DEI)?

This section includes strategies for individual growth and development around individual race equity journeys and racial trauma.

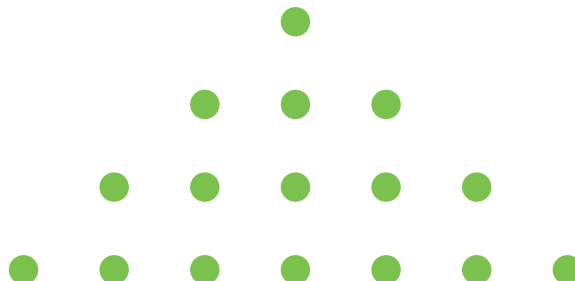
This section prioritizes an emphasis on leaders doing the work to understand themselves, so they are not asking or not taking labor from staff who identify as People of the Global Majority or Black, Indigenous, and People of Color (BIPOC) to do this work for them.

SELF-REGULATION & BUILDING RACIAL STAMINA

Leaders need to understand & use self-regulation strategies to deal with “racial anxiety” to stay engaged in conversations around race & racism. They also must build racial stamina to continue to stay engaged and to keep coming back to cross-racial conversations and equity work.

Resources to begin to explore this area, include:

- [Racial Anxiety - The Perception Institute](#)
- [Building White Racial Stamina by Elizabeth Oppenheimer](#)
- [Tool for Building Stamina in Anti-Racism Practice by Alia](#)
- [Building Racial Empathy & Enhancing Racial Stamina - Racial Equity Consciousness Institute](#)
- [How to Develop & Practice Self-Regulation - Very Well Mind](#)
- [Emotions and the Brain - Senits](#)
- [10 Essential Emotion Regulation Skills for Adults - Psychology Today](#)
- [6 Pressure Points for Anxiety Relief - healthline](#)
- [Reframe How You Think About Self-Care - Harvard Business Review](#)
- [4 Self-Care Resources for Days When the World is Terrible - COLORLINES](#)
- [Self-Care: Taking Care of Others by Taking Care of Yourself - Move to End Violence](#)
- [Normalizing Rest - Move to End Violence](#)
- [Breaking Isolation: Self Care and Community Care Tools for our People - The Audre Larde Project](#)
- [Emotions, Resilience, & Courageous Conversation - Change Elemental](#)
- [Cleaning, Clearing, & Connecting our Collective Spaces - Change Elemental](#)
- [Racism Kills: What Self-Regulation Can Do About It - rewire news group](#)
- [We Need Capacity Building for Learning About Race - Fakequity](#)



UNDERSTAND IDENTITY & INTERSECTIONALITY

Leaders need to understand their own racial and ethnic identity and journey around race and culture. They also need to understand intersectionality and the intersection of race and identity. Leaders need to know when to move up or move back based on their social identities.

Resources to begin to explore this area, include:

- [Racial Healing Practice Worksheets - Anneliese Singh](#)
- [#Race And Videos - Race Forward](#)
- [A Primer on Intersectionality- African American Policy Forum](#)
- [How to Do Intersectionality - Rinku Sen](#)
- [Social Identities and Systems of Oppression - National Museum of African American History and Culture](#)
- [Talking about Pronouns in the Workplace- Human Rights Campaign Foundation](#)
- [Summary of Stages of Racial Identity Develop](#)
- [A Beginner's Guide to Intersectionality -NLC](#)
- [Identity - Intersect](#)
- [Pronouns Matter](#)
- [Diversity Toolkit: A Guide to Discussing Identity, Power and Privilege - USC](#)
- [Understand Social Identity to Lead in a Changing World - Center for Creative Leadership](#)
- [Spin the Wheel of Power & Privilege \(Marginalization & Intersectionality\)](#)
- [Inclusive Language Tips for Everyday Business- the diversity movement](#)
- [Pronouns - MINUS18](#)
- [The Teaching Transgender Toolkit - Transgender Training Institute](#)
- [Tools for equality and inclusion - Human Rights Campaign](#)
- [Resource Center - The Trevor Project](#)
- [Kimberle Crenshaw: What is Intersectionality](#)
- [Intersectionality - NCCJ](#)
- [Intersectionalities - International Disability Alliance](#)
- [Intersectionality: a fun guide - Miriam Dobson](#)

UNDERSTAND INTERNALIZED RACIAL OPPRESSION & INTERNALIZED RACIAL SUPERIORITY

Building upon one's racial and ethnic identity and journey, leaders must also understand how they are individually impacted by internalized racial oppression or internal racial superiority and how that affects their decisions and behaviors.

Resources to begin to explore this area, include:

- [Dismantling Racism Works Web Workbook by dRworks](#)
- [What is Internalized Racism? - Race Equity Tools](#)
- [Black self, white world: lessons on internalized racism - Jabari Lyles -TEDxTysonsSalon](#)
- [I Couldn't Embrace My Natural Hair Until I Unlearned Internalized Racism - Ebony-Renee Baker -FLARE](#)

- [The Battle to Be Me: How Internalized Racism Impacts People of Color in America - Milwaukee Independent](#)
- [Internalized Racism Inventory - Cultural Bridges to Justice](#)
- [“We’re both the comfortable and the afflicted”: What gets overlooked when we talk about anti-Asian racism - Vax](#)
- [Study: Latino Students Internalize Racist Language They Hear from Politicians, Media - Colorado Public Radio](#)
- [The Four “I’s” Of Oppression - Colorado Inclusive Funders](#)
- [Understanding Oppression: Strategies in Addressing Power and Privilege - Dr. Leticia Nieto](#)
- [Healing from the Effects of Internalized Oppression - Community Tool Box](#)
- [Internalized Racism - The People’s School of DC](#)
- [Standing in the Fire: the Spiritual Practice of Untraining Whiteness - Swan Keys](#)
- [Got internalized white superiority? The danger of denial and the promise of another way - Jen Willsea](#)
- [Internalized racism \(the silent face of bigotry\) - The Angry Black Woman](#)

UNDERSTAND & PROCESS RACIAL TRAUMA

Leaders should acknowledge and understand how racism creates mental and emotional injury or racial trauma. Leaders should then take steps to begin to process and heal from their racial trauma and create space so others can begin to acknowledge, process, and heal from their trauma as well.

Resources to begin to explore this area, include:

- [Choose Your Own Adventure: Racial Learning & Healing - oneTILT](#)
- [Right Within: How to Heal from Racial Trauma in the Workplace by Minda Harts](#)
- [The Racial Healing Handbook: Practical Activities to Help You Challenge Privilege, Confront Systemic Racism & Engage in Collective Healing by Anneliese Singh](#)
- [My Grandmother’s Hands: Racialized Trauma and the Pathway to Mending Our Hearts and Bodies by Resmaa Menakem](#)
- [Right Within: How to Heal from Racial Trauma in the Workplace - Minda Harts](#)
- [What is Racial Trauma: Understanding Race-Based Traumatic Stress by Relias](#)
- [Racial Healing Plan for Black, Indigenous, and People of Color by Embrace Equity](#)
- [The Future of Healing: Shifting From Trauma Informed Care to Healing Centered Engagement by Dr. Shawn Ginwright](#)
- [Restoring to Wholeness: Racial Healing for Ourselves, Our Relationships and Our Communities - WK Kellogg Foundation](#)
- [Coping with Racial Trauma - University of Georgia](#)
- [Finding refuge: heart work for healing collective grief - michelle cassandra johnson](#)
- [Moving Beyond What Keeps Us Stuck and Separate: Exploring the Nutrients that Foster Belonging to Life - The Rooted Global Village](#)
- [Telling Our Own Story: The Role of Narrative in Racial Healing - America Healing](#)
- [White Folks Workbook: Processing White Emotions - anti-racism everyday](#)
- [Working Document to Facilitate Growth for White Folks](#)
- [Addressing the Roots of Racial Trauma: An Interview with Psychologist Lilliam Comas-Dfaz](#)
- [Surviving Oppression; Healing Oppression - Tarakali Education](#)
- [What’s Structural Harm Got to Do With It? - Jasmyn Story](#)

- [The Body Is Not An Apology - Sonya Renee Taylor](#)
- [The Four Bodies: A Holistic Toolkit for Coping with Racial Trauma - Jacquelyn Ogorchukwu](#)

HOW CAN LEADERS UNDERSTAND THEIR PRIVILEGE AND POSITIONAL POWER?

This section specifically focuses on understanding both how historical inequities and structural racism were purposefully created and how to begin to change leadership practices.

UNDERSTAND HISTORICAL INEQUITIES & SYSTEMIC RACISM

Leaders must be knowledgeable and understand racism and how historical inequities were purposefully created. This includes knowledge of how institutional and structural racism continues to be perpetrated today and how workplaces were created, whom they benefit, and how workplaces exacerbate and uphold institutional racism.

Resources to begin to explore this area, include:

- [Stamped from the Beginning: The Definitive History of Racist Ideas in America - Ibram X. Kendi](#)
- [Seeing White Podcast by Scene on Radio](#)
- [How America Invented Race: The History of White People in America - World Channel](#)
- [The 1619 Project and Curriculum Guide](#)
- [Divided by Design Podcase by E Pluribus Unum](#)
- [A People's History of the United States by Howard Zinn](#)
- [158 Resources to Understand Racism in America by Smithsonian Magazine](#)
- [Structural Racism - Urban Institute](#)
- [The Invasion of America: How the United States Took Over an Eighth of the World - ehistory.org](#)
- [Segregated by Design - SegregatedbyDesign.com](#)
- [Race the Power of an Illusion -California Newsreel and Regents of the University of California](#)
- [Critical Race Theory Summer School - The African American Policy Forum](#)
- [Centenary of the Tulsa Race Massacre - Othering & Belonging Institute](#)
- [21-Day Racial Equity Habit Building Challenge](#)
- [Reimagining Equity and Access- Project Ready](#)
- [Learn and Unlearn: Anti-Racism Resource Guide - SAIC](#)
- [Decolonize: Resources](#)
- [Rethinking "Thanksgiving" Toolkit - Indigenous Solidarity Network](#)
- [Identifying Institutional Racism Folio: Tools to assist human service organizations identify and eliminate institutional racism in their organization - SHSC](#)
- [Racism is Real: stemic Racism Explained - Brave New Films](#)
- [Structural Racism at a Glance - Erase Racism](#)
- [The Great Unlearn - Rachel Cargle](#)
- [Anti-racism Resources](#)
- [Institutionalized Racism: A Syllabus - JSTOR Daily](#)
- [Race in US History - Facing History & Ourselves](#)

- [What is Systemic Racism - Race Forward](#)
- [Minimizing and addressing implicit bias in the workplace - Shamika Dalton & Michele Villagran](#)
- [The Structural Racism Remedies Repository - Othering & Belonging Institute](#)

UNDERSTAND SOCIALIZATION

Leaders should acknowledge and understand socialization, privilege, white supremacy culture, and how racism is learned. Leaders also need to understand how power and socialization intersect, and how they are institutionally and personally reinforced.

Resources to begin to explore this area, include:

- [The Equity Reset Learning Model - LBNL Equity Reset](#)
- [Landmark Cases: Brown v Board Doll Test by C-SPAN](#)
- [Implicit Bias Module Series - Kirwan Institute for the Study of Race and Ethnicity](#)
- [A Girl Like Me by Media that Matters](#)
- [The Cost of Code Switching - Chandra Arthur](#)
- [I am not Your Asian Stereotype - Canwen Xu](#)
- [White people are still raised to be racially illiterate. If we don't recognize the system, our inaction will uphold it by Robin DiAngelo](#)
- [Why English Class is Silencing Students of Color - Jamila Lyiscott -TEDxTheBenjaminSchool](#)
- [White Supremacy Culture - Terna Okun](#)
- [White Men: Time to Discover Your Cultural Blind Spots - Michael Welp - TEDxBend](#)
- [White Privilege: Unpacking the Invisible Knapsack by Peggy McIntosh- Race Equity Tools](#)
- [As Non-Black POC, We Need to Address Anti-Blackness -Ana Cecilia Perez - Yes! Solutions Journalism](#)
- [Toni Morrison Beautifully Answers an "Illegitimate" Question on Race \(Jan. 19, 1998\) | Charlie Rose - Charlie Rose](#)
- [Black In Bend: Being An Extreme Minority In Suburbia - Anyssa Bohanan | TEDxBend](#)
- [Race Talk and the Conspiracy of Silence - Derald Wing Sue](#)
- [White Fragility - Robin DiAngelo](#)
- [Waking Up White - Debby Irving](#)
- [Undoing My Anti-Blackness - FAKEQUITY](#)
- [\(divorcing\) White Supremacy Culture - Dismantling Racism](#)
- [Episode 15: Addressing Anti-Blackness and a Way Forward ft. Kabzuag Vaj - Not Your Average Mai Podcast](#)
- [The Price We Have Paid for Not Confronting Racism - The New York Times](#)
- [The Great White Heist - Yes! Solutions Journalism](#)
- [How 'missing White woman syndrome' has real life implications - CNN Business](#)
- [Yes, the media is suffering from 'missing white woman syndrome' - MSNBC](#)
- [You shouldn't need a Harvard degree to survive birdwatching while black. - The Washington Post](#)
- [Project Implicit - Harvard](#)
- [Opportunities for White People in the Fight for Racial Justice: Moving from Actor to Ally to Accomplice - Jonathan Osler](#)
- [How white women use strategic tears to silence women of colour - Ruby Hamad](#)
- [Do The Work - Brandon Kyle Goodman](#)

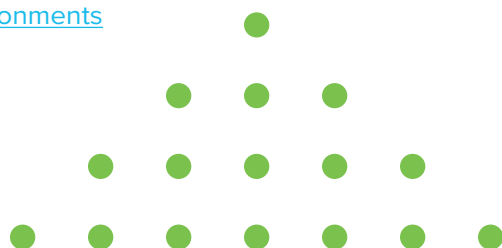
- [We all have implicit biases. So what can we do about it? - Dushaw Hockett](#)
- [White Anti-Racist Culture Building Toolkit -AWARE-LA](#)
- [Non-Black Latina@/x Resources on Anti-Blackness](#)
- [Addressing Anti-Blackness within Vietnamese/Chinese & Asian Community](#)
- [Whiteness at Work](#)
- [The Cycle of Socialization - Bobbie Harro](#)

RECOGNIZE & ACKNOWLEDGE HIERARCHY & POSITIONAL POWER

Leaders must understand relationships between power, socialization, privilege, and equity and how relationships of power influence an organization both through hierarchical and positional power.

Resources to begin to explore this area, include:

- [Anti-Racist Leadership: Why it Matters & How to Become One by Dr. Nicole Evans](#)
- [How to Be an Anti-racist Supervisor from NPQ](#)
- [The Role of Senior Leaders in Building a Race Equity Culture by Bridgespan Group](#)
- [Leadership Development Programs Need an Upgrade: Five Ways to Advance Racial Equity by Race to Lead](#)
- [Self to Systems: Leading for Race Equity Impact by ProInspire](#)
- [Structuring Leadership: Alternative Models for Distributing Power and Decision Making in Nonprofit Organizations - Building Movement Project](#)
- [Designing Power: How to Help Anti-Racism Take Root in Your Organization](#)
- [Equity and Inclusion: The Roots of Organizational Well-Being - SSIR](#)
- [Whiteness at Work](#)
- [Racial Justice and Power-Sharing: The Heart of Leading Systems Change](#)
- [The Language of Domination: Oppressive Meeting Dynamics](#)
- [White Supremacy Characteristics Self-Reflection Guide](#)
- [Before you can create a true feedback culture, you need to distribute power- LifeLabs Learning](#)
- [The Power Manual: How to Master Complex Power Dynamics - Cyndi Suarez](#)
- [Operationalizing Racial Equity & Inclusion: Shifting Systems of Power - Living Cities](#)
- [Shifting Power Dynamics Through Listening - Feedback Labs](#)
- [Racial Justice and Power-Sharing: The Heart of Leading Systems Change - Lili Farhang & Solange Gould](#)
- [Power & Privilege Definitions - Vanderbuilt](#)
- [Reimagining Capacity Building: Navigating Culture, Systems and Power - GEO](#)
- [Research: People Can Learn to Recognize Their Racial Privilege - HBR](#)
- [Paying Attention to White Culture and Privilege: A Missing Link to Advancing Racial Equity - Gita Gularti-Partee & Maggie Potapchuk](#)
- [Conversations about the Productivity Paradox - Move to End Violence](#)
- [Concentric Circles: Unpacking Privilege & Power - MP Associates](#)
- [Power Analysis Survey - Communities Creating Healthy Environments](#)



PRACTICE CONFLICT MANAGEMENT

Leaders need to understand how they handle conflict and develop skills and the ability to help teams move through conflict. This includes recognizing when there is conflict avoidance, creating space and encouraging disagreement, discussion, and working through interpersonal tensions to increase collaborative work and trust.

Resources to begin to explore this area, include:

- [Turning Towards Each Other: A Conflict Workbook](#)
- [Creating Conflict Infrastructure: a group workbook - Luna N.H.](#)
- [The Shape of Trust- RSJI](#)
- [6 Tips for Leading Through Conflict - Center for Creating Leadership](#)
- [4 Strategies to Deal with Conflict \(Healthily\) in a Distributed Workforce - sr4](#)
- [What's Your Conflict Superpower? - CompassPoint](#)
- [Into the Fire: Lessons from Movement Conflicts - NPQ](#)
- [What is conflict literacy? - Conflict Transformation Fund](#)
- [Moving Toward Conflict for the Sake of Good Strategy - Yotam Marom](#)
- [Conflict Resolution with Power and Privilege in Mind - CompassPoint](#)
- [Navigating Conflict - Kazu Haga](#)
- [If you want a truly equitable workplace, you must get over fear of conflict - Fast Company](#)
- [Results-Based Leadership Video: Resolving Differences Using the "Circle of Conflict"- Annie E. Casey Foundation](#)
- [We Can't Work Toward Racial Justice and Equity Without Working on Relationships - CompassPoint](#)
- [Right to Comfort Power Hoarding & Fear of Conflict - White Supremacy Culture](#)
- [Into the Fire: Transformation Through Conflict- NPQ](#)

HOW CAN LEADERS SPECIFICALLY SUPPORT DIVERSITY, EQUITY, AND INCLUSION (DEI) IN THEIR DIRECT RELATIONSHIPS?

This section includes strategies to develop inclusive and accountable leadership and ways to think differently about leadership and create spaces for learning, transparent conversation, and that support staff who are People of the Global Majority and Black, Indigenous, or People of Color (BIPOC).

DEVELOP INCLUSIVE LEADERSHIP & ACCOUNTABILITY

Leaders need to understand and learn strategies to lead through a lens of equity. This includes supporting and creating equitable workspaces that intentionally support inclusivity, belonging, mutual care, and solidarity but also emphasize accountability in response to harm and racism.

Resources to begin to explore this area, include:

- [20 subtle ways white supremacy manifests in nonprofit and philanthropy from Nonprofit AF](#)
- [Adaptive Leadership Series Part I: Caring for Ourselves & Each Other - Just Lead Washington](#)
- [Adaptive Leadership Series Part II: Planning for the Future - Just Lead Washington](#)

- [Adaptive Leadership Series Part III: Leading Teams in Times of Isolation - Just Lead](#)
- [Learn How to Apologize- Anti-Racism Daily](#)
- [Dream Accountability - Leaving Evidence](#)
- [\(divorcing\) White Supremacy Culture: Coming Home to Who We Really Are - Tema Okun](#)
- [A Manager's Guide to Helping Teams Face Down Uncertainty, Burnout and Perfectionism - First Round Review](#)
- [Qualities of Regenerative and Liberatory Culture](#)
- [The Wake Up: Closing the Gap Between Good Intentions and Real Change - Michelle Mijung Kim](#)
- [Creating Inclusive and Equitable Cultural Practices by Linking Leadership to Systemic Change - Jovonnie Esquierdo-Leal & Ramona Houmanfar](#)
- [Inclusive Leadership: Steps Your Organization Should Take to Get it Right - Center for Creative Leadership](#)
- [Should Inclusion Really Include "All?" - Collective](#)
- [The Social Change Ecosystem Framework - Solidarity Is & Building Movement Project](#)
- [The Manager's Guide to Inclusive Leadership: Small Habits That Make a Big Impact - First Round Review](#)
- [What's holding inclusion back? Leader's behavior - CLO](#)
- [Creating Accountability for Inclusive, Responsive Leadership - The TAPO Institute](#)
- [The Key to Inclusive Leadership - HBR](#)
- [Using Diversity and Inclusion Data to Ensure Leadership Accountability- Pulsely](#)
- [Using an Adaptive Leadership Framework to Advance Racial Equity in Planning - Urban Equity Consulting Services](#)
- [Is Racism an Adaptive Challenge? - Leadership in Color](#)
- [Managing to Change the World: The Nonprofit Manager's Guide to Getting Results - The Management Center](#)
- [Antiracist Results-Based Accountability Workshop for Leaders - Equity & Results](#)
- [The Practice of Adaptive Leadership - Ronald A. Heifetz, Marty Linsky, Alexander Grashow](#)
- [Leadership on the Line, With a New Preface: Staying Alive Through the Dangers of Change - Ronald A. Heifetz](#)
- [Redefining Leadership: Leadership in the new normal - Potomac Officers Club](#)
- [Inclusion Confusion - Limeade](#)
- [Challenging Convention: A Dialogue on Promoting Racial Equity in the Workplace - Shannon Cumberbatch & Yejin Lee](#)

MODEL AND VALUE FEEDBACK

Leaders must provide direct support and feedback to their direct team members, model changes in their leadership behavior, and create spaces to share feedback and receive feedback. Leaders must also be able to model how to value and receive feedback.

Resources to begin to explore this area, include:

- [Pivoting Away from White Supremacy Culture at Work: a worksheet](#)
- [The Bias of 'Professionalism' Standards - SSIR](#)
- [Using Choice Points to Advance Racial Equity and Inclusion- The Management Center](#)
- [3 Ways to Confront Bias, Prejudice & Bullying Masquerading as Feedback - Kim Scott](#)
- [Bias Interrupters: Small Steps Big Change](#)
- [Crafting Powerful Questions - Building Movement Project](#)

- [Are You Guilty of Equity Offset? - Nonprofit AF](#)
- [Back-Channeling Is a Toxic Communication Habit That Probably Exists in Your Office - Well+Good](#)
- [Leading by Example on Diversity, Equity, and Inclusion: How and Where to Start Tough \(but Necessary\) Conversations - Threshold Ventures](#)
- [Say This Not That: A Guide to Inclusive Language - the diversity movement](#)
- [Feedback may be painful but it's critical for equity and inclusion - co-creating inclusion](#)
- [How to Receive Feedback \(Part 1\) - The Management Center](#)
- [How to Receive Feedback \(Part 2\): Power Difference, and Inequity - The Management Center](#)
- [Feedback and Equity: Connecting the Dots - Fund for Shared Insight](#)
- [Advancing Equity Through Feedback - Leap Ambassadors](#)
- [Bolstering Curiosity to Advance Workplace Equity - SSIR](#)
- [Active Listening - Stacy Rene Erenberg](#)

CREATE LEARNING ENVIRONMENTS & SPACES FOR OPEN TRANSPARENT CONVERSATION

Leaders should help create learning environments that support learning from failures and prioritize collective work and transparent conversation.

Resources to begin to explore this area, include:

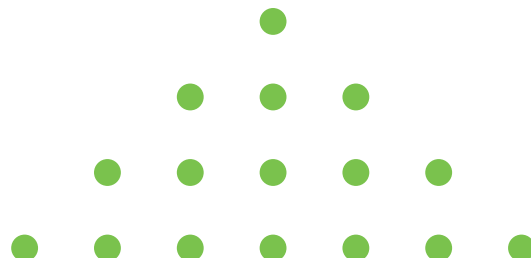
- [Working Apart So We Can Work Together- Fractured Atlas](#)
- [Learning Circles for Root Cause Analysis - Building Movement Project](#)
- [Liberatory Design: Mindsets and Modes to design for equity - Liberatory Design](#)
- [Cafe to Go: A Quick Reference Guide for Hosting World Cafe](#)
- [Modern H.O.T Leadership \(Honest, Open, and Transparent\) - Advisory](#)
- [Communicating with Transparency and Integrity - UC Berkeley](#)
- [Doing An Open Space: A Two Page Primer - Open Space World](#)
- [Building a Relational Culture - Race & Social Justice Initiative](#)
- [Activity for Incorporating a Race Equity Lens in How We Work as an Action Team - Everyday Democracy](#)
- [Color Brave Space - How to Run a Better Equity Focused Meeting - Fakeequity](#)
- [Liberating Structures: Including and Unleashing Everyone](#)
- [Remote DEI Toolkit](#)
- [From Safe Spaces to Brave Spaces: A New Way to Frame Dialogue Around Diversity and Social Justice - Brian Aaro & Kristi Clemens](#)
- [A Guide to Respectful Conversations - Repair the World](#)
- [Restorative Conversations - nuri nusrat](#)

LISTEN TO & SUPPORT BIPOC STAFF & LEADERS

Leaders need to listen and act on recommendations of BIPOC staff and work to support leaders of color as they are often held to higher performance standards while at the same time are experiencing microaggressions and racial harm both inside and outside of the organization.

Resources to begin to explore this area, include:

- [What Everyone Can Learn from Leaders of Color - SSIR](#)
- [On the Frontlines: Nonprofits Led by People of Color Confront COVID-19 and Structural Racism - Building Movement Project](#)
- [Leaders of Color at the Forefront of Nonprofit Sector's Challenges - NPQ](#)
- [Supporting BIPOC Staff- Antiracism Toolkit for Organizations](#)
- [Workplace Diversity Goes Far Past Hiring. How Leaders Can Support Employees of Color - NPR](#)
- [How to Support Black Employees -Culture Amp](#)
- [7 Things Leaders, Brands, Companies and Organizations Can Do to Support Black Employees - Brandi Nicole Johnson](#)
- [Women of color in the workplace: The persistent obstacles and how you can rise to meet them - Fingerprint for Success](#)
- [Strategies for Supporting Black Leadership in the Workplace - Change Catalyst](#)
- [8 Things You Can Do When You're in a BIPOC Leadership Role - Kensli Diggs](#)
- [Sincerely, Leaders of Color: What white allies can do - Emma Carew Grovum](#)
- [How to Support Your Exhausted BIPOC Employees - Worth](#)
- [Why BIPOC Employees Are Burning Out - and What People Leaders Can Do About It - Spring Health](#)
- [Demonstrating Your Leadership - Time's Up](#)
- [BIPOC employees still feel the impacts of racial inequality and better policies may be needed - Morning Brew](#)
- [Supporting BIPOC Staff - C4DISC](#)
- [Sincerely, Leaders of Color: Onboarding isn't just for early career staff - Jahna Berry](#)
- [Cultivate Talent with The Same Energy Level You Cultivate Gifts: Especially with You BIPOC Support Staff - Community Centric Fundraising](#)
- [Black Employees in Leadership Roles Are at Risk for Falling Off the New Glass Cliff: The Black Bluff - Akilah Cadet](#)
- [The Cost of Employee Burnout from a DEIB Perspective - Modern Health](#)
- [How philanthropy fails to support its greatest assets, BIPOC leaders, and what it should do about it - Nonprofit AF](#)
- [Self-Care for Black Women in Leadership - CompassPoint](#)
- [The rigged test of leadership - Sophie Williams](#)
- [Black Leadership: Navigating Executive Transitions in Historically White Led Institutions - Equity in the Center](#)
- [Examining Race and Wellbeing in the Workplace with Professor Binna Kandola - Facing History & Ourselves](#)



HOW CAN LEADERS SPECIFICALLY SUPPORT DIVERSITY, EQUITY, AND INCLUSION (DEI) IN THEIR ORGANIZATION?

This section includes strategies leaders should take to support continued DEI and ways to address both microaggressions and tokenization. This section also includes actions to implement a race equity analysis, establish organizational accountability and measure DEI.

ADDRESS MICROAGGRESSIONS & TOKENIZATION

Leaders need to understand what microaggressions are and address them. Leaders need to be able to help staff become more aware of when they are committing microaggressions and how to use microinterventions.

Leaders also need to recognize and address white fragility and insecurity and provide spaces for white people to process and address that without causing harm or putting the burden on people of color.

Beyond addressing microaggressions, leaders must work to ensure that staff of color does not feel like they “check the box” on diversity but are hired because they bring value in their perspectives and skills and that their lived experience is valued, and that staff of color are not tokenized.

Further leaders need to address both microaggressions and tokenization and not ignore them when they occur.

Resources to begin to explore this area, include:

- [Microaggressions: More Than Just Race - Derald Wing Sue](#)
- [How microaggressions are like mosquito bites - Same Difference - Fusion Comedy](#)
- [Microaggressions Explained - DIG Magazine](#)
- [Examples of Racial Microaggressions - School of Public Health, University of Minnesota](#)
- [What Microaggressions Are and How to Prevent Them - Right as Rain by UW Medicine](#)
- [Minimizing and Addressing Microaggressions in the workplace - Association of College & Research Libraries](#)
- [Combatting Microaggressions in the Workplace - Vinciane de Pape](#)
- [Addressing Microaggressions and biases in the Workplace - Serilda Summers-McGee](#)
- [Microassaults, Microinsults, and Microinvalidations - PBS Learning Media](#)
- [Unmasking ‘racial micro aggressions’ - American Psychological Association](#)
- [Racial Microaggressions in Everyday Life - American Psychologist](#)
- [Derald Wing Sue, et al. - Disarming Racial Microaggressions: Microintervention Strategies for Targets, White Allies, and Bystanders \(2019\) - Perdue University, Engineering](#)
- [Counterproductive “Ally” Behaviors - Everyday Feminism](#)
- [Detour Spotting for white anti-racists - joan olsson - Race Equity Tools](#)
- [A Guide to Responding to Microaggressions - Kevin L. Nadal - Advancing Justice LA](#)
- [Responding to Microaggressions - Advantage Engagement](#)
- [When and How to Respond to Microaggressions - Harvard Business Review](#)
- [Eliminating Microaggressions: The Next Level of Inclusion - Tiffany Alvord - TedXOakland](#)
- [Microaggressions Toolkit - Grow Diversity Advocacy Council](#)
- [8 Ways People of Color are Tokenized in Nonprofits - Helen Kim Ho](#)
- [4 Ways to Avoid Tokenism in the Workplace - Holistic](#)
- [Addressing Tokenism in the Workplace - LGBTQ+ Bar](#)

- [Understanding and Addressing Tokenization -AORTA](#)
- [Preventing Tokenism in the Workplace - diversitas](#)
- [The Real Difference Between Diversity and Tokenism - Petiri Ira](#)
- [Well-intentioned or not: the impact of tokenism - Zachary Nunn](#)

CONDUCT A RACE EQUITY ANALYSIS

Leaders should support the organization in completing an organizational assessment by collecting and analyzing information from staff and external stakeholders about the organization's environment and policies.

This should also include examining how internal policies, procedures, and structures impact having an equitable organization. As well as examining whether policies are neutral, negative, or have positive racial impacts and outline methods for developing new policies with a lens of race equity.

Resources to begin to explore this area, include:

- [Racial Equity Impact Assessment Toolkit by Race Forward](#)
- [Racial Equity Readiness Assessment for Workforce Development](#)
- [Conduct a racial equity impact assessment by Creative Equity Toolkit](#)
- [Equity in the Center Pulse Check](#)
- [Transforming Organizational Culture Assessment Tool \(TOCA\) by MP Associates](#)
- [Racial Justice Assessment Tool by Western States Center](#)
- [Moving a Racial Justice Agenda: Organizational Assessment: Are You Ready?](#)
- [Equity Audit by Beloved Community](#)
- [Nonprofit Diversity, Inclusion, and Equity Assessment](#)
- [Race Equity Decision-Making Tool \(REDT\)](#)
- [So You Want to Be A More Anti-Racist Organization. Now What? - Fractured Atlas](#)
- [The Path to Becoming an Antiracist Organization](#)
- [DEI Strategy Assessment - The Acacia Co.](#)
- [Tool for Organizational Self-Assessment Related to Racial Equity- Coalition of Communities of Color](#)

DEVELOP ORGANIZATIONAL ACCOUNTABILITY

Leaders need to ensure their organizations establish clear methods & measurable strategies for how the organization is creating equitable workplaces as well as actionable plans that go beyond DEi statements that consider all aspects of the organization from power structures to policies and procedures.

This should include developing both short-term and long-term plans based on areas identified in the race equity analysis. As well as identifying outcomes for measurable strategies and how plans will be revised when outcomes are not being met. A plan for providing transparency to internal and external stakeholders should also be developed.

Resources to begin to explore this area, include:

- [Organizational Race Equity Toolkit by Just Lead Washington](#)
- [So You Want to Hire an Equity Consultant: A Guide for Leaders and Organizations - Equity in the Center](#)
- [How to Promote Racial Equity in the Workplace by HBR](#)

- [Building a Culture of Accountability by SSIR](#)
- [Leaders Need to Build Peer Accountability by Convergence](#)
- [Accountability Principles by Race Forward/Puget Sound Cohort](#)
- [Awake to Work to Work: Building a Race Equity Culture by Equity in the Center](#)
- [Creating an Equitable Organizational Culture - Just Lead Washington](#)
- [Anti-Racist Organizational Change: Resources & Tools for Nonprofits](#)
- [The Waymakers: Clearing the Path to Workplace Equity with Competence and Confidence - Tara Jaye Frank](#)
- [Inclusion on Purpose: An Intersectional Approach to Creating a Culture of Belonging at Work - Ruchika Tulshyan](#)
- [Cultivating Diverse, Equitable and Inclusive Workplaces Requires Long-Term Commitment - sr4](#)
- [Beyond Employee Well Being- Creating a Sense of Belonging in the Workplace -HBR](#)
- [Avoid These 3 Common Mistakes in Your Organizations' Diversity and Inclusion Initiatives - Center for Creative Leadership](#)
- [Building a Race Equity Culture: Leading Transformation of Organizational Culture and Practice - Equity in the Center](#)
- [Making Our People Policies More Equitable, Human, & Humane - Change Elemental](#)
- [We Can't Train Our Way to Racial Equity - Fakequity](#)
- [Developing an anti-racism policy- Creative Equity Toolkit](#)
- [Building an Anti-Racist Workplace - Time's Up](#)
- [Operationalizing Race Equity Commitments - Leadership Tomorrow](#)
- [10 Strategies for Cultivating Community Accountability - Transform Harm](#)
- [How to start the process to move our institutions towards racial equity - Anti-Racist Alliance](#)
- [Commitment to Becoming an Anti-Racist Organization: Our Journey, Learning & Call to Action - Community Resource Exchange](#)
- [Operationalizing Racial Justice - Maggie Potapchuk](#)
- [Lessons Learned from Workplace Anti-Racism Training -ATX Together](#)
- [Targeted Universalism - Othering & Belonging Institute](#)
- [Creating systemic alignment between intentions and impact - Bravely](#)
- [Advancing HR Through Equity - Just Lead Washington](#)
- [The Anti-Racist Organization: Dismantling Racism in the Workplace - Shereen Daniels](#)

MEASURE DEI IMPACTS

Leaders must ensure their organizations establish how and when strategies will be measured and establish the frequency shared internally and externally.

Resources to begin to explore this area, include:

- [10 DEI Metrics Your Organization Should Track - AIHR](#)
- [Using Measurements and Metrics - Antiracism Toolkit for Organizations](#)
- [How to Measure Inclusion in the Workplace- HBR](#)
- [9 metrics to help you understand \(and prioritize\) DEI - Culture Amp](#)
- [Measuring Up: 4 Ways to Measure DEI Success - Mentor Spaces](#)
- [Be accountable for DEI progress with data and dashboards - Mercer](#)

- [Diversity and Inclusion Metrics: What and How to Measure - harver](#)
- [Practical, meaningful ways to track DE&I efforts - Fetcher](#)
- [The Diversity, Equity, and Inclusion \(DEI\) Metrics Inventory - Gartner](#)
- [A Data-Driven Approach to Diversity and Inclusion - harver](#)
- [How to Measure Your Diversity, Equity, and Inclusion Progress - Helios HR](#)
- [How to Use Diversity Metrics to Create a Truly Inclusive Workplace - factorialblog](#)
- [Measuring Diversity and Inclusion - BCG](#)
- [How to Define Meaningful Diversity & Inclusion Metrics - JDSUPRA](#)
- [What Makes a Good Diversity Scorecard/Dashboard? - DiversityInc Best Practices](#)
- [A Guide to Pay Equity Audits- EdFuel](#)

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