Equity Learning Lab

Curriculum Modules Overview

The Equity Learning Lab curriculum is divided into seven Modules with resources grouped into sub-topics within each module.

- **Self-guided Curriculum (Modules 1-4):** A set of self-guided learning resources that include a selection of recommended core resources, additional resources for a deeper dive on the sub-topic, and reflection questions.
- **Resource Bank (Modules 5-7):** A collection of practical tools and resources to support your learning and efforts to embed equity within your organization in the areas of strategy, organizational development, or evaluation & learning.

Self-guided Curriculum
1. Foundational Learning - Structural Racism and Health Equity
2. Making Space for Conversations on Equity and Race
3. Supporting Personal Reflection and Growth
4. Leading Organizational Change

Resource Banks
5. Resources for Embedding Race Equity in Organizational Development
6. Resources for Embedding Race Equity in Strategy
7. Resources for Embedding Race Equity in Evaluation and Learning

Module 5: Resources for Embedding Race Equity in Organizational Development

Objective: Building on lessons on personal and organizational change dynamics, funded partners who are ready to put them into practice to advance equity in organizational policies, practices, structures, and norms will be able to activate their learning using the tools and resources outlined in this module.

- 5.1.a Talent Systems - Unconscious Bias in Organizational in Organizational Practices
- 5.1.b Talent Systems - Recruitment and Hiring
- 5.1.c Talent Systems - Beyond Hiring: Retention and Talent Development
- 5.2.a Organizational Culture and Norms - Stages of Change
- 5.2.b Organizational Culture and Norms - Racial Equity
- 5.2.c Organizational Culture and Norms - Diversity, Equity, and Inclusion
- 5.3 Leadership and Decision-Making
- 5.4 Governance
- 5.5 Organizational Wellness and Restorative Practices
- 5.6 Supervision Practices

Equity Learning Lab
Module 5: Resources for Embedding Race Equity in Organizational Development
Contact: LearningLab@learningforaction.com

Page 1

Equity Learning Lab

- 5.7 Cultural Competence
- 5.8 Hiring Consultants, Contractors, and Vendors
- 5.9 Racial Caucusing
- 5.10 Allyship in the Workplace
- 5.11 Case Studies about Organizational Development Change

Sub-topic 5.1.a: Talent Systems – Unconscious Bias in Organizational Practices

[Managing Unconscious Bias: Strategies to Manage Bias & Build More Diverse, Inclusive Organization](#)
Source: Paradigm
Type: WHITE PAPER - 18 pages
This document, which you can access by going to [Paradigm IQ's website](#) and entering your contact information, reviews biases that may exist in organizational practices for attracting, hiring, developing, and retaining talent and identifies structural and individual strategies for taking action in each of these dimensions to cultivate diverse, inclusive organizations.

[Research: How Companies Committed to Diverse Hiring Still Fail](#)
Source: Judd Kessler and Corinne Low for Harvard Business Review
Type: ARTICLE - 10 minute read
This article, which you can find by searching [Harvard Business Review](#), summarizes research showing that even firms committed to diversity and inclusion may have hidden biases in their hiring practices. It offers next steps for organizations looking to address these unconscious biases.

Sub-topic 5.1.b: Talent Systems – Recruitment and Hiring

[Equity, Diversity and Inclusion in Recruitment, Hiring and Retention](#)
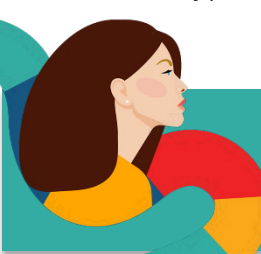*Source: Desiree Williams-Rajee, Kapwa Consulting for Urban Sustainability Directors Network*
Type: FACT SHEET - 13 pages
This fact sheet provides guidance to hiring managers seeking to diversify their staff by applying an equity lens. Practices and tools are provided around recruitment (job descriptions, DEI statements, outreach), hiring (resume reviews and interview panels, interview questions) retention (onboarding, support strategies, stay interviews), and the institutionalization of racial equity, diversity, and inclusion efforts.

[18 Ways We've Improved Our Hiring Process](#)
Source:Kira Page for Centre for Community Organizations
Type: ARTICLE - 5 minute read

Equity Learning Lab
Module 5: Resources for Embedding Race Equity in Organizational Development
Contact: LearningLab@learningforaction.com   **Page 2**

In this post, The Centre for Community Organizations shares changes in their hiring practices that have resulted in the organization receiving more and higher quality applications and their applicants having a more positive hiring experience. These changes include removing cover letters and unnecessary qualifications, being more transparent with candidates about the application and interview process, and implementing equity principles such as anonymizing applications and making job postings more accessible.

Sub-topic 5.2.a: Organizational Culture and Norms – Stages of Change

The Wheel of Change: A Model for Personal Transformation
Source: Robert Gass for Tools for Transformation
Type: TOOLKIT - 7 pages
This toolkit presents the Wheel of Change, which is a powerful tool for facilitating individual transformation. The Wheel of Change is a systems approach to change, which guides us to attend in an integrated way to each of these three domains: encompassing our inner life (our thoughts and feelings), habits of behavior, and an external environment that has a huge impact on us. Most change efforts fail to address the system as a whole.

Sub-topic 5.2.b: Organizational Culture and Norms – Racial Equity

Awake to Woke to Work: Building a Race Equity Culture
Source: Equity in the Center
Type: REPORT - 34 pages
This report introduces the Race Equity Cycle tool, which identifies three stages and common entry points of building a race equity culture in organizations (awake - woke - work); describes the levers that create momentum in building race equity culture; and shares practices from peer organizations and actions to get started. Page 6 describes the case for deepening race equity work; page 9 explains race equity culture, the Race Equity Cycle tool, and the role of levers; and page 20 identifies ways to get started.

Why So Many Organizations Stay White
Source: Victor Ray for Harvard Business Review
Type: ARTICLE - 13 minute read
This article, which you can find by searching Harvard Business Review, discusses how race is historically and structurally built into the workplace, describing organizational whiteness, the development of segregated workplaces, and what organizations can do to intervene in racial inequality.

Equity Learning Lab
Module 5: Resources for Embedding Race Equity in Organizational Development
Contact: LearningLab@learningforaction.com   **Page 3**

Equity Learning Lab

5 Ways to Center People of Color
Source: Erin O. for Fakequity
Type: BLOG - 5 minute read
This post defines centering people of color as shifting power, control, and well-being/comfort to people of color, and expands on the following aspects of this definition: sharing power and control, well-being/comfort, resource sharing, expertise, and humility and working towards learning together.

Transforming Organizational Culture Assessment Tool
Source: MP Associates
Type: TOOL: 25 pages
The Transforming Organizational Culture Assessment (TOCA) tool can be a helpful instrument for deepening internal organizational work on advancing racial equity, by specifically addressing white dominant culture. The tool can help you to begin or continue a discussion about the impact of an organization's culture on individuals and systems and to begin to consider some ideas about how to align internal and external practices with your organizational racial equity and justice values.

Sub-topic 5.2.c: Organizational Culture and Norms – Diversity, Equity, and Inclusion

How the Best Bosses Interrupt Bias on Their Teams: Strategies to Foster Equity and Inclusion
Source: Joan C. Williams and Sky Mihaylo for Harvard Business Review
Type: ARTICLE - 5 pages
This piece, which you can find by searching Harvard Business Review, describes how diversity and inclusion initiatives are failing black employees, and why. The authors provide steps to effectively lead change for black employees, including: moving away from the business case and toward a moral one; encouraging open conversations about race; revamping D&I programs; and managing career development across all life stages.

How to Integrate Diversity, Equity, and Inclusion into Everyday Operations
Source: Maria Hernandez for Bridgespan
Type: REPORT - 5 pages
This document offers operational strategies that inclusive leadership teams can use to address three challenges of integrating DEI in their organizations: creating a culture of inclusion with attention to key practices, setting clear expectations for inclusive leadership behaviors among all managers, and aligning the mission of their organization to the broader equity issues being faced by the communities they serve. It emphasizes the importance of setting performance standards regarding inclusive behaviors and measuring indicators of success over time.

Equity Learning Lab
Module 5: Resources for Embedding Race Equity in Organizational Development
Contact: LearningLab@learningforaction.com
Page 4

[Toward Infusing Diversity and Inclusion as Core Elements of Organizational Development](#)
Source: Bernardo M. Ferman for OD Practitioner
Type: ARTICLE - 3 pages
This article describes the ways in which organizational development (OD) values and approaches are consistent with and overlap with those in the field of diversity and inclusion in organizations. It provides examples of questions and perspectives that lead OD in the direction that takes diversity and inclusion beyond surface consideration and truly incorporates it into OD.

Sub-topic 5.3: Leadership and Decision-Making

[Inclusive leadership: Unlocking the power of diversity through inclusion](#)
Source: Paradigm
Type: WHITE PAPER - 14 pages
This white paper shares Paradigm's framework for understanding inclusive leadership, which includes four aspects: objectivity, belonging, voice, and growth. It also offers actionable tactics that leaders can use to lead inclusively in each of these aspects.

[Structuring Leadership: Alternative Models for Distributing Power and Decision-Making in Nonprofit Organizations](#)
Source: Caroline McAndrews, Frances Kunreuther, and Shifra Bronznick for the Building Movement Project
Type: REPORT - 12 pages
This report documents alternative models for running and leading organizations that do not concentrate authority and responsibility in one top person, as identified through an online survey completed by 112 organizations and follow-up interviews of a small group of organizations that were identified as having different structures. These interviews focused on decision-making, the role of non-executive leadership, and the role of the board.

[Race to Lead: Confronting the Nonprofit Racial Leadership Gap](#)
Source: Sean Thomas-Breitfeld and Frances Kunreuther for Building Movement Project
Type: REPORT: 23 pages
This report presents key findings from the Nonprofits, Leadership, and Race survey answered by 4,000 respondents about their current nonprofit job, interest in leading a nonprofit, training/supports, views of leadership, personal background, and views on race and the nonprofit sector. The report also includes a call to action including ways to rewrite the story, address systems barriers, and identify indicators of progress.

[Racial Equity Core Teams: The Engines of Institutional Change](#)
Source: Terry Keleher for the Government Alliance on Race and Equity
Type: GUIDE: 18 pages

Equity Learning Lab
Module 5: Resources for Embedding Race Equity in Organizational Development
Contact: LearningLab@learningforaction.com   Page 5

Equity Learning Lab

This guide describes the key functions of a racial equity core team as well as its ideal composition and the characteristics, duties, and expectations of members. In addition, it offers guidance on starting and leading a core team, how to interact with others in the jurisdiction, build community and learning, have impact, and sustain momentum. It includes spotlights on core teams and an example core team recruitment letter.

Why Diversity Programs Fail
Source: Frank Dobbin and Alexandra Kalev for Harvard Business Review
Type: ARTICLE: 23 minute read
This article, which you can find by searching Harvard Business Review, describes the reasons that typical top-down diversity efforts (such as diversity training, hiring tests, performance ratings, and grievance procedures) blame and shame managers with rules and reeducation while failing to motivate them to make changes. It offers tools for getting managers truly on board, including engagement, contact, and social accountability.

Sub-topic 5.4: Governance

Diversity, Equity, and Inclusion in Nonprofit Bylaws
Source: Michele Berger for Nonprofit Law Blog by NEO Law Group
Type: BLOG: 7 minute read
One way to lock in diversity, equity, and inclusion (DEI) as a core value of an organization is to include DEI principles and language into an organization's Bylaws. This post offers a list of considerations for incorporating DEI into the purpose statement, selection of directors, qualifications of directors, principal office, compensation, meetings, conduct of meetings, committees, officers, DEI audit, and amendments.

Diversity in Governance: A Toolkit for Inclusion on Nonprofit Boards
Source: The Maytree Foundation
Type: TOOLKIT - 57 pages
This toolkit offers guidance around articulating a Board diversity policy (page 3), establishing a baseline and tracking progress (page 9), creating a diversity committee (page 19), establishing an open and transparent board recruitment process (page 25), providing orientation and ongoing training (page 33), supporting diverse board members (page 41), and embedding diversity in all Board policies and practices (page 49).

Making Your Board More Inclusive: Two Cases
Source: Ruth McCambridge for Nonprofit Quarterly
Type: ARTICLE - 11 minute read
Drawing upon a report - The Impact of Diversity: Understanding How Nonprofit Board Diversity Affects Philanthropy, Leadership, and Board Engagement - from the Lilly Family School of Philanthropy at IUPUI and Johnson, Grossnickle and Associates, this article

Equity Learning Lab
Module 5: Resources for Embedding Race Equity in Organizational Development
Contact: LearningLab@learningforaction.com   **Page 6**

Equity Learning Lab

describes two correlates to racial and ethnic diversity: organizational age and budget. It also reproduces two case studies from the report: 1) Como Friends emerging from a merger with high board engagement, and 2) United Way of Abilene attracting and developing young board leaders.

Sub-topic 5.5: Organizational Wellness & Restorative Practices

We Can't Work Toward Racial Justice and Equity Without Working on Relationships
Source: CompassPoint
Type: BLOG -: 14 minute read
This blog shares some of the structures and frameworks that helped CompassPoint name and dismantle white dominant culture. Collective transformation required them to change their relationships to their own stories, to each other, and to their approach to work.

How Do You Repair After Unintentionally Causing Harm?
Source: Rhodes Perry for Rhodes Perry Consulting
Type: BLOG - 8 minute read
This post describes a repair model to take responsibility and be accountable for the harm you unintentionally caused, referencing a video on intent vs. impact by Nyanga Uuka and the workbook Fumbling Towards Repair by Mariame Kaba and Shira Hassan.

How We Heal: From the Inside-Out
Source: National Equity Project
Type: ARTICLE: 8 minute read
This article explores how the impacts of racial injustice and trauma at the individual, organizational and systemic levels necessitate healing at all of those levels and the essential role of "rebel leaders" in systems change.

Sub-topic 5.6: Supervision Practices

A Guide to Trauma-Informed Supervision
Source: Pennsylvania Coalition Against Rape
Type: GUIDE - 37 pages
This guide provides guidance for supervisors of advocates at victim service providers to provide trauma-informed supervision that supports advocates, provides opportunities for learning, and prevents further trauma from occurring. It addresses the following topics: defining trauma (page 4), defining supervision (page 6), supervision considerations and best practices (page 10), importance of supervision (page 13), providing effective supervision (page 15), challenges with supervision (page 17) trauma-informed organizations (page 19), navigating vicarious trauma (page 21), and a supervisor's toolbox for organizations (page 24).

Equity Learning Lab
Module 5: Resources for Embedding Race Equity in Organizational Development
Contact: LearningLab@learningforaction.com   Page 7

Equity Learning Lab

[How to Be an Anti-Racist Supervisor: Start with Changing What You Call Yourself](#)
Source: Kim-Monique Johnson for Nonprofit Quarterly
Type: ARTICLE - 10 minute read
This article discusses the brutal origins of the supervisor role and offers a new way forward that centers health and wellness in work with teams. It also offers examples of shifting the paradigm in the language used to describe open positions.

Sub-topic 5.7: Cultural Competence

[Enhancing Cultural Competence](#)
Source: Community Toolbox
Type: TOOLKIT - 12 minute read
This toolkit aids in assessing and enhancing cultural competence in your organization or community efforts, including sections on defining vision and goals for cultural competence, conducting a cultural audit, building a culturally competent organization, and building a culturally inclusive community. It also offers two examples.

[Intercultural Development Inventory](#)
Source: Intercultural Development Inventory
Type: ONLINE TOOL
The Intercultural Development Inventory® (IDI®) assesses intercultural competence—the capability to shift cultural perspective and appropriately adapt behavior to cultural differences and commonalities. The Intercultural Development Inventory is a 50-item questionnaire available online that can be completed in 15–20 minutes.
NOTE: This resource requires a fee and has non-profit rates available.

Sub-topic 5.8: Hiring Consultants, Contractors, and Vendors

[Contracting for Equity: Best Local Government Practices that Advance Racial Equity in Government Contracting and Procurement](#)
Source: Tim Lohrentz for Local and Regional Government Alliance on Race and Equity
Type: ISSUE BRIEF - 17 pages
This issue brief provides a common approach to furthering the field of practice of contracting equity within government. It includes an overview of contracting equity and strategies to address structural barriers to procurement.

[Inclusive, Local Sourcing: Purchasing for People and Place](#)
Source: Hospitals Aligned for Healthy Communities
Type: TOOLKIT: 122 pages
This toolkit offers strategies and tools for how to leverage procurement and diversify your supply chain to advance inclusive, local economic development for communities experiencing

Equity Learning Lab
Module 5: Resources for Embedding Race Equity in Organizational Development
Contact: LearningLab@learningforaction.com   Page 8

the greatest health and wealth disparities; how to institutionalize these practices; and how to measure business impact. The toolkit includes case studies from five institutions that provide an in-depth look at how hospitals and health systems are implementing this work on the ground and the key strategies they are employing.

Sub-topic 5.9: Racial Caucusing

Tips for Creating Effective White Caucus Groups
Source: Craig Elliott
Type: GUIDE - 17 pages
This guide offers tips for creating effective white caucus groups, including pre-caucus work, frameworks, thoughts to consider for set up, a sample caucus setup, and additional resources.

Sub-topic 5.10: Allyship in the Workplace

Building Effective Allyship Skills is Critical: Here's How You Can Start
Source: Natalie Johnson and Evelyn Carter for Paradigm
Type: BLOG - 4 minute read
This blog offers tips to becoming an effective ally in the workplace, including learning about other people's experiences, listening to feedback and leaning into mistakes, taking action regularly, and using your privilege.

How to Increase Allyship and Inclusion in Your Workplace
Source: Victoria Mattingly for Udemy
Type: BLOG - 7 minute read
This post defines allyship, including the differing degrees of allyship, and offers four ways to build allyship in your organization: understanding the roles in allyship, doing the inner work, having the awkward conversations, and planning the actions you'll take.

Sub-topic 5.11: Case Studies about Organizational Development Change

Advancing the Mission: Tools for Equity, Inclusion and Diversity
Source: JustPartners, Inc. for the Annie E. Casey Foundation
Type: TOOLKIT/CASE STUDY - 88 pages
This toolkit offers ways for foundations to approach matters of race and ethnicity internally and in their grantmaking. It is based on a case example of what one foundation has undertaken and accomplished through an internal affinity group called RESPECT.

Equity Learning Lab
Module 5: Resources for Embedding Race Equity in Organizational Development
Contact: LearningLab@learningforaction.com   **Page 9**

Equity Learning Lab

[Our Diversity, Equity, and Inclusion Journey](#)
Source: Mathematica
Type: ARTICLE - 15 minute read
Mathematica shares how its commitment to diversity, equity, and inclusion (DE&I) guides its actions, policies and practices, discussing the following topics: why DE&I; growing diverse and inclusive teams; measuring our DEI efforts; fostering an inclusive work culture; building an equity community of practice; practicing culturally competent and equitable research, evaluation, and analytics; applying DE&I practices with our partners; and collaborating with our partners to advance DE&I.

[Diversity, Equity, and Inclusion Audit Report for The California Endowment](#)
Source: Traci Endo Inouye and Hannah Diaz, Social Policy Research Associates for The California Endowment
Type: REPORT - 72 pages
This audit of The California Endowment's (TCE) diversity and inclusion practices in 2016 includes a snapshot of the current demographic and diversity of TCE's staff, Board of Directors, and grantees (page 3); an assessment of progress towards specific goals set forth after the last DEI audit in 2013 (page 11); and an examination of the broader current institutional supports that underlie advancement of diversity, equity, and inclusion goals at TCE (page 42).

[Moving Beyond Diversity Toward Racial Equity](#)
Source: Ben Hecht for HBR
Type: ARTICLE: 8 minute read
In this article, the CEO of Living Cities shares his perspective on key learnings and approaches for advancing racial equity and inclusion in organizations including: understanding how power works and using it for change; ensuring that conflict is understood and embraced as part of the process; and committing to learning and long-term transformation.

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Equity Learning Lab
Module 5: Resources for Embedding Race Equity in Organizational Development
Contact: LearningLab@learningforaction.com   **Page 10**