

# Equity Learning Lab

## Curriculum Modules Overview

This four module curriculum was developed to guide Equity Learning Lab participants in their organizational transformation work. Each module contains sub-topics with a set of recommended core resources, additional resources for further exploration, and a set of reflection questions to help participants process the content. The full curriculum includes the following modules:

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

### Module 4: Leading Organizational Change

The fourth module of the curriculum provides actionable guides, toolkits, and case studies for leading and communicating about organizational change efforts focused on racial equity.

Objective: Funded partners who seek to advance equity work within an organizational setting will become familiar with key dynamics that influence organizational change processes and important considerations for leaders.

#### Sub-topic 4a: Leadership for Racial Equity

##### Core Resources

##### [The Role of Senior Leaders in Building a Race Equity Culture](#)

Source: *Kerrian Suarez of Equity in the Center for the Bridgespan Group*

This analysis describes two key ways that senior leaders can set the tone and drive progress toward building an organizational culture that embraces racial equity. Strategies focus on supporting managers and teams in examining the four levels on which racism operates (personal, interpersonal, institutional, and structural) and fostering conditions that shift mindsets, policies, and practices toward race equity. The analysis provides a breakdown of the financial costs of building a Race Equity Culture based on the experiences of three organizations engaged in this work.

(25 minute read)

##### [Leadership & Race: How to Develop and Support Leadership that Contributes to Racial Justice](#)

Source: *Leadership for a New Era*

This publication explores the ways in which current thinking about leadership (e.g. a focus on individualism and meritocracy) may contribute to producing and maintaining racialized



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dynamics. The authors identify a set of core competencies associated with racial justice leadership and provide recommendations for ways to develop and support the competencies. (40 minute read)

## [Crises as a Catalyst: A Call for Race Equity & Inclusive Leadership](#)

Source: *ProInspire*

A guide containing 16 practices and reflection questions that leaders can use to increase awareness, shift mindsets, and create change to advance race equity and sustain inclusion within their work.

(60 minute read)

### Reflection Questions

- What mindsets about leadership do you see in play in your organization in support of racial justice and racial equity work in your organization? What might you wish to shift, and what practices would you apply?
- As you reflect on leadership within your organization, what feels like the biggest opportunities for growth?
- Which of these tools would you want to discuss with your Equity Learning Lab team and/or other leaders in your organization as you move through your equity journey?

## Sub-topic 4b: Frameworks for Leading Organizational Change

### Core Resources

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

Source: *Yaro Fong-Olivares for Philanthropy News Digest by Candid*

This article provides four strategies for moving organizational change efforts intended to promote diversity, equity, and inclusion based on the experiences of Community Resource Exchange and its client partners.

(10 minute read)

#### [Advancing Racial Equity and Transforming Government: A Resource Guide to Put Ideas into Action](#)

Source: *Julie Nelson, Lauren Spokane, Lauren Ross, and Nan Deng for Government Alliance on Race & Equity (GARE)*

This toolkit contains extensive resources for government leaders to operationalize racial equity through a focus on six key strategies covering everything from building organizational capacity for racial equity to using data and metrics to communicating about change. It provides spotlights and case studies throughout to help illustrate implementation of the strategies being discussed as well as a glossary to help align language when embarking on



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these efforts.

(120 minute read)

[Race Equity and Inclusion Action Guide - Embracing Equity: 7 Steps to Advance and Embed Race Equity and Inclusion Within your Organization](#)

Source: *The Annie E. Casey Foundation*

This guide provides key resources for understanding how a race equity lens can be adopted by foundations and other organizations that work directly with systems, technical assistance providers, and communities. The 7-step process focuses on how to use data and root cause analysis to identify strategies that address root causes of inequities and then use a race equity impact assessment to evaluate progress and effectiveness.

(60 minute read)

## Reflection Questions

- ❑ What themes jump out at you in the organizational change frameworks, toolkits, and guides shared in this section? Based on these themes, if you were making your own set of steps, strategies, or learnings for your organization's Equity Learning Lab work, what might you include?
- ❑ How is your organization using data, root cause analysis, metrics, or impact assessments to inform and guide your work on racial equity?

## Sub-topic 4c: Communicating about Change

### Core Resources

Article: "How to Communicate Clearly During Organizational Change"

Source: *Elsbeth Johnson for Harvard Business Review*

This article, which you can find by searching [Harvard Business Review](#), identifies a lack of clear and effective signaling from leaders as a major downfall to organizational change and shares three signals leaders can send to help ensure the desired strategic changes.

(25 minute read)

Article: "How to Tell Your Team that Organizational Change is Coming"

Source: *Lis Kislik for Harvard Business Review*

This article, which you can find by searching [Harvard Business Review](#), considers some of the anxieties that employees may feel in the face of organizational change and provides six steps leadership can take to help their teams feel more at ease with and bought-into the change process.

(20 minute read)



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## [Communicating in a Crisis: What, When, and How](#)

Source: Shaun Martin for Center for Creative Leadership

This article provides guidance for leaders who need to communicate with teams in the face of crises by breaking down what needs to be communicated, when, and how into useful, tactical tips.

(10 minute read)

## [Communication in Stressful Times](#)

Source: Steve Isaacs for Economic & Policy Update, College of Agriculture, Food and Environment at University of Kentucky

This article provides some context for why communicating in crisis is so difficult and shares four methods for helping communications break through mental noise generated by stress and crisis.

(5 minute read)

### Reflection Questions

- ❑ What lessons might you apply from the research about communicating in moments of stress or crisis when it comes to listening, building trust, and communicating about racial equity transformation work inside your organization?
- ❑ Take some time to sketch out a plan for communicating the components of your Equity Continuum Plan to stakeholders outside of your Equity Learning Lab team. What tools and tips did you draw on?

## Sub-topic 4d: Case Studies of Leading Organizational Change in Equity

### Core Resources

#### [A Case Study of the Equity Initiative of Montgomery County Department of Health and Human Services with Technical Assistance from CommonHealth Action](#)

Source: Gita Gulati-Partee for OpenSource Leadership Strategies

This case study looks at the Montgomery County Department of Health and Human Services five year equity journey which began in 2008. The piece highlights five key lessons from the work and discusses potential next steps.

(60 minute read)

#### [Equipping Organizations for Change](#)

Source: Equity in the Center

This set of four video case studies showcases the equity journeys of four organizations.

(15 minute watch)



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## Reflection Questions

- Which of these case studies is most reflective of the experiences of your organization to date? Based on the examples you read, where might your organization expand or deepen your focus in your next steps along your equity journey?
- If you were writing a case study of the equity transformation work of your organization, what would be the key contextual points to share, and what might the lessons or key takeaways include so far?

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