

# Continuum on Becoming an Anti-Racist Multicultural Organization

MONOCULTURAL ==> MULTICULTURAL ==> ANTI-RACIST ==> ANTI-RACIST MULTICULTURAL

Racial and Cultural Differences Seen as Deficits ==> Tolerant of Racial and Cultural Differences ==> Racial and Cultural Differences Seen as Assets

<b>Exclusive</b> <b>An Exclusionary Institution</b>	<b>2. Passive</b> <b>A "Club" Institution</b>	<b>3. Symbolic Change</b> <b>A Compliance Organization</b>	<b>4. Identity Change</b> <b>An Affirming Institution</b>	<b>5. Structural Change</b> <b>A Transforming Institution</b>	<b>6. Fully Inclusive</b> <b>Anti-Racist Multicultural Organization in a Transformed Society</b>
<ul style="list-style-type: none"> <li>Intentionally and publicly excludes or segregates African Americans, Native Americans, Latinos, and Asian Americans</li> <li>Intentionally and publicly enforces the racist status quo throughout institution</li> <li>Institutionalization of racism includes formal policies and practices, teachings, and decision making on all levels</li> <li>Usually has similar intentional policies and practices toward other socially oppressed groups such as women, gays and lesbians, Third World citizens, etc.</li> <li>Openly maintains the dominant group's power and privilege</li> </ul>	<ul style="list-style-type: none"> <li>Tolerant of a limited number of "token" People of Color and members from other social identity groups allowed in with "proper" perspective and credentials.</li> <li>May still secretly limit or exclude People of Color in contradiction to public policies</li> <li>Continues to intentionally maintain white power and privilege through its formal policies and practices, teachings, and decision making on all levels of institutional life</li> <li>Often declares, "We don't have a problem."</li> <li>Monocultural norms, policies and procedures of dominant culture viewed as the "right way" business as usual"</li> <li>Engages issues of diversity and social justice only on club member's terms and within their comfort zone.</li> </ul>	<ul style="list-style-type: none"> <li>Makes official policy pronouncements regarding multicultural diversity</li> <li>Sees itself as "non-racist" institution with open doors to People of Color</li> <li>Carries out intentional inclusiveness efforts, recruiting "someone of color" on committees or office staff</li> <li>Expanding view of diversity includes other socially oppressed groups</li> <li><i>But...</i></li> <li>"Not those who make waves"</li> <li>Little or no contextual change in culture, policies, and decision making</li> <li>Is still relatively unaware of continuing patterns of privilege, paternalism and control</li> <li>Token placements in staff positions: must assimilate into organizational culture</li> </ul>	<ul style="list-style-type: none"> <li>Growing understanding of racism as barrier to effective diversity</li> <li>Develops analysis of systemic racism</li> <li>Sponsors programs of anti-racism training</li> <li>New consciousness of institutionalized white power and privilege</li> <li>Develops intentional identity as an "anti-racist" institution</li> <li>Begins to develop accountability to racially oppressed communities</li> <li>Increasing commitment to dismantle racism and eliminate inherent white advantage</li> <li>Actively recruits and promotes members of groups have been historically denied access and opportunity</li> <li><i>But...</i></li> <li>Institutional structures and culture that maintain white power and privilege still intact and relatively untouched</li> </ul>	<ul style="list-style-type: none"> <li>Commits to process of intentional institutional restructuring, based upon anti-racist analysis and identity</li> <li>Audits and restructures all aspects of institutional life to ensure full participation of People of Color, including their world-view, culture and lifestyles</li> <li>Implements structures, policies and practices with inclusive decision making and other forms of power sharing on all levels of the institutions life and work</li> <li>Commits to struggle to dismantle racism in the wider community, and builds clear lines of accountability to racially oppressed communities</li> <li>Anti-racist multicultural diversity becomes an institutionalized asset</li> <li>Redefines and rebuilds all relationships and activities in society, based on anti-racist commitments</li> </ul>	<ul style="list-style-type: none"> <li>Future vision of an institution and wider community that has overcome systemic racism and all other forms of oppression.</li> <li>Institution's life reflects full participation and shared power with diverse racial, cultural and economic groups in determining its mission, structure, constituency, policies and practices</li> <li>Members across all identity groups are full participants in decisions that shape the institution, and inclusion of diverse cultures, lifestyles, and interest</li> <li>A sense of restored community and mutual caring</li> <li>Allies with others in combating all forms of social oppression</li> <li>Actively works in larger communities (regional, national, global) to eliminate all forms of oppression and to create multicultural organizations.</li> </ul>



## MY LEADERSHIP FOR RACIAL EQUITY CONTRACT

I, \_\_\_\_\_, understand that this leadership contract represents a deep and personal commitment to being the best leader that I can be to structuralize racial equity in my organization—the leader our clients, patients, families, students, children, and staff, need me to be. By signing this Transformational Leadership for Racial Equity Contract, I am making a personal commitment to myself and our ethnically and linguistically diverse communities. In turn, I will no longer settle for the status quo. I will not simply go through the motions as a leader. I will be an accountable anti-racist leader for social justice. I understand that I can choose to share my commitment with others or I can keep it to myself. Either way, those around me will know that I've signed this leadership contract based on the way I show up each and every day as a transformational leader for racial equity.

### 1. Transformational Leadership for Racial Equity is a Decision—Make It

I understand that transformational leadership for racial equity is a decision I need to make each and every day. By signing below, I decide to show up as a transformational leader for racial equity. This means that I will be aware of my privilege and implicit bias. I will also bring this clarity to my role each and every day as I make effective, racially-equitable, leadership decisions.

### 2. Transformational Leadership for Racial Equity is an Obligation—Step Up

I understand that I am obligated to be the best transformational leader for racial equity I can be for our diverse communities. I have an obligation to my clients, patients, families, students, children, staff, and the community in which I do business. I will lead in an ethical manner. I will live up to the position of responsibility in which my community has entrusted to me.

### 3. Transformational Leadership for Racial Equity is Hard Work—Be Courageous

I understand that as a transformational leader for racial equity that there are very hard and courageous decisions and actions I must take every day to ensure that my organization is anti-racist. I also understand that if I choose to ignore this critical work, I will perpetuate white supremacy in my organization(s). I commit to not being a bystander or a spectator. I will lead in solidarity with communities of color and acknowledge my personal responsibility to tackle the hard work while at the same time also committing to my self-care.

### 4. Transformational Leadership for Racial Equity is a Community—Authentically Connect

I will intentionally work to create a strong community of transformational leaders for racial equity in my organization. I will aspire to leave a legacy and connect with the humanity of people we serve. My own humanity depends on recognizing the humanity in others. I will serve as a role model for other leaders in my organization. Oppression cannot be tackled in isolation. I will be a transformational leader that others want to emulate. I will build strong relationships based on trust, respect for intersectionalities, and mutual support. I will drive greater clarity and commitment among organizational leaders so that we can effectively implement our anti-racist strategy(ies).

*I agree to the four terms of the leadership contract set out above and will demonstrate my commitment by signing below.*

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Date: \_\_\_\_\_