

An abstract geometric pattern composed of interlocking 3D blocks in shades of blue, dark grey, and light grey. The blocks are arranged in a complex, non-repeating pattern that creates a sense of depth and movement. The blue blocks are the most prominent, while the dark grey and light grey blocks provide contrast and texture. The overall effect is a modern, architectural design.

Building Blocks for Change:

Accelerating Organizational
Race Equity

Sample Report

Sample Report

This will give you a sense of what you can expect to see when you receive your BB4C custom report. This is a preview of the report, section by section, where some sections will have multiple pages of examples to give a fuller idea of what you will receive.

Contents

- 3 Your Findings: At a Glance**
Overview of how respondents feel about race equity work at the organization
- 4 Welcome to Your Report**
What you can expect from this assessment process and your custom report, along with demographic insights
- 8 The Framework**
An explanation of the key building blocks that make up our race equity framework
- 11 Your Findings: A Closer Look**
Respondents' views in detail and where equity at the organization is the most and least developed
- 19 Breaking Down the Responses**
Gain insights into how different groups are experiencing race equity at the organization and why that matters
- 24 Moving to Action**
Tips and resources for how to make the most of the findings and take meaningful action
- 30 Debrief & Dissemination**
Guides and resources to help prepare for sharing and receiving the findings found in this report





Your Findings: At a Glance

Provides an overview of how respondents feel about your organization’s race equity work.

If there are any particular areas of concern, they will show up in a gray box on this page.

3 Building Blocks for Change

Your Findings: At a Glance



Overall Findings

Overall, respondents are experiencing meaningful impact from organizational policies, practices, and/or culture surrounding race equity. To build on this momentum, identify opportunities for continued learning and incorporate more meaningful race equity practices to enhance progress already achieved.

(See more in Overall Findings by Capacity)

Most Developed

Compared to other areas, respondents feel the organization is most developed in its efforts to cultivate senior leaders who champion race equity. Continue to strengthen this area by focusing on supporting and holding senior leaders accountable based on clear standards related to race equity.

(See more in Leadership Findings)

Least Developed

Focus on developing the ability to have hard conversations. Strengthening the ability to do so will allow more honest and safe exchanges to occur, providing more opportunities to co-create ideas and strategies to further race equity in all aspects of the organization.

(See more in Conversation Findings)

Breakdown of Responses

Racial Groups
Overall, people of color reported having worse experiences than white people reported having at the organization.

Black people at the organization reported significantly worse experiences compared to others at the organization.

Management & Staff
To protect anonymity, no breakdowns are available by position since there are fewer than 5 responses from staff or senior management (self-identified members of organization's leadership team).

(See more in Breaking Down the Responses)

Welcome to Your Report

Includes this Demographics page to provide some insights into your respondents. Other pages in this section explain where you are in the process and what you can expect from your custom report.

Demographics

Out of all possible respondents (as reported by your organization) who could have taken the survey, **100%** of people completed it. This report is based on their responses.

While the survey collected information on different aspects of demographics, this framework pays greatest attention to race and people's position in the organization, separately. Recognizing that people have multiple identities, this report attempts to balance the complexity of individual identities with the need to protect individual anonymity. Therefore, the results are analyzed and shared using broad identity categories.

The racial data shared here represents the respondents' self-identification of their primary racial identity. Pay attention to whether the racial identities of the respondents mirror that of the organization. Consider why or why not. It could be important to understand why some groups skewed higher or lower than their overall representation at the organization.

Racial Categories

- AAMENA** (Arab American / Middle Eastern / North African)
- Asian** (Asian American / East Asian / South Asian / South East Asian)
- Bi/multi** (Biracial / Multi-racial)
- Black** (Black / African American / African / African Descent)
- Indigenous** (Native American / Indigenous)
- Latinx** (Latina/o/x, Chicana/o/x and/or Hispanic American)
- NH/PI** (Native Hawaiian / Pacific Islander)
- White** (White / European Descent)

Position Categories

- Staff** (Non-leadership team members at organization)
- S. Mgmt** (Self-identified members of organization's leadership team)

Breakdown of Respondents by Race & Position



Race		Position	
1%	AAMENA	86%	Staff
7%	Asian	14%	S. Mgmt
4%	Bi/Multi		
12%	Black		
1%	Indigenous		
11%	Latinx		
1%	NH/PI		
62%	White		

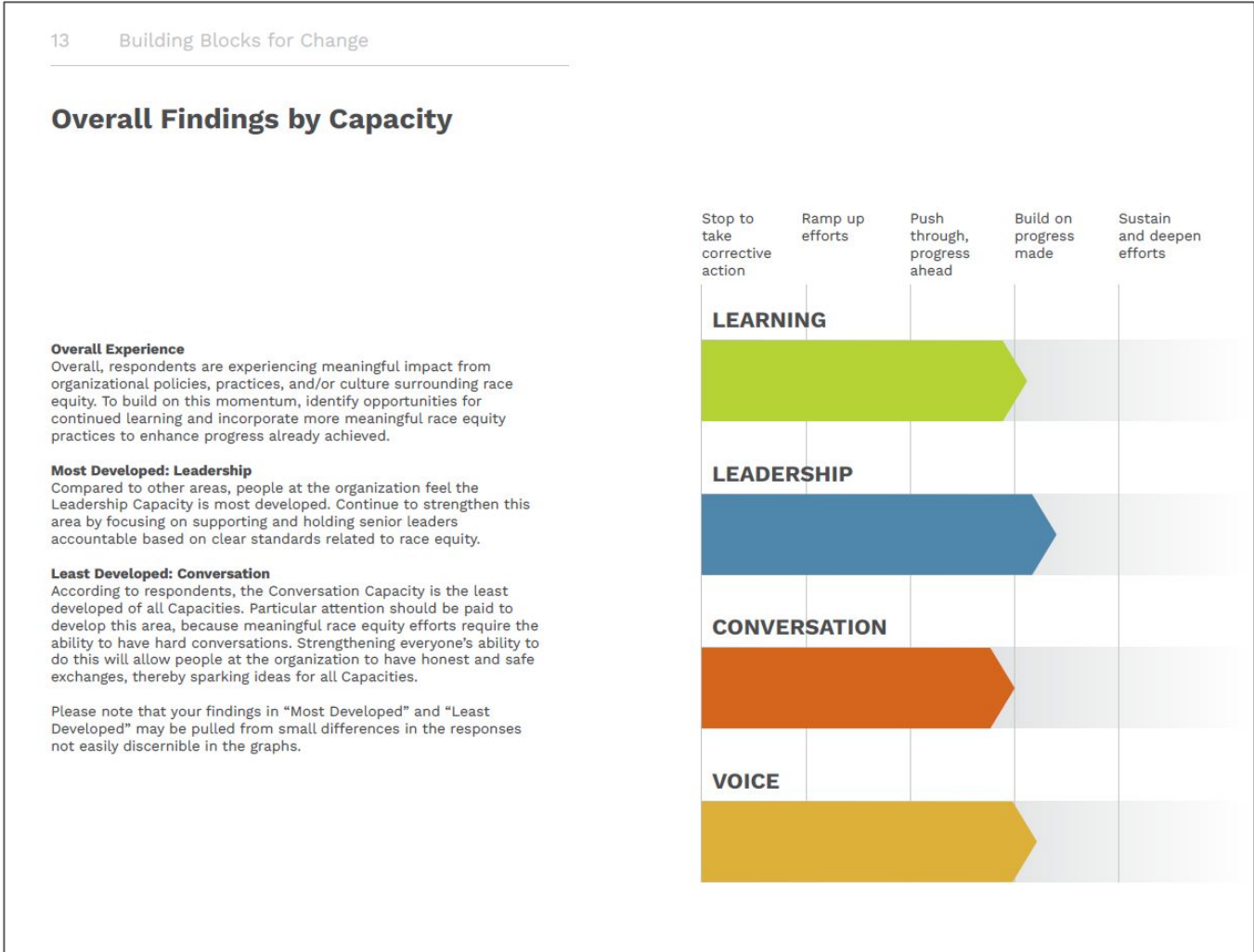
Median Tenure (in years)



Your Findings: A Closer Look

Allows you to see your respondents’ views in detail and discover where your equity work is the most and least developed.

You’ll see this **Overall Findings by Capacity** page, which captures your findings across all four capacities.



Your Findings: A Closer Look

Within each Capacity page (ex. **Learning Findings**), you will also see detailed findings broken down by Focus Area.

14
Building Blocks for Change

Learning Findings

Why Is Learning Important?
 Adopting a growth mindset—being willing to learn, test new ideas, and change—sets the foundation for meaningfully grappling with and responding to feedback from staff, senior management and the community, and effectively testing and incorporating race equity strategies in the organization.

Key Findings by Capacity
 Overall, respondents are experiencing the positive impacts of a broader adoption of a growth mindset within the organization. To build on this progress, identify opportunities for continued learning to further strengthen the Learning Capacity.

Key Findings by Focus Area
 People at the organization feel that particular attention should be paid to developing the Structures Focus Area. This would demonstrate a commitment to embedding a growth mindset into organizational systems.

	Stop to take corrective action	Ramp up efforts	Push through, progress ahead	Build on progress made	Sustain and deepen efforts
LEARNING					
Motivation Practice Structures					

Key Motivations

- Welcoming new approaches
- Being open to critical feedback LEAST DEVELOPED
- Seeing mistakes as learning opportunities
- Recognizing change may be necessary
- Encouraging employees to ask others for help MOST DEVELOPED

Key Practices

- Assess strengths and weaknesses of RE efforts
- Develop short- and long-term RE goals LEAST DEVELOPED
- Try new approaches
- Learn from other organizations' RE efforts
- Provide opportunities to learn from mistakes MOST DEVELOPED

Key Structures

- Clearly reflected vision for RE
- Plan for being a racially equitable workplace
- Budgeted resources to achieve RE plan LEAST DEVELOPED
- Evaluation processes for organization's work MOST DEVELOPED
- Planning process explores several perspectives

RE = Race Equity







Your Findings: A Closer Look

There is a **Focus Area Analysis** page that allows you to compare and learn from the findings.

18 Building Blocks for Change

Focus Area Analysis

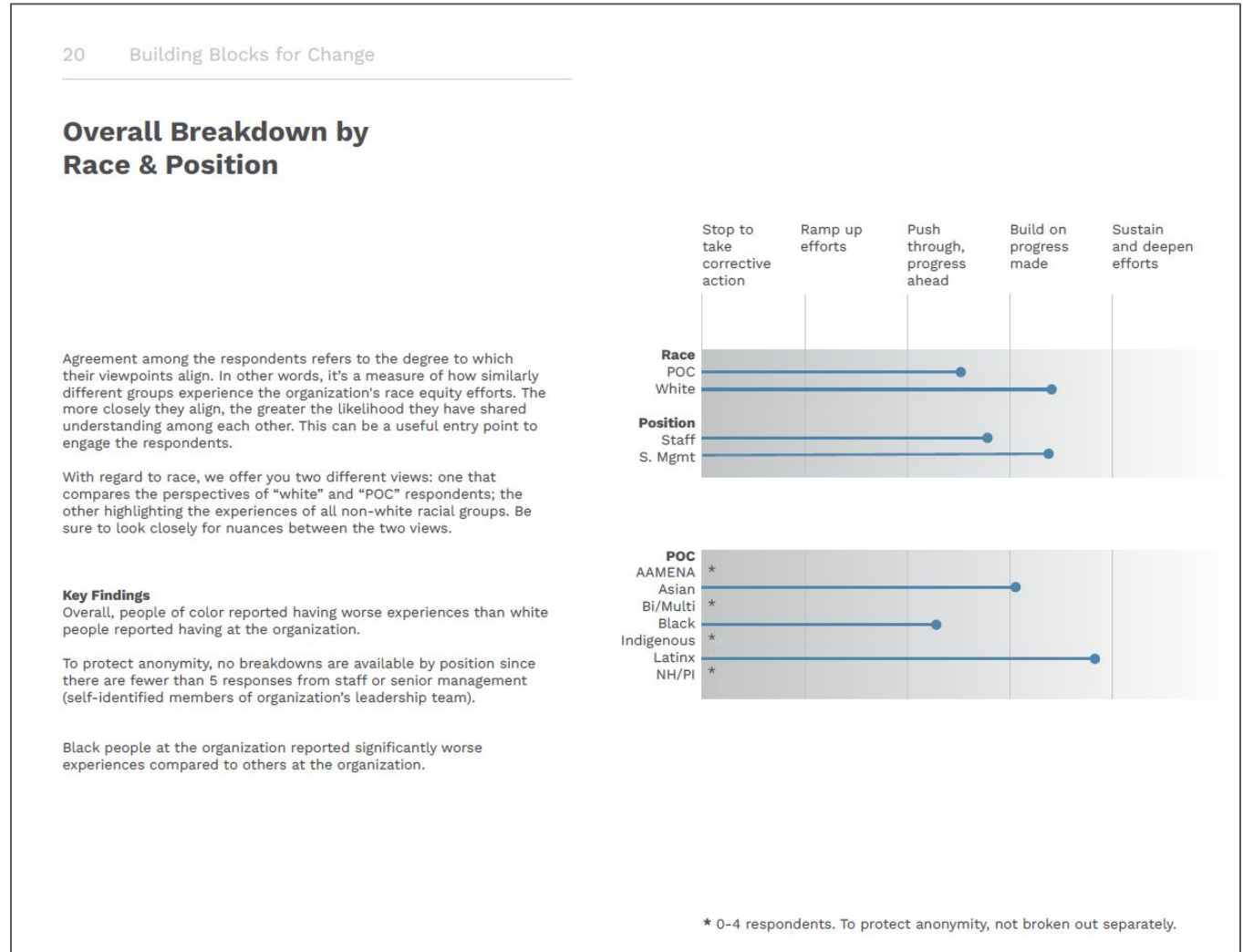
In the previous pages you saw how respondents feel about each Capacity. Now let's take a look at how they feel at the deeper Focus Area level. In the analysis below, you'll see where the respondents feel the organization is positioned with regard to the Focus Areas (Motivation, Practice, Structures) in each Capacity. You'll also see comparisons across all Capacities. Note where there are patterns, similarities, or differences to inform an overall approach to race equity.

	LEARNING	LEADERSHIP	CONVERSATION	VOICE
<p>All Focus Areas Are Well Developed Respondents believe that there is strong motivation to foster a more racially equitable workplace, and race equity principles have effectively been applied in the organization's practices and structures in this Capacity.</p>				
<p>Motivation Needs Development In this Capacity, while other areas should not be ignored, respondents believe that there needs to be a particular focus on deepening motivation to further develop the Capacity.</p>				
<p>Practice Needs Development In this Capacity, while other areas should not be ignored, respondents believe that there needs to be a particular focus on adopting racially equitable practices on a day-to-day basis in order to further develop the Capacity.</p>				
<p>Structures Needs Development In this Capacity, while other areas should not be ignored, respondents believe that there needs to be a particular focus on embedding race equity principles into the organization's structures in order to further develop the Capacity.</p>				
<p>All Focus Areas Need Critical Attention Because respondents believe that there has been little motivation or action taken to build race equity in the organization's practices or structures, there now is an opportunity to develop all Focus Areas in this Capacity.</p>				

Breaking Down the Responses

Allows organizations with enough respondents* to gain insights into how different groups are experiencing race equity in the organization and why that matters.

*Organizations that have more than 5 respondents who identify as POC / White and Staff / Management will receive this **Overall Breakdown by Race & Position** page.



Breaking Down the Responses

You will see this **Breakdown by Capacity** page.

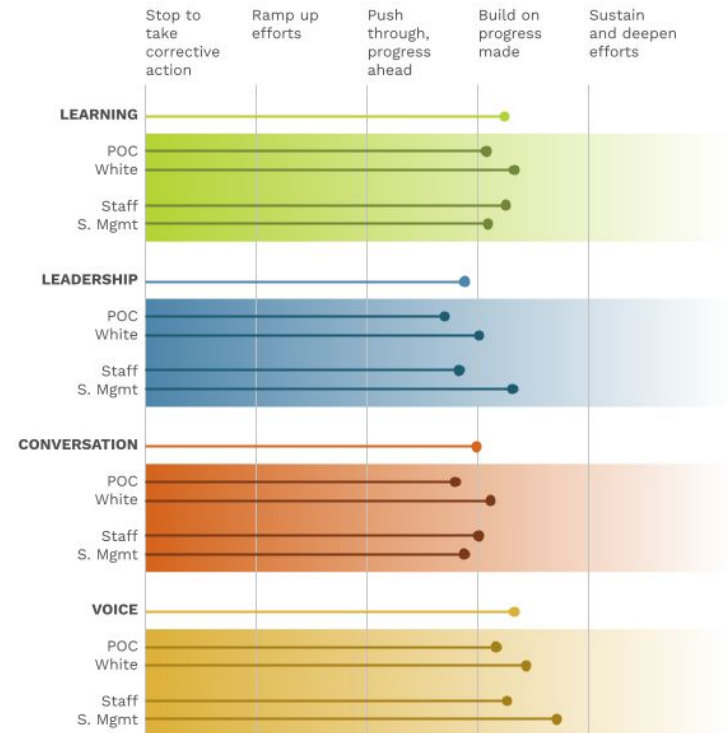
Breakdown by Capacity

Be sure to pay attention to which Capacities have stronger agreement and which ones don't.

There are different ways to consider your results:

- The Capacity where respondents are in greatest agreement could be the easiest entry point for addressing race equity, especially in determining which issues to prioritize or when co-creating possible solutions to develop the Capacity into a strength.
- At the same time, the Capacity with the least agreement could signal urgency as a problem area to address.
- Be sure to look closely at the overall vs. group-specific breakdown. Primarily, consider centering the experiences of people of color at the organization. Additionally, consider staff experiences compared to those of senior leaders. The often nuanced details between these groups' experiences may not be easily identified when simply looking at the respondents' overall experience.

Note any particularities of where differences or disagreement lie and consider where and why they diverge.



Breaking Down the Responses

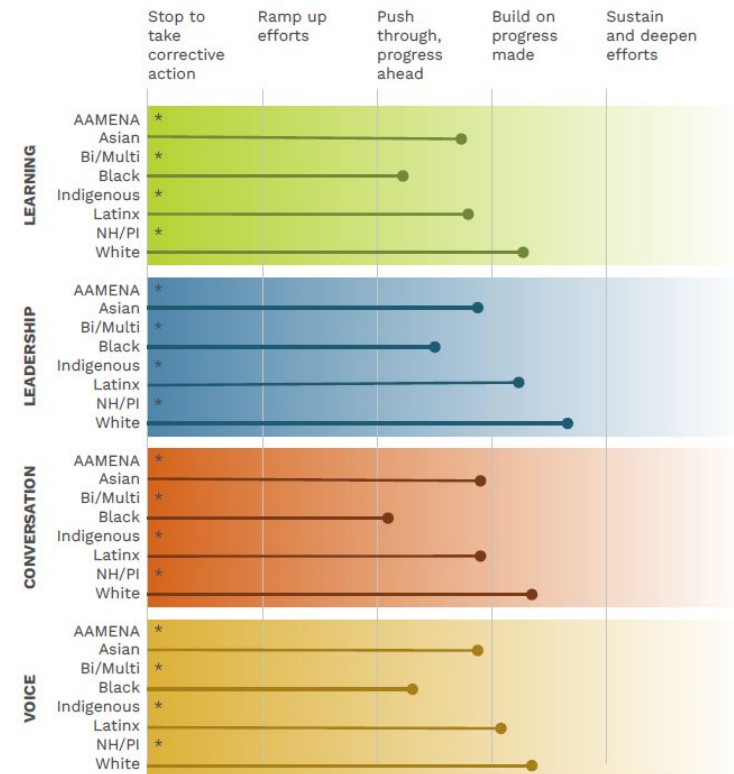
For organizations that have more than 5 respondents in at least 3 race categories, you will receive this **Digging Deeper by Race** page.

Breakdown by Capacity: Digging Deeper by Race

When reviewing these findings, it's possible many nuances, visible or not, exist across racial groups. It's important to not jump to any quick conclusions. Instead, you can use the following guiding prompts to help you understand your findings and lift up relevant patterns.

- Are there certain racial groups that consistently disagree with each other? Or consistently agree?
- Is there a racial group whose responses consistently suggest they are having a more negative experience? More positive?
- In which Capacity are the racial groups in greatest agreement? Least agreement?

Drawing out some patterns and trends can help inform pertinent questions to ask staff and senior managers as part of ongoing efforts to become a more racially equitable workplace.



* 0-4 respondents. To protect anonymity, not broken out separately.





Breaking Down the Responses

The final page of this section is another **Breakdown Analysis** page to help compare and learn from the findings.

23 Building Blocks for Change

Breakdown Analysis

To help make greater sense of the response breakdowns you saw on the previous pages, the analysis below offers a comparative view of how agreement looks across each Capacity. This analysis is designed to help you interpret the degree of similarity in people's experiences at the organization, and to help lift up any (statistically) significant differences that might exist across Capacities, all of which you can use to determine the best path forward.

	LEARNING	LEADERSHIP	CONVERSATION	VOICE
<p>Aligned That Organization Can Sustain and Deepen Efforts Most respondents agree that progress on race equity in this Capacity has been on the right track. This agreement can lead to an easier path toward next steps.</p>				
<p>POC Expressing Worse Experiences Than White Respondents There is less agreement in the views of the respondents based on race, with people of color expressing the most negative experience in this Capacity. Consider why this is, specifically in this Capacity, and engage people of color while working toward a path forward.</p>				
<p>Staff Expressing Worse Experiences Than Management There is less agreement in the views of the respondents based on their position in the organization, with staff expressing a more negative experience compared to senior management in this Capacity. Consider why that is the case, specifically in this Capacity, and engage staff while working toward a path forward.</p>				

Moving to Action

Contains tips and resources for how to make the most of your findings and take meaningful action.

You'll see suggestions for where to start.

Moving To Action: Getting Started

Based on your findings, the following areas would be good starting points as the organization moves to action. These are the areas that respondents felt needed the most attention as the organization strategizes and co-creates ideas to foster a more racially equitable workplace. If there are recommendations you've already tried, consider if there are different, more holistic ways to test the recommendation again for stronger findings.

 **LEARNING Structures**

Focus on how to begin budgeting more resources (money, staff time, etc.) to successfully implement plans to be more racially equitable.

 **LEADERSHIP Structures**

Pay attention to how to start including commitment to race equity as a more explicit factor in evaluating everyone's performance, but especially the performance of senior managers.

 **CONVERSATION Structures**

Concentrate on how to begin providing sufficient resources, including time and funding, for people at the organization to get training related to race equity.

 **VOICE Structures**

Examine how to start making organizational information – specifically goals for race equity – more transparent and accessible to all staff.

Moving to Action

There are also detailed recommendations for each **Capacity and Focus Area**.



Moving to Action: Learning

For the Learning Capacity to be fully integrated within an organization, try encouraging a culture of openness and readiness to receive new, challenging information; practicing curiosity, asking questions, and incorporating new information into the organization's day-to-day operations; and putting systems in place for feedback and evaluation, which serve as critical mechanisms for learning.



MOTIVATION

Concentrate on how to build a culture that supports continuous learning, especially related to race equity.

For example, start by further adopting a culture that emphasizes openness to critical feedback about the impact of the organization's work.

+ Resource

4 Ways to Create a Learning Culture

There is now a premium on intellectual curiosity and the desire and ability to quickly grow and adapt one's skill set. This article examines how you can create a learning culture in your organization.



PRACTICE

Focus on how to acknowledge and learn from past mistakes, especially those related to race equity.

For instance, begin by reaching out to other organizations in the field to learn from the successes and mistakes of their equity efforts.

+ Resource

Creating a Race Equity Plan

(see page 56 in particular)
This toolkit aims to help organizations apply a racial equity lens to their operations, programming, workplace culture, governance, partnerships, and advocacy.



STRUCTURES

Pay attention to how to incorporate processes to develop, execute, and evaluate plans to build an equitable workplace.

Consider budgeting more resources (money, staff time, etc.) to successfully implement plans to be more racially equitable.

+ Resource

Tips for Writing SMARTIE Goals

When you're moving from equity-neutral goals to goals with equity and inclusion considerations baked in, these tips can help you to stay on track.

Debrief & Dissemination

Lastly, the report contains guides and resources to help prepare organizations to receive and share the report findings.

Debrief & Dissemination: Key Reminders

Race equity is a practice where everyone is likely to feel some measure of discomfort, especially as you develop your Capacities in this area. There may be different experiences, perceptions, and expectations for people of color and white staff, and similarly for staff and leadership. Keep the following in mind as you move ahead:

Focus On All the Feedback

Don't focus only on the negative — these are areas of opportunity to build on. Focus on your strengths as you begin to reflect and act on the less developed areas of race equity in your organization.

Take a Collaborative Stance

Different groups have different experiences. This doesn't mean that they need to be pitted against each other. Work together to build a practice that serves all.

This Is a Joint Project

While it is necessary to have accountability by identifying who will drive this work forward, it is important to remember that race equity is the responsibility of everyone in the organization as decisions get made.

Avoid Personalization

Feedback can often feel personal. Try to realize that whatever feedback is provided does not make someone a good or bad person. It is only meant to highlight how people feel about the organization's specific activities and actions.



About the Building Movement Project

The **Building Movement Project** has elevated issues of leadership and diversity in the nonprofit sector since its founding 20 years ago. BMP has also established itself as a thought leader on issues of racial equity in the nonprofit sector through countless presentations at convenings and conferences since launching Race to Lead: Confronting the Nonprofit Racial Leadership Gap in 2016. Through deep partnerships with other organizations in the growing DEI field, we built a diverse committee of nonprofit leaders, DEI consultants and organizational capacity builders who are providing strategic advice to the rigorous development process of BB4C.



Building Blocks for Change

A Race Equity Assessment
By Building Movement Project