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.
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)
- Biracial (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)
- NHPI (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

<table>
<thead>
<tr>
<th>Race</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>AAMENA</td>
<td>1%</td>
</tr>
<tr>
<td>Asian</td>
<td>4%</td>
</tr>
<tr>
<td>Bi/Multi</td>
<td>12%</td>
</tr>
<tr>
<td>Indigenous</td>
<td>1%</td>
</tr>
<tr>
<td>Latinx</td>
<td>11%</td>
</tr>
<tr>
<td>NHPI</td>
<td>1%</td>
</tr>
<tr>
<td>White</td>
<td>62%</td>
</tr>
</tbody>
</table>

Median Tenure (in years)

<table>
<thead>
<tr>
<th>Tenure (in years)</th>
<th>Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>AAMENA</td>
</tr>
<tr>
<td>2</td>
<td>Asian</td>
</tr>
<tr>
<td>2</td>
<td>Bi/Multi</td>
</tr>
<tr>
<td>2</td>
<td>Black</td>
</tr>
<tr>
<td>2</td>
<td>Indigenous</td>
</tr>
<tr>
<td>1</td>
<td>Latinx</td>
</tr>
<tr>
<td>1</td>
<td>NHPI</td>
</tr>
<tr>
<td>1</td>
<td>White</td>
</tr>
<tr>
<td>2</td>
<td>Staff</td>
</tr>
<tr>
<td>5</td>
<td>S. Mgmt</td>
</tr>
</tbody>
</table>
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.

### 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.

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

### Key Practices
- Assess strengths and weaknesses of RE efforts
- Develop short- and long-term RE goals
- Try new approaches
- Learn from other organizations’ RE efforts
- Provide opportunities to learn from mistakes

### Key Structures
- Clearly reflected vision for RE
- Plan for being a racially equitable workplace
- Budgeted resources to achieve RE plan
- Evaluation processes for organization’s work
- 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.

### 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.

<table>
<thead>
<tr>
<th>All Focus Areas Are Well Developed</th>
<th>LEARNING</th>
<th>LEADERSHIP</th>
<th>CONVERSATION</th>
<th>VOICE</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Motivation Needs Development</th>
<th>LEARNING</th>
<th>LEADERSHIP</th>
<th>CONVERSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Practice Needs Development</th>
<th>LEARNING</th>
<th>LEADERSHIP</th>
<th>CONVERSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Structures Needs Development</th>
<th>LEARNING</th>
<th>LEADERSHIP</th>
<th>CONVERSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>All Focus Areas Need Critical Attention</th>
<th>LEARNING</th>
<th>LEADERSHIP</th>
<th>CONVERSATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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.

---

**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.

<table>
<thead>
<tr>
<th>LEARNING</th>
<th>LEADERSHIP</th>
<th>CONVERSATION</th>
<th>VOICE</th>
</tr>
</thead>
</table>

**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.

**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.

**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.
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

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

<table>
<thead>
<tr>
<th>MOTIVATION</th>
<th>PRACTICE</th>
<th>STRUCTURES</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td>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.</td>
<td>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.</td>
</tr>
</tbody>
</table>

**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.

**Resource**

*Creating a Race Equity Plan*

(see page 36 in particular) This toolkit aims to help organizations apply a racial equity lens to their operations, programming, workplace culture, governance, partnerships, and advocacy.

**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 — there 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.