

Boys and Girls Clubs of America

Intentional Leadership: Governance Practices that Promote Diversity, Equity & Inclusion

**June 25, 2020
2:00-3:30pm**

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Presenter**



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Boys and Girls Clubs of America

Today's Objective

To equip BGCA Affiliate boards with the capacity to lead and engage in governance practices that advance diversity, equity and inclusion.

The subject of race, racism [diversity and inclusion] can be touchy.
It's been a 'conversational third rail'.

**Everything that's faced can't
be changed, but *nothing can
be changed that's not faced*"
James Baldwin (1965)**

What's not being faced?

What We Faced.

8:46

**Bryan Stevenson- Founder/President
of Equal Justice Initiative (Just Mercy)**

- **Get Proximate** “ Get close to people and communities who are at risk – and stay close.”
- **Be Willing to do Uncomfortable Things** “We are all implicated when we allow other people to be mistreated. An absence of compassion can corrupt the decency of a community, a state, a nation.”



How We Arrived Here, Bryan Stevenson

POLL QUESTION?

Has your board engaged in a thoughtful discussion about the BLM protests, racial justice, and implications related to your Club?

What is Systemic Racism?

- It's institutional and systemic power combined with race prejudice.
- Institutional racism refers specifically to the ways in which institutional policies and practices create different outcomes for different racial groups.
- The institutional policies may never mention any racial group, but their effect is to create advantages for whites and oppression and disadvantage for people from groups classified as people of color.

Implicit Bias Impacts our Interactions and Decision Making



Attitudes or stereotypes that affect our understanding, actions, and decisions in an **unconscious** manner.



Activated **involuntarily**, often without awareness or intentional control.



Everyone is susceptible.

Implicit Bias

The *Implicit Association Test* which tests unconscious bias- according The Implicit Association Test which tests unconscious bias- according to a recent study, 70 percent of whites have an anti-black bias.

<https://implicit.harvard.edu/implicit/>

Implicit Bias-Microaggres sions

The everyday verbal, nonverbal, environmental slights and snubs or insults, whether intentional or unintentional which communicates hostile, derogatory, or negative messages to target persons based solely on their marginalized group membership-primarily targeting the black and brown people.

Living While Black Microaggressions 911 Police Calls

<https://www.cnn.com/2018/12/20/us/living-while-black-police-calls-trnd/index.html>

- NYC Central Park- bird watcher vs unleashed dog
- Hotel guest in lobby on the cell phone
- Using the restroom while waiting for colleagues at Starbucks
- Student sleeping in the common area of her dorm at college
- Barbequing at a park confrontation about charcoal zone

Face the Reality Behind the Constructs

Structural Discrimination

- Dr. David Williams' work on impact of daily experiences of systematic and structural bias – ongoing indignities.
- Tara Goddard, et al., Psychology Faculty Publications, Portland State University, 2014
 - Found that black pedestrians needing help- 2.02 cars passed without stopping compared to 0.98 cars for the white pedestrian.
 - Crossing the street- black pedestrians wait 9.79 seconds compared to 7.4 seconds for white

Impact of Bias and Racism

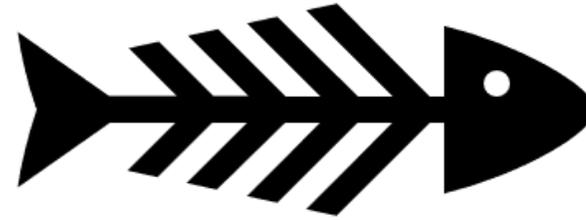
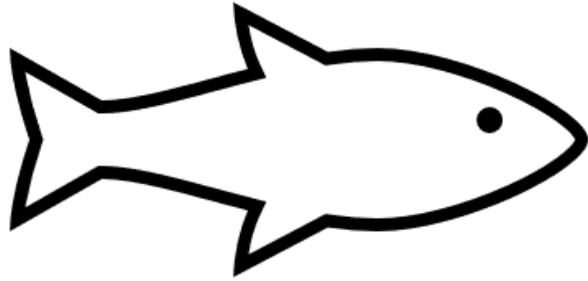
- Job Channeling – studies prove that black applications are channeled down below qualification, while whites are channeled up above qualification.
- Daily slights- treated with less courtesy, less respect, as threatening, as less smart/capable, as dishonest.
- Studies link these bias impacts to:
 - Hypertension
 - Coronary artery calcification
 - Low birth rate
 - Poor sleep
 - Mortality

How did we get here?

Racism, Sexism,
anti- LGBTQ, ethnicity,
immigrant or xenophobic
and religion

Systems in which public policies,
institutional practices, cultural
representations and other norms
work in various, often reinforcing
ways to perpetuate racial, gender
and other group inequities in key
opportunity area from;

healthcare, to education, to
employment, housing, access to
healthy food, public safety, social
justice, to income and wealth.



The Fish, The Lake, The Groundwater

<https://www.racialequityinstitute.com/groundwaterapproach>

POLL QUESTION?

Who are your fish?
What or where is your lake?
What is the evidence (gaps)
that the groundwater is
contaminated?



**What is the call to
action?**





Understand the “Movement”

- **Equity** is the state, quality or ideal of being just, impartial and fair.
- **Race Equity** is the condition where one’s race identity has no influence on how one fares in society.



**BLACK
LIVES
MATTER**

NONE OF US
ARE FREE
UNTIL ALL OF US
ARE FREE



Black Lives
Matter vs.
All Lives
Matter

Intersectionality- Race and Outcomes and Leadership

Race outcome gaps are driven by disparities and inequities in funding, access, quality of care, materials, staffing levels, social determinants: healthcare, economics and wealth, education, housing, policing practices, criminal justice and life expectancy...

Racial leadership gap for CEOs/Executives is driven by implicit bias, a lack of personal commitment and resolve;

Board leadership gap, board haven't been deliberate about building a pipeline of black and brown potential board candidates, often create additional barriers for people of color and consistently select only one, continues with challenges for true inclusion.

change and challenge minds and perspectives...

Implicit biases
are **malleable**.

Our brains are incredibly complex, and the implicit associations that we have formed can be gradually unlearned.

Anti-biases can be
unlearned through
pro-bias efforts

We have to **challenge**
our implicit bias
associations

POLL QUESTION?

Do you feel that your board
knows how to support this
movement?

Board Governance Framework

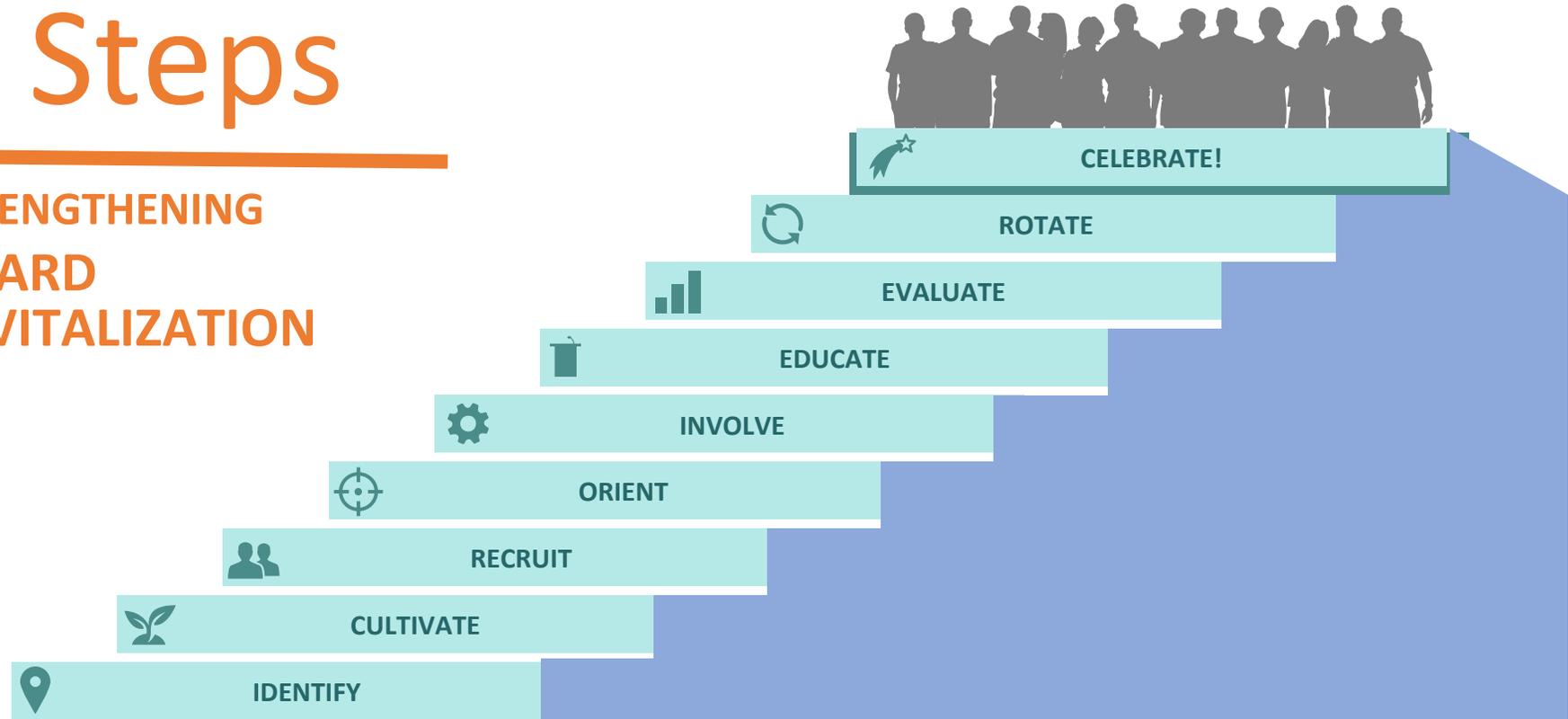


People

**Prioritize Board Diversity and
Inclusion and ant-bias the
process**

9 Steps

STRENGTHENING BOARD REVITALIZATION



Board Composition Matrix

	Current Members						Prospective Members					
	1	2	3	4	5	6	A	B	C	D	E	F
25-34												
35-50												
51+												
Ethnicity- Nationality												
African American/Black												
Asian/Pacific Islander												
Caucasian												
Hispanic/Latino												
Community Connections												
Religious organizations												
Corporate												
Media												
Political												
Business and management												
Financial												
Fundraising												
Marketing												
Legal												

SAMPLE



Boards Achieving DEI- Culture

- Participate in collective board training and discussions about DEI, Racism, Anti-racism, Equity
- Achieve a common understanding of DEI- its meaning and purpose for your work,
- Elevate your voice- actively describes DEI intentions,
- Create diverse and inclusive teams – executive and board levels,
- Anti-bias systems, processes and requirements that support DEI
- Reevaluate words, images and actions to ensure support for DEI.

Work towards achieving Equity

The Curb – Cut Effect (PolicyLink)

https://ssir.org/articles/entry/the_curb_cut_effect

- **Advocacy** – create access and opportunity for those that face barriers
- **Change Programs, Policies and Systems**
- **Everyone Benefits** – when there is support for those that have historically been marginalized there is force multiplier or positive externality.



Boards Achieving Equity Impact

- DEI strategies require **greater** intentionality
- Ensure that there are specific strategies that are targeted to change conditions and close gaps.
- There must be accountability to promote and sustain change.
- Use more targeted change strategies, allow longer term work, and measure results explicitly for equity.

Individual Board Members: As Allies

Someone who makes the commitment and effort to recognize their privilege – generally white privilege and works in solidarity with marginalized- minority- groups in the pursuit for justice.

Allies understand that it is in their own interest to end all forms of inequities, even those from which they may benefit in concrete ways.

Discussions- DEI Strategies

Identify short term priorities and actions that the board and Club team can work on or implement in the next 30-90 days.

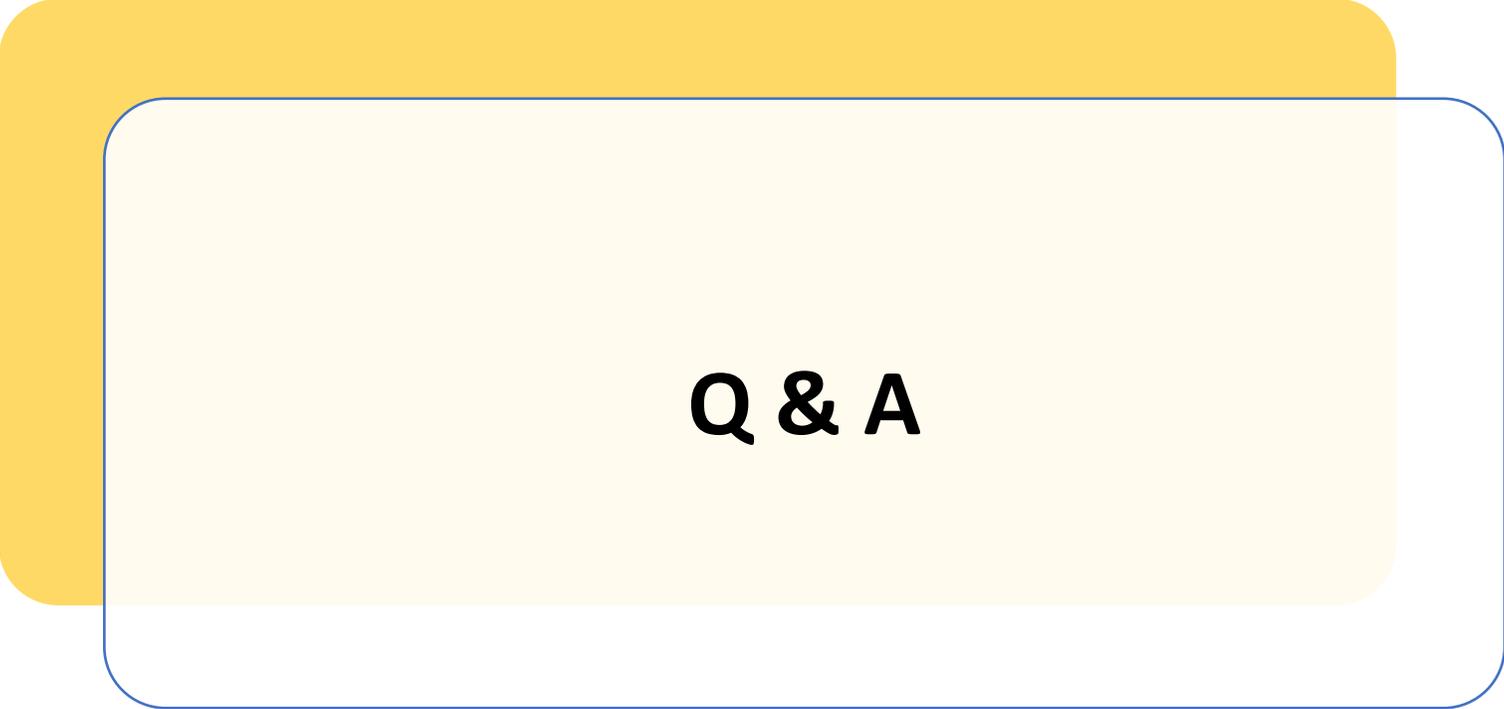
- Short Term Wins – Priorities and Actions (concrete actions)

Identify longer term DEI systems level issues that your board feels are important and require meaningful review and strategy.

Ground Rules: Creating a Safe Space (use these rules during your board discussions)

- All participants are equal - no one has more authority than any other
 - Each person demonstrates independent mindedness
 - Avoid actions that are against the spirit of a safe space
 - One conversation at a time
 - Soft on each other- judgment free
 - Limit technology- leave the room
- Stay engaged and present
 - Be prepared to experience the emotional discomfort
 - Speak the truth – speak ONLY for yourself
 - No Fixing- let others experience their emotional discomfort- let yourself experience discomfort
 - Take risks
 - Listen for understanding
 - Expect and accept nonclosure

- <https://implicit.harvard.edu/implicit/aboutus.html>
- <http://kirwaninstitute.osu.edu/research/understanding-implicit-bias/>
- Facebook : <https://managingbias.fb.com/>
- <https://www.microsoft.com/en-us/diversity/business-of-inclusion/default.aspx>
- at www.ncsc.org/ibreport
- <http://communitywealth.com/the-state-of-diversity-in-the-nonprofit-sector/>
- <https://boardsource.org/research-critical-issues/nonprofit-sector-research/>
- <https://www.cnn.com/2018/12/20/us/living-while-black-police-calls-trnd/index.html>
- <https://www.youtube.com/watch?v=EQACkg5i4AY>
<https://www.youtube.com/watch?v=DYCz1ppTjiM>
- <https://www.youtube.com/watch?v=BFcjfqmVah8>



Q & A

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