

Facilitating A Change Process

Below reflect some initial steps and key considerations that departments and offices can undertake to initiate the process of moving towards aspirational goals with respect to racial equity, inclusion and a culture of action and learning. Investment of time is critical and foundational to getting started.

- **Convene Your Team**
 - Identify your set of DIB “thought leaders” to function as a task force or committee needed to facilitate your change work.
 - Ensure that this team is diverse and include members of marginalized communities in this leadership space.

- **Know & Understand the Issues**
 - It is critical to understand the core issues and dynamics present within your team- and so identify approaches for learning what people are feeling and thinking:
 - Facilitated dialogue can allow you to unpack in more depth and understand the nuance of the day to day experience within the group.
 - Surveys and questionnaires can be an effective way to secure feedback around specific areas of change (particularly in larger groups)- but do not solely rely on this form of engagement. Real time engagement and dialogue is critical.
 - Assessments can be helpful to know where to look and examine. It may be useful to adopt a framework that highlights core dimensions within which your assessment and action planning sits.

- **Lead With Transparent Communication**
 - In learning the needs and critical issues, be clear with your community that you intend to use that information to inform an action planning process.
 - Be transparent about the people, process, and timeline of that action planning work. Leave room for team members to add their thoughts and/or be a part of that decision-making process with respect to identifying action steps and priorities.

- **Build a Culture of Ongoing Learning**
 - It is critical to have an understanding on a) the historical context, b) the persistent issues currently, c) the manifestation of forms of oppression in our work context, and d) our socialization and meaning making around those same issues. The learning is different in each of these areas but they are connected to one another and our ability to engage on this issues and make change.
 - Incorporate learning experiences that are experiential and interactive.

- **Sustain Progress & Momentum**
 - Avoid establishing your diversity efforts as just *another initiative*- instead build it into the core strategic activities of your unit. Have a clear understanding of how inclusive excellence enhances your departmental/office’s primary purpose and mission.
 - Having a diversity mission that is integrated in all of your practices also prevents it from being *silos’d* and disconnected from priority goals.