



Part Two: Practice Equity Daily > 1. Build equity-minded culture, structures and systems.

INDICATORS OF SUCCESSFULLY ENGAGED MANAGEMENT

Engaging management is an important leverage point for any organizational change. Their day-to-day actions and words can make or break an initiative. As you think about engaging managers in your race, equity and inclusion efforts, consider the following indicators, drawn from “[Awake to Woke to Work: Building a Race Equity Culture](#)” by Equity in the Center. Their research documents a developmental pathway from “awake” (focused on representation and diversity) to “woke” (focused on inclusion) to “work” (focused on equity).

MANAGEMENT LEVER

| | PERSONAL BELIEFS & BEHAVIORS | POLICIES & PROCESSES | DATA |
|--------------|--|--|---|
| Awake | <ul style="list-style-type: none"> • Pushes past their own low comfort level to discuss race-related issues with staff • Possesses an emergent understanding of the race disparities that exist among the populations they serve | <ul style="list-style-type: none"> • Has familiarity with the organization’s diversity policies | <ul style="list-style-type: none"> • Has diversity goals outlined in their hiring plans that focus on increasing the number of racially diverse staff members |
| Woke | <ul style="list-style-type: none"> • Can recognize and speak about race disparities and/or bias internally and externally • Values diverse teams, providing training and coaching/mentoring support | <ul style="list-style-type: none"> • Takes responsibility for the implementation of change management strategies to build a race equity culture • Has promoted or hired a critical mass of people of color into staff positions⁴⁵ | <ul style="list-style-type: none"> • Holds team members accountable by asking them to identify racial disparities in their programs • Tracks retention and promotion rates by race on their team to identify where they need to offer professional growth and development |
| Work | <ul style="list-style-type: none"> • Views race differences as an asset to the organization and its teams, enabling people of color to bring their full selves to work and use their lived experiences to fulfill their job responsibilities • Shows a willingness to review personal and organizational oppression and has the tools to analyze their contribution to structural racism | <ul style="list-style-type: none"> • Ensures that people of color have equal access to leadership opportunities and promotions by supporting their professional growth • Has a promotion process that anticipates and mitigates biases about people of color serving in leadership positions • Hires and promotes staff members who demonstrate proficiency in how to address racism and race equity with coworkers and in their programs | <ul style="list-style-type: none"> • Makes race equity a performance measure during their team’s annual reviews • Has a long-term commitment to policy change based on racial disparities they see both inside and outside of the organization |

⁴⁵Note: This is related to aspiring to have the staff reflect the composition of the community. Source: “Awake to Woke to Work: Building a Race Equity Culture,” Equity in the Center. Boston, Mass: Harvard Business Press, 2009.



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INDICATORS OF SUCCESSFULLY ENGAGED MANAGEMENT, CONT.

MANAGEMENT LEVER IN PRACTICE

AWAKE

Year Up

Added questions about diversity to performance reviews to hold individuals more accountable for progress

WOKE

Year Up

Local leadership teams developed site-specific goals to answer the question “what will make our team feel more inclusive?” Each site shared its goals with the national office and continues to track results.

Leadership for Educational Equity

Trained managers on how to coach, mentor, and manage across differences. They also disaggregate data on performance management (based on four years of data) and promotions (based on 18 months of data), and clarify management practices to ensure they’re more transparent and equitable.

WORK

Annie E. Casey Foundation

Reviews diversity data collected from grantees across program units to realign strategies and goals and ensure positive race equity impact in communities served.