



INCLUSIVENESS TRAINING

Developing Your Plan

What is Inclusiveness Training?

Inclusiveness training is a process by which individuals, work groups, and/or whole organizations develop an enhanced awareness and understanding of cultural dynamics that affect individuals, workplaces, and whole societies.

Training can help participants learn more about historical inequities related to race and ethnicity, explore how culture interacts with the work of nonprofit organizations, and help organizations to be open to and encourage fuller participation of people of color at all levels of the organization. Inclusiveness training is a critical element of any inclusiveness initiative.

Relationship to Inclusiveness Blueprint

Creating a more inclusive organization is most successful when both of the following occur:

Individuals within the organization develop a greater awareness and understanding of cultural and power dynamics and how they affect individuals, workplaces, and societies.

Organizations transform their work and workplace in order to better respond to the assets and needs of communities of color.

Who Should Participate?

- Training for Staff Only
- Training for Board Only
- Training for Staff and Board

Advantages of Training for Staff Only

- Because staff usually spend 40+ hours a week with their organizations, awareness around issues of inclusiveness tends to happen more quickly and intensely than that of board members
- Organizations have more control over staff schedules
- Staff focus on the day-to-day implementation of an organization's work

Advantages of Training for Staff Only

- In some organizations, staff members defer to board members and are unwilling to say things that may be considered “risky”
- Staff members directly implement programs and policy, so their training needs to be designed with this focus in mind

Advantages of Training for Board Only

- In many organizations, board members commonly defer to staff members in discussions related to the organization
- Boards of directors have their own norms that can be disrupted by the introduction of non-board members
- Group size

Advantages of Training for Board Only

- Board members have a distinct organizational leadership role that training needs to address

Training with Staff & Board

- Smaller organizations with limited diversity at the staff and/or board level may have more diversity if they work together, which will improve the training
- Undergoing shared experiences can help build relationships
- Joint training sessions can help fill gaps between staff and board members
- May also be useful once each group has undergone separate training

When to do Inclusiveness Training

- **Before** Blueprint is completed
 - Deeper understanding of the value
 - Increased buy-in
- **While** Blueprint is being completed
 - Learning informs information gathering
 - Minimizes resistance if tied to organizational issues
- **Before** and **while** Blueprint is being completed

Intercultural/Valuing Differences

- Most common approach
- Cultural identities and relationships between cultural groups
- Differences among cultural groups
- Beliefs and behaviors of *specific* groups
- *General* tendencies of groups to be biased, prejudicial, and/or discriminatory toward other groups
- Valuing differences



Anti-racism

- Racial oppression, power, and social justice
- Systemic forces that have been historically legitimized and perpetuated for centuries through laws, economics, and political and social institutions
- White privilege
- Ally-ship
- Intersection of “isms”, i.e. sexism and homophobia



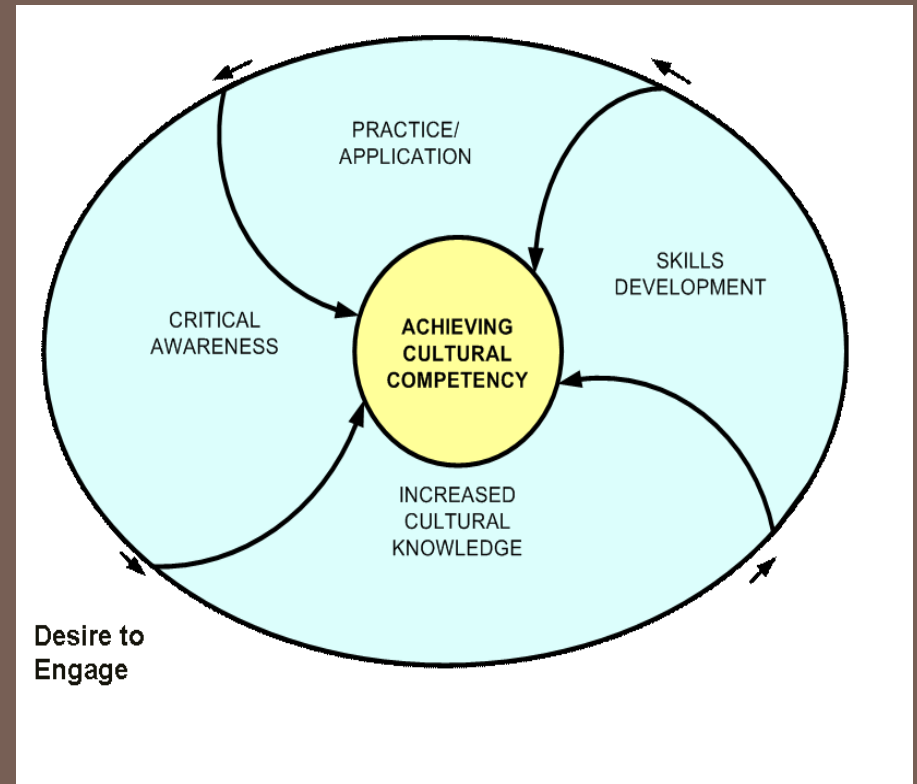
Prejudice Reduction

- Individuals in touch with their own privilege and oppression
- Agents of change by moving through their own guilt and the resulting prejudice
- Build alliances with others of different racial, ethnic, and other cultural backgrounds



Cultural Competence

- Emphasizes skill development allowing for more effective work with both clients and colleagues
- Might also emphasize data on disparities, root causes of disparities, barriers to care/services, etc.



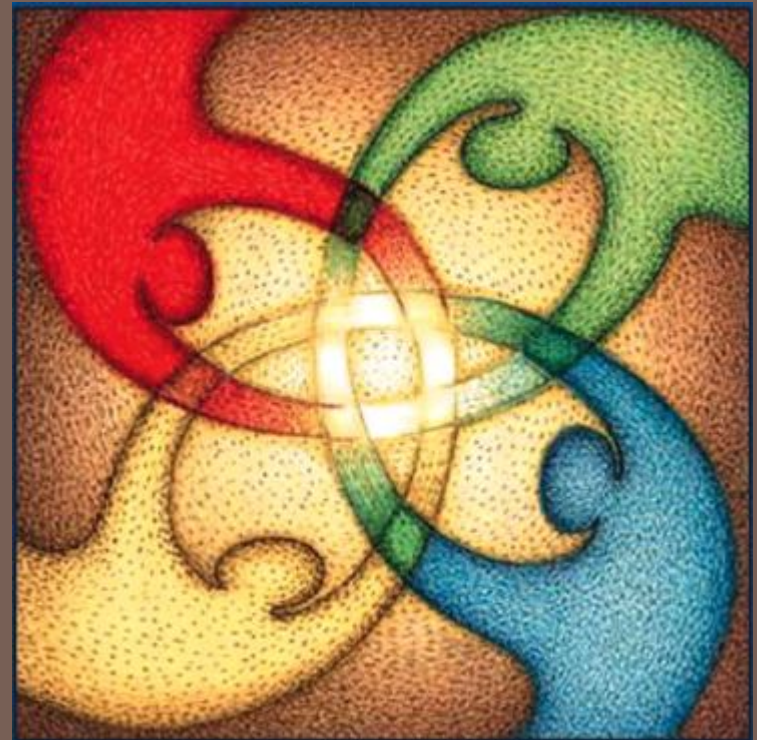
Variables in Training Approaches

- Individual level (i.e., affecting attitudes and behaviors of individuals and relationships among individuals within an organization).
- Intergroup level (i.e., affecting attitudes, awareness and behavior among cultural groups within an organization).
- Systemic level (i.e., affecting attitudes, awareness and behavior among individuals and groups that will lead to systemic changes in power relationships within an organization and ultimately within society).

Focus on Similarities or Differences

Intercultural/Valuing Differences

- Some intercultural trainers emphasize *similarities* between cultures and downplay cultural differences, i.e. “melting pot”
- Other trainers focus on cultural *differences as well as similarities*, emphasizing that cultural differences are normal and, when managed effectively, can greatly enhance an organization’s workplace and productivity



Focus on Similarities or Differences

Anti-racism

- Explores *differences and similarities* between groups
- Change will only be possible when people understand the historic and systemic factors which have contributed to different cultural experiences and identities
- Similarities explored--“in group” (and the privileges that go along with that), and “out group” (and the prejudice and discrimination that go with that)
- Parallels, intersections, and distinctions among identities and experiences



Focus on Similarities or Difference

Prejudice Reduction

- Tends to focus on *similarities* among individuals
- Based on the notion that people need to develop empathy for others and develop common ground with others



Benefits and Limitations

Intercultural/Valuing Differences

- Good introduction
- Common language and experience for understanding the role of culture in the workplace
- Can stimulate productivity and lessen rifts that arise
- Good starting place for organizations that do not have a great deal of diversity
- Beneficial for organizations with some diversity, but limited shared experiences in addressing diversity and inclusiveness



Benefits and Limitations

Anti-racism

- Organizations that already have a relatively deep commitment to shifting power dynamics within their organization and that believe such shifts will benefit their mission and programs
- Takes time to integrate into organizational culture, and because it can be difficult to implement, especially if there are key stakeholders who are resistant, this approach generally should only be used by organizations that are willing to engage in a longer process



Benefits and Limitations

Prejudice Reduction

- Organizations that are interested in deep, individual transformation
- Individuals who go through successful prejudice reduction training will likely complete the training with a new sense of personal power
- Less effective for organizations that are looking to situate their work within a broader systemic context



Training Goals

Is the goal to:

- Facilitate better cultural awareness and manage cultural differences?

and/or

- Create racial equity within the organization and ultimately within society?
- Focus on inclusiveness issues at the individual, intergroup, and/or systemic levels?
- Do you seek short-term incremental change and/or long-term transformational change?

Training Expectations

- Decide on training approach
- Set training objectives
- Distribute agendas and any other preparatory materials in advance
- Establish group “norms” or “agreements”

Lifecycle Stages

1. **Forming:** When groups are newly organized, a number of needs and questions occur. At this stage, group members have high expectations as well as anxiety about where they individually fit and about organizational parameters.

2. **Storming:** In this stage, group members rebel against each other and often against authority. In a training environment, the trainer may be perceived as the authority and thus anger is often directed at the trainer. Members may also express disappointment with a perceived lack of progress, among other things.

Lifecycle Stages

3. Norming: In this stage, dissatisfaction is replaced by harmony, trust, support, and respect. Group members are more open and willing to provide feedback. Groups often enter the “norming” stage and then fall back into the “storming” phase multiple times until most or all tension has been resolved.

4. Performing: This stage describes a highly productive group. Group members work collaboratively and interdependently, show confidence in accomplishing tasks, share leadership responsibilities, and perform substantive work.

Training Format

Ongoing Intermittent Training

- Small amounts of information in short training blocks, such as two- or three-hour sessions
- People are introduced to a subject and then have time to digest the information before moving onto the next subject
- Often is the only choice as it accommodates most people's schedules
- Less likely to address group dynamics or produce deep organizational change

Extended Training

- Multi-day intensive training – usually a retreat – followed by small group work
- Ample time to delve into complex issues
- Facilitates team building as people have time over
- Meals and in the evenings to discuss the day's experiences and to get to know each other personally
- Facilitate personal growth and development and build stronger teams

Hiring an Inclusiveness Trainer

- Clarify
 - approach
 - audience
 - format
 - goals and objectives
 - lifecycle stage
 - expectations
- Determine budgetary parameters
- Put together a Request for Proposals (RFP)
- Develop a diverse/representative hiring committee
- Conduct interviews