



Adapted from Stages of Racial Equity Infographic at <http://www.dismantlingracism.org/analysis-tools.html>

Familiar Dysfunction - where most organizations begin their equity commitment

- Predominantly white/white-led; people of color (POC) are tokenized and expected to “fit in”
- People are unaware of historical impact of race on people of color and the resulting trauma
- Everyone in the organization has adjusted to the way the organization centers white-dominant culture norms

Explicit Commitment to Race Equity - equilibrium in the organization begins to shift

- Organization develops a shared language, analysis, and framework for understanding racism
- POC often begin to hope that the organization might become more responsive to their strengths and needs
- White people question what once seemed certain, and may become hypersensitive or defensive given the expectation of different behavior

Unfamiliar Dysfunction - culture of the organization begins to shift

- POC often read white people’s ignorance as intentional, and may equate racial equity with the need for white people to change
 - Diminishes POC’s sense of power and agency, resulting in frustration and hopelessness
- White people begin to take every challenge by others as very personal and begin to try to prove they are one of the “good” white people
 - May dissociate from other white people, intellectualize the process, criticize the process, or seek approval from individual POC
- Organization engages in “either/or” thinking, positioning POC as inherently “good” and white people as inherently “bad”

Not Knowing – Messy and chaotic, difficulty holding complexity, or appreciating oneself or others

- People experience frustration, fear, and the desire for clarity and quick fixes
- Organization is at risk of reverting to familiar dysfunction, which solidifies old patterns of power and privilege
 - Those with power in the organization are too disturbed by changing power dynamics, “we don’t have time for this,” “we can’t afford to be distracted,” “we need to go get something done and produce measurable results for our funders”

Relational Trust – Acknowledgment that culture shift is messy and chaotic

- Focus on building a culture of appreciation, recognition of individual/collective power to make change, rather than depending on others
- People acknowledge and take on the deep personal work needed to combat racism and white supremacy patterns of organizational control

Equity Goals Clarified - Naming specific and explicit racial equity goals at the cultural, institutional, and personal levels

- Naming these goals now rather than earlier, before the culture shift and “not knowing” stages, allows these goals to address the nuance and complexities inherent in racial equity work
- Lays groundwork for everyone to understand the integral interconnection between institutional, cultural, and personal work

Equity Practice – rooted in long-term commitment

- Organization understands race equity as an ongoing practice, rather than an outcome or specific destination
- Open & transparent communication, people know how to offer appreciation, disagree, make mistakes, call into account, reflect, and revise
- Culture of support, ongoing learning, and accountability