



INNOVATION FOR WHO?

HOW TO ENCOURAGE RACIAL EQUITY IN PEOPLE & PROCESS

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INNOVATION PITFALLS...

POWER HOARDING: fear of sharing power, those in power feel threatened with collaboration

QUANTITY OVER QUALITY: little value attached to the actual process, discomfort with emotion and feeling, ignoring stories

SENSE OF URGENCY: no time for inclusive or democratic decision-making, sacrificing potential allies for immediate results

PATERNALISM: those in power feel completely capable of making decisions for others, outside opinions viewed as unnecessary

I'M THE ONLY ONE: no delegation, the boss has all the answers, top-down accountability only, no trust in others

INDIVIDUALISM: people feel pressure to solve problems alone, little experience or comfort in a team setting, competition and individual recognition highly valued

FEAR OF OPEN CONFLICT: people in power ignore or run from conflict, blame is placed on those who raise issues, challenges are seen as rude, impolite, or out-of-line

...AND THEIR REMEDIES

COLLABORATION: community agreements, shared development of values statements, support respectful dissent

BOTH AND: create values for the work process, measure physical experience as a Key Performance Indicator, stories as data

BE REALISTIC: "nothing about us without us," stories as data, put faces to the numbers, build in time for the complexity of social systems

PEER TO PEER: transparency around decisions, peer-to-peer structures for collective buy-in outside of the team, focusing on accessibility (bell curve)

STEWARDSHIP: evaluate team members based on ability to delegate, lateral diffusion of accountability, train the trainer

TEAMWORK: give credit to the team, seek power structures that give everyone a chance to lead, meetings should focus on solving problems instead of reporting out

PRACTICE RESOLUTION: understand that conflict will happen, discuss methods to handle conflict *before* it happens, reflect on how conflicts are resolved afterward



HELPFUL TIPS, TOOLS, & RESOURCES TO BUILD SUPPORT IN PEOPLE & PROCESS



RACIAL EQUITY TOOLKIT

A Racial Equity Toolkit, whether you use ours or create your own, is a great resource to operationalize equity in decision-making. Components of a toolkit often include exercises to utilize during facilitation and shared terms and values for broad diffusion of equity stewardship.

COMMUNITY AGREEMENTS

Invite members of a group to contribute to defining how power will be shared among them. Include agreements about the right to respectfully dissent and any parameters to keep the group focused and motivated.

PASEO CIRCLES FOR IDENTITY

Originating from the School Reform Initiative, Paseo Circles are a way to make interpersonal connections within teams planning to analyze sensitive issues of identity, values, and beliefs. It is a tool to initiate dialogue starting with individual reflection and graduating into personal storytelling.

SHARED VALUES

Create values for the work itself that guide the intent and purpose of decision-making. Make sure everyone understands the what and why of the values to support a culture of stewardship. Empower your team to hold each other accountable to the values.

LIBERATORY DESIGN FOR EQUITY

Originating from the National Equity Project, the Liberatory Design for Equity is a human-centered framework to address equity challenges in complex systems by starting with empathy, defining the issue, prototyping and then continuously improving the solutions you create.

HUMAN-CENTERED KPI'S

To create human-centered Key Performance Indicators, start by visualizing the better future created by your solution. Work backwards by describing how people will experience that future in terms of physical navigation, emotion, and social cues. Then, imagine how can you measure what is seen, felt, or touched. Your KPI is not the measurement itself – your KPI is the **impact of** the things you are measuring.



Other resources that I encourage you to check out on your own:

- Government Alliance for Race & Equity
- Race Forward
- Stanford d. school
- We All Count | project for equity in data science