Learning in the New World of Work

Corporate response to Black Lives Matter

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THE KALEEL JAMISON CONSULTING GROUP
We are a management consulting firm that uses organizational development (OD) technology to bring about large/total systems change and create inclusive cultures that accelerate results.

Who we are

Oldest Od Diversity & Inclusion Firm

1970
Founded by Kaleel Jamison 1932-1985

1979
Fred Miller joined

1985
Judith Katz joined

2020
“The choice”
The new normal...

- Essential vs. non-essential
- Everyone counts
- Redefining school
- Unfreeze
- Change
- Refreeze

Living in permanent white water

Black lives matter
THIRD reconstruction

Worldwide protests
Pandemic ≠ Worldwide protests
Recessions ≠ Third reconstruction

Micro-schools
Cancel culture
Zero tolerance

Virtual
Systemic racism
Telemedicine

Communicate
Connect & share

Redefining workplace
Addressing the -isms
Illness And loss
Poll

HOW ARE YOU DOING LIVING IN THE NEW NORMAL?

Not so well  Doing okay  Doing well
“Black Lives Matter’ A Human Rights Statement, Not a Political One”
Once the boulder starts rolling, only sustained, positive action, can stop it.

The boulder of oppression

Stay in line
Environmental racism
Systemic oppression
Healthcare
Justice System
Education
Bias
White privilege
Racial profiling
White supremacy
White culture
Housing

Living in permanent white water

Unfreeze
Change
Refreeze
Performative Activism: Window Dressing or Real Change?

“It is our responsibility to read, reflect, learn, listen and then change the system that has disadvantaged our Black, Indigenous and other colleagues, students and friends of color for centuries.”

Martha E. Pollack
President of Cornell University

Excerpt from Additional actions to create a more just and equitable Cornell 17 July 2020
As we are living through these times, what phrases, words and messages are you struggling with and/or need to understand better?
Today’s dialogue

- Unconscious Bias
- White Privilege
- Equity
- Culture Change
- Accomplice
- Bystander
- Ally
- Critical Conversations
- Anti-racism
- Microaggressions
- Racial Trauma
- White fragility
- Upstander
## Levels of change

<table>
<thead>
<tr>
<th>Do nothing</th>
<th>Make a Statement</th>
<th>Make Some Changes</th>
<th>Make Systemic Change</th>
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</thead>
<tbody>
<tr>
<td>• Addressing issues seen as too risky</td>
<td>• Performative activism (window dressing)</td>
<td>• E-Training or short education</td>
<td>• Whole System</td>
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<tr>
<td>• Hope will go away</td>
<td>• Focus on supporting BLM not actions to be taken within organization</td>
<td>• ERGs or DEI Council carrying the bulk of work</td>
<td>• Strategic Culture Change Intervention: Internal and External</td>
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<tr>
<td>• No mention of BLM or systemic racism</td>
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<td>• Hold critical conversations but not systemic change</td>
<td>• Honest diagnosis of current state</td>
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<td>• Talk about White privilege, bias but few actions to actually address it</td>
<td>• Distributed change</td>
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<td>• Focus on hiring</td>
<td>• Focus on culture, policies and practices</td>
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<td>• Limited resources allocated</td>
<td>• Implement new competencies</td>
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<td>• Some incremental change</td>
<td>• New performance measures and accountabilities</td>
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<td>• Significant investment of time / money / people /</td>
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**Levels of change**
Traps

1. Not understanding that a major culture shift is needed.
2. Believe that the focus needs to be only on Black people and not a major culture shift.
3. Leaders listening but not taking action.
4. Statements in support of Black Lives Matter but no clear action plans, deliverables and accountability.
5. Delegating effort to ERG’s; HR or Black people to lead.
6. Over listening to voices that are resisting change.
7. Concern about upsetting people.
8. Not attaching work to the Mission, Vision and Strategy of the organization.
Breakout Discussion (10 min)

1. In your organization or the client you’re working with, what has been the reaction in these times of change?
   
a) Do nothing
   
b) A statement
   
c) Some change
   
d) Systemic change

2. What is an action that you are taking or will take to slow the Boulder of Oppression down?
Path to inclusion

STATUS QUO

JUDGE

Systems and culture based on the dominance of one culture, style, group

JOIN

Systems and culture based on added value of different cultures, styles, groups

Transition


New Competencies

New Capabilities
Where do you see your organization or Client along the path?

- Exclusive Club
- Passive Club
- Symbolic Difference "Pioneers"
- Critical Mass
- Welcoming and Anti-racist
- Inclusive Organization
Rethinking your organization to **accelerate** the journey along the path

**CULTURE**
What is expected from the culture and climate related to all people and social identity group?

**TALENT**
Moving up in the organization: How to move talent up faster and raise the bar for everyone?

**LEADERSHIP**
Leaders feeling responsible for the culture and people doing their best work. Getting clear about societal responsibilities.

**SYSTEMS**
Addressing the -isms in policies, practices and interaction; change fast, and live the new normal.

**ORGANIZATIONAL FLEXIBILITY**
Not being stuck in the patterns and processes of the past. Being agile, experimental, and failing fast.
What do you need to do less of, more of, the same in order to assist your organization or client in this time of change?
Historically, pandemics have forced humans to break with the past and imagine their world anew. This one is no different. It is a portal, a gateway between one world and the next.

We can choose to walk through it, dragging the carcasses of our prejudice and hatred, our avarice, our data banks and dead ideas, our dead rivers, and smoky skies behind us.

Or we can walk through lightly, with little luggage, ready to imagine another world. And ready to fight for it.

The Pandemic is a Portal
-Arundhati Roy
Some things to **avoid** In a conversation about race

- "You people"
- "____ is so articulate"
- "I understand how you feel"
- "Calm down" or "Relax"
- "It’s only a few bad apples"
- "I have a friend/family member who is ____"
- "We’re all one race"
- "All lives matter"
- "This is hard for everybody"
- "I don’t care if you’re black, or white, or (another color)"
- "There’s no right or wrong"
- "I don’t understand why they have to loot and..."
Some **helpful** language for a conversation about race

- “I want to acknowledge what is going on”
- “I’m leaning into discomfort…”
- “I hear you”
- “I never thought about it that way”
- “I don’t know what to say” or “I’m at a loss for words”
- “I need to learn more about this…”
- “I just want to hold the space in case you have something to say or add…” *(then be quiet)*
- “I appreciate your willingness to share”
Summer reading list

1. **Reporters Notebook: A Look at the Historic Fight for Justice Through the Eyes of a Reporter** Michelle Miller, CBS This Morning Saturday

2. **Waking Up White and Finding Myself in the Story of Race** Debby Irving

3. **How To Be An Antiracist** Ibram X. Kendi

4. **Between the World and Me** Ta-Nehisi Coates

5. **The 1619 Project** The New York Times Magazine

6. **Safe Enough to Soar: Accelerating Trust, Inclusion, & Collaboration in the Workplace** Frederick A. Miller and Judith H. Katz