

# Landscape Analysis

*“It is so much bigger than us. The commitment is not in the budget. The values are not aligned with INDUSTRY SPECIFIC SOCIAL JUSTICE CAMPAIGN.” - Anonymous*

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## Introduction

### **Purpose**

CONSULTANT produced this landscape analysis report to support the CLIENT. We've appreciated listening to your insights. We also reviewed your written insights from the Black Women of CLIENT. As we conclude our contract, we hope this landscape analysis clarifies systemic and structural forces that repeatedly produce unjust outcomes and provides guidance on interrupting them for the next five years.

### **Vision**

The CLIENT will take steps to honorably discharge the Term-Limited staff that were essential to the successful INDUSTRY-SPECIFIC SOCIAL JUSTICE CAMPAIGN measures. Practicing harm reduction to impact this group directly is a timely opportunity for leadership to leverage their proximity to power.

We envision the CLIENT supporting and resourcing their DEI STAFF ability to partner throughout ORGANIZATION, including with Human Resources, the Executive Team, and Leadership Team, to build accountability systems, change management, and allocate resources to ongoing engagement efforts.

We envision Black Women being welcomed for showing up authentically within all levels of the organization.

Developing healthy teams includes encouraging everyone to practice healthy conflict management and resolution. Conflict is necessary to highlight opportunities, risks, strengths, and weaknesses of all of the decisions within the CLIENT's body of work.

### **Goals**

The goal of this landscape analysis is to reflect the key themes raised by all stakeholders and highlight some ways to move towards an ORGANIZATION that supports Black and Indigenous employees' ability to feel supported and have the protection of long-term advancement and employment.

## Review Process

### Methodology

#### AntiBlackness Work Group Jam Board

Black Women of CLIENT gathered from REDACTED DATES. They recorded their answers to the following questions on a Jam Board:

- What are we witnessing?
- How does Anti-Blackness function, and what conditions allow it to thrive?
- How can we clarify that internalized anti-blackness also contributes to anti-blackness and/or disregarding pro-black progress (interpersonally, institutionally, and in outside partnerships)?
- Think of outside influences that contribute to anti-Blackness functioning within ORGANIZATION and what is in our ability to influence (community partners, education/government entities, etc.)
- How would ORGANIZATION function if they valued Black staff, leadership, and communities?
- What is our vision of transformation for a pro-Black department?
- How would ORGANIZATION function if Black communities were centered?

#### Wednesday Meetings

We met with a combination of staff from the CLIENT including, the DEPARTMENT SPECIFIC staff, division DEI STAFF, division leads for TARGET AUDIENCES, staff whose work is funded/overlaps with SPECIFIC DEPARTMENT, interns that report to PROXIMAL DEPARTMENT, and leadership. From REDACTED DATES, we recorded their answers to the following questions on a Jam Board:

- What do Anti-Blackness and Misogynoir look like in our community? How does it show up?
- What daily embodied practice can we start today - to make space, grace, and trust for Black Women to thrive freely on our team?

## Strengths

#### Leadership wants to disrupt antiblackness and misogynoir

Systemic change to disrupt antiblackness and misogynoir requires the sponsorship of leadership at all levels. Leadership's curiosity about how to shift organizational culture and systems change will help sustain the long-term strategy and vision required.

#### Most leaders and staff know the harmful behaviors perpetuating antiblackness and misogynoir.

Leadership and Staff have identified some of the same events, patterns, and specific facets of organizational culture that are symptoms of systemic racism that perpetuates antiblackness. When divided into racial caucuses (Black, People of Color, White), all of the participants.

#### The Division Possesses the Skills to Retain Staff

Despite the experience of Black Term-Limited Staff, throughout the ORGANIZATION and DEPARTMENT, there are examples of staff who've been retained and shifted throughout the ORGANIZATION's roles and departments. The strategies used to retain staff and perpetuate inclusionary practices already exist and can be repurposed to create equitable outcomes.

## Opportunities

### **Support Black Women**

Staff from all backgrounds noticed Black Women are generally ostracized when they show up authentically. The stereotype of the Angry Black Woman is used to invalidate Black Women's contributions to meetings. Despite Black Women doing quality work, their contribution is undervalued. Black Women experience their ideas being rejected and ignored, then stolen by non-Black colleagues who are celebrated for the stolen ideas. They also highlighted Black Women don't tend to have adequate information and resources to help them succeed or advance within the organization.

### **Reform the Life Cycle of Programs that Recruit and Engage the Black Community**

Staff expressed concern that community engagement programs and term-limited staff recruitment that prioritized the Black Community during INDUSTRY SPECIFIC SOCIAL JUSTICE CAMPAIGN outreach were not developed to support the long-term relationship between the Black Community and CLIENT.

The outreach programs in the community and the term-limited employment agreements to carry out said programs within the Black community are adding layers to the distrust the Black Community feels toward CLIENT.

Some Black staff were in permanent positions and transitioned into CLIENT term-limited positions AS COMMUNITY EXPERTS IN INDUSTRY SPECIFIC SOCIAL JUSTICE CAMPAIGN in the Black Community after decades of employment and are now facing unemployment.

### **Highlight Black INDUSTRY SPECIFIC Leadership and History**

Black Staff highlighted how INDUSTRY SPECIFIC BLACK LEADERS are trailblazers of INDUSTRY SPECIFIC SOCIAL JUSTICE CAMPAIGN and are not mentioned on the CLIENT website. In general, Black Leadership within THE ORGANIZATION are not treated with the same respect as their peers.

### **Narratives of Racial Terror on the National Media Overshadow the Opportunities to Cultivate Local and Sustainable Racial Healing.**

Images of Black Pain and instances of Racial Terror disseminated by the media are brought into professional spaces in ways that re-traumatize Black staff and demonstrate a lack of intercultural competency. Despite the organizational acknowledgment and performative allyship around racial trauma in the media, Black staff and the local Black community are subjected to racial terror, health inequities, and microaggressions daily.

## Challenges

### **The Organizational Culture is Conducive to Scarcity Mindset, Which is in Direct Resistance to Anyone Embodying Allyship in Action**

#### ***Leadership***

We've identified there is a widespread desire to create a safe and supportive environment for staff with the most proximity to exclusion (Black Women Term-Limited, and Probationary Period Staff). However, Antiracism is foundational to United States Institutionalism. Organizational Leaders are in high-stakes practice polarity management in helping their teams navigate restraints and limited resources that are

necessarily steeped in politics and governance. [Emily Boynton of UW Medicine](#) states, “When you experience scarcity - be it a lack of time, money, or social connection - your attention shifts to the scarce resource. This focus can be helpful, but it also causes “tunneling,” or ignoring of other needs and obligations.” The internal and external environment of the CLIENT is historically designed to exclude, displace, and extract from the Black Community as needed. CLIENT is particularly change-resistant as a BUSINESS IN A SPECIFIC INDUSTRY.

This challenge for leadership is experienced as staff perceiving leadership as divested, unreceptive, unsafe, untrustworthy, and unsupportive.

### **Staff**

CLIENT is projected to have a long road to amends with Black Staff. Oprah Winfrey states, “Forgiveness is giving up the hope that the past could have been any different. It's accepting the past for what it was and using this moment and this time to help yourself move forward.” The Black staff have expressed the need for leadership to Embody Accountable Allyship in Action. Black staff highlighted having inequitable performance standards, compensation, and access to opportunities for the INDUSTRY SPECIFIC internship program that shows up as interns only being accepted by SPECIFIC SCHOOL. This school does not take scholarships.

Term Limited Black staff have expressed their feelings of betrayal, embarrassment, and stress as they compete for the same positions. [Boynton](#) states, “Real and perceived scarcity can increase jealousy, stress, and competition.” The scarcity mental model that impedes leadership's ability to act as accountable allies are experienced as harm and trauma by employees with the most proximity to exclusion.

PERMANENT FULL TIME Black staff have identified the common experiences of

1. Not feeling safe to show up as themselves.
2. Being villainized for bringing up issues due to a lack of cultural competency. Then being muted or silenced with retaliation. This affects [them] professionally, and [they] are gaslit.
3. Filing reports about racialized harm and not seeing any changes with co-workers and managers. Feeling the system is broken.

### ***More on How Racialized Identity and Scarcity Mindset Intersect to Influence Organizational Culture***

Black Staff expressed, in the spirit of Maya Angelou, “The truth is, no one of us can be free until everybody is free.” They listed that organizational culture creates silos and unnecessary competition that thrives in the othering of “our homeless, addicted, and incarcerated peers, Black Non-binary, LGBTQIA+, and BIPOC.” Black staff stated all those, as mentioned earlier, “are our community and our oppression are the same, but we are still siloed and separated in working towards our liberation.”

Some particularly acute racialized competitive dynamics listed by all stakeholders we engaged (leadership and staff):

1. Black men upholding misogynoir and antiblackness.
2. Colorism plays a role in erasing darker-complected women - who are excluded from positional authority and power.
3. People of Color conflate their experiences of racism with antiblackness, which effectively co-opts Black People at the expense of Black People.

### **Leverage Gatherings and Information Effectively, for Transformation**

Leadership is successful in creating opportunities for staff to gather for trainings, and presentations of data, and to shore up employee experience feedback. Despite the intentions of these efforts, the lack of commitment to accountability to change for the people with the most proximity to exclusion results in a transformation-resistant cycle. There are a few patterns of disconnected intentions and impact that we observed:

1. There is a disconnect between the intentions of well-meaning non-Black leadership addressing antiblackness by convening gatherings and Black staff viewing antiblackness convening as a leadership “checking the box” and deflecting from meaningful support, action, and communication. The impact of not acknowledging Black staff’s adaptive leadership creates isolation and exclusion.
2. There is a disconnect between the investment in racial equity trainings for staff and leadership and how there’s still an ask on Black staff, and other groups that experiencing othering to teach, justify, and prove that antiblackness is a problem (that can be addressed).
3. There is a disconnect between staff of all racial identities recognizing how antiblackness and misogynoir show up in the workplace and yet still participating in the active erasure of Black people's contribution, presence, and leadership.

## **Recommendations**

### **Three-Month Milestones**

#### **Develop an Internal Statement for CLIENT, Centering Staff with Proximity to Exclusion - Term Limited Black Staff**

1. Acknowledge the Term-Limited Staff’s successes and accomplishments as a part of the team.
2. Highlight the opportunity everyone has to support them in transitioning well into their next opportunities.
3. Encourage everyone to take time to draft letters of recommendation as a gesture of support and solidarity.
4. Intentionally speak against othering people with the most proximity to exclusion on the team.
5. Share the next steps that CLIENT has for maintaining the relationships that Term Limited Staff cultivated. (If there are no next steps, be honest about how that is not ideal.)

#### **Practice Highlighting Black Leaders in INDUSTRY**

“QUOTE FROM INDUSTRY SPECIFIC BLACK LEADER”

### **Leverage Your Internal Network to Explore Alternate Possibilities for Term-Limited Staff**

Is it possible for ORGANIZATION to make an exception and give INDUSTRY SPECIFIC SOCIAL JUSTICE CAMPAIGN Term Limited Staff Priority Placement for jobs?

- Can we highlight their award-winning service as INDUSTRY SPECIFIC SOCIAL JUSTICE CAMPAIGN?
- Write Letters of Recommendation for Term-Limited Staff whose contracts are ending.
- Try to find out as much as you can and share with the group your successes, failures, and ideas in solidarity with their circumstances.
- Encourage them to take care of themselves, and seek gainful employment.

### **Support DEI STAFF in Defining and Implementing Next Steps for Antiracism Work**

The DEI STAFF within ORGANIZATION need sponsorship, resources, autonomy, and support to advance equity, inclusion, and belonging within the ORGANIZATION. CLIENT will benefit from leadership’s ability to share power with the DEI STAFF of their department.

Prior to CONSULTANT’s involvement, there have been several instances of Black, Term-Limited, and Black Women staff listing their concerns and potential remedies to leadership. It is okay if members of leadership may not have the authority, skills, or credibility to lead antiracism work yet. DEI STAFF can be a coach and help elevate the voices of the most harmed in a way that leadership can learn from. DEI STAFF can best support members of the leadership team if they are open to power sharing.

## **One-Year Milestone**

Leaders at all levels have [polarities to manage](#) with their teams.

Practice bringing your team along. The silence that comes from taking a strategic moment of respite, developing a long-term strategy, building your internal network to support long-term transformation work, or waiting for pieces to fall into place creates a void where staff, especially staff with the most proximity to exclusion, experience your silence as divestment. Work with your team to help them practice adaptive leadership, highlight opportunities for them to manage up, and empower them to create [fractal](#) solutions within their teams.

## **Three-Year Milestone**

**Align with your DEI STAFF**

The DEI STAFF within ORGANIZATION should be empowered to connect with stakeholders at all levels, and with each other with relative autonomy. The Culture of Scarcity that is a part of the organizational culture at ORGANIZATION is pivotal to why the DEI STAFF role exists. They have to be empowered to unearth the realities of workplace trauma within ORGANIZATION and partner with HR and Leadership to reduce harm with a racial equity lens. DEI STAFF have the potential to cultivate trust, healing, and safety for staff and leadership while working to help the HR function reform at a pace that fully respects the role of Human Resources in protecting and supporting staff in many circumstances. We envision DEI STAFF modeling sustainable business practices, such as having healthy professional boundaries, not

tolerating abuse, manipulation, fear tactics, unhealthy uses of power, and advocating for just outcomes for people most vulnerable to exploitation and exclusion. One of their responsibilities include creating and employing innovative initiatives to disrupt antiquated practices. DEI STAFF can hold space for staff to build skills and capacity to align with this vision.

## Five-Year Milestones

### Partner with Human Resources for Long-Term Change

It is recommended that DEI STAFF hold the partnership and relationship with Human Resources to ensure an overall alignment with Organization-Wide DEI STAFF and Human Resource efforts.

Some of the specific changes Black Staff highlighted to be addressed in this partnership includes:

1. The need for policy and procedure on how to deal with microaggressions; Protections for Black Staff. (i.e. Performance evaluations to address behavioral problem)
2. Lack of reaction or accountability by the CLIENT when Black staff or clients bring up issues or complaints of bad management or problematic behavior.
3. People leaders need to be held to a high standard of intercultural competence practice in identifying and addressing antiblackness.
4. Programs can limit internships from educational entities that are not able to provide a diverse pool of interns.
5. Provide scholarships or contract with educational entities that are willing to provide scholarships to Black students to increase diversity at ORGANIZATION.
6. INDUSTRY SPECIFIC SOCIAL JUSTICE CAMPAIGN, often BIPOC employees, forced to be public facing were paid significantly less than employees are told to work from home - perpetuating racialized systemic pay disparities.

More specifically, all of the Black staff expressed dissatisfaction with the Term-Limited and Probationary Period experience for Black staff. **They proposed, in a design thinking workshop, that the lifespan of an employee, including recruitment, onboarding, and succession, become more intentionally considerate of the needs of staff with the most proximity to exclusion.** Some facets to their proposal includes:

1. The Term-Limited Employment process that includes short-term staff having access to SPECIFIC BENEFITS.
2. Supporting their succession planning by ensuring that they have paid time off to secure their next career step.

### Some Targeted Universalism Tactics to Center Black Women in Staff Experience

These ideas were collected as a part of the Black Women's GATHERING.

- Recognize Black Women for their hard work
- Encourage Leadership and Supervisors to put people's good ideas that were adopted in their performance evaluation
- Provide some monetary incentives and staff appreciation events
- Encourage wellness breaks/mental health days. Time off.



- Offer more flexibility around work time
- Create more opportunities for staff to flex their time if things come up in your life - remove the pressure for staff to use their vacation time for life events.
- Sustainable Policies to protect Black Women.

## Next Steps

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