ANTI-RACISM ORGANIZATIONAL CHANGE ADDITIONAL CONSIDERATIONS:

All White Club

Applicable to non-profits, public, and private institutions. Some aspects apply to community-based organizations.

- Has maintained, and maintains allegiance with White supremacy culture; is implicitly aligned with and supports anti-Blackness as a way of life; has affinity for White standards, White norms, White behaviors, White leadership, White expectations, and all other functions of Whiteness culture (i.e., Manifestations of White supremacy). Maintains specific unfavorable bias towards Black people, including employees – yet much of it is obscured and contained through politeness.

- While some of the anti-Black biases may be implicit, much of it is explicit, yet unspoken – and Black people and people of color within these institutions are resentful, discontented, and loathe the ways in which they are impacted by it every day (i.e., underinvestment of professional opportunities and support, overenforcement of policies and rules, underpaid, underrepresentation, absence of representation, code-switching requirements, requirements to suppress anger to maintain White control and comfort, etc.)

- Has recruited mostly White, East Asian (and others aligned with the idea of or considered "model minorities") under the guise and values-oriented framing of

- "fairness", equity, and equality – typically embedded into agreed-upon, normalized, bureaucratic "compliance-based" processes that assert fairness, without ever acknowledging and admitting that "fairness" is an unreality and synonymous for maintaining the standards of White control. An example of this is the lack of accounting for or not ever naming the percentages of the organization's workforce which were filled through [relationships, networks, referrals, favoritism, and/or nepotism.](#)

- Attempts to explain and rationalize the absence of people of color by unsubstantiated claims:
  - People of color do not apply to our agency.
  - They do not make it through our interview processes.
  - Our qualifications make it hard for people of color to qualify for our jobs.

- Typically, have either not attempted to vet or change the structural policies and processes leading to exclusionary and racist outcomes.

- Complains about bureaucracy without naming and/or recognizing that bureaucracy is one of the main components that facilitates and perpetuates White supremacy culture.

- Handles conflicts in ways that require employees to maintain, conform to, and uphold White supremacy cultural norms and standards.

- Does not define, name, or recognize the ways in which Whiteness and/or White supremacy is present in all policies, organizational structure, and all other aspects of employee relations, governance, decisioning, etc.; and functions in obscure and ambiguous ways to perpetuate and maintain White power, and White privilege as status-quo.

- Black people, and people of color within these organizations, typically:
  - Do not feel appreciated or valued.
  - Are the lowest paid in salary, benefits, and merit (if applicable)
  - Do not see themselves or their values represented within the organization's priorities, principles, and/or values.
  - Subject to being exposed to illnesses and/or contracting viruses like the Flu, COVID-19, and/or colds – due to their likelihood as an essential worker.
  - Lack decision-making influence, authority, or power.
  - Are most likely disrespected by managers, supervisors, and co-workers, and lack the individual or collective agency to confront, or do anything about it.

DK

The Affirmative Action or "Token" Organization

Represents many of the qualities and/or traits of All-White Club in terms of culture, how the non-White employees feel and are being treated. All organizational governance including policies (both design, implementation, and enforcement) reinforce White supremacy and anti-Blackness.

Maintains allegiance with White supremacy culture, is aligned with anti-Blackness, has affinity for White standards, White norms, White behaviors, White leadership, White expectations, and all other alliances with White culture (including tenets of White supremacy). Maintains specific unfavorable bias towards Black people, including employees – yet much of it is obscured and contained through politeness.

These organizations do not and will not name racism as the main cause of social, economic, or academic determinants of health and survival – but are incredibly careful, cautious, and casual about their approach "equity" and "fairness". Comfortable with vivid representation of non-White people in the organization, both in professionally classified, and leadership positions; if there is not "too much", or overrepresentation of Black, Hispanic, and Native American peoples represented.

This organization is comfortable espousing narratives that professionally classified Black and Hispanic talent is scarce, even-though they have not made any meaningful recruiting and search attempts. This organization also attempts to diversify the organization by solely or mostly focusing on reducing minimum qualifications – which serves to perpetuate anti-Black stereotypes, stigmas, and reinforced beliefs that Black and Brown people are inherently deficient.

The Multi-Cultural or Organization

Represents many of the qualities and/or traits of All-White Club and Affirmative Action organizations in terms of culture, perspectives, experiences, and treatment of non-White employees. All organizational governance including policies (i.e., design, implementation, and enforcement) reinforce White supremacy and anti-Blackness.

Maintains allegiance with White supremacy culture, is aligned with anti-Blackness, has affinity for White standards, White norms, White behaviors, White leadership, White expectations, and all other alliances with White culture (including tenets of White supremacy) – AND is working through what to do to address them.

DK

Maintains specific unfavorable, and unnamed bias towards Black people, including employees – yet much of it is obscured and contained through politeness, declarations about Black Lives Matter, increased funding contributions to communities of color.

Attempts to integrate "Diversity and Inclusion" or "Equity, Diversity, and Inclusion" programs into the organization.

These organizations do not and will not name racism as the main cause of social, economic, or academic determinants of health and survival – but are incredibly careful, cautious, and casual about their approach "equity" and "fairness".

Comfortable with vivid representation of non-White people, if there is little to no representation of Black people; Black, Hispanic, Native American, and other traditionally oppressed peoples are not represented in too many leadership positions; and typically, "multi-cultural" does not equal attracting and/or including Black people.

Anti-Racist Organization

See Dismantling Racism definition