

ORGANIZATIONAL TRAPS THAT *PREVENT* EQUITY and INCLUSION

1. Expecting that short-term, “one-shot” training will be enough
2. Lack of long-term vision or plan for diversity and inclusion efforts
3. Individual perceptions and feelings are not valued
4. Waiting for one key person to change
5. Not wanting to upset anyone or feel uncomfortable
6. Expecting diversity and inclusion efforts to be handled by one department and not throughout the organization
7. Burnout from a few individuals who end up doing all or most of the organizational work
8. The myth of the happy ending

STRATEGIES THAT *SUPPORT* EQUITY and INCLUSION

1. **Connect** issues of diversity and inclusion to the mission and values of the organization.
2. **Acknowledge** that individuals’ perceptions and feelings are just as real as any form of quantitative data and begin to take action on that reality.
3. **Move** around, under, or between key people who seem stuck. Use whatever support they give you as an opportunity to help the change effort.
4. **Prepare** to respond to backlash as a sign of positive change.
5. **Develop** organization-wide support for the effort by involving a broad base of key individuals and groups within the organization.
6. **Support** targeted groups in identifying their individual and collective issues. Develop organizational networks and support groups that are homogeneous and heterogeneous.
7. **Look** for and acknowledge positive signs of change.
8. **Focus** on the effects of action.
9. **Recognize** that dealing with these issues is a process not a product. As you progress, new issues will emerge. Be prepared to see this as an ongoing effort in the life of the organization.
10. **Develop** a long-term vision that includes a total systems change with built in accountability.