Diversity, Equity, and Inclusion Frameworks for TA Providers

December 6th, 2023
AGENDA

1. Welcome & Introductions
2. Audience Polls
3. Overview of DEIAB Lens
4. Critical Mentoring
5. History of Mentoring Youth
6. Resources
7. Closing
Tips for Engagement

Webinar Buddies!

1. Post your name & email on the Excel Sheet.
2. Find someone who doesn't have another person next to theirs. Put yours next to it!
3. Follow up with one another in a couple weeks to see how they’ve been using this knowledge!

- Introduce yourself!
- Talk with one another
- Share resources
- Respond to presenters
- Ask the presenters questions
- Upvote questions you’d like to see answered
Presenters

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“DEI is a long game – one that requires nudges along the way.”
- Julie Kratz
How do you define DEI?
**DI·VER·SI·TY**
All the ways in which people differ.

**EQ·UI·TY**
Fair treatment, access, opportunity, and advancement for all people. One's identity cannot predict the outcome.

**IN·CLU·SION**
A variety of people have power, a voice, and decision-making authority.

Source: *Inclusion by Design: Insights from Design Week Portland; Gensler*
Diversity, Equity and Inclusion (DEI)

DEI is a term used to describe programs and policies that encourage the representation and participation of diverse people.

Including people of different genders, races and ethnicities, abilities and disabilities, religions, cultures, ages, and sexual orientations, and people with diverse backgrounds, experiences, and skills and expertise.
DEIB At Organizations

Diversity, Equity, Inclusion and Belonging (DEIB) at Organizations

- Welcoming and representation of different dimension of diversity
- Be accountable
- Truly include your life work
- Used by example
- Make it a conscious effort
- Ensuring that all individuals have access to the same opportunities and that they are treated fairly
- DEIB is the base to build on
- Focus on purpose
- Accept that your company isn’t for everybody
- Building a work environment where everyone’s thoughts, ideas, and perspectives matter
- Feeling accepted as members of a group, valued, and connected with the company

https://www.aihr.com/blog/diversity-equity-inclusion-belonging-deib/
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<tr>
<td>Understand the problem with a deep fact base</td>
<td>Set clear and quantifiable aspirations (what and by when)</td>
<td>Set initiative as a core business priority</td>
<td>Develop solutions that address the root causes, with scalability in mind</td>
<td>Define KPIs and implement rigorous tracking process</td>
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<td>Identify the root causes</td>
<td>Articulate a clear case for change that moves employees to action</td>
<td>Hold senior leaders accountable for outcomes, not just inputs or activities</td>
<td>Integrate changes into key processes and ways of working, so impact is sustained</td>
<td>Use data and feedback to course-correct as needed</td>
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<td>Get input from the target population, initially and throughout</td>
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<td>Model and lead desired change, starting with the CEO and senior leaders</td>
<td>Equip and encourage employees to contribute</td>
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Statistics About Diversity in the Workplace

• In 2021, 61,331 total workplace discrimination cases were filed with the EEOC. The most frequent discrimination cases filed were based on age, disability, race, and sex. (Meanwhile, we know that much workplace discrimination goes unreported.)
  • 46% of LGBTQ+ workers have experienced unfair treatment at work.
  • 49% of transgender workers report being fired or not hired due to being trans.
  • 73% of Latinos in the U.S. say skin color impacts career progression, and 54% of darker-complected Latinos don’t believe their work evaluations reflect their performance.

• Up to 80% of neurodiverse people have trouble finding employment.
• Black employees are 23% less likely to say they receive “a lot” or “quite a bit” of support to advance at work, 41% less likely to view promotions in their workplace as fair, and 39% less likely to believe their company’s diversity and inclusion efforts are effective.
Effects of Diversity

- Companies with inclusive cultures have 22% lower turnover and 39% higher customer satisfaction.
- Gender-diverse teams are 15% more likely to have financial returns above industry means.
- Companies with racially and ethnically diverse teams are 35% more likely to have financial returns above industry means.
- Diverse companies are 70% more likely to capture new markets.
- Gender parity across workplaces would increase global GDP by 26%.
- Inclusive companies get 2.3 times more cash flow per employee.
- Companies that rank as more inclusive are 1.7 times more likely to be innovative and 1.8 times more likely to be change-ready.
Key Data Points

Create a Framework for DEI Communications

↓ 15% percentage points

Black employees’ belief in their employer’s commitment to diversity compared to White employees
Key Data Points

Build Accountability Into DEI Strategies

26% of organizations have gender representation goals
Key Data Points

Build Infrastructure to Sustain DEI Efforts

of organizations have a senior role fully dedicated to DEI

21%
Key Data Points

Understand How People Experience Culture Differently Depending on Their Identity

of organizations take an intersectional approach to understanding employees’ experiences
Key Data Points

Analyze DEI Data Throughout the Talent Lifecycle

33% of organizations analyze promotions by race/ethnicity
The Opposite of Diversity and Inclusion: Marginalization and Intolerance
Diversity and Inclusion Trends in 2023

• An evolving remote workforce
• Enabling diverse gender identity and gender expression
• Multigenerational workforce
• Eliminating unconscious bias in the workplace
• Gearing up for systemic change
Diversity and Inclusion Trends in 2023

- Diversity, equity, and inclusion
- Hiring diversity professionals
- Increased transparency in goals
- Supporting employees' mental health
- Looking beyond tokenism
Critical Mentoring: What Does Research Tell Us About
Mentoring and Building Youths’ Critical Consciousness

- Critical Social Analysis
- Collective Identification
- Political Self efficacy or Motivation
- Critical Action
Mentoring and Building Youths’ Critical Consciousness

- **Activity**: the “social interactions” mentors have with young people.
- **Relationship**: “interpersonal ties” that prescribe the mentoring relationship and the “mentoring activity” that occurs.
- **Intervention**: “intentional efforts” by the mentoring program or agency to promote mentoring activities targeting specific groups and communities.
- **Policy**: the government’s providing meaningful mentoring support through “initiatives” and so on.
- **Societal**: promoting positive perceptions of youth mentoring to make youth mentoring more accessible and more attractive.
What is clear, looking across all of these studies, is that mentors are faced with two critical tasks:

Engaging young people in critical reflection/questioning and combining that with supported action. So, once mentors help youth see the world with new eyes, they must help them use that gift in meaningful and empowering ways.
DEI in Youth Mentoring
Talking Points

• Anti-Racism
• Pillars of White Supremacy Culture
• LGBTQIA+ Affirmation in Mentoring
• Neurodiversity & Disability Justice
• Microaggressions / Micro-Affirmations
• Takeaways
Anti-Racism Youth Mentoring

- In Mentoring, this requires:
  - Acknowledging, confronting, and interrupting racism, colorism, and the compounding oppression of non-white people who have other marginalized identities (i.e. Black & trans, Latine & disabled)
  - Facilitating youth and mentor critical consciousness
  - Supporting positive identity development in youth
  - Involving mentors and mentees as active agents and partners (Sanchez, 2021)
Statistics:

• Why mentoring relationships fail (ended before agreed-upon time):
  - Some mentors were **unaware of biases** and **negative stereotypes**
  - Lacked skills to bridge cultural differences ([Spencer, 2007](#)).

• Study found mentors with less experience in mentoring youth or only short-term mentoring relationships more likely to express racist views about youth & families ([Duron et al., 2020](#)).

• Study found mentors who developed longer-term relationships with mentees:
  - Developed critical consciousness about issues their mentees were facing
  - Cultivated increased awareness about how environmental challenges & structural racism shaped mentees’ lives
  - Expressed ideas about and participated in advocacy/policy changes needed that would improve mentees’ lives ([Duron et al., 2020](#))
Pillars of White Supremacy Culture & Antidotes
(by Tema Okun):

- Tema Okun is author, educator, and activist
- Developed and published works on white supremacy culture, its impact, and antidotes
- Okun credits work to be informed by Sharon Martinas, Kenneth Jackson Jones, and the People’s Institute for Survival & Beyond, specifically facilitator Daniel Buford (among many other brilliant contributors who Okun credits [here])

*Pillars are non-comprehensive and contextual, specifically noting white middle & upper class values & norms*
#1: Perfectionism

Antidotes:

- Culture of appreciation where efforts recognized & celebrated authentically
- “Learning organization” where mistakes are expected and seen as learning opportunities
- Separate the person from the mistake.
Pillars of White Supremacy Culture & Antidotes
(by Tema Okun):

#2: Sense of Urgency

Antidotes:

- Realistic work-plans and productivity expectations
- Move with long-term impact in mind, not short-term results
- Wellness above productivity
- Willingness to shift timelines and deadlines to increase inclusivity and create more room for strategic and thoughtful processes
#3: Defensiveness

Antidotes:

- Understand the link between defensiveness and fear (of losing power, losing face, losing comfort, losing privilege)
- Name defensiveness as problem when it is one
- Celebrate, facilitate, and participate in open dialogue when the conditions allow
- Discuss ways defensiveness or resistance to new ideas gets in the way of the mission
- Take posture of learning
- Acknowledge invisible nature of privilege & power to those who hold it (often privilege isn’t felt experience, oppression is)
Pillars of White Supremacy Culture & Antidotes
(by Tema Okun):

#4: Quantity over Quality

Antidotes:

- Include process goals in planning and identify ways to measure them
  - Example: if you have a goal of inclusivity, think of how to measure progress toward that goal
- Ensure organization has a values statement that expresses how you want to do work
- Make this a living document that people can use in day to day work
- Learn to recognize times when you need to get off the agenda to address underlying concerns
Pillars of White Supremacy Culture & Antidotes
(by Tema Okun):

#5: Worship of the Written Word

Antidotes:

- Analyze how people inside and outside the organization get & share information
- Identify which things need to be written down and come up with alternative ways to document what is happening
- Ensure anything written can be clearly understood; consider learning styles and accessibility to avoid gate-keeping
Pillars of White Supremacy Culture & Antidotes
(by Tema Okun):

#6: Only One Right Way

Antidotes:

- Accept that there are many ways to get to the same goal
- Once the group has made a decision, honor it and see what you can learn from taking that way (even & especially if not the way you would have chosen)
- When working with communities from a different culture than yours or your organization’s;
  - Acknowledge you have learning to do about the communities’ ways of doing & being
  - Never assume you or your organization knows what’s best for the community, especially without meaningful relationships with that community
- Example: Involve mentees & mentors in decision-making; uplift lived experience expertise; whenever possible involve those most impacted by decisions in the decisions-making
#7: Paternalism

Antidotes:

- Ensure everyone knows and understands who makes what decisions in the organization
- Ensure everyone knows and understands their level of responsibility and authority in the organization
- Include people most affected by decisions in the decision-making
- Decentralize power
Pillars of White Supremacy Culture & Antidotes
(by Tema Okun):

#8: Either/Or Thinking

Antidotes:

- Notice use of ‘either/or’ language, make conscious effort to find more than two alternatives
- Notice over-simplifying of complex issues, particularly when the stakes seem high or an urgent decision needs to be made
- Slow it down & encourage deeper analysis
  - When faced with an urgent decision, take a break and give people breathing room to think creatively; avoid making decisions under extreme pressure whenever possible
#9: Power Hoarding

Antidotes:

- Include power sharing in your organization’s values statement; embed in processes & practices
- Discuss what good leadership looks like to those within organization, especially to those you lead
- Understand change is inevitable; challenges to your leadership can be healthy & productive
- Keep focus on the mission, not on individual success and positive perception of those in power
#10: Fear of Open Conflict

Antidotes:

- Plan for how conflict will be handled before it arises
- Distinguish between being polite and avoiding hard issues
- Learn to recognize conflict as generative, and don’t police how it’s being engaged, particularly when that may include cultural differences
- Once conflict resolved, take opportunity to reflect on how it might have been handled differently, invite feedback
#11: Individualism

Antidotes:

- Utilize teamwork and collaborative approaches where possible, acknowledging how working together can improve performance
- Ensure organization working towards *shared goals*
- Ensure credit given to all who participate in an effort, not just the leaders or most public person
- When possible, make and take accountability as a group
- Create culture where people bring problems to the group
- Use staff meetings as a place to solve problems, not just a place to report activities
#12: Objectivity

Antidotes:

- Acknowledge everyone has worldview; worldview affects how they show up
  - You too, me too; objectivity a myth, particularly related to people & culture
- Challenge yourself to sit with discomfort when people are expressing or presenting themselves in unfamiliar ways to you
- Assume everyone has valid point and work to understand what that point is
#13: Right to Comfort

Antidotes:

- Understand discomfort is at the root of all growth and learning; welcome it within boundaries of safety
- Deepen your political analysis of racism and oppression to develop strong understanding of how your personal experience & feelings fit into a larger picture
- August’s addendum:
  - @ white people: don’t take everything personally. not everything is about us.
For Discussion & Future Consideration:

- Which pillars stand out most?
- Which do you see prevalent in your organization?
- Which do you feel most personally challenged by?
- What would you add or change about these pillars as listed here?
- Which antidotes do you want to commit to growing in and/or implementing in your organization?
Neurodiversity & Disability Justice in Youth Mentoring

A Disability Justice framework understands that:

- All bodies are unique, essentially, and equally valuable.
- All bodies have strengths and needs that must be met.
- We are powerful, not despite the complexities of our bodies, but because of them.
- All bodies are confined by ability, race, gender, sexuality, class, nation-state, religion, and more, and we cannot separate them.

(Sins, 2020)
Neurodiversity & Disability Justice in Youth Mentoring

Intersectionality / Compounded Marginalization factors:

- Histories of **white supremacy** and **ableism** inextricably entwined, created in context of settler colonialism and capitalist domination.
- Can only understand ableism by tracing connections to heteropatriarchy, white supremacy, colonialism, and capitalism
- Same oppressive systems inflicting violence upon black & brown people also inflicted violence on bodies & minds deemed outside the norm
- These systems condition us to see one type of person as “normal/highest standard” and see **difference** as **dangerous**
DEI in Youth Mentoring

• Microaggressions
  • Defined as the everyday, subtle, intentional — and oftentimes unintentional — interactions or behaviors that communicate some bias against marginalized groups.

• Micro-affirmations / Micro-supports
  • A micro-affirmation is a small gesture of inclusion or care. They include listening, providing comfort and support, being an ally and explicitly valuing the contributions and presence of all.

(Harvard Human Resources)
Micro-Affirmation Examples

Anti-Racist Micro-Affirmations for Mentees/ Mentors:

- Hang a Black Lives Matter flag at your program
- Celebrate Juneteenth and other non-white-centric holidays
- Require anti-racism training for staff and mentors
- Ensuring intake forms have inclusive language for participants to self-identify race, & ethnicity (e.i. not “Hispanic or non-Hispanic”, option to specify multi-racial or mixed race identities)

What micro-supports would you add?
Micro-Affirmation Examples 2

Micro-Affirmations for LGBTQIA+ Mentees / Mentors:

- Add pronouns to email signature, Zoom name, name tag, and in person introductions
- Ask mentee what name/pronouns you should use with them, in groups, and with parents, knowing safety may look different in different contexts
- Provide support and education around anti-LGBTQ+ legislation, acknowledging mental health impact of political attacks
- Ensure intake forms have inclusive language to self-identify gender, sex, preferred name, etc.

What micro-supports would you add?
Micro-Affirmation Examples 3

Possible Micro-Affirmations for Neurodivergent/Neurodiverse & Disabled Mentees / Mentors

- Fidget and stimming toys
- ADA compliance in all building used by the organization and places mentors meet with their mentee, acknowledging invisible disabilities
- ASL and other translation supports
- Always provide avenues for multiple mediums of engagement
- Youth-agency over types of activities engaged in with mentor
- Indication of needs & desired supports on intake forms

What micro-supports would you add?
Johari Window

- Anonymous / crowd-based feedback
- Potential for mostly positive reinforcements
- Checks your self-awareness
- Encourages vulnerability in both asking for feedback and long-term improvement

Mark up to 20 adjectives which describe the person above.

Check all that apply:

- accepting
- approachable
- assertive
- ambitious
- adaptable
- brave
- balanced
- calm
- caring
- cheerful
- confident
- charismatic

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<th>Window pane</th>
<th>Adjective</th>
<th>Known to Self</th>
<th>Known to Others</th>
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<tbody>
<tr>
<td>Blind</td>
<td>accepting</td>
<td>X</td>
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<tr>
<td>Blind</td>
<td>approachable</td>
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<td>Blind</td>
<td>charismatic</td>
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### Johari Window

- **Example Results:**
- **(Image by Monica Mendoza, 2023)**

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<th>Known to Self</th>
<th>Unknown to Self</th>
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<tbody>
<tr>
<td>OPEN SELF - everyone’s on the same page!</td>
<td>BLIND SELF - work on self-awareness, confidence</td>
</tr>
<tr>
<td>adaptable, cheerful, dependable, forward-thinking, helpful, honest, independent, logical, observant, organized, patient, quiet, <strong>responsive</strong>, realistic</td>
<td>accepting, approachable, <strong>assertive</strong>, ambitious, brave, balanced, calm, caring, confident, charismatic, consensus-building, energetic, empathetic, fair, friendly, flexible, giving, listener, open-minded, reassuring, <strong>self-accepting</strong>, tactful, trustworthy, understanding, <strong>warm</strong></td>
</tr>
<tr>
<td>HIDDEN SELF - work on communication, expression, vulnerability, self-awareness</td>
<td>UNKNOWN SELF - work on building / growing these areas</td>
</tr>
<tr>
<td>knowledgeable, transparent, wise</td>
<td>humble, optimistic, receptive, relaxed, tenacious</td>
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Social Identity Wheel
Fill in your identity for each of the categories listed. In the inner circle, record the identities that are the most important or salient to you. In the outer circle, record the identities that are less important or salient to you.

Personal Identity Wheel
Fill in your identity for each of the categories listed. In the inner circle, record the identities that are the most important or salient to you. In the outer circle, record the identities that are less important or salient to you.
Tools and Resources
Systems of Equity: Evaluating Program Design and Inclusion

• Just like pi, every individual (e.g. mentor, mentee, administrator, etc.) within an organization has their own unique self-identity and experiences within society.
Systems of Equity: Evaluating Program Design and Inclusion

Part 1: Stepping Forward

1. During your schooling (kindergarten through advanced degrees), were most school principals and professors the same race as you?
2. Growing up, did you ever attend a private school or a summer camp?
3. Did one or both of your parents graduate from college?
4. Do you typically see members of your race widely represented in the media in a POSITIVE manner?
5. Since you were young, was there an expectation that you would attend college?
6. When you enter a business, is the person in charge usually your race?
Step 2: Stepping Backward

1. Have you ever been the only person of your race/ethnicity in a classroom or place of work?
2. Did you grow up in an economically-disadvantaged or single-parent home?
3. Have you been harassed, followed, or closely surveilled while shopping?
4. Have you been called names because of your sexual orientation or gender identity?
5. Have you or people you know ever been mistrusted without sufficient evidence (ex. accused of cheating, lying, or stealing, etc.)?
6. Have you ever been ashamed or embarrassed that you could not purchase essentials (ex. food, standard clothing items, school supplies, etc.)?
7. Have you ever been worried or nervous about speaking because of your accent or speech impediment?
Considerations:

1. Were there moments of discomfort or unease during the exercise?
2. How did taking a step forward or a step back feel?
3. How can you apply what you experienced during this exercise to the work that you are doing to evaluate the current design of your organization’s programs?

https://amplifyequitytoolkit.podia.com/
7 Phase Framework for a Racially Equitable & Inclusive Evaluation Implementation

**Phase 1**
Develop knowledge of racial equity & inclusion principles

**Phase 2**
Engage youth & stakeholders in an exploratory needs assessment

**Phase 3**
Obtain disaggregated data & conduct analysis

**Phase 4**
Examine systems for underlying causes of inequities

**Phase 5**
Determine strategies and resources needed to target underlying inequities

**Phase 6**
Assess system impact on stakeholder outcomes and organizational decision making

**Phase 7**
Disseminate of findings & re-evaluate as needed
Take a Listen: Mentoring the Immigrant Community


“Once I became a mentor it truly humanized everything that I was hearing in the news, everything that I was passionate about…I think that is truly because I kept an open mind and wanted to learn”
Cultural Competence Self-Assessment Checklist

This self-assessment tool is designed to explore individual cultural competence. Its purpose is to help you to consider your skills, knowledge, and awareness of yourself in your interactions with others. Its goal is to assist you to recognize what you can do to become more effective in working and living in a diverse environment.

Workplaces Diversity Assessment Tool

Four Pillars in your company that can be strengthened to create a welcoming and inclusive workplace:

1. Commitment
2. Hiring Practices
3. Employees
4. Partnerships and Supports

https://workplaceinitiatives.novascotia.ca/welcoming-workplaces/diversity-assessment-tool
Additional Resources

• **Mentoring Immigrant and Refugee Youth:** “Encourage and support children in maintaining the cultural, religious, and family values of their country of origin while simultaneously helping them adapt to American culture” (p. 17) | [Link](#)

• **Supporting Students on the Autism Spectrum: Student Mentor Guidelines:** “People with AS find it difficult to cope with change and new situations, so it is important to recognize that your initial meetings could be a cause of some anxiety. You can help to alleviate this anxiety by explaining the mentoring process. This may include discussing what is expected of the student (e.g. how often they keep in touch or meet you) and what they can expect from you as a mentor.” | [Link](#)

• **Mentoring LGBTQI-GNC Youth:** "Effective mentoring of LGBTQ youth involves creating a safe and supportive environment where the mentee feels comfortable discussing their experiences and concerns. It also involves building a relationship based on trust, respect, and open communication." (p. 4) | [Link](#)
References

• Project LETS, 2023: https://projectlets.org/disability-justice
Questions?
Additional Resources

Contact Us
Email us with any feedback or questions at collaborativewebinarseries@mentoring.org!

Affiliates
MENTOR Affiliates can support with training, resources, public awareness and advocacy. Find your local affiliate here.

Mentoring Connector
Recruit mentors by submitting your program to the Mentoring Connector.

National Mentoring Resource Center
Check out the OJJDP National Mentoring Resource Center to access evidence-based mentoring resources and to apply for no-cost training and technical assistance
Remember!

• Please take **3-4 minutes to complete the anonymous survey** to let us know how we did!

• In a few days, you will receive an email with information on how to download the **slides, recording, and resources** on the CMWS webpage on MENTOR’s website.

• **Connect with your webinar buddy!** Check in with them in a couple weeks to see how they’ve used the information from today’s webinar.
Join Us Next Time!
Opportunities and Challenges of Advocacy from Lived Experience
December 21st, 2023
1PM – 2:30PM EST