



Crosswalk - Leading Change & Countering Systemic Racism

<http://www.counteringracism.org/>

The Challenge

Countering racism will require lots of changes in communities and organizations as well individual change. As noted in the chart below:

- People will need to let go of old ways, discover and master new ways and deal with a long period of “inbetweenity.” Dealing with endings is tough. Mastering new ways is even tougher. And the toughest part will often be dealing with being in-between letting go of the old and mastery of the new.
- They will need to invest significant amounts of time, attention and energy. And they will need to leave their comfort zones, make sacrifices, and take risks. They will need to go forth into a great deal of unknown and they will need to manage the rollercoaster experience of progress and setbacks, of achievements and disappointments.

The challenge for those leading these changes is, thus, to be “worthy of followers.” That is not about authority and directing change. It is about leading in a way that rapidly gains the trust of people so that they invest themselves in the change and stay invested over the course of the journey.

The Change Leadership Model

This change leadership model is designed to be a basic model that can be adapted to a particular organization or community and a particular change. It is not a cookie cutter or recipe or “one size fits all” model. It is designed for adaptation.

It is based on the classic myth of the heroic journey for a specific reason. The heroic journey is THE fundamental story of change – whether individual, corporate or community.

The six leadership roles, each with three core strategies, match what is required to lead people on journeys of change.

There are Three Phases in the Journey

The first phase (beginning the journey) is about what's driving the need for the change journey, where we are going and the core leadership that will get us there. This is the phase for setting direction and generating the initial momentum.

The second phase (on the path) is about engaging people, extending the web of leaders, building capability and guiding and supporting people over the course of the journey. This is the phase for "holding the course" – refining the direction, generating more engagement and momentum, and staying on the path.

The third phase (completing the journey) is about alignment and attunement for sustainability. Aligning the "things of the organization or community and attuning the people. This is the phase for integrating everything and dealing with the "ripple effects" of the change. It builds the foundation for sustained performance.

There are Six Leadership Roles to be Played – Each with Three Core Strategies

Two of the leadership roles – the Visionary and the Architect – are played with six core strategies in the beginning of the journey (phase one). Three of the roles – the Catalyst, the Guide, and the Builder – are played with nine strategies on the path (phase two). One role – The Integrator – is played with three strategies in completing the journey (phase three). The core strategies answer the natural questions that people have about the journey of change.

These leadership roles and strategies will provide different levels of leverage in different changes. While some roles and strategies will be more important than others in a change, they all matter and none should be missed.

It's Always About Adaptation

Although these roles and strategies are applicable in all major changes, it is always a matter of customizing them for the specific nature of the organization or community – and the specific nature of the change being led. The fundamentals can be trusted, but no two journeys of change are the same, so it's always about adaptation.

That's why there are so many questions in the crosswalk – adapting the model to countering racism, such as DEI Initiatives. The model is not prescriptive, so the questions lead to answers that fit the specific setting. They support the right thought process and the right dialogue. They lead to the right adaptation.

The model is applicable in almost every setting, but the magic is in the adaptation and execution. Successful adaptation and execution will require three forms of courage:

1. The courage to see the truth
2. The courage to put forth a clear and specific vision of the desired state
3. The courage to work with and rely on others

Successful execution will also require extraordinary discipline, perseverance and resilience.



**COUNTERING
RACISM**

Leading Journeys of Change – Countering Racism

Phase One – “In the Beginning”

Leadership Roles	Core Change Strategies (& natural questions)	Adaptation for Countering Racism	Notes
I. The Visionary			
	<p>1. Build the Business Case for the Change</p> <p><i>(Why are we going forth on this journey?)</i></p>	<p>Why are we embarking on this journey of change? Why leave our comfort zone? What’s driving this change? What are the consequences if we don’t change? (Threat driven energy)</p> <ul style="list-style-type: none"> • Moral factors • Social factors? • Financial factors? • US position in the world? 	<p>Change requires two sources of energy – one is “threat driven” and the other is “vision led.” <u>Both sources are required.</u></p> <p>People will need to let go of old ways, discover and master new ways and deal with a long period of “inbetweenity” on</p>

		<ul style="list-style-type: none"> Individual self-image/integrity? <p>Why confront racism? Why make the effort/investment? Why face the unknown and potential losses? What are the opportunities if we do change successfully?</p>	<p>journeys of change addressing racial issues.</p> <p>They will need to invest significant amounts of time, attention and energy. And they will need to leave their comfort zones, make sacrifices, and take risks.</p> <p>The business case teams with the vision to lay out why such a journey is worth it.</p>
	<p>2. <i>Create the Vision of the “Desired State”</i> <i>(Where are we going?)</i></p>	<p>Where are we going? What’s the “big picture” look like? What might we achieve/create? What might we look like as a country? As a local community? As an organization? As an individual?</p> <p>What might that feel like (integrity, power, connection, opportunity, confidence, pride, etc.)? As a White person? A Black person? As an American? As a community?</p> <p>What might the impact (ripple effect) be on Whites, Blacks, our communities? Our organizations? The country as a whole?</p>	<p>The vision of the desired state needs to be as clear and specific as possible.</p> <p>For countering racism, the vision would need to have elements addressing individual benefits, group benefits, corporate benefits and community benefits – from local to national (or international).</p> <p>This is a tougher strategy than it might appear because it is about</p>

		<p>What might interim visions look like – desired states to achieve along the path to the ultimate desired state?</p>	<p>making commitments.</p> <p>The vision will have value throughout the journey as a guide to direction and a reminder of why it is worth the effort.</p>
	<p>3. Establish the Leadership Commitment</p> <p><i>(Is leadership worth following?)</i></p>	<p>How will this initiative be led? People will have natural questions about leadership and the answers will determine how much they commit and are willing to invest or sacrifice.</p> <p>What kind of leadership structure will there be? Who is leading this initiative? What is the racial balance? How competent are the leaders in this structure? Are there enough leaders?</p> <p>Are they aligned or competing? How committed are they really? Will they persevere and “hold the course?”</p> <p>What behaviors can you expect to see from us? What behaviors will you not see? How will leadership hold itself accountable? How transparent will leadership be?</p>	<p>Leadership needs to be right upfront and present. Leaders need to be very conscious and consistent in “modelling the way” – showcasing the behaviors to which they have committed.</p> <p>Leaders also need to be very clearly aligned and connected and reinforcing each other. That doesn’t mean agreeing on everything, but individual agendas cannot undermine collective efforts.</p> <p>This is who we are. This is what we will hold ourselves accountable to. Challenge us if you</p>

			don't see those behaviors.
The Architect			
	<p>4. <i>Create the Organization or Community Design</i></p> <p><i>(What will the required organization or community look like?)</i></p>	<p>What organization or community will we need to build? What do we need to put in place to achieve the vision?</p> <p>“Things” - Structure, processes, systems, policies and laws, IT, facilities, etc.?</p> <p>“People” – qualities, roles, relationships, behavioral norms, values, capabilities, the culture?</p> <p>What are the most critical elements for our envisioned change? What will be changing significantly and what will not?</p> <p>How will this organization or community design address the individual, group and systemic aspects of racism in our organization or community?</p>	<p>This can be intimidating and take time and energy because it's complex. However, every element offers power to achieve the desired state.</p> <p>When the pieces are designed to fit, there is tremendous synergy possible – as well as sustainability.</p> <p>This is a particularly tough leadership challenge because (a) it's about lots of commitments and (b) people tend to shy away from the challenge.</p>
	<p>5. <i>Build the Plan(s) for the Journey</i></p> <p><i>(What does the roadmap look like?)</i></p>	<p>What do we need to do to achieve the vision? Who is going to do what (goals), by when and how? How much authority and responsibility do people have? Where are the checkpoints for review and</p>	<p>This is another challenge that takes a lot of time and attention. There are just a lot of decisions and commitments to make and resources</p>

		<p>approval? What resources are going to be committed? What quick wins are possible?</p>	<p>to be committed. And authority and responsibility can be thorny challenges.</p> <p>Without good plans, however, it is impossible to effectively align people and efforts, let alone be accountable for progress.</p> <p>Still, even a mediocre plan is better than no plan and plans can always be improved based on experience – and even the best plans will evolve.</p>
	<p>6. Create the Core Team for the Leadership Web <i>(Who is at the center of the leadership?)</i></p>	<p>Who is at the center of the web of leaders? Who are the senior leaders? Who is on the core leadership team? How were they selected? How strong are they? Did they get there based on capability or are they “representative?” What is the racial balance?</p> <p>How aligned are they? Are they up to the challenge? Can we trust them to keep us safe on this journey and reach the desired state?</p>	<p>Initiatives can be lost right here. The core leadership team(s) need to be – <u>and be perceived to be</u> – an “A” team. They need to be “A” players and they need to play well together.</p> <p>No one will miss this assessment and people will not fully commit to an initiative that is not led by an “A” team. Nor should they.</p>

			The rest of the leadership web depends on the strength of this core team.
Phase Two - "On the Path"			
Leadership Roles	Core Change Strategies (& natural questions)	Adaptation for Countering Racism	Notes
The Catalyst			
	<p style="text-align: center;">7. <i>Extend the Leadership Web</i> <i>(Who is going to be brought into leadership and how much leadership will we have?)</i></p>	<p>How far can we extend the leadership web? Who can we add? How do we recruit and integrate them into the change process? Is the process the same for White and Black leaders?</p> <p>What roles can they play and how can they play them? How do we prepare them for success – capabilities, connections, support?</p> <p>Does the envisioned leadership web have the reach and capabilities to match the challenges?</p>	<p>Effective leadership of the change ends where the aligned leadership web ends. The web is the source of leadership reach, flexibility and credibility.</p> <p>Extending the web for racial change can be strategically done in a way that builds leadership for basic operations.</p>

			<p>Capability building and connections within the web will be key.</p> <p>Conducting impact assessment will also be critical – and are often resisted. What is the expected impact (good or bad) of the design on key stakeholders and operations?</p>
	<p>8. <i>“Operationalize” the Vision</i> <i>(What will day-to-day reality look like in the envisioned desired state?)</i></p>	<p>What would the vision and organization or community design look like in real-time operation? What would it look like “on the ground” or “day-to-day?” Overall? What is required to really make the vision and design work in reality?</p> <p>What would be required and what would it be like for different units? What would it be like for people to be a part of the operations?</p> <p>Who do we bring into the process to add the right details? How do we orient them and support them in completing the picture?</p>	<p>Knowing this can help with the organization or community design. It is the “bottom-up” approach to that design to complement the “top-down” influence of the vision.</p> <p>This is what can be considered the third level of vision – the first being the “big picture” vision of the Visionary, and the second being the organization or community design.</p>

			<p>Each successive level adds more details and involves more people.</p> <p>If desired, a fourth level can be added, which is the personal vision – what does this look like for me and who will I be?</p>
	<p>9. Prepare the People & Organization or Community</p> <p><i>(Will we be prepared for success on the journey – or just thrown in?)</i></p>	<p>Are people ready and are they prepared to be successful? How ready are White people for the envisioned change and what will be required of them to get to the desired state? How ready are Black people?</p> <p>What preparation is required for the organization or community as a whole? For Black people? For white people? For specific parts of the organization or community?</p>	<p>This is a core strategy that people like to skip over. It’s a truth-telling strategy and the truth is often disappointing or intimidating.</p> <p>In reality, people are usually not ready for major change and that is particularly true for race related change. That means that leadership has to live with that uncomfortable experience and also commit to the preparation required to get people ready and position them for success.</p> <p>In regard to race, this is where the</p>

			<p>awareness and education work can have a critical impact. Education and training by themselves have little sustained impact, but they have a major role to play when embedded in this leadership model. The Guide and Builder roles also have a place for education and training.</p>
The Guide			
	<p style="text-align: center;">10. Create a System for Communication</p> <p><i>(What will we hear? How will we be heard? How will we engage each other?)</i></p>	<p>How do we communicate “out”, “in” (feedback), and “among” ourselves? How do we get information out to people? Methods, channels, style, timeliness, transparency, accuracy?</p> <p>How do we communicate the current reality of racism, our vision of how it could be, how we will lead the journey to achieve that vision, etc.?</p> <p>How do we get feedback, so that we know what’s going on, how people are experiencing the change and where the</p>	<p>This requires leadership courage to see and speak the truth. That’s more challenging than it sounds.</p> <p>Leadership needs to get the information “out” that people need in order to deal with the change and get the information “in” to understand how the change is progressing and how people are</p>

		<p>threats and opportunities are? How are Black people experiencing the journey? How are White people experiencing it?</p> <p>How do we stay connected and communicate among ourselves to problem solve, align and support each other? How do we connect people? White to White? Black to Black? White to Black? Rich to poor? Young to old?</p> <p>How do we change the system as the change progresses from an “out” focus to an “in” focus” (and an “among” focus)?</p>	<p>experiencing and coping with it.</p> <p>And people need to be communicating with each other (staying and/or getting connected) in order to be successful on the journey.</p> <p>That usually means shifting from 70% “out” and 30% “in” at the beginning of the journey to a 30/70% balance as the journey unfolds. And the effort to connect people and support communicating “among” people needs to consistently grow.</p>
	<p>11. Support People in Letting Go & Dealing with “Inbetweenity”</p> <p><i>(What kind of support will we get – or are we just on our own?)</i></p>	<p>How do we help people let go of old ways and deal with all the “dynamic tensions” of being in-between letting go and mastering the new?</p> <p>Letting go of beliefs, perspectives, biases, self-images, behaviors, norms and patterns, knowledge of racial issues?</p> <p>How do we help people deal with the endings and losses?</p>	<p>There is a lot to let go of. For Whites in recovering from internalized racism and the results of systemic racism. For Blacks in recovering from internalized oppression and the results of systemic racism.</p> <p>And there are a lot of dynamic tensions</p>

		<p>Psychologically? Socially? Materially? Spiritually?</p> <p>How do we help people manage the inevitable tensions and anxieties of changing in regard to race: of knowing vs. not knowing, confidence vs. uncertainty, excitement vs. fears, hopes vs. doubts, etc.?</p>	<p>(tensions that never fully resolve one way or the other) that will be operating 24/7.</p>
	<p>12. Establish a System of Healthy Accountability to Stay on the Path</p> <p><i>(How will we know how we are doing, learn from the experience and figure out what to do next?)</i></p>	<p>How do we “stay on the path and stay healthy and energized?” How are we doing in moving toward the vision of the desired state? What are we measuring? How are we doing as leaders?</p> <p>Have we doing in building the organization or community required for success on this racial journey? Have we connected people and are we building the required capabilities?</p> <p>Are we asking ourselves the right questions and acting on our discoveries?</p> <p>What do we have to celebrate? What have we learned? What do we need to keep doing? Stop doing? Start doing?</p> <p>How do we renew energy and commitment and hope over the long period of the journey?</p>	<p>Accountability is really about the questions, “How are we doing? Are we doing what we said we would do?” Accountability can have formal check points, but the key is frequent and informal check-ins with three areas of focus.</p> <p>There the focus is on celebrating interim steps and progress as well as worthy efforts that weren’t as successful as expected – because that is one way to support risk taking.</p> <p>The focus is also on what’s been learned – about racism, leadership, the change process, about people</p>

		<p>How do we attend to those suffering on the journey?</p>	<p>different than us, about what works and doesn't work, about what people need to keep going, about our organizations or communities, etc.</p> <p>And the third focus is on the next best actions – what do we want to keep doing, start doing or stop doing?</p> <p>That kind of accountability builds energy at the same time that it maintains commitment and direction.</p> <p>Energy needs to be monitored and renewed because it will naturally plateau and drop off at times along the way.</p> <p>Injuries (physical, emotional, social, spiritual) will also happen, so those need to be seen and attended to.</p>

The Builder			
	<p style="text-align: center;">13. Maintain & Develop the Leadership Web</p> <p style="text-align: center;"><i>(How will leaders – and followers – keep from wearing down? Re-energize? Keep relationships healthy?)</i></p>	<p>How do we continue to extend the web of aligned leaders and followers and how do we develop its capabilities and maintain its health? Where are the new leaders and followers and how are we engaging and preparing them? How are we supporting and honoring followers for what they do (the overlooked factor in leadership)?</p> <p>What kind of leadership works in different settings? How is Black and White leadership playing out in similar ways? How does it differ?</p> <p>Who is getting worn out and how do we renew them? What relationships are fraying and how do repair them? Where are the gaps and how do we fill them? Is the core leadership team performing as – and perceived to be – a high performance team?</p> <p>How do we spread what works and recover from what isn't working?</p>	<p>The leadership web is an aligned set of connections and relationships among a large number of leaders and followers. The attention must be on both leaders and followers.</p> <p>Leadership webs must continue to expand in cases of large-scale system change. And they must be maintained because they will fray. There is no way around that.</p> <p>They must also consistently increase their capabilities as experience on the journey shows where the opportunities and threats are.</p> <p>This is often a danger point as little attention is usually directed here.</p>
		<p>How do we build the individual, group, and</p>	<p>Perhaps the single most important</p>

	<p style="text-align: center;">14. Build the Required Competencies</p> <p><i>(How do we build the capabilities required on the journey <u>and</u> in the desired state? Individual? Group? Organizational? Community?)</i></p>	<p>systemic capabilities required for success on the journey and in the desired state? To successfully counter racism what individual knowledge and capabilities must we build and how will we build them? What group and inter-group capabilities are required? What systemic (organizational and community) capabilities must we build?</p> <p>Required capabilities will be in race related areas and areas not related to race. There are a lot of capabilities that will need to be developed to close the racial gaps and counter systemic racism and overcome internalized racism or internalized oppression. How focused are we?</p> <p>There are also capabilities required for performance related to the health of organizations and communities that are tangential to, but also key to closing racial gaps. Are we focused on those?</p>	<p>reason that large scale changes fail or are disappointing is the failure of leadership to commit to building the capabilities required on the journey as well as in the envisioned desired state.</p> <p>Therefore, this strategy requires a great deal of leadership discipline. Because race is such a charged issue, it will take even more commitment to engage in the capability building.</p> <p>The commitment of attention, time and resources must be made. The opportunities for capability building must be put in place.</p>
	<p style="text-align: center;">15. Support People in the Mastery Process</p> <p><i>(Mastering new competencies is tough</i></p>	<p>How are we supporting people in the long and challenging process of mastering the required capabilities? Individuals? Groups and teams? Organizations and communities?</p>	<p>Mastery takes time. That's a major reason that "inbetweenity" lasts so long and is so difficult.</p>

	<p>- <i>what kind of support will we get?)</i></p>	<p>How are people doing in “learning to love the plateaus” – the often-long periods of effort without a lot of progress - with setbacks and disappointments and sometimes failures?</p> <p>What are we modelling as leaders? Have we prepared people for the mastery process?</p> <p>How many people are pulling back or dropping out and how do we prevent or respond to that?</p>	<p>Mastery has times of rapid progress and things coming together, but it also has periods that can be extremely frustrating and cause people to pull back or drop out.</p> <p>Those are the plateaus where performance of progress flattens out and even increased efforts don’t seem to make a difference.</p> <p>It’s on the plateaus where new capabilities are developing, but they aren’t yet evident. They will eventually show up in performance or capability, but those spurts can’t be foreseen.</p> <p>That’s where “learning to love the plateau comes in” and where leadership has to persevere and keep people engaged.</p>
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Phase Three – “In Completion”

Leadership Role	Core Change Strategies (& natural questions)	Adaptation for Countering Racism	Notes
The Integrator			
	<p style="text-align: center;">16. Manage the Ripple Effect</p> <p style="text-align: center;"><i>(What happens to others when we change and what will we do about managing that impact?)</i></p>	<p>How is our change affecting others and how can we manage that impact? Countering racism will have a major ripple effect in a large number of scenarios and will affect most people and communities in the country.</p> <p>What stakeholders are being impacted and how much? Positively? Negatively? What negative impacts can we avoid? Minimize or compensate for? What positive impacts can we enhance?</p> <p>What is the impact in White communities? Black communities? Similar impact? Different?</p> <p>If finances change, what is the impact on different stakeholders?</p> <p>What can we prepare for? What will we have to watch and be ready to act on?</p>	<p>All significant change in one area will have a ripple effect that impacts areas that are connected in some way. That's true for individuals, groups, organizations and communities.</p> <p>That will certainly be true for race related changes and that ripple effect needs to be mapped and prepared for as much as possible. And as soon as possible and then repeated as the changes progress.</p> <p>This strategy often shows where the change plans need to evolve to accommodate the emerging reality.</p>

			Thinking ahead matters. A lot.
	<p style="text-align: center;">17. Align the “Things” of the Organization or Community</p> <p style="text-align: center;"><i>(We are going to naturally throw things out of alignment – how do we get things re-aligned?)</i></p>	<p>How do we align the “things” to achieve synergy? Do our new systems, policies or laws and procedures all work smoothly together? Does our structure and role definition fit? What “things” have changed and what do we need to do to ensure that the natural misalignment that causes is dealt with as early as possible?</p>	<p>In any significant change things get thrown out of alignment as some elements change and “fit” is no longer the same. It’s like a machine where a part changes and the machine no longer functions the same.</p> <p>Aligning the “things” takes much less time than attuning the people, but it still takes a good deal of attention.</p>
	<p style="text-align: center;">18. Attune the People of the Organization or Community</p> <p style="text-align: center;"><i>(How will people come together around the new perceptions, beliefs, values, norms, etc.?)</i></p>	<p>How do we attune the people of the organization or community so that there is “fit” with the emerging reality? How do we develop common ground, values, behaviors, leadership and management styles, relationship norms, perceptions and beliefs, etc.?</p> <p>How do we track where there is a lack of attunement and respond? How do we “hold the course” over the long period of time required for attunement?</p>	<p>“Attuning the people” is a much longer process than “aligning the things.” While aligning can be extremely difficult, attuning is often much less direct because helping large numbers of people change in a way that is sustainable is an extraordinary challenge.</p> <p>There is no simple approach that works, and it takes a</p>

			long time. There are no good shortcuts.
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Remember

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 3. The courage to work with and rely on others
- Successful execution will also require extraordinary discipline, perseverance, and resilience.