CALIBRATED LENS
changing views of equity and inclusion

Exploring Differences, Reducing Harm, Evolving Strategies

In the past few months, there has been an overwhelming realization that many places are not safe for everyone. For some, this has been a moment of awakening, but for others a lifetime of experiencing instances of both subtle and explicit discrimination. This *Exploring Differences, Reducing Harm, Evolving Strategies Resource Guide* is a follow up to the first edition, Navigating Uncertainty and Unrest . The intent is to provide insights for anyone that is curious about expanding their understanding of African American experiences, or individuals within organizations who are wondering how to create more equitable and inclusive workplaces. It is important to note the narrative below is not reflective of the experiences of all African Americans. However, the overwhelming evidence presented highlights a relevant depiction of life in far too many workplaces across various sectors and industries. We believe that doing the individual work of learning and listening are two foundational steps in effectively expanding understanding across dimensions of differences.

Exploring Differences
For generations, African American parents have done their best to equip young children with instructions on how to navigate in two separate worlds. The first is not unlike the normal preparation that any loving caregiver would offer, but the second is training to navigate a world where they will likely experience discrimination or be perceived as a threat starting as early as kindergarten, solely based on their race. Although there are commonalities and similarities in experiences among many underrepresented racial and ethnic groups, this resource guide will offer perspective through the lens of the African Americans.

Experiences of microaggressions and macroaggressions occur both within community settings as well as in the workplace. In the community, an example includes the police being called on Black people for doing routine activities of daily life. Additionally, for many African Americans, workplaces are spaces of conditional safety often failing to uphold a culture where individuals can be authentic and experience a true sense of inclusion. Within the workplace, achievement is often reliant upon successful performances of code-switching, looking professional, and covering. The aforementioned are just a few of the tactics that have proven essential to honoring the rules of respectability politics. Subsequently, paving a pathway towards earning respect, credibility, and trust among colleagues in the workplace. While none of the proposed are requirements, they often ring true when evaluating the model of African American leaders who are prevalently seen in high ranking positions.

Reducing Harm
In response to the current social unrest, many organizations have issued statements, committed resources to funding external response efforts, and initiated platforms for various types of internal conversations. These are great initial action steps, but it is important to call out that safety is relative. To engage in conversations about race, racism, and oppression in the workplace is often times not safe for black people and could potentially induce harm. One unintended consequence could be re-traumatizing those you seek to understand and support if the conversation is not effectively managed. The bridge between the two worlds described above is one of fragility, and walking across the bridge on display for all to see, understand, and experience, poses a raw sense of vulnerability. Although employees might not speak up out of fear of retaliation or due to workplace power dynamics, conversations on that bridge are typically not conversations of safety. They are acts of bravery and courage, that should be facilitated and managed as a means of protection against perpetuating harm. To safeguard, individually ask participants what they may need to experience a greater sense of security in their act of bravery.

It is widely known, that disaggregating data from organizational climate assessments and culture surveys provides a more comprehensive understanding of experiences within the workplace. Commonly, employees from marginalized groups often carry an emotional tax and candidly have less positive overall experiences than white counterparts within organizations. Further, it is often found that employees from underrepresented groups, broadly speaking, feel less safe

and experience fewer opportunities for promotion. Despite the presence of internal D&I programming, outside of structured D&I initiatives when engaging within the organization at-large, experiences are often alienating and the challenges of psychological safety and being authentically seen and heard are severe issues.

Employee Resource Groups (ERGs) and other affinity-based groups are incubators to share perspectives, create a sense of internal community, and generate a sense of safety. Honored as experts of lived experiences, ERG members are well positioned to create programming for awareness building activity within an organization and external community engagement. It is important to note, that employees of color are not experts in designing diversity and inclusion strategies or initiatives, anti-racism curriculums, organizational messaging, or facilitating conversations on these topics. As organizations seek to be responsive to external events it is important to balance the expectations being ascribed to employees from underrepresented groups. There are many companies with small budgets that prioritize D&I and make financial investments as a show of commitment. Therefore, asking employees that are already underrepresented, unsupported, and unfulfilled to take on additional leadership responsibilities with no increase in compensation undervalues them as professionals, and as humans.

Evolving Strategies
Many organizations that have made long term investments in D&I programs are well positioned to mature initiatives and take efforts to the next level. To foster sustainable change and create more equitable and inclusive experiences for all, creating internal infrastructure that is aligned with the priority of the work is essential. It is best practice that D&I leaders be assigned at the executive team level and report directly to the CEO. Further, similar to other business functions, external experts should be brought in to partner with internal teams, in the absence of subject matter D&I experts on staff. Previously popularized diversity trainings, unconscious bias education, courageous conversations, and cultural competency tactics executed in isolation will not produce outcomes that address racial inequality. While they are effective evidence based strategies, they are not one size fits all solutions to remedy "diversity problems" at large. Lastly, Harvard Business Review recently provided guidance on how organizations can create more equitable Corporate Social Responsibility (CSR) strategies to work towards addressing external disparities.

Despite the current uncertainty and unrest, to emerge stronger it is essential that people and their wellbeing be prioritized over process. As members of social systems, it is our responsibility to invest in understanding our relationships, communities, organizations, and practices beyond our autonomous experiences. Calibrated Lens, LLC and our partners have additional services available for teams and organizations that are ready to invest in transformational change that centers people in enhancing performance, productivity, and brand presence across differences.

Our Approach: Learn, Listen, Understand, Act – Assess & Repeat

Four things each organization must do:
- Learn where employees within your organization are having disparate experiences and outcomes.
- Listen to and consult with experts on issues of race and racism.
- Understand that this is not a people issue, it is a systemic problem.
- Act based on what you learn.

Strategies for Harm Reduction
- Embrace discomfort and display humility.
- Accept that this is not about being good or bad, all companies can do better.
- Do your own research and hire experts, avoiding expectations of your staff of color to fix your company for free.
- Give grace and do not challenge the lived experiences of others.
- Hold yourself, your leaders, and company accountable for doing the tough work.

Hear [first-hand experiences and insights](#) from Calibrated Lens Founder and CEO Jennifer A. Ingram in a recent conversation with Global Women 4 Wellbeing. We want to hear your stories, join the conversation by sharing how this resource guide helped you to calibrate your lens by using #CalibratedLens on social media platforms.

Resource Lists*

The following resources have been curated by leaders from [Calibrated Lens, LLC](#) and [Coffee Hour Chicago](#). No demographic group is a monolith, and although the categories are targeted, readers should not feel limited. This collection is intended to cover a broad range of identities, needs, and learning styles to foster greater learning across dimensions of differences. If one resource does not resonate, try the next, and then the next…

Resource to Promote Self-Care and Understanding Trauma	Type
Racial Injustice and Trauma: African Americans in the US: NCTSN Position Statement	Website
Addressing Race and Trauma in the Classroom: A Resource for Educators	Resource Download
Psychological First Aid	Resource Download
Helping Youth after Community Trauma: Tips for Educators	Resource Download
Helping Teens with Traumatic Grief: Tips for Caregivers	Resource Download
Helping School-Age Children with Traumatic Grief: Tips for Caregivers	Resource Download
Helping Young Children with Traumatic Grief: Tips for Caregivers	Resource Download
The Power of Parenting: How to Help Your Child After a Parent or Caregiver Dies	Resource Download
Community Violence: Reactions and Actions in Dangerous Times	Resource Download
Complex Trauma: Facts for Caregivers	Resource Download
Secondary Traumatic Stress Fact Sheet for Organizations Employing Community Violence	Resource Download
Resilience Coping Intervention	Resource Download
Skills for Psychological Recovery	Resource Download
A Racial Trauma Therapist Breaks Down The Black Lives Matter Protests	Article
Global Women 4 Wellbeing Empowering Healthy Female Leaders	Membership

Resources to Promote Learning about Diverse Experiences and Company Responses to the Social Unrest	Type
Silence is NOT an option	Article
'For Once, Don't Do It': The Powerful Idea Behind Nike's New Anti-Racism Ad	Article
Corporate Guidance: Statements Denouncing Racism	Article
CEOs promise to reinforce DE&I efforts to stamp out inequality	Article
Leaders Focus Too Much on Changing Policies, and Not Enough on Changing Minds	Article
Ben & Jerry's Didn't Just Make a Statement on White Supremacy	Article
4 opportunities to open up on diversity after the coronavirus	Article
Black Lives Matter! Yes, even in the workplace	Article
7 Ways Corporate Leaders Can Address D&I Right Now	Article
The 10 Commitments Companies Must Make to Advance Racial Justice	Article
Why Racism Feels the Way It Does	Article
How to Call Out Racism at Work	Article
What CEOs and managers should be doing for black employees	Article
For Black Professionals, Unrest Lays Bare a Balancing Act at Work	Article
I Fought Two Plagues and Only Beat One	Article
The price of being 'essential': Latino service workers bear brunt of coronavirus	Article

Your Black Colleagues May Look Like They're Okay — Chances Are They're Not	Article
Academics for black survival and wellness	Website
America, This Is Your Chance	Article
I am NOT OK: A Grief-Stricken Confession from a D&I Professional	Article
Black people are locked out': John Rogers speaks	Article
In Europe, We Also Can't Breathe	Article
I Cannot Sell You This Painting.' Artist Titus Kaphar on his George Floyd TIME Cover	Article
'Corporate America Has Failed Black America'	Article
Next Narrative for Black America	Website
Top highlight Maintaining Professionalism In The Age of Black Death Is….A Lot	Article
There's one epidemic we may never find a vaccine for: fear of black men in public spaces	Article
How to Make this Moment the Turning Point for Real Change	Article
2020 has brought into focus what we didn't want to see	Article
12 Great Podcasts That Discuss Race and Racism in America	Article/Podcasts
Nike Declares Juneteenth To Be Annual Paid Company Holiday	Article
I'm a black tech CEO. Diversity shouldn't be our end goal; ending the current corporate culture should	Article
The Costly 'Grooming Gap' Has Always Disproportionately Impacted Black Women	Article
I can't breathe	Article
There Is No Neutral': 'Nice White People' Can Still Be Complicit In A Racist Society	Article
We Have a Rare Opportunity to Create a Stronger, More Equitable Society	Article
The emotional impact of watching white people wake up to racism in real-time	Article
Dear Companies: Your BLM Posts Are Cute But We Want To See Policy Change	Article
Jesse Jackson: Racism is a bigger fight now but we have more tools to fight it	Article
Dear white people: Being an ally isn't always what you think	Article
Governments urge singles to find a 'cuddle buddy' or 'support bubble' during pandemic	Article
Not Just Tulsa: Five Other Race Massacres That Devastated Black America	Article
6 Things White People Say That Highlight Their Privilege	Article
Sociologist On How Black Men Try To Appear Non-Threatening As A Defense Mechanism	Article
Anti-racism library curated by LeanIn.Org	Article
Greenwood, 1921: One of the worst race massacres in American history	Video
Women of Color Get Less Support at Work. Here's How Managers Can Change That.	Article
Indianapolis council unanimously declares racism a public health crisis	Article
Kadir Nelson's "Say Their Names"	Article
6 Things White People Say That Highlight Their Privilege	Article
https://www.academics4blacklives.com/about	Collaborators

Talking to Kids about Race	Type
How to Talk to Your Child About Race	Article
Talking to Kids about Racism Is a Duty—and Good for Their Mental Health	Article

Talking to Young Children About Race and Racism	Article

Active Allies and Accomplices	**Type**
Dear white people: Being an ally isn't always what you think	Article
Feeling White	Book
Before You Check In On Your Black Friend, Read This	Article
This Story of the 95-Year-Old Man Who Caught Four Buses to March Against Racism Will Give You Hope	Article
Ecosystem, your silence is an investment.	Article
Anti-racism requires more than passive sympathy	Article
A Detailed List of Anti-Racism Resources	Article
13 Books You Should Read About Black Lives	Article
An Essential Reading Guide For Fighting Racism	Article
An Antiracist Reading List	Article
12 Movies to Watch to Educate Yourself About Racism and Protest History, Recommended by Experts	Article
Talking about race	Webpage
The difference between being "not racist" and antiracist	Video
Black Lives Matter: Now What?	Article
10 ways to be an activist	Article

Please note, we are sharing this information to offer opportunities for further individual growth and development. Calibrated Lens, LLC or Coffee Hour Chicago is not affiliated with any of the outlet. We did not create nor do we own the rights to content in this section. If links become inactive, we apologize but are unable to provide any follow up. We are not liable for any individual interpretations of the articles in this section.

For additional information contact us at www.calibratedlens.com