

An abstract geometric pattern composed of interlocking 3D blocks in shades of blue, dark grey, and light grey. The blocks are arranged in a complex, non-repeating pattern that creates a sense of depth and movement. The pattern is set against a white background.

Building Blocks for Change:

Accelerating Organizational
Race Equity

Sample Report

This Sample Report will give you a sense of what you can expect to see when you receive your findings as part of the BB4C assessment process. This is a preview of the report structure section by section - some sections will have multiple pages of examples to give a more complete sense of what you will receive.

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What you can expect from this assessment process and your custom report, along with demographic insights

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An explanation of the key building blocks that make up our race equity framework

Your Results: A Closer Look

See your respondents' views in detail and discover where you're equity work is the most and least developed

Breaking Down the Responses

Gain insights into how different groups are experiencing race equity in your organization and why that matters

Moving to Action

Tips and resources for how to make the most of your findings and take meaningful action

Debrief & Dissemination

Guides and resources to help prepare your organization to share and receive the results found in this report.

Your Results: At a Glance provides an overview of how respondents feel about your organization's race equity work.

Your Results: At a Glance



Overall Results

Overall, people at the organization feel that it is beginning to understand its position in race equity work and should ramp up efforts in order to take meaningful action toward greater race equity.

(See more in Overall Results by Capacity)



Most Developed

Compared to other areas, the organization is most developed in its ability to include more voices, and therefore more influence, from a broader range of people. As it continues to strengthen this area, the organization can facilitate greater participation and agency across racial and positional groups and address power imbalances to foster a more racially equitable workplace.

(See more in Voice Results)



Least Developed

Your organization should focus on developing its ability to have hard conversations. Strengthening your ability to do so will allow you to have more honest and safe exchanges in order to co-create ideas and strategies to further race equity in all aspects of your organization.

(See more in Conversation Results)



Breakdown of Responses

Racial Groups

People of color reported having similar experiences as white people at the organization.

Black people at the organization reported significantly worse experiences compared to others at the organization.

Management & Staff

Staff reported having worse experiences as senior management at the organization.

(See more in Breaking Down the Responses)



Areas of Concern:

People at the organization, and particularly staff of color, expressed that they have witnessed discrimination or bias (including implicit) at the organization.

Black respondents expressed that they do not feel safe to express what they think during conversations about race equity at the organization.

(See more in Moving to Action)

Welcome to Your Report explains where you are in the process and what you can expect from your custom report, along with demographic insights.

Demographics

Out of all possible respondents (as reported by your organization) who could have taken the survey, **91%** of people completed it. This report is based on their responses.

While the survey collected information on different aspects of demographics, this framework pays greatest attention to race and people's position in the organization, separately. Recognizing that people have multiple identities, this report attempts to balance the complexity of individual identities with the need to protect individual anonymity. Therefore, the results are analyzed and shared using broad identity categories.

The racial data shared here represents the respondents' self-identification of their primary racial identity. Pay attention to whether the racial identities of the respondents mirror that of the organization. Consider why or why not. It could be important to understand why some groups skewed higher or lower than their overall representation at the organization.

Racial Categories

- AAMENA** (Arab American / Middle Eastern / North African)
- Asian** (Asian American / East Asian / South Asian / South East Asian)
- Bi/multi** (Biracial / Multi-racial)
- Black** (Black / African American / African / African Descent)
- Indigenous** (Native American / Indigenous)
- Latinx** (Latina/o/x, Chicana/o/x and/or Hispanic American)
- NH/PI** (Native Hawaiian / Pacific Islander)
- White** (White / European Descent)

Position Categories

- Staff** (Non-leadership team members at organization)
- S. Mgmt** (Self-identified members of organization's leadership team)

Breakdown of Respondents by Race & Position



Race		Position	
* AAMENA	* Indigenous	74% Staff	
6% Asian	8% Latinx	26% S. Mgmt	
8% Bi/Multi	* NH/PI		
16% Black	59% White		

Median Tenure (in years)



* = 0-4 respondents. To protect anonymity, this report will not break out responses for these groups, but will include them in the overall analyses.

Your Results: A Closer Look

Allows you to see your respondents' views in detail and discover where your equity work is the most and least developed.

You'll see findings overall...

Overall Results by Capacity

Overall Experience

Overall, people at the organization feel that it is beginning to understand its position in race equity work and should ramp up efforts in order to take meaningful action toward greater race equity.

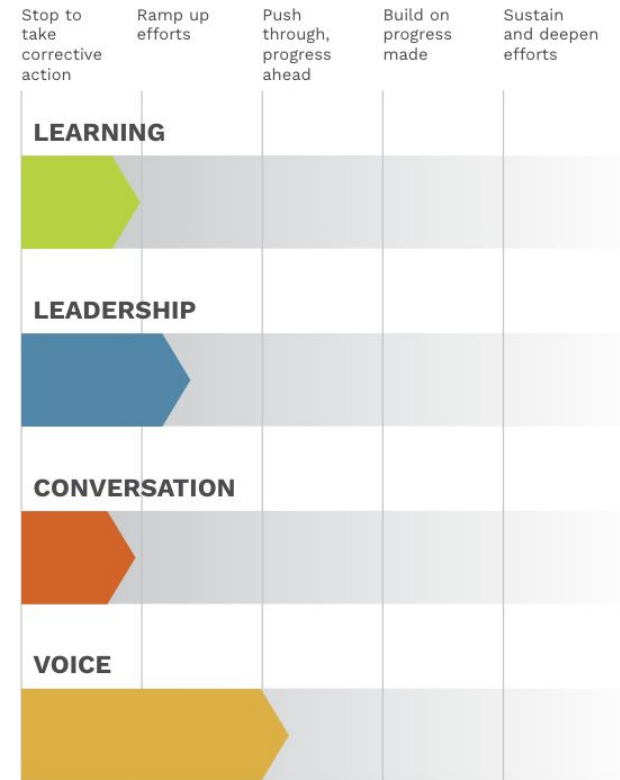
Most Developed: Voice

As the organization continues to build the Voice Capacity into a strength, it's important to recognize that inviting staff, especially staff of color, to have a voice, and therefore influence, can advance all Capacities. When you increase staff agency over their work and invite greater participation across racial and positional differences, you build greater collective effort toward race equity.

Least Developed: Conversation

The organization should focus on developing the Conversation Capacity because meaningful race equity efforts require the ability to have hard conversations. Strengthening your ability to do this will allow you to have honest and safe exchanges in order to co-create ideas and strategies for all Capacities.

Please note that your results in "Most Developed" and "Least Developed" may be pulled from small differences in the responses not easily discernible in the graphs.



Your Results: A Closer Look

... as well as by each
Capacity area in detail.



Learning Results

Why Is Learning Important?

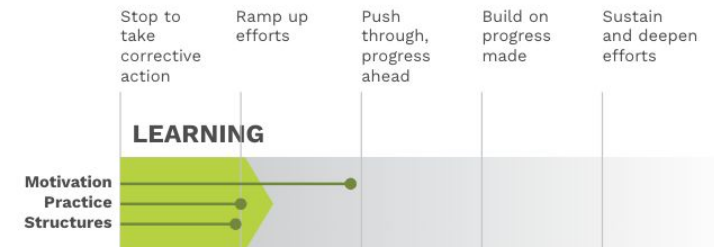
Organizations that are willing to learn and change are more able to meaningfully incorporate race equity strategies. This culture of learning sets the tone for consistently grappling with and responding to feedback from the organization's staff and community, and establishing more effective race equity practices.

Key Results by Capacity

Overall, people at your organization feel that the organization needs to ramp up efforts in order to continue to build the Learning Capacity into a strength.

Key Results by Focus Area

In particular, respondents indicate that the organization should focus on developing the Structures Focus Area. This would demonstrate that the organization is committed to embedding learning into its systems.



Key Motivations

- Welcoming new approaches
- Being open to critical feedback **LEAST DEVELOPED**
- Seeing mistakes as learning opportunities
- Recognizing change may be necessary
- Encouraging employees to ask others for help **MOST DEVELOPED**



Key Practices

- Assess strengths and weaknesses of RE efforts **LEAST DEVELOPED**
- Develop short- and long-term RE goals
- Try new approaches
- Learn from other organizations' RE efforts
- Provide opportunities to learn from mistakes **MOST DEVELOPED**



Key Structures

- Clearly reflected vision for RE
- Plan for being a racially equitable workplace **LEAST DEVELOPED**
- Budgeted resources to achieve RE plan
- Evaluation processes for organization's work **MOST DEVELOPED**
- Planning process explores several perspectives

RE = Race Equity

Your Results: A Closer Look

There is also an analysis page to allow you to compare and learn from the findings.

Focus Area Analysis

In the previous pages you saw how respondents feel about each Capacity. Now let's take a look at how they feel at the deeper Focus Area level. In the analysis below, you'll see where the respondents feel the organization is positioned with regard to the Focus Areas (Motivation, Practice, Structures) in each Capacity. You'll also see the organization's position compared across all Capacities. Note where there are patterns, similarities, or differences as you think about the organization's overall approach to race equity.

LEARNING

LEADERSHIP

CONVERSATION

VOICE

All Focus Areas Need Development, Especially Structures

In this Capacity, respondents believe the organization is generally lagging in all Focus Areas, but especially in embedding race equity principles into the organization's structures in order to develop the Capacity.



Breaking Down the Responses

allows organizations with enough respondents to be able to disaggregate the findings to gain insights into how different groups are experiencing race equity in the organization and why that matters.

Findings are displayed overall...

Overall Breakdown by Race & Position

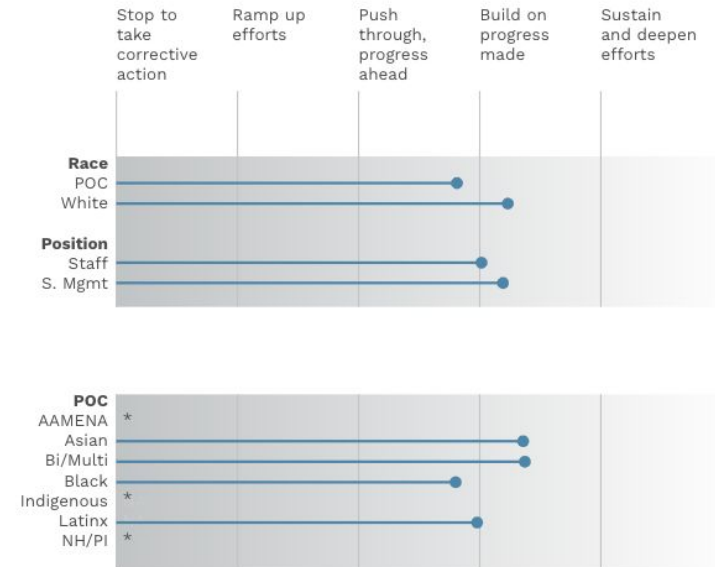
Agreement among the respondents refers to the degree to which their positions align. In other words, it's a measure of how similarly they experience the organization's race equity efforts. The more closely they align, the greater the likelihood they have shared understanding among each other. This can be a useful entry point for the organization to engage the respondents.

With regard to race, we offer you two different views: one that compares the perspectives of "white" and "POC" respondents; the other highlighting the experiences of all non-white racial groups. Be sure to look closely for nuances between the two views.

Key Results

Overall, people of color reported having worse experiences than white people at the organization.

On the whole, staff reported having similar experiences to those of senior management at the organization.



* = 0-4 respondents. To protect anonymity, this report will not break out responses for these groups, but will include them in the overall analyses.

Breaking Down the Responses

... as well as by Capacity, comparing responses from POC and white respondents as well as staff and senior management ...

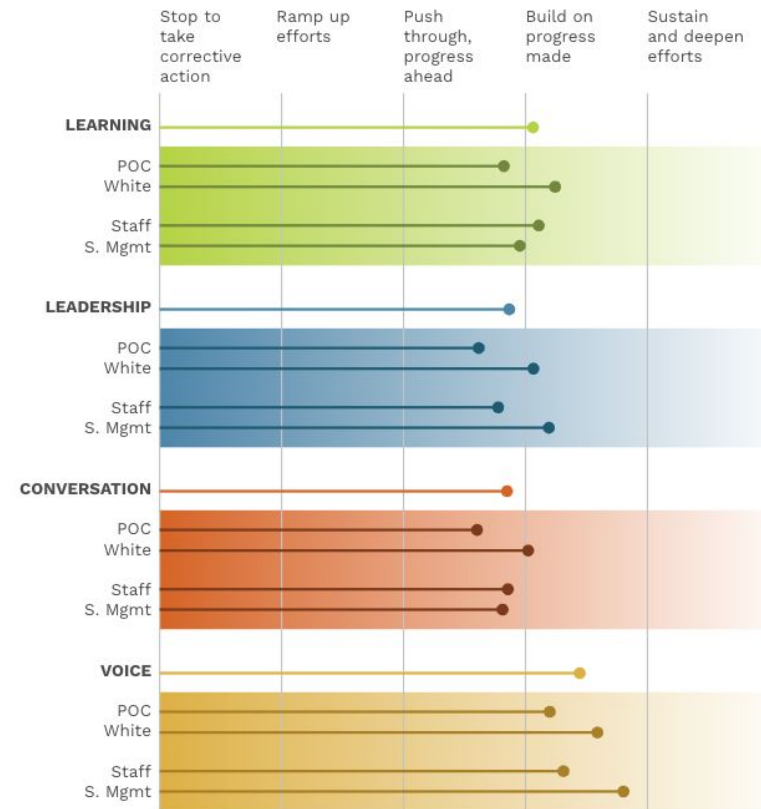
Breakdown by Capacity

Be sure to pay attention to which Capacities have stronger agreement and which ones don't.

There are different ways to consider your results:

- The Capacity where respondents are in greatest agreement could be the easiest entry point for the organization to address, especially when it comes to determining priorities and co-creating potential solutions that develop the Capacity into a strength.
- At the same time, the Capacity with the least agreement could signal urgency as a problem area that demands action.
- Be sure to look closely at the overall vs. group-specific breakdown. Primarily, consider centering the experiences of people of color at the organization. Additionally, consider staff experiences compared to those of senior leaders. The often nuanced details between these groups' experiences may not be easily identified when simply looking at the respondents' overall experience.

Note any particularities of where differences or disagreement lie and consider where and why they diverge.



Breaking Down the Responses

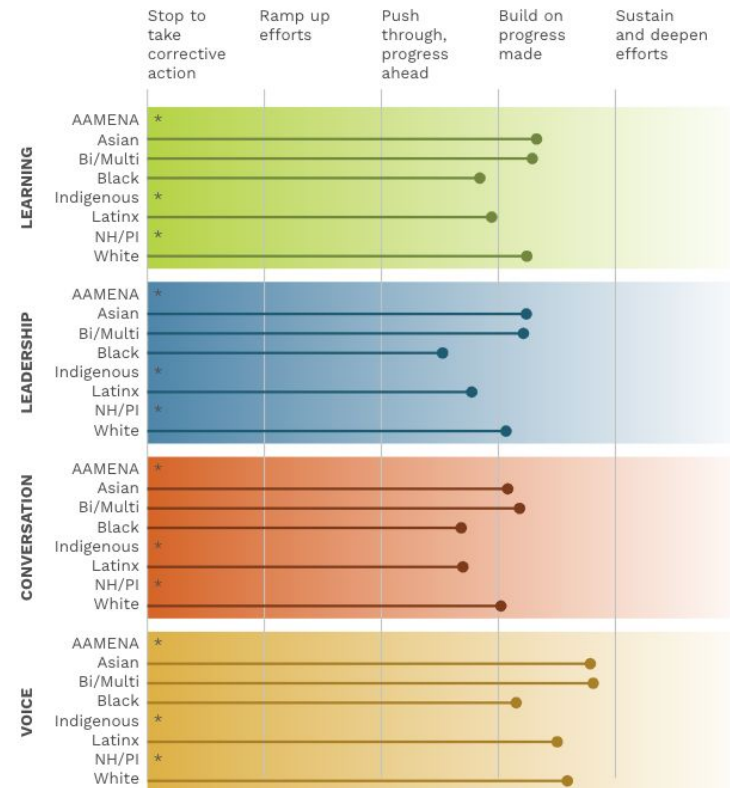
... and at a level that looks deeper at responses by race when possible.

Breakdown by Capacity: Digging Deeper by Race

When reviewing these results, it's possible many nuances, visible or not, exist across racial groups. It's important to not jump to any quick conclusions. Instead, you can use the following guiding prompts to help you understand your results and lift up relevant patterns.

- Are there certain racial groups that consistently disagree with each other? Or consistently agree?
- Is there a racial group whose responses consistently suggest they are having a more negative experience? More positive?
- In which Capacity are the racial groups in greatest agreement? Least agreement?

Drawing out some patterns and trends can help guide the organization toward pertinent questions to ask staff and senior managers as part of ongoing efforts to become a more racially equitable workplace.



* = 0-4 respondents. To protect anonymity, this report will not break out responses for these groups, but will include them in the overall analyses.

Breaking Down the Responses

Again there is an analysis page to be able to compare and learn from the findings.

Breakdown Analysis

To help make greater sense of the response breakdowns you saw on the previous pages, the analysis below offers a comparative view of how agreement looks across each Capacity. This analysis is designed to help you interpret the degree of similarity in people's experiences at the organization, and to help lift up any differences that might exist across Capacities, all of which you can use to determine the best path forward.

LEARNING LEADERSHIP CONVERSATION VOICE

Aligned That Work Needs to Be Done

Most respondents agree that that there is critical attention needed from the organization with regard to race equity in this Capacity. Next steps could involve more reflection, dialogues, and co-creation of how to get the organization's race equity efforts on the right track.



Staff Expressed Worse Experiences

There is less agreement amongst respondents based on position, with staff expressing a more negative experience compared to management in this Capacity. Consider why that is the case and specifically engage staff while working toward a path forward.



Moving to Action contains tips and resources for how to make the most of your findings and take meaningful action.

You'll see suggestions for where to start...

Moving To Action: Getting Started

Based on your results, the following areas would be good starting points as the organization moves to action. These are the areas that respondents felt needed the most attention as the organization strategizes and co-creates solutions to foster a more racially equitable workplace. If you've already tried any of the recommendations in the following section, consider how you might implement the changes in a more holistic way across the entire organization.

LEARNING Practice

Focus on how your organization can begin reaching out to other organizations in the field to learn from the successes and mistakes of their equity efforts.

LEADERSHIP Structures

Pay attention to how your organization can start having the Board hold leadership more accountable for promoting race equity.

CONVERSATION Structures

Concentrate on how your organization can begin implementing a more effective employee conflict resolution process.

VOICE Structures

Examine how your organization can start implementing (more) effective policies for reporting concerns related to race equity to support more voices being heard.



Areas of Concern:

As referenced on page 3 of this report, before moving on to next steps and strategies for strengthening your race equity work, the following areas are of particular concern. Before working on other recommendations and actions, it is best to discuss and understand why these sentiments are arising and to think about how you can address them to rebuild trust. Working with a consultant or outside facilitator on these areas may be beneficial as well.

People at your organization, and particularly staff of color, expressed that they have witnessed discrimination or bias (including implicit) at the organization.

Black respondents staff expressed that they do not feel safe to express what they think during conversations about race equity at your organization.

Moving to Action

...as well as detailed recommendations by Capacity area.



Moving to Action: Learning

For the Learning Capacity to be fully integrated within an organization, try encouraging a culture of openness and readiness to receive new, challenging information; focusing on taking meaningful action to learn by practicing curiosity, asking questions, and incorporating new information into its day-to-day operations; and putting systems in place for feedback and evaluation, which serve as critical mechanisms for learning.



MOTIVATION

Concentrate on how your organization can build a culture that supports continuous learning, especially related to race equity.

For example, your organization can start by further adopting a culture that views mistakes as opportunities to learn and grow.

+ Resource

4 ways to create a learning culture

There is now a premium on intellectual curiosity and the desire and ability to quickly grow and adapt one's skill set. This article examines how you can create a learning culture in your organization.



PRACTICE

Focus on how your organization can better acknowledge and learn from past mistakes, especially related to race equity.

For instance, your organization can begin with reaching out to other organizations in the field to learn from the successes and mistakes of their equity efforts.

+ Resource

Creating a race equity plan

(see page 56 in particular)
This toolkit aims to help organizations apply a racial equity lens to their operations, programming, workplace culture, governance, partnerships, and advocacy.



STRUCTURES

Pay attention to how your organization can incorporate processes to develop, execute, and evaluate plans to build an equitable workplace.

Your organization can consider ensuring its future planning process includes looking at issues from different perspectives.

+ Resource

Tips for writing SMARTIE goals

When you're moving from equity-neutral goals to goals with equity and inclusion considerations baked in, these tips can help you to stay on track.

Debrief & Dissemination

Lastly, the report contains guides and resources to help prepare organizations to share and receive the results found in the report.

Debrief & Dissemination: Key Reminders

Race equity is a practice where everyone is likely to feel some measure of discomfort, especially as you develop your Capacities in this area. There may be different experiences, perceptions, and expectations for people of color and white staff, and similarly for staff and leadership. Keep the following in mind as you move ahead:

Focus On All the Feedback

Don't focus only on the negative — these are areas of opportunity to build on. Focus on your strengths as you begin to reflect and act on the less developed areas of race equity in your organization.

Take a Collaborative Stance

Different groups have different experiences. This doesn't mean that they need to be pitted against each other. Work together to build a practice that serves all.

This Is a Joint Project

While it is necessary to have accountability by identifying who will drive this work forward, it is important to remember that race equity is the responsibility of everyone in the organization as decisions get made.

Avoid Personalization

Feedback can often feel personal. Try to realize that whatever feedback is provided does not make someone a good or bad person. It is only meant to highlight how people feel about the organization's specific activities and actions.



About the Building Movement Project

The **Building Movement Project** has elevated issues of leadership and diversity in the nonprofit sector since its founding 20 years ago. BMP has also established itself as a thought-leader on issues of racial equity in the nonprofit sector through countless presentations at convenings and conferences since launching Race to Lead: Confronting the Nonprofit Racial Leadership Gap in 2016. Through deep partnerships with other organizations in the growing DEI field, we built a diverse committee of nonprofit leaders, DEI consultants and organizational capacity builders who are providing strategic advice to the rigorous development process of this race equity assessment.



Building Movement Project

Activating Nonprofits | Fueling Change