Inclusive Organizations

We value diversity at UCR, however, there are subtle ways that organizations can culturally undermine efforts supporting diversity and inclusion. Below are just four of the characteristics to look out for in your units and some suggestions to help counter these characteristics. For more information, see *Dismantling Racism: A Workbook for Social Change Groups.*

Perfectionism

Signs of perfectionism include: constant identification of mistakes and shortcomings, conflation of a person with their mistake, and consistent failure to address issues with individuals directly.

Antidotes include: developing a culture of appreciation, focusing on creating a learning environment where mistakes are expected and can be corrected, reflecting on past practice in order to improve future processes as a whole.

Sense of Urgency

Signs of a sense of urgency include: decisions are rushed and non-inclusive, "quick wins" are prioritized over long-term goals, too few resources are allocated for the work expected

Antidotes include: creating inclusive workplans that include both realistic timelines and opportunities for inclusive decision-making, creating transparent plans for decisions that must be made quickly
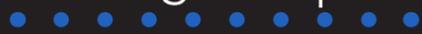
Defensiveness

Signs of defensiveness include: an organizational structure that protects power rather than clarifying the expectations for those who have power, criticism of those in power is seen as a threat, lots of energy is spent protecting the feelings of defensive people who are difficult to work with

Antidotes include: Talking about how defensiveness is a problem, discussing the fear of lost power behind defensiveness, and being open about how defensiveness to new ideas hurts your mission

Fear of Open Conflict

Signs of fear of open conflict include: conflict is ignored by those in power, those in power blame individuals who raise uncomfortable issues for conflict rather than dealing with those issues, raising these difficult issues is equated with being impolite or uncivil

Antidotes include: Use role-play and other empathy-creating techniques to determine how to handle conflict, don't require those who raise the difficult issues to do so in "polite" ways and don't discount problems if you do not like the way that have been brought up.

Source: Kenneth Jones and Tema Okun's *Dismantle Racism: A Workbook for Social Change Groups* (2001)