

# Building Movement Project Hartford Foundation

**Race & Leadership in Nonprofit Organizations**

October 17, 2024, 2:00-4:00 PM ET



**Hartford Foundation**  
FOR PUBLIC GIVING



**RACE  
TO LEAD**



An initiative of  
Building Movement Project

# Workshop Presenters & Facilitators



**Maham Ali**

Research Associate  
Building Movement Project



**Camryn Snell**

Race Equity Assessment, Coordinator  
Building Movement Project



**Mercedes Brown**

Race Equity Assessment, Director  
Building Movement Project

# About the Building Movement Project



## **OUR VISION**

Building Movement Project (BMP) imagines a world where all community members live with dignity and power, supported by diverse and resilient organizations, networks and movements that work to eradicate root causes of inequity and injustice.

## **OUR WORK**

Now in our 25th year, BMP provides insightful research, practical resources, and pathways for transformative relationships that support nonprofit organizations, networks, and movements in their work to create a just and equitable world.

# Workshop Tech Instructions



Please use the chat to communicate with us and one another. **Please use the Q&A feature to ask questions.**



The workshop is **not** being recorded for your privacy. BMP will provide prior recordings of all data presented.



Connect with BMP  
on social media



@buildingmovementproject



@buildingmovementproject



@buildingmovementproject



@building-movement-project



# Networking Breakout Session

# Networking Breakout Session Instructions

- In small groups of 4 or 5 consultants, introduce yourself
- Share one thing about your practice or work focus
- Be sure to monitor the time, as groups will only have 10-minutes for the networking breakout
- Groups will receive a 1-minute warning



# Race to Lead Research Background and Context



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# Background and Context



2016, BMP conducted our first survey on race and nonprofit leadership

- ❑ Why – despite years of talk about the importance of diversity – there were not more people of color in executive leadership?

2019 survey added questions about “DEI” and workplace experience.

- ❑ How does a leader’s race affect the workplace experience for both BIPOC and white staffers?

2022 survey added questions about the impact of COVID and the “Racial Reckoning.”

- ❑ What is different now about leading nonprofit organizations?

# Trends from Three Rounds of Surveys



- Over the course of the three years – 2016, 2019 and 2022 – the Race to Lead surveys have garnered over 12,000 responses.
- The composition of the survey sample has been remarkably similar over the years.
- Many key findings from past surveys continue to resonate with the most recent data from 2022.

# The Push and Pull: Declining Interest in Nonprofit Leadership



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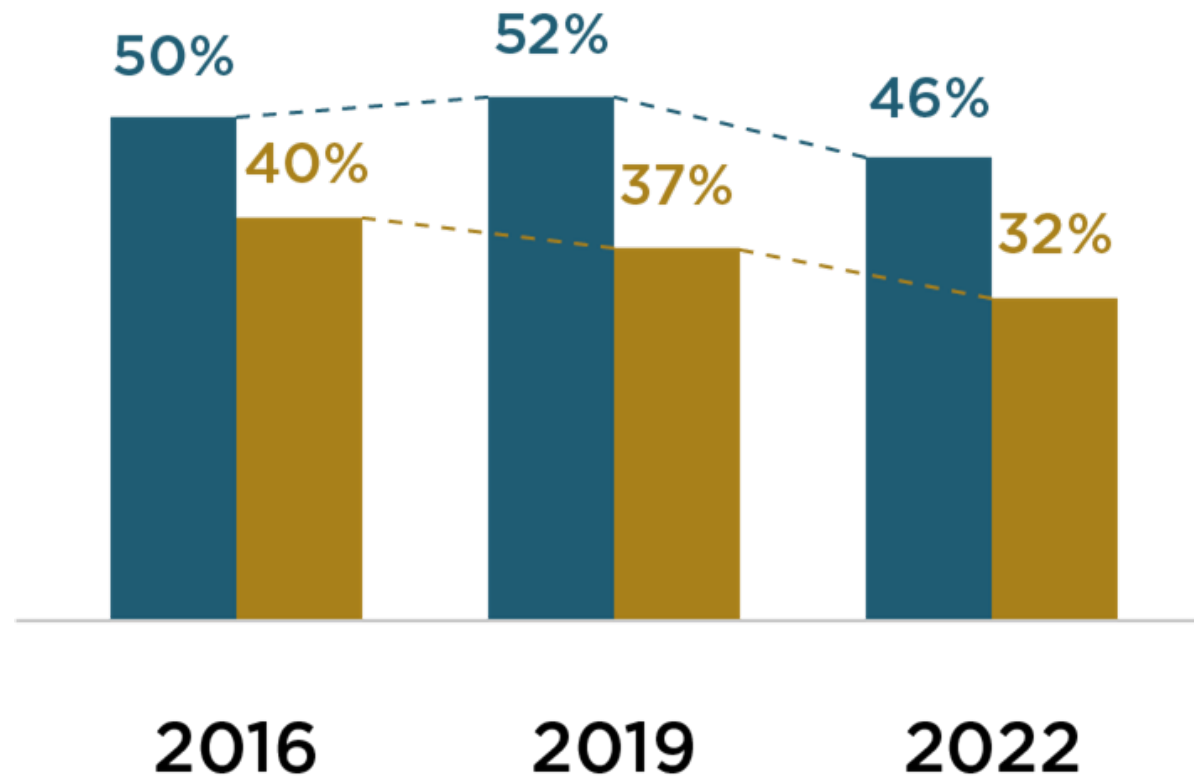
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# The Push and Pull Key Findings

- Notable decline in the aspiration to lead.
- BIPOC respondents interested in leading appear “pushed” towards leadership to correct negative experiences.
- BIPOC EDs/CEOs continue to report less support from boards and staff and cite burnout as their top reason for leaving leadership positions.

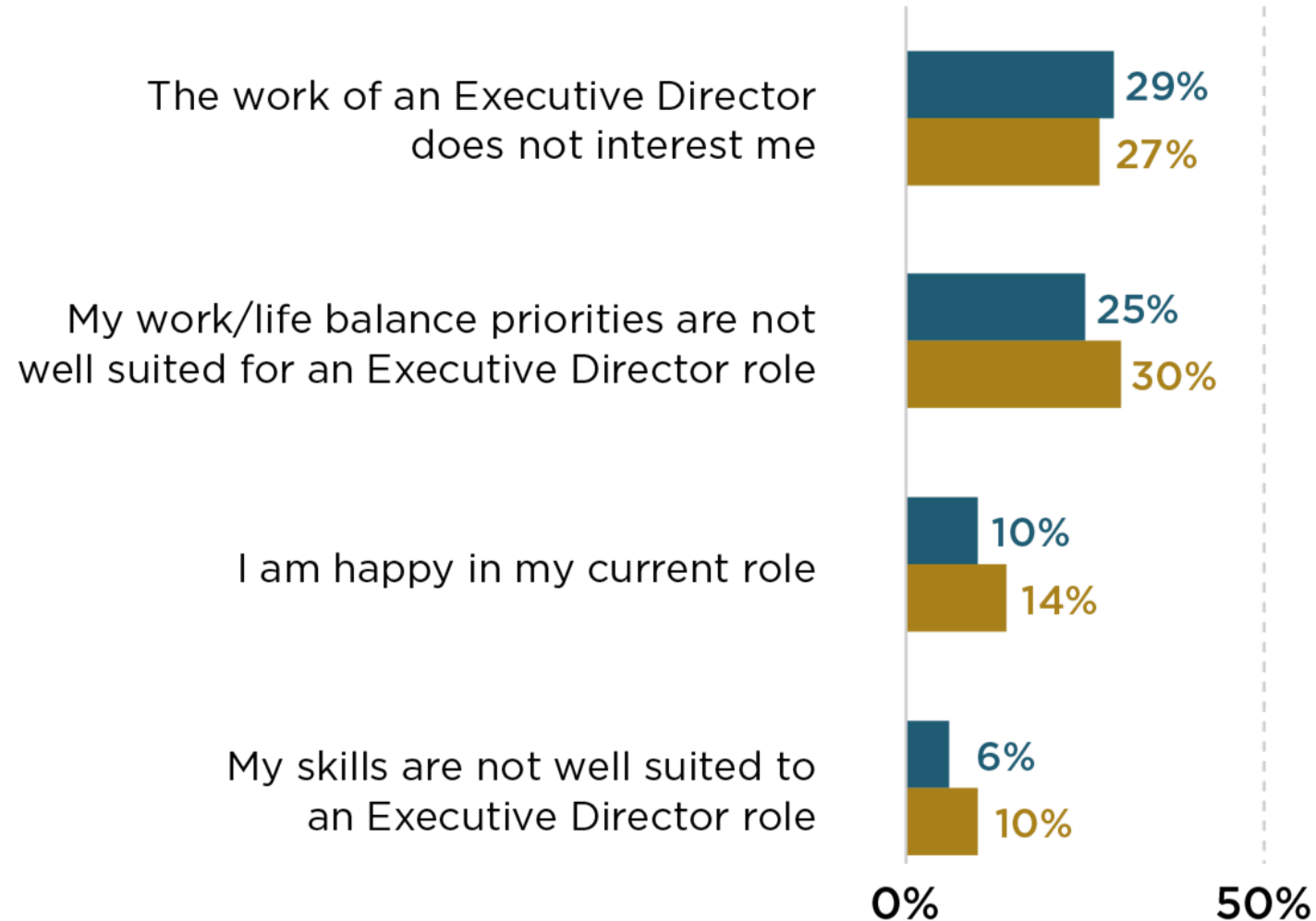
# Declining Aspiration to Lead

● PEOPLE OF COLOR    ● WHITE



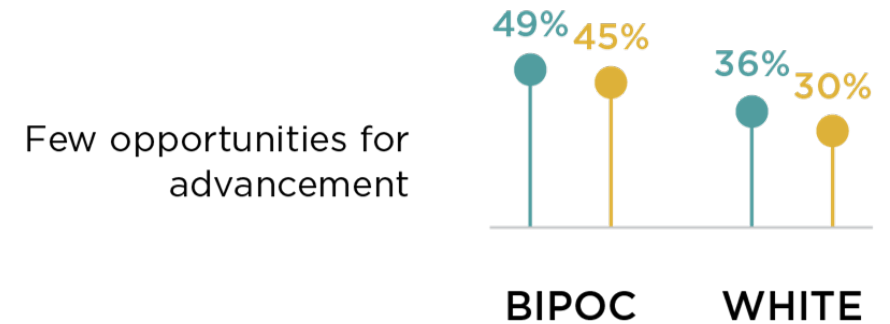
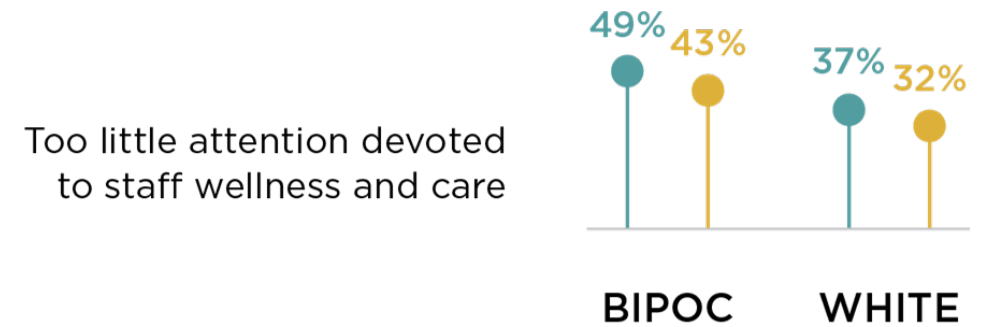
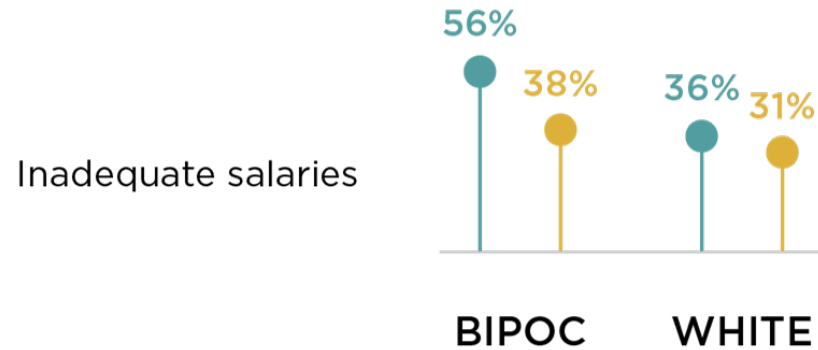
# Reasons People Do NOT Aspire to Lead

● PEOPLE OF COLOR ● WHITE



# Challenges Increase Aspirations to Lead

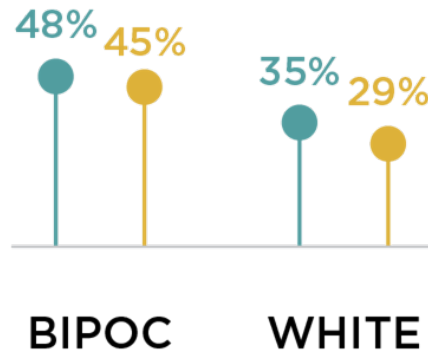
● OFTEN/ALWAYS FACED CHALLENGES    ● RARELY/NEVER FACED CHALLENGES



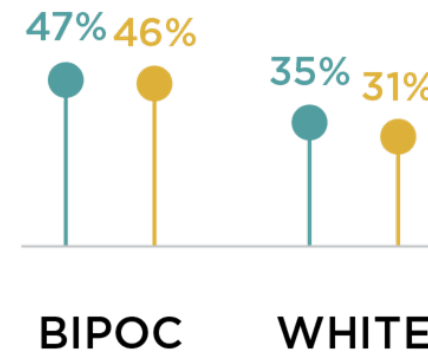
# Supports Have Less Impact on Aspirations

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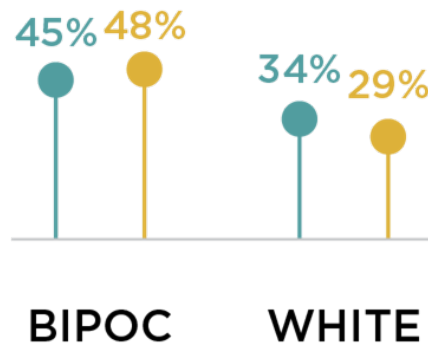
● DID NOT RECEIVE



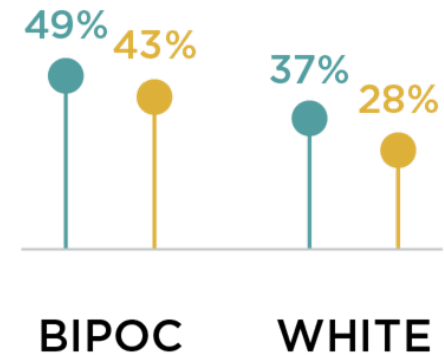
Staff management/Supervision training



Fundraising training



Mentor(s) at my job/organization



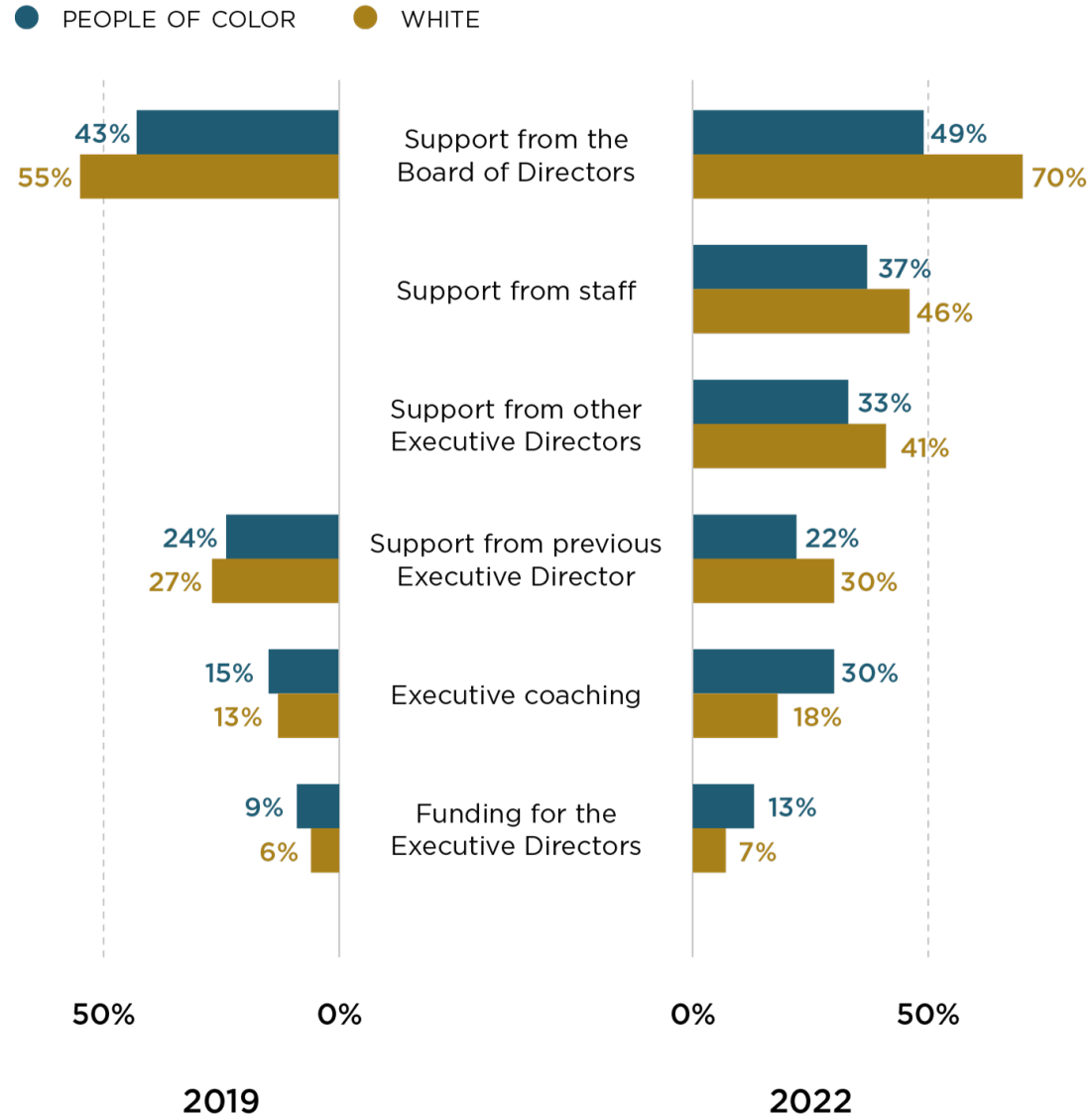
Mentor(s) outside my job/organization

# Experiences of BIPOC EDs/CEOs



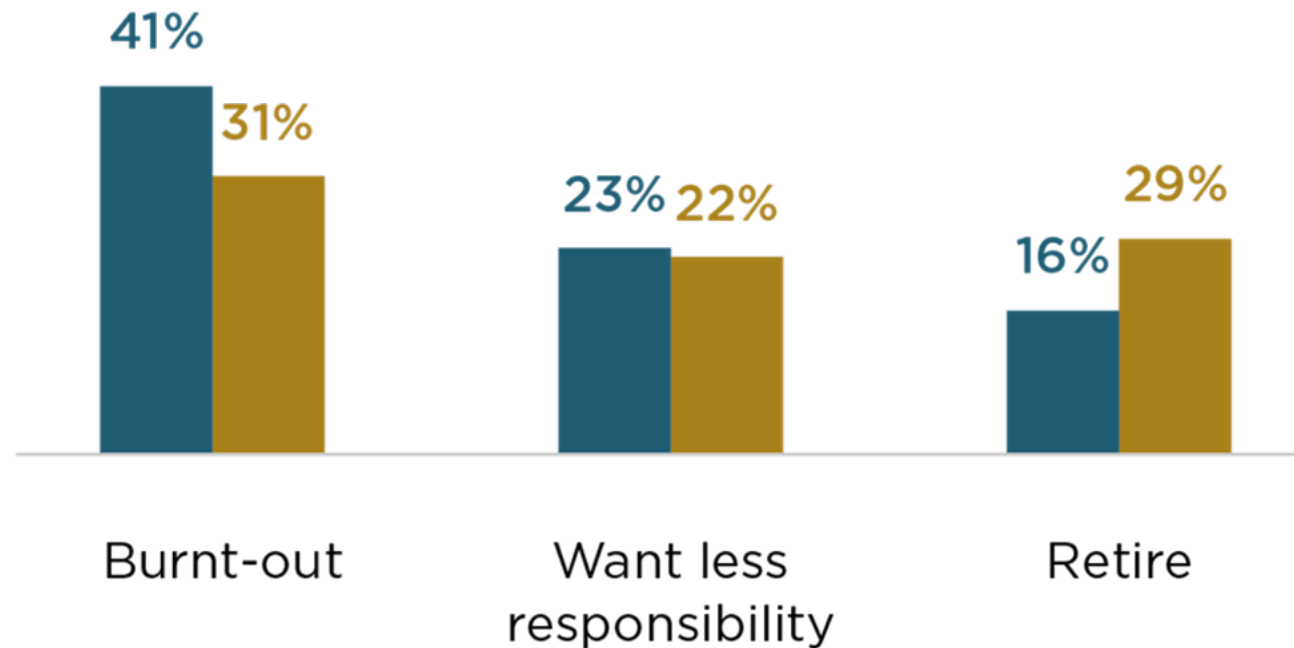
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# BIPOC EDs Report Less Transition Supports



# Burnout is Top Reason for Transitions

● PEOPLE OF COLOR ● WHITE



# In Their Own Words

I am the right person to provide leadership right now and I am keenly aware that a huge function of my role is not what my job description says: it's to ensure our team is well and our work is meaningful and values-aligned. The pandemic changed my views of leadership, and I believe that's had positive impact on our organization. And it's unlikely I'll continue working in this sector in the coming years.

# Your Thoughts on the Trends



What might pull more people of color into leadership?



● ● ● ● ● ● ● ●

# Blocking the Backlash:

## The Positive Impact of DEI in Nonprofit Organizations



**RACE TO LEAD**  
SURVEY



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# Blocking the Backlash: Four Main Findings



1  
DEI efforts increased between 2019 and 2022 with DEI training having the largest growth between the two survey periods.



2  
Respondents were most positive about the workplace when their organizations employed five or more DEI strategies.



3  
BIPOC respondents gave DEI strategies higher ratings of effectiveness more often than white respondents.



4  
DEI initiatives do not equal racial equity. The effects of DEI were ambiguous when examining structural issues in the nonprofit sector.



3

4

# The DEI Boom



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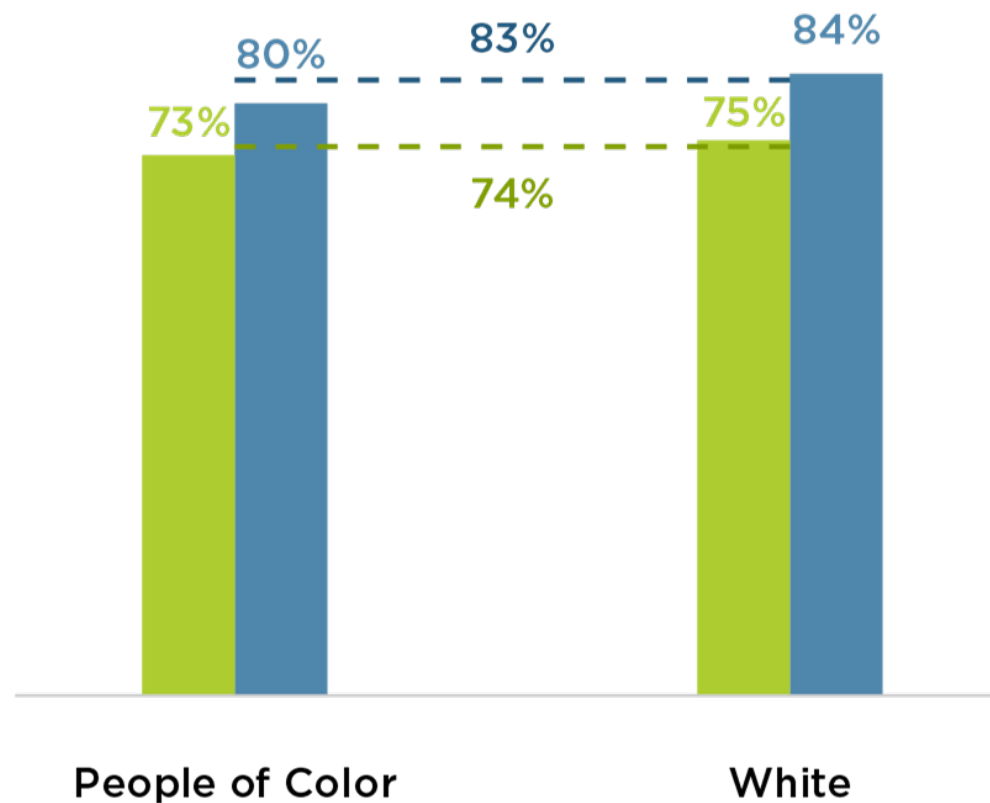


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# Respondents Reporting “Yes” to Their Workplace Engaging in DEI



● 2019   ● 2022   ● 2019 OVERALL   ● 2022 OVERALL





“

In March 2020, many organizations were faced with the reality of racism, and it became the topic of conversations in the workplace. My organization had begun DEI work before 2020, so it did not feel like a knee-jerk reaction when we continued them after George Floyd. I do feel like the work is more difficult in a distributed workforce vs. an in-office environment.”

—Black Woman Senior Manager

# DEI Strategy Effectiveness By Race of Respondents



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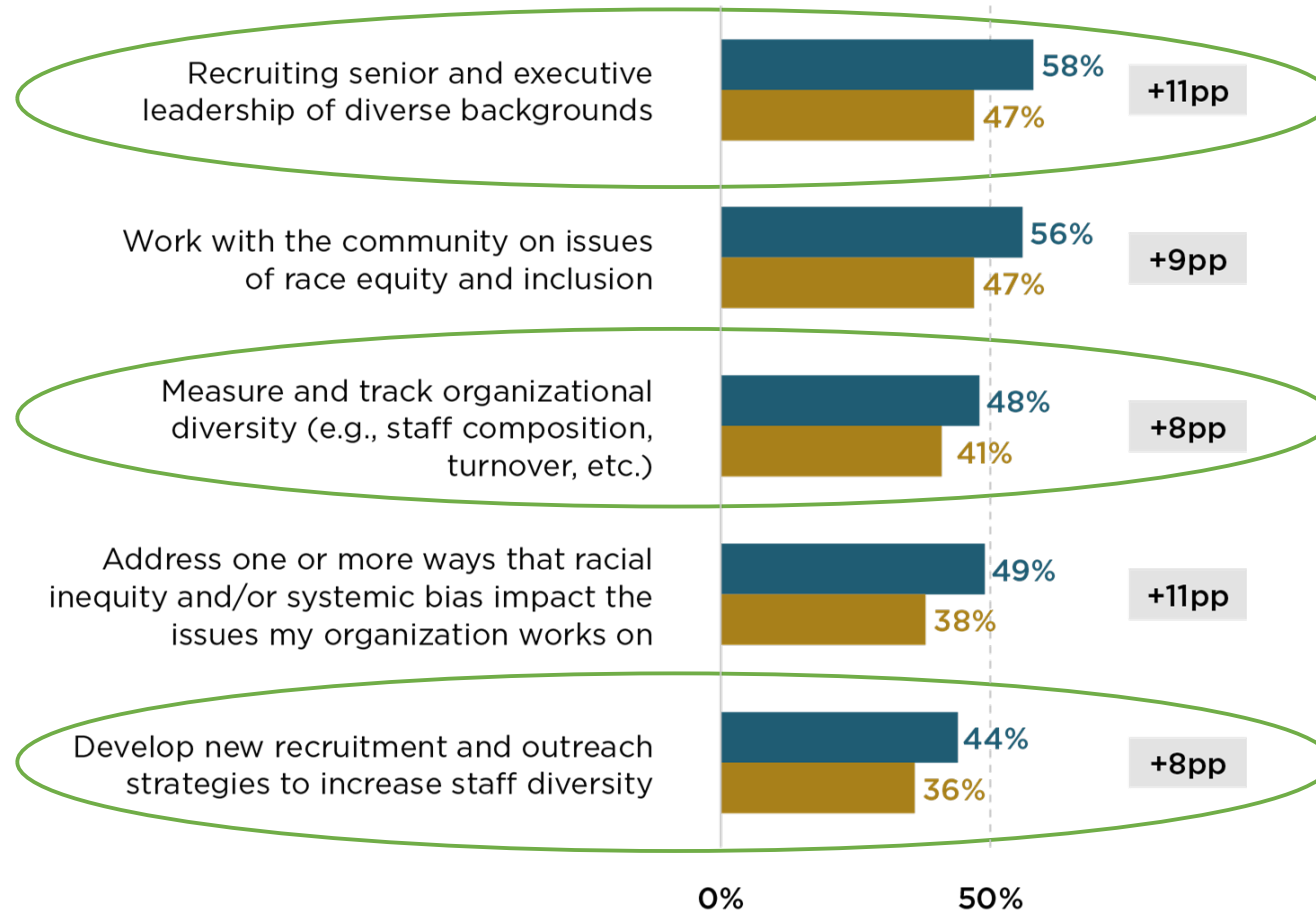
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# DEI Strategies Rated More Effective By BIPOC Respondents



● PEOPLE OF COLOR ● WHITE

RESPONSES: EXTREMELY OR VERY EFFECTIVE

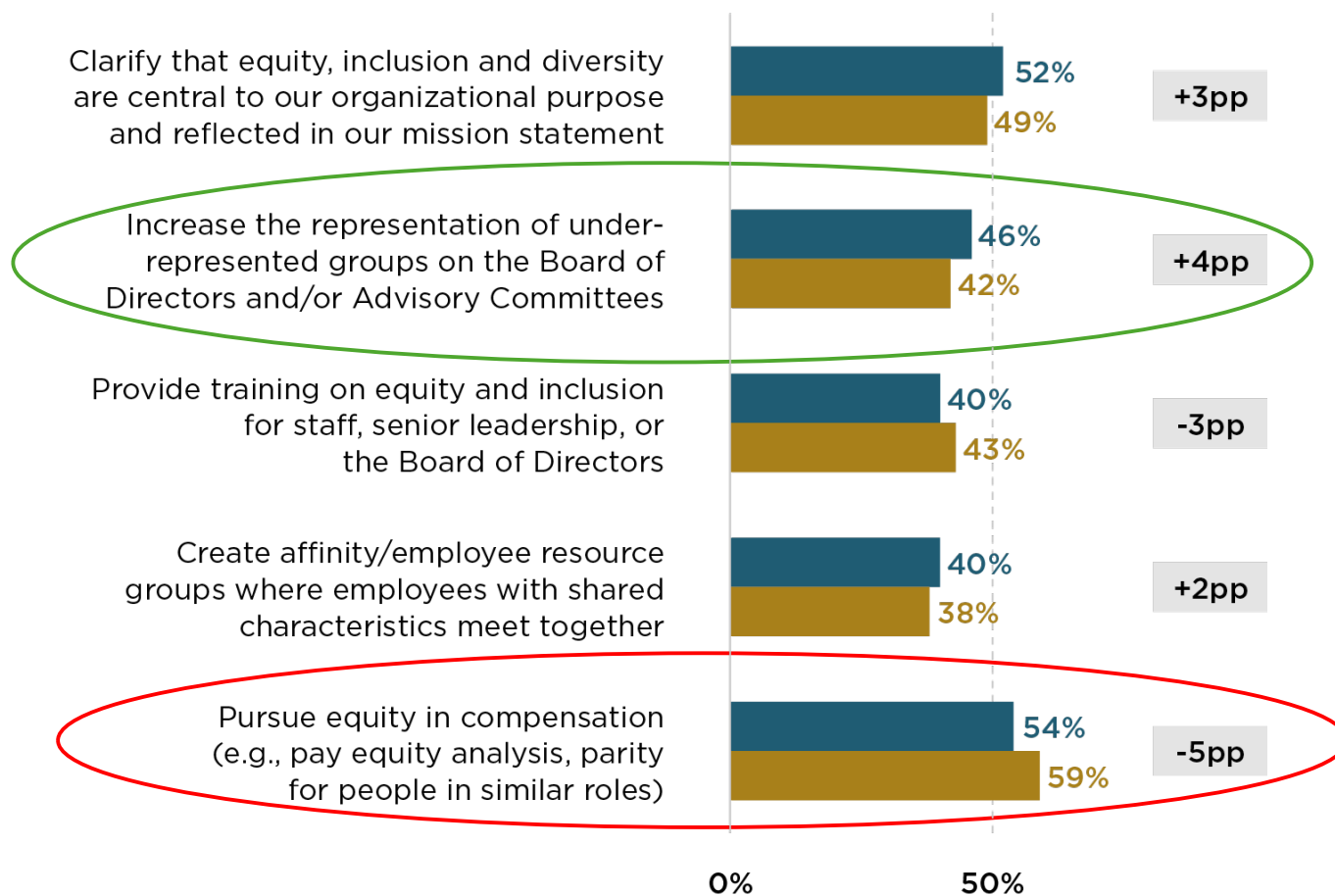


# Four Strategies Rated Similarly By BIPOC and White Respondents

FIGURE 6 | DEI STRATEGIES RATED SIMILARLY EFFECTIVE BY BIPOC AND WHITE RESPONDENTS

● PEOPLE OF COLOR ● WHITE

RESPONSES: EXTREMELY OR VERY EFFECTIVE



# More DEI Strategies Make a Bigger Difference



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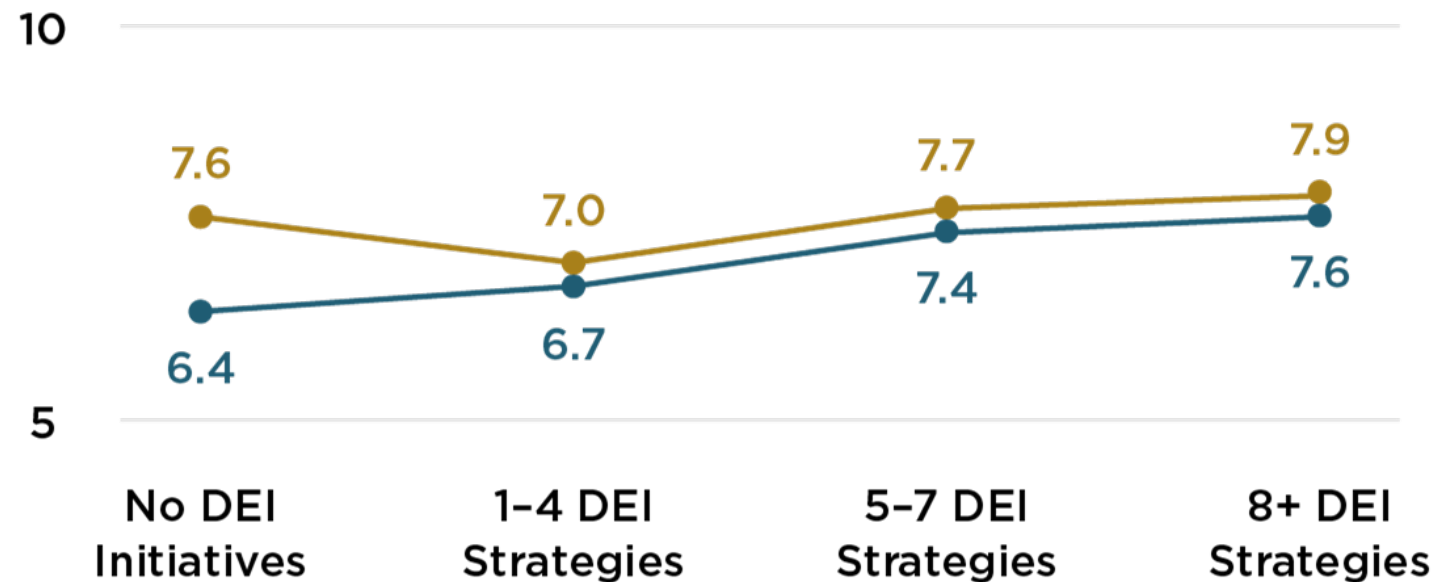
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# Intention to Stay Increases With More DEI Strategies

● PEOPLE OF COLOR ● WHITE

AVERAGE RESPONSES ON A SCALE OF  
1 (EXTREMELY DISAGREE) TO 10 (EXTREMELY AGREE)

I would be happy if I worked at my organization 3 years from now

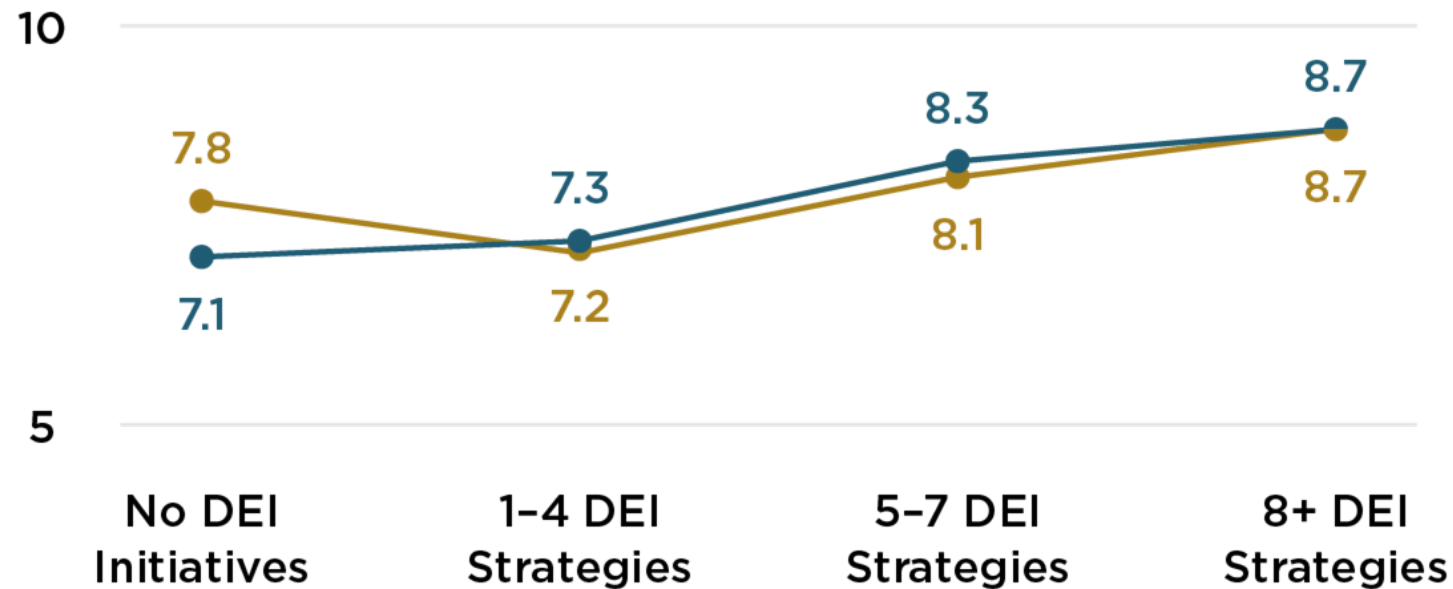


# Sense of Voice Improves with More DEI Strategies

● PEOPLE OF COLOR ● WHITE

AVERAGE RESPONSES ON A SCALE OF  
1 (EXTREMELY DISAGREE) TO 10 (EXTREMELY AGREE)

I feel I have a voice in my organization

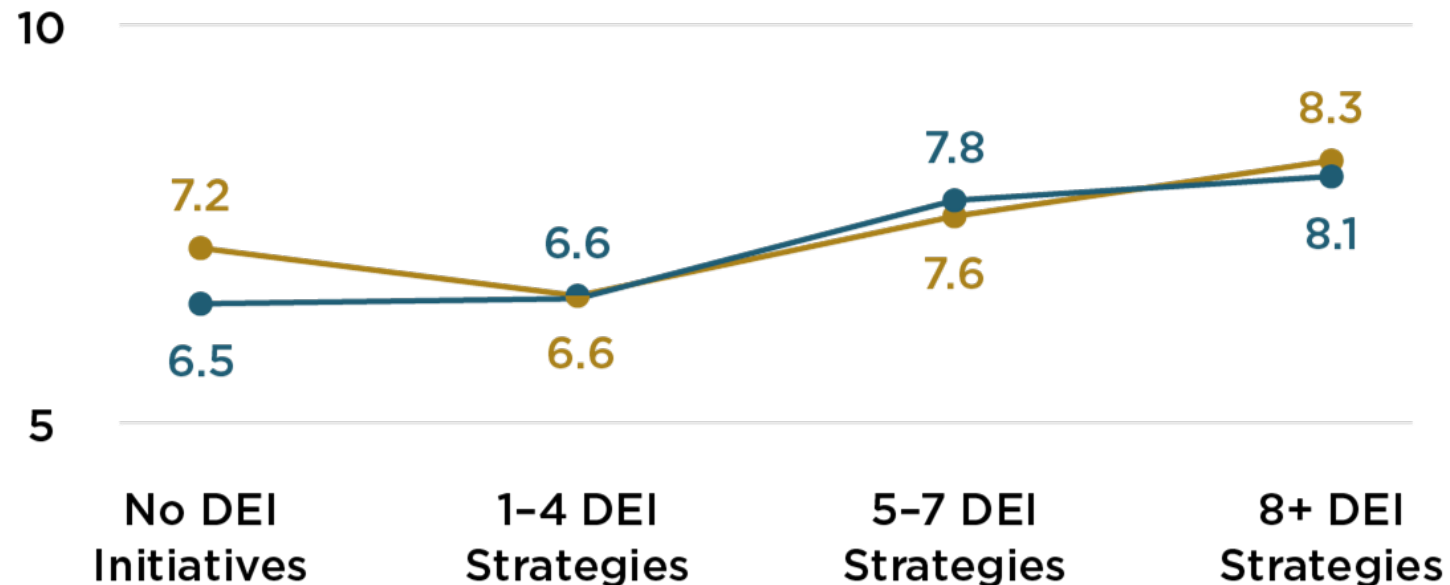


# Sense of Being Consulted Improves with More DEI Strategies

● PEOPLE OF COLOR ● WHITE

AVERAGE RESPONSES ON A SCALE OF 1 (EXTREMELY DISAGREE) TO 10 (EXTREMELY AGREE)

I am consulted before my organization makes key decisions that impact my work





“

DEI is not just training to be completed. It needs to be ingrained in every process, procedure, and interaction. As I say to my Task Force members and everyone else, ‘It’s not a sprint; it’s a marathon.’”

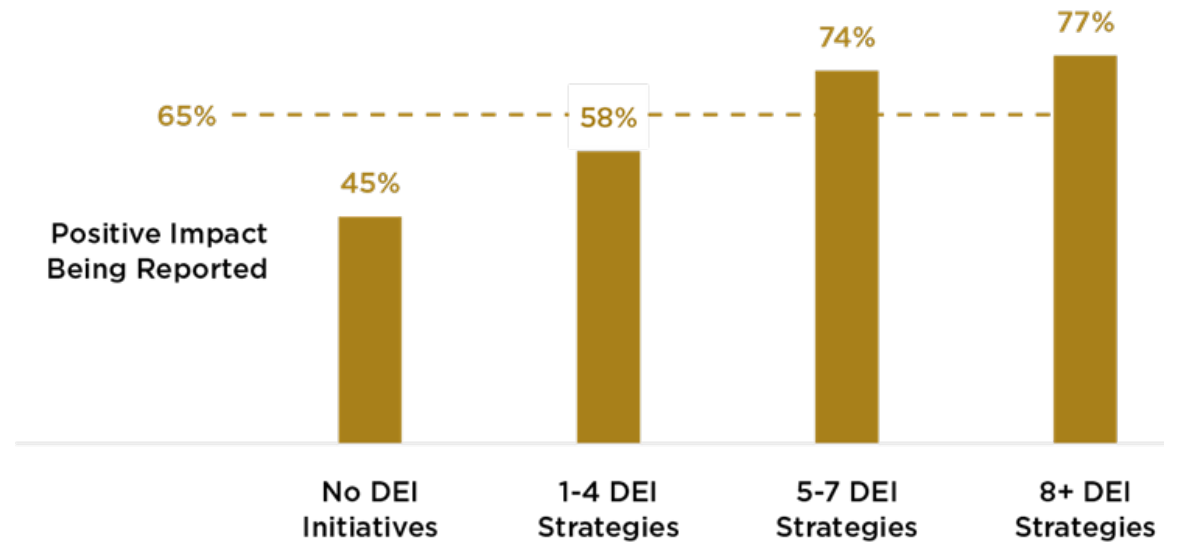
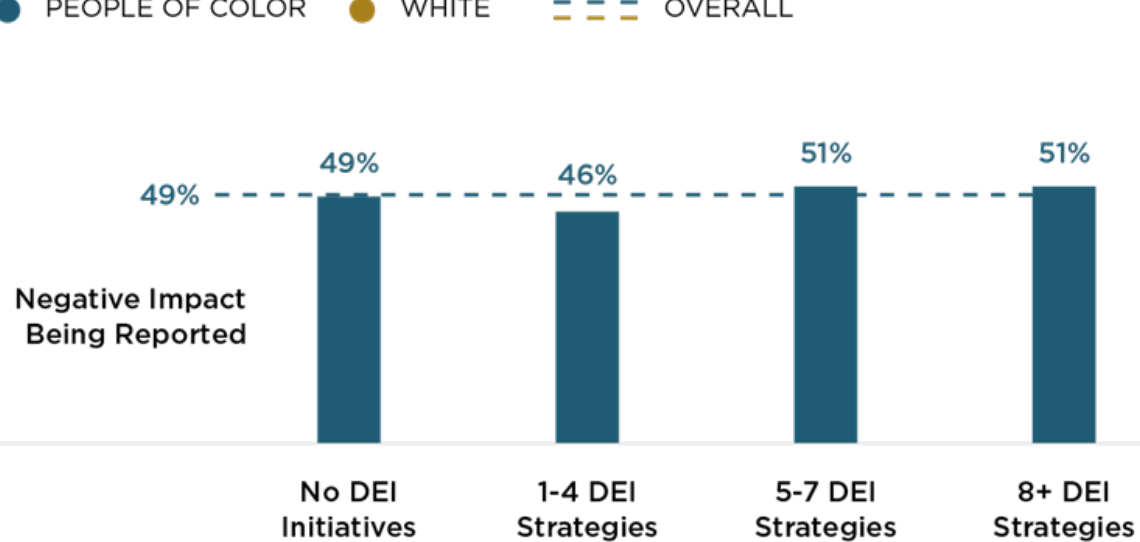
—Black Woman Senior

Manager

# Career Advancement By Number of DEI Strategies



● PEOPLE OF COLOR ● WHITE — OVERALL



# Implications & Recommendations



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# DEI Backlash Implications



Fund DEI initiatives in small nonprofits.



Strengthen work to dismantle structural barriers.



Address concerns about effectiveness and resistance.

# What Is Needed to Pull People into Leadership?

- A doable job including the funds to hire staff that can help address internal structures and external threats.
- Openness to new leadership models ranging from co-directors to stronger board/leader partnerships. Our data found that co-directorships are on the rise, an indication that sharing the leadership is a new way of supporting those in the top role.
- Interventions and programs that are adequately resourced to support cohorts of current and future leaders and demonstrate the benefits of networks and impacts of leadership.

# Quick 5-Minute Pulse Check



**Do our findings resonate with your experience or observations of those in your networks (if so, how)?**

**BREAK**



**Take a Quick 5-MINUTE BREAK & be back at 3:05 sharp!**

# Break Out Group Instructions



**BREAKOUT  
SESSION**

A

- Consultants will be assigned to groups of 4 or 5
- During the first 15-minutes, groups will discuss 2 questions prompts regarding the research findings and trends presented
- Groups should identify a group member to report out their top 1-2 insights
- Groups should monitor time and will be provided warnings during the 15-minute block
- Groups will return to the main meeting room for a 15-minute, facilitated report out
- Padlets with instructions and space to record responses will be shared in the chat
- Questions?



# Building Blocks for Change

A Race Equity Process for Nonprofits  
By Building Movement Project

# Building Blocks for Change

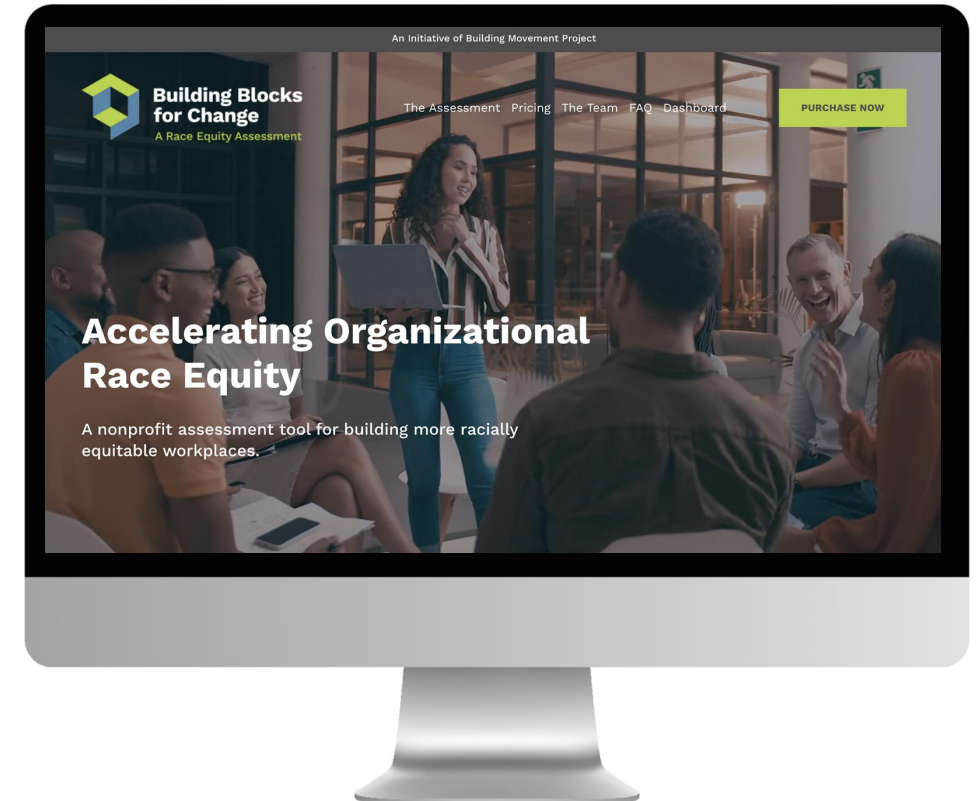
## Race Equity Assessment



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# Building Blocks for Change Overview

- Building Blocks for Change is an automated race equity assessment process designed to help nonprofits develop the foundational capacities needed to foster more race equity in their workplaces.
- The assessment process aims to deepen nonprofit organizations' understanding of the changes necessary to become more racially equitable by focusing on the most impactful drivers of organizational culture change: Learning, Leadership, Conversation and Voice.



# BB4C Pro for Consultants Use Cases

Consultants can use BB4C Pro in **two** ways:

- Individual Organization  
Includes resources to support consultant engagement with individual organizations completing a race equity assessment
- Cohort Model\*  
Includes resources to support consultant engagement with peer learning and practice communities



\*2 or more organizations  
 for Change

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# Assessment Framework

These four Capacities are foundational to fostering more racially equitable workplaces:



## LEARNING

The Learning Capacity refers to a willingness to learn, test new ideas, and change.

## LEADERSHIP

The Leadership Capacity speaks to the importance of senior leaders to champion race equity.

## CONVERSATION

The Conversation Capacity is rooted in the idea that meaningful race equity efforts require the ability to have hard conversations.

## VOICE

The Voice Capacity refers to the ability to listen to voices and amplify influence from broader groups of people, especially people of color.

Each Capacity breaks down into three Focus Areas:



## MOTIVATION

Indicates a genuine interest in and openness to making changes that foster a more racially equitable workplace.



## PRACTICE

Speaks to how race equity principles have been applied in the day-to-day operations of the organization.



## STRUCTURES

Refers to the plans, processes, and policies that help embed race equity in a foundational and systematic way.

# The BB4C Assessment Process

The BB4C assessment process involves three main phases. These phases culminate in the development of a race equity Implementation Plan for the organization, which can be used to track the organization's progress towards building a more equitable workplace, and contribute to ongoing race equity efforts.



## Getting Ready

Assemble the team responsible for leading the organization through the assessment process.

## Phase 1

### Taking the Survey

Establish expectations, build enthusiasm, and administer the survey across the entire organization.

## Phase 2

### Sharing the Findings

Engage in meaningful review, reflection, and dialogue regarding the organization's custom report and findings.

## Phase 3

### Advancing to Next Steps

Assemble the team responsible for stewarding and implementing the organization's ongoing race equity strategies.

## Ongoing Implementation

Co-create a race equity Implementation Plan, take steps to implement, and develop a mechanism for regular feedback and evaluation.

# What You Get



## Survey & Report

Based on responses from an anonymous survey, organizations will receive a [custom report](#) which offers aggregated findings and recommendations. Larger organizations may be eligible for disaggregated findings by race and position.



## Dashboard

Participating organizations will have access to the BB4C Dashboard, which houses a robust library of digital materials, guidance on how to move through the assessment phases, and access to the BB4C Help Desk.



## Communications

The BB4C team will provide regular progress and participation updates unique to your organization, and offer helpful tips and reminders as you move through the assessment process.



## Technical Assistance

Building Movement Project staffs the BB4C Help Desk to respond to questions throughout the assessment process.



## BB4C Dashboard Login

Login with your password below to access digital materials, useful guidance, and the BB4C Help Desk.

To gain access to the BB4C Dashboard, please purchase the assessment.





# Q&A and Closeout

**Thank You!**

