

# Shifting Norms to Unpack and Undo Institutional Racism

*Jackie Jainga-Hyllseth, School's Out Washington,  
Jessica Werner, Youth Development Executives of King Co.  
November 2019*

# Shifting Norms to Unpack and Undo Institutional Racism

**Description:** It's easy to blame the embedding of structural racism in many of our institutions on the people that came before us, but we are often playing a role in keeping power structures in place. Come unpack Tema Okun's White Supremacy Culture characteristics, and how they are perpetuating systemic and institutional racism in ways that might be surprising. This will be an interactive, discussion based session that we hope will help us all be more intentional, relational and equity-focused in how we do our work as leaders and as an expanded learning sector.

# Welcome, Intros

**Jackie Jainga-Hyllseth**, Chief Program Quality Officer  
School's Out Washington

**SOWA Mission:** SOWA is dedicated to building community systems to support quality afterschool, youth development and summer programs for Washington's children and youth ages 5 through young adulthood.

**Our Commitment to Racial Equity:** Data on a variety of youth outcomes show us that racial disparities continue to exist. At SOWA, we are committed to addressing how these disparities impact young people in our communities. We believe that access to high-quality expanded learning opportunities is essential for closing the opportunity gap and challenging inequity.

# Welcome, Intros

**Jessica Werner**, Executive Director

Youth Development Executives of King County

**YDEKC Mission:** Our mission is to build and unify the youth development sector in King County.

**Racial Equity Belief Statement:** We are committed to building a society where race is not a predictor of one's success. We must address racism and racial inequities in our own organizations and institutions while also working for the policies, programs and systems in other sectors that will lead to optimum outcomes for all.

# Land Acknowledgement

App: Native Land

# Agenda

**Introductions, Warm Up/Mingle**

**Objectives, Assumptions, Agreements**

**Organizational Culture**

**Think, Pair, Share –  
White Supremacy Culture Characteristics**

**Creating New Norms**

**Wrap Up, Q&A**

# Mingle Activity

# Objectives

- ✓ Have a conversation about white supremacy norms that operate in our organizations and systems that keep power structures and institutional racism in place
- ✓ Explore how norms operate in the expanded learning field in our organizations and in us, as leaders
- ✓ Contribute to a collective conversation about shifting the norms to be more relational, inclusive and intentional
- ✓ Encourage cross-racial dialogue and opportunities to understand how the culture of many of our organizations may be harmful to us all, but especially for leaders of color

# Assumptions

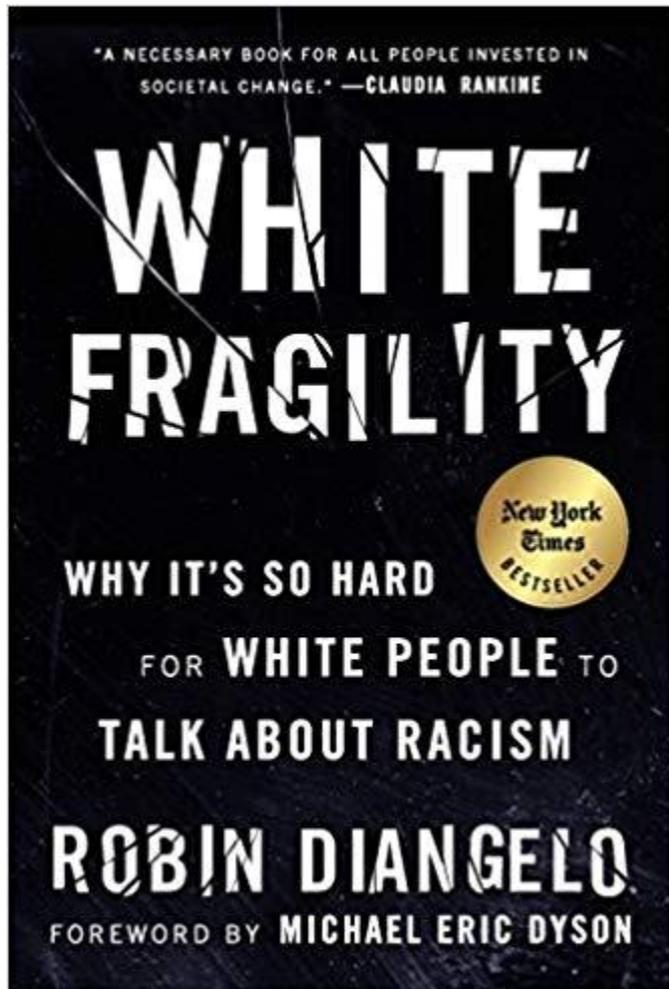
- We live in a society where race matters. We're all part of the picture.
- Our history is built on slavery, genocide and exclusion. The systems and institutions we have inherited are built on racist and discriminatory policies and practices.
- None of us asked for this. The structures of race and racism were set up in the past. But still, all of us are responsible for the present and the future.
- As we sit here talking about race and racism, racism is playing out. We need to have these conversations, but we also need to be taking action to end racism.
- Racism hurts everyone.

# Assumptions

- We live in a society where race matters. We're all part of the picture.
- Our history is built on slavery, genocide and exclusion. The systems and institutions we have inherited are built on racist and discriminatory policies and practices.
- None of us asked for this. The structures of race and racism were set up in the past. But still, all of us are responsible for the present and the future.
- As we sit here talking about race and racism, racism is playing out. We need to have these conversations, but we also need to be taking action to end racism.
- Racism hurts everyone.

# Color Brave Space Norms

See: [www.equitymattersnw.com/](http://www.equitymattersnw.com/)



**White Fragility is a state in which even a minimum amount of racial stress becomes intolerable, triggering a range of defensive moves. These moves include the outward display of emotions such as anger, fear, and guilt, and behaviors such as argumentation, silence, and leaving the stress-inducing situation.**

From Robin DiAngelo

# **What is your organizational culture?**

What are the norms, the ways of being, the unwritten expectations in your organization?

**“Culture is powerful precisely because it is so present and at the same time so very difficult to name or identify.”**

*From Tema Okun’s White Supremacy Culture Characteristics*

**“White Supremacy Culture characteristics are damaging because they are used as norms and standards without being proactively named or chosen by the group. They are damaging because they promote white supremacy thinking.”**

*From Tema Okun’s White Supremacy Culture Characteristics*

**“...They are damaging to both people of color and to white people. Organizations that are people of color led or a majority people of color can also demonstrate many damaging characteristics of white supremacy culture.”**

*From Tema Okun's White Supremacy Culture Characteristics*

# White supremacy culture characteristics

Progress is Bigger, More  
Right to comfort  
Perfectionism  
Sense of urgency  
Quantity over quality  
Objectivity  
Worship of the Written  
word

Power Hoarding  
Either/Or Thinking  
Fear of open conflict  
Individualism  
Only one right way  
Paternalism  
Defensiveness

# White supremacy culture characteristics

Progress is Bigger, More

**Right to comfort**

**Perfectionism**

Sense of urgency

**Quantity over quality**

Objectivity

Worship of the Written  
word

Power Hoarding

Either/Or Thinking

**Fear of open conflict**

**Individualism**

Only one right way

**Paternalism**

**Defensiveness**

## **THINK | PAIR**

**How do white supremacy culture characteristics show up in your space?**

## **New Tables:**

People of color sit with other  
people of color

White folks sit with white folks

# SHARE AT TABLES

**Antidotes: What are ways we can shift our culture, shift our norms and ways of being to dismantle the harmful ways in which we operate?**

# Antidotes example...

## Progress is Bigger, More

### antidotes:

- ✓ create Seventh Generation thinking by asking how the actions of the group now will affect people seven generations from now;
- ✓ make sure that any cost/benefit analysis includes all the costs, not just the financial ones, for example the cost in morale, the cost in credibility, the cost in the use of resources;
- ✓ include process goals in your planning, for example make sure that your goals speak to how you want to do your work, not just what you want to do;
- ✓ ask those you work with and for to evaluate your performance

**Antidotes share outs**

**Discuss how you experience  
these norms as a POC or white  
leader**

# **Closing reflection:**

**As a leader of color, I need  
white leaders to know**

---

**As a white leader, this is what  
I am working on, struggling  
with, wrestling with \_\_\_\_\_**

# Resources

## DRWORKSBOOK

HOME

ASSUMPTIONS

RACISM DEFINED

INTERNALIZATIONS

WHITE SUPREMACY CULTURE

HISTORY

MORE...

### DISMANTLING RACISM WORKS WEB WORKBOOK

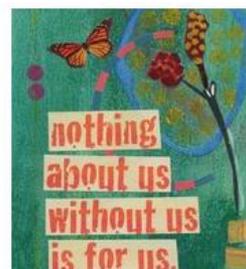
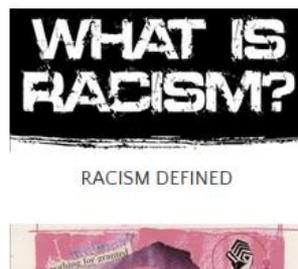
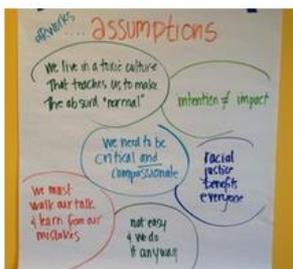
Dismantling Racism Works (dRworks) is no longer offering workshops and race equity consulting (see [About dRworks](#) page). We are pleased to offer our workbook. We hope you find the material here useful to you, your organization, and your community.

This web-based workbook was originally designed to support the Dismantling Racism Works 2-day basic workshop.

The workbook is now offered as a resource to the community.

If you would, please continue to credit dRworks if and when you use our material. Thank you.

This web-based workbook is resource dense, so for best results, use a computer to view and use it.



[www.dismantlingracism.org](http://www.dismantlingracism.org)

# Resources



## PUBLICATIONS

### Awake to Woke to Work: Building a Race Equity Culture

This publication is the culmination of the Equity in the Center's research, which illustrates in detail how organizations can move through the Race Equity Cycle by activating specific organizational levers. *Awake to Woke to Work: Building a Race Equity Culture* provides insights, tactics, and practices social sector organizations can and have used to measurably shift organizational culture, operationalize equity, and move from a dominant organizational culture to a Race Equity Culture.

Get Your Copy Here

<https://www.proinspire.org/resources/>

# Stay Connected

Jackie Jainga-Hyllseth, SOWA:  
[JHyllseth@schoolsoutwashington.org](mailto:JHyllseth@schoolsoutwashington.org)  
[www.schoolsoutwashington.org](http://www.schoolsoutwashington.org)

Jessica Werner, YDEKC:  
[jwerner@ydekc.org](mailto:jwerner@ydekc.org)  
[www.ydekc.org](http://www.ydekc.org)