



Creating a Door of Opportunity: An Employer's Role

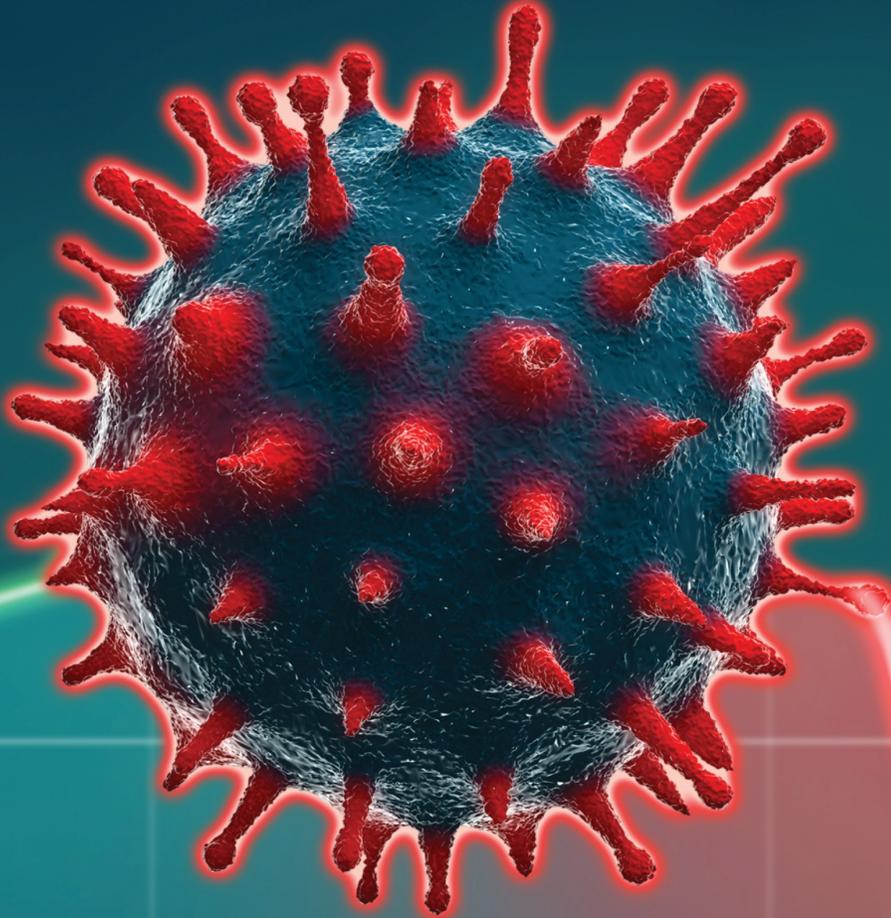
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How to Begin Talking About Race in the Workplace



Stephanie J. Creary, PhD

The Wharton School, University of Pennsylvania

June 24, 2020

PERSPECTIVES

A Framework for Leading Classroom Conversations About Race

by Stephanie Creary

June 15, 2020



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MANAGEMENT

How to Begin Talking About Race in the Workplace

WORLD ECONOMIC FORUM

To eradicate systemic racism, it is important for managers to empower employees and provide them with resources for having productive conversations about race.

Stephanie Creary
Assistant Professor of Management

RACE Framework: Leading Conversations About Race

R: Reduce anxiety by talking about race anyway.

- Managers and employees feel uncomfortable talking about race.
- They were taught to be “colorblind”
- They fear being called racist.

Managers can help employees feel less anxious and more efficacious about engaging in conversations related to race, equity, and inclusion. Discuss norms prior to engaging in difficult conversations about race.

RACE Framework: Leading Conversations About Race

A: Accept that anything related to race (including your race) is either going to be visible or invisible.

- What do we gain/lose when race is invisible?
- What do we gain/lose when race is hypervisible?

Managers can help employees find the space in between the extremes of invisibility and hypervisibility and normalize race as a dimension of diversity that is meaningful in the workplace. Share some positive and negative experiences around the visibility of your race at work.



RACE Framework: Leading Conversations About Race

C: Call on internal and external allies for help.

- Black managers and employees are often seen as experts on race and diversity in the workplace – sometimes they are, sometimes they are not.
- Everyone needs to learn to facilitate conversations about race – including white employees and managers.

Managers can cultivate an external network with a diverse set of internal (other managers) and external allies (professors, former colleagues, clients). Help employees to do the same.



RACE Framework: Leading Conversations About Race

E: Expect that you will need to provide some “answers,” practical tools, skill-based frameworks etc.

- Sometimes you can adapt something already out there (Intergroup dialogue)
- I create “how to” frameworks using words like LEAP (allyship)

Managers can adapt publicly available resources (for example, lessons learned about having difficult conversations from research on Intergroup Dialogue)

Closing

It is normal for managers to question whether they are doing “the right thing” when it comes to addressing issues of race and racism in the workplace.

Yet, to eradicate systemic racism, it is important for managers to empower employees and provide them with resources for having productive conversations about race.

Grounding these conversations in evidence and good intentions is better than not talking about race at all.

Thank You!



Dr. Tony Allen

President

Delaware State University



Delaware's
State University





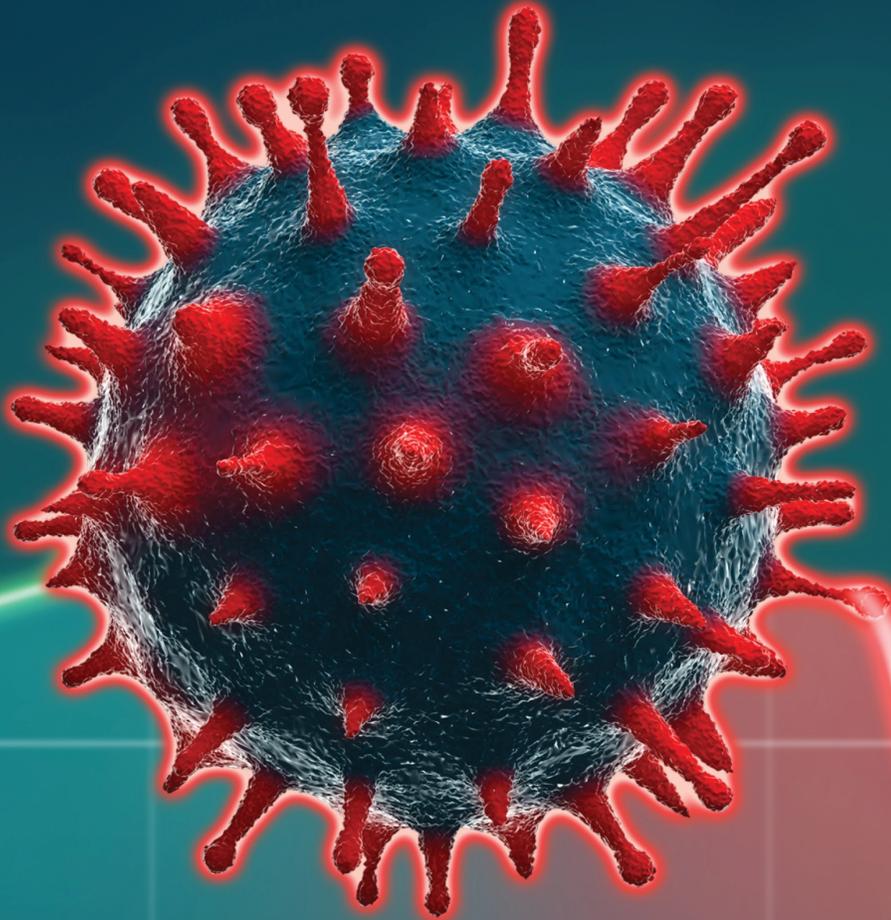
H O M E I S H E R E



SONS Video: <https://www.youtube.com/watch?v=jC2ncpGXv3Y>

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