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—JANE EGERTON-IDEHEN,

Head of Sales, Middle East and Africa at Facebook, and author of *FEARLESS*

THE BUSINESS OF



How to Create and Sustain
an Antiracist Workplace—And

**WHY IT'S ACTUALLY
GOOD FOR BUSINESS**

**MARGARET H. GREENBERG
GINA GREENLEE**

FOREWORD BY TOM RATH

Praise for *The Business of Race*

The issue of race is now a business imperative we can no longer neglect in this century. This book goes beyond making a case on why businesses must understand the economics of race. It equips us with ways organizations can evolve the diversity, equity, and inclusion programs we are used to. This is a book every business leader needs to read slowly and take time to reflect on every chapter.

JANE EGERTON-IDEHEN

Head of Sales, Middle East and Africa at Facebook, and author of *Fearless*

A practical workbook to help you have hard conversations about race—and drive real systemic change in your workplace.

ADAM GRANT

#1 *New York Times* bestselling author of *Think Again*,

Wharton professor, and host of the TED podcast *WorkLife*

This timely book brilliantly unpacks complex concepts such as structural racism and color blindness. Rich with stories and historical perspectives, the authors show how understanding key constructs will transform “do nothing policies” into courageous DEI conversations and practices that promote health and wealth for individuals, corporations, and society at large.

HELEN RIESS, MD

Associate Professor of Psychiatry, Harvard Medical School,

CEO at Empathetics, Inc., and author of *The Empathy Effect*

The authors’ approach of weaving together history, real-life examples, and tangible frameworks make the sometimes-difficult concepts of DEI accessible and engaging. As a DEI practitioner with over 12 years in the field, I knew the events of 2020 would necessitate change in the work—the stories and tools in *The Business of Race* can be practically applied in the workplace and to personal continuous learning journeys.

MARVIN MENDOZA

Global Head of DEI at PPG Industries Inc.

Margaret Greenberg and Gina Greenlee are right: Now is the time to talk honestly about race in the workplace. This book is just what is needed to help address the hard issues of systemic racism in real and practical ways. Study this book well, make it required reading for everyone in your organization. Your business—and you—will be better for it.

THE MOST REV. MICHAEL B. CURRY
Presiding Bishop of The Episcopal Church
and author of *Love Is the Way*

The keen analysis and practical solutions Greenberg and Greenlee offer in this remarkable book move the conversation about race in the workplace beyond platitudes and promises and toward genuine understanding and action. *The Business of Race* is timely, urgent, and essential.

DANIEL H. PINK
#1 *New York Times* bestselling author of
When, Drive, and To Sell Is Human

Greenberg and Greenlee provide a clean, reader-friendly, theory-based, nonjudgmental, and results-oriented approach to the prickly topic of race in the workplace. With great case examples, anecdotes, frameworks, tools, and reflection questions, *The Business of Race* is designed to be in the hands of every business leader, manager, DEI professional, and anyone interested in creating an antiracist work environment. It addresses how to align racial identity with work identity. Chapters can be used for leadership briefings, lunch and learns, business resource groups, race dialogue sessions, and workplace anti-racist skill training. A must-read book during this time of racial reckoning that supports organizations to be less vulnerable in their brand reputations, strengthen their talent acquisition and retention practices, and increase their capacity for innovation and growth.

DEBORAH L. PLUMMER, PhD
Diversity and Inclusion Thought Leader and author,
Handbook of Diversity Management and Advancing Inclusion

We're all struggling with not only how to constructively talk about race in the workplace but what to do about it. *The Business of Race* guides you through creating a racially equitable workplace. It should be required reading for all business leaders, no matter their level in an organization.

DAN SCHAWBEL

New York Times bestselling author of *Back to Human*

Rarely does a book emerge that is so timely, germane and vital to the current conversation around race in the United States. Authors Greenberg and Greenlee, with keen insight and provocation (and humble authenticity about their personal journeys on race), take us through step by step the application of “race work.” Underpinned by powerful and practical examples and tips, the authors push us to confront and rethink race at work. *The Business of Race* is a manual for learning and action. It is for current and future DEI practitioners and champions, as well as those who seek to better understand our race challenges, and who truly want to drive change.

TINA KAO MYLON

Chief Talent and Diversity Officer, Schneider Electric
and 2021's Top 100 HR Tech Influencers

I am a white guy; a big corporation successful white guy. Like many people, I don't get it. I don't fully understand this thing called racism. I underestimate it. I under-sympathize. I despise that it exists without even knowing the depth of it. . . . So what is different here? . . . What is different here is this is not about help; it's about fundamental change. It's about creating change. It's about driving change. It's about owning the outcome. It's about recognizing and then not tolerating racism. In any form, however subtle or disguised. This book is about the compelling case for antiracism as a positive business “strategy” on many levels from diversifying experiences to broader marketing, to better and deeper talent. . . . This book clearly makes the case for businesses taking a stance against racism because it is logical and good business. Read the book, broaden your perspective. My eyes are definitely more open. And my engine is running.

KEVIN McCARTHY

Retired CEO at Unum US

I am in awe when I think about the approach to global change the authors are proposing and how it must be executed in a sustainable and consistent way. Key to making impactful progress is identifying a place to adopt an approach that is process-driven with a measured methodology and an understanding of how to use it. Picking the workplace is like “duh,” what a natural setting to add an inflection point in the race journey.

ROBERT L. ANDRIS
VP/GM Value Chain SaaS Solutions

As a minority leader at a higher education institution, I’m absolutely thrilled about the timely publication of *The Business of Race* and would like to applaud the two authors’ boldness in discussing the intricacy and sensitivity around race and racism. The book cites useful data and examples that provide an excellent basis for teaching and research. I plan to use the book to guide myself in my decision-making and to follow the roadmaps and methods described in the book. I will also encourage my faculty to consider adopting the book to help enrich their classroom discussions and to use it as a reference for their research projects.

DR. AMY Z. ZENG
Dean and Professor, Sawyer Business School, Suffolk University Boston

This is not just a book about race in the workplace. This is the essential, indispensable guide to improving the workplace through diversity, equity, and inclusion. It makes a compelling case that diversity is in a business’s own best self-interest, and not just about selfless altruism. It treats the issue holistically, from historical, legal, business, and personal perspectives. And it lays out actions, for us as individuals and as workplace actors, that are necessary to create an antiracist workplace. It’s not an easy journey: four hundred years of history cannot be brushed aside overnight. But it’s a journey we all must undertake. Greenberg and Greenlee show us how.

PAUL C. CLEMENTS, PHD
Vice President of Customer Success at BigLever Software

Greenberg and Greenlee have given us insightful work presented in *The Business of Race*. The book provides a scope for what is necessary before one embarks upon the work in diversity, equity, and inclusion with an opportunity to reflect on the nuggets gained in each chapter. It gives us ways to approach race and racism in the workplace and how to champion there for a more diverse, equitable and inclusive environment.

BRENDA (NEAL) PINKNEY, EdD
Director of Diversity and Inclusion at State College of Florida

Diversity, equity, and inclusion are important, intertwined, and complex issues. Addressing them effectively requires forethought, planning, and commitment. *The Business of Race* draws on research and corporate experiences to help leaders become confident agents of positive change. The journey will not be easy, but the effects on organizational culture will be well worth the investment.

MARTIN S. ROTH
President, University of Charleston

The Business of Race is essential reading for all employees in all US workplaces. It educates and inspires us to see workplaces as critical sites for the changes essential to achieving the vision of an antiracist society. This book compels us toward a deeper understanding of race work as necessary and doable by equipping readers with resources, guides, stories and examples. And calls on us to expand our imagination toward what is possible for—as individuals and collectives—to create and sustain an antiracist workplace.

JANE E. DUTTON
University of Michigan Distinguished Professor Emerita
and coauthor of *Awakening Compassion at Work*

The Business of Race is a comprehensive road map that seamlessly connects the dots of profitable business and antiracist culture, walking the reader through how to accomplish it. It speaks to the internal work that must be done as a leader and the critical decisions that need to be made from a business perspective. After reading the first few pages, I set myself up with a notebook and highlighter to accompany

my daily reading and will undoubtedly come back to several saved reference points again and again. Particularly the policy portion and the historical foundations make this a critical read for today's organizational leaders. As DEI professionals we must be continuous learners with an inherently open mind. I recommend this book for the rejuvenation of your mind frame and perspective around DEI.

CARMELLA GLOVER

President at Diversity Action Alliance

Symbols are important. The curated statements and actions employed by businesses around the world in response to the mass movements demanding social change have indeed been powerful. And yet, symbols are most effective when they reflect sincere policy and cultural changes in institutions. *The Business of Race* will help companies and their leaders do just that. If you are serious about doing more than just posting the right phrases on social media or making a few new hires, and if you truly want your workplace to be not just diverse, but a space of equity, inclusion, and justice—then this is the book for you.

THE REV. CHARLES LATTIMORE HOWARD, PhD

Vice President for Social Equity & Community and University Chaplain,
University of Pennsylvania

THE BUSINESS OF RACE

How to Create and Sustain
an Antiracist Workplace—And

**WHY IT'S ACTUALLY
GOOD FOR BUSINESS**

**MARGARET H. GREENBERG
GINA GREENLEE**



New York Chicago San Francisco Athens London Madrid
Mexico City Milan New Delhi Singapore Sydney Toronto

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FOREWORD

A benefit of being in my line of work is that hundreds of authors, new and established, send me prepublication copies of their books to review. Those who know me well send drafts early on in the process, as they know I am a tough and candid critic. The more I read, the more repetition I see. So when I see something novel, it commands my attention.

When I read an early draft of *The Business of Race*, it grabbed my attention as one of those rare books that is both new and practical. The book is also timely and important. The ideas and activities in these pages are what the business world needs—now.

Race is an emotionally charged and polarizing topic. For decades we've been told not to talk about race, especially at work. Every year I meet with leaders, managers, and employees who want to have these conversations, but they don't know how. *The Business of Race* is truly a remarkable and practical guide for employees, managers, and senior leaders alike.

Coauthored by two women, one White, one Black, Margaret Greenberg and Gina Greenlee model what they describe in the book through their own collaboration. Through interviews with dozens of leaders, they describe the often messy but necessary work businesses must undertake if they are going to remain competitive. The authors are not traditional diversity experts, and that is precisely why their ideas are fresh. With deep backgrounds in business, coaching, and OD (organizational development), they get us to explore what's needed at the individual, team, and organizational levels to reimagine a workplace that mirrors the customers we serve.

I first read a draft of *The Business of Race* while on a family vacation. I found myself rereading several passages because Greenberg and Greenlee kept making me stop and think. Really think.

In the Introduction the authors suggest this book be read one chapter or part at a time and then put down to reflect on what you learned. I couldn't do it, as I was drawn into the stories and driven to share what I was learning. And I can't wait to share this book with business leaders I know.

This is a topic we all need to address, now. It is a conversation we all need to have, today. In the pages that follow, you will begin your own inner journey. Through that discovery you'll learn how to engage with colleagues, customers, team members, and your organization to make substantive changes in your workplace. Your friends and family will benefit from your discovery, too.

TOM RATH

Speaker, researcher, and #1 *New York Times* bestselling author
of *StrengthsFinder 2.0*, *How Full Is Your Bucket?*, *Eat Move Sleep*,
and most recently, *Life's Great Question*



CHAPTER 10

HIRING MADE VISIBLE

Individual Decisions, Institutional Changes

We have to stop believing it when people say “Black women or women of color can’t be aggressive in the workplace.” That’s a dog whistle for us to be quiet. What we are is passionate. We have to be done with being quiet and start defining what it means to show up and take up space in a meeting, on a project, and in an organization. We have to be bold. We have to be courageous. We have to stand and make a clearing for us to create, whether it’s within an organization or we decide to move out and start our own business.

KAREN SENTEIO
Black American, Executive Coach¹

On the southwest side of Boston lies Roxbury, one of the twenty-three official neighborhoods in the city. It is predominantly Black. The year was 1988. Gang members. A stray bullet. A murder. An all-too-familiar story in US cities. Only this time the stray bullet killed 12-year-old Darlene Tiffany Moore. One eyewitness placed 23-year-old Shawn Drumgold, a Black man, at the scene of the crime but was unable to identify his photo out of a lineup. At trial, however, the witness identified him after images of Drumgold's face spread throughout the media. A jury convicted him of first-degree murder and sentenced him to life in prison.²

After 14 years behind bars, Drumgold was released, not for good behavior, but wrongful conviction. His exoneration followed the discovery that police failed to share key pieces of investigative information with the defense. This included compensating a witness in exchange for his testimony, and having identified a viable suspect after Drumgold's arrest.

In the previous chapter you learned about how unconscious bias plays out in the recruiting process. Now imagine the job search hurdles facing a Black man who was wrongly accused of murder.

Jim Ansara, who at the time was CEO of Shawmut Design and Construction, saw Drumgold's case on the news. Ansara reached out to Drumgold and said, "If you want to work, you can come work here." And he did.³

Manuel Meza, whom you met in Chapter 5, leads a 200-person global markets organization for one of the biggest banks in Mexico City. Meza also believes in giving people a chance. Similar to some companies in the United States that tend to favor Ivy League graduates, Meza explained the bank favors knowledge workers hired from private universities. When checking the company statistics, Meza noted that "only 20 percent of our hires came from public universities, and they are hard workers."⁴ That percentage was "not acceptable," Meza told us, and he set out to deliberately hire people from previously untapped backgrounds and universities. "I wanted more diversity on the team and to provide opportunities to people who don't typically have access."

In addition to attending public universities, many of the new hires also come from social environments where they've been underexposed to different worldviews. So Meza lobbied for a six-month internship at headquarters in Europe, to expose them to new experiences and expand their networks.

Upgrading business skills and social and cultural exposure are core facets of many leadership development programs in companies around the world. Rather than provide this exposure to people who already have access to it, Meza made the invisible visible—the bias toward new hires from private universities and whose life experiences were typically associated with private education—and hired outside the box.

We wondered, if hiring people from public universities wasn't a parent-company initiative, what motivated Meza? "Why not stick to the way things were always done?" we asked.

"Now we're getting more philosophical and personal," he responded. "My dad comes from the north of Mexico, on the Pacific coast, in a town called Mazatlán. He is the oldest of nine brothers and sisters, and they come from, well, let's say they were not wealthy. When my dad turned 18, he moved to Mexico City to study architecture on a scholarship, and specialized in maintenance. He became a successful career professional who made his way up the social ladder." Meza's father was at one time in charge of Mexico City's entire subway infrastructure.

"Some of my uncles who stayed in Mazatlán drove a cab. Now there is nothing wrong with driving a cab," Meza said. "But I saw how people can progress and change status and be better than their parents. I saw that my dad did it—to study on a scholarship and work, work, work. Because of that he was able to give my brother, sisters, and me better opportunities. That is something I've always had in

Racial identity, which is part of our lived experience, matters in the workplace. It shapes nearly every interaction, conversation, and business decision whether or not we are aware of it, whether or not it's visible.

mind. That is what has moved me ever since I've had the chance to hire people, starting 10 years ago."

Our lived experiences don't remain at home when we go to work. They infuse our being. As you read in Chapter 5, racial identity, which is part of our lived experience, matters in the workplace. It shapes nearly every interaction, conversation, and business decision whether or not we are aware of it, whether or not it's visible. It certainly shapes decisions such as the one Jim Ansara made to hire Shawn Drumgold, and Manual Meza's decision to hire graduates from public universities and provide them with professional development opportunities.

In Chapter 9, you learned how to broaden your network to find racially diverse talent. In this chapter you've thus far read about an atypical hiring decision (by a CEO) that affected a single employee. And you've read how lived experience inspired a single manager to recruit outside the norm and lobby his employer to establish a unique internship.

Now let's examine how you can *institutionalize* racially equitable hiring practices. Experiment with the six practices depicted below (see Figure 10.1). The first (1), *The Voice* method shows how to screen résumés to minimize bias. The next five are about making the invisible visible: (2) assemble diverse interview panels, (3) ask value-based questions, (4) solicit additional input from frontline employees, (5) keep your diversity values and goals top of mind when making your final hiring decision, and (6) "get loud" if you need to. The first practice: screening résumés.

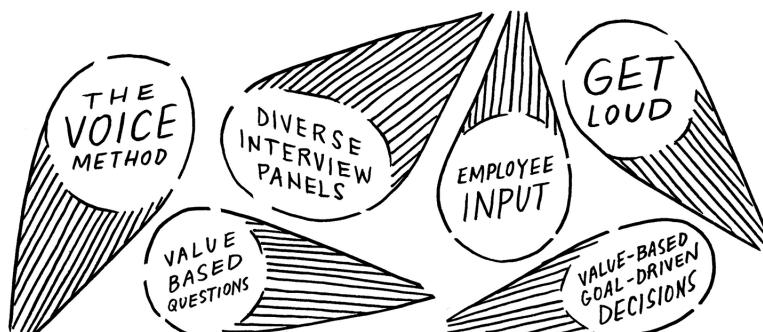


FIGURE 10.1 Six strategies to make hiring racially equitable.
(Illustration by Lucy Engelman.)

1. USE THE VOICE METHOD

Have you ever seen the talent show *The Voice*? On *The Voice*, aspiring singers audition for judges whose chairs face away from the stage. This permits the judges to evaluate the artists solely on talent, not appearance and the myriad biases that stem from the lightning-fast box-checking that humans do when first meeting someone new. So what does this show have to do with hiring? *The Voice* method makes what is visible on a résumé invisible to interviewers and hiring managers.

It works like this. If you are an internal or external recruiter, remove names, gender, college name, and other identifiers from résumés before turning them over to the hiring manager to begin the interviewing process. Recruiters call this “blind recruiting.” The purpose is to minimize biases by focusing hiring managers and teams on evaluating candidates’ skills and work experience.

2. ASSEMBLE DIVERSE INTERVIEW PANELS

In the last chapter, we focused on ways to broaden your candidate pool to create a racially diverse slate of interviewees. You want to be sure your interview *panels*, the people who are interviewing candidates, are diverse, too. Panel members can include the staff who will be reporting to whoever is hired, peers, and other strategic partners. If you don’t yet have racially diverse employees, tap into external networks to serve on your panel. Review the last chapter for where to find them. Building relationships with racially diverse professionals outside of your organization to serve on your interview panels can lead to unimagined opportunities for all parties. If you are not a hiring manager, volunteer to be a part of the interview process.

3. ASK VALUE-BASED QUESTIONS

“Without using the word ‘different,’ what’s your definition of diversity?”⁵ That’s the question Fractured Atlas asks when interviewing candidates. Fractured Atlas is an organization that provides fund-raising tools, educational resources, and personalized IT support to help individual artists and arts organizations.⁶

The company’s ongoing work is ensuring that all employees and artists in their membership reflect the diversity of the arts community and society as a whole. Every Fractured Atlas job description includes its antiracist and anti-oppression values statement. By the time applicants get to an interview, they should be prepared to have a conversation about diversity, equity, and inclusion. “Antiracism is not just a policy, it’s a set of principles against which we measure every aspect of our work,” says Lauren Ruffin, Fractured Atlas’s co-chief executive and external relations officer. Specifically, the organization has found that asking the question “Without using the word ‘different,’ what’s your definition of diversity?” can be an effective way to gauge whether a job candidate is willing to commit to the collaborative effort of creating and sustaining an antiracist workplace.

Ruffin, who is Black, and Fractured Atlas co-CEO Tim Cynova, who is White, are trying to discern whether the candidate has researched the company’s values. If the candidate, for example, pushes back to say they’re asking the wrong question about diversity, this could be a sign of aligned values. For example, instead of *defining* diversity, the candidate may wish to discuss *how* diversity has or has not operated in his or her previous work environments. Vague responses filled with alphabet soup or no grasp of diversity as a concept does not outright disqualify the candidate at Fractured Atlas. The candidate might still show promise as an employee based on training, education, and experience specific to the desired position. There is no plug-and-play response to that question.

Rather, a strong-skilled candidate with limited understanding of diversity might still advance to second-round interviews at Fractured Atlas. In these conversations, hiring managers will ask

how the candidate has promoted diversity and inclusion at previous workplaces. If the candidate is unable to share actions they've taken to interrupt systems of oppression, Cynova says it's usually a sign that there is a values misalignment between the candidate and the organization. "When an employer starts talking about racism and oppression in the workplace," Cynova says, the employer has "changed the unwritten employer-employee contract. People will say, 'I signed up to work for an innovative arts organization, and now they're requiring meetings to talk about racism.'"⁷ This could cause job seekers not to apply. Also, current employees may feel like they're being asked to take on values in the workplace that they don't personally believe in.

The risk, Cynova says, is that you'll lose employees, donors, customers, and board members who are not aligned with your clearly stated workplace antiracist values. But you will lose those who are aligned if you don't. Be clear. Stand strong. Attrition will happen no matter what. Attrition incurred from clearly articulated values will benefit your business.

Similarly, keeping résumés colorful, rather than Whitening them as you read about in the previous chapter, is one way job seekers can evaluate if an employer's values are aligned with their own. Some students interviewed for DeCelles's résumé Whitening study were staunchly opposed to it. They intentionally retained racial references as a way of potentially identifying employers who might not welcome people of color.

For 30 years now, Living Cities, which you are now well acquainted with, has had the mission to improve low-income communities and the lives of people who live there. However, it has only been in the last decade that the organization has purposefully added racial equity to its competency framework. "We forced ourselves to really describe and articulate the competencies needed to do racial equity work. Now we search, recruit, and interview candidates based upon those competencies," says CEO Ben Hecht.⁸ And one of these competencies is "an understanding of the role of history and its impact on the work we do." Living Cities has always asked job seekers

to share what they know about the company's mission to see if they have done their homework. Now they also ask a specific question about why the organization's work is so important.

"Their knowledge of racial inequity in the United States doesn't have to be deep," says Hecht. "However, the candidate needs to display a clear willingness to learn concepts and history." This is a concrete expression of educating ourselves, introduced in Chapters 4 and 5. Self-education demonstrates commitment to doing our own inner work.

Hiring mistakes can cost a company more than six times the job's salary after calculating eclipsed expenditure of onboarding and training. That's why involving team members and business partners in the hiring process has become commonplace. Regardless of which side of the desk you are on—interviewer or interviewee—a more racially equitable interviewing process requires that we become better skilled at asking questions.

4. SOLICIT EMPLOYEE INPUT

Also, we need to dig deeper. Take your interview process a step further and solicit input from the employees the candidates interacted with during the hiring process: the employee who arranged the interview schedule and the one who greeted the candidates upon their arrival. If travel was required, seek input from the employee who met the candi-

What once was a "policing exercise after the fact," says CFRA's Heather Thomas-

Mcclellan, "is now a values exercise conducted at the moment of decision."

dates at the airport or train station. Why? To find out how the candidates treated them. Of course, candidates will present their best selves during interviews with the hiring manager

and other formal interviewers, but it is when no one is looking that it matters most. How candidates engage with people of different racial and gender identities, and levels within the organization, can tell you a lot about their values and how they will lead.

5. MAKE VALUE-BASED AND GOAL-DRIVEN DECISIONS

When making the final hiring decision, keep your diversity goals and values top of mind. What once was a “policing exercise and done after the fact,” says CFRA’s Heather Thomas-McClellan, “is now a values exercise conducted at the moment of decision. Instead of asking ourselves ‘Will we be compliant at the end of the year?’, we’re asking, ‘Does this decision align with our diversity and inclusion values?’”⁹

6. GET LOUD

Blind recruiting. Racially diverse interview panels. Input from employees beyond the direct hiring parties. Asking value-based questions, and making value-based hiring decisions. You may face some challenges institutionalizing these racial diversity hiring practices. If so, you may need to take a stand and “get loud.”

Martinez of EVERFI says, “I’ve personally been very loud about making sure we’re taking an equitable approach when hiring and filling vacant positions. We started by letting everyone know that this is an institutional-wide priority.”¹⁰ “Everyone” meant fostering a better connection between EVERFI’s senior vice president of DEI, the HR leadership, and the hiring managers to be sure they were all aligned. Next came training—on how to screen résumés to remove bias; about universities and other institutions that were recruitment feeds; on deeper questions to ask during the interview; and about the interview process itself to ensure multiple points of view. Martinez says, for EVERFI, “that’s been step one in our journey.”

Being “loud,” as Martinez advises, can look like this: You’re about to make a hiring decision for a _____ [insert any job, from frontline staff to C-suite executive]. After much vetting and multiple interviews, you’ve narrowed the candidate pool to two strong finalists. One is a Black female, and one is a White male. You and your interview panel believe that both candidates are equally qualified. Either

one could be successful in this role at your company. To whom do you offer the job?

Let's first look at the composition of the existing team that the new hire, no matter who it is, would be joining. Is the team racially and gender diverse, or is it more homogeneous? Is this an opportunity to bring more diversity to your team? Have specific and measurable goals been set to increase the number of racially diverse employees at your company?

From our coaching experience and interviews we conducted, we know many hiring managers wrestle with decisions like these. If they offer the job to the Black woman, they worry that others will think their decision was a "diversity hire" and automatically assume that she is less qualified. If they offer the job to the White man, they worry that others will think they are perpetuating the "status quo."

What's required is putting a stake in the ground. If your company doesn't have racial diversity goals or clearly articulated values, people positioned to make hiring decisions can still create a more racially diverse and inclusive workplace. For example, say you are a coffee shop supervisor. You need to hire another barista. You recognize the business benefits of having a racially diverse workforce. Be willing to stand firm in your choice of hiring a person of color and clearly articulate it. When we can explain our decisions with candor, regardless of how popular or unpopular they may be, that's authentic leadership. And if you are not a hiring manager, you can still influence the hiring process, but only if you're willing to speak up. It's easier to sit on the sidelines and critique the lack of racial diversity than it is to "get loud." However, as we've said before, we can't solve what we don't talk about. The next time there's an open position on your team, be sure to remind your manager that he or she has an opportunity to bring more racial diversity to the organization, and offer to help source candidates.

The six companies we've featured in this chapter—Shawmut Design and Construction, a global bank in Mexico City, Fractured Atlas, Living Cities, CFRA, and EVERFI—all perform their work in an office environment. What does the hiring process look like in

other work environments? Many job seekers often begin their search online. Some also go door-to-door to ask if the company is hiring. They'll have résumés in hand, or request an application to fill out. While the candidate is able to walk in the door, what happens next rests on the hiring manager who has the decision-making power.

When Canada-based journalist Andray Domise, who is Black, wrote about the 2018 arrests of two Black men at a Philadelphia Starbucks, he also shared a personal hiring story.¹¹ In his early twenties he worked at a cell phone shop in a local mall. One afternoon, while he and his manager worked on a sales report, a young Black man dressed in slacks and a “too-large blazer” came into the store and asked if they were hiring. “We were,” recalls Domise. The manager was interviewing on average two people a day in the food court. “But as my White manager looked up at the young Black man in front of him, his eyes lingered for a moment on the man’s cornrows before saying, ‘Not now, but I’ll take your résumé.’”

The young man handed over a résumé from the stack he carried, and thanked the manager. As the applicant turned his back to leave, Domise’s manager removed a pen from his shirt pocket and marked the numbers “110” in the corner of the résumé. “When

I later asked what ‘110’ meant, my manager drew a diagonal line between the two ones, changing the

three-digit code to the word ‘NO.’ Nothing more needed to be said between us.” The company they worked for took pride in its “commitment to diversity,” painstakingly outlined in the employment contract both Domise and his manager had signed, and heavily implied in its television and print marketing. “But despite all of that, I’d just watched my White manager profile a Black youth out of a job.”

It’s tempting to point to a single person—the manager in this story—as the villain. If it weren’t for him, that young man might have had a chance. Or point to Domise: What do you mean “Nothing more needed to be said between us?” Why didn’t he speak up? It’s too

It's too easy to scapegoat an individual. In doing so, we let the institution and its practices off the hook and nothing changes.

easy to scapegoat an individual. In doing so, we let the institution and its practices off the hook and nothing changes. This story is not about the manager. Rather, it highlights the need to examine a *system*, one that hired and retains a manager in a position of power to racially profile prospective employees unchecked.

WHEN YOU'RE A COMPANY OF ONE

Say you are an independent consultant, a microenterprise with one employee—you. You might be thinking “creating a diverse workforce doesn’t apply to me.” But it does. As a small business owner, you wear many hats and perform myriad tasks yourself. However, you probably outsource some of your auxiliary functions. For example, how racially diverse is your accountant or financial advisor? Your IT support or web designer? Your digital marketing professional?

THE FINE POINTS

Businesses have made some progress since the Jim Crow era of 1877 to 1964¹² when Black, Brown, and people of color were by law denied jobs in the United States. Today, newspaper ads no longer read “Blacks Need Not Apply.” And violence is not openly exacted against BIPOC job seekers. However, the US workplace has shifted from conscious forms of racism to unconscious biases on the part of individuals who craft the policies and practices within the institutions they uphold. Ensure your hiring practices don’t inadvertently limit your candidate pool. Reimagine them to create and sustain a racially diverse and equitable workplace:

- Train the people who are screening résumés for conscious inclusion to eradicate decision-making based on a quick skim of a résumé or group stereotypes.
- Consider removing information about race, age, gender, and other demographic identifiers from résumés before sending them to interviewers and hiring managers.
- Include one or more questions about diversity, history of race/racism, and company values.
- Use objective data collected during the interview process, and be sure to review your diversity goals and values before making a hiring decision.
- No matter your position, speak up when you notice unfair hiring practices. And if need be, *get loud* to ensure hiring a racially diverse workforce remains a priority for your business.
- Don’t make hiring decisions in a vacuum. Involve members of the team they will join if hired, and other department employees who will work with them. Also, be sure to include feedback from employees of all hierarchical levels whom candidates interact with at each stage of the process.

REFLECTION

- What are you or your company already doing effectively in your hiring process?
 - Given your role, what's one actionable step you can take to create a more inclusive hiring process and guard against conscious or unconscious biases?
 - Who is someone you want to give a chance to? Someone in whose life you could make a truly positive difference—by hiring them?
 - If you are seeking a new job yourself, what question(s) will you ask to uncover if the hiring manager and company share your values?
 - If you are an independent consultant or other small business owner, what can you do to hire racially diverse suppliers?
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