

# EMBEDDING DEI IN DIGITAL PROGRAM DELIVERY

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A Framework from the Bridgespan Leadership Accelerator  
September 2023

# Agenda and goals for today

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- **Welcome and Introduction**  
Meet each other!
- **Accelerator overview**  
Understand our context
- **Introduction to our Racial Equity in Operations Framework**  
Understand our approach to racial equity and reflect on where you could apply it
- **Q&A**  
Ask us questions!



The Bridgespan Group is a global nonprofit organization that collaborates with mission-driven leaders, organizations, and philanthropists, to make the world more equitable and just.

# Leadership Accelerator programs are practical and anchored on decisions that senior teams will make progress on together

The Leadership Accelerator programs are online, self-paced programs that focus on key strategy and management challenges facing nonprofit leaders.



## Achieving Strategic Clarity

- Draft an **Intended Impact and Theory of Change** naming WHAT the organization will achieve for WHOM and HOW; **anchor this alignment in your equity goals and priorities**
- Craft a **learning plan** to address open questions and refine drafts
- Determine **near-term implications** for organization priorities and decisions



## Investing in Future Leaders

- **Agree on the skills needed** to achieve your strategy, **centering equity and inclusion** in these definitions
- Identify priority development areas and **draft development plans** for direct reports
- Prepare to **cascade this process** to the broader organization



## Strengthening the Executive Team

- Create a **shared vision for the topics that your team must address**
- Develop a framework to **make decisions and monitor performance**
- **Identify the types of meetings** that will drive the work, and build tools to guide these meetings
- Align on the **behaviors that create a strong team dynamic**



## Creating an Adaptive Plan

- Agree on your **12-24 month impact goals**, and how you'll make progress on your equity goals
- Identify the most critical **priorities** to focus on and associated **risks/opportunities**
- Develop a near-term **action plan** that includes focused experimentation and alternative options

# Each program combines individual work, team discussion, and Bridgespan coaching to facilitate decision-making

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## AS A TEAM

Leaders come together to discuss and align on key topics and decisions during the Team Summit



## AS INDIVIDUALS

Leaders prepare to engage by reflecting on and applying key concepts in targeted pre-work



## A PROJECT LEAD

In each team, a Lead keeps the team on track using facilitation guides, step-by-step checklists and tools



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## A BRIDGESPAN COACH

And a Bridgespan support team is there to offer guidance along the way through Office Hours, 1:1 Coaching Calls, Project Lead Workshops, and a Help Desk

# We know that BIPOC leaders face unique challenges in the nonprofit sector

- Across the social sector, **Leaders of Color (LOC) disproportionately experience barriers to capital.** BIPOC-led organizations often have fewer resources to devote to fundraising, experience more bias around organizational readiness, and have less access to funding networks<sup>1,2,3</sup>
- LOC often experience **interpersonal and systemic bias that not only devalues their leadership but also is dehumanizing.** They often feel held to a higher level of scrutiny than their white peers and repeatedly asked to “prove themselves” in ways that their white peers are not asked to<sup>5</sup>
- POC in the nonprofit sector, particularly women of color, **express emotional toll of navigating their work as the “one of few.”** They often operate in predominantly white spaces where they are constantly having to challenge racism while also being overlooked and unheard.<sup>4</sup> This feeling of being the “only” creates a sense of isolation that makes leaders feel like they cannot ask for help<sup>5</sup>
- Nonprofit leaders, especially leaders of color, are operating under **extreme burnout and trauma**<sup>5</sup>
- Many leaders of color **have a deep need and desire to be in community with each other;** community spaces and opportunities for peer mentorship are seen as critical to their personal and professional resiliency<sup>5</sup>

# The Accelerator considers a variety of components related to racial equity in its program operations

## WHO

Partners

Team

Client

## WHAT

Content

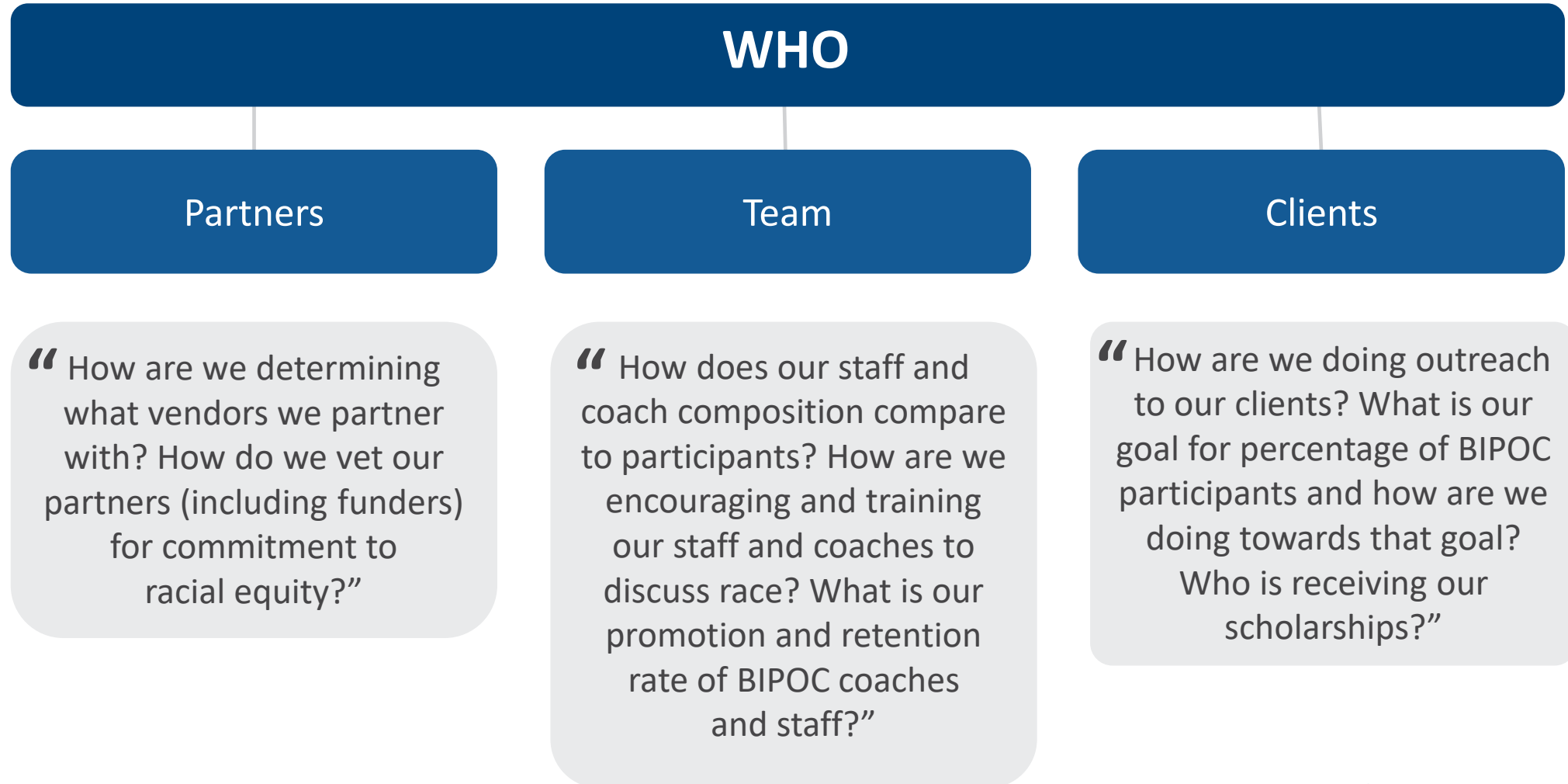
## HOW

Engagement

## WHY

Impact

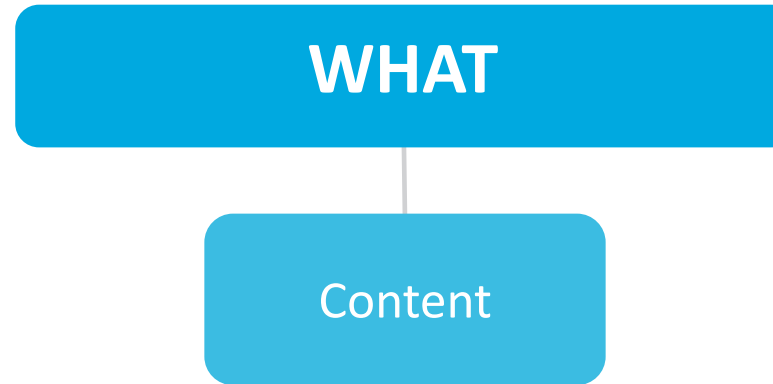
Measurement





# What

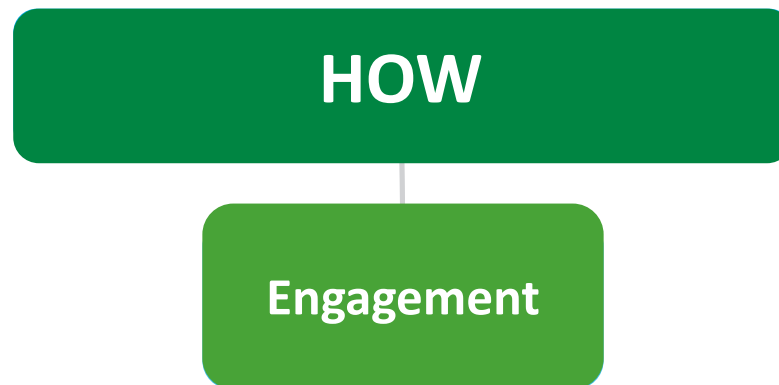
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- How can we be more explicit about our commitment to racial equity in each program and our expectations of where clients should be focusing on racial equity throughout?
  - Are we highlighting examples of organizations who centered racial equity?
  - Where are we assuming a white audience in our content and how can we get change that by authentically engaging BIPOC leaders?

# How

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**Community and sense of belonging:** How are we supporting and investing in BIPOC project leads and CEOs? Where are we providing opportunities for connection?

**Communication:** How are we affirming BIPOC participants in our verbal and written communications?

**Events:** Can all participants fully participate in our virtual events? Do we have a diverse group of speakers that reflect our attendees?

# Why

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- How do our outcomes for BIPOC participants compare to white participants?
  - Do BIPOC leaders feel invested in and supported as they move through our program?
  - How are we learning about what supports are most helpful for BIPOC participants and how are we acting on that learning?

# Let's discuss!

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## WHO

What do you currently focus on related to advancing DEI with your teams, clients, and partners? What questions could you be asking to integrate DEI more fully?

## WHAT

How do you currently focus on advancing DEI in the content of your program/project? How can you be more explicit about your focus on DEI? What are you assuming about your audience? What biases may exist in your content based on who created it?

## HOW

How do you currently focus on advancing DEI in how you interact with your clients/audience? How can you be more intentional about the experience of underrepresented groups?

## WHY

How do you currently focus on DEI in your impact measurement (or however you measure “success”)? What are you learning about different groups of participants and how are you acting on that learning? Are you disaggregating data based on racial identity?

**Partner:** what questions come to mind for you? What blind spots might your partner have?



**The Bridgespan Group**

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