



New England (HHS Region 1)

**MHTTC**

Mental Health Technology Transfer Center Network

Funded by Substance Abuse and Mental Health Services Administration

# New England Mental Health Technology Transfer Center (New England MHTTC)

SAMHSA #1H79SM081775-01

Yale Program for Recovery and Community Health  
in partnership with  
C4 Innovations, Harvard University Department of Psychiatry,  
and the Center for Educational Improvement

Research

**Racial Equity and  
Advancing Cultural  
Humility for  
Organizational Change**

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**Diversity Talk**

# Housekeeping Information



Participant microphones will be muted at entry – you will be able to unmute during the discussion portion of our webinar.



Closed captioning is available for this event. Click on the closed captioning (CC) icon at the bottom of your Zoom screen to select a transcription option.



This session is being recorded and it will be available on the MHTTC website within 24 hours of the close of this presentation.



Information about Certificates of Completion will be sent in a follow-up e-mail.



If you have questions during the webinar, please use the chat or use the “raise hand” feature during discussion to have your microphone unmuted.



If you have questions after this session, please e-mail: [newengland@mhttcnetwork.org](mailto:newengland@mhttcnetwork.org).

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At the time of this release, Dr Miriam Delphin-Rittmon served as Assistant Secretary for Mental Health and Substance Use at SAMHSA. The opinions expressed herein are the views of the speakers, and do not reflect the official position of the Department of Health and Human Services (DHHS), or SAMHSA. No official support or endorsement of DHHS, SAMHSA, for the opinions described in this presentation is intended or should be inferred. This work is supported by grant #1H79SM081775 from the DHHS, SAMHSA.

The MHTTC Network uses affirming, respectful and recovery-oriented language in all activities. That language is:

STRENGTHS-BASED  
AND HOPEFUL

INCLUSIVE AND  
ACCEPTING OF  
DIVERSE CULTURES,  
GENDERS,  
PERSPECTIVES,  
AND EXPERIENCES

HEALING-CENTERED AND  
TRAUMA-RESPONSIVE

INVITING TO INDIVIDUALS  
PARTICIPATING IN THEIR  
OWN JOURNEYS

PERSON-FIRST AND  
FREE OF LABELS

NON-JUDGMENTAL AND  
AVOIDING ASSUMPTIONS

RESPECTFUL, CLEAR  
AND UNDERSTANDABLE

CONSISTENT WITH  
OUR ACTIONS,  
POLICIES, AND PRODUCTS

# Diversity Talk

## An Opportunity to Extend Our Conversation

To support engagement, our Diversity Talks are value-added opportunities for small group conversations and team building efforts around ways to develop action plans for your agency/organization to ensure racial equity and advance cultural humility in your work.





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# Diversity Talk: The Role of Transformational Leadership in Creating a Culture of Change

Featured Speakers from C4 Innovations:  
Ashley Stewart, PhD, MSW and Livia Davis, MSW





# POLL QUESTION

Did you attend our webinar  
*“The Role of Transformational  
Leadership in Creating a  
Culture of Change?”*

Yes

No





# Equity Convos: Best-Practices

- **Expect lack of closure | it's a journey**

- Ask for clarification
- Embrace discomfort

- **This work is not for others; it is for us**

- Honor all experience and expertise equally. Both come in many forms
- Safe and brave space

- **Revisiting welcome**

- Affirm and give credit
- Revoke "expert" positioning
- Listen to understand, even if we disagree
- Be accountable for the impact of our words/actions
- Be gentle with yourself and others

- **"We can not challenge what we can not acknowledge."**

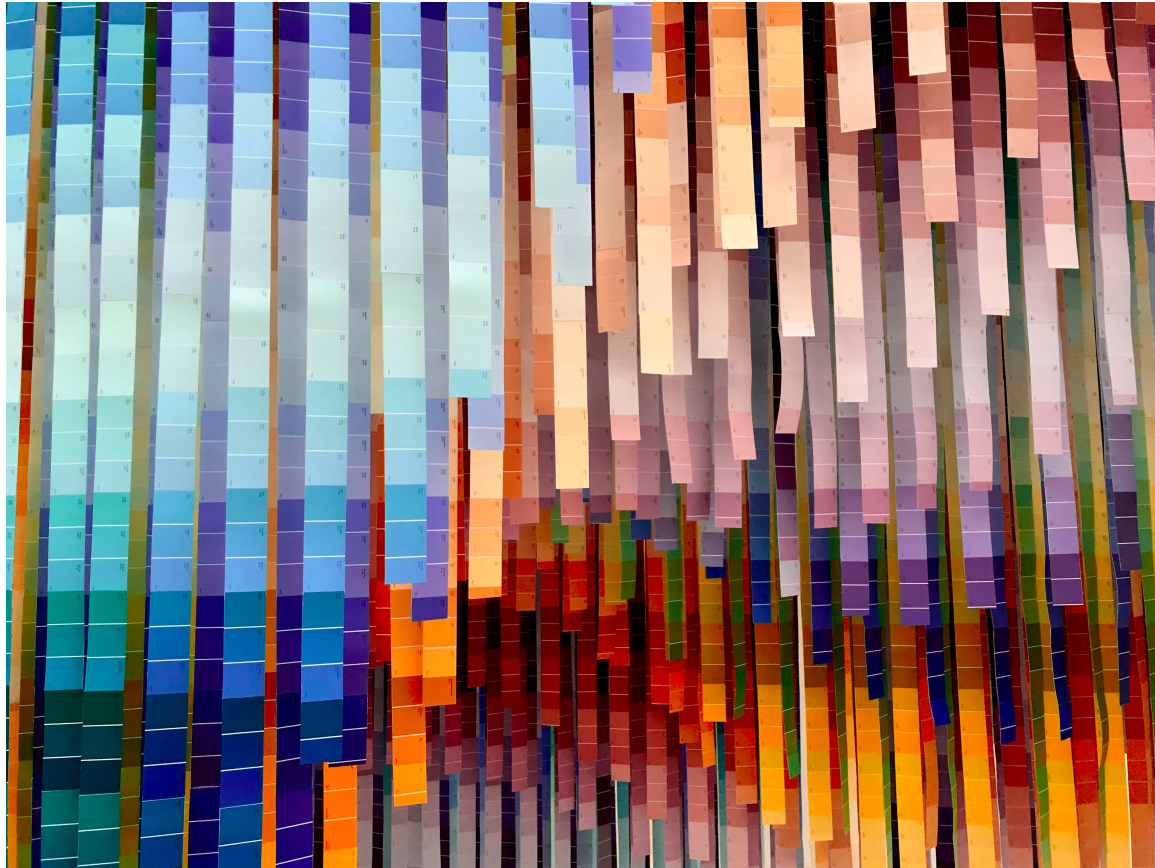
- Give yourself grace

# Equity First Framing



# Equity: Culture Shift

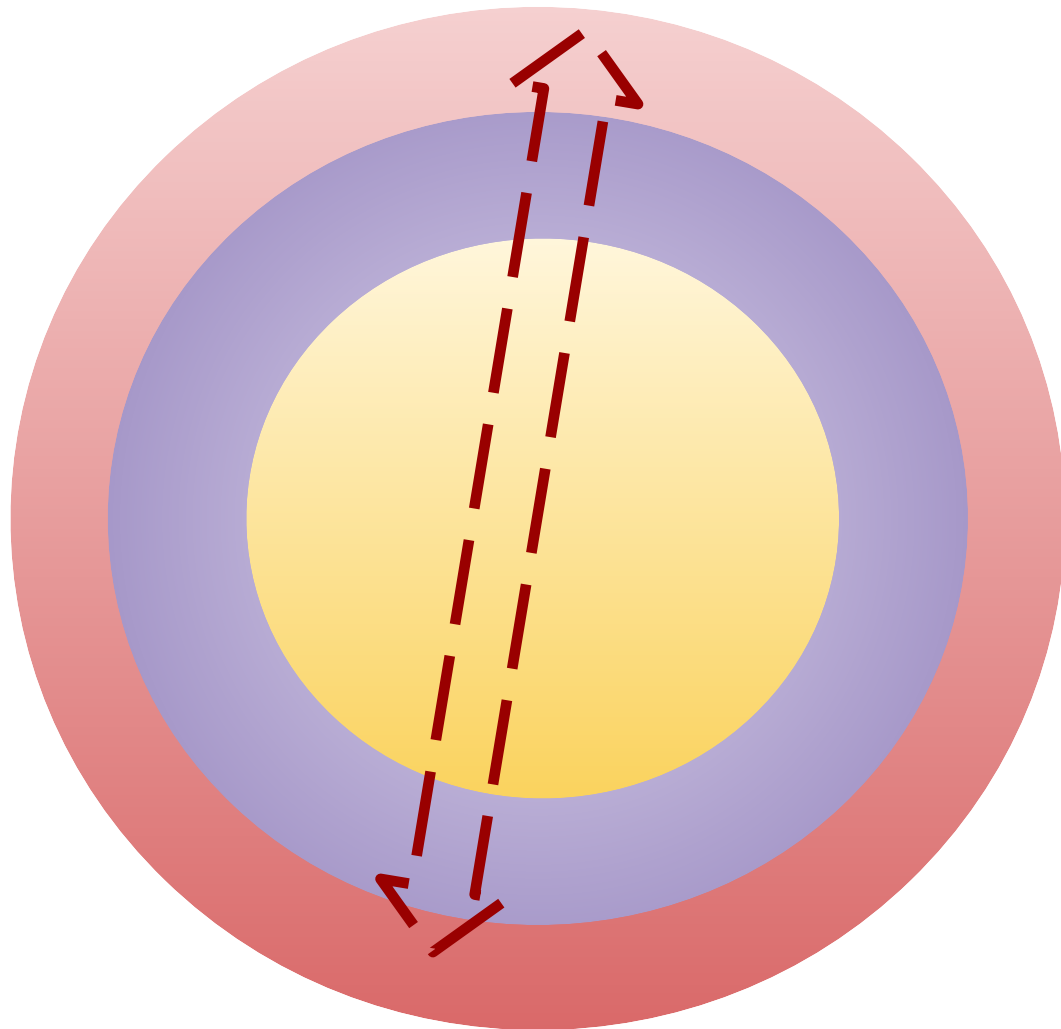
## Avoiding Equity Pitfalls



Slide created by Ashley Stewart, C4 Innovations

Doing Equity	Treating equity as series of tools, strategies, and compliance tasks versus a whole-person, whole-system change process linked to culture, identity, and healing.
Siloing Equity	Locating equity work in a separate and siloed policy, team, or body.
The Equity Warrior	Nesting equity with a single champion and holder of the vision.
Spray and Pray Equity	Engaging "equity experts" to drop in for a training with no ongoing plan for learning or capacity building.
Navel-Gazing Equity	Keeping the equity work at the level of self-reflection and failing to penetrate the instructional core and school systems and structures (such as instructional planning, student tracking).
Structural Equity	Redesigning systems and structures (such as master schedule) without investing in the deeper personal, interpersonal, and cultural shifts.
Blanket Equity	Investing in a program or curriculum, rather than building the capacity of your people to address equity challenges as complex and ongoing places of inquiry.
Tokenizing Equity	Asking leaders of color to hold, drive, and symbolically represent equity without providing support and resources, nor engaging the entire staff in the work.
Superficial Equity	Failing to take time to build equity-centered knowledge and fluency, leading to behavioral shifts without understanding deeper meaning or historical context.
Boomerang Equity	Investing time and resources to understand your equity challenges, but reverting back to recycled, status quo solutions.

# Observing Our Zones of Engagement



## Panic Zone:

The panic zone is the area where folks feel overwhelmed and uncomfortable, possibly avoiding. This zone plays a role in equity work.

## Stretch Zone:

The stretch zone is marked by engagement. A learning, growing and nervous excitement.

## Comfort Zone:

The comfort zone is familiar, easy, and may not be at all motivating toward change.

# Thought Prompts

- What is your stretch goal?
- Which areas do you want to grow in your equity practice?
- What needs to change culturally for there to be movement toward equity.

# Anxious Symptoms Engaging in Equity Conversations

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Facial expression

Eye contact

Tone

Physical distance

Fear

Minimizing

Comedy

Shutting down

Worry

Intellectualization

Disbelief

Guilt

Silence

Politeness

Disgust\* (self and toward others/inward and outward)



# Thought Prompts

- What is your cue?
- How do you activate from experiencing your cue to authentic action?
- What is an example from the past that you can assess to enhance your response pattern?

# What Does It Take to Transform?

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## Kotter's Eight Steps to Transformation

- Create a sense of urgency
- Build a guiding coalition
- Form a strategic vision and initiatives
- Enlist others
- Enable action by removing barriers
- Generate short-term wins
- Sustain acceleration
- Institutionalize change

(Kotter International, 2016)





# Necessary Ingredients for Successful Change

**SKILLS + INCENTIVES + RESOURCES + ACTION PLAN = CONFUSION**

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**VISION + INCENTIVES + RESOURCES + ACTION PLAN = ANXIETY**

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**VISION + SKILLS + RESOURCES + ACTION PLAN = GRADUAL CHANGE**

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**VISION + SKILLS + INCENTIVES + ACTION PLAN = FRUSTRATION**

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**VISION + SKILLS + INCENTIVES + RESOURCES = FALSE STARTS**

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**VISION + SKILLS + INCENTIVES + RESOURCES + ACTION PLAN = CHANGE**

# Thought Prompts

- Which ingredients do you/your organization not have yet?
- Which ingredients are you/your organization emerging in?
- Which ingredients are you/your organization flourishing in?

# Steps Toward Culture Shift



## Assessing Resistance to Change

Being mindful of where resistance is, and be strategic about addressing it.

## Equity is Integrated

Equity is not an additive. Change fatigue is real, and a high demand environment. Observe stagnancy in equity initiatives to ensure the work keeps going. It is everyone's lane.

## Be Mindful of Self

Committing to being yourself is not only good for yourself, it also creates a ripple effect welcoming others to express themselves.

## Engage

- Active listening to understand leader's presenting concerns
- Gain appreciation for each member's "why"
- Community agreements for each TA event (meeting norms), and equity best-practices
- Meeting schedule, **vision** and agenda setting.

## Assess

- Foundational training on racial equity concepts, terms, history and temporary manifestations
- Strengths-based evaluation of readiness
- Assess the strengths and areas of growth (conduct racial equity assessment, and gauge level of engagement)
- Identify the starting point to develop a trajectory to meet the needs of the leaders individually and collectively.
- Identify level of comfort and skills to talk about equity-related issues, and **skills** of the group

## Collaborate

- Based on first two phases, finalize TA **action plan**
- Continue to reinforce and apply community agreements and emerging skills to talk about equity-related issues
- Identify collective action
- Evaluate where strategic urgency can be implemented
- Discuss plans to sustain learning after TA ends, and sustained resource allocation.

## Implement

- Review and discuss change strategies best fit for the leaders collectively
- Identify and agree to collective action
- Review plans to sustain racial equity efforts after TA is completed
- Continuously review progress, success, and strategy to motivate and **incentivize** the work ahead
- Finalize discussion of transformation committee and member roles
- Clear, concise, direct language to address oppression

## Evaluate

- Support leaders to identify racial equity measures
- Evaluate equity pitfalls to ensure a plan for accountability
- Review commitment to all forms of **resource** allocation
- Assessing change fatigue and having a plan to address potential barriers
- Continue to evolve as the nature of awareness evolves. Remember this is an entire culture shift

# Thought Prompts

- How can you address power differential during change initiatives?
- What steps can you take in preparation for responding to change-fatigue?

A whiteboard is shown in a meeting room. It has a yellow sticky note with handwritten text, a tray of markers (red, black, blue, green), and a small wooden board with colored pins. The background is slightly blurred, showing a computer monitor and a desk.

# Question & Answer Session

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*When speaking, please remember  
to use strengths-based language  
and to eliminate background  
noise.*



***Q1: Dec 2021 – February 2022***

**December 2021**

The State of BIPOC Mental Health in  
New England

**January 26, 2022**

The Impact of Implicit Bias on BIPOC  
Populations  
[View Our Archive](#)

**February 23, 2022**

Engaging in Crucial  
Equity Conversations



***Q2: March 2022 – May 2022***

**March 23, 2022**

Understanding Organizational Implicit  
Bias and its Impact on BIPOC  
Populations

**April 28, 2022**

The Role of Transformational  
Leadership in Creating a Culture of  
Change

**May 26, 2022**

Using Data for Equity



***Q3: June 2022 – August 2022***

**June 22, 2022**

Integrating Diversity, Equity, and  
Inclusion into Everyday Operations

**July 27, 2022**

The Importance of BIPOC Mental  
Health Professionals

**August 17, 2022**

Engaging Allies: Nurturing  
Relationships for Lasting Change

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Our REACH sessions include interactive videos and tools designed to promote discussion around the importance of diversity, equity, and inclusion.

**[REVIEW OUR PLAYLIST.](#)**

*Thank  
you*

**Contact us at:**

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**[ingrid.padgett@yale.edu](mailto:ingrid.padgett@yale.edu)**



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