



Diversity, Inclusion, & Equity in Community Foundations

Journey Map Exercise Of The LBE Experience

We started this internal change effort with two participatory mapping exercises to help community foundation leaders begin to see how their foundation's diversity, inclusion, and equity practices were shaped by their organizational history, the racial and ethnic dynamics of the communities the foundation serves, and the current social, economic, and political context in which their change work would have to take root. The Organizational Journey Maps and the Diversity E-Scan & SWOT Analyses each community foundation developed almost two years ago served as an anecdotal baseline to help each team gain a collective sense, of where their foundation had been on matters related to diversity, inclusion, and equity and what opportunities and challenges were portended by current and future demographic changes in their communities.

Now, as each team prepares to move their internal change work forward beyond the LBE Network experience, we return to the Journey Map Exercise—to help each team develop an appreciative narrative of how their leadership was instrumental in moving this internal change effort forward to date; to reflect on personal and organizational lessons learned; and to consider opportunities and challenges that are yet to be addressed.



Overview & Directions

In this activity your team will have the opportunity to:

- ◆ Collectively draw an Organizational Journey Map (40-60Minutes)
 - ◆ Consider and discuss lesson learned and strategic issues yet to be addressed (30-40 Minutes)
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“Caminante no hay camino...el camino se hace al andar”...

“Sojourner there is no map...we make the road by walking...”

Antonio Machado

Directions for Drawing Journey Map

Working together as a team, think about your Leading By Example efforts over the last 2 years. Then, work collectively to draw a Journey Map that traces: (1) your team's evolution as a leadership force for change around diversity, inclusion, and equity in your foundation; (2) the activities and accomplishments that most reflect the impact your leadership has had thus far on the foundation's internal practices and culture; and (3) how your efforts were affected by (and how they impacted) related diversity and equity dynamics in the community since the inception of your work. If you like, you can begin your Journey Map with a bulleted summary of the key issues and dynamics that were the impetus for your decision to undertake this internal change effort; and you might also want to use the far right side of the Journey Map to sketch out a picture of how you envision this effort being strengthened and sustained in the near and long-term future.

Major Team Milestones and Accomplishments: Along this part of the timeline note the steps taken and milestones reached that you consider to be most important in your team's efforts (e.g., completing your data collection or internal assessment of strengths and weakness, coming together as a team, development of strategy and/or game plan for this effort, building a broader leadership team to take on this work, carrying out a series of staff and board training sessions, organizing a series of internal dialogues, etc.).

Impact of Team's Leadership Efforts on the Foundation's Diversity, Inclusion, and Equity: Along this part of the timeline, note any shifts in organizational culture and practice around matters relating to inclusion, diversity, or equity that have started to occur as result of the activities and milestones you detailed above (e.g., a greater sense of openness or efficacy among staff and trustees in discussing diversity, inclusion, and equity issues; changes in grant making guidelines or priorities; adoption of an organizational vision/values statement to guide future planning and development; inclusion of diversity and equity objectives in annual project plans, leadership; and resources committed by the trustees for this work, etc.)

Relationship to (and Impact on) Related Community Dynamics: Along this part of the timeline, note the related external diversity and equity issues and dynamics in your community that have coincided with your internal change efforts (e.g., a racialized police-community conflict, a public school policy debate with racial or ethnic implications, local or state budget cuts that have disproportionately impacted certain communities, etc.). Pay special attention to those issues and dynamics that relate most closely to your foundation's mission and objectives; and if possible, try to determine whether your foundation's response to these dynamics has shifted in any way as a result of your internal change efforts

Suggested Questions for Discussion:

What can you now say about your team's efforts to develop into a cohesive leadership force capable of enlisting and engaging your peers in this work? What patterns developed? Has your leadership team expanded, remained the same, or dwindled throughout? Did each of you feel a deeper sense of clarity and consensus about your change strategies and your respective roles in this work? Did levels of trust and support deepen as your efforts progressed? What were the biggest challenges that emerged and how did your team work to reach consensus on a response? What would you do differently if you could start over?

What can you say about the impact your leadership efforts have had thus far? Have your efforts fallen primarily into the category of lists of things to do? Or have you also observed shifts (even tentative) in the internal organizational culture of your foundation? Are others in your foundation's leadership—staff, senior managers, trustees—now using a diversity, inclusion, or equity lens or principles to shape their daily activities? Has the way your foundation responds to related community dynamics changed in any way?

Based on review of this process and the outcomes realized, what can you now say about progress your team has made in this effort? Has your progress been uneven or cyclical? Have there been many starts and stops? Or has there been steady progress? What is your current energy level right now? Do you have the "wind in your sails" needed to reach your immediate and long-term objectives? What would strengthen and sustain you right now?