DIA RESOURCE GUIDE

Articles & more:

Recruitment and Performance Reviews

- Jessica’s interview rubric template
- 7 Practical Ways to Reduce Bias in Your Hiring Process
- A Diversity Hiring Platform’s CEO Shares 4 Tactics for Building More Diverse Teams
- How to copy our great hiring process, step by step
- How to Hire: A Primer
- Hiring a reWork resource
- Common Hiring Practices That Are Terrible For Diversity – And What To Do Instead
- Why Your Single Minority Candidate Has Statistically No Chance Of Being Hired
- How to take bias out of interviewing
- The Impact of Unconscious Bias on Race in Recruitment
- Our hiring practices are inequitable and need to change | Nonprofit AF
- Having uncomfortable conversations in the workplace
- Hiring in the age of ageism
- Hiring discrimination hasn’t declined for African Americans in 25 years
- Reduce Bias in Hiring
- Biases in references
- Sample Interview Questions:
  - DEI Interview Questions
  - 40 Interview Questions

What is inclusion? How to foster an inclusive culture.

- To Retain Employees, Focus on Inclusion — Not Just Diversity
- Why Striving For Inclusion Is More Necessary Than Diversity
- Why inclusive leaders are good for an organization and how to become one
- The six signature traits of inclusive leadership
- Companies are working towards diversity in leadership but inclusion is a long way off
- A Step-by-Step Guide to Cultivating Diversity and Inclusion Part 1: 50+ Ideas
- An Incomplete Guide to Inclusive Language for Startups and Tech

Giving effective feedback and performance reviews

- Having uncomfortable conversations in the workplace
- Building a Feedback-Rich Culture
- Safety, Trust, Intimacy
- How to give feedback people will actually use
- How Do You Give and Receive Effective Feedback?
- The push against performance reviews
- Performance reviews are dead
- Unconscious bias and performance review
Having effective difficult conversations (particularly around race)

- Cut Through the Defensiveness: 6 Suggestions for Conversations about Privilege
- Research Says There Are Ways to Reduce Racial Bias. Calling People Racist Isn’t One of Them
- Speaking Up: Responding to Everyday Bigotry
- SURJ Thanksgiving Toolkit: Bringing Justice Home
- Active Listening
- Calling In: A Quick Guide on When and How
- Conversation Suggestions
- Resources from Constructive White Conversations

Reports

- Awake to Woke to Work: Building a Race Equity Culture
- The Voice of Nonprofit Talent: Perceptions of Diversity in the Workplace

DEI Statement Resources

- NTEN’s statement and a Blog about NTEN’s process to write that statement
- Fractured Atlas
- Copper Beech Institute
- Earth Justice DEI statement and action plans
- DEI statement worksheet from Avarna

DEI Impacts

- Diverse teams feel uncomfortable and that’s why they perform better
- CEOs with diverse networks create higher firm value
- The Trouble With Homogeneous Teams
- Mincing words: diversity and inclusion
- Treating Workers Fairly at Rent the Runway

Implicit Bias

- How microaggressions can wreck your business
- Racial Bias, Even When We Have Good Intentions
- Implicit Bias Podcast: Radio Replay: The Mind Of The Village
- Overcoming Implicit Bias and Racial Anxiety
- How algorithms are targeting implicit bias

Introverts at Work

- How to Be Good at Managing Both Introverts and Extroverts
- Creating Introvert-Friendly Workplaces: How to Unleash Everyone’s Talent and Performance
- Managing Introverts
6 Key Ways to Maximize Your Introverted Employees' Strengths
How introvert bosses can manage extroverts without stressing out
An Introvert’s Guide to Surviving on the Job

Encouraging healthy conflict:
The unintended consequences of a too-nice work culture
Is a “Culture of Nice” Detrimental to an Organization?
Is Your Culture Too Nice?
The 3 Tells Your Workplace is “Too Nice”
The Dark Side of Niceness
Dreaming Accountability
The Four Parts of Accountability
What isn’t Transformative Justice

We Have to Talk: A Step-By-Step Checklist for Difficult Conversations

DEI Groups and Affinity Groups
- How To Start An Employee Resource Group At Your Organization
- Understanding Employee Resource Groups: A guide for Organizations.
- White Anti-Racist Culture Building Toolkit

Assorted
- Getting called out, how to apologize
- Making your events more inclusive
- Diversity (language) Style Guide
- Pay Equity Resources

Prompts for team discussion:
- In terms of being equitable, how would we describe our current recruitment and hiring process?
- What changes need to be made internally to ensure we are better prepared to recruit diverse candidates?
- What changes need to be made internally to ensure we retain diverse candidates?
- What supports do we offer newly underrepresented hires? (Mentoring, professional development funds, etc).
- Who in our organization needs to be brought into these conversations to ensure that whatever efforts we take to overhaul recruitment and reviews is sustained?
- How do we reliably reveal the true range in performance so that we can invest differentially in our people helping them each to thrive?
- For every decision made in the performance management process, whether it involves giving ratings, providing feedback, or having a career development conversation, it is essential that you ask:
  - What kind of biases have I experienced myself? How has that affected me?
  - What part of my own agenda is being served by this decision?
Does this employee or their situation remind me of someone else? Is that association applicable to this situation?

Are there differences in work style or approach between me and the person I am evaluating? If so, are they wrong, or just different? Might they yield the same results? Can these differences influence my rating of the employee?

What do I imagine are this employee’s career development aspirations? Is this what I imagine, or what he or she has told me? What strategies and tactics can I put in place to engage fully and consciously put my filters aside?

- Does the way in which our organization presents to the world (external facing media/copy/ads) represent our commitment to diversity, inclusion and equity?
- Do our marketing and PR folks have an analysis around race and racism? If not, how can we help them to develop one.
- In what ways would prioritizing race equity improve our organization’s culture for everyone?