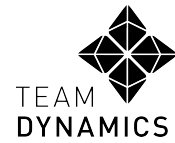


Hiring Revolution / RESOURCE

A Guide to Disrupt Racism + Sexism



Role / Goal / Soul →

Given the persistent, pervasive, and insidious nature of preferences for whiteness and masculinity in each and every element of each hiring process, it is not enough to state, “We are committed to disrupting racism and sexism in this next hiring process.” **You’ve got to name and claim explicitly what success will entail and feel like throughout the entire process.** When you evaluate your process, what will make you say, “*We are proud to have stayed true to our values by disrupting those preferences in each and every part of the process*”?

Now that you have a clear vision of the real role and what a candidate really needs to be able to fill it, imagine that the person you’ve made an offer to has said yes. **What will everyone think and feel about how you Named, Noticed, and Navigated preferences for whiteness and masculinity during the process?**

I will think and feel . . .

We will think and feel . . .

Candidates will think and feel . . .

At Team Dynamics we use a rhyme to help us think about how we’ll successfully adapt in order to achieve the success we’re seeking: Role, Goal, Soul.

WHAT IS MY ROLE? WHAT IS MY GOAL? HOW DO I GET THERE WITHOUT LOSING MY SOUL?

ROLE → *To what do I feel responsible? Given my identities and position related to this hire, what do I need to pay attention to? What is expected of me?*

GOAL → *What will success feel like in this process? What will have happened or not happened in each part of the hiring process?*

SOUL → *What values will guide my thinking and behavior?*

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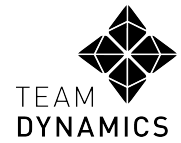
Here is Alfonso's example from when we were searching for our Vice President of Growth and Infrastructure:

| | |
|--------------------|--|
| <p>ROLE</p> | <ul style="list-style-type: none"> • I am currently overseeing finance and operations and will be picking the person who will take on these responsibilities. • I am a cisgender man who learned management and leadership from men. • As a Person of Color, it is uncommon for me to be in this sort of role in my industry. • This position will round out our management from four people to five. The four currently are: a gay white woman, a queer Black woman, a straight Puerto Rican woman, and me. |
| <p>GOAL</p> | <ul style="list-style-type: none"> • Remain aware of LGBTQ and woman being the dominant cultural patterns of our management team. • Openly discuss race and gender and link them to operations with candidates. • Catch my old patterns of leaning toward white women or gay men candidates and ask if those patterns meet the needs of this search. |
| <p>SOUL</p> | <ul style="list-style-type: none"> • Connection—I am grounded in our management team relationships and our company purpose and have the capacity to begin new relationships with new kinds of people. • Possibility—I am hopeful and optimistic and have a deep belief in things being new and that transformation is possible. |

Making time to check in with your **ROLE / GOAL / SOUL** for each hire is some advanced self-awareness work. We promise you – it's worth it! If you are truly committed to noticing your own biases and to doing the deep work necessary to disentangle the preferences for whiteness and masculinity that have been flooded into us through cultural programming, practice **ROLE / GOAL / SOUL** as one additional way to slow down and align your behavior and thinking with your most deeply held values. Use the blank grid on the following page when it's time for you to embark on your next hire:

You:

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The role you're hiring for:

What kinds of bodies have had that job before (at your company/in the industry):

What kinds of bodies haven't been as common in that job before:

*What you know to be true about your rooms in your Embodied Identity House:
(race, ethnicity, sexuality, gender, ability, age, class, language, religion/faith,
immigration)*

| | |
|-------------|--|
| ROLE | |
| GOAL | |
| SOUL | |