

Indivisible Recruitment Guide

RECRUITING FOR YOUR INDIVISIBLE GROUP

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Welcome to Indivisible's new recruitment guide! Now with even more tips for building your local group! Indivisibles know that recruitment is a key component of building local power, and with the general election right around the corner, it is more important than ever to recruit and mobilize new activists.



It is not always easy to meet and identify new potential activists, or reactivate your existing list. It's hard, intentional work (like anything that matters). The goal of this guide is to provide Indivisibles with new ideas and the tools you need to build a stronger and bigger membership! You can do this.

What's in this guide

Recruitment in the Time of Coronavirus >

We are living in extraordinary times so we are starting with a short guide for recruiting while social distancing.

Building a Recruitment Plan >

Every successful recruitment push starts with a plan.

Having an Effective Recruitment Conversation >

The number one reason new activists get involved with local groups is because someone asked them. Dig deep on how to make effective asks.

Building Inclusive Groups >

Learn effective ways to build a welcoming and supportive group across lines of difference.

Recruitment Plan Worksheet >

Put your plan building skills to action!

Scripts Worksheet >

Really, what is an Indivisible guide without a call script?

Glossary of Racial Equity Terms >

Develop a learning mindset for leading your group.

Discussion Guide - White Supremacy in Organizations >

Facilitate an effective discussion about your group's culture and building a truly inclusive group.

How to use this guide.

In this guide, we primarily talk about recruiting for a specific event but these strategies can be applied to any type of recruitment.

STEP 1: TAKE A FULL LOOK AT THE GUIDE TO GET ACQUAINTED WITH THE BASIC CONCEPTS.

Note that it is organized in a way that starts with the fundamentals and then progresses to more advanced concepts. The worksheets at the end will help you implement the ideas.

STEP 2: GO OVER THESE MATERIALS WITH YOUR CORE GROUP MEMBERS.

It is so important that you are all aligned on how you're going to proceed.

STEP 3: COMPLETE THE WORKSHEET AND MAKE A PLAN WITH YOUR RECRUITMENT LEADS.

Then work the plan.

STEP 4: START RECRUITING! MAKE SURE YOU FOLLOW EACH STEP OF YOUR PLAN.

Being systematic and intentional about your implementation will make you more likely to hit your goals.

STEP 5: KEEP RECRUITING!

Remember the organizer's mantra: Always be recruiting. Once you've had your event or activated new members, ask for them to help recruit even more folks. We need every single activist involved and invested to win in November.

Recruitment in the Time of Coronavirus

The coronavirus pandemic has upended life as we know it. With stay-at-home orders and social distancing regulations, we cannot rely on in-person meetings, social events or exciting actions to recruit new members. Yet, it's more important than ever that we continue to build strong, healthy groups to accomplish our ambitious organizing goals to build an inclusive democracy and get Donald Trump out of office.

But don't worry! This just means that you get to be even more creative in how you approach the same things you would be doing if we weren't facing a pandemic. Happy hour? Take it virtual! Or maybe even a teach-in on coronavirus legislation with a cooking class at the end? Or a sign-making party?! Remember to consider the access and comfort level of your existing and potential members with technology. Here are some resources that can help you create effective and accessible online spaces:

[How to Facilitate Online Spaces That Work \(slide deck\)](#)

[Resources for Organizing During Coronavirus](#)

[Community Building During The Coronavirus](#)

Building a Recruitment Plan

First: Analyze your current membership

How many people do you have committed to your Indivisible group right now? This number is not the number of followers you have on Facebook or on your email list, but rather the number of people who act when asked and are enthusiastic about your mission. A quick rule of thumb: we have found Indivisible groups typically have an active, committed membership count of 10% of their email list or Facebook group. If you have 200 people in your Facebook group, your active membership might be around 20 committed activists. Be conservative - it's better to have too many people than not enough.

Second: Set a goal

What are you recruiting for? Once you know your current membership, you can start building your plan. Be as detailed as possible about your group's needs and dreams! Are you getting ready to do a big event and want to see a spike in attendance? Is your overall membership base low and you want to increase your number of regular members taking action? Did a team lead need to step down from a position and you're looking for someone to join the steering committee? Be specific.

SET A NUMBER. Once you know what you're recruiting for, set a specific and numeric goal that takes into account natural attrition. Not everyone you reach out to will respond, not everyone who responds will say yes, and not everyone who says yes will show up. We wish every single human was a member of an Indivisible group, but alas, that is not the case.

So, for example: If you want 40 people to attend an event, you need 80 people to say yes. To find those 80 people you will have conversations with at least 160 people. We call this "organizer math" and it is an easy cheat sheet to build your recruitment plan. It's all about doubling your contacts: to get 40 Attendees → you need 80 Yeses → you need to contact at least 160 people.

At first glance, this math might feel overwhelming. Think of this as your blueprint - this helps you avoid the very, very real scenario of expecting 50 people to attend and only having 2 show up. One more note: always remember that most folks need several conversations before they are ready to attend an event, join your group, etc.

Third: Build a Team

Who is making the asks? One person cannot handle all of this work alone so it's important to form a recruitment committee of people who are dedicated and enthusiastic about the work. This team will be

responsible for executing the recruitment plan. The ideal people to ask to help you are folks who are already core group members or who you want to become core group members. Ask yourself: who is engaged and always looking for ways to help? Who shows up to most events but hasn't been asked to step up and take on more responsibility? These are your teammates for this work.

Fourth: Make a Plan

Who are you going to invite? Sometimes it might feel daunting to reach out to people you don't know very well and ask them to do something - don't be nervous! Just remember, if you don't ask, they won't come. You likely already have a list of members - an email list, Facebook followers, old attendance sheets. This is where to start. These folks are your "low-hanging fruit" and should be the first you reach out to.

Sit down with your team (virtually of course, and probably with a cup of coffee) and go through your Facebook group name by name. Assign individual team members to specific people based on their relationships and common threads. Who has the strongest relationship with the person? Who talks to them the most frequently? Who would they recognize? If nobody has a relationship with the person, look for points of interest like local neighborhoods or actions you attended together. Have a star recruiter who is also a teacher? Ask her to reach out to the other teachers in your group.

An exciting new resource is Indivisible's Every Action platform. Through this platform, you can access a list of all the folks in your area who have signed up for the Indivisible email list. This is great because it gives you another place to find folks who have already said they want to get involved - they're just waiting for you to ask them to take action with your group. Another advantage is that Every Action can help you track your membership and new recruits.

Once you've reached out to your existing list, it's time to get creative! Make a list of partner organizations (including other Indivisible Groups) you can ask to share your event. As you get confirmations, ask attendees to commit to enlisting 5 friends or family members to come with them. The way you build out your network should always be through a lens of equity and inclusion - what groups or communities can you approach? You can find a guide below about building inclusive groups to help you plan a process that is truly inclusive and diverse.

How are you going to recruit them? Use the most direct forms of communication accessible to you. Only have a Facebook profile? Then, after creating the event, follow up with a direct message. If you have an email address, that's all the better - don't be afraid to email more than once. And best of all, phone calls are proven to be the most effective way of getting people to commit. Direct communication allows for a more concrete answer.

Here's, an example tiered recruitment schedule:

- You begin inviting people a month prior to your event. The ideal time to do this is by making an ask at an event you're already hosting and have people sign up on the spot.
- Create a Facebook event and invite all your members.
- Write personal messages to the folks for whom you only have email addresses.
- By now you've recruited some group members to help, so conduct a recruitment phone banking night to call your entire list.

- Your work isn't done. You've put out the initial invite but now you need to follow-up. Write direct messages on Facebook to the folks with whom you only have a social media connection. You'll also want to send follow-up messages, not only to those you've previously reached out to via email, but also to those you've called.
- By 2-weeks out, you've gotten a lot of people to say "yes" - GREAT! But will they come? Not if you don't follow-up. This means more calls, emails and messages to confirm their attendance. Pro-tip: The best way to confirm is by phone. So when you're making your asks of those for whom you have limited contact information, ask for their phone number for your database.
- You have likely gotten a bunch of people who haven't said "yes", but they haven't said "no" either. These are your "maybe's" and they stay on your list to contact again, but they aren't included in your target number until they turn into a "confirm". Keep at 'em - lots of folks get a clearer idea of their schedule closer to the date of the event.
- A week prior to the event comes the next round of confirmations. More emailing, messaging, and calling. Confirm that they're attending and that they know all the relevant details (think: parking, bring a lunch, etc.).
- Finally, the day before the event, make your last touch. Tell them you're excited to see them, make sure they have all the information they need.

How to deal with maybes and no's. As we already said, not everyone you reach out to will say yes and that's okay. At the same time, just because someone said no to a past event, doesn't mean they never want to be involved in the future. Come back to past no's in your recruitment.

When you're making an ask, you will likely get a lot of no's at first. Don't get discouraged - oftentimes you'll have a chance to turn that no into a yes. How do you do that? By knowing the three types of no and using the hard ask (which we talk about in a bit) as an opportunity to turn a no into a yes. So, what are the three types of no?

Not now. This is what we call a soft no. The volunteer didn't say they'd never do it - they said that they can't do it at that specific time or place. This is where having multiple asks at the ready comes in handy. If they say no to participating at a particular time, acknowledge the response and then pivot to another opportunity for action. For example, "I understand that schedules can be hectic, we're also having a phone bank next Saturday at 10a, would that work better for you?" This requires you to think ahead and have several actions planned. Remember, the more options for action you have available, the more likely you are to turn that no into a yes.

Not this. This is another soft no. The volunteer declined that particular activity, but that doesn't mean there isn't a place for them in your group. Find out WHY someone is saying "not this" and offer an alternative way for them to take action that speaks to their strengths and interests. If someone isn't keen on phone banking but is super artistic, invite them to your next sign-making party. Then invite them to the action to show off their new sign!. Think creatively, there's always another job to be done and make sure to ask again in that same conversation.

Not ever. Well, this is a hard no - and, that's ok. Don't take it personally, one benefit of identifying the hard no's is that you're cleaning up your list. If the person you're asking says that they aren't at all interested in your group or your actions, simply acknowledge their response, track it appropriately, and call it day. You've got other folks to focus your energy on!

Having an Effective Recruitment Conversation

Getting clear commitments.

Think about a time when you were asked to do something or take some sort of action - what made you say “yes”? When we commit others to action, we are giving them an opportunity to make a meaningful contribution to a cause they care about. So why do we sometimes hesitate when making an ask? Sometimes, we worry about burdening others, or we worry that they will say no and we’ll feel rejected, or maybe they’ll say yes and then we’ll have to commit ourselves!

When we ask others to join us, it is critical that we use clear, concise language. Do not give into the tendency to minimize the commitment, making it seem smaller or less important than it really is. Respecting others means being very transparent about the work ahead, about the support they’ll receive, and giving them a choice of whether or not to commit.

One way to apply this best practice, when it comes to event recruitment, is by not only asking someone to attend your event, but to also ask them to take on a task associated with the event. There’s always something to do, be it staffing a sign-in table or collecting and entering data. Ask them to get more involved in the overall process so that they are more invested in your cause.

Getting strong commitments requires four steps, this is what we call the **hard ask**:

1. **Connect:** Make the “ask” as specific as you can to the person you are trying to recruit. Identify yourself, tell them why you’re doing what you’re doing, and let them know why you’re asking them to get involved. This can be done with only a few words.
2. **Context:** Explain why the action you are asking them to take part in is important right now. Be specific about the challenge and the hope.
3. **Commitment:** Explicitly ask the other person if you can count on them to join you. Don’t be vague and use language like “Will you come to the fundraiser?” Rather, be very specific about the date, time, and place. For example:

- “Can we count on you to join us in _____?”
- “Will you join me in doing _____?”

LISTEN CAREFULLY. Which answer are they giving? Is it:

- “Yes! Definitely!” (Great! Confirm the details)
- “Maybe . . .” (Ask what questions they have and how you can follow up.)
- “No, I’m sorry.” (Ask why? Give them your contact info in case they change their mind.)

4. **Catapult:** If someone says “yes” then give them the respect of having real work and real responsibility at your action and a real plan to get there. Ask:
- Can you bring something to the event (i.e. food, posters, etc.)?
 - Can you commit to bringing 2 friends with you?
 - How do you plan on getting to the event? (people with plans are much more likely to attend!)

Confirming and Following-up

We have the responsibility to follow up and do everything it takes to support others in joining us. Most important are “confirmation calls” and the closer to the event, the more important and effective the reminder call will be. Think of the process as a cycle:

1. **Start by recruiting and getting specific commitments to the action or event.** Let them know you’ll reach out to them again closer to the event to remind them.
2. **Confirm the commitments you got a few days out.** Check in and see if the people who committed need a ride, can invite others, or can take responsibility for part of the action. Confirm within 24 hours before the action. Provide full details on the place, time and purpose of the action, including any updates on the agenda or attendees.
3. **ACTION!** Lead a motivational action that respects others’ time, but also provides full training, opportunities for relationship building, and purposeful, measurable action. These actions can be as involved as committing to a canvassing shift or as simple as providing a snack for a potluck.
4. **Evaluate & celebrate the action together.** Tally up all measurable outcomes so that everyone can see that they’re part of a bigger whole. Debrief in detail what worked and what should change next time. Then celebrate! Who wants to spend their free time without having fun?! Generate routines for how people in your organization celebrate together, perhaps with food, music or a round of stories from the day.
5. **Thank everyone the next day for their participation in action.** Tell them specifically what impact the action had in the campaign. Lastly, ask for their input on what worked and what could be improved next time.
6. **Move participants to the next level of leadership** where they can help you and your team plan more actions in their city or neighborhood.

Beyond Recruitment : Building Inclusive Groups

Inclusion is a core Indivisible principle, but what does it mean in practice? For one thing it means challenging those who work to silence the voices of people who have been marginalized or excluded, both in our current society and historically. Being inclusive is also an acknowledgment of the injustices that have brought us to this point in history. Furthermore, it is an investment in the durability and solidarity of our communities and in the efficacy of our work. And, lastly, it is an outright rejection of the idea that any of us deserves to remain vulnerable or to be left out of the conversation.

This is a particularly important principle for those of us within the Indivisible family who have more social or economic advantages due to our race, class, or gender, for instance, because—whatever our personal beliefs and convictions—we are the ones who have benefited from historic systems of oppression. This is why inclusion becomes incredibly important in the recruitment practices of local groups, because being part of a movement means including all voices - not just those in our own backyards. Indivisible groups across the country have asked themselves the question, “how do we diversify our base?” - maybe you’ve asked this question as well. **The answer lies not in who you recruit but instead in what type of group culture you’re creating.**

Plans to simply “recruit a larger number of people of color” into one’s group, fall into dangerous patterns of tokenization (the definition of “tokenization” can be found in the glossary that follows this section) and it doesn’t answer the need of true inclusion. Our mission is to amplify the voices of the collective, not simply to have certain designated groups “represented”. It’s best to think about all of this as long-term work - employing these tactics constantly and consistently, not only for specific events or actions but also for shaping the culture of your group. So, take stock of where you are and devise a plan that manifests your ongoing commitment building a group that reflects the world you want to see.

So if the best way to diversify your recruitment pool is to build a truly inclusive organization, how do we do that? The following steps are a good place to start.

Step 1: Build a culture of learning.

Having a shared vocabulary and language to discuss race equity and structural racism is an important foundational step to building an inclusive group. You can find a glossary at the end of this packet (developed by Equity in the Center) that can be used to foster a substantive conversation within your group. Other ideas to build a culture of learning include holding educational programs like book clubs and discussion groups.

Step 2: Understand the dominant culture of your group and how white supremacy shows up in your group practices.

As defined by Equity in the Center, dominant culture in a society refers to “the established language, religion, values, rituals, and social customs on which the society was built.” The dominant culture has the most power, is widespread, and is influential within a social entity, such as an organization, in which multiple cultures are present. An organization’s dominant culture is heavily influenced by the leadership and preferences of those at the top of the hierarchy.

As a leadership team, you’ll need to analyze the dominant culture of your group. Discuss how dominant culture affects individuals in your group, especially those who fall outside of the dominant culture. Using the material at the end of this packet, you should take it a step further by analyzing how white supremacy is showing up in your group and brainstorm ways to counter it.

Step 3: Make it everyone’s responsibility to honor, acknowledge, and work towards changing group culture to be better.

This is hard work and we are only experts in our own lives. Therefore, when anyone in your group brings to you an observation or request for change, you should first thank them and engage with them on how things could be better.

Within your group’s steering committee, identify people to lead this work. Larger groups with the capacity to form broader Resource Groups (the definition of ‘Resource Groups’ can be found in the glossary below) should do so, and invite members who are interested in digging deeper to be involved in creating this change.

Step 4: Name race equity work as a strategic imperative for your group.

Build buy-in across your group on why and how race equity work connects with your broader group mission and vision. The more group buy-in you build, the more it will feel like the responsibility of everyone to do the hard introspective work.

Step 5: Build relationships with people doing the work outside of your community.

Look for opportunities to show up and volunteer your time doing whatever is most needed. If you know someone who volunteers with an organization, ask to join them, and do what is asked of you, no matter how small, with energy and respect for that particular organization’s mission. Once you’ve made inroads, keep going back and make friends with other people in the organization to build a trusting and mutually respectful relationship. Remember, if you do the small things, people will ultimately trust you to do the big things.

Recruitment Plan Worksheet

Current Universe

How many active members are in your group (ie: folks who typically act when asked)?

How many inactive members can you engage (ie: social media, attendance lists, email lists, etc)?

Working Backwards

What are you recruiting for? Options include: an event, your membership base, a leadership position. NOTE: be as specific as possible.

Recruitment Goal:

How many folks need to be confirmed to take action to hit your completed goal? (Hint: multiply your new member goal by 2)

How many people do you need to ask to get that many people scheduled? (Hint: multiply your new member goal by 2 again)

How many people do you need to contact to make that many asks? (Hint: multiply your new member goal by 2 again)

Who will you recruit? (Remember: be specific about the people and groups you want to reach out to and how)

Recruitment Steps

Make a Plan and Assign Roles

Who will be in charge of email contacts?

Who will be in charge of social media posts and contacts?

Who will be in charge of running the recruitment phone bank?

Who will attend the recruitment phone bank?

Who will be in charge of the first round of confirmation calls?

Who will be in charge of the second round of confirmation calls?

Who will be in charge of the final round of confirmation calls?

Creating Your Script Worksheet

Along with your recruitment team take time to write your recruitment call script. Make sure to include all 4 C's and an ask (look above). Don't worry about getting it exactly right; your conversations will each be different anyway – they should be conversational, not overly scripted or formal.

YOUR SCRIPT:

Hi, my name is _____, and I'm a leader with _____

1) CONNECTION: What experiences and values brought you to this movement and what motivates you to do this work? What experiences and values are important to them and what values do you share? What resources do they have and what will get them to say yes? For example: "I'm working with Indivisible because I'm personally invested in healthcare for all and we're trying to pass legislation that will get us closer to realizing this goal. There are also several other issues we're committed to - what issues do you most care about?"

2) CONTEXT: Connect your story, their story, and your shared values and goals to the work you're doing. Explain what your group is working on: what goal you're trying to achieve, how you plan to achieve it, and what actions you're taking to achieve it (and why you think it will work). Get them invested - then tell them what you need to be successful. For example: "I absolutely agree that Immigration is a pressing issue - this is why we've been canvassing, phone banking and contacting our local representatives. These things have certainly moved the needle, but the more calls and contacts we can make the more likely we'll be successful in getting key legislation passed."

3) COMMITMENT: Pivot from explaining what you need to making an ask to get what you need! Your ask should be specific, persistent, convey urgency, apply social pressure, and tiered. Make your ask airtight so there's no way they can say no - and if they do, see if you can change up your ask to turn that no into a yes! For example: "There's a vote coming up in 2 weeks, which is why we're hosting a phone bank to garner more support from our community next Saturday, March 23rd from 11a to 3p. Can I count on you to join us?" If they say no, "I understand that schedules can be difficult to navigate. We also have a way for you to call from home, at your own convenience. Can we count on you to make 100 calls over the course of the next week?"

4) CATAPULT: Recap what you asked and what this person committed to! What follow-up questions will you ask to make sure they follow through on their commitment? Remember to give them a sense of real responsibility for their part of your campaign's success. For example: "Great! I'm so excited that you'll be able to join us to make calls for Rep. Beserra. You'll be a key part of making sure the upcoming vote goes our way. Can we count on you to bring along a friend?"

Glossary of Race Equity Terms

FROM EQUITY IN THE CENTER'S, AWAKE TO WOKE TO WORK

ANTI-OPPRESSION ORGANIZATION: An organization that actively recognizes and mitigates the oppressive effects of white dominant culture and power dynamics, striving to equalize that power imbalance internally and for the communities with which they work.

ASSIMILATE: The phenomenon that occurs when people belonging to the nondominant group understand dominant culture norms and take on their characteristics either by choice or by force. Many people of color are asked to “check their identities at the door” in professional settings to make their white peers comfortable. By doing so, many people of color find it easier to get promotions and professional opportunities, as well as to gain access to informal networks typically accessible only to whites.

CRITICAL MASS: In reference to representation of people of color within an organization or at a certain level of leadership. This figure is dependent on, and reflective of, the specific demographics of the communities in which an organization serves or operates, and works to counter white overrepresentation within an organization or leadership.

CRITICAL RACE THEORY: A theory that explicitly states and recognizes that racism is ingrained in the fabric and system of American society. Even without overt racists present, institutional racism is pervasive in dominant culture. Critical Race Theory examines existing power structures, and identifies these structures as based on white privilege and white supremacy, which perpetuate the marginalization of people of color. Overall, Critical Race Theory examines what the legal and social landscape would look like today if people of color were the decision-makers.

DECOLONIZE (THE MIND): We exist within societal structures rooted in historical facts, one of which is colonialism: the policy and practice of acquiring control of land (frequently occupied by people of color), occupying it, and codifying power structures to elevate one race and culture above all others. The international practice of colonization informs the dominant culture that characterizes American society today, driving ideologies and subconscious biases rooted in centuries of racism, classism, and white privilege. In order to dismantle white supremacy and the white dominant culture norms it influences, one must actively “decolonize” the mind, recognizing and counteracting the thoughts, preferences, practices, and behaviors that are deeply rooted vestiges of colonization.

DIVERSITY: Psychological, physical, and social differences that occur among any and all individuals; including but not limited to race, ethnicity, nationality, religion, socioeconomic status, education, marital status, language, age, gender, sexual orientation, mental or physical ability, and learning styles.

DOMINANT CULTURE: Dominant culture in a society refers to the established language, religion, values, rituals, and social customs on which the society was built. It has the most power, is widespread, and influential within a social entity, such as an organization, in which multiple cultures are present. An organization's dominant culture is heavily influenced by the leadership and management standards and preferences of those at the top of the hierarchy.

RESOURCE GROUP: Voluntary groups that foster a diverse, inclusive workplace aligned with organizational mission, values, goals, business practices, and objectives. Often, these groups provide support to those who formally or informally lead race equity work in some capacity within an organization.

EQUITY: The guarantee of fair treatment, access, opportunity, and advancement while at the same time striving to identify and eliminate barriers that have prevented the full participation of some groups. The principle of equity acknowledges that there are historically underserved and underrepresented populations, and that fairness regarding these unbalanced conditions is needed to assist equality in the provision of effective opportunities to all groups.

INCLUSION: The act of creating environments in which any individual or group can be and feel welcomed, respected, supported, and valued to fully participate and bring their full, authentic selves to the work. An inclusive and welcoming climate embraces differences and offers respect in the words/actions/ thoughts of all people.

LEADERSHIP: Individuals who influence a group of people to act towards a goal. Individuals may or may not be in positions of authority.

MICROAGGRESSION: The everyday verbal, nonverbal, and environmental slights, snubs, or insults, whether intentional or unintentional, which communicate hostile, derogatory, or negative messages to target persons based solely upon their marginalized group membership.

RACE EQUITY: The condition where one's race identity has no influence on how one fares in society. Race equity is one part of race justice and must be addressed at the root causes and not just the manifestations. This includes the elimination of policies, practices, attitudes, and cultural messages that reinforce differential outcomes by race.

RACE EQUITY CULTURE: A culture focused on proactive counteraction of social and race inequities inside and outside of an organization.

RACE EQUITY LENS: The process of paying disciplined attention to race and ethnicity while analyzing problems, looking for solutions, and defining success. A race equity lens critiques a "color blind" approach, arguing that color blindness perpetuates systems of disadvantage in that it prevents structural racism from being acknowledged. Application of a race equity lens helps to illuminate disparate outcomes, patterns of disadvantage, and the root cause.

RACISM: A system of advantage and oppression based on race. A way of organizing society based on dominance and subordination based on race. Racism penetrates every aspect of personal, cultural, and institutional life. It includes prejudice against people of color, as well as exclusion, discrimination against, suspicion of, and fear and hate of people of color.

SOCIAL JUSTICE: A concept of fair and just relations between the individual and society. This is measured by the explicit and tacit terms for the distribution of power, wealth, education, healthcare, and other opportunities for personal activity and social privileges.

STRUCTURAL RACISM: The arrangement of institutional, interpersonal, historical, and cultural dynamics in a way that consistently produces advantage for whites and chronic adverse outcomes for people of color. It illuminates that racism exists without the presence of individual actors because it is systemically embedded. When the United States was founded, racist principles were codified in governance structures and policies. As a result, racism is embedded in institutions, structures, and social relations across American society. Today, structural racism is composed of intersecting, overlapping, and codependent racist institutions, policies, practices, ideas, and behaviors that give an unjust amount of resources, rights, and power to white people while denying them to people of color

TOKENIZATION: The practice of making only a perfunctory or symbolic effort to be inclusive to members of minority groups, especially by recruiting a small number of people from underrepresented groups in order to give the appearance of racial equality within a workforce or organization. The effort of including a token employee to a workforce or organization is usually intended to create the impression of social inclusiveness and diversity.

WHITE DOMINANT CULTURE: Culture defined by white men and white women with social and positional power, enacted both broadly in society and within the context of social entities such as organizations.

WHITE PRIVILEGE: The power and advantages benefiting perceived white people, derived from the historical oppression and exploitation of other non-white groups.

WHITE SUPREMACY: The existence of racial power that denotes a system of structural or societal racism which privileges white people over others, regardless of the presence or the absence of racial hatred. White racial advantages occur at both a collective and an individual level, and both people of color and white people can perpetuate white dominant culture, resulting in the overall disenfranchisement of people of color in many aspects of society.

WHITE SUPREMACY CULTURE: Characteristics of white supremacy that manifest in organizational culture, and are used as norms and standards without being proactively named or chosen by the full group. The characteristics are damaging to both people of color and white people in that they elevate the values, preferences, and experiences of one racial group above all others. Organizations that are led by people of color or have a majority of people of color can also demonstrate characteristics of white supremacy culture.

Understanding Structural Racism Discussion Guide

The following is a list of ways that white supremacy shows up in institutions.

Check off all that apply to your group.

Constant Urgency- No time to evaluate process, focused on work products only, suppresses change and evaluation to maintain oppressive systems

Paternalism- Decision-making power rests with few, decisions made without input of directly affected or those without power

Either/Or Thinking: Narrowly defining problems and solutions

Fear of Open Conflict- Strict hierarchies for conflict that suppress open conversation and acknowledgment of issues, appearance of no conflict is more important than solutions

Right to Comfort- Discounting conflict, protecting “the work environment” instead of people, used disproportionately in favor of white colleagues

Worship of the Written Word

Quantity over Quality- all resources of organization are directed toward producing measurable goals

Group Discussion: What are some actions you can take to minimize and counter white supremacy in your group?

Acknowledgments

We welcome your suggestions for improving this guide further.
We also welcome you to use it and adapt it for your own materials.

This workshop guide has been produced by the Indivisible team,
using excerpts from training materials developed by Marshall
Ganz of Harvard University.



**Recruitment Starter Pack:
Recruiting for you
Indivisible Group**

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