GEAR Conference Output

Future state, case for change, and potential actions

WORK IN PROCESS
This document captures themes from the activities at the GEAR conference in June 2018 as well as actions identified by the breakout groups.

The content within is a summary of the group's collective output from the conference and not necessarily representative of the views of every participant.

Purpose:
• Share with conference attendees to display output and encourage action item participation
• Leverage to further develop the GEAR strategy and plan
Case for Change: Why are our gender equity efforts important?

IF WE DON’T CHANGE...

- **Power struggles** across the movement – in and among individuals and organizations – continue and increase, leading to further **fighting** and **division**

- Continued **oppression** results in further **neglect** of individuals and **loss of talented people** from our important work

- **Growth** in leadership and innovation will at best **stall**, but at worst, diminish – all resulting in a **loss of impact**, **lost funding**, and less **animals** saved

- This is not an easy struggle, there are many things to overcome including an existing majority that is **resistant** to change, limited **education and flexibility** to address the many –**isms** that exist, and a lack of shared definition of and **vision for equality**

WHEN WE DO CHANGE...

- Parity, a level playing field, increased **opportunities** for all results in **collaboration, learning** from each other, individuals and organizations working together and **teaming** to **achieve more**

- **More people** and more from people – **talent** improves through the **attraction** of new and strong people, and by allowing **amazing people to shine** and lead

- A shift in **mindset** and **culture** across the movement results in measurably **improved performance**, year-over-year

- Ultimately, **increased impact** brings more funding and increases **reach** through a **variety** of models to **multiple communities**, and more **animals saved!**

Themes from notes and flipcharts produced during GEAR conference breakout exercise
Future State: What will our success look and feel like?

Themes from notes and flipcharts produced during GEAR conference
## Actions: Best Practices

<table>
<thead>
<tr>
<th>Objectives (Why) &amp; Actions (What)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Survey current best practices from other nonprofit fields</td>
</tr>
<tr>
<td>- Involve influencers from beginning</td>
</tr>
<tr>
<td>- Also include legal requirements</td>
</tr>
<tr>
<td>- +stakeholder feedback (especially underrepresented groups)</td>
</tr>
<tr>
<td>• Develop best practices guidance/criteria</td>
</tr>
<tr>
<td>- Special request for inclusive language guide</td>
</tr>
<tr>
<td>- +stakeholder participation (especially underrepresented groups)</td>
</tr>
<tr>
<td>• Create incentives to follow practice</td>
</tr>
<tr>
<td>- Influence influencers like ACE</td>
</tr>
<tr>
<td>• Outreach &amp; Feedback</td>
</tr>
<tr>
<td>- Communicate</td>
</tr>
<tr>
<td>• Develop and share resources</td>
</tr>
<tr>
<td>- For example, basic hiring practices</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>When</th>
<th>~6 months</th>
</tr>
</thead>
<tbody>
<tr>
<td>Who</td>
<td>Leah Edgerton, Rachel Perman, Jen Bravo (communication), Monica List, Sabina Vyas, Leah Garces, Jennifer Fearing</td>
</tr>
</tbody>
</table>

Notes from flipcharts produced during GEAR conference breakout exercise
## Actions: Mentorship and Support

| Objectives (Why) | |  |
|------------------|------------------|
| • Hypothesis: there is a lack of structure for formal mentorship  
• Objective: create a culture of mentorship that is empowering and scalable  
  - Prioritize women, non-binary, POC  
• Create the mechanism structure: specific, resources, research |

| Actions (What) | |  |
|----------------|------------------|
| • Identify needs (affinity/situational/resources) for mentorship  
• Connect with training  
• Establish best practices  
• Develop guide for how to be a mentor  
• Build feedback structure to ensure needs are being met  
• Establish formal mentorship group, inclusive of people in leadership |

| When | |  |
|------|------------------|
| • By next year conference/AR |

| Who | |  |
|-----|------------------|
| • Donors  
• Experienced mentors in AR (indiv. orgs)  
• Dedicated staff to coordinate  
• Technology  
• Experts – referrals |

Notes from flipcharts produced during GEAR conference breakout exercise
## Actions: Funding for Equity

| Objectives (Why) | • Current state and problems  
|                 |   - Lack of donor education  
|                 |   - Competition for resources  
|                 |   - Lack of respect between orgs for different strategies  
|                 | • Opportunity  
|                 |   - Bring in new funding, new lines impact, reach people via a variety of avenues  
|                 |   - Get clarity around what kind of work we value what we want to be funding  
| Actions (What)  | • Explore accreditation  
|                |   - Best Practices  
|                |   - Effectiveness  
|                |   - Anonymous survey of employees  
|                | • Can we diversify Development Department officers?  
|                | • Other?  
| When           | Asap!  
| Who            | Alicia Robb, Nicole Brodeur, Rachel Perman, Women Funders in AR
# Actions: Training

| Objectives (Why) | • Trainings: Diversity (content?)  
|                 |   - Where do we go for resources/trainings  
|                 |   - Problems: Access to good training content, Buy-in  
|                 | • Who: Current & future leaders  
|                 | • Solutions: Shared leadership mindset in movement (knowledge, skills, mindset) |
| Actions (What)  | • Consultation process (survey in and out of movement)  
|                 | • Leverage existing resources  
|                 | • Define different trainings needed  
|                 |   - Adaptive vs. technical  
|                 |   - Domain-specific  
|                 | • Retreat: to process, set agenda, etc.  
|                 | • Form committee  
|                 | • Address Uncertainties/Opportunities:  
|                 |   - What will action look like? Website? Content? Who is involved?  
|                 |   - What is the pitch? To funders? (Value employee retention!)  
|                 |   - International need? Yes!  
|                 |   - A training center?  
|                 |   - Continued support? Mentorship? Strategies implementation plan?  
|                 |   - How do we make sure we got everyone? Transparent process. |
| When            | ? |
| Who             | Andrea/Krystal/TBD – but need for committee / several experts |

Notes from flipcharts produced during GEAR conference breakout exercise
Actions: Other...

- Provide training and resources
  - Provide wellness resources and talking about burnout
  - Train newcomers on ways to apply skills more specifically
  - Establish movement management training
  - Delegate more meaningful work to new volunteers and new staff (maybe pay for it)
  - Raise consciousness about how we’re communicating around societal roles with children
  - Changing norms around perception of beauty – women are penalized for not adhering (financially, opportunity costs)
  - Establish code of conduct
  - Whistleblower mechanism
  - Norms/ expectations for bystanders
  - Support/expertise around what creating inclusive workspaces look like
  - Restorative justice... individual orgs management (what do we expect)
  - Orgs: establish tolerance policies with transparency, culture audits
  - HR professionalism
  - Donors education – become torchbearers rather than roadblocks

- Enable connections, networking, and mentoring in the movement
  - Establish formal opportunities for women and non-binary people to connect
  - Public allies who newcomers can go to

- Support hiring for equity
  - Train people in power how to hire w/equity in mind
  - Train leaders on crafting job descriptions and expectations

- Track our progress
  - Provide transparency and sharing about fair pay and market between organizations
  - Leaders actively seek feedback from young/new people

- Develop interventions and resources for “men”
  - Provide workshops/trainings for men (switch roles for a week)
  - Men: I feel open to express my emotions, I have a better understanding of my privilege and how it negatively effects others and myself
  - Help decide: in or out

- Communicate what we’re doing
  - Raise our voices up
Backup Slides (Detailed Notes)

Need to ensure we expand/enhance...
1) Problems: What is the “so what” behind the problems, why do they matter?
2) Opportunities: What are the forward-looking and strategic solutions (not just issues)?
# Case for Change Notes

**PROBLEMS**

- People not being heard
- Disagreements on the way to proceed
- Power dynamic
- Resistance to change, lack of flexibility
- Lack of meaningful diversity in leadership
- Big $ pushing agenda unfairly
- Lack of political awareness of the need and importance of GE issues
- Silo work
- Lack of buy-in/ recognition, undermining
- (We don’t have a shared vision or definition of equity)
- Women and non-binary are being harmed
- Lack of donor education
- Competition for resources
- Lack of respect between organizations for different strategies
- Women/non-binary not supporting each other
- 80% women, but men in major power in orgs and funding
- Consolidation of power
- Monolith of what’s good
- Lack of support system to effect internal change
- Class problem
- Active divisiveness between women/non-binary

**OPPORTUNITIES**

- Boys’ club determines problems
- Division (among people with similar expectations)
- Group think (only one right way, zero-sum game)
- Power Jockeying/amassing power
- Don’t explore non-patriarchal models
- Martyrdom
- Capitalism, neoliberal politics
- Reliance on criminal/legal systems
- Gender essentialism, racism, classism
- Lose people
- Missed talent
- Stronger divisions
- Missed funds
- Loss of momentum in growing veganism
- Push back
- Gas lighting
- Retaliation
- Career derailment
- Isolation
- Cold funding
- Frustration by slow change
- Less traditionally attractive people miss out
- Burn out

**Notes from flipcharts produced during GEAR conference breakout exercise**
## Case for Change Themes

### POWER

**PROBLEMS**
- Power dynamic
- Consolidation of power
- Power Jockeying/amassing power
- 80% women, but men in major power in orgs and funding
- Boys’ club determines problems

**OPPORTUNITIES**
- Missing out on good leaders, strategy
- Qualified people not in leadership
- Isolating oppressors of all kinds as opposed to facilitating change

### DIVISION

**PROBLEMS**
- Disagreements on the way to proceed
- Silo work
- Lack of respect between organizations for different strategies
- Women/non-binary not supporting each other
- Monolith of what’s good
- Active divisiveness between women
- Division (among people with similar expectations)
- Stronger divisions
- Retaliation

**OPPORTUNITIES**
- Working together, collaboration
- We can learn from each other
- Effective techniques are missed, not explored, not funded
- Borrow from other industries, alternate models of incentives
- If we can’t work as a team, our progress will be slowed

### TALENT

**PROBLEMS**
- People not being heard
- Lack of meaningful diversity in leadership
- Women and non-binary are being harmed
- Lose people
- Missed talent
- Career derailment
- Isolation
- Less traditionally attractive people miss out
- Burn out

**OPPORTUNITIES**
- Lose contributions of both vocal and more quiet
- Amazing people prevented from being awesome
- Attrition/talent loss
- Build alternative career opportunities

### FUNDING / IMPACT

**PROBLEMS**
- Big $ pushing agenda unfairly
- Lack of donor education
- Competition for resources
- Missed funds
- Cold funding
- Frustration by slow change
- Loss of momentum in growing veganism

**OPPORTUNITIES**
- Bring in new funding
- Impact/reach people via a variety of avenues
- Get clarity around kind of work we value (what do we want to fund)
- Funding not fair, too focused on EA
- Understanding/targeting communities/models
- No change for AR collectively

### NEED TO OVERCOME

**PROBLEMS**
- Resistance to change, lack of flexibility
- Lack of buy-in/recognition, undermining
- Lack of support system to effect internal change
- Push back
- Class problem
- Group think (only one right way, zero-sum)
- Don’t explore non-patriarchal models
- Martyrdom
- Capitalism, neoliberal politics
- Reliance on criminal/legal systems
- Gender essentialism, racism, classism
- Gas lighting
- Don’t have a shared vision/definition of equity
- Lack of political awareness of the need and importance of GE issues

**OPPORTUNITIES**
- Redefine terms, new tribe, new paradigm
- Not all of us have a strong way at our organizations
- Lost of concrete goals, actionable steps
- If we focus too much on strategy and not measuring progress, we’ll be stuck infighting

Themes from notes and flipcharts produced during GEAR conference breakout exercise
### Future State Themes

**Overall**
- Pride
- Less fear... for safety, for speaking up
- I know (educated). Speak up, take up space, move in/out, addressing injustice, empowering others, clarity about relationships, how to support others
- Accountable... credit
- Men... giving credit to others, promoting the work of others, empathy, genuine apology, listening, being guided, connecting emotionally
- Inclusive... representative
- Bring full self... using my talents
- Mental and emotional health... tools and resources to grow... financial stability
- Feel inspired by what all people are doing
- See all (representative) people in leadership (formal, informal)... and respect them
- Unity among leaders in the movement – supportive
- Leaders empower others, more listening than speaking
- Gender and sexual diversity are celebrated
- Engaging with colleagues to share knowledge
- Feel (contributions) valued and validated
- Feel supported... have allies (am an ally), mentors, connected
- Never go back
- Future... for the movement and myself (career and upward mobility)

**Women / Minoritized**
- Collaborate
- Collectively develop and implement strategic goals
- Strategic plan to mentor new activities or those who want mentorship
- More knowledge of legal rights and recourse
- Equal pay/living wage
- Resources available for work-related trauma

**New People in Movement**
- Professional/upward mobility
- Reducing risk of burn-out and sustainability (learning and financial)
- Valued for contributions
- Normalize female and non-binary leadership
- Not vulnerable to harassment focused on the work
- Spending time doing best use of talents
- I’m heard by people in power
- I’m connected to a strong network

**Men**
- Confusion
- Lack of self and other awareness
- Fear
- Eagerness to be a part of the solution (generational differences)
- Confusion about what this means for my masculinity/learned social roles

**Leaders**
- Talk with men about these issues with the facts
- Professional research to fully understand
  - Be able to assign a value to gender equity
  - Qualitative
  - Quantitative
- Rethink hierarchical org structure
- Implement employee satisfaction surveys
  - Make them available publically
- More people a decision-making table

---

**Themes from notes and flipcharts produced during GEAR conference breakout exercise**