

## 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?