

Explore the Motivations for Change

1. Compliance-Driven Motivation

("We have to do this")

- Motivated by external pressures (funding requirements, lawsuits, reputational risk).
- Focus is on avoiding liability rather than systemic transformation.
- Likely outcome: Minimal change, checkbox exercises, performative efforts.

Red Flags

- Resistance to deep change.
- The emphasis is on optics, not substance.
- Tokenism: expecting racialized staff to "fix" the problem

How to Navigate

- Frame equity as not just a risk management issue, but an opportunity for transformation.
- Show how inequity is already harming organizational effectiveness.

2. Reputation-Driven Motivation

("We want to look good")

- Motivated by public perception, social trends, or branding.
- Efforts are often more about messaging than structural shifts.
- Likely outcome: A diversity statement on the website but no real change.

Red Flags

- There is a focus on diverse representation without addressing power dynamics.
- One-time initiatives instead of long-term structural commitments.

How to Navigate

- Shift the focus from reputation to impact, how is inequity affecting staff, service users, and outcomes?
- Challenge the "quick fix" mindset by showing that equity work is ongoing, not a one-time PR move.

3. Values-Driven Motivation

("This is who we want to be")

- Motivated by a genuine desire to align with equity, justice, and organizational ethics.
- Willing to examine policies, culture, and power structures at a deep level.
- Likely outcome: Sustained change, commitment to ongoing learning, real accountability.

How to Support and Strengthen

- Encourage regular reflection on where the organization is falling short.
- Build mechanisms for accountability (not just commitments, but action plans).
- Ensure marginalized voices are at the center without overburdening them with the work.