HEAD, HEART, AND HANDS
Consolidated Resource List

Definitions
- The Aspen Institute Roundtable on Community Change, "Glossary for Understanding the Dismantling Structural Racism/Promoting Racial Equity Analysis"

Philanthropy and Racial Equity
- "Overcoming the Racial Bias in Philanthropic Funding" - In this May 2020 article from the *Stanford Social Innovation Review,* researchers from Echoing Green and The Bridgespan Group analyzes race-based barriers to funding and how funders can address them.
- "Philanthropists Bench Women of Color, the M.V.P.s of Social Change" - In this widely cited essay, published in November 2019 by *The New York Times,* Vanessa Daniel explains why groups led by women of color are so often shut out of funding.

Structural Racism
- "What Is Systemic Racism?" - This series of eight one-minute videos from Race Forward shows how racism shows up in our lives across a range of institutions.
- "The Groundwater Approach: building a practical understanding of structural racism" - In this concise 2018 paper from the Racial Equity Institute, Deena Hayes-Greene and Bayard P. Love deploy data from a wide variety of sources to demonstrate the prevalence of racial inequity across systems (health, education, finance, etc.) and show that socioeconomic factors, personal behavior, and culture do not account for these patterns.
- What Is Owed" - In this wide-ranging essay published in June 2020 by *The New York Times*, Nikole Hannah-Jones reviews the hundreds of years of policies and practices, including violence, that have created and perpetuate the racial wealth gap.

Implicit Bias
- "Don't Talk About Implicit Bias Without Talking About Structural Racism" - This June 2019 article by Kathleen Osta and Hugh Vasquez of the National Equity Project highlights how implicit bias and structural racism reinforce each other and keep inequity in place.
- "How to overcome our biases? Walk boldly toward them" - In this TED talk, Verna Myers talks about acknowledging our biases and moving toward, not away from, groups that make us uncomfortable (18 minutes).
- Project Implicit - Learn more about and take an online Implicit Association Test, the best known approach to measuring implicit bias.

Ladder of Inference
- ["Ladder of Inference"](#) - This brief article describes a concept introduced by organizational theorists Chris Argyris and Peter Senge to help us understand what occurs when we make snap judgments and how to mitigate implicit bias.
- ["Using the Ladder of Inference"](#) - This short excerpt by Rick Ross from *The Fifth Discipline Fieldbook* explores how we can use the ladder of inference to promote effective communication and ultimately action through advocacy, reflection, and inquiry.

Adaptive Leadership
- ["Leading Boldly"](#) - In this article from the winter 2004 issue of the *Stanford Social Innovation Review,* Ronald Heifetz, John Kania, and Mark Kramer discuss adaptive leadership, a model for social change that has relevance both for foundations interacting with their communities and for adaptation within organizations like Many Hands.

Liberatory Consciousness
- ["Tools for Social Change: How to Develop a Liberatory Consciousness"](#) - This short piece from Leadership for Educational Equity summarizes the four elements of Barbara J. Love's liberatory consciousness framework: awareness, analysis, action, and accountability/allyship.