

Pathway to Actions Debrief Guide

Purpose

This resource can be used to:

- support your organization in completing the Pathway to Actions survey and making sense of the results together.
- facilitate generative conversations about the similar and different experiences of justice and equity across your organization.
- build alignment around next steps to advance justice and equity for your organization.



Introduction

You have completed your Pathway to Action survey, and you have received your organizational persona and curated resources! Now, you may be wondering how to go deeper? It is possible you and others in your organization have received different results and it is okay to have different results.

Each person who completes the survey has different values, assumptions, and beliefs about the organization and the steps required to achieve equity and social justice. This can lead to different results. One way to address this and to go deeper is by holding space for debriefing with the team who completed the survey to address commonalities, themes, and differences between the user experience and the results. Holding space for this conversation is another small step forward on the Pathway to Action.

This conversation can be held in-person or virtually and should take at least 1.5 to 2 hours to complete. Prior to the facilitated discussion, it can be helpful for individuals who completed the survey to spend time reflecting on their own experience. The following reflective prompts are examples of how your team may want to do some individual reflection.

Individual Reflection Prompts:

- Which survey questions did you find easy to answer?
- Which ones were difficult to answer?
- How did it feel to complete the survey? What came up for you?
- Did any of the survey questions remind you of real experiences you or others have had at the organization? What would you have wanted to have happened in that situation?

The individual team members should not feel as though they need to share their reflections, but it can be helpful for them to bring notes with them to the facilitated group discussion.

The debrief can happen any time after the team has completed the survey and received their results; however, the discussion will be richer if the debrief happens within one to two weeks after the surveys are completed.



Facilitation Tips

The individuals who completed the survey may be holding hopes and fears for the collective discussion. Depending on where your organization is on their equity journey, some employees could feel risk as they enter this conversation. Some employees may have real and impactful lived experiences of injustice that they could be carrying with them into this conversation. Other employees may hesitate to share or enter this discussion for fear of saying the wrong thing, offending someone, or causing harm.

If you have an organization with multiple staff who face barriers related to exclusion and oppression based on their race, sexual orientation, disability, neurodivergence, or other identities, your organization may benefit from hosting separate conversations for distinct groups.

Facilitation Tips

Start with a meaningful check-in before diving into content.

We often ask, “How are you arriving as we enter this conversation?” Sometimes participants require a moment to share how they are feeling, what they are thinking, and/or experiencing before they can dive into the content of the day.

Create safer, braver spaces and container agreements:

All of us can cause and experience harm and it takes collective attention and action to create safer and affirming spaces. If you have organizational principles or agreements, remind the participants of the session what your organization is committed to. If you do not have principles or agreements, you can spend time at the beginning of the session to create them.

Name the power dynamics:

There is always power in the room. Sometimes it is institutional and hierarchical power, where senior leaders have decision making power that impacts other staff. Other times, power can be based in privilege and identities. For instance, you may have more white staff than people of colour, creating an unequal power dynamic related to lived experience in racial injustice. You cannot erase or ignore power dynamics. It is better to identify the power dynamics early and hold onto this awareness as the conversation takes place.

Facilitation Tips



Confidentiality and non-retaliation:

Participants should feel empowered to share what they are experiencing without fear of retaliation or that the things they share in this session can be used to make decisions based on performance or opportunities within the organization. All participants should be encouraged to share as openly while respecting their own boundaries, the confidentiality of all those present, and the agreements. A helpful framing for this can be, “Hear and retain the lessons, but leave the details in the room”.

Calling in versus calling out:

It is important to assume the best intent of all present in the session, while also attending to impact if someone says or does something that offends, causes harm, or contributes to injustice. For help with this, you can view this [TedTalk by Loretta Ross on the concept of Calling In vs Calling Out](#). This video can be helpful pre-session materials for participants to view.



Participatory approaches:

When hosting the debrief, it can be helpful to use structured facilitation processes to ensure that everyone can participate, and the loudest voices are not dominating the conversation. Some ideas: go arounds / circle, individual quiet journaling before open discussions, sharing anonymously (e.g. writing on scraps of paper and putting in a basket for someone else to read), paired or small group discussions, generating ideas on sticky notes and posting on a collaborative flipchart / whiteboard.

Suggested Facilitation Outline

Time	Activity	Notes
15-30 minutes	Check-in: How are you arriving?	Depending on the size of your group, you may only need 15 minutes. If you have a larger group, you will need more time.
30 minutes	Debrief: Exploring the Debrief Questions (next page)	Depending on the size of your group, you may want to try different approaches. If you have less than 10 people in the session, you may explore the debrief questions using circle practice or in general discussion. If you have over 10 people, use breakout rooms/small groups to allow for small group discussions about each question. We recommend using a <u>World Cafe style approach</u> where you have each small group gets the opportunity to have engagement with each of the questions while also building upon the responses and ideas of other participants.
10 minutes	Break	
30 minutes	Share Back & Sense-making	<p>What are the themes?</p> <p>What are common feelings/experiences across the debrief questions?</p> <p>Someone in the group can summarize the themes, offering participants the chance to add anything that was missed.</p>
15-30 minutes	Check-out: What are you sitting with now? What do you think we need to do next?	Have a circle go-around giving everyone the chance to share, or pass.

Debrief Questions



- Review your persona results. How varied were the results across the team?
- How accurate do you feel each persona is to your organization?
- What was surprising about the persona results? What was reassuring?
- In what ways do you feel your organization is doing well in advancing its justice and equity commitments?
- In what ways do you feel your organization can deepen its justice and equity commitments?
- How might your team make the best use of the recommended resources?
- What are your next steps?