

# **An assessment of organizational culture and practice relating to gender and cultural identity**

A report prepared for the Harold K.L. Castle Foundation  
by One Shared Future  
August 2020



## Executive Summary

The Harold K.L. Castle Foundation (“Foundation”) is a private foundation that “works to build resources for Hawaii’s future...by investing in promising initiatives and organizations through grantmaking, using our convening power, and introducing and spreading new ideas and approaches to help solve some of Hawaii’s most pressing problems.”\* It is known for its innovation and partnerships that invest in youth, the environment, and the Windward community on the island of O’ahu and which make a positive impact on the current and future generations.

One example of the Foundation’s forward-looking approach is an internal examination of its own diversity, equity, and inclusion (DEI) as an integral part of its work. This report includes the findings and recommendations from an assessment that the Foundation commissioned to look at its organizational culture and practice related to DEI, with a specific lens on gender and cultural identity.

Current and former board members and staff were interviewed during July-August 2020 and their candid insights, experiences, and suggestions shape the Foundation story, illuminate culture and practice, and inform recommendations. Findings include community and structural tensions, gender bias and unequal treatment of women, and inconsistent respect of cultural identity. The assessment also revealed great support for DEI learning, continued conversations, and the work required for respectful workplaces.

This report includes next steps, prioritized, and 90-day recommendations for creating a more diverse, inclusive, and equitable organization in which its members have a sense of belonging (page 3). A curated resource list of readings, individual and group exercises and activities, and training and coaching is also included to support continued learning and growth.

Ultimately, the goal of integrating DEI in the Foundation’s work and practice is to better serve its communities and meet its mission. It is commendable that the Harold K.L. Castle Foundation is engaging in and sharing this work, which becomes another part of it making a positive difference in Hawai’i.

\* Castle Foundation [website](#)

## Introduction

The Harold K.L. Castle Foundation (“Foundation”) is a leader in Hawai‘i for its grantmaking, impact, and deep commitment to mission: equity in education, restoration of natural resources through nearshore marine conservation, and investment in the Windward O‘ahu community, which is the Foundation’s home. Its identity and work are intertwined with this geographic region, the Castle family, and proactive innovation.

The Foundation’s history and community-focused outlook position it to be thoughtful about grantmaking and also in examining how to best achieve its mission during changing times. Activities and energies around Mauna Kea, #MeToo, and Black Lives Matter, as well as emerging equity-focused frameworks like ‘Aina Aloha Economic Futures and Uplift Hawai‘i, are part of the environment in which it works.

Given the people- and community-driven changes in local, national, and global environments, many in the philanthropic sector are reflecting on and discussing how larger movements touch all individuals, organizations, and communities. This aligns with the Foundation’s commitment to social justice, equity, and innovation, both in its work and its workplace, and it is commendable that leadership is making a timely, internal inquiry into its own roles and practice.

This report includes the findings and recommendations from an assessment that the Foundation commissioned to examine its organizational culture and practice related to diversity, equity, and inclusion (DEI), with a specific lens on gender and cultural identity. It was based on interviews of current and former Foundation board and staff members with the stated goals of how the Foundation and its people might learn more about themselves to better serve its grantees and community.

## Background

It is a natural process that culture, thinking, and behavior in people, organizations, and communities change over time. For example, smoking was once commonly accepted in society and business. After the U.S. Surgeon General released the first report citing its negative impact on health in 1964, policies, public awareness campaigns, and personal understanding by individuals led to changes in behavior. It was not long ago that people smoked in restaurants, on planes, and at the workplace. Now, none of this occurs in the United States. With increased knowledge and awareness, people’s behavior often evolves. The same is true for that which impacts organizational culture, policies, and practice—including current conversations and changes related to diversity, equity, and inclusion (DEI).

Within this context, the Foundation approached One Shared Future (OSF) to conduct an assessment that includes recommendations for moving forward beyond a compliance checklist. Foundation leadership has been consistently clear that its goals are organizational change and practice that integrate and promote gender- and cultural identity-focused *diversity, equity, and inclusion* (DEI) . When an organization achieves this, it is often expressed as *belonging*.

The visual in Figure 1 was developed by Kryss Burnette (2019) to explain what diversity, inclusion, equity, and belonging mean and how they relate to each other in an organization. This framing is fundamental to the conducted assessment, findings, recommendations, and next steps.

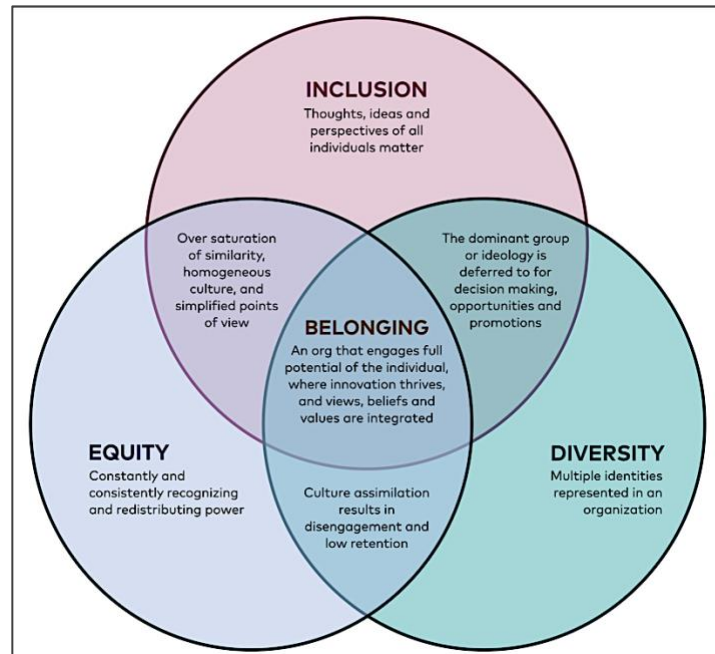


Figure 1. Understanding DEI & B

Please see Appendix A for “three examples of each ‘scenario’ of having two elements but falling short on the other” from [Belonging: A Conversation about Equity, Diversity, and Inclusion](#).

[One Shared Future](#) is a social impact business that invests in people that creates safe spaces for people to come together, learn about self and others, gain trust, and collaborate. This is achieved through professional development, facilitation, and consulting services that affirm strengths and create the conditions for collective innovation. [Safe Spaces & Workplaces](#)<sup>1</sup> is an OSF initiative co-founded with Child & Family Service to end workplace sexual harassment in Hawai‘i, and expertise is brought from both entities to this project.

This proposed scope of services for this three-month project was for OSF to: 1) assess the Foundation’s organizational culture—including policies and practice—as it relates to gender and cultural identities; and 2) provide recommendations to the Foundation board and staff about what they can do to create a safe, equitable working environment and culture. This report includes the assessment findings and recommendations for the Foundation in its ongoing goal of diversity, equity, and inclusion (DEI) and the application and practice of it in all aspects of its work.

<sup>1</sup> The Foundation is a Founding Champion/funder of this initiative.

## Approach

The Foundation is an active, living organization that was created by an individual for a community and is led by people. As such, OSF's approach to this project is to tell the Foundation's story in order to present where it is today and where it can be in the future. There were three steps to this assessment:

- Learn the Foundation's story
- Draft its story
- Share the story

In order to learn the Foundation's story, we reviewed organizational materials shared by staff and that which is publicly available. We also interviewed all current board members and staff, several former board and staff members, and one consultant for a total of 23 interviews conducted between July 9 and August 7, 2020.

Each interview was conducted by one to three OSF team members [Appendix B] and ranged from 40 minutes to over 1.5 hours. The majority of interviews was conducted via the online Zoom platform along with one by telephone and one in person. Appendix C is the handout that was distributed pre-interview.

After analyzing qualitative data from the interviews, we grouped them by four themes and presented initial findings and recommendations to the board chair and CEO in one meeting on August 14, 2020, followed by a separate meeting for all staff on the same day. There was much interest in the topic, many questions, no expressed disagreement with the findings, and several suggestions for future activities and steps for the Foundation.

To note:

- This approach focused on an internal assessment of the Foundation's internal culture, operations, and practice and did not examine the outward-facing grantmaking and community work. It is recognized that grantmaking and community involvement are intertwined with what Foundation board and staff do, but this was not the focus.
- In order to tell the story of the Foundation in 2020, it was necessary to learn its historical culture, which involved interviewing past board and staff members. Current board and staff insights carry more weight in presenting today's "snapshot" than those who were previously involved with the Foundation.
- In the spirit of continuous improvement and full transparency, the Foundation's leadership committed to sharing this report and its goals, findings, and next steps with all interviewees and other local funders.
- The Family Foundation Transition Model (Gersick) was used to provide a simple methodology for a potential progression of events, activities, and subsequent organizational transition related to the findings and recommendations of this project. Please see Appendix D for additional details.

## The Foundation's Story

Learning the Foundation's history is key to understanding the deep commitment to mission and pride in the organization, its grantmaking, and the impact made by those involved: current board and staff, as well as those who served or worked there. People—those who serve/served there *and* those who are served by it—are the heart of the Foundation. As such, this assessment starts with the Foundation's story.

This story is one of **vision**, **partners**, and **change**, and rooted in all of these themes is **power** (all descriptive, neutral terms). As is well-known, the Foundation was started in 1962 by Harold K.L. Castle for multiple reasons, including as part of his vision for a vibrant Windward O'ahu where people thrive.

### Vision

Over time, the Foundation's board and staff leadership clarified the founder's vision to three clear strategies:

- Close the achievement gap in public education so that all of Hawai'i's children, regardless of their socioeconomic background, have access to and benefit from high-quality education, from pre-kindergarten through college, that prepares them for a successful future.
- Restore Hawai'i's nearshore marine life populations so that future generations can benefit and learn from this rich natural resource.
- Build on the strengths of Windward O'ahu communities through investments that support the region's rich cultural legacy, its youth and families, and its natural resources.

### Partners

When sharing the Foundation's story, it is important to recognize the people in and related to it:

- The first is Harold K.L. Castle, whose vision led to the Foundation's birth, and his descendants who remain active as directors.
- The second is Kaneohe Ranch ("Ranch"), to which the Foundation has always been connected through history, assets, boards, staff, and the Castle Family. After the land assets are sold and the Ranch winds down, the active relationship between the two will cease.
- The third is the Windward community, which predates the Foundation and has grown much over the last half-century (as was Mr. Castle's vision). The people of this geographic sibling include the recipients of land gifts (e.g., Castle High School, Adventist Health Castle, Kawai Nui Marsh) and the actual residents, community leaders, students, and business owners of Windward O'ahu.
- The last group of partners are those who serve as board members and, fundamentally, those who work for the Foundation. There is diversity of length of tenure, expertise, experience, geography, and culture.

As with all relationships, different perspectives and perceptions—based upon unique experiences, culture, or inherent positional power—contribute to ever-changing and dynamic tensions between the aforementioned partners.

### Change

In the last 58 years since the Foundation’s founding, there has been much internal, local, and national change. Its own change is represented through the growth of people, place, and capacity:

- From four (4) people in the office less than 15 years ago, the staff now includes seven (7) professionals (some shared with the Ranch).
- In 2010, the Foundation moved into its own LEED-certified building adjacent to the historic Kaneohe Ranch Building.
- With the 2013 sale of all of its land assets, the Foundation’s endowment grew to ensure its perpetuity.
- The Foundation is a leader in the community and, as it has grown, it has become known for its willingness to try new things, partnering with other funders, and “punching above its weight class.”

Within the Foundation’s community, change includes the development and growth of Kailua Town and Windward O’ahu. It also includes the fact that the Ranch is no longer the area’s majority landowner.

Locally, the Hawaiian cultural renaissance and sovereignty movement are now seen and felt through *kapu aloha* on Mauna Kea, in ‘Āina Aloha Economic Futures, and in so many other community-founded and -driven strategies.

Nationally, the civil rights movement continues with today’s Black Lives Matter, and an aspect of the women’s rights movement is expressed through #MeToo. There is more diversity of voice and perspectives locally and nationally.

Just as organizations and institutions go through phases of evolution, so do community-driven calls for equity and change. The organized movements in the 1960s and 1970s have evolved into less centralized, community-catalyzed campaigns, and the Foundation exists within all of these changing contexts.

### Power

Discussing the subject of power can be uncomfortable, as can conversations about gender, cultural identity, equity, and self. The Foundation’s willingness to ask difficult questions as part of its growth and service of mission is again recognized.

As shared earlier, power is interwoven into the themes of the Foundation's story, in part and by the very nature of being a philanthropic organization. Individuals and organizations apply to the Foundation for support and funding.

Positional power is different from personal power, and both are at play because the Foundation is an organization that involves and impacts people. [Uma Muthuraaman](#) explains the distinctions in this (adapted) way:

**Power** as human potential is the ability to influence the behavior of others or the course of events.

While *influence* is the ability to affect the behavior of someone or something, it can stem from a position one holds in an organization or from one's personal character and skills. Therefore the former is called Positional power and the latter, Personal power.

**Positional power** is the authority one wields by one's position in an organization's structure and hierarchy.

**Personal power** is more of a person's attitude or state of mind rather than an attempt to maneuver or control others. Personal power is the ability to influence people and events with or without formal authority

It is important to understand that when we talk about gender, cultural identity, and DEI, we must recognize that power, both positional and personal, is involved. History, structure, and other factors create the conditions for this. Understanding these dynamics, the underlying themes (vision, family, change, power), and how they all intertwine and impact organizational culture and practice is key to moving forward in ways that the Foundation can better meet its mission.

## Findings

This report now shifts to a current snapshot of the Foundation's organizational culture and practice as shared by current and former board and staff. There was no one event or action discovered, and all findings are candidly shared as opportunities for learning and growth. To start, the one clear consensus is that everyone interviewed appreciates the Foundation and its people:

- *I'm proud to be part of the team of talented staff [that makes an] impact.*
- *The Foundation and its people are great.*
- *Extraordinary group of people overall.*
- *Castle is a fabulous organization...they have the community's interest in mind*
- *[We] are looking to make the work impactful and meaningful.*
- *Everyone is really good people.*
- *There's a huge component of caring that exudes from the institution...If there was a one-word definition: CARING.*



There is also a strong desire for an honest look at the organizational culture and to make it better:

- *Please be as sharp and as pointed as you can be...[so we can] create a space where we can be better in our work and better serve our community.*
- *Everyone can benefit from right now, taking a step back, understanding that everyone [comes] from different experiences and [with a] different lens.*
- *Hope when we all take a step back and take a look...we recognize that we do have some issues that need to be defined and addressed moving forward.*

The interviewees spoke with honesty and candor. This is why these findings are not presented as a typical list. The goals of this assessment and the hopes from many interviewed are to go deeper in examining the Foundation's organizational culture and practice with a lens on gender, cultural identity, and DEI.

As a result, the picture becomes multi-dimensional and can be viewed from different vantage points. The findings are thus presented through four (4) descriptive tensions, which help to describe the *dynamic* nature to each layer of the organization's identity, culture, and practice.

The first two tensions are **community** and **structural**, which help to explain some of the existing conditions in which the Foundation grew and functions. The second two are **gender** and **cultural identity** tensions, which overlap on top of and connect with the first two.

1. Community tension can be described as *historical* and *positional*:

- Historical tension arose from the Ranch being the primary landowner in Windward O'ahu, development activities (and different kinds of development), business conducted with certain entities, and other actions and dynamics that were in the past.
- Positional tensions arise from the very nature of being a philanthropic organization, and the positional power it brings. In addition, the shared feedback is that the Foundation can do a better of job of engaging community members as the experts with lived experience and knowledge about their own needs and opportunities for action:
  - *I think [real partnership] starts with a very authentic desire to engage with and improve the conditions for the local community.*
  - *Think we can do better hearing voices from grantees' people served and the impact down the road.*

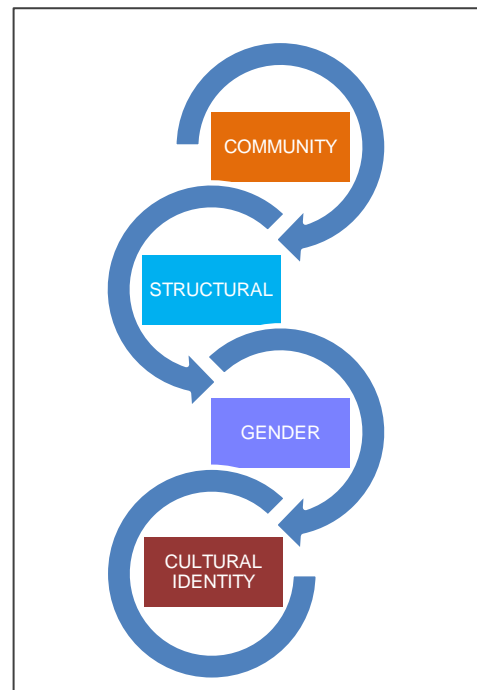


Figure 2. Four types of tension

- *You have to work super hard if your interventions are the ones the community wants.*
- *It's important to understand and practice [as an empowerment model]: People have [their] own lives and ideas for changing lives on their own terms.*

2. Structural tension is grouped as *organizational* and *positional*:

- The first kind of structural tension exists because the Foundation does not stand alone as an independent entity. As shared, the Foundation is organizationally connected to Kaneohe Ranch through its assets, people, and operations. The two organizations, however, have different cultures, goals, buildings, and boards, and this leads to a constant structural tension.
  - The picture that interviewees paint is that the Foundation is forward- and community-facing and seeks innovative interventions for change, and the Ranch, which has its own culture and separate office and dress expectations, is winding down, and is targeting its own closure date. The two organizations are moving in different directions yet are organizationally and structurally connected. Because it was concluded that they cannot separate, a continuous tension exists.
  - Note: the tension described in this bullet point is about the two organizations' different objectives, goals, policies, and cultures; it does not relate to any individuals or interpersonal issues.
- The positional tensions were clearly articulated by those interviewed. These tensions exist in two ways, and the first is between the board and staff:
  - Board roles and responsibilities are not clearly defined or followed, and board member involvement in programs and operations leads to tension with staff and "impacts interpersonal dynamics and office culture" in "awkward" ways.
  - In a small team, one person in a powerful position with strong views can result in a "chilling" effect.
  - When there is inappropriate board involvement in operations, the positional power and authority of this dynamic prevents the nurturing of a safe work environment because it does not contribute "to people's safety and ability to be vulnerable."
- The second positional tension is related to staff:
  - Note: The very nature of a small staff leads to some inherent tensions and makes change more challenging. These include lack of anonymity (related to speaking up), decreased opportunities for hiring new colleagues, and small-group interpersonal dynamics.
  - It is a small organization with at least three levels of positions and reporting.
    - There is the board, management, and staff.
    - It is not always clear who reports to whom and when.

- It is often not clear how decisions are made, especially when agreement is needed from both organizations.
- o People felt there were not "very clear group norms, roles, follow-up, and accountability."
  - "Rules needed to be quantified" through a revised handbook so that everyone's expectations are consistent.
  - The Foundation needs to "be able to revise [its] handbook without Ranch permission and changes."
- o Not everyone feels heard or valued.
  - "Really important for everyone to have a chance to speak on an issue so they are part of the decisions"
  - "I just want [management] to be open to looking at things differently."
  - The "culture of respecting authority" is actually silencing.

Building upon community and structural tensions, there are the more nuanced tensions of **gender** and **cultural identity**.

A look through these tensions can begin with the honest views that interviewees shared:

- From board members:
  - o *So many men in leadership positions.*
  - o *Honestly, when I look at the leadership of the organization around gender and culture, within management, it's probably, and even on the board, it's dominated by white males.*
  - o *We do have a problem with a domination of men, of Caucasians, and as a result, let's be intentional about where we want to go relative to gender and culture and let's work towards getting there.*
- From staff:
  - o *I feel really strongly about making sure that the composition of our office reflects the composition of our beneficiaries. If it doesn't, then there's something concerning about it.*
  - o *[There have been] simmering gender tensions for a while.*
  - o *Power dynamic.*
  - o *More diversity could be had on the board, definitely.*

3. Gender tensions. It is clear that although it is not the intent of the Foundation's leadership, this assessment revealed gender bias and unequal treatment of female staff. This manifests as:

- A culture in which “men are more important and the decision makers, and the women are not.”
  - There are currently seven (7) staff members at the Foundation, with three (3) full-time employees and four (4) who split time with the Ranch.
  - All of the administrative staff are women, and all of management and program officers are men.
  - “Women are in administrative [positions] and subordinate, if not formally, informally, to men.”
- A “culture of male power and microaggressions” exists in which women have been interrupted, disregarded/dismissed, and their sentences have been completed...without others interceding and disrupting this from happening.
- Different work expectations and benefits for women and men at different times:
  - Work travel on weekends counted differently
  - Vacation and time worked handled differently
  - Working remotely
  - No maternity leave policy
  - After-hours work activities that did not take into account childcare needs

There are numerous factors that interviewees thought might contribute to this:

- Not focusing on diversity in practice: “I don't think there was an active thought process or intent to create diversity...Don't think there was an intention around gender or culture and diversity.”
- Not utilizing a formal hiring process that includes pathways for inclusion.
- Using a hiring practice that focuses on already-known candidates.
- Human nature, tendencies, and comfort which make it easy to do what we know (unless we actively work on it)
- The evolution of the Foundation itself over time (remote working is a reflection of this)
- Existing culture, which is often easier to perpetuate—because we are part of it—than to change.

4. Cultural Identity tension. Similarly, although not as overt, there was more than one interviewee who described the perception that “Native Hawaiians are looked down upon in the office and in the community.” Interviewees also shared that there is, at times, a carryover “neo-colonial” sense and “a way of working in the world” in which the Foundation knows

what's best for the community. This contrasts with the observation that “once people have some sense of ownership in their lives, they take action.”

Again, thinking and behavior change over time, as do organizations and people. The rates of change may be different, and outdated practices remain when people allow them to continue. Creating a respectful workplace means continually pushing to increase one's own DEI awareness and integrating that into identity and practice. It means saying something and continually standing up to create that space of respect and inclusion for others, and the Foundation can do this. It's a way of being in the world. As one interviewee shared:

*Institutions like this foundation need to be consistent in their identity, develop operational trust, and...be a guiding light to push forward access, equity, and helping a community thrive.*

## Recommendations

The Foundation took a significant step in commissioning this assessment to examine its internal culture as it relates to gender, cultural identity, and DEI. It's the beginning of important, authentic conversations about the Foundation's identity and what it wants to be. As one interviewee shared:

*In order to have presence within the community and within their staff, [the Foundation should] have a conversation about the power dynamics within the organization and within the community...[and to] work with the community to find solutions.*

There are some clear next steps, many of them suggested by interviewees, toward addressing some of the identified findings.

The OSF team developed recommendations derived from the various activities of this project. The recommendations were categorized and sorted in the following manner:

- **90-Day Priority** (with “5” as the highest priority)
  - The organization must endeavor to complete all Priority 5 recommendations within the next 90-days.
  - Priority 5 recommendations comprise 56% of all recommendations (27 of 43).
  
- **McKinsey 7S Framework Elements**
  - These element categories will facilitate further analysis, discussion and prioritization of recommendations.
  - These element categories connect with the four tensions described in the Findings section: *Community, Structural, Gender, and Cultural Identity*.

- More than half (56%) of the recommendations involve hard elements (issues and solutions are relatively easy to identify, and management can influence them directly). Specifically, these are *Strategy*, *Structure*, and *Systems*.
- Another 44% of the recommendations impact soft elements (issues and solutions that are more difficult to describe, less tangible and more influenced by organizational culture and values), specifically *Shared Values*, *Skills*, *Style*, and *Staff*.
- Please see Appendix E for additional information on the 7S Framework Elements.
- See Appendix F for the Recommendations sorted by each of the 7S Elements.

- **Time, Difficulty, and Cost to Implement (TDC)**

- Provides a rough estimate of level of effort and resources required to implement the recommendation.
- Each item (time, difficulty, and cost) was rated on a scale of 1-3 (3 being high) and then summed for an overall TDC Score.

Please see the below summary table of recommendations ranked by 90-Day Priority. Appendix F contains these same recommendations sorted by Hard Elements, Soft Elements, and tensions.

| R# | Recommendations  | Hard Elements |           |         | Soft Elements |        |       |       | 90-Day Priority | Time | Difficulty | Cost | TDC Score |
|----|--|---------------|-----------|---------|---------------|--------|-------|-------|-----------------|------|------------|------|-----------|
|    |  | Strategy      | Structure | Systems | Shared Values | Skills | Style | Staff |                 |      |            |      |           |
| 1  | Complete revision of Employee Handbook and any additional commitments made to implement recommendations made by a previous consultant.                               |               |           | x       |               |        | x     |       | 5               | 3    | 3          | 1    | 7         |
| 2  | Discuss and develop a set of organizational shared values to be used to inform approaches to all organizational policies, procedures and interpersonal interactions. |               |           |         | x             |        |       |       | 5               | 3    | 3          | 1    | 7         |
| 3  | Review and refine all Employee Handbook policies and procedures to ensure that they are open, fair, explicit, and based on the organization's core values.           |               |           | x       | x             |        |       |       | 5               | 3    | 3          | 1    | 7         |

| R# | Recommendations   | Hard Elements |           |         | Soft Elements |        |       | 90-Day Priority | Time | Difficulty | Cost | TDC Score |       |   |   |
|----|---|---------------|-----------|---------|---------------|--------|-------|-----------------|------|------------|------|-----------|-------|---|---|
|    |   | Strategy      | Structure | Systems | Shared Values | Skills | Style |                 |      |            |      |           | Staff |   |   |
| 4  | Engage/contract third-party support for Human Resource processes to ensure adequate objectivity, due diligence and risk mitigation (e.g., recruitment firm, professional employment organization).  |               |           | x       | x             |        |       |                 | 5    | 2          | 2    | 2         | 6     |   |   |
| 5  | Discuss methods to build awareness of actual or potential conscious or unconscious micro-aggressions (a statement, action, or incident regarded as an instance of indirect, subtle, or unintentional discrimination against members of a marginalized group such as a racial or ethnic minority). |               |           |         |               |        |       |                 | x    | 5          | 2    | 3         | 1     | 6 |   |
| 6  | Due to the small size of the organization, designate a third party to function as an ombudsman.   |               |           | x       |               |        |       |                 |      | 5          | 2    | 2         | 2     | 6 |   |
| 7  | Seek third-party guidance to review and revise hiring process to ensure that it is fair and objective.  |               |           | x       |               |        |       |                 |      | 5          | 2    | 2         | 2     | 6 |   |
| 8  | Discuss and define what a "safe/healthy physical, emotional, spiritual, and cultural workplace" looks and feels like.   |               | x         | x       | x             |        |       |                 |      | 5          | 2    | 3         | 1     | 6 |   |
| 9  | CEO should work with a coach to address barrier labels and realities that manifest from his strengths (e.g., "He is kind and a big thinker" which can be conversely stated as "he is conflict averse and not detail oriented").   |               |           |         |               |        |       |                 |      | x          | 5    | 2         | 1     | 2 | 5 |
| 10 | Begin board and management succession planning that incorporates DEI considerations.  | x             |           | x       |               |        |       |                 |      |            | 5    | 2         | 2     | 1 | 5 |

| R# | Recommendations  | Hard Elements |           |         | Soft Elements |        |       | 90-Day Priority | Time | Difficulty | Cost | TDC Score |
|----|--|---------------|-----------|---------|---------------|--------|-------|-----------------|------|------------|------|-----------|
|    |  | Strategy      | Structure | Systems | Shared Values | Skills | Style |                 |      |            |      |           |
| 11 | CEO should work with a diversity coach (who may administer various evaluation instruments) for personal growth and to build awareness, understanding, and mitigation of unconscious bias and microaggressions. |               |           |         |               | x      | x     | 5               | 2    | 1          | 2    | 5         |
| 12 | Establish regular one-on-one check-ins with staff to discuss and document performance and well-being.  |               |           |         |               | x      |       | 5               | 2    | 2          | 1    | 5         |
| 13 | Clarify and share board roles with staff.  |               | x         | x       |               |        |       | 5               | 2    | 2          | 1    | 5         |
| 14 | Review board policies and revise to include board rotation, term limits, and duties of various board responsibilities such as chair and subcommittee members.  |               | x         |         |               |        |       | 5               | 2    | 2          | 1    | 5         |
| 15 | Ensure policies are applicable for ALL employees (e.g., dress, travel, expenses, working out of the office, etc.).   |               |           | x       |               |        |       | 5               | 2    | 1          | 1    | 4         |
| 16 | Board, management, and staff acknowledge contrasting historical "operating style" of sister organizations (i.e., Ranch more conservative, Foundation more progressive).  |               |           |         | x             |        | x     | 5               | 1    | 2          | 1    | 4         |



| R# | Recommendations  | Hard Elements |           |         | Soft Elements |        |       |       | 90-Day Priority | Time | Difficulty | Cost | TDC Score |
|----|--|---------------|-----------|---------|---------------|--------|-------|-------|-----------------|------|------------|------|-----------|
|    |  | Strategy      | Structure | Systems | Shared Values | Skills | Style | Staff |                 |      |            |      |           |
| 17 | Acknowledge that white privilege, institutional racism, and unconscious gender and cultural bias are factors in Hawai'i's history and an element of the history of The Big 5 and other long-time businesses in Hawai'i that have contributed to gender, cultural identity, and community tensions. |               |           |         | x             |        |       |       | 5               | 1    | 2          | 1    | 4         |
| 18 | Board and CEO review and discuss BoardSource's " <a href="#">Board-Staff Interaction: What's Acceptable, What's Not. You Ask, We Answer</a> " and establish and implement Castle board and staff interaction guidelines.   |               | x         |         |               |        |       |       | 5               | 2    | 1          | 1    | 4         |
| 19 | Although the Ranch and the Foundation are separate business entities, strive to implement consistent board and staff approaches, policies, and procedures across both.   |               | x         | x       | x             |        | x     |       | 5               | 1    | 2          | 1    | 4         |
| 20 | Acknowledge gender bias in distribution of women in administrative/operational roles versus men in leadership roles.   |               | x         |         | x             |        |       |       | 5               | 1    | 1          | 1    | 3         |
| 21 | Establish defined roles and responsibilities of the Board Chair versus the CEO to reduce staff confusion over reporting structure and decision-making processes.   |               | x         |         |               |        | x     |       | 5               | 1    | 1          | 1    | 3         |
| 22 | Board and CEO should discuss the merits of having at least one beneficiary on the Board.   | x             |           | x       |               |        |       |       | 5               | 1    | 1          | 1    | 3         |

| R# | Recommendations  | Hard Elements |           |         | Soft Elements |        |       |       | 90-Day Priority | Time | Difficulty | Cost | TDC Score |
|----|--|---------------|-----------|---------|---------------|--------|-------|-------|-----------------|------|------------|------|-----------|
|    |  | Strategy      | Structure | Systems | Shared Values | Skills | Style | Staff |                 |      |            |      |           |
| 23 | To increase trust levels and demonstrate accountability, share results/findings from the recent CEO 360 review with staff.   |               |           | x       | x             | x      | x     | x     | 5               | 1    | 1          | 1    | 3         |
| 24 | Revise board meeting agendas to include an "Open Discussion" segment to increase opportunity for unstructured, impromptu and generative board inquiry and discussion.  | x             |           | x       | x             |        | x     |       | 5               | 1    | 1          | 1    | 3         |
| 25 | Consider DEI elements when selecting, partnering, or transacting business with any outside party.  |               |           | x       |               |        |       |       | 4               | 2    | 2          | 2    | 6         |
| 26 | Recognize that good intentions can be misinterpreted as "we know what is best for you" and validate and refine approach based upon input from community and beneficiaries.                                     |               |           |         |               |        | x     |       | 4               | 1    | 2          | 1    | 4         |
| 27 | Investigate conducting board meetings at a different locale to increase privacy of board discussions.  |               |           | x       |               |        |       |       | 4               | 1    | 2          | 1    | 4         |
| 28 | For board and staff meetings, consider incorporating simple techniques such as " <a href="#">The Empty Chair</a> " or " <a href="#">Tracking Airtime</a> " to increase awareness of how DEI elements manifest. |               |           | x       | x             | x      | x     | x     | 4               | 1    | 2          | 1    | 4         |
| 29 | Consider "DEI Implementation Progress" as a recurring board agenda item.   | x             |           |         | x             |        |       |       | 4               | 1    | 1          | 1    | 3         |

| R# | Recommendations   | Hard Elements |           |         | Soft Elements |        |       |       | 90-Day Priority | Time | Difficulty | Cost | TDC Score |
|----|---|---------------|-----------|---------|---------------|--------|-------|-------|-----------------|------|------------|------|-----------|
|    |   | Strategy      | Structure | Systems | Shared Values | Skills | Style | Staff |                 |      |            |      |           |
| 30 | Create an issue identification process that enables the community to identify and co-create priorities that Castle and the community can address collaboratively.   |               |           | x       | x             |        |       |       | <b>3</b>        | 3    | 3          | 2    | 8         |
| 31 | To support organizational accountability, schedule a one-year review of recommendation implementation progress to be conducted by an external party.  | x             | x         | x       | x             | x      | x     | x     | <b>3</b>        | 3    | 3          | 2    | 8         |
| 32 | Schedule and conduct monthly facilitated discussions to "practice" and build staff's ability to have DEI conversations.   |               |           |         | x             | x      |       | x     | <b>3</b>        | 2    | 3          | 2    | 7         |
| 33 | Incorporate DEI accountability and performance metrics for board, management and staff.   |               |           | x       | x             |        |       |       | <b>3</b>        | 3    | 3          | 1    | 7         |
| 34 | Investigate the benefits of incorporating a 360 review of the organization and management team that includes the community as a stakeholder. Implement the 360 if the benefits contribute to a healthy workplace. |               |           |         | x             | x      | x     | x     | <b>3</b>        | 2    | 3          | 2    | 7         |
| 35 | Consider increasing capacity and support of diversity, equity and inclusion grantee efforts through revision of the grantmaking support and evaluation process.   | x             |           | x       |               |        |       |       | <b>3</b>        | 3    | 2          | 2    | 7         |
| 36 | Consider revising job descriptions based on functional experience and skill-based vs degree requirements.   |               |           | x       | x             |        |       |       | <b>3</b>        | 2    | 3          | 1    | 6         |

| R#                           | Recommendations  | Hard Elements |           |         | Soft Elements |        |       |       | 90-Day Priority | Time | Difficulty | Cost | TDC Score |
|------------------------------|--|---------------|-----------|---------|---------------|--------|-------|-------|-----------------|------|------------|------|-----------|
|                              |  | Strategy      | Structure | Systems | Shared Values | Skills | Style | Staff |                 |      |            |      |           |
| 37                           | Establish professional development/training schedule specifically for diversity, equity, and inclusion (DEI) training.   |               |           | x       | x             |        |       |       | 3               | 2    | 2          | 2    | 6         |
| 38                           | CEO should regularly physically visit <i>Wahi Pana</i> and seek input from local organizations, community leaders, and stakeholders to inform foundation strategies and systems and to assure the community that the foundation is committed to the well-being of the community. | x             |           | x       |               |        |       |       | 3               | 2    | 2          | 1    | 5         |
| 39                           | Make 'Ōlelo Hawai'i training and <i>Wahi Pana</i> site visits available to all staff. Consider extending benefit to all beneficiaries.   |               |           | x       |               | x      |       | x     | 3               | 2    | 1          | 2    | 5         |
| 40                           | CEO should consider establishing a CEO Advisory Group comprised of community thought leaders.  |               |           | x       |               |        | x     |       | 3               | 1    | 2          | 1    | 4         |
| 41                           | Recognize and source multiple forms of social capital and wealth that exist within the community to bring greater parity to the grantor/grantee power dynamic.   | x             |           |         |               |        |       |       | 2               | 2    | 3          | 1    | 6         |
| 42                           | Make space/seats available to grantees and/or funding partners whenever conducting DEI training for own internal staff.  |               |           |         |               | x      |       |       | 2               | 2    | 1          | 2    | 5         |
| 43                           | Consider providing discretionary funding to a community organization to convene and conduct a community discussion about what is needed to best serve the community.   | x             |           |         |               |        |       |       | 2               | 1    | 2          | 2    | 5         |
| Total Elements Impacted (92) |  | 9             | 8         | 25      | 19            | 9      | 14    | 7     |                 |      |            |      |           |

| R# | Recommendations | Hard Elements |           |         | Soft Elements |        |       | 90-Day Priority | Time | Difficulty | Cost | TDC Score |
|----|-----------------|---------------|-----------|---------|---------------|--------|-------|-----------------|------|------------|------|-----------|
|    |                 | Strategy      | Structure | Systems | Shared Values | Skills | Style |                 |      |            |      |           |
|    |                 | 10%           | 9%        | 27%     | 21%           | 10%    | 15%   | 8%              |      |            |      |           |

**Next Steps**

Given the organization’s high sense of urgency to address the issues and challenges identified in this report, several immediate next steps should be conducted:

- Share the report and findings with staff and other trusted stakeholders.
- Develop and share simple communication points for board and staff that may be used to answer questions related to the context, process, and application of this report.
- Schedule and conduct time in regular (and special) board and staff meetings to discuss the contents of this report.
- Use the Recommendation Table as an interactive tool to encourage board and staff discussion and ownership of recommendation implementation
  - Review recommendations and discuss 90-day Priority ranking and TDC scores and revise and refine, as required.
  - For highest priority items, assign a lead or a team to take responsibility to implement the recommendation.
  - Draft high-level action steps and timing required to implement each high priority recommendation.
- Take the opportunity to implement *easier* Quick Wins—lower priority items with low TDC scores—within the first 90 days to maintain and build positive momentum for overall effort.
- Encourage the board and staff to investigate other activities and resources to help build the organization’s “DEI muscle.”
- Please see Appendix G for a curated list of individual and group exercises and activities, reading, and training and coaching resources.

**Conclusion**

A first step in DEI awareness is asking for feedback and starting the conversation, which is what this assessment does. The Recommendations and Next Steps sections provide prioritized (with ways to re-rank) action items for the Foundation to take the next steps. This is not a finite

exercise as increasing our and our organization's awareness and putting it into practice in ongoing.

Part of this work is recognizing that privilege is gained by being male, white, higher socio-economic status, etc. This is a true reality, it creates blind spots, and it requires conscious and continual efforts to increase awareness about the power of power, privilege, and bias. As a board member shared, this is hard work because "it's a natural human struggle because we are most comfortable with people like us."

Creating a respectful work environment and practice requires the willingness to speak honestly, name inequities, sit with discomfort, and actively work on biases and blind spots. This often means that those who wield positional power need to create the space and safety (i.e., no perceived risk or real retaliation) for everyone to participate. This is difficult work, and the Foundation has support to do continue with it.

Board members expressed that this intentional work is needed to become a more diverse, inclusive, and equitable organization—a place of belonging—and to integrate and "live" it with each other and community partners:

- *I'm interested in what we need to do differently to create a safe and productive workplace: here's what we found, and let's talk about what we found and what we do about it. The relevance is what's real to us. Then we actually take it in and live it.*
- *I always view that an organization is run by management, so I [would] like to see management be aware of the trends and things that we should be thinking about and bringing it to the board.*
- *Maybe we have to talk about these things more purposefully right now and at the board level.*
- *I think we are in a formative time and a safe time to be able to speak openly.*
- *It's not a bad thing—it just means our work is not done.*
- *The bottom line is we could and should be intentional. The question is, how do we go about being intentional going forward so we ensure this is one important factor?*
- *[The] bottom line [is] recognizing that we have to fulfill our responsibility as servants.*
- *Let's get through tough times together and heal together.*

**How does the Foundation know it's been successful in creating a diverse, inclusive, and equitable workplace of belonging?** When board and staff were asked this question, they shared some indicators:

- Safe work environments
  - *Respectful interactions*
  - *Differences in opinion are valued and appreciated*

- *Trust in employees*
- *Encouragement to be creative and innovative*
- *An environment where staff can do their best work*
- *Staff are acknowledged for their contributions*
- Real culture change  
*[It] lives not just in the conversations—it is in the documents that [determine] how the organization makes the decisions.*
- Trust and communicating within the Foundation and with community partners  
*You're in an environment where you can express yourself and say things that might be difficult for others to hear and you can still say that and your word is going to be taken, you won't be dismissed, your opinions matter, you feel listened to, [and] you can contribute your knowledge and experience.*

In conclusion, making the commitment to increase awareness of and practice diversity, inclusion, and equity—with an eye on gender, cultural identity, and belonging—can be viewed as the **continued evolution and growth of the Foundation**. It is about taking more intentional steps in the Foundation's story and journey.

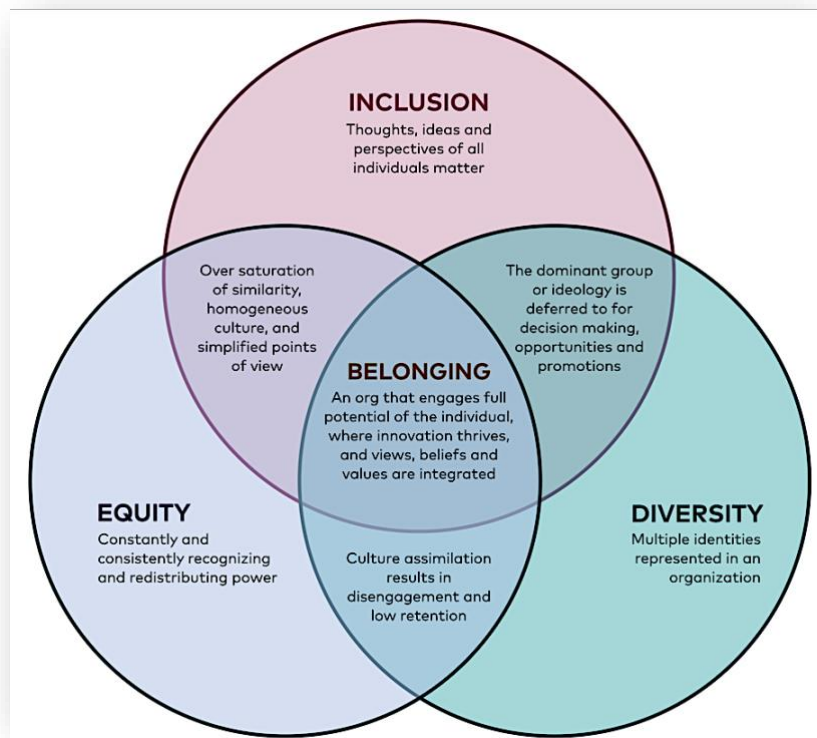
The Harold K.L. Castle continues to be an innovator and role model in the ways it invests in people, communities, and potential. This internal work—which ripples out to the external—can be another example of catalyzing change in multiple ways. This is part of what the Foundation is all about and has always done. As one board member highlighted this:

*Harold K.L. Castle “was such a big believer in community and preserving Hawai'i,” and “a lot of these conversations about systemic racism can be about systemic poverty...[which] comes down to education, [our] core value of focusing on youth and education, the importance of ocean...and the values we seek to pursue.”*

## Appendix A: *Belonging: A Conversation about Equity, Diversity, and Inclusion*

Author: Krys Burnette

<https://www.aug.co/blog/belonging-a-conversation-about-equity-diversity-and-inclusion>



*Each element represents a different piece of the full human experience. Addressing only one or two of these falls short on gaining, what I think is the full human experience—a sense of belonging.*

Examples of each “scenario” of having two elements but falling short on the other:

### **Situation #1: Equity and Inclusion, No Diversity #somanwhiteguys.**

Imagine the boardroom of all white men. This is the extreme example that I think of in this scenario. Sure they all have a seat at the table and the opportunity to share and have their perspectives heard. Assuming decisions are made in the boardroom, those perspectives held make policy and changes to the organization (and sometimes the public and our environment). Great, right? Sure, if you are a company of all white men whose customers are all white men and every policy and decision made only impacts other white men. This is almost never the case. Without diversity no new perspectives are heard. Policies are established and implemented benefiting the interest of those in power. Organizations lose their competitive edge because innovation slows down without diverse perspectives. The result of this is that employees leave because change is too slow. That \$1B new idea just walked out the door because it was just not “core to the business.”



## Appendix A: *Belonging: A Conversation about Equity, Diversity, and Inclusion*

### **Situation #2: Inclusion and Diversity, No Equity #powerstruggle.**

Imagine the bold, progressive community organization that is excited to advocate for new change and policies or a public school system in an inner city. They pride themselves on diversity and inclusion! It's part of their mission statement and they boldly represent the voices of the community at large. However, those in positions of power or leadership positions do not represent the diversity of the community; in fact, beliefs held at the top are that of the dominant social ideology. A recent example of this was breakdown of leadership for the 2018 and 2019 Women's March. In short, the founders were excited to include women of color to bring diverse perspectives to help organize the march, however, those women of color were denied leadership positions until they demanded it. Another example is diverse inner city schools where children of multiple intersectional identities exist yet Black and Brown students are continuously punished more often and more harshly and bullying against LGBT, especially trans, students is ignored or rejected compared to their straight, cisgender peers.

### **Situation #3: Equity and Diversity, No Inclusion #iheardyoubut.**

This is probably my worst case scenario of all three. The other scenarios are a bit easier to draw attention to. There are hard and cold "facts" for someone to refer to (e.g. national statistics, employee self-identifying questionnaires, leadership demographics, etc). Inclusion, however, is a feeling based on an individual's experience. This scenario is best described as the "I heard you, but..." or "If I could play devil's advocate for a minute..." or "I have a friend who is X and they said..." mindset. In short, its erasure of experience and perspective; it's subtle and dismissive. You are invited into the boardroom, but you are expected to speak for all people like you. You are invited into the boardroom, but your idea isn't considered until a peer of the dominant culture recognizes and claims your need for change as their own idea, *even if you've pointed it out multiple times in the past*. Essentially, you're invited to the boardroom, you're smart and have a fresh diverse perspective, yet your ideas aren't heard or are commonly misunderstood. This scenario isn't hard to imagine, many people have been put in this uncomfortable situation. It's exhausting for those who are expected to show up as their whole selves, yet are expected to assimilate to the dominant workplace culture and not be *too* disruptive. As a result, diverse talent leaves from exhaustion and burnout from feeling like they don't truly belong.

## Appendix B: One Shared Future team

### **Rachael Wong (co-lead)**

Rachael has dedicated her career to improving quality of life for others: in non-profit leadership roles at the Healthcare Association of Hawai'i, Kōkua Mau (the state hospice & palliative care organization), and the Hawai'i Consortium for Integrative Care; as the director of the State of Hawai'i Department of Human Services, where she led the creation of the state's 'Ohana Nui multigenerational framework; and through One Shared Future. She filed a sexual harassment case that was resolved in 2018, and her vision for a brighter Hawai'i (captured in her [statement](#)) and the ensuing silence were the foundation and catalyst for co-founding the [Safe Spaces & Workplaces](#) initiative that seeks to end workplace sexual harassment through collaboration.

Rachael earned a bachelor's degree in East Asian studies and certificate in women's studies from Princeton University, a master's degree in public health from UH-Manoa, and a doctorate in public health from University of North Carolina at Chapel Hill. She is grateful and excited to be working with a strengths-based team and public, private, and non-profit sector partners to catalyze positive change through collaboration and innovation.

### **Chris Pating (co-lead)**

Christopher is a management consultant and loves to get people excited about facilitation, strategic planning, and executive/leadership coaching. Chris applies expert knowledge, industry experience, and relentless energy to effectively align mission, objectives, processes and metrics to improve effectiveness and maximize impact. For more than 11 years, Chris served as Kamehameha School's Vice President for Strategic Planning & Implementation and Community Programs, where he led implementation of the Education Strategic Plan, ongoing organizational strategic planning efforts, and all Community-focused programs and initiatives. Before that, Chris headed Arthur Andersen's National K12 Education Consulting Practice and was a founding member of Andersen's Global Education Industry Team.

Chris attended UCLA, where he met his wife, Joanne, and earned a BA in history, and he holds an MBA from USC. Chris is glad to be a part of One Shared Future because he's committed to supporting collaboration-focused work by sharing effective strategies and practices to solve Hawai'i's most urgent challenges.

### **Makana Risser Chai**

Makana has dedicated her career to creating respectful workspaces as an attorney, trainer, and consultant. She had her own law firm in Silicon Valley, and founded a national company providing management training on preventing employee lawsuits. Her book on the topic was published by Prentice Hall.

Since moving to Hawai'i twenty years ago, she was hānai or adopted and given the name Makana. She has been immersed in Hawaiian culture, traditions and values, writing a book for the Bishop Museum and working for the Office of Hawaiian Affairs, Kamehameha Schools, and the Native Hawaiian Hospitality Association. She became a licensed attorney

## Appendix B: One Shared Future team

in Hawai'i in 2009, and continues to conduct training on preventing bias and increasing equity in the workplace. Makana earned both her bachelor's and law degrees at the University of California at Berkeley.

### **Mahina Paishon-Duarte**

Mahina is co-founder and managing partner of Waiwai Collective, a contemporary Hawaiian space for community, culture, and commerce. She is a social entrepreneur who has worked in a number of educational and cultural organizations and has deep history with, knowledge of, and love for the Windward side of the island of O'ahu. Mahina is the founding executive director of Paepae o He'eia, served as policy program manager with NOAA Papahānaumokuākea Marine National Monument, and held the position of head of school at Hālau Kū Māna and Kanu o ka 'Āina public charter schools. In addition, she studies and hones her practice as a cultural practitioner with Nā Kālai Wa'a, Hālau O Ke 'A'ali'i Ku Makani and at He'eia fishpond.

Mahina holds degrees from the University of Hawai'i at Mānoa, University of Hawai'i at Hilo, and Hawai'i Pacific University. She also serves on the boards of Kahilu Theatre, the O'ahu Economic Development Board, Friends of 'Iolani Palace, and the Trust for Public Land. Waiwai Collective and One Shared Future collaborate to create and nurture safe spaces for developing trust, shared responsibility, and expansive innovation.

## Appendix C: Interview handout

The Harold K.L. Castle Foundation (“Foundation”), in its continued commitment to contribute to a vibrant future for Hawai'i children, Windward communities, marine systems, and more, seeks to examine its own organizational culture and practice with a lens on gender and cultural identities. Given recent and current activities and awareness related to Mauna Kea, #MeToo, and Black Lives Matter, this is a timely and proactive inquiry. Many in the philanthropic sector are reflecting on and discussing how larger movements touch all individuals, organizations, and communities. Within this larger context, the Foundation approached One Shared Future (OSF) to facilitate the starting step of a self-assessment.

As part of this self-assessment, OSF proposes to capture Foundation’s board and staff perspectives and suggestions. It is a small group, and the Foundation’s story is enhanced with greater participation. **The interviews represent the beginning of a conversation about diversity, equity, and inclusion (DEI) within the organization.**

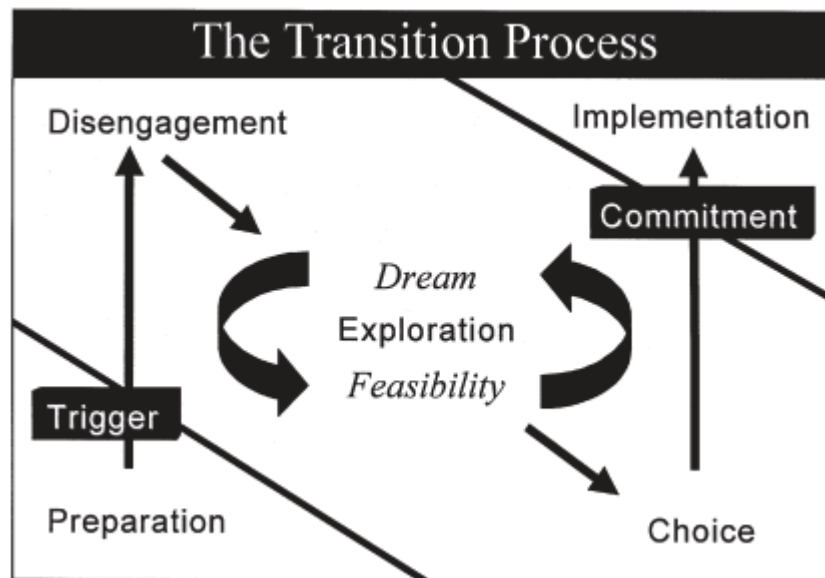
The interviews will be:

- Approximately an hour in length
- Conducted with two project members (co-leads Chris Pating and/or Rachael Wong will be present at all interviews)
- Confidential (i.e., no attribution of names)
- Forward-looking in nature for the Foundation (i.e., not asking to identify or admit to any knowledge of previous wrong-doing or any specific incidents of bias)
- In person, with a video-conferencing option

Potential interview questions could include:

- What are your thoughts about the role of diversity, equity, and inclusion (DEI) in organizational policies, decision making, operations, and grantmaking—with an emphasis on gender and cultural identities?
- What actions or steps could (or should) be taken moving forward for the Foundation?
- What would you like to see happen?
- What could be some sample exemplars of interactions or processes that may be implemented to demonstrate a commitment to diversity, equity, and inclusion?
- What other diversity, equity, and inclusion practices or approaches have you seen that might be implementable at the Foundation?
- For accountability and performance management, what might be some mechanisms or metrics used to monitor diversity, equity, and inclusion within the organization?
- What additional DEI training or professional development would you be interested in for yourself, the board, management, or staff?

## Appendix D: Gersick Transition Model



- **Trigger** - sets the transition in motion
- **Disengaging** - acknowledge that the era of the old structure is coming to an end, and a new one must be found
- **Exploring Alternatives** - considering different forms for structure and systems
- **Choosing** - alternatives must be selected
- **Commitment & Implementation** - formally declare itself and taking action to operate differently

From: *Generations of Giving: Leadership and Continuity in Family Foundations*

## Appendix E: McKinsey 7S Framework

The three "hard" elements are strategy, structures (such as organization charts and reporting lines), and systems (such as formal processes and IT systems.) These are relatively easy to identify, and management can influence them directly.

- **Strategy:** this is your organization's plan for building and maintaining a competitive advantage over its competitors.
- **Structure:** this how your company is organized (that is, how departments and teams are structured, including who reports to whom).
- **Systems:** the daily activities and procedures that staff use to get the job done.

The four "soft" elements, on the other hand, can be harder to describe, less tangible, and more influenced by your company culture. But they're just as important as the hard elements if the organization is going to be successful.

- **Shared Values:** these are the core values of the organization, as shown in its corporate culture and general work ethic. They were called "superordinate goals" when the model was first developed.
- **Style:** the style of leadership adopted.
- **Staff:** the employees and their general capabilities.
- **Skills:** the actual skills and competencies of the organization's employees.

Discussion questions for each element:

- Strategy:
  - What is our strategy?
  - How do we intend to achieve our objectives?
  - How do we deal with competitive pressure?
  - How are changes in customer demands dealt with?
  - How is strategy adjusted for environmental issues?
- Structure:
  - How is the company/team divided?
  - What is the hierarchy?
  - How do the various departments coordinate activities?
  - How do the team members organize and align themselves?
  - Is decision making and controlling centralized or decentralized? Is this as it should be, given what we're doing?
  - Where are the lines of communication? Explicit and implicit?

## Appendix E: McKinsey 7S Framework

- Systems:
  - What are the main systems that run the organization? Consider financial and HR systems as well as communications and document storage.
  - Where are the controls and how are they monitored and evaluated?
  - What internal rules and processes does the team use to keep on track?
  - Shared Values:
    - What are the core values?
    - What is the corporate/team culture?
    - How strong are the values?
    - What are the fundamental values that the company/team was built on?
  
- Style:
  - How participative is the management/leadership style?
  - How effective is that leadership?
  - Do employees/team members tend to be competitive or cooperative?
  - Are there real teams functioning within the organization or are they just nominal groups?
  
- Staff:
  - What positions or specializations are represented within the team?
  - What positions need to be filled?
  - Are there gaps in required competencies?
  
- Skills:
  - What are the strongest skills represented within the company/team?
  - Are there any skills gaps?
  - What is the company/team known for doing well?
  - Do the current employees/team members have the ability to do the job?
  - How are skills monitored and assessed?

## Appendix F: Recommendations sorted by Element and tensions

### Strategy Recommendations (Structural and Community tensions)

The organization's plan for capitalizing on its strengths to achieve its mission and objectives.

| Element #  | Recommendation   | Priority | TDC # | Ref # |
|------------|--|----------|-------|-------|
| Strategy 1 | Begin board and management succession planning that incorporates DEI considerations.   | 5        | 5     | 10    |
| Strategy 2 | Board and CEO should discuss the merits of having at least one beneficiary on the Board.   | 5        | 3     | 22    |
| Strategy 3 | Revise board meeting agendas to include an "Open Discussion" segment to increase opportunity for unstructured, impromptu, and generative board inquiry and discussion.   | 5        | 3     | 24    |
| Strategy 4 | Consider "DEI Implementation Progress" as a recurring board agenda item.   | 4        | 3     | 29    |
| Strategy 5 | To support organizational accountability, schedule a one-year review of recommendation implementation progress to be conducted by an external party.   | 3        | 8     | 31    |
| Strategy 6 | Consider increasing capacity and support of diversity, equity, and inclusion grantee efforts through revision of the grantmaking support and evaluation process.   | 3        | 7     | 35    |
| Strategy 7 | CEO should regularly physically visit <i>Wahi Pana</i> and seek input from local organizations, community leaders, and stakeholders to inform Foundation strategies and systems and to assure the community that the Foundation is committed to the well-being of the community. | 3        | 5     | 38    |
| Strategy 8 | Recognize and source multiple forms of social capital and wealth that exist within the community to bring greater parity to the grantor/grantee power dynamic.   | 2        | 6     | 41    |
| Strategy 8 | Consider providing discretionary funding to a community organization to convene and conduct a community discussion about what is needed to best serve the community.   | 2        | 5     | 43    |



## Appendix F: Recommendations sorted by Element and tensions

### Structure Recommendations (Structural and Gender tensions)

How the organization is structured and organized.

| Element #   | Recommendation   | Priority | TDC # | Ref # |
|-------------|--|----------|-------|-------|
| Structure 1 | Discuss and define what a "safe/healthy physical, emotional, spiritual and cultural workplace" looks and feels like.   | 5        | 6     | 8     |
| Structure 2 | Clarify and share board roles with staff and board members.  | 5        | 5     | 13    |
| Structure 3 | Review board policies and revise to include board rotation, term limits and duties of various board responsibilities such as chair and subcommittee members.   | 5        | 5     | 14    |
| Structure 4 | Board and CEO review and discuss BoardSource's " <a href="#">Board-Staff Interaction: What's Acceptable, What's Not. You Ask, We Answer</a> " and establish and implement Castle board and staff interaction guidelines. | 5        | 4     | 18    |
| Structure 5 | Although the Ranch and the Foundation are separate business entities, strive to implement consistent board and staff approaches, policies, and procedures across both.   | 5        | 4     | 19    |
| Structure 6 | Acknowledge gender bias in distribution of women in administrative/operational roles versus men in leadership roles.   | 5        | 3     | 20    |
| Structure 7 | Establish defined roles and responsibilities of the Board Chair versus the CEO to reduce staff confusion over reporting structure and decision-making processes.   | 5        | 3     | 21    |
| Structure 8 | To support organizational accountability, schedule a one-year review of recommendation implementation progress to be conducted by an external party.   | 3        | 8     | 31    |

## Appendix F: Recommendations sorted by Element and tensions

| Element #  | Recommendation   | Priority | TDC # | Ref # |
|------------|--|----------|-------|-------|
| Systems 1  | Complete revision of Employee Handbook and any additional commitments made to implement recommendations made by previous consultant .  | 5        | 7     | 1     |
| Systems 2  | Review and refine all Employee Handbook policies and procedures to ensure that they are open, fair, explicit and based on the organization's core values.  | 5        | 7     | 3     |
| Systems 3  | Engage/contract third-party support for Human Resource processes to ensure adequate objectivity, due diligence and risk mitigation (e.g., recruitment firm, professional employment organization).             | 5        | 6     | 4     |
| Systems 4  | Due to the small size of the organization, designate a third party to function as an ombudsman.  | 5        | 6     | 6     |
| Systems 5  | Seek third-party guidance to review and revise hiring process to ensure that it is fair and objective.   | 5        | 6     | 7     |
| Systems 6  | Discuss and define what a "safe/healthy physical, emotional, spiritual and cultural workplace" looks and feels like.   | 5        | 6     | 8     |
| Systems 7  | Begin board and management succession planning that incorporates DEI considerations.   | 5        | 5     | 10    |
| Systems 8  | Clarify and share board roles with staff and board members.  | 5        | 5     | 13    |
| Systems 9  | Ensure policies are applicable for ALL employees (e.g., dress, travel, expenses, working out of the office, etc.).   | 5        | 4     | 15    |
| Systems 10 | Although the Ranch and the Foundation are separate business entities, strive to implement consistent board and staff approaches, policies and procedures across both.  | 5        | 4     | 19    |
| Sys 11     | Board and CEO should discuss the merits of having at least one beneficiary on the Board.   | 5        | 3     | 22    |
| Systems 12 | To increase trust levels and demonstrate accountability, share relevant results/findings from the recent CEO 360 review with staff.  | 5        | 3     | 23    |
| Systems 13 | Revise board meeting agendas to include an "Open Discussion" segment to increase opportunity for unstructured, impromptu, and generative board inquiry and discussion.   | 5        | 3     | 24    |
| Systems 14 | Consider DEI elements when selecting, partnering, or transacting business with any outside party.  | 4        | 6     | 25    |
| Systems 15 | Investigate conducting board meetings at a different locale to increase privacy of board discussions.  | 4        | 4     | 27    |
| Systems 16 | For board and staff meetings, consider incorporating simple techniques such as " <a href="#">The Empty Chair</a> " or " <a href="#">Tracking Airtime</a> " to increase awareness of how DEI elements manifest. | 4        | 4     | 28    |
| Systems 17 | Create an issue identification process that enables the community to identify and co-create priorities that Castle and the community can address collaboratively.  | 3        | 8     | 30    |

## Appendix F: Recommendations sorted by Element and tensions

| Element #  | Recommendation   | Priority | TDC # | Ref # |
|------------|--|----------|-------|-------|
| Systems 18 | To support organizational accountability, schedule a one-year review of recommendation implementation progress to be conducted by an external party.   | 3        | 8     | 31    |
| Systems 19 | Incorporate DEI accountability and performance metrics for board, management and staff work.   | 3        | 7     | 33    |
| Systems 20 | Consider increasing capacity and support of diversity, equity, and inclusion grantee efforts through revision of the grantmaking support and evaluation process.   | 3        | 7     | 35    |
| Systems 21 | Consider revising job descriptions based on functional experience and skill-based vs degree requirements.  | 3        | 6     | 36    |
| Systems 22 | Establish professional development/training schedule specifically for diversity, equity, and inclusion (DEI) training.   | 3        | 6     | 37    |
| Systems 23 | CEO should regularly physically visit <i>Wahi Pana</i> and seek input from local organizations, community leaders, and stakeholders to inform Foundation strategies and systems and to assure the community that the Foundation is committed to the well-being of the community. | 3        | 5     | 38    |
| Systems 24 | Make 'Ōlelo Hawai'i training and <i>Wahi Pana</i> site visits available to all staff. Consider extending benefit to all beneficiaries.   | 3        | 5     | 39    |
| Systems 25 | CEO should consider establishing a CEO Advisory Group comprised of community thought leaders.  | 3        | 4     | 40    |

## Appendix F: Recommendations sorted by Element and tensions

### Shared Value Recommendations (Gender and Cultural Identify tensions)

The core values of the organization, as shown in the corporate culture and general work ethic.

| Element #        | Recommendation   | Priority | TDC # | Ref # |
|------------------|--|----------|-------|-------|
| Shared Values 1  | Discuss and develop a set of organizational shared values to be used to inform approaches to all organizational policies, procedures, and interpersonal interactions.  | 5        | 7     | 2     |
| Shared Values 2  | Review and refine all Employee Handbook policies and procedures to ensure that they are open, fair, explicit, and based on the organization's core values.   | 5        | 7     | 3     |
| Shared Values 3  | Engage/contract third-party support for Human Resource processes to ensure adequate objectivity, due diligence and risk mitigation (e.g., recruitment firm, professional employment organization).   | 5        | 6     | 4     |
| Shared Values 4  | Discuss and define what a "safe/healthy physical, emotional, spiritual and cultural workplace" looks and feels like.   | 5        | 6     | 8     |
| Shared Values 5  | Board, management, and staff acknowledge contrasting historical "operating style" of sister organizations (i.e., Ranch more conservative, Foundation more progressive).  | 5        | 4     | 16    |
| Shared Values 6  | Acknowledge that white privilege, institutional racism, and unconscious gender and cultural bias are factors in Hawai'i's history and an element of the history of The Big 5 and other long-time businesses in Hawai'i that have contributed to gender, cultural identity, and community tensions. | 5        | 4     | 17    |
| Shared Values 7  | Although the Ranch and the Foundation are separate business entities, strive to implement consistent board and staff approaches, policies, and procedures across both.   | 5        | 4     | 19    |
| Shared Values 8  | Acknowledge gender bias in distribution of women in administrative/operational roles versus men in leadership roles.   | 5        | 3     | 20    |
| Shared Values 9  | To increase trust levels and demonstrate accountability, share relevant results/findings from the recent CEO 360 review with staff.  | 5        | 3     | 23    |
| Shared Values 10 | Revise board meeting agendas to include an "Open Discussion" segment to increase opportunity for unstructured, impromptu, and generative board inquiry and discussion.   | 5        | 3     | 24    |
| Shared Values 11 | For board and staff meetings, consider incorporating simple techniques such as " <a href="#">The Empty Chair</a> " or " <a href="#">Tracking Airtime</a> " to increase awareness of how DEI elements manifest.   | 4        | 4     | 28    |
| Shared Values 12 | Consider "DEI Implementation Progress" as a recurring board agenda item.   | 4        | 3     | 29    |
| Shared Values 13 | Create an issue identification process that enables the community to identify and co-create priorities that Castle and the community can address collaboratively.  | 3        | 8     | 30    |

## Appendix F: Recommendations sorted by Element and tensions

| <b>Element #</b> | <b>Recommendation</b>   | <b>Priority</b> | <b>TDC #</b> | <b>Ref #</b> |
|------------------|---|-----------------|--------------|--------------|
| Shared Values 14 | To support organizational accountability, schedule a one-year review of recommendation implementation progress to be conducted by an external party.  | <b>3</b>        | 8            | <b>31</b>    |
| Shared Values 15 | Schedule and conduct monthly facilitated discussions to "practice" and build staff's ability to have DEI conversations.   | <b>3</b>        | 7            | <b>32</b>    |
| Shared Values 16 | Incorporate DEI accountability and performance metrics for board, management and staff work.  | <b>3</b>        | 7            | <b>33</b>    |
| Shared Values 17 | Investigate the benefits of incorporating a 360 review of the organization and management team that includes the community as a stakeholder. Implement the 360 if the benefits contribute to a healthy workplace. | <b>3</b>        | 7            | <b>34</b>    |
| Shared Values 18 | Consider revising job descriptions based on functional experience and skill-based vs degree requirements.   | <b>3</b>        | 6            | <b>36</b>    |
| Shared Values 19 | Establish professional development/training schedule specifically for diversity, equity, and inclusion (DEI) training.  | <b>3</b>        | 6            | <b>37</b>    |

## Appendix F: Recommendations sorted by Element and tensions

### Skill Recommendations (Gender and Cultural Identify tensions)

The actual skills and competencies of the organization's employees.

| Element # | Recommendation  | Priority | TDC # | Ref # |
|-----------|---|----------|-------|-------|
| Skills 1  | CEO should work with a diversity coach (who may administer various evaluation instruments) for personal growth and to build awareness, understanding, and mitigation of unconscious bias and microaggressions.    | 5        | 5     | 11    |
| Skills 2  | Establish regular one-on-one check-ins with staff to discuss and document performance and well-being.   | 5        | 5     | 12    |
| Skills 3  | To increase trust levels and demonstrate accountability, share relevant results/findings from the recent CEO 360 review with staff.   | 5        | 3     | 23    |
| Skills 4  | For board and staff meetings, consider incorporating simple techniques such as " <a href="#">The Empty Chair</a> " or " <a href="#">Tracking Airtime</a> " to increase awareness of how DEI elements manifest.    | 4        | 4     | 28    |
| Skills 5  | To support organizational accountability, schedule a one-year review of recommendation implementation progress to be conducted by an external party.  | 3        | 8     | 31    |
| Skills 6  | Schedule and conduct monthly facilitated discussions to "practice" and build staff's ability to have DEI conversations  | 3        | 7     | 32    |
| Skills 7  | Investigate the benefits of incorporating a 360 review of the organization and management team that includes the community as a stakeholder. Implement the 360 if the benefits contribute to a healthy workplace. | 3        | 7     | 34    |
| Skills 8  | Make 'Ōlelo Hawai'i training and <i>Wahi Pana</i> site visits available to all staff. Consider extending benefit to all beneficiaries.  | 3        | 5     | 39    |
| Skills 9  | Make space/seats available to grantees and/or funding partners whenever conducting DEI training for own internal staff.   | 2        | 5     | 42    |

## Appendix F: Recommendations sorted by Element and tensions

### Style Recommendations (Structural, Gender, and Cultural Identify tensions)

The style of leadership adopted.

| Element # | Recommendation  | Priority | TDC # | Ref # |
|-----------|---|----------|-------|-------|
| Style 1   | Complete revision of Employee Handbook and any additional commitments made to implement recommendations made by a previous consultant.  | 5        | 7     | 1     |
| Style 2   | Discuss methods to build awareness of actual or potential conscious or unconscious micro-aggressions (a statement, action, or incident regarded as an instance of indirect, subtle, or unintentional discrimination against members of a marginalized group such as a racial or ethnic minority). | 5        | 6     | 5     |
| Style 3   | CEO should work with a coach to address barrier labels and realities that manifest from his strengths (e.g., "He is kind and a big thinker" which can be conversely stated as "he is conflict averse and not detail oriented").   | 5        | 5     | 9     |
| Style 4   | CEO should work with a diversity coach (who may administer various evaluation instruments) for personal growth and to build awareness, understanding, and mitigation of unconscious bias and microaggressions.  | 5        | 5     | 11    |
| Style 5   | Board, management, and staff acknowledge contrasting historical "operating style" of sister organizations (i.e., Ranch more conservative, Foundation more progressive).   | 5        | 4     | 16    |
| Style 6   | Although the Ranch and the Foundation are separate business entities, strive to implement consistent board and staff approaches, policies, and procedures across both.  | 5        | 4     | 19    |
| Style 7   | Establish defined roles and responsibilities of the Board Chair versus the CEO to reduce staff confusion over reporting structure and decision-making processes.  | 5        | 3     | 21    |
| Style 8   | To increase trust levels and demonstrate accountability, share relevant results/findings from the recent CEO 360 review with staff.   | 5        | 3     | 23    |
| Style 9   | Revise board meeting agendas to include an "Open Discussion" segment to increase opportunity for unstructured, impromptu, and generative board inquiry and discussion.  | 5        | 3     | 24    |
| Style 10  | Recognize that good intentions can be misinterpreted as "we know what is best for you" and validate and refine approach based upon input from community and beneficiaries   | 4        | 4     | 26    |
| Style 11  | For board and staff meetings, consider incorporating simple techniques such as " <a href="#">The Empty Chair</a> " or " <a href="#">Tracking Airtime</a> " to increase awareness of how DEI elements manifest.  | 4        | 4     | 28    |
| Style 12  | To support organizational accountability, schedule a one-year review of recommendation implementation progress to be conducted by an external party.  | 3        | 8     | 31    |

## Appendix F: Recommendations sorted by Element and tensions

| Element # | Recommendation  | Priority | TDC # | Ref # |
|-----------|---|----------|-------|-------|
| Style 13  | Investigate the benefits of incorporating a 360 review of the organization and management team that includes the community as a stakeholder. Implement the 360 if the benefits contribute to a healthy workplace. | 3        | 7     | 34    |
| Style 14  | CEO should consider establishing a CEO Advisory Group comprised of community thought leaders.   | 3        | 4     | 40    |

### Staff Recommendations (Gender and Cultural Identify tensions)

Employees and their general skills.

| Element # | Recommendation  | Priority | TDC # | Ref # |
|-----------|---|----------|-------|-------|
| Staff 1   | Establish regular one-on-one check-ins with staff to discuss and document performance and well-being.   | 5        | 5     | 12    |
| Staff 2   | To increase trust levels and demonstrate accountability, share relevant results/findings from the recent CEO 360 review with staff.   | 5        | 3     | 23    |
| Staff 3   | For board and staff meetings, consider incorporating simple techniques such as " <a href="#">The Empty Chair</a> " or " <a href="#">Tracking Airtime</a> " to increase awareness of how DEI elements manifest.    | 4        | 4     | 28    |
| Staff 4   | To support organizational accountability, schedule a one-year review of recommendation implementation progress to be conducted by an external party.  | 3        | 8     | 31    |
| Staff 5   | Schedule and conduct monthly facilitated discussions to "practice" and build staff's ability to have DEI conversations  | 3        | 7     | 32    |
| Staff 6   | Investigate the benefits of incorporating a 360 review of the organization and management team that includes the community as a stakeholder. Implement the 360 if the benefits contribute to a healthy workplace. | 3        | 7     | 34    |
| Staff 7   | Make 'Ōlelo Hawai'i training and <i>Wahi Pana</i> site visits available to all staff. Consider extending benefit to all beneficiaries.  | 3        | 5     | 39    |



## Appendix G: DEI Resources

### READINGS

- Human Resource Management (2017) [\*Do women leaders promote positive change? Analyzing the effect of gender on business practices and diversity initiatives?\*](#)
- Forbes (2020) [\*10 Steps Businesses Can Take to Improve Diversity and Inclusion in the Workforce\*](#)
- Forbes (2020) [\*The Real Leadership Challenge Of 2020? Creating Cultures Where Everyone Feels They Belong\*](#)
- Society for Human Resources Management: [\*6 Steps for Building an Inclusive Workplace\*](#)
- Harvard Business Review (2017) [\*Two Types of Diversity Training That Really Work\*](#)
- Harvard Business Review (2020) [\*U.S. Businesses Must Take Meaningful Action Against Racism\*](#)
- Frances E. Kendall, Ph.D.: [\*"Understanding White Privilege" and "Diversity in the Classroom"\*](#)
- Kuja, R (2019) [\*6 Harmful Consequences of the White Savior Complex\*](#)
- ELI Inc. (2019) [\*What Does it Mean to be an 'Ally' at Work?\*](#)
- Harvard Business Review (2002) [\*Dear White Boss...\*](#)
- Forbes (2020) [\*We Must Step Up For Black People Right Now – Here's How\*](#)
- NPR Podcast: [\*Code Switch\*](#)
- Safehouse Progressive Alliance for Nonviolence, [\*Building A Multi-Ethnic, Inclusive and Anti-Racist Organization\*](#)
- Seeds for Change: [\*Facilitation Tools for Meetings and Workshop\*](#)
- Smithsonian Institute: [\*Being Antiracist\*](#)

### ACTIVITIES

- Take the [\*Harvard Implicit Association Tests\*](#) and discuss with colleagues
- Work on the [\*Authentic DEI Engagement\*](#) practice as a group
- Read and complete individually or as a group: Layla Saad's [\*Me and White Supremacy\*](#)
- Read, complete exercise, and discuss: [\*The Upside: Better Outcomes When Everyone Plays \(Outperform the Competition by Supporting and Advancing Women\)\*](#)
- Board: Review and discuss BoardSource's "[\*Board-Staff Interaction: What's Acceptable, What's Not. You Ask, We Answer\*](#)"
- Board and staff: Consider incorporating "[\*The Empty Chair\*](#)" or "[\*Tracking Airtime\*](#)" techniques/activities.

## Appendix G: DEI Resources

### WORKSHOPS, TRAINING, AND COACHING

#### **Respectful WorkSpaces Consulting & Training**

Makana Risser Chai and Ku'ulani Keohokalole team together to provide consulting and training for organizations committed to creating inclusive cultures where diverse employees know they belong. Makana and Ku'ulani have years of experience working with organizations to amplify diversity, equity, and belonging, and eliminate the ways unconscious bias and privilege impact people based on their gender, race, indigeneity, class, and the multiple aspects and intersections of identity. We are dedicated to organization effectiveness and systemic change.

Makana is a graduate of Berkeley Law and founded a national training and consulting company based in Silicon Valley. Hawai'i has been her home for more than 20 years, and she has been employed by Native Hawaiian organizations for almost 10 years, including the Office of Hawaiian Affairs and Kamehameha Schools. Ku'ulani holds an M.A. in Educational Leadership, Politics & Advocacy from New York University and a B.A. in Ethnic Studies and Certificate in Women's Studies from the University of Hawai'i at Manoa. She was recently bestowed with Pacific Business News's "40 Under 40" distinction in 2020.

#### **Reboot Accel**

Patty O'Brien White

[The Upside of Workplace Diversity workshop](#)

*This session shares highlights from our book *The Upside* about the latest research on diversity-- how it's defined and why it matters, along with the impact it has on employee engagement, retention, innovation and bottom line performance. We present five proven levers that companies can adopt to support women. Our workshop option addresses key questions for understanding the roles each individual can play. An interactive discussion around best practices identifies unique opportunities for building strong, diverse teams, and a supportive culture for women. Copies of book available for all attendees.*