### Characteristics of White Supremacy Culture

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<th>Sense of Urgency</th>
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<th>Quantity Over Quality</th>
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<td>- Little appreciation expressed for others' work</td>
<td>- Continued sense of little time that undermines inclusivity, and/or democratic and thoughtful decision-making</td>
<td>- Organization and energy focused on preventing abuse and protecting those in power</td>
<td>- Measurable things are most valued</td>
<td>- Those with strong documentation and writing skills are highly valued, even in orgs where ability to relate to others is key</td>
<td>- Belief there is one right way to do things and that people will learn and adopt it</td>
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<td>- Criticism more common</td>
<td>- This sacrifices potential allies in favor of quick or highly visible results</td>
<td>- Criticism of those with power viewed as inappropriate</td>
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<td>- The org doesn't value other ways in which information gets shared</td>
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<td>- Criticism of person or their work in their absence even more common</td>
<td>- Reinforced by funding proposals that promise (and funders that expect) too much for too little</td>
<td>- Difficult to raise new or challenging ideas</td>
<td>- Discomfort with emotion and feelings</td>
<td>- ANTIDOTES: Include process goals in planning; develop a values statement about how work will be done in the organization; develop methods for measuring process; recognize when you need to get off the agenda to address people's feelings and underlying concerns</td>
<td>- ANTIDOTES: Accept that there are many ways to get to the same goal; notice and name behavior when folks/groups push &quot;one right way&quot;; acknowledge you have a lot to learn from community partners' way of doing; be willing to adapt; never assume your organization knows what's best for others</td>
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<td>- Mistakes seen as personal failures</td>
<td>- ANTIDOTES: Develop a culture of appreciation; develop a learning organization, where it's expected that everyone makes mistakes and those mistakes offer opportunities for learning</td>
<td>- ANTIDOTES: Realistic workloads; develop an understanding that things take longer than anyone expects; discuss and plan for what it means to set goals of inclusivity and diversity, particularly in terms of time, write realistic funding proposals</td>
<td>- ANTIDOTES: Include measurability in planning; develop a values statement about how work will be done in the organization; develop methods for measuring process; recognize when you need to get off the agenda to address people's feelings and underlying concerns</td>
<td>- ANTIDOTES: Analyze other ways people get and share information, come up with alternative ways to document what is happening; work to recognize the contributions and skills that every person brings to the organization; make sure anything written can be clearly understood (is jargon-free)</td>
<td>- ANTIDOTES: Create a culture of learning and seek ways to highlight and build upon those who think in other ways</td>
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<th>Either/Or Thinking</th>
<th>Power Hoarding</th>
<th>Fear of Open Conflict</th>
<th>Individualism</th>
<th>I'm the Only One</th>
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<td>- Decision-making clear to those with power; unclear to those without it</td>
<td>- Things are either/or, good/bad, right/wrong, with us/against us</td>
<td>- Little value around sharing power</td>
<td>- People in power try to ignore or run from conflict</td>
<td>- Little experience or comfort working as part of a team</td>
<td>- Connected to individualism, the belief that if something is going to get done right, I have to do it</td>
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<td>- Those with power feel capable of making decisions for and in the interests of those without power</td>
<td>- No sense that things can be both/and</td>
<td>- Those with power feel threatened when change is suggested &amp; experience this as a judgement of them</td>
<td>- When someone raises an &quot;issue,&quot; response is to blame that person rather than look at the issue</td>
<td>- Little or no ability to delegate work to others</td>
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<td>- Those with power don't view as important or necessary understanding the views/experience of those for whom they decide</td>
<td>- Results in oversimplifying complex things</td>
<td>- They also assume they have everyone's best interests at heart, and that those wanting change are ill-informed, emotional, or inexperienced</td>
<td>- Emphasis on being polite, so raising difficult issues is being impolite, rude, or out-of-line</td>
<td>- ANTIDOTES: Role play ways to handle conflict before it happens; distinguish between politeness and raising hard issues; once a conflict is resolved, reflect on how it was resolved and/or might have been handled differently</td>
<td>- ANTIDOTES: Evaluate people based on their ability to delegate to others; evaluate people based on their ability to work as part of a team to accomplish shared goals</td>
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<td>- ANTIDOTES: Ensure transparency about decision-making; include people affected by decisions in the process</td>
<td>- Increases sense of urgency that we must do this or that, without time to consider a middle way</td>
<td>- ANTIDOTES: Include power-sharing in your org's values statement; discuss that good leaders develop the power and skills of others; understand that change is inevitable and that challenges to leadership can be productive and healthy</td>
<td>- ANTIDOTES: Role play ways to handle conflict before it happens; distinguish between politeness and raising hard issues; once a conflict is resolved, reflect on how it was resolved and/or might have been handled differently</td>
<td>- ANTIDOTES: Write realistic funding statements; leadership that understands that things take time; workplans; leadership that discusses and plans for what it means to set goals of inclusivity and diversity, particularly in terms of time, write realistic funding proposals</td>
<td>- ANTIDOTES: Include alternate ways to highlight and build upon those who think in other ways</td>
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<th>Progress is Bigger, More</th>
<th>Objectivity</th>
<th>Right to Comfort</th>
<th>We Can Do Better!</th>
<th>Antidotes Quick-Start Guide</th>
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<td>- Observed in systems of accountability and success measurement</td>
<td>- Belief that objectivity is possible</td>
<td>- Belief that those with power have a right to emotional power, face, comfort, privilege; name defensiveness as a problem when it is one</td>
<td>- Create a culture of appreciation: publicly express gratitude for people's work and contributions</td>
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<td>- Progress is an org that expands (adds staff, projects, etc.) or serves more people (regardless of quality of service)</td>
<td>- That emotions should not play a role in decision-making or group processes</td>
<td>- Defensiveness is a right to emotional power, face, comfort, privilege</td>
<td>- Choose integrity and actively refuse to participate in gossip</td>
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<td>- Gives no value, not even negative value, to the costs of this so-called progress</td>
<td>- Requires people to think in a linear fashion and ignoring those who think in other ways</td>
<td>- Scrape people who cause discomfort</td>
<td>- Foster a culture of learning where mistakes are viewed as learning opportunities</td>
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<td>- ANTIDOTES: Ask how actions today will affect people seven generations from now, ensure that any costbenefit analysis includes all costs, not just financial ones; ask those you work with and for to evaluate your/their performance</td>
<td>- Impatience with any thinking that does not appeal logical</td>
<td>- Enacting individual acts of unfairness against white people with systemic racism that targets people of color</td>
<td>- Understand that defensiveness is linked to fear of losing power, face, privilege, comfort</td>
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<td>- ANTIDOTES: Realize that everybody's perspective is shaped by their worldview; realize this means you; too; push yourself to sit with discomfort when people express themselves in ways unfamiliar to you; assume that everybody has a valid point and your job is to understand it</td>
<td>- ANTIDOTES: Understand that discomfort is at the root of all growth and learning; don't take anything personally</td>
<td>- Identify other antidotes already in place within the organization and seek ways to highlight and build upon them</td>
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Adapted from "white supremacy culture" by Tema Okun, dRworks, www.dismantlingracism.org

Antidotes Quick-Start Guide
- Create a culture of appreciation: publicly express gratitude for people's work and contributions
- Choose integrity and actively refuse to participate in gossip
- Foster a culture of learning where mistakes are viewed as learning opportunities
- Understand that defensiveness is linked to fear (of losing power, face, privilege, comfort)
- Identify other antidotes already in place within the organization and seek ways to highlight and build upon them

*Go to http://drworks.org for access to an downloadable copy of this poster for your own use.*
Perfectionism
- Little appreciation expressed for others' work
- Criticism more common
- Criticism of person or their work in their absence even more common
- Mistakes seen as personal failings
**ANTIDOTES**: Develop a culture of appreciation; develop a learning organization, where it's expected that everyone makes mistakes and those mistakes offer opportunities for learning

Sense of Urgency
- Continued sense of little time that undermines inclusivity, and/or democratic and thoughtful decision-making
- This sacrifices potential allies in favor of quick or highly visible results
- Reinforced by funding proposals that promise (and funders that expect) too much for too little
**ANTIDOTES**: Realistic workplans; leadership that understands that things take longer than anyone expects; discuss and plan for what it means to set goals of inclusivity and diversity, particularly in terms of time; write realistic funding proposals

Defensiveness
- Organization and energy focused on preventing abuse and protecting those in power
- Criticism of those with power viewed as inappropriate
- Difficult to raise new or challenging ideas
- Energy devoted to avoiding hurt feelings and working around defensive people
**ANTIDOTES**: Understand how defensiveness is linked to fear (of losing power, face, comfort, privilege); name defensiveness as a problem when it is one

Quantity Over Quality
- Measurable things are most valued
- Little value attached to process
- **ANTIDOTES**: Include process goals in planning; develop a values statement about how work will be done in the organization; develop methods for measuring process; recognize when you need to get off the agenda to address people's feelings and underlying concerns

Worship of the Written Word
- Those with strong documentation and writing skills are more highly valued, even in orgs where ability to relate to others is key
- The org doesn't value other ways in which information gets shared
**ANTIDOTES**: Analyze other ways people get and share information; come up with alternative ways to document what is happening; work to recognize the contributions and skills that every person brings to the organization; make sure anything written can be clearly understood (is jargon-free)

Only One Right Way
- Belief there is one right way to do things and that people will learn and adopt it
- When they do not, then something is wrong with them
**ANTIDOTES**: Accept that there are many ways to get to the same goal; notice and name behavior when folks/groups push "one right way"; acknowledge you have a lot to learn from community partners' way of doing; be willing to adapt; never assume you/the organization knows what's best for others

Paternalism
- Decision-making clear to those with power; unclear to those without it
- Those with power feel capable of making decisions for and in the interests of those without power
- Those with power don't view as important or necessary understanding the views/experience of those for whom they decide
**ANTIDOTES**: Ensure transparency about decision-making; include people affected by decisions in the process

Either/Or Thinking
- Things are either/or, good/bad, right/wrong, with us/against us
- No sense that things can be both/and
- Results in oversimplifying complex things
- Increases sense of urgency that we must do this or that, without time to consider a middle way
**ANTIDOTES**: When people use 'either/or' language, push for more than two alternatives; when people simplify complex issues, encourage deeper analysis; with urgent decisions, make sure people have time to think creatively

Power Hoarding
- Little value around sharing power
- Those with power feel threatened when change is suggested & experience this as a judgement of them
- They also assume they have everyone's best interests at heart, and that those wanting change are ill-informed, emotional, or inexperienced
**ANTIDOTES**: Include power-sharing in your org's values statement; discuss that good leaders develop the power and skills of others; understand that change is inevitable and that challenges to leadership can be productive and healthy

Fear of Open Conflict
- People in power try to ignore or run from conflict
- When someone raises an "issue," response is to blame that person rather than look at the issue
- Emphasis on being polite, so raising difficult issues is being impolite, rude, or out-of-line
**ANTIDOTES**: Role play ways to handle conflict before it happens; distinguish between politeness and raising hard issues; once a conflict is resolved, reflect on how it was resolved and/or might have been handled differently

Individualism
- Little experience or comfort working as part of a team
- People feel responsible for solving problems alone
**ANTIDOTES**: Include power-sharing in your org's values statement; discuss that good leaders develop the power and skills of others; understand that those wanting change are ill-informed, emotional, or inexperienced

Progress is Bigger, More
- Observed in systems of accountability and success measurement
- Progress is an org that expands (adds staff, projects, etc.) or serves more people (regardless of quality of service)
- Gives no value, not even negative value, to the costs of this so-called progress
**ANTIDOTES**: Ask how actions today will affect people seven generations from now; ensure that any cost/benefit analysis includes all costs, not just financial ones; ask those you work with and for to evaluate your/org performance

Objectivity
- Belief that objectivity is possible
- That emotions should not play a role in decision-making or group processes
- Requiring people to think in a linear fashion and ignoring those who think in other ways
- Impatience with any thinking that does not appear logical
**ANTIDOTES**: Realize that everybody's perspective is shaped by their worldview; realize this means you, too; push yourself to sit with discomfort when people express themselves in ways unfamiliar to you; assume that everybody has a valid point and your job is to understand it

Right to Comfort
- Belief that those with power have a right to emotional and psychological comfort
- Scapegoating those who cause discomfort
- Equating individual acts of unfairness against white people with systemic racism that targets people of color
**ANTIDOTES**: Understand that discomfort is at the root of all growth and learning; don't take everything personally