

**Excerpts and paraphrases from a Memo from Pamela Hollingsworth,  
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To Gerry Cobb of the BUILD Initiative**

One of my take-aways from our call (in regard to race and equity work) was the need to balance the time investment, which often involves the need to layer successive and often deeply reflective protocol based experiences with the need to engage senior leadership (i.e. those with real power) swiftly, effectively and above all, in a format that would resonate and inspire action.

The protocols (from National School Reform Initiative) have been important to having some great conversations with groups that have then led to substantive change. We did not find checklists and other tools like that helpful and preferred the protocols because of how important it was to make change within people so that their changed perspective led to greater institutional change. The conversations through those protocols were what led to the more institutional changes.

Sending you a small tool-kit that I very hastily assembled with a couple of pieces that you might use and possible suggestions for implementation:

1. TED Talk (March 2014) with Mellody Hobson, one of two African American Fortune 250 CEO's in the country (and wife of George Lucas)  
[http://www.ted.com/talks/mellody\\_hobson\\_color\\_blind\\_or\\_color\\_brave?language=en](http://www.ted.com/talks/mellody_hobson_color_blind_or_color_brave?language=en)
2. A New York Times piece (January 2008), based on the work of Scott Page, a social scientist from University of Michigan (Mellody mentions Scott in her TED Talk)  
[http://www.nytimes.com/2008/01/08/science/08conv.html?\\_r=0&pagewanted=print](http://www.nytimes.com/2008/01/08/science/08conv.html?_r=0&pagewanted=print)
3. A white paper on Global Leadership relating to Diversity in Leadership written by Russell Reynolds Associates, a high level executive search firm:  
[http://www.russellreynolds.com/sites/default/files/rr-gl-fortune\\_250\\_diversity\\_v8.pdf](http://www.russellreynolds.com/sites/default/files/rr-gl-fortune_250_diversity_v8.pdf)

4. Building on the Peggy McIntosh piece we discussed, I added a New Yorker conversation from May 2014: <http://www.newyorker.com/books/page-turner/the-origins-of-privilege>
5. And a few suggestions to formulate a 3 or 4 hour session with senior leadership surrounding these tools. The idea of this approach is that you won't be engaging these leaders more than once or twice. You would instead be engaging the folks that work for them and the folks that work for the folks that work for them.

The Talk with Mellody is compelling because it speaks to her life experiences, while identifying her as a highly successfully business leader, who, as recently as 8 years ago was mistaken for 'kitchen help'.

- Begin with viewing the Hobson/TED talk (2014)
- Then present a few stats about current representation of people of color in key positions in Fortune 250 companies (2013)
- Then move to the Peggy McIntosh Essay (1988)
- Then move into an overview of Scott Page's work (2008-present)
- Then bring it all together with targeted discussions about opportunities and perhaps a roadmap for change/action within their agencies/organizations (for example: hiring policies, policy and advocacy, etc.) (2015)

Obviously, much more is entailed in terms of planning, finding the right protocols, tailoring to the specific needs of the group, etc. But I wanted to paint a picture of how we build out our work and place it into practice. This also speaks to how a few deeply ingrained perceptions/perspectives and behaviors can be broken down and examined: hiring Latino's and Blacks or creating a QRIS system that can be navigated by diverse populations, for example), reconstructed then put back in place at a high level that will create a ripple effect to the end user.

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