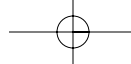


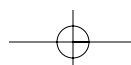
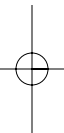
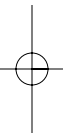
# CONTENTS

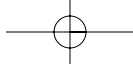
	Acknowledgments	xiii
	The Authors	xv
	About NCBI	xvii
	Introduction	xix
<b>CHAPTER ONE</b>	<b>Building Environments to Welcome Diversity</b>	<b>1</b>
<b>PRINCIPLE ONE</b>	Guilt is the glue that holds prejudice in place.	2
<b>PRINCIPLE TWO</b>	Welcoming diversity means every person counts and every issue counts.	6
<b>PRINCIPLE THREE</b>	Treating everyone the same may be unintentionally oppressive.	10
<b>PRINCIPLE FOUR</b>	Meetings go better when everyone is included.	14
<b>PRINCIPLE FIVE</b>	Recognize and work with the diversity already present in what appear to be homogeneous groups.	18
<b>PRINCIPLE SIX</b>	People can take on tough issues more readily when the issues are presented in a spirit of hope.	22
<b>PRINCIPLE SEVEN</b>	Building a team around us is the most powerful way to bring about institutional change.	26
<b><i>Principles in Action</i></b>	<b><i>Durham, North Carolina</i></b>	<b>30</b>
<b>CHAPTER TWO</b>	<b>Healing Ourselves to Change the World</b>	<b>33</b>
<b>PRINCIPLE EIGHT</b>	We all carry records about other groups that prevent us from building effective alliances.	34
<b>PRINCIPLE NINE</b>	Effective anti-racism leadership in the present means healing scars from the past.	40
<b>PRINCIPLE TEN</b>	When we respond to a present situation with intense emotion, we are usually acting out of a past unhealed difficulty.	44
<b>PRINCIPLE ELEVEN</b>	Underneath every oppressive comment lies some form of injury.	48
<b>PRINCIPLE TWELVE</b>	People who feel good about themselves do not mistreat others.	52
<b>PRINCIPLE THIRTEEN</b>	When witnessing oppressive behavior, having a chance to vent leads to clearer thinking about what is useful to do next.	56

<b>PRINCIPLE FOURTEEN</b>	Diversity leadership requires reclaiming courage. 62
<b>PRINCIPLE FIFTEEN</b>	Being an ally to another group requires us to heal the negative messages we have internalized about our own group. 66
<b>PRINCIPLE SIXTEEN</b>	Healing discouragement leads to more effective activism. 70
<b><i>Principles in Action</i></b>	<b><i>Allentown, Pennsylvania</i></b> 76
<b>CHAPTER THREE</b>	<b>Becoming Effective Allies</b> 79
<b>PRINCIPLE SEVENTEEN</b>	Human beings want to be allies with one another. 80
<b>PRINCIPLE EIGHTEEN</b>	One-on-one relationship building is at the heart of effective intergroup coalitions. 84
<b>PRINCIPLE NINETEEN</b>	Risk taking and mistake making are essential for building close relationships across group lines. 88
<b>PRINCIPLE TWENTY</b>	We can choose our attitude toward what we hear. 92
<b>PRINCIPLE TWENTY-ONE</b>	We don't change people's minds; we change their hearts with personal stories of discrimination. 96
<b>PRINCIPLE TWENTY-TWO</b>	Listening is not the same as agreeing. 102
<b>PRINCIPLE TWENTY-THREE</b>	If you wish to move a conflict forward, there is no room for two hurts at the same time. 106
<b>PRINCIPLE TWENTY-FOUR</b>	You can develop sound policies on controversial issues when you understand the heartfelt concerns on all sides. 110
<b>PRINCIPLE TWENTY-FIVE</b>	Reach for the higher ground. 114
<b>PRINCIPLE TWENTY-SIX</b>	Building relationships with people who belong to groups that have traditionally mistreated our people is a powerful way to break the cycle of mistrust. 118
<b><i>Principles in Action</i></b>	<b><i>Birmingham, Alabama</i></b> 122
<b>CHAPTER FOUR</b>	<b>Empowering Leaders to Lead</b> 125
<b>PRINCIPLE TWENTY-SEVEN</b>	Effective leadership requires individual initiative. 126
<b>PRINCIPLE TWENTY-EIGHT</b>	Effective leadership for diversity requires having the integrity to take principled stands. 130
<b>PRINCIPLE TWENTY-NINE</b>	Leaders deserve to be cherished and supported. 136



<b>PRINCIPLE THIRTY</b>	Attacks on leaders are a form of oppressive behavior.	140
<b>PRINCIPLE THIRTY-ONE</b>	Leaders change more readily through generosity from others than through criticism.	144
<b>PRINCIPLE THIRTY-TWO</b>	A trusted leader admits and corrects mistakes.	150
<b><i>Principles in Action</i></b>	<b><i>Washington, District of Columbia</i></b>	<b>154</b>
	<b>Assessment Worksheet for Moving from Healing into Action</b>	<b>159</b>
	Conclusion	165
	Resources	167





*To the people at the **W. K. KELLOGG FOUNDATION,**  
who made the publication and dissemination of this book possible*

