



Greenville 21 Day Challenge Facilitator's Guide

Thank you for leading the Greenville 21 Day Equity Challenge within your community. The challenge provides participants an opportunity to deepen their understanding of racism and inequities nationally and in Greenville. The challenge is a self-guided learning journey that aims to help participants more effectively serve our community by first having a deep understanding of racism and inequities.

The Challenge was initially hosted for the non-profit and philanthropic community in Greenville. The Challenge was facilitated by the Greenville Partnership for Philanthropy, the Nonprofit Alliance, and Sharp Brain Consulting. This content was compiled with thanks from the Food Solutions New England 21-Day Racial Equity Challenge and the United Way of Washtenaw County 21 Day Challenge.

In an attempt to allow others in the Greenville community to learn more about race and equity, the Greenville Equity team has created this facilitator's guide so that anyone can host a challenge within their smaller community.

Greenville Equity Team

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Facts about the 21 Day Challenge

What exactly happens during the 21 Day Challenge?

Participants will receive a daily email with learning objectives, supporting materials, action items, and reflection questions on a different topic for 21 days. We encourage participants to take 20 to 30 minutes per day to review materials. We encourage participants to use the [Equity Habit-Building Challenge Tracking Log](#) created and published by the Food Solutions New England network.

Why 21 days?

The Challenge is 21 days because studies suggest that it takes 21 days to form a habit. However, we want to emphasize that each participant's commitment to social justice should not be confined to 21 days - the Challenge should plant seeds for a lifetime commitment to standing up for racial justice.

What if I cannot participate for the full 21 days?

It is important that participants commit to the full 21 days of the Challenge. We encourage participants to try their best to find time each day to participate in the challenges. Maya Angelou once said, "do the best you can until you know better. Then when you know better, do better." Our goal is to increase your level of education to equip you and your organization to "do better", to make your organization more equitable.

What is your role as a facilitator?

The role of the facilitator is a critical one. The facilitator helps to make sure the participants receive the content and helps to deepen the learnings of the group. In this guide, you will learn more about your role as a facilitator. The content for the challenge can be found in the accompanying document. Much of the facilitator guide was compiled from Food Solutions New England.

Getting Started

- Identify a group of people that you will be working with. The optimal size is between six and ten people.
- Decide on a format for the group. There is no “right” way to do this. Some groups schedule once-a-week lunch of coffee conversations during the three weeks of the Challenge. Some organize one-on-one conversation buddies. Some people organize an in-office email list to share reflections, ideas, and resources. We encourage you to keep notes for any future challenges.
- Decide how you will get the content to the group. You can send daily emails to the group at a time that works best for you and the group.
- Find convenient times and spaces to meet and reserve those time slots. We suggest something between 60 - 90 minutes. Consider access to that space for people with different abilities. Consider times of the day that will work for your attendees. Can you or someone in the group organize some help with childcare or transportation if needed? You may want to consider hosting the sessions virtually using a platform like Zoom or Google Hangouts.
- Invite people!

Sample agenda

Use this for your 60 to 90-minute conversation/meeting. Modify to suit your needs.

Topic	Process	Time
Start-Ups	<ul style="list-style-type: none"> ● Welcome ● Check-in questions: <i>How are you? One word to describe how you are feeling today? What is something you are bringing to today's discussion?</i> (brief responses from each participant) ● Review the meeting agenda ● Review working agreements to guide the discussion 	15 minutes
Discussion	<ul style="list-style-type: none"> ● Present prompt form the 21 Day Challenge. <i>This can be one of the reflection questions from the week, you can ask the group what day impacted them the most or what they are still struggling with.</i> 	30-60 minutes
Closing	<ul style="list-style-type: none"> ● Check out: <i>what is one thing you are taking from today's discussion? What is something you are committing to doing to further your learning or take action around?</i> ● Evaluation: <i>What worked about today's discussion? What could be done to make our next discussion even better?</i> ● Next meeting date and time 	15 minutes

Preparing yourself for the discussion

- Center yourself and mentally prepare for the discussion. This can be done through a five-minute meditation, or by sitting and reflecting on why you are facilitating this group.
- Be willing to meet people where they are. Understand that people are in different stages in their own journey regarding race and equity. When possible, give people grace and try to listen to others non-judgmentally and with empathy. At the same time, though, work to bring everyone together to get your participants closer to the goal of understanding the challenges Americans face and why each of us has a role to play in making America more just.
- Encourage a space of trust and belonging where your participants can feel comfortable being brave, courageous, and vulnerable.
- Continue to do your own personal work regarding race, racism, equity, and your understanding of how your identity impacts your conversations about and work for racial equity. Continue to be aware of your unconscious biases and work to eliminate bias in your decision making.
 - Be willing to learn, acknowledging that any one person has only a partial grasp on the truth.
 - Be willing to be challenged, to change your mind, and to deal with uncertainty.

Preparing the group for discussion

1. Acknowledge the purpose of the group at the beginning of the call.
2. Remind people that everyone is unique and that no one speaks for all other people in their race, gender, or ethnic group. Invite a spirit of curiosity and for learning from each other as individuals with different experiences.
3. Invite people to share their aspirations for participating in the discussion, including any concerns that they may have.
4. Remind people that the point of these discussions is to help one another grow, to learn, and commit to taking action to undo racism. This is difficult to do when we are completely comfortable and things are familiar and easy. It is also difficult to do when we are feeling panicky and worried, whether true or not, about our safety.
5. Agree on a set of working agreements for the discussion time, either by writing those up on a blank page or working from a list you prepare in advance.

Working agreements or Guidelines for the group

Working agreements or community agreements are names for conversation guidelines that help create an environment that values diversity of thought and experience. These agreements help to create a space where there is a higher chance of a respectful and productive experience for each of the participants. Talking about your agreements, or working to create them together, is a helpful way to build trust. Agreements also make your job as a facilitator easier. When problems or conflicts arise, you will be able to refer back to your set of agreements (ex. We all agreed at the beginning that it's best if only one person speaks at a time...).

Example List

- Listen deeply
- Make “I” statements rather than generalized “We” statements
- Keep it here - please do not share what is said here outside of this group
- We don't have to agree
- Be willing to be uncomfortable
- Expect and accept a lack of close (i.e. we won't figure this all out today)
- All voices are heard; 3 before me - let three other people talk before you talk again
- Deconstruct language, request clarification when needed
- One mic, one voice at a time
- Be aware of time - enough let's move on (ELMO) means if what you wanted to say has already been said, you don't have to say it

Facilitation Tips

There are many important behaviors and skills that facilitators can employ to help guide a group towards a goal or learning point in a respectful and inclusive discussion. Some of these skills are outlined below. These phrases and techniques are not intended to be exact scripts and should be adapted to your own voice and situation.

- Addressing behavior - acknowledging behaviors in the room.
- Examples: there seems to be a lot of side conversation. Is that okay with everyone? There is low energy in the room right now. Should we take a stretch break? There's a lot of emotion building right now that is interfering with productive discussion. Let's take a few deep breaths and a moment to remember the ground rules.
- Bridging - make connections, tying one learning point to another.
- Checking for understanding - making sure directions and questions are clear.
- Clarifying - interpreting, clarifying misunderstandings, defining terms.
- Encouraging - prompting, nonjudgemental responses, open-ended questions, respectful probing.
 - Examples: "We're all learnings in this process. This can be a hard topic to discuss. Thank you for sharing that story."
- Evaluating - asking questions that encourage group members to examine an issue from a different perspective.
 - Examples: "What's another way to look at this issue? A different take might be..." "I appreciate Mary sharing her perspective on this matter, do others have a similar or different perspective?"
- Gatekeeping - managing time and group participation.
 - Examples: "Let's hear from some of the people who we haven't heard from... Let's take two more responses then we'll move on."
- Giving - offering facts or personal experiences to clarify a point.
 - Examples: "Thank you for that observation. I had a similar experience at a meeting."
- Naming feelings - interpreting and acknowledging feelings.
 - Examples: "It sounds like you might be frustrated with this conversation. Is that correct?"
- Paraphrasing - seeking clarity and promoting group understanding.
 - Examples: "A number of different ideas are emerging, let me try to synthesize them into three major points. They are..."
- Resolving - conciliating differences, cooperative problem-solving.

- Examples: “Even though you feel that way, Donna, can you understand what Naomi is saying? This is a complex issue with a lot of different perspectives.”
- Remaining - honoring silence, allowing participants enough time to reflect and formulate thoughts. Allowing silence to exist. Count to 10 silently before asking another question.
 - Examples: “Let’s take a few more minutes before we begin so that everyone can gather their thoughts.”

Thank you for deciding to lead a Greenville 21 Day Equity Challenge! In the preceding document, you will find the content for the challenge. Each day can also be found on the Greenville Equity website (www.greenvilleequity.com).