



Ask Me Anything
A Courageous Conversation on White Fragility

Hosts: Samantha Moonsammy and Faduno Ali
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Opening remarks by Rob Chambers

RYAN TRUDEAU

Ask Me Anything with Ryan Trudeau A Courageous Conversation on White Fragility

You can watch this Ask Me Anything event by accessing this [link](https://wiki.gccollab.ca/White_Fragility).
(https://wiki.gccollab.ca/White_Fragility)

Rob Chambers (Assistant Deputy Minister of Infrastructure and Environment) at the Department of National Defence

Merci beaucoup Faduno. Bonjour tout le monde.

Avant de commencer. Before I start, I have to start to give a big thanks to Samantha and to Faduno and to your teams for all the work that you do in this space. You know the commitment, the courage, the endurance that it takes to do what you do is very very humbling. You are certainly leading by example. So thank you very very much for that. I really appreciate it.

I also really want to say a big thank you to Ryan for joining us today. Ryan, I think you've got a full-time job that takes up a lot of your time. So doing this on top of that is really great. So thank you and that you could join us today and do this.

And a big thanks to all the attendees. The folks who are with us online. You know again, you've taken time out of your schedules to pay attention and to think and to reflect, and to participate in discussion about this issue. And that is one of the key ingredients in the success in all of this when people get involved, when people care and take action. So thanks to you as well.

A quick shout-out to ADM (IE) employees out there. For those who don't know, at DND, we call ourselves by the ADM and then the acronym of the organization. I don't think anybody else does it that way. But we do. So, the 'IE' stands for 'Infrastructure and Environment'. I'll just mention briefly, we're a national organization within the Department of National Defence. A peu près 3,700 personnes - un peu partout au pays. So about 3,700 people all over the country. We

have cultures that match some communities. Some in Ottawa. But the, actually, the majority [is] outside of Ottawa. So it's a very diverse organization. But a growing one and a strong one. And one that is benefitting from the leadership of people like Faduno and Saleem Sitar who are leading the 'anti-racism effort' within our organization.

There is no more important work that we do, outside of our core mission, our core mandate, than creating a workplace in which people feel safe, people feel welcome. As Samantha was saying: "Make them bring their whole selves to work. And in which they can flourish." And you know, there are all sorts of reasons why we want to do that work. You know we want to talk about business reasons, harnessing peoples' potential. It's ... to think that we should leave a whole portion of our workforce, only enabling them to bring a portion of themselves to work, only enabling them to bring a portion of their ability to work. But there's also the human side which is the side that I find the most compelling. Everyday someone is going through the negative experience associated with systemic racism every single day. And that gets me out of bed in the morning. It keeps me from going to bed at night some nights. But it certainly gets me out of bed in the morning. So being here today with you all is exactly the right thing to do. It's exactly where we need to be continuing this conversation.

Just maybe to say within ADM (IE), we've got work to do like everyone. We've got work to do. We've started the journey. Mais on a de travail a faire. Mais encore une fois, c'est à cause des personnes comme Faduno qui est prête pour faire ce travail qu'on a de l'espoir. That's why we have reason for hope because people like Faduno who are willing to help us out.

I'm excited! I want to get out of the way and let Ryan do his thing, White Fragility Into White Humility. Super interesting issue. Delicate issues for some people, but that's the whole point. That's the whole idea behind 'White Fragility'. So I'm looking forward to today's discussion and I can't wait to hear Ryan's presentation, see the questions and hear the discussions. Ryan over to you and thank you.

Ryan's presentation ' Turning White Fragility Into White Humility - My Journey Through Change

Thank you for that amazing introduction Rob. I don't even know how I could've set the table better than that. To kind of go along with some of the other great information that was shared by Samantha, by Faduno, kind of made me starting with some of my layers, I'll be very blunt. Some of my layers are very obvious when you look at me, I'm of the majority group in this country. I'm of European origin. I always thought that I was actually French and Irish as my first and last name would say. But actually, after doing a DNA test, I actually figured out that I wasn't Irish, I was actually British which is quite interesting when you look at it. But in terms of looking at those layers as well, I'm a father, I'm a son, I'm a brother, I'm a husband.

But I'm also straight, cis-gender, I'm able-bodied, and I was born and raised in this country. I grew up in a middle-class family that had loads of privileges. I'm from a small town on the south shore of Montreal, Quebec called The Greenfield Park - a very homogenous community, mostly, that had a lot of people that looked like me. But a very sport-oriented community as well.

Something that I did a lot as a youngster - playing a lot of sports. And that gave me a lot of privilege growing up as well in terms of exposing me to different cultures. I was always fascinated by other cultures growing up though and I think that's what probably led to this door and this great discussion we're already been having now from very early on.

When I think about some of my colleagues who are marginalized and some of the challenges they have to go through, I think about myself and I think about how I pretty much had none. And to go along with what you said before Rob, that key thing you said about bring your whole self to work, I've been able to bring my whole self to work every single day that I show up to work. I don't even have to think about it. And that's also kind of part of the discussion there.

Like you were also saying Rob without further ado, what I will do now is I'll get right into it. I'm going to share my screen and I'll just ask if one of you perhaps, if you can just nod your head if you can see my screen. I always like to do that before I get started. Thank you very much Rob.

Okay so, we're just going to get into it here folks.

Slide 1 Text: Turning White Fragility Into White Humility - My Journey Through Change

Slide 2 Text: Before I get started....

So before I begin today, I just want to say it is important to say that I acknowledge that the land from which I join is the traditional unceded Territory of the Mohawk People as I'm on the south shore of Montreal. And there remains a very strong and engaged Indigenous presence in this area. And I feel very grateful for the opportunity to live and work on this land and I acknowledge that my privilege and position here as a white settler and I'm committed to listening and learning from Indigenous communities from across Turtle Island. And so many of you are joining from other locations across Canada, and maybe even some locations across the world. I invite you to just take this opportunity to reflect on which land you are on today and just to think about that.

A few statements also before I get into, before I begin. I am by no means some sort of race relations expert, researcher or professional with regards to this subject matter. Rather this is a presentation about my own personal journey with the intention to inspire others to take action and be the change that they wish to see. All the information, the tools, resources that are shared in this presentation have been collected along *my* journey and are referenced accordingly. I am not here to say who's right and who is wrong - rather I simply am here to share my story. And so the goal of this presentation, what I hope, is that it will serve as a source of inspiration for at least one person in helping them change their heart and their mind. So finally, I just want to note that the information being shared in this presentation makes reference to my own story and that some of the material, information and personal antidotes can be a trigger to some people. So note that I am aware of this and should it be needed there is a list of resources that can be made available to all public servants, should you wish to use them.

Slide 3 Text: What is White Fragility? Definition in Box; 'White Fragility is a state in which even a minimum amount of racial stress becomes intolerable triggering a range of defensive moves.'

So let's get right to it in terms of the elephant in the room 'White Fragility'. Specifically, to the title of my talk. The title is meant to be provocative. It serves to demand attention and even perhaps spur a little bit of defensiveness- which is exactly what it is meant to do. So in saying this, even if maybe when you read the title and maybe even if you felt a little defensive yourself, I ask you to sit in that emotion. I ask you to sit and be present in that. And just to listen as much as you can with an open mind and open heart as we move forward.

What is 'White Fragility' anyways? I know that Samantha briefly touched on it before. But I know that when I first heard the term, myself, I immediately got defensive. And I asked myself questions like: 'White Fragility - is this insinuating that I'm weak because I'm white? But I dug a little bit deeper and found out that it means a whole lot more than that. And so as a white person living in Canada, I live in a social environment that protects and insulates me from race-based stress. So this insulated environment of racial protection has built my white expectations for racial comfort, while at the same time lowering my ability to tolerate racial stress. So although this white racial insulation is somewhat mediated, by things such as for example by social class, with poor or working class urban white people, generally less racially insulated. The larger social environment around me insulates and protects people who look like me as a group through things like institutions, cultural representations or for sure dominant discourse. So racial stress in this context results from an interruption to what is racially familiar, so in turn people who look like me, who are white, are often at a loss on how to respond in constructive ways to racially charged situations as we have not had to build up that cognitive or effective skill set, or even develop the stamina, that would allow for the constructive engagement across those racial divides -leading to what Dr. Robin DiAngelo refers to as the term 'White Fragility'.

So think of it as sort of a racism awareness muscle. Like any muscle if you don't use it, you lose it. Furthermore, Dr. DiAngelo explains that White Fragility is a state that even in which a minimum amount of racial stress can become intolerable, triggering a range of defensive moves. These moves include the outward display of emotions, like anger, fear, guilt; or behaviours like argumentation, silence or even leaving the stress-inducing situation. And keep those last two in mind in particular, because I am going to refer to them multiple times throughout my journey. So these behaviours in turn function to reinstate white racial equilibrium of the status quo which is not to be confused with equity.

Before moving along with my personal journey through change, I would just like to provide you with a brief kind of background about me and I'll kind of touch on these layers again.

Slide 3: Background Photos of Ryan's family and points with Ryan Sharing his layers

I'm straight, white, able-bodied guy born in Canada. I'm cis-gender. I'm from a middle-class family. I was introduced to other cultures very early on in my life through sports something that

I'm very cognizant of and feel very privileged about. I'm married to a black woman born outside of Canada and I am the father of two mixed children. And so I'd also like to reiterate that by no means, just because I'm married to a black woman and have mixed children, that I'm some sort of race expert or that I know all there is to know about everything about being black. I have indeed learned a lot because of the nature of my family but I continue to learn a lot. And I recognize too that I have much more to learn about this concept of race and any other related subject matter.

So finally, I also want to explicitly disassociate myself with any concept or connection to the term 'white saviour'. This is to be avoided at all costs. I'm not doing this to save anybody. We are all as individuals are capable of saving ourselves. Rather I am an individual who has engaged in a lifelong commitment and a retrospective journey toward being the change that I wish to see, especially for my children.

So there is a lot more to me than what you can see on the screen right now. But just for the sake of the subject matter that is at hand, the information shown here is really going to serve that very purpose.

Slide 4: Acknowledging My Privilege

Based off of my background, it's important that I outwardly acknowledge my privilege. And when talking about privilege, it is important to understand, and mainly that there are two types of privilege. There's 'earned' and 'unearned' (privilege) as explained by Dr. Helen Ofose who is an Adjunct Professor of Psychology at Carleton University. Some examples of earned privilege are things like acquired knowledge, getting an education, or having a title like Doctor or, CEO. To acquire earned privileges or advantages, people need to go through quite a bit of effort.

But examples of unearned privileges: you can even take me for an example. I was lucky enough to have parents who were smart and hardworking people who had enough money to provide me with a great lifestyle growing up. I am able-bodied and I live in a country in which I have access to high quality health care and education. And all of these things, all of these unearned advantages, have set me on a pretty good path. But despite these advantages, I still had to put forward a solid amount of effort to overcome challenges and earning things like my very own education, to develop skills and build my career as a public servant. But to be fair folks, having the life with these advantages was and continues to be super helpful.

The concept of privilege is often misunderstood, When some people hear the word privilege, they feel it is used as a way of shaming them or denying the hard work that they had to invest to accomplish their goals. Privilege means you have had some advantages that other people haven't had, or that others had to deal with obstacles that you haven't had to deal with. The concept of privilege based on skin colour is also often confused with other types of privilege - mainly economic and educational. For example, it could be hard for a white person who is struggling financially, in an economic system that they feel is just as rigged against them as any other marginalized group, to see how they might have privileges or advantages that others don't have. But again, they haven't lived with the obstacles that marginalized people have lived through.

So privilege is not about shaming certain groups or comparing different types of challenges. It's about recognizing the privilege or advantage that you have and reflecting in seeking to learn about how to use that privilege to make a better world for those who do not have our advantages. So I invite you all, just very briefly, to reflect on what privileges you feel you have and just to be mindful of that as you move forward.

Slide 5 - My Journey Through Change

So now that we all have a common understanding of what 'White Fragility' is and how we can now all acknowledge our own privileges, I'm now going to share with you 'My Journey Through Change' with regards to this subject matter that's at hand. And that's really, how I am continually getting past my own 'White Fragility'. And I'll take you through this journey using a tool that I came across while completing my training as a Change Management Practitioner using a well-known change (management) concept called 'ADKAR' in describing how my journey has progressed, and how it continues to this day. And I'd like to end with a quote from Leo Tolstoy which I feel is extremely relevant in this context where he is quoted as saying once: "Everyone thinks of changing the world, but no one thinks of changing himself." And like I said, I could not think it could be any more relevant.

Slide 6 - What is ADKAR?

In order for everyone to closely follow along in my journey, I just want to briefly summarize what ADKAR actually is, as it will help really tie everything together as we move forward. ADKAR is an acronym for the five outcomes any individual needs to achieve sequentially for change to be successful.

The first 'A' in ADKAR is for something called 'Awareness: Change begins with understanding why'. All of us, defacto, are at this stage to begin with because we all live in an age and a society in which we are hyper-aware of both pretty much anything and everything. We are connected through social media. We watch the news. We talk to people. There's a constant kind of stage and bombardment of information in terms of being aware.

But where things get interesting is the 'D', 'Desire: Change involves personal decisions'. You can be aware about something, about a subject matter that you are even passionate about. But until you desire to make a change, change will never happen.

The third step is the 'K' for 'Knowledge: Change requires knowing how'. You can be aware about something that you want to change as much as you possibly want. You can even make that introspective decision that you want to change. And that's great, but until you educate yourself on how to change, nothing will happen.

The second 'A' in ADKAR is for 'Ability: Change requires action in the right direction.' Again, I can be hyper-aware about something. I can be motivated. I can personally desire to change. I

can even read books, watch documentaries, do a lot of work on educating myself. But until the boots hit the ground and I actually do something, guess what? Change is not going to happen.

And then the final step is 'R', 'Reinforcement: Change must be reinforced to be sustained.' It's great to take action once but it's not enough. You have to keep at it. You need to keep going. It needs to be reinforced in order for that change to be sustainable.

Jeff Hiatt, who is the Founder of Prosci Inc., explains that this powerful model is based on the understanding that change happens on an individual basis, and it's focused on guiding individuals through change, and it addresses any roadblocks or barrier points along the way. Now that we have a common understanding of what ADKAR is, we're now going [to] really take a deep dive into my very own personal journey through change.

In the prior slide, I briefly explained that the first step anyone has to pass through is something called 'Awareness'. And this first step is crucial. As for the majority of us, even when faced with, at times, with overwhelming amounts of evidence and information, we remain stuck in Awareness. Simply because, the key here is that it's not the amount of information that's needed for us to overcome the step, rather it's the right type of information that usually serves as something that I like to call 'The Tipping Point'. In moving people from simply being aware about how, why, where, what needs to change to actually 'Desiring' that change - which is the next step.

Slide 7: My Tipping Point

In my personal case, even despite being married to a black woman and having mixed children, I was still for the most part, complacent in my actions. Yes, I was liking stuff and sharing stuff on Facebook and Linked-In and other social media platforms. But I was not actually doing anything solid and/or tangible toward change. Why? It was due to my fragility - my comfort zone. When faced with stress-inducing, racially charged situations that kept me in this first step of Awareness pretty much my entire life, even despite, shamefully for me, something like my own family dynamic. But all of this was changed by a single event that involved, unfortunately for me, my son, for which I am now going to share. You should now see on your screen, a picture of a tee shirt. For anybody on the call who's got kids, or anybody who's got grandkids, or you're an uncle or an aunt or you have children in the family - it's no secret that little kids are very drawn to superheroes. There's no getting around it.

My son in particular, very in tune with the whole Marvel Universe. Specifically because Marvel has been doing some great work in recent years, and in particular as you can see on the shirt, they released this new spinoff of 'Spiderman', who happens to be this black kid from Brooklyn named Miles Morales. And so for my son, representation is everything he sees. He sees this, because he sees a Spiderman that looks like him. It makes him believe that he can also be a superhero, which is super important and is very touching. As a parent, as I am walking through the mall last year and I see this tee shirt - of course I grabbed it. Of course I went home with it, put it in the wash and gave it to him the next day for him to wear to go to school. So he did just that. He took it. He put it on. He went to school.

So this was last year, at the time, he was seven years old. So later on that day, I go pick him up, and for those of you who don't know my son, he's a super high energy - very happy kid, to say the least. And as I see him walking out of school, he's got this long look on his face - an almost kind of sad/angry [look]. And like any parent, I started kind of interrogating him about it.

"what's wrong? What's going on?" And he was stonewalled about it, didn't want to talk. And I knew right away that something was very wrong. As any parent on the ride home, I started digging away, digging away in trying to ask him more questions about what's going on, he started to give me little bits and pieces of information. So I started asking him:

Ryan: "tell me more. Tell me more."

Son: "Well something, something happened at school today."

Ryan: "Well obviously, what else can you tell me?" And he says:

Son: "Well you know, the kids, my friends were laughing at me and it wasn't cool."

Ryan: "Okay, I understand that but what were your friends laughing at you for? I don't understand."

Son: "They were laughing at my shirt."

And right away when I heard that, I figured out that something was very wrong. Something was really wrong and I wanted to get to the bottom of it. Until finally he opened up and he explodes on me. Keep in mind that he is seven years old at the time.

He goes: "All my friends at school were laughing at me because they told me my tee shirt is stupid! Spiderman is not supposed to be black! He's supposed to be white and that I should never wear my shirt again!" And then he screams at me and says he never wants to wear it again! And then he storms off to his room.

I've done this presentation now countless times, and I cannot stress enough that every time I tell this part of the story - it chokes me up. It chokes me up because it brings me back to that emotion that I was feeling when I heard him say as a seven year old. As a seven year old, I saw a portion of his innocence, just *click* gone, vanished, never to be seen again. And I acknowledged at that very moment, as he's telling me this, all sorts of emotions that I'm feeling: anger, sadness- you name it. I'm also acknowledging and processing at the moment now - that wow, Systemic Racism is real. System Racism is in my family. It's in my house right now, it's touching my kid. And for anybody on the call right now who has ever doubted the existence of Systemic Racism, I invite you to come and have a conversation with my son after what you just heard. Right then and there when I heard him say that, I internalized it. I acknowledged the existence of it. And I made the decision right then and there that I was going to make a change. I made a promise to myself, to my son, my family and everyone else I know that I was going to work towards dismantling Systemic Racism with every breath so long that I was alive. I decided right then and there that I was going to be the change that I wanted to see in this exact moment, that I liberated myself from my comfort zone, from my own fragility and decided that I was going to take action. And I instantly moved myself from 'Awareness' to 'Desire' because I heard the ultimate piece of information I needed to hear to get myself to that step.

Slide 8: Shedding My Fragility

The act of shedding my fragility and deciding to act 'Desire', it actually only lasted a moment as I had everything I needed to make my decision. It was as clear as day. I needed to change. I needed to take action. Logically, in order to take concrete action, I also felt I needed to equip myself with knowledge regarding race and racism - where I deeply explore the why, what, where, who, and how it exists, immediately thrusting myself into the next step which is called 'Knowledge'.

I start asking myself questions: "Where does race even come from? Why does it even exist?" Why is it so baked into every fabric of our society, so much so that even seven year olds in a school yard can demonstrate capabilities of concretely perpetuating it, unknowingly, amongst many other questions.

Slide 9 - Equipping Myself With Knowledge

So my questions in search for knowledge, led to the discovery of new resources and information. In this pursuit for more knowledge about race, I came across the work of Dr. Ibram Kendi, who is the leading anti-racism voice and scholar, as well as the Founding Director of the Boston University Center for Anti-Racist Research. Dr. Kendi's work opened up my eyes to truths that I was never taught in school. First of all race, from a historical human standpoint, is a relatively new idea and it's just that by the way - an idea. Gomez De Zurara, a Portuguese Biographer from the fifteenth century, hired by Prince Henry the Navigator, is quoted according to the work of Dr. Kendi as the first to propose terminology relating to the hierarchy of different races and how this more modern interpretation of race didn't even exist before his work invented it in the fifteenth century.

This work adopted by the Portuguese king at the time, went on to be adopted by all the other western colonial powers. Eventually, grounding itself as justification for the baseless enslavement and discrimination of people who were not of European origin. For example, people of African or Indigenous descent. At its core, it's an idea that was invented to justify taking advantage of human beings as a means of economic gain. And this ongoing idea of race perpetuates that exact fundamental lie to this day. So often times due to popular discourse or mainstream media, negative attention is focused on those who are marginalized, but rarely are we ever nudged into introspectively looking into ourselves as the majority group and begin to ask ourselves questions.

Slide 10 - The Racism You Can See and Can't See

Fueled by this continuous energy to seek more knowledge, I began educating myself on how to be anti-racist. I learned that racism exists within our systems, institutions, cultural representations, media, school text books, movies, advertising, dominant discourse and is pretty much anywhere that I looked as it manifests itself in varying degrees. I learned that we are all capable of expressing anti-racist ideas and that no one person is inherently actually a racist - rather it's learned. And that there are varying degrees of how people choose to display racist behaviors and or ideas.

So at one end of the spectrum you have people burning crosses on front lawns and engaging in violent behavior and openly expressing racist ideas. And on the other end of the spectrum, you have people claiming that they 'don't see colour' and that they can't be a racist that they have a black friend. And then they go on to engage in what they think is innocent behavior when asking questions to a colleague like: "Hey, where are you really from?" Insinuating that they are not like you. That they're from somewhere else and are automatically categorized as the other. The point here is the following: even if you don't burn crosses on front lawns and wear white hooded robes, it still doesn't mean you're not capable of engaging in racist behavior on a daily basis.

What I came to understand is that even as someone married to a black woman with mixed children, I was still capable at any point, in engaging in racist behaviors and that anyone is capable of doing it. This was an 'aha' moment for me. It opened up my eyes to understanding what micro-aggressions were. How my own unconscious bias was affecting other people. And how this comfort zone, known as my own fragility, was keeping me from stress inducing racially charged situations and challenging the status-quo. So the next time you're curious about your colleague's hair, or you are curious about the family's potential origins, for example, think twice -as these are examples of racially charged micro-aggressions that can deeply affect those on the receiving end. I invite you all just for a moment right, to put yourselves in the shoes of your colleague who hears these questions multiple times per day like these amongst many others. Micro-aggressive comments and questions can really add up and can heavily weigh down your colleagues both physically and mentally. Everyone is capable of expressing racist behaviors and ideas. Please keep this in mind, especially if you thought you were not capable of racist thoughts or exhibiting racist behaviors.

Slide 11 - Taking Steps Towards Action

So once I felt I had accumulated a foundation of knowledge, I then began to take action in what I felt was the right direction; which is the next step which is called 'Ability'. These actions manifested themselves in the form of exploring 'Allyship'. Where I explored what it was in more detail and ultimately learned how to be an effective Ally. And this work continues to this day.

Slide 12 - What Is An Ally?

So what is an ally anyway? Dr. Helen Oforu who is the Adjunct Professor of Psychology at Carleton University, who I referred to before, explains it as such: "To be an ally is to walk beside or with those whose voices are often ignored or muted". Authentic allyship takes courage, and to be a true ally requires doing the inner work of understanding how you participate in unjust or oppressive systems. So maybe in the past maybe you passively, or maybe even unintentionally benefitted from policies and practices that gave you unfair advantages over other people, who were equally or even better qualified.

To be an ally it is important to listen and accept criticism, even if it's uncomfortable. Don't expect to be taught or shown everything, and you need to use the tools around you to learn and answer your own questions. To understand that allyship can be really hard, and to not expect it

to be easy. There may be some hard lessons to learn. In many instances, those who seek to be allies, usually drop out when things get a little bit uncomfortable.

To not compare your struggle as being just as bad. We've all got struggles. But to be an ally, you have to put your struggles aside. And to not take on allyship for the wrong reasons. It may be tempting to prove that you are one of the 'good white people' but remember, for example, 'heroes don't call themselves heroes'. You have to take a look at your motives, and for wanting to be an ally, and if it's for praise, allyship probably isn't for you.

Being an ally isn't about saving anybody, And some great examples that Dr. Ofosu shares with regards to what allyship is not. Allyship isn't, nor should be, 'performative'. And we hear this all the time, it's a buzz word right now. It's not a check box exercise. What does that mean? It means that you shouldn't be doing it because you need to do it because it's in your Performance Agreement. You should be doing it because it's the right thing to do; because you're intrinsically motivated to do the work. Participation, for example, and public activism for recognition but not being an activist when nobody's watching. Posting to social media on an issue because it's trending - I used to do that. Saying things like 'black lives matter' but not taking any real action beyond your words.

Slide 13 - 10 Points On How To Be An Effective Ally

So how can you be an effective ally? The following I want to share are by Patricia Harewood, who is currently the Director, Representation and Legal Services at The Public Service Alliance of Canada (PSAC). And it still can be found on the Canada School of Public Service website under the Anti-Racism Learning Series.

1) Be an active listener. We hear this all the time. But active listening means you need to ask questions. You need to ask about lived experiences. And when you do, you need to be able to truly absorb what's being said to you. And listen to these first-hand accounts that are not to be taken lightly. You also need to be mindful that it can be very difficult for our marginalized colleagues to muster enough courage to talk about these hurtful things that have happened to them. And so when that does happen - be present, be mindful and take notice.

2) Don't rely on others for your learning. It's one thing to ask questions, granted yes, absolutely. But it's another thing to continually say: "Hey, what can I do for this, what can I do for that?" No, get out there and start educating yourself. There are loads of books. There's documentaries on Netflix. There's even tv shows and biography movies. All kinds of things that you can watch or read or listen to, to educate yourself.

3. You must be able to accept criticism. And I have a very good example of this. Just over a month ago, I was the moderator for a CSPA National Event on a topic of Diversity and Inclusion. And while moderating this nation-wide event, where thousands of people were listening, I actually used a derogatory term not knowing it was derogatory, in a D&I event. Can you imagine how embarrassing that was? And not only that, I was called in - and I like to say that, instead of called out. One of my very closest colleagues called me in to educate me on that

term, where I had to take that criticism in stride. And that's something that will happen when you occupy this space of being an ally.

4. Support Marginalized Public Servants We need to be able to do a better job of supporting marginalized public servants. And support in this, there's no one definition of what support looks like. Support can just be providing safe and brave spaces. That's another buzz word [brave] right now for our colleagues to be able to talk about some real things. It can also just be one-on-one conversations. It can also be advice on how to advance in the Public Service. It can also be giving opportunities to advance in the Public Service, which I'll kind of touch on a little bit later.

5. Use Your Privilege To Dismantle Systemic Racism I've got loads of privilege. I'm probably one of the most privileged in society right now. I am doing everything I can to be cognizant of that fact by using it as a tool to dismantle Systemic Racism that I see all around me.

6. Support Advancement Opportunities For Marginalized Public Servants And this one really goes to the leaders in the room. There are plenty of advancement opportunities that I know you could think of right now, that you could touch on and that you can give a marginalized public servant a chance to improve themselves to advance their careers in the Federal Public Service.

7. Don't Expect Rewards/Recognition when facing the Day to Day Problems This is a good one, and I'll be very bluntly honest right now. I don't do this work because I'm expecting to be rewarded or recognized. I couldn't care less. I'm doing this work because I know it's the right thing to do, and I'm doing it because I'm intrinsically motivated to make a better world for my kids, period. Your motivations for wanting to do this work has to be very sure and it has to be very simple. And if it's not, it's probably not a good thing that you are doing it.

8) Share Your Decision-Making Power (Leadership) Again maybe this one's more geared towards the leaders in the room. Every leader who is listening on this call right now, has a certain extent of decision-making power that you wield. And it's always better, in my personal experience working on projects and delivering services or products at the end of the day when you have more different ways or perceptions or different ways of thinking at the decision-making table. When it comes time to deliver these things, and what usually ends up happening is that you have services or products that are better-rounded. They're more holistic. And they can better answer and represent the population that we are trying to serve. So offer that decision-making power to our marginalized colleagues.

9. Build A Professional Network That Includes Marginalized Public Servants Equally so, build a professional network that includes our marginalized public servant colleagues. When it comes time to have conversations or to do the thinking, it's never good to do it in your own corner or to do it with everybody who thinks and looks like you. Get people who are from different backgrounds - different ways of thinking, different cultures. Because it will add different perspectives that will give anything that you are trying to do more weight, and it will be much grander when it comes time to making decisions.

10. Give Positive And Fair Referrals And/Or Evaluations To Marginalized Public Servants

I will touch on this point that we really talked about at the beginning of this whole talk. I am able as somebody, who is part of the majority group in this country, to bring my whole self to work every day. So when it comes to being evaluated, I am confident I don't have to think about it twice. But imagine you put yourself in the shoes of a marginalized colleague, who at several points per day, may be the recipient of micro-aggressions and then have to step into a room when you're getting evaluated. That can be tough. So just keep that in mind when it comes time as a leader to give these evaluations.

Slide 14 - Making Sure It's Sustainable

So this is where my journey continues today. It's not enough to educate myself, take action once and then call it a day. It needs to be sustainable. Where now I'm continually working at reinforcing what I've learned and actively engaging in new ways for which I can build on my knowledge and spread knowledge unto others through talks like this one. Using ADKAR, engaging anti-racist behaviors and being an ally are like muscles - if you don't use them, you lose them. And constant reinforcement is not only sustainable, but it actually permits growth.

Slide 15 - A Call to Action So I leave you now with a call to action. Change has to start somewhere. And there's no better place than to start looking within introspectively and putting in the work on one's self. And when I say that, you need to get past the fear of losing something. Equity is not a zero-sum game. There are no winners and there are no losers in this. I know that I personally did not invent race and I actually had zero guilt about being a white person or belonging to the majority group in Canada. But, because I am inherently, by design, been privileged unfairly my entire life, just because of the colour of my skin, I feel that I have a great sense of responsibility in actively dismantling the idea of race and engaging in anti-racist activities, behaviors and ideas every single day. So I'm calling on all of you to share in having that great sense of responsibility with me. I can only speak for myself with regards to my journey, where I have specifically chosen the topic of race as my door to the greater discussion on things like human rights, dignity and equity for all. But truly, it doesn't matter whether you choose to approach this conversation and whether you choose to have it anchored in race, or religion or anything else for that matter. What's important is that you focus on yourself and how you relate to others.

Slide 16 - Find Your Tipping Point

And in saying this, I invite all of you to also reflect on this greater discussion related to the other and how this messaging is perpetuated through things like systemic discrimination. And so when you feel you're ready, do the work at your own pace. I invite you to find your 'Tipping Point'.

Discover what piece of information you need to move yourself from simply being aware, to desiring change. Be the change you want to see. Walk the walk. Take action. Turn your fragility into humility. Be humble. Accept the privileges that you have and use it to actively dismantle systemic discrimination. I do hope you're all leaving this presentation feeling inspired

to change, and become effective change agents yourself in dismantling systemic discrimination in our society.

And so now I'm going to finish off for now with a quote from someone who is probably my greatest hero, the late, great, Nelson Mandela was quoted as saying: "If you talk to a man in a language he understands, that goes to his head. But if you talk to him in his language that goes to his heart."

Slide 17 - Thank you

Thank you very much for hearing me out. And what I'm going to do is flip it back over to you, I guess it would be you Samantha.