This study examines participant knowledge and attitudes about race, engagement in racial equity work, and organizational progress on racial equity following participation in Undoing Racism™ Workshops (URW), an anti-racist training taught by a multiracial/multicultural team that focuses on structural racism. The leaders review the history of racism in the USA, address individual attitudes and knowledge, explore the concepts of internalized oppression and privilege, and examine how agency-based and society-wide institutional arrangements implicitly or explicitly foster racism.

URW trainers encourage participants to apply the knowledge gained in order to pursue racial equity in their workplace. The findings of this study, whereby alumni of URW were surveyed, indicated:

1) **Positive Changes in Attitudes & Knowledge about Racism**
   - Participants noted more awareness and motivation to support racial equity efforts in their organizations as well as in other venues or in addition to their workplace.

2) **Engagement in Racial Equity Work following the Training**
   - Key supports included: access to decision makers, sufficient peer interest, and access to outside strategic advice, positive attention from within the organization, a sense of job security, and enough time on the job to attend to related tasks.
   - Common barriers included: insufficient leadership support, resistance from colleagues, resistance from leaders, need to keep a low profile, and fear of getting into trouble at work.

3) **Organizational Progress toward Racial Equity**
   - Limits to organizational progress included: insufficient resources, the attitudes of personnel, organizational reluctance to take on resource allocation conflicts, and organizational unwillingness to change structures.
   - Supports for organizational progress included the following:
     - Social support for employees, including leadership and/or colleagues who attended URW, positive feedback from leadership, and colleagues showing interest in the participants’ racial equity work.
     - Financial support for external racial equity training, access to racial equity training in-house and in the community to create a foundation for needed organizational shifts.
     - Diverse staff and client populations.

Executive leadership was noted as **fundamental for organizational progress**. Leadership can be either a barrier to implementation or a support for it: when participants were able to make progress afterwards, facilitating factors included leadership support and positive feedback from leadership; yet when other participants were not able to make progress in their organizations afterward the training, it was due in part to a lack of leadership support/leadership resistance. Hence, those in power who desire greater racial equity have a special responsibility to support and/or drive change efforts, regardless of their race.

Agency leaders seeking to facilitate racial equity in their organizations should seek to maximize the supportive factors that (1) facilitate individual engagement, (2) influence organizational change, and (3) minimize barriers. While the values of multicultural organizational development efforts highlighted by this training reflect a focus on comprehensive culture change, the goals and activities that come afterwards do not always fulfill this vision, and require deliberate attention and support to be realized.