To receive access to: PDF of slides, expanded packet, template for Group Identity Cards, PDFs of my books and resources:
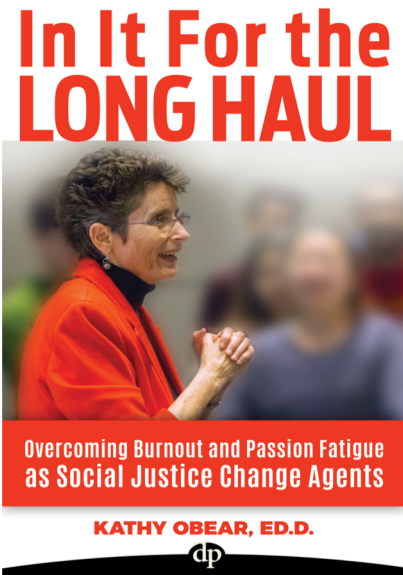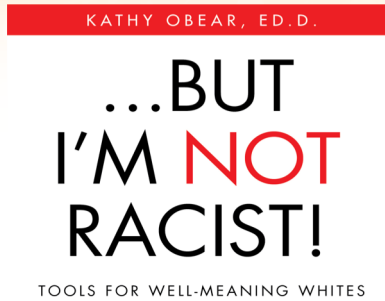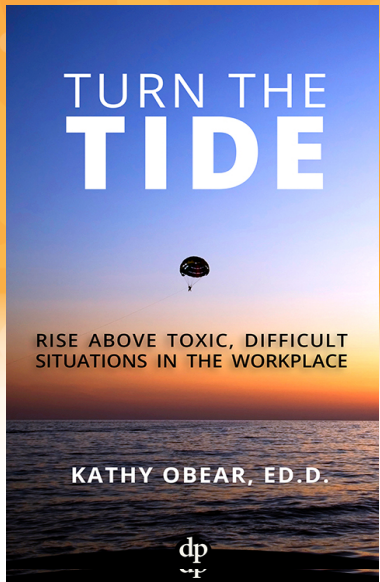
TEXT:

socialjustice

To:

444999

REPLY with your email

Taking it to the Next Level:
Develop Greater Internal Capacity and Critical Infrastructure to Achieve Inclusion Strategic Goals

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www.drkathyobear.com

THE CENTER FOR
transformation
and change

TURN THE TIDE

RISE ABOVE TOXIC, DIFFICULT SITUATIONS IN THE WORKPLACE

KATHY OBEAR, ED.D.

KATHY OBEAR, ED.D.

...BUT I'M NOT RACIST!

TOOLS FOR WELL-MEANING WHITES

DISMANTLE RACISM

In It For the LONG HAUL

Overcoming Burnout and Passion Fatigue as Social Justice Change Agents

KATHY OBEAR, ED.D.

INCLUSION PARTNERS PROGRAM

Go greet 5 people,

With the 5th person Say HELLO and discuss:

Scale 0-10:
0 = not at all ………… 10 = completely

- **How capable** are leaders, managers and staff to **create** and **maintain** inclusive programs, policies, practices, and services for clients?

AND,

- **Create and reinforce equitable,** inclusive work environments that support the success of **all members** of the organization?

The Wheel of Change

for organizations

To create real change within an organization, we must work in an integrated way with the three major domains that comprise every organizational system:

hearts and minds
- vision/mission
- beliefs
- emotions
- ideas
- community

behavior change
- norms
- feedback
- support
- practices
- skills

systemic change
- strategies
- structures
- systems
- processes
- tools

SOCIETY

©Robert Gass 2009

What we are doing is necessary,

but *not sufficient*…

3 Phases of Institutional Change
(Adapted from EYCA's *Diversity Culture Change Process*)

Phase I: *Increase Awareness & Commitment*

Phase II: *Build Internal Capacity*

Phase III: *Infuse Equity & Inclusion into Everything We Do*

imagine

Phase II:

Build Internal Capacity

Self-Assessment:
Inclusion Partners, pgs. 2-6

What competencies do you want/expect ALL leaders, managers & staff to demonstrate effectively?

- **A: Review 1-21**

- **B: Review 22-43**

- **C: Review 44-64**

Inclusion Partners

- **Purpose: Deepen internal capacity of leaders, unit**
- **1+/department or unit**
- **Serve as a *THOUGHT PARTNER* with leader to create inclusion; achieve DEI Strategic goals**
- **Provide an Inclusion Lens during staff meetings, on departmental committees, etc.**
- **Serve on Search Committees to raise issues of equity and inclusion; intervene and shift dynamics**
- **Serve as a Peer Coach and Mentor (formal/informal); Model skills in daily activities**

Inclusion Partners

- **Facilitate small group discussions during professional development sessions and inclusion training sessions**

- **Use *Self-Assessment for Inclusion Practitioners* to continually deepen & demonstrate competencies: self, leaders and colleagues**

- **Ongoing development, cross-units sharing, accountability**

- **Reverse mentoring**

Ways to Facilitate Program Success

Selecting the
Team of Inclusion Partners

- **Program Coordinator** & **Advisory Group** select

- **Potential high performers; connectors with a minimum level of EDI competencies and commitment**

- **1+/department based on size, needs**

- **Demographic diversity among IPs**

- **Nomination** AND **application,** interview

# Preparation & Training of Inclusion Partners

- **<u>Clear expectations from leaders</u>:**
  - **Not diversity police or training expert**
  - **Thought partner**
  - **Leader is responsible & accountable**

- **<u>Initial training session</u> (2+ day)**
  - **Build relationships with leadership**
  - **Build a learning community**
  - **Provide tools to feel confident to take action**

Initial Training for IPs

- **Key & critical EDI concepts and tools**

- **Navigating group dynamics tools**

- **Peer coaching skills and approaches**

- **Strategies to analyze CURRENT STATE of unit**

- **Recognize and interrupt common privileged group attitudes and behaviors**

- **Use an Inclusion Lens to analyze and revise policies and practices**

- **Deepen capacity to lead meaningful organizational change**
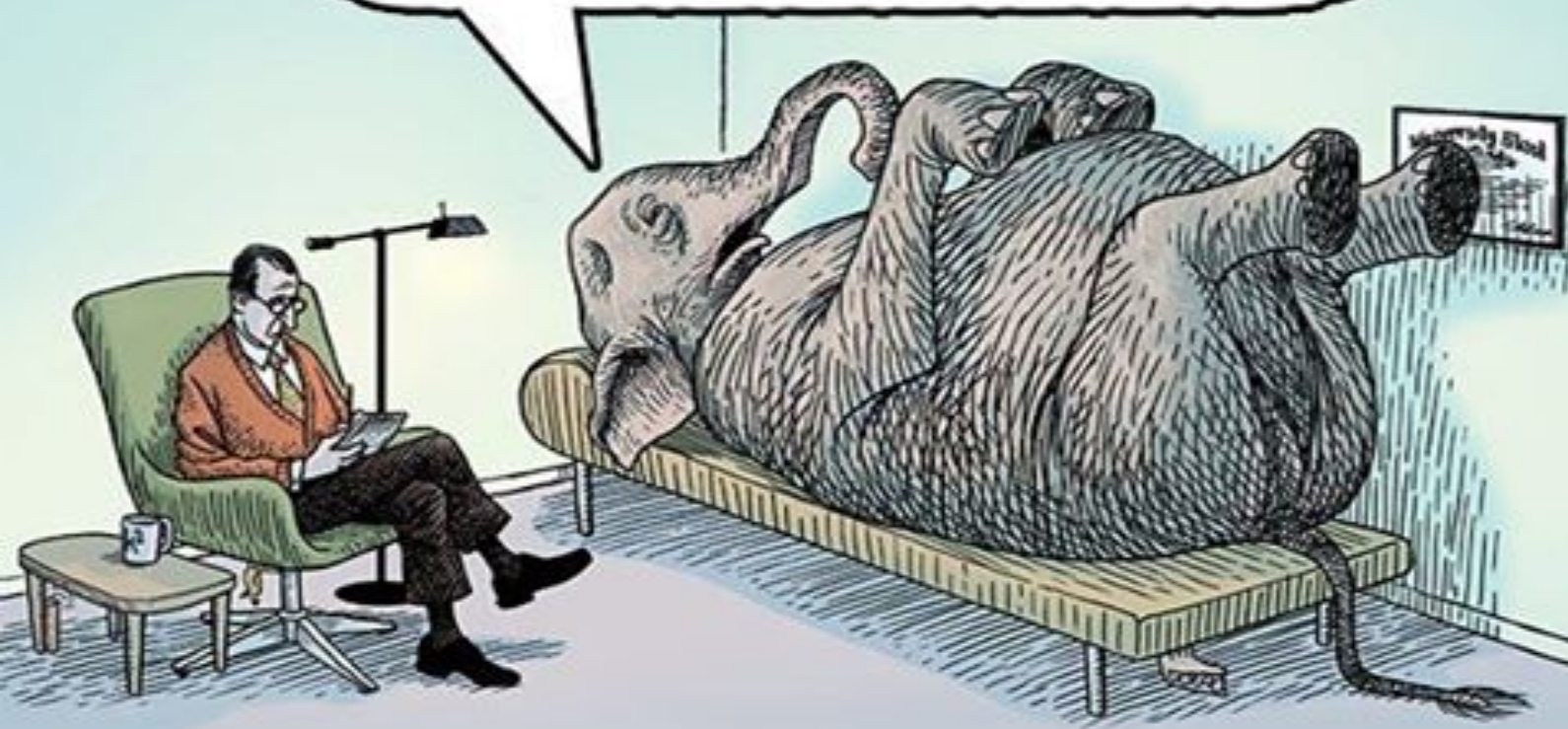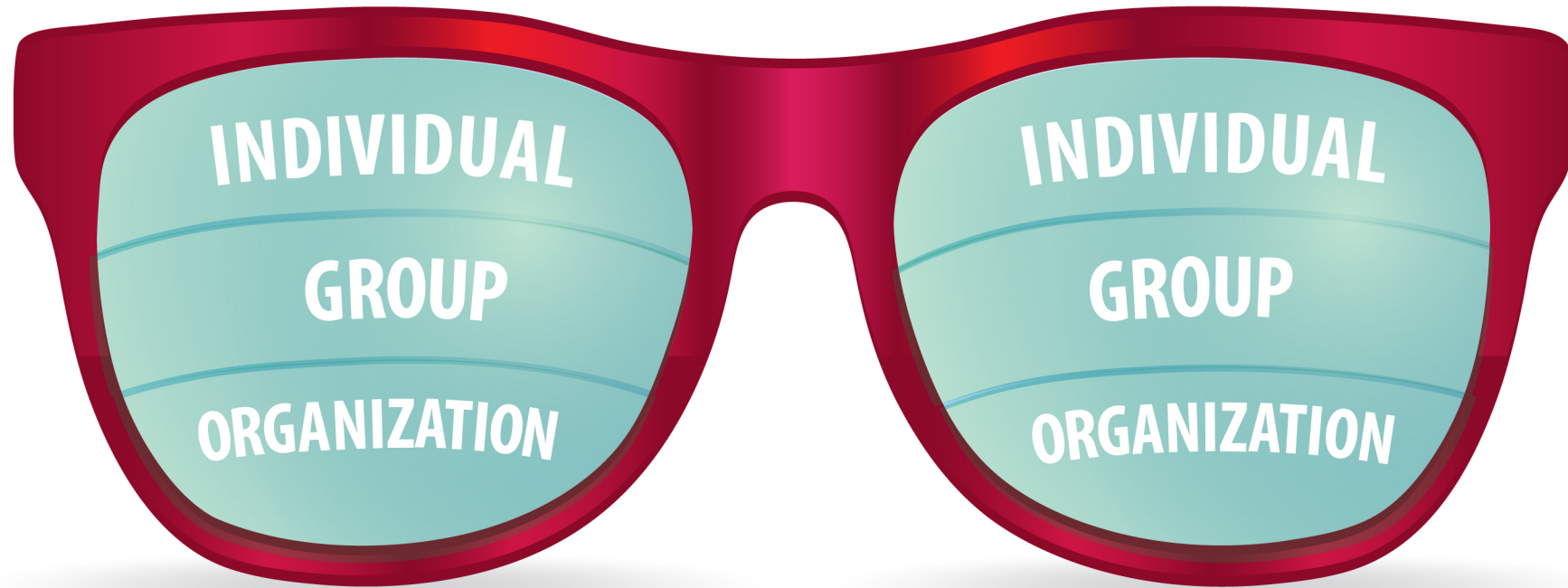
You Are Welcome to Join Us!!
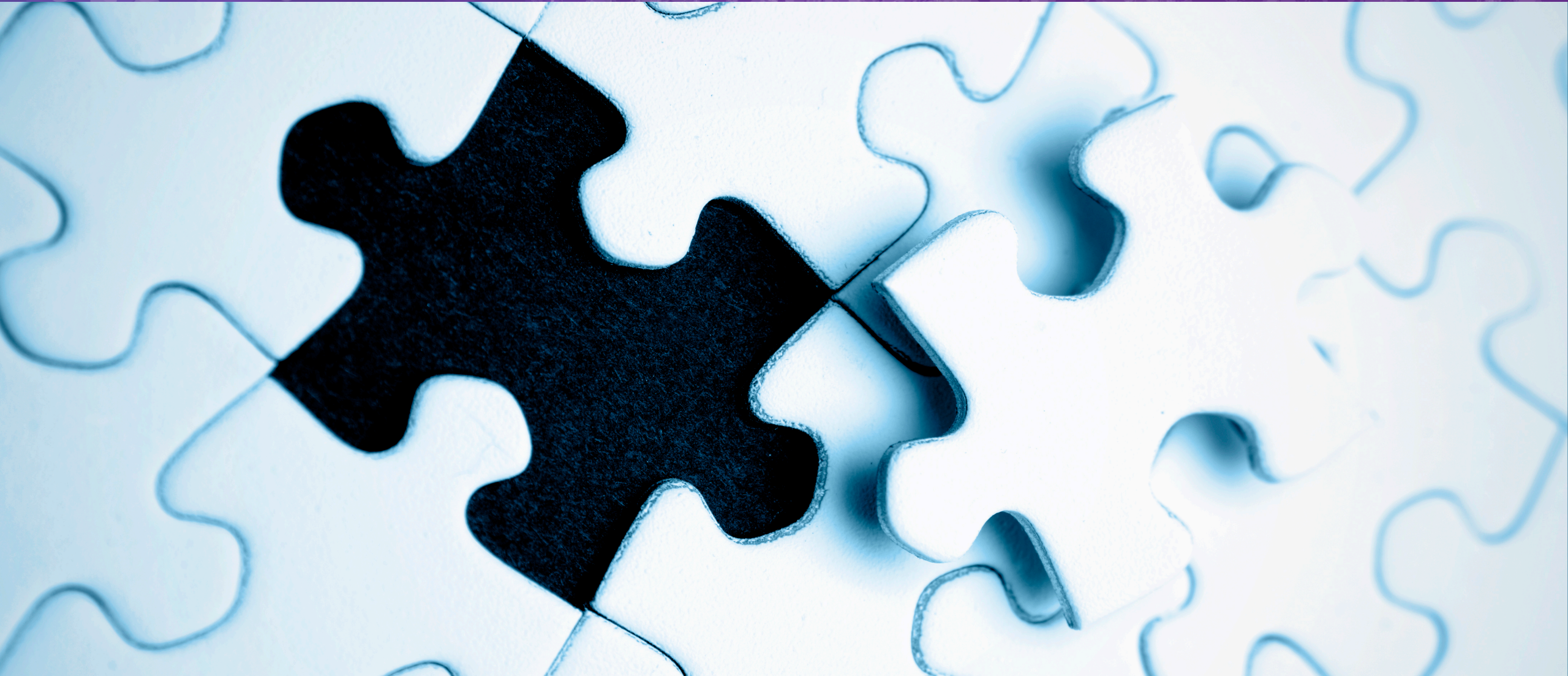
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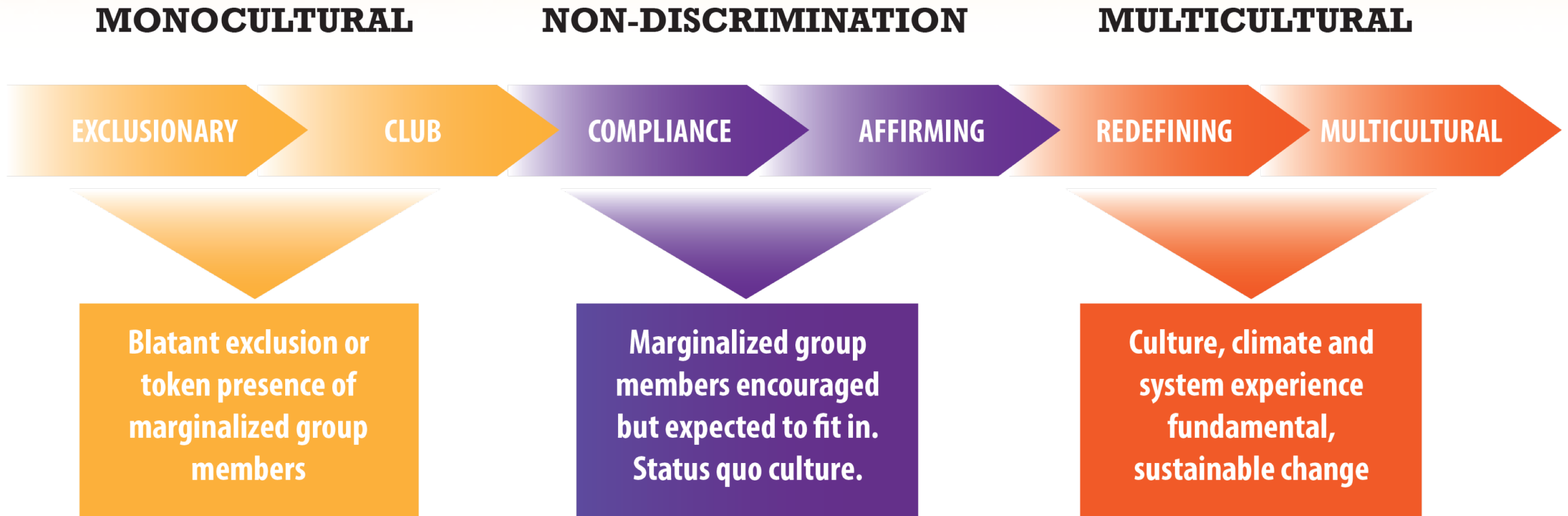
0 = not at all   ------------   10 = completely

How equitable & inclusive

is the current departmental/organizational culture and climate for **ALL** members?

- You are lucky to be here

- You are welcome to be here

- We treat everyone equally

- We create a welcoming environment

- We want everyone to have a sense of belonging

- We do what we can to support your success

- **We intentionally work to accelerate your success**

- **We remove barriers, obstacles, and hurdles**

- **We require everyone to increase their capacity to infuse equity and inclusion into everything they do**

- **We skill up everyone and hold them accountable to dismantle institutional oppression & dynamics of privilege and marginalization in all policies, practices, programs, and services**

Jackson/Hardiman MCOD Continuum

MONOCULTURAL

NON-DISCRIMINATION

MULTICULTURAL

EXCLUSIONARY — CLUB — COMPLIANCE — AFFIRMING — REDEFINING — MULTICULTURAL

Blatant exclusion or token presence of marginalized group members

Marginalized group members encouraged but expected to fit in. Status quo culture.

Culture, climate and system experience fundamental, sustainable change

Jackson, 2005; Graphic developed by Dr. Shelly Kerr

caps lock.

shift happens (you're the key)

control

Phase III:

Infuse Equity & Inclusion into Everything We Do
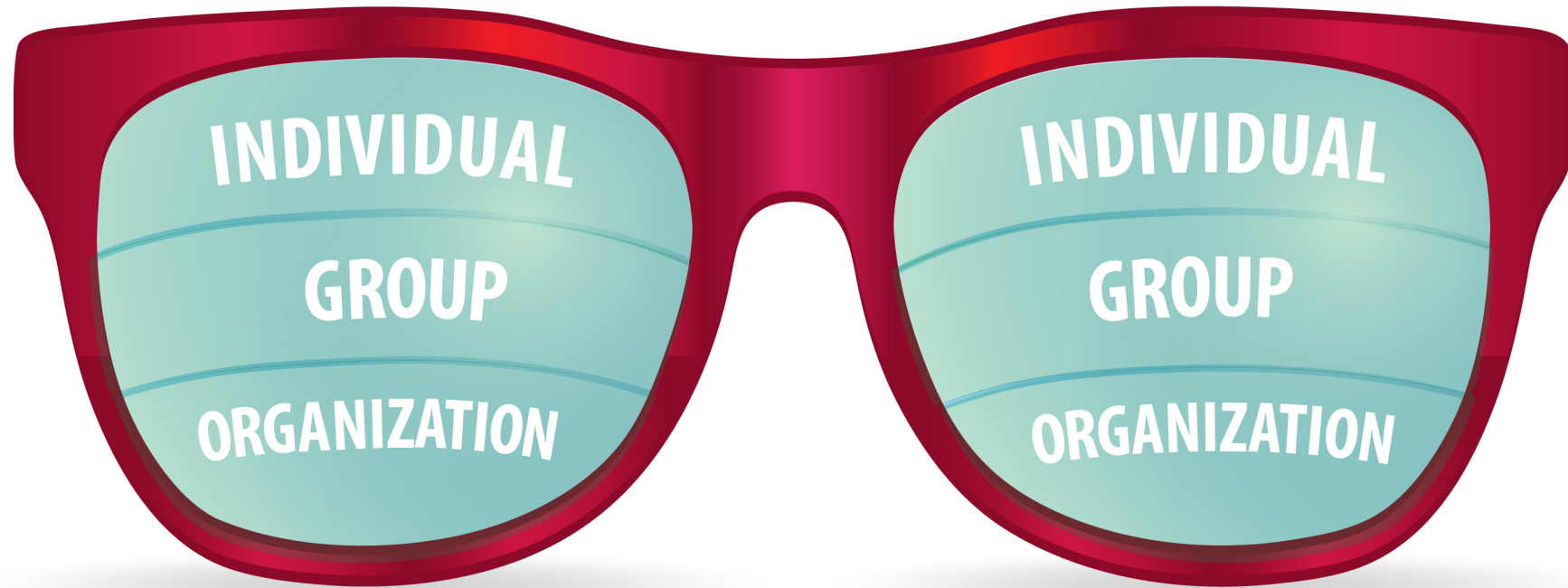
Analyze and revise all policies, practices, programs, and services with an Inclusion Lens

Using an Inclusion Lens in Decision-Making

1. **Do we have the full breadth at the table?**

2. **Have we seriously considered full breadth of input?**

3. **How might our unconscious attitudes and assumptions about _____ be playing out?**

4. **How might this advantage some and disadvantage others?**

5. **How can we make this process, program, or policy more inclusive?**

Use an *Inclusion Lens* to identify any possible unintended negative impact on people in marginalized groups

Which of these group identities are:

- On **YOUR** screen **consistently**?

- On **your organization's** screen, consistently?

- Which **others are**? **Need to be**?

Differences that Make a Difference

- Age
- Athleticism
- Criminal background
- Disability & Health status
- Economic class
- Educational level
- English proficiency
- Family
- Gender identity/presentation

- Geographic region
- Hierarchical level
- Housing/Food Security
- Immigration status
- Job function
- Marital/relationship status
- Mental health status
- National origin
- Parental status
- Race

- Religion/spirituality
- Sex assigned at birth
- Sexual orientation
- Size/appearance
- Skin color; phenotype
- Transportation status
- Veteran status
- Working style
- Years of experience
- Others…

Key Intersecting Identities?

Differences that Make a Difference

- Age
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- Veteran status
- Working style
- Years of experience
- Others…

- *Manager calls a mandatory 7:15 am meeting*

- *Budget cuts ~ considering limiting travel to motels only*

- *Candidates are <u>NOT</u> given a list of the interview questions at the beginning of interviews.*

Differences that Make a Difference

- Age
- Athleticism
- Criminal background
- Disability & Health status
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- Veteran status
- Working style
- Years of experience
- Others…

Highlights of The Top 10 List: Next Steps

1. **At a staff meeting in the next 2 weeks, talk about:**
   - **Insights from the initial training**
   - **Role of the leader and Inclusion Partner(s)**
   - **Activities and discussions staff will engage in**
2. **Conduct an Environmental Scan**
3. **Identify the current state of the department**
4. **Assess learning needs of department**

Highlights of The Top 10 List: Next Steps

5. **Organize EDI trainings**, Creating Inclusive Organizations, Using an Inclusion Lens

6. Develop **Unit Change Team**

7. **Gather data** on climate, utilization of services, recruitment, retention, development of staff…

8. Deepen training **design & facilitation** skills

9. **Meet and plan with Leadership Team**

HOP

WHITE

ROAST

Continuing Professional Development for Inclusion Partners

- **Meet as a IP Team monthly; Virtual trainings**

- **Ongoing professional development**
  - ✓ **Partnering with your leader**
  - ✓ **Engaging interpersonal aggressions**
  - ✓ **Navigating difficult situations: Hot buttons and triggers**
  - ✓ **Share promising practices; cross-fertilization**
  - ✓ **Peer coaching: What could I do if….**

Potholes to Avoid

1. This is now **YOUR** job!
2. I'm too busy....
3. Not leading from the middle
4. Social Justice Arrogance
5. Going alone
6. Activity = Meaningful Change
7. Crisis distraction
8. No centralized ownership, resource allocation

Infrastructure to Develop and Sustain Internal Capacity

- **Clear expectations and accountability**

- **Inclusion Partners**

- **Training of Facilitators/Trainers**

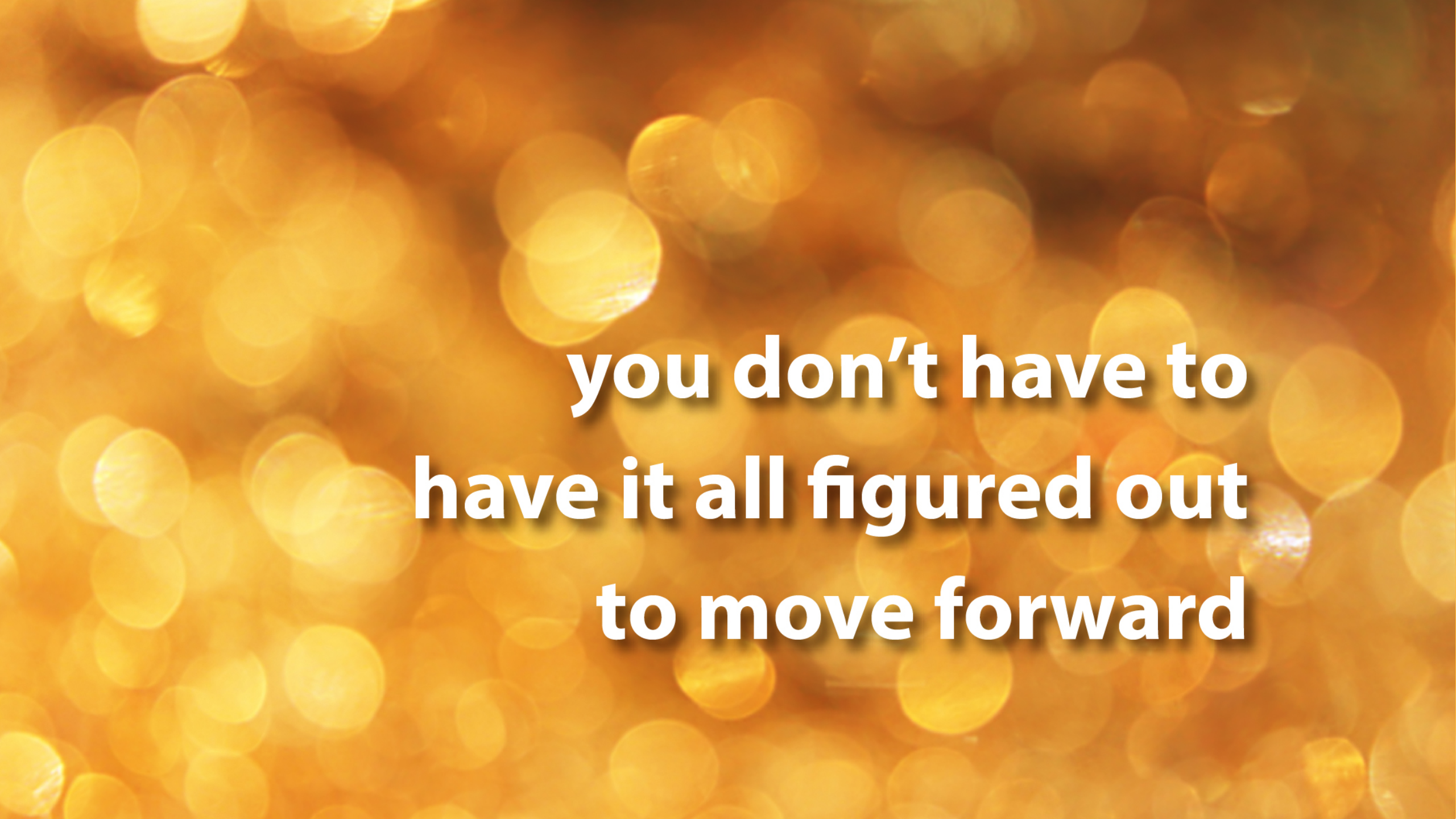- **Unit Change Teams**

- **Comprehensive Professional Development Program**

TIME
for a change!

you don't have to
have it all figured out
to move forward

THOSE WHO MOVE MOUNTAINS

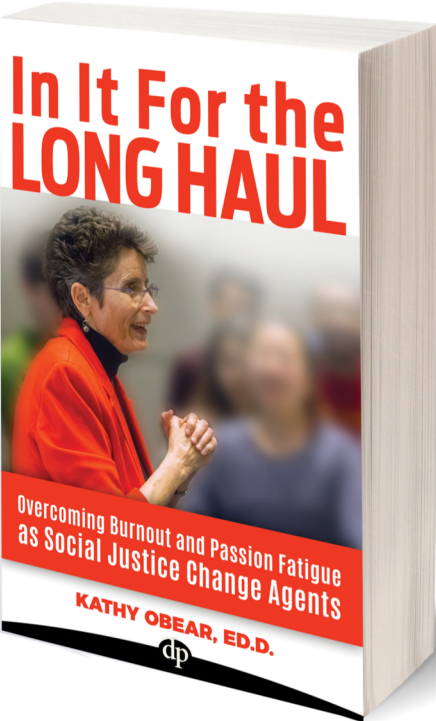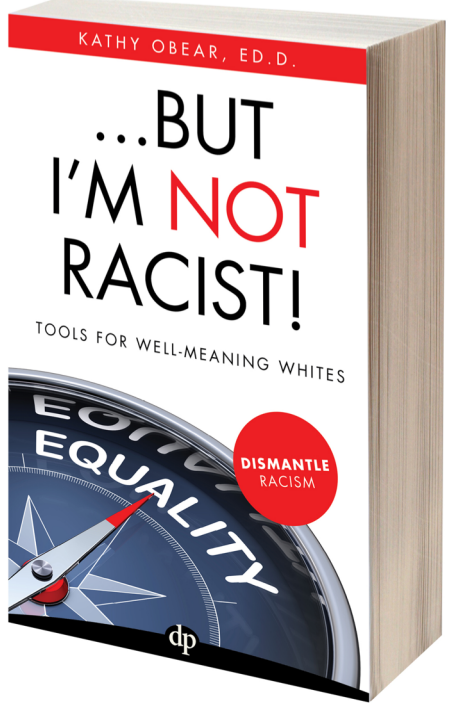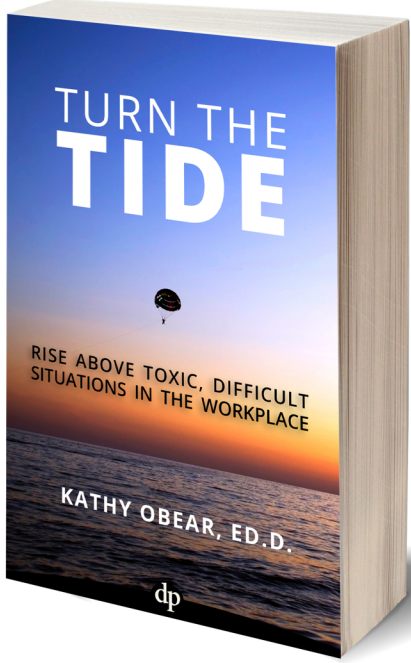## BEGIN BY CARRYING SMALL STONES.

CONFUCIUS

Compelling Reasons
to Change: The Leadership Case

Write down 4-6 points that express:

- **Compelling reasons** for creating inclusive work environments and policies, practices, and services

- And the need for an *Inclusion Partners Program* to **accelerate meaningful, sustainable results**

Questions? Reflections?

Complimentary Copies, Slides & an Expanded Handout

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REPLY with your email

This is the new "normal"

Let go or be dragged.

Zen Proverb

DO NOT BE DAUNTED BY THE
ENORMITY
OF THE WORLD'S GRIEF.

DO JUSTLY,
LOVE MERCY, **NOW**
WALK HUMBLY,

YOU ARE NOT OBLIGATED TO
COMPLETE THE WORK

BUT NEITHER ARE YOU FREE
TO ABANDON IT.

- THE TALMUD