

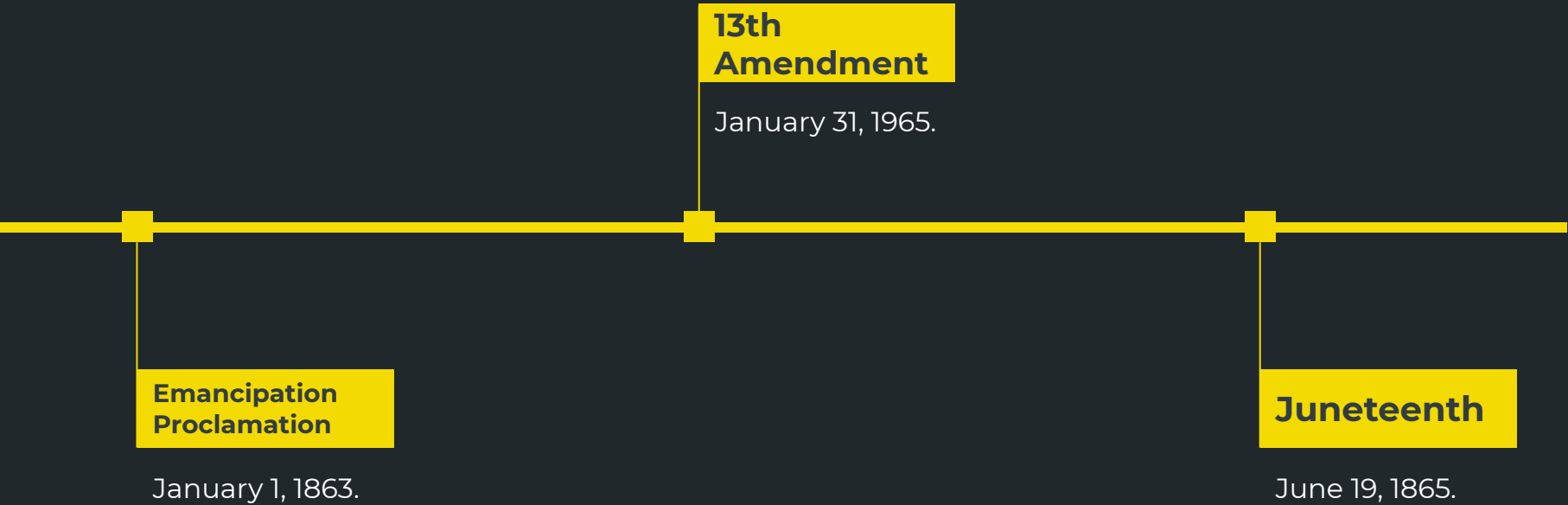
A stylized illustration of a woman's profile in shades of gray, facing left. She has voluminous, dark curly hair and is wearing a bright yellow circular necklace. The background is white with simple line drawings of clouds. The right side of the image has a dark gray background with white text and yellow horizontal lines.

CENTERING ANTI-RACIST PRACTICES IN YOUR LEADERSHIP

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She/Her/Hers



HONORING JUNETEENTH



HONORING JUNETEENTH



If there is no struggle, there is no progress. Those who profess to favor freedom, and yet depreciate agitation, are men who want crops without plowing up the ground. They want rain without thunder and lightning. They want the ocean without the awful roar of its many waters. This struggle may be a moral one; or it may be a physical one; or it may be both moral and physical; but it must be a struggle. Power concedes nothing without a demand. It never did and it never will.

FREDERICK DOUGLASS, SELECTED SPEECHES AND WRITINGS





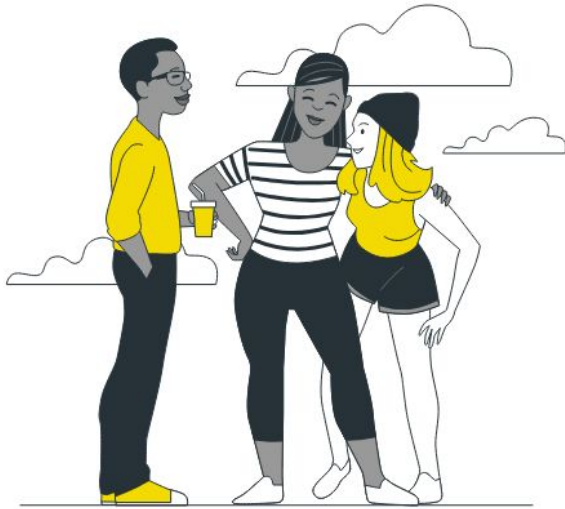
HONORING JUNETEENTH



GROUND RULES

1. Expect Potential Discomfort
2. Expect Potential Non-Closure
3. *Be Engaged.*
4. Maintain An Open-Mind.
5. We Are Doing The Best We Can With What We Know At The Moment.
6. When We Know Better, We Do Better (Angelou).
7. Assumptions and Beliefs About Other Groups Can Be Conscious or Unconscious.
8. We are limited by our own worldview, as we can only see through our own lenses.
9. Impact overshadows intent.
10. We are showing up to get it right, *not be right.*

CHECK-IN ACTIVITY (10 MINUTES)



**Break The Ice,
Get Connected,
Build Relationships.**

How has the past week impacted how you are showing up today?

WELCOME BACK!



You were asked to consider how the past week has impacted how you show up today.

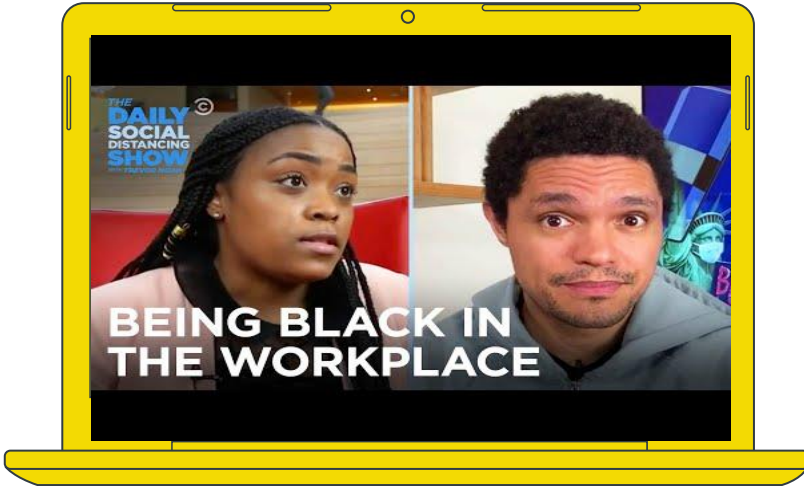
Now reflect on the following questions:

- How do you think your entire lived experience impacts how you show up every day?
- How do you think your lived, academic, and professional experience impact how you show up to your work every day?

The very serious function of racism...is distraction. It keeps you from doing your work. It keeps you explaining, over and over again, your reason for being. Somebody says you have no language and so you spend 20 years proving that you do. Somebody says your head isn't shaped properly so you have scientists working on the fact that it is. Somebody says that you have no art so you dredge that up. Somebody says that you have no kingdoms and so you dredge that up. None of that is necessary.

TONI MORRISON, "A HUMANIST VIEW"





ANTI-BLACKNESS IN THE WORKPLACE

As Shared By Trevor Noah

**Consider: What tangible actions
have you taken to disrupt
Anti-Blackness and oppression
in your workplace?**

WHITE SUPREMACY CULTURE IN ORGANIZATIONS

(DISMANTLING RACISM WORKS, 2001)

Worship of the Written Word

- “If it isn’t in an email or written into contract, it doesn’t exist.”
- The institution may not consider or value other ways that information is shared or understood, or how communities communicate.
- The organization may undervalue or minimize emotion, tone, and relational impact of communication.

Perfectionism

- Mistakes may be seen as personal.
- Colleagues share minimal appreciation for the work of others or the appreciation is only shared with select individuals.
- There is little time, energy, or money invested into reflecting as a group and identifying and/or implementing ways for improvement.

Either/Or Thinking

- There is significantly reduced ability to recognize multiple truths and co-existing complexities.
- This tactic is commonly utilized by leaders who may already have a plan or those who desire to push others to make a choice that align with their own desires instead of considering their own perspectives

Only One Right Way

- Once new colleagues are introduced to “the right way,” of course they will willingly adopt it.
- Should new colleagues forego the “right way,” then something is clearly wrong with those colleagues and there is nothing wrong with the expectation of conformity.
- Those who opt for “other” ways of being are commonly isolated or excluded.

WHITE SUPREMACY CULTURE (CONT.)

(DISMANTLING RACISM WORKS, 2001)

Concentration of Power

Power Hoarding

- Very little value is placed on sharing power.
- Power is seen through a scarcity mindset, and there is “only so much to go around.”
- Those with power feel threatened when anyone suggests changes in workplace policies, practices, or culture.
 - They may also feel like any suggestions for change are a reflection on their leadership.
- Those with power may assume that those wanting change are ill-informed, emotional, or in-experienced.

Paternalism

- Decision-making is clear to those with power and unclear to those without it.
- Those who hold power do not consider it to be important or necessary to understand the perspectives or experiences of those for whom they are making decisions for.
- Those without power may not understand how decisions get made or who is involved in those conversations, yet they are completely familiar with the impact of those decisions.

Defensiveness

- Criticism is viewed as inappropriate, unprofessional, rude, or threatening.
- Emotional defensiveness in reactions silences others from sharing their perspectives.
- Much of the organization’s energy is invested in working around defensive people and protecting power instead of supporting individuals, clarifying power, or how power should be equitably engaged.



WHITE SUPREMACY CULTURE (CONT.)

(DISMANTLING RACISM WORKS, 2001)



Right to Comfort

- Those with power have a right to emotional and psychological comfort.
- Those who cause discomfort are scapegoated.
- Those with power may equate individual acts of unfairness against white (or dominant identifying) people with instances systemic and structure racism/oppression.

Right to Comfort

Fear of Open Conflict

- When someone raises an issue that causes discomfort, the response may be to interrogate the individual who raised attention to the issue rather than the investigating and addressing the issue itself.
- Significant emphasis is placed on being polite, (ie. tone policing); and those that raise concerns are rude or out of line, and thus, silenced.

WHITE SUPREMACY CULTURE (CONT.)

(DISMANTLING RACISM WORKS, 2001)

Individualism

- Teamwork is an unfamiliar or unwelcome concept.
- People may believe that they, alone, are responsible for addressing challenges or solving problems.
- Accountability tends to be hierarchical, rather than across the organization or to those that the organization serves.
- Recognition tends to be done on an individual basis, where those without power are ignored and those in power get most, if not all, of the credit.

Individualism

I'm the Only One

- “If something needs to be done right, I have to do it.”
- Those with this belief lack trust in others’ competencies, abilities, perspectives, and experiences.
- This then leads to others feeling disrespected, undervalued, marginalized, disempowered, and isolated.

WHITE SUPREMACY CULTURE IN ORGANIZATIONS

(DISMANTLING RACISM WORKS, 2001)

Progress Is Bigger/More

Quantity Over Quality

- All resources are invested towards producing measurable outcomes, rather than qualitative and experiential information.
- If it cannot be measured, then it is “less valuable” (such as relationships, conflict navigation, etc).
- Process may be sacrificed for efficiency’s take, as holding space for complexity, relationships, and intentional communication are seen as taking “too much time.”


- This concept is rooted in capitalism, as success is measured by expansion and growth, rather than how well the communities are being served.
- There is very little regard for the cost associated with the expansion and growth, including impact on individuals (well-being, satisfaction, stress, funding).

Objectivity

- The concept centers logic and “neutrality” in perspectives and analyses, while emotions are seen as destructive, irrational, or irrelevant.
- Those who may show emotion are invalidated, ignored, dismissed, or “punished.”

Sense of Urgency

- A constant sense of urgency minimizes the organization’s ability to create space and time to be inclusive, engage in inclusive and meaningful decision-making processes, engage in long-term planning, or consider impact of decisions.
- Relationships may be sacrificed for quick or highly visible results.



You have to get over the fear of facing the worst in yourself. You should instead fear unexamined racism. Fear the thought that right now, you could be contributing to the oppression of others and you don't know it. But do not fear those who bring that oppression to light. Do not fear the opportunity to do better.

JEOMA OLUO, "SO YOU WANT TO TALK ABOUT RACE"

WHAT SHAPED YOU? (ACTIVITY)



**Dare to be radically
vulnerable and
honest.**

What aspects of your leadership have you learned from your experience with other leaders? How well did those leaders serve those around you?

Where do these facets of White Supremacy culture show up within your behaviors and your expectations of your colleagues?

WELCOME BACK!



You were asked to consider how White supremacy culture may show up within yourself.

How did it feel unpacking and sharing with your new friends and accomplices?



5 MINUTE BREAK



Take a moment to breath, stretch, turn your camera off, move, whatever you need to do.

You drink enough water today? You should probably drink some water.

THE ANTIDOTES

(DISMANTLING RACISM WORKS, 2001)

Worship of the Written Word

- Give people enough time to review important documentation, engage with the documents meaningfully, and provide feedback.
- Challenge your organization's reliance on policies and procedures when navigating conflicts or challenges, rather than "digging in deep."
- Consider if key documents, policies, or procedures are updated as your institution and community evolves.

Perfectionism

- Emphasize a culture of appreciation.
- Develop a 'learning organization,' where it is expected that everyone will make mistakes and that those mistakes offer opportunities for growth.
- Separate the person from the mistake.
- Ask for specific suggestions for how to do things differently offered critical feedback.

Either/Or Thinking

- Notice when you may be oversimplifying complex issues, especially when the stakes feel high or there is a sense of urgency. Pause and create space for a deeper analysis.
- When you feel stuck, try to consider two additional alternatives and create space for your team to engage.

Only One Right Way

- Accept that there are many paths to get to the same destination.
- Honor the paths that others may choose to take to achieve a specific goal and learn from them.
- Be mindful of others who may choose to submit the same opinion or suggestion repeatedly, and name it.
- When working with communities of different identities or cultures, be clear on what you still need to learn about their ways of doing.
- Never assume that you, or your organization, know what is best for other communities.

THE ANTIDOTES

(DISMANTLING RACISM WORKS, 2001)

Power Hoarding

- Embed shared power in the organization's statements, policies, procedures, and practices.
- Embed value in supporting the leadership development of others within the expectations of leaders within the organization.
- Prioritize collaboration and relationships over competition.
- Ensure that the inevitability of change is embedded within your leadership, teams, expectations, and strategic planning processes.

Concentration of Power

Paternalism

- Cultivate transparent and honest conversations around decision-making processes, reasons for decisions, and who is involved.
- Intentionally and proactively engage those who are impacted by decision-making processes.
- Consider where harm may be committed in decision-making processes and actively work to minimize or eradicate harm.

Defensiveness

- Recognize the relationship between defensiveness and fear, and name defensiveness when it comes up within you.
- Cultivate a culture of self-awareness and self-reflexivity in which people are expected, supported, and challenged to work through their own defensiveness.
- Emphasize relationship and community-building within your teams and organizations.
- Develop a culture of sharing and receiving critical feedback, and implementing change.



THE ANTIDOTES

(DISMANTLING RACISM WORKS, 2001)



Right to Comfort

- Understand that discomfort and dissonance lead to development.
- Embrace discomfort, and understand the difference between being uncomfortable and unsafe.
- Personalize your reflections on racism and systemic oppression instead of focusing on the abstract, “academic” or the “theoretical.”
- Deepen your understanding of intersectional oppression and develop a skill set to interrupt oppression.

Right to Comfort

Fear of Open Conflict

- Actively practice how you and your team will navigate conflict before conflict occurs.
- Learn how to have intentional and radically honest conversations as a team in a way that creates space for each other to be heard.
- Unpack and unlearn beliefs around “acceptable” ways of calling attention to uncomfortable, harmful, or painful truths.
- Once a conflict is considered resolved, later reflect on how you might have been able to approach the conflict differently.



THE ANTIDOTES

(DISMANTLING RACISM WORKS, 2001)



Individualism

- Embed opportunities for teamwork and collaboration within your institution's values, policies, procedures, and every-day practices.
- Curate a culture of mutual support, authenticity, and inclusion.
- Use team meetings as a place to solve problems and build relationships instead of just a time to share reports and updates.

Individualism

I'm the Only One

- Create shared goals for your team and invest efforts to ensure that your team has a collective drive to collaborating and learning.
- Unpack and unlearn your own ego.
- Create space for to learn and value the expertise of others.

THE ANTIDOTES

(DISMANTLING RACISM WORKS, 2001)

Quantity Over Quality

- Learn how to recognize when it is time to stray from the agenda to address concerns in deep and meaningful ways.
- Ensure that your institution has a values statement that truly anchors the work, and staff are encouraged to use this as a reference in their day-to-day activities.

Progress Is Bigger/More

- Cultivate “Seven Generation Thinking” within your culture.
- Ensure that any “cost-benefit” analysis includes the impact on people and communities.
- Include process goals in your strategic planning.
- Ask your staff and colleagues how they might suggest evaluating progress and impact.

Objectivity

- Realize that we all have different lived experiences that impact how we view situations, and there is no true objectivity.
- Work to expand your perspective on what is considered “legitimate knowledge” and what you may dismiss, such as emotions, experiences, ancestral knowledge, and more.

Sense of Urgency

- Create realistic, reasonable, and practical work plans for yourself and your staff; and hold yourself and your staff accountable to that work plan.
- Dedicate space, time, and resources for community-building, individual and organizational learning, anti-racism other forms of resistance to oppression within your work plan.
- Create bandwidth and space for brainstorming and reflection in your decision-making processes.
- Be clear what factors contribute to decision-making in emergent or urgent scenarios.

DEVELOP YOUR LEADERSHIP PLAN



Commit yourself to tangible action and sustainable change.

Using the link provided, please make a copy of the Google Doc shared and develop your personal leadership plan.

You can also access the document with this link:
tinyurl.com/ImaniCollectiveLeadershipPlan

Note: You will have access to the powerpoint for your reference (see hyperlink in the document).



QUESTIONS?



I encourage you to ask any questions that you may have! If I cannot answer you today, please feel free to email me!

THANKS

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@TheCollectiveByImani

Please feel free to follow my brand new instagram!

RESOURCES

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