RISE withus

RADICAL, INSIGHTFUL, SOLUTIONS TO CREATE EQUITY

inSHRM

SHRM INLAND NORTHWEST

"Change the Space You Occupy"

PARTICIPANT WORKBOOK

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Table of Contents

Small Group Discussion Guide **3**

Discussion Guide – Understanding Oppression: Strategies in Addressing Power and Privilege **4**

Why this Work? **6**

Shared Language **7**

Diversity, Equity, Inclusion, and Belonging **9**

The 5 Levels of Leadership and Equity **10**

Racial Anxiety and Stereotype Threat **13**

PERSONAL VALUES **14**

Expressions of Power **15**

Intersectionality **17**

The Critical Role of HR Professionals **18**

The Importance of Inner Strength **20**

Restorative Leadership Characteristics **21**

5 Aspects of an Equity-Centered Culture **22**

Authentic and Equity-Centered Alignment **23**

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Small Group Discussion Guide

Inclusive Dialogue Model

Utilize the RISE-WITHUS Inclusive Dialogue Model during small group discussions. This intentional process ***ensures space for each participant to speak and share reflections at their own pace***, promoting inclusivity and reducing communication barriers.

The Inclusive Dialogue process draws from Peacemaking Circles models and online communication approaches, based on traditional discussion and healing practices of indigenous, aboriginal and sans bushmen peoples.

Model Guidelines

- Everyone in the dialogue has equal opportunity to speak.
- Be mindful of speaking time.
    - Speak succinctly, allowing all voices to be heard.
- You can choose not to speak; passing is more than okay.
    - Everyone in the dialogue can pass instead of speaking. Anyone who passes, will be given another opportunity to speak before the dialogue moves on to the next round.
- Invite one another to speak.
    - It's the responsibility of each speaker to invite the next person to speak. If you step up and volunteer to be the first person to speak it is your responsibility to invite the next person to speak once you are done. If you are invited to speak and choose to pass, it is still your responsibility to invite the next person to speak.
- Avoid pressuring anyone to speak.

When Conversation Stalls

If additional prompts are needed to keep the dialogue flowing, consider these questions:

1. What key insights have you gained from the workshop?
2. How can workshop concepts be applied in your personal or professional life?
3. In what ways can your organization or community benefit from adopting workshop principles?
4. How do we ensure workshop discussions lead to meaningful action and change?
5. Are there additional resources or tools to further explore workshop topics?
6. What role do you see yourself playing in advancing today's session's concepts and principles?
7. How can we support each other in creating a more equitable and inclusive workplace?

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Discussion Guide – Understanding Oppression: Strategies in Addressing Power and Privilege

1. Personal Response: How has reading and reflecting on this article influenced your personal understanding and emotional response to concepts of power, privilege, and oppression?

2. Foundational Understanding: How would you define oppression based on the article? How does it manifest in the environments you navigate? In the church specifically?

3. Self-Reflection: In what ways have you observed or experienced power dynamics and privilege within your leadership role? How did you address or react to them?

4. Strategies for Addressing Power Dynamics:

- Which strategies mentioned in the article resonated with you most, and why?
- Are there any strategies you believe might be challenging to implement the church? Why, and how might those challenges be overcome?

5. Inclusivity and Equity:

- How can leaders ensure they are not unintentionally perpetuating oppressive systems or behaviors in the church?
- What proactive steps can you all collectively take to create an environment that actively counters power imbalances and privileges?

6. Feedback and Openness: How can safe channels, free from fear and retaliation, be created for congregants to share their experiences and perspectives about power and privilege?

7. Church Culture:

- How do your current church values and culture support or challenge the strategies mentioned in the article?
- In what ways can you further embed the understanding and mitigation of oppressive dynamics into your church culture?

8. Continuous Learning: How can leaders stay informed and updated on best practices for addressing power and privilege? What resources or training might be beneficial?

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9. Accountability: What mechanisms can be put in place to ensure leaders are held accountable for addressing power and privilege in their respective areas of responsibility?

10. Action Steps: Based on the insights from the article, what immediate steps can you take as leaders to address issues of power and privilege within your roles?

11. Collaborative Efforts: How can you foster collaboration among leaders and different departments / ministries in the church to address systemic issues of power and privilege church-wide?

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Why this Work?

Incorporating the foundational ideas from Nieto and Boyer's work on oppression, privilege, and personal development, HR professionals are positioned at a pivotal point within organizations to facilitate meaningful transformation. This is not merely about compliance or managing diversity superficially but engaging deeply with the structures and systems that shape organizational culture and individual experiences.

Emotional Orientation: HR professionals must be equipped to navigate the complex emotions that discussions of race, privilege, and oppression can evoke. As Nieto and Boyer suggest, these topics can provoke a range of responses, from denial and discomfort to defensiveness and openness. The emotional readiness to handle these reactions—without retreating to comfort or indifference—is crucial. It involves cultivating a space where vulnerability is not just encouraged but supported, where the discomfort of confronting deeply ingrained biases is recognized as a necessary step in the journey toward equity.

Intellectual Orientation: Understanding the dynamics of power, privilege, and oppression requires an ongoing commitment to learning and self-reflection. HR professionals should engage with theories and models that help elucidate how systemic inequalities manifest within workplace structures. Nieto and Boyer's differentiation between status, rank, and power offers a lens through which HR can analyze organizational interactions and hierarchies. This intellectual groundwork aids in developing policies and practices that not only recognize but actively counteract the perpetuation of inequality.

Professional Orientation: HR's role in transforming an organization involves applying this understanding to actively reshape policies, practices, and cultures. This means moving beyond traditional diversity and inclusion efforts to embrace a model of equity and justice that permeates all aspects of organizational life—from recruitment and retention practices to leadership development and decision-making processes. HR professionals must advocate for and implement practices that dismantle existing hierarchies of power and privilege, ensuring equitable access to opportunities and resources for all employees.

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Shared Language

At the heart of the commitment to diversity, equity and inclusion is the cultivation of a shared language. This serves as the cornerstone for meaningful dialogue and understanding within organizations. By establishing common definitions and terms, we can create a foundational lexicon that supports the collective effort to build an equitable, inclusive, and just community. We recognize that language evolves, and so will our shared vocabulary.

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Developing shared language as a group is crucial, especially in the context of Diversity, Equity, Inclusion and Belonging, because it:

1. ***Facilitates Clear Communication:*** Shared language ensures everyone is on the same page, reducing misunderstandings and misinterpretations that can arise from ambiguous or loaded terms.
2. ***Promotes Inclusivity:*** It acknowledges and validates different perspectives and experiences, fostering an environment where all individuals feel seen and heard.
3. ***Supports Learning and Growth:*** As individuals come to a common understanding of DEIB concepts, they are better equipped to engage in meaningful discussions, self-reflection, and personal growth.
4. ***Builds Trust:*** Consistency in language can help build trust among team members, as it demonstrates a collective commitment to DEIB values.
5. ***Drives Cultural Change:*** Shared language can be a powerful tool for cultural change within an organization, aligning actions and policies with the DEIB commitments of the organization.
6. ***Reduces Conflict:*** A common language can reduce the potential for conflict by eliminating the ambiguity that often leads to disputes.

Here's how you can work to develop shared language:

1. ***Engage Diverse Perspectives:*** Include a broad range of staff in the conversation to ensure that the language reflects a wide array of experiences and understandings.
2. ***Educate and Train:*** Facilitate a process to introduce DEIB terms and concepts, ensuring that all staff have a baseline understanding of the language.
3. ***Collaborative Definition Process:*** Work together to define and understand key terms. This collaborative process not only ensures buy-in but also that the definitions are relevant and meaningful to all congregation members.
4. ***Regular Review and Updates:*** Language evolves, so it's important to regularly revisit and revise the shared language to reflect new understandings and societal changes.
5. ***Practical Application:*** Encourage the use of the shared language in everyday communication, policies, and practices within the organization.
6. ***Feedback Mechanisms:*** Implement channels for feedback on the shared language, creating a dynamic process that allows for continuous improvement and adjustment.
7. ***Lead by Example:*** Leaders should consistently model the use of shared language to set a standard for the rest of staff.

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8. ***Integrate into Culture:*** Embed the shared language into the organization's culture through regular use in meetings, trainings, performance evaluations, and other organizational processes.

Important reflection to consider while developing the organizations DEIB lexicon:

1. What need are we aiming to address by selecting and crafting this language?
2. What impact do we intend to achieve through our choice of language?

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Diversity, Equity, Inclusion, and Belonging

DEIB stands for Diversity, Equity, Inclusion, and Belonging. This acronym represents a comprehensive framework for understanding and promoting varied perspectives and equitable treatment in social and organizational settings. Here's an expanded definition of each component:

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1. **Diversity** refers to the presence of differences within a given setting. This can include differences in race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, political beliefs, or other ideologies. Diversity is about representation and the acknowledgment of the wide spectrum of human characteristics and experiences.

2. **Equity** involves ensuring fair treatment, equality of opportunity, and fairness in access to information and resources for all. It is different from equality in that equity recognizes that different people require different resources and opportunities to reach an equal outcome.

3. **Inclusion** is the practice of creating environments in which any individual or group can be and feel welcomed, respected, supported, and valued to fully participate. An inclusive and welcoming climate embraces differences and offers respect in words and actions for all people.

4. **Belonging** is the feeling of security and support when there is a sense of acceptance, inclusion, and identity for a member of a certain group or place. It's the basic human need to be accepted and valued by others.

Approaching issues through a DEIB lens emphasizes the importance of holistic and integrated practices that ensure everyone, especially those from marginalized and underrepresented groups, can feel safe, respected, and valued. This perspective not only enhances individual dignity but also enriches the collective productivity and harmony by fostering a culturally competent and inclusive environment.

Facilitating the work by creating shared language with a focus on DEIB can be pivotal. It sets a foundational understanding that the goal is not merely to coexist or tolerate each other's differences but to embrace and leverage these differences for collective enrichment. This approach helps in knitting a stronger social fabric where every thread—no matter its color, texture, or strength—holds equal value.

The 5 Levels of Leadership and Equity

1. **Internal/Subconscious Level**: The deepest level of equity work is internal and subconscious, where ingrained beliefs and biases reside. This stage involves challenging our deepest assumptions and reprogramming our thoughts to support a more equitable worldview. It is a personal journey that requires ongoing reflection and commitment to personal transformation.

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- How do we encourage employees to reflect on their subconscious biases and their impact on workplace dynamics?
- What tools or resources can we provide to help employees explore and modify their internal assumptions and behaviors?
- How do we measure the impact of our efforts to address internal and subconscious biases within the workplace?

2. **Individual Level**: At the individual level, we engage in self-reflection and personal growth. This is where change begins with self-awareness and extends to our actions and decisions. By understanding our own biases and behaviors, we can make conscious choices that align with principles of equity and inclusion.

    - What opportunities exist for individual employees to learn about and contribute to equity efforts?
    - How are we supporting individuals in their personal growth and understanding of equity issues?
    - How do individual biases get addressed in performance evaluations and personal development plans?

3. **Interpersonal Level**: The interpersonal level involves direct interactions between individuals. It's about cultivating respect and understanding across different backgrounds and perspectives. This level is crucial for building trust and empathy, which are foundational for effective teamwork and community cohesion.

    - How do we handle interpersonal conflicts and what role does equity play in these processes?
    - In what ways can we improve our training to help employees understand and respect cultural differences?
    - What measures are in place to ensure all employees feel respected and valued by their peers?

4. **Organizational/Institutional Level**: At the organizational or institutional level, the focus sharpens on specific entities such as workplaces, churches, and schools. Here, we implement policies and practices that ensure fairness and equal opportunity within these microcosms. The goal is to model equity within institutions, paving the way for broader societal change.

    - How do our organizational structures support or hinder equity?
    - What specific institutional barriers exist that prevent equitable outcomes for all employees?

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- How can our leadership recruitment and development practices be more equity-focused?

5. **Community Level**: Moving to the community level, our approach becomes more localized, dealing with specific social ecosystems. This includes schools, neighborhoods, and local governments. Our efforts are channeled into transforming the communal spaces where people live and interact daily, aiming to foster environments that are inclusive and supportive.

    - How well do we understand the communities our employees come from, and how does that influence our HR practices?
    - What community outreach or engagement initiatives could we implement to improve community-level equity?
    - How can we better support community-based projects and initiatives through our HR policies?

6. **Systemic Level**: At the systemic level, our work focuses on the broadest patterns and structures that shape our society. Here, we confront laws, policies, and widespread practices that perpetuate inequality. It is about recognizing the overarching frameworks that govern our interactions and striving to reform them in ways that promote justice and equity for all.

    - How do our organization's policies reflect a commitment to systemic equity?
    - In what ways might our industry contribute to systemic inequities, and how can we address these challenges?
    - What partnerships can we form to enhance our systemic impact on equity?

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Racial Anxiety and Stereotype Threat

Racial anxiety and stereotype threat are psychological phenomena that significantly influence interactions and performances in diverse settings, affecting individuals across various racial and ethnic groups.

Racial Anxiety refers to the heightened levels of stress and emotional discomfort that people experience when interacting with individuals of different racial backgrounds due to the fear of potential conflict, misunderstanding, or appearing prejudiced. This anxiety can lead to avoidance behaviors, overcompensation, or even withdrawal from interactions, which can exacerbate racial tensions and reduce the effectiveness of communication in diverse environments. In the workplace, racial anxiety may hinder collaboration and inclusivity, as individuals may struggle to connect authentically with colleagues of different races.

Stereotype Threat occurs when individuals are at risk of confirming negative stereotypes about their social group. This fear can significantly impair performance, leading to outcomes that inadvertently reinforce the very stereotypes they hope to disprove. For example, a black student aware of stereotypes about academic performance might perform worse on tests due to the pressure of not wanting to confirm these negative assumptions. In professional settings, employees who feel vulnerable to stereotype threat may experience decreased job satisfaction, reduced performance, and lower levels of career advancement.

Both phenomena underscore the need for awareness and proactive strategies in educational and professional environments to mitigate their effects. Addressing racial anxiety and stereotype threat requires creating supportive spaces that promote understanding and validate diverse experiences. This involves continuous education on cultural competencies, encouraging open dialogues about race, and implementing equitable practices that reinforce an individual's ability to thrive irrespective of racial or ethnic background.

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PERSONAL VALUES

Personal values play a pivotal role in shaping how HR professionals approach Diversity, Equity, and Inclusion (DEI) in the workplace. These values influence perceptions, behaviors, and decisions, impacting the effectiveness and authenticity of DEI initiatives.

Influence on DEI Strategies: HR professionals' personal values directly affect the creation and implementation of DEI policies. For example, if an HR professional values fairness and equality, they might be more proactive in addressing pay disparities or advocating for inclusive hiring practices. Conversely, if an HR professional has not fully embraced the importance of diversity, their commitment to genuine DEI efforts may be superficial, affecting the depth and sustainability of such initiatives.

Cultural Competence: The values held by HR professionals also impact their cultural competence—their ability to interact effectively with people of different cultures, races, and backgrounds. HR professionals who value empathy and respect are more likely to foster a workplace that appreciates cultural differences and promotes a sense of belonging among all employees.

Ethical Leadership: Personal values guide HR professionals in ethical decision-making. In the context of DEI, this means making choices that not only comply with legal standards but also promote ethical standards that support equity and inclusivity. HR professionals who prioritize integrity and accountability are essential for ensuring that DEI practices are not only implemented but are sustained over time and integrated into the core values of the organization.

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Building Trust: The values of HR professionals affect their credibility and the trust they garner from employees. When HR professionals consistently demonstrate values that align with DEI principles, such as inclusivity and respect for all, they build trust with the workforce. This trust is crucial for the successful adoption of DEI initiatives, as employees are more likely to engage in and support programs that they believe are implemented with genuine intent.

Overall, the personal values of HR professionals are foundational to their approach to DEI work. These values influence how they perceive and address issues of diversity, equity, and inclusion, ultimately shaping the organization's culture and its ability to attract, retain, and nurture diverse talent.

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Expressions of Power

1. **Power WITH**:
    - **Definition**: Power with others is about collaboration and partnership. It emphasizes mutual goals and shared success, leveraging collective capabilities to achieve outcomes that benefit all parties involved. This form of power is

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foundational in environments that value teamwork, inclusiveness, and shared leadership.
- **Appropriate Use**: Power with is most effective in collaborative settings where cooperation is needed to achieve complex goals. It's appropriate when fostering innovation, problem-solving, and sustaining long-term relationships.
- **Impact**: Using power with typically leads to more sustainable outcomes, improved team morale, and higher levels of engagement. It builds trust and loyalty, essential for healthy organizational cultures.

2. **Power OVER**:
    - **Definition**: Power over involves asserting authority or control over others, often used to enforce rules, make unilateral decisions, or direct outcomes. It can be necessary for maintaining order and achieving compliance.
    - **Appropriate Use**: This expression of power is appropriate in situations that require clear direction and decision-making, such as during crises or when quick action is needed. It is also relevant in hierarchical settings where roles and responsibilities are well-defined.
    - **Impact**: While effective in achieving immediate goals, overuse of power over can lead to resentment and decreased autonomy among individuals, potentially stifling creativity, and initiative.

3. **Power (A)VOID**:
    - **Definition**: Power (a)void describes a consistent resistance to exercising power. This can manifest as a reluctance to make decisions, take responsibility, or assert authority.
    - **Appropriate Use**: Avoiding power may be appropriate in contexts where empowerment of others is crucial, allowing for growth and development of leadership in others. It might also be strategic in scenarios where non-interference fosters greater benefits.
    - **Impact**: While it can promote independence and growth, excessive power avoidance can lead to a lack of direction, unclear leadership, and organizational inefficiencies.

Reflection Questions

1. When is it appropriate to use these expressions of power?
2. Do you have more experience using one or more of these expressions?

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Intersectionality

Intersectionality is a conceptual framework that recognizes the complex, cumulative way in which the effects of multiple forms of discrimination (such as racism, sexism, and classism) combine, overlap, or intersect—especially in the experiences of marginalized individuals or groups. Originally coined by Kimberlé Crenshaw, this term helps in understanding that the various aspects of humanity, like social class, race, sexual orientation, disability, gender, and others, do not exist separately from each other but are woven together. It emphasizes that people live multiple, layered identities derived from social relations, history, and the operation of structures of power. Intersectionality is crucial for understanding and addressing the nuanced and often simultaneous manifestations of disadvantage and discrimination in order to promote equitable outcomes.

Reflection Questions

1. **Personal Identity Exploration**: How do the various aspects of your identity (race, gender, class, etc.) intersect and influence your experiences both personally and professionally?
2. **Policy and Practice Review**: What policies or practices in your organization might unintentionally marginalize certain groups? How can you amend these to be more inclusive?
3. **Advocacy and Allyship**: In what ways can you better advocate for colleagues who face different types of discrimination than you do? How can you use your position to help dismantle these overlapping systems of oppression?
4. **Training and Development**: What steps can you take to further educate yourself and your team on the concept of intersectionality and its implications in the workplace?

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The Critical Role of HR Professionals

1. **Employee Well-being**: HR professionals play a key role in fostering a positive work environment where employees feel valued, respected, and supported. By expanding the circle of concern to include all employees, regardless of background or identity, HR professionals contribute to creating a workplace culture that prioritizes well-being and inclusivity.
2. **Talent Acquisition and Retention**: In today's diverse workforce, candidates and employees seek organizations that demonstrate a genuine commitment to diversity, equity, and inclusion. By prioritizing the expansion of the circle of concern, HR professionals can attract top talent and retain employees who feel seen, heard, and supported within the organization.
3. **Conflict Resolution and Mediation**: Conflict is inevitable in any workplace, but HR professionals equipped with an expanded circle of concern are better prepared to address conflicts with empathy, fairness, and understanding. By prioritizing inclusivity and empathy in conflict resolution processes, HR professionals can facilitate constructive dialogue and foster resolutions that promote harmony and mutual respect.
4. **Organizational Culture and Values**: HR professionals play a central role in shaping organizational culture and upholding core values. By actively promoting an expanded circle of concern within the organization, HR professionals reinforce values of fairness, respect, and compassion, which in turn strengthen the overall organizational culture.
5. **Legal and Ethical Compliance**: In many jurisdictions, HR professionals are responsible for ensuring compliance with laws and regulations related to diversity, equity, and inclusion. By prioritizing the expansion of the circle of concern, HR

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professionals not only fulfill legal obligations but also uphold ethical standards that promote fairness and equality for all employees.

Reflection Questions

Employee Well-being:

1. How can I actively contribute to fostering a positive work environment where employees feel valued, respected, and supported?
2. In what ways can I expand my circle of concern to include all employees, regardless of background or identity, to prioritize well-being and inclusivity?
3. What specific strategies or initiatives can I implement to promote employee well-being within the organization?

Talent Acquisition and Retention:

1. How can I demonstrate a genuine commitment to diversity, equity, and inclusion in the recruitment and hiring process?
2. What steps can I take to ensure that candidates and employees feel seen, heard, and supported within the organization?
3. In what ways can I leverage an expanded circle of concern to attract top talent and retain employees from diverse backgrounds?

Conflict Resolution and Mediation:

1. How does an expanded circle of concern enhance my ability to address conflicts with empathy, fairness, and understanding?
2. What strategies can I employ to prioritize inclusivity and empathy in conflict resolution processes?
3. How can I facilitate constructive dialogue and foster resolutions that promote harmony and mutual respect among employees?

Organizational Culture and Values:

1. How do I shape organizational culture and uphold core values within the organization?
2. In what ways does promoting an expanded circle of concern reinforce values of fairness, respect, and compassion within the organizational culture?
3. What actions can I take to ensure that organizational culture aligns with the values of inclusivity and empathy?

Legal and Ethical Compliance:

1. How do I ensure compliance with laws and regulations related to diversity, equity, and inclusion?
2. In what ways does prioritizing the expansion of the circle of concern contribute to upholding ethical standards of fairness and equality for all employees?
3. What measures can I implement to proactively address legal and ethical compliance issues within the organization?

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The Importance of Inner Strength

Inner strength is essential not just for personal development but also as a foundational element in our professional and communal environments. In contexts marked by diversity, the presence of racism, bias, and systemic inequalities can significantly impact individuals and the collective work culture. Developing inner strength allows individuals to maintain a robust sense of self-identity and self-worth in the face of these challenges. This isn't merely about personal resilience; it's about cultivating an environment where all members feel empowered and valued.

When individuals nurture their inner strength, they enhance their ability to engage constructively in the workplace. They become agents of change, capable of addressing and navigating the complexities of discrimination and inequity with confidence and effectiveness. Inner strength fosters a positive, inclusive work culture that can withstand and transform the pressures of external adversities into opportunities for growth and innovation. By reinforcing personal values and aligning them with professional actions, individuals contribute to a more equitable and supportive environment.

Reflection Questions

1. **Self-Reflection**: How do I see my identity being influenced by the workplace culture? In what ways do I actively maintain my sense of self in diverse settings?
2. **Value Alignment**: Reflect on a recent professional decision you made. How well did your choice align with your core values? What impact did this alignment (or misalignment) have on your sense of integrity and self-worth?

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3. **Resourcing**: What resources (emotional, psychological, professional) do I currently utilize to bolster my inner strength? Are there additional resources that could enhance my resilience and effectiveness?
4. **Bias Awareness**: Can I identify instances where internalized biases (either inferiority or superiority) have influenced my behavior or decisions at work? What steps can I take to address these biases moving forward?
5. **Accountability and Growth**: How do I hold myself accountable for my personal growth and professional conduct in a way that supports not just my success but also contributes to an equitable workplace?

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Restorative Leadership Characteristics

Restorative Leadership focuses on transforming leadership approaches to prioritize healing, growth, and collaborative achievement. It emphasizes the importance of building mutually respectful relationships, actively addressing harmful behaviors, and repairing relationships urgently. Such leaders hold individuals accountable without bias and are open to change, understanding the interconnectedness of people within and beyond the organization.

Reflection Questions:

1. Which restorative leadership characteristics do you consider your strengths and why?
2. In what areas of restorative leadership do you see room for personal or professional growth?
3. How can enhancing these characteristics impact your leadership style and your organization?

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5 Aspects of an Equity-Centered Culture

An Equity-Centered Culture integrates diversity and inclusion into every facet of an organization. This involves intentional inclusivity in decision-making, diversity in strategies and approaches, transparency in resource allocation, holistic evaluations, and flexibility to adapt to changing needs and circumstances. Such a culture not only acknowledges but actively addresses the varied needs of all stakeholders.

Reflection Questions:

1. What current practices in your organization reflect an equity-centered culture?
2. Where are the gaps in your organization's approach to creating an equity-centered culture?
3. How can your organization better leverage diversity and adaptability to enhance operational effectiveness?

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Authentic and Equity-Centered Alignment

Authentic and Equity-Centered Alignment involves aligning the organization's mission, vision, and daily operations with the principles of Diversity, Equity, Inclusion, and Belonging (DEIB). This alignment is evidenced through acknowledgment of historical and systemic injustices, the implementation of anti-racist practices, and decision-making processes that use an equity lens. Such alignment ensures that the organization's actions consistently reflect its stated values and principles.

Reflection Questions:

1. How well do your organization's mission and operations reflect a commitment to DEIB?
2. What steps can be taken to improve the alignment between stated values and daily practices?
3. How can your organization better acknowledge and address systemic barriers affecting marginalized groups?

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