

## Leading White Accountability Spaces in Your Organization

### Bonus Call #1

Kathy Obear, Ed.D.  
@kathyobear

[www.drkathyobear.com/events](http://www.drkathyobear.com/events)

***BREATHE!!!***

# **2<sup>nd</sup> BONUS Q&A**

## **Just for Course Participants**

- **Friday, March 27<sup>th</sup>, same time**
  - **2:30-4pm ET**
  - **Same Zoom link**
  - **Will be recorded**
- **Bring any & all questions & dilemmas**

# **Community Connections**

**Starting 3/24 at 10A MT/12P ET for 1-hr and  
continuing on Tuesdays & Friday's thereafter**

**<https://zoom.us/j/916245537>**

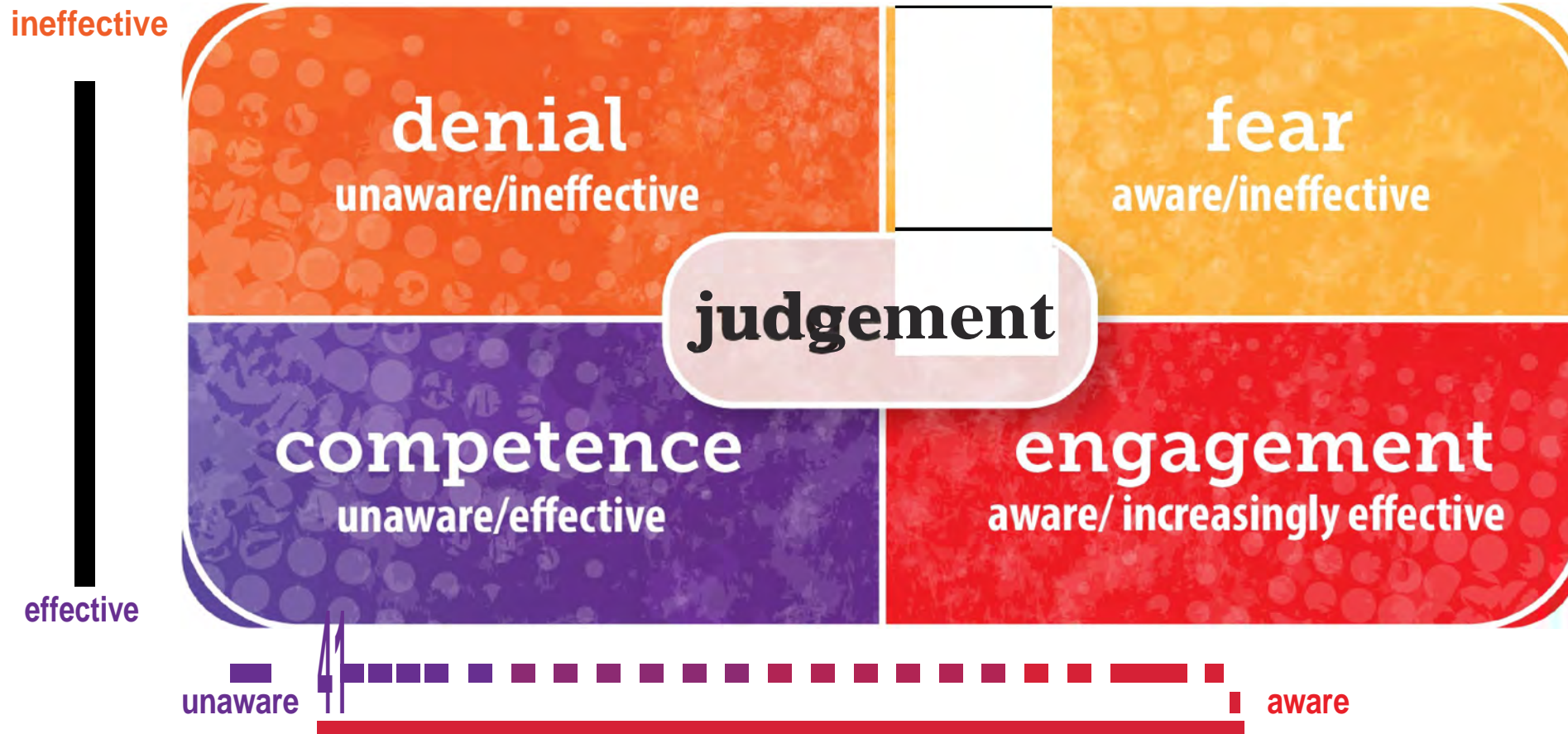
**Questions, wonders, insights,  
reactions from last week's  
material?**

# **Path to Competence©**

**Drs. Jack Gant and Delyte Frost**  
**Elsie Y. Cross Associates**

# Path to Competence™

Moving to Competence with Us/Them

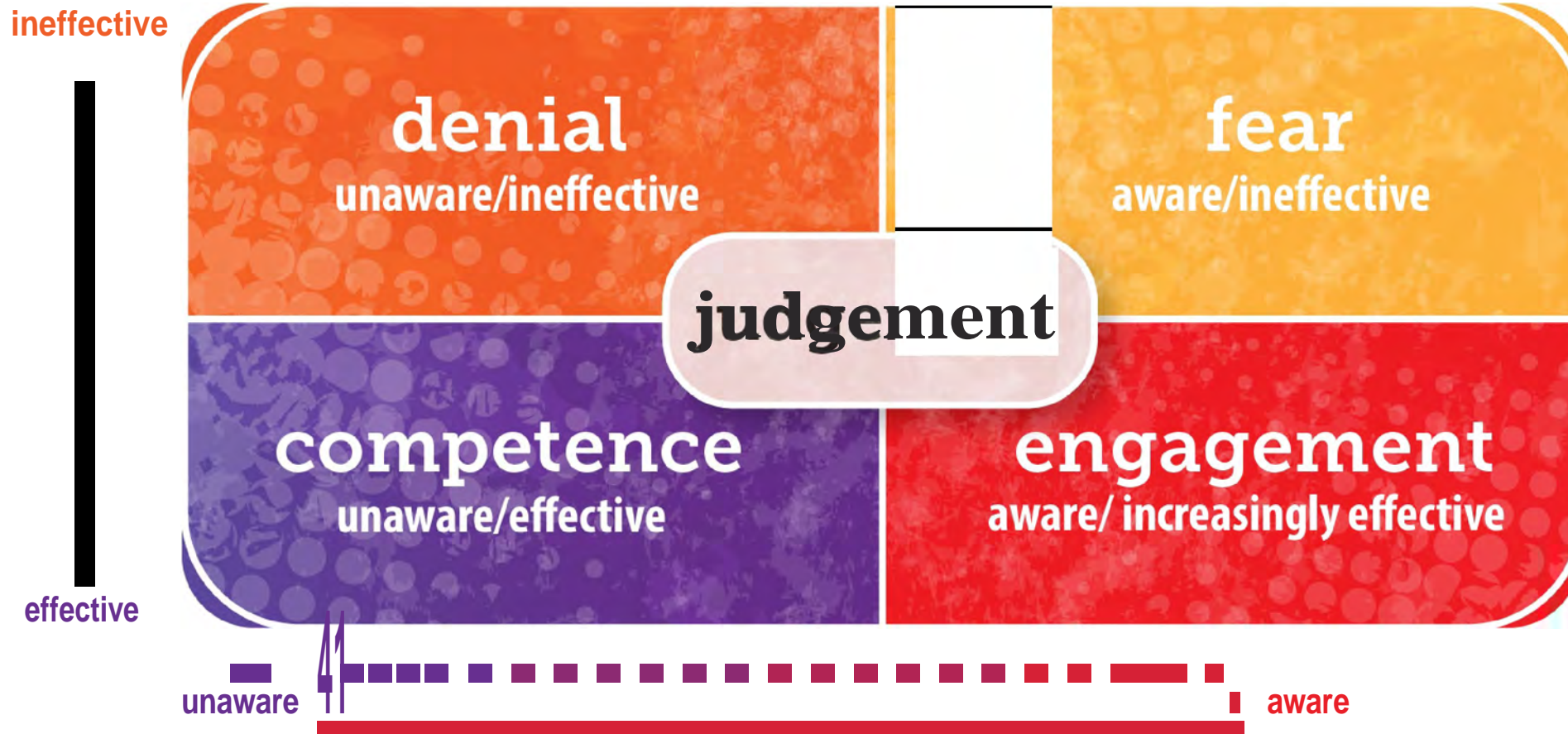


**Where were you?  
Are you now?**



# Path to Competence™

Moving to Competence with Us/Them



**For whites, what does each box **look** like?  
**Sound** like?**

**What are whites saying, doing, **NOT**  
saying/doing?**

# DENIAL

## unaware/ineffective

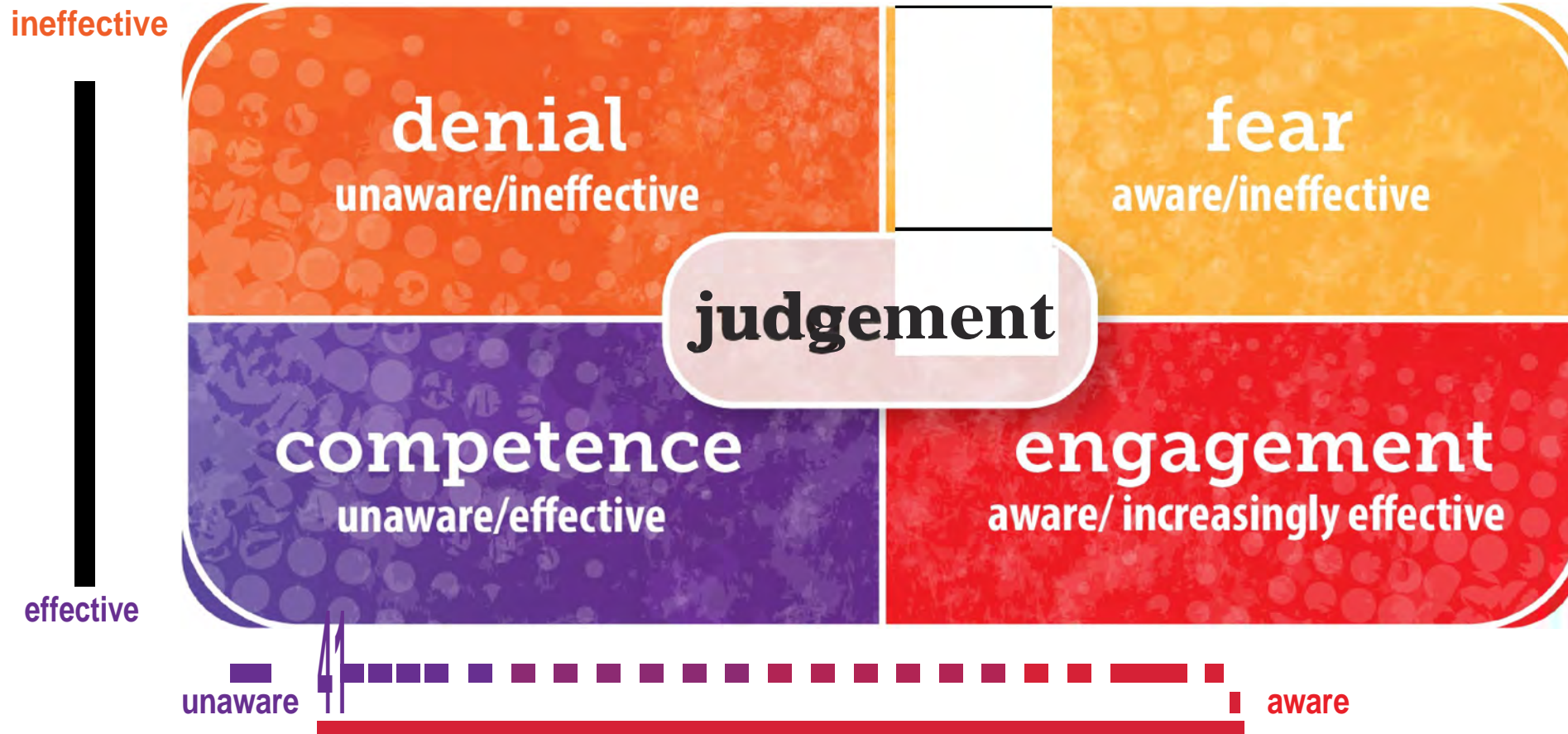
- **Don't know what we don't know**
- **May think we know all we need to know**
- **Stuck at the Individual Level**
- **Need to recognize and own GROUP Level**
  - **Acknowledge existence of bias & prejudice**
  - **How these fuel microaggression**
  - **Understand common privileged/marginalized dynamics**

### Intent of learning activities if people are in Denial

- **Increase awareness of dynamics of difference**
- **Increase awareness of how much they don't know**
- **Increase their personal willingness to learn**
  - **Keep learning,**
  - **Expanding their knowledge and awareness**

# Path to Competence™

Moving to Competence with Us/Them



# DENIAL

## Possible learning activities

- **Leader's framing**
- **Organization's mission**
- **Leadership Case**
- **Your opening**
- **BINGO, pairs, concentric circles**
- **What is a source of your passion?**
- **10 things in common, differences**
- **Mattered/marginalized: personal stories**
- **What all people deserve, no one deserves**
- **Co-create Community Guidelines for Engagement**
- **Terms and language**
- **Relevant statistics**
  - **Organization climate, retention, changing demographics**
  - **(Local area: Microaggressions, hate crimes**
  - **National level disparities)**
- **Who Are You? IGO**
- **Cycle of Socialization**
- **Socialization stories**
- **Common Ground**

# DENIAL

## Possible learning activities

- **Recognizing bias activities**
- **Memoirs of people in marginalized groups**
- **History timeline**
- **Gallery of systemic manifestations of oppression**
- **Panning media, environments**
- **Playing Card Activity**
- **Unproductive meeting behaviors**
- **Intent & Impact**
- **Examples of microaggressions**
- **Video clips of microaggressions**
  - **Bring in many more voices**
- **Gallery activity**
  - **Collect 50+ from organization**
- **Panels of role models who are further along their Path to Competence™**

# JUDGEMENT

## un/aware/ineffective

- **Unproductive thoughts, feelings and actions**
- **May be aware, mostly unaware**
- **Ineffective**
- **Blame, judgment of others**
- **Shame, blame, guilt towards self**
- **Unproductive anger for self and/or others**

### Intent of learning activities if people are in Judgment

- **Feel and express emotions productively**
- **Remember when... To build empathy and compassion**
- **Shift your thoughts**
- **Redirect energy and passion to deepen learning and skill development**
- **Healing work**

# JUDGEMENT

## Possible learning activities

- **Identify and explore the full breadth of your membership in multiple privileged and marginalized groups**
- **Socialization stories ~ relate in**
  - Biases growing up
  - **Examples of prejudice, microaggressions**
- **Times you used to have more bias and prejudice ~ relate in**
  - **What helped you shift?**
- **Times you believed and acted on the dominant narratives**
- **Affinity spaces: Explore emotions, Imposter Syndrome, collusion**
- **Times you reacted less effectively out of biases**
- **Times you have stayed silent, colluded ~ relate in**
- **Biases fueling your unproductive comments and behaviors ~ relate in**
- **How have you effectively shifted your biased thoughts before you reacted unproductively?**
- **Navigating triggering situations**



# FEAR

## aware/ineffective

- **Increasing awareness and understanding of the issues**
  - **Increasingly aware of how much we don't know; how unskilled we are**
  - **Stuck, walking on eggshells**
  - **Ineffective reactions**
- Intent of learning activities if people are in **Box of Fear**
- **Increasing awareness of what they still don't know**
  - **And how ineffective they are**
  - **Own their fears and emotions**
  - **Identify what need to learn**
  - **Expand toolkit**
  - **Practice, practice, practice**

# FEAR

## Possible learning activities

- **Co-create Team Guidelines for Engagement**
- **Microaggressions**
- **Authentic dialogue about experiences of microaggressions**
- **Depth of negative impact on members of marginalized groups**
  - **Cumulative Impact**
  - **Emotional tax and labor**
- **Impact & Intent**
- **4Fs, Ineffective reactions**
- **Costs & “benefits” of staying silent, colluding**
- **Video clips of effective ways to interrupt**
- **Costs & benefits of speaking up effectively**
- **More productive reactions, tools to engage**
- **Case studies: What could you do?**

# FEAR

## Possible learning activities

- **Navigating difficult, triggering situations**
- **Shifting unproductive thoughts and feelings**
- **How to recover after missteps**
- **Analyzing programs, policies, practices, and services with an Inclusion Lens**
- **Caucus, Affinity spaces: Authentic sharing, identify unproductive privileged behaviors, skill building, practice**
- **Healing work**
- **Cycle of Liberation**
- **Book Clubs, Reading Groups**

# ENGAGEMENT

**aware/increasingly effective**

- **Increasingly aware & effective**
- **Have to concentrate & focus**
- **Think through what we plan to do**
- **Consciously think about what we are doing**

**Intent of learning activities if people are in Box of Engagement**

- **More practice until habit**
- **Provide reminder tools**
- **PRACTICE! Feedback!**
- **Increased capacity to meet people where they are & teach and share tools with others**

# ENGAGEMENT

## Possible learning activities

- **Teach the Path to Competence™**
- **Identify examples of when you were in Denial, Fear & Judgment: What helped you move & grow?**
- **Toolkits, checklists**
- **Depth work on privilege: examples, costs and “benefits”**
- **Recognize and interrupt privileged dynamics in others, self**
- **Videos of effective engagement**
- **Practice skills using organizational situations in role plays, fish bowls, demonstrations: explore any fears, anxiousness**
- **Identify Discretionary Power & Discretionary Risk**
- **Practice analyzing policies, programs & services with an Inclusion Lens**
- **Train how to lead discussions to use an Inclusion Lens as revise and develop practices, policies and services**
- **Reverse mentoring**
- **Supervising across difference; leading diverse teams**

# ENGAGEMENT

## Possible learning activities

- **Facilitation skills**
- **Practice navigating difficult, triggering situations**
- **Identify common triggers, intrapersonal roots**
- **Shift triggering thoughts**
- **How to co-create Team Guidelines for Engagement**
- **Study change agents throughout history**
- **Empowerment work: Take collective, organized action**
- **Peer coaching groups**
- **Give and receive get feedback within and across differences**
- **Assigned as EDI Advocates on Inclusion Change Teams, Search Committees**
- **Practice interrupting biased comments in real time in Search Committees, Leadership meetings**
- **Ongoing training & development for Inclusion Practitioners & Facilitators, EDI Advocates**
- **Discretionary Points Mapping: Identify and shift unproductive Discretionary Points**

# COMPETENCE

## unaware/effective

- **In the flow**
  - **Unconsciously effective**
  - **Respond without planning or much thought**
  - **Habitual, automatic capacity to respond**
  - **Committed to stay on their Path to Competence™**
- Intent of learning activities if people are in **Box of Competence**:**
- **Remember when...**
  - **Develop as leaders, facilitators, change makers**
  - **Ongoing development**

# COMPETENCE

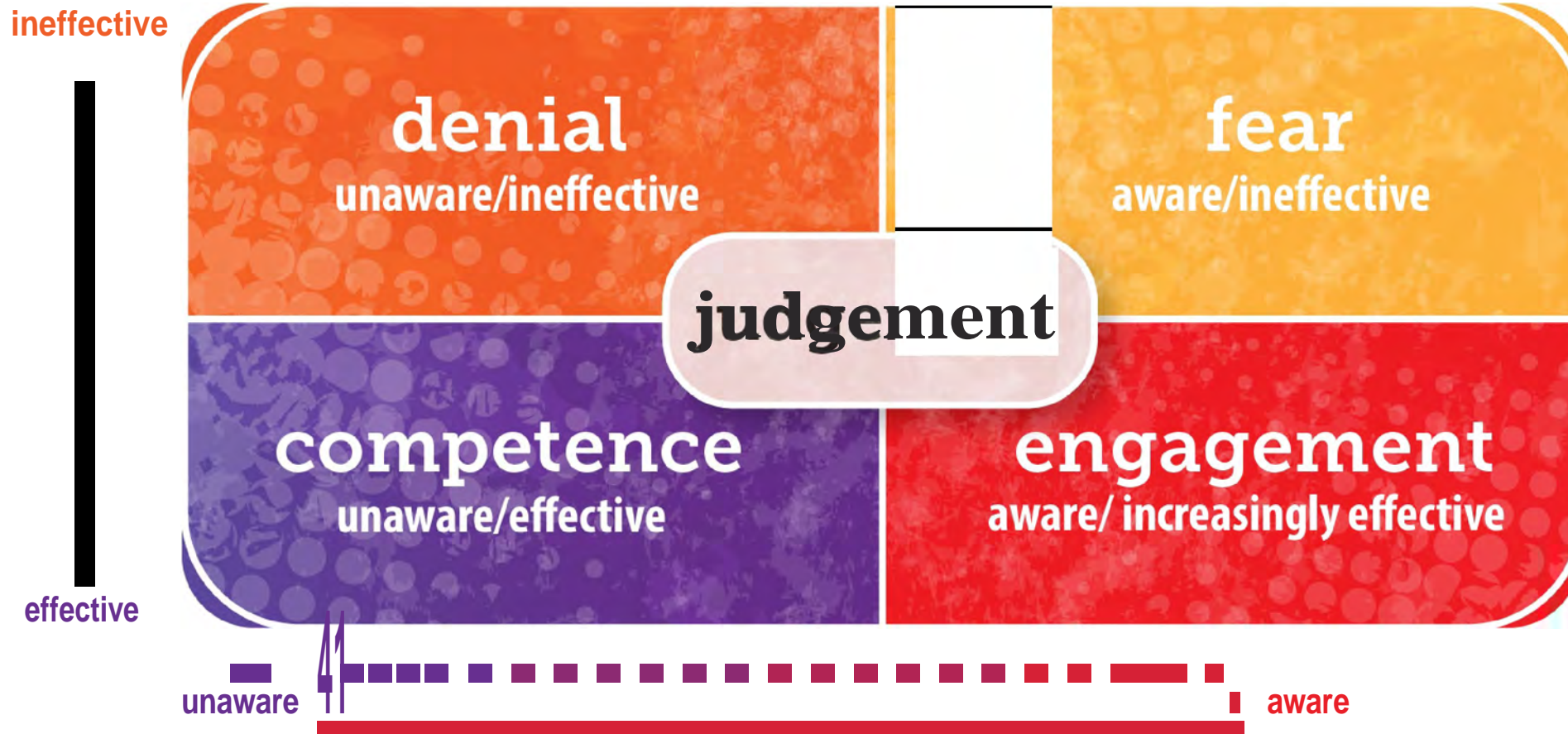
## Possible learning activities

- **What helped you learn and grow? How can you do this for others?**
- **Change Management strategies**
- **Multicultural Organizational Development Model**
- **Move into leadership roles on Inclusion Change Teams, Search Committees, Inclusion Practitioners, Inclusion Facilitators**
- **Training trainers & facilitators**
- **Implementing Inclusion Practitioner Program, Mentoring Program**
- **Train how to lead Accountability Spaces**
  - **Dismantling Internalized Dominance**
  - **Healing from Internalized Oppression, Imposter Syndrome**
- **Continuous professional development**



# Path to Competence™

Moving to Competence with Us/Them



**How can you use  
Path to Competence™ ?**

**Questions? Dilemmas?**

# **INCREASE AUTHENTIC, ENGAGED DIALOGUE ABOUT THE CURRENT STATE**

## **Scale 0-10:**

**0 = not at all ----- 10 = completely**

**How equitable, inclusive, and racially just**  
is the current organizational culture and climate for  
**ALL** employees, managers, leaders,  
and those we serve?

# WHICH BEST DESCRIBES THE CURRENT STATE OF YOUR OVERALL ORGANIZATION? POCKETS? (pg. 108)

- 1. You are lucky to be here!**
- 2. You can come if you want**
- 3. You are welcome to be here**
- 4. We treat everyone equally**
- 5. We create a welcoming environment**
- 6. We want everyone to have a sense of belonging**
- 7. We do what we can to support your success**

- 8. We intentionally work to accelerate your success**
- 9. We remove barriers, obstacles, and hurdles**
- 10. We require everyone to increase their capacity to infuse equity and inclusion into everything they do**
- 11. We skill up everyone and hold them accountable to dismantle institutional oppression & dynamics of privilege and marginalization in all policies, practices, programs, and services**

# **DIALOGUE PROMPTS**

- 1. Data? Evidence to support your perspective?**
- 2. What is useful about this stage? Not useful?**
- 3. What might facilitate progress?**
- 4. What are ways to mitigate possible resistance to change?**

# Next Steps for Allies and Co-conspirators:

## Tools and Strategies to Increase Your Capacity and Effectiveness as Change Agents

- **Do your own self-work**
- **Deepen understanding of racism, white supremacy...**
- **Create white accountability spaces; learn with other whites**
- **Work with other whites**
- **Engage them where they are; model, invite movement**
- **Partner with & follow the leadership of people of color**
- **Pan team & organizational dynamics with a Race Lens**
- **Speak up & name racist dynamics**
- **Supports others when they speak up**
- **Revise all policies, programs, & services with a Race Lens**
- **Listen deeply when engaged, confronted**



**“Every moment is an organizing opportunity,  
every person a potential activist, every minute  
a chance to change the world.”**

**– Dolores Huerta**



# **Dimensions of Diversity©**

**Kate Kirkham, Ph.D.**

**Senior Associate**

**ELSIE Y. CROSS ASSOCIATES**

**Professor, Marriott School of Management, BYU**

# BREADTH OF AWARENESS

DEPTH OF INSIGHT

Individual

Group

Organization

Ideas

Behaviors

Attitudes

Feelings

Core Values

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**COMMON TRAPS: Getting STUCK at  
INDIVIDUAL LEVEL**

**Conceptualizing, Intellectualizing,  
I'm a good one! Not my intent! POC are racist,  
too! Reverse racism!**

**Tell me what to say and not say?!?**

# BREADTH OF AWARENESS

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# Negative Expression of Difference

Dr. Kate Kirkham, EYCA

| <b>INDIVIDUAL LEVEL</b> | <b>GROUP LEVEL</b>    | <b>ORGANIZATIONAL LEVEL</b> |
|-------------------------|-----------------------|-----------------------------|
| <b>PREJUDICE, BIAS</b>  | <b>DISCRIMINATION</b> | <b>OPPRESSION, ISMs</b>     |

**COMMON TRAP:** Over-focusing on family and the larger society, avoiding talking about organizational dynamics



# BREADTH OF AWARENESS

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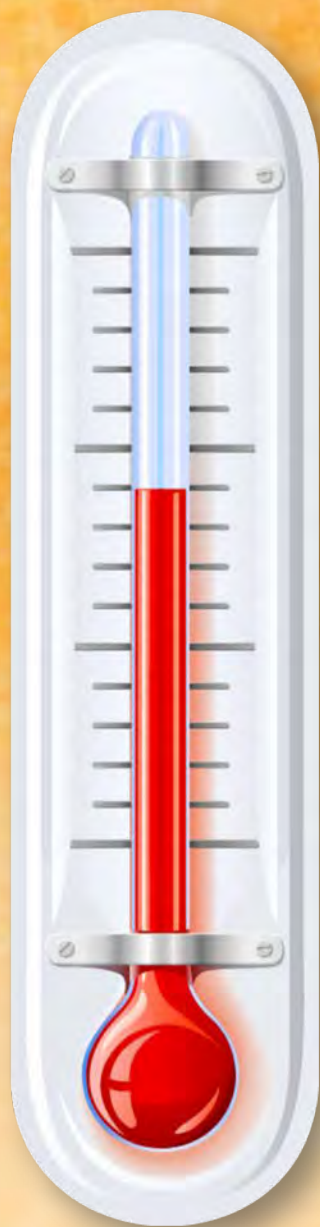
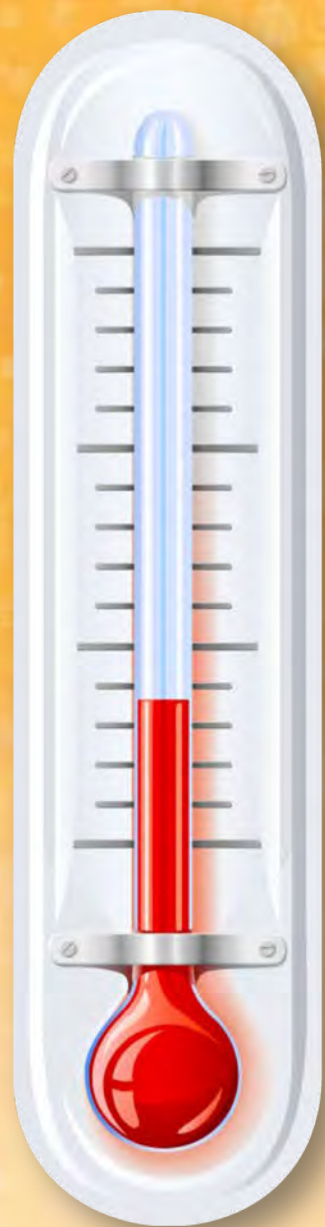
Feelings

Core Values

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# Refocus on Organization

- 1. Invite a few more family examples; who relates?**
- 2. When do similar dynamics occur in the organization?**
- 3. If these happen, what are the probable impacts?**
- 4. What would we see/notice if these occur?**





# Common Unproductive Reactions



**When have you reacted in the 4 F's?  
Other dynamics of **White Fragility** in  
our conversations?**



# *Characteristics of a Triggering Event*

(pg. 79)

- **Unexpected, strong intense wave of feelings, often disproportionate to stimulus**
- **Disorienting, distracting**
- **Feeling out of control, overwhelmed**
- **Feeling “de-skilled” and reacting less effectively**
- **Requiring extra effort to navigate the situation**

**effectively**





# Event Cycle

**What are some of your common hot buttons  
as you work with whites?**



# ***What are your warning signs?***



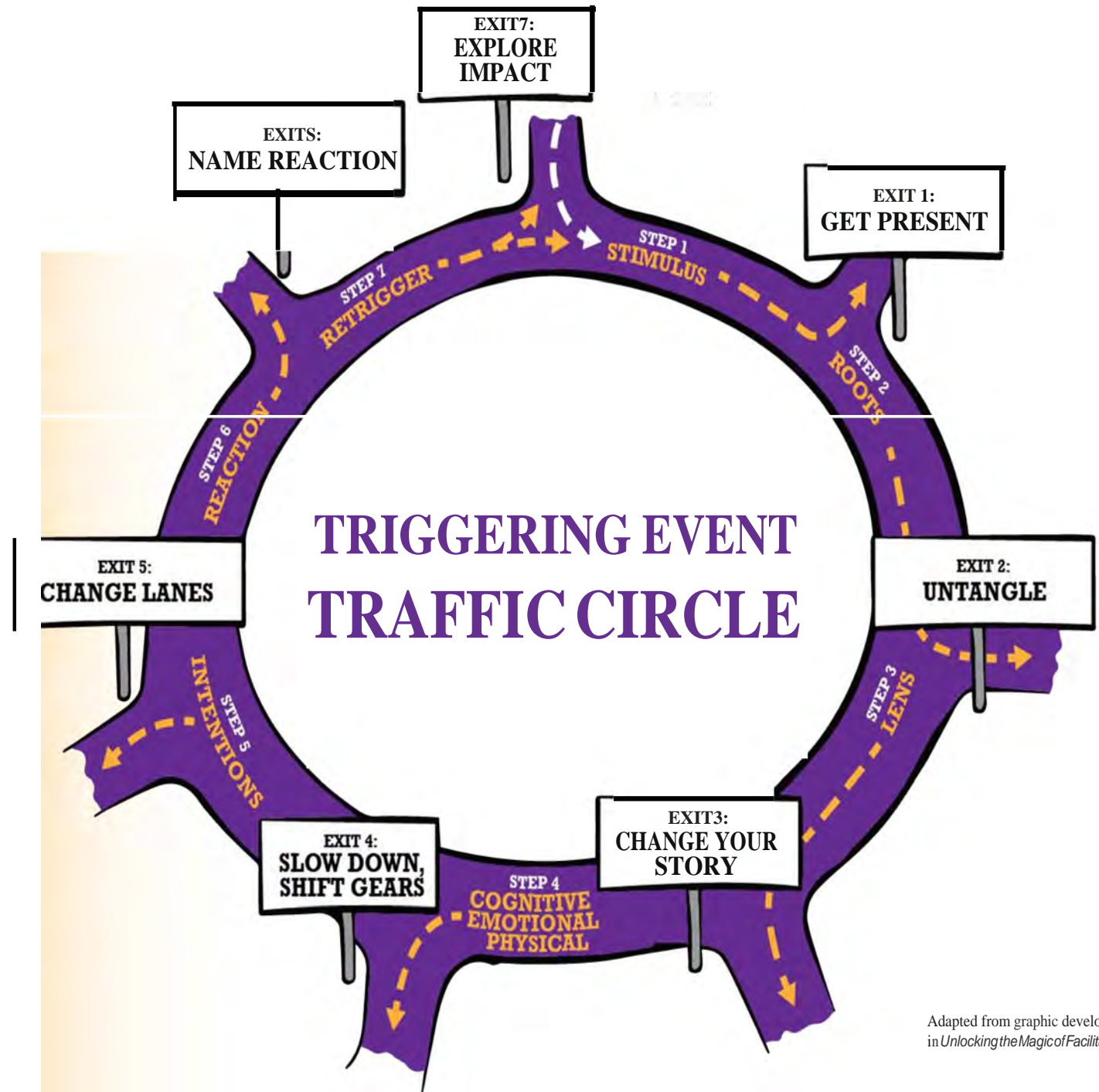


# Common Unproductive Reactions



# Traffic Circle

Sam Killerman



**Pages 86-87**

**Step 3 & 5**



Change  
Your Story

Shift

**TAKE A  
CARD**

**CHOOSE  
POSITIVE  
INTENTIONS**

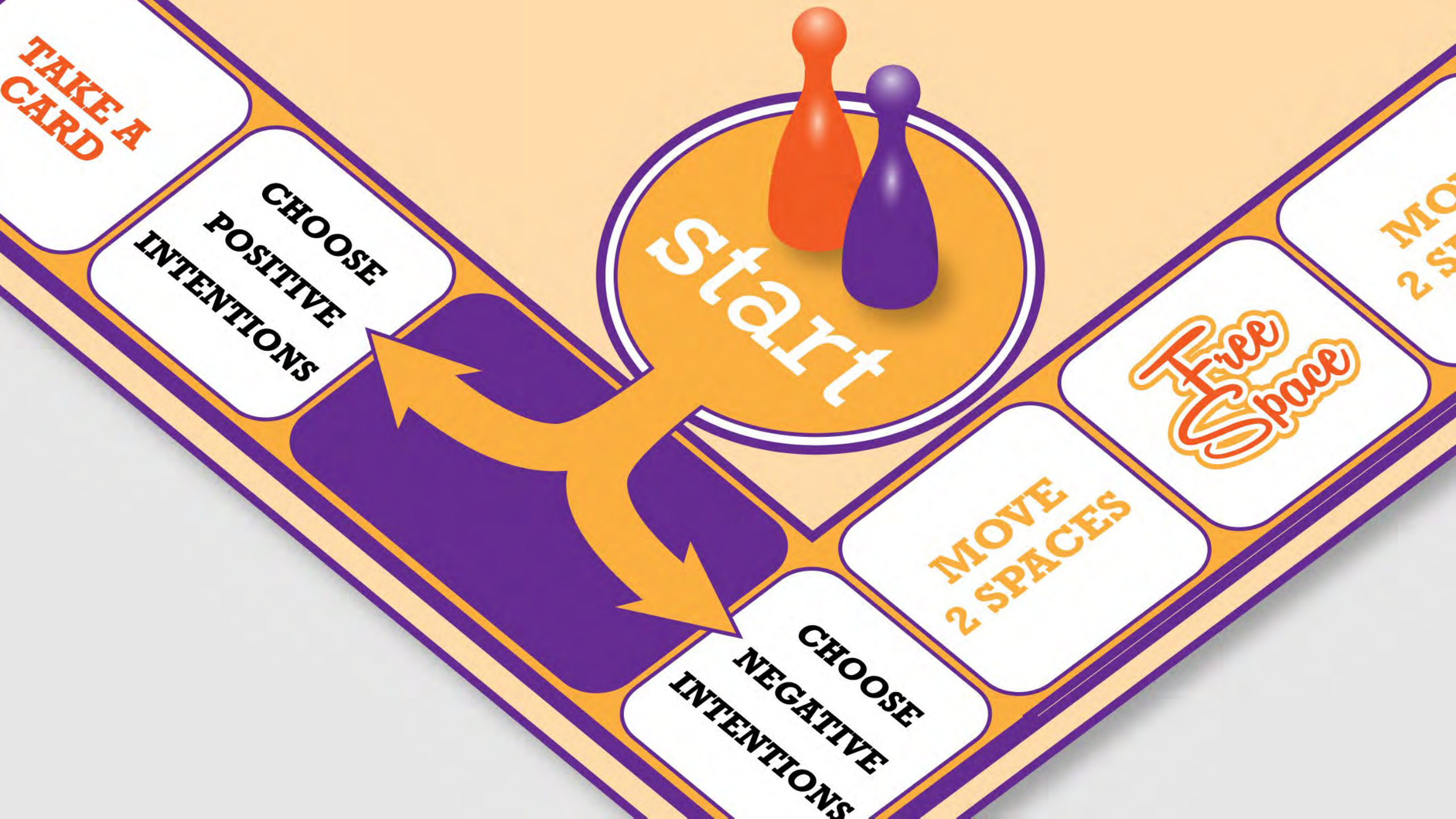
**start**

**MOVE  
2 SPACES**

*Free  
Space*

**MOVE  
2 SPACES**

**CHOOSE  
NEGATIVE  
INTENTIONS**







**What can you do if  
YOUR BEHAVIOR**

**Is the Step 1 stimulus for  
someone else  
feeling triggered?!?!**

# Unproductive Behaviors of “White Allies”

- **Distance ourselves from other whites**
- **Compete to be the “best white”**
- **“Find the racist” in the room**
- **Critiquing other white change agents ~ social justice elitism**
- **Get defensive if confronted**
- **Pile on if a misstep, microaggression**
- **Stuck in our heads**
- **Here is how to fix it!**
- **Only hanging out with people of color**
- **All talk, no collective action**
- **Drop out**