LeadBoston

2021

June 9th

Preparing to Take on a Leadership Commitment

@LeadBoston

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A program of YW Boston

Netiquette

- Rename yourself with your pronouns, if you'd like
- Mute microphone – use space bar to unmute
- Video on, if you're comfortable with that
- Hand raise feature: use to communicate with facilitators and to ask questions during panel
- Chat feature: use to communicate with each other
- Take breaks as needed – don't bring your device/headphones to your break
- Kids/pets welcome in screen
- Session will be recorded
- "Hide self view" by clicking in the corner of your picture

Agenda

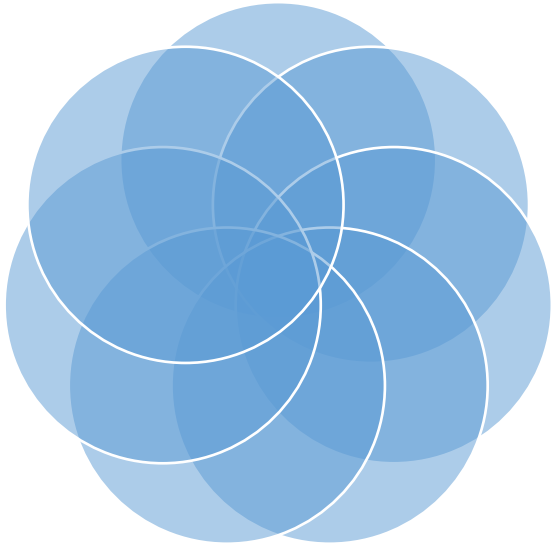
- 9:00: Welcome & opening
- 9:30: Alumni Panel on Leadership Commitment Experience
  - Break!
- 10:45: Root Cause Analysis
  - Break!
- 11:50: Leadership Commitments Overview
- 12:00: Organizational Change Practices and Considerations
- 12:50 Survey & Close

Dialogue Practices

Speak from the "I" position

Seek learning, not perfection

Take space, make space



Consider impact, assume positive intent

Lean into discomfort

Embrace paradox

Commit to non-closure

Objectives

- Objective #1: Develop a shared understanding of key concepts in organizational change and DEI for creating an inclusive workplace.

- Objective #2: Become familiar with tools to complete root cause analysis of systemic inequities & practice a root cause analysis of DEI challenges within your or a peer's workplace

- Objective #3: Establish understanding of leadership commitment expectations and consider your workplace and sphere of influence as you brainstorm possible projects

LeadBoston Central Outcome

Greater racial, gender, and social equity in Boston, created by connecting and mobilizing leaders across racial, gender, class and organizational lines to tackle significant issues within their organizations and communities.

LB 2021 Announcements

- **2022 LeadBoston**
  - **Requesting Nominations & Referrals**
    - **One from within org, one from outside of org, different identities**
    - **Keep in mind recruitment foci**
  - **Sample language to share (Twitter, LinkedIn, email) will be provided**
  - **Info Session Speakers**
- Mid-point check-ins with Rachael
- Continuing the Conversation: 6/16
  - Managing Organizational Change (Time and Communication): Jenese, Pauline, Seville, Dan S.
- 2021 Updates Letter to Employers
- Engagement in modules & surveys

LB 2021 Announcements

- Connecting with the class (use class directory & YW Boston Connect
- Next program day: July 14, 2021 Healthcare
  - Reach out if you have expertise and want to be included
- July Leadership Commitment Prep Group: Building Support for a Vision – Willie, Geri, Charlene, Lauren
- 5:05 Thursday, 6/24: Host needed!
- Leadership Commitment Office Hours: June 30th!

5 minutes

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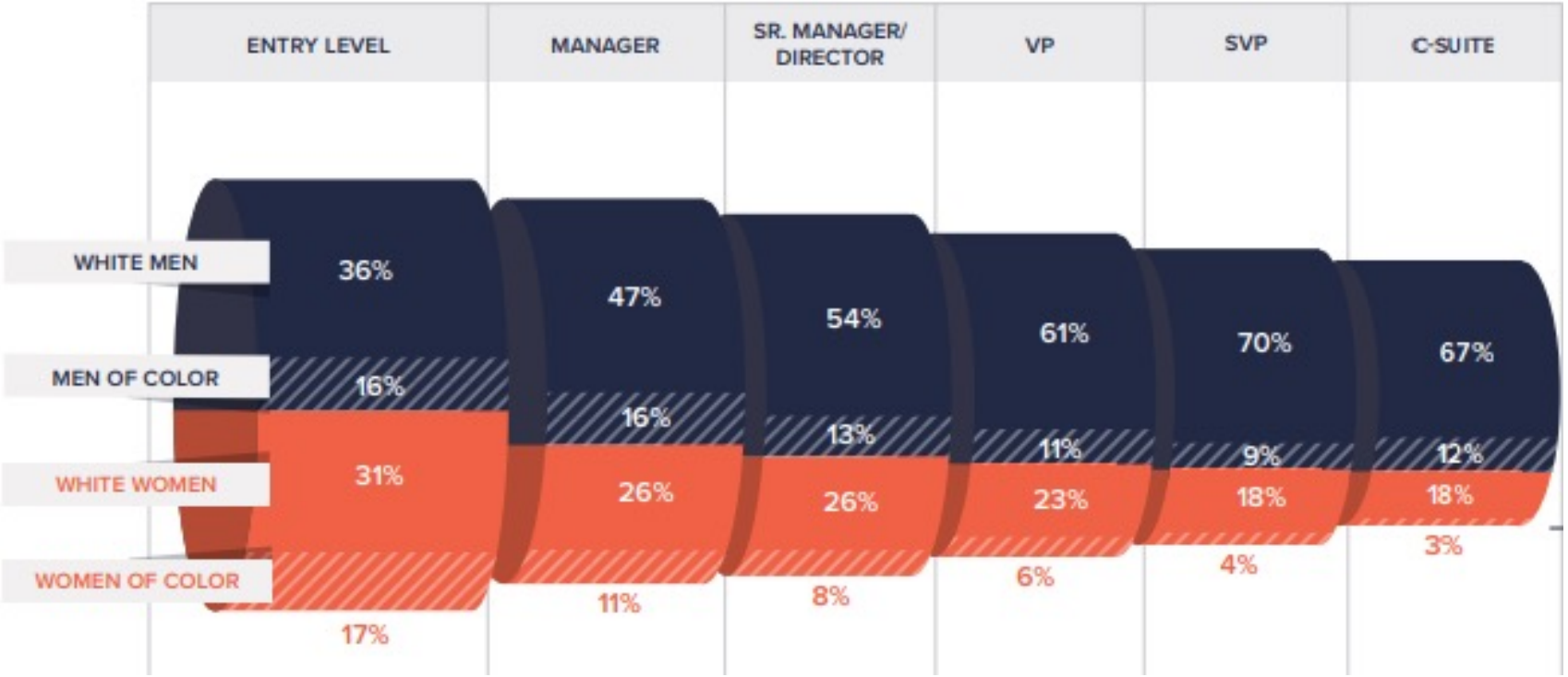
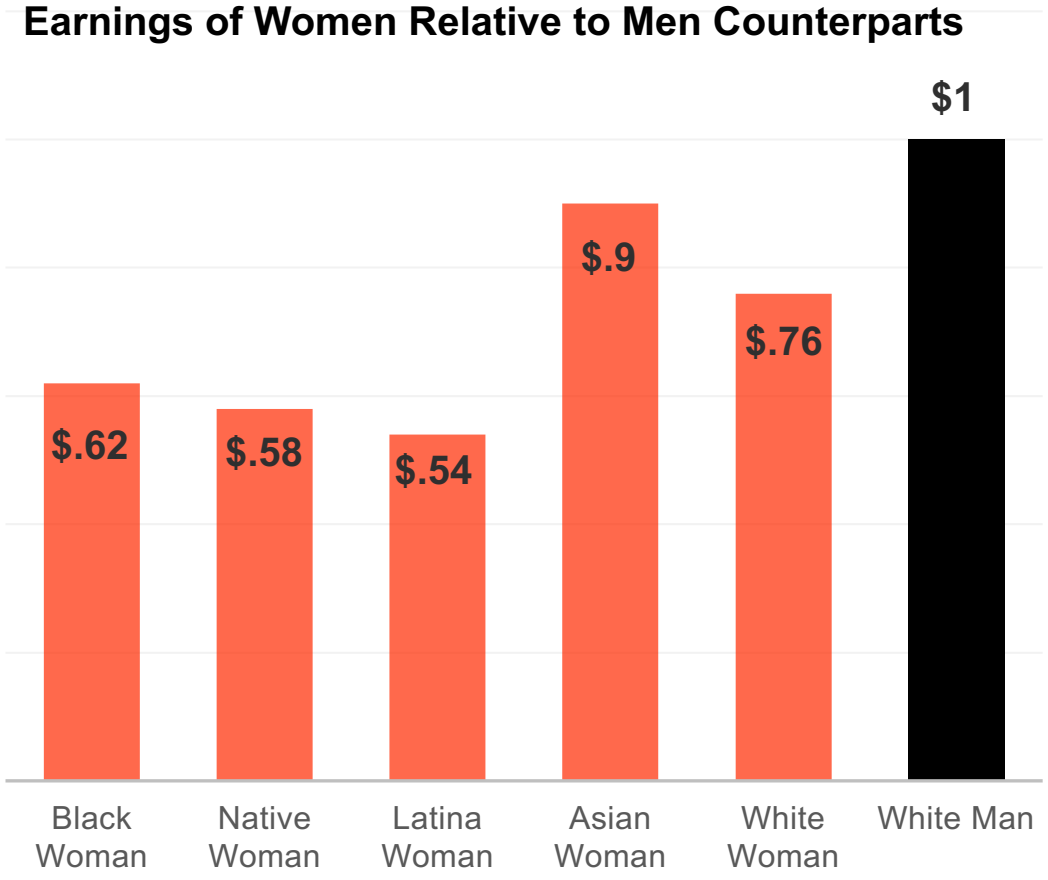
Why It Matters - Representation



- Women of color make up 19% of the Total U.S. Population but hold only 3% of C-Suite Roles
- This isn't for lack of ambition, women of color aspire to be top executives at rates higher than white women

Women in the Workplace, 2017

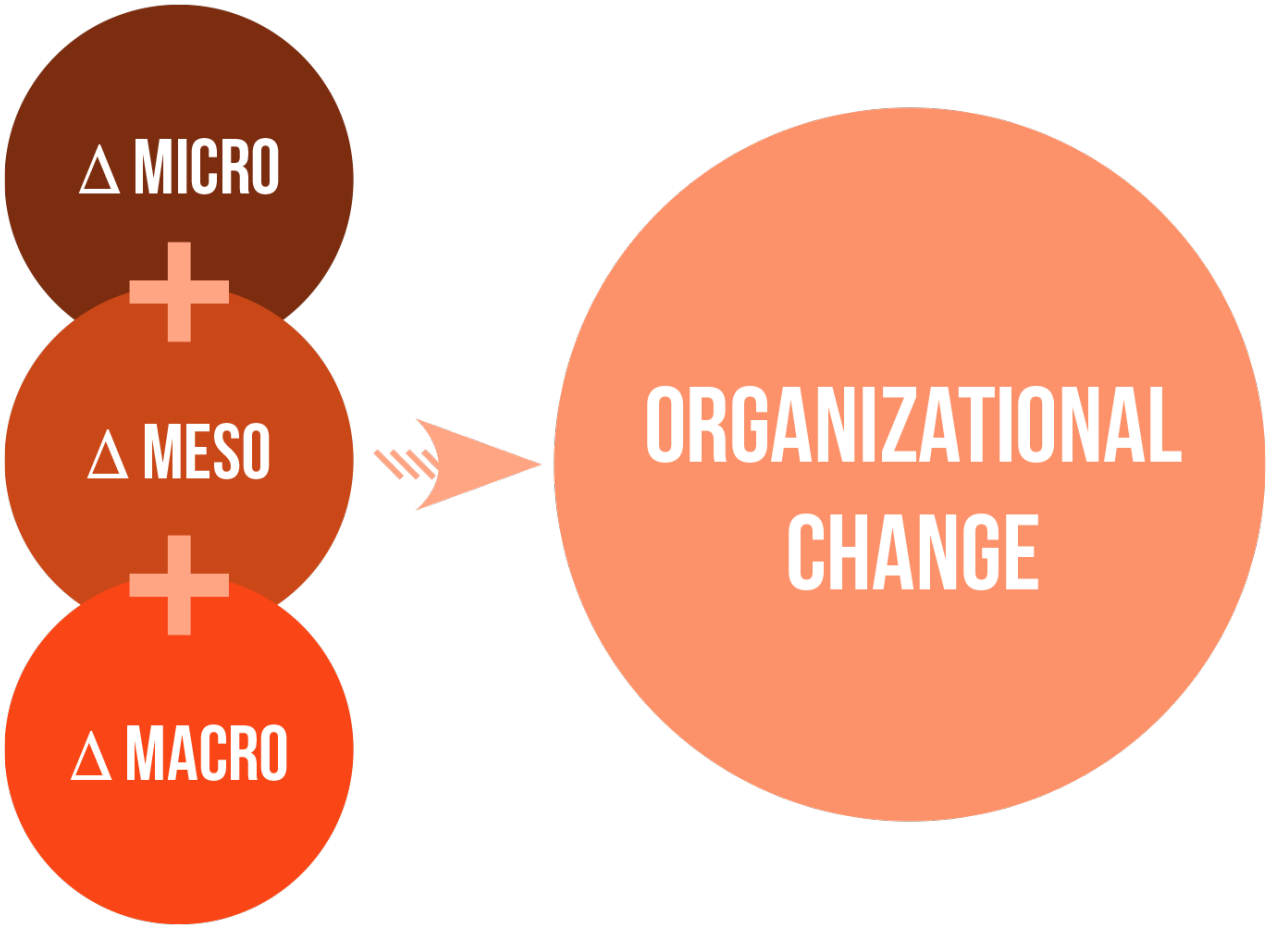
Why It Matters – Pay Gap



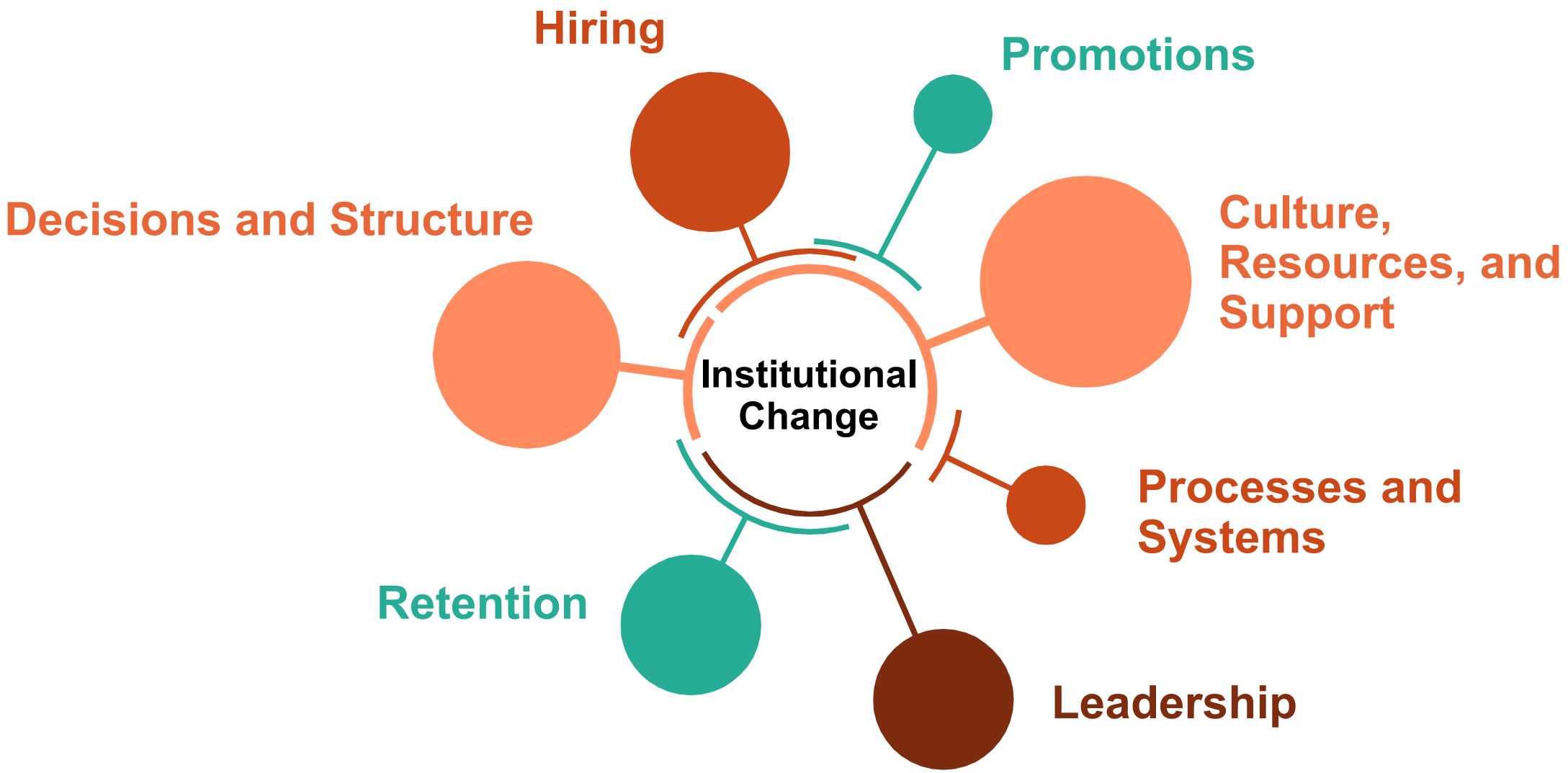
- The typical Black woman must work until August 2019, and the typical Latina woman must work until November 2019 to be paid what the typical White man was paid at the end of December 2018.
- The pay gap widens over the course of a woman's career. Black women executives are particularly affected, earning 63 cents for every dollar a White man executive earns.

Data found at https://www.payscale.com/

Creating Change



Domains of Macro Level Change



Organizational DEI Journey

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Exclusive	Passive	Symbolic Change	Identity Change	Structural Change	Fully Inclusive
• Intentionally and publicly excludes or segregates African Americans, Native Americans, Latinx, Asian Americans, and other marginalized groups	• Tolerates a limited number of “token” POC and members from other social identity groups allowed in with "proper“ perspective and credentials • Often asserts, "We don't have a problem."	• Makes official statements on diversity efforts • Sees itself as a "nonracist“ institution • Carries out intentional inclusiveness efforts BUT • Is still relatively unaware • Little or no contextual change	• Has growing understanding of racism as barrier to effective diversity • Develops analysis of systemic racism BUT • Institutional structures and culture that maintain racism are still intact and relatively untouched	• Commits to process of intentional restructuring, based upon anti-racist analysis • Audits org. to ensure full participation of POC • Implements structures, policies, and practices with inclusive decision-making	• Institution's life reflects full participation and shared power with diverse racial, cultural, and economic groups • A sense of restored community and mutual caring

https://www.aesa.us/conferences/2013_ac_presentations/Continuum_AntiRacist.pdf

Oppression Action Continuum

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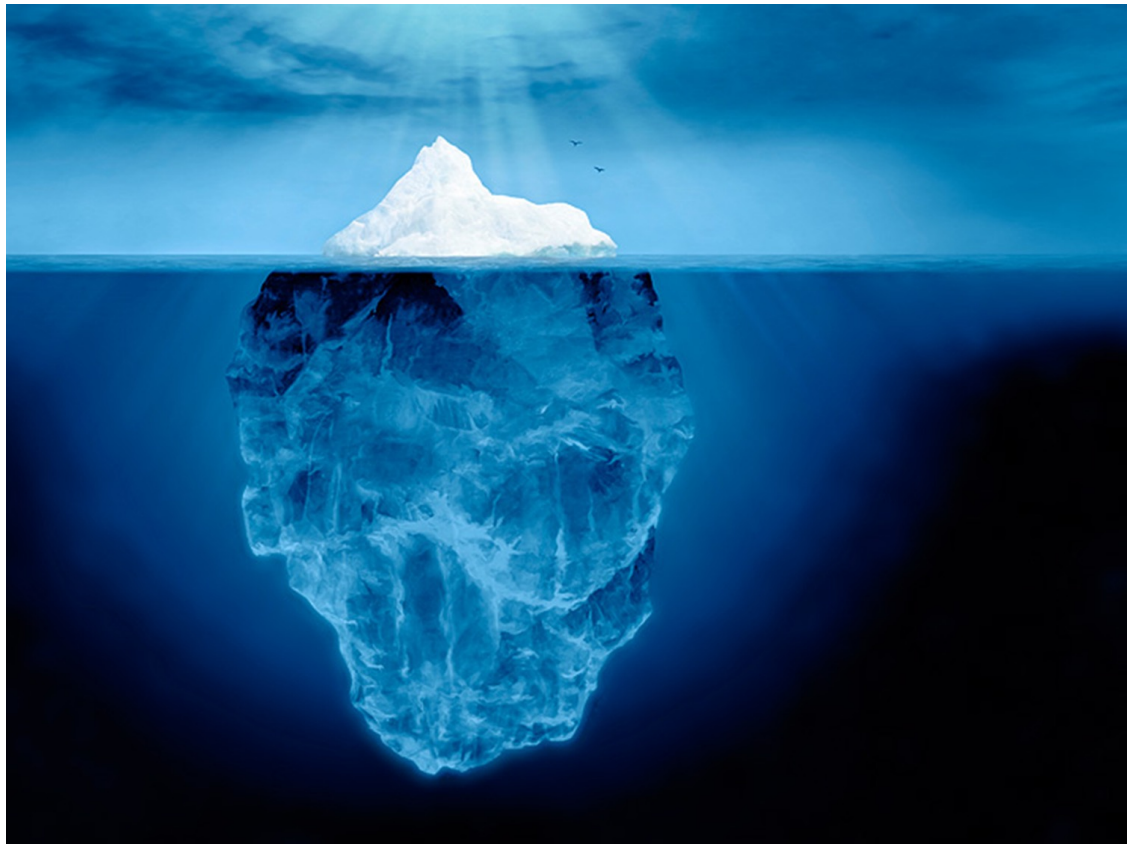
Active Participation	Denial, Ignoring	Recognize, No Action	Recognize, Action	Educating Self	Discussing, Questioning	Support, Encouragement	Initiate, Prevent
Directly supporting the oppression of others. Laughing or telling derogatory jokes; Engaging in verbal or physical harassment.	Unable or unwilling to understand the oppression of others. Passive acceptance of status quo; “it didn’t happen to me.”	Recognizing the harmful effect BUT taking no action or intentionally remaining passive. Not laughing at a racial slur, remaining quiet, “no comment.”	Recognizing harm AND stopping the action. No longer passive, goes no further than halting the action, “don’t say those things in front of me.”	Active role in learning more about who is oppressed and how harm manifests. Attending workshops, reading books, talking to others. A prerequisite for the next three stages.	Assisting in other’s learning, using dialogue to amplify awareness. Engaging conversation when –isms arise, encouraging reflection, “but what about…”	Actively supporting antiracist and equitable actions of others. Co-signing and celebrating others’ learning and risk-taking, “I like that you…”	Actively anticipating and identifying inequitable practices and working to change them. Initiate difficult conversations with family, changing a school curriculum, developing workplace policies.

Adapted from *Teaching for Diversity and Social Justice*.

Root Cause Analysis



Above the surface you see the
Symptoms
of the problem

Dig deeper to find the
Root Cause
of the problem

Root Cause Analysis

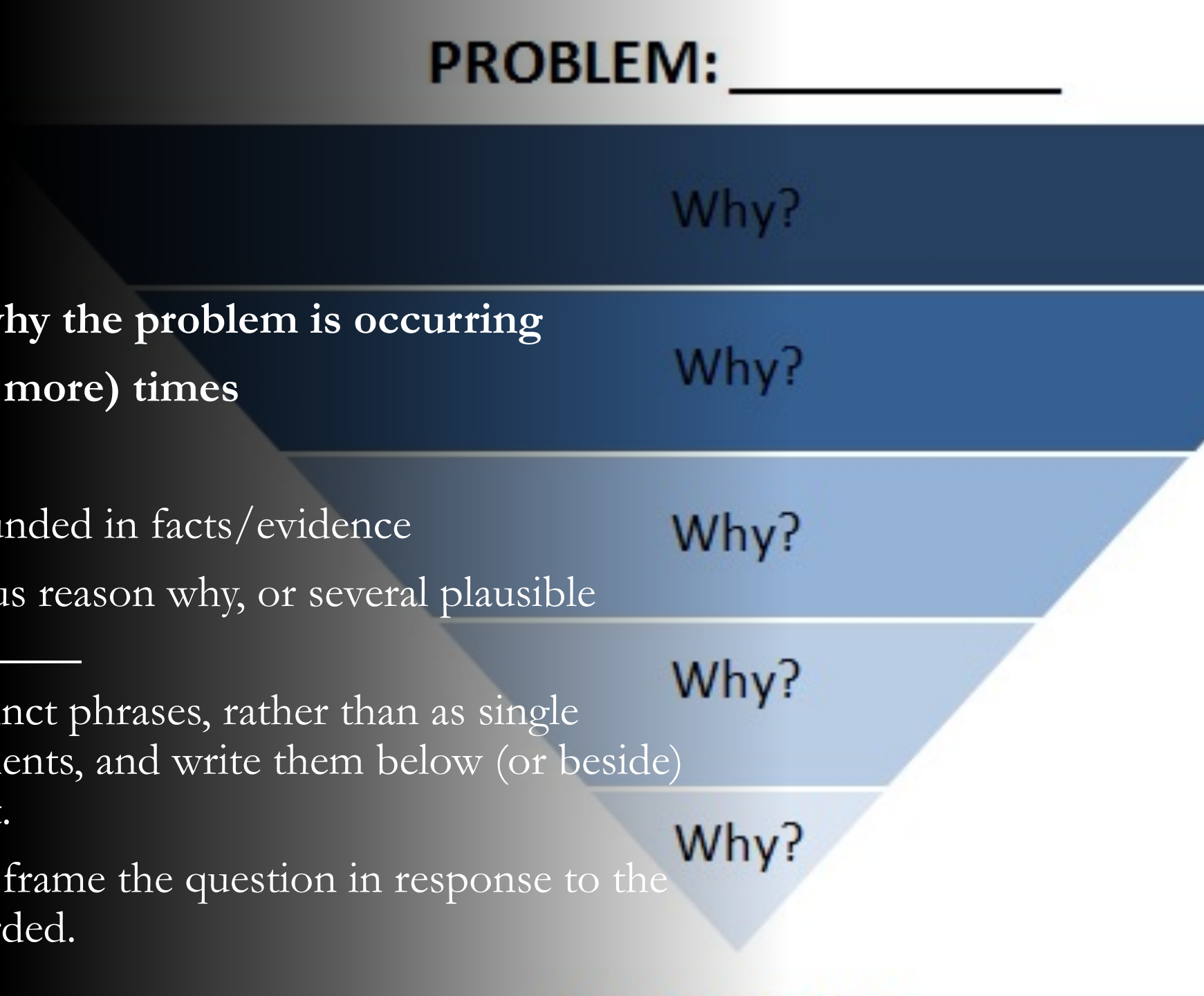
- 5 Whys
- Ishakawa Diagram a.k.a Fishbone
- Iceberg Model

5 Whys

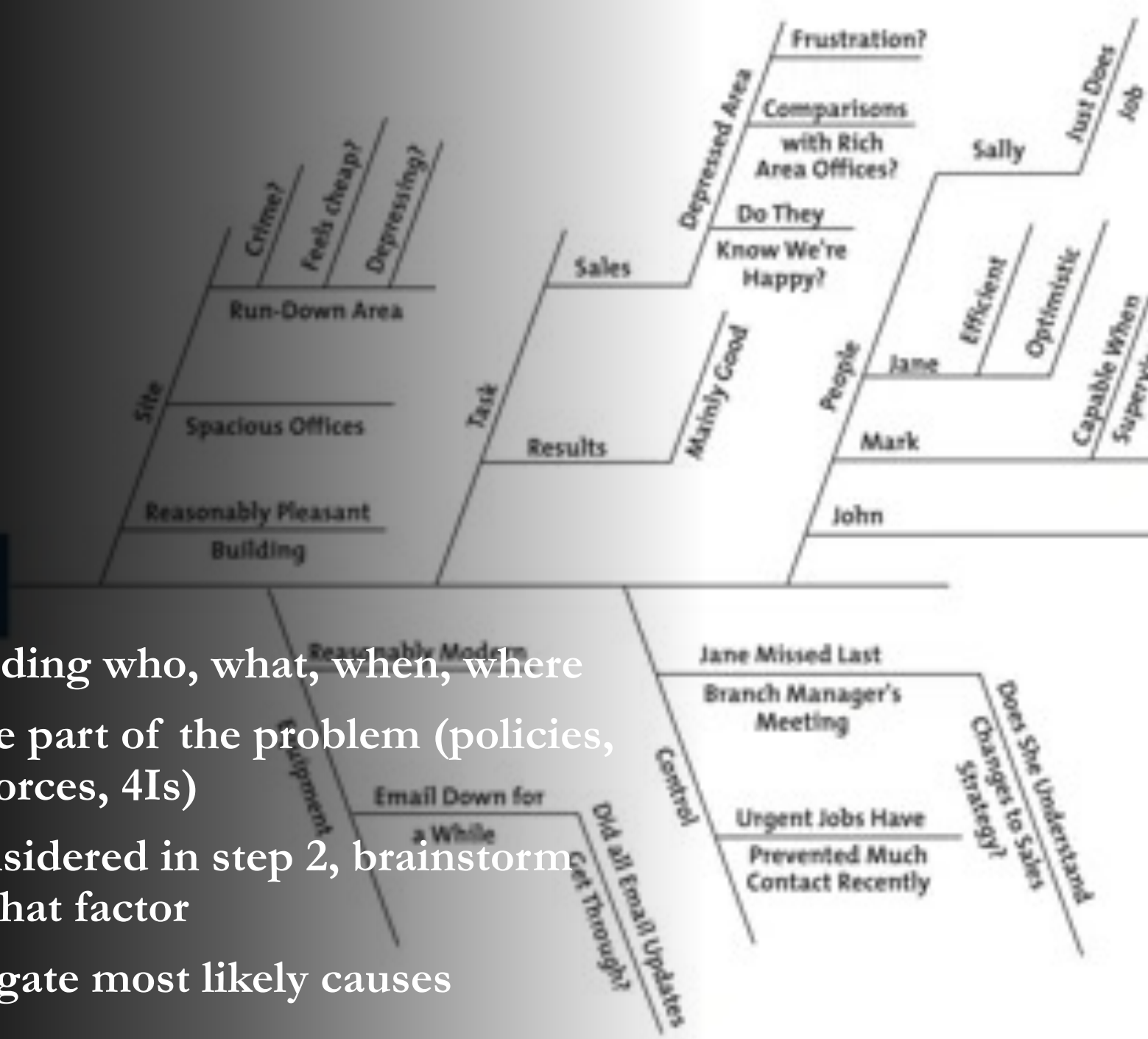
1. **Define the problem**
2. **Ask the first why – why the problem is occurring**
3. **Ask "why?" four (or more) times**

Tips:

- Search for answers grounded in facts/evidence
- May identify one obvious reason why, or several plausible ones.
- Record answers as succinct phrases, rather than as single words or lengthy statements, and write them below (or beside) your problem statement.
- Each time you ask why, frame the question in response to the answer you've just recorded.

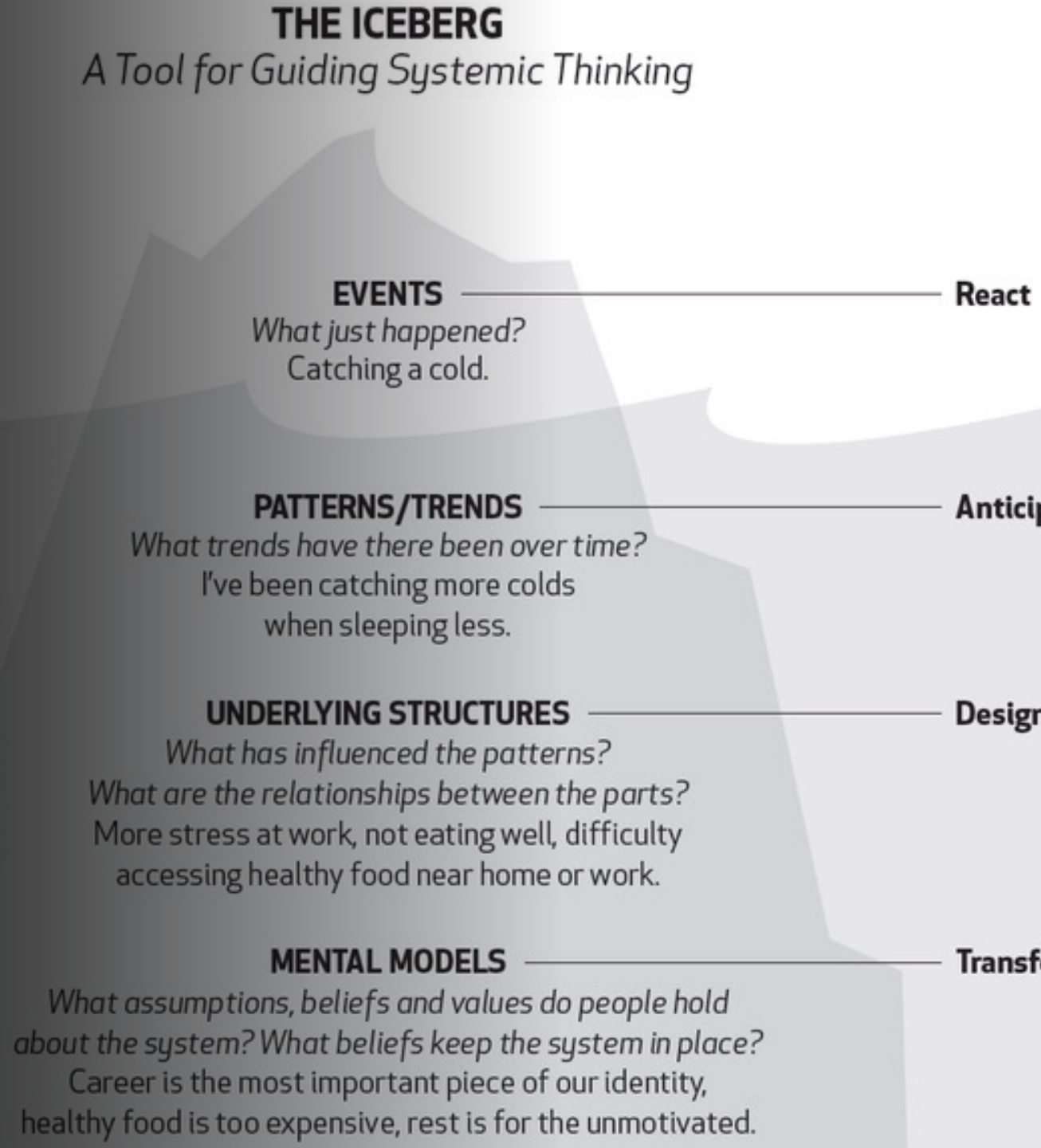


Ishikawa/ Fishbone Diagram



1. Identify the problem, including who, what, when, where
2. Identify factors that may be part of the problem (policies, systems, people, external forces, 4Is)
3. For each of the factors considered in step 2, brainstorm possible causes related to that factor
4. Analyze diagram to investigate most likely causes

Iceberg Model



10 minutes

Lewin's Change Model

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Unfreeze

- Identify what needs to change
- Ensure support
- Develop motivation to change
- Understand and address concerns

Change

- Communication
- Dispel rumors
- Empower action
- Involve people into the process

Refreeze

- Anchor changes into the culture
- Sustainable
- Support and training
- Celebrate the change

2021 Leadership Commitments

- Sustained efforts or one-time projects
- Launching new initiatives or adjusting your approach to work you already do.
- Usually complete within one year of graduation
- Can collaborate with peer or group within one org or across different orgs

High Impact Leadership Commitments

- Aims to address underlying root causes of equity/inclusion challenges rather than symptoms
- Includes SMARTIE goals
- Leaves a long-term impact, even if you are no longer in role/at organization
- Related to any topic of inclusion, inspired by experiences/topics from LeadBoston
- Feasible
- Focused on sphere of influence

SMARTIE

- Strategic
- Measurable
- Ambitious
- Realistic
- Time-bound
- Inclusive
- Equitable

Examples of Impactful Leadership Commitments

- Commitment to the development of housing units dedicated specifically for individuals who are returning from incarceration or who were formerly incarcerated
- Establish a STEM program at an org focused on increasing interest in Boston Public School girls and students of color to pursue STEM related careers
- Commitment is to eliminate a barrier to employment in regards to educational requirements on job descriptions at their org.
- Launched initiative effort at law firm to assist job seekers in cleaning up CORIs
- Creation job training program for people reentering after incarceration
- Establish clear and equitable policies for salary and promotions

Leadership Commitment Follow-Up

- Cohort for check-ins, support, and accountability (monthly communication): will be grouped by similar undertaking
- January 2022: Confirm Leadership Commitment & Share available peer & alumni supports
- Thought partnering with LeadBoston staff
- Quarterly surveys for progress updates: January, April, July, October
- Employers looped in on updates
- Holding space for collaboration quarterly: office hours & collaborative work times
- Updates event in December 2022

Leadership Commitment Path to Sucess

- Cohort for check-ins, support, and accountability (monthly communication)
- Add to agendas for weekly/regular check-ins with manager/team

- Complete monthly action steps
- Attend office hours
- Brainstorm ideas as you learn about different topics throughout the year

Survey

Please take the survey now.