There are **Windows…**

There are **Mirrors…**

BREAKING NEWS

Guess what?

We, collectively, are the people who are responsible for driving a vibrant, forward-thinking culture.

What you notice, matters.

What We're Working **With**

Conundrum | noun

co ○ nun ○ drum

Definition of *conundrum*

1   a   :an intricate and difficult problem
      b   :a question or problem only having a conjectural
            (guesswork) answer

Anticipatory grief is that feeling we get about what the future holds when we're uncertain.

Anticipatory grief is the mind going to the future and imagining the worst.

What We Must Begin to **Work On**

Belonging

Belonging is the feeling of being an integral part of a system, group, or environment—where one is accepted, supported, and valued for their authentic self.

How Belonging works

Inclusion ⟷ Belonging

What the organization says it stands for…

What the people in the organization/community say back…
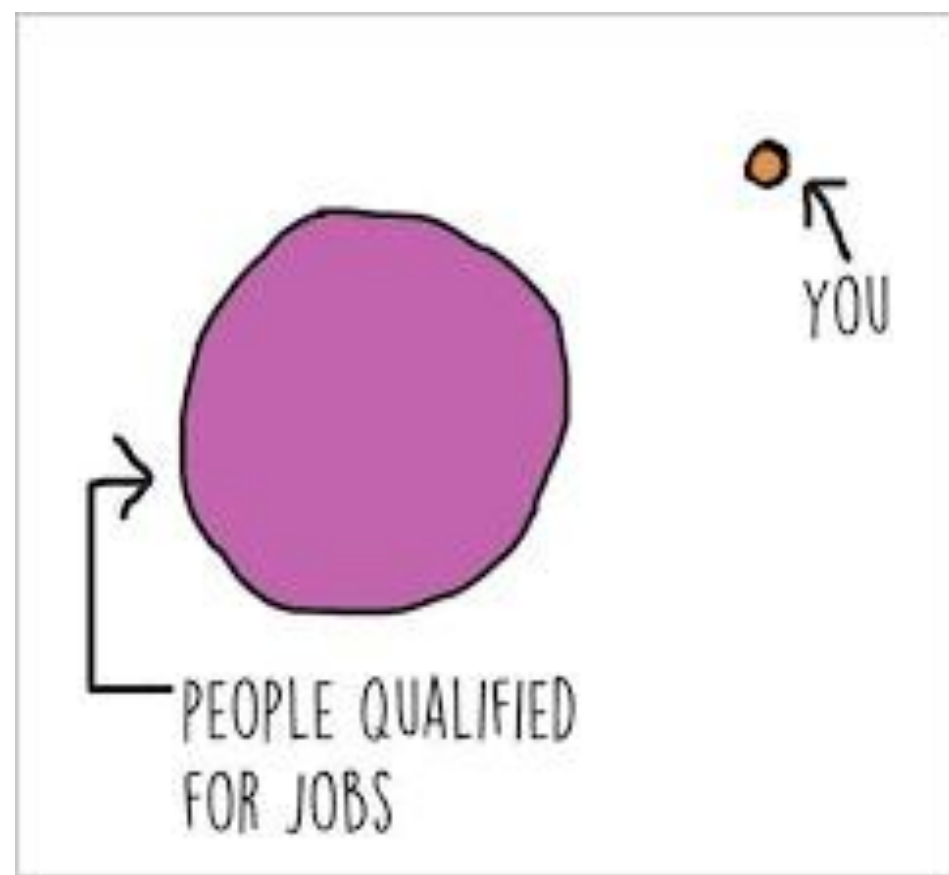
Compassion Fatigue is Real

…the reality that there is a whole lot of Imposter Syndrome

Imposter syndrome can be defined as a collection of feelings of inadequacy that persist despite evident success.

It makes us suffer from chronic self-doubt and a sense of intellectual fraudulence that override any feelings of success or external proof of their competence.

The Imposter Syndrome

Assumption

What I know

What I think others know

→

Reality
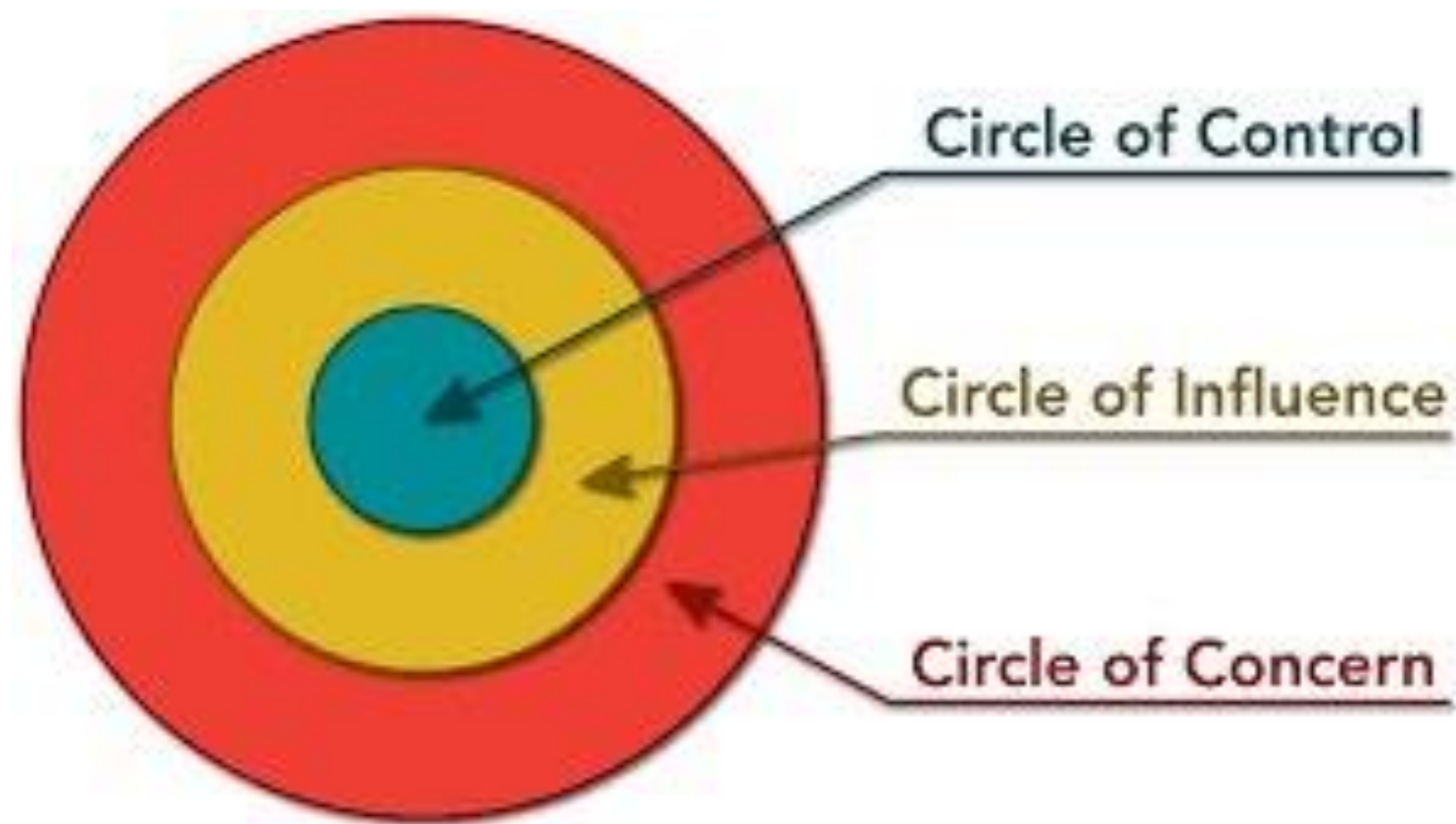
What others know

What I know
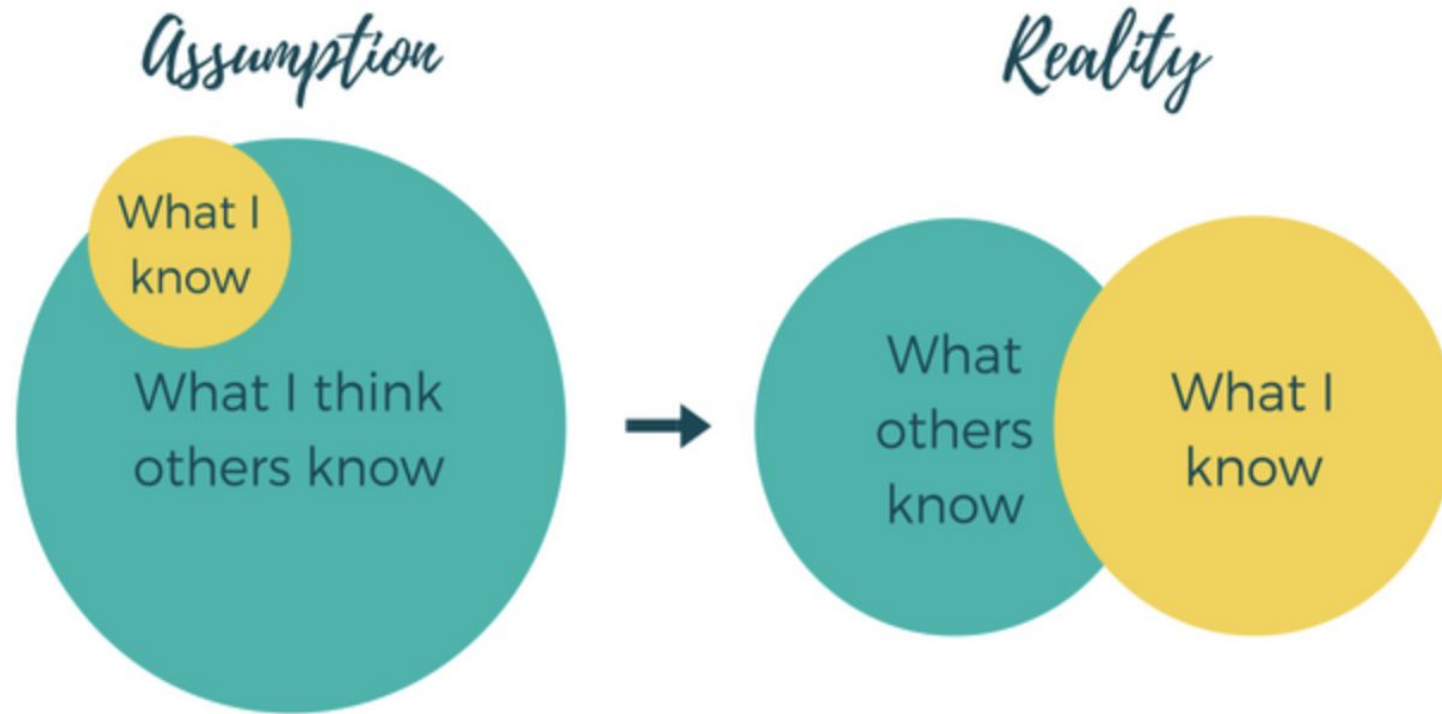
THINGS YOU BEAT YOURSELF UP FOR:
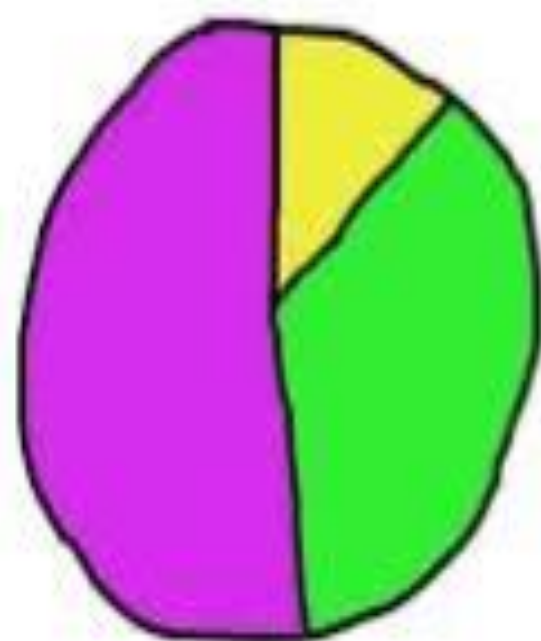
- ▢ STUFF OUT OF YOUR CONTROL
- ▢ STUFF EVERYONE HAS LITERALLY ALREADY FORGOTTEN ABOUT
- ▢ STUFF NOBODY ELSE EVEN NOTICED

Circle of Control

Circle of Influence

Circle of Concern

The Cycle:
What Have We Focused on historically?

PAUSE
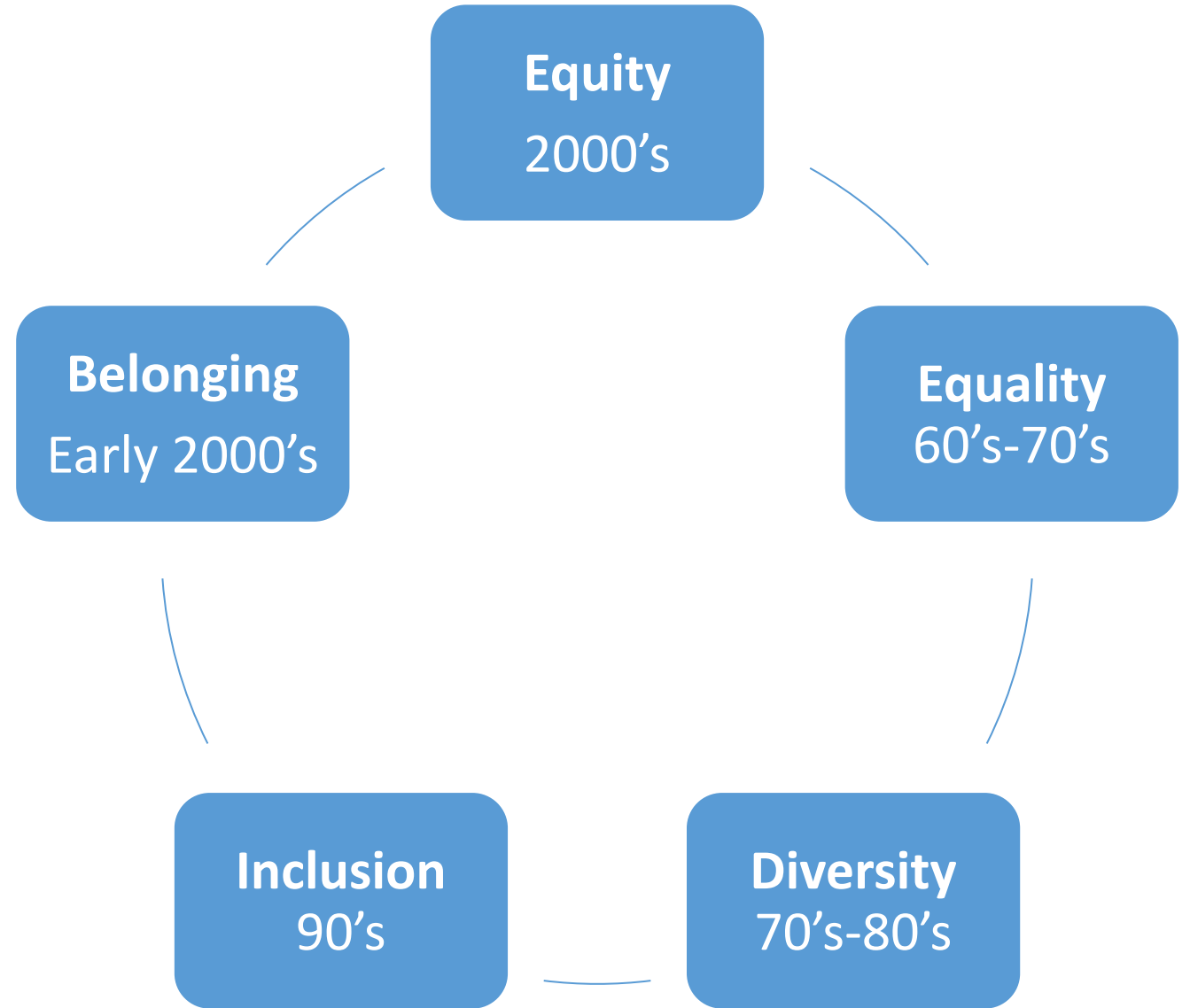
How are you seeing Compassion Fatigue, Imposter Syndrome, Circles of Concern, Influence & Control and the Definitions of the acronym show up in you, at work, your community, family, those you serve, etc.?

Reflect/Explore/Discuss

How do we heal/mitigate this?

Leadership Now: *Our Present*

The world is calling for more intentionality in what we do next.

Great Man Theory

Suggests leaders are born, not made. Assumes great leaders possess certain innate qualities such as intelligence, charisma, and courage.

Scientific Management Theory

Leaders assume there is one "right" way of doing things, you teach people how to do it that way and then you monitor them doing it.

Transactional Leadership

Leaders utilize rewards and punishments to motivate and direct followers.

How We Lead Influences Belonging

Participative Management

Leaders encourage joint decision-making.

Situational Leadership

Leaders tailor their approach to the needs of their team or individual members

Transformational Leadership

Leaders encourage, inspire, and motivate others to perform in ways that create meaningful change.

Equity-centered Leadership

An equity-centered leader focuses on the relationship between systems and people. They create inclusive environments by finding ways to remove barriers, so everyone gets what they need to thrive in the system.

THE EQUITY PROJECT

EQUITY. REDEFINED. ACTUALIZED.

Our Commitments to **Doing the Right Things**

upbringing

race

gender

generati

on

family

regional

culture

level of

debt

structure

immigrati

ag

accent

e

Economic

on status

ethn

education

circumstances

Religious

appearance

isity

sexual

experience

s

body

orientati

Primary

Work

neurodiv

size

language

experience

country of origin

Our leadership future depends on our ability to navigate **Mental Models**

This is where belonging work begins

Active Opposition

- Active opposers are typically deeply rooted in their choice to be a strong opponent of equity, inclusion & diversity.

- These are the people whose minds cannot be changed and are committed to disrupting the work of equity, inclusion & diversity.

- The potential for engagement is slim and often leads to the determination that the energy of trying is in vain.

Passive Unawareness

- These are the people who are unaware and cannot engage in the work of equity, inclusion & diversity, simply because they are uninformed.

- Passively unaware individuals can be identified by their lack of engagement in the conversation and their inability to recognize the severity of the problems in equity and equality.

Passive Awareness

- Passively aware individuals can appreciate that attention is being given to the work of equity, inclusion & diversity but see it as someone else's responsibility…the bystander effect.

- They see this as the work of someone else instead of taking ownership to help solve for inequity.

- Oftentimes, this disengagement comes from feeling that equity, inclusion & diversity is only relevant to communities marginalized by systems.

Active Awareness

- Actively aware mental modelers know this work is necessary and are actively working to advance it.

- These are community leaders, equity, inclusion & diversity practitioners, human rights advocates, social justice workers, but they are also regular people who work to advocate for others daily.

Overactive Awareness

- At times, active awareness can go a little too far and even hinder the efforts to advance one's engagement in equity, inclusion & diversity work.

- Those who have hyperawareness are often early adopters of the work or they have been victimized in such a way that they are headstrong about the work and wish to see results by any means necessary.

- An example of overactive awareness can be cancel-culture. If a person/ organization shares something offensive, exclusionary or politically incorrect, this mental model will cancel them.

- Instead of extending grace and allowing for correction, growth and progress, they automatically ostracize. By going to such extremes, we push people further away from this space.

Explore examples of how and where you have seen the 5 Mental Models.
How have you responded to each model?

- **Active Opposition:** Active opposers and deeply rooted in being an opponent of equity, inclusion & diversity

- **Passive Unawareness:** Not engaged because they are simply uninformed

- **Passive Awareness:** Appreciate equity, inclusion & diversity, but don't think it is their responsibility. Bystander.

- **Active Awareness:** Know it is necessary and are actively advancing equity, inclusion & diversity

- **Overactive Awareness:** "Super-aware." Sometimes, awareness with no boundaries

Old leadership dialogue and strategies

Old = before the year 2025

A Transformed Leadership Lens

Old Strategies

Focus mostly on Diversity

Surface-level, transactional training

Individual responsibility

Guesswork/conjecture

Attached to acronyms (DEI, EDI)

Transformed Strategies

Focus on Equity, Inclusion & Belonging

Deep cultural change

Systemic change

Data-driven approaches

Let the focus reflect the culture
Say the words; not the acronym

Power

: ability to act or produce an effect

The Five Bases of Social Power

(French & Raven)

①	②	③	④	⑤
LEGITIMATE POWER	**EXPERT POWER**	**REFERENT POWER**	**REWARD POWER**	**COERCIVE POWER**
Power based on title, position or rank	Power based on skills, abilities lived experience and knowledge	Power based on reciprocity or mutual respect	Power based on the ability to give and take away rewards	Power based on the ability to punish

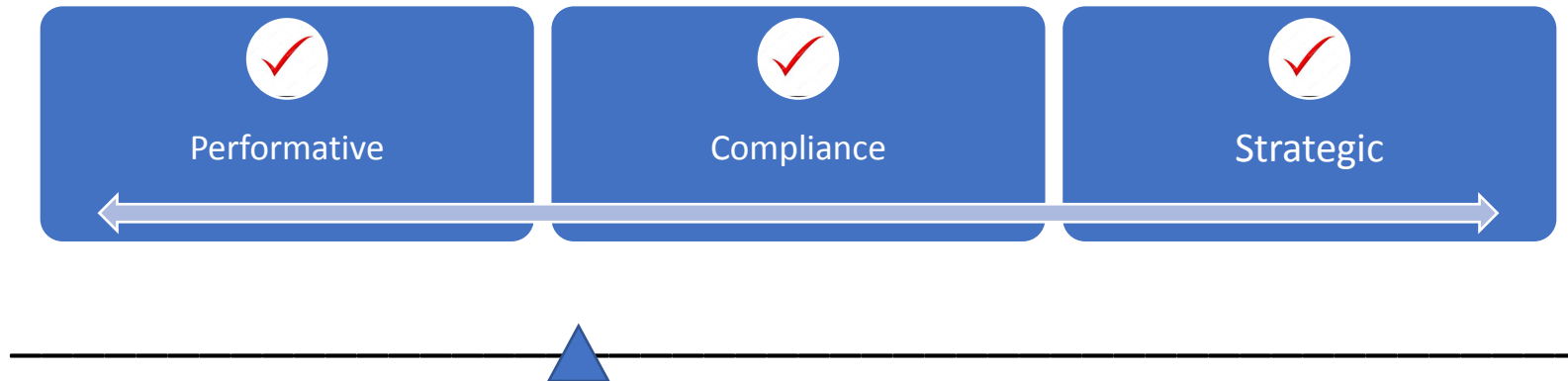****INFORMATIONAL POWER** – Power based on you being the keeper of all the information

Points to Ponder

The "Tell-the-Truth" Scale

Performative – All talk; little action, blah, blah, blah

Compliant – Status quo; doing what you/we have always done

Strategic – Forward-thinking; trailblazing, transformative, equity-focused

PAUSE

Eliminate "outsiderness"

What does this all mean in YOUR story?

Thank you!

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