

Authentic leadership comes from the heart, and particularly in the public sector, reflects a passion for service to others and to the community. A true leader doesn't try to be one. She just is by a sense of service, an ability to inspire others and a drive to action.

-Joanne M. Spina, CCCMA Senior Advisor

“When I dare to be
powerful, to use my strength
in the service of my vision,
then it becomes less and
less important whether I am
afraid.” -Audre Lorde

I am no longer accepting the things I cannot change. I am changing the things I cannot accept.” – Angela Davis. This Angela Davis quote may as well be our mission statement. Here are the things that Colorado Women Leading Government cannot accept in 2020.

- Women hold 16.9% of the top positions in local government nationwide. We couldn't even find readily-available statistics for the number of women in color in the top role. We assume it is most-likely in the single digits and the lack of disaggregated data alone is illustrative of how little proactive action has been taken to help women of color advance and is yet another reality we can no longer accept.
- Women are experiencing job loss at a higher rate than men during the COVID-19 pandemic, with women of color experiencing the highest level of job loss.
- The United States is the only developed country without parental leave.
- Sisterhood is scarce. As you learned when you listened to the Harvard Business Review Women at Work podcast episode in the pre-work email, women of color are not well-supported or listened to in the workplace by not only men, but white women as well.

This conference is one step toward changing these things. We also encourage you to find a group of women at this conference that you can create a sisterhood with. In this planner, we have included monthly thought and discussion prompts on racial equity, career-building, leadership styles and more. Learning together is more powerful than going it

Always support and empower your fellow women. Some may not have received the same opportunities or had the same doors opened.

Tell it like it is - you can command more respect from your peers by opening up the tough conversation nobody wants to have.-Kimberly Konczak

Stand up! Take a chance! Be true! Listen! Have fun!-Angela Wilson

Words I try to live by: "Time is not refundable, use it with intention"

Go for it! Whatever it is. Find a path forward!

Don't try and go it alone!-Audrey Donovan

Be true to you-Lori Pruitt

Ask for what you want or settle for what you get. -Julie O'Campo-Pierce

Root for yourself and your career the way you would for your friends

Seek out your fellow womxn and support them like it's your job-Katie M

Respect yourself through healthy boundaries. Manage every dollar earned and we will be more financially successful than others who make more and do not manage their money.

The mantle of leadership does not rest only on those with power, position and authority. Leadership is simply demonstrated by those who are willing to roll up their sleeves and do the hard work. That can be any person in any place where she is. So many examples exist of people who were not “leaders” in the traditional sense, but who were compelled to action and led as a result (Malala comes to mind...) Any one of us can demonstrate leadership, and we need not wait for an invitation to lead.

But the one who chooses to lead must be authentic. It's not about getting your ticket punched as it were by doing the right things or networking with the right people. That's just “climbing the ladder.” It may mean personal success but it does not necessarily equate to a leadership path.

Surround yourself with women who are up to really inspiring things in their line of work. Essentially build your network of mentors and allies!

Find your tribe. Those who will encourage you, give advice, and tell you the truth!-Madeline VanDenHoek

-Don't be intimidated by what you don't know. That can be your greatest strength and ensure you do things differently from everyone else. - Maria Morales

Be true to yourself. Be prepared before you get to the table.-Khala Stanfield

Always try to be positive, patient and poised in all situations.-Cindi L. Eberhardt, CPM

Networking can change your life and help you land the job of your dreams!

Be you. -Christy Hill

"When it's over, I want to say: all my life I was a bride married to amazement. I was the bridegroom, taking the world into my arms." - Mary Oliver-Mead Mier

Communication is the key to success

You can only do your best-Emily Hogan

Don't be afraid to step on toes

We're not in the same boat but we are in the same storm. Embrace and understand that each of our journey's is different depending on the resources, support and health we experience.

1. Take your work seriously but don't take it personally
2. Prioritize filling you cup
3. Embrace the term 'I don't know' - it's a powerful tool towards self introspection-Jennifer Hoffman, Broomfield City & County Manager

alone, and leaning into uncomfortability together will forge strong bonds that can last throughout your lives.

In her book, *How to Be Less Stupid About Race*, Crystal M. Fleming states the following, "We can imagine a less harmful world, one in which white supremacy, and heteropatriarchy and class oppression no longer exist. Where love and interdependence are valued over power and dominance." CWLG believes women leaders are the way to that world, and are committed to providing the resources, network and support to embolden women leaders. Have any other ideas on how we can help? Please share them with us by emailing CWLG Chair Alisha Janes, ajanes@wpgov.com.

Professional development opportunities, especially for women, have become scarce in 2020. We are glad you are here and committing to learning and growing despite the challenges this year has brought. The only way out is through, it is going to take all of us to help create a better future.

Welcome!

Megan Williams

Megan Williams,
CWLG Conference Chair

Alisha Janes

Alisha Janes,
CWLG Chair

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& OPPORTUNITY**

Until a woman is recognized as more than just a mother, daughter and sister, and is valued for being an individual, I (and we) will continue working for our rights.

Our paradoxical American character, founded in revolution from a king, disdains authority but craves leadership and inspiration. I believe good storytelling helps bridge this gap. I believe in the importance of both symbolism and metrics. And I believe in full-fat ice cream, in moderation.

- CWLG member Sarah E. Moss, MPA

"Thick skin" for public service is a myth, and insisting you have it is just a coded way to get "permission" to treat you badly, especially women, people of color, and other members of a protected class. Lead with your heart, and insist on being treated with respect.

1. If something feels a little bit scary or difficult, that's probably the right way to go. Do it scared. 2. Life is as big as you let it be. 3. If you are going to place a bet, bet on yourself. -Alisha Janes

Take some time for self-care! -Charise Bishop

Believe in yourself

Always think outside the box! You will amaze others by solving problems!-Rachel Summers

Get clear on whose opinions of you matter. How people treat you is their karma. How you react is yours.

Clothes can't change the world, but the women who wear them can.

Sprinkle kindness like confetti-Jamie Petermann

It's tough, but it is worth it

You are so much more than our current society allows!

Take criticism seriously, not personally.-Julie Arvo MacKenzie

Words of Wisdom

Passion, Inspire, Support, Be ok with failing

Get clear on whose opinions of you matter.

Lead from the heart

I heard Jane Brautigam last year recommend the importance of being kind...and although it seems so simple it is something I think of often and try to channel.

Recognize that you were trained for this. Some days and situations are difficult. You can do it. -Andrea Phillips

Apply for the damn job.

Always stay true to yourself and never let what somebody says distract you from your goals. Michelle Obama

Stand up for yourself. Know your worth. And don't apologize for it!

Support each other

You can accomplish anything you set out to do.

Find joy in whatever you are doing. Also, take the time to lift other women up whenever you can.

You don't have to accept things your not ok with -Tasha Y. Small

Special Acknowledgements

This conference would not have been possible without the special contributions from many Colorado Women Leading Government Members. A huge thank you is due to Gloria Kaasch-Buerger for all of the work managing our website, registration, logistics and countless other necessities. Thank you also to Elyse Casselberry for relentlessly representing the women of Colorado's western slope. To Heather Geyer and Kelly Houghteling, and the CCCMA board and Executive Director Denise Taylor, thank you for your ongoing support and guidance and for having the vision to launch us on this journey. To all the women currently managing towns and cities in Colorado and Arizona, thank you for blazing the trail and for all of your work devoted to make the path easier for those coming up behind you. And to the many mentors and sponsors helping women along their journey, thank you. Lastly, to the many many CWLG members who lended a hand to edit and give feedback on these conference materials and supporting documents, thank you!

Lastly, but certainly not least, thank you to Slate Communications for designing our Logo and Cover Art!



Words of Wisdom



Ted Talks, Financial News, The Chris Hogan Show

John O'Leary and Brene Brown

Someone Knows Something

Up First - NPR (news round up every morning), WorkLife - Adam Grant,
Women at Work - HBR, Pod Save the World - Crooked Media

Women at Work, Dear HBR, Battle Tactics for your Sexist Workplace,
Unlocking Us

Reaching the Summit Agenda

Reaching the Summit Conference Schedule

Monday, August 31, 2020

9 a.m.

Welcome

9:10-10:10 a.m.

Keynote Session 1: Understanding Intersectionality: The Social Identity Wheel with Kimberly Ford and Valerie Herrera

Intersectionality is more than just a buzzword, it's key to moving the conversation forward on equity, diversity and inclusion. In this interactive session, you'll learn to use a tool called the Social Identity Wheel to learn about some variations of identities each person holds and how those relate to positions of power or marginalization. This self-reflective work is important in understanding different aspects that create the lens each person views the world through. When we understand our personal lens, we can start to understand both areas of strength and blind spots in incorporating equity into our government programs, policies, and within communities.

10:10-10:30 a.m.

Tina Talk 1: Know Your Worth: We Value Who and What We Believe In with Patrice Hawkins

10:30-10:40 a.m.

Break

Rough Translation - NPR, Serial - This American Life, My Favorite Murder (murder/comedy podcast), This Podcast Will Kill You (epidemiology podcast)

ELGL's Gov Love, NPR's Code Switch

Terrible, Thanks for Asking; Invisibilia

Armchair Expert - Dax Shephard

Art of Manliness

The Growth Equation, Unlocking Us,

The Land That Never Has Been Yet, The Moth, LeVar Burton Reads

Seeing White

Dolly Parton's America

Wait, wait don't tell me

Rumble with Michael More, Good Life Project, LeVar Burton Reads, The Happiness Lab with Dr. Laurie Santos, This American Life

Revisionist History

Stuff You Should Know, Hidden Brain, Planet Money

- Choiceology with Katy Milkman

- Things That Go Boom

Net Worth It by Gretchen Heinen, Earn Your Happy by Lori Harder

Podcast Recommendations

The Happiness Lab by Dr. Laurie Santos

Not Your Average Runner, Planet Money, Short Wave, anything true crime

The Daily, The Journal, More Perfect, Armchair Expert, In the Dark

HBR Women at Work, Radiolab, JRE

Ear Hustle Podcast - daily realities of life inside prison shared by those living in it, and post-incarceration

Dave Ramsey

The Curvy Collective with Claire Hammill

How It Is

Unlocking us by Dr. Brene Brown

This American Life (Ira Glass)

TED Radio Hour

Anything by Brene Brown

Code Switch, Invisibilia, Planet Money

Unladylike

unlocking us, keeping track, the growth equation

10:40-11:40 a.m.

Keynote Session 2: Creating A Path Forward with Kimberly Ford and Valerie Herrera

For some, racial and social equity is uncomfortable to talk about and for others it is survival. As leaders in your organization we ask that whatever the term brings up for you, lean into that emotion with the goal of better life outcomes for all. In this session, we'll help you identify where your organization is on a social equity roadmap and develop a plan forward on ways you can improve equity in your daily work as a public servant, and for your entire organization. Each individual and organization has unique challenges and through some guidelines, best practices and brainstorming, you will leave with actionable steps to move forward. We'll also give you some resources for social equity improvements in the government sector to continue your path forward.

11:40 a.m.-12:00 p.m.

Tina Talk 2: "Leadership Advice: Don't Try this at Home" with Crystal Egli

Tuesday, September 1st

9-10 a.m.

Own Your Potential: Developing and Refining Your Leadership Identity with Nina Vetter and Alisha Janes

Leadership abilities are acquired over time by experimenting with new roles and behaviors, learning from other leaders, and accepting new challenges all while adapting to ongoing feedback. However, racial and gender bias often interrupts this learning process. Inspired by the HBR 2013 Women Rising article, this session seeks to create a safe space for women to refine their leadership identities without the interruption of gender bias. Participants will use reflection prompts and group feedback to develop a personalized list of actions to stop doing and proactive leadership actions to start doing to grow and strengthen their leadership identity. Everyone in the session will leave with a leadership-growth accountability group or Power Crew to check-in with throughout the next year. **Women Rising:**
<https://bit.ly/2XHUYgu>

10:00-10:20 a.m.

Tina Talk 3: Passion & Perseverance with Maria Morales

10:20-10:30 a.m.

Break

Podcast Recommendations



10:30-11:30 a.m.

Breakout sessions

Breakout Session 1: “It’s Not You, It’s American Motherhood” with Melissa Wiley

In this session, we will explore the modern American workplace and larger nationwide system infrastructures (such as childcare and maternity care) that keep working mothers from advancing and flourishing in both career and home life. We will explore what women can do to turn what feels like a personal challenge into much needed systemic change. If you find yourself struggling to balance it all while holding onto your life and career growth, this session will change everything. Perfect motherhood is a myth. And that myth keeps us feeling guilty and isolated instead of placing our collective energy into societal change. It’s time to exchange myth for empowerment so we can build a country worthy of our children’s future.

Breakout Session 2: “More than Numbers” with Kayla Barber-Perrotta

In this session Kayla Barber-Perrotta, Budget Manager for the City of Brighton, will discuss why experience in budgeting is such a powerful foundation for those entering local government, how it can open doors and act as a catalyst for change, and debunk the perception that it is only for people who love numbers and dream about spreadsheets. Key highlights will include how to build enthusiasm for the budgeting process, how to use budgets to propel innovation, how to incorporate storytelling, and practical ideas for boosting your budget experience no matter where you sit in an organization.

Breakout Session 3: Meet-Up for CAOs

11:30-11:40 a.m.

National updates

11:40 a.m.-12:00p.m.

Tina Talk 4 “Bridging the Divide” with Adrina Gibson

StrengthsFinder 2.0: Discover your CliftonStrengths

Everything by Brene Brown; Americanah by Chimamanda Ngozi Adichie

Conversations by Patterson, Quiet: The Power of Introverts in a World That Can't Stop Talking by Susan Cain

Untamed by Glennon Doyle, Cribsheet by Emily Oster (for parents), Where the Crawdads Sing by Delia Owens

"When Breath Becomes Air" by Paul Kalanithi, "Atomic Habits" by James Clear

The First 90 Days by Michael Watkins

Leadership in Turbulent Times, The Care and Feeding of Ravenously Hungry Girls, Everything I Never Told You, Becoming, Fly Girls: How Five Daring Women Defied All Odds and Made Aviation History

A New Earth - Eckart Tolle

Girl, Wash your Face! Rachel Hollis

- Year of Yes: How to Dance It Out, Stand In the Sun and Be Your Own Person by Shonda Rhimes

- Range: Why Generalists Triumph in a Specialized World by David Epstein

Born A Crime by Trevor Noah

Parable of the Sower, Octavia Butler, How to be an Antiracist, Ibram X Kendi

Dare to Lead-Bene Brown, Thrive-Huffington, Bad Girls throughout History

The Happiness Advantage by Shawn Achor

Popular fiction books from Jodi Picoult or Shari Lapena

Conference Speakers

Reaching the Summit Conference Speakers



Kimberly Ford, KEYNOTE Transit Equity Specialist at the Regional Transportation District (RTD) in the Denver Metro

Kimberly has over 13 years of experience organizing and educating for diversity and inclusion initiatives. Prior to RTD she worked with numerous nonprofit agencies committed to social justice strategies for a more equitable future.

Kimberly holds a B.A. in Ethnic Studies which impacted her ability to understand the complexity of cultural bias, discrimination, and community. She is passionate about ensuring that people of marginalized identities are not just invited to the table to discuss important issues but that they are recruited with intention for meaningful engagement.

Outside of her workplace, Kimberly co-hosts a podcast called The MixdGen Podcast to discuss mixed ethnic identity from her experiences as a Chinese and Puerto Rican woman born and raised in Fort Collins, CO. She strongly believes that we are stronger when we have multiple cultural and social identities in the room because the inevitable truth is, the world is mixing. She is currently the President of the Rock the Dialogue Toastmasters Chapter in Denver and enjoys giving Keynotes pertaining to storytelling, diversity, and inclusion.

The Secret, You Are a Bad*ss: How to Stop Doubting Your Greatness and Start Living an Awesome Life

A Gentleman in Moscow by Amor Towles

The Color of Law

White People Really Love Salad by Nita Mosby Taylor

This Bridge Called My Back

Influencer

So You've Been Publicly Shamed
God Shot

Educated

Radical Hope

Dr. Seuss's Oh, the Places You'll Go!

The Carrot Principle: How the Best Managers Use Recognition to Engage Their People, Retain Talent, and Accelerate Performance by Adrian Gostick and Chester Elton

The Mental Toughness Playbook (Malcom Smith)

Devil in the White City (Erik Larson)

Dare to Lead (Brene Brown)

Weapons of Math Destruction, by Cathy O'Neil

The One Thing by Gary Keller, Untamed by Glennon Doyle, Stories that Stick by Kindra Hall, Dare to Lead by Brene Brown, Becoming by Michelle Obama, The Cure for Stupidity by Eric Bailey, Crucial

Book Recommendations

Where the Crawdads Sing by Delia Owens

Becoming by Michelle Obama

Anything by Daniel Pink

Boys in the Boat; Leaders eat Last

Roots, Queen, the Bible

The Total Money Makeover by Dave Ramsey

White Fragility by Robin DiAngelo

The Drama-Free Workplace: How You Can Prevent Unconscious Bias, Sexual Harassment, Ethics Lapses, and Inspire a Healthy Culture

The Tipping Point, One minute Manager, First - Break all the rules

Why we can't wait

Leadership from Within (Cashman)

SO many to choose from, here are just a few...Night - Wiesel, Before We Were Yours - Wingate, My Dear Hamilton - Dray & Kamoie

White Fragility, The Alchemist, The Ethical Slut

This is Marketing By Seth Godin

Anything Brene Brown



Valerie Marie Herrera, KEYNOTE Associate City Planner with the City of County of Denver's Community Planning and Development Department (CPD)

Valerie's focus is on neighborhood planning and equity. Through the Neighborhood Planning Initiative, Valerie works with residents, neighborhood groups, and community leaders to create a vision and plan for their areas of the city.

Valerie graduated with a master's in public administration and a bachelor's in multidisciplinary studies – with a focus on public policy from the University of Texas at El Paso (UTEP). She previously worked as an intern, junior and senior planner for the City of El Paso for almost 5 years – before making the big migration from her hometown El Paso, Texas in January of 2017.

Valerie is certified in Denver's Peak Academy Black Belt Training, currently holds the City's Bilingual Stipend for in-house translation services and is certified in ESRI ArcGIS mapping system. In Denver, Valerie established the very first equity team within her Division to find opportunities to improve equity within the work that the department is responsible for. Outside of the City, Valerie is a mentor to young people in Denver high schools and has worked with youth for ten years.



Crystal Egli
Co-Founder of Inclusive Journeys

Having grown up in rural Vermont, Crystal Egli has always been an avid outdoor recreator. She grew up hiking, biking, camping, boating, and both water & snow skiing.

In 2019, the Association of Fish and Wildlife Agencies (AFWA) awarded Crystal the Stephen Kellert award for “outstanding service in advancing connections between humans and the natural world to all peoples in a diverse and inclusive manner”. Crystal is using her platform and voice to continue to help carve out more inclusive spaces in conservation work and outdoor recreation.



Kayla Barber-Perrotta
Budget Manager | City of Brighton

Kayla has worked in local government for seven years across three states. She has worked her way up from an Environmental Education Intern with the City of Rock Hill, SC; to overseeing the Disney Way organizational culture transformation for the City of Royal Oak, MI; and now serves as the Budget Manager for the City of Brighton, CO where she has overhauled the budget process, spearheaded grants management, administers COVID-19 financial relief programs, and champions performance management and strategic planning.

Our Favorite Books

Kayla is a 2019 ELGL, Traeger Award Winner, and has received her Black Belt from the Denver Peak Academy. She attributes her success in local government to a firm belief in leading from any seat, a commitment to developing and challenging others around her, a drive for continuous improvement, and a penchant for asking why.

Kayla holds a Bachelor of Arts in Political Science from Winthrop University and a Master of International Affairs from Pennsylvania State University. In her spare time, she enjoys gardening, DIYs, and writing fantasy novels.



Maria Morales
Town Administrator | Town of
Kiowa

Maria is responsible for strategic direction, vision, growth and performance of the town. Town of Kiowa is a home rule municipality and the county seat of Elbert County, Colorado

Maria served as a Healthcare Specialist (Combat Medic) in the United States Army for 16 years cumulatively and supported Operation Enduring Freedom on four different overseas tours. Maria earned various commendations during her tenure i.e. Bronze Star Medal, Meritorious Commendation Medal, Joint Service Commendation Medal, Joint Service Achievement Medal and inducted into the Sergeant Audie Murphy Club; a club comprised of the top two percent of the noncommissioned officers in the US Army.

Maria is the first-generation college student; graduated from University of Phoenix with a Bachelor of Science in Business Administration, Washington State University with a Master of Science in Business Administration and currently pursuing a Doctor of Business Administration, Project Management, from Liberty University.



Melissa Wiley
Denver Peak Academy Manager

Melissa Wiley is the manager of Denver Peak Academy. She has been with Peak since it started in 2012 and served as the lead analyst for Denver Animal Protection and the Department of Excise and Licenses before leading the team. Prior to joining Peak, Melissa worked for the United States Department of State and the Children’s Hospital of Philadelphia. She started her career in public service as an aid to the U.S Economic Advisor to Northern Ireland during the Peace Process. She holds a Master’s Degree in public administration from the University of Pennsylvania. Originally from Boulder, Colorado, Melissa now lives suburb of Denver with her husband, Craig, and daughter, Sydney Jo. Her mission is to infuse greater joy into every aspect of public service.

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Nina Vetter
Pueblo West Metropolitan District Manager

Nina Vetter has served as the Pueblo West Metropolitan District Manager since January 2019. Prior to that she worked for the City of Colorado Springs, the U.S. State Department, and the Village of Wilmette, Illinois. She serves as Vice Chair of CWLG, and is a board member of Colorado Smart Cities Alliance and the Sangre de Cristo Arts Center. She lives with the cutest cat in the world – Rizzo, best dog in the world – Maddux and her boyfriend Justin.



Alisha Janes
Assistant Town Manager | Town of Winter Park
Chair | Colorado Women Leading Government

Alisha started as the Assistant Town Manager of Winter Park in January of 2020. She currently spends her working hours learning the ropes of workforce housing and sustainability in Colorado’s high country and her free time collecting new outdoor hobbies.

As chair of Colorado Women Leading Government she has thoroughly enjoyed connecting with women in local government leadership roles from across the state. Alisha holds an MPA from the University of Colorado Denver.

Prior to transitioning into local government management in Brighton, Colorado, Alisha taught bilingual 5th grade in

Houston Texas with Teach for America and served on the leadership team of Morey Middle School in Denver, Colorado as the Director of Personalized Learning.

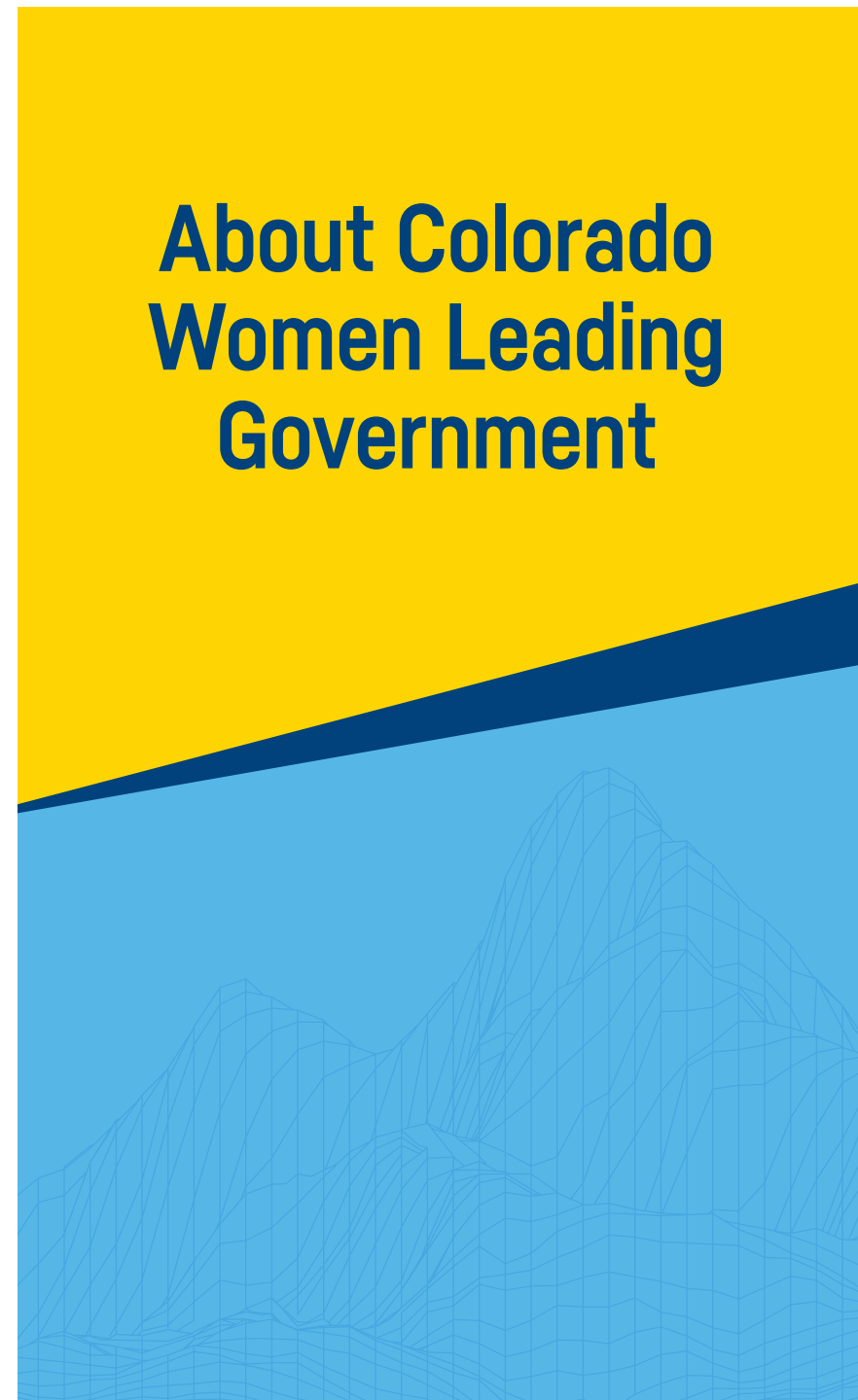


Megan Williams
Continuous Improvement
Specialist | Denver Peak
Academy
Conference Chair | Colorado
Women Leading Government

Megan Williams has enjoyed her last ten years as a local government employee creating the Community Relations department for the Town of Frederick, Colorado before joining the Denver Peak Academy team at the City and County of Denver as a Continuous Improvement Specialist. Megan is the Conference Chair for Colorado Women Leading Government and won the 2019 CCCMA Trailblazer Award for her contributions to building an inclusive and diverse workforce in local government by creating the first ever CWLG Conference in 2019. She believes that when everyone has a seat at the table, the world can be changed for good. She lives in Denver, Colorado with her husband Zach, daughter Leona and big dog Blue.

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About Colorado Women Leading Government



The Colorado City and County Management Association (CCCMA) is proud to sponsor and support the Colorado Women Leading Government (CWLG)!

CCCMA exists to connect local government managers and assistants through professional networking and career development; supporting their service to Colorado communities. CWLG was formed in 2013 as a committee of CCCMA.

CWLG offers professional development opportunities that encourage women to build and accelerate their careers. CWLG also provides a network of women who share their challenges and successes in serving the public.

For more information about CCCMA visit coloradoccma.org or follow us on Twitter @ColoCCMA

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Mission

To recognize and celebrate the **leadership roles** that women play in Colorado city management by providing holistic **professional development**, networking, and dynamic career-building **opportunities** aimed at helping women realize their potential and to **succeed in public service**.





ICMA

Affiliate Organization

State Affiliate



THE LEAGUE
of Women in Government

501(c)(3)

CWLG is an affiliate group of
The League.
1 of the 14 organizations nationwide.



501(c)(3)

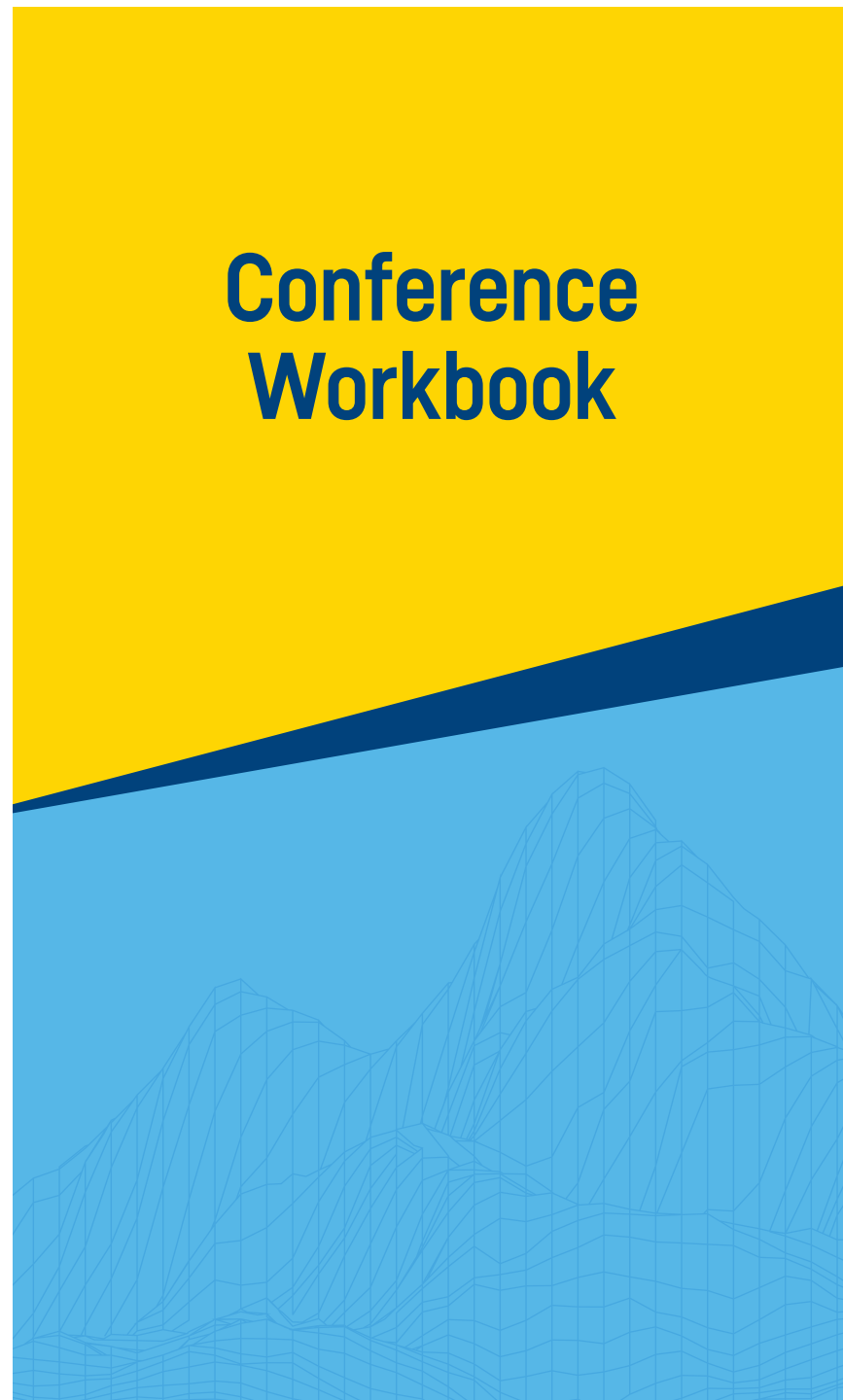
CWLG is a standing committee of
the CCCMA and the Chair serves on the
CCCMA Board of Directors.



COLORADO WOMEN LEADING GOVERNMENT

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Reaching the Summit Conference Workbook

Colorado Women's Leadership Conference

Monday, August 31st, 2020 from 9am-12pm (1st Session: 9:10-10:10 a.m.)

Equity Session Presenters:

Kimberly Ford, Regional Transportation District (RTD)

Contact Information: kimberly.ford@rtd-denver.com
[HVM-CCPA1]

LinkedIn: <https://www.linkedin.com/in/kimberlyming/>

Valerie Herrera, City and County of Denver – Community Planning and Development (CPD)

Email: Valerie.herrera@denvergov.org

LinkedIn: <https://www.linkedin.com/in/valerie-m-herrera/>

Session Exercise and Conversation: The Social Identity Wheel

I. Purpose & Intent:

The Social Identity Wheel worksheet is an activity that encourages people to:

(1) identify and reflect on the various ways they identify socially,

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(2) how those identities become visible or more keenly felt at different times,

(3) how those identities impact the ways others perceive or treat them,

(4) and why *Intersectionality* or the interconnected nature of social categorizations can create overlapping and interdependent systems of discrimination or disadvantage.

II. Terms & Definitions:

1. **Race:** Racial identity shapes privileged status for some and undermines the social standing of others. Race identifies a group that is socially defined, but on the basis of physical criteria including skin color and facial features.

2. **Ethnicity:** Ethnicity identity is defined in terms of culture, language, and country of origin. This relates to a person or to a large group of people who share a national, cultural, and/or linguistic heritage, whether or not they reside in their countries of origin.

3. **Socio-Economic Status:** Socioeconomic status identity is the social standing-based income and/or one's position in society (working poor, working class, middle class and upper class).

4. **Gender:** Gender identity is who a person sees themselves, for example: as a woman, as a man, as a transgender/gender queer person, as a combination, or

as none of these categories. A person's gender identity may or may not conform to the conventional expectations for their birth sex. For example, a person may be assigned male at birth and identity as a woman. This can be a person's sense of being masculine, feminine, or other gendered.

5. Sexual Orientation: Sexual orientation identity is defined as an emotional, romantic, sexual, spiritual, affectional, and/or relational attraction to another person or persons. It can involve fantasy, behavior, and self-identification; a person's general makeup or alignment in terms of partner attraction. Sexual orientation evolves through a multistage developmental process and may change over time. One's sexual orientation is not necessarily associated with a person's gender identity; and the two can be completely unrelated. Self-labels might include: gay, lesbian, heterosexual, same-gender loving, bisexual, pansexual, queer, straight, etc.

6. National Origin: Nationality identity is the identifier expressed by the individuals' country of origin.

7. First Language: The language which you primarily used growing up into your adult life.

8. Physical, Emotional, Developmental (Dis)Ability: Ability identity is the physical or mental capacity to do something or perform successfully. Able-bodied, individuals who do not suffer from developmental,

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psychological, learning, physical and illiteracy disabilities.

9. **Age:** A period of human life, measured by years from birth, usually marked by a certain stage or degree of mental or physical development and involving legal responsibility and capacity

10.**Religious or Spiritual Affiliation:**
Religion/Spirituality identity is an institutionalized or personal system of beliefs and practices relating to the divine.

Overview

In this activity, participants will reflect on and discuss the identities that are most important to them. This activity will help participants get to know each other better and allow participants to express important parts of their identities that may otherwise not be known. Participants will also be asked to reflect on the value of their identities by considering which of those is most and least important to them and why that may be. Participants can expect to better understand how the world around them allows or does not allow them to make choices about what identities are most important.

Work Session Housekeeping

1. Introduction of Facilitators
2. Community Agreements – Creating *Safe Space*

3. Personal Identity Wheel Identification

4. Identity Wheel Sharing

5. Thought-Provoking Explorations

6. Closing Comments

Five Thought-Provoking Explorations about You.

Refer to the Terms above:

1. Identities you think about most often.

2. Identities you think about least often.

3. Your own identities you would like to learn more about.

4. Identities that have the strongest effect on how you perceive yourself.

5. Identities that have the greatest effect on how others perceive you.

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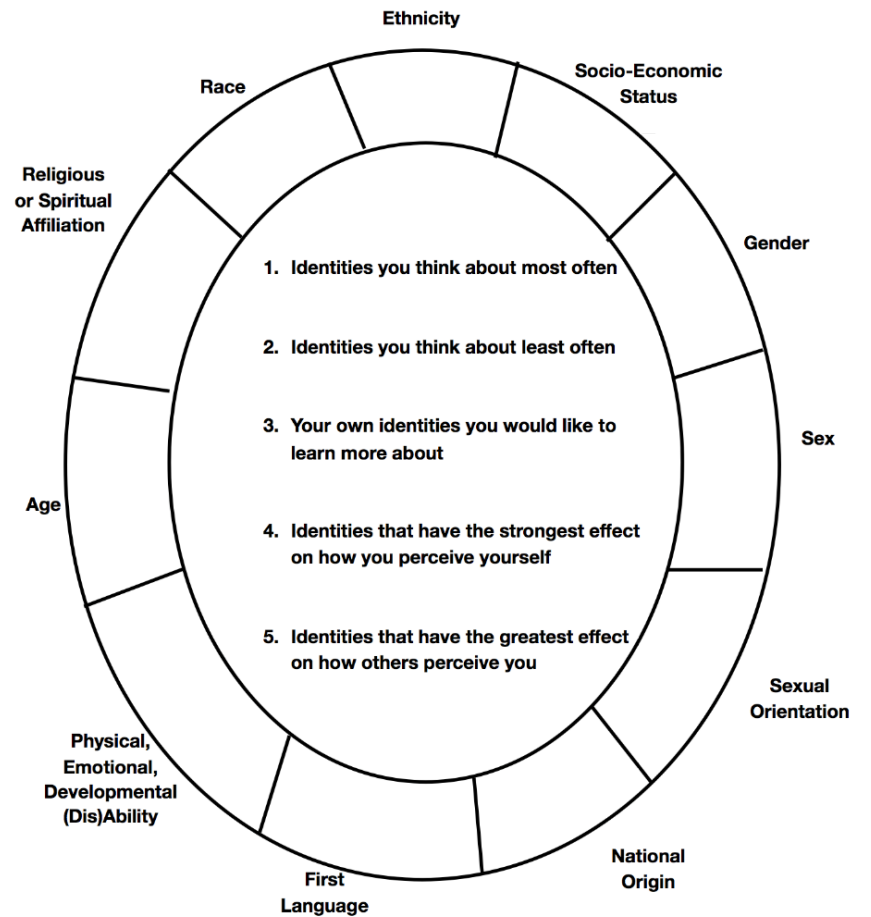
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Social Identity Wheel: Work Session Housekeeping

1. Community Agreements – Creating *Safe Space*
2. Personal Identity Wheel Identification
3. Identity Wheel Sharing
4. Thought-Provoking Explorations
5. Closing Comments



SESSION: CREATING A PATH FORWARD

INTRODUCTION

For some, racial equity is uncomfortable to talk about. For others, it is survival. As leaders in your organization, we ask that whatever feelings or emotions these terms trigger for you, take the opportunity to lean into that emotion with the goals and intentions of better life outcomes for all in the communities you serve.

In this session we will:

- Help you identify what phase your organization is in based on a racial equity framework.
- Map out steps towards racial equity goals to help you push the needle within your organization for equity, diversity and inclusion.

THE FRAMEWORK

The Local and Regional Government Alliance on Race & Equity (GARE) can help individuals and organizations with a [framework](#) consisting of three phases: *normalizing*, *organizing*, and *operationalizing*. ([Racial Equity: A Framework for Organizational Change](#))

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PHASES

Normalizing: The first step in creating change is to *normalize* the conversation on [racial equity](#) by achieving a shared understanding of key concepts among board and staff. A racial equity framework sees racism as both [individual and institutional](#), both [explicit and implicit](#)—and everyone needs to share these understandings. Once everyone is on the same page, the organization can treat the issue as a top priority by setting goals, making a plan, and holding itself accountable.

Organizing: Bringing about change also requires *organization*. Internally, nonprofits need the infrastructure to build expertise on racial equity within the organization—this might mean training existing staff, hiring additional staff, or [working with a consultant](#). Externally, organizations can work with others who are seeking change from different but related perspectives to have a greater impact in the community.

Operationalizing:

Finally, *operationalizing* change means having the [tools](#) and information to make change and track progress. Internal and external [assessments](#), activities, and [guidelines](#) will help your organization follow tried and tested practices in implementing your strategy. Data plays an

important role as well, allowing organizations to create a baseline, set goals, and track progress towards goals.

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Creating a Path Forward: WORKSHEET

Instructions: **Based on the facilitated discussion**, fill out indicators for each phase.

NORMALIZING PHASE
(add notes below)

INDICATORS
(list here)



ORGANIZING PHASE
(add notes below)

INDICATORS
(list here)



OPERATIONALIZING PHASE
(add notes below)

INDICATORS
(list here)



1. In which phase do you feel your organization in? **Hint: If this is hard to identify, choose the phase you feel key decision makers (i.e. Board or Executive Leadership) are in regarding the phases from above.*

2. What are some indicators that demonstrate your organization is in this phase? (i.e. comments heard, current actions, or data availability)

4. Name an immediate, short, and long-term goal for advancing racial equity based on the current phase within your organization.

IMMEDIATE GOAL (Now – 1 week):

SHORT TERM GOAL “Easy Wins” (6 months – 1 year):

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LONG TERM GOAL "More staff time, process
and vetting" (1-3 years):

4. Fill in each hexagon with an **action** to
advance you towards your long-term goal.

Start
Here

Racial
Equity
Ahead!

REFERENCES

- Racial Equity: A Framework for Organizational Change:
<https://www.thecne.org/2018/04/12/racial-equity-framework-organizational-change/>

RESOURCES

- [Advancing Racial Equity and Transforming Government: A Resource Guide to Put Ideas into Action](#)
- [Racial Equity Toolkit: An Opportunity to Operationalize Equity](#)

READINGS

- Article: [Moving Beyond Diversity Towards Racial Equity](#) by Ben Hecht (Harvard Business Review)
- Book: [How to be an Antiracist](#) by Dr. Ibram X. Kendi
- Book: [Uprooting Racism – How White People Can Work for Racial Justice](#)

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**LEADERSHIP ADVICE
THAT WORKED**

**LEADERSHIP ADVICE
THAT DIDN'T WORK**

**Conclusions about leadership strategies that work for
me:**

<https://bit.ly/2XQ2ztb>

Owning Your Potential: Developing and Refining Leadership Identities

Facilitators: Alisha Janes, ajanes@wpgov.com
Nina Vetter, nvetter@pwmd-co.us

Resource Links:

Women Rising: <https://bit.ly/2XHUYgu>

The Memo by Minda Harts: <https://bit.ly/3kF1gr5>

Nice Girls Don't Get the Corner Office by Lois P. Frankl:
<https://bit.ly/3gOetLD>

“Second Generation Gender Bias erects powerful but subtle and often invisible barriers for women that arise from cultural assumptions and organizational structures, practices, and patterns of interaction that inadvertently benefit men while putting women at a disadvantage” not to mention racial bias and other types of inequality that intersect with second generation gender bias.

1. “When women recognize the subtle and pervasive effects of second-generation gender bias...they can take action to counter those effects.”
 - What subtle and pervasive gender bias have you observed recently? (Of course intersectionality is fair game too!)

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- What proactive actions can overcome the outcomes of the observed bias.

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“Integrating Leadership into one's core identity is particularly challenging for women, who must establish credibility in a culture that is deeply conflicted about whether, when, and how they should exercise authority” So we are going to purposefully tap-into a safe leadership identity workspace!

2. Purpose can help ground you in outcomes instead of other's perceptions.

- What examples from the stories of purpose anchoring resonated with you?
- What purpose anchors will help you process threats to your leadership identity?

Leadership Identity is How We Show Up

“It's your presence in your work and in the world. This is about your physical and mental presence, your attitude, your readiness to take on new challenges and make an impact. It's how you “show up” every day and for every interaction. Do you show up looking the part of a leader, acting the part of a leader, and with

the attitude of a leader? Are you ready for the next opportunity when it arrives?” (<https://bit.ly/3iswXBN>)

3. When reading the above statement, you brought your likely biased beliefs about what a leader is to your interpretation.
- Quick name the first 5 leaders that come to mind.

Even when prompted to think about unconscious bias, did you list include more men than women? Successfully developing a leadership identity as a woman requires recognizing that the rules are not fair, just trying to be “one of the guys” often backfires. Subsequently, our own internalized bias can get in the way of correctly interpreting the feedback necessary to develop our own leadership identity. Let’s use the self-assessment below to prioritize areas of growth for our leadership identity.

4. Do your daily behaviors reflect assertiveness, decisiveness, and confidence?
5. What is your emotional intelligence like in handling workplace situations and people around you?

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6. Every communication, verbal or written, is an opportunity to showcase how well you organize your thoughts and articulate yourself. Do you sound like a leader?

7. Do you play strictly by the rules, or do you take risks and play near the boundary lines?

8. What are you known for that distinguishes you?

Acting Decisively - Common Pitfalls. Check any behaviors you feel apply to how you show up every day.

☐ Helping, to our detriment – We want to make others happy, lessen their burden, and so we jump right in to help – but often with menial tasks. In the end, we’re burned out, and we look like more of the worker bee than the leader.

☐ Polling asking way too many people for input before making a decision.

☐ Not asking questions

☐ Avoiding finances – This takes many forms, from avoiding salary negotiations, to not learning the financial side of our organizations, to not paying attention to our personal financial matters

☐ Sharing too much personal information

Playing to Win - Common Pitfalls. Check any behaviors you feel apply to how you show up every day.

☐ Avoiding office politics or openly tell others you don’t “play the political game.”

☐ Routinely taking on assignments beneath your skill or job grade

☐ Not consciously building relationships and especially avoid reaching out to influential people in your organization

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☐ Narrowly interpreting the rules of your department or organization, and avoid taking calculated risks

☐ Routinely avoid asking for what you need or sharing your opinions

Visually Taking Charge - Common Pitfalls. Check any behaviors you feel apply.

☐ Not selecting a seat at the meeting that allows you to be seen and heard. Not taking the head seat if you are leading the meeting.

☐ Not taking up an appropriate amount of space at the table. Are both feet on the floor? Is your chair too low? Are your hands on the table?

☐ Using gestures that are overly friendly, like smiling, when giving a tough message

☐ Not making sufficient eye contact.

Sisterhood

☐ Replace ragging with raving. Are you looking for opportunities to build up the reputations of your female colleagues, especially women of color?

☐ Recommend women of color for promotions or high-profile assignments without fear that you'll be accused of doing so only because it's a woman of color

☐ Stop trying to be “one of the guys” and plug into the women’s network!

☐ Disengage from conversations where women are gossiping about other women

“There are women waiting for us to step into our leadership so that we don’t have to be the only ones at the table. The table looks better when you have people that look like you circled around you.” - Minda Harts

Stop Doing:

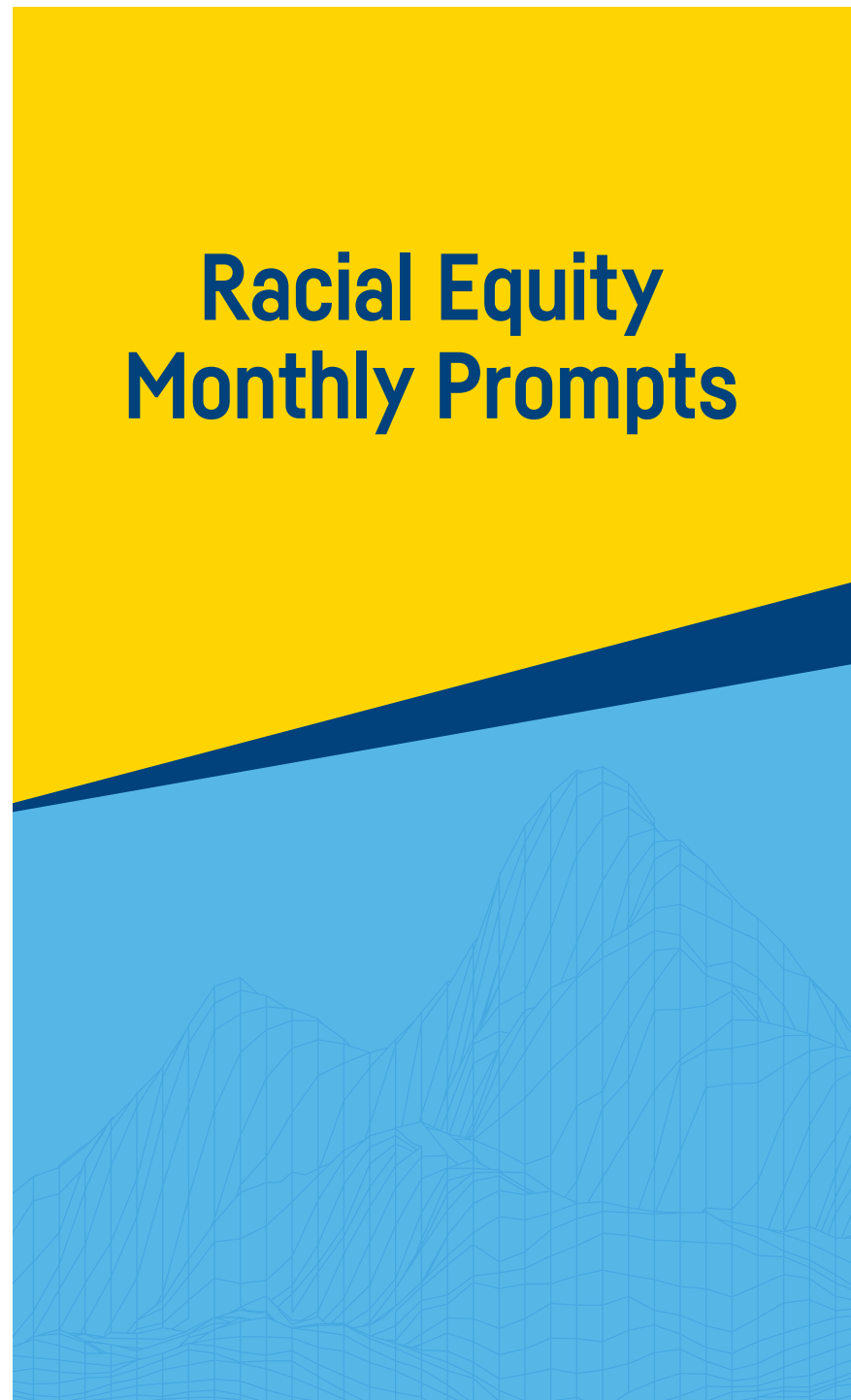
Start Doing:

Power Crew:

“Wow them with your professionalism. Consistently lead with your expertise and ability. Do this, and over time gender will no longer be an issue. There’s no arguing with talent.” - Lois P. Frankl

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Racial Equity Prompts

September

A Guide to Indigenous Land Acknowledgement

“It is important to understand the longstanding history that has brought you to reside on the land, and to seek to understand your place within that history. Land acknowledgements do not exist in a past tense, or historical context: colonialism is a current ongoing process, and we need to build our mindfulness of our present participation.” Northwestern University
Use the first link to learn about Indigenous Land Acknowledgement.

Answer the following:

- According to the Native Land Map (2nd link), which Indigenous Land do you currently reside on?

<https://bit.ly/3kBxvaC> | <https://bit.ly/30I9qXs>

October

Marie Forleo Podcast

Marie Forleo is an entrepreneur among other things. In this podcast (5:25) she pulls quotes from the book *How to be An Antiracist* by Ibram X. Kendi and her personal commitments and as a business owner.

Answer the following:

- What is a quote that Marie Forleo uses in this episode?
- What does it mean to you personally?

<https://bit.ly/2PDaZQi>

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November

Racial Equity Framework

Read this summary of racial equity framework developed by The Local and Regional Government Alliance on Race & Equity (GARE).

Answer the following:

- From the three terms identified: normalize, organize, and operationalize – how can you begin to apply these change concepts internally within the work that you do?

<https://bit.ly/3gXENTu>

December

How Privileged Are You?

Read each statement on this "How Privileged Are You" checklist.

Answer the following:

- How did that experience make you feel?
- Which statement stood out to you the most?
- What did you learn or realize from that experience?

<https://bit.ly/2DF6IJI>

January

Diversity, Equity, and Inclusion Definitions

Answer the following:

- After reflecting on the definitions provided through this resource, what differences do you notice between the visual representations of equality, equity, and liberation?

<https://bit.ly/3gQBihM>

February

Women of Color in the Workplace Graphic

Answer the following:

- Have you ever witnessed or experienced something like this in the workplace?
- Is your work environment inviting to people from different cultural or racial backgrounds?
- What are ways your organization can demonstrate support for women of color in the workplace?

<https://bit.ly/2XNZZ7f>

March

Unpacking the Invisible Knapsack, Peggy McIntosh

This resource provides 50 hidden benefits of the privilege that white people experience in their everyday life.

Answer the following:

What was the first time you realized your race? What messages did you receive about your race and the race of others?

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Note: *Often times, white individuals have a realization of their race at a later time than Black, Indigenous, and additional People of Color (BIPOC). One reason for this is because BIPOC need to understand white culture and race to navigate society. We actually can't be 'colorblind.'*

<https://bit.ly/30KNzic>

April

Timed Diversity Exercise

This exercise gets conversations started with terminology and questions that are thought-provoking.

Respond to the 10 questions in 10 minutes or less. Don't overthink your responses, answer to your best ability, and be as honest as possible.

<https://bit.ly/2PIQTE4>

May

Inclusive Journeys

Originally created by Victor H. Green in 1936 as a response to the issues faced by Black travelers, "The Negro Motorist Green-Book" provided a guide for Black readers nationwide identifying businesses available to Black travelers in the openly segregated South, safer locations in the more covertly segregated North and information to avoid "sundown towns" or the heavy presence of the Ku Klux Klan.

Answer the following:

- How did the Jim Crow era affect how African Americans traveled and worked in the U.S.?

- What are the short and long term effects of the Jim Crow era on U.S. history and culture?

<https://bit.ly/3kvVRCv> | <https://abcn.ws/2DPoiKH>

June

The Power of an Illusion PBS Documentary: The Difference Between Us

Episode one in this three-part series follows a dozen students, including African American athletes and Asian American string players, who sequence and compare their own DNA. The results surprise them—and us—when they discover their closest genetic matches are as likely to be with people from other “races” as their own. (35:37)

This video helps demonstrate that race is a social construct not based in genetic similarity. Instead, the concept of race was created to categorize differences based on appearance.

Answer the following:

- How has the construction of race affected who you have in your closest personal relationships?
- Can America really be colorblind if race was created by not doing so?

<https://bit.ly/3ixJIAF>

July

The Power of an Illusion PBS Documentary: The Story We Tell

The second episode in this series questions the belief that race has always been with us. Ancient peoples stigmatized “others”

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based on language, customs, and especially religion, but they did not sort people into “races.”

This episode traces the race concept to the European conquest of the Americas, including the development of the first slave system, where all slaves shared a physical trait: dark skin.

Answer the following

- If we remove unfair laws, will we have equality?

<https://bit.ly/3iy01aX>

August

The Power of an Illusion PBS Documentary: The House We Live In

This final episode focuses not only on individual behaviors and attitudes, but also on how our institutions shape and create race, giving different groups vastly unequal life chances.

Answer the following:

- Now that we know what the problems of housing and income are, what can we do about it?

<https://bit.ly/2FcOnnK>

September

Case Study: Dubuque, Iowa

Answer the following:

- What is Dubuque, Iowa doing with the tools they have to work towards racial equity?

<https://bit.ly/3gMFj6W> Page 19

October

Case Study: Fairfax County, Virginia

Fill in the blanks:

In Fairfax County, the _____ Fairfax _____ will direct the development of a racial and social equity _____.

Answer the following:

- What will this policy do?
- Are there any similar policies at your current place of work?

<https://bit.ly/3gMFj6W> Page 20

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November

The Color of Law Book Club One-Pager

Richard Rothstein, a leading authority on housing policy, explodes the myth that America's cities came to be racially divided through de facto segregation—that is, through individual prejudices, income differences, or the actions of private institutions like banks and real estate agencies.

Some readers have said that reading about this history made them angry. But the author has said it made him hopeful. Why might he have said this? Do you think he is wrong?

<https://bit.ly/31CA8A1>

December

City and County of Denver Land Use and Transportation Plan Blueprint Denver (2019): Key Equity Concepts Methodology

This document includes three Key Concepts: Access to Opportunity, Vulnerability to Displacement, and Housing and Jobs Diversity.

Answer the following:

- Which of these is most important to you and why?

<https://bit.ly/2PJbDvr> | <https://bit.ly/3fMdTgj>

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Long-Term Goal Setting



Crazy Big Dreams

“Always stay true to yourself and never let what somebody says distract you from your goals.” - Michelle Obama

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Year-Long Plan

"Success isn't a result of spontaneous combustion. You must set yourself on fire." -Arnold Glasgow

My goal for this year is...

This month I will...		
September	October	November
December	January	February
March	April	May
June	July	August

"People who have no creativity, talent, or courage are the ones who follow the rules. Be brave, be bold, step up and make your own! The passion that lies inside of you means you do not need to follow the pack, because you transcend it." - Prince

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2020-2021 Planner



September

The best preparation for tomorrow is doing your best today

S	M	T	W
		1	2
6	7	8	9
13	14	15	16
20	21	22	23
27	28	29	30

Racial Equity Prompt: *A Guide to Indigenous Land Acknowledgement*

According to the Native Land Map (2nd Link), which Indigenous Land do you currently reside on?

<https://bit.ly/3kBxvaC> | <https://bit.ly/30l9qXs>

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3	4	5
10	11	12
17	18	19
24	25	26

Power Crew Conversation Starter:
What activities are currently challenging you to courageous leadership?

October

"No one can make you feel inferior without your consent." — Eleanor Roosevelt

S	M	T	W
4 National Taco Day	5	6	7
11	12 Indigenous Peoples Day	13	14
18	19	20	21
25	26	27	28

Racial Equity Prompt: *Marie Forleo Podcast*

What is a quote that Marie Forleo uses in this episode? What does it mean to you personally?

<https://bit.ly/2PDaZQi>

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1	2	3
8	9	10
15	16	17
22	23	24
29	30	31

Power Crew Conversation Starter:
What strategic relationships are you building this month?

November

Nothing is impossible. Even the word itself says "I'm possible".

S	M	T	W
1	2	3	4
8	9	10	11 Veterans Day
15	16	17	18
22	23	24	25
29	30		

Racial Equity Prompt: *Racial Equity Framework*

From the three terms identified: normalize, organize, and operationalize – how can you begin to apply these change concepts internally within the work that you do? <https://bit.ly/31CA8A1>

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The first goal I will accomplish:

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5	6	7
12	13	14 National Pickle Day
19	20	21
26 Thanksgiving "It's like Christmas but without the pressure" -Erika Senna	27	28

Power Crew Conversation Starter:
What operational tasks can you delegate or streamline?

December

“Do the best you can until you know better. Then when you know better, do better.” —Maya Angelou

S	M	T	W
		1	2 Chicken Pot Pie Day -Schneck Original
6	7	8	9
13	14	15	16
20	21	22	23
27	28	29	30

Racial Equity Prompt: *How Privileged Are You?*

How did that experience make you feel? Which statement stood out to you the most? What did you learn or realize from that experience?

<https://bit.ly/2DF6IJl>

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The first goal I will accomplish:

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3	4	5
10	11	12
17	18	19
24	25 Christmas Day	26
31		

Power Crew Conversation Starter:

Always be looking. What does the job description for your next job look like?

January

No one can make you feel inferior without your consent

S	M	T	W
3	4	5	6
10	11	12	13 Make your dreams come true day
17	18 MLK Day	19	20
24	25	26	27
31			

Racial Equity Prompt: *Diversity, Equity, and Inclusion Definitions*

After reflecting on the definitions provided through this resource, what differences do you notice between the visual representations of equality, equity, and liberation | <https://bit.ly/3gQBihM>

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The first goal I will accomplish:

T	F	S
	1 New Year's Day	2
7	8	9 Word Nerd Day!
14	15	16
21	22	23
28	29	30

Power Crew Conversation Starter:

What are your professional learning goals for 2021?

February

Never grow a wishbone where your backbone should be

S	M	T	W
	1	2 Groundhog Day	3
7	8	9	10
14	15 President's Day	16	17
21	22 National Margarita Day	23	24
28			

Racial Equity Prompt: *Women of Color in the Workplace Graphic*

Have you ever witnessed or experienced something like this in the workplace? Is your work environment inviting to people from different cultural or racial backgrounds? What are ways your organization can demonstrate support for women of color in the workplace?

<https://bit.ly/2XNZZ7f>

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The first goal I will accomplish:

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4	5	6
11	12	13
18	19	20
25	26	27

Power Crew Conversation Starter:
Are you currently learning enough in your role?

March

The meaning of life is to find your gift. The purpose of life is to give it away.

S	M	T	W
	1	2	3
7	8	9	10
14 Pi Day	15	16	17
21	22	23	24
28	29	30	31

Racial Equity Prompt: *Unpacking the Invisible Knapsack*, Peggy McIntosh

What was the first time you realized your race? What messages did you receive about your race and the race of others?

<https://bit.ly/30KNzic>

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T	F	S
4	5	6
11	12	13
18	19 Let's laugh day	20
25	26	27

Power Crew Conversation Starter:
Which tasks do you need to delegate?

April

Enjoy life, this is not a dress rehearsal!

S	M	T	W
4	5	6	7
11	12	13	14
18	19	20	21
25	26	27	28

Racial Equity Prompt: *Timed Diversity Exercise*

This exercise gets conversations started with terminology and questions that are thought-provoking. Respond to the 10 questions in 10 minutes or less. Don't overthink your responses, answer to your best ability, and be as honest as possible.

<https://bit.ly/2PIQTE4>

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1	2	3
8	9	10
15	16	17
22	23	24
29	30	

Power Crew Conversation Starter:
How are you raving about your female colleagues?

May

It's Never Too Late to be Who You Said You Were Going to Be.

S	M	T	W
2	3	4	5
9	10	11	12
16	17	18	19
23	24	25	26
30	31 Memorial Day		

Racial Equity Prompt: *Inclusive Journeys*

How did the Jim Crow era affect how African Americans traveled and worked in the U.S.? What are the short and long term effects of the Jim Crow era on U.S. history and culture?

<https://bit.ly/3kvVRCv> | <https://abcn.ws/2DPoiKH>

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6	7	8
13	14	15
20	21	22
27	28	29

Power Crew Conversation Starter:
Who is playing better office politics than you?
What are they doing that you are not?

June

If you're offered to sit on a rocket ship, don't ask what seat.

S	M	T	W
		1 Say something nice day	2
6	7	8	9
13	14	15	16
20	21	22	23
27	28	29	30

Racial Equity Prompt: *The Power of an Illusion* PBS Documentary: *The Difference Between Us*

How has the construction of race affected who you have in your closest personal relationships? Can America really be colorblind if race was created by not doing so?

<https://bit.ly/3ixJIAF>

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T	F	S
3	4 National Doughnut Day	5
10	11	12
17	18	19
24	25	26

Power Crew Conversation Starter:
Where do you need to be more strategic in your role?

July

"You shut your mouth. You have all the strengths." -
Leslie Knope

S	M	T	W
4 Independence Day	5	6 World kissing day	7
11	12	13	14 Macaroni & Cheese Day
18	19 Stick out your tongue day/ Icecream Day	20	21
25 National wine and cheese day	26	27	28

Racial Equity Prompt: *The Power of an Illusion* PBS Documentary: *The Story We Tell*

If we remove unfair laws, will we have equality?

<https://bit.ly/3iy01aX>

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1	2	3
8	9	10
15	16	17
22	23	24
29	30	31

Power Crew Conversation Starter:

Who in the group needs to be pushed to move on to a more challenging role?

August

Go for it. Whether it ends good or bad, it was an experience.

S	M	T	W
1	2	3	4
8	9	10	11
15	16	17	18
22	23	24	25
29	30	31	

Racial Equity Prompt: *The Power of an Illusion* PBS Documentary: *The House We Live In*

Now that we know what the problems of housing and income are, what can we do about it?

<https://bit.ly/2FcOnnK>

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5	6	7
12	13 City Hall Selfie Day!	14
19	20	21
26	27	28

Power Crew Conversation Starter:

What hard conversation do you need to have?

September

"Stop acting so small. You are the universe in ecstatic motion." - Rumi

S	M	T	W
			1
5	6 Labor Day	7	8
12	13	14	15
19	20	21	22
26	27	28	29

Racial Equity Prompt: *Case Study: Dubuque, Iowa*

What is Dubuque, Iowa doing with the tools they have to work towards racial equity?

<https://bit.ly/3gMFj6W> Page 19

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2	3	4
9	10	11
16	17	18
23	24	25
30		

Power Crew Conversation Starter:
What will strategically shift in your role in the next 5 years?

October

It is our choices that show what we truly are, far more than our abilities.

S	M	T	W
3	4	5	6
10	11 Indigenous Peoples Day	12	13
17	18	19	20
24	25	26	27
31			

Racial Equity Prompt: *Case Study: Fairfax County, Virginia*

In Fairfax County, the _____ Fairfax _____ will direct the development of a racial and social equity _____. What will this policy do? Are there any similar policies at your current place of work? <https://bit.ly/2PDaZQi>

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	1	2
7	8	9
14	15	16
21	22	23
28	29	30

Power Crew Conversation Starter:
 What skills do you need to strategically practice more often?

November

Sometimes our fate resembles a fruit tree in the winter.
Who would think that those branches would turn green
again and blossom, but we hope it, we know it - Goethe

S	M	T	W
	1	2	3
7	8	9	10
14	15	16	17
21	22	23	24
28	29	30	

Racial Equity Prompt: *The Color of Law* Book Club One-Pager

Some readers have said that reading about this history made them angry. But the author has said it made him hopeful. Why might he have said this? Do you think he is wrong? <https://bit.ly/31CA8A1>

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4	5	6
11 Veterans Day	12	13
18	19	20
25 Thanksgiving Day	26	27

Power Crew Conversation Starter:
What are you doing to share your knowledge and skills?

December

The most common way people give up power is by thinking they don't have any. - Alice Walker

S	M	T	W
			1
5	6	7	8
12	13	14	15
19	20	21	22
26	27	28	29

Racial Equity Prompt: *City and County of Denver Land Use and Transportation Plan Blueprint Denver (2019): Key Equity Concepts Methodology*

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2	3	4
9	10	11
16	17	18
23	24	25 Christmas Day
30	31	

Power Crew Conversation Starter:
What victories are you celebrating?

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Week At-A-Glance



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