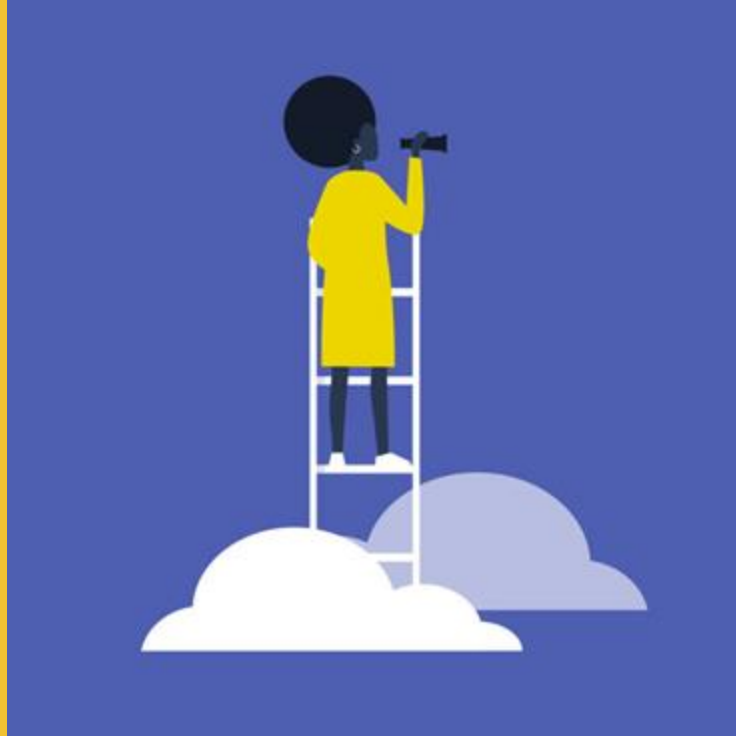


MASS CULTURAL COUNCIL



Leadership Advising Results

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UBUNTU Research and Evaluation is a strategic-learning organization powered by unapologetic **Black women, femmes, & nonbinary folks**. We work as transdisciplinary strategists committed to resisting anti-Blackness and building the intellectual & political defenses of all Black people, **in solidarity with the global majority**, through education, facilitation, and evaluation.

About the Social Justice Leadership Self-Assessment

Participants of the Leadership Advising Sessions completed a Social Justice Leadership Self-Assessment. Advisors used the results to gauge staff's knowledge base and practice as it relates to aspects of social justice. Topics included mindfulness, whiteness, intersectionality, dignity, interdependence, and accountability.

Out of 30 potential participants, there were a total of 22 responses.

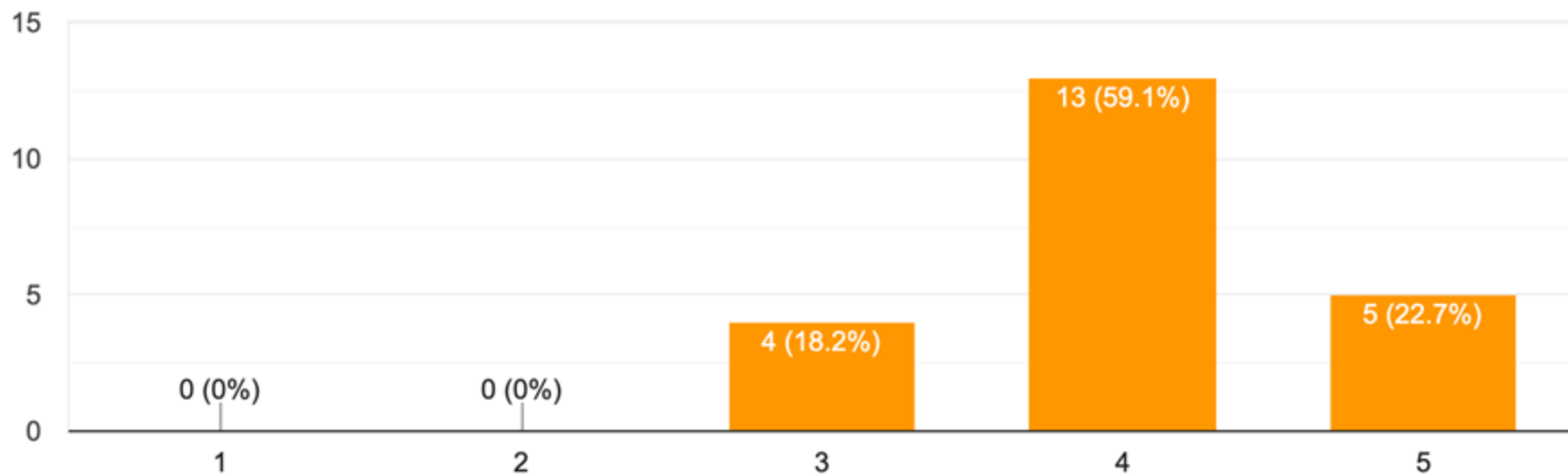
- 7 Management
- 7 Frontline Staff
- 8 Board/Governance

The following slides contain the responses to six (6) questions, each asking participants to make a selection based on the Likert scale (1 being "not at all" and 5 being "Very much").



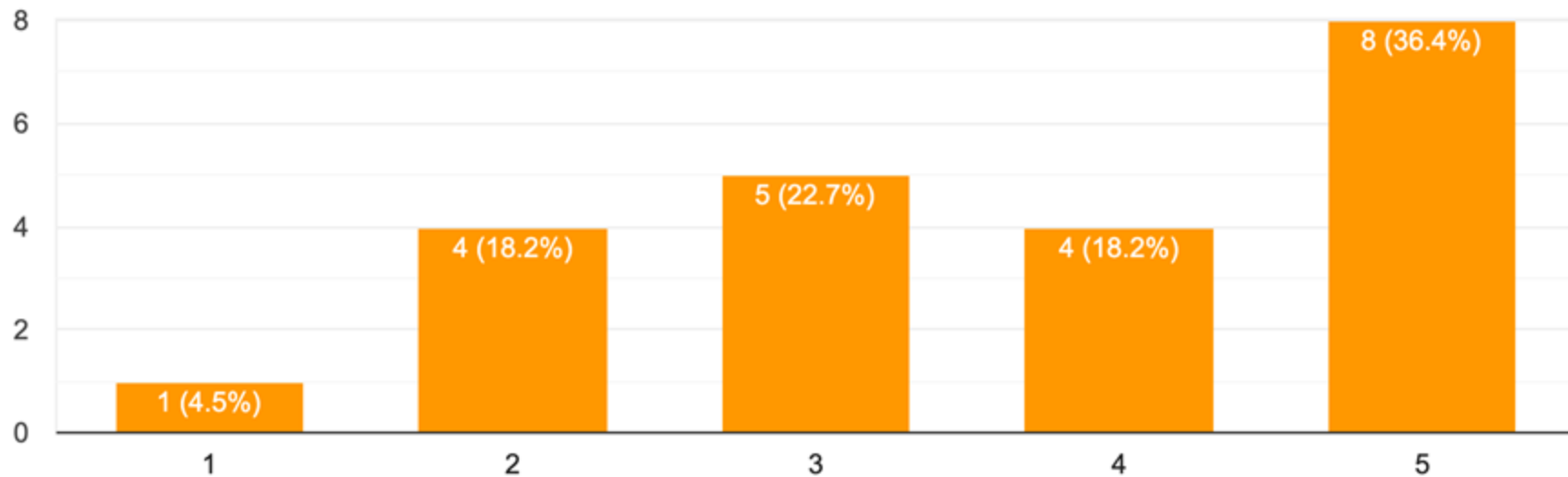
Mindfulness: To what extent do you bring together your body and your brain to understand, interpret, and evaluate your experiences?

22 responses



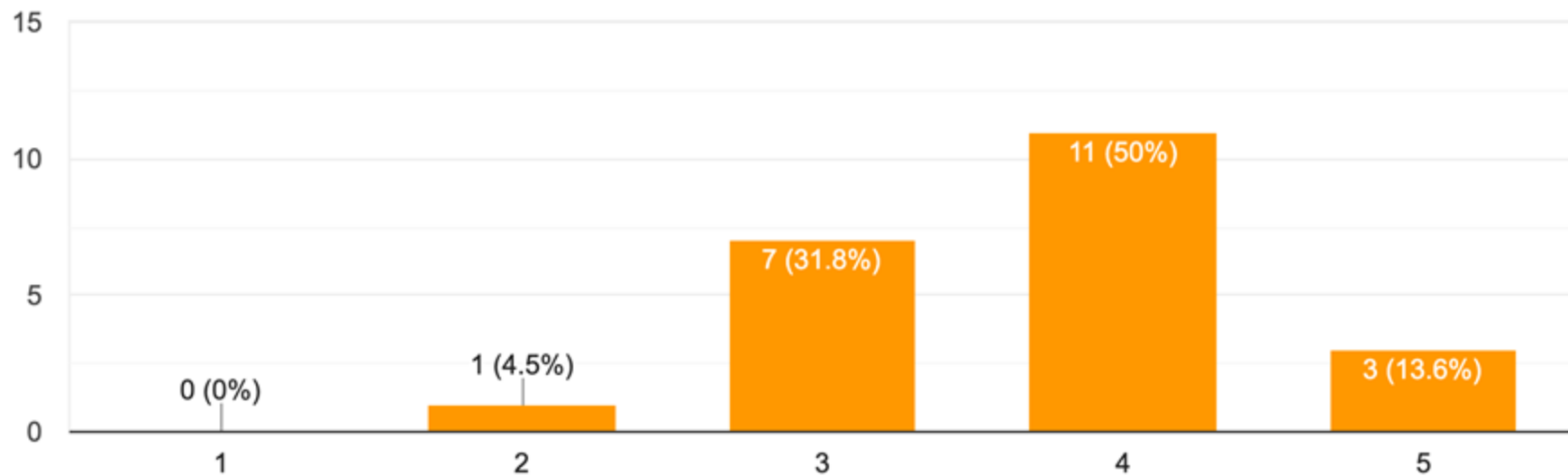
Whiteness: To what extent do you assume that there are no race neutral situations?

22 responses



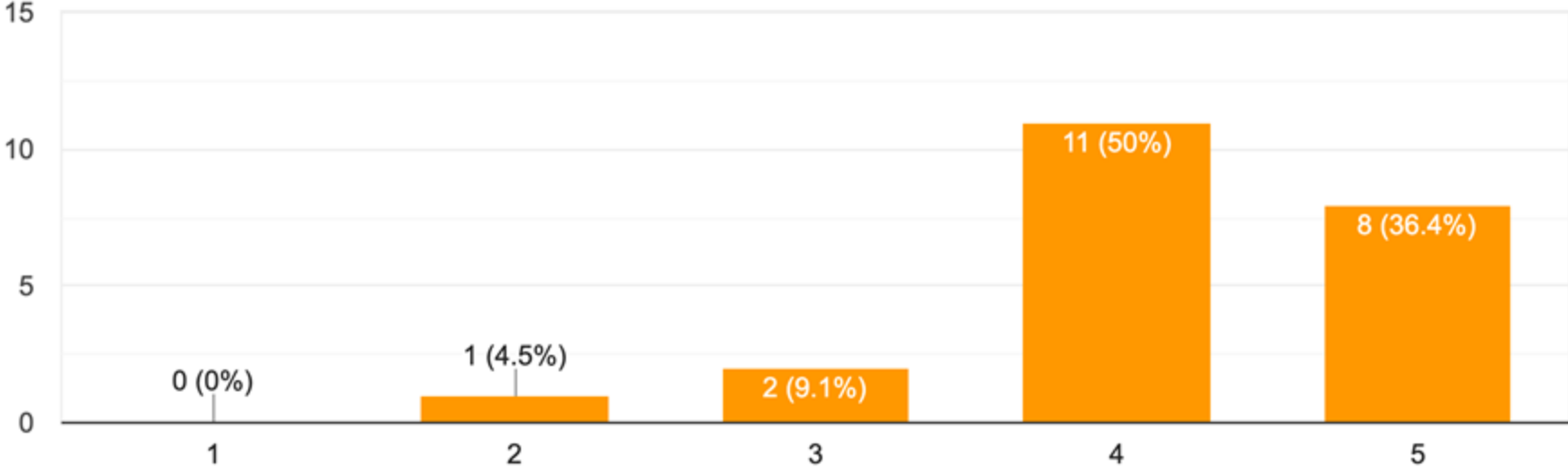
Intersectionality: To what extent do you identify the complexity of multiple social identities in any given situation?

22 responses



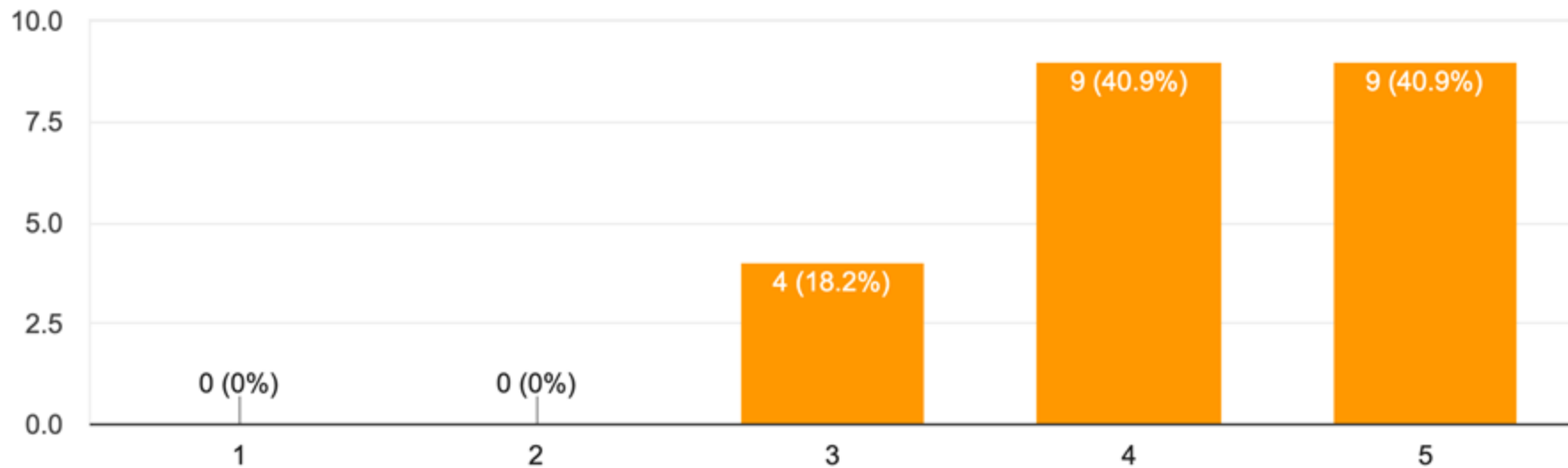
Dignity: To what extent do you protect the inherent value of each person's knowledge and experience?

22 responses



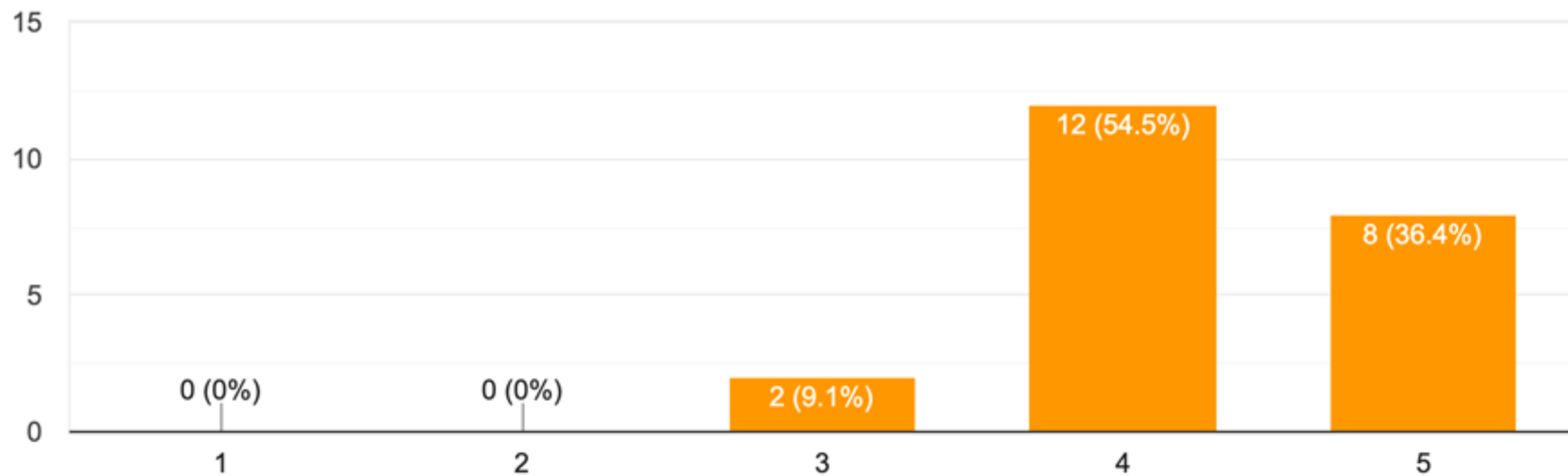
Interdependence: To what extent do you acknowledge the individual as both part of the collective and RESPONSIBLE FOR the collective in your professional roles?

22 responses



Accountability: To what extent do you believe yourself accountable for providing culturally relevant curriculum and/or practices for the communities that you serve?

22 responses



Leadership Advising

Strategy Building & Further
Discussion

UBUNTU Research and Evaluation facilitated 6 1-hour advising sessions for members of each organizational tier. These sessions support these populations through strategic advising targeted to their specific vantage point within their organizations.

Organizational Tiers:

- Frontline Staff
- Management
- Board/Governance

Frontline/Public-Facing Staff

QUESTION:

As frontline staff, you have perhaps the most face time (or screen time!) with clients, patrons, and/or communities you serve. With this in mind, **how can you use your power, privilege, and influence to further this work along for your organization? In times where you have experienced humiliation in your role, how did dignity and mindfulness play a role in the aftermath?**

How can you use your power, privilege, influence, and understanding of dignity to further this work for your organization? *Double-click a post-it to edit.*

Bringing a sense of humility and humanity to the way I related to other departments and how the organization meets the community at large

I can accept myself for who/what I am and have to offer, in order to accept others for what they have to offer

Pass along research to both those above and below so that we are all using the same language

Use my privilege as someone in a communications centric role to amplify the voices and work of our community partners/programs to the audiences that will gain value from them, not simply donors who we want to support that work

Keeping in mind that everyone is coming in with different knowledge, not necessarily more/less, better/worse

Assume/hope for good intent and exercise empathy to think about how I may need to approach things differently

^ + Creating and sharing tools / "cheat sheets" even. So much turnover in frontline staff

Use privilege of being a young person to influence change by those who may be stuck in old ways, "auto-pilot" and mindlessness.

ACT on issues that arise, don't sweep stuff under the rug.

Extend dignity to others in all directions

Being honest about my needs to lead by example so others feel that freedom.

Leading with my own vulnerability, sharing my own access needs so others feel comfortable sharing theirs

COLLECT EXAMPLES! Put faces and events to the barriers you see people face when trying to interact.

^ this!
Storytelling

I can use my power, privilege, and influence to refuse to adopt the learned helplessness that is often in the air, the coaxing of the drive to numb realities because it is "too complicated", but pushing others in power to wrestle with complex problems with creativity and accountability for change.

Second Session

Question One: What does accountability currently look like within your organizations? Within the council? How can these measures shift and become more transformative?

Question Two: What does this work look like moving forward?

What does this work look like moving forward? *Double-click a post-it to edit.*

Interdependence-Action: Share the concepts from these sessions with my manager/team leader and recommend facilitating a team-wide discussion of these topics

Plan: Ensure problem solving doesn't end with someone just being heard, but ends with a real solution, even if it means altering a system in place.

Action: Challenge authority to align personal/institutional directions

Assets: relationships with consultants and partners who can advise; departmental budget

Recognize current assets while reaching out further

Interdependence: my team members, colleagues on other teams, members of our Accessibility Task Force/Racial Equity Working Groups

Recognize and amplify the work that has been done

Challenge - confusion over role within group

Strategies - align with network and partners

Assets:
Making sure resources are not made available to some and not all.

Interdependence
Action: Design CRx aligned with Racial Equity Plan and needs of field
Plan: Read, write, discuss with ...
Interdependence: Cohort, team, senior leadership
Alignment: RE Plan, Strategic P, and ARPA
Assets: In flux +passion
Challenges: timing, need to move fast on all of this.
Strategies: Get to work now and present

Challenges: Be explicit about when a challenge that arises to systemic change at the organizational level is a symptom of whiteness or lack of dignity being reciprocated.

Management

QUESTION:

How does dignity (restorative + social) tie in with the *concept of mindfulness*?

As management/supervisors, you have the responsibility of not only projects and tasks, but being in community with team members. With this in mind, **how can you use your power, privilege, and influence to further this work along for your team? For your organization?**

How can you use your power, privilege, influence, and understanding of dignity to further this work for your organization? *Double-click a post-it to edit.*

Model meeting your outcomes that aligns with your mission through building trust

Slowing down to build best practices moving forward rather than defaulting to the "way we've always done things"

Taking everyone's individual, personal experiences into account.

Think of what people need to have an equal playing field to work from

Including as many people as possible in mission of organization.

Give time to change, adapt, learn -change the pace of "we've always done it this way"

More plays by BIPOC writers

Asking the group to expand mindfulness to include the experiences of others (often those not present in the room)

Empathy and understanding being regular workplace behaviors.

No one wants to make the wrong decision, so the don't make one

Really Listening.

Building a foundation of trust and a scaffold to create a positive and healthy dynamic to solving problems

Advocate for the needs of your team, especially if they are in the front lines

Changing hiring practices - job descriptions, where

Ask! Ask your teammates and employees, what they need for better support.

Think, what is missing from your team. Ideas come from all backgrounds. What ideas do you miss out on from having only 1 perspective?

"Yes, and" approach to management

Thinking about shared outcomes but different paths to achieve those results. Mentoring so that practices are embodied and stay with you no matter where you work.

Second Session

Question One: What does accountability currently look like within your organizations? Within the council? How can these measures shift and become more transformative?

Question Two: What does this work look like moving forward?

What does this work look like moving forward? *Double-click a post-it to edit.*

Being more inclusive in marketing, rather than targeting

Having the Board of Trustees as a partner in the efforts

Have diverse voices present from the beginning (planning phase)

Making programming accessible and interesting to a wider population.

centering diverse experiences and voices even when they aren't in the room

Greater diversity among all different sectors of organization

Seeking out inviting ppl in

Shift in language for job descriptions

Including/anticipating needs in budgetary planning

Better outreach. Partnering with more diverse organizations than your own.

Addressing indecisiveness to make meaningful change as the same silence/refusal

Inviting people into the organization instead of waiting for them to come to you

Board/Governance

QUESTION:

As board members/governance, you have the responsibility of making some really big decisions on behalf of the orgs/communities you serve.

With this in mind, **how can you use your power, privilege, and influence to further this work along for your organization?**

How can you use your power, privilege, influence, and understanding of dignity to further this work for your organization? *Double-click a post-it to edit.*

[Blank green post-it]

Learn from mistakes.

[Blank purple post-it]

[Blank orange post-it]

[Blank green post-it]

[Blank pink post-it]

Facilitating dialogue

Celebrate accomplishments regardless of rank.

Group conversations and commitment building

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Find transportation solutions.

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[Blank orange post-it]

[Stack of three blank pink post-its]

Cultivate risk-taking

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[Blank green post-it]

Saying "thank you" instead of sorry

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[Blank green post-it]

Go directly to the community instead of asking them to come to you.

[Blank pink post-it]

Asking folks from underrepresented communities to be apart of dialogues and conversations

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[Blank purple post-it]

[Blank orange post-it]

[Blank purple post-it]

[Blank yellow post-it]

Second Session

Question One: What does accountability currently look like within your organizations? Within the council? How can these measures shift and become more transformative?

Question Two: What does this work look like moving forward?

In response to the question:

- Moving from focus on wrongdoing to transformative accountability (with volunteers & other staff)
- For board, taking the handbook & reinforcing positive behavior
- Training in cross-cultural techniques
- Instead of jumping to action, focusing on achievements
- Check-ins and reinforcement
- Allowing space for folks to be heard
- Moving from retributive to transformative —> how to bridge gap among all levels in the organization
- Transformative Accountability: Almost two year commitment to the idea work
- Moving from volunteers to staff to board
- Hosting Committees
- Holding ourselves accountable, expecting where we demonstrate that commitment
- Commitment being tangible
- Hiring HR Consultant
- Idea work at the center / a lens to HR practices
- Vendor Audit / BIPOC actors
- Mindful of access (dignity) / hairdressers in theatre space
- Actively sharing & challenging the board with info gained
- Creating space for more dialogue
- New resources / better identifying opportunities for engagement
- Continue recruiting experts and stakeholders for board
- More training across the teams
- Consumer of nonwhite work

ACCOUNTABILITY PLANNING

Answer the following questions based on your desired accountability for any of the following:
DIGNITY, WHITENESS, MINDFULNESS, ACCOUNTABILITY & INTERDEPENDENCE

Action:

What action should you take next?

Plan:

What step must you take in order to fully implement each action?

Interdependence:

Who will be your accountability partners?

Alignment:

How do these actions align with one or more of your organization priorities or goals?

Assets:

What resources does your organization have?

Challenges:

What might get in the way?

Strategies:

How do you overcome challenges?

ADDITIONAL MATERIALS

- Dr. Maya Angelou [Video](#)
- [Readings for White People](#)
- [Additional UBUNTU Webinars](#)
- [Join our mailing list!](#) (We'll be launching our online learning communities soon!)

