

>> MONICA: Good morning.
Or good afternoon, everyone.
Thank you for participating in
today's webinar.
On Sharing Power In Survivor
Serving Organizations.

[Speaking in language other
than English]

>> ANDREA: Hi, everyone.
My name is Andrea.
I'm here with my co-interpreter
Debbie.
We will be providing language
interpretation simultaneously
into Spanish.
So I want to let you know how to
access this feature.
You will need to have the Zoom
app installed as Chromebook
computers do not support this
function.
Bare with us as this is our
commitment to language justice.
I want to acknowledge all the
languages represented here
today.
We will have ASL language
interpretation and Spanish and
there will also be captioning
available.
So language justice means that
we ensure that everyone can
participate in this conversation
more equally by speaking and
listening in their preferred
language.
So this includes U.S. and
English-speaking audience.
So please follow along my
instructions so you can select
English as your preferred
language.
This function is already on.
So when you select English, you
will be able to hear the
interpreters rendition for a
question asked in a language
other than yours.
Please click on the globe icon
at the bottom of the screen that

says interpretation.
And then select English.
And do not mute original audio.
If you are in a tablet or a
phone, please tap lightly on the
screen to bring up the three-dot
menu.
And then select language
interpretation.
And then English.
And then done to activate your
selection.
Okay now I will provide the same
instructions in Spanish.

[Speaking in language other
than English]

>> MONICA: Gracias, Andrea.
This webinar is part of the
sustainability.
Supported by the U.S. Department
of Justice.
So we are grateful for their
support.
This webinar on Sharing Power In
Survivor Serving Organizations
is part of a three-part series.
This is a first webinar.
The next one will be -- we'll
have three presenters that will
share their experience on share
leadership or co-leadership.
And then the third webinar will
be on experiences of two
organizations that will share
their experience on sharing
power within their organization.
We are joined by -- the next
slide, please.
By my colleagues Abby Larson and
Vivian Baylor who are -L part of
the SOS institute team and will
be supporting the webinar.
You can contact them through the
chat as well for any support.
And we also have -- so in the
next slide here we are -- this
webinar is part of the SOS
Institute which provides support
and technical assistance on
organizational sustainability
and skill-building for

community-bussed organizations.
And as part of this, we provide support, tools, resources, and workshops.

So this is one of the webinars that we're organizing.

And this is also part of a follow up to a recent webinar series that we did on supervision and feedback.

If you are not familiar with it, it also has great information.

And so we will also share a few resources and information and a link to the website where you can download this.

Resources.

And we will also share more information towards the end of the webinar on resources and upcoming trainings, opportunities for you.

And also our contact information.

And now I will turn it over to Abby who will start with webinar session.

Thank you, Abby.

>> ABBY: Hi, everyone.

Welcome.

My name is Abby.

And we're really happy to get started with this series with you all today.

But before we do that, we just want to make sure that you're checking in with yourself and what you need to be able to be here.

It is going to be an interactive session today.

So we will be asking you to share in the chat.

We have a workbook for you that we will be adding into the chat in just a moment.

There is an English version and a Spanish version.

Each will prompt you to make a copy of the workbook so you have your own personal version that you can fill in as we go along.

But I also want to make sure

that you've got your water with you, juice, coffee, whatever floats your boat and is going to make you feel like you're ready to be here.

Maybe that means you've had some lunch or you are going to grab it and eat it while we do the presentation.

Maybe stretch if you need to.

Really just do what you need to do.

We don't have a planned break.

We'll be here for about an hour and a half.

So if you need to step away, please feel free to do that.

Once again, we have that virtual workbook.

If you prefer grab a paper and pen because we will be asking you to reflect regularly and add your own responses to many of the questions throughout today.

One other quick note is just that some of you may choose to share your personal experiences in your organization in the chat.

And we just ask you to please be mindful to remove names and identifying information when you are sharing.

Because we can't really guarantee confidentiality in this space.

We will be posting this recording on to our website and sharing all of the slides with you later.

And we definitely want you to feel open to share, but just please keep in mind that we cannot necessarily guarantee confidentiality.

All right.

And so for today, we are hoping that as a result of this webinar, that you as participants will be better able to examine positional power in the workplace structure, communications, conditions, and staff development.

Reflect on power dynamics in supervisory relationships and new ways to distribute power across teams.

Consider new approaches to expand staff leadership that leverages the strengths of team members.

And apply leadership development and decision-making strategies that can ultimately advance the mission of a survivor-serving organization.

And so before we get into it, we would love to hear who is in the room with us today.

So if you can, please just select the option that most closely resembles your role within your organization.

And we realize maybe not all of these will be quite a perfect fit.

If you have a different role you'd like to share in the chat, please feel free to do so.

As you are filling out that poll, I'm going to add the workbook, again, in the chat for you.

Just so everyone has access.

And once again, it should prompt you to make a copy.

Just make a copy and that will be your personal version to fill out as we go along.

We'll give just a few more seconds on that poll.

What is your role in your organization?

Okay.

I'm going to go ahead and end the poll and share the results.

It looks like most of you fall within a program or project manager role.

We have quite a few folks from senior management or another level manager.

And 13% of you are part of the board of directors or chief executive staff with some frontline folks.

We have a couple victim

survivors and a few community support program as well.

Some of you have added in the chat as well.

Shelter staff advocates.

And Byron sharing about a managerial role.

Thank you.

Okay.

All right.

So I am going to turn it over to our presenters in just a moment.

We have Eva Lessinger.

Who is the founder and co-director of Beyond Harm.

Focused on intimate partner and sexual violence.

As a survivor herself and long-time advocate, Eva created Beyond Harm to be survivor-centered, but focused on providing dignified pathways to change for those who cause harm.

Also joining us today as a presenter is Dr. Eloise Sepeda.

Who is a child/adult survivor leader.

Today she is a family matriarch with indigenous roots of the Kickapoo tribe.

National subject matter expert trainer and consultant of restorative transformative justice.

And intersection of child welfare, family violence, and race equity.

Eloise founded Harmony One Restorative Justice.

Communities including grass roots and faith-based organizations.

And people impacted and served.

Serves as faculties as Futures Without Violence.

She currently volunteers on the board of directors for the Man In Me.

ATC domestic violence task force.

Integral Care Mental Health Advisory Committee.

All right.

So thank you so much for joining us today.

We're so excited to hear what you all have planned for us. I'm going to hand it over to you.

>> EVA: Thank you so much, Abby.

And the whole Future staff as well as the interpreters.

I'm really, really honored to be with you today being a part of this conversation.

And the fact that we had over 300 people register I think really shows the desire that a lot of us in this field are having.

To dive deeper into this conversation.

And I hope that while we don't solve everything today or answer all the questions, I hope that this continues to push all of you who are grappling with this issue of power sharing to keep going.

And to keep trying.

So thank you so much for the invitation and for spending the time with us today.

So just a quick definition around power and power sharing today.

Because I think it's a huge topic.

So we kind of want to be clear what we are talking about.

Power, in this sense in our anti-violence organizations, is access to resources, decision-making, and the voice to influence the work and/or the organization as a whole.

Who has access to resources?

Who is making the decisions and influencing the direction of the organization?

And then power sharing is about creating structures, legal or otherwise, and apportioning decision rights that share substantial authority and decision-making control with/to

the people we serve.

In most cases this means ceding control from traditional centers and authority.

I just want to say it's really wonderful we have so many senior-level and executive staff on this webinar today.

And it's great that you are committed to thinking about ways of power sharing.

Next slide.

>> ELOISE: Thank you Features team for having us here today.

It's a pleasure co-facilitating this space with you, Eva, and sharing this space.

In the chat, we warned you this would be an interactive webinar.

So let's have a little bit of discussion about our role within this movement that is all about denouncing power and control.

We address power and control in our work spaces.

We do trainings on it.

We provide assessments to determine power and control.

And our eye is always on power and control.

So the question is, why do you think within organizations of serving survivors that we, ourselves, struggle with power and control and the differences of our roles.

And our responsibilities.

So drop that in the chat.

And, of course, you can always reflect on your workbook as well.

As Eva said and the others, there are many participants within this space that represent various roles and responsibilities.

And even types of service approach.

So I reviewed the registration list.

And I got to see people participating from community organizations and domestic

violence organizations, sexual assault, human trafficking organizations.

So many different roles and fields of service.

Do we experience power and control between each of those fields itself?

And I'm seeing some of the responses.

I will start with, we are culturally conditioned to -- sorry, y'all, I'm still learning how to talk today.

You are exactly right.

We have been conditioned for decades.

And since our birth and even generations before that.

So in this session, we are going to talk about power dynamics.

And that in itself usually feels uncomfortable.

So I want you to think about and self-reflect, what are you feeling in your body when you hear about power dynamics?

And that we are going to address that.

Are you tense?

Are you rolling your eyes?

Are you smiling ear-to-ear.

Secretly inside saying finally, this needs to be a discussion.

Whatever that feeling is, drop that reflect on your workbook.

And we ask that you sit with it.

We ask that you breathe and center yourself on the bigger picture and you take care of yourselves throughout this time.

No matter how collaborative we are or want to be, it is in our human nature to want our own needs met.

One of the first words that we as babies learn is "mine".

We want full power and control of it.

Of toy, of food, the slide.

Right?

All of these things that we are first introduced to that we really enjoy or that are really

important to us, we want it to be mine.

So I'm seeing all of the interaction in the chat.

And I want to welcome that freedom to be able to do so.

Another important thing about sharing power and space is that we get to show up however we want to show up.

We don't always want to coat switch.

We want you to open the space to share naturally and authentically.

And Eva, do you want to take on the leadership frameworks that we are going to talk about?

>> EVA: Yeah.

Thanks.

Great chat.

I just want to highlight some of the wonderful responses in the chat.

I think some really thoughtful comments.

So a few frameworks, just again, we have to be able to reflect on where are we you?

Where are you now?

Organizationally.

And this is a good time to use the workbook.

I think we all understand hierarchy.

Right?

This traditional, sort of, capitalist, one head makes all the decision hierarchy.

There is shared positional leadership.

Co-directorship.

As I am currently in right now.

And I think several of you are as well.

It's sort of a model that is gaining a lot of traction and will be addressed really specifically in the next webinar.

The example is co-executive leadership.

And shared team centered

distributed leadership.

So there is still one executive role.

One person making the decisions.

But then there is making the final decisions or bigger decisions, maybe.

But then on other levels, teams are given some ability to make their own decisions.

And if I had to guess, depending on the size of different organizations, this is probably one of the more common things I have seen within our organizations.

But I think this comes about more as a function of needing to do things quickly.

Because we are so crisis oriented and doing 1,000 things a minute sometimes in our work rather than it being something that is really well thought through and decided upon that this is how we are going to do it.

Right?

That is a lot of what we are pushing you to think about today.

How to slow down and really think about what are the structures that we want to create?

And doing that really intentionally.

Rather than having it happen to us.

Collective.

This is a really flat structure.

Right?

This is everyone.

No one has supervisory power over everyone else.

There is a lot of collective or cooperative models where it's a completely flat organization.

Matrix is a combination, sort of overlapping roles.

Where you might have one traditional supervisor that you go to for certain things, but then you have maybe a project or

a task supervisor for something else.

So you have a couple different people you can go to and teams that overlap and share knowledge in this matrix.

And then network, I think, more applies to sort of coalitions.

And I saw in the registration, there are coalition folks.

That is separate organizations or community sometimes also with community organizing.

This can happen different groups coming together and sharing leadership and sharing power.

Even though they are separate entities.

So really taking the time to think about, okay, what do we have now?

What are the strengths of what we have now?

What is not working with what we have now?

Really taking that time to say, okay, we want it to be like this, but in reality it's this.

Or we say it's like this, but in reality it's like this.

So just really being very honest about where you are at so that you can think about what your next move could be.

Next slide.

So for the sake of today backing up to really just talk about power, right?

Where does power come from within an organization?

And outside of it.

So today for the sake of our consideration, we are focusing on positional power.

The power that is given to you by your role or your title within an organization.

Because I think that's, sort of -- you know, the place to start if we are thinking about sharing power.

But I want to acknowledge that there is also other sources.

Right?

This is not even a complete list.

But there is -- what I refer to as social power.

Which is folks within your organization that have influence just by nature of who they are.

Their personality.

Their mag anytism, their raise ma.

Despite whatever title they may have, they have this ability naturally to speak up and have a voice.

Obviously there is a lot of bias that can come into that, as well.

And then there is a lot of power in knowledge and experience in our field.

Right?

Lived experience, expertise regardless of what title you may have or position you may hold.

There is always folks within an organization that have either been doing it the longest or have some level of expertise that provides them some level of influence.

But for the sake of our conversation, we are really focusing mostly on that traditional, positional power.

And while those are all sources of power within an organization, the whole organization does not exist in a vacuum, right, outside all of our identities.

All of our targeted identities.

All of our marginalized identities.

All of our privileged identities.

Those intersectionalities that really shape absolutely everything outside of the organization and within the organization.

So I'm going to let Eloise talk about those.

>> ELOISE: Thank you, Eva.
And I also want to reflect back

on the power dynamics that you just spoke of and how that correlates with intersectionality.

We are a movement.

I say "we" because as we mentioned in introductions, Eva and I are both survivors.

So we come at this work in both -- through the lens of a survivor and a professional.

Right?

And so when we think about that power sharing and all the intersectionalities that are involved, we think about how we, as professionals say, survivors are the expert of their own experiences.

And while we believe that wholeheartedly, that can easily change and shift when we as professionals believe that a survivor is not acting in the best interest of herself or her children.

Right?

So it's all good and we support the survivor or our staff until there is a disagreement or until there is a difference within our approaches.

Intersectionality plays a huge role in that.

I've been reading the comments and very, very familiar in working through intersectionalities and intersections within organizations.

It's work that we do with and for organizations.

And the number one factor that comes up to play is, this person believes they have more expertise because they are white, they have more degrees than I do, they have more years of experience working in this field.

And I am a person of color.

I have no degrees.

And I don't work in the field.

Or I am new to the field.

And so when we think about intersectionalities, we have to think about this big picture. Because it is who we are everywhere that we go. The movement of color blindness works in contradiction to the acknowledgment and recognition of intersectionality. Intersectionality helps us to consider the experiences that an individual, whether it's staff or clients or community partner has experienced due to racism, sexism, classism. There are so many more intersectionalities that have to do with our abilities. Our gender. Our ethnicity. Our citizenship. The language. The list goes on. All the nuts and bolts that make us who we are are brought with us in every experience that we have and into our workplaces. One of the top questions that I ask organizations when we are processing through intersectionalities and power sharing is, how has systemic racism impacted you? Every single person in that space, regardless of your race, ethnicity, gender, and other intersectionalities are, that question applies to you. You have either benefited from it, it has been a challenge or a barrier by it, you may have not had the same experiences. You may be like, wow, I didn't know that was a thing. I didn't even realize this was a barrier. Which is why, again, it's very, very important that we incorporate intersectionalities into all of our processes. The next slide, we're talking about intersections. How do these overlap? What is an intersectional

approach?

The intersectional approach is the acknowledgment of complexities of how people experience discrimination. And recognize that the experience of discrimination may be unique.

Right?

So that means, that we have to stray away from tokenizing people who reflect or represent an entire community.

Right?

Everyone's intersectionality and intersectional journey is different than another.

I cannot speak for all Latina survivors.

I cannot speak for all child, Latina, or indigenous survivors.

I have my own individual and very unique story and journey.

And this helps us to also think about all the overlapping systems that harm, really impacts an individual or their family by considering, okay, I work in a domestic violence shelter and the person that I'm serving is a person of color.

Is a person with -- that is navigating legal issues or undocumented.

They have a child who may have abilities and accommodations that we need to consider.

Right?

So now I've identified multiple intersectionalities and intersections that overlap.

The broader system or intersectional system is the reality that we're not just having to navigate, and this family is not just having to navigate through a DV shelter, they are also having to navigate through the educational system.

Which is an intersection.

Through law or juvenile system which is an intersection.

Possibly mental health.

Which is an intersection system.

Law enforcement, intersection system.

Right?

They have to navigate many different intersections.

And what we as organizations who support people and our staff to be able to do this well, means that we must first, acknowledge intersectionalities and intersections and build bridges so we can better support and streamline resources for our staff and those that we serve.

Safety could be a risk for staff members.

If we as professionals are true to the data that one in four women and one in seven men are impacted, and this doesn't even include data to support LGBTQIA community.

Deaf community.

Undocumented communities.

Then we have to be realistic to acknowledge that these statistics could exist in our staff as well.

I have been contacted by so many professionals in the field that have said, I need help.

I am in a dangerous situation.

Do our policies and our staff environment support our staff in a way that we're building trust that if they encounter a challenge within their own life outside of the organization that they also could get support from the organization itself.

Eva.

>> EVA: Thanks, Eloise.

We'd love to ask you to reflect right now in your workbook or with a pen and paper.

We'd like you to think about just one person.

If you are currently supervising someone or in the past you have ever supervised someone, I see in the chat that we have at least one organization that is using a collective model.

Which is awesome.

So maybe you can think about a survivor or a participant of your program.

The first question is, which of these identities and intersectionalities do you really know about the other person?

Because you've had conversations about these identities and intersectionalities.

And here it's not an exhaustive list but certainly many of the ones that we think of are listed here.

And then which intersections, which identities do you think you know or assume to know about the person?

And just really briefly in the chat, what happens when we make these kind of assumptions about the people that we work with?

And hopefully you are seeing, you know, kind of, reflecting that you might have some discrepancy between what you think you know and what you actually know.

Does anyone want to chime in? Right.

So one person talks about bias coming in.

And stereotyping.

Exactly.

A different narrative someone says.

You are not taking the time to explore and really have an open mind to the other person's experience.

Another person says you misjudge and lose trust.

That's a big one.

Because we are always trying to create more trust within the people that we work with.

Between ourselves and the people that we work with.

It can cause unconscious harm.

Exactly.

Someone educational said -- someone else said it leads to

past stigmas.

And removes our ability to acknowledge their experience and perceptions.

I think that is a really good one too.

Go to the next slide.

So we are combining this where now our position.

Right?

Again, if you are thinking of a participant or a client, thinking about what kind of power do you have over the services that they receive and if you are thinking about someone that you supervise, write down all the ways that you have power over that person's job.

Even if you don't want to admit or don't love the idea that you do, let's really dig in and write down at least three ways that you have power over that person's work.

A couple people in the chat talked about allowing someone to define them for themselves.

Their identities.

Right?

You are taking that away from them.

So hopefully you have written down two or three ways you have power.

You can go to the next slide.

So just a few more in case you didn't think of all of these.

And maybe you don't have all of these aspects in your position.

But just to be mindful that there is a lot of things that maybe we don't think about as power.

But really do give you some level of power or control over that person.

So in the structure of the work they do day-to-day the case load, work flow.

Are you the one that gets to set the tone for communication?

Are you the one that gets to set

up the meetings and the meeting times?

Or create the agendas for the meeting.

Are you determining, potentially, their pay in benefits.

Approving their leave.

Managing budgets.

And creating policies.

These are all the conditions of work.

As well as, their professional development.

Right?

You get to maybe evaluate them.

Potentially you get to advocate for promotion.

Or on the other hand, you have to provide feedback or discipline.

And then mentor, coach, or train them.

Right?

So, again, this depends a lot on what position you hold and how your structure is set up.

And hopefully will give you some ideas in ways in which these aspects of work can be done collectively or through shared power.

These are kind of easy ways to think about, not easy.

It is hard sometimes to change policies or to change the entire way that you do your day-to-day work.

But certainly things that are tangible ways of sharing power with other people.

Next -- next slide.

Now taking all of those last couple of slides together.

So you are considering your own identities.

Right?

And maybe what you've shared about your identity and what maybe the other person is assuming about your identity.

Because it can certainly work both directions.

Your assumptions about the

person's identities and intersectionalities.

And then your positional power. If this is someone that you have some power over.

So in the chat, briefly, how might this impact this other person's experience either in the workplace or agency if it's a survivor.

And two folks in the chat are kind of pointing to -- this is not maybe power or that it's more of a perception.

But I think the reality is that if you kind of control any aspect of that person's experience and that is a form of positional power.

And we don't want to just deny that we have that.

Or deny that, that exists.

Because if the table was turned and it was flipped, you would probably feel like, okay, this person has some power over me.

And I think one thing that I've really learned that was kind of a difficult learning was just -- and unfortunate, kind of painful thing to understand, was just how insecure so many people in our field feel in their jobs.

Like their job is tenuous.

Even if someone who is a supervisor has no issue with them and is going great, you don't necessarily know how tenuous it can feel to be -- to have other people making decisions about your job every single day.

Yeah.

Creates fear.

Somebody says.

Hi, Kaitlyn.

Person without power feels like they are walking on egg shells.

Exactly.

To be honest, it feels uneasy to think about the power I have in my org ED.

It is a hard thing to have.

Many come into this field not

wanting to control everything.
Wanting to go in sharing and
being collaborative and I think
a lot of us have that desire and
our values are aligned with
that.

But I think as Eloise and I will
talk about a little bit more, we
have to really be honest and
truth.

About the power that we hold so
we can be more intentional about
sharing it.

Right?

We have to really own it.
Because it is the reality, in
some cases.

We are going to dive into that a
little bit more.

But I think that is a really
normal reactions.

We don't want to replicate power
structures.

We don't want to have this
unequal and unequitable
distribution.

And that uneasiness, the
dis-ease in your body is
something to sit with.

And is the first step if you do
have power in terms of making
change.

Next slide.

>> ELOISE: What a great
reflection.

Which leads us to the importance
of acknowledging power and
positionality.

I always ask myself and my teams
what is the risk of doing this?

And what is the risk of not
doing this.

This reflection is a starting
point to enhance wellness,
work-life balance on your team
by level setting power dynamics,
roles, and next steps for your
organization.

Today we are reflecting on
general organizational
structures that increase power
and leadership sharing.

How does power make you feel?

And that is a real look in the mirror.

A real sense of reflection.

And we encourage you to drop reflections on your workbook and be honest with yourself.

How does power make you feel?

Power feels good.

Right?

I have the power to make decisions.

And especially when we are considering staff who may have their own experiences and might be a victim or survivor of violence and abuse and oppression.

And now they have power.

Right?

So that is going to feel good.

That is going to feel -- make a person's voice feel valid and their decisions to feel valid.

And am I willing to share that?

Some people may be, I just got it, do I want to share it?

Now you want me to share it.

Or there may be individuals who may not have real lived experiences as a survivor and yet have power.

And then challenged with are you willing to share that?

What happens when it doesn't feel good sharing anymore?

What happens when someone is doing something in a way that you wouldn't do it?

Right.

It's like hey, create the agenda.

Well, I really would use numbers, not bullets.

Right?

[Laughter]

Again, it goes back to that reflection and power that Eva just took you through.

And then what happens when shared power is abused?

And now you are giving more than you are receiving.

Right?

Hey, we had an agreement.
And now I'm doing this and
you're not really doing your
part.

Right?

So what happens when shared
power is abused or misused.
Those are all real reflections
that we have to consider as we
go into these spaces and into
changing and transforming our
systems.

Another valid question to think
about and to ask your team is,
have you ever had experience
sharing power in the workplace
before?

And how did that work out for
you?

Right?

And that would help people to
understand what dynamics their
co-workers and colleagues are
bringing into the space as well.
People can be like, hey, I tried
this and it didn't work because
of this.

You are also getting to spring
board off of learned lessons.
Think about the big picture in a
shift from an individual
professional mindset to a team
work and visionary mindset.
What does that look like?

Right?

It's the ability to say I am one
ingredient in this bigger cake.

In this bigger product.

In this bigger organization that
we're co-designing.

The next slide, we are going to
talk about those risks.

What are the risks?

The risks are historical,
systemic racism and oppression.

That we have seen commented by
many of you that do shape our
biases.

And what we view as
professional.

Or how we think about
leadership.

As a survivor, when I started
being taken under someone's wing

or prepared for public speaking,
I was really shaped in the sense
of, hey, do this, do that, try
to avoid this, try to avoid
that.

So I went from conditioning to
conditioning.

By more people, people in power,
yet, who wanted me to use my
voice.

How are we perpetuating systemic
racism and oppression in those
manners?

How can we reverse that and say
I want to support you, I want to
share this platform with you.

And I want you to show up in
your true authentic self.

How can I help you?

I do a lot of coaching and
mentoring.

I will say, we are going to
develop these bullets.

Let's co-design and you take it
from there.

You share however you want to
share.

That is a co-design approach.

We can also risk unalmost --
like oh, I didn't know.

I didn't realize I was doing
that.

I didn't know that when I said
you had to use bullets or let's
create bullets, that you had to
use bullets.

So also thinking about what do
your suggestions sound like?

Because people know how to
respond to being told.

We mentioned color blindness
previously.

And how that shapes positional
privilege and identities.

And can create harm.

I have been a huge advocate to
undo the mentality of color
blindness.

I signal, I want you to see me
for my whole self.

All of my experiences.

All of my generational an sister
a experiences -- ancestral
experiences that are a part of

me and shape me are a part of my healing journey.

And the work that I do and am yet to do so imagine when we can do that with our teams.

Power structures cannot be transformed until we see our part in them.

When we identify our power or positionality within the space to say, I'm the manager in this space.

I'm the ED.

Or I'm the board of directors.

I'm on the board of directors and I'm in this space and I want you to relax, I want you to share with me, I want you to talk.

Then we are not being genuine about the power role that we bring into that space.

And so the approach can be, I recognize that I have hold a power position because of my role on the board.

And I want to share that power with you by learning about your experiences by co-designing, identifying problems and co-designing solutions with you.

And then we unintentionally perpetuate racism and discrimination again.

Because at the end of the day, at the end of that meeting, everyone can share and what typically happens, someone will say I will take all of this away and I'm going to shape it and I'm going to clean up the notes and then I'm going to send it out.

Right?

That is still a power dynamic.

Right?

You still have the final say in what that finished product looks like and also how do we name people?

If you are in a staff meeting and your staff gives a wonderful suggestion about sharing power that not only impacts your team

and your staff, but also how you are serving clients, and then you take that up in your notes or you send that to your grant writer, then we're not saying where that idea came from.

And we do that same thing with survivors, as well.

Right?

As we collect information or focus groups.

We collect information.

And that is a part of colonization.

That is a part of let me take from you your ideas.

Let me extract from you and move them forward.

And what happens is staff get upset.

And then they feel like, you know, you have ticken my ideas.

You have taken my solutions.

And that wasn't the intention.

I was trying to move this up for you.

So, again, part of your codesign process if we are not careful, we can risk not naming people as they want to be named.

And some may not want to be named.

So, okay, do I put anonymous?

Do I put staff worker?

Because, again, it's still not my idea.

So I'm not going to take credit for something that is not my idea.

The next slide we are talking about strengths.

And recognizing the unique voice of every individual.

Every single voice matters.

Every voice counts.

And making it very clear that there is not one voice in that space that matters more than the other.

And dismantling and transforming historical systemic racism and oppression within an agency hierarchical structures is a strength.

And people know when you walk
the walk or when you just talk
the talk.

They know.

Staff knows clients can tell.

They can tell when there is a
team that works strong together,
an organization that, whos
strong together.

And they can tell when there is
divides.

I have worked with survivors and
clients who have said, oh, I'm
going to go there but -- they
don't really get along over
there.

Or a client may be served by one
program and now it's time to
refer them over to another
program.

To counseling or legal or vice
versa.

And it's like, oh, okay.

I've got to go.

And, you know, to the counseling
department.

And how we portray, regardless
of our smile or regardless of
how we present our organization,
survivors can tell.

Survivors are brilliant.

They are experts at reading the
room.

They are experts at reading
people.

And they can read our rooms too.

We can also co-create a
vulnerable space to honor values
that can lead to developing
trust and healing.

We often say values can be a
mechanism that conveys the idea
that everyone is responsible for
change.

Mutual accountability and
interdependents can be a result
of that.

Now because we all
operationalizing our values, we
are all owning a sense of
responsibility, now we can
achieve mutual accountability.

Right?

Many times we want to jump into

accountability.

Well, who will be responsible
if, when, and what?

Now we can achieve that.

And in a space where felt trust
and belonging has been
developed.

Right?

So I can say, hey, I dropped the
ball on my head and I need
support.

Or I have this going on and can
you fill in?

Rather than, again, experiencing
divides and power struggles.

And then we get to contribute to
creative outcomes.

I love when we get to say, hey,
we did this together.

This brilliant piece was
co-designed by staff, the board
had a say, executives had a say,
counselors had a say, survivors
had a say, communities had a
say.

Children served by -- that are
being cared for by the parents
that are surviving have a say.

We get to redefine leadership.

That is a huge part of our
mission and sharing powers
redefining leadership.

And being able to say every
single one of us have leadership
roles.

Have leadership qualities.

And abilities.

So how can we use your
leadership quality today?

And we are going to go into a
scenario next.

And a little bit more
processing.

Eva.

>> EVA: Thanks, Eloise.

Yeah, we just wanted to give a
little kind of day-to-day
scenario.

That might resonate with some of
you.

Jean supervises crystal.

We don't know anything about
their identities, necessarily.

Crystal is a shelter manager.
One day crystal comes into
Jean's office says Bob thinks
I'm stupid and is pressuring me
to put the client back into
shelter.

He isn't listening to our
concerns and frankly, I think
he's racist.

Whose call is this to make?
Jean the supervisor says, well,
why does he want her back in
shelter?

Where is the client living now?
Right?

So this is a very quick
interaction that can happen
anywhere.

What is Jean missing in this
response?

What is wrong with Jean's
response?

Right.

So somebody is bringing up that
Jean doesn't address Krystal's
concerns.

Doesn't acknowledge the racism
point that Krystal is trying to
make.

Kind of ignores the bigger
picture here.

Right?

And immediately starts asking
about the situation rather than
stepping back and really
thinking about what is Krystal
needing from me in this moment?

And the fact that Krystal
doesn't even know whose call it
is to make and has to go to Jean
in this moment might be a sign
that there is some power
struggles happening.

Right?

Somebody else says trying to
solve the problem and only
seeing shelter as the issue.

Right.

So immediately going into this
problem-solving mode that I
think a lot of supervisors do.

What is the problem?

Where is the client problem.

Rather than thinking about how

can I listen to this person more deeply.

This is a scenario around supervision.

But comes into this struggle around power and leadership.

There are so many opportunities in this that ring this could be different to prevent this from happening, frankly, and also to address it and respond really differently.

Someone else says, focusing on the client and not on staff.

Not caring about how Krystal, the manager feels.

Someone else says, I don't want to judge Bob right off the bat so it would be good to acknowledge the racism is a concern, but let's explore how the person got to that conclusion.

Yeah.

Essentially, thinking about, okay, if Jean -- yeah, Jean has this positional power, where are the opportunities to respond differently in a situation?

There is proactive and there is reactive.

And I've talked about this in another space.

Really thinking about proactively setting up different structures of power sharing and decision-making.

And reactively being someone that people come to and can trust to hold a vulnerable moment with care.

And with consideration.

So that you can have a more honest interaction with each other.

Great responses.

Thank you.

Eloise, you want to handle this one?

>> ELOISE: Thanks, Eva.

I was reading the notes.

[Laughter]

I mean the comments.
These are great, great comments.
So this power sharing practice,
I call any living process within
an organization that is sharing
power and transforming systems a
cycle of care.
There is no end.
And it takes on an adaptive
leadership life span.
So while we might start with
transparency and end with
development, we are still going
to have to go back to
transparency about what was
developed and how it was
developed along the way.
It's critical to all departments
within the organization.
And so I know we have talked a
lot about staff that you may
supervisor directly or case
management counseling.
But this also includes HR
development, funding,
communications, and ops.
Every single department within
your organization has a role
with power sharing.
And it's also a pair of
inclusive decision-making.
It is important to include
client feedback.
Again, they usually notice what
works well and what doesn't work
well within our organizations.
And that can interfere.
Or it can enhance their healing
journey.
And then community feedback is
another important factor to
include.
Because, again, they usually
also recognize the dynamics.
Regardless of our unified front
and mission statement.
And that can interfere or
enhance collaboration for
streamline processes.
And everyone again should be
involved in this process.
The next slide you will see a
deeper dive into this diagram.
And what transparency

decision-making, co-creation can create.

This can be shifted from this is what you are expected to do to this is what this job was created to do.

Or the job description.

I saw someone talk about structures that have been inherited.

And you can be transparent about that.

Right?

This is how -- this is what we've inherited and how can we together modify the work or the expectations or the case loads that you're working on.

And this is something that we did in a recent agency.

We revamped all the job descriptions to include equity in all of our works.

To avoid the tokenism and to undo that burden and systemic approach to addressing harm and oppression.

Decision-making, again, that can be done in a lot of different ways.

I am very -- I'm favorable of polls anonymous feedback because that gives people also the opportunity to share transparently.

They may think, gosh, but I really like my co-worker, but I don't really like the way that X, Y, and Z is done and I don't want to hurt that person's feelings.

It gives people a the opportunity to be honest and transparent and have buy in.

Co-creation is one of my favorite things to do of all times.

I will start with the blank agenda.

And I will say, okay, who wants to contribute -- who wants to contribute to the agenda?

Rather than hey, you have a spot on the agenda, you have ten

minutes.

Again, I'm using my power to orchestrate this.

And then again I will fast forward to the development and shared leadership opportunities.

Who else is presenting on your team?

Who else again is being named on material that you are co-creating ideas that you are presenting.

And I will share just a really beautiful example of this process in place.

I worked for a dual agency.

And I was an advocate at the time.

And my supervisor invited me into a meeting with Futures.

Futures was overseeing this particular program at the time.

And through a demonstration project.

And that changed everything.

So it justed to be just the COO and the senior management in that meeting.

And then when I was invited into that meeting, we had deeper conversations about what was actually happening on the ground with clients and we were able to identify barriers, challenges, and the process that we had in place that were working well.

That was my introduction to sharing space and power with Futures staff.

And you see how they are still supporting that work a decade later.

Eva.

To the next slide.

>> EVA: Thanks.

So I will go quickly through this.

I think we've touched on decision-making being a very key component of power in an organization.

So there are lots of different tools out there that you can

look at in terms of creating a structure for decision-making. I think the point is to be intentional and what makes the most sense for you, your team and your organization. The Darci is one of them. The Drci and mocha are similar where they define similar roles. And levels of involvement kind of gives a little bit more process to that. Ultimately I think consensus when possible is a really amazing tool. It takes energy, it takes time. There is no doubt that there are barriers to doing consensus -- every decision cannot be consensus, necessarily. But I think it really levels the playing field and says no one's voice is greater than anyone else's. And we're not moving forward with a proposal unless everyone is at least on board, if not kind of excited to move forward. So I think it's a really, I mean, it's a really powerful process to be a part of if you haven't done it. I really encourage maybe slowly dipping your toe into that world for some decisions if you are not quite there. To kind of see how it feels. Because again it's a really eye opening way to approach decisions. So I will leave it at that. All of these tools are linked too at the end. Next slide. So a few suggestions. Really I think this is clear to most folks, but cultivating a climate in which people feel free to take initiative. I think it takes awhile to create a different kind of culture where people are really wanting to take things on and have the time and space and

ability to take things on.

The resources.

To take things on.

And lead.

Give people autonomy and encouragement and resources.

And then don't second guess them.

Righting?

If you are delegating or giving the person the power, support them.

Interdependent is where we want to get to.

Sharing power.

This thing, I give this to you, is kind of really not the healthiest way to be speaking about things.

Ultimately, we have to recognize that we need each other in lots of different ways.

And we have to get back to that space of interdependence and appreciation for everyone's differing roles.

Especially when we are in conflict.

Consider yourself in service of other people.

And creating this culture of trust and communication is critical.

So a little bit in the chat if want.

This is already kind of been a few of the comments.

But what -- maybe for people who haven't shared yet.

What is something you have successfully implemented at your organization?

>> That is a great question,

Eva.

And some probing thoughts since we have board members in here is how often are you inviting staff into your meetings.

Is it an open and reoccurring invitation to avoid the stressors of attending a board meeting?

Or the act at a board meeting.

How often are the board members attending staff meetings?

And is that an open and reoccurring invitation as well to share space?

And I think the same applies to senior executives that are in this space as well.

And then I believe we have community representation.

DB shelters and dual agencies.

I saw registrations from agencies of human trafficking.

How are people invited into your spaces to share ideas and co-create solutions.

We love to see this in the chat.

And you also have your workbook.

To take back as well.

Another example, Eva, that I do when I'm working with an organization is I do work with development operations and funding.

I open up the blueprints.

Right?

I'm like, okay, here's the grant.

I send it to the team.

This is what was written, again, it could be this is what we inherited or written.

This is the milestones.

This is why I'm asking.

This is why I'm pushing for this or that.

And how can we write the next grant together?

And so that, again, staff has some buy in on what their committing to rather than someone speaking for them and committing to a project for or on behalf of someone else.

What ideas have you used, Eva?

>> EVA: Sorry, I was just reading the chat again.

We've done a lot of things.

I think co-creation certainly when you are thinking about proactive co-creating job descriptions, co-creating agendas.

I think one thing that I really think a lot of organizations can do is pay scales being really transparent about why you are paying people what you are paying them.

I think it's not an impossible task at all and something we should be doing.

All kinds of things, I think, that really need to be considered collectively.

I just want to read this.

Teleworking.

Yeah.

Certainly around people's schedules is another good way that people are trying to share power and give people some control over their day-to-day work.

Asking for input as often as possible.

Co-writing grants.

These are good ideas.

And what barriers?

One person listed certainly the CEO of their organization overruling decisions without explanation.

I think that is an experience that several people have had.

What other kinds of barriers have you faced?

I think one thing that comes up a lot that I've heard and experienced is time.

Because frontline "staff" are working so hard day in and day out grinding.

Saying it's hard to step away and be part of decision-making processes.

That is a really big structural change that needs to happen to give people that flexibility and barriers so that they can actually help shape the vision and the decisions.

>> ELOISE: Agreed.

Our next slide is really leaning on this part of the discussion.

The characteristics of

successes.

This helps us to really think about is if what we are doing is working.

And how are we measuring that?

What are the benefits of the shared leadership and what are the challenges?

And that buy-in is critical in the process.

And it requires a certain amount of individual and organizational maturity and willingness.

The common characteristics help us to desire a commitment to change.

And that is something that I believe everyone in this space today and that will be watching this webinar in the future is committed to.

We -- I can speak for myself.

I am committed to this work because I want to see survivors and victims of trauma and power and abuse and violence and oppression to achieve a sense of safety and well being.

And it's going to take a staff that feels that exact same sense of success to be able to accomplish the spaces and co-create that with the survivors that I serve -- survivors they are serving.

The desire and commitment and willingness to invest team.

It will take time.

This is not something that is going to be accomplished or achieved in one meeting or a few weeks.

And Eva, as you said, just in this webinar today it's going to take time.

It's going to take endangerment and accountability and building and develop agriculture of trust.

That is earned.

It cannot be demanded or expected of each other.

Do you have anything you want to add to that, Eva?

>> EVA: I don't think so.
I would love to get to a couple questions that I know folks have asked.

>> ELOISE: Yeah.

>> EVA: So we can keep moving on.
Next slide.
Yeah.
So in closing, I think we are, as Eloise said, really needing to invest our energy to align ourselves with our deepest values and really day in and day out fighting oppressions rather than create them in our organizations.
I'll leave it at that for now.
Thanks.

>> Should I move straight to the questions?

>> ELOISE: Yes, please.

>> ABBY: Okay.
I guess this is the question slide.
Thank you so much, Eva and Eloise.
We have a few minutes for questions.
There is one here in the Q & A is it wrong not to share power if someone uses one's power in a positive way?

>> ELOISE: Is it wrong to not share power if that power is used in a positive way?

>> ABBY: Yes.

>> EVA: I love the responses that are coming in the chat.
Who defines what is positive to who?
I think that is a great response.
It's sort of, this assumption, that we are benevolent leaders

at all times is a bit -- it's a bit driven from ego.

I think.

And I think we really need to have power around us that can be truthful to us and continue to share power even if we are doing everything with the best of intentions.

>> ABBY: Okay.

And this next one I feel like will probably resonate with a lot of folks here.

And this was in the chat earlier.

Someone was sharing where they struggle is around discipline and accountability.

So where they are responsible for expectations, some are internally established, some are externally imposed.

It feels hard not to default to power over bottom lines around discipline.

So if we set expectations together, is that power with to hold one another accountable to those expectations?

>> ELOISE: That is a great question.

, Abby.

And I believe that discipline power and process is also a part of sharing space and sharing that leadership to say if we're not able to meet expectations, to collectively design, co-design those expectations.

To be transparent and clear about those expectations.

And then to say if we are not able to achieve those expectations, then what?

And that, again, eliminates that top down and prevents one person which then again repositions that hierarchical sense of power.

So it takes us from that punitive mindset to that transformative mindset and

practice.

>> EVA: Yeah, I think that is an excellent answer.

I think we have to deconstruct the way we think about accountability.

Accountability is another word we love to use but don't always know how to practice internally within our structures in a way that is respectful and instructive.

And this is -- can we bring in a restorative model, potentially, to accountability conversations?

And that takes effort and proactive foresight is the word I was thinking of.

Foresight.

And that trust building.

Building a completely different culture so you can implement those kind of accountability structures.

Because it's not as easy as doing a performance improvement plan or disciplinary action.

But it will strengthen your team immensely if you can get to that.

If I can respond very briefly to one of the comments in the chat.

What is the draw back to sharing power?

And I think for me I will say the only thing that I see is that it is just more time intensive.

You have to really invest time that I think a lot of folks feel like they don't have.

But that would be my only comment in terms of a draw back.

>> ABBY: Thank you.

Let's try to do one more.

And Eloise, you spoke to this a little bit already in the chat.

But I feel like if you want to expand on this.

So what about when some folks in positions of power, like the board of directors or BIPOC, and

because of this they think they may not recognize how they are causing harm to other BIPOC staff.

>> ELOISE: That is a very, very real situation.

And challenge within organizations.

And my comment to that is, as a BIPOC survivor leader, board member, trainer in various roles within organizations and community, I had to learn how to recognize internalize depression.

And the white supremacist habit that I had adapted to and that I was perpetuating myself.

And I had to have a real, you know, centering and grounding experience and included a lot of learning and reading and studying material written by other BIPOC leaders who have already been down that journey to say, okay, wait a minute, I'm doing that.

I'm doing that.

I need to stop doing that.

How do I unlearn and then do this?

And then how do I show up in these spaces as the reformed me?

[Laughter]

Right?

Because there is an expectation now maybe from historical positional power and work and presentations to say Eloise it's this way.

And then along that journey, showing up and saying, no, that means I have to own it outloud as well.

I have to be able to say I used to function in this way.

I used to believe in this way.

I used to practice in this way.

And I learned about my internal -- not my.

It's not mine.

Internalized depression and I

had to do the work to undo it.
And this is my practice now.

>> ABBY: Thank you so much,
Eloise and Eva.
It has been so incredible having
you here today.
And this chat has been so
amazing too.
I want to give you a chance if
you have any real quick last
closing thoughts before we pass
it back over to Monica to close
us out.

>> ELOISE: Sure.
I just want to say thank you for
all the work that you do and for
spending time with us today to
learn more about shared power
and shared leadership in centers
and organizations that support
individuals who have experienced
violence and abuse.
As, again, as a child/adult
survivor, I'm very grateful to
share space and ideas to
continue to enhance and improve
these spaces.
So that families can get the
healing that they want, need,
and deserve.
And you and your staff can enjoy
it to the best of your ability.
I know we do some hard work,
y'all.
And I'm from Texas.
So I'm going to say y'all.
We do some hard work.
But it is possible to create
spaces that we enjoy coming to
every day.
Because we are not carrying this
burden alone.
But that we are actually sharing
power and sharing space with
those that we spend most of our
days with.
Thank you.
And thank you, Eva, and thank
you Futures team.

>> EVA: Thank you so much.
It was an honor to share space

with you, Eloise.
And hear your amazing thoughts
and share space with everybody
in the chat and out there
listening whether now or later
as a recording.
It's just a joy to be part of
these conversations that are
really, really needed in our
movement space.
I think we can all recognize the
growth and evolution that we are
all trying to get to.
And I just wish everyone
strength in that, perseverance
in that.
Don't give up speaking your
truth and speaking truth to
power.
And we will make all of our
spaces better, I think, for not
only survivors, but anyone that
we work with.
So thank you all for spending
some time thinking about this
and I wish you all a wonderful
and successful growth journey.

>> MONICA: Thank you, Eva and
Eloise.

Thank you, everyone, for
participating and sharing a lot
of your experiences, strengths,
challenges, and also invite you
to continue this conversation.

This thoughtfulness.

And we are sharing several
resources in the chat.

And you will receive this as a
follow up as well.

And that we have several
resources listed here in the
tool kits.

Webinars, next slide, we are
also listing several webinars
that are coming up.

Part two.

Co-director round tables
experiences of three survivor
serving organizations.

And also part three March 30th
empowerment and collective
leadership.

Survivor-centered strategies.

And this will be presented by DeafHope. They will share their experience. And we are also inviting you to participate and apply to a workshop on amplifying capacity together. And this is a 2.5 day workshop in person in Portland, Oregon. This is our first in-person workshop that we are organizing as part of the SOS Institute. And it will include organizational sustainability strategies. And you can learn more -- you will receive the link for the invitation if you haven't seen it already. And also we invite you to please fill out the evaluation. It's in the chat as well. And you will receive that. Also you can request our certificate of participation. Submit questions. And also request additional resources. And we're available for support and technical assistance individually for your organization. And also your region as well. And thank you, again, for participating. And we will be in touch and have a great afternoon. And also thank you to the -- before we close out. Thank you to the interpreters in Spanish, ASL, captioners, and also to Abby and Vivian for their support. And so we'll be in touch. Have a great afternoon.

