SHARING POWER IN SURVIVOR SERVING ORGANIZATIONS

Webinar 1 of 3

February 28, 2023

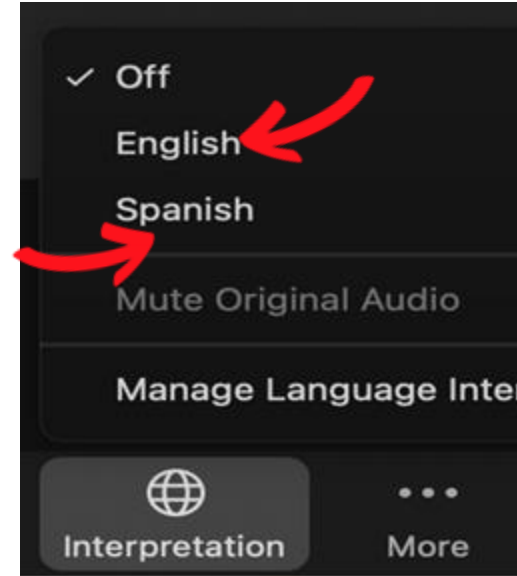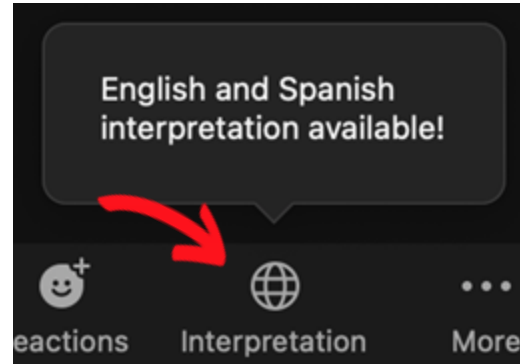# Welcome!

LANGUAGE ACCESS

- This presentation will have simultaneous English/ Spanish Interpretation.

- Find the globe icon at the bottom of your Zoom screen. If using Zoom app on phone, Look for the "more" option and "language interpretation".

- Click the globe and select "English".

¡Bienvenidos!

INFORMACIÓN DE ACCESO

- Esta presentación contará con interpretación simultánea inglés/ español.

- **En computadora:** encuentre el icono del mundo debajo de pantalla
- **Por Android o iPhone,** busque la opción"..." o "más" "more") "interpretación".
- Seleccione "Spanish" (español).
- Seleccione "Mute original audio (Silenciar audio original)"

FUTURES WITHOUT VIOLENCE ®

SOS INSTITUTE

SUPPORTING ORGANIZATIONAL SUSTAINABILITY

SHARING POWER IN SURVIVOR SERVING ORGANIZATIONS

Webinar 1 of 3

February 28, 2023

Meet the FUTURES Staff – SOS Institute Team

Abby Larson
Program Manager

Mónica Arenas
Program Manager

Vivian Baylor
Administrative Program
Coordinator

What is the SOS Institute?

SOS
INSTITUTE

SUPPORTING
ORGANIZATIONAL
SUSTAINABILITY

Goals:

Support the infrastructure and capacity building of organizations to improve knowledge and maintain sustainability.

For:

OVW grantees & partner community-based organizations working on Domestic Violence, Dating Violence, Sexual Assault & Stalking.

❖ Technical Assistance Support

❖ Resources and tools

❖ Annual Leadership Cohort

❖ ACT Institute

❖ Webinars, live & recorded

❖ Capacity Building

What do you need during today's session?

- Water, juice, coffee

  (whatever floats your boat)!

- Have you eaten lunch/snacks?

- Stretch

- Paper, pen, or use a virtual workbook
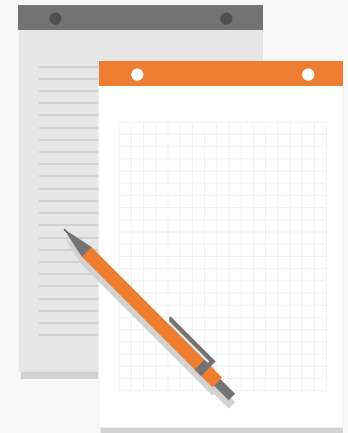
Please note

Some of you may choose to share personal experiences in the chat—please be mindful to remove names and identifying information when sharing, because confidentiality cannot be guaranteed in this context.

Learning Objectives

As a result of this webinar, 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.

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

Poll: Who is in the room?

❑ Chief Executive Staff (incl VP's), Board of Directors

❑ Senior Management (Senior, Director)

❑ Management

❑ Program or Project Manager

❑ Frontline, Direct Services

❑ Client (Victim / Survivor)

❑ Community Support Partner
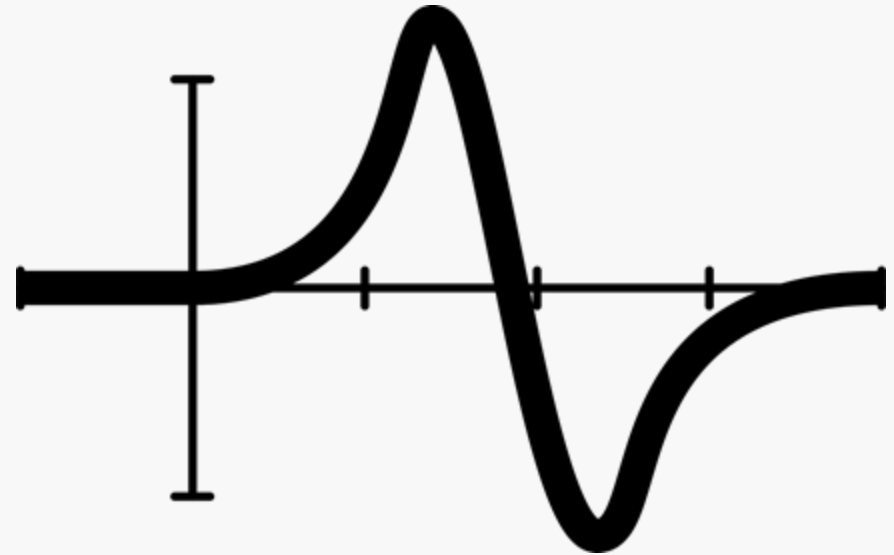
Sharing Power in Survivor-Serving Organizations: Presenters

Eva Lessinger
Co-Director
Beyond Harm

Eloise Sepeda
Founder
Harmony One Restorative Justice

FUTURES
WITHOUT VIOLENCE®

Definitions, for the purpose of today...

Power within an anti-violence organization is:

Access to resources, decision-making, and a voice, to influence the work and/or the organization as a whole.

Power Sharing is about:

Creating structures (legal and otherwise) and apportioning decision rights that share substantial authority and decision-making control with/to the people we are serving. In most cases, this means ceding control from traditional centers of authority (executive management and boards) to non-executive staff, core constituents, and beneficiaries.

In the chat…

For a movement that is all about denouncing power and control, we see power dynamics play out daily within our organizations and between staff and clients.

Why do you think that is?

Some Leadership Frameworks

- **Hierarchical**: One "head" plus directors.
- **Shared Positional Leadership:** Executive leadership is shared internally by two or more people.
- **Shared Team Centered Distributed Leadership**: One executive role, decision-making in other levels.
- **Collective**: Everyone is a generalist with specific tasks.
- **Matrix:** some individuals report to more than one supervisor or leader of cross-functional groups.
- **Network**: Groups, teams, organizations, communities

Sources of power
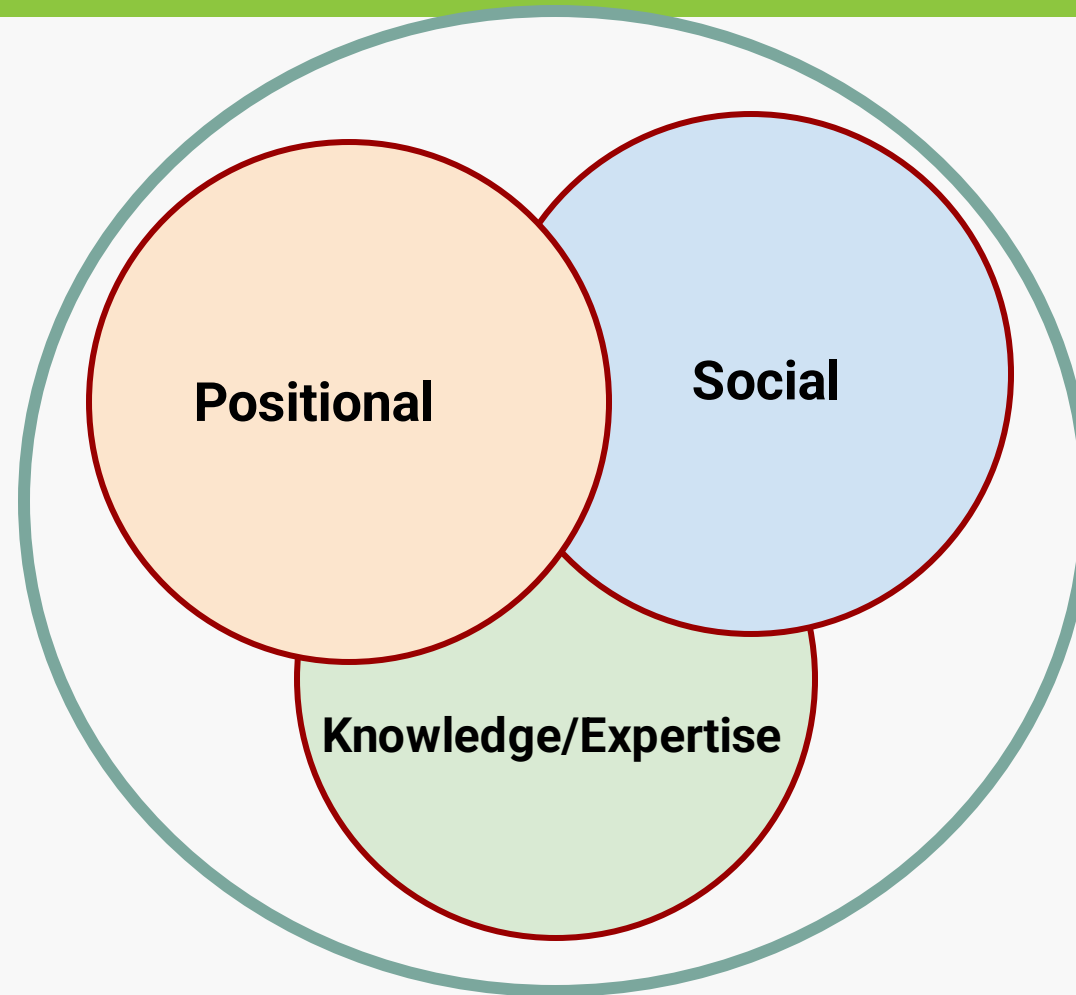
Intersectionality

Intersectionality

in·ter·sec·tion·al·i·ty
noun: **intersectionality**; **intersectionalities**

The complex, cumulative way in which the effects of multiple forms of discrimination (such as racism, sexism, and classism) combine, overlap, or intersect, especially in the experience of marginalized individuals or groups

https://www.merriam-webster.com/dictionary/intersectionality

Intersectional Approach

- The acknowledgement of the complexity of how people experience discrimination, and recognizes that the experience of discrimination may be unique and takes into account the social and historical context of the group. [OHRC]
- Co-occurrence of navigating multiple systems, victimizations and oppression at once.

This approach aligns with Intersectionality to address systemic racism, discrimination and oppression. i.e. black/brown and poverty, and trauma survivor.

Let's think about it…
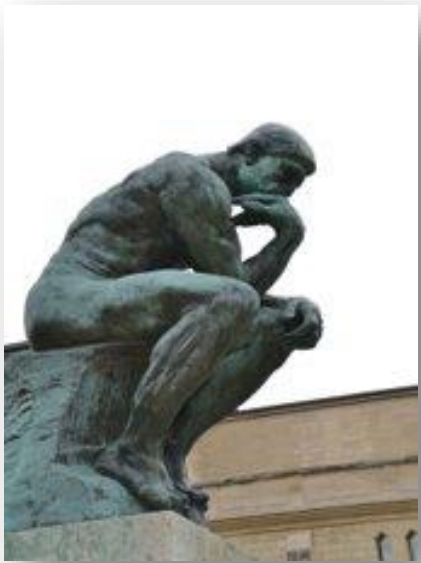
Consider one person who you supervise now or in the past. If you don't supervise anyone, think of one survivor you've worked with.

1. Which of the <u>intersectionalities</u> listed do you know about the person?

2. Which intersectionalities do you assume to know?

3. What could happen because of these assumptions?

❑ Race	❑ Sexual orientation
❑ Gender Identity	❑ Class
❑ National origin	❑ Language
❑ Ability/ Disability status	❑ Age
❑ Religion	❑ Lived experience(s)

Workplace Positionality

Write down all the ways you have power over a person's work (or services if client).

Common aspects of positional power at work

Structure	Communication	Conditions	Development
• Create job description • Determine workflow, caseload • Set priorities • Assign/change tasks	• Set up meetings • Monitor correspondence • Create agendas • Set tone	• Determine pay/benefits • Approve paid time off (PTO) • Manage budgets • Create policies	• Evaluate performance • Advocate for promotion • Discipline/correct • Mentor/coach/train

Reflection

Consider your intersecting identities, your assumptions about theirs, and your positional power…

How might all of this affect their experience in the workplace or within your agency?

Why it's so important to acknowledge power & positionality?

What are the risks of NOT acknowledging power & positionality?

What are the benefits of acknowledging power & positionality?

Risks

- Historical systemic racism and oppression shape our biases and what we view as 'professional' or how we think about 'leadership'.

- Unidentified positional power can be perceived as disingenuous.

- Colorblindness to positional privilege and identities can cause harm.

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

- We unintentionally perpetuate racism and discrimination.

Strengths

- Recognize the unique voice of every individual.

- Dismantle and transform historical systemic racism and oppression within agency hierarchical structures.

- Co-create a vulnerable space to honor values that can lead to developing trust & healing.

- Mutual accountability and interdependence.

- Contribute to creative outcomes, capacity building, staff retention and less burnout.

- Redefine leadership!

Scenario

- Jean supervises Krystal, a Shelter Manager. One day, Krystal comes into Jean's office and says **"This client's civil attorney, Bob, thinks I'm stupid and is pressuring me to put the client back into the shelter. He isn't listening to our concerns and frankly, I think he's racist. Whose call is this to make?"**

- Jean answers, "**Well, why does he want her back in the shelter? Where is the client living now?**"
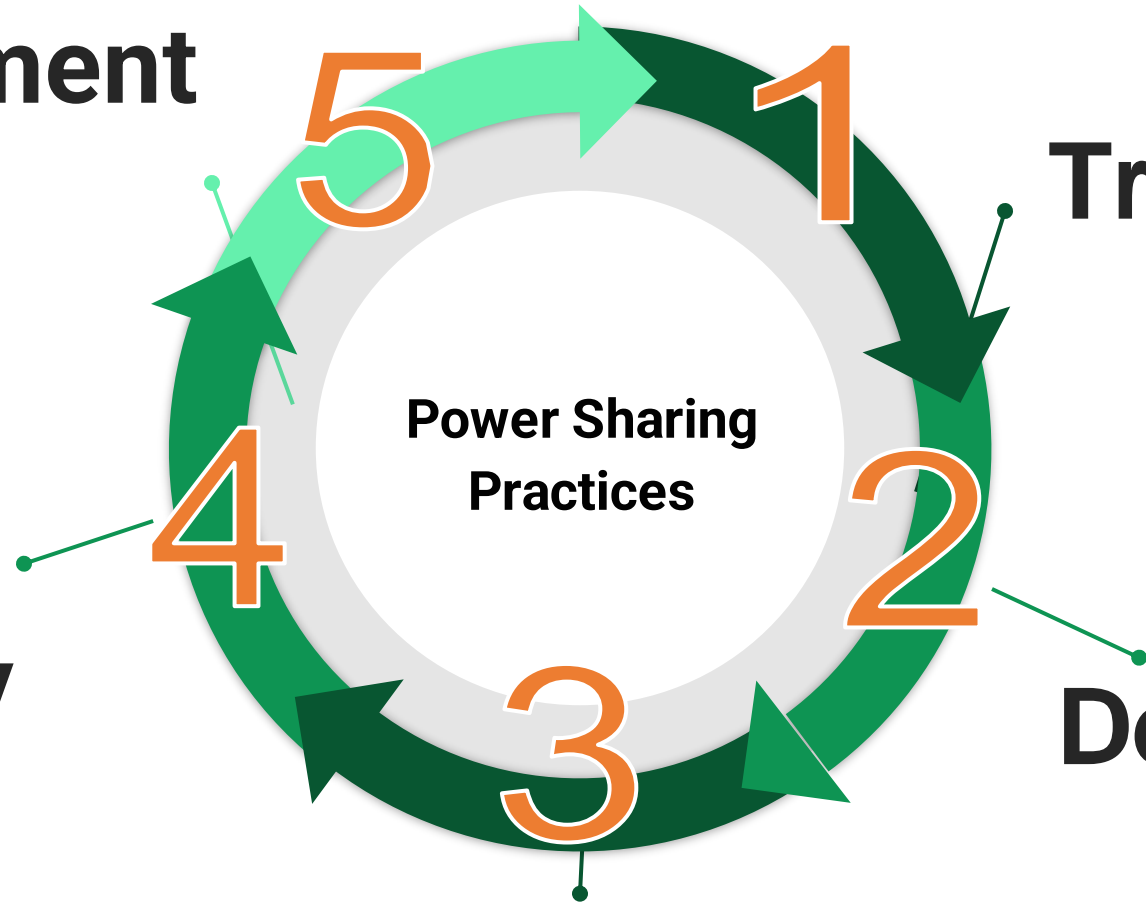
Development

5

Transparency

1

Power Sharing
Practices

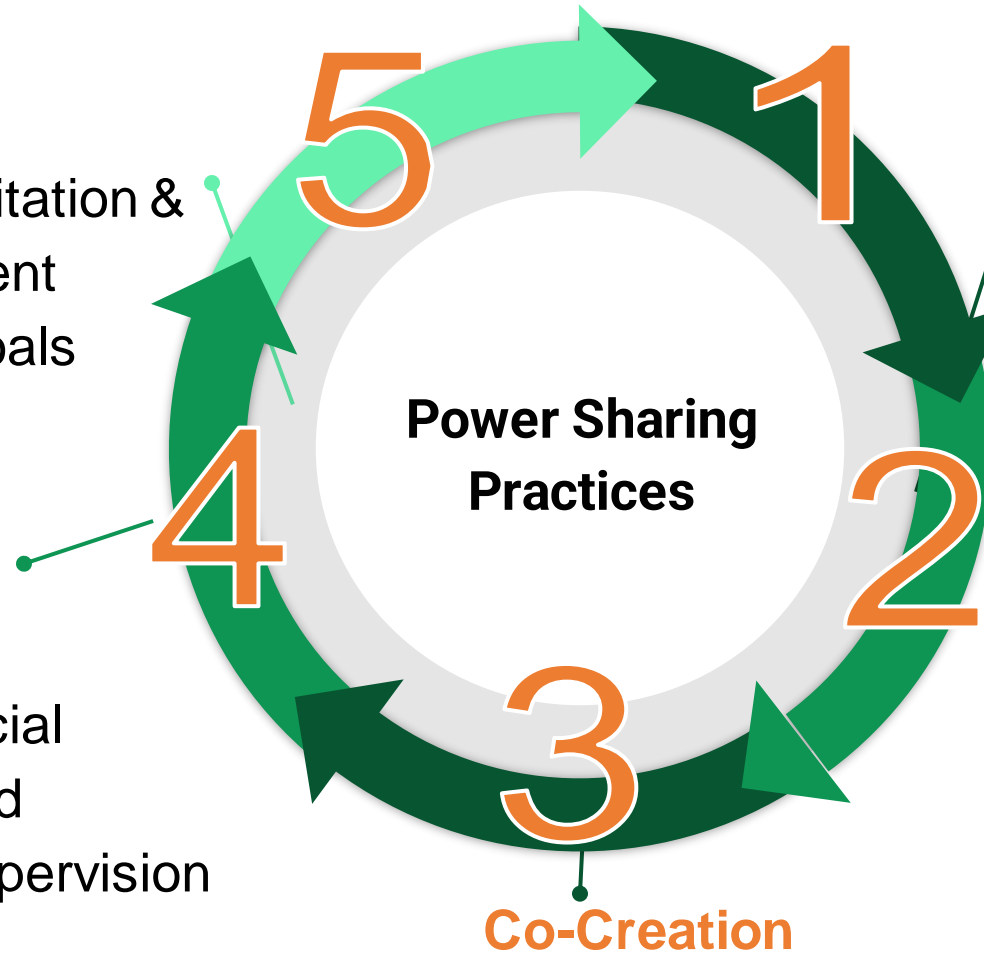Decision-Making

2

Co-Creation

3

Mutuality

4

Power Sharing Practices

Development
- Share leadership opportunities
- Staff meeting facilitation & project management
- Staff & Agency Goals

Transparency
- Clear communication about roles, responsibilities and expectations
- Establish preferred methods of communication
- Consistent 1-1 check-ins
- Normalize self-care, belonging and inclusion (call in vs call out)

Mutuality
- Incorporate critical examination of social identity, power, and oppression into supervision & client meetings
- Shared self & supervisor evaluations
- Peer Affinity Groups

Co-Creation
- Job Descriptions
- Ask/Use Feedback
- Discuss Budget/Logic Model
- Co-design program & changes

Decision-Making
- Identify decisions/solutions that can be made collectively
- Create transparent processes
- Advocate to other decision makers for changes requested by staff

Decision-Making Tools

DARCI
- Clarity on decision making and who will be involved in each step
- Decision-maker, accountable, responsible, consultant, informed

MOCHA
- Tool for establishing **clear roles** on projects
- Roles: manager, owner, consulted, helper, approver

Levels of involvement
- Levels of ownership and involvement
- Decide and announce, gather input from individuals and decide, gather input from group and decide, consensus, delegate with constraints

Consensus
- Way of reaching agreement between all members of a group
- All opinions, ideas and concerns are taken into account

Leadership development suggestions

✓ Cultivate a climate in which people feel free to take initiative.

✓ Give people discretion and autonomy over their tasks.

✓ Give resources and encourage people to use them.

✓ Don't second guess the decisions of those you have empowered.

✓ Focus on interdependence rather than hierarchy when facing conflict.

✓ Consider yourself a resource rather than the manager.

✓ Help create a culture of trust and communication.

Chat and Exchange

Which, if any, power sharing strategies have you implemented successfully at your organization?

What are the barriers at your organization?

Characteristics of Success

✓ Individual and organizational maturity

✓ Desire/commitment by all positional leaders to change/cede power

✓ An up-front investment of time to educate and plan

✓ Fundamental management practices in place

✓ Engagement and accountability

✓ Culture of trust and quality communication

✓ Delineation of roles and authority

Closing Points

✓ Survivor-serving and anti-violence organizations must invest the time and energy to align our structures with our deepest values.

✓ This includes learning to share power internally among staff and with clients, learning to become more equitable, and fighting together against all oppressions rather than re-creating them within our organizations.

Group Chat and Q/A

What is one item you plan to put into action from today's webinar?

Questions?

Resources

❖ **Toolkit**: Ten Strategies to Enhance Employee Resilience and Engagement
https://www.futureswithoutviolence.org/wp-content/uploads/Ten-Strategies-to-Enhance-Employee-Resilience-and-Engagement_final1.pdf

❖ **Webinar:** Supervision and Feedback for Survivor-Serving Organizations
https://www.futureswithoutviolence.org/supervisionandfeedback

Decision-making tools:

- **DARCI**: https://www.trec.org/wp-content/uploads/2020/05/DARCI-Decision-Making-Model-v520.pdf

- **MOCHA**: https://interactioninstitute.org/wp-content/uploads/2017/05/levels-of-involvement.png

- **Levels of involvement:** https://interactioninstitute.org/wp-content/uploads/2017/05/levels-of-involvement.png

- **Consensus**: https://www.seedsforchange.org.uk/consensus#what

Upcoming Webinars and Trainings

❖ **Part Two**: Co-Director Roundtable, Experiences of Three Survivor-Serving Organizations - March 23, 2023

➤ Presenters: W.O.M.A.N. Inc., CUAV, and VIDA Legal Assistance

❖ **Part three**: Empowerment and Collective Leadership, Survivor-Centered Strategies, March 30, 2023

➤ Presenters: DeafHope, Mujeres Unidas y Activas

❖ **ACT Workshop**, May 3-5, 2023, Portland, Oregon

https://forms.gle/xm6ofxezeYPMXpSD8

Thank you! **And Next Steps**

✓ Please provide feedback regarding today's webinar, submit any questions, and request a certificate of participation: https://forms.gle/MpJnDxvyJrhLRCvc8

❖ Visit the SOS Institute web page, for webinars and resources https://www.futureswithoutviolence.org/organizational-leadership-training/supporting-organizational-sustainability-training/

For information, resources, or TA support, please contact us:

Email: learning@futureswithoutviolence.org