

Examining Organizational Culture with an Equity Lens

Indiana University
Bloomington Department
of Theatre, Drama &
Contemporary Dance

Equity Vision and Moving Forward
March 2023
LEADERSHIP SESSION

W4C
Work 4 Change

Practice Self-Reflection

As organizational LEADERS it may be difficult to separate organizational criticism from personal feelings

If you feel targeted, emotional, or guilty, you are personalizing the process (me), rather than receiving the information as an organizational member (role)

This is another step forward in a long process of learning, growing, and building





Setting our Intentions

- This is a welcoming space
- There is room for everyone
- Listen, Reflect, Share
- Your voice is valued. Your presence is appreciated
- Honesty is brave & will push you forward. We celebrate honesty
- Do not share each other's ideas, contributions, or narratives outside

742126

Today's Plan

Acknowledge your feedback -continued equity work

Examine what makes equity work effective and sustainable

Identify equity best practices and common strategies

Identify key priorities for TDCD moving forward

Develop a plan plan for achieving priorities

742126

From Equity Ideas to Equity Work

Equity concepts & principles
(identification of problems)

Equity Accountability
(Strategizing towards solutions)

Equity practices & equity work
(Supporting equity solutions)

- There is a desire to **unify the efforts** of diversity, equity, and inclusion work throughout TDCD.
- This will come about through **thoughtful collaboration between TDCD faculty, staff, and students**

As you move to integrate equity work throughout TDCD, a deeper understanding and analysis of TDCD's **organizational culture** will be helpful

Where TDCD started



Where TDCD is now



Where TDCD can be

BARRIERS TO EQUITY WORK: PEOPLE & POLICY*

PEOPLE (Personal & Interpersonal)

People won't allow change or are disruptive

My students and I are not on the same page

I'm tired. I'm grieving. I'm stressed.

My mental health is challenged

I feel threatened. I'm insecure.

Mistrust. Shaming.

Offensiveness. Defensiveness.

Email communication conflicts

POLICY/PRACTICE

Not enough funding for programs & people

We don't spend enough time together

Too many fires to put out

Little to no time off

We lack diversity

Lack of boundaries

Email communication conflicts

*Feedback from 2/23 session

Navigating Barriers: A Self-Reflection Exercise

Personal

Accountability: How am I a part of the problem? What can I do better? What is my responsibility? How can I help? What help do I need? **I will communicate and honor my boundaries.**

I commit to getting the help I need.

Interpersonal

Community: What social and informal activities reduce stress and tension? How do we reduce communication conflict? How do we increase empathy? **Practice trust building.**

I commit to empathic communication.

Practice

Support systems: How can I support others? Who is my benevolent role model? Who needs to give me space? How do I prioritize my goals? **Identify & build my network of support.**

I commit to honoring my priorities.

Policy

Strategy: How do we integrate equity across strategic plans, funding sources, curriculum, workload? How do we better document challenges and progress? **Build accountability.**

I commit to inclusive excellence.

What makes up Organizational Culture?

Organization-as-Actor

Arrangements
& activities
that structure
daily work



Hierarchy and
power; how
decisions get
made



Distribution
of resources
and use of
resources



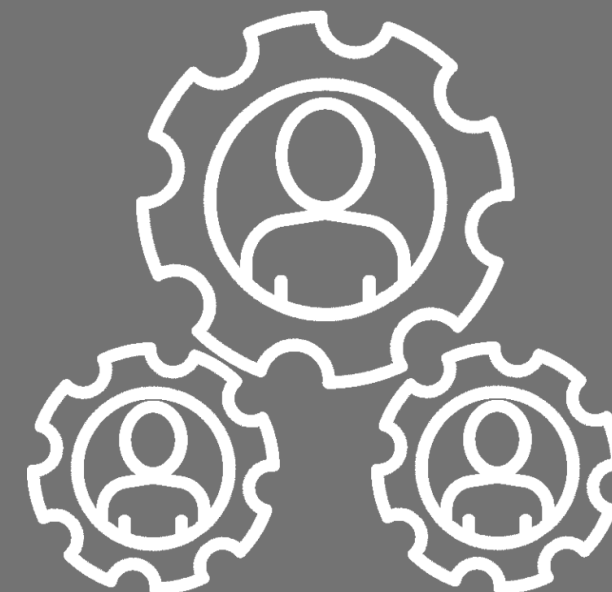
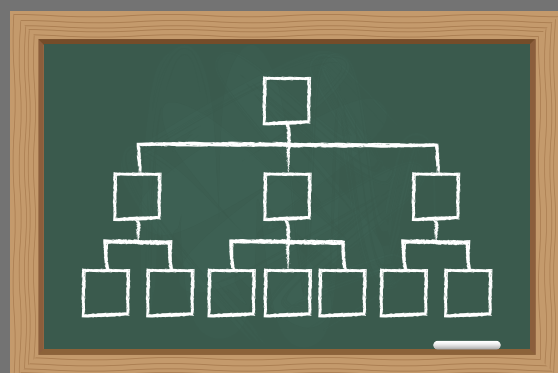
Values, guiding
principles, and
organizational
identity



Communication
content and
processes;
messaging



***Organizational
culture***



Examining Organizational Culture with an Equity Lens: Some Key Questions

1

How are key work activities (internal and external) structured & organized? How does this structure impact work experiences differently for people across TCDC?

2

Who gets to make decisions about work processes? Who is over-represented in decision-making? Who is under-represented? How does power flow throughout TCDC?

3

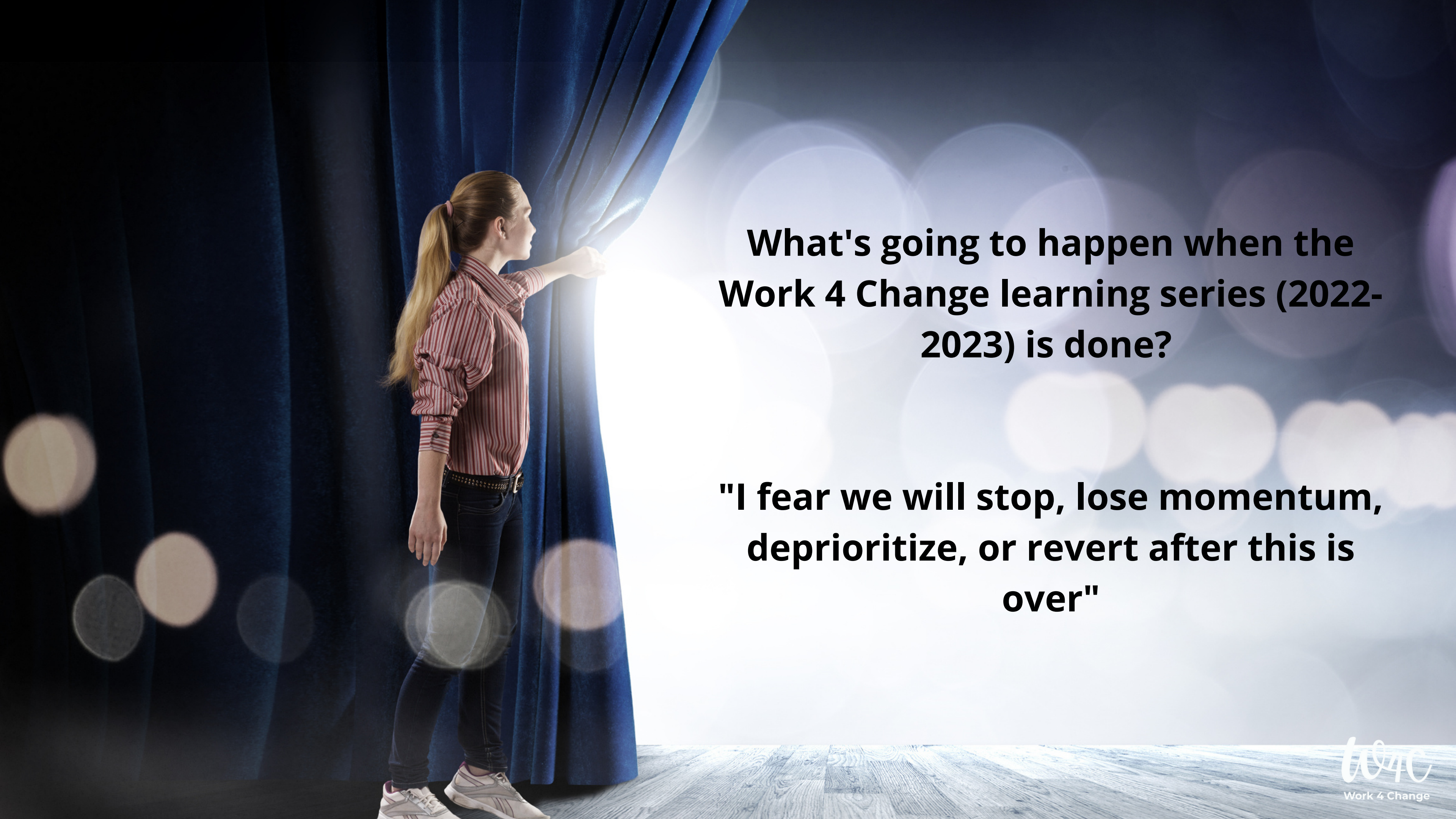
How are resources created and allocated? Are grants/funding and work projects aligned with TCDC commitment to equity?

4

What are TCDC core values? How are these values reflected in organizational culture? How does TCDC see itself in terms of organizational identity?

5

What are communication channels/ pathways like? What key ideas get communicated? Who gets to communicate key ideas? Who doesn't?

A woman with long blonde hair in a ponytail, wearing a red and white striped shirt and dark jeans, is pulling a blue curtain to the right. A bright light shines through the opening in the curtain, creating a strong backlight effect. The background is dark blue with soft, out-of-focus light circles. The floor is made of light-colored wood.

**What's going to happen when the
Work 4 Change learning series (2022-
2023) is done?**

**"I fear we will stop, lose momentum,
deprioritize, or revert after this is
over"**

Equity initiatives fizzle out because...

They lack support or have **artificial support** by leadership; DEI is usually led by middle management

Most **implicit biases** go unnoticed and unchecked; lack of equity lens

Lack of financial support to keep programming and education going; DEI treated as secondary rather than primary activity

Trust and **transparency** are not shared across entire company; assumption that DEI efforts won't change much, if anything

Accountability is not practiced; renders DEI inconsequential



Equity initiatives **WON'T** fizzle out **at TCDC** because...

They lack support or have artificial support by leadership; DEI is usually led by middle management
You are "middle management". Accept this truth and push for authenticity from leadership and self.

Most implicit biases go unnoticed and unchecked; lack of equity lens

Build accountability checks with colleagues and students. Build trust and support each other in growth.

Lack of financial support to keep programming and education going; DEI treated as secondary rather than primary activity
Center equity in programming rather than fund equity programs. But also fund equity programs :)

Trust and transparency are not shared across entire department; assumption that DEI efforts won't change much, if anything
Be the change you want to see in the world (or get out the way). People's experiences must match equity messaging.

Accountability is not practiced; renders DEI inconsequential
Accountability pairs with authenticity. People must feel empowered as change agents.

NEXT LEVEL

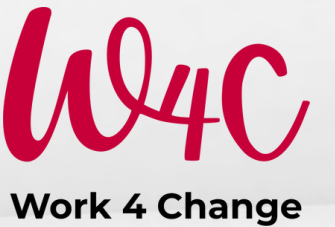
IMPLEMENTATION

Conflict Management & Resolution/Communication

Equity Goal-Setting & Benchmarking

Trauma-informed Approach

Inclusive Excellence



What you have improved:

Shared language
Diversification in programming
Anti-Racist Awareness
Improved Accountability
Equity Mindfulness

How to BUILD equity into your organization



Create an equity advocate/liaison position

Allocate % of budget to equity education and training

Formalize equity by building it into reward structure

Form affinity groups or caucuses

Require equity professional development hours





Best Practices for Equity

- Equity work isn't linear; be accepting of that
- You don't have to know everything ahead of time; stay reflective
- Focus on 1-2 priorities; don't get bogged down with too many initiatives/projects
- Equity work isn't designed to be fun; but you can enjoy learning, growing, and challenging yourself
- Set short and long-term benchmarks for achieving your priorities; 3-month, 6-month, and 12-month.



Let's
discuss

Knowing what makes equity efforts effective and sustainable, consider the following questions:

- 1. What are 1-2 top priorities for TCDC to address moving forward?*
- 2. Pick one and discuss a semester long- plan to address it*