Examining Organizational Culture with an Equity Lens

Equity Vision and Moving Forward
March 2023
LEADERSHIP SESSION

Indiana University
Bloomington Department of Theatre, Drama & Contemporary Dance
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
Today's Plan

- Acknowledge your feedback and 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 for achieving priorities
There is a desire to unify the efforts of diversity, equity, and inclusion work throughout TDCD. This will come about through thoughtful collaboration between TCDC 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.
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

<table>
<thead>
<tr>
<th>Personal</th>
<th>Interpersonal</th>
<th>Practice</th>
<th>Policy</th>
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</thead>
<tbody>
<tr>
<td><strong>Accountability:</strong> 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?</td>
<td><strong>Community:</strong> What social and informal activities reduce stress and tension? How do we reduce communication conflict? How do we increase empathy?</td>
<td><strong>Support systems:</strong> How can I support others? Who is my benevolent role model? Who needs to give me space? How do I prioritize my goals?</td>
<td><strong>Strategy:</strong> How do we integrate equity across strategic plans, funding sources, curriculum, workload? How do we better document challenges and progress?</td>
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<td>I will communicate and honor my boundaries.</td>
<td>Practice trust building.</td>
<td>Identify &amp; build my network of support.</td>
<td>Build accountability.</td>
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I commit to getting the help I need.  
I commit to empathic communication.  
I commit to honoring my priorities.  
I commit to inclusive excellence.
What makes up Organizational Culture?

- 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
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?
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.
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

Form affinity groups or caucuses

Allocate % of budget to equity education and training

Formalize equity by building it into reward structure

Require equity professional development hours
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