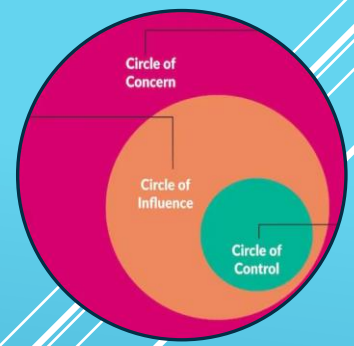


# INCLUSIVE LEADERSHIP: A STUDY IN CIRCLES

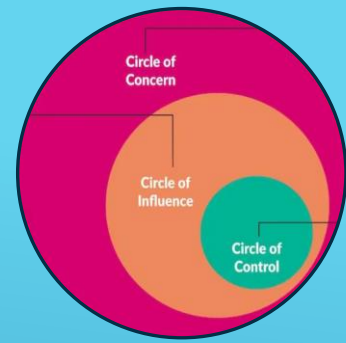
Daniel T. Barkowitz

AVP Financial Aid & Student Employment

University of Miami



# OPENING THE CIRCLE: LET'S START WITH A POEM

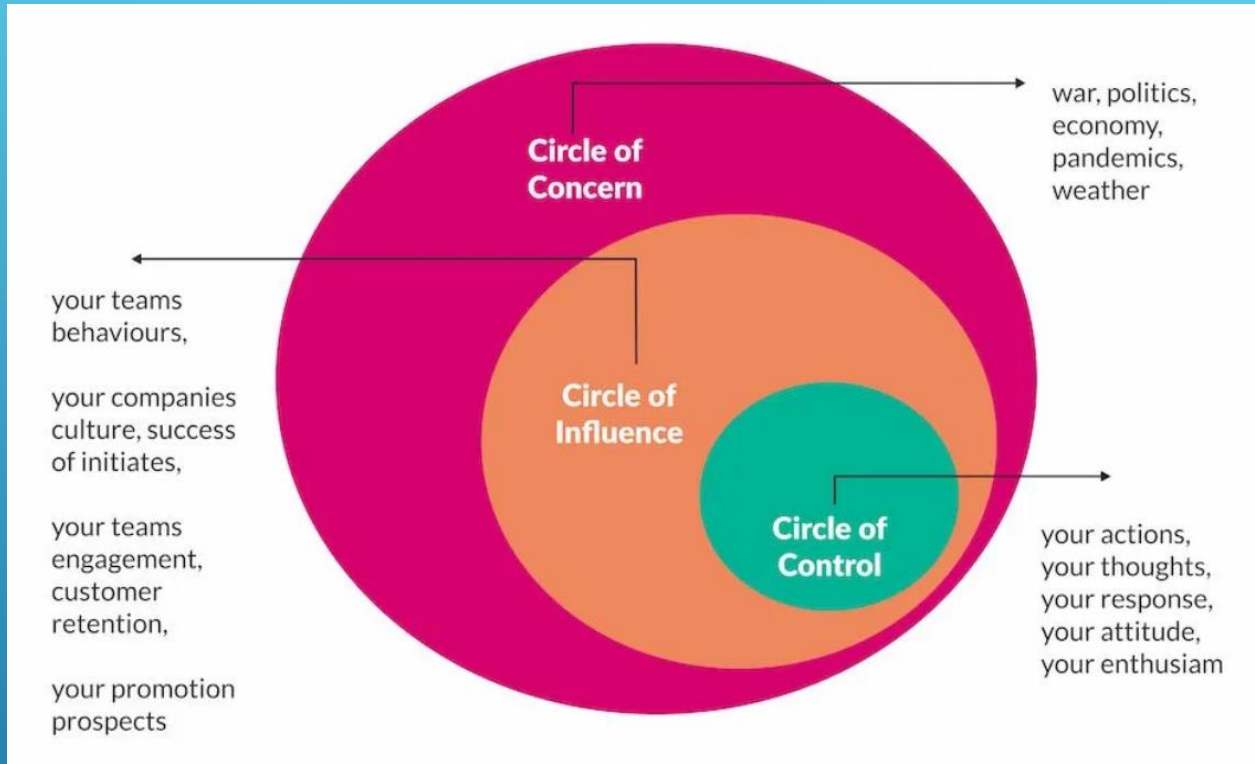
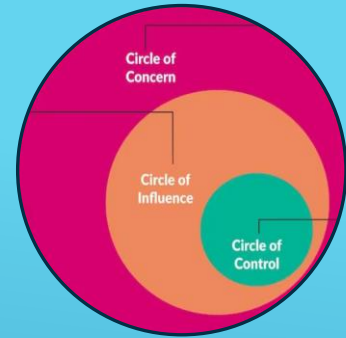


## Fire

What makes a fire burn  
is space between the logs,  
a breathing space.  
Too much of a good thing,  
too many logs  
packed in too tight  
can douse the flames  
almost as surely  
as a pail of water would.  
So building fires  
requires attention  
to the spaces in between,  
as much as to the wood.  
When we are able to build  
open spaces  
in the same way  
we have learned  
to pile on the logs,

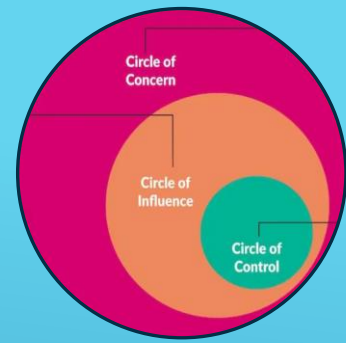
then we can come  
to see how  
it is fuel,  
and absence of the fuel  
together, that make  
fire possible  
We only need  
to lay a log  
lightly from time to time.  
A fire grows  
simply because  
the space is there,  
with openings  
in which the flame  
that knows just how  
it wants to burn  
can find its way.

Judy Brown, *Teaching with Fire*



# OUR AGENDA

1. **Create a hospitable and accountable community.** We all arrive in isolation and need the generosity of friendly welcomes. Bring all of yourself to the work in this community. Welcome others to this place and this work, and presume that you are welcomed as well. Hospitality is the essence of restoring community
2. **Listen deeply.** Listen intently to what is said; listen to the feelings beneath the words. Strive to achieve a balance between listening and reflecting, speaking and acting.
3. **Create an advice free zone.** Replace advice with curiosity as we work together for peace and justice. Each of us is here to discover our own truths. We are not here to set someone else straight, to “fix” what we perceive as broken in another member of the group.
4. **Practice asking honest and open questions.** A great question is ambiguous, personal and provokes anxiety.



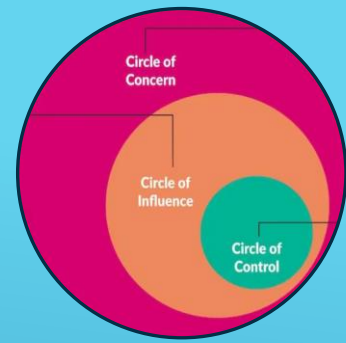
# STARTING WITH YOU!

## THE 13 PRINCIPLES FOR HOW WE TREAT EACH OTHER

Source: <https://www.peacejusticeinstitute.org/wp-content/uploads/2024/02/PJI-Principles-English-1.pdf>



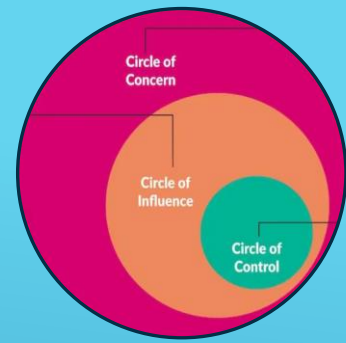
5. **Give space for unpopular answers.** Answer questions honestly even if the answer seems unpopular. Be present to listen not debate, correct or interpret.
6. **Respect silence.** Silence is a rare gift in our busy world. After someone has spoken, take time to reflect without immediately filling the space with words. This applies to the speaker, as well – be comfortable leaving your words to resound in the silence, without refining or elaborating on what you have said.
7. **Suspend judgment.** Set aside your judgments. By creating a space between judgments and reactions, we can listen to the other, and to ourselves, more fully.
8. **Identify assumptions.** Our assumptions are usually invisible to us, yet they undergird our worldview. By identifying our assumptions, we can then set them aside and open our viewpoints to greater possibilities.
9. **Speak your truth.** You are invited to say what is in your heart, trusting that your voice will be heard and your contribution respected. Own your truth by remembering to speak only for yourself. Using the first person “I” rather than “you” or “everyone” clearly communicates the personal nature of your expression.



## STARTING WITH YOU!

# THE 13 PRINCIPLES FOR HOW WE TREAT EACH OTHER

Source: <https://www.peacejusticeinstitute.org/wp-content/uploads/2024/02/PJI-Principles-English-1.pdf>

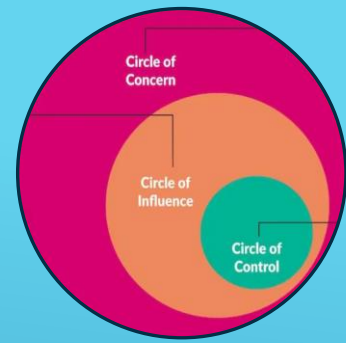


- 10. When things get difficult, turn to wonder.** If you find yourself disagreeing with another, becoming judgmental, or shutting down in defense, try turning to wonder: “I wonder what brought her to this place?” “I wonder what my reaction teaches me?” “I wonder what he’s feeling right now?”
- 11. Practice slowing down.** Simply the speed of modern life can cause violent damage to the soul. By intentionally practicing slowing down we strengthen our ability to extend nonviolence to others—and to ourselves.
- 12. All voices have value.** Hold these moments when a person speaks as precious because these are the moments when a person is willing to stand for something, trust the group and offer something they see as valuable.
- 13. Maintain confidentiality.** Create a safe space by respecting the confidential nature and content of discussions held in the group. Allow what is said in the group to remain there.

# STARTING WITH YOU!

## THE 13 PRINCIPLES FOR HOW WE TREAT EACH OTHER

Source: <https://www.peacejusticeinstitute.org/wp-content/uploads/2024/02/PJI-Principles-English-1.pdf>



- ▶ Which one of these principles speaks to me? Which one do I find easiest to practice?
- ▶ Which one do I most struggle with practicing myself?
- ▶ When has one of these principles been used or not used to make me feel included or excluded in the workplace?

## SELF REFLECTION #1: REFLECTING ON THE PRINCIPLES

## My Personal "I Am From" Poem, Author Unknown

I am basketball on a snowy driveway.

I am fish sticks, crinkle-cut frozen French fries and frozen mixed vegetables.

I am primarily white, upper-middle class neighborhoods and racially diverse schools.

I am Donkey Kong, Ms. Pac Man, Atari 2600 and sports video games.

I am football on Thanksgiving and New Year's Day.

I am "unity in diversity" and "speaking from your own experience."

I am triple-Wahoos, earning three degrees from the University of Virginia.

I am diversity, multicultural education, identity, introspection, self-reflection, and social action.

I am Daffy Duck, Mr. Magoo, Hong Kong Phooey, Foghorn Leghorn, and other cartoons.

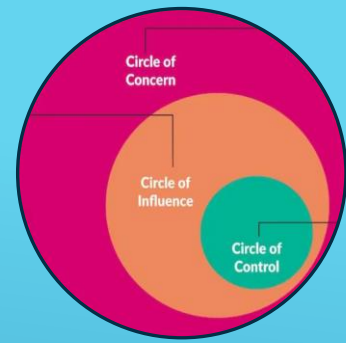
I am Tae Kwon Do, basketball, the batting cages, a soccer family, and the gym.

I am a wonderful family, close and loving and incredibly supportive.

I am films based on true stories and documentaries

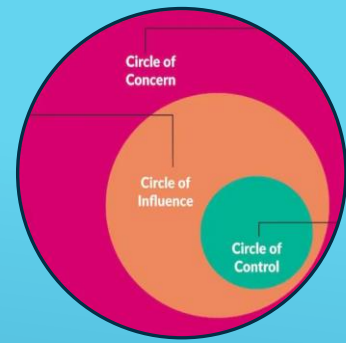
I am the History Channel, CNN, ESPN, BRAVO, and Home Team Sports.

I am a passion for educating and facilitating, personal development and making connections



# WHAT IS IN YOUR CIRCLE OF IDENTITY?

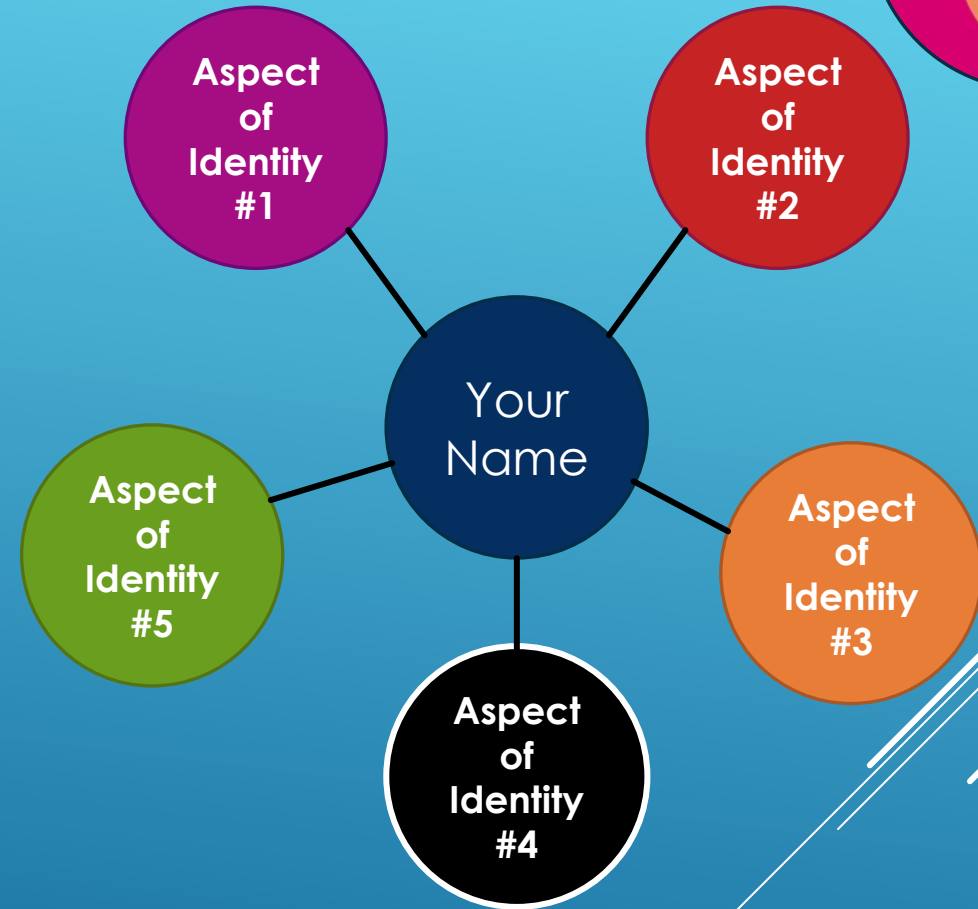




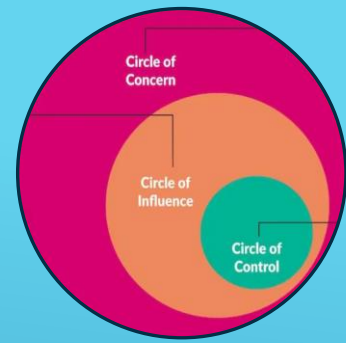
- ▶ Multiple identities can also be conflicting identities.
- ▶ We acknowledge that disadvantages and advantages are subjectivities (rather than objectivities)
- ▶ **Black** (*disadvantaged*) **middle class** (*advantaged*)  
or
- ▶ **White** (*advantaged*) **women** (*disadvantaged*)
- ▶ One person's identity may have rank and privilege while another identity may not. This approach also illustrates the intersections of privilege and oppression.

## IMPACTS OF MULTIPLE IDENTITIES

- ▶ How do we define ourselves?
- ▶ Fill in your name in the center.
- ▶ Each one of us is a combination of many ingredients (gender / gender expression, ethnic background, religious identity, geographic location, obsessions or hobbies, sexual orientation, political or social issues, sense of self).
- ▶ Choose the 5 aspects of identity that are most compelling for you at this moment – and that you want to share with the group.

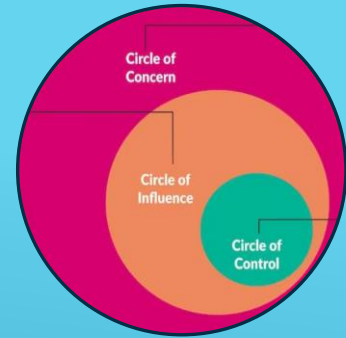
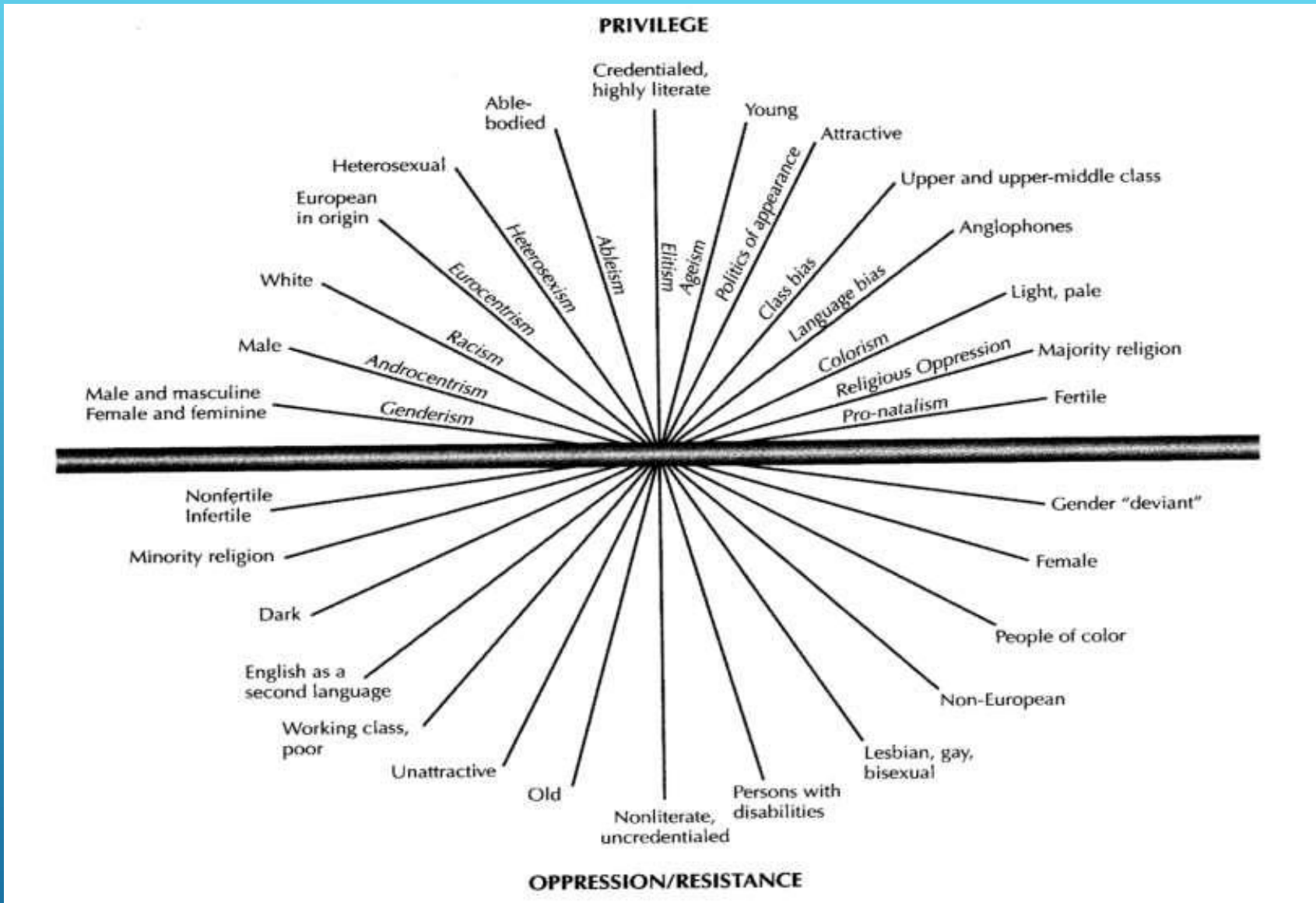


# THE CIRCLES OF OUR MULTICULTURAL SELVES



- ▶ When was a time when I felt proud to be identified with one of these circles?
- ▶ When has it been painful to identify with one of these circles?
- ▶ What's something said about one circle of my identity that I wish would never be said?
- ▶ What is something about me that others would not know by looking at me or working with me?

## SELF-REFLECTION #2: MY CIRCLES OF IDENTITY



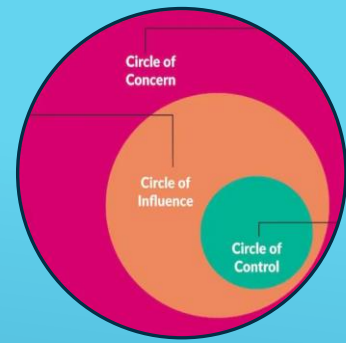
# AREAS OF PRIVILEGE / AREAS OF OPPRESSION

IF I AM NOT  
FOR MYSELF,  
*who will be for me?*  
אם אין אני לי, מי לי?

BUT WHEN I AM  
ONLY FOR MYSELF,  
*what am I?*  
וכשאני לעצמי, מה אני?

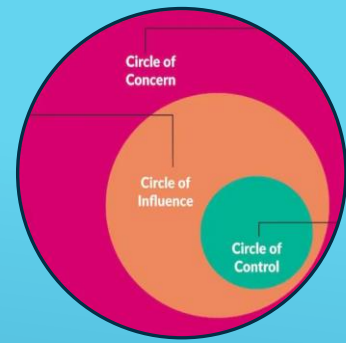
AND IF NOT NOW,  
*when?*  
ואם לא עכשיו, אימתי??

RABBI HILLEL | PIRKEI AVOT 1:14



EXPANDING OUR CIRCLE: THOSE WE WORK WITH AND  
OUR INSTITUTIONS

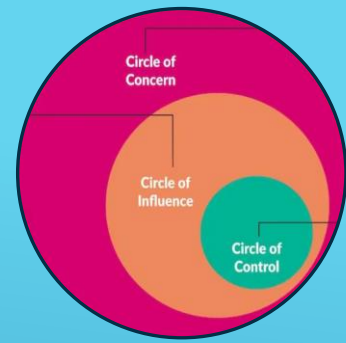




- ▶ **Visible commitment:** They articulate authentic commitment to diversity, challenge the status quo, hold others accountable, and make diversity and inclusion a personal priority.
- ▶ **Humility:** They are modest about capabilities, admit mistakes, and create the space for others to contribute.
- ▶ **Awareness of bias:** They show awareness of personal blind spots, as well as flaws in the system, and work hard to ensure a meritocracy.
- ▶ **Curiosity about others:** They demonstrate an open mindset and deep curiosity about others, listen without judgment, and seek with empathy to understand those around them.
- ▶ **Cultural intelligence:** They are attentive to others' cultures and adapt as required.
- ▶ **Effective collaboration:** They empower others, pay attention to diversity of thinking and psychological safety, and focus on team cohesion.

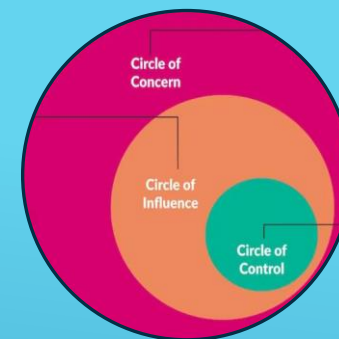
# STRATEGIES FOR INCLUSIVE LEADERSHIP: HARVARD BUSINESS REVIEW

Source: <https://hbr.org/2020/03/the-key-to-inclusive-leadership>



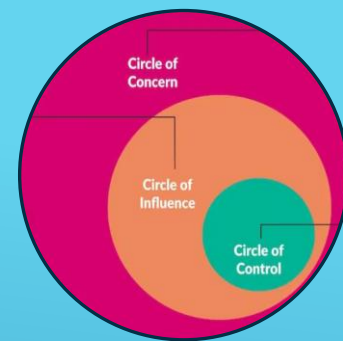
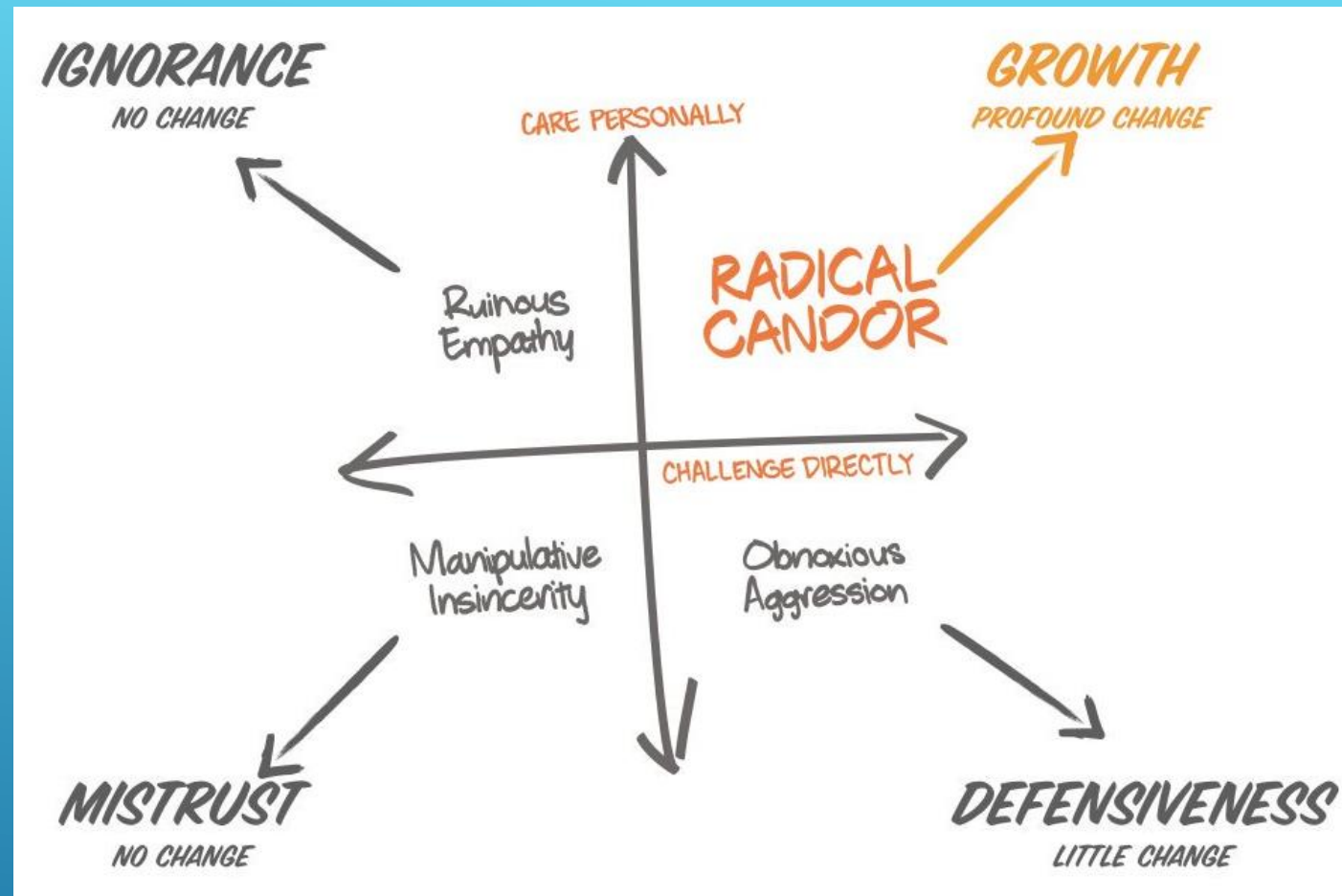
- ▶ We may not admit bias, to others or to ourselves.
- ▶ The Implicit Association Test -  
<https://implicit.harvard.edu/implicit/takeatest.html>
- ▶ Flower / Insect IAT -  
<https://implicit.harvard.edu/implicit/user/agg/blindspot/indexfi.htm>
- ▶ Many other IAT tests available at the Harvard site.

HOW DO WE SURFACE OUR OWN BIAS?

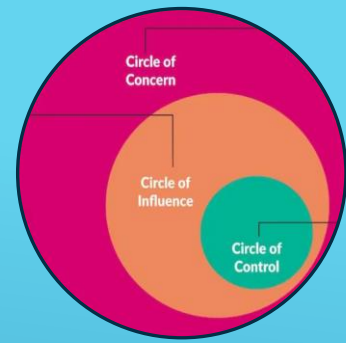


# MICRO-AGGRESSIONS

[https://www.youtube.com/watch?v=ho\\_ww7m5e3a](https://www.youtube.com/watch?v=ho_ww7m5e3a)



**RADICAL CANDOR:**  
BALANCING CARING PERSONALLY WITH CHALLENGING DIRECTLY



- ▶ Think about the best and worst managers you have had during your career.
- ▶ What did you learn from your best manager that you want to commit to when you manage others?
- ▶ What did you learn from your worst manager that you want to commit to never doing when you manage others?

## SELF REFLECTION #3: MY BEST AND WORST MANAGERS



# THE THIRD CIRCLE: GIVING BACK AND GETTING INVOLVED

## Full Circle

this is work in progress  
a new generation  
paying homage

this is full circle  
to who  
came before us

giving back like ancestors  
gave back to community

For philanthropy is weighed  
in different ways,  
than those of the European  
kind of standard.

this seed was planted  
before landing  
on these shores

this is custom  
tradition  
culture preserved

Now the next generation  
will continue the legacy  
of creating our own support system  
with the intention of being my brother's keeper.

we are soul  
giving the mind  
time for family

we have always cared  
for one another  
by using our hands

Creating opportunities  
for the love of humankind  
for giving back takes  
treasure talent and time.

we are the spirit  
of black folk  
dipped in tradition

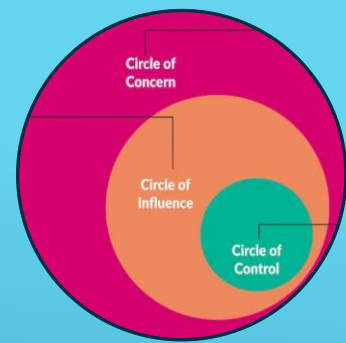
so listen to the ancestors  
so the future will  
know the correct story

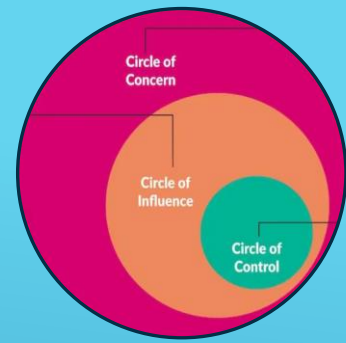
they/we/us  
are the root

reclaiming the truth  
spreading generosity  
toward the future

led by example  
in turn our work  
comes full circle.

Quentin "Q" Talley  
poet





- ▶ *McClelland and Atkinson's Motivational Theory*. According to this theory, people have three separate motivational needs, with one being predominate:
  - ▶ **Affiliation** – The affiliation-motivated person prefers personal interaction, works to make friends, likes to get involved with group projects, and prefers to be perceived as a “good” person.
  - ▶ **Achievement** – The achievement-motivated person prefers specific goals to work toward, seeks responsibility, sticks to tasks until completed, and sees problems as challenges.
  - ▶ **Power** – The power-motivated person prefers to impact and influence others, can work alone or in a group, can respond to needs of people or programs, and keeps an eye on overall goals of the agency.

WHY DO PEOPLE GET INVOLVED IN PROFESSIONAL ASSOCIATIONS AND VOLUNTEER GROUPS?

## 1. Help People.

- ▶ The altruistic among us volunteer just to help others. Your association makes that easy and focuses efforts. When people volunteer with you, they know they're helping your industry and furthering a mission they care about.

## 2. To Try a New Role or Develop a New Skill

- ▶ Often, people want to “audition” a new industry before taking the plunge into a career change. They may also need experience before they can get hired in a different position. Volunteering is a good way to get a flavor for the industry and the skills it requires.

## 3. Make Business Connections or Friends in the Industry

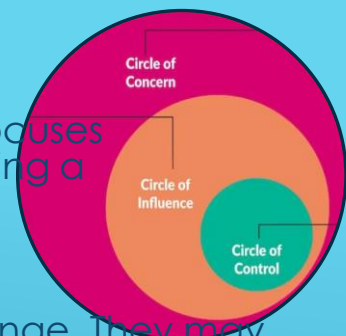
- ▶ When people have just landed a new job or moved to a different area of the country, one of the best ways to become professionally connected is through a trade or professional association. Volunteering is a quick and easy way to meet new people.

## 4. Build Out a Resume

- ▶ Volunteering is a great way to gain experience and take on a leadership role... Whether it's with an in-person management position or acting as a facilitator for an online community group, there are leadership roles for every interest and experience level.

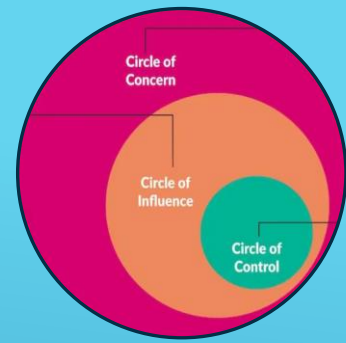
## 5. Be Part of Something Bigger

- ▶ Associations are known for making a difference not only in their industries, but in the world at large. They're part of local, national and international movements, which means you will often have people join because they want to contribute to your mission. They want to make an impact and be part of something bigger than themselves.



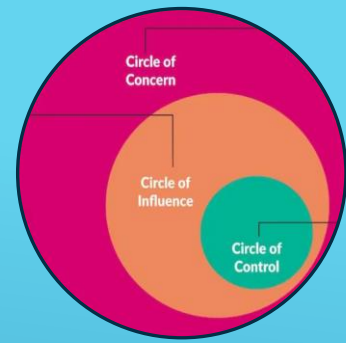
# 5 MOTIVATIONS FOR VOLUNTEERING

Source: <https://www.higherlogic.com/blog/why-do-people-volunteer-for-professional-associations-and-trade-groups/>



“Help Us Help You Help Students...”

NASFAA'S MISSION: JUSTIN DRAEGER, NASFAA  
CONFERENCE 2019



- ▶ What motivates me to volunteer?
- ▶ What obstacles stand in the way of my being more involved?
- ▶ What help do I need in overcoming those obstacles?
- ▶ Who in my office, institution, and association can help me / mentor me?

SELF REFLECTION #4:  
“IF NOT NOW, THEN WHEN”



Rainer Maria Rilke, from Das Studienbuch [Book of Hours]  
(1899-1903, published 1905)

Ich lebe mein Leben in wachsenden Ringen,  
die sich über die Dinge ziehn.  
Ich werde den letzten vielleicht nicht vollbringen,  
aber versuchen will ich ihn.

Ich kreise um Gott, um den uralten Turm,  
und ich kreise jahrtausendelang;  
und ich weiß noch nicht: bin ich ein Falke, ein Sturm  
oder ein großer Gesang.

I live my life in widening circles  
that reach out across the world.  
I may not complete this last one  
but I give myself to it.

I circle around God, around the primordial tower.  
I've been circling for thousands of years  
and I still don't know: am I a falcon,  
a storm, or a great song?

BRINGING IT HOME...

