

LEADING WITH RACE EQUITY:

The ProInspire Leadership Model for Race Equity Impact

This leadership framework is a tool to support individuals and organizations in identifying how their practices can create and sustain race equity experiences and outcomes within the social sector. It is based on experience, research, and perspectives from our team and many thought partners. We expect to keep iterating on it as we continue to work with the model and gather more feedback.

Social sector organizations have a responsibility to work towards the betterment of society. It is our moral mission and opportunity to positively impact members of our community and society at large, particularly those whose lives are most directly harmed by systemic oppression and structural racism. However, most social sector organizations inherently uphold white dominant standards of behavior as organizational norms, leadership expectations, and standards of professionalism. These beliefs and behaviors are often unacknowledged and unexamined, which has the potential to exacerbate structural harm, create division and perpetuate racism within the workplace. The ProInspire Leadership Model for Race Equity Impact will help address this.

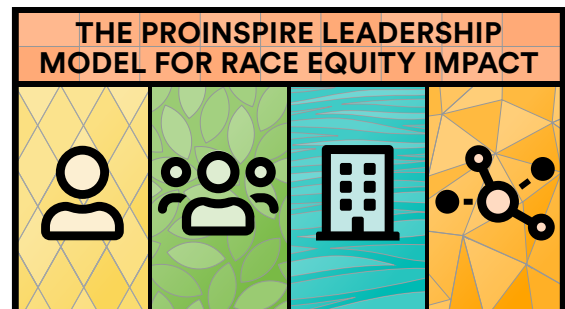
WHO THIS LEADERSHIP MODEL IS FOR

This framework will be most effective for leaders who understand that structural racism exists, acknowledge the harm and violence it perpetuates, and actively seek to further advance race equity in their work. We view individual practices as core to organizational culture, outcomes, and experiences. Therefore, shifting our expectations for leaders is essential to operationalizing race equity. As social sector leaders, it is imperative that our work honors and affirms the brilliance, well-being, and full humanity of Black people, Indigenous people, and People of Color (BIPOC), through policy and practice both internally and externally.

HOW TO USE THIS LEADERSHIP MODEL

We believe that it is essential for leadership at all levels to hold a power analysis rooted in race equity; by examining and understanding inequities in experience and outcomes by race, we can build our muscles for deep analysis and the reimagining of power.

We identified these practices to build shared language and highlight the many ways that all leaders - across identities, roles, issue areas, and organizations - can interrupt inequities, namely race inequity, through their leadership in the social sector. Demonstrating these practices and deepening one's skill sets and mindsets does not correspond to years of experience, level of workplace hierarchy, or job title. Our belief is that leaders at all levels should work towards building inclusive and equitable workplaces that have a positive social impact. We hope that leaders can use this framework, the practices, and the foundational values to activate their leadership and accelerate race equity through their work.







THE MAIN PRINCIPLES OF THE PROINSPIRE LEADERSHIP MODEL FOR RACE EQUITY IMPACT

At the core of these leadership practices are the following principles:

- Leaders within the social sector must prioritize the **advancement of race equity**, with individuals developing their race equity analysis personally and professionally
- Leaders should **center race equity in their work** through active learning and unlearning, intentional action, and processes for accountability
- **Authenticity and solidarity** are essential qualities and ways of approaching our work, if we are to dismantle oppression and create an equitable society
- One can **operate as a leader from any position** within an organization
- Individuals inside organizations and institutions have the ability to **redefine, reimagine, and recreate power**

THE PROINSPIRE LEADERSHIP MODEL FOR RACE EQUITY IMPACT

AREAS OF ADVANCING RACE EQUITY (3-A's)	WINDOWS OF LEADERSHIP <i>and Foundational Values</i>			
	 SELF <i>Cultivating Inner Well-Being</i>	 PEOPLE <i>Centering Relationships</i>	 ORGANIZATIONS <i>Aligning Values</i>	 SYSTEMS <i>Understanding Inequities</i>
Active Learning and Unlearning	Sense of Identity	Honor Experience	Collaborative Decision Making	Emergent Approach
Intentional Action	Conscious Communication	Building Trust	Adaptive Change	Collective Action
Processes for Accountability	Radical Self-Love	Shared Responsibility	Sharing Power	Reimagining Systems

WINDOWS OF LEADERSHIP AND AREAS OF ADVANCING RACE EQUITY

Windows of Leadership is our term for the perspectives or levels from which leaders can create impact – namely leadership of Self, People, Organizations, and Systems.



Windows of Leadership provide a transparent reflection of the leadership skills needed to advance race equity. These windows are interdependent; they do not work in isolation but instead connect and support each other. We also understand that aspects of social identity, environment, and socialization will inform how our leadership shows up.

For each Window of Leadership, there is a foundational value that is essential to its practice:

- **Cultivating Inner Well-Being** in the leadership of Self – we are addressing internalized racism and bias by compassionately working to heal through raising self-awareness and inner wellbeing
- **Centering Relationships** in the leadership of People – we are addressing interpersonal experiences of exclusion and bias through the foundational value of centering relationships
- **Aligning Values** in the leadership of Organizations – we are addressing cultural norms of white supremacy and anti-blackness demonstrated by policies and practices through the foundational value of aligning values
- **Understanding Inequities** in the leadership of Systems – we are addressing racial inequities in outcomes throughout the social sector with the foundational value of understanding inequities

These foundational values serve as both the outer frame and internal support for the practices in each window. Leaders should focus on developing and expanding their commitment to these values before and during their work on the practices in the correlating Window of Leadership.

AREAS OF ADVANCING RACE EQUITY (3-A's)

We embedded a race equity analysis throughout the model by using the Areas of Advancing Race Equity (3-A's) to guide each practice's development as you work across the windows of leadership. By embedding a race equity analysis within our expectations of leadership, we are also able to identify the systemic advantages and disadvantages that are normalized by white dominant standards. Shifting individual practices helps leaders to become more equipped to address the root cause of inequities.

- To accelerate equity– leaders engage in awareness building that disrupts internalized racism through **active learning and unlearning**
- To accelerate equity– leaders address behaviors and organizational culture norms that contribute to experiences of bias and exclusion through **intentional actions** that cultivate belonging
- To accelerate equity– leaders demonstrate humility, vulnerability and commitment to counteracting white dominant norms through **processes for accountability** that create sustainable change in the present and for the future



THE LEADERSHIP PRACTICES IN THE SELF WINDOW

When examining race equity impact through the “Self Window,” leaders see themselves as active learners on a journey of identity development. This process works to understand how different aspects of one’s identity is privileged and/or marginalized in society.

<p>Foundational Value</p>	<p style="text-align: center;">Inner Well-Being</p> <p>Inner well-being means intentionally committing time and energy to deepen one’s personal awareness through self-reflection and self-compassion. This commitment allows leaders to foster and demonstrate more joy, harmony, and fulfillment in their work. Cultivating inner well-being supports leaders by building the capacity to address the fears, anxieties, and trauma that often accompany race inequities. Inner well-being allows leaders to interrupt patterns of isolation, separateness, and internalized racism through mindfulness.</p>
<p>Active Learning and Unlearning</p>	<p style="text-align: center;">Sense of Identity</p> <ul style="list-style-type: none"> ● Continuously fosters an understanding and acceptance of one’s own unique identity ● Works to suspend judgment about the identities of others (particularly biases based on racial identity) ● Acknowledges how one’s understanding of self is shaped by social, economic, and historical contexts ● Understands the impact that identity-based value judgments have on mindsets, perceptions, behaviors, and relationships <hr/> <p>Questions to help explore this practice:</p> <ul style="list-style-type: none"> – Which aspects of your identity maintain/support experiences of privilege and/or marginalization? – How have your lived experiences shaped your understanding of your identity? – How have you built a sense of ease and self-acceptance around these identities?
<p>Intentional Action</p>	<p style="text-align: center;">Conscious Communication</p> <ul style="list-style-type: none"> ● Maintains an openness that is other-oriented through mindful reflection and discovery ● Works to build and sustain honesty, vulnerability, and trust through communication ● Has knowledge and flexibility to communicate across diverse social identities and lived experiences ● Engages with others by suspending judgement and maintaining a sense of curiosity ● Regularly reflects on experiences and interactions with others <hr/> <p>Questions to help explore this practice:</p> <ul style="list-style-type: none"> – How do you value and create space for different types of communication? (i.e. storytelling) – What are some examples of how you lead with inquiry, compassion, and courage? – Are you aware of when you are and are not contributing to a conversation, and why?
<p>Processes for Accountability</p>	<p style="text-align: center;">Radical Self-Love</p> <ul style="list-style-type: none"> ● Works to appreciate, encourage, and value one’s self through affirmation and self-care ● Suspends judgment of self and others by demonstrating empathy and compassion ● Supports the development of others’ self-love to further their ability to lead, contribute, and grow ● Recognizes and acknowledges that caring for self translates to care for community, and moves us beyond the isolation of ‘I and we’ <hr/> <p>Questions to help explore this practice:</p> <ul style="list-style-type: none"> – Are you regularly pausing to check in with yourself and your current needs? – Are you setting and communicating boundaries? Are you respecting others’ boundaries? – How do you prioritize rest and rejuvenation?

LEARN MORE IN 2021

As we work with the practices and gather additional feedback, we will continue to grow and adapt this research. We plan to publish the full Leadership Model For Race Equity in 2021. Please [click here](#) to sign up for updates.



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Activating Leaders, Accelerating Equity

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