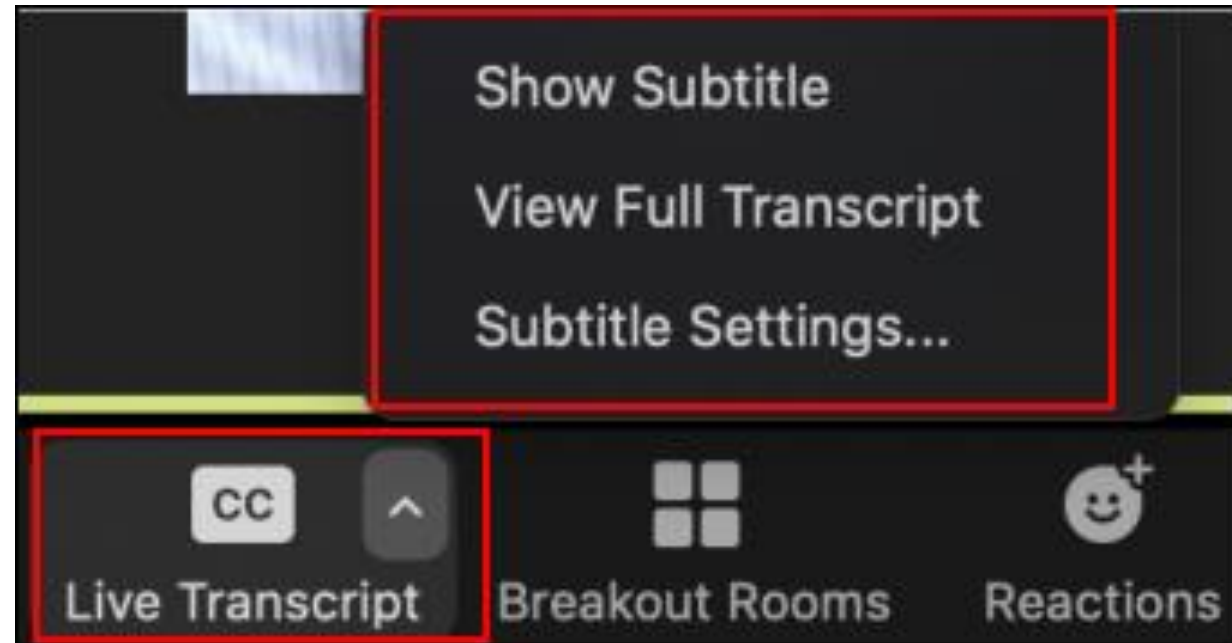# Welcome! This webinar has live transcription.

To view the transcript, click "**Live Transcript**" in the Zoom toolbar at the bottom of your screen. Then, click "**Show Subtitle**." Please chat us with questions.

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Through the Training and Technical Assistance Request Program (TTARP)

CUNY INSTITUTE FOR STATE & LOCAL GOVERNANCE

NEW YORK STATE | Office of Victim Services

TTARP matches eligible Victim Assistance Programs (VAPs) with expert consultants who:

Provide custom-tailored TTA on organizational leadership and communications topics

Draw on expertise from training professionals

Offer services at no-cost

CUNY INSTITUTE FOR STATE & LOCAL GOVERNANCE

NEW YORK STATE | Office of Victim Services

Example TTARP topics include:

Conflict Resolution & Accountability (1b)

Understanding RFPs and Writing Effective Grant Proposals (2c)

Creating an Accessible Organization for Disabled Staff (3b)

Developing Talent from Within (3c)

Engaging Survivors Who've Experienced Polyvictimization (4c)

Strategic Planning for Programs (5c)

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**New York State
Office of Victim Services (OVS)**

**Training and Technical
Assistance Request Program
(TTARP)**

2022 - 2023
Catalog of Services

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Training and Technical Assistance Request Program (TTARP)

OVS TTARP Submission Form

Contact Information

Please complete the following contact information.

* 1. **Program/Agency/Organization Name**

* 2. **OVS Contract Number**

* 3. **Program Address**

Address *
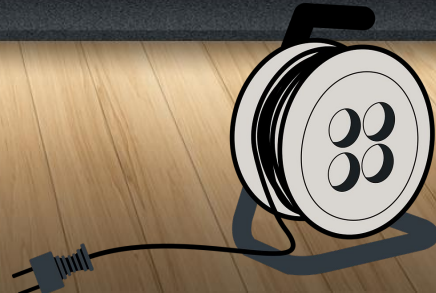
TECH SPECS

- There will be select moments to (virtually) **raise your hand**.

- **Use the chat feature** to share questions, comments, & reactions.

- **Engage with TTARP friends in the chat for technical assistance.**

- Use the **Private Chat** feature to ask us questions directly or *anonymously*.

- We will use PollEverywhere Technology. **All polls are anonymous.**

A Preventionist and a Therapist?

The Domestic & Sexual Violence fields have a history of leading community and organizational change. It special because was born out of both community activism and the advocacy of survivors and those who support them, and has known the importance of working in cross-functional teams to address complex issues affecting individuals and communities.

Some History:

- Foundations in the Civil Right Movement
- Intersectionality
- Social Psychology foundations of Prevention
- Coordinated Community Response (CCR) Team
- A Comprehensive Approach
- Coalition Building, Movement Work

We wanna model that collaboration today.

Opening Reflection (1 min.)

As yourself, *"What critical convos should we be having about inclusive change within our organizations?"*

Keep in Mind...

- This is a big topic that we have very little space and time for today. Your learning must extend beyond this.
- This topic can bring up a range of feelings. Please be mindful of how—and with whom—you're processing them.
- Check in with yourself: moments of discomfort, defensiveness, confusion, etc. are cues for future learning. Moments of pain, grief, remembering may be
  wounds in need of compassionate tending.

Aporetic Practice

*Consciously **putting ourselves at a loss, into a position of not knowing** and using it to stimulate new thinking.*

Strategy: Introduce paradox or doubt to create a state of Aporia and inspire new thinking.

- **Wicked Questions**
  - Example: "How are we _____ and _____ at the same time?"
- **Creative Destruction/ Intentional "Dips Into Chaos"**
  - Example: What's the worst case scenario? And work backwards to build a more protective environment.
- **Spectrum Activities**
  - Ex. Agree, Disagree, Unsure (ADU) Statements
  - Ex. Stop Light (Red, Yellow, Green) Scenarios
  - Presenting a "this or *that*" statement/scenarios, and asking folks to choose one.

Polling Instructions

Via Web

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*You can skip the section about making a username

Via Text/SMS

Text "ERICM268" to 22333

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You've joined Eric McGriff's session (ERICM268). When you're done, reply LEAVE
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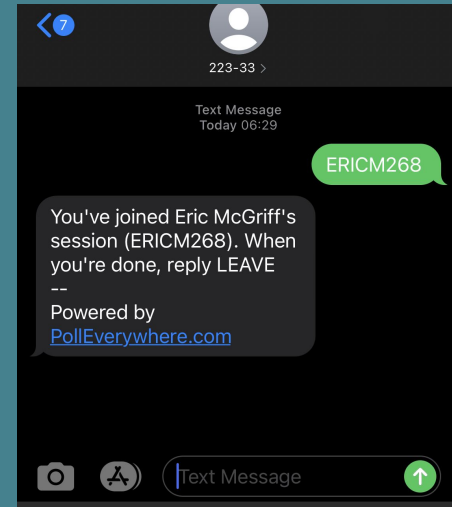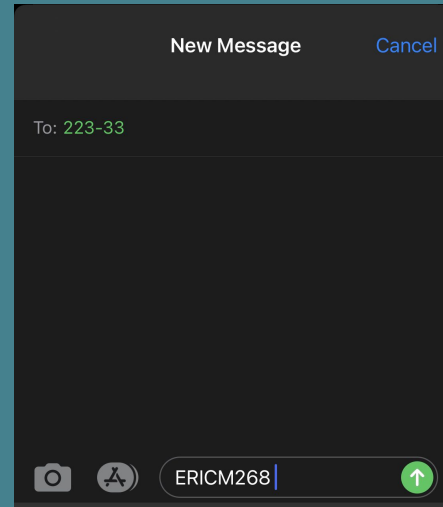
What cricitcal conversations should we be having about creating inclusive change in our organizations?

Why aren't we having these conversations?

Ontologically speaking...

Complexity is an ontological framework used in strategic management and organizational change. It is about the non-linear, dynamic, emergent nature of the world we live in, and how systems grow, adapt, and evolve.

Complexity is neither good or bad. It just is.

Navigating complex issues, like organizational growth and change, can be scary, disorienting, triggering, Individually and organizationally.

For complex issues, the issue is the lack of meaningful connections to navigate through complexity (ex. COVID 19).

Today we will learn **how to use facilitation technologies to discover and create connections, options, and solutions around complex issues _with_ community.**

Equity Principles in DV/SA

Elevate community/frontline leadership and resilience

Create safer spaces for healing

Facilitate internal organizational change

Address underlying contributing factors to violence & safety (e.g culture, power, historical inequities)

Partner across fields and movements

Name racism & White Supremacy, and work to eliminate it.

Common Barriers to Equity within Orgs
-Dr. Camara Jones

1. Too Much Individual-Level Focus
2. An Ahistorical Approach
3. Belief in the Meritocracy Myth
4. Belief in the Zero-Sum Myth (thinking it's a trade-off, competition rather than collaboration with folks who have less power)
5. Myth of American Exceptionalism
6. White Supremacy Ideology

Collaboration and a Strengths-Based Approach

Collaborative and relational approaches to solving complex issues such as major public health issues, organizational and culture change, and healing.

Strengths-based approaches have shown to be effective when working with marginalized communities to address complex issues such as violence and inequity. Ask, *"What is already here?"*, *"What is here that we can amplify?"*, *"Who is already leading and supporting community?"*

Trusting and safer connections are better for discovering the known unknowns and the unknown, unknowns.
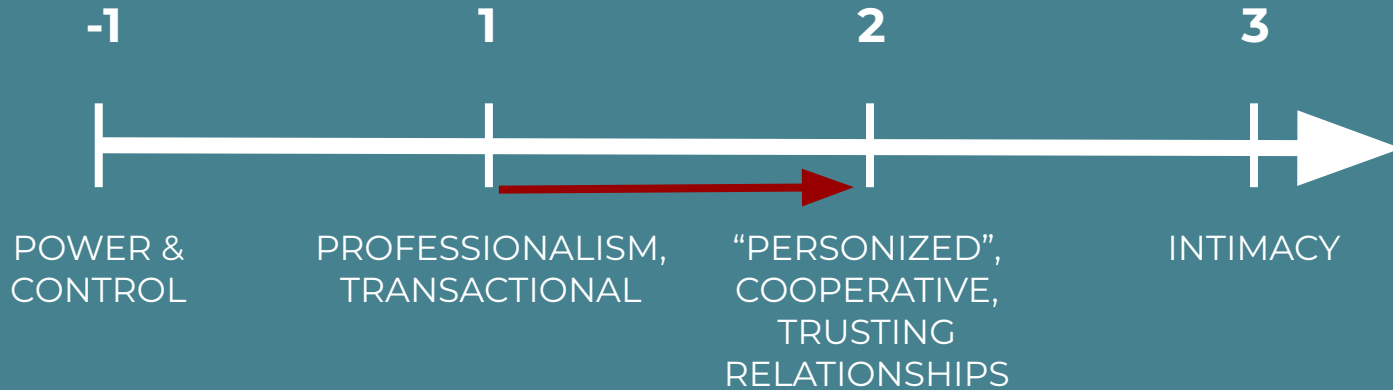
The 4 Stages of Psychological Safety
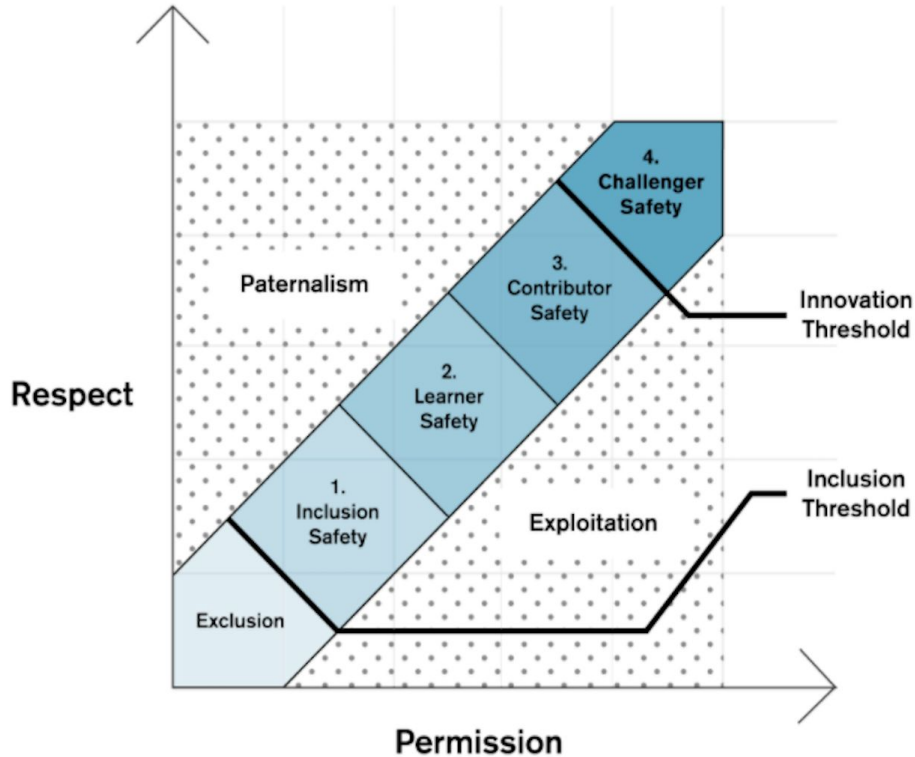
Without fear of being embarrassed, marginalized, or punished in some way...

Do you feel ***included*** and seen as a whole person?

Does it feel ***safe to learn*** and make mistakes?

Does it feel ***safe to contribute*** to critical conversations?

Does it feel ***safe to challenge*** the status quo?

In community spaces, I feel safe to challenge the status quo/authority

A) Yes, all the time.

B) Most of the time.

C) Sometimes

D) Rarely

E) Never

Inclusion & Belonging

- Inclusion is **what we do**. It's about **behaviors** & **meaningful engagement** with individuals, groups, & communities.
- Inclusion is a **Corrective Experience.** It is important clinically and culturally.
- Inclusive behaviors are measured by how they make people **feel**.
- **Belonging** is the feeling associated with inclusive behaviors. It is **the feeling that one's authentic self is valued, respected, seen, and hear**, and can only be judged by those on the receiving end of the behavior.
- Inclusion is the basis for more equitable systems. You cannot have equity without inclusion.

TIP: Ask those you interview, supervise, and work with what they need to feel valued, respected, seen, and heard.

Belonging Leads to Engagement & Productivity

- People who feel like they belong show higher levels of **engagement** at work.

- Engagement is "being involved in, enthusiastic about and committed to your work and workplace" -Gallup

- Effective engagement leads to **productivity**

- Inclusion leads to clearer, more holistic understanding of the issues, which leads to clearer, more holistic goals & objectives to keep us moving toward our highest potential.

- "Employees who perceive bias are 3X likely to be disengaged and 3X likely to be planning to leave in year one. HOWEVER, employees who show higher engagement have lower absenteeism, turnover, and they do higher quality work." -Center for Talent Innovation

The Strategic Importance of Inclusion
"Culture eats strategy for breakfast." -Peter Drucker

Inclusion is a proactive, strategic way to make your workforce more effective, efficient, and productive - all because it is action-oriented.

Inclusion helps ensure alignment with your strategic plans.

Effective inclusion (and the accompanied feeling belonging) reduces turnover:

- Loss of productivity
- Loss of institutional knowledge
- cost of replacing an employee,
- Potential damage your reputation.

Inclusion will attract more folks from underrepresented backgrounds to work with your organization and increase retention of your people, especially those from underrepresented groups.

Heard any of these?

- "We don't have the time/money/resources to do this work."

- "That sounds nice but it's not practical."

- "It's too messy"

- [Insert scripted legal/compliance statement here]

Facilitated Innovation Spaces and Processes

The Big 5:

1. **Lectures/Presentations**
2. **Status Updates**
3. **Open Dialogue**
4. **Facilitated Dialogue**
5. **Brainstorm**

Conventional Microstructures

1. **Presentation** (speech or lecture) - make it possible for one person to tell and show the same information to many people simultaneously. Too Much Control.
2. **Open Discussions** - Not managed or facilitated, these can be used to collect feedback, share viewpoints, consensus, and search for insights. Too Little Control.
3. **Managed Discussion** - someone is in charge and responsible for guiding the discussion. Frequently used to come to a conclusion, reach a decision, or make progress. Too Much Centralized Power.

# Inclusion doesn't always mean everyone is involved in everything

It depends on the initiative and the context.

Some ways to think about who to include:

- Who **WANTS** to be here? Who **SHOULD** be here? Who **NEEDS** to be here? All are Important
- Scan for **Champions**, **Naysayers**, **Existing Strengths & Expertise** within your Organization
- Ask, *"Who is delivering the services to clients?"*, *"Who is receiving services?"*, *"Who is most impacted by X work we are doing?"*, *"Who do we hope to reach?"* Be honest. *"Who are we missing? Who has historically been left out?"*, *"Why have they been historically left out?"*
- Coordinated Community Response Team Model, Interdisciplinary Model, Comprehensive Strategies, Culturally Responsive/Humble Strategies

Strategy: Break-Out Groups

Ex. 60 Min. Session with a Multidisciplinary Group of 24 Humans
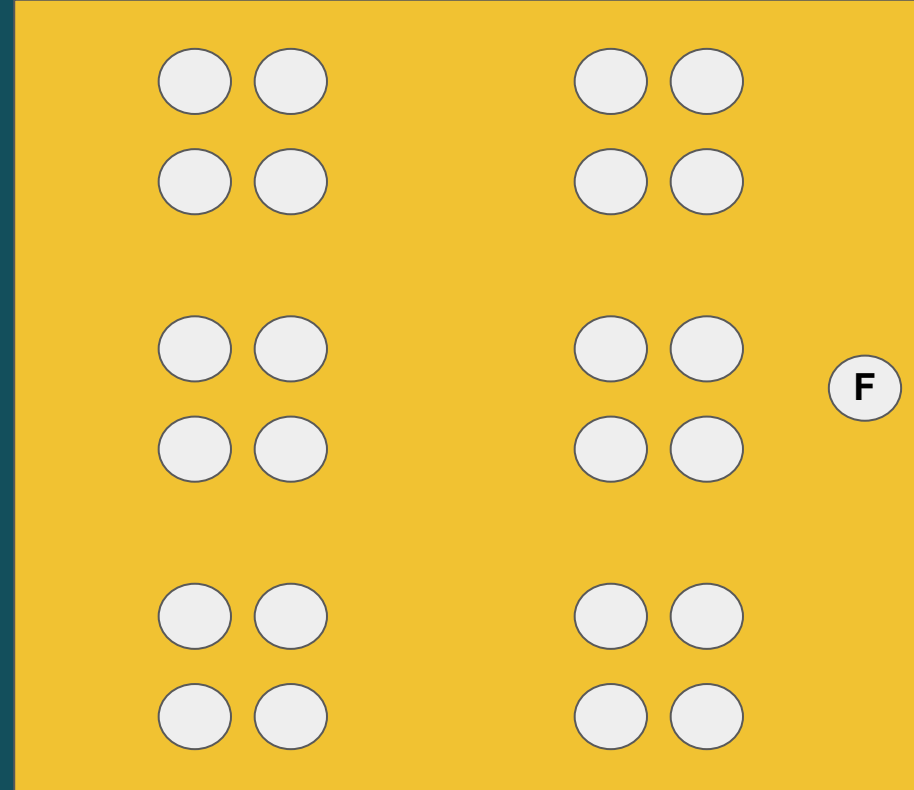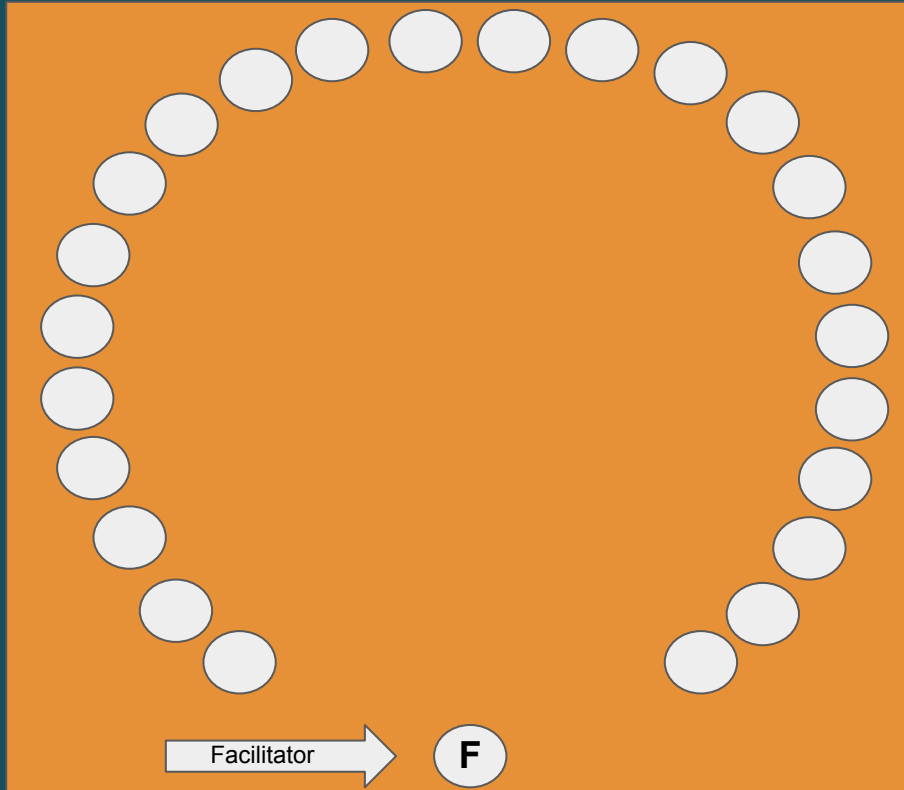
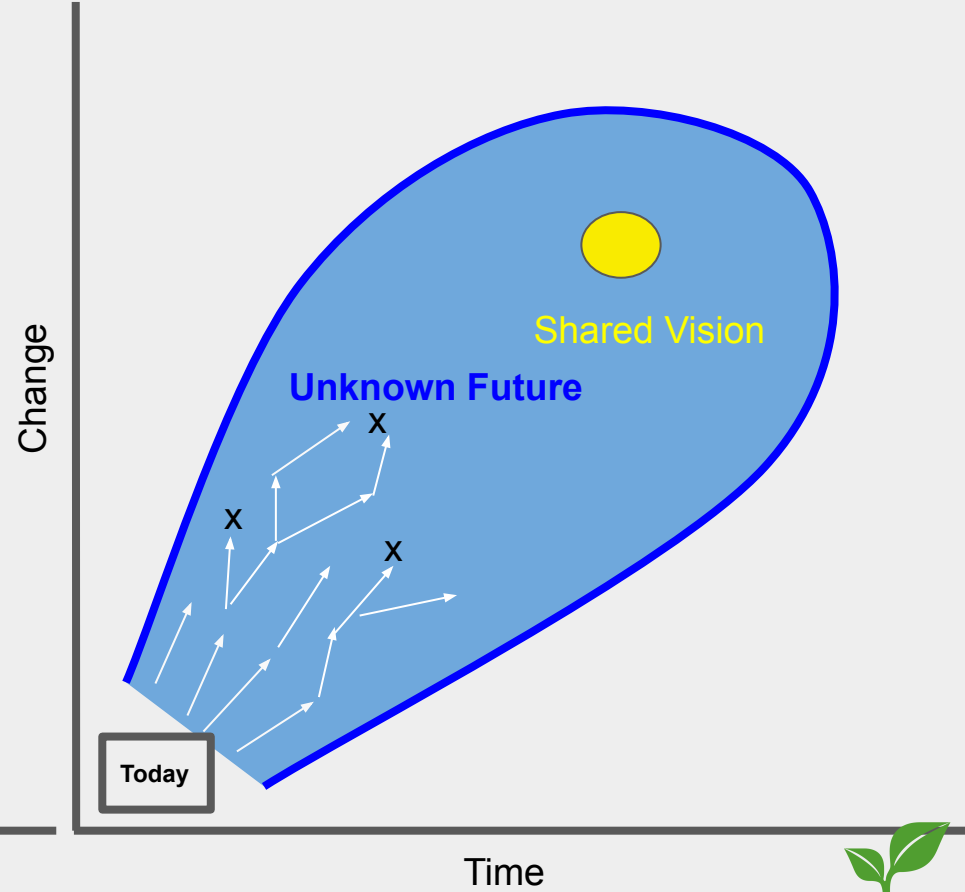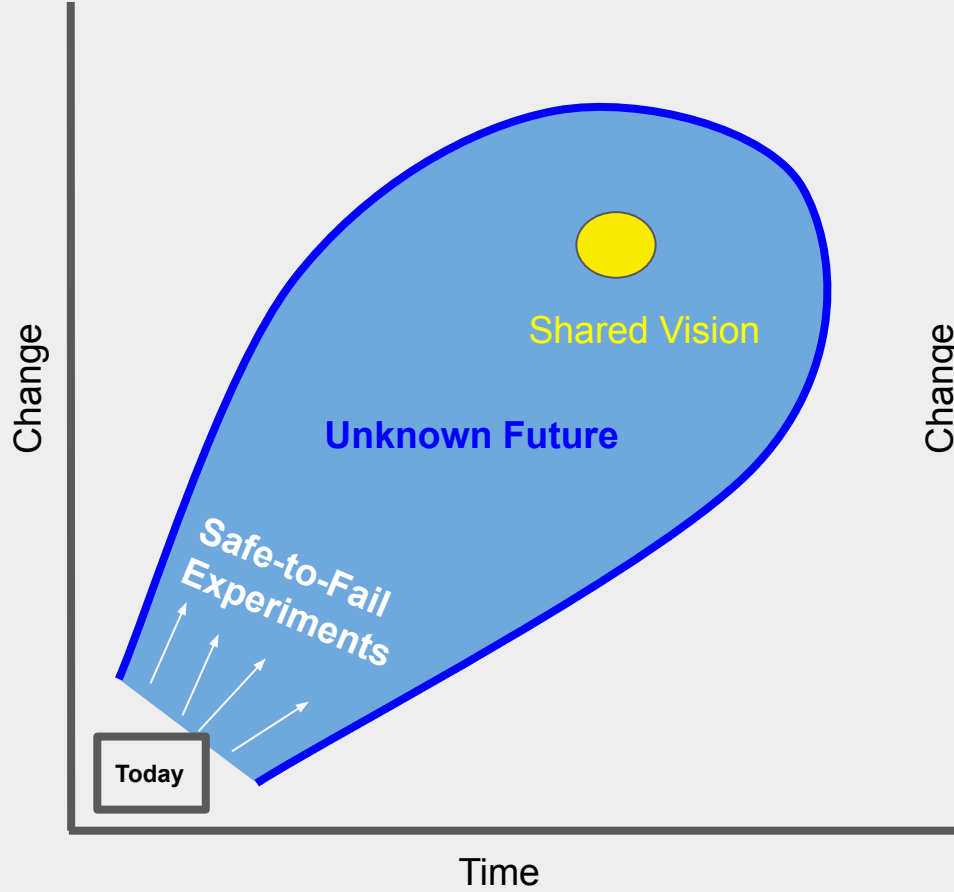# Power & Safety Moves

- **Mindset Shift -** Here-And-Now Humility
- Name Power Dynamics
- Do Less Telling
- Co-facilitate
- Rotate Facilitators
- Bring a 3rd Party Facilitator
- Multidisciplinary -> INTERdisciplinary Model

- Provide *Cover for Candor*
- What are your safeguards?
- Anonymize participation
- Establish and Uphold Group Norms
- Leaders/facilitators, What is YOUR role in the space?

For Leaders

- Encourage the work and Talk about it, be a Model Champion

- Benefits of focusing on the systems view

- Continue the conversation and commit to continue learning and failing forward together

- Culture change is 3-6 years

- Ongoing, comprehensive strategies.

- Be grounded in your Mision, Vision, Values

Left panel:

Change (y-axis)

Time (x-axis)

Shared Vision

Unknown Future

Safe-to-Fail Experiments

Today

Right panel:

Change (y-axis)

Time (x-axis)

Shared Vision

Unknown Future

X
X
X

Today

Resource #1: A Facilitator's Guide to Participatory Decision-Making, by Sam Kaner
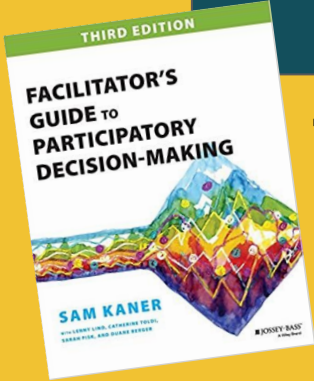
The Participatory Decision-Making Diamond:

Identifying and Exploring Connections

Amplify what works, diminish what doesn't

Topic

B.A.U. THINKING **?** **DIVERGENT THINKING**

GROAN ZONE

CONVERGENT ZONE

Closure

Mutual Understanding

Sense Making
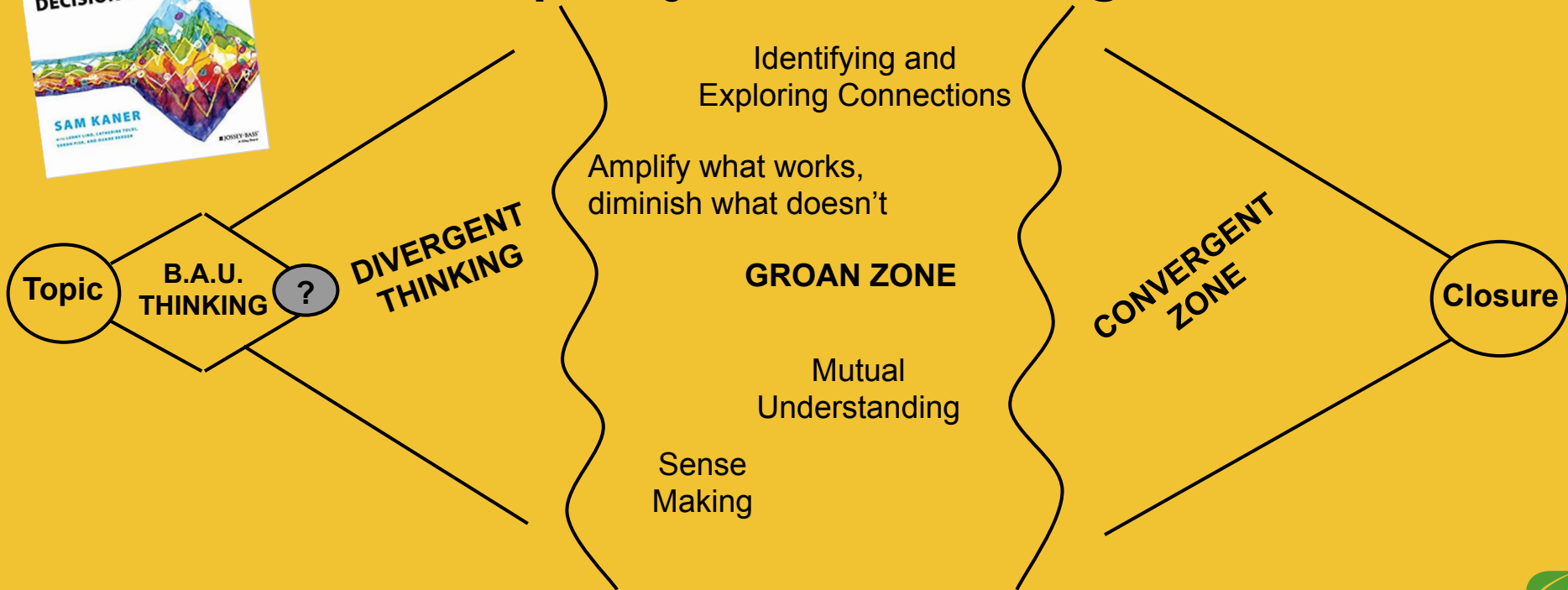
Guiding Values: Full Participation, Mutual Understanding, Inclusive Solutions, Shared Responsibility

Resource #2: The Surprising Power of Liberating Structures: Simple Rules to Unleash Cultures of Innovation

- Shares 33 Facilitator Moves to engage everyone, all at once, using "microstructures" and "macrostructures"
- Shares several variations and alternatives uses for each facilitator move
- All moves can be done in 10-90 minutes.
- Build your own "Sequences" for any meeting, training, cenvening

Examples from this session:

- Personal Reflections
- Polling
- Break-Out Group example
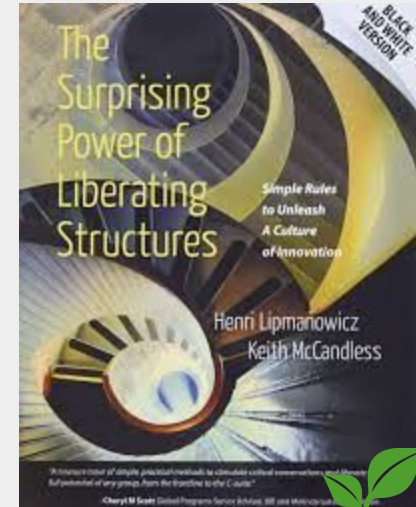
Resource #3: Facilitating Breakthrough, by Adam Kahane

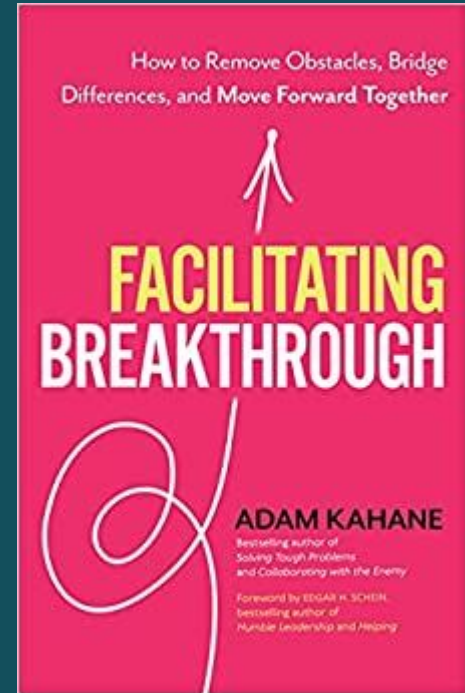**Transformative Facilitation:** The process of cycling back and forth between vertical and horizontal facilitation approach in order to remove obstacles to contribution, connection, and equity.

- Balancing the singular AND plural "Group"
- Emphasizing flexibility and choice [for participation]
- Give opportunities to collab w/ many different others (through working in multiple mixed small groups, along with informal breaks, meals, and other ways to connect)

How to Remove Obstacles, Bridge Differences, and Move Forward Together

FACILITATING BREAKTHROUGH

ADAM KAHANE
Bestselling author of *Solving Tough Problems* and *Collaborating with the Enemy*

Foreword by EDGAR H. SCHEIN, bestselling author of *Humble Leadership and Helping*

E-4 Decision Making Framework
Indiana Coalition Against Domestic Violence and Disability Justice
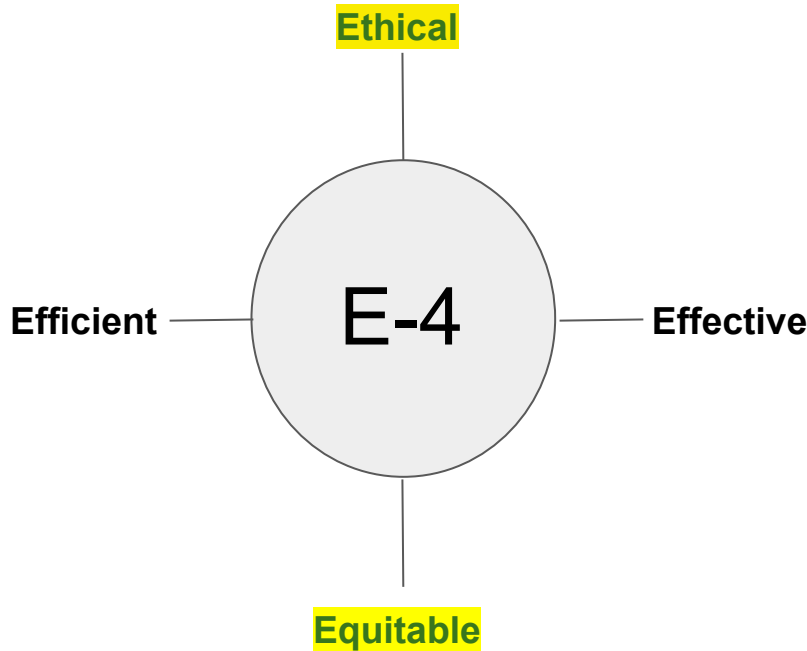
- Including the **"ethical"** and **"equitable"** dimensions to **shift decision-making to be more survivor-centered, restorative, and transformative**.This better highlights the importance of understanding the root causes, conditions & social environments that impact healthy organizational maintenance and change.
- Ask *"Who/Where do we put the burden on to do the work?"*, *"Who is impacted the most?"*, *"Who is benefitting the most?"*
- Equity is a crucial part of a healthy ecosystem work and a new direction, post-COVID
- **Cannot have Equity without *Inclusion***. Inclusion is a prerequisite to equity.

Levels of Equity within Your Org
-NJ Public Health

1. **Asleep**: not talking or learning about equity
2. **Awake**: people-focused, diversity
3. **Woke**: culture-focused, environment
4. **Werking!**: systemic integration of equity into policy, protocols, identity of the organization.

Quick Reflection

Where would you place your organization on this scale?

How would you colleagues rate your organization?

On Facilitator Backlash

Consistent, Timely, Bi-directional communication with folks closest to the problem before, during, and in evaluation.

- Mitigates risk (allocation of time, $, resource toward relevant & wholistic solutions that are less likely to fail)
- Mitigates potential for bias and obstruction spots
- Increases belonging/psycho safety, buy-in, confidence,

In mixed group, or mandatory sessions, using stats primes us to analyze, using stories & experiences primes us for empathy

Proactively learn, seek out insiders (starting with champions, naysayers, and existing supports who are low hanging fruit), stay humble. Keep asking and including to reduce likelihood unintentional bias or harm,

Deficit mindset can grow if we do not attend to strengths, connection, successes, and learn from failure (and keep going)

Always re-connect after affinity groups.

Processing feelings with folks who have less power than you (or marginalized identities)

Constantly ask, what possible barriers to participation exist. Ask yourself, ask others

Resources #1

- A Facilitator's Guide to Participatory Decision-Making, by Sam Kaner, Lenny Lind
- Humble Inquiry, by Edgar H. Schein
- Humble Leadership, by Edgar H. Schein
- Organizational Therapy: Multiple Perspectives, by Edgar H. Schein and Joichi Ogawa
- Helping: How to Offer, Give, and Receive Help, by Edgar H. Schein
- Cynefin: Weaving Sense-Making in the Fabric of Our World, by Dave Snowden and Friends
- Transforming Relationships for High Performance: The Power of Relational Coordination, by Jody Hoffer Gittel
- Inclusalytics: How Diversity, Equity, and Inclusion Leaders Use Data to Drive their Work, by Victoria Mattingly, PhD, Sertrice Grice, MS, and Allison Goldstein
- The Art & Science of Training
- Four Pivots: Reimagining Justice, Reimagining Ourselves, by Shawn A Ginwright, PhD
- Developing Cultural Humility: Embracing Race, Privilege, and Power, by Miguel E. Gallardo

- The Design Thinking Playbook: Mindful Digital Transformation of Teams, Products, Services, Businesses, and Ecosystems, by Michael Lewrick
- Human-Centered Design
- Actionable Gamification
- Liberating Structures
- Strengths-Based Prevention
- Emergent Strategy
- Pleasure Activism
- Holding Change
- Heal Your Way Forward
- Four Levels of Training Evaluation
- Facilitating Evaluation
- Epistemic Injustice
- Complexity Theory and the Social Sciences: The State of the Art
- Organizational Culture and Leadership
- Culturally Responsive Approaches to Evaluation
- Sense-Making in our Organizations
- Ten Minute Training
- Training from the Back of The Room

Resources #2

- Compassionomics: The Revolutionary Scientific Evidence That Caring Makes a Difference, by Anthony Mazzarelli and Stephen Trzeciak
- Heal Your Way Forward: The Co-COnspirator's Guide to an Antiracist Future, by Myisha Hill
- Hood Feminism: Notes From the Women That a Movement Forgot, by Mikki Kendall
- The Art of Convening: Authentic Engagement in Meetings, Gatherings, and Conversations, by Patricia Neal and Craig Neal
- Designing & Leading Life Changing Workshops: Creating the Conditions for Transformation in Your Groups, Trainings, and Retreats, by David Ronka, Lesli Lang, and Liz Korabek-Emerson
- Thinking Fast and Slow
- Social
- Creating Trauma-Informed Schools
- Teaching to Strengths
- The Trauma-Informed School
- Cooperative Culture Survival Guide
- The Practice of Adaptive Leadership
- Worlds Hidden in Plain Sight: The Evolving Idea of COmplexity at the Santa Fe Institute

- THRIVE: The Facilitator's Guide to Radically Inclusive Meetings
- The Coaching Habit: Say Less, Ask More, and Change the Way You Lead Forever
- Presence-Based Leadership: Complexity Practices for Clarity, REsilience, and Results that Matter
- Simple Habits for Complex Times: Powerful Practices for Leaders
- Unlocking Leadership Mindtraps: How to Thrive in Complexity
- Leadership and the New Science: Discovering Order in A COmplex World
- The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation, and Growth

Resources #3

- [Clinical Community Relationship Measurements (CCRM) Atlas](#)
- ValorUS/PreventConnect
- Department of Justice:
  - Office on Violence Against Women (OVW)
  - Community Based Violence Intervention and Prevention (CVI)
- [National Organization for Victim Assistance (NOVA)](#)
- [National Sexual Violence Resource Center Violence](#)
- CDC Violence Prevention
- Collective Impact Approach
  - [Collective Impact Readiness Assessment](#)

Q&A

Thank You!

Eric McGriff (he/him)   **Lindsey Hennawi (she/her)**
E: emcgriff@cvtcnyc.org   E: lhennawi@cvtcnyc.org

Thank you!

NEW YORK STATE | Office of Victim Services

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This webinar was offered to you by OVS through the Training and Technical Assistance Request Program (TTARP).

Upcoming TTARP Virtual Training Opportunities!

Best Practices in Using Staff Lived Experience for Trauma Treatment and Engagement with Justice-Involved Populations

Presented by Myrtho Gardiner & Francisco Cordero, The Exodus Center for Trauma Innovation

Wednesday, March 22, 2023 at 1 - 2:30 p.m.

Click here to register.

Healing-Centered Documentation

Presented by Kenton P. Kirby from Center for Justice Innovation

Wednesday, April 19, 2023 at 1 - 2:30 p.m.

Click here to register.

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