# Leaders2C, LLC Workshop Outline:
## Leading with Values, Not Bias
### June 28, 2021

The workshop proposed by Leaders2C, LLC is based on the premise that most people believe in fairness and justice. Collectively, we have shared values of unalienable rights as reframed over the past two and half centuries to be inclusive of all people.  Yet, despite these shared values of equality, life, liberty, and happiness, there exist continuing inequities among different populations such that these fundamental rights are not a reality for all.

In 2020, people were distressed by the video of George Floyd having the life choked out of him by a nonchalant Minneapolis, Minnesota police officer while other officers watched with complicity despite bystanders pleading for the murder to stop. People were disturbed by the vigilante killing of Ahmaud Arbery in Glynn County, Georgia, and by the death of Breonna Taylor by police invading her home in Louisville, Kentucky. These are but some of the most recent incidents that require examination by society.

Racial inequities exist in income, health care, educational attainment, wealth, employment, incarceration, and voter disenfranchisement among others. People of color disproportionally die from COVID-19. Appropriately, much attention has focused on race for obvious reasons. At the same time, it is important to recognize that inequities exist based on gender, gender identity, sexual orientation, disability, language, culture, and religion. People have multiple identities and experience bias differently. This phenomenon is known as intersectionality.

While many variables contribute to societal inequities, a core variable is bias. For much of U.S. history, biases were enshrined in laws and policies of the country, the various states, and local governments. Laws and policies were explicit in their discriminatory intent. We have seen progress over the years as we strive to create a "more perfect union." Sometimes, however, the progress is with a step forward and then another one back. The journey toward equity has had high and low points, but what is distinguishing about the United States is its continuing commitment to a diverse society, its continuing efforts to achieve inclusion and equity, and its resilience when confronted with obstacles. Thus, we know that change and progress are possible.

The first step in the change process is gaining awareness and knowledge, which is the purpose of this workshop. The workshop will extend to the workforce of the participating Villages the training that was offered to elected and senior administrative officials in the summer of 2020. This regional approach presents a unique opportunity to build inter-jurisdictional awareness and the development of inter-jurisdictional connections.

The workshop is structured to be foundational; that is, to provide support for people who may have not been exposed to the topics or may be reluctant to do so.  The presenters aim to meet people where they are, creating a respectful environment where people can learn without judgment. Borrowing from Stephen Covey, we seek to create a discussion where all participants seek first to understand and then to be understood.

## Background of Presenters

This workshop is designed specifically for local government, presented by people who had careers in local government. Before joining Old Dominion University in Norfolk, Virginia as an assistant professor in 2016, Ron Carlee served in three localities: City Manager of Charlotte North Carolina; County Manager (and other senior positions) in Arlington, Virginia; and Assistant to the Mayor of Birmingham, Alabama. He was also Chief Operating Officer for the International City-County Management Association (ICMA). Cheryl Orr is a human resource professional, who recently retired as the Vice President of Human Capital for Dallas Area Rapid Transit (DART). She held senior HR positions in several local governments, a university, and a small business. For the City of Dallas, Texas, she established the City's Ethics and Diversity program under the auspices of the City Manager. In addition to equity training, Ms. Orr provides other training related to human resources, strategic planning, facilitation, and consultation on workplace subjects and issues.

The development of the content on which this workshop is based began in 2016 when ICMA asked Dr. Carlee to develop a pre-conference workshop for its annual international conference with material designed for local government personnel. Since that time, versions of this work were presented to a second ICMA annual conference, at six regional conferences in 2019, and to multiple local governments. Dr. Carlee and Ms. Orr joined forces in the fall of 2020 to provide equity training for the staff of ICMA. Subsequently, they made presentations at five of the 2021 ICMA Regional Conferences. Together, Ms. Orr and Dr. Carlee continuously update the content, which was recently presented to the senior leadership of the Town of Holly Springs, North Carolina. They will be presenting at the annual conference of the Local Government Hispanic Network and at the winter conference of the North Carolina Government Finance Officers Association.

## Learning Objectives

1. Establish connections and build networks across the Villages.
2. Understand how our brains create biases through System 1 thinking.
3. Gain self-awareness about how to control biases through System 2 thinking.
4. Introduce how racism has been systematically part of government in the U.S.
5. Understand the difference between intent and impact, developing the ability to recognize, avoid, and respond to microaggressions.
6. Create a personal growth plan.
7. Commit to action at work.

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| 8:15 | Informal gathering and coffee |
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| 8:30 | Welcome – Purpose & Background<br>Objective – establish connections and network across the Villages<br>Introductions: Share your name, Village, and one of your core values |
| 8:45 | **Tools for Conversation**<br>Objective – create a positive environment for discussion and growth.<br>Conversations about issues of bias, race, gender, and similar areas can be intense and emotional.  Often, we do not have the conversation for fear that we will say the wrong things and make matters worse. This opening discussion explores mindsets and skills for having productive, honest, and inclusive conversations.<br>Exercise: Yes, And |
| 9:15 | **Module 1. System 1 Thinking: Cognitive Fallacies & Biases**<br>Objective - understand how our brains create biases through System 1 thinking.<br>When the issue of bias is raised, there is a natural tendency to react defensively.  We don't think we are biased, and we don't want to be biased.  This module explores the broader field of critical thinking and how biases and cognitive fallacies cross all parts of our lives and are an inherent part of being human. Nobel prize-winning economist Daniel Kahneman refers to this process as System 1 Thinking.  It is a way that our brains create mental shortcuts that mostly help us but sometimes can lead us astray.<br>Exercise: 9 dots. |
| 10:00 | **Module 2. Implicit Biases & Stereotypes**<br>Objective - gain self-awareness about how to control biases through System 2 thinking.<br>Implicit bias is a term used to describe cognitive biases related to people. When we see someone, our brains automatically perceive gender, race, age, height, weight. It searches our mental files to find a way to classify the person.  When clothing is added, our brains begin to develop a narrative about who the person is, what they do, and whether they may be a threat.  These stories are not based on any real knowledge about the person, they are based on what we have seen and experienced in the past by people with similar appearances. When generalized narratives are developed across a group of people, they can become what are known as stereotypes.<br>Exercise: What makes me, me? How has my worldview been shaped and what biases might I have? |

| 11:00 | **Module 3. A Brief Racial History of the U.S.**<br>Objective - introduce how race has been consciously and intentionally part of governmental policies and systems in the U.S.<br>While bias and stereotypes exist across a range of different people, events of our recent past and present compel us to develop a better understanding of society's relationship with African Americans.  This can only be done by looking at the unique history of the United States.  For only about the last 15% of the time that African Americans have been in what is now the U.S. has it been illegal to discriminate against them. Only with the adoption of the Civil Rights Act in 1964 did it become illegal, for example, to deny food or hotel service to an African American. Of course, the mere adoption of the Civil Rights Act did not change people's hearts and unconscious minds. Our history of government-sanctioned discrimination is the foundation for the systemic disparities in society that we face today.<br>Open Discussion: Questions and Perspectives on History |
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| 12:00 | **Working Lunch** – Continuing discussion of history and reflections on the morning session. |
| 1:00 | **Module 4. Microaggressions**<br>Objective – understand the difference between intent and impact, developing the ability to recognize, avoid, and respond to microaggressions.<br>Microaggressions are the day-to-day slights or insults, often delivered as "humor." The term originated with Dr. Chester M. Pierce of Harvard in the 1970s and has been extensively researched by Dr. Derald Wing Sue of Columbia. While insults can be targeted at anyone, repetitive microaggressions by people in the majority culture upon people over whom they may have power can be highly destructive. Microaggressions are subtle and not so subtle words and actions that create a culture of othering rather than a culture of belonging.<br>Exercise: What microaggressions have you experienced, committed, or observed.  How should we respond when microaggressions occur at work? |
| 1:45 | **Module 5. Personal Action**<br>Objective - personal action.<br>Areas for personal development explores in this module are self-awareness, circle of influence, empathy, and allyship.<br>Exercise: Based on what I have learned, what is my personal plan for growth? |
| 2:00 | **Module 6. Organizational Action**<br>Objective – commitment to create an inclusive culture of belonging at work.<br>The Wharton School recommends these actions to create a workplace with a culture of belonging: listen to everyone's insights, stories, and perspectives; articulate values of belonging; promote compassion and acceptance; value employees for who they are.<br>Exercise: In what areas in my workplace could we enhance a culture of belonging for co-workers and for the public we serve? What actions can we take? |
| 3:00 | **Reflections** |
| 3:30 | **Adjourn** |