

## Leadership for Racial Justice

**LEADERSHIP FOR RACIAL JUSTICE** is an action-learning program that supports legal aid and public interest law staff in proactively catalyzing, facilitating, and sustaining racial justice alignment within their organizations. Cohort-learning integrates opportunities to explore the application of organizational change interventions within their organizations and to strategize with peer organizations regarding supports, interventions, and opportunities that might be leveraged at the inter-organizational system level.

### **CORE COMPONENTS:**

- Seven live sessions of 4.5 hours each offered over seven months.
- Between live sessions: pre-session readings and other assignments for individuals to prepare for the online sessions and activities for teams to apply new racial justice leadership skills in their organizations.
  - *Pre-readings & individual assignments: 1.5 – 3 hours between each live session*
  - *Team meetings – 1.5 – 3 hours between each live session.*
- Team consultations with assigned Shriver Center coach and other equity teams.

### **PARTICIPATING TEAM EXPECTATIONS:**

- Participants attend the course as part of racial equity teams that are diverse by race, gender, and position (e.g., positional leaders, advocates, DEI representatives, others).
- Suggested team size: 2 – 5 staff members
- Pre-requisites: Team members are expected to have participated in basic Racial Justice training either through Shriver Center or elsewhere and have a basic understanding of structural racism.
- Organizations will be expected to carve out staff time and resources to participate fully in live sessions, between-session learning activities and staff presentations.

### **APPLICATION PROCESS:**

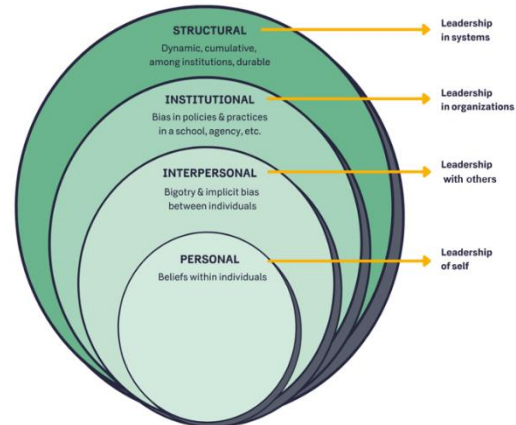
- One person from the team should apply via the application form linked here. Applications are approved on a rolling basis.

- Total number of participants in the Leadership for Justice course are limited to 35 so please apply early to secure your team's slots.

## BROAD LEARNING OBJECTIVES:

- **Articulate invitations for change** – Through an intersectional reflection on their racial and cultural identities, participants will craft and share personal leadership narratives regarding racial equity values and opportunities. Their goal is to transcend the racist status quo and move towards a vision for racial justice alignment through their organizations.
- **Assess & explore interventions for impact** – Participants will apply organizational change, intercultural development, and anti-oppression frameworks to assess and improve four levels of anti-racism leadership engagement: personal, interpersonal, organizational and client/community levels.
- **Practice adaptive leadership** - Participants will leverage a wide range of organizational tools and tactics to adjust their approach as change leaders to support their organizations and address resistance to racial justice alignment. They will adjust their messaging and interventions for stakeholders at different readiness stages.
- **Collectively identify directions for change** – Participants will build community in their organizations to foster collective leadership, plan action, and catalyze change. They will take these actions by coordinating the development of personal, organizational, and system-wide racial justice alignment priorities and crafting a preliminary organizational engagement plan.

**CURRICULUM:** The *Leadership for Racial Justice* curriculum addresses leadership at four levels – self, people, organizations, and systems – which correspond directly to the internal, interpersonal, institutional, and systemic levels where racism is primarily enacted.



- **Leadership of self.** Awareness is a critical ingredient for successful leadership. In the racial justice context, this requires that leaders commit to exploring their own intersectional racial and other identities and the ways their life experiences and unconscious assumptions have been shaped by external forces that disadvantage BIPOC individuals and communities and privilege individuals and communities that are white.
- **Leadership with others** requires leaders to understand not only their own identities but to develop a practice of interrupting interpersonal racism and experiences of bias and exclusion by building trust, sharing power, managing conflict, promoting learning, collaboration and facilitating dialogue across differences.
- **Leadership in organizations** requires leaders who can create and reinforce organizational practices that ensure racial equity throughout the organization – from overall organizational culture to practices for decision-making, staff recruitment and hiring, case selection, priority setting and strategic planning, among many others.

- **Leadership in systems** requires leaders who can successfully marshal the organization’s legal and advocacy resources, in partnership with BIPOC communities, to craft and implement advocacy strategies that both advance racial and economic justice and build power in BIPOC communities.

**CORE LEADERSHIP PRACTICES:** The course is further built around seven core Leadership Practices described on pages 6 and 7.

## LEADERSHIP FOR RACIAL JUSTICE SCHEDULE & SYLLABUS

PART 1 – Sept – December 2023 All times Eastern		
<b>DAY 1 – LIVE SESSIONS SEPT. 7, 2023</b>  12:00 – 4:30 pm (ET)	Introduces participants to Leadership for Racial Justice course goals and structure, explores the nature of adaptive leadership and the four spheres in which racial justice leadership takes place (leadership of self, leadership with others, leadership in organizations and leadership of systems) and introduces core racial justice practices.	
<b>INDEPENDENT ACTIVITIES BETWEEN DAYS 1 &amp; 2 - Estimated: 1.5 h</b>		
<ul style="list-style-type: none"> <li>• Review assigned leadership articles and resources related to leadership of self: racial and other identities, cycle of socialization and liberation</li> <li>• Confirm date and time for first equity team meeting</li> </ul>		
<b>DAY 2 - LIVE SESSIONS SEPT. 14, 2023</b>  12:00 pm - 4:30 pm	<b>Leadership Level:</b> Leadership of self  <b>Leadership Practice:</b> Critical Consciousness	Through examination of their racial and other identities, participants analyze the impact of power structures that result in systemic oppression based on race. They also review their relationship with cycles of racialized socialization and liberation. Finally, they are introduced to tools for accountable engagement in teams and organizations.
<b>INDEPENDENT ACTIVITIES BETWEEN DAYS 2 &amp; 3 – Estimated: 2.5 h</b>		
<ul style="list-style-type: none"> <li>• Complete Cultural Orientation Indicator</li> <li>• Review assigned articles related to leadership with others and in organizations</li> <li>• Participate in first equity team meeting and develop team charter</li> </ul>		
<b>DAY 3 - LIVE SESSIONS OCTOBER 5, 2023</b>	<b>Leadership Level:</b> Leadership with others	Introduces core practices for engaging in racial justice advocacy and provides examples of racial justice advocacy in action. Also introduces tools that enable participants to explore and name how racial injustice is perpetuated through institutional systems and explores how

12:00 pm - 4:30 pm	<b>Leadership Practice:</b> Leadership in Organizations	organizational forces might be leveraged to facilitate racial justice alignment.
<b>INDEPENDENT ACTIVITIES</b> <b>BETWEEN DAYS 3 &amp; 4 – Estimated: 3.5 h.</b> <ul style="list-style-type: none"> <li>• Review assigned leadership resources related to leadership in systems</li> <li>• Distribute organizational alignment survey to staff</li> <li>• Participate in second equity team meeting</li> </ul>		
<b>DAY 4 - LIVE SESSIONS</b> <b>NOVEMBER 1, 2023</b> 12:00 pm - 4:30 pm	<b>Leadership Level:</b> Leadership in Systems  <b>Leadership Practice:</b> Strategic Communication, Systems Thinking	Introduces a vision for antiracist organizations and a framework for assessing where their organizations are in relation to five prongs of racial justice alignment: Diversity, Equity & Inclusion; Advocacy; Capacity; Structure & Culture.
<b>INDEPENDENT ACTIVITIES</b> <b>PREPARE FOR AFFINITY GROUPS – Estimated 1 h</b> <ul style="list-style-type: none"> <li>• Review assigned leadership resources related to Affinity Groups</li> </ul>		
<b>AFFINITY GROUPS</b> <b>November 16, 2023</b> 2:00 pm – 4:30 pm	<b>Leadership Level:</b> Leadership of Self, with Others  <b>Leadership Practice:</b> Critical consciousness, Inter-cultural agility	Participants meet in two affinity groups – one based on race, and one based on organizational roles. This will be an opportunity to both experience affinity groups and consider how these can be used to support racial equity and justice within their organizations and communities.
<b>INDEPENDENT ACTIVITIES</b> <b>BETWEEN DAYS 4 &amp; 5 – Estimated 3 – 5 h.</b> <ul style="list-style-type: none"> <li>• Review assigned leadership resources related to leadership in organizations.</li> <li>• Participate in third equity team meeting to review responses to the alignment survey.</li> </ul>		
<b>DAY 5 – LIVE SESSIONS</b> <b>December 14, 2023</b> 12:00 pm – 4:30 pm	<b>Leadership Level:</b> Leadership in Organizations  <b>Leadership Practices:</b> Strategic Communication	Introduces tools needed to identify critical areas of focus for racial justice alignment, communicate about race with different ideological audiences, and facilitate an initial Town Hall with organizational colleagues.

**PART 2**  
**JANUARY – APRIL 2024**

By January 15, 2024	<ul style="list-style-type: none"> <li>Participate in 4<sup>th</sup> equity team meeting to identify priority focus areas for racial justice alignment within organizations.</li> </ul>		
By January 20, 2024	<ul style="list-style-type: none"> <li>Submit initial organizational alignment areas of focus for review by assigned coach.</li> </ul>		
During weeks of January 22	<ul style="list-style-type: none"> <li>Participate in 1 hour coaching session to review suggested focus areas with assigned coach.</li> </ul>		
February 1, 2024 2:00 – 3:30 p.m. ET	<ul style="list-style-type: none"> <li>Attend Peer Support Session to provide/receive peer support with other equity teams regarding preparation for Town Halls.</li> </ul>		
Between Feb. 12 – Feb. 23, 2024	<ul style="list-style-type: none"> <li>Equity teams conduct the 1st Town Hall within their organizations.</li> </ul>		
<p style="text-align: center;"><b>DAY 6 – LIVE SESSIONS MARCH 7, 2024</b></p> <p>12:00 P.M. - 4:30 p.m.</p>	<table border="1" style="width: 100%;"> <tr> <td style="width: 30%;"> <p><b>Leadership Level:</b> Leadership in Organizations</p> <p><b>Leadership Practice:</b> Systems Thinking; Accountable Engagement</p> </td> <td> <p>Participants report on their experiences conducting the first Town Hall, apply stakeholder engagement tools and prepare to conduct the second Town Hall in advance of the final day of Leadership for Racial Justice.</p> </td> </tr> </table>	<p><b>Leadership Level:</b> Leadership in Organizations</p> <p><b>Leadership Practice:</b> Systems Thinking; Accountable Engagement</p>	<p>Participants report on their experiences conducting the first Town Hall, apply stakeholder engagement tools and prepare to conduct the second Town Hall in advance of the final day of Leadership for Racial Justice.</p>
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<p><b>INDEPENDENT ACTIVITIES</b></p> <p><b>BETWEEN DAYS 6 &amp; 7 - Estimated time: 8h</b></p> <ul style="list-style-type: none"> <li>Participate in fifth equity team meeting to review &amp; synthesize staff input from first Town Hall</li> <li>Prepare for and conduct the 2<sup>nd</sup> staff-wide Town Hall.</li> </ul>			
<p style="text-align: center;"><b>DAY 7 – APRIL 18, 2024 LIVE SESSION</b></p> <p>12:00 P.M. - 4:30 p.m.</p>	<p>Cohort members share their experiences conducting the second “Town Hall” and develop initial action plans to accomplish selected goals for aligning their organizations to advance racial equity and justice internally and through their external advocacy.</p>		