

Holding the Whole: Transformative Leadership

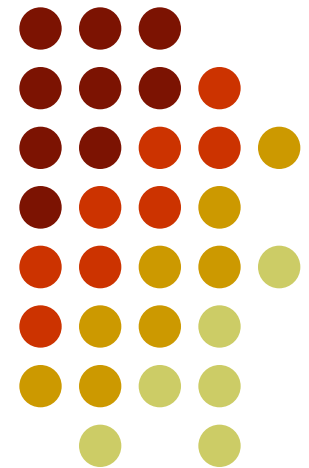
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john a. powell

*Williams Chair in Civil Rights & Civil
Liberties,*

Moritz College of Law &

*Director, Kirwan Institute for the Study of
Race and Ethnicity*



***2nd Annual A Gathering of Leaders
Academy for Leadership and Governance
Columbus State Community College***

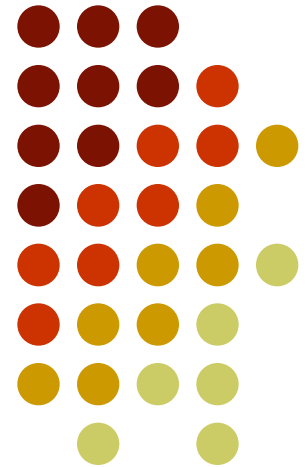


“We are all caught up in an inescapable network of mutuality, tied in a single garment of destiny. Whatever effects one directly effects all indirectly.”

-The Rev. Dr. Martin Luther King, Jr.



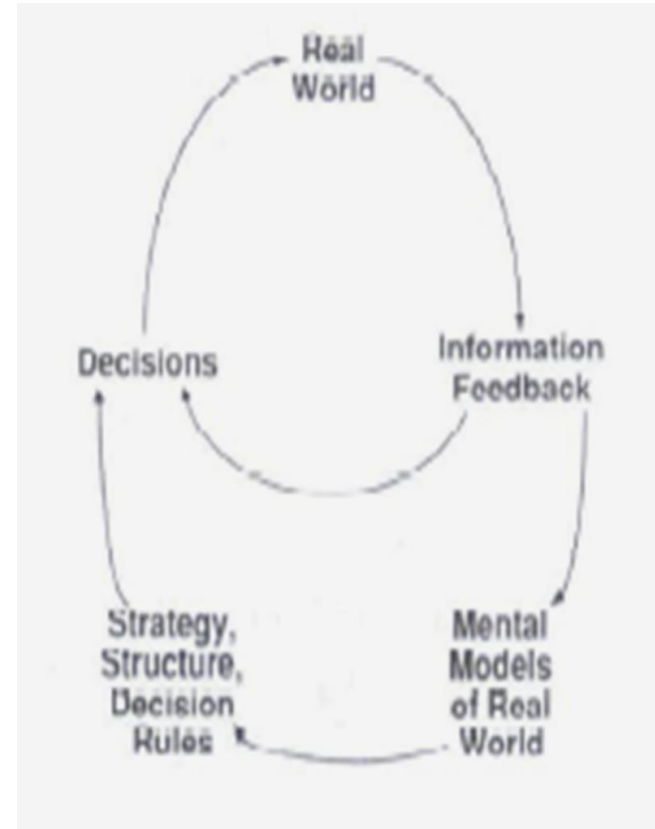
Complex/System's Thinking





Connectivity and Complexity

- Systems thinking:
cumulative, relational,
mutual
- Learning in complex
systems depends on
feedback loops



Complex Systems Example

The Web of Housing Challenges



SUBPRIME LENDING: Systems Perspective (Multiple Impacts)



Capital Markets: 'Credit crunch'
reducing access to credit for homeowners,
individuals and businesses



Foreclosures: Faulty mortgages
are wiping out wealth systematically
and on a large scale



Households: Where wealth is
low, few opportunities to 'keep up.'
Effect is creeping to higher-income
households



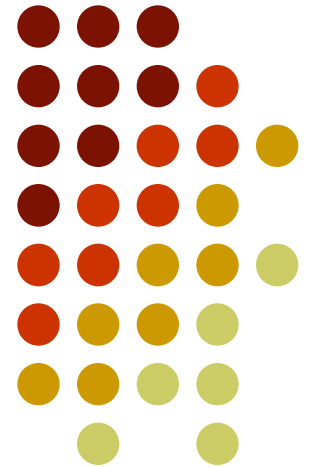
Neighborhoods: Core
neighborhoods in weak market cities
are being reduced to 'ghost towns'



Retail: Reduced spending and retail
flight are forcing non-residential
businesses to the point of meltdown



Leadership





Types of Leadership

- Laissez Faire Leadership
- Autocratic Leadership
- Participative Leadership
- Emergent Leadership
- Transactional Leadership
- Transformational Leadership

Types of Leadership



- Laissez Faire Leadership
 - This style is largely a "hands off" view that tends to minimize the amount of direction and face time required.
 - Works well if you have highly trained and highly motivated direct reports.
- Autocratic Leadership
 - This style has its advocates, but it is falling out of favor in many countries.
 - Some people have argued that the style is popular with today's CEOs, who have much in common with feudal lords in Medieval Europe.

Types of Leadership



- Participative Leadership
 - It's hard to order and demand someone to be creative, perform as a team, solve complex problems, improve quality, and provide outstanding customer service.
 - This style presents a happy medium between over controlling (micromanaging) and not being engaged and tends to be seen in organizations that must innovate to prosper.
- Emergent Leadership
 - Contrary to the belief of many, groups do not automatically accept a new "boss" as leader.
 - We see a number of ineffective managers who didn't know the behaviors to use when one taking over a new group.

Types of Leadership



- Transactional Leadership
 - The approach emphasizes getting things done within the umbrella of the status quo; almost in opposition to the goals of the transformational leadership.
 - It's considered to be a "by the book" approach in which the person works within the rules.
 - As such, it's commonly seen in large, bureaucratic organizations.
- Transformational Leadership
 - Transformational leadership is about implementing new ideas; these individuals continually change themselves; they stay flexible and adaptable; and continually improve those around them.
 - Transformational leaders have been written about for thousands of years--being both praised (Christ and Buddha) and cursed (Attila the Hun and Genghis Khan).



Examples

- Barack Obama: is he black enough? (Civil Rights community vs. Mainstream)
- Mayor Dinkins (New York City)
- Mayor H. Washington (Chicago)
- Mayor Villaraigosa (Los Angeles)

Challenges for a Leader in the Mainstream



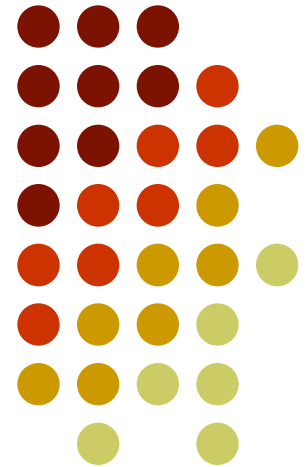
- Keeping him/herself **grounded** to his/her community/group
- Serving as a **bridge for** his/her community/group
- Serving as a **bridge of** his/her community/group **with** other communities/groups
- **BUT** keeping in mind that the ultimate nature of this **bridging role is transformation** of his/her community/group and the other communities/groups

Challenges for a Leader of Color within a More Diverse World



- Tensions between within his/her community/group vs. outside his/her community/group
- There is a need to ground his/her leadership within his/her community/group, **BUT** should be able to go beyond his/her community/group not by distancing from it **BUT** by linking it to other communities and linking other communities to his/her community/groups.
- Hence, **creating something new** for all, but grounded on what we know/have in order for it to serve as guidance/orientation, but it should not completely define/forecast what's to come.
 - I.e., if we want our leadership efforts/roles to be transformative and that the harvested fruits of our undertakings are a better, more just, and inclusive society.
- Avoid tokenism, being ghettoized (e.g., Head of the Diversity Department of a company).

Structural Racialization

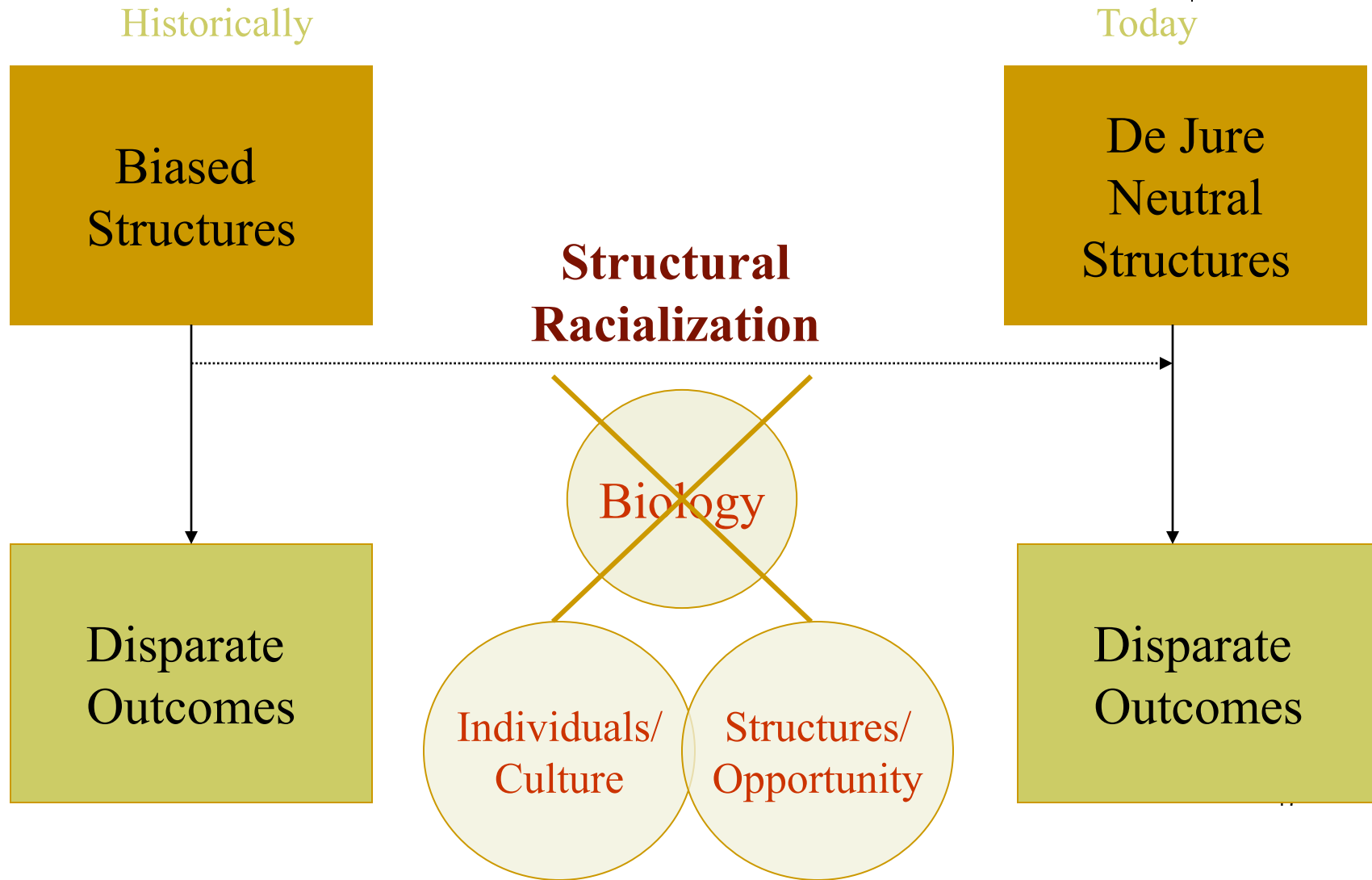


Structural Racialization



- Often the interaction of institutions that generates racialized outcomes
- Racialized structures are likely to disserve all in a democracy
- Structural racialization analysis allows for a view of cumulative and saturating effects of institutional arrangements
- A systems approach

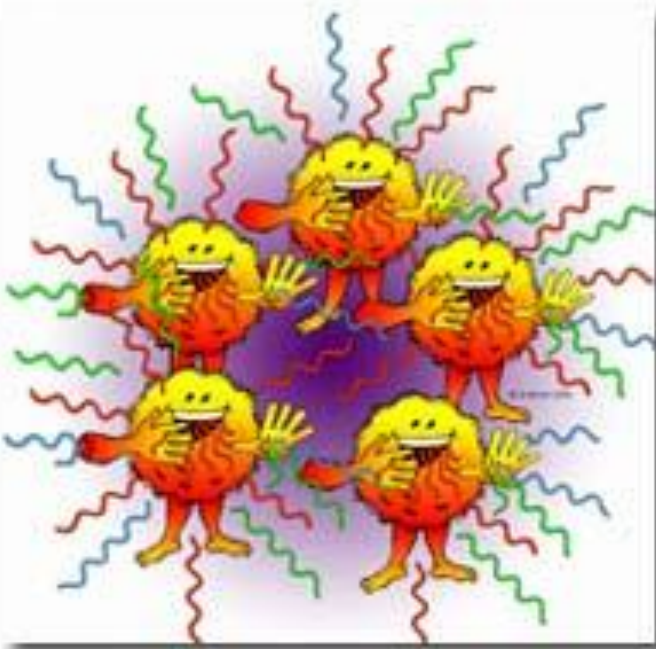
Model for Disparate Outcomes



Two Views



- **Atomistic**
- The problem: bad apples



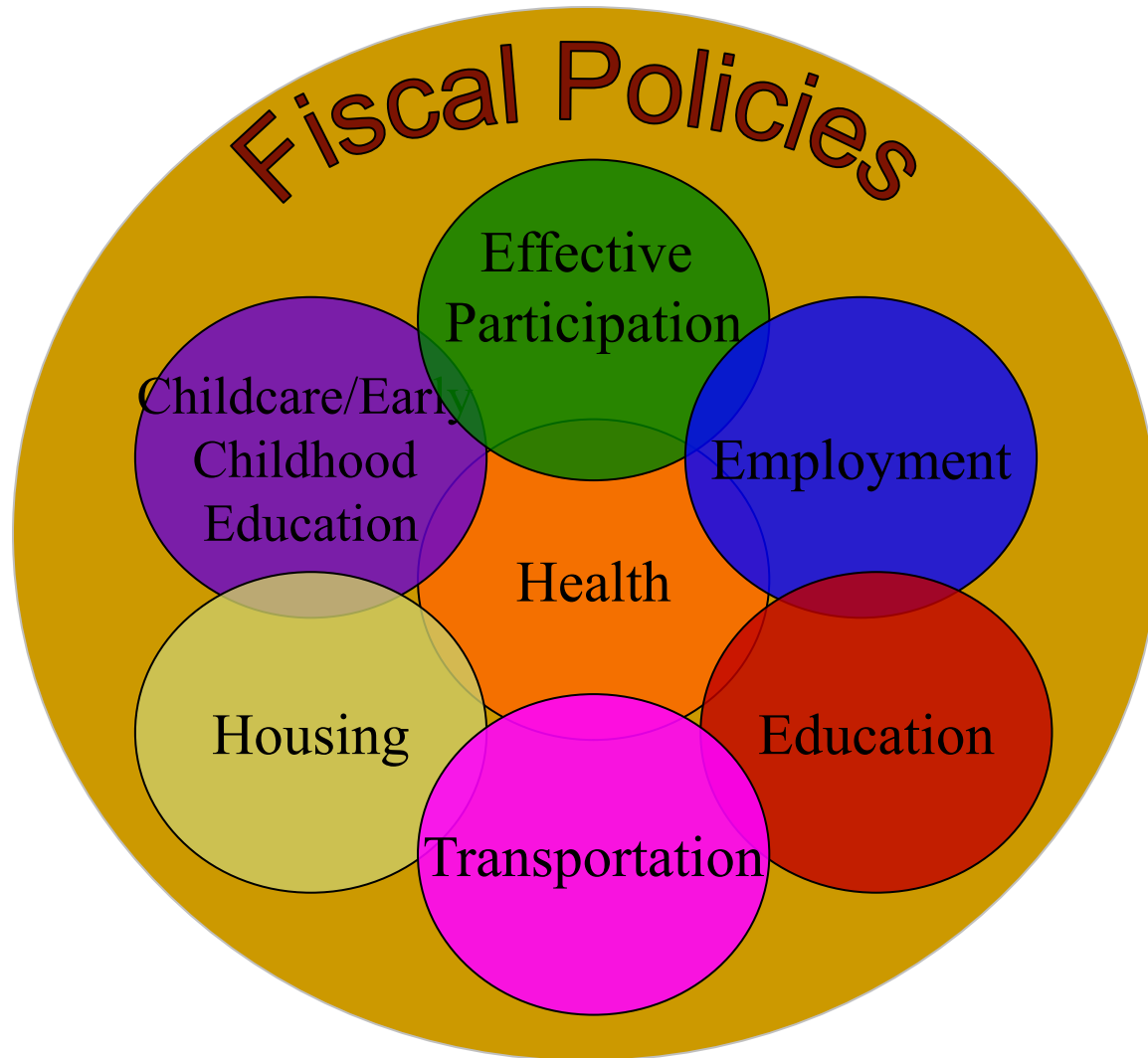
- Colorblindness as the goal

- **Systemic**
- The problem: poisonous tree



- Anti-subordination as the goal

Interconnectedness



Linked Fates...Transformative Change

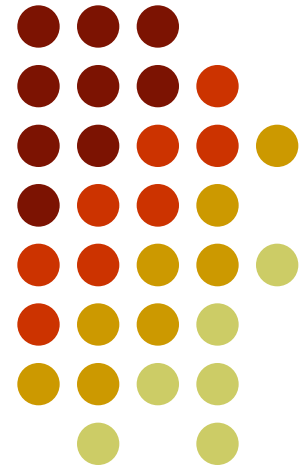


- Our fates are linked, yet our fates have been socially constructed as disconnected, especially through the categories of class, race, gender, nationality, region...



Steps toward a transformative approach

Prescriptive Approaches





Equity as a Diagnostic Tool

- The “Miner’s Canary” metaphor
 - Disparities facing communities of color are indicators of larger societal challenges
 - Example: Subprime debacle—falling value of dollar linked to subprime crisis



Linked Fate: Why Should Others Care about Equity and Inclusion?



- Why should those who are not marginalized care about equity challenges?
 - A region and all its residents share a linked fate.
 - This issue is particularly important today:
 - To thrive, regions must be competitive in the global economy.
 - Inequality is a sign of an economically/socially inefficient region, where proper investments are not made in human capital, and where much of the population can not meet its creative potential.
 - These disparities make the region less competitive, nationally and globally.

Interconnectedness



- New paradigm for social justice work
 - should be collaborative and focus on coalition building
 - recognize the interconnectedness of our being and our fate
 - reject the myth of scarcity
 - focus on targeting within universalism
 - strengthen our democracy
 - be the natural extension of an overarching, shared vision and framework
 - re-conceptualize society to promote the political, economic, spiritual, and psychological health of all

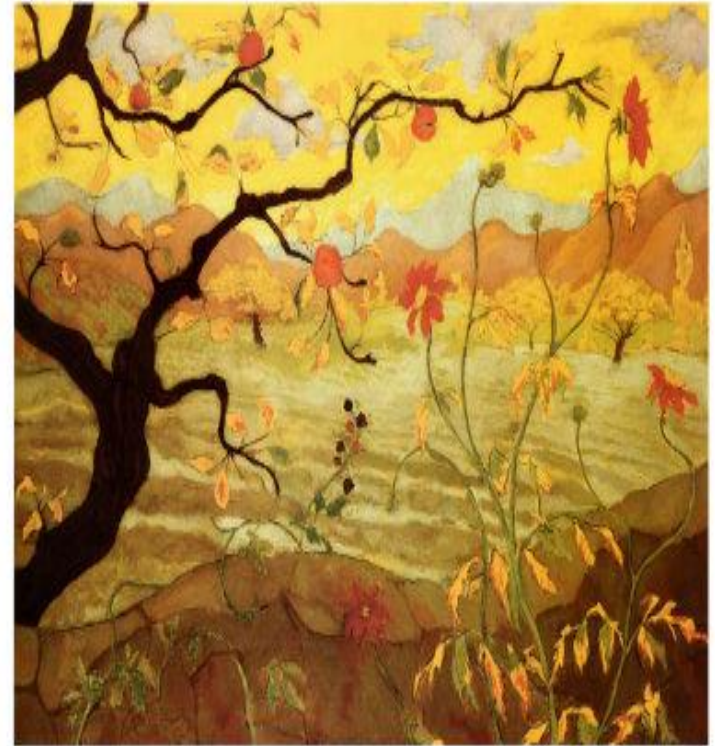
Transformative Thinking



- We need transformative thinking to combat structural racialization. We do not need to increase our efforts in directions that have shown little success in the past; instead, we need to find new approaches.
- Personal and social responsibility are important and we should maintain them in our advocacy and analysis
- These approaches should consider the structures that are creating and perpetuating these disparities and work to reform them for lasting change.

Strategic Impact

- Game theory suggests that small, networked groups change faster than big ones, and that “bridge” members among groups are key
- Grab the low-hanging apples, but align them with long-term goals and link them to other “apples”



Strategic Impact



- Target energy toward Strategic Interventions
 - Big problems do not necessarily require big solutions.
 - In a structurally oriented initiative, small interventions can be critical to create change, but these interventions must explicitly target the structural arrangements causing disparity.



Integration

- Integration is not just distributive. It is also the constitution of people and systems.
 - True integration is transformative rather than assimilative.
 - True integration must address issues of achievement, opportunity, community, and relevancy at a systematic level.
 - A truly integrated school must employ teaching and techniques that address the multitude of student learning styles and utilize materials fashioned by and about people of diverse racial and ethnic backgrounds.

Source: powell, john a. “A new Theory of Integrated Education: True Integration” in *School Resegregation: Must the South Turn Back?* Ed. John Charles Boger and Gary Orfield.

Integration



- The social value of integration implicates the founding principles of this country. Active democratic participation by all should be the goal behind all integration policies. Active participation in the community requires resources and tools such as housing, income and education and integration makes it more likely that these resources are available.

Source: powell, john a. “In Pursuit of a Dream Deferred: Linking Housing and Education.”



Coalition Building



- Coalitions move us from a transactional level to a deeper level.
- A transformative paradigm offers broad opportunities for coalition building.
 - Coalitions which bridge traditional institutional, class, geographic, racial, ethnic and denominational boundaries.
 - Coalitions which recognize our shared fate.
- In general, successful and lasting multiethnic and multiracial coalitions require an engaged leadership and followers:
 - Leadership and coalition building will be vital to create the political momentum for change.
 - Regional actors must have an inclusive series of conversations that foregrounds equity.
 - Capacity to coordinate and move various initiatives forward must be developed.

Coalition Building



- Action-linked intervention should focus on multi-racial and multi-ethnic coalitions:
 - Leadership and coalition building will be vital to create the political momentum for change.
 - Regional actors must have an inclusive series of conversations that foregrounds equity.
 - Capacity to coordinate and move various initiatives forward must be developed.
 - Residents can assist in developing public support for the policy reforms needed to revitalize the region.

Change How We Talk about Race

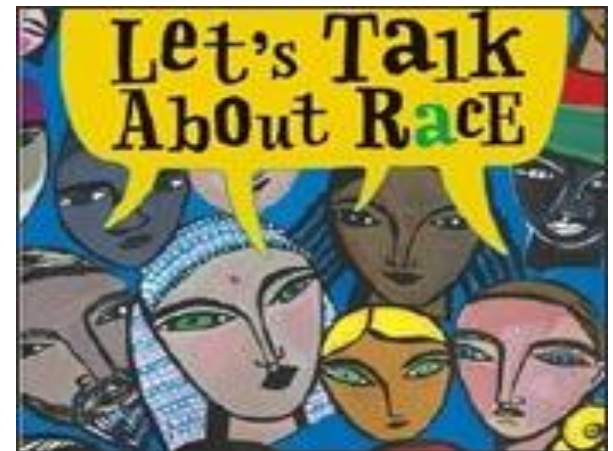


- In talking about race, we cannot focus solely on disparities.
 - The disparity model is limiting when talking about the racialization of poverty:
 - stress of poor white middle class
 - fear of (white) middle class that welfare programs might be disadvantageous for them (that feeling of 'what about us?')
 - The poor should not be isolated from the non-poor:
 - poverty programs to serve the poor to guide them to "the pathways out of the poverty".



Change How We Talk about Race

- We need to talk about race by talking about race.
- We need to start from the assumption that an awareness of racial disparities is fundamental to fostering race conscious approaches to social justice policy:
 - To the extent that disparities are seen as absent, trivial, or declining, support for color-conscious policies will wane.
 - Increasing awareness of racial disparities may not be sufficient to change attitudes.
- It is also necessary to foster the proper explanations for racial disparities.

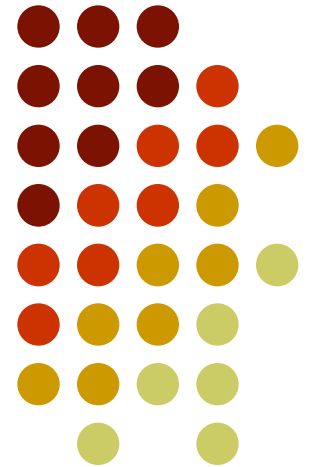


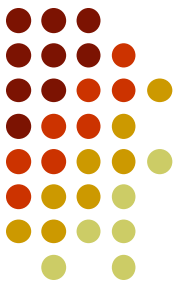
Change How We Talk about Race



- The final step in successful race talk must counter the perception that social justice programs that take race into account are somehow inconsistent with treasured American ideals such as egalitarianism and meritocracy.
- Tell a story with everyone in it.
- Targeted universalism.
- Talk about our values.

Concluding Thoughts





Concluding Thoughts

- We need integration with opportunity to have a truly “just” society:
 - A society where all people would have access to the means essential to living a life they have reason to value.
 - A society where a geographic identifier would not predict an individual’s life chances.
- Be deliberate about building coalition:
 - Through a new paradigm and with coalition building we can make great strides in addressing the race and class disparities in our nation.
 - Strategic transactional change, can ultimately accomplish transformation.

Concluding Thoughts



- To obtain these ideals we need transformative leaders disseminated throughout our society!

For more information, please visit us online at
www.kirwaninstitute.org



A screenshot of the Kirwan Institute website. The browser address bar shows "Kirwan Institute". The website header includes "The Ohio State University" and "www.osu.edu". The main navigation menu includes "ABOUT", "RESEARCH", "GIS/MAPS", "PUBLICATIONS", "EVENTS", "PARTNERS", and "CONNECT". The main content area features a large image collage of diverse people. Below the collage, there are several text blocks: "Opportunity Communities / Housing", "Education", "Talking About Race", "GIS/Maps", and "What's New". A "RESOURCE GUIDE" logo is also visible. The browser status bar at the bottom shows "Internet" and "100%".

Opportunity Communities / Housing

The Communities of Opportunity model advocates for a fair investment in all of a region's people and neighborhoods—to improve the life outcomes of all citizens, and to improve the health of entire regions.

Talking About Race

We agree that all too often implicit and explicit race talk has indeed been used to divide and alienate. At

Education

We recognize that public education, like every structure in society that confers benefits to individuals unequally based on race and class, is part of a larger system with lifelong implications for both individual and group-based success.

GIS/Maps

Inequality has a geographic footprint. We have pioneered the use of maps to communicate the history and presence of

To deepen our understanding of the causes of and solutions to racial and ethnic disparities and hierarchies.

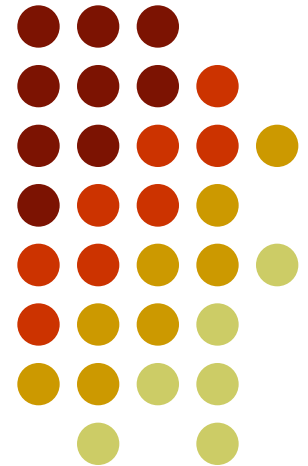


What's New

[New Kirwan Report to U.N. addresses racial discrimination in the U.S.](#)
The Structural Racism Report to the CERD Committee ([Press Release](#))

APPENDIX on Framing

Talking about Race and Color-Blind/Color-Conscious Racism





Framing

- The question is not should we talk about race; the he question is *how* to talk about race constructively.
- Talking about race is often considered divisive and unnecessary.
- Our implicit frames use race.
- Our explicit network is better.
- How and how not to.

Framing

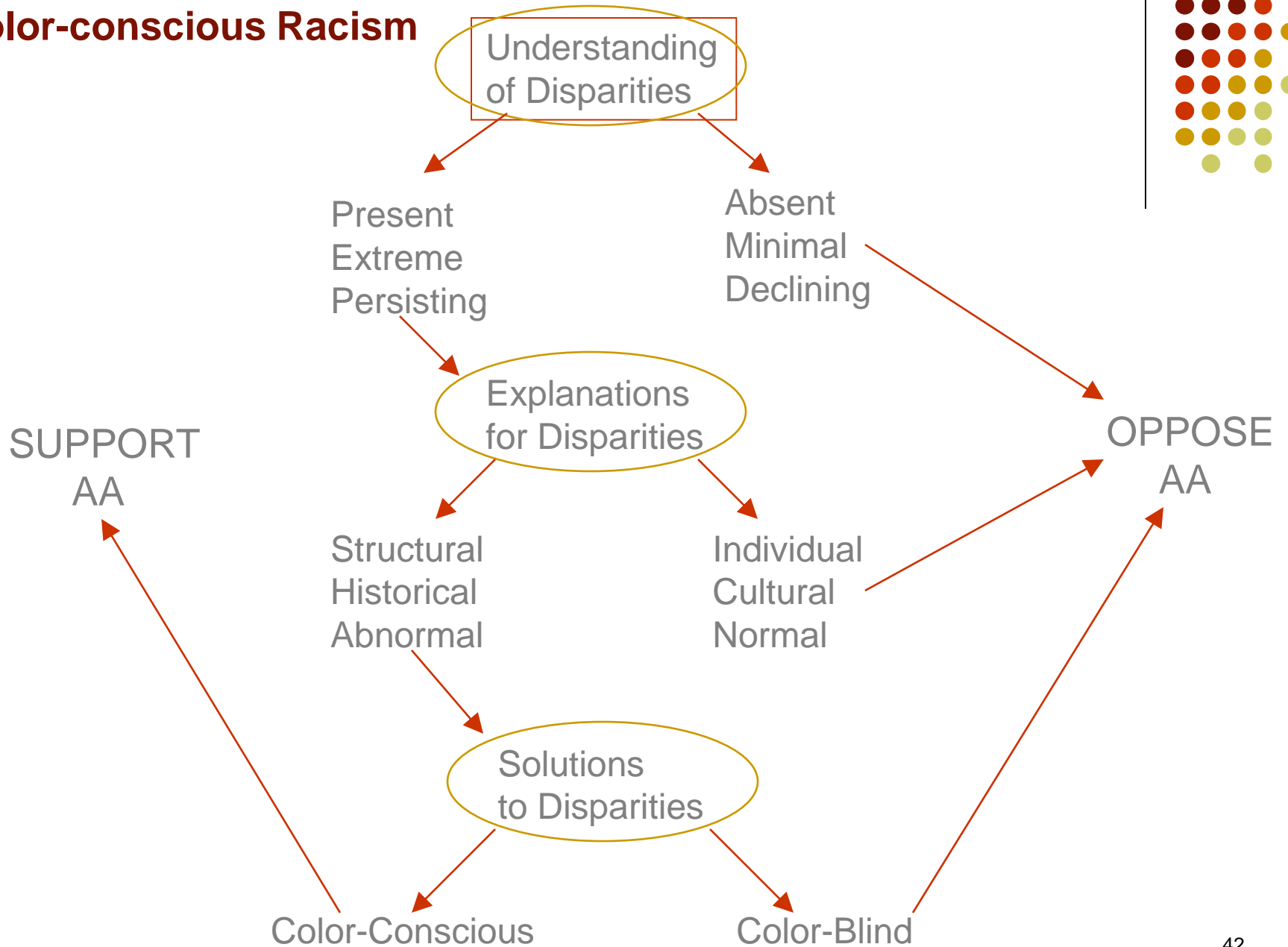


- Fear: We will do it badly and there will be conflict.
 - For example, whites may frame racial disparities as the result of individual actions such as laziness.
- Given this framing of the issue, programs like affirmative action may be construed as attempts by blacks to secure unfair and unearned handouts.
 - Such an orientation would encourage anti-black prejudice among whites.
 - Recent research has rendered stigmatization and stereotype reinforcement less worrisome, resistance frame elicitation is still a contentious issue.

Source: Bonilla-Silva, 2003.



Color-blind/ Color-conscious Racism



Our Implicit Assumptions



- We all make implicit decisions to help interpret the world around us, selectively using incomplete information to process information
 - often facts can be irrelevant in this process
- “Frames” are the default explanations to help us explain the complex world with limited information

Our Implicit Assumptions



- What do the words below say?

COMMUNITY DEVELOPMENT

Our Implicit Assumptions



- Are you sure it says community development?

GQMMIINLTX DFUFIQBMFNT

Implicit Assumptions, Frames & Race



AP Associated Press AP - Tue Aug 30, 11:31 AM ET

A young man walks through chest deep flood water after looting a grocery store in New Orleans on Tuesday, Aug. 30, 2005. Flood waters continue to rise in New Orleans after Hurricane Katrina did extensive damage when it

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3:47 AM ET

Two residents wade through chest-deep water after finding bread and soda from a local grocery store after Hurricane Katrina came through the area in New Orleans, Louisiana. (AFP/Getty Images/Chris Graythen)

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• Katrina's Effects, at a Glance AP - Tue Aug 30, 1:26 PM ET

[Hurricanes & Tropical Storms](#)

Implicit Assumptions, Frames & Race



- Katrina: What we were told
 - White's were "looking for food"
 - Black's were "looting and stealing"
- Specific frames often create implicit bias toward people of color
 - Example: Personal responsibility frame
 - This frame causes individuals to blame the problems facing people on personal decisions and not on forms of discrimination or unequal access to opportunity