CATALYZES DIVERSITY
Growing Leaders Starter Toolkit

DEFINITION – Seeks out and engages others across diversities effectively, creates an inclusive culture, and leverages differences to advance the organization's mission.

[=] SKILLED	[–] UNSKILLED	[+] OVERFUNCTIONING
• Recognizes the value of different voices and experiences • Demonstrates self-awareness of power and dominance • Attentive to how representation and power affect group dynamics • Proactively seeks to invite and respond to feedback, especially in areas of dominance • Takes initiative to learn about self and others • Invites multiple perspectives to shape goals, strategies, and change discussions • Builds trust by modeling curiosity and self-awareness • Approaches situations with attention to group and system level context • Applies learning about self, others, and systems • Leverages mistakes toward learning, especially in areas of dominance	• Demonstrates defensiveness or resistance to feedback • Refuses to learn about self, others, and systems affecting the organization's mission • Shows partiality toward certain people and is unwilling to reflect on personal bias • Utilizes shame and blame tactics • Assumes different voices are divisive and unhelpful • Encourages people to conform toward "lowest common denominator" • Creates a dynamic where "mission" and "diversity/inclusion" are mutually exclusive values	• Shows partiality toward subordinated groups without recognizing group impact • Demonstrates impatience and judgment toward people who "don't get it" • Refuses to collaborate with people who are earlier in their diversity competency • Solely focuses on one category of diversity while neglecting others that are simultaneously present • Focuses on dynamics of power and difference in a way that overwhelms the group and neglects the mission • Prioritizes words and actions that appear enlightened rather than a value for learning and growth

Related Competencies: Builds Teams

EXAMPLES IN INTERVARSITY
• Leading a staff team or students
• Building a volunteer team

- Small group leadership
- Project-based team leadership
- Task force participation
- Conference planning team
- Staff retreats
- Trust building exercises
- Hiring and firing
- Team check-ins

SUGGESTED RESOURCES

Primary

- Johnson, Stefanie K. *Inclusify The Power of Uniqueness and Belonging to Build Innovative Teams*. 2020.
- Brown, Austin Channing. *I'm Still Here: Black Dignity in a World Made for Whiteness*. 2018.
- McIntosh, P. (1998). White privilege: Unpacking the invisible knapsack. In M. McGoldrick (Ed.), *Re-visioning family therapy: Race, culture, and gender in clinical practice* (pp. 147–152). The Guilford Press. (Reprinted from "Peace and Freedom,"" July/August 1989, pp. 10–12.
  (https://psychology.umbc.edu/files/2016/10/White-Privilege_McIntosh-1989.pdf)

Secondary

- Edmondson, Amy C. *The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation, and Growth*. Wiley: 2019.
- McCluney, Courtney L. "The Costs of Codeswitching," Harvard Business Review. November 2019. (https://hbr.org/2019/11/the-costs-of-codeswitching)
- King, "The Drum Major Instinct," Sermon Delivered at Ebenezer Baptist Church, in *A Knock at Midnight*, ed. Carson and Holloran, 1998.
- Ph.D, Lee & Ph.D, Jorge & Ph.D, Anita. (2010). Emotional intelligence and diversity: A model for differences in the workplace. Journal of Psychological Issues in Organizational Culture. 1. 74 - 84. 10.1002/jpoc.20002.
- Friedlaender, Christina. (2018). On Microaggressions: Cumulative Harm and Individual Responsibility. Hypatia. 33. 10.1111/hypa.12390.
- Hill, Daniel. *White Awake: An Honest Look at What It Means to Be White*. InterVarsity Press, 2017

SUGGESTIONS FOR DEVELOPMENT
- Participate in *Shift* diversity training
- Host learning conversations with people who share your dominance
- Request feedback in your areas of dominance
- Facilitate a book study with others who share dominance with you

BENEFITS FOR 2030 CALLING

- Leveraging difference on teams will produce more creative and empathetic insight as we pursue every corner of every campus.
- In an organization where each person is owning their dominance enables staff to devote less emotional and mental energy to advocating for themselves in their subordination.
- Building diverse teams helps reach more corners of campus.
- Building diverse teams model for the church what the Kingdom of God could look like