

Scenario: A Staff member says that as the organization figures out its work and tries to survive during the pandemic decisions are being made quickly, without them. They are being assigned tasks with no opportunities for input, feedback, or co-design.

Step 1: Conduct an Empathy Interview

Get non-defensive about the challenge areas. Put yourself in this person's shoes. How must they feel? What do you imagine they need?

Step 2: Bring in a Social Justice Analysis

Analyze the role of dominant culture. What role do the following dominant culture practices play in creating this challenge?

- Individualism
- Sense of Urgency
- Paternalism
- Quantity over Quality

Step 3: Design

Get creative! What transformative practice or system could shift this experience and the experience of your organizational culture?

Individualism

It is believed that people work best individually, rather than collectively. Value is placed on self-sufficiency, efficacy and economizing of time and resources in completing work.



Sense of Urgency

It is more important to keep things moving and take on more work than to slow down, step back to re-prioritize, or take care of oneself or others. The important can be sacrificed for the urgent.



Paternalism

Those with power feel authorized to think and act on behalf of those without power.



Quantity over Quality

Things that are measured are prioritized, examined and discussed. People's emotional needs or attention to process are secondary to concrete outcomes.

