Othering & Belonging Institute at UC Berkeley

TEL

Leading for Belonging

DATE

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PRESENTER

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Othering & Belonging Institute

AUTHORIAL SUPPORT

Othering & Belonging Institute

Personal & leadership narratives

Four threads of TEL (mindfulness, social and emotional learning, equity and social justice, and leadership)

- Importance of narratives and shared identities
- Narratives in times of deep conflict
- What should be the goal of leaders?

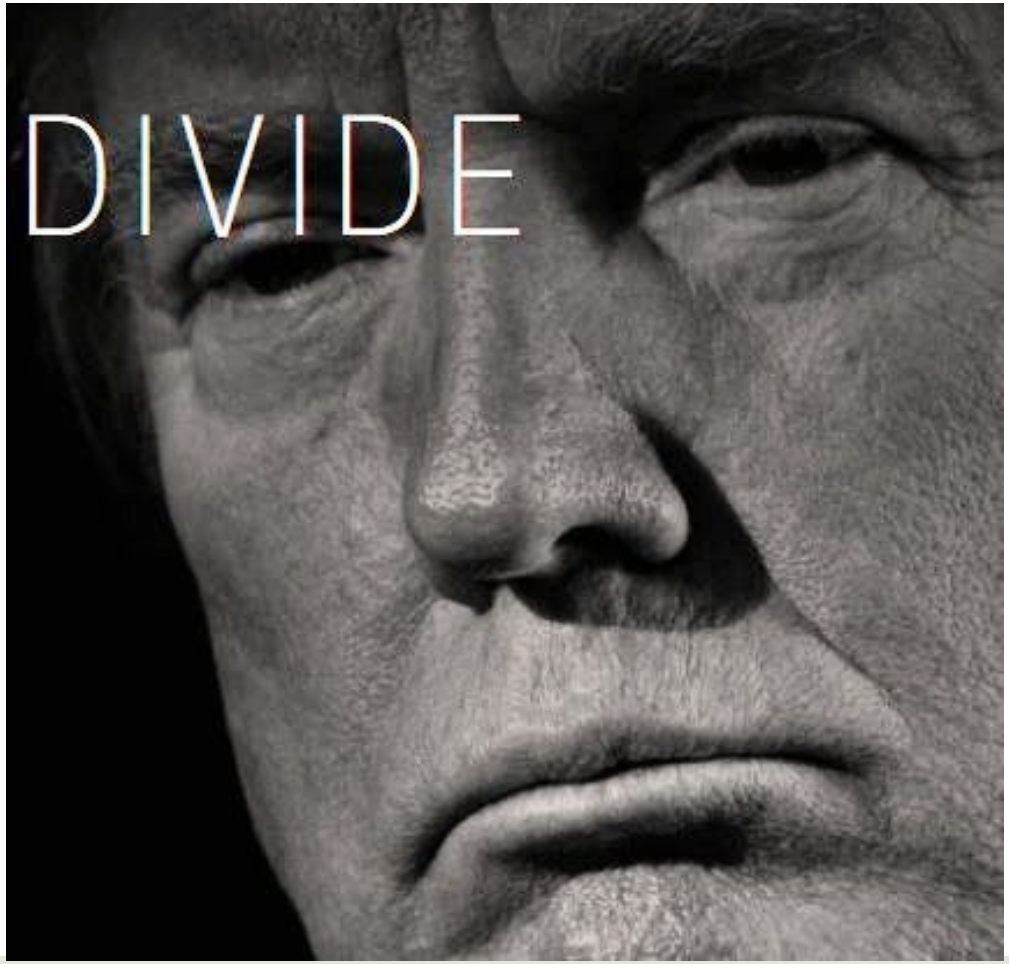
Belonging & the Beloved Community

“I am because

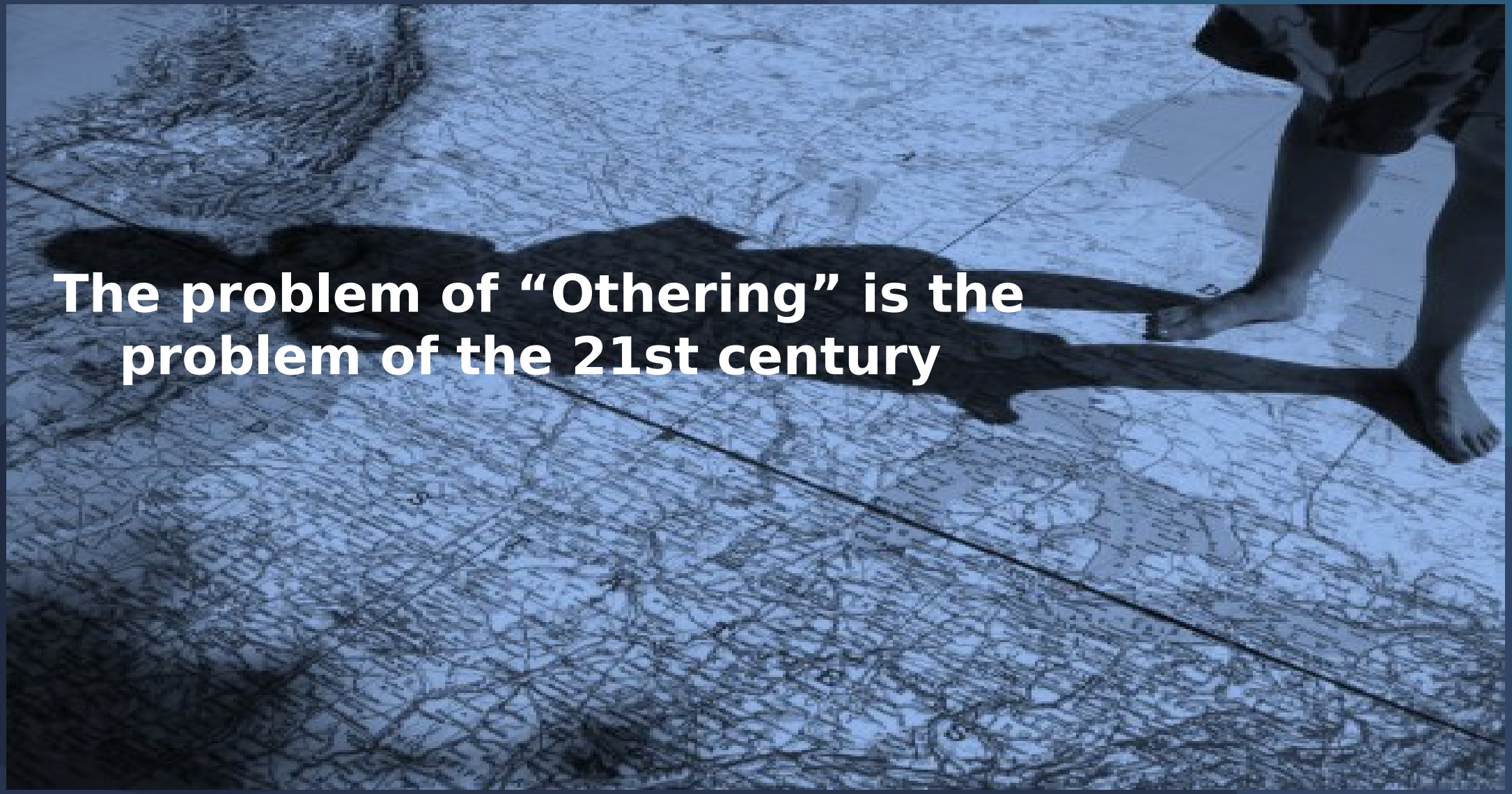
…you are”

Institute at UC Berkeley

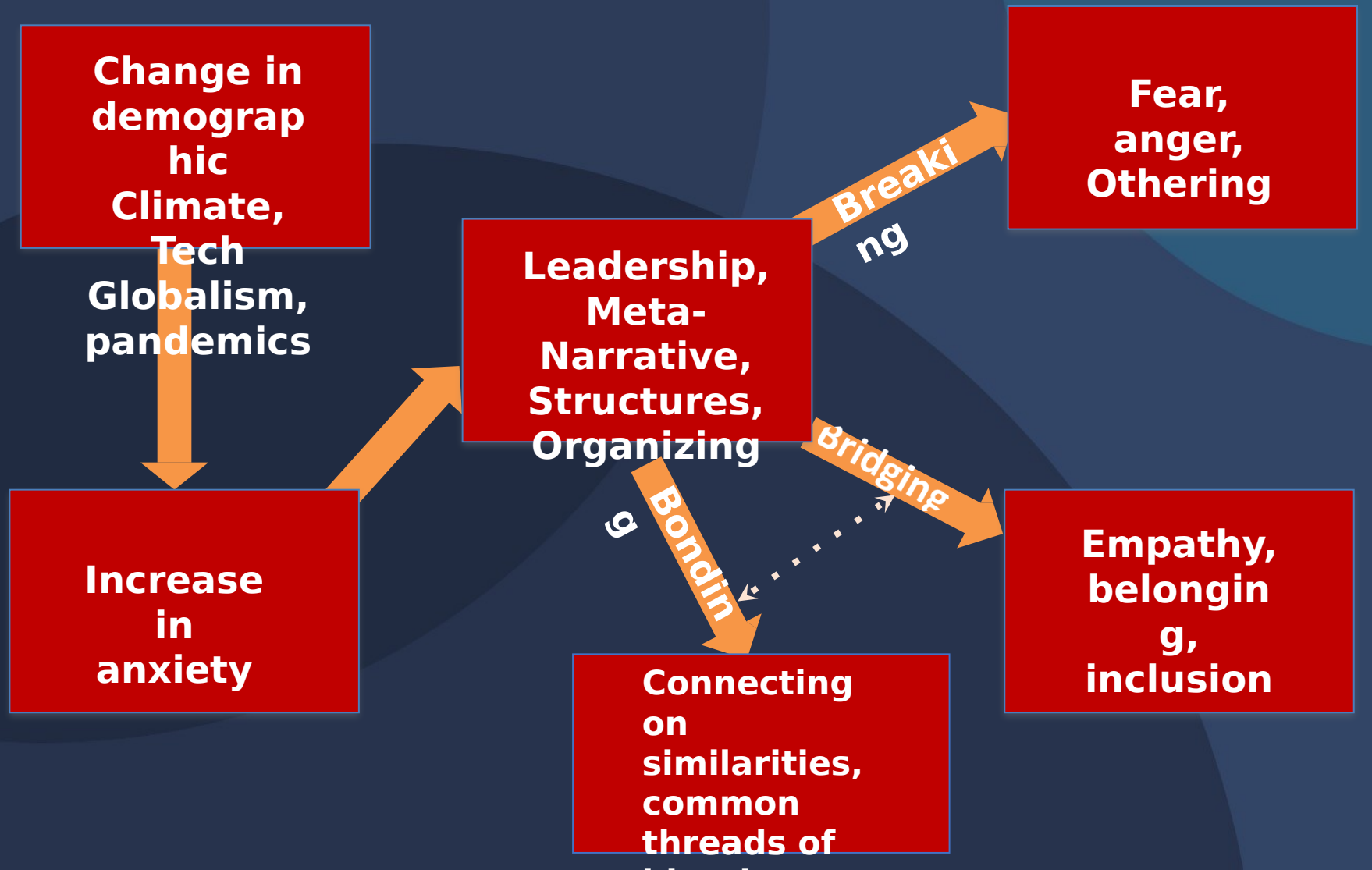
How to lead for belonging in a divided society

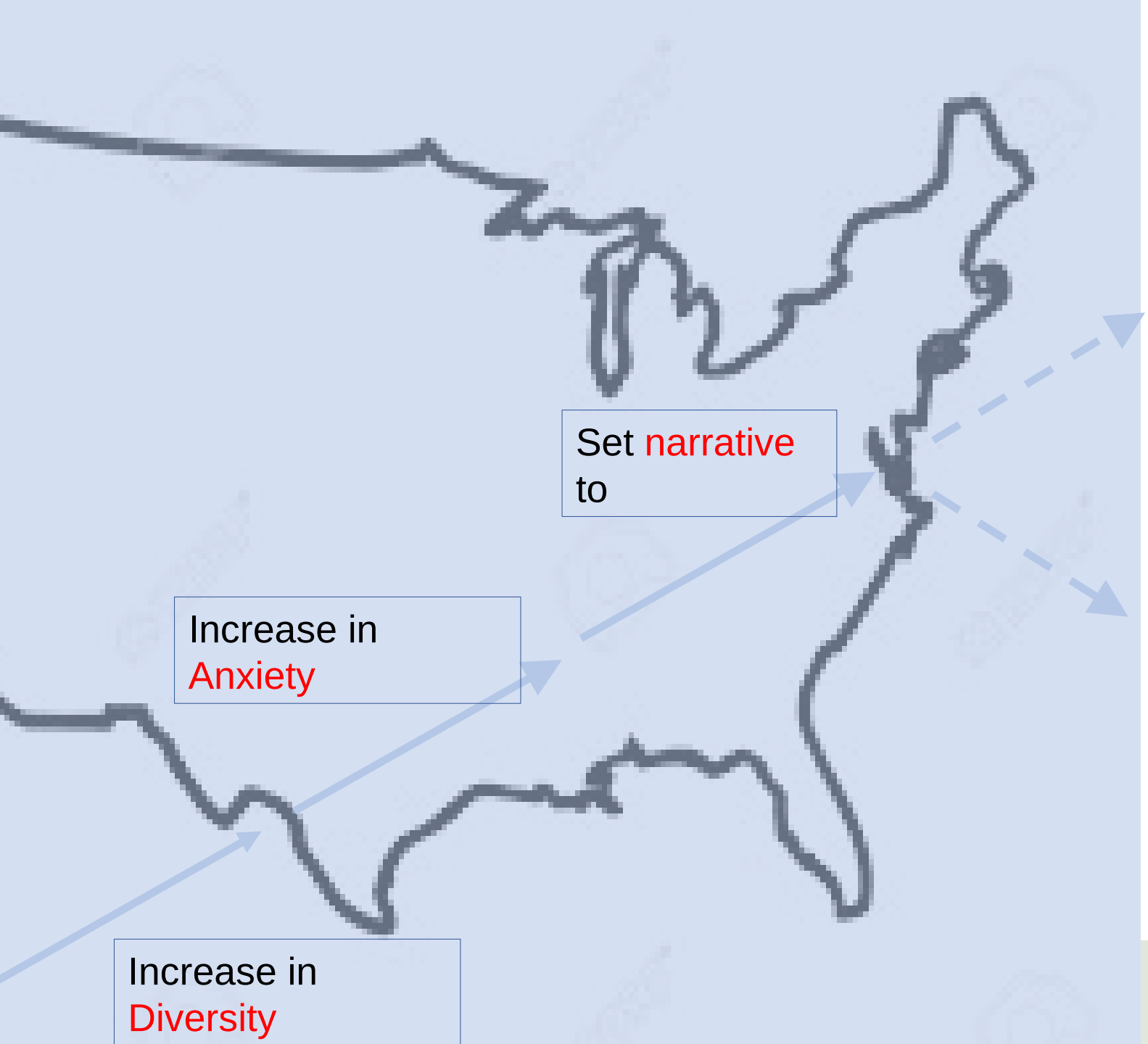


The Circle of Human Concern


The problem of “Othering” is the problem of the 21st century

Rapid change produces collective anxiety:





Set narrative to

Increase in Anxiety

Increase in Diversity

Bridging Communities

Belonging
Empathy
Inclusion

Breaking Communities

Fear
Anger
Othering

Indices of Othering

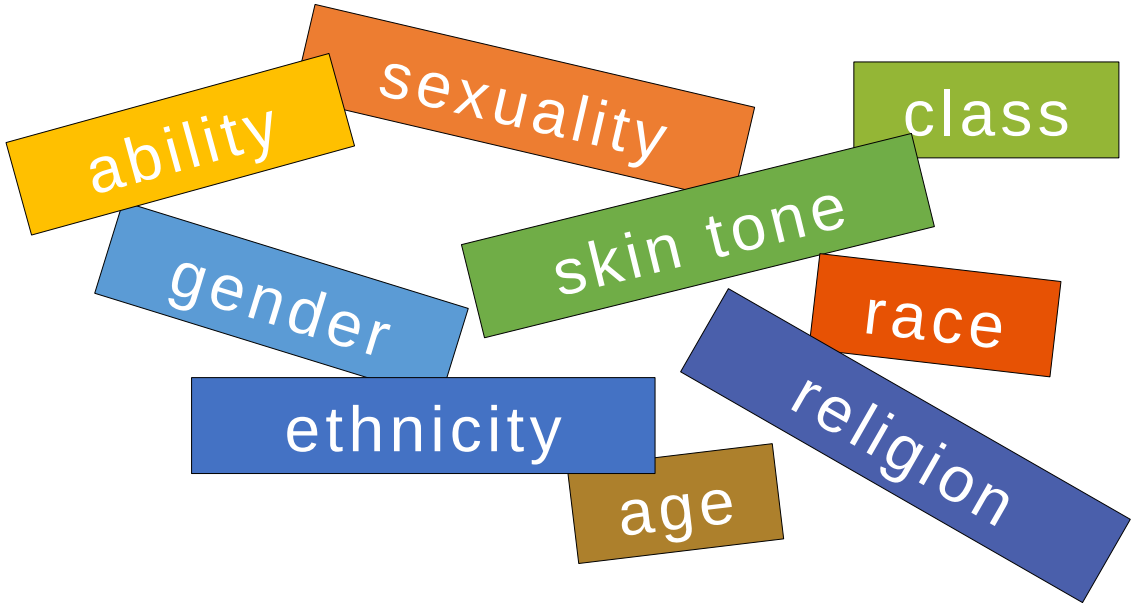
Lack of effective voice

Lack of representation

Lack of recognition

Lack of power

People can experience strong othering in one or some of these areas and low or no othering in others. When someone experiences othering on all of these indices, then the othering is more likely durable. High durability also exists when othering happens between the interpersonal, structural, and cultural.



Othering is a generalized set of common processes that engender marginality and group-based inequality across any of the full range of human differences

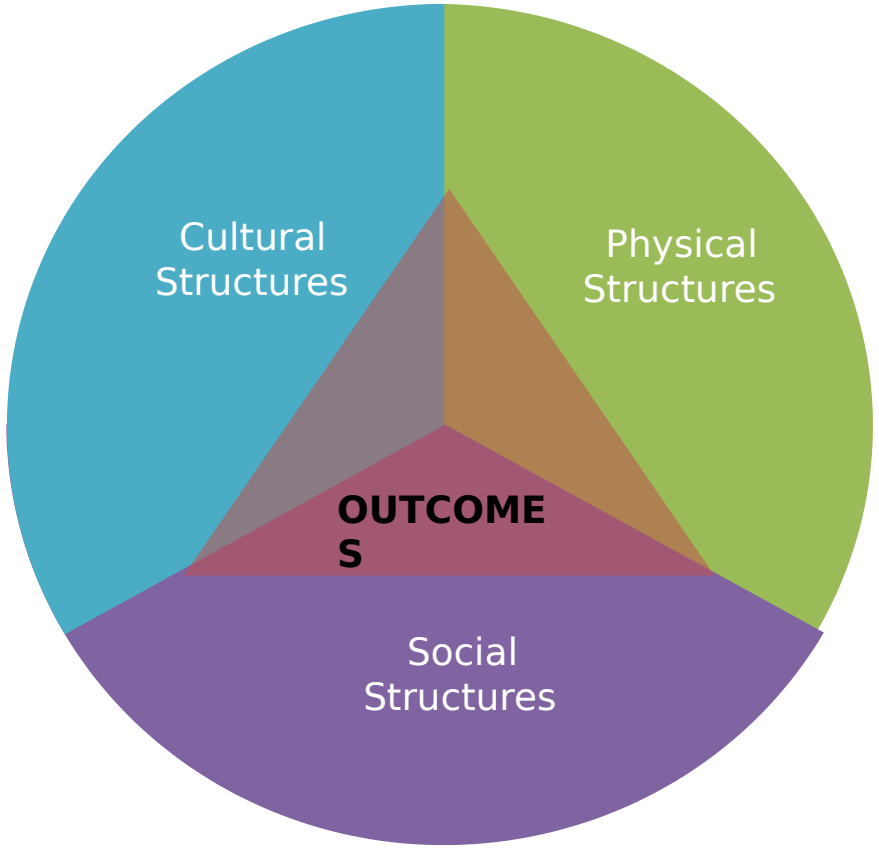
The opposite of Othering is *not*
saming but belonging.

Our goal is to create a beloved community and this will require a qualitative change in our souls as well as a quantitative change in our lives.

Rev. Dr. Martin Luther King, Jr.

PAINTING: KAREN DE COSTER

Structures & Systems



We are all situated within structures but not evenly.

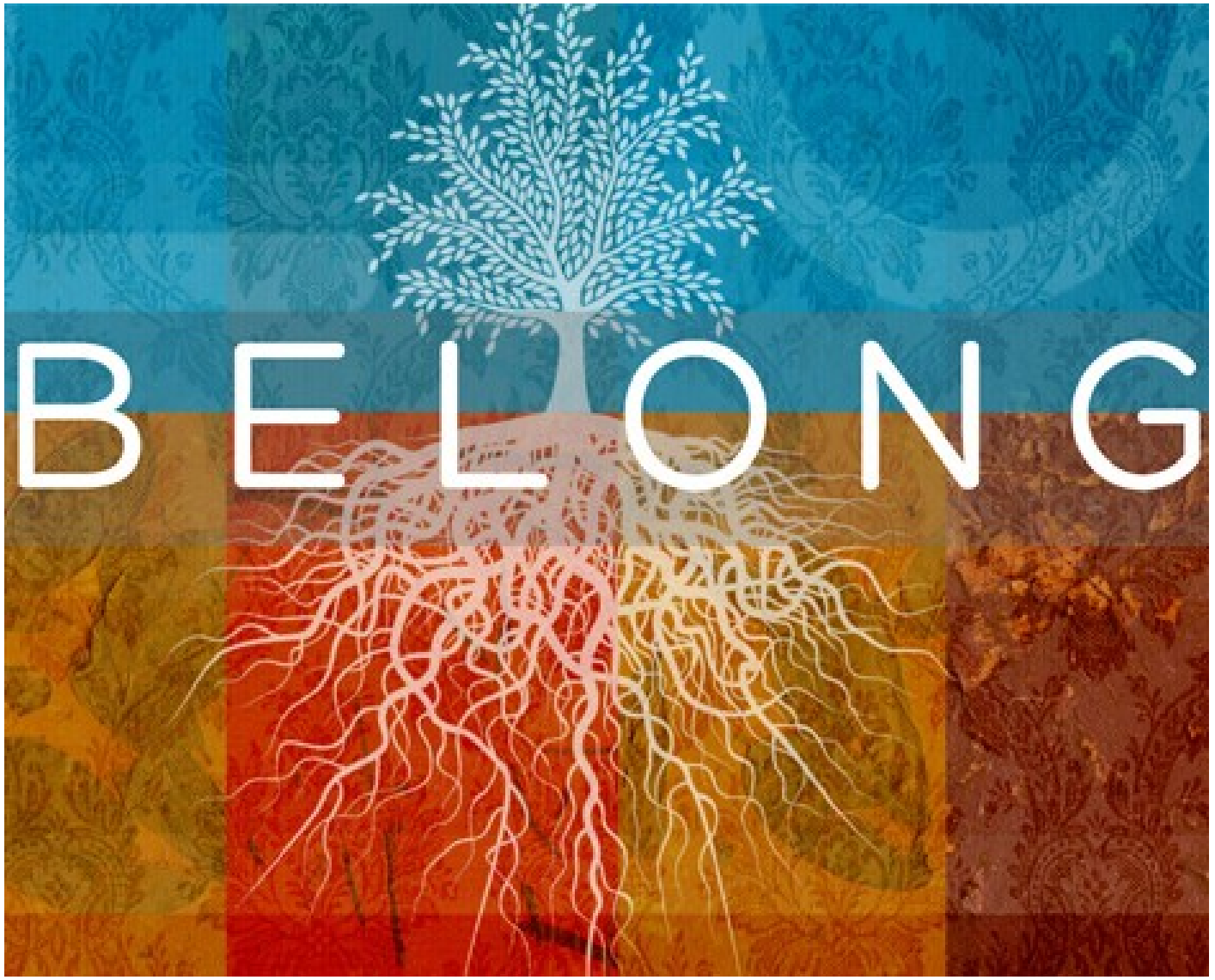
Structures are not neutral.

Power gives us greater access to structures and more ability to shape structures.

These structures interact in ways that produce different outcomes

Opportunity Structures

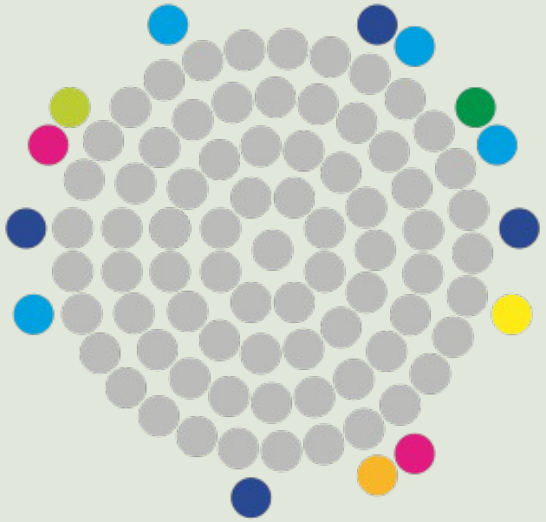
- **Opportunity structures** are the webs of influence beyond our individual control that enhance and constrain our ability to succeed and excel
- Life changes are shaped by opportunity structures, and those structures are just as important, if not more so, than the choices that individuals make



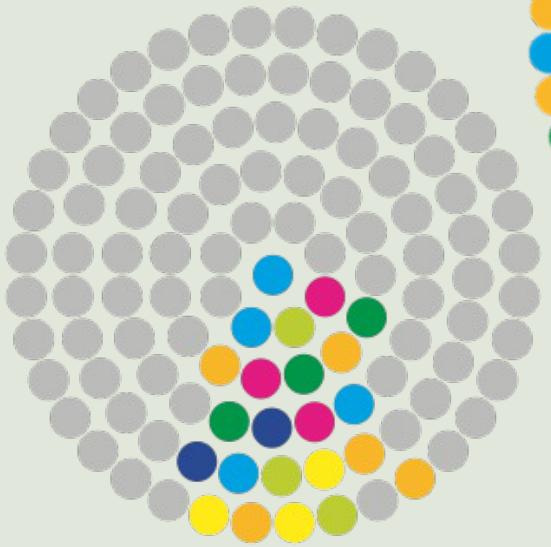
Belonging or being fully human means more than having access. Belonging entails being respected at a basic level that includes the right to both co-create and make demands upon society.

Belonging

Heart of Belonging: co-creating & being seen

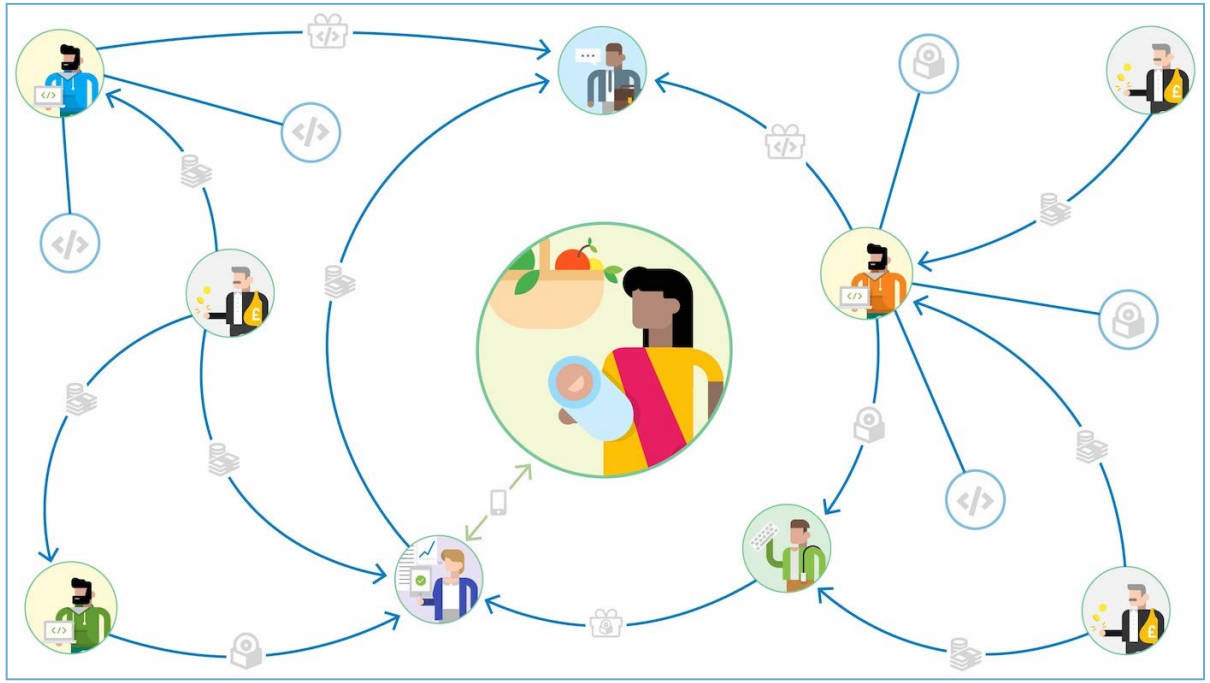


Exclusion



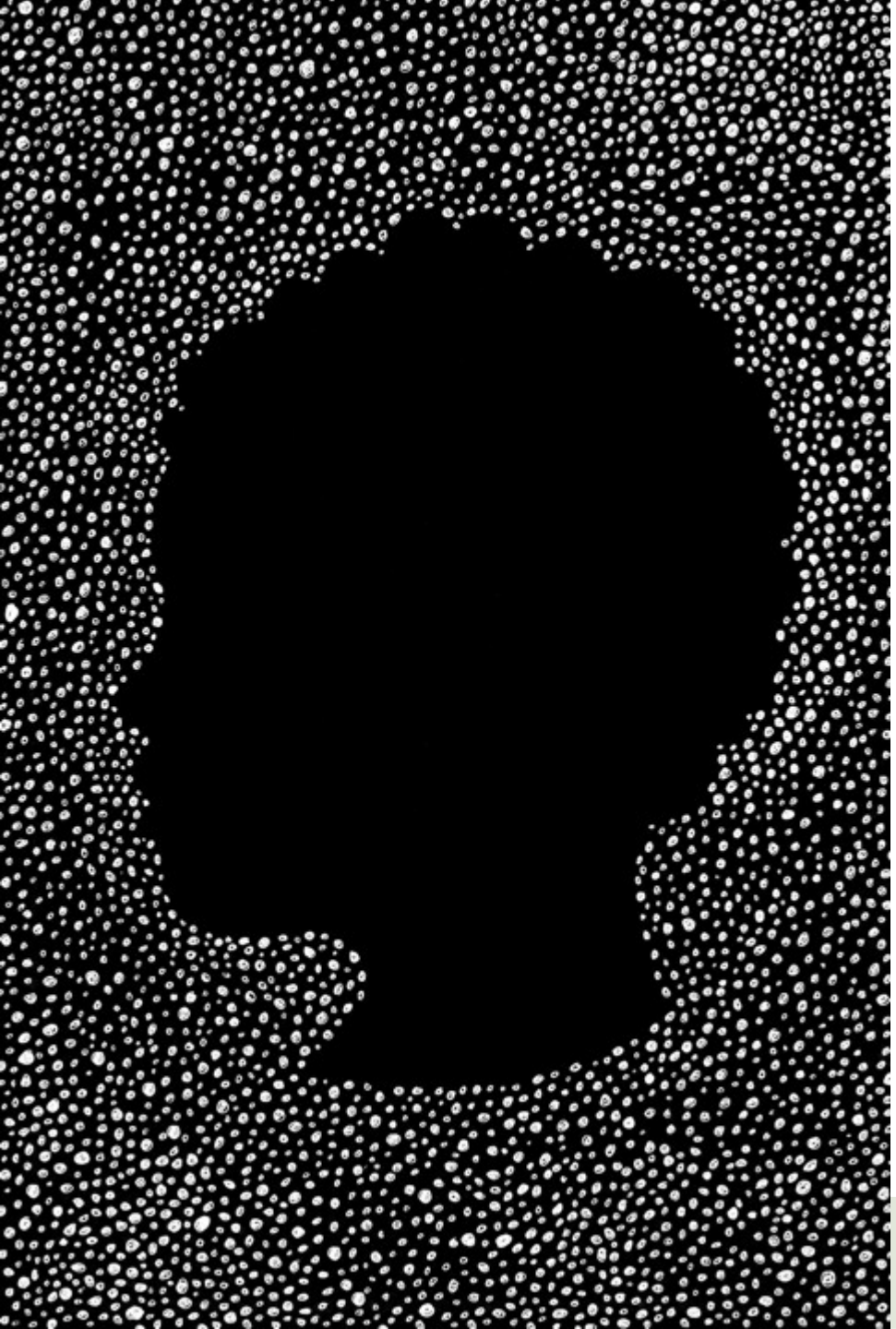
Inclusion

Belonging



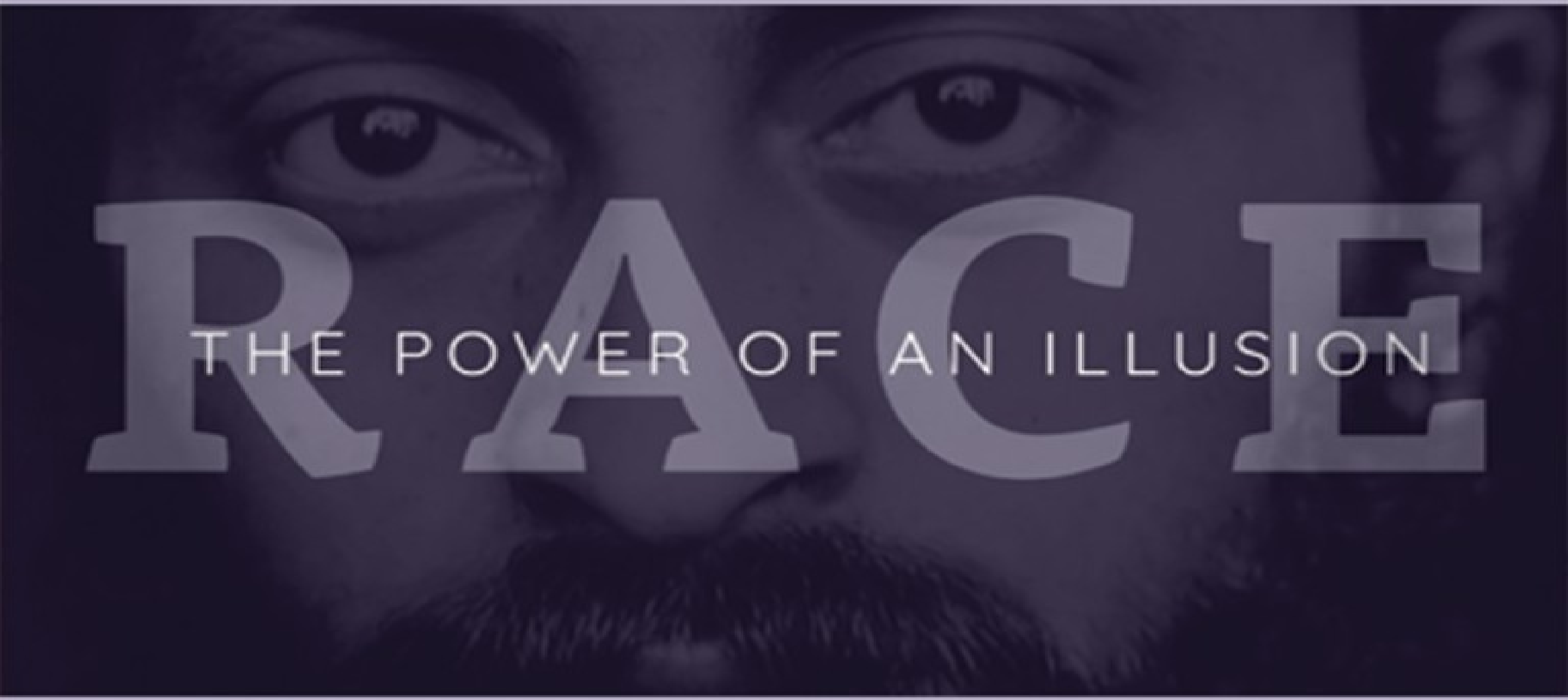
A just and inclusive society will see all of its members as inside our circle of belonging.

Race as Socially Constructed



"Race is an idea, not a fact."

--Nell Irvin Painter (Historian)


RACE
THE POWER OF AN ILLUSION

What men believe to be true is true in its consequences.

-Alfred North Whitehead

Bridging On the One Hand, Breaking on the Other

BRIDGING
Social ties that link people
together with others
across a cleavage
that typically divides
society.

BREAKING
Social ties among an exclusive group who explicitly push away from other groups who are seen as dangerous or a threat.

Interrogating Dualism

Othering and belonging

Bridging and breaking

Targeted Universalism

https://www.youtube.com/watch?v=PGcbFj4J_gc

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Breaking and Bridging

There are **short bridges** and **long bridges**.

Some bridges require more effort to build and maintain. Others are a short distance.

As bell hooks reminds us, bridges are walked on.

Transactional vs Transformational

Transactional Leadership	Transformational Leadership
Leadership is responsive and its basic orientation is dealing with present issues	Leadership is proactive and forms new expectations in followers
Works within the organizational culture	Works to change the organizational culture by implementing new ideas

From Diversity, Equity, and Inclusion to Bridging and Belonging

Why move from DEI to Bridging and Belonging?

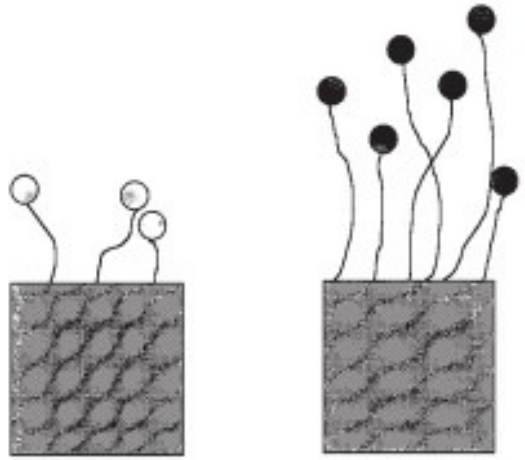
- We don't want to just welcome people into existing structures
- We want people to co-create structures and institutions together
- We want to build systems that are welcoming to all and that everyone has a stake in, systems that everyone has constructed cooperatively. Where everyone is represented and the work of bridging happens through co-creation

3 Levels of Racism

1. Institutionalized racism
2. Personally mediated racism
3. Internalized racism

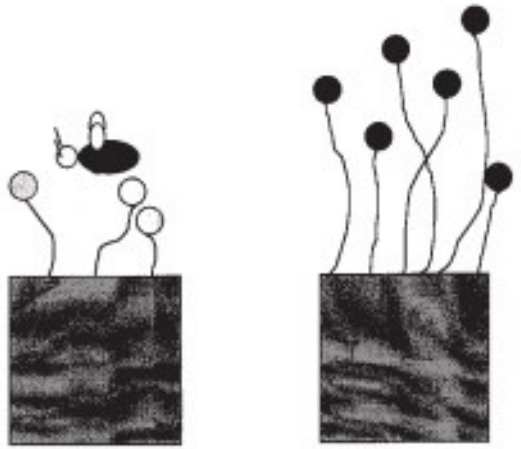
13

Institutionalized racism



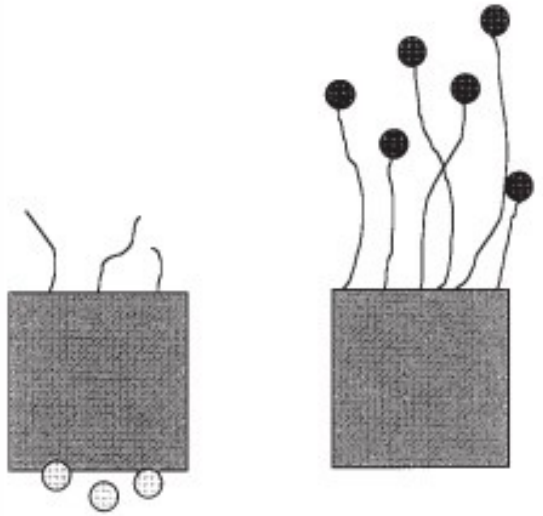
- Initial historical insult
- Structural barriers
- Inaction in face of need
- Societal norms
- Biological determinism
- Unearned privilege

Internalized racism



- Reflects systems of privilege
- Reflects societal values
- Erodes individual sense of value
- Undermines collective action

Personally mediated racism



- Intentional
- Unintentional
- Acts of commission
- Acts of omission
- Maintains structural barriers
- Condoned by societal norms

Q&A

QUESTIONS & ANSWERS SESSION