

# LEADERSHIP THROUGH AN EQUITY LENS

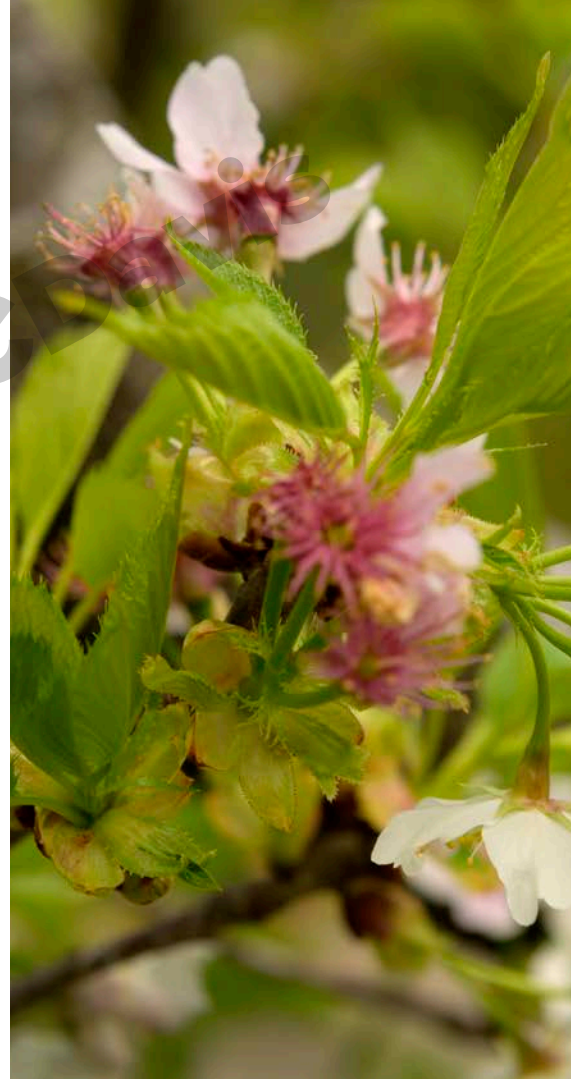
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Renetta Garrison Tull, Ph.D.  
Vice Chancellor  
Diversity, Equity, & Inclusion

APRU/APWIL  
FEBRUARY 24, 2021

@Renetta\_Tull  
#ThinkBigDiversity

**UCDAVIS**  
Diversity, Equity  
and Inclusion



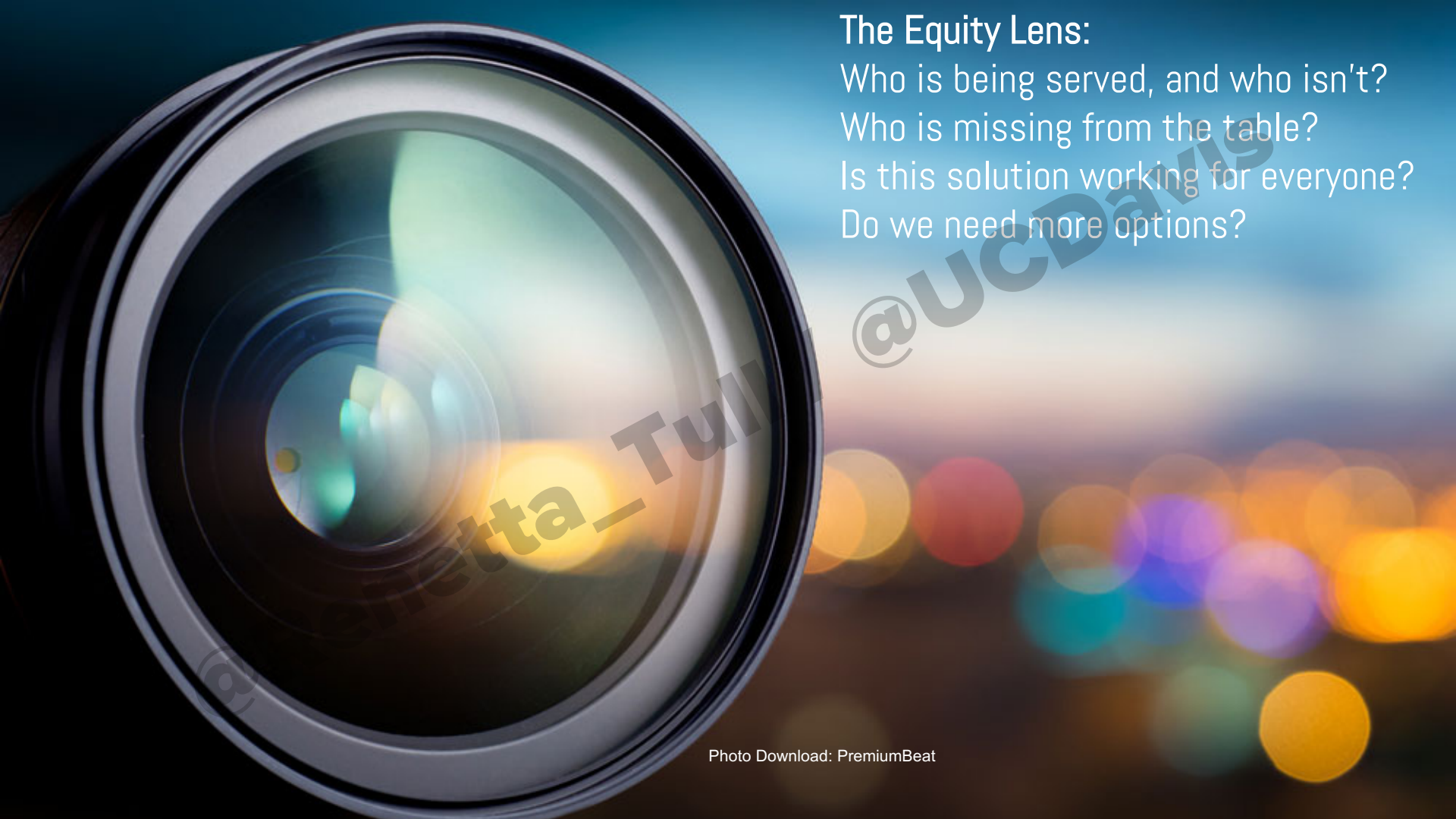
# WHAT IS EQUITY?

**Equity means recognizing individuals of all races, ethnicities, genders and other identities as individuals**— not as representatives of a societally-defined group—and enabling all individuals to start on equal footing to compete for benefits, resources and opportunities.

People of all races, ethnicities and genders may face enormous challenges and work extraordinarily hard to realize their promise and aspirations—and all those who overcome challenges should be recognized for that accomplishment. However, due to longstanding and deeply embedded inequities in American society based on race, ethnicity and gender, treating everyone “equally” or through “color or gender blind” eyes is inequitable. That is because people of some identities must face the challenges of life—whatever they are—bearing the additional burden of racism, sexism, or both, and others do not.

Equity is an aim that requires remedial action—including elevating truths and understanding of inequities, and taking “affirmative action” to disrupt inequities that target individuals based on group stereotypes and identity. Federal law generally prohibits consideration of individuals’ race, ethnicity and gender to address general societal inequities; although other court labeled “neutral” action (see below) may be taken to address these harms.

*Ref: AAAS STEMM Equity Achievement (SEA) Change*



## The Equity Lens:

Who is being served, and who isn't?

Who is missing from the table?

Is this solution working for everyone?

Do we need more options?





# LEADERSHIP MODELS

# TRANSFORMATIONAL LEADERSHIP

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*Ref: Scott & Schwartz, Harvard Business Review, May, 2017*

## Strategically Pursue Two Separate Journeys

*Reposition the core business while actively investing in the new growth business.*

## Use Culture Change to Drive Engagement

*Empower employees to work on projects that they are passionate about*

## Communicate Powerful Narratives About the Future

*Share different aspects of the same transformation narrative to all the constituencies and stakeholders*

## Develop a Road Map Before Disruption Takes Hold

*Lay the groundwork for the transformation in advance.*



A close-up of a camera lens, showing its internal elements and the reflection of light. The lens is positioned on the left side of the frame. The background is a blurred bokeh of various colored lights (yellow, orange, red, blue, green) against a dark blue gradient. A large, semi-transparent watermark "@UCDavis" is visible across the right side of the image.

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# SERVANT LEADERSHIP

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Puts people ahead of power.

The leader puts the employees at the top, and serves the people "above them."

## Characteristics:

1. Listening
2. Empathy
3. Healing
4. Self-awareness
5. Persuasion
6. Conceptualization
7. Foresight
8. Stewardship
9. Commitment to the growth of people
10. Building community

*Refs: Mark Tarallo, The Art of Servant Leadership, SHRM, May 17, 2018; John Correlli, 10 Principles of Servant Leadership (and Why It's Our Favorite Style), teamgantt, October 31, 2019*



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# AUTHENTIC LEADERSHIP

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1. Self-aware and genuine
2. Mission-driven and focused on results
3. Lead with their hearts and not just their minds
4. Focus on the long term.

Authentic leaders are self-actualized individuals who are aware of their strengths, their limitations, and their emotions. They also show their real selves to their followers. They do not act one way in private and another in public; they don't hide their mistakes or weaknesses out of fear of looking weak. They also realize that being self-actualized is an endless journey, never complete.

*Kevin Kruse, Forbes, May 12, 2013*



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# VULNERABLE LEADERSHIP

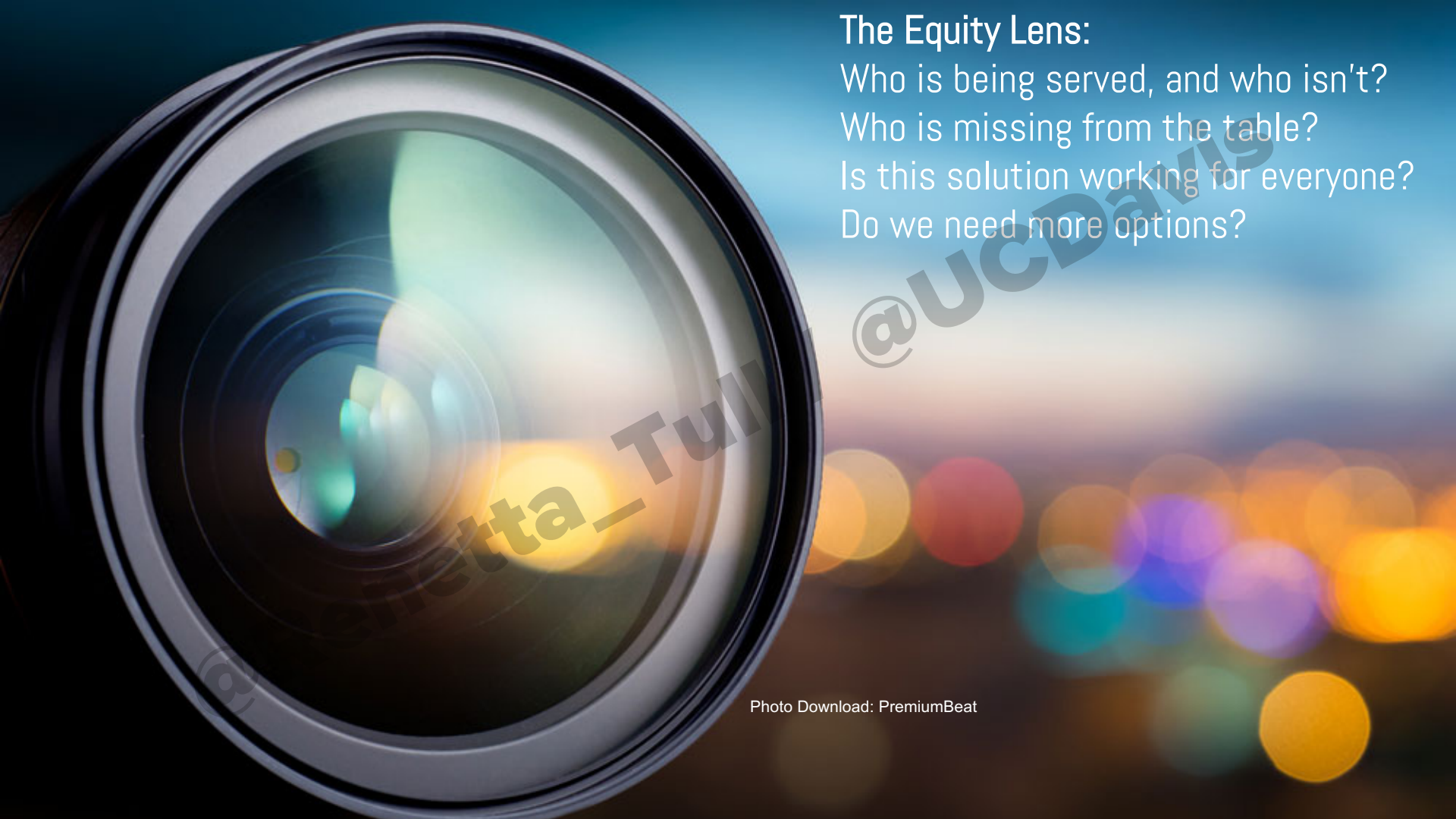
A vulnerable leader asks for help when they need it.

Strong leaders are self-aware and confident; they understand that they're not the expert at everything (and they don't need to be).

When leaders feel comfortable enough to lean on their team to fill in any gaps, it's an act of vulnerability that strengthens the team. That's because it enables the *best* person on the team to complete the task at hand rather than the most senior. When leaders ask for help, it's not a sign of weakness, but rather one of great leadership. They have a deep understanding of the capabilities of each individual on the team.

*Hiba Amin, Vulnerable Leadership: The Key to Building Trust, G2, June 2, 2020*





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Photo Download: PremiumBeat

# COMBINATIONS: CRISIS LEADERSHIP, EQUITABLE LENS

Show up.

- Consider who is being affected by the crisis?
- Consider the solutions from several angles --- will the solutions work for everyone, or will one group or another be disenfranchised?
- Have contingency plans in place to cover issues that were missed
- Seek forgiveness, forgive yourself, find a better way, and move forward.

Module Three: Building resilience in a rapidly changing world



**Learning Objective:** To identify the skills and to behaviours which enable leaders to be resilient, with a focus on self-awareness, inclusion and purpose. To explore and analyse how each participant builds their own resilience skills and evaluate what they may need to do/change to move from survive to adapt thrive in their workplace.

@Renetta\_Tull

# TOOLS FOR LEADERS

@Renetta\_Tully JCDavis



# MANAGER MIRROR

## Professional Skills

What professional skills do they need to accomplish their goals?

## Resources

Do they need release time, tuition assistance, mentorship, etc.?

## SMART

Utilize SMART to support your team member to identify a specified objective.

## Personal Growth

What personal opportunities will support an inclusive and growth mindset?

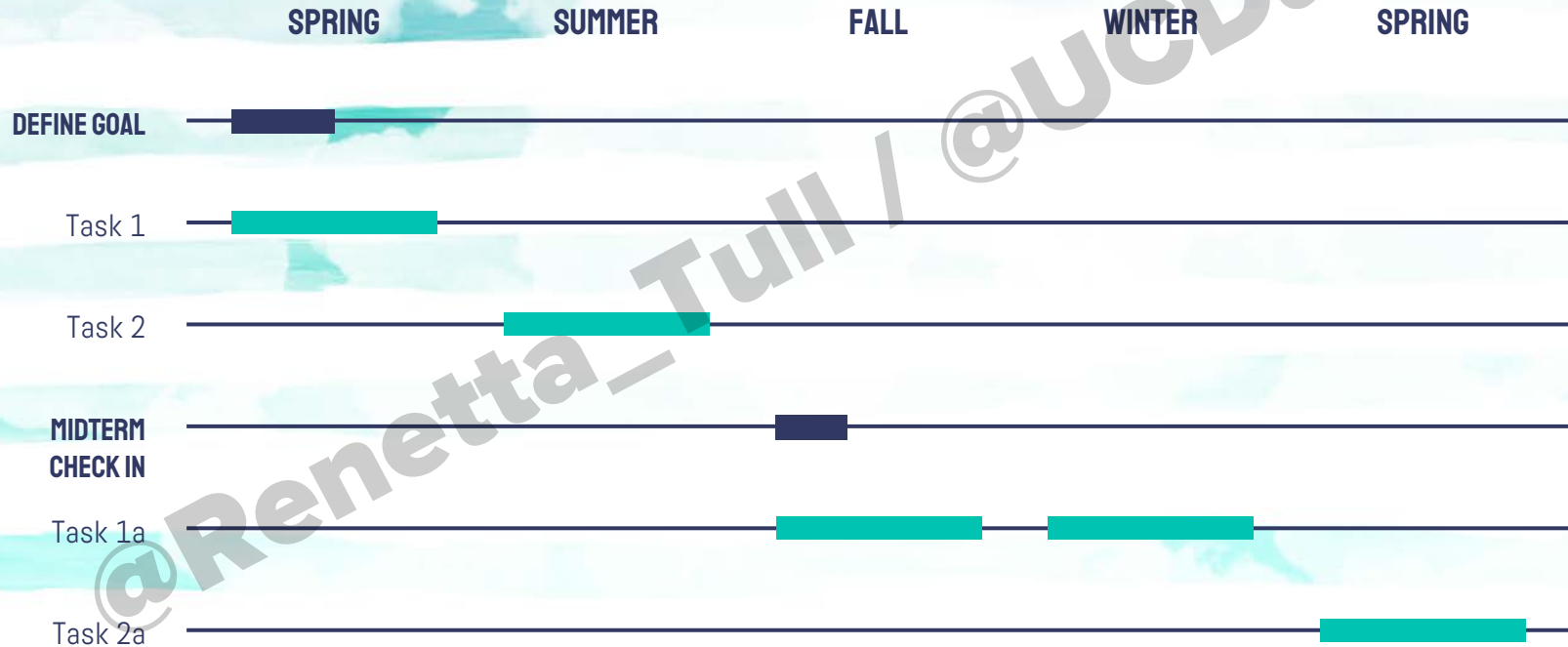
## Recognition

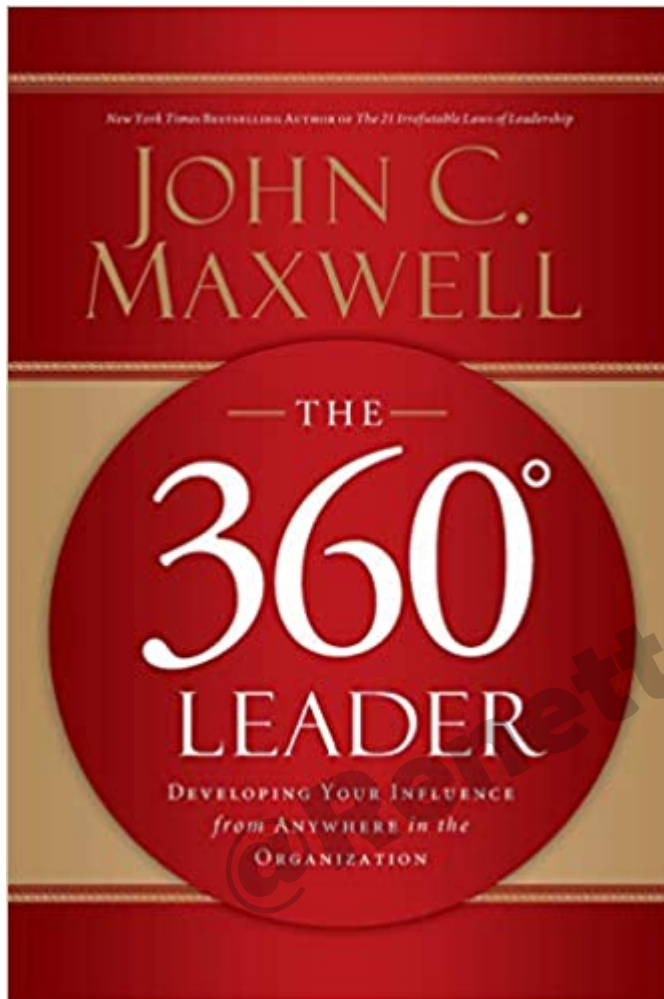
How will you acknowledge the positive contributions of your team member?

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Infographic from [Slidesgo](#) and [Freepik](#)

# MANAGER MIRROR PLAN





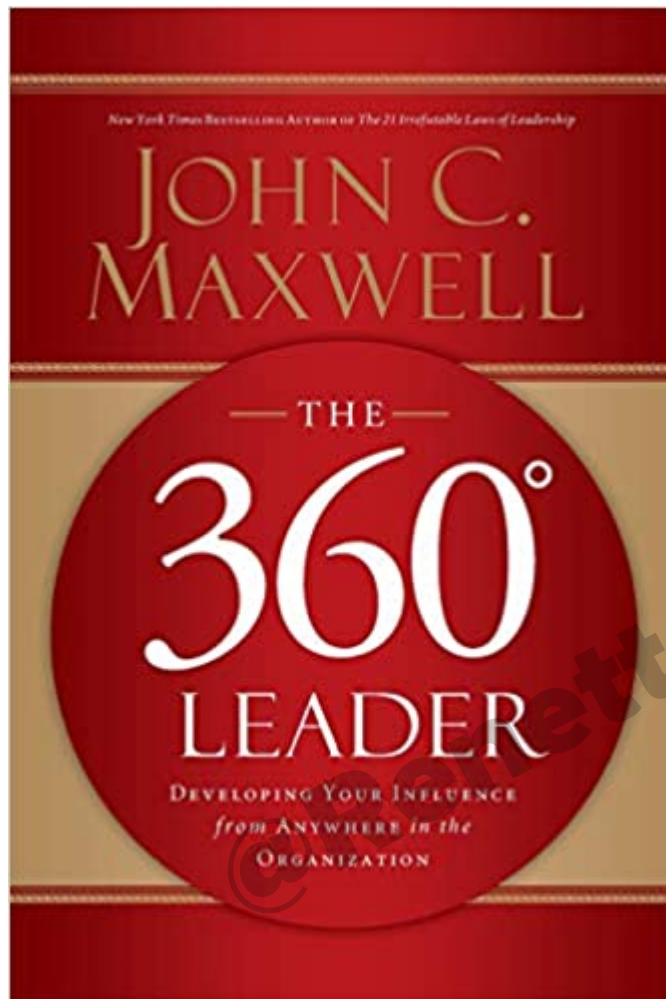
## *The Principles 360-Degree Leaders Need to Lead Up*

Before you begin to learn what it takes to lead across, review the nine principles you need to master in order to lead up:

1. Lead yourself exceptionally well.
2. Lighten your leader's load.
3. Be willing to do what others won't.
4. Do more than manage—lead!
5. Invest in relational chemistry.
6. Be prepared every time you take your leader's time.
7. Know when to push and when to back off.
8. Become a go-to player.

*Ref: John Maxwell, 2011*

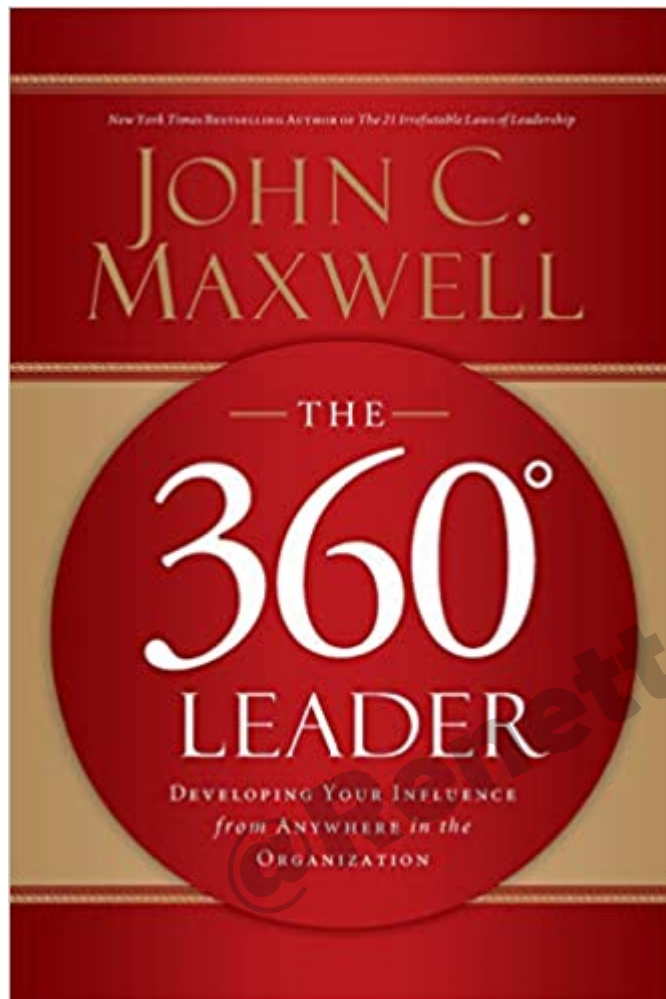




## *The Principles 360-Degree Leaders Need to Lead Across*

Before you begin learning about leading down the 360-Degree Leader way, review the seven principles you need to master in order to lead across:

1. Understand, practice, and complete the leadership loop.
2. Put completing fellow leaders ahead of competing with them.
3. Be a friend.
4. Avoid office politics.
5. Expand your circle of acquaintances.
6. Let the best idea win.



## *The Principles 360-Degree Leaders Need to Lead Down*

Are you relying on influence to lead down as a 360-Degree Leader should? Review the seven principles you need to master in order to lead down:

1. Walk slowly through the halls.
2. See everyone as a “10.”
3. Develop each team member as a person.
4. Place people in their strength zones.
5. Model the behavior you desire.
6. Transfer the vision.
7. Reward for results.

*Ref: John Maxwell, 2011*

# THE LAW OF THE MIRROR

YOU MUST SEE VALUE IN YOURSELF TO ADD VALUE TO YOURSELF



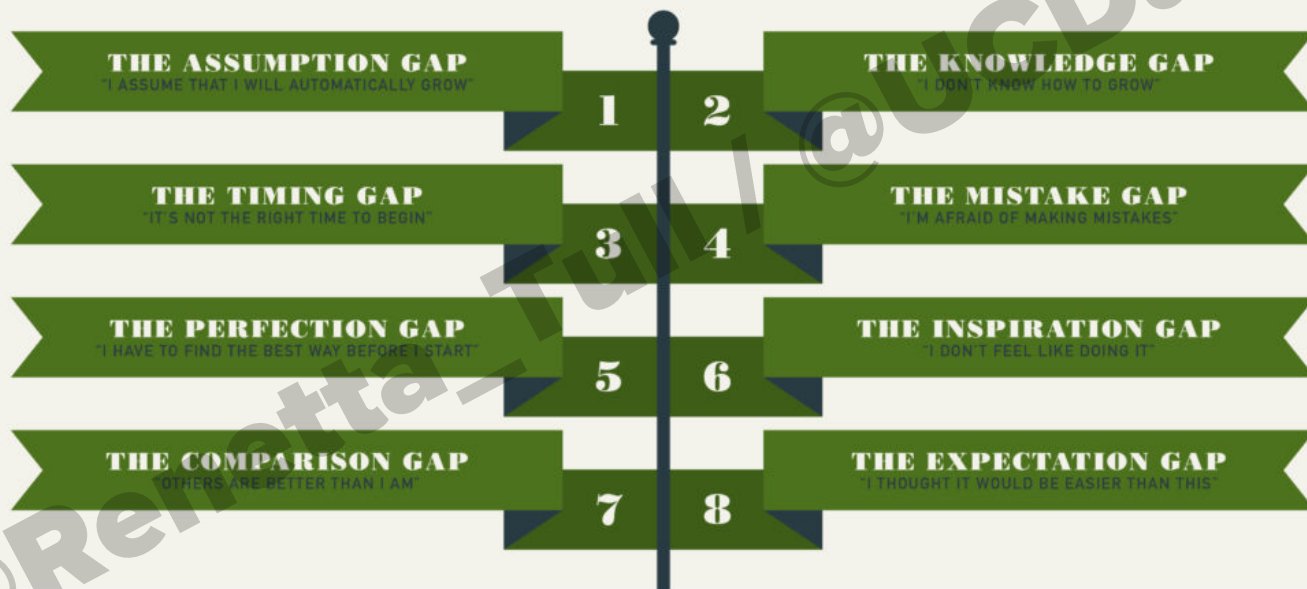
Ref: John Maxwell

NO FACTOR IS MORE IMPORTANT IN PEOPLE'S PSYCHOLOGICAL DEVELOPMENT AND MOTIVATION THAN THE VALUE JUDGMENTS THEY MAKE ABOUT THEMSELVES. EVERY ASPECT OF THEIR LIVES IS IMPACTED BY THE WAY THEY SEE THEMSELVES.



# THE LAW OF INTENTIONALITY

GROWTH DOESN'T JUST HAPPEN



8 MISCONCEPTIONS ABOUT GROWTH THAT MAY BE HOLDING YOU BACK  
FROM BEING AS INTENTIONAL AS YOU NEED TO BE.

Ref: John Maxwell

# CO-CREATION MODEL

## Collaborating

Well-utilized teams do work that is greater than the sum of their parts

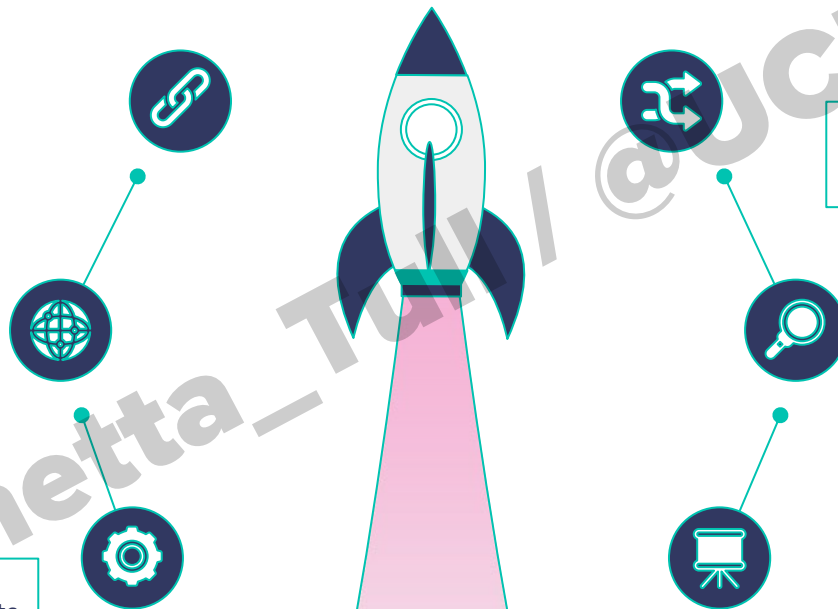
## Diversity

Heterogenous teams are better at solving problems

## Tinkering

Do your mentees have time to experiment and work on projects that seem... irrelevant?

Tweet @Renetta\_Tull #ThinkBigDiversity on Twitter



## Co-Designing

Multi-directional conversations are essential to great design.

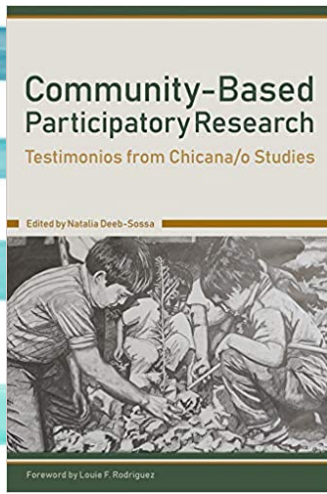
## Humility

Your stakeholders / constituents / clients / mentee knows things you can't.

## Submitting

Define selection criteria and let the ideas flourish.

Infographic from [Slidesgo](#) and [Freepik](#)



# COMMUNITY CO-CREATION

A group of women, *Grupo de Mujeres*, gathers once a week at the Family Resource Center in Knights Landing, CA. They talk about their families, their town, and their health.





A small bird with dark plumage and a white underbelly is perched on a thin, dark brown branch. The background is a clear blue sky, partially obscured by the green, needle-like leaves of a tree. A large, semi-transparent white graphic of a stylized leaf is overlaid on the right side of the image. The text "INSTITUTIONAL LEADERSHIP" is written in a bold, dark green, sans-serif font across the middle of the image, partially overlapping the white leaf graphic. There are also faint, diagonal watermarks in the background: "@Renetta" on the left and "@UCDavis" on the right.

# **INSTITUTIONAL LEADERSHIP**





## SUSTAINING THE SUCCESS OF NSF ADVANCE

**CAMPOS**

Center for the Advancement  
of Multicultural Perspectives  
on Science

**CRN**

Capital Resource  
Network

**ICCI**

Inclusive Campus  
Climate

**M&NI**

Mentorship &  
Networking

**P&PRI**

Policy & Practices  
Review

**SSRI**

Social Sciences  
Research

### ACADEMIC AFFAIRS

CAMPOS/CAMPSSAH Hiring Incentives  
Capital Resource Network  
Strength Through Equity and Diversity  
(STEAD)  
Welcome Receptions  
Networking Events  
LAUNCH Committees



### DIVERSITY, EQUITY, AND INCLUSION

CAMPOS Faculty Scholars and Affiliates  
CAMPOS Research Colloquia  
CAMPOS Initiative Events  
ADVANCE Scholar Awards

**CENTER DIRECTORS:**

**KIMBERLY NETTLES-BARCELÓN, CAMPSSAH**

**MARIEL VAZQUEZ, CAMPOS**



# UPROOTING BIAS IN THE ACADEMY

Lessons Learned from UC Davis ADVANCE (forthcoming)



**ADVANCE SCHOLAR AWARD**

**CHANCELLOR'S FELLOWSHIP FOR DIVERSITY, EQUITY, AND  
INCLUSION**



# PROFILES IN LEADERSHIP

Cecilia Paredes Verduga • Julia Ross • Sirin Tekinay • Christine Grant • Stephanie Adams • Phumzile Mlambo-Ngcuka





“Come. Take my hand.

Join me in the struggle to lift others up,

To cast light into dark places,

And to hold truth as dear.

My “I” turns to “we,”

And now, my friends,

We work...

Together.

And we advance..”



—RENETTA TULL, PH.D.

EXCERPT FROM “NOTES FROM XALAPA”

PHOTO BY CHERISS MAY, POWER SERIES