LEADERSHIP THROUGH AN EQUITY LENS

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#ThinkBigDiversity
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

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.
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Photo Download: PremiumBeat
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), teamgannt, October 31, 2019
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AUTHENTIC LEADERSHIP

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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Photo Download: PremiumBeat
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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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 / @UCDavis
TOOLS FOR LEADERS
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

Define Goal

Task 1

Task 2

Midterm Check In

Task 1a

Task 2a

Infographic from Slidesgo and Freepik
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.

Ref: John Maxwell, 2011
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 15 INVALUABLE LAWS OF GROWTH

THE LAW OF THE MIRROR
YOU MUST SEE VALUE IN YOURSELF TO ADD VALUE TO YOURSELF

1. Guard your self-talk
2. Stop comparing yourself to others
3. Move beyond your limiting beliefs
4. Add value to others
5. Do the right thing even if it's the hard thing
6. Practice a small discipline daily in a specific area of your life
7. Celebrate small victories
8. Embrace a positive vision for your life based on what you value
9. Practice the one word strategy
10. Take responsibility for your life

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

THE ASSUMPTION GAP
"ASSUMPTION IS THE MOTHER OF SUPERSTITION"

THE KNOWLEDGE GAP
"I DON'T THINK YOU CAN"

THE TIMING GAP
"IT'S NOT THE RIGHT TIME TO BEGIN"

THE MISTAKE GAP
"I'M AFRAID OF MAKING MISTAKES"

THE PERFECTION GAP
"I HAVE TO FIND THE BEST WAY BEFORE I START"

THE INSPIRATION GAP
"I DON'T FEEL LIKE DOING IT"

THE COMPARISON GAP
"OTHERS ARE BETTER THAN I AM"

THE EXPECTATION GAP
"I THOUGHT IT WOULD BE EASIER THAN THIS"

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

Ref: John Maxwell

WWW.JOHNMAXWELL.COM
Well-utilized teams do work that is greater than the sum of their parts.

Collaborating

Heterogenous teams are better at solving problems.

Diversity

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

Tinkering

Multi-directional conversations are essential to great design.

Co-Designing

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

Humility

Define selection criteria and let the ideas flourish.

Submitting

Tweet @Renetta_Tull #ThinkBigDiversity on Twitter

Infographic from Slidesgo and Freepik
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.
SUSTAINING THE SUCCESS OF NSF ADVANCE

**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

**Campos/CampSSAH Hiring Incentives**
**Capital Resource Network**
**Inclusive Campus Climate**
**Mentorship & Networking**
**Policy & Practices Review**
**Social Sciences Research**
Uprooting Bias in the Academy
Lessons Learned from UC Davis ADVANCE (forthcoming)

Advance Scholar Award
Chancellor’s Fellowship for Diversity, Equity, and Inclusion
“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