

# Examining Organizational Culture with an Equity Lens

Indiana University  
Bloomington Department  
of Theatre, Drama &  
Contemporary Dance

Equity Vision and Moving Forward  
March 2023  
LEADERSHIP SESSION

*W4C*  
Work 4 Change

# Practice Self-Reflection

*As organizational LEADERS it may be difficult to separate organizational criticism from personal feelings*

*If you feel targeted, emotional, or guilty, you are personalizing the process (me), rather than receiving the information as an organizational member (role)*

*This is another step forward in a long process of learning, growing, and building*



# Setting our Intentions

- This is a welcoming space
- There is room for everyone
- Listen, Reflect, Share
- Your voice is valued. Your presence is appreciated
- Honesty is brave & will push you forward. We celebrate honesty
- Do not share each other's ideas, contributions, or narratives outside

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# Today's Plan

Acknowledge your feedback -continued equity work

Examine what makes equity work effective and sustainable

Identify equity best practices and common strategies

Identify key priorities for TDCD moving forward

Develop a plan plan for achieving priorities

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# From Equity Ideas to Equity Work

Equity concepts & principles  
(identification of problems)

Equity Accountability  
(Strategizing towards solutions)

Equity practices & equity work  
(Supporting equity solutions)

- There is a desire to **unify the efforts** of diversity, equity, and inclusion work throughout TDCD.
- This will come about through **thoughtful collaboration between TDCD faculty, staff, and students**

As you move to integrate equity work throughout TDCD, a deeper understanding and analysis of TDCD's **organizational culture** will be helpful

*Where TDCD started*



*Where TDCD is now*



*Where TDCD can be*

**BARRIERS TO EQUITY WORK: PEOPLE & POLICY\***

**PEOPLE (Personal & Interpersonal)**

- People won't allow change or are disruptive
- My students and I are not on the same page
- I'm tired. I'm grieving. I'm stressed.
- My mental health is challenged
- I feel threatened. I'm insecure.
- Mistrust. Shaming.
- Offensiveness. Defensiveness.
- Email communication conflicts

**POLICY/PRACTICE**

- Not enough funding for programs & people
- We don't spend enough time together
- Too many fires to put out
- Little to no time off
- We lack diversity
- Lack of boundaries
- Email communication conflicts



\*Feedback from 2/23 session

# Navigating Barriers: A Self-Reflection Exercise

## Personal

Accountability: How am I a part of the problem? What can I do better? What is my responsibility? How can I help? What help do I need? **I will communicate and honor my boundaries.**

I commit to getting the help I need.

## Interpersonal

Community: What social and informal activities reduce stress and tension? How do we reduce communication conflict? How do we increase empathy? **Practice trust building.**

I commit to empathic communication.

## Practice

Support systems: How can I support others? Who is my benevolent role model? Who needs to give me space? How do I prioritize my goals? **Identify & build my network of support.**

I commit to honoring my priorities.

## Policy

Strategy: How do we integrate equity across strategic plans, funding sources, curriculum, workload? How do we better document challenges and progress? **Build accountability.**

I commit to inclusive excellence.

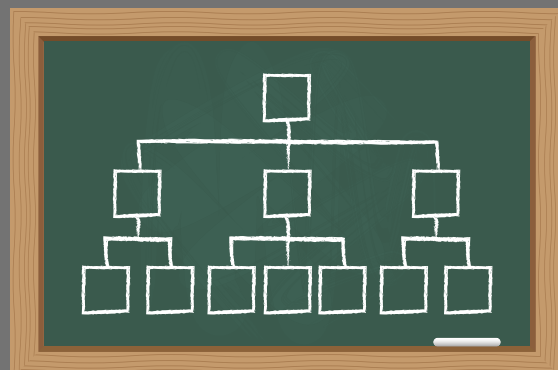
# What makes up Organizational Culture?

## *Organization-as-Actor*

Arrangements  
& activities  
that structure  
daily work



Hierarchy and  
power; how  
decisions get  
made



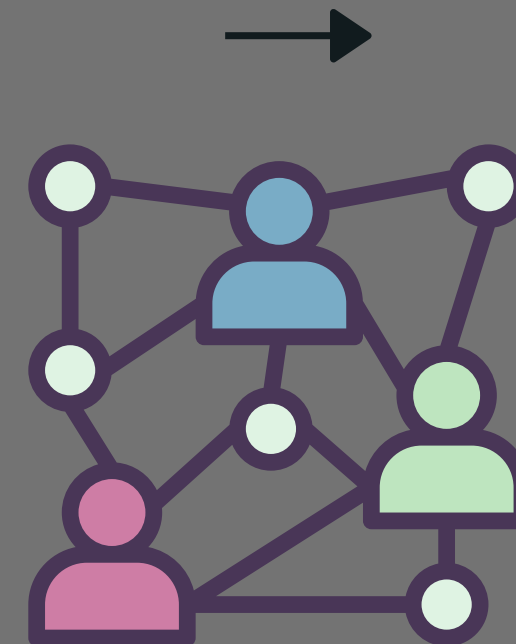
Distribution  
of resources  
and use of  
resources



Values, guiding  
principles, and  
organizational  
identity



Communication  
content and  
processes;  
messaging



***Organizational  
culture***





# Examining Organizational Culture with an Equity Lens: Some Key Questions

1

How are key work activities (internal and external) structured & organized? How does this structure impact work experiences differently for people across TCDC?

2

Who gets to make decisions about work processes? Who is over-represented in decision-making? Who is under-represented? How does power flow throughout TCDC?

3

How are resources created and allocated? Are grants/funding and work projects aligned with TCDC commitment to equity?

4

What are TCDC core values? How are these values reflected in organizational culture? How does TCDC see itself in terms of organizational identity?

5

What are communication channels/ pathways like? What key ideas get communicated? Who gets to communicate key ideas? Who doesn't?



**What's going to happen when the Work 4 Change learning series (2022-2023) is done?**

**"I fear we will stop, lose momentum, deprioritize, or revert after this is over"**

# Equity initiatives fizzle out because...

They lack support or have **artificial support** by leadership; DEI is usually led by middle management

Most **implicit biases** go unnoticed and unchecked; lack of equity lens

**Lack of financial support** to keep programming and education going; DEI treated as secondary rather than primary activity

Trust and **transparency** are not shared across entire company; assumption that DEI efforts won't change much, if anything

**Accountability** is not practiced; renders DEI inconsequential



# Equity initiatives **WON'T** fizzle out at **TCDC** because...

**They lack support or have artificial support** by leadership; DEI is usually led by middle management  
You are "middle management". Accept this truth and push for authenticity from leadership and self.

**Most implicit biases** go unnoticed and unchecked; lack of equity lens

Build accountability checks with colleagues and students. Build trust and support each other in growth.

**Lack of financial support** to keep programming and education going; DEI treated as secondary rather than primary activity  
Center equity in programming rather than fund equity programs. But also fund equity programs :)

**Trust and transparency** are not shared across entire department; assumption that DEI efforts won't change much, if anything  
Be the change you want to see in the world (or get out the way). People's experiences must match equity messaging.

**Accountability is not practiced**; renders DEI inconsequential  
Accountability pairs with authenticity. People must feel empowered as change agents.

# NEXT LEVEL

## IMPLEMENTATION

**Conflict Management & Resolution/Communication**

**Equity Goal-Setting & Benchmarking**

**Trauma-informed Approach**

**Inclusive Excellence**



**W4C**  
Work 4 Change

What you have improved:

Shared language  
Diversification in programming  
Anti-Racist Awareness  
Improved Accountability  
Equity Mindfulness

# How to BUILD equity into your organization



Create an equity advocate/liaison position

Allocate % of budget to equity education and training

Formalize equity by building it into reward structure

Form affinity groups or caucuses

Require equity professional development hours



# Best Practices for Equity



- Equity work isn't linear; be accepting of that
- You don't have to know everything ahead of time; stay reflective
- Focus on 1-2 priorities; don't get bogged down with too many initiatives/projects
- Equity work isn't designed to be fun; but you can enjoy learning, growing, and challenging yourself
- Set short and long-term benchmarks for achieving your priorities; 3-month, 6-month, and 12-month.

Let's  
discuss

**Knowing what makes equity efforts effective and sustainable, consider the following questions:**

- 1. What are 1-2 top priorities for TCDC to address moving forward?*
- 2. Pick one and discuss a semester long- plan to address it*