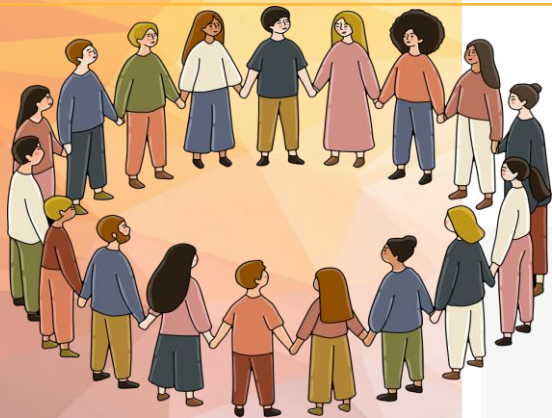




Beyond the Commitment: *Culturally Responsive Learning and Unlearning at Work*

August 12, 2026



CCSI
Coordinated Care Services, Inc.
Innovative Solutions in Human Service Delivery

WORKING AGREEMENTS | GROUP NORMS

RESPECT
EVERYONE'S JOURNEY

LISTEN AND OBSERVE
FOR UNDERSTANDING

ASSUME GOOD INTENTIONS
acknowledge harms

**TAKE SPACE,
GIVE SPACE**

BE COMFORTABLE
with unfinished conversations

OBSERVE CONFIDENTIALITY
(SHARE THE LEARNING, NOT PEOPLE)

ASK...
CLARIFYING QUESTIONS

SPEAK FOR YOURSELF

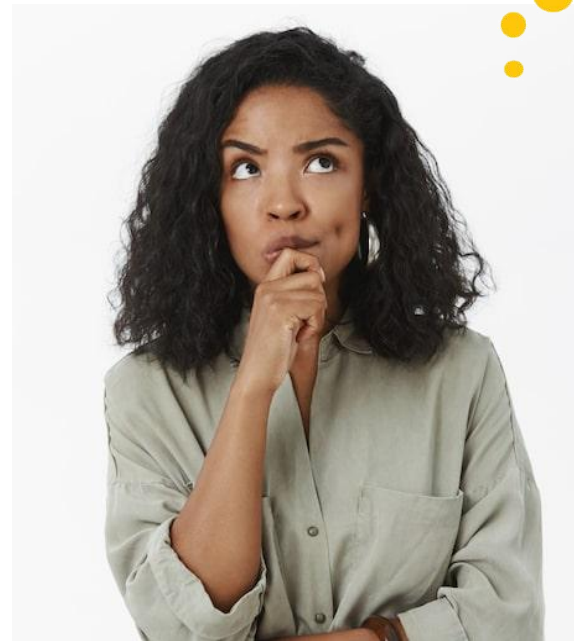
CHALLENGE GENTLY,
MONITOR IMPACT

**No one knows it all but
together we know a lot!**



Reflection

- What have we noticed in your workplaces?
 - ❖ What has changed — or stayed the same — in how we talk about equity and inclusion?
- Do we hold any fears?
 - ❖ How are we talking about our fears?



Name the Shifts Openly: Navigating a Changing Landscape

- **Acknowledge the external environment directly:** 'DEIB is under scrutiny nationally. I want to tell you where we stand as an organization.'
- **Anchor to mission, not politics:** 'Our values haven't changed. The way we talk about them may need to evolve, but the commitment is firm.'
- **Be transparent about funding pressures and any required pivots** — silence breeds distrust and speculation. Be open and honest. Change opens doors to innovation.
- **Invite dialogue:** 'How are you feeling about these shifts? What concerns do you have? What do you need from leadership?'
- **Distinguish between language changes and value changes** — staff deserve to know the difference
- **Create a standing 'equity conversation':** Consider monthly 20-minute team reflection- What's working? What are we noticing? What do we need to discuss?



How Are We Defining Our Culture?

How Are We Showing Up?

Let's Consider the mission statement below:

"We build a culture rooted in equity, inclusion, transparency, and collaboration — so every person can do their best work and be fully seen doing it.."

- Where do culture, equity, and inclusion live in this language — explicitly or implicitly?
- What would this statement look like in action, on an ordinary Tuesday, in our workplace?



It's Not Always What We Say — It's What We Do

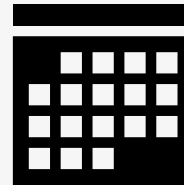
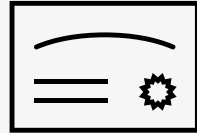
Our stated commitments are tested in the everyday decisions we make:

Hiring

Promotion

Retention

Representation



Reflection: Consider your own organization, where do practices match language and where is the gap widest?



Model What We Want to See

Courage is not the absence of fear — it is choosing to act, speak, and stay engaged even when the outcome is uncertain.

Brené Brown describes daring leadership as showing up openly, curiously, and with accountability, and argues that a collective sense of courage is one of the strongest predictors of an organization's ability to sustain its culture through change.

If we want our people to stay engaged and consistent through change, leaders have to go first.

Source: Brené Brown, *Dare to Lead: Brave Work. Tough Conversations. Whole Hearts.* (Random House, 2018).



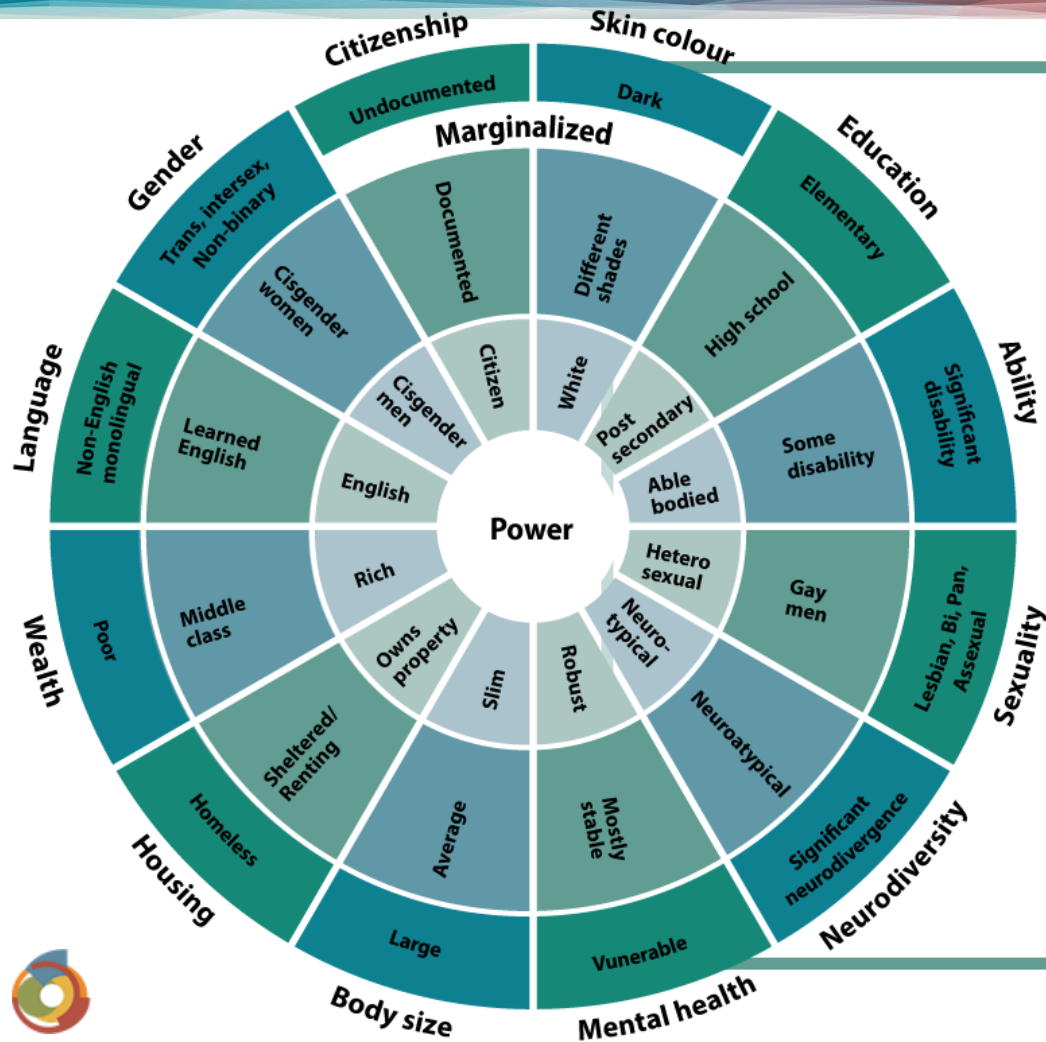
Cultural Responsiveness as Leaders



Courageous leadership doesn't stop at modeling our stated values. It also asks us to stay aware of how our own culture, position, and power shape what we notice, reward, and treat as “normal” at work.

Where does my own cultural lens shape what I consider “normal,” “professional,” or “the right way” to work?





- **POWER...**the ability to influence others and impose one's beliefs.

- **ALL power is relational...** and the different relationships either reinforce or disrupt one another.

Naming Power in the Workplace

Power is the capacity to influence decisions, resources, and what gets treated as “normal” or “correct.” It shows up in who sets the agenda, whose communication style is read as objective, and who is expected to adapt to whom.



Source: French, J. R. P., & Raven, B. (1959). "The Bases of Social Power." In *Studies in Social Power*.





THE LONGER YOU SWIM
IN A CULTURE, THE MORE
INVISIBLE IT BECOMES

Characteristics of White Supremacy Culture

perfectionism	either/or thinking
sense of urgency	power hoarding
defensiveness	fear of open conflict
quantity over quality	individualism
worship of the written word	i'm the only one
only one right way	progress is bigger, more
paternalism	objectivity
right to comfort	

Source: Jones, K., & Okun, T. (2001). *White Supremacy Culture*. dRworks. dismantlingracism.org.



Quantity Over Quality



Prioritizing only what can be counted. Things like attendance, output, or dollars raised, are treated as valuable, while relationships, trust, and how decisions get made are treated as unmeasurable, and therefore unimportant.

Source: Jones, K., & Okun, T. (2001). White Supremacy Culture. dRworks.



Perfectionism

mistakes are treated as personal failures rather than information.
Feedback focuses more on what's wrong than on what's working and
appreciation is rare.

Other patterns named:

Sense of Urgency: A constant urgency that crowds out inclusive, thoughtful decision-making.

Either/Or Thinking: Framing choices as binary, leaving little room for both/and solutions.

Worship of the Written Word: If it isn't written down, it doesn't count — regardless of other ways people share knowledge.

Individualism: Valuing solo achievement and credit over shared accountability and teamwork.



Source: Jones, K., & Okun, T. (2001). *White Supremacy Culture*. dRworks.

What's Hard to Sit With? What's Easier?

- Which of these patterns is hardest for me to sit with when I notice it in myself?
- Which one is easier to name in others than in myself — and why might that be?
- What could we leverage and compost from these workplace norms, keeping what serves growth, and releasing what doesn't to help us flow in this work differently?



Naming these patterns isn't about blame, it's about noticing what we've inherited, so we can choose consciously what to keep, what to compost, and what to build in its place.





Inclusion on Purpose



Collaboration Grants Across Entities

Partnering with peer organizations in similar sectors to co-fund and co-design inclusion initiatives — sharing cost, risk, and learning rather than working in isolation.

Staff & Leadership Learning and Development

Ongoing, not one-time, development — for staff at every level and for leadership specifically — so equity and inclusion competencies grow alongside technical and business skills.



How Can We Make Inclusion Meaningful, Fun, Engaging, and Productive?

Sustainable inclusion work makes room for genuine connection, creativity, and even joy — alongside the honest, hard conversations.

What has actually made this work feel energizing for our team — not just obligatory?

Thinking outside the box in times of change can be deeply unifying.



Consistency in our commitment to culture, equity, and inclusion is not about having every answer. It is about staying present, staying honest, and continuing to act especially when it would be easier not to.



ANY QUESTIONS OR FINAL THOUGHTS

ANY
QUESTIONS?



References

- McKinsey & Company. "Why Diversity Matters" (2015), "Delivering Through Diversity" (2018), and "Diversity Wins" (2020). [mckinsey.com](https://www.mckinsey.com)
- Brown, Brené. Dare to Lead: Brave Work. Tough Conversations. Whole Hearts. Random House, 2018.
- Rullion. "What IBM Can Teach Us About Diversity and Inclusion at Work." [rullion.co.uk](https://www.rullion.co.uk)
- Santamaría, L. J. (2013), cited in Human Service Organizations: Management, Leadership & Governance, 2020.
- French, J. R. P., & Raven, B. (1959). "The Bases of Social Power." In Studies in Social Power.
- Jones, K., & Okun, T. (2001). White Supremacy Culture. dRworks. dismantlingracism.org



Notice of Copyright / Rights Statement

This material is protected by U.S. and International copyright laws. Reproduction and distribution of this material in digital, electronic, written, or any other form without the expressed written permission of Coordinated Care Services, Inc. (CCSI) is prohibited.

© 2025 Coordinated Care Services, Inc

Copyright Agreement/ Ownership of Work – The PowerPoint presentations, recordings, and any training materials including handouts that are part of this training or webinar, have been produced by CCSI and are “Work Products” of CCSI. CCSI shall grant to contractor a non-exclusive, non-transferrable license to copy, distribute, and use (for internal use only) such Work Products solely for the training of its personnel and in the operation of its business. CCSI shall retain ownership of all intellectual property or Work Product included in this email to the extent such intellectual property or Work Product was developed by CCSI.

Except as specifically provided for by this Agreement, this agreement transfers to the customer no title, ownership, license, proprietary rights, security interest or the right to sell, lend, lease, sub-license, trade, barter, market or distribute such intellectual property or Work Product. Customer will not use or disclose such intellectual property or Work Product except as permitted by this Agreement. All such Work Product and intellectual property shall be considered CCSI's intellectual property and shall not be considered “Work for Hire” under copyright law and will be labeled as copyright of CCSI.

