



Abundant Sun

Just Strategic Planning:

Supporting the Town of Bennington's Process

in partnership with



Conscious & Unconscious Bias

Conscious Bias	Unconscious Bias
Bias that we know or recognize in ourselves	Bias that we don't know is there
We may simply accept it	Involuntarily activated without awareness or intentional control
We may conceal it for the purposes of social inclusion and/or political correctness	Resides deep in the subconscious, but may be accessible by reflecting on perceptions and behavior



Abundant Sun

Justice is Social
Justice is Environmental
Justice is Economic



OUR GROUP CONTRACT

- Be honest
- Keep discussions productive
- Participate
- Listen attentively
- Keep an open mind
- Take responsibility for your own words
- Respect the intentions of others
- Don't be a bystander
- Determine options for action

The Two Loops Model for Strategic Planning

Incumbent System

What is the incumbent system like?

Hospicing

How can we hospice the old system?



Illuminating

How can we illuminate the new system?

Bridging

How can we build bridges from the old to the new system?

Decomposing

How can enable the decomposing of the old system?



System Of Influence

What does the new System of inflicts look like?

Nourishing

How can we nourish the emerging system?

Emerging System

What is the emerging new system?

Naming

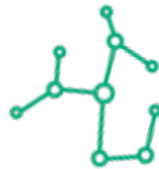
How can we start to name the new innovations?

Connecting

How can we connect the new innovations?

Pockets of the future

What are the pockets of the future?



VIDEO on the model:
<https://www.youtube.com/watch?v=LQWKmtx8L2s>



Organizational Democracy

- The word democracy derives from the Greek word demokratia which can be directed into demos (people) and kratein (to rule)
- A form of organizational governance in which all people rule alongside management and/or shareholders
- A complex organizational system and also the need to include more factions of society
- Stakeholder engagement that involves forms of voting, debating and a participating in decisions-making systems



What Is Social Justice?



The objective of creating a fair and equal society in which each individual matters, their rights are recognized and protected, and decisions are made in ways that are fair and honest.



Equality – Federally Protected Classes

1. Age (40+)
2. Citizen Status (must be able to legally work in the US)
3. Disabilities
4. Genetic Information
5. Military Service
6. National Origin
7. Nursing Mothers
8. Pregnancy
9. Race/Color
10. Religion
11. Sex***
12. Veteran Status

***Now includes sexual orientation and transgender employees, per 2020 Supreme Court Decision

***Biden administration also interprets sex to include gender identity, as did the Obama administration

<https://www.eeoc.gov/employees>

Equality – Additional VT Protected Classes

1. Age (18+)
2. Ancestry
3. Gender Identity
4. HIV+ status
5. Place of Birth
6. Sexual Orientation

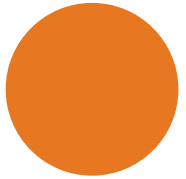
<https://workplacesforall.vermont.gov/employers/responsibilities/overview-employment-discrimination-under-vermont-law>

Levels of Discrimination/ Social Oppression

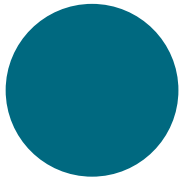


TERM	DEFINITION	EXAMPLES
INDIVIDUAL LEVEL	Personal beliefs and attitudes toward others that affect the way a person treats them.	A person believing in white superiority, telling or laughing at a trans-phobic joke, sharing a sexist post on social media.
INTERPERSONAL LEVEL	Treating others with discriminatory behavior that ranges from microaggressions to physical violence.	A person using slurs or showing aggression toward people of color, or because of their religious practices; mistreating others based on their ability or gender identity.
INSTITUTIONAL LEVEL	Policies or behaviors within an organization intended to discriminate based on race, gender, religion, nationality, age, and/or any underrepresented communities.	Limiting language or visual adaptations of applications and materials despite evidence of need. Disqualifying candidates based on their names, citing a “cultural fit”. Inflexible schedules that don’t accommodate health and family needs.
SYSTEMIC LEVEL	Perpetuated discrimination within a system that was founded on racist and discriminatory principles or practices.	Extensive reporting requirements that change from year-to-year and require additional staff to manage. A social work program lacks diversity among staff and students, despite training them to service communities of color.
STRUCTURAL LEVEL	Cultural values in a society are so ingrained in daily life that they are seen as “the way things are.”	A judge gives a lengthier sentence to a person of color than a white person with the same charges.

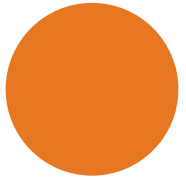
Bigotry: It's Time to Address It



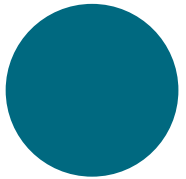
There is something very **misleading** about how we speak about bigotry in our society.



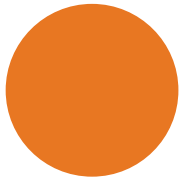
It's **easy to label others** as bigots and blame them for all the world's injustices and misdeeds.



It's hard to live up to, and to behave in ways that **truly reflect our own values**.



It's hard to **own up to** our own inadequacies.



It's time to take **greater responsibility** and different courses of action if we want to change the **outcomes**.

Enlightenment liberalism is losing ground in the debate about race

A new ideology is emerging

Jul 9th 2020 edition

The Economist



The Secret Bigotry of Liberalism

HOW LIBERALS HAVE BECOME THE NEW SLAVE MASTERS

KC PASTERNAK

Naked liberal bigotry at fault

By Special to The Enterprise

By Greg Johnson

The Puzzle of Liberal Bigotry

In theory, the views of everyday liberals emphasize fairness, tolerance, dialogue, and mutual understanding. In practice, those things are becoming scarcer.

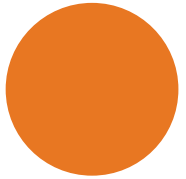
**Intolerance, thy Name
is Progressive.**

Hyper-liberals are the true bigots of our time

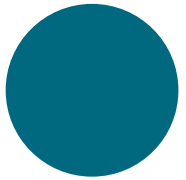
From famous newspapers to street demonstrations, an army of political puritans is on the march in Britain and America

Iain Martin | Friday June 05 2020, 12:01am, The Times

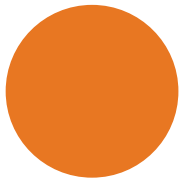
The Many Definitions of Liberal



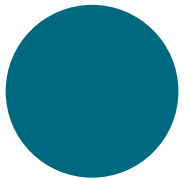
Supporting a political ideology = left-wing progressive



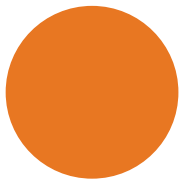
Arguing in favor of maximum individual freedoms and liberties



Being open-minded and tolerant



Not being strict and literal in one's interpretation of things



Giving generously



■ How does this impact your Bennington's ability to achieve its diversity and inclusion goals?

- Acting freely, and overtly, in harmful ways that **perpetuate stereotypes and animosity**, and being **unconcerned about negative consequences**.
- **Insisting on being "blind" to diversity**, and failing to see, to appreciate and to understand unique strengths that arise from diversity.
- **Failing to advocate or to stand-up for the vulnerable groups** when one experiences people being treated unfairly because of their differences.



■ How does this impact your Bennington's ability to achieve its diversity and inclusion goals?



Being selective and only prepared to value and include certain kinds of diversity.



Advocating on behalf of vulnerable groups, **yet failing to redistribute positional power** or give vulnerable groups true empowerment, voice and agency.



Promoting censoriousness, "an intolerance of opposing views, a vogue for public shaming and ostracism"...in other words 'Cancel Culture'



Thinking about JEDI work:

- Describe a time when Bennington displayed great governance in order to address a challenging JEDI situation.
- What is one governance improvement you wish to make now or in the near future?

Large Group Discussion



What Is Environmental Justice?



Environmental justice involves identifying and addressing, as appropriate, disproportionately high and adverse human health or environmental effects of an agency's programs, policies, and activities on minority and low-income populations



What Is ESG?

A framework for managing the risks and opportunities that changing economic, environmental, and social conditions create





Definition of Climate Justice

*“The phrase climate justice has been used increasingly by progressive organizations across the country to describe the work that needs to be done to ensure the most marginalized communities **aren’t left behind in the fight against climate change.***

*Though there are many definitions of climate justice, it can most succinctly be defined as the idea that individuals and groups with fewer resources and less power are disproportionately harmed by environmental degradation and pollution and have **more at stake in shaping climate policy than more affluent populations.***”

Initiative for Energy Justice:
<https://iejusa.org/section-1-defining-energy-justice/>

A Low-Carbon Regenerative Economy



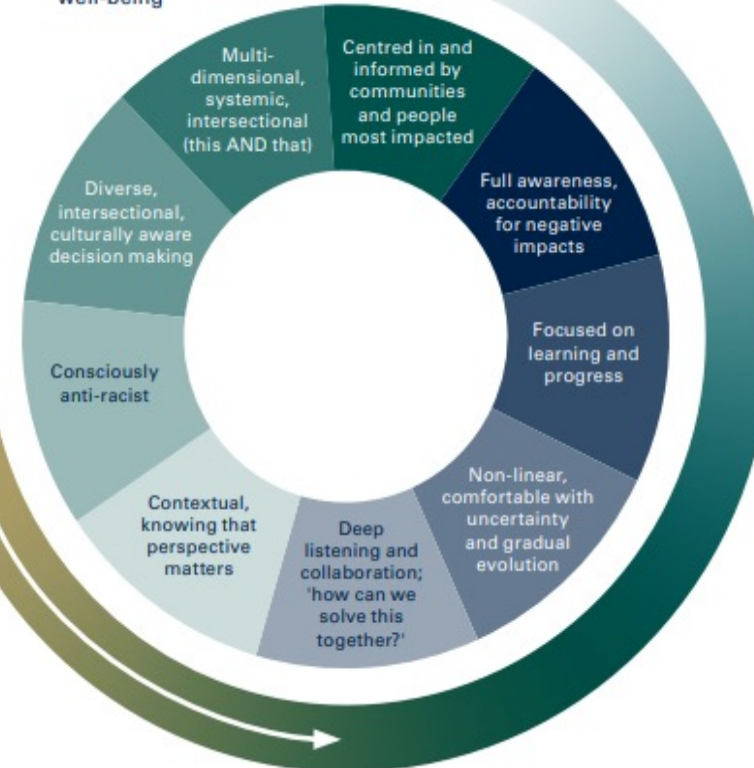
Centring business climate action in justice: Making the mindset shift

As you've learned in the pages above, consciously centring climate action in Climate Justice requires a fundamental shift in mindset and action, from extractive and exploitive to equitable and regenerative approaches.



Equitable and regenerative

rooted in new power models, creating sustained social and environmental well-being



Let's Also Talk about a Just Transition



The just transition refers to a transition away from the fossil-fuel economy to a new economy that provides “**dignified, productive, and ecologically sustainable livelihoods; democratic governance; and ecological resilience.**”

<https://climatejusticealliance.org/just-transition/>

More Just Transformations

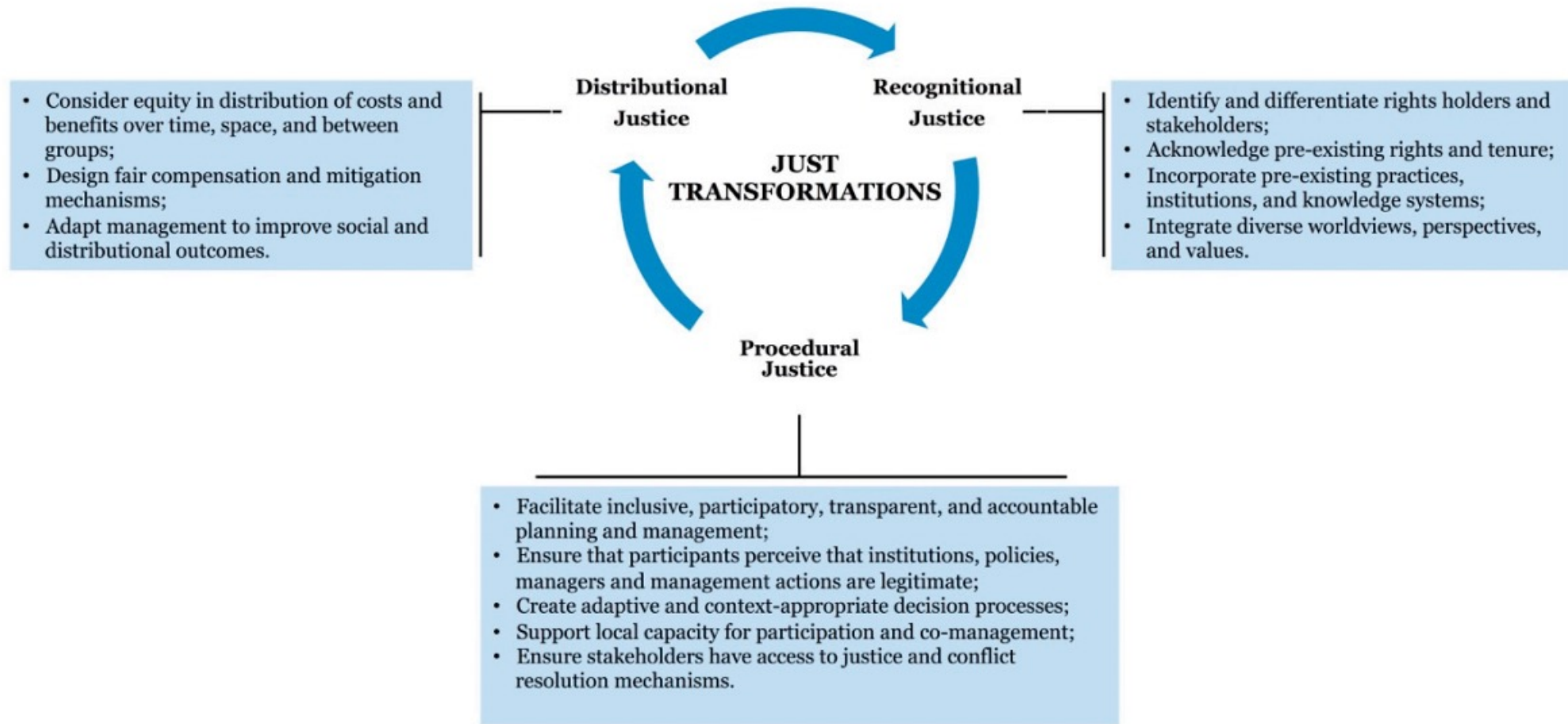



Figure 2. Key considerations and guidance for just transformation management.



Creating Psychological Capital

Hope: persevering toward goals, and when necessary, redirecting paths to goals to succeed

Self-efficacy: having confidence to take on and put in the necessary effort to succeed at challenging tasks

Resilience: when faced with problems and adversity, sustaining and bouncing back and even beyond to attain success

Optimism: making a positive attribution about succeeding now and in the future

Strategies to Create a Healthier Environment

1. Model creating an environment where it is safe to discuss perceived instances of discrimination, bullying and harassment.
2. Take a critical look at your process of making reasonable adjustments.
3. Ensure your policies, projects, programs and processes show due regard for diversity & inclusion and consider the impact of decisions on under-represented or under-valued groups.
4. Improve the methods, policies and processes supporting recruitment, selection and attraction to ensure you are effective in recruiting a diverse workforce.
5. Collect internal staff data to establish the level of Inclusion & Belonging within the Town of Bennington.
6. Establish or revitalize a DEI/Inclusion or Culture Committee that helps ensure Bennington is an excellent place to live and/or to work.

The Essence of Visionary Leadership

“We need leaders who recognize the harm being done to people and planet through the dominant practices that control, ignore, abuse, and oppress the human spirit.

We need leaders who put service over self,
stand steadfast in crises and failures, and
who display unshakable faith that
people can be generous, creative, and kind.”

Margaret Wheatley



Departures from: Current Organizational Position		EPIC JOURNEY	
DESTINATION	EXPECTED	DESTINATION	EXPECTED
Visionary Leadership	on time	Environmental Sustainability	on time
Integrity	on time	Diversity and Inclusion	on time
Employee Engagement	on time	Efficiency	on time
Innovation	on time	Living the Values	on time
Fair Pay	on time	Increased Profitability	on time
Transparency	on time	All of the Above	on time