



Concentric Circles: Unpacking Privilege and Power Diagnostic Tip-sheet

Individual, Organization, Constituent Levels of Focus

Individual Perspective and Needs	
<p>1. What do you need to consider about your role of working with the organization, based on your understanding of racism, privilege, and other oppression issues?</p> <p><i>Reflect on your:</i></p> <ul style="list-style-type: none"> • <i>Hot button issues (intense emotional reaction)</i> • <i>Areas you want more information</i> • <i>Own privilege and how it may come up in interactions with different identity groups and in your view on how change works.</i> 	
<p>2. What do you need to consider about working with the organization, based on your identity within the consulting team <u>or</u> your role and racial/ethnic identity within the organization?</p> <p><i>Think about:</i></p> <ul style="list-style-type: none"> • <i>How you might deflect from becoming a messenger for your different identity groups?</i> • <i>What are ways people could perceive you based on your different identity groups?</i> • <i>What type of support do you need not to internalize those perceptions?</i> 	
<p>3. What do you believe will be your strengths working with the organization?</p>	
<p>4. What may be your challenges? What issues do you think may come up in working with <i>this</i> organization on <i>this</i> change process?</p>	
<p>5. How do you respond to conflict? Do you have patterns of response based on the racial/ethnic identity and/or roles of the people involved in the conflict?</p>	

Individual Perspective and Needs - <i>continued</i>	
6. What type of support do you need in addressing racism, privilege, and power issues with the organization?	
7. How may your privilege play into how you respond to the organization? How may your privilege play into how you think change can occur? How could your privilege play into how organizational groups might respond to you? What might you need to do to address these issues?	

Organizational Process and Experience	
<i>Communication</i>	
1. What are the issues that are openly discussed in <i>particular staff groups</i> and the group maintains focus to explore and decide on? What are the issues that are openly discussed by the <i>entire staff</i> and the group maintains focus to explore and decide on?	
2. What are the issues that are openly discussed <i>between the staff and board</i> and the group maintains focus to explore and decide on?	
3. What are the “under the table” issues not being discussed by the full group? <i>“Under the table” refers to those behaviors and beliefs seen as illegitimate or perceived as too risky to openly address.”</i> Marshak and Katz – <i>Keys to Unlocking Covert Processes</i>	
4. What is the pattern of responses when an individual or a group raises a difficult issue, especially one involving inequities, power and/or privilege? Are there different patterns of response by various staff groups? by race/ethnic identity groups?	
5. What are the norms for communication and feedback within and between groups (board, senior staff, administrative staff, volunteers, constituents)?	

Organizational Process and Experience

Communication - continued

6. How is information (procedures, policy changes, public announcements) controlled or not controlled within the organization? If controlled, what are the roles and racial/ethnic identities of those individuals?

Power

1. What are the formal and visible decision-making processes within the organization?

2. What role does privilege play in the formal decision-making process within the organization?

3. Within the formal decision-making process, who is included and excluded from the process? What are their roles within the organization and what are their racial/ethnic identities?

4. What are the consequences if the decision-making structure and process are not followed? Is there different consequences based on roles within the organization and/or racial/ethnic identities?

5. How are ideas and/or concerns legitimize within the organization? What are the racial/ethnic identities of the individuals who may legitimize an idea or concern?

Organizational Process and Experience

Process

<p>1. How do the different groups (board, senior staff, administrative staff) respond to conflict? Is it different based on the identity of the persons involved in the conflict (race, gender, age)?</p>	
<p>2. Describe a significant organizational change process completed by the organization in the past.</p> <ul style="list-style-type: none"> • <i>Who was involved in implementing the change?</i> • <i>What were the roles and identities of those individuals?</i> 	
<p>3. How is the previous change process perceived by different groups (staff groups and racial/ethnic groups) within the organization?</p>	
<p>4. What are the opportunities for new leadership to emerge within the organization? What are the barriers for new leadership to emerge? What are the characteristics of new leaders which are most affirmed?</p>	
<p>5. Describe the organization's strengths, commitment, and skills to create an equitable inclusive organization through addressing privilege, and power issues.</p>	
<p>6. Describe the organization's challenges, patterns, and lessons learned to create an equitable inclusive organization through addressing privilege, and power issues.</p>	

Accountability with Constituents

Perception

1. How is the organization currently perceived by constituents? Are there different perceptions based on race or ethnic identity groups?	
2. On the spectrum of an organization being perceived by the community residents as welcoming and open <u>or</u> exclusive and closed, where does the organization fall on the spectrum?	
3. Is privilege playing a role in the organization's relationship and perception of constituents?	
4. What may need to change internally and/or externally, to increase the organization's credibility of being committed to equity by the constituents?	

Process

1. What is the process for determining resources and services for constituents?	
2. What is the level of involvement of constituents in the decision-making process of resources and services? Are constituents encouraged to provide input, insight, and/or direction? Are there opinions reflective in organization's decisions?	
3. How do different groups (board, senior staff, administrative staff) respond to concerns, ideas from constituents and their leadership? Are there different responses based on racial/ethnic identity groups?	

