

Who's at Your Table? *Power Sharing and Asset Framing*

Innovation Hub Learning Community



Innovation Hub Learning Community (IHLC)



IHLC Webinar Series

- Focuses on skills and strategies you can apply to your work to improve your organizational processes, expand the scope and impact of your practice, and plan for program sustainability
- Open to all, not just Innovation Hub practices

Learning Objectives

Objective 1

Learn how to apply an asset framing lens as a first step to begin partnership building, internally and externally.

Objective 2

Gain awareness on the Racial Equity Readiness Assessment tool and how to apply it in your work.

Objective 3

Understand how power dynamics and asset framing plays a role in building partnerships.

AGENDA

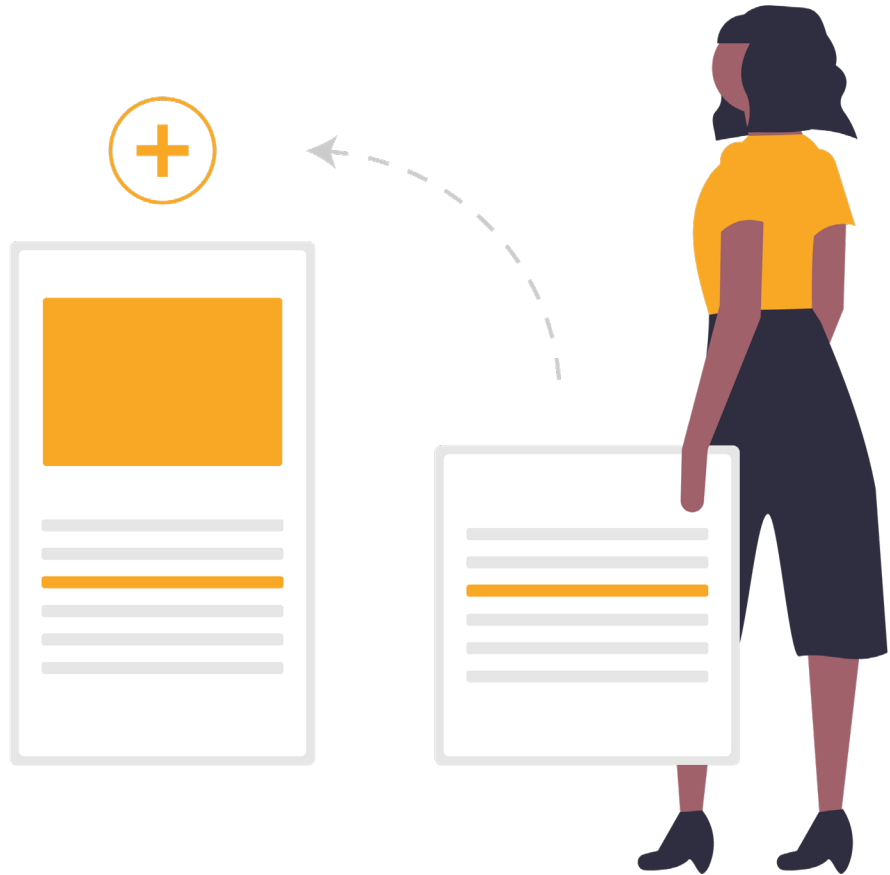
- 1** Building Connections with Asset Framing
10 MINUTES
- 2** Racial Equity Readiness Assessment Tool
15 MINUTES
- 3** Overview of Power Dynamics & Power Sharing
15 MINUTES
- 4** Q&A and Closing
15 MINUTES

PRACTICE

Scenario



Your organization just added a new 12-month program to support young parents returning to the workforce. Within this program, young parents who are already back in the workforce will be serving as paid subject matter experts on an advisory committee. Your team's role will be to ensure young parents are receiving support throughout their 12 months in the program. You will be incorporating the racial equity readiness assessment tool and power awareness tool to assess how SMEs and employees are engaging with each other and young parents participating in the program.



LEARN
Asset Framing

What is Asset-Framing?



But first...Deficit-framing

- Deficit framing is defining people by their problems, *often through the lens of outside “experts”* (Trabian Shorters)
- Deficit-framing is backwards-looking and does not give us a clear vision of the future

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Deficits Framing

Our program will address the workforce development and retention needs of young, **at-risk parents**, a population that experiences high rates of unemployment and **poverty**. Over the course of 12 months, our program will focus on finding and coordinating support for **vulnerable young parents** returning to the workforce after experiencing unemployment. We will partner with previously affected **vulnerable young parents** through an advisory committee to augment the program's goodness of fit.

Our program will create employment stability in an **instable population by building participant confidence**, connecting participants to basic professional necessities (e.g., professional clothing, public transportation access pass), and facilitating relationship-building with a mentor.

Deficits Framing Example

Your organization just added a new 12-month program to support young parents returning to the workforce. Within this program, young parents who are already back in the workforce will be serving as paid subject matter experts on an advisory committee. Your team's role will be to ensure young parents are receiving support throughout their 12 months in the program. You will be incorporating the racial equity readiness tool and power awareness tool to assess how SMEs and employees are engaging with each other and young parents participating in the program.

Our program will address the workforce development and retention needs of young, at-risk parents, a population that experiences high rates of unemployment and poverty due to systemic. Over the course of 12 months, our program will focus on finding and coordinating support for vulnerable young parents returning to the workforce after experiencing unemployment. We will partner with previously affected vulnerable young parents through an advisory committee to augment the program's goodness of fit.

Our program will create employment stability in an instable population by building participant confidence, connecting participants to basic professional necessities (e.g., professional clothing, public transportation access pass), and facilitating relationship-building with a mentor.

What is Asset-Framing?

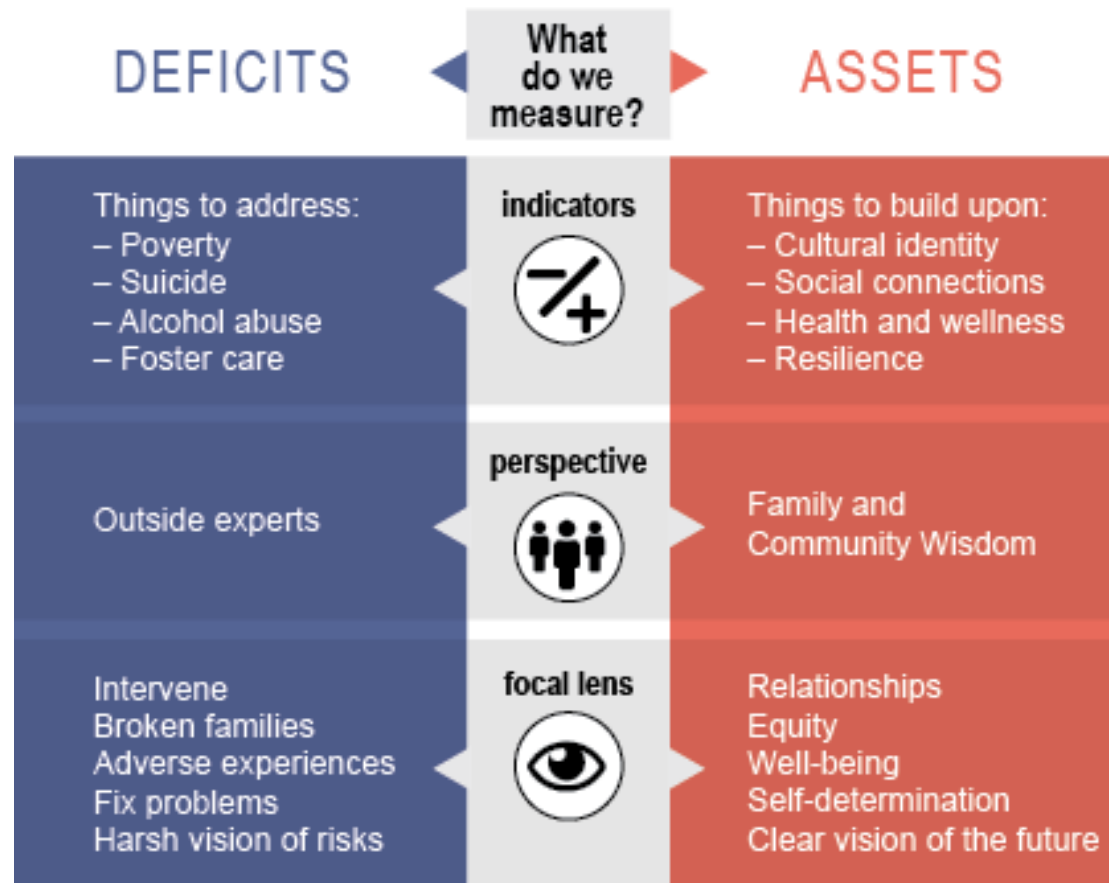


Asset-Framing is...

- Defining and framing people by their aspirations and contributions (Trabian Shorters)
- Leading with...
 - History
 - Context
 - Systems

“The intention of strengths-based approaches is not to ‘problem deflate’, misconstrue results, or deny inequities, but to refocus research and policy on identifying assets and strengths within individuals and communities and ‘avenues for action’” – Thurber et al.

Shifting the Narrative



Lets Reframe! Deficits to Assets Framing

Our program will address the workforce development and retention needs of young, at-risk parents, a population that experiences high rates of unemployment and poverty. Over the course of 12 months, our program will focus on finding and coordinating support for vulnerable young parents returning to the workforce after experiencing unemployment. **We will partner with previously affected vulnerable young parents through an advisory committee to augment the program's goodness of fit.**

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Our program will address the workforce development and retention needs of young, at-risk parents, a population that experiences high rates of unemployment and poverty. Over the course of 12 months, our program will focus on finding and coordinating support for vulnerable young parents returning to the workforce after experiencing unemployment. **We will partner with a group of vibrant, tenacious, and committed young parents who have already returned to the workforce through an advisory committee. We will celebrate and use their subject matter expertise to ensure the program is relevant, effective, and desirable to young parents.**

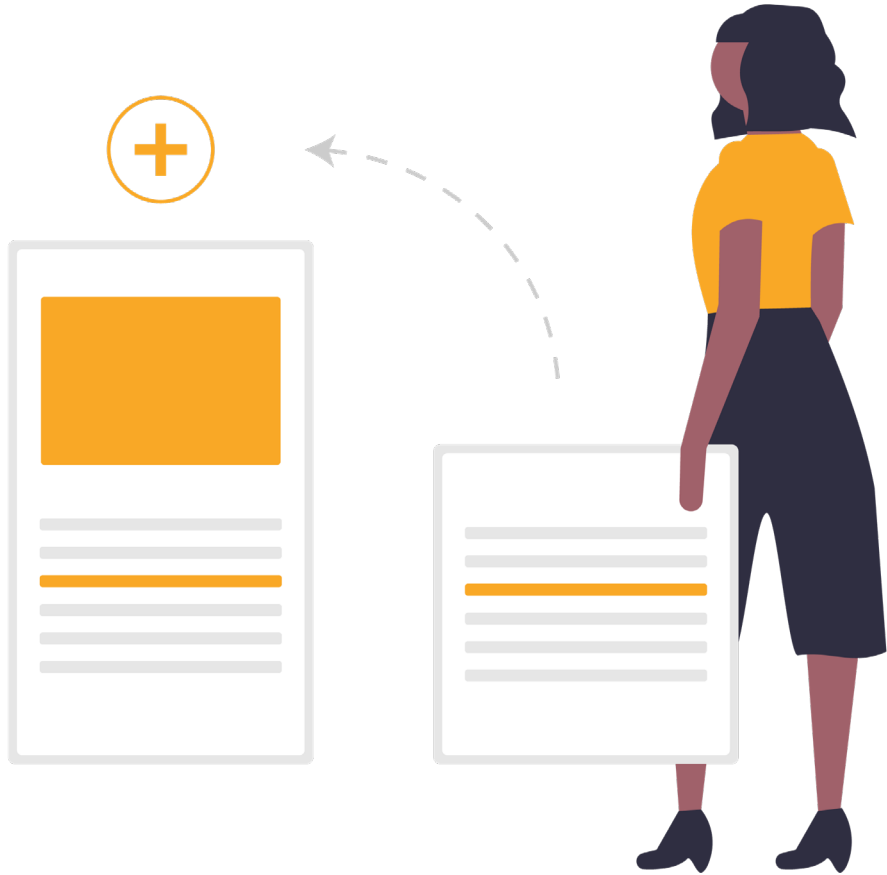
Our program will create employment stability in an instable population by building participant confidence, connecting participants to basic professional necessities (e.g., professional clothing, public transportation access pass), and facilitating relationship-building with a mentor.

Practice on your own!

How would you rewrite this project overview to align with assets framing?

Our program will address the workforce development and retention needs of young, at-risk parents, a population that experiences high rates of unemployment and poverty. Over the course of 12 months, our program will focus on finding and coordinating support for vulnerable young parents returning to the workforce after experiencing unemployment. We will partner with previously affected young parents through an advisory committee to augment the program's goodness of fit.

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Racial Equity Assessment Tool

Racial Equity Readiness Assessment

*Provide you with the information
you need to advance racial equity
more systematically, strategically,
and successfully*

GOAL: Help normalize the practice of explicitly examining how your organization is addressing racism and advancing racial equity

Create an equity team:

- 1 Should include variety of perspectives involved and be reflective of the community and workforce serve

Review the entire tool before adding pieces

Complete the responses in stages:

- 1 On a scale of 1-4, how is this being addressed?
- 2 Consider which parts will require more research
- 3 Conduct necessary analysis and workplan

Gather and Analyze key findings:

- 1 Make recommendations for action/change
- 2 Prioritize what will work on
- 3 Turn your recommendations into clear goals & Evaluate progress

Guiding Principles

The following principles provide an overarching framework as you navigate the particular implications of racial equity work at your organization. You will see these principles throughout the toolkit.

Stakeholder Engagement

People of color and those most adversely affected by relevant issues are engaged in feedback, planning and implementation with real decision-making power and leadership.

Race-Explicit Strategy

Strategic improvements within the organization are framed with a racial lens including directly addressing disparities that affect specific communities of color.

Outcome Oriented

Organizational and programmatic success is ultimately determined by the demonstrated benefit efforts have for clients and staff of color.

Systemic Analysis

The systemic dynamics and root causes of racial disparities within the organization are sufficiently researched, identified and addressed.

Culture of Practice

Efforts to address racial inequity within the organization are incorporated into the everyday functioning, core activities, and culture of the organization.

Scoring Guide

Assess how well your organization or department is carrying out the given policy or practice using the rankings below.

1 = Inadequate/Not addressed/achieved

2 = Insufficiently addressed/achieved

3 = Sufficiently addressed/achieved

4 = Exemplary practice

NA=Not applicable

Key Areas Examined in Assessment

Mission, Values, and Culture p6

Tracking Racial Disparities p7

Curriculum p8

Leadership and Staff Morale p9

Racial Equity Competency and Advocacy p10

FOCUS AREAS:

Mission, Values, and Culture: Racial equity is a core part of organizational mission.

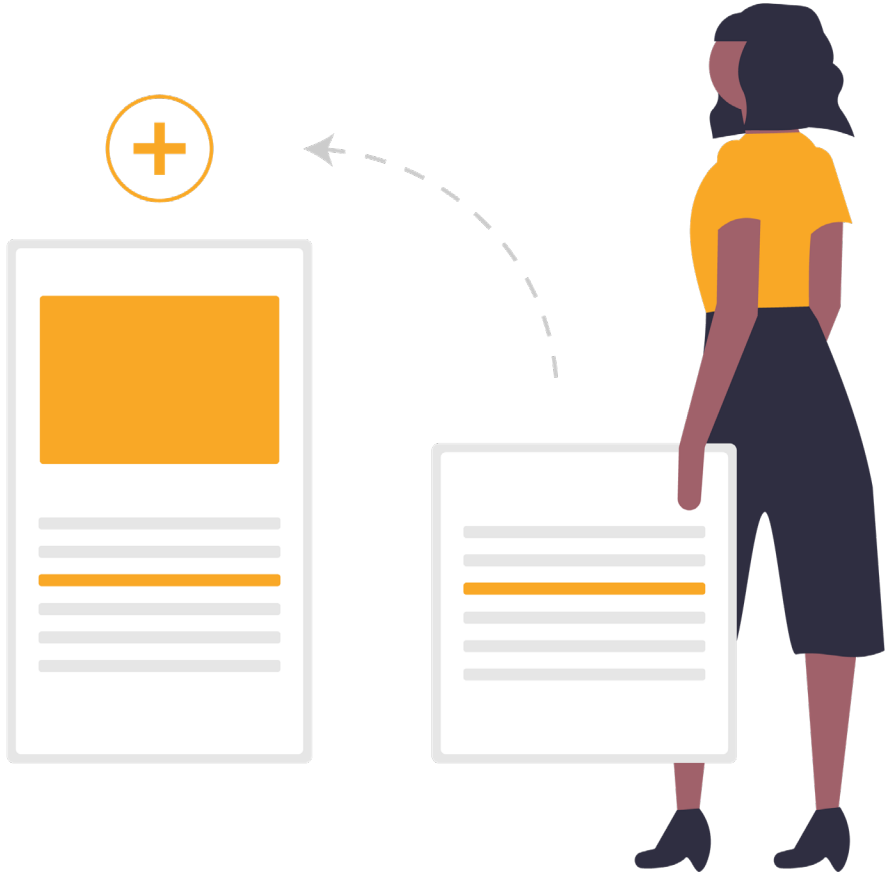
Customer Access to Services and Tracking Disparities: There are no internal organizational barriers and biases that are preventing clients of color from accessing our services.

Curriculum and Client Services: The clients of color we serve are involved in the decision-making process of curriculum development that cover substantive principles around racial equity frameworks.

Leadership and Staffing: Staff of color are proportionally represented throughout our staffing and leadership structure.

External Relationships and Advocacy: All leadership and staff are equipped with racial equity frameworks that inform internal and external work practices, decision-making capabilities, and advocacy efforts for the clients of color they serve.

Assessment Breakdown



OVERVIEW

Power Dynamics & Privilege

Defining Power Dynamics



- ✓ Power is defined and understood in various ways.
- ✓ Personal and organizational privilege and power influence external perceptions and opportunities.
- ✓ Acknowledge own power and privileges prior to developing new relationships/partnerships.
- ✓ Communicate and Listen: adjust power dynamics towards more equitable power sharing for sustainable partnerships.

POWER

VS

PRIVILEGE

*“an **imbalance between individuals/groups** in access to resources. Those with **greater economic and social capital hold more power** and hold greater influence. An individual’s **ability, race, gender, and sexual orientation are often associated with status, power, and privilege.**”*

*“an advantage **given to an individual or group that either exempts liability** or provides benefits that are not available to others. Privilege is **often associated with racial, social, educational, and economic status**. The ability, gender, and sexual orientation of individuals often dictate their privilege and power.”*

AMCHP Healthy Beginnings Definition

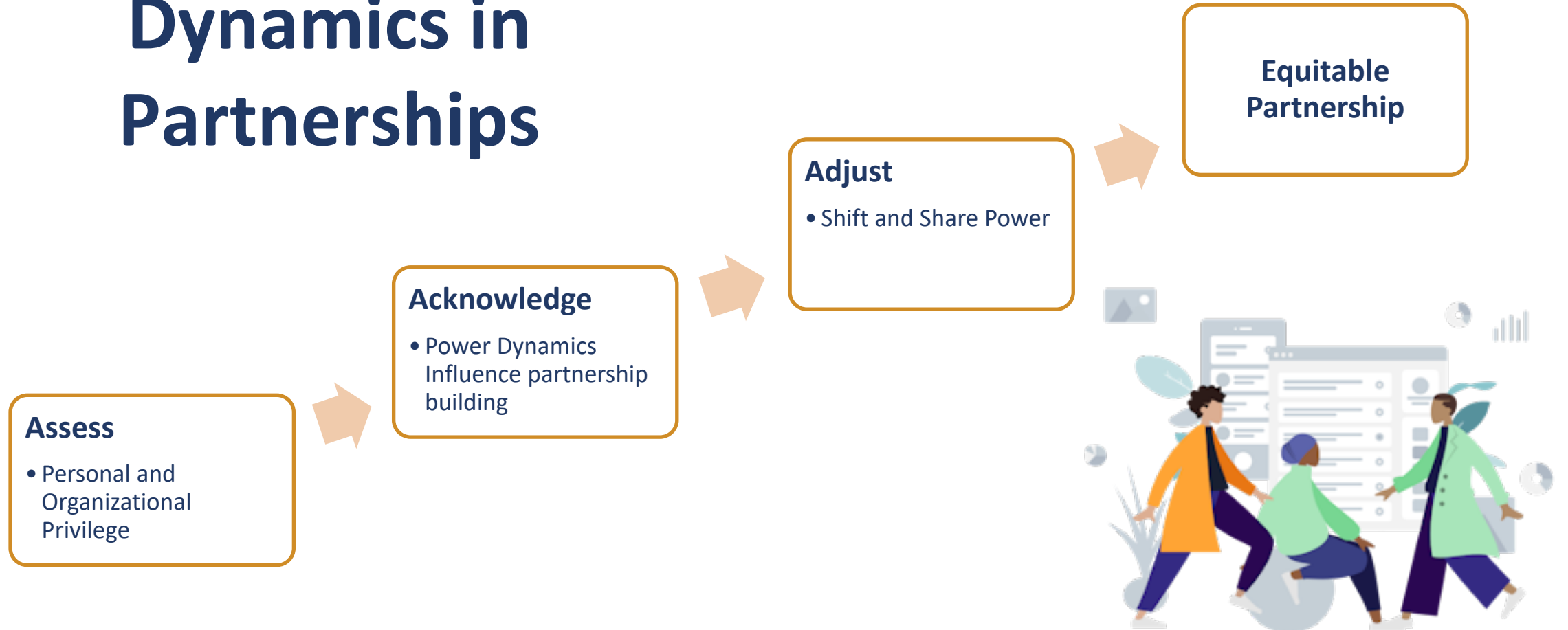
How do *YOU* define **power**?



<https://www.menti.com/alfpfb24mvt8>

Addressing Power Dynamics in Partnerships

Remember the Triple A's!





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Power Awareness Tool

What is the Power Awareness Tool?

- Address *power imbalances*
- Understand *how does power operate*
- *Analyze power in partnerships* for development
- Who needs to be involved?
 - ✓ Representation of ALL partners who know how their organization is involved in making important decisions about their partnership
 - ✓ No external facilitation should be needed

Diagram 1. Ladder of participation in decision-making



How to Use the Power Awareness Tool

1

Identify important decision-making topics.

2

Score the level of participation of each partner in decision-making.

3

Reflection on the findings.

Remember to...

- ✓ **Establish the right atmosphere**, pre-conditions and expectations.
- ✓ **Encourage transparency**: ensure participants feel comfortable talking without fearing critical feedback or negative consequences.
- ✓ Remind participants the intentions for organizing a power awareness session are genuine and that the **aim is to achieve more balanced power relations** in the partnership.
- ✓ **Repeat** the process at different stages of partnership engagement.

LET'S APPLY!

Workforce Development Program



WHAT?

- *Program that support young parents returning back to the workforce.*

WHO WILL BE INVOLVED?

- *SMEs: Young parents already back in the workforce*
- *Program Manager*

WHY? / GOAL

- *Your team's role will be to ensure young parents are receiving support throughout their 12 months in the program.*

Power analysis framework

Key decision-making topics

Step 1: Insert key decision-making topics that are relevant for your partnership here..

Level of participation

- 4 Partner decides
- 3 Partner co-decides
- 2 Partner is consulted before a decision is made
- 1 Partner is informed about decision-making
- 0 Partner is not involved in decision-making

Step 2: In those columns score the level of participation for each partner

	Partner A: <i>Program Manager</i>	Partner B: <i>Young parent back in workforce for 1 year</i>	Partner C: <i>Young parent back in workforce for 3 months</i>	Partner D: <i>Young parent back in workforce for 5 years</i>
Scoping and Building ➤ <i>Decisions about the eligibility requirements to be included in the program</i>	3	3	3	3
Managing and Maintaining ➤ <i>Decisions concerning changes in the day-to-day implementation of programmatic activities</i>	3	2	2	2
Revisiting and Revising ➤ <i>Decision about what measurements will be used to evaluate program's success</i>	4	3	3	3
Sustaining Outcomes ➤ <i>Decision about what donors to include in fundraiser to continue program</i>	4	3	2	3
TOTAL	14	11	10	11

Step 3:
Reflection

Power analysis framework

Key decision-making topics

Step 1: Insert key decision-making topics that are relevant for your partnership here..

Level of participation

- 4 Partner decides
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Step 2: In those columns score the level of participation for each partner

	Partner A:	Partner B:	Partner C:	Partner D:
Scoping and Building ➤ <i>Insert....</i> ➤ <i>Insert..</i> ➤ <i>Insert..</i>				
Managing and Maintaining ➤ <i>Insert....</i> ➤ <i>Insert..</i> ➤ <i>Insert..</i>				
Revisiting and Revising ➤ <i>Insert....</i> ➤ <i>Insert..</i> ➤ <i>Insert..</i>				
Sustaining Outcomes ➤ <i>Insert....</i> ➤ <i>Insert..</i> ➤ <i>Insert..</i>				
TOTAL				

Step 3:
Reflection

Summary



- Examine your scope of practice to better understand how to apply asset framing to partnership building
 - *Asset Framing or Deficit Framing*
- Using the Racial Equity Readiness Assessment Tool can help your organization identify level of readiness to create new partnerships
 - *Ask yourself: Does my organization reflect or serve the needs of partner?*
- Power Dynamics can help us identify how power hoarding or power sharing manifests
- The Power Awareness Tool can be used to examine the level of participation partners receive when acting as decision makers
 - *NOTE: Changes in the workflow, programs, or organization may need to take place to full achieve power sharing.*

Reflection: Now that you've learned about these tools, where do you see your team and/or organization starting from?

1. Power Awareness Tool

2. Racial Equity Readiness Assessment Tool

IHLC Opportunities



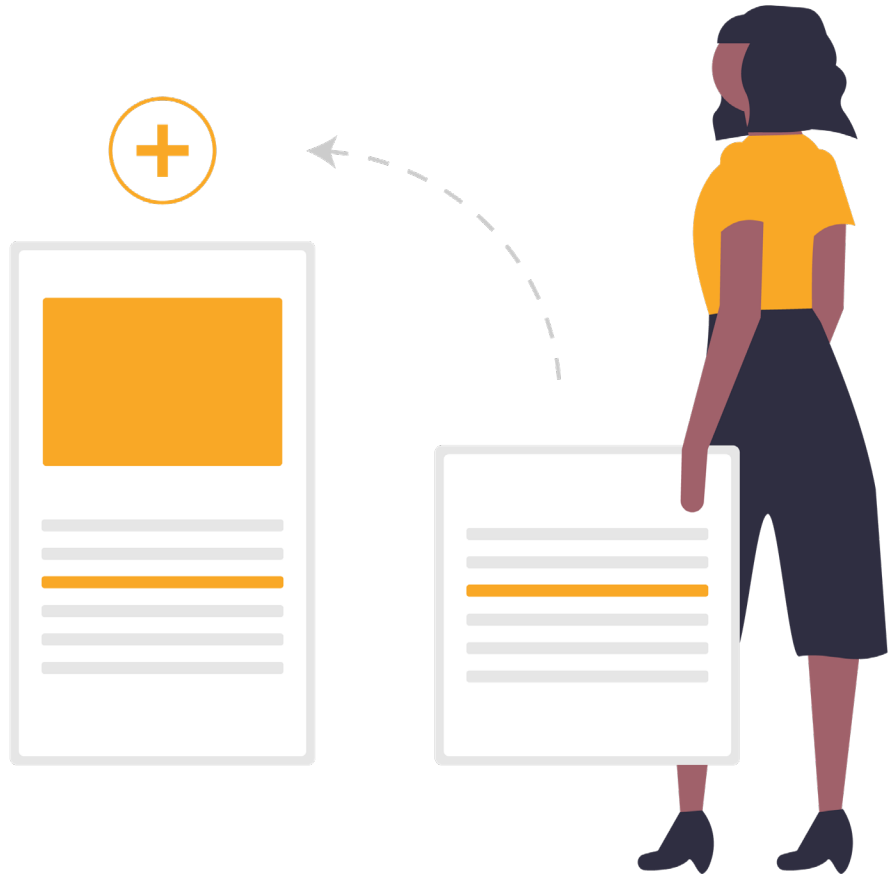
Quarterly Webinars
on topics related to
strengthening practice
implementation and
evaluation activities



Collaborative Circle to
dig deeper into
programmatic
experiences,
challenges, and learn
from other IHLC
members



Customized Coaching
to support
professionals to
accomplish practice
goals



SHARE

**Complete the
Evaluation Poll**

2024 Webinar Calendar

March 14, 2024
3:00 PM EST

Who's at Your Table?
Power Sharing and
Asset Framing

May 30, 2024
3:00 PM EST

Stop Building the
Plane as We Fly It:
Being Intentional w/
Strategic Planning

August 29, 2024
3:00 PM EST

"Say More About That":
Qualitative Research and
Interviewing
Considerations

November 21, 2024
3:00 PM EST

TBA: This session topic
will be created based
on participant's
feedback.

Register at: bit.ly/IHLCwebinar

QUESTIONS?



Thank you!

Email us at evidence@amchp.org or saraya@amchp.org for any questions!