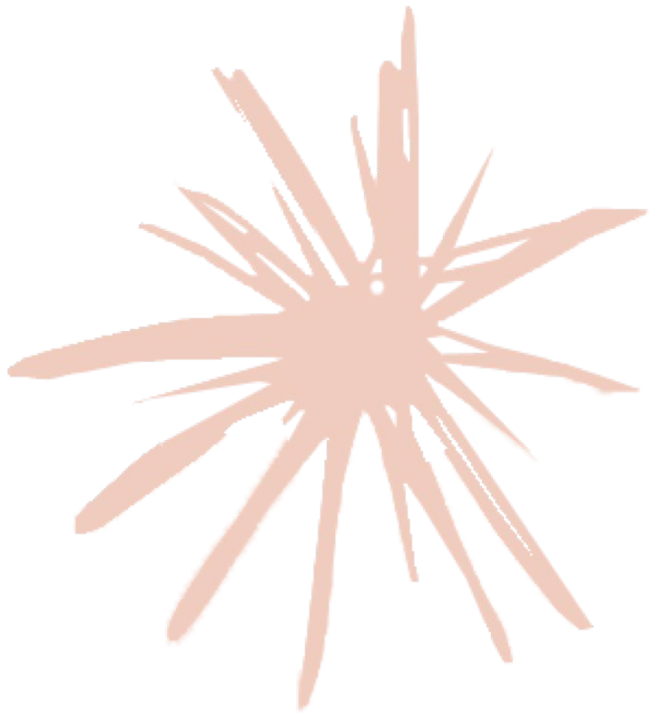


***Decoding Objections:  
How to To Avoid Alienation While  
Dismantling White Supremacy***

*Joayne Larson, Sparks of Change*



***“If we have no peace, it  
is because we have  
forgotten that we  
belong to one  
another.”***



**-Mother Theresa**



**What motivates you  
to do this work?**

**What is your GOAL  
in this work?**

# Reflect

What are the coded racist phrases that you have heard people say that really drive you nuts?

*“I don’t see color”*

*“Math is math, why should we teach it differently for immigrant students?”*

*“Sketchy neighborhood”*

*“He’s just not a good fit for the company”*

*“They need to act like an American”*

**What is your ROLE when you hear these things?**



# Today's Objectives:

- ✓ Identify our Role, Goal and how they relate to our Soul
- ✓ Practice Coaching Skills to bridge the divide
- ✓ Pitfalls
- ✓ Action Steps



# Coaching Skill #1

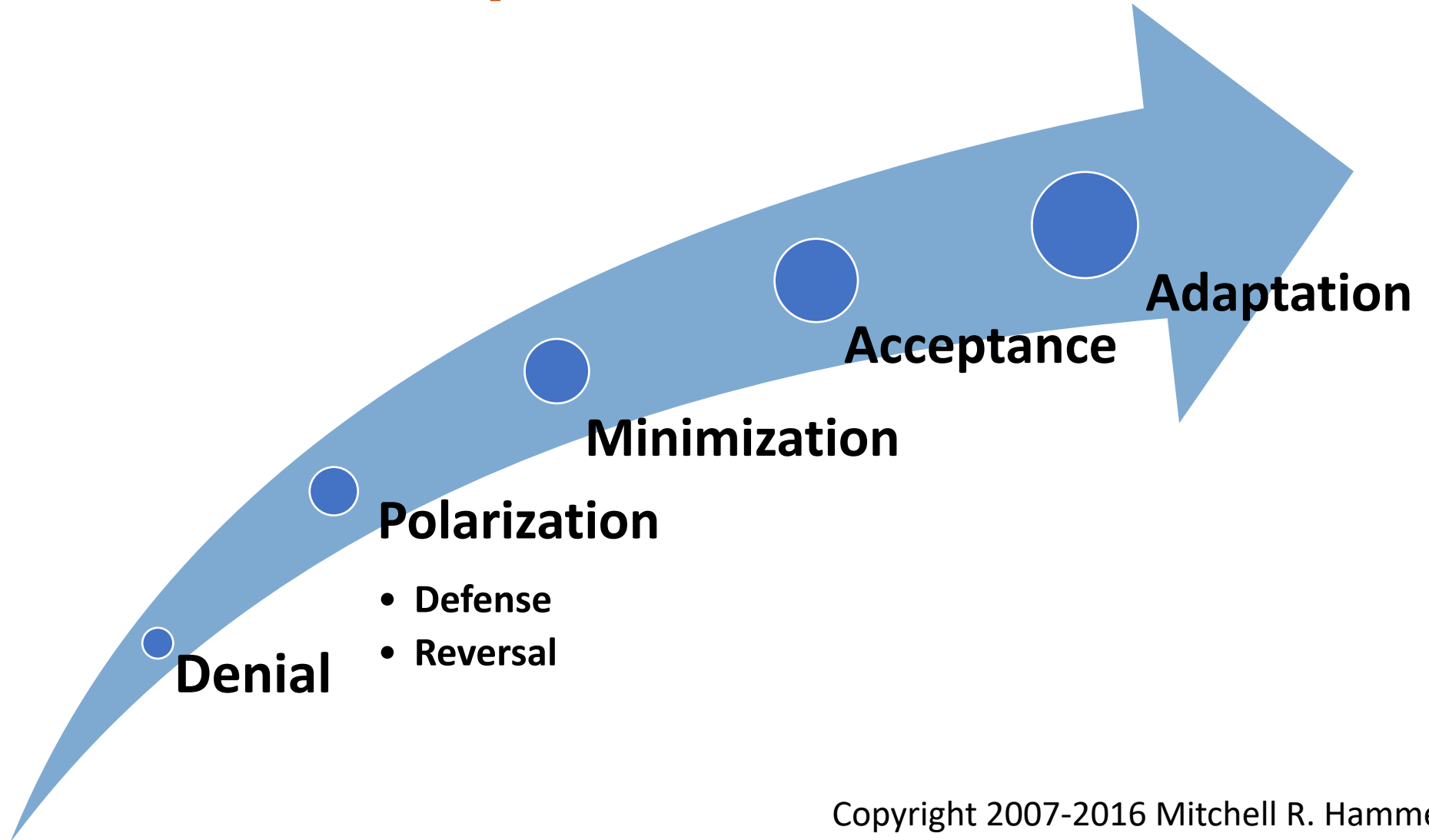
Meet people where they are at (*not where you are at!*)

- ✓ D E I work requires holding complexity

- ✓ Seeing grey is developmental
- ✓ Adapting behavior according to the context is developmental
- ✓ People do what they do based on how they have made sense of the world thus far



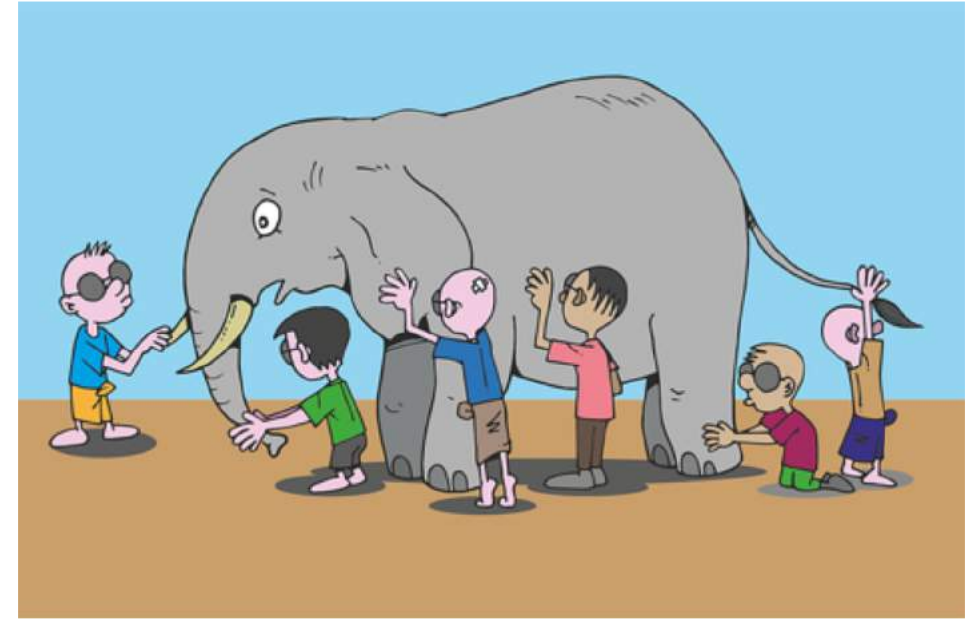
# Intercultural Developmental Continuum



# Denial: Doesn't see Differences

## Characteristics:

- Likes tradition and the familiar
- “my way of being is the only reality”
- Doesn't mean harm
- Has not had to be aware of difference





# Polarization-Defense: MY Way is Best

## Characteristics:

- My Way vs. Your Way
- Loyal belief in own worldview
- Distrust of different behaviors
- Sees difference and judges it as wrong
- Perception of threat to own way of life



**BLUE LIVES MATTER**



# Polarization-Reversal: YOUR Way is Best

## Characteristics:

- Your Way beats My Way
- Overly critical of own culture
- Rose-tinted view of different behaviors
- Sees the difference and judges it
- Internalized oppression
- False allies



# Minimization: Deep down, we're all the same

## Characteristics:

- Overemphasizes similarities
- Assumes similarities
- Minimizes differences as way to connect
- Uses own cultural lens as reference for everyone



**ALL LIVES MATTER**



# Golden Rule



*Do unto others as you would have them do unto you.*



# Platinum Rule



***Do unto others as they would do unto themselves.***



# Acceptance: Values differences

## Characteristics:

- Sees cultural patterns and identities
- Curious about other cultures
- “more difference = more ideas”
- Wants differences to be accepted
- Sees how behavior, beliefs and values are relative to culture



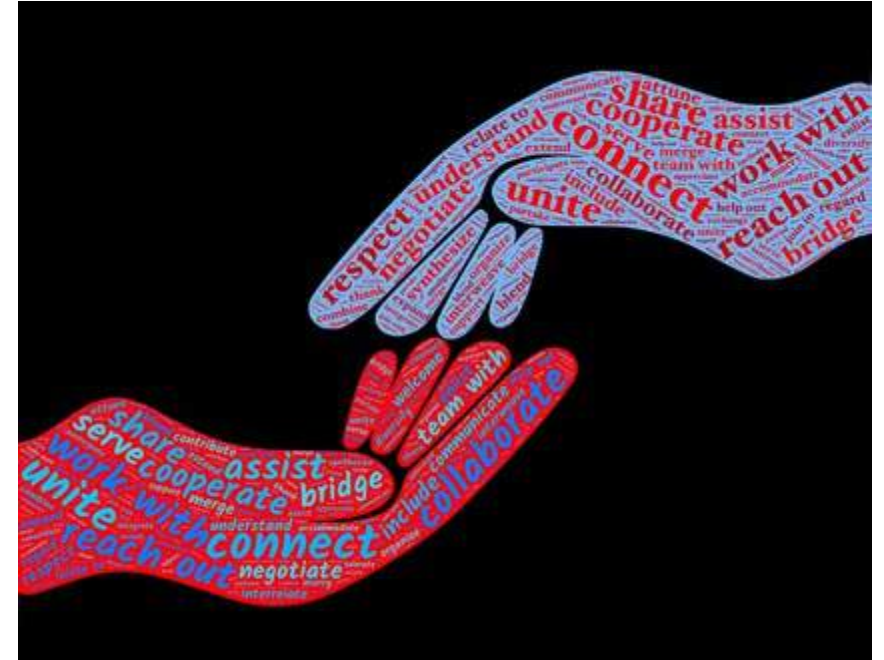
**BLACK LIVES MATTER**



# Adaptation: Bridges differences

## Characteristics:

- Shifts perspective
- Changes behavior to connect
- Cultural self-awareness and curiosity
- Communicates in a way that is mutually beneficial across cultures
- High tolerance for ambiguity



What are the coded racist phrases that you have heard people say that really drive you nuts?

*“I don’t see color”*

*“Math is math, why should we teach it differently for immigrant students?”*

*“Sketchy neighborhood”*

*“He’s just not a good fit for the company”*

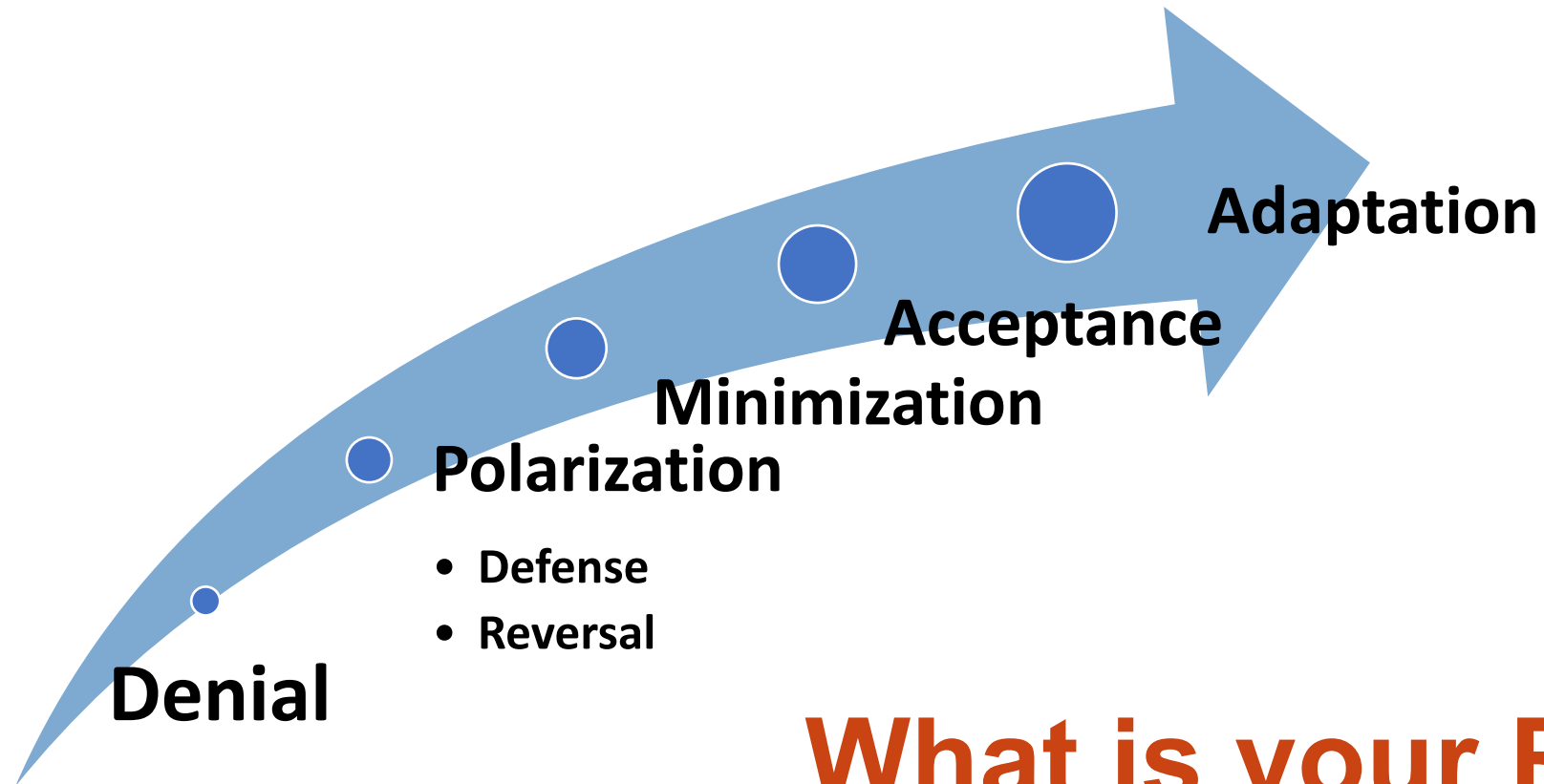
*“They need to act like an American”*





# Intent vs. Impact

- The Intercultural Developmental Inventory predicts more success working across difference the farther along the continuum



**What is your ROLE?**



# Coaching Skill #1: *Practice*

*“They just want to take away our rights.”*

## **Polarization:**

- Highlight commonalities
- Promote shared humanity by naming shared values
- Help round out the criticism to see good/bad of both ways of being

*“We should treat everyone the same.”*

## **Minimization:**

- Connect to one's own differences
- Promote awareness of categories of differences (MBTI, DISC, etc. naming own cultural behaviors)
- Help *discover* not assume similarities



# Coaching Skill #2

## Listening Three Levels Deep

1. Listening to the voice in your head
  - focused on your reaction and the chance to jump in and speak again!
2. Truly hearing what is being said
  - Hearing the words and the story fully
3. Listening beyond words
  - Body language, what's not being said, the tone and feel of the whole message



# Coaching Skill #3

## Verify the Values

- ✓ Our values guide our behaviors
- ✓ Values are invisible
- ✓ Behaviors are visible



**SYMBOLS &  
BEHAVIORS**

*What we do!*

**VALUES**

*Why we do it!*



Me

Kim

Be calm.

State the facts.

Poker face and  
restrained  
body language.

Gets really passionate  
and speaks loudly.

Uses lots of gestures.

?

NO WAY

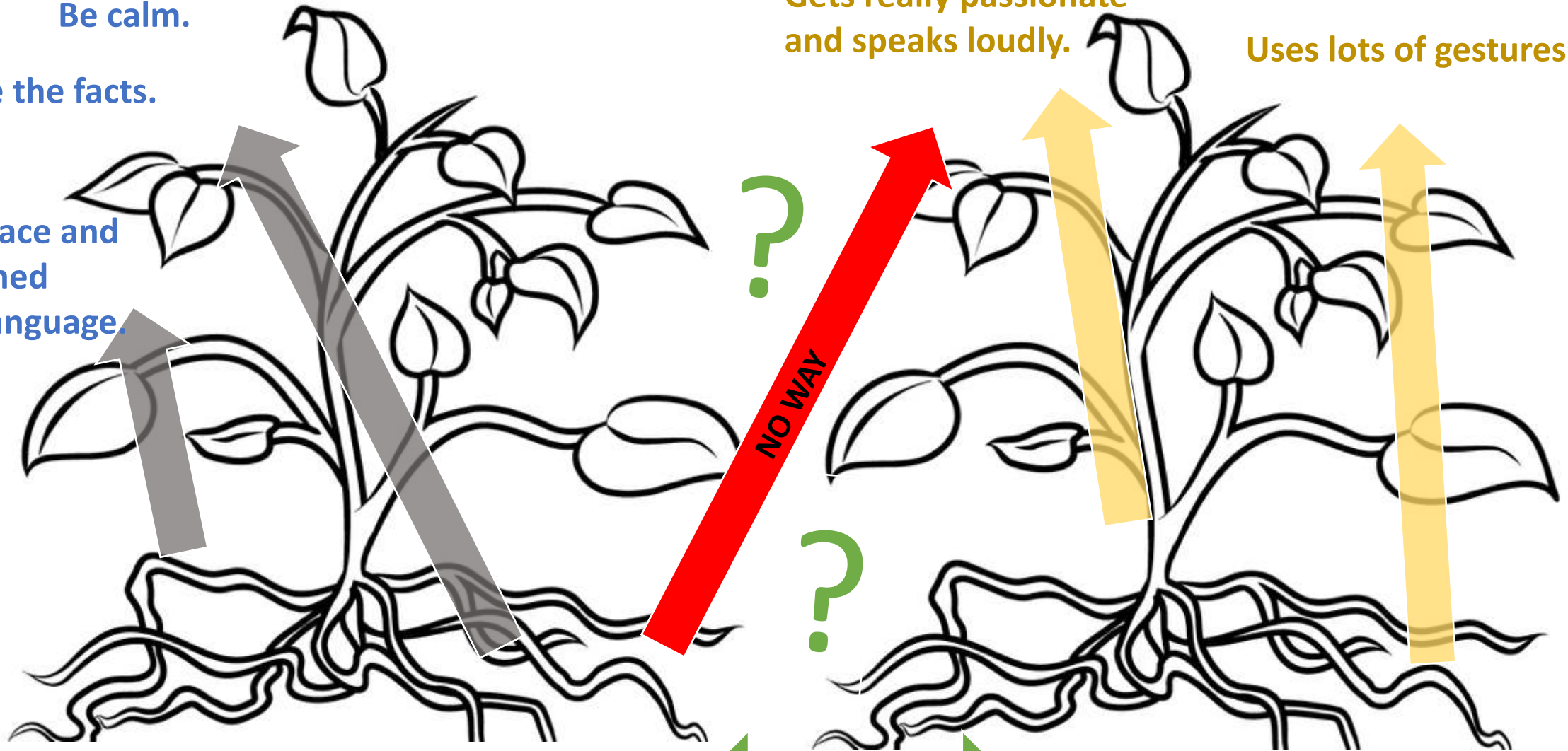
?

Communication

Healthy  
Relationship

Communication

Healthy  
Relationship



# Coaching Skills #2 and #3: *Practice*

## Listening Three Levels Deep & Verifying Values

1. Partner A: Think about the best thing that happened to you in in the past month.
2. Partner B: Prepare to listen deeply and hear values
3. Partner A: You have 120 seconds to tell your story
4. Partner B: What did you hear at level 3? What values can you verify?
  1. Ask: It sounds like you value X, Y, Z, is that right?



# Coaching Skill #4

## Powerful Questions

- ✓ Short: 7-10 words max
- ✓ Require more than a yes/no answer
- ✓ Start with How, What, Where, Who, When, but not WHY
- ✓ Move individual to action or reflection to interrupt complacency
- ✓ Come from curiosity, not judgement or teaching





# Coaching Skill #4 *Practice*

Convert these to powerful questions:

1. Do you have any questions?
2. Do you really believe that?
3. Do we have to do it the way we've always done it?



# Coaching Skill #5

What else could be true?

- ✓ We don't know what we don't know
- ✓ Curiosity and Humility



*What is your*

**GOAL**

*What do you hope to achieve?*

*What is your*

**ROLE**

*as an anti-racist in this situation?*

*This is people work, you must do it  
in alignment with your values & your*

**SOUL**



# What is one step you can take?

## INDIVIDUAL

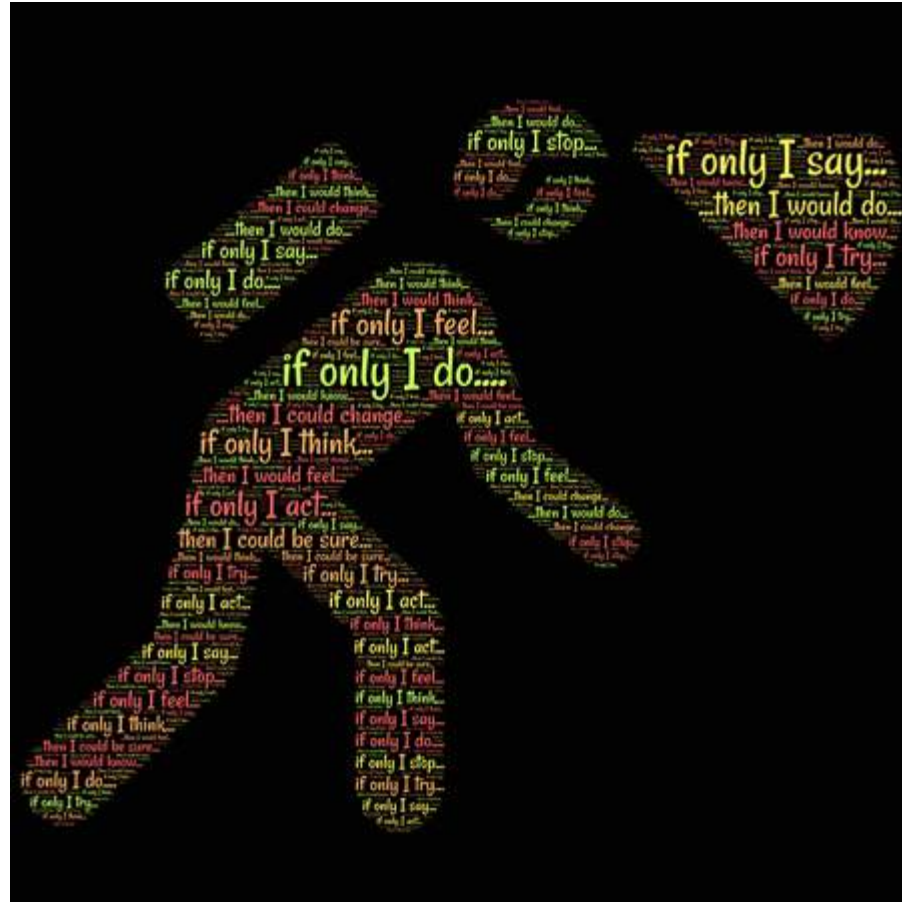
- ✓ Reflect on where you can grow
- ✓ Choose one place to practice
- ✓ Unpack your assumptions
- ✓ Name one goal for yourself
- ✓ Get expert help

## ORGANIZATIONAL

- ✓ Name the pain points
- ✓ Find out who cares and about what:  
mission, productivity, turn over, etc.
- ✓ Form a committee
- ✓ Name some equity goals and conduct  
action learning
- ✓ Get expert help

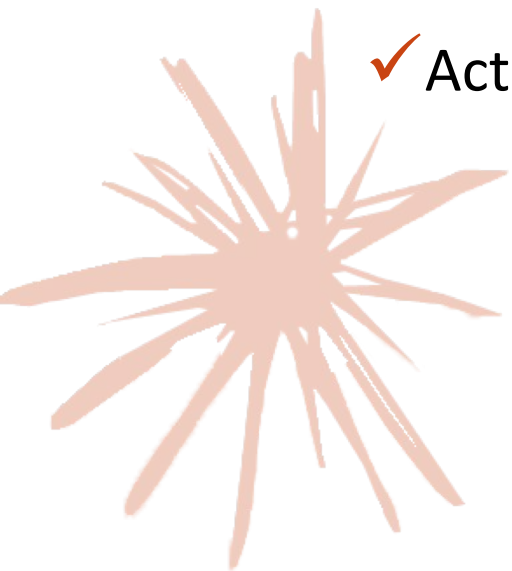


# Common Pitfalls



# Where do you want to grow?

- ✓ Intercultural Developmental Inventory: score and developmental plan
- ✓ 1:1 Leadership Coaching for Diversity, Inclusion and Equity
- ✓ Professional development for teams
- ✓ Action learning to achieve equity goals



***Connect with us:***



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Joayne Larson is a certified coach who focuses on intercultural competence to promote diversity, inclusion, and equity goals. She recently returned to Minnesota bringing management experience from a variety of multicultural settings spanning three continents. Domestically, Joayne has worked in non-profits and universities to train, coach, and facilitate transformational learning for professional and interpersonal growth. As Peace Corps staff she worked in Nicaragua and in Washington D.C. designing and facilitating training for overseas staff. She holds a BA in International Relations from Tufts University and an MA in International Training and Education. Currently, Joayne is an adjunct professor in the Leadership Minor at the University of Minnesota and leads Sparks of Change LLC [www.sparksofchangetogether.com](http://www.sparksofchangetogether.com). She helps leaders who struggle with diversity by providing coaching and customized professional development for teams.



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