



Leading Consciously Training

In 2016, ALF-MVC developed a first-of-its-kind Leading Consciously Training for leaders and organizations in the Sacramento region and beyond. Leading Consciously Training is designed for nonprofits, for-profit entities, public sector leaders and individuals who wish to better understand the cognitive science behind our unconscious biases. These trainings provide the basis for effective dialogue on race and equity for institutions that want to transform their cultures.

The primary training covers the most current science around implicit bias and the brain and includes an introduction to de-biasing techniques across personal, interpersonal, institutional, and structural levels. The content and conclusions are drawn from the work of Bill Kennedy, the Kirwan Institute, *Blindspot* (Banaji and Greenwald), Harvard University's Project Implicit, the Haas Institute for a Fair and Inclusive Society at UC Berkeley (John A. Powell), Perception Institute (Rachel D. Godsil) and related sources.

Leading Conscious Training topics include:

- Cognitive science
- The unconscious mind
- How can we know our bias if it's unconscious?
- Discussion of bias awareness techniques

Additional topics that may be covered are:

- Equality vs. Equity – Treating everyone the same vs. giving everyone what they need to have the same starting point as the dominant group. What we call “Equity 2.0” goes a step further. Equity 2.0 removes barriers AND affirmatively promotes or designs with equity and inclusion in mind.
- Targeted Universalism – Takes a systematic approach to creating societal equity. By stating a universal goal then implementing targeted strategies for individual groups to reach that goal, we can improve outcomes for communities on the whole.
- Othering and Belonging – “Othering” is a set of dynamics that engender marginality, inequity and group-based exclusion across human differences. “Belonging” entails a commitment to ensuring that all people are welcome and feel that they belong in the society.
- Bonding, Bridging and Breaking Narratives – Robert Putnam defines “bonding” as social ties that link people together with others who are primarily like them along some key dimension. “Bridging” is defined as social ties that link people together with others across a cleavage that typically divides society. “Breaking” is defined as social ties among an exclusive group who explicitly push away from other groups who they see as dangerous or a threat.
- Transactional vs. Transformative Leadership – Transactional leadership is keeping with the status quo whereas transformative leadership is about implementing new ideas and continually evolving.
- Advantage Blindness – Harvard's research shows there is often a blind spot among senior leaders, preventing them from seeing the impact of bias on the less powerful. We call this advantage blindness. Advantage blindness prevents people from recognizing how they have benefited from built-in advantages or noticing how they have received special treatment.