



The Role of ALA Leaders in Living Out Our Values, Shaping Our Culture Webinar

DeEtta Jones, DeEtta Jones and Associates
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www.DeEttaJones.com

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DeEtta Jones, Principal

DeEtta Jones is Founder and Principal of DeEtta Jones and Associates (DJA), a consulting firm that provides services to enhance workplace culture and performance. DeEtta has 25+ years of experience as management consultant, equity, diversity and inclusion educator, and organization development and training professional. She helped to design and launch thirteen leadership programs, the Multicultural Community Retreat, facilitated countless strategic planning and organizational culture consulting engagements, offers leadership and management trainings all over the world, and recently launched the Equity Toolkit™ and Implementation Playbook™.

Before launching DJA, DeEtta served as Director of the Office of Leadership and Management Services and Director of Diversity Initiatives at the Association of Research Libraries. Previous experience also includes Director of Human Rights, Advocacy and Education for the City of Fort Collins, CO, and Coordinator of Multicultural Training and Education at Colorado State University. She has taught courses on leadership and EDI at Colorado State University and for the MLIS Program at The University of Maryland, College Park.

DeEtta has an MBA from The Johns Hopkins University, an MS in Student Affairs and a BS in Psychology from Colorado State University and attended the MLIS Program at The Catholic University of America.

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Tyler Dzuba
Manager, Learning and
Organizational Development



Jerome Offord
Senior Associate and Managing
Partner

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June 23 In-person Session Objectives

- Understand the role of EDI in decision making;
- Explore and agree on our shared aspirations for how EDI does and should impact the work of ALA;
- Articulate elements an aspirational structure within which we can effectively reflect the organization's values and fulfill the leadership role of Council;
- Know about and access tools that support individual and group development;
- Reinforce an expectation individual investment professional development and learning outside of what ALA offers;
- Acknowledge the amazing work upon which we are building; and
- Reinforce the role of Councilors, to lead the leaders of the organization.

Today Councilors will:

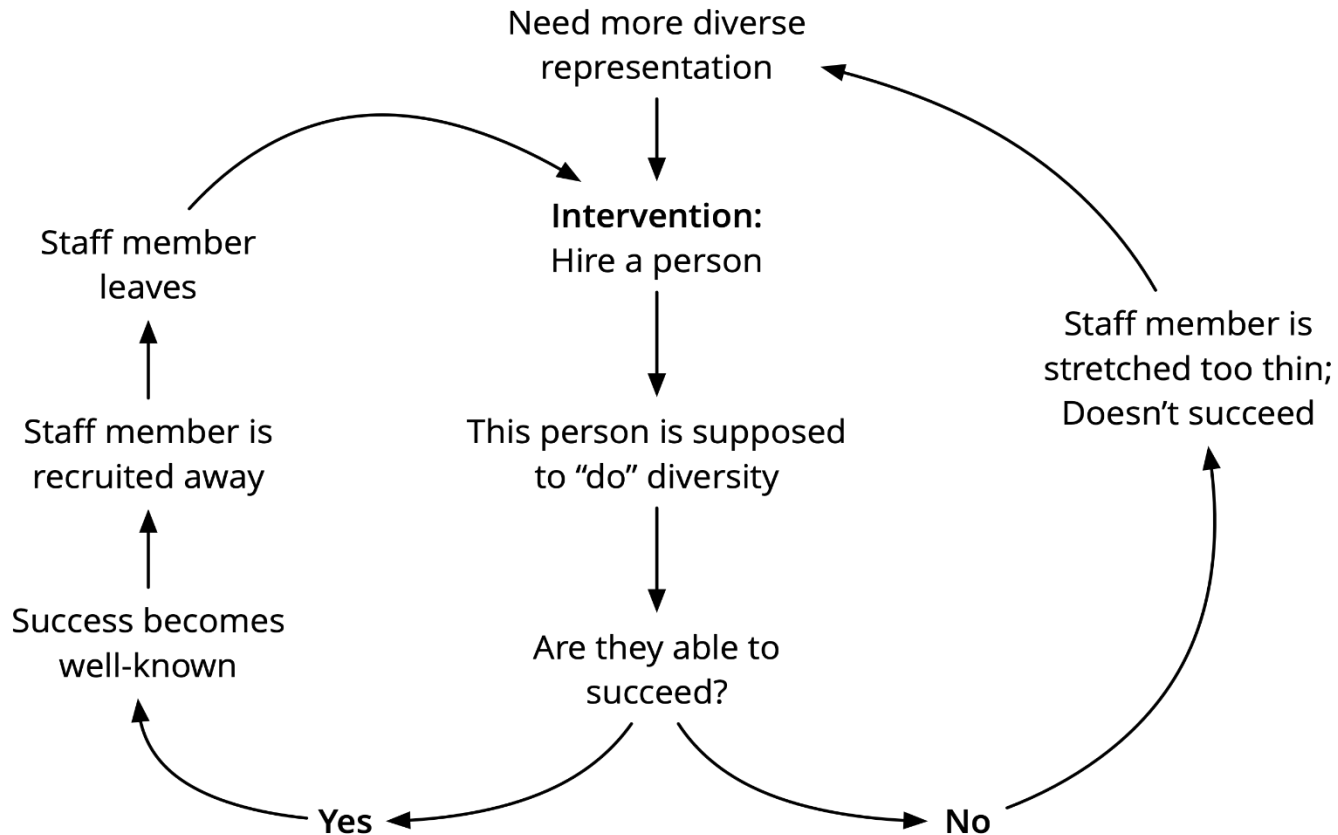
- Explore the impact of culture on their leadership roles;
- Discuss shifting expectations of leaders as culture changes;
- Explore strategies for aligning EDI values with the organization's practices, processes and culture; and
- Identify specific areas for additional focus and investment during the June 23 in-person session.

We've Been Doing This For Years...

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Knotty Issue

We need a more inclusive environment



Effective leaders manage the nuances well

Trend #2: “People are seeking talking points and associated behaviors that represent their organizations EDI values without getting into politics.”

Think of a time when you have or have witnessed local leaders needing to speak up about an issue that can be construed as politically sensitive.

- What happened?
- What worked/did not work? Why?
- What is the lesson learned?

New Equity Model

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EQUALITY VERSUS EQUITY



In the first image, it is assumed that everyone will benefit from the same supports. They are being treated equally.



In the second image, individuals are given different supports to make it possible for them to have equal access to the game. They are being treated equitably.

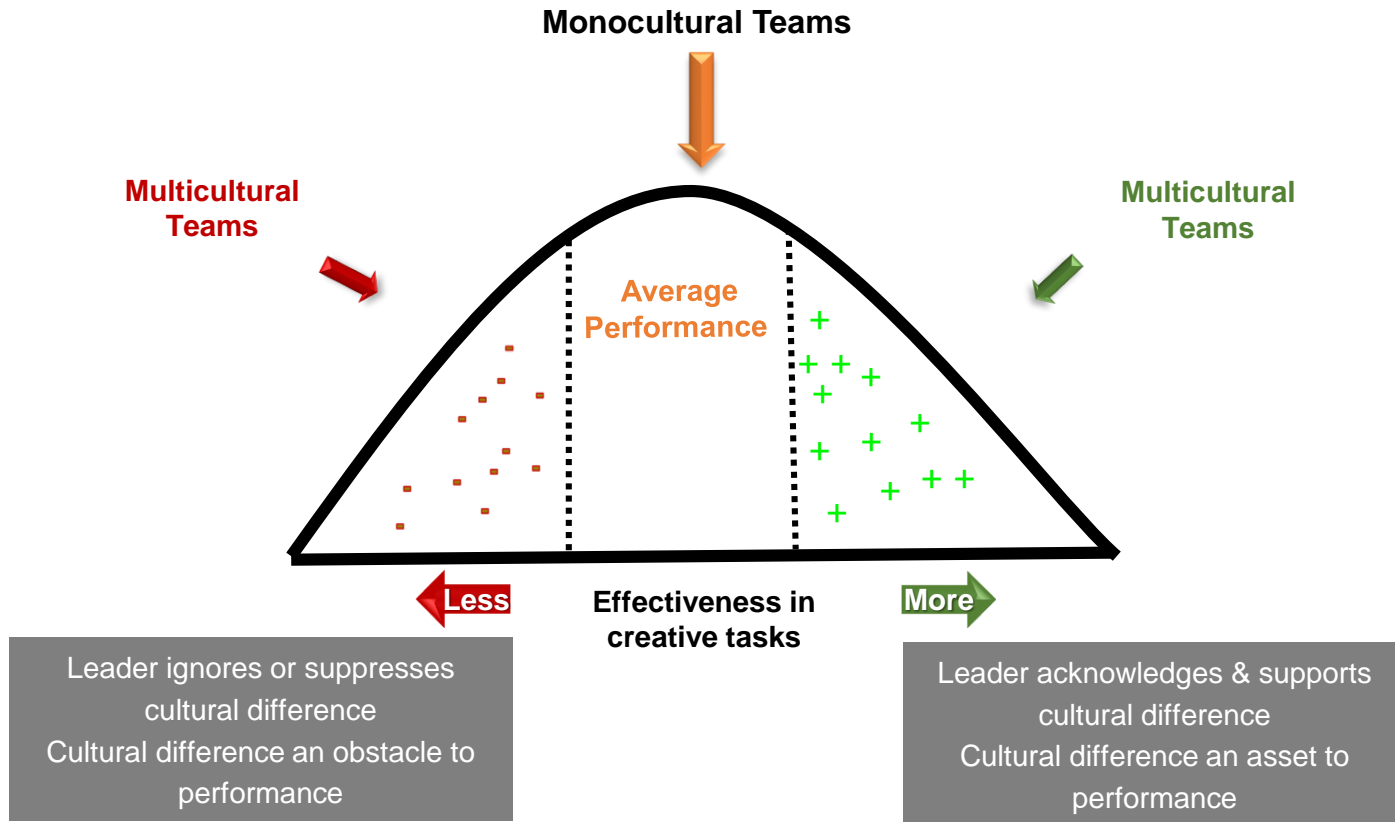


In the third image, all three can see the game without any supports or accommodations because the cause of the inequity was addressed. The systemic barrier has been removed.

What are the fences in ALA? In Council?

What is your responsibility for identifying and working to remove fences?

Diversity and Group Performance



Reference: Adler, N. J. *International Dimensions of Organizational Behavior*.
4th ed. Cincinnati, OH: South-Western, 2002.

Cross-Cultural Competence

The *capability* to shift cultural perspective and adapt behavior to cultural commonality and difference requires:

Deep cultural self-awareness

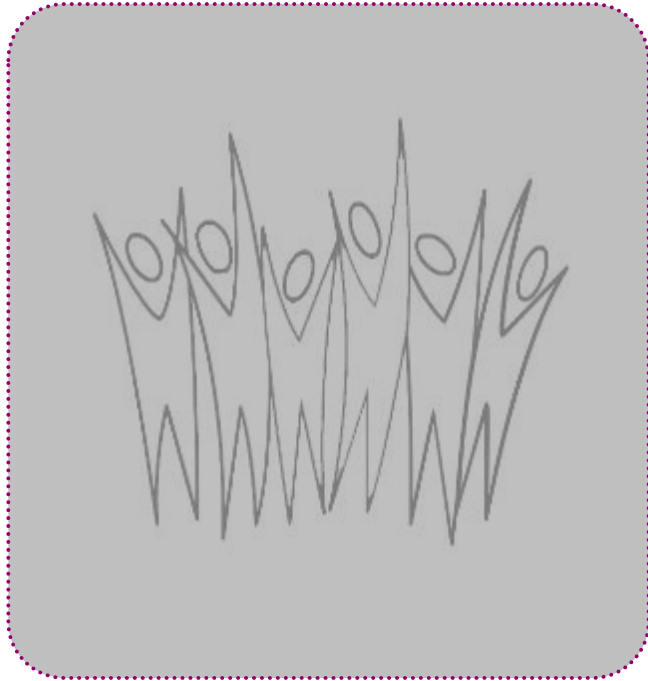
Deep understanding of the experiences of people from different cultural communities—in perceptions, values, beliefs, behavior and practices

1. Diversity “mix” dimensions
2. Dominant/non-dominant relations (e.g., power, privilege)

Ability to adapt—or bridge—across these various cultural differences

Cultural Competence Begins with You

What is Culture?



The sum total of shared values, beliefs, meanings, symbols, attitudes, languages, patterns of thought and expression, products, artifacts, aesthetic standards and styles of communication—all of which have been *created* by a group of people, which have been *transmitted, learned* and *internalized*.

Clyde Kluckhohn, Mirror for Man, 1949

Culture As An Iceberg



10%
Above Water

Architecture, art, festivals, dance, music, food,
Dress, language, physical aspects, etc.

90%
Below Water

Patterns of thought, behavior values,
Emotional expression, notions, beliefs,
Biases, body language, attitudes,
Conversational patterns, etc.

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What are the above the waterline values of ALA?

What are the practices below the waterline?

To what extent is there a gap between the two?

How do you know? What don't we know (that we need to know)?

What can be done to close the gap?

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Leaders AS ALLIES

Model the way. Create a Path.

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Key Questions for Leaders

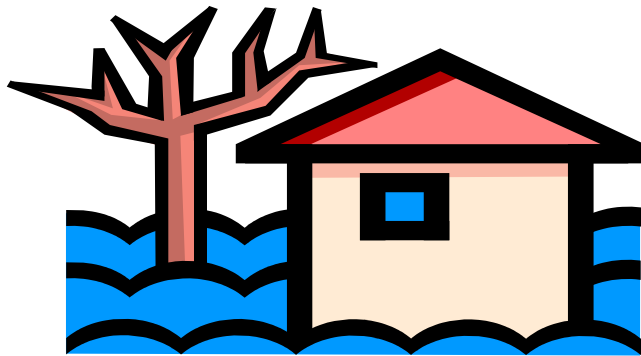
- What actions can I take to promote equity and inclusiveness within Council? ALA? My library?
- What privilege do I have as a leader that allows me to enjoy access not necessarily available to others?
- Even if I am not from an underrepresented group, how can I promote the safety, visibility, and access to privileges that I take for granted?



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... Once upon a time there was a great flood and involved in this flood were two creatures, a monkey and a fish. The monkey being agile and experienced, was lucky enough to scramble up a tree and escape the raging waters. As he looked down from his safe perch, he saw the poor fish struggling against the swift current. With the very best of intentions, he reached down and lifted the fish from the water. The result was inevitable...

Old Asian Fable



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12 Things Allies Do

1. Allies do your own work.
2. Make your values known.
3. Seek proximity.
4. Spend time with people who have different life experiences or worldviews from you.
5. Model inclusive behavior.
6. Create the space.
7. Believe them.
8. Speak up.
9. Question your own thoughts and behaviors.
10. Consider whose reality is being centered.
11. Create mechanisms for assessing your own progress.
12. Give yourself, and others, the benefit of the doubt. We are all learning, all the time.

Consider “ally” a verb,
not a noun or a badge
to wear.

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What would be helpful between now and our time together on June 23?

What resources or support do you need as you continue to invest in your leadership journey?

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Our Leadership Journey

1. Understand the lenses through which you see and interact with others.
2. Actively seek opportunities to be model inclusive leadership and be an ally.
3. Be willing to be uncomfortable.
4. Focus at personal, practitioner, library and association levels.
5. Continue to invest, learn, challenge, support, act.

DeEtta Jones

DeEtta Jones and Associates

Email: info@DeEttaJones.com

Twitter: [@DeEttaMJones](https://twitter.com/DeEttaMJones)

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