City and County of San Francisco
Department of Human Resources
Workforce Development

Creating Equity Series

Communicating Across Cultures

Impacts of Privilege on Equity

Managing with an Equity Mindset

Goals and Objectives

Equity is an important and necessary requirement for a workplace seeking inclusion and belonging. As we navigate changing environments, creating equity in policies, procedures and workplace culture, provides the development of individuals to thrive, overcome disparities and insecurities, while reaching their full potential and bringing their whole selves every day at work.

This series aims to:
- Increase understanding of cultural consideration in the workplace
- Develop tools for trust and increase communication
- Construct an introduction to understanding the important of equity
- Understand the effects of institutional inequities and how culture shapes our daily experiences
- Increase level of empathy and formulate understanding of the effects of privilege on institutional inequities
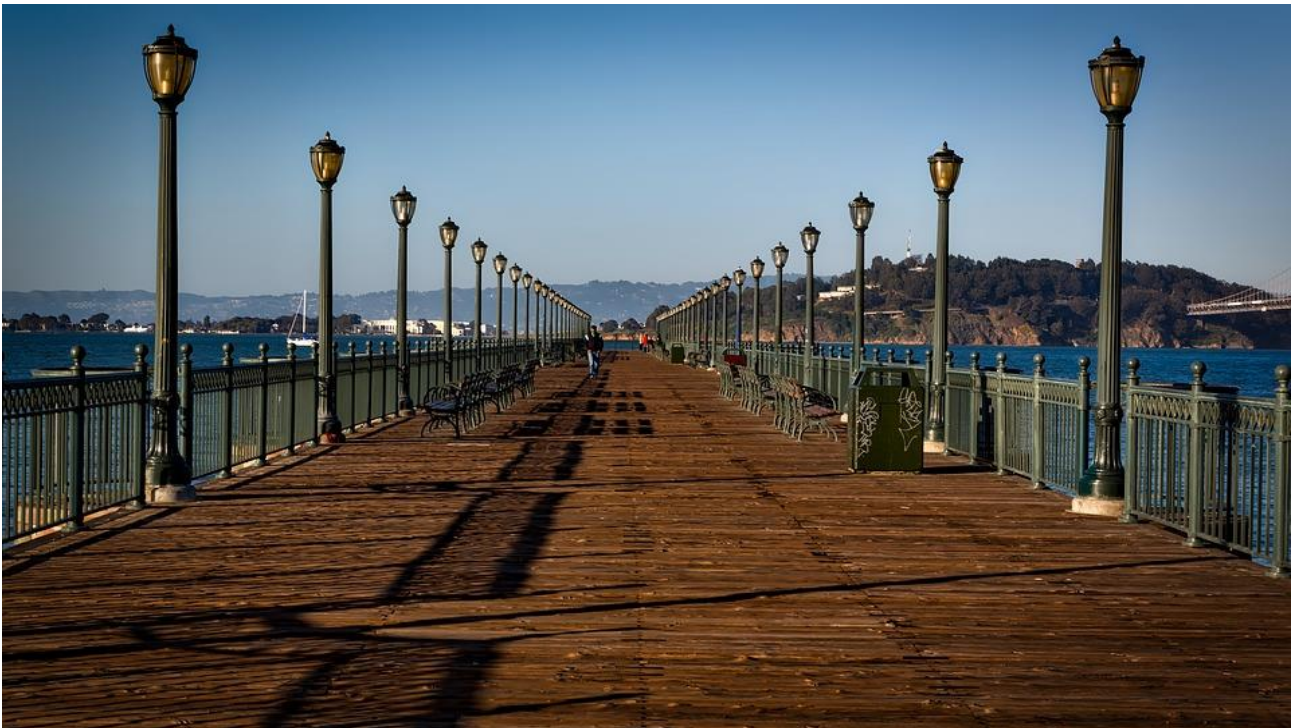
Communicating Across Cultures

Examine the powerful role culture can play in driving perceptions of people from a different culture, creating a culture of miscommunication and mistrust. The program helps explore strategies to enhance communication and build a culture of trust.

- **Recognize the potential for misunderstanding and intercultural miscommunication, however good the intentions**
- **Understand subtle differences in communication styles, verbal and nonverbal cues**
- **Understand the role culture plays in determining superior/subordinate relationship and managing and valuing conflict**
- **Learn specific step by step strategies to improve communication, enhance trust, and build productivity**

1. **Welcome and Introductions**

2. **Defining Culture**
   - Cultural Iceberg

3. **Intercultural Communication**
   - Perception – Danger of a Single Story
   - Stereotypes and Generalizations

4. **Cultural Values**
   - Direct vs Indirect
   - Individualism vs Collectivism
   - Power Distance: Following vs Questioning Authority

5. **Gender Equality & Generational Differences**

6. **Cultural Humility**

Impacts of Privilege on Equity

Participants will participate in an interactive mix of learning and character simulation, in which each person navigates the world through the eyes of someone who may experience privilege and/or oppression while making a series of life "decisions. Participants will:

- Learn about the effects of structural inequities as they related to race, gender and other identities.
- Understand how we can have advantages on systemic levels that create access for some and disadvantage others leading to oppression of those groups.
- Create an understanding on how institutions, societies, and individuals can experience the world in different, advantaged or disadvantaged ways,
- Recognize individual privilege and the societal & institutional impacts.

1. **Understanding the Structure of Racism**
    a. Individual
    b. Interpersonal
    c. Institutional
    d. Societal/Cultural
2. **Our Identities and World**
    a. Linking our Identities to Society
3. **Understanding Whiteness**
    a. White Supremacy
    b. Whiteness on a Spectrum
    c. White Fragility
    d. Anti-Blackness
4. **Understanding Power and Privilege**
    a. Historical Impacts of Power
    b. Laws and Policies
    c. Privilege, Power and Access
5. **C'est La Vie**
    a. San Francisco Impacts
    b. Character Impacts and Debrief
    c. Correlating Privilege and City Work
    d. Impacts of Privilege on Equity

Managing with an Equity Mindset

As a manager and leader, how do you ensure equity is not a "nice to have," but is a constant pillar and lens by which you lead? In this four-hour training, you will engage with other managers and begin or continue to solidify equity as a constant practice in your leadership.

- Understand the four integral pillars to an "equity mindset"
- Learn to assess and evaluate individual needs to create equitable supports
- Create equitable strategies to actively direct and support your staff.

1. Welcome and Introductions

2. Defining "Equity Mindset"
- Equity definition
- 4 Pillars of Equity Mindset

3. Applying the Equity Mindset Institutionally
- Calling Attention
- Framing
- Historical Impacts
- Taking Responsibility

4. Applying the Equity Mindset to Management
- Assessing direct reports
- Directive vs Supportive behaviors
- Taking Responsibility

4. Create equitable strategies to supporting staff
- Action Plan moving forward to supporting staff
- Accountability measures