

Imaginal Progression with ECRI

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Systems Diagnosis

Imaginal Progression



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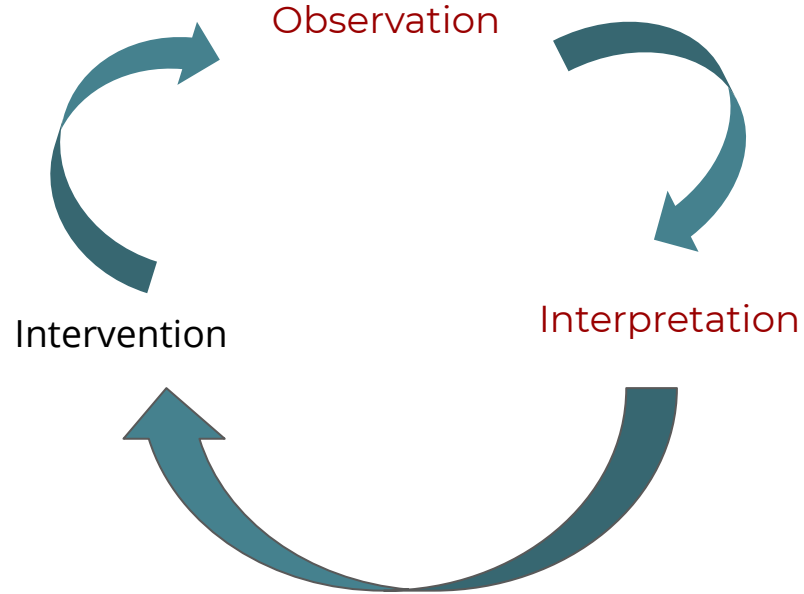
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Technical vs. Adaptive Problems

	Technical	Adaptive
Problem	clear	messy
Solution	clear	requires learning
Whose work is it?	expert/authority	stakeholders
Success	fix the problem	make progress
Attitude	confidence and skill	curiosity

Oil Cycle



Multiple Interpretations

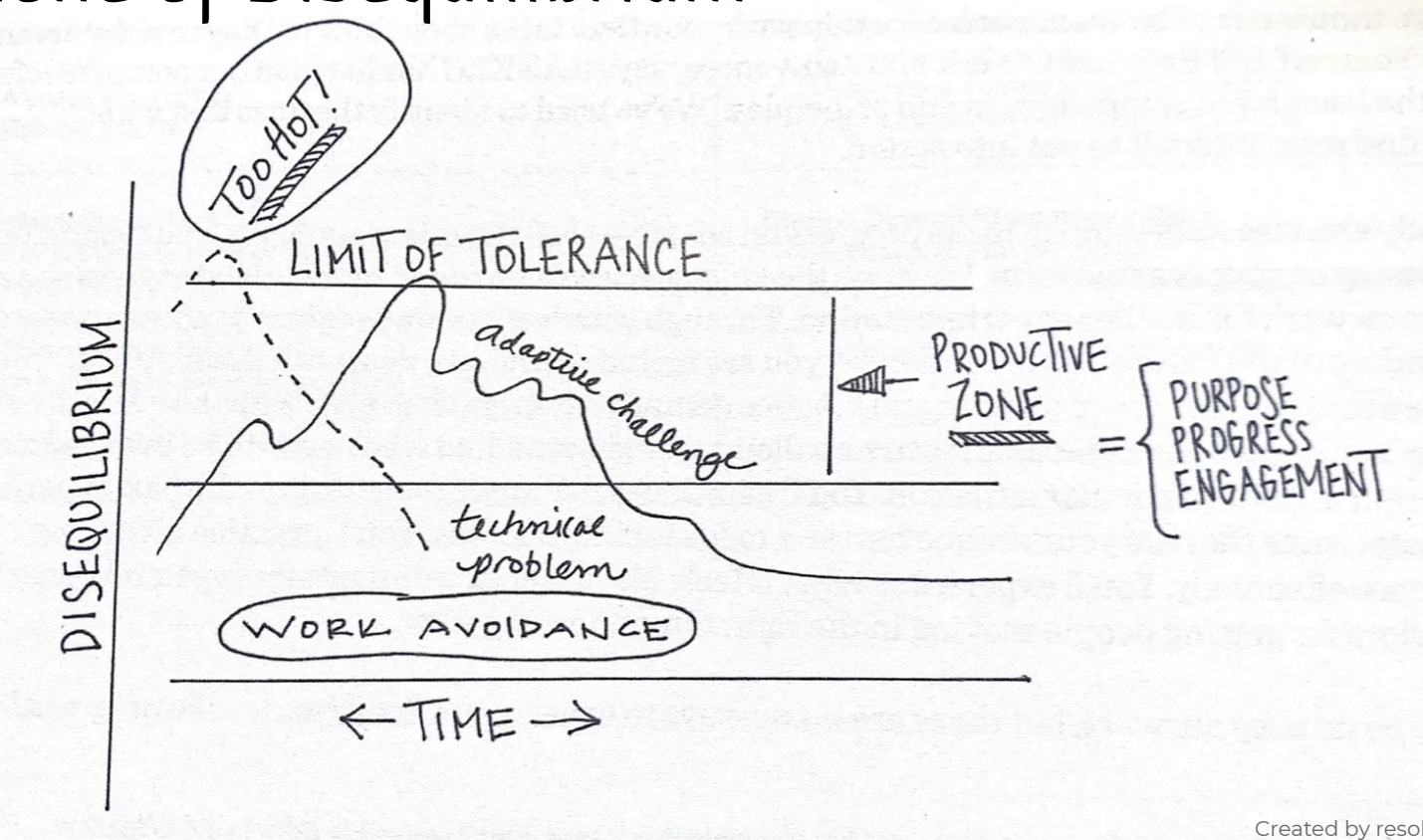


Be experimental

Be conflictual

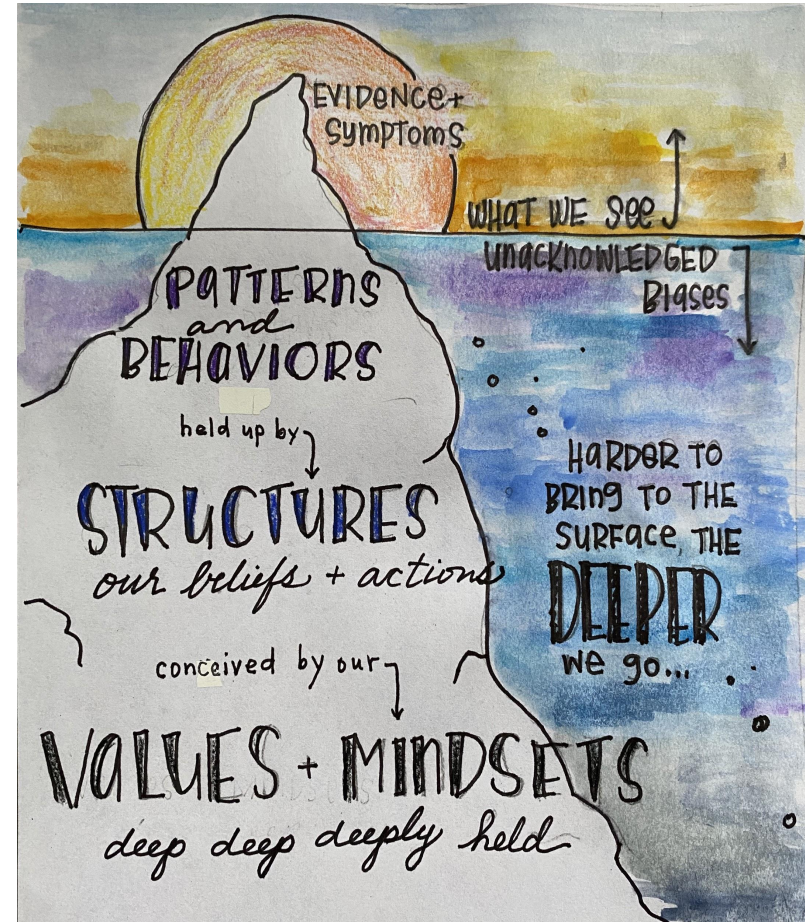
Be open

Zone of Disequilibrium



How Systems Work

- **Evidence:** The symptoms of the challenge
- **Patterns and Behaviors**
- **Structure:** Beliefs and actions that keep those patterns in place
- **Values and Mindsets:** Informed by the stories we tell ourselves, they reinforce the structure we have and work against change.



The system

The system is working perfectly well to achieve the results it is achieving



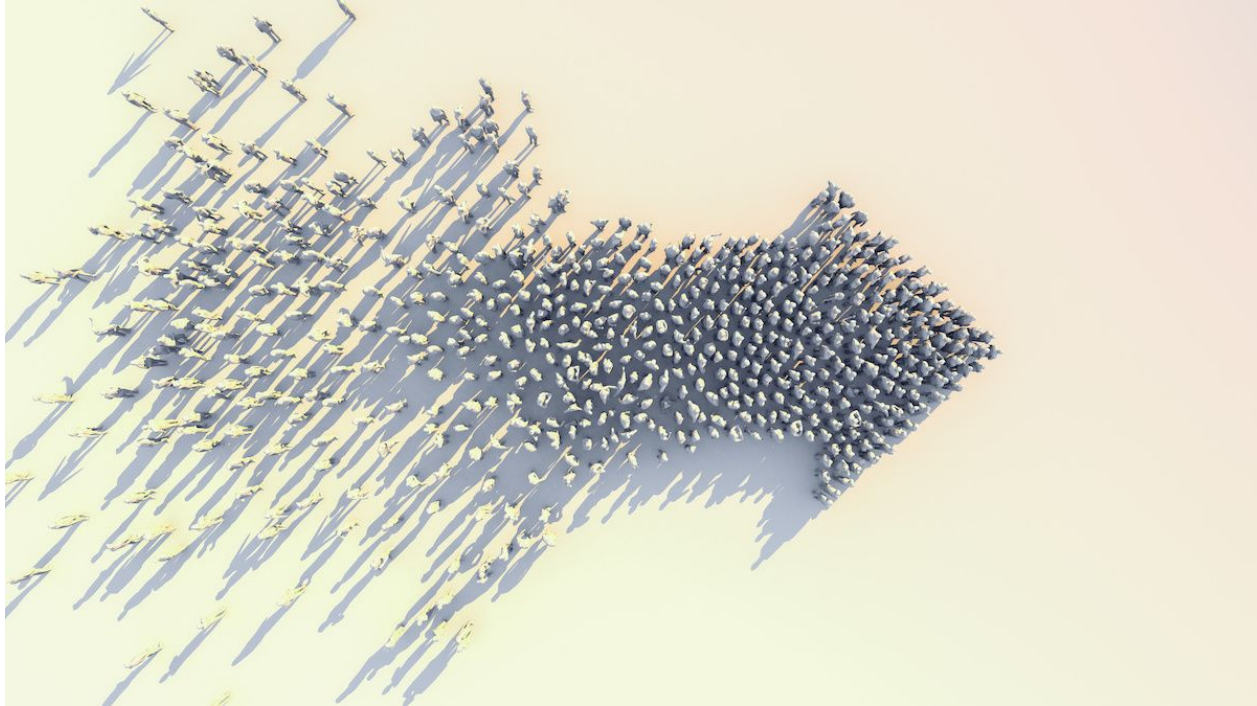
Fall in love with the problem



Spend 80% of the time in diagnosis

"THESE ARE SOME GREAT SOLUTIONS WE'VE COME UP WITH, ED.
SEE IF WE HAVE ANY PROBLEMS THEY'LL SOLVE."

Current Reality  Desired State



Current reality	Desired state
<p>Everyone has very good intention for the environmental movement but I see group think, Cliques. Hard for newcomers - new ideas are kept at arms length.</p>	<p>Open group, welcoming</p>
<p>Well intentioned, well meaning,</p>	<p>Need to be more of a mural of what is going on in the streets in Providence and in RI - there are a lot of folks addressing environmental issues and ECRI needs to be representative of that.</p>
<p>Honest intention and effort, but a fear of finding out something - systemic racism. Not only intergenerational, but is being perpetuated. Environmental violence, political violence. Creating distrust.</p>	<p>Will be tough - discussions around power and resources are led by those who are most impacted by it.</p> <p>ONE LAW from the point of view of those who are oppressed by systemic racism.</p>

Peer Group Exercise

1	2	3
Symptoms	Symptoms	Symptoms

Problem/s

[Large empty dotted box for writing]

CHOOSE YOUR OWN BREAK OUT ROOM

Symptoms and problems (Identified last week)

People burn out as volunteer board members really fast.

Challenge of adding ECRI to existing responsibilities

Problems

Volunteer board members don't have strong paid staff support.

Not feeling welcome

Difficult to participate

Problems

Power structure is in place

Friendships/relationships exclude people

Symptoms

ECRI is predominantly white.

lack of diversity - don't reflect the community

Not use same terminology. Some based on lived experience, others not.

not using the same words, using different terminology, but we're talking about the same things - some based on lived experiences and others not

not crossing paths - ECRI at the statehouse vs. community spaces - it's messy!

ECRI tends to focus on state house as the primary place to solve problems.

Problems

Taking ownership of these symptoms as reflecting a problem.

The problems that are defined need to reflect the symptoms

people representing the organization they work for rather than being themselves

it's not fun

how is feedback used? what happens when input is collected?

clique-y-ness / in group vs out group

no follow-through

extractive dynamic when ECRI organizational members are there to get something for their job

Peer-group Exercise

Actions and inactions based on symptoms identified last week (chose two actions/inactions to share)

Problem			
Symptom	Symptom	Symptom	Symptom
Action/Inaction	Action/Inaction	Action/Inaction	Action/Inaction

Formative Legends, Myths and Mental Models

- Indoctrination, rite of passage
- Who do they serve?

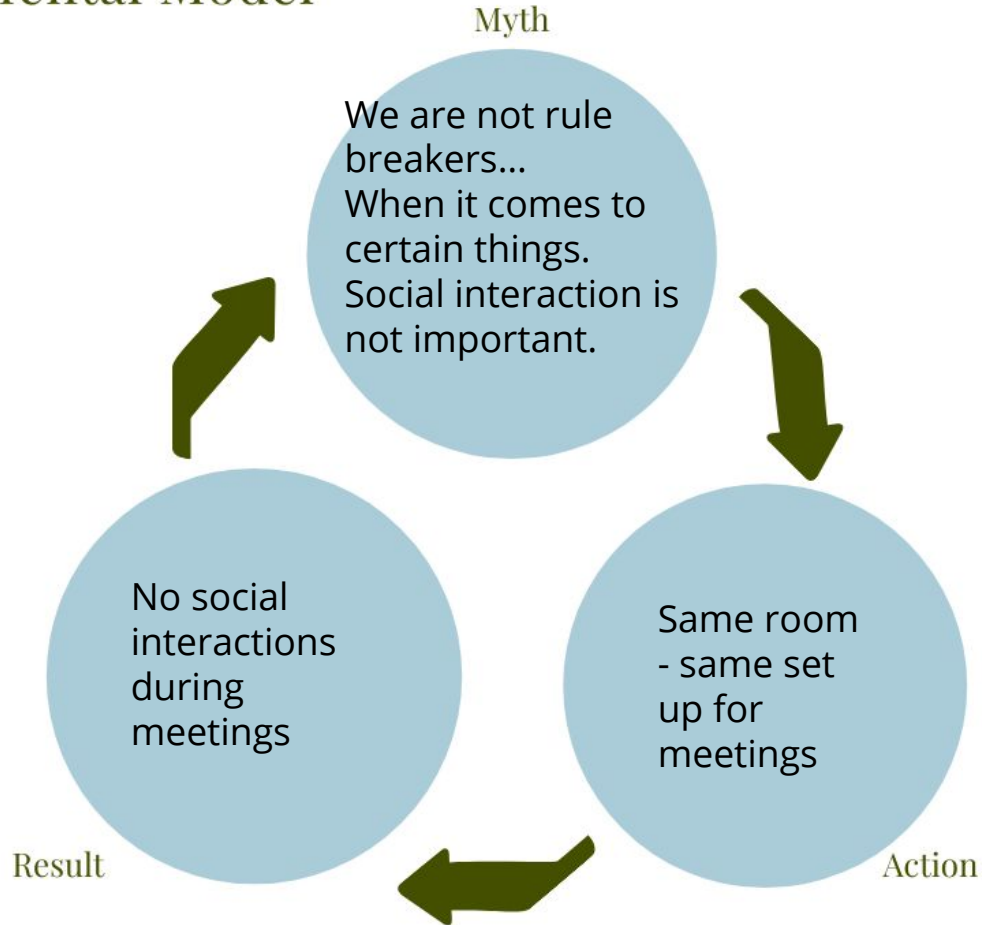
How do we find the Mental Model?

Discover the story behind the action

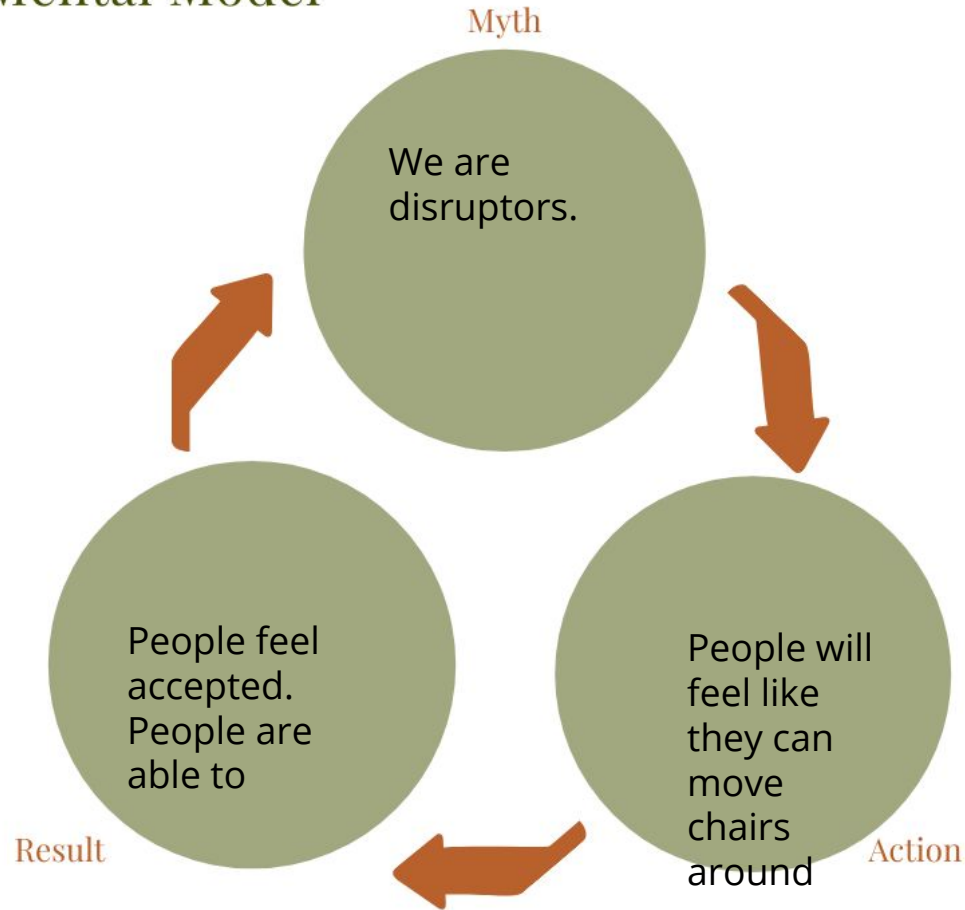
Prioritize actions to work with

Have a board with the actions they chose in the groups and the whole group can pick the two “most important ones”

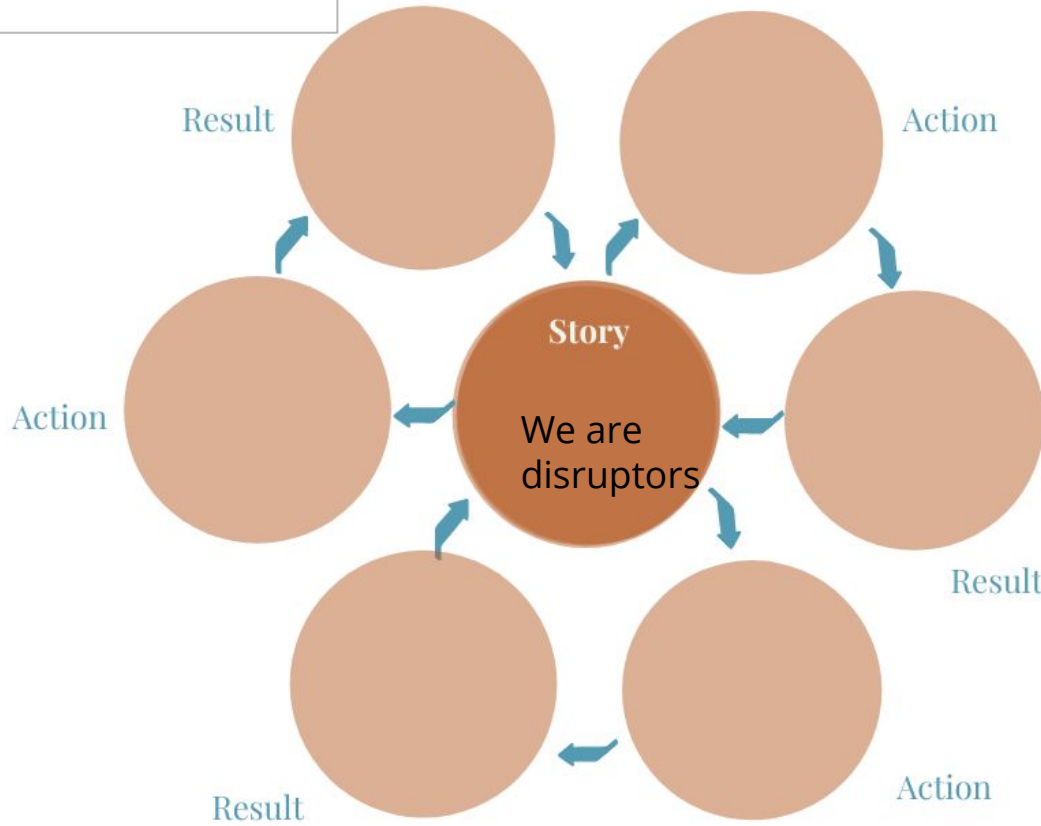
1. Current Mental Model



2. Possible Mental Model



Butterfly Effect



Our next meeting:

- Listening Circle:
 - With roots in indigenous cultures around the world, **listening circles** provide people an opportunity to speak and listen to each other in an atmosphere of
 - Safety
 - decorum and
 - equality
 - **Listening circles** emphasize storytelling for cultivating empathy.



Diagnose The Self

Imaginal Progression

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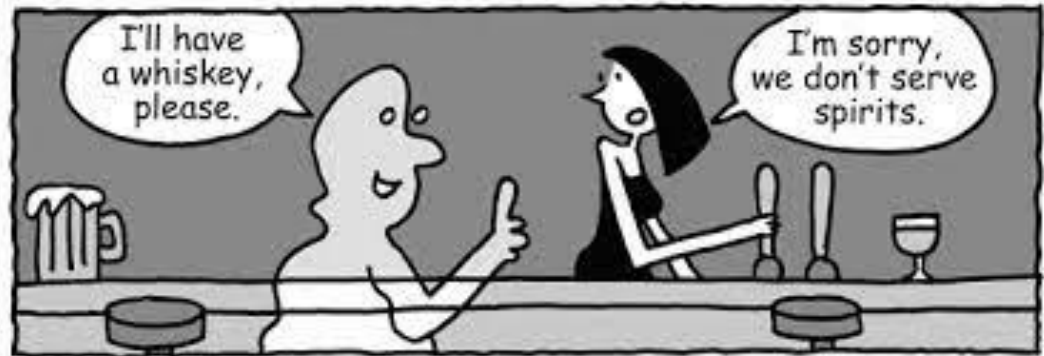


Language

1. Are we speaking the same language?

GWY SŴHARDJ

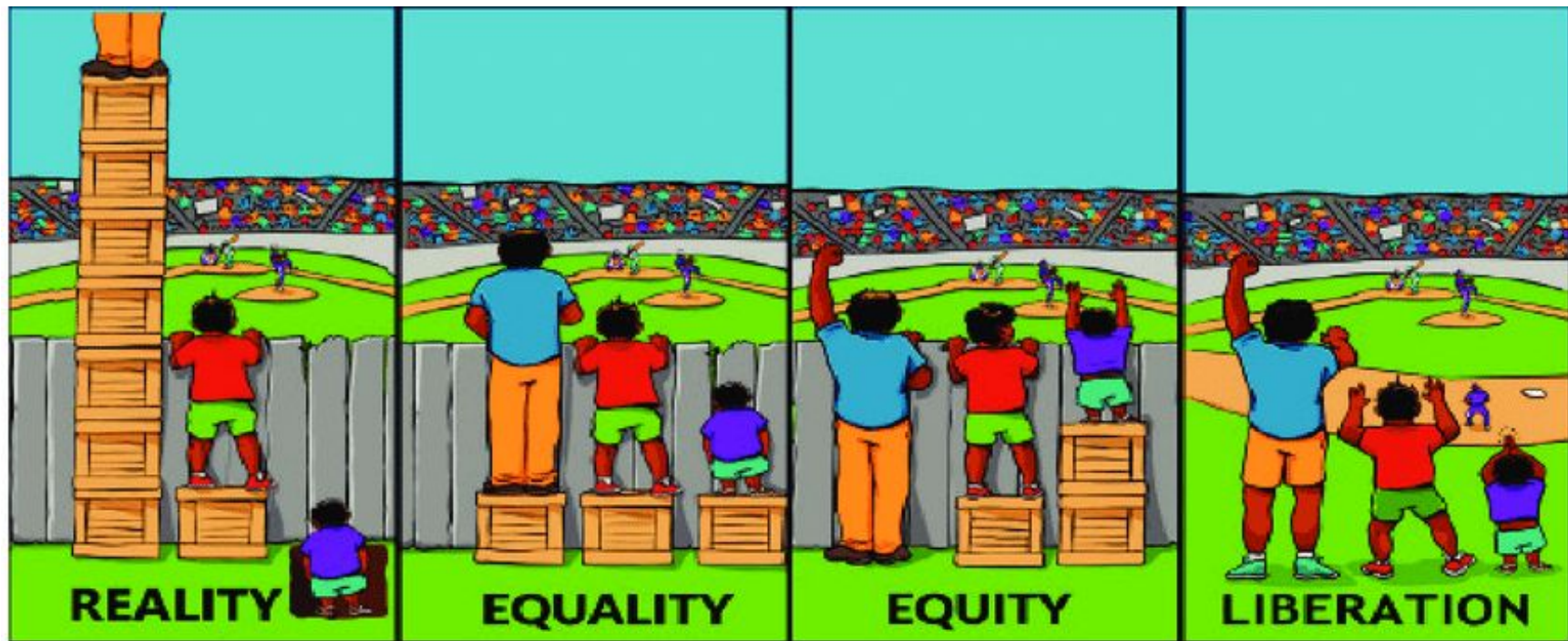
2. Do I know what you mean?



Words Matter



Vocabulary



Implicit Bias



Microaggressions

- **Behavioral** - communicating a message with actions or symbols that display insensitivity to identity stereotypes.
- **Environmental** - lack of representation and diversity, including gender, race, ethnicity, and sexual orientation.
- **Verbal** - saying something that may not outright appear to be but is disrespectful or offensive to a marginalized group.

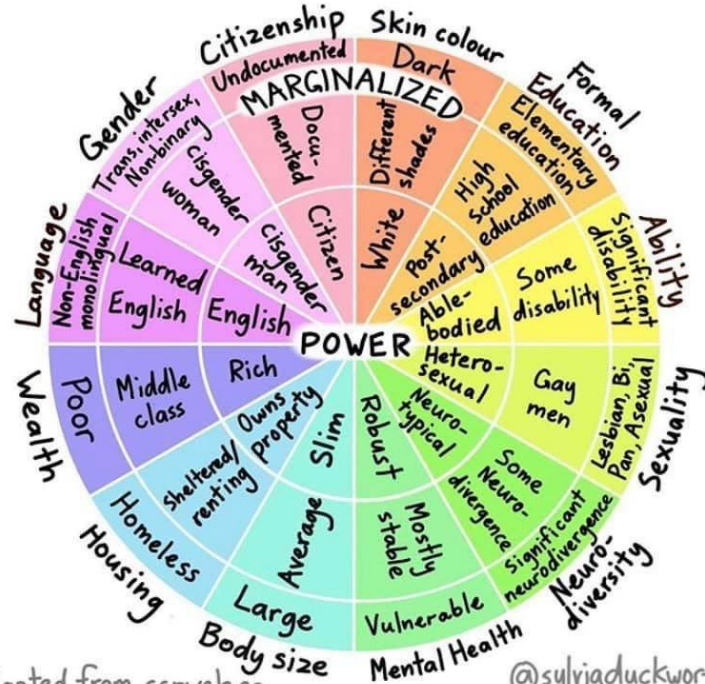


Language and Intent vs Injury



The Axe Forgets what the Tree Remembers

WHEEL OF POWER/PRIVILEGE



Adapted from ccrweb.ca

@sylviaaduckworth

How to move forward

1. Ask for clarification or repeat what you heard before responding (if you choose to)
2. Recognize that you are in control of your own emotions and reactions
3. Remember that it's not your job to teach
4. Find support from someone or a group of people that you trust to share your experiences with

1. Remember that you can't dictate how someone reacts to your responses
2. Sincerely apologize
3. Learn about structural racism, sexism, homophobia, transphobia, and other forms of discrimination
4. Forgive yourself and move on
5. Support others



What are the roles that come up in groups? *Double-click a post-it note to edit*



Debrief of Listening Circle

- Talk about the experience
- Do not discuss what others shared

Shame

Feeling trapped, powerless
and isolated.

Thinking: “I am bad”

wn, 2016.

Bro



Shame Antidotes

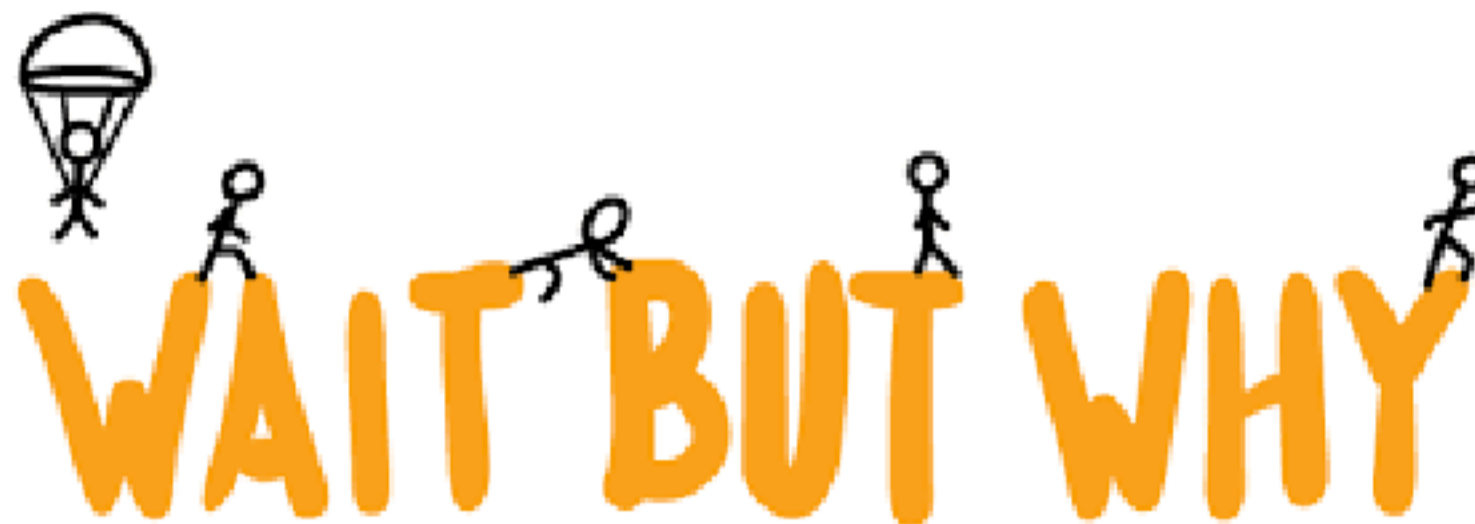
Empathy, connection, power and freedom.

Explore:

1. Personal vulnerability
2. External factors
3. Connecting with others
4. The feelings of shame themselves



B



WAIT BUT WHY

Many reasons why: because we deeply care, our heart is in it, race & environment are connected, and the movement is younger

ECRI is the only voice for

To help ECRI achieve its potential with environmental justice capacity building, policy advocacy, organizing.

institutional memory is important; you don't want to lose the things you do well as you move forward

Care about Conservation and it can only be done sustainably through coalitions like this one.

Believe in working together for environment; all of us; can improve the current ECRI

I enjoy the intentional perspective we have taken thus far...want to see more of the EJ work...I live in an EJ zone, so it's both personal and professional. I see the black soot on my windows. Intense safety issues. We all deserve better.

ECRI to be more impactful for environmental justice. It's important to work together -- this involves all of us. Thus, equity is integral to accomplish our goals

To help move the system from the outside in.

ECRI is the best suited organization to create a unified voice for EJ and traditional environmentalists.

To be part of the effective environmental community.

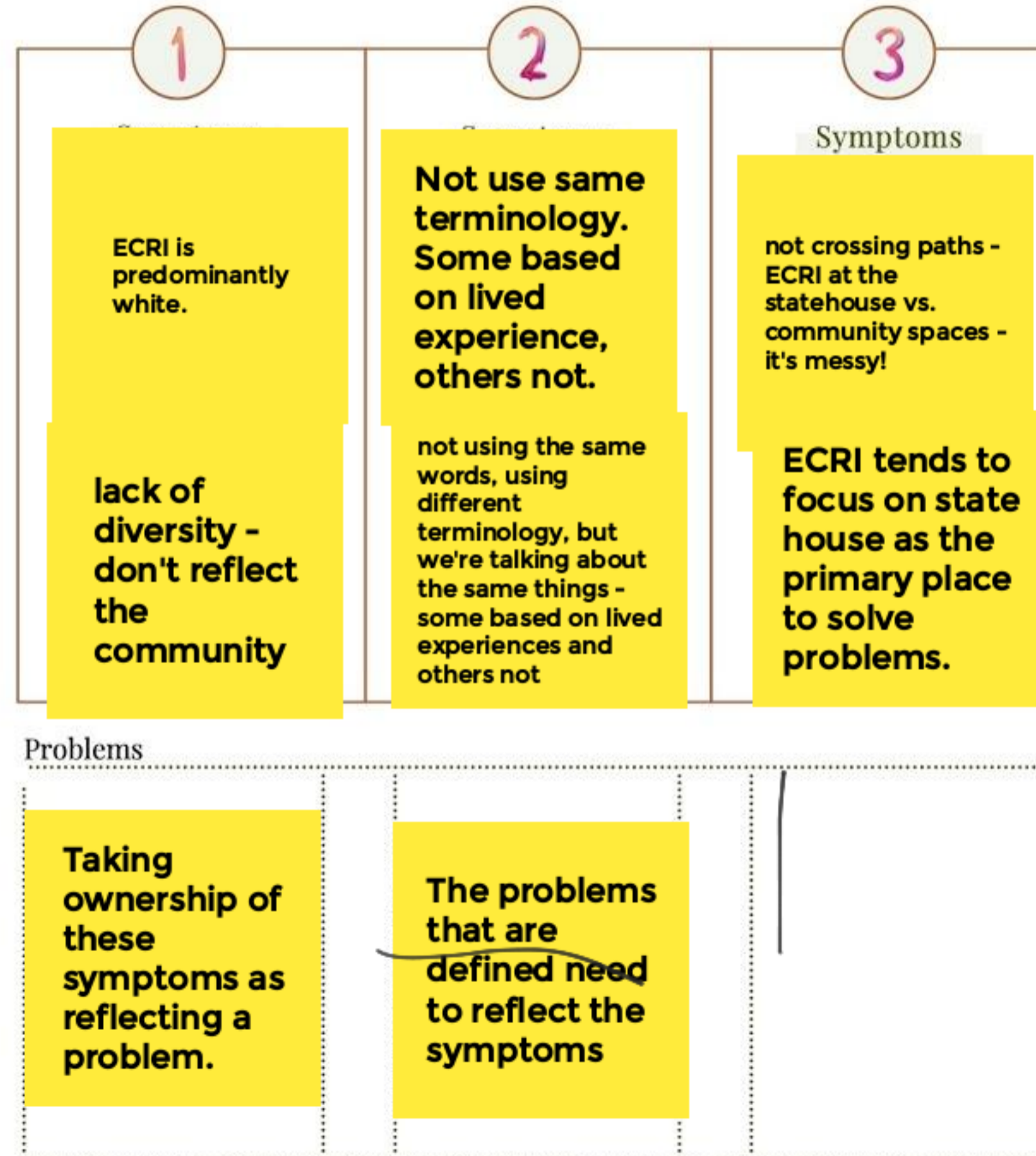
SYMPTOM TO PROBLEM

Step 1 is NOT defining the problem:

We usually start decision making processes by stating the problem but the REAL step 1 is to LIST the symptoms of the problem, the things you can see, the current reality, these are factual things everyone can agree on.

Step 2 - DEFINE the problem. Once you can agree on symptoms, verbalize the problem, the thing we want to change.

* It is ok to go back and forth between the columns and rows until you/your group can agree on a problem.



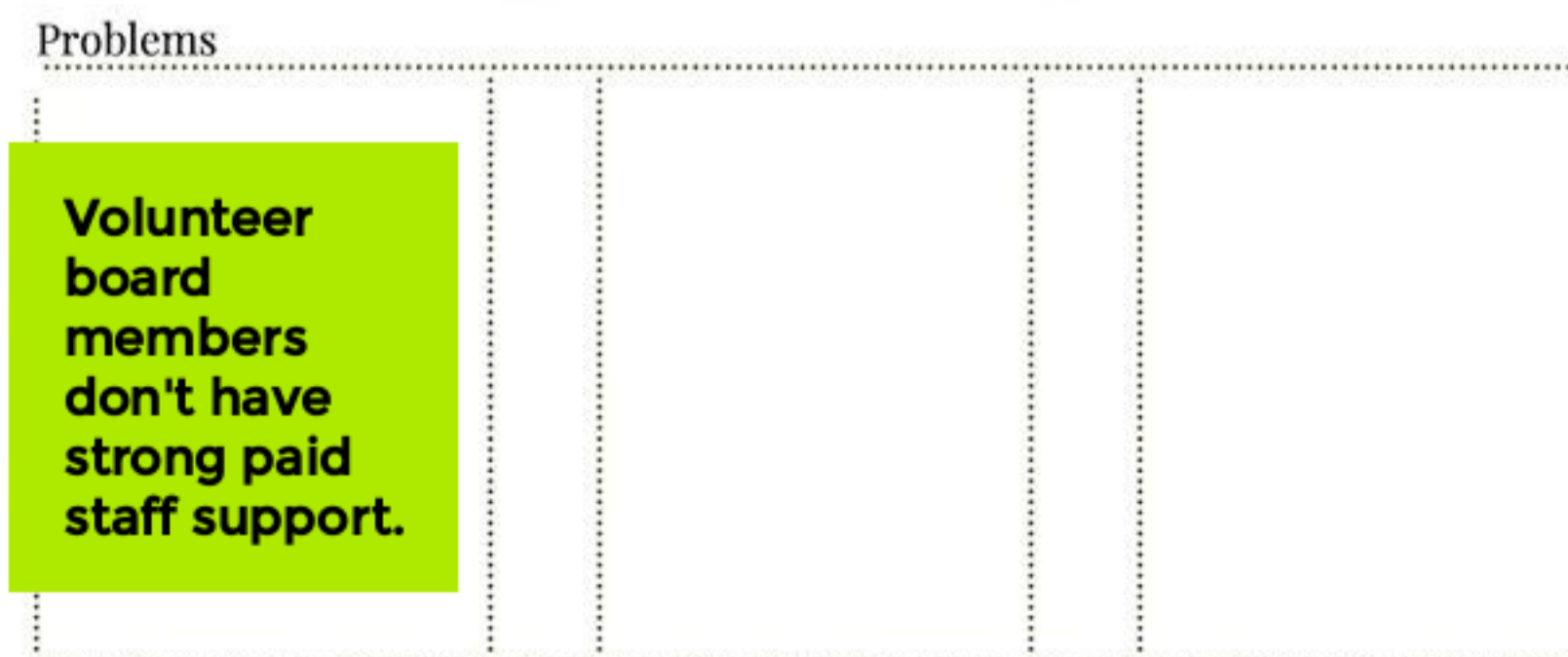
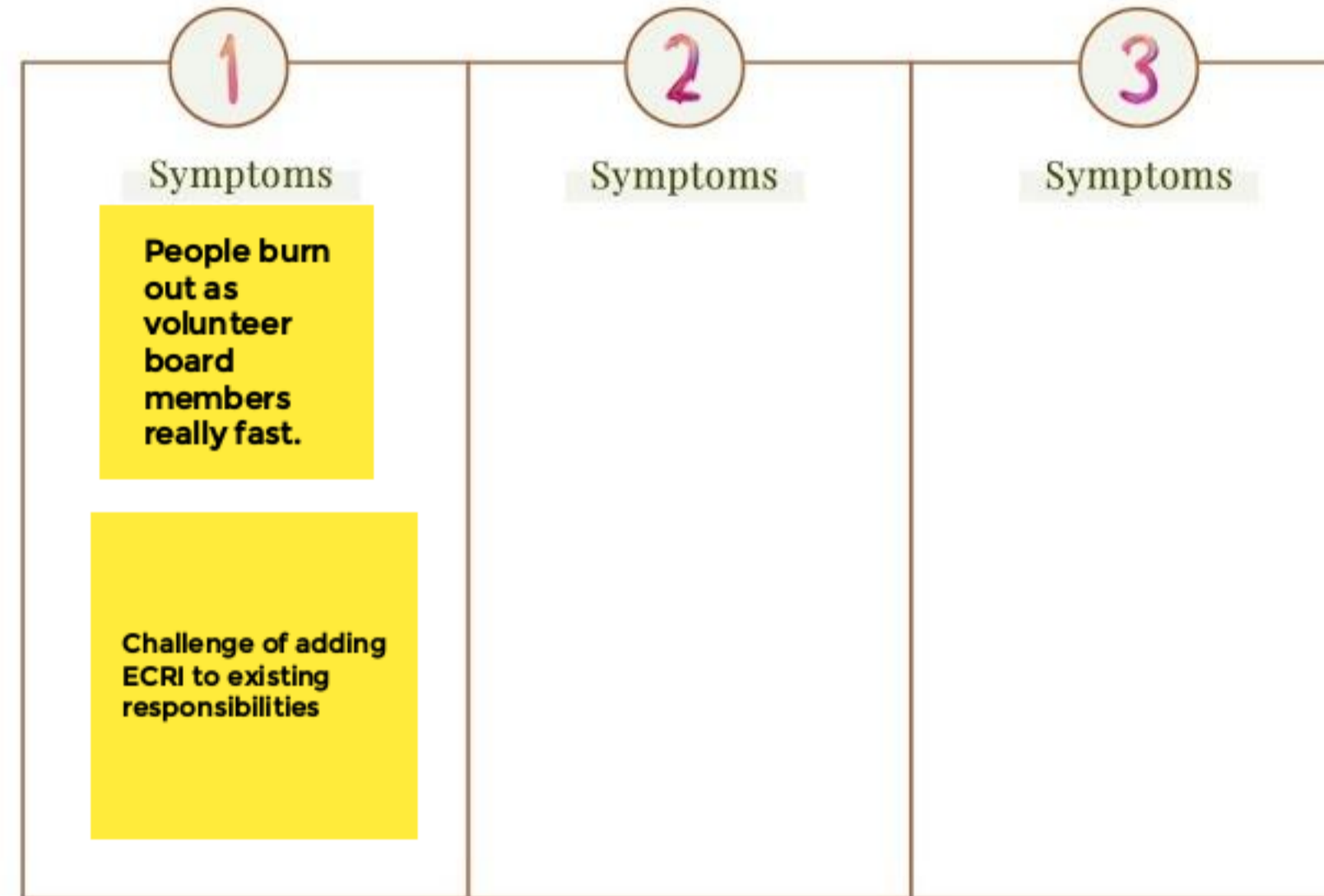
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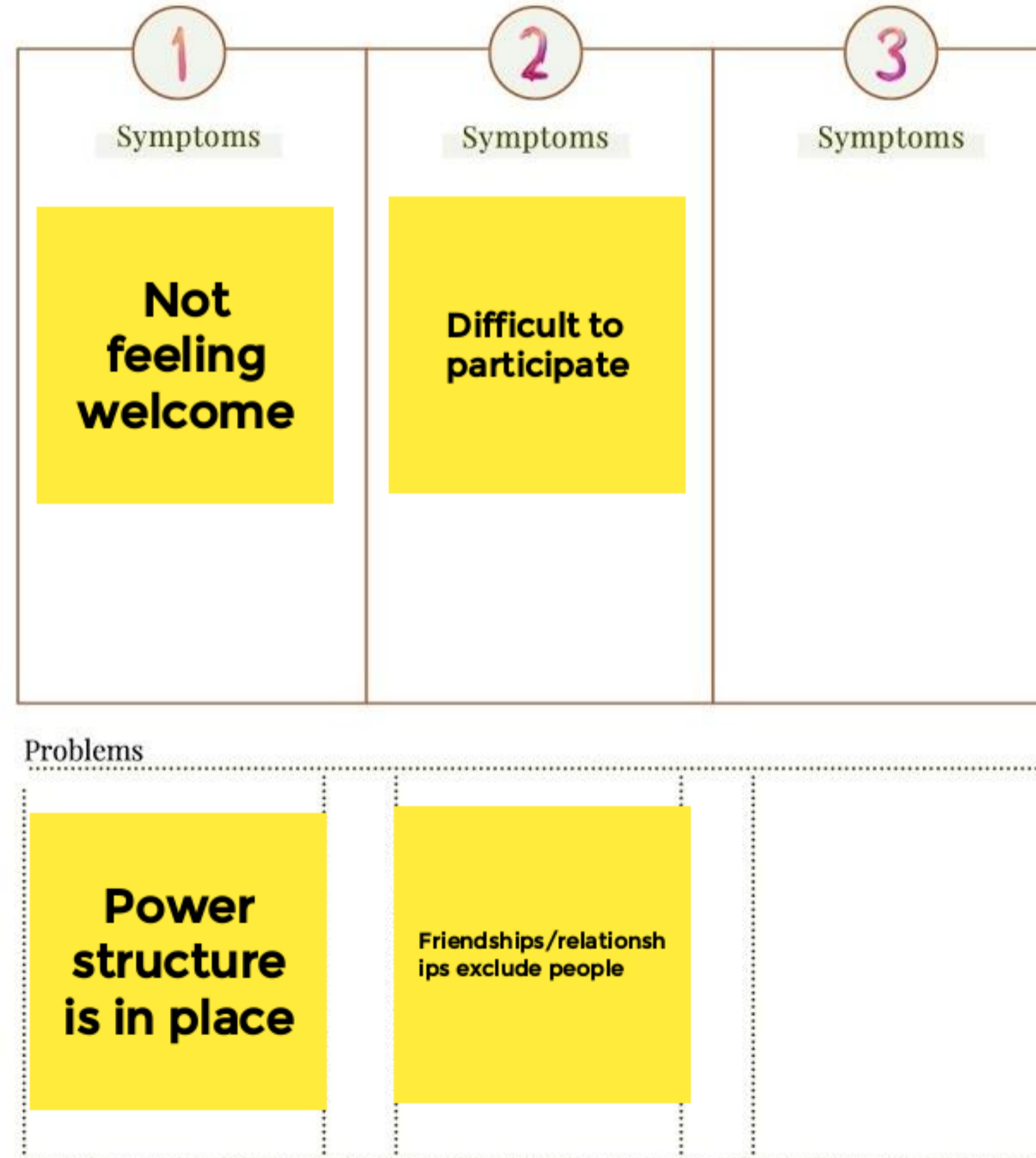
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Explore the why

CODING KEY

- I - Individuals
- C - Communities
- S - Societies

For each symptom ask yourself why? Why is this happening? What are we, as individuals, communities, and society doing or not doing to keep the structure supporting this symptom in place?

Choose the one or two actions that, if changed, would have the largest impact on the Symptom and the problem. When choosing high impact actions, consider who needs to do the work, individuals, communities or society and choose according to your circle of influence as well as impact.

Problem

Symptom

Meeting room layout conducive to getting business done, but not to social interaction. Space is cramped.

Symptom

Symptom

Symptom

Try different arrangements of tables, based on primary agenda--speaker or legislation.

Action/Inaction

Look for a different room/location.

Action/Inaction

Action/Inaction

Meeting time--people come in from work and leave as soon as it's over.

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Problem

**feeling of
being
unwelcome at
ECRI meetings**

Symptom

Symptom

Symptom

Symptom

Action/Inaction

Action/Inaction

Action/Inaction

Action/Inaction

**how to make
personal/political
shifts that align with
changing dynamics**

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Problem

meeting environment is not welcoming

Symptom

zoom environment makes it difficult for members to concentrate and get work done (i.e. at home, multi-tasking, etc)

Symptom

Symptom

Symptom

Action/Inaction

acknowledge that and give ourselves more time to work in zoom

Action/Inaction

Action/Inaction

Action/Inaction

Greg, Nicole, Lola

Explore the why

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Problem

Symptom

**Feeling
not
welcome**

Symptom

**Feeling
invisible - like
one's opinion
is not valid,
not taken into
consideration**

Symptom

**white
dominant
space**

Symptom

**white men
taking up a lot
of airtime in
discussion**

Action/Inaction

-leaders in ECRI introduce themselves and talk to everyone they don't recognize and let them know how to get in touch
-hand everyone an agenda personally
-how the agenda is designed, ensuring there is clarity around the agenda items, if there is pre-reading needed, if there will be an opportunity to connect with presenters, any purpose intended, etc.

Action/Inaction

Action/Inaction

Action/Inaction