Strong Foundations Supporting Sexual Assault Services

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Organizational Change

An important principle of the SADI was that enhancing services and sustaining those services can only be achieved and sustained through organizational change.

- Policy and procedures
- Staffing
- Culture
Individual Change vs. Organizational Change
Organizational Change Process

Energy

Keeping Up Appearances

Destabilization

Honest Self-Assessment

Restabilization & Renewed Energy

Disengagement

Meaningful Change
Stable and empowering leadership is fundamental to organizational strength and learning.
Types of Organizational Leadership

Many types of leadership are effective when they embrace a pluralist approach vs. a unitary approach.
Learning Organizations

• Are rooted in core skills/values
• Embrace change
• Expect and welcome challenges
• Take risks
• Learn from mistakes
In the SADI, organizations that accomplished the most comprehensive changes were led by people who demonstrated trust in and empowerment of their staff.
What processes/structures support stable and empowering leadership?
Actively Anti-oppressive Approach

- Trust building
- Direct & Ethical Communication
- Conflict Surfacing and Resolution
- Training
Strong programs have an understanding and direct response to racism and oppression.
Actively anti-racist and anti-oppressive services require management that prioritizes a racial justice lens for policies, decision making, and organizational culture.
Actively Anti-oppressive Approach

Trust building

Direct & Ethical Communication

Conflict Surfacing and Resolution

Training
“When Executive Directors embrace “trust building” as their responsibility and value its positive impact on strategy, they will see the organization shift to a culture where trust thrives.”

- Crystel Anders, Spectrum Nonprofit Services
➢ Actively Anti-oppressive Approach
➢ Trust building

Direct & Ethical Communication

➢ Conflict Surfacing and Resolution
➢ Training
What is direct and ethical communication?

The National Communication Association (NCA) states:

"ethical communication enhances human worth and dignity by fostering truthfulness, fairness, responsibility, personal integrity, and respect for self and other."
1. Start with goodwill and loving kindness.
2. Look for ways to make new ideas work, not for reasons they won’t.
3. If in doubt, check it out. Don’t make negative assumptions about each other = assume goodwill.
4. Acknowledge multiple truths.
5. Speak positively about each other and about your organization at every opportunity.
6. Depersonalize – make it about the work, not the person.
7. Demonstrate gratitude for disagreement/courageous conversations.
8. Emphasize one on one – no triangulation, gathering forces, etc.
Active Anti-oppressive Approach
Trust building
Direct & Ethical Communication
Conflict Surfacing and Resolution
Training
Surfacing becomes a way of helping others to view conflict as normal, creative and a way of learning about diversity and difference.

It is effective to the degree that there is a culture within the workplace where people feel safe and encouraged to hold each other to account, even when that feels uncomfortable.

Having a clear and well understood conflict resolution process helps people raise issues.
- Actively Anti-oppressive Approach
- Trust building
- Direct & Ethical Communication
- Conflict Surfacing and Resolution Training
Training in fundamental management practices for leaders is essential to stable and empowering leadership.
In addition, all staff should be trained on dismantling racism and oppression, ethical communication, conflict resolution, and staff expectations around trust and organizational culture building.
Questions?

**Human systems grow towards what they persistently ask questions about.**

- Cooperrider & Whitney, p. 3
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