



BUILDING PERSONAL CAPACITY FOR INCLUSIVE SERVICE PROVISION



4 Stages of Inclusive Service Provision

Acceptance

- Acknowledging that discrepancies in the system exist
- Recognizing an issue as being attributive to inequity and injustice

Awareness

- Exploring what obstacles block inclusive service provision
- Undertaking educational practices to bridge the learning gap

Competency

- Implementing learnt knowledge into personal practice

Commitment

- Restructuring personal and institutional practices to standardize and consolidate implementation of learnt knowledge

Capacities in Service Provision

- 1. Cultural capacity:** The extent to which the culture and larger societal structures allow you to provide inclusive and holistic services.

Reflection

- In what ways does the system at large prevent you from providing inclusive services? Consider:
 - Unequal access to resources
 - Effects of historical discrimination
 - Generational gap
 - Cultural navigation

Action

- Review representation in leadership
 - Are diverse peoples represented in the decision-makers of the organization?
- Conduct an analysis of your organization's structure
 - Is there space for non-White/non-Western ways of knowing and sharing?
- Create constructive, sustainable and transparent feedback loops
 - Is there a tangible method in place to disrupt and inform top-down decision-making processes?
 - Are the decisions being made informed internally or are clients' lived experiences taken into account?

- 2. Operational capacity:** The extent to which your institutional and operational structures allow you to provide inclusive and holistic services.

Reflection

- What barriers to inclusion exist within the physical service you provide? Consider:
 - Costs
 - Staffing
 - Resource allocation
 - Training

Action

- Conduct an audit of organizational policies and procedures
 - Use an intersectional lens to note where policies and procedures can be reformed to provide a more inclusive client experience
- Dedicate budgets to research and professional development for staff to learn about equity and inclusion
- Prioritize inclusive hiring practices
 - Establish and uphold the value and importance of lived experience as an asset to an applicant portfolio

3. Personal capacity: The extent to which your own education and generative self-reflection allow you to provide inclusive and holistic services.

Reflection

- In what ways are you limited by your own gaps in knowledge? Consider:
 - Understanding of own biases
 - Lack of tools to practice reflection
 - Access to educational resources and opportunities

Action

- Engage in self-directed learning to consolidate a culturally sensitive approach to service provision
- Practice active listening and center empathy in your practice
- Advocate for more learning opportunities within your organization
- Prioritize different perspectives when structuring your daily practice to be more inclusive
- Complete self reflection activities and use your new knowledge to amend your personal practice

3A Method for Understanding Bias

Biases are a part of human nature; we all grow up in unique surroundings which influence the way we see the world around us. We all hold opinions that favor some things over others and oftentimes let these affect our decision making in ways that hinder our ability to provide equitable services

Use these three steps to start your process of understanding your biases.

1. Accept

When you find that you are being guided by negative perceptions of a person/group, ask yourself these questions:

- What is/are the event(s) that led me to reconsider my actions and perceptions?
- Who is disadvantaged by my views/behavior? Use an **intersectional lens** when considering this.
- Is this a unique event or is there a pattern present?

After considering the questions above, privately state your bias in full: "I have a negative bias against...", "I feel uncomfortable around...", "I tend to hesitate when..."

2. Analyse

Think introspectively and try to remember where you first acquired the opinion:

- Is it something you learnt growing up or through the people around you?
- Did you have a negative encounter that affected your beliefs?
- Is your bias rooted in a systemic issue?

3. Address

Talk to others and understand the way your behavior and actions are being perceived. Be open to honest feedback and embrace the diversity in perspectives you receive. Use this to devise an attainable goal to educate yourself or take upon a new approach when addressing a similar situation.

Be open to being uncomfortable. It is in spaces of discomfort that we do the most valuable learning and unlearning.

Core Values (Adapted from TapRoot)

When adopting an inside-out approach to tackle injustice and foster inclusion, it is important to remind ourselves of our own values and what we find important.



1. From the word cloud above, list up to 20 values that resonate with you.

2. Sort your selected words into groups of similar values. These groupings can be based on your own personal alignments. Highlight one word from each group that best encapsulates the group's intention.

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3. Add a verb before your highlighted words to make it into an actionable statement. These are your core values. For example, if you highlighted the word "thoughtfulness", you could create the actionable statement "practice thoughtfulness". Write your statements below.

Next to each statement, write one easily achievable way you can practice this core value in your service provision.

Core Value	Core Values at Work

4. Make a commitment!

Post your statements up in your work area somewhere you can easily read them. Remind yourself what is important to you everyday and begin to incorporate your core values into your work as an everyday practice.

The Psychology of Goal Setting

Locke's Goal-Setting Theory

The most famous goal-setting theory by Edwin Locke poses that for goals to be optimally achievable, they must be:

- Clear and specific
- Challenging but attainable
- Accepted
- Open to feedback
- Used to evaluate performance
- Attached to a deadline
- Learning-oriented (as opposed to performance-oriented)

SMART Goals

Locke also noted that group goal-setting is as important as individual goal setting. The well-known **SMART** goal-setting framework was created as a result of Locke's research. It poses that goals are most effective when they are:

- **S**pecific
- **M**easurable
- **A**ssignable
- **R**ealistic
- **T**ime-based

This framework has been tried and tested for years and has proven efficacy time and time again.

Next Steps

Once you have adopted an inside-out approach to fostering change, any goal can feel achievable. However, aiming to provide inclusive services when our existing systems do not allow you to do so may seem like a trying task.

As Locke and Latham wrote in 2002, having big goals has the potential to have an energizing effect; use this to fuel you to take the necessary steps you need towards change.

Taking all of this into account, set a precedent for a collective goal towards inclusivity and equity in your workplace, and begin to write down **SMART** goals for yourself everyday that you can achieve amongst your daily practice (goals that are written down are 50% more likely to be achieved than those that stay in your head).

Remember: the key is to start small and work upwards. Making small changes to your everyday practice will have a greater and more sustainable effect than trying to make great shifts all at once.