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# DIMENSION I: Personal Inclusion-centered Leadership Practices Module

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# THEME 3

## Where Do You Have and Use Power and Privilege?

For library leaders, understanding your power and privilege (as you highlighted in **Worksheet 2 – The Circles Activity**) is crucial to your inclusion-centered leadership skills, attitudes, and practices. Understanding your privilege and power is the key to how you use or leverage your sphere of influence.

**Privilege** is defined as a right or advantage gained by birth, social position, effort, or concession — advantages and benefits that individuals receive because of social groups they are perceived to be a part of.

**Power** is defined as the ability to influence and make decisions that impact others.

As you identified your multiple identities in Worksheet 2, you also became aware of the level of power and privilege each identity carries. Please take a few moments to review this Power and Privilege Wheel.

### Let's First Explore PRIVILEGE

#### STEP 1

Using the wheel in the accompanying graphic (a full-sized version can be found on **page 20**), place a circle in each segment where you see your identities. Are your identities toward the center, bringing power, or toward the outside, where you experience marginalization?

Answer: \_\_\_\_\_

#### STEP 2

Now consider members of your community that are not actively using your library. Using the wheel, choose a few key segments that correspond to these populations. How close are they to the center?

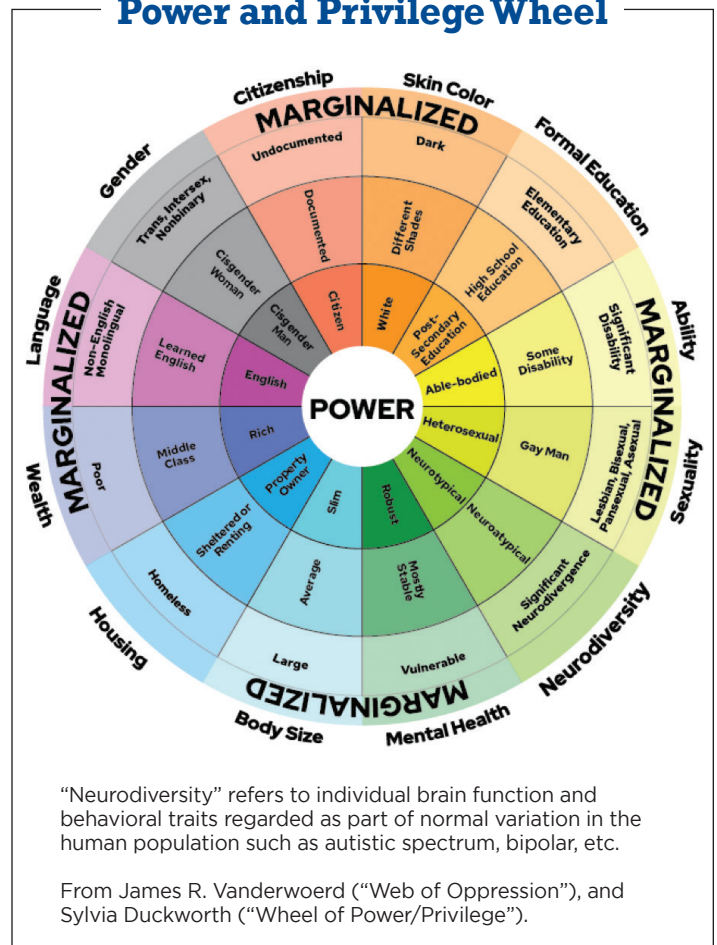
Answer: \_\_\_\_\_

#### STEP 3

From your answers in Step 2, identify one to explore further that will help you appropriately judge and use your power for good.

Answer: \_\_\_\_\_

### Power and Privilege Wheel



### With PRIVILEGE Comes POWER

Your identities also come invested with degrees of power. For instance, a library director has power to hire and fire employees, and has to decide how to use that power to promote their goals without stifling employee spirit. A library director also has power over which groups receive library service and which do not. However, the library director may have (or perceive they have) less power when meeting with the Board of Trustees or the City Council.



There are several factors that contribute to the specific areas in which you wield any influence. These factors include:

1. your inclusion-centered leadership values;
2. the power and privilege you hold as perceived by you and others;
3. your interest and ability to build and use your influence, created by you and your position, with staff, local government, community partners and members that collectively can affect change; and,
4. developing allyship using your privilege and power to accomplish shared goals.

Key words and phrases that, as a library leader, should be a part of your daily decision-making process:

**Sphere of Influence** is the ability to positively influence the beliefs and behaviors of others and is fundamental to the success of your leadership. You will each naturally have certain areas in which your influence will be stronger than others. Your “sphere of influence” contains all that you are able to affect but not directly control, including the actions of some people and systems you operate with. Effective leaders are careful to build influence with trusted colleagues and direct reports in order to successfully implement their vision. Understanding your sphere of influence is derived from the importance of the relationships you have with your team as well as potentially have (because of the position you hold) towards your collective success. It is about using your position of authority to inspire passion and drive in others to achieve shared objectives and goals.

**Allyship** is defined as “an active, consistent practice of unlearning and re-evaluating, in which a person in a position of privilege and power seeks to operate in solidarity with a marginalized group.” Allyship is a lifelong process of building relationships based on trust, consistency, and accountability (Anti-Oppression Network 2023).

## Discover

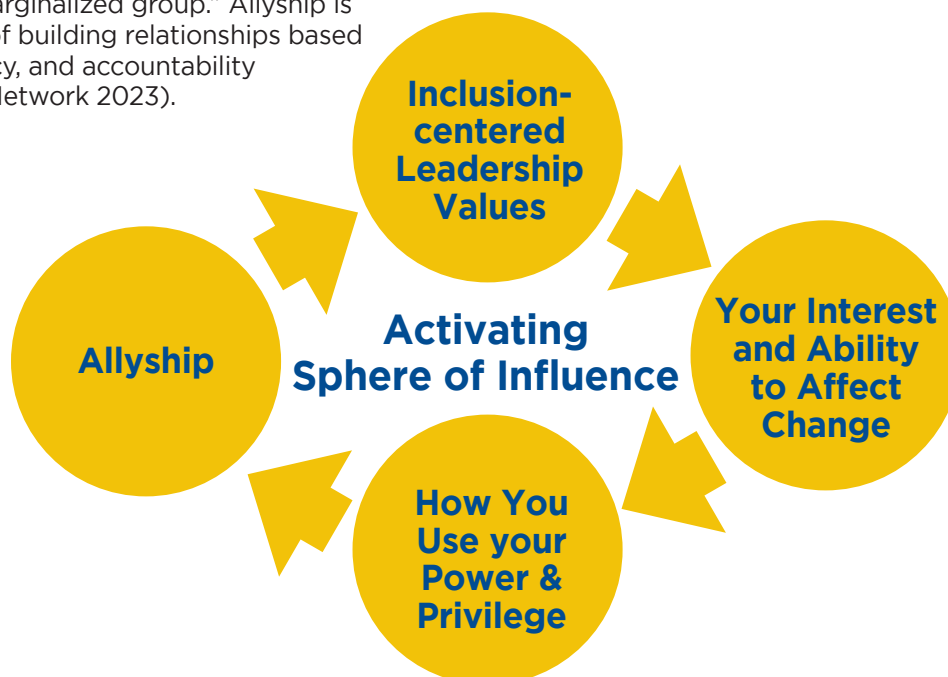
Outlined in the graphic below are the intentional steps and considerations you as a library leader need to take to positively and intentionally activate and sustain your sphere of influence. Consider the following questions:

Refer back to the ***Serving Communities Framework*** and your answers to benchmarking your personal inclusion-centered leadership practices (**page 13**). What inclusion-centered leadership value did you recognize as a strength? How might you use this strength and power to support community change with government, partners and members?

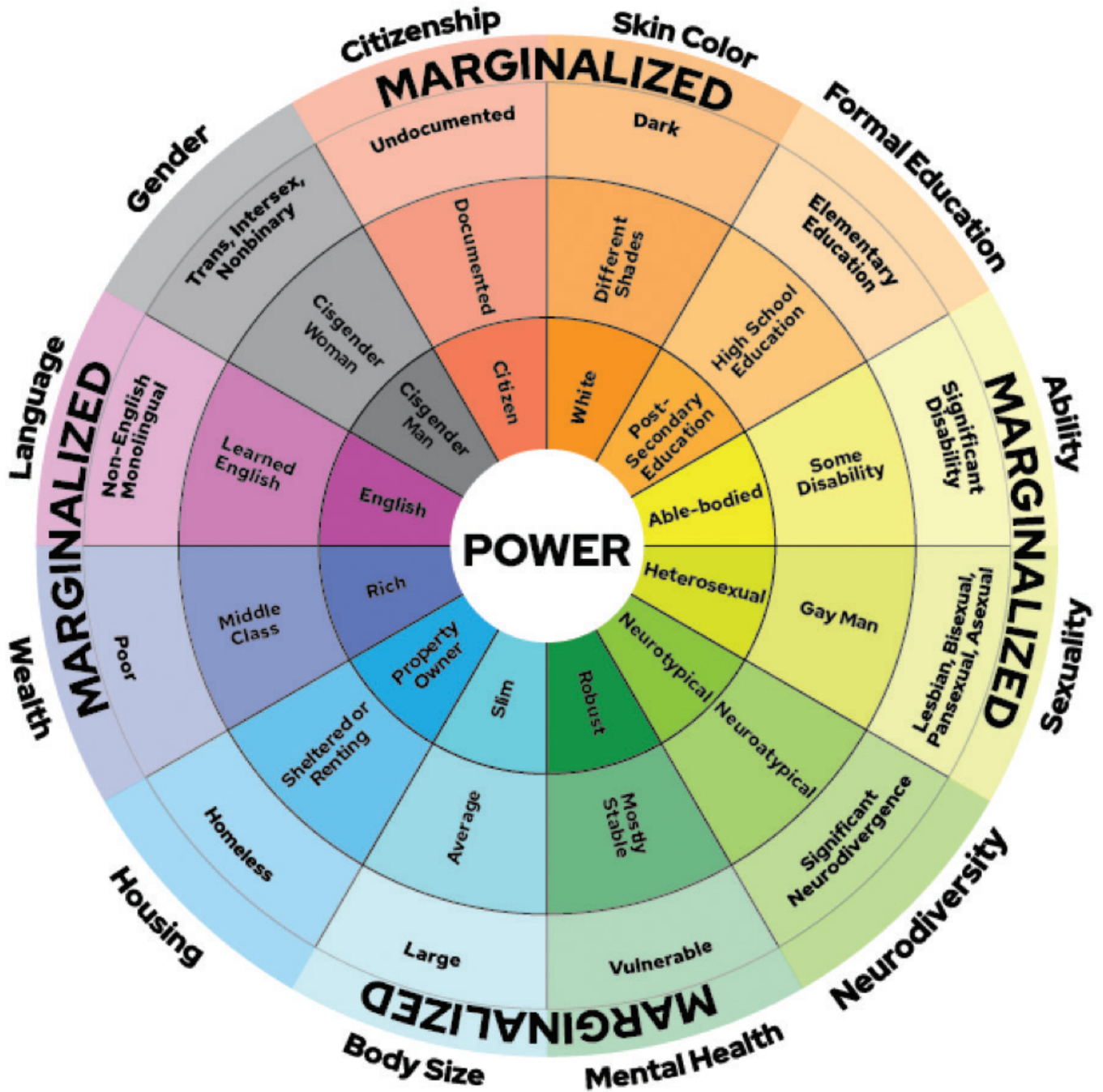
Are you interested and willing to use your power and position as library director to help support change that increases access to science-based community resources and services with government, partners and community members? The question is **“Do You Want To?”**

Your position as a library director and leader brings clout, authority, and power to initiate change. Your privilege provides you the context and the “source” from which your power is derived and your rationale for change. Intentionally operating from a position of equity and inclusion is a collective win for the library, partners, as well as for those you want to serve.

The ***Activating Your Sphere of Influence Worksheet*** is designed for you to explore the ways you are or would like to use your sphere of influence towards improving equity and access to actionable relevant science-based programs, services, and community resources of local concern.



# Power and Privilege Wheel



“Neurodiversity” refers to individual brain function and behavioral traits regarded as part of normal variation in the human population such as autistic spectrum, bipolar, etc.

From James R. Vanderwoerd (“Web of Oppression”), and Sylvia Duckworth (“Wheel of Power/Privilege”).

# WORKSHEET 3

## Activating Your Sphere of Influence

### Objectives

- For you to know your inclusion-centered leadership value and sphere of influence.
- Determine how power and privilege are affecting current inclusion-centered leadership practices and attitudes.

### What You Need

- A hard copy of the *Serving Communities Framework* so that you can identify an inclusion-centered leadership value in one of the four Dimensions (**pages 11-22**)

- A pen with your favorite color ink
- Find the place where you do your best thinking and reflection with no interruptions
- Be honest

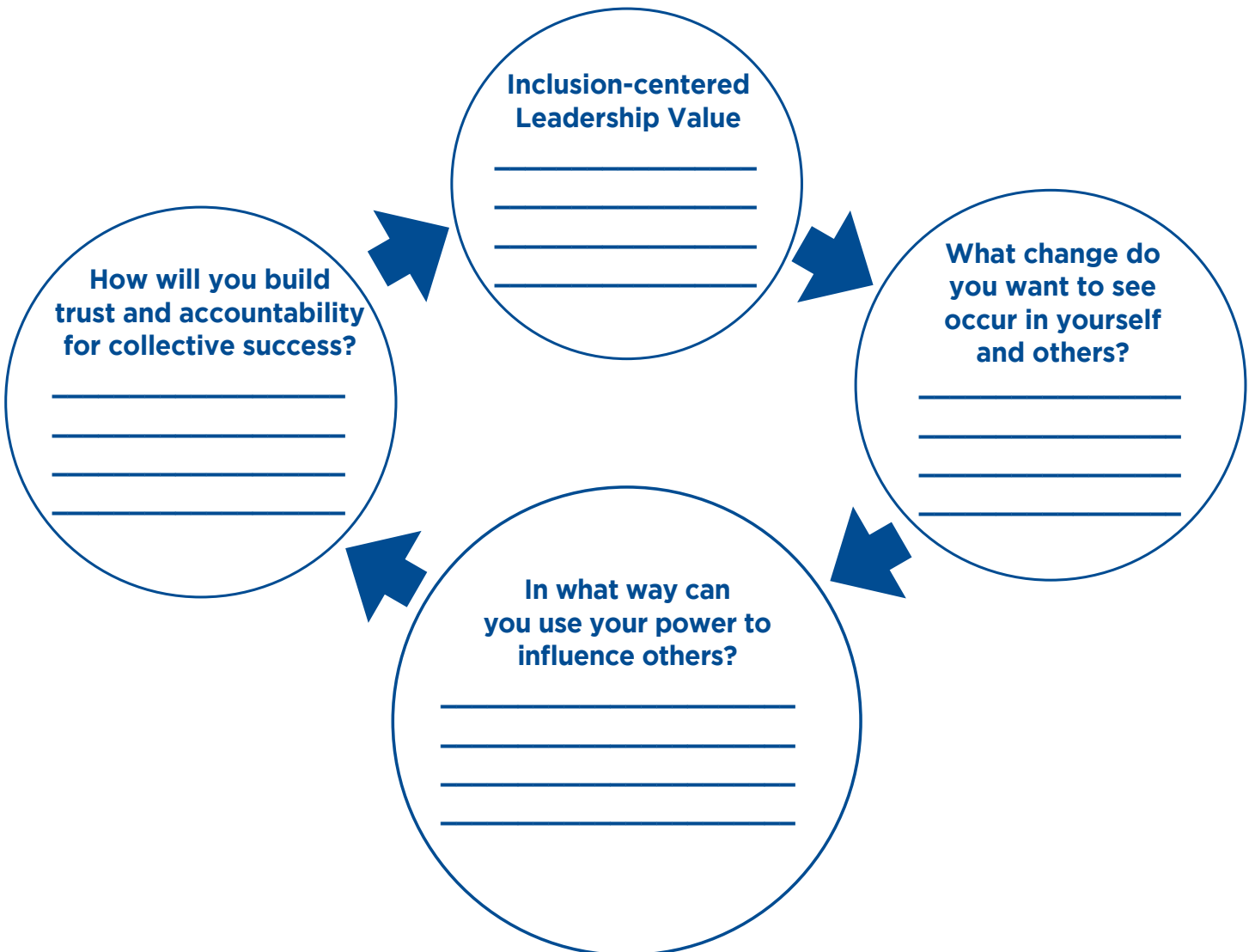
### Time

1-2 hours

### Instructions

1. Fill in the blanks of each circle.
2. Fill in the blank in the middle of the circle.

## — WORKSHEET —



## Reflect

Answer the following questions:

In what situations and contexts do you have, or believe you have, more power as a result of conducting or implementing the worksheet?

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In what situations and contexts do you have, or believe you have, less power as a result of conducting or implementing the worksheet?

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How do you encourage people (e.g. staff, members of the community) to take power in situations where they believe they do not have the power?

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How do you recognize your power and position in uncomfortable meetings or situations to encourage yourself to be more assertive?

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## Act

**Action 1:** Reflect on your current spheres of influence. Identify those that you “believe” you can’t influence. Identify the reasons why you are successful in some areas, and why you find it challenging in other areas of your leadership practices.

**Action 2:** Help your staff find and use their spheres of influence around a shared goal.