

ARCH Model



Rod Smith, PhD 13 OCT 2020

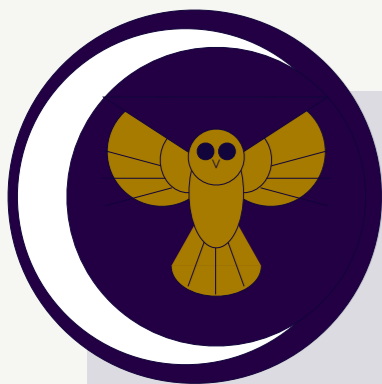
Game Plan



- **Introduction**
- **ARCH Model**
- **Small Group Discussions**
- **Conclusion**

“Rarely do we find [people] who willingly engage in hard, solid thinking. There is an almost universal quest for easy answers and half-baked solutions. Nothing pains some people more than having to think.”

Dr. Martin Luther King, Jr



ARCH Model

Why? Bring Awareness to Rigors of Real Change Journeys

The Problem:

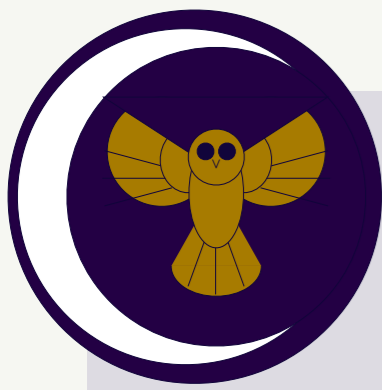
COVID-19 has brought into awareness the anxieties within social identities

The anxieties have inspired a sense of urgency to address them quickly

Answers invite “woke” performances under the veil of justice

Credits roll on those performances without real change

Repeat cycle...



ARCH Model

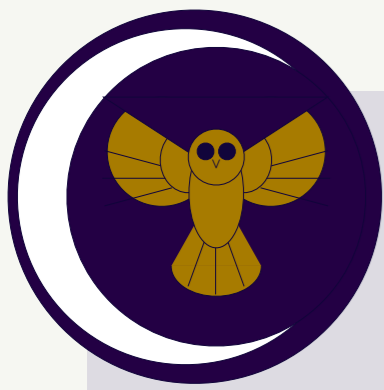
What Is It?

Adaptive Racial Conversation Hierarchy

Guide for dialogues to identify genuine values necessary for change

Offers practitioners more realistic assessment of the journey for change

Applicable to any social identity



Supporting Philosophy

Background of Human Endeavor (Fromm, 1959; Tillich, 1957)

© **Love: Joins the separated**

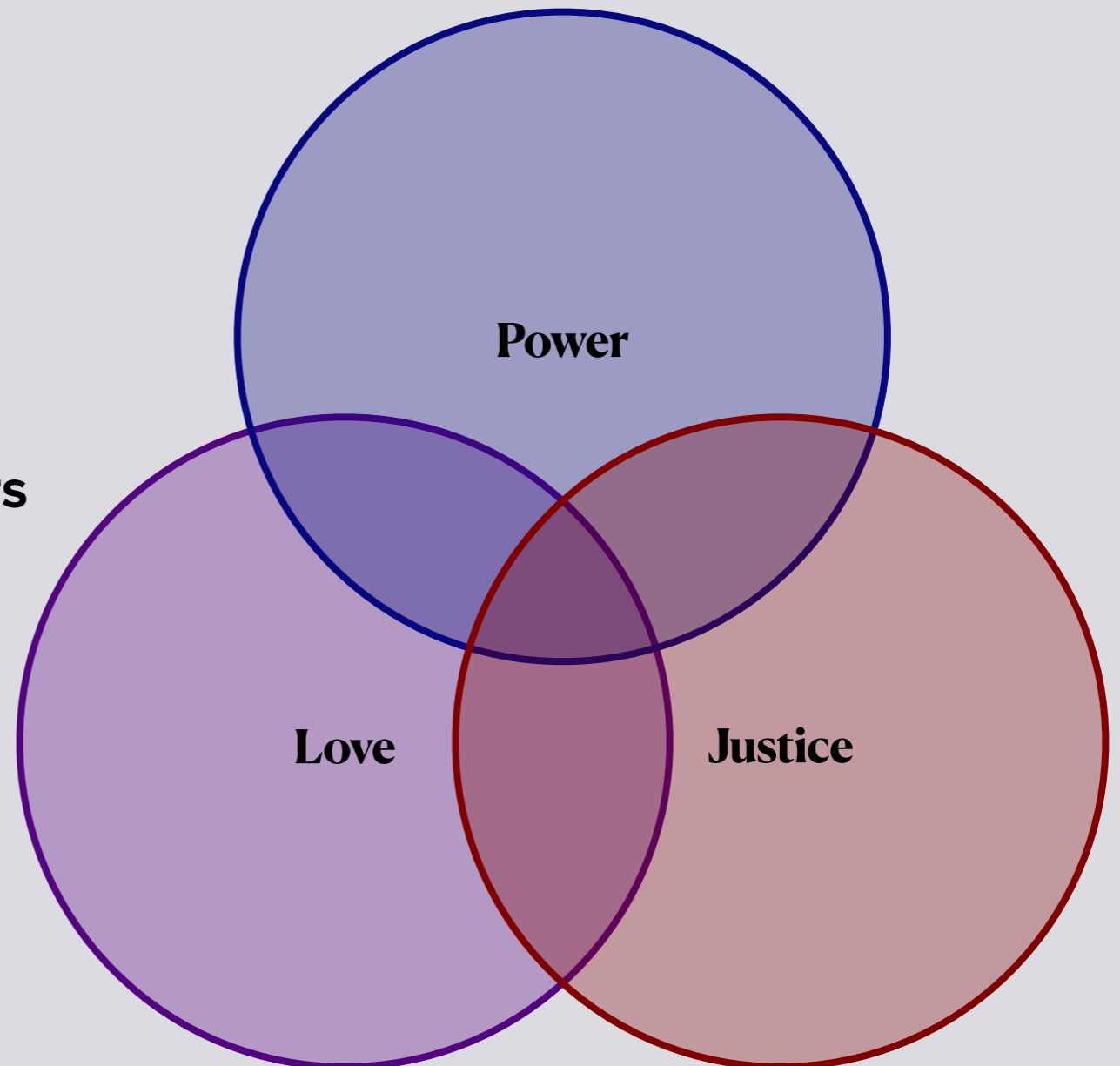
- Self and situation/others/self
- Self and social groups/histories

© **Power: Compel thru VS over others**

- Using resources to achieve purpose
- *Leadership Theories live here*

© **Justice: Acknowledge claim to be**

- Policies, processes, practices
- Decided by those in authority





ARCH Model

Leader's Role: Guide on the Side

Ready to lead the effort with compassionate love (Underwood, 2009)?

Do you accurately understand the situation (e.g. groups' histories), others, and your self?

Do you value others — even if their position is different from yours — at a fundamental level?

Are you open, receptive to how groups connect with each other (e.g. culture, esprit de corps)?

Does your moral decision-making rely on the mind as well as the heart?

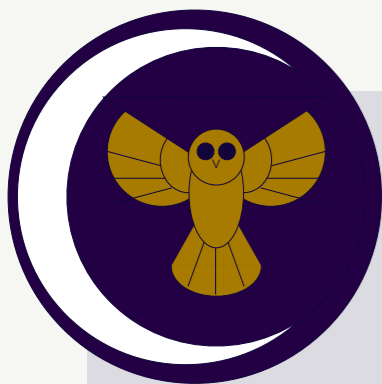
Are you willing to give people a choice in how they participate?



Personal Exercise #1

Real talk, select the statement that most resonates with how you're currently feeling about this conversation?

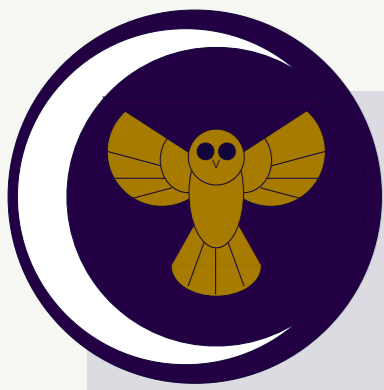
Description	
1	I have a general disgust for this
2	I take no responsibility (or stake in this) for how this impacts others
3	I am not that interested in this even though others are
4	I have some knowledge others have some thoughts/feelings about this
5	I would like to actively support a peer who feels something about this
6	I have the power (leadership position/ability) to do something about this
7	I am willing to share how I have directly impacted this
8	I have a strong sense of purpose (value) to address this
9	Given what I know, I see a new reality that will benefit all of us
10	Given what I know, I see the way to a new reality that will benefit all of us



Personal Exercise #1

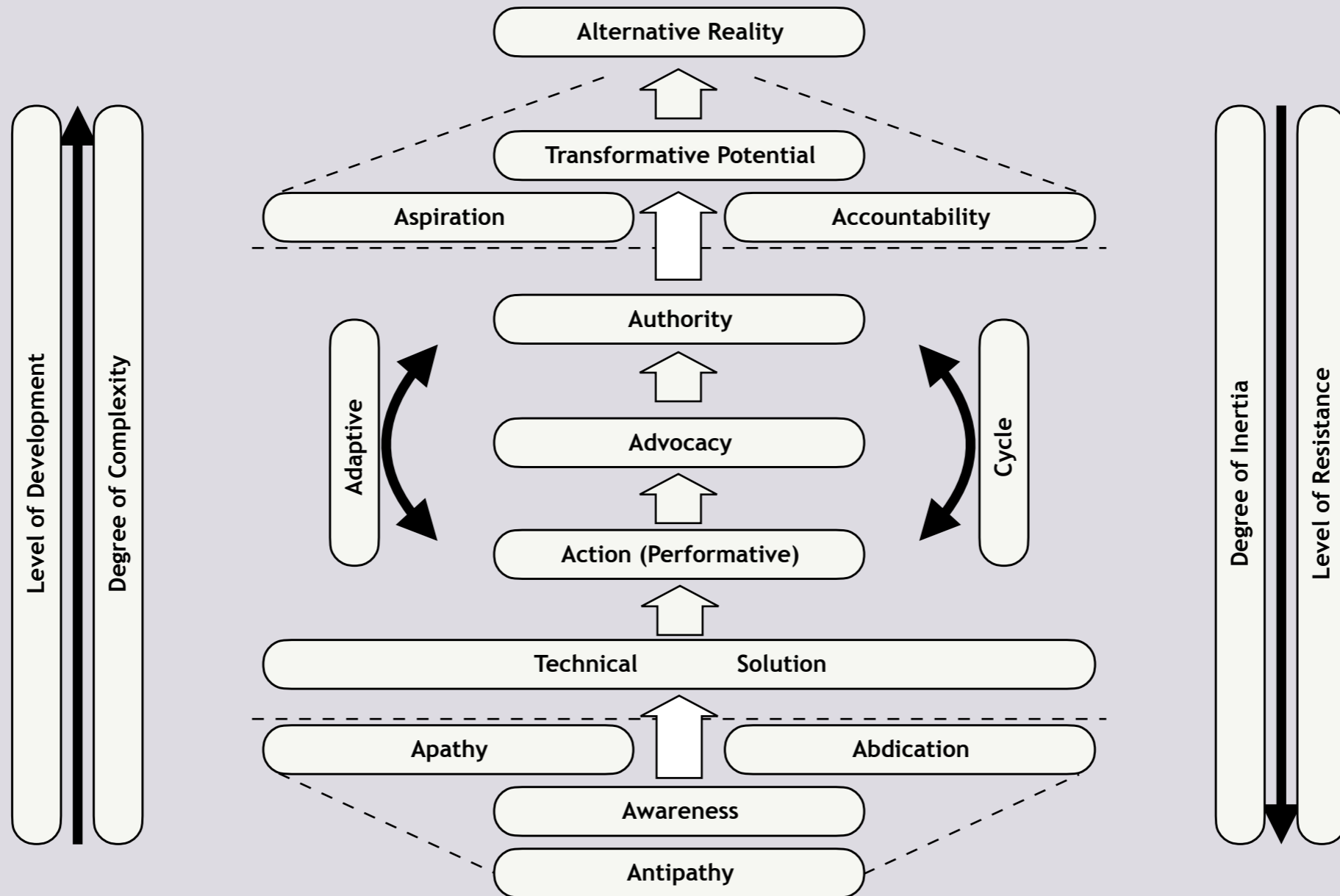
Please make note of your location

Location	
1	Antipathy
2	Abdication
3	Apathy
4	Awareness
5	Advocacy
6	Authority
7	Accountable
8	Aspiration
9	Alternative Reality
10	Potential



The ARCH Model

Where are you located in the hierarchy?





Vicious Triangle

An Avoidance of Anxiety

©“Everything that we see is a shadow cast by that which we do not see.”

- -Dr. Martin Luther King, Jr

©Vicious Triangle

- Antipathy: Absolute disgust... “I hate this conversation with a passion”
- Abdication: No responsibility for how this impacts others... “I had nothing to do with that”
- Apathy: No interest in the topic... “Just not on my radar in life”
- Typical Actions: “Check the box” Diversity, Inclusion, Equality Training

©Create Awareness: A Justice Potential to Escape the Vicious Triangle

- **Intention:** Acquire knowledge of impact of “-ism” on others’ ability to be who they claim to be
- **Actions:**
 - Protests, marches, open mics, concerts, plays, book clubs (e.g. White Fragility, Anti-Racist)
 - Anonymously survey interactions between groups in the “-ism” (e.g. micro-aggressions)
 - Interview small groups to discuss how acts of the “-ism” show up in organization
 - Assess/identify laws, policies, processes, practices that could promote “-ism”
 - Study history of laws, policies, processes, practices of organizations



The Performance

Beware!

©“Rarely do we find [people] who willingly engage in hard, solid thinking. There is an almost universal quest for easy answers and half-baked solutions. Nothing pains some people more than having to think.”

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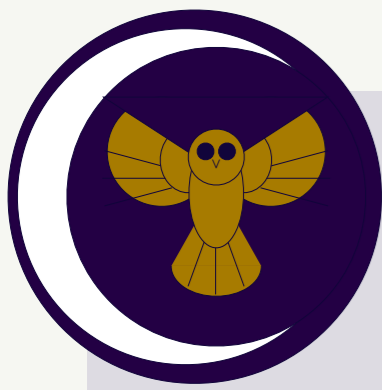
©**Technical Solutions (Heifetz, 1994)**

- Require less of the heart, and more discussion about resources
- While they can be complex, they function to address known problems
- May seek easiest answers or solutions (i.e. “If only I had more power, then I could...”)

©**Performative Actions: Relieve anxiety during wave of passion**

- “I’m wearing my scarlet letter!”: “I am not worthy speeches and will donate \$\$\$ to atone”
- “I’m woke!”: “I read and did the workbook”, “Call out every injustice with passion”
- “Othering”: “At least, I am not those people over there”

©**Could lock groups in power struggles with no change after passion fatigues**



The Adaptive Cycle

Working with the Anxiety

©“The hope of a secure and livable world lies with disciplined nonconformists who are dedicated to justice, peace and brotherhood [and sisterhood].”

• Dr. Martin Luther King, Jr

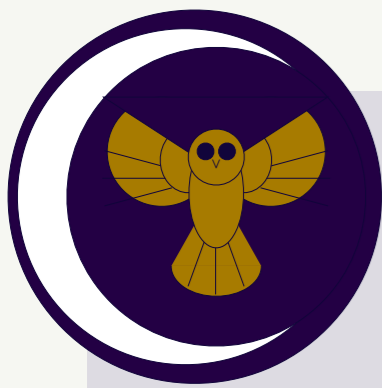
©Adaptive Cycle

- Advocacy: Align with others’ values... “We are partners-in-good-trouble or -in-common-good”
- Authority: Have the right to work on behalf of others... “Influence toward common good”

©Create Adaptive Solutions (Northouse, 2019): Power potential b/tw groups

- **Intention:** Identify new inclusive values amidst the anxiety
- **Actions:**
 - Minimize gaps between your values and your actions
 - Manage competing commitments; Speak the unspeakable; Do not avoid the work
 - Analyze current and historical narratives of competing groups regarding the “-ism”

©**Beware: Shame (in exploration of histories) can be 1st step in transformation**



The Virtuous Triangle

Transformative Potential Seeing Way To A New Reality

©“We must develop and maintain the capacity to forgive. He who is devoid of the power to forgive is devoid of the power to love. There is some good in the worst of us and some evil in the best of us. When we discover this, we are less prone to hate our enemies.”

• Dr. Martin Luther King, Jr

©The Virtuous Triangle: Context for Transformative Potential

- Aspiration: Strong sense of purpose
- Accountability: Willing to share how I have been complicit
- Alternative Reality: See a new reality where all flourish

©Establish New Structures: Love potential so all may grow

- **Intentions:** Create policies, processes, and practices for new agreements
- **Actions:**
 - Codify threats, values, aligned actions, and strategic goals in organization’s regulations
 - Re-align resources, awards, and institutional willpower toward new values
 - Be intentional and transparent about executing inclusive processes
 - Intentionally develop, assess leaders to lead with new values

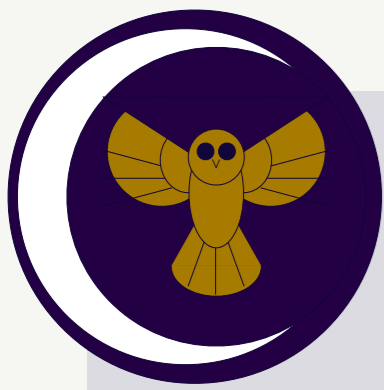


Break Out

15 Minutes

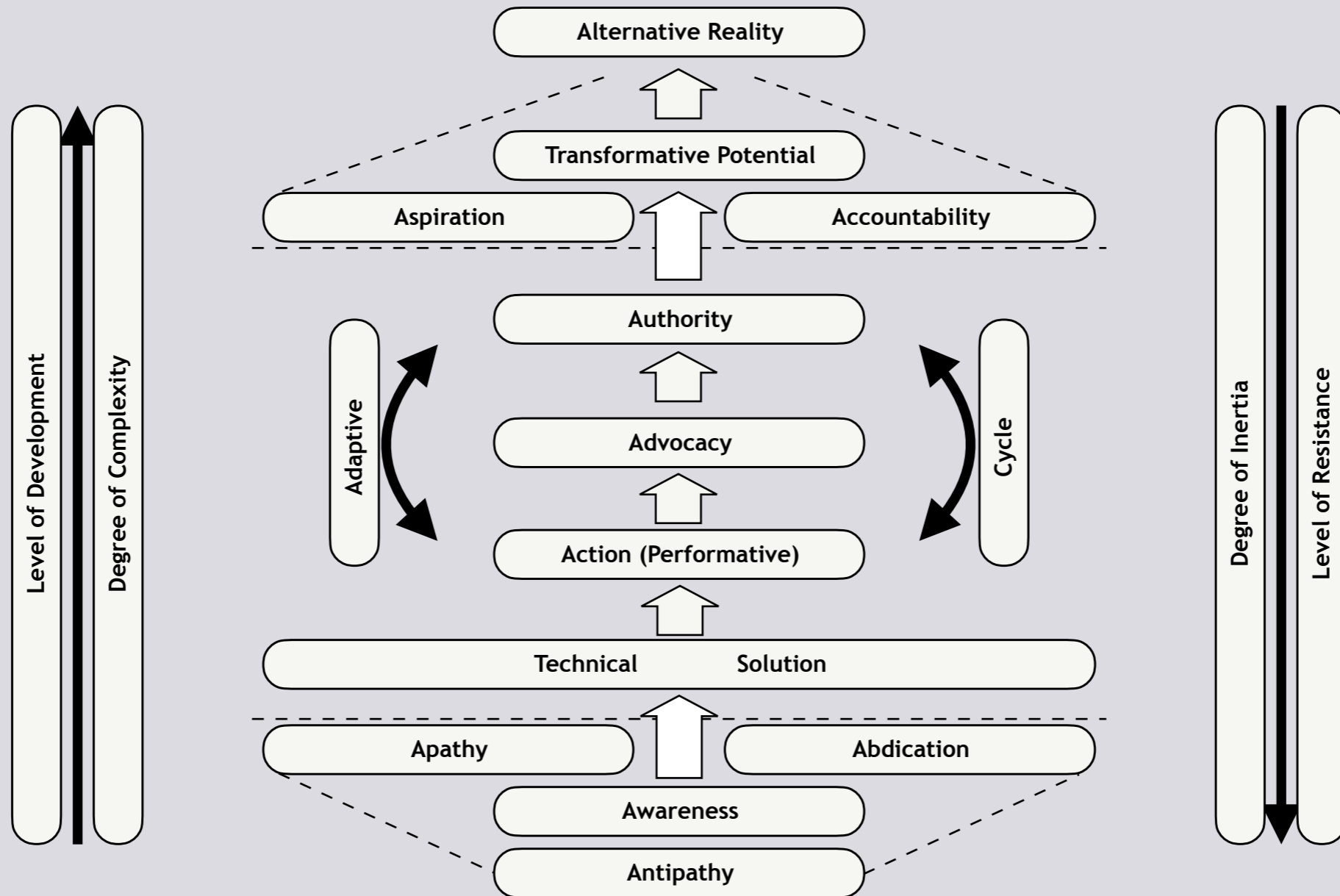
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- **What are some actions you can take?**
 - **Who else needs to be part of this conversation in your organization?**
 - **Fine-tune a game plan for your organization?**

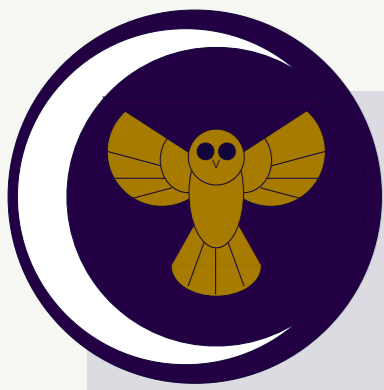
“What is needed is a realization that power without love is reckless and abusive, and love without power is sentimental and anemic. Power at its best is love implementing the demands of justice, and justice at its best is power correcting everything that stands against love.”



The ARCH Model

Higher You Go, More Complexity, Inertia, Resistance





ARCH Model

Leader's Role: Guide on the Side

Now having heard all of this...

Are you ready to lead the effort with compassionate love (Underwood, 2009)?

Do you accurately understand the situation (e.g. groups' histories), others, and your self?

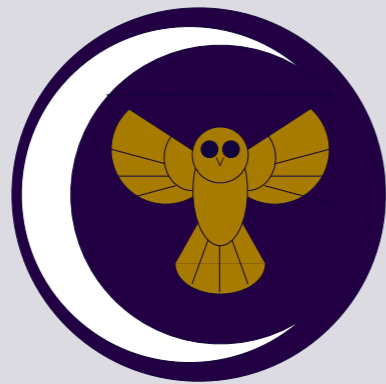
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