



**nexworks**

## Catalyst Empowerment Summit

# A Seat at the Table: Reclaiming Power

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Innovation at Bill & Melinda Gates Foundation

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**How did I come to know so much about power?**

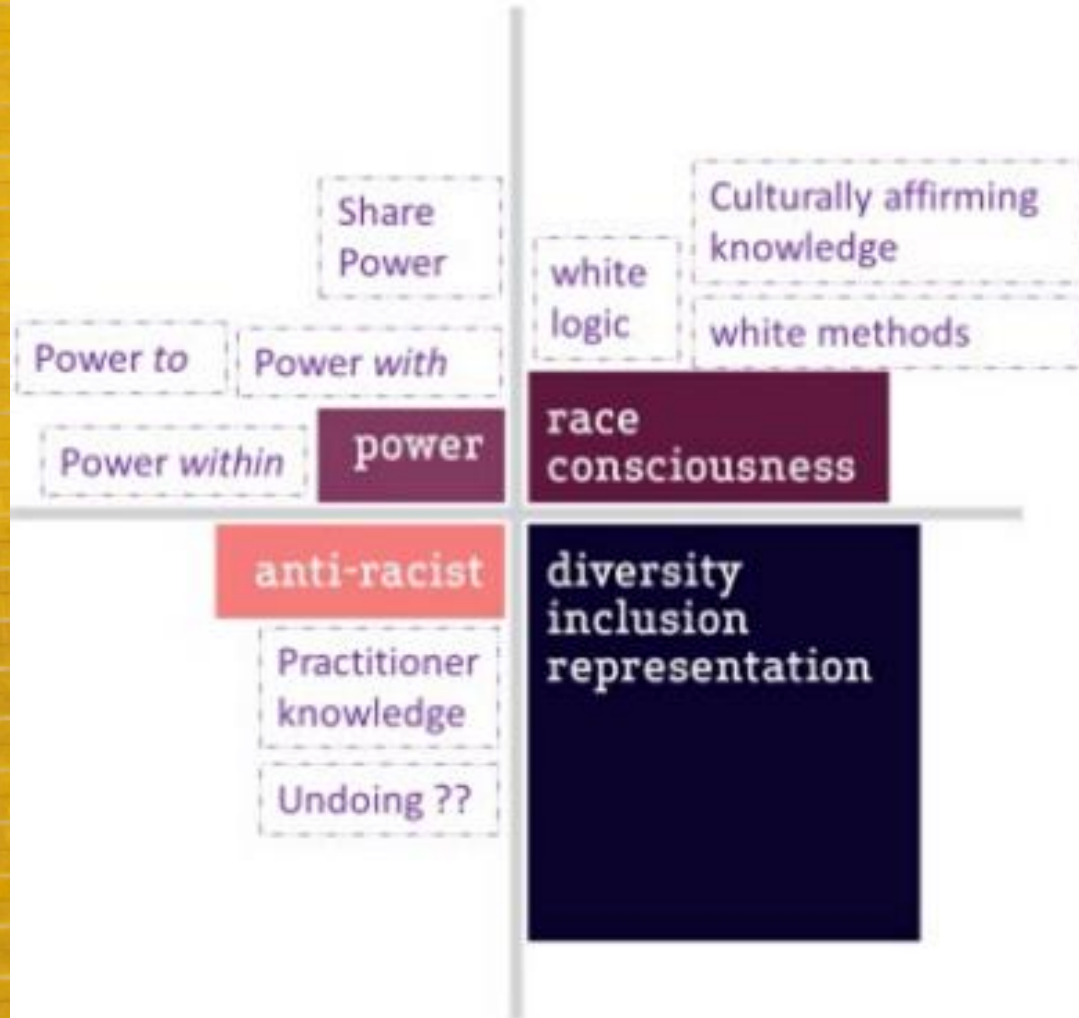
**But tell me who you are?**

**Six word biography–**

**Middle Child, Marries Well, Does Good!**

**I am the curious cook who invites you  
into her kitchen to discover new  
possibilities and meet kindred spirits so  
that you might rise up together and lead  
conversations about equity and impact  
when you have your seat at the table. V3**

**What I mean by  
power..  
equity..  
impact..**

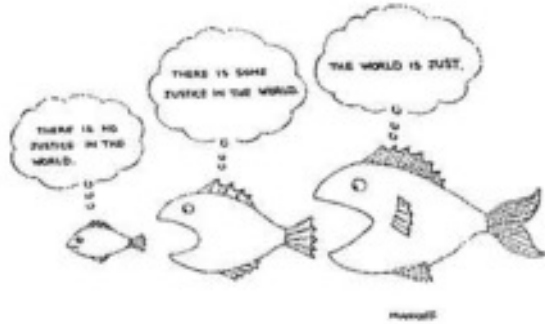




# Recognizing Power

# “Management is a 120 year old technology.”

-Gary Hamel



The ELT decided that the PST did not do an effective job at creating an MLE for the PS strategy so they asked SI2 to help.



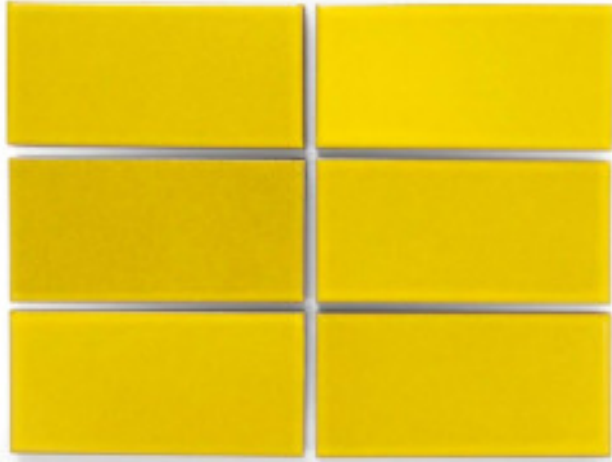


# Navigating Power

# Navigating power–critical ingredients

1. **Fat–Get over it.** You're at the table. What is your inner critic's name?
2. **Salt–Build your narrative.** Who are you? How do you want people to see you?
3. **Acid–Define impact.** Don't conflate success and impact. What is the real reason why you are there? It might have changed!
4. **Heat–Embrace serendipity:** loose ties, peripheral vision and engagement. Can serendipity be taught?

**For managers–**Are you mindful of process and product? Do you have their back? Are you teaching them to conform or navigate? Are you set up for success given the current infrastructure? “Be lazy.”--Do less, that creates the opportunity to do more.



# Shifting Power

# Shifting it—where to focus your energy

1. Articulate the change in the context of the work.
2. Audit the presence of equity.
3. Hold yourself accountable.
4. Design with insights.
5. Redefine impact.
6. Set the table.

# 1. Articulate the Change

Social impact  
Accountability  
Program priorities  
Partnering  
Unrestricted/operating dollars  
Investing in impact  
Scale as replication  
Metrics  
Valuing evidence



Racial and gender equity  
Engagement  
Intersectionality and identity  
Sharing power  
Full cost models  
Building relationships  
Scale as keeping participation  
shared across those most  
proximate to the problem  
“Stats in action” (Michelle Fine)  
Valuing predictive and contextual  
validity

From: • Hierarchies • Command  
and Control • Short termism •  
Maximisation • Expert mindsets •  
Yang/Masculine



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and Control • Short termism •  
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## 2 and 3. Conduct an equity audit and hold yourself accountable

Expert Level	Fully Integrated	Emergent	Early	Silent & Receptive
Transformative-Deep	Advanced Level	Intermediate Level	Beginner Level	Beginner Level

A vision should be judge by the clarity of its values, not the clarity of its implementation path. -Donella Meadows

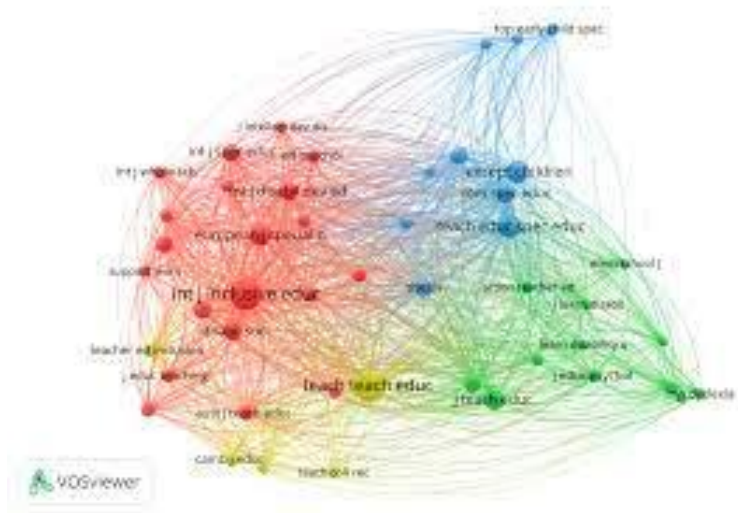
## 4. Design with insights

- Who is your target audience and what do you know about their narratives, networks and behaviors?
- It's more important to have a good question than a hypothesis.
- "Looking is not the same as seeing." -Corita Kent





# 5. Redefine impact: who decides what success looks like?



OR

**Increase student achievement as measured by math and reading scores by ten percent.**

## 6. Set the table for others.

The meaning of life is to find your gift. The purpose of life is to give it away.

**-Pablo Picasso**



# **Pause and pivot**

**What resonated?**

**What made you uncomfortable?**

**Where do you go from here?**

Try to love the questions themselves..don't search for the answers, which could not be given to you now, because you would not be able to live with them. And the point is to live everything. Live the questions now.

**-Rainer Maria Rilke**