



CO-CREATING EFFECTIVE & INCLUSIVE ORGANIZATIONS

KALE

Keeping Accountable  
to Liberation & Equity

A new CEIO opportunity to support organizations and community networks  
to Clarify, Name, and Activate Liberation & Equity within their system

## INTRODUCTION

Recently, someone serving as an advisor to the process of CEIO creating KALE said, "It's always exciting to see more opportunities to engage organizations, local leaders, and neighborhood residents in conversations designed to awaken people to their power for dismantling an oppressive system." We believe that his responsive description hit the nail on the head.

KALE is a response to the increased requests coming to CEIO from organizations who are recognizing their participation in systemic oppression and who want to do something to address it. We saw this increase even before the uprisings and awakenings of the last few months, which have caused a marked increase in these requests.

Unlike the original CEIO offering - a multi-year partnership in whole-systems transformation - KALE offers a more pointed, short-term consultation for those who need understanding and clarity about how they feel called to: "be a socially just organization," "govern with an equity lens," "be anti-oppressive," "be liberatory." Each of these declarations stirs the soul and uses language that points toward deep, significant change. But frequently, there is a breakdown when it becomes clear that people mean different things, assume specific new behaviors and actions. Rarely do people discuss or prepare for the kind of commitment required to live into them.

KALE assists in building that clarity and then identifying the gaps that exist between that liberated state and the current state of affairs. KALE guides organizations and community networks to acknowledge what it will take to close the gaps and to de-structure systems of oppression.

# ABOUT CEIO

## MISSION

The purpose of the Co-Creating Effective & Inclusive Organizations Project is to increase inclusivity, justice, and conscious co-creation.

## VISION

We envision communities where the voices of all its members are included in shaping their personal, family and community life. Community members are empowered to influence and make change within these circles and are supported to do so.

Community-serving organizers and organizations provide and sustain this creative agency, inviting community members to bring themselves fully. Their powerful stories and their practical needs are engaged and responded to with heart, integrity and justice. Community-serving organizers and organizations act with loving responsibility to all.

**CEIO is a living practice in conscious co-creation and loving responsibility to all.**



## VALUES



Conscious Co-Creation: conscious use of power as individuals and as organizations



Co-learning/teaching in communities of practice



Whole systems transformation



Inviting, listening, honoring people's stories



Justice: equitable sharing of power throughout the community

The 'Co-Creating Effective and Inclusive Organizations' Project began in April 2011 as a two-year pilot, funded and led by Bill Graustein and Niyonu Spann to increase inclusivity, justice and conscious co-creation in New Haven.

# KALE

## Keeping Accountable to Liberation & Equity

*CEIO is a project coming out of the Graustein Family Office (GFO). KALE capacity building and training fees and all materials are therefore generously covered through GFO funding. KALE Partners will be expected to assure the provision of needs over and above training and materials (i.e., meeting space, refreshments, etc.). [An inability to provide these resources should not prohibit applying for a KALE engagement.]*

### KALE CRITERIA

KALE is for Community-Serving Organizations or their Departments, Community Networks, and Coalitions who want to make internal changes in order to be just and equitable in how they operate. No matter how large a group or where it sits within the organization or community, the KALE consultation is focused on ways of being and operating.

#### KALE partners:

- Want to focus on their internal operations. They are willing to engage in this process of exploration and change because they believe it is time for new ways of seeing (change mindsets) and of being (practices and guiding principles).
- Are ready to dedicate a concentrated period of time – particularly people resources – to the planning and intensive training that will be required.
- Are willing to ask for and listen to feedback from those most directly served or impacted, colleagues in the field, partnering consultants and the community at large.
- Are willing to undertake deep and sometimes challenging work within the organization, network or coalition. This work can seem somewhat destabilizing at points. The KALE consulting team will offer skillful support, for experiencing moments of destabilization are an expected part of any process designed to produce true liberation and equity.
- Will dedicate resources to cover non-consulting/training costs including meeting spaces, refreshments, etc.
- Will be a part of a larger *CEIO Community of Practice*. The flow of feedback and support between the KALE Partners and other CEIO program participants should bring greater accountability, vulnerability, courage and contribute to strengthening leadership and the overall community fabric.

## LENGTH OF ENGAGEMENT

**KALE engagements are expected to be completed in six to nine months.**

A dedicated period of close, focused engagement will be outlined in an initial KALE Agreement based on:

- Presenting issues, concerns and hopes
- Baseline CEIO Assessment & consultation goals
- Capacity of leadership, current awareness and skill as it exists in the organization, network or coalition
- The structure and flexibility for scheduling assessments and training

## KEY ELEMENTS OF THE KALE PROCESS

**Each KALE Partner will work closely with a KALE Consulting Team who will customize assessments and training activities.**

Six focus areas will be common across most KALE Consultations:

- CEIO Baseline Assessment
- Understanding Key Concepts and Frameworks
- Developing a Power Analysis (of the Org/Net/Coalition and its immediate context)
- Articulation of the 'why now' of the desired change - the Business Case & the Heart Imperative.
- Develop Shared Vision
- Produce Initial Activation Steps for the Org/Net/Coalition post-engagement

## WHAT CAN KALE ORGANIZATIONS/NETWORKS EXPECT AS DELIVERABLES

- Shared Language, Concepts & Frameworks
- Baseline Assessments (using traditional and/or highly creative approaches)
- Equity & Justice Vision/Mission Statements (Representing identified or targeted shifts revealed by assessments, training and reflection meetings)
- Increased skill and tools for holding challenging and necessary conversations regarding past and present acts of oppression in internal operations/relationships and in service to community
- Ability to articulate necessary and desired components for the path to liberation and equity

# KALE

## OUR APPROACH

CEIO is committed to whole-systems, heart-centered, somatic facilitation and training methods. This approach requires tending mind, body and spirit. Acting as if we can dismantle oppression through the intellect alone is an act of futility. We believe that the path to liberation must invite the emotional and physical body.

Ultimately, we seek wholeness - to be whole individuals, whole communities, whole organizations. Therefore, whether facilitating a training, planning strategy, or conducting a system-wide assessment - we intentionally include the whole of who we are.

We frequently quote the following statement. It reminds us of our purpose and our chosen path to true effectiveness in realizing liberation for all!

*"This is HEARTWORK that we are doing. Therefore, we call on a wider order of logic than that that can come from the mind. This wider order of logic requires paying attention to emotions\*."*  
– Gary Zukav

*\*And, paying attention to emotions requires paying attention to the body! (Niyonu)*

To initiate consideration for a KALE Partnership please fill out the [KALE REQUEST FORM](#)

For further information: [mail@ceio.org](mailto:mail@ceio.org) or 203-584-8027