<table>
<thead>
<tr>
<th>Manifestations of White Supremacy Culture</th>
<th>Manifestations of Relational Culture</th>
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<tbody>
<tr>
<td><strong>Individualism</strong>&lt;br&gt;Values individual problem-solving; accountability is hierarchical (to higher ups/within chain of command); desire for individual recognition/credit; competition valued over cooperation; belief that “doing it better” means less or no delegation</td>
<td>Prioritize and reward team work, shared decision making and accountability horizontally and to community</td>
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<td><strong>Perfectionism</strong>&lt;br&gt;Lack of appreciation, focus on inadequacies, little-to-no learning from mistakes</td>
<td>Appreciation, room for mistakes</td>
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<td><strong>Sense of Urgency</strong>&lt;br&gt;Focus on timelines and getting it done now over investing in long-term relationships and change; often results in prioritizing white communities over communities of color</td>
<td>Realistic planning for relationship building and inclusivity, and to shift power and culture.</td>
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<td><strong>Defensiveness</strong>&lt;br&gt;Power structure and individuals who hold power are set up to protect status quo, including their own comfort; criticism of this or individuals is seen as rude; energy is spent working around defensive people</td>
<td>Understand defensiveness and how it functions to maintain the status quo; understand the link between defensiveness and fear; work on your own defensiveness</td>
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<td><strong>Quantity over Quality</strong>&lt;br&gt;Focus on measurable goals; lack of value for process and things that can’t be measured like many aspects of relationship building (spending time in community spaces, collective decision-making, taking time to constructively deal with conflict); discomfort with emotion; ignoring process (people’s needs to be heard or engaged) for the sake of content/timelines even though this leads to lack of cohesion</td>
<td>Value/measure process goals equal to outcome goals; spend time in activities that are not easily quantifiable but that build connection and long-term cohesion</td>
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<td><strong>Worship of the Written Word</strong>&lt;br&gt;Written communication is valued most; those with strong writing skills are valued over others with other communication skills; belief in one “right” way, a way that reinforces the status quo</td>
<td>Value non-written ways of accomplishing goals and other styles of communication and beliefs that are different from the status quo</td>
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<td><strong>Paternalism</strong></td>
<td>Clear, transparent and inclusive decision making processes; “nothing about us without us” – include those who decisions impact in the decision</td>
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<td>Decision-making is clear to those who hold power (not those without); those with power make decisions for others and don’t find it necessary to understand or behave differently based on what those they’re making decisions for express they need; those without power know they don’t have it but don’t know how decisions get made but they know the impacts very well</td>
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<td><strong>Either/Or Thinking</strong></td>
<td>Practice both/and, creative thinking; embrace the complexity of situations with special attention to what people who are oppressed or lack positional power within the organization express as their lived experience</td>
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<td>No both/and thinking; can increase conflict because people feel they have to decide between this or that; this can include focusing on the positive only and not giving attention and care to harms voiced by those targeted by oppression</td>
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<td><strong>Power Hoarding</strong></td>
<td>Share power; view challenges to leadership as healthy; embrace change; practice humility</td>
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<td>Those in power hold onto it even unconsciously and feel suggestions for how to change the organization are a threat to leadership yet they don’t see themselves as hoarding power or feeling threatened</td>
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<td><strong>Fear of Open Conflict</strong></td>
<td>Build the collective muscle to raise and address hard issues, even if uncomfortable; don’t require hard issues, especially related to oppression, to be raised in “acceptable” ways; honor the emotion and be willing to sit with discomfort</td>
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<td>When someone raises an issue that causes discomfort, the response is to blame the person who raised it and run from the conflict; emphasis on being polite, on “all getting along”; equating emotion around oppression with being rude, insubordinate, aggressive</td>
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<td><strong>Progress Is Bigger, More</strong></td>
<td>Focus on quality of process, relationships and long-term impact</td>
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<td>Expansion – doing more, serving more – is the goal and value; focus is on gains related to size not depth of relationship or quality of work</td>
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<td><strong>Objectivity</strong></td>
<td>Assume multiple worldviews and challenge your own; embrace emotionality</td>
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<td>Belief that there is such thing as objectivity; invalidating or diminishing the role of emotion</td>
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<td><strong>Right to Comfort</strong></td>
<td>Welcome discomfort as the basis for learning and growth; challenge those in power who resist their own discomfort; work on your own discomfort</td>
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<td>The belief that those with power have the right to emotional and psychological comfort; scapegoating those who cause discomfort; equating discomfort among agent group members (such as white people) with actual oppression (such as racism)</td>
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