



Resistance in Practice:

Practical Skills for Shared Leadership, Self-Management, and Equity Work

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“**We must make just and liberated futures irresistible.**”¹

adrienne maree brown, *Emergent Strategy*

Summary

This is the story of how Joy as Resistance took liberation and radical trust – two of our most important values – and turned them into concrete policies and practices. Here, we share both the processes and outcomes of our “Recalibration Plan.” This plan unfolded over the majority of 2022 and was dedicated to sensing our needs and creating clear action plans for improving organization-wide systems. Our process led us to create two new tools: our Equitable Salary Matrix and our Employee Handbook, both of which we've made available as open source materials. We hope our story can serve as a blueprint for other organizations that value equity, upending the status quo, and creating the world they envision by starting from within.

“**I want those in power to ask themselves, 'why are our leadership practices, salary structures, and pay the way they are? How intentional are they?' I want our efforts to spark curiosity and motivation to do the work to change.**”

*Erica Castro,
Partnerships Manager*

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1. adrienne maree brown, *Emergent Strategy*, p. 16

PART I: PROCESSES

Who are we?

We're **Joy as Resistance**, a three-year-old nonprofit dedicated to increasing radically inclusive and supportive spaces for LGBTQIA2+ youth in Metro Denver, Aurora, and rural CO. Our core values are joy, community, authenticity, and liberation.

We offer individualized mental health services and mentorship, and equip educators, families, and community partners with services and inclusivity strategies to implement in every space occupied by LGBTQIA2+ youth.

Who are you?

In addition to supporting the joy of the LGBTQIA2+ community, you're curious about infusing equity into your work. Perhaps you've experienced a reckoning of sorts, noticing that your organization's actions don't always reflect its values. We understand. In a society driven by productivity, money, and competition, centering equity isn't always easy. Especially for nonprofits that are full of passion, yet understaffed and underfunded, it can often feel like the time and resources for organization-wide change simply aren't available.

We know you're ready to ask, "how can we better embody our values?" and "what does equity mean to us?" That's where we come in. We spent an entire year slowing down, listening deeply, and responding to our needs as an organization and as people. We captured our story here to share with you and your organization the tools to feel enthusiastic about:

- Celebrating your team's identities, values, strengths, and dreams
- Doing the social-emotional work necessary to have tough conversations about money, power, and transparency
- Experimenting with radical trust
- Curating equitable practices, culture, and services
- Sharing decision-making and power as a team

What's "Recalibration?"

Put yourself in these shoes: you start a nonprofit addressing a vital community need. You manage to secure enough funding to grow from a team of 1 to 6 full-time staff in less than a year. You've never been a manager before. Your staff is talented, passionate, and values-aligned with the organization's mission, but they don't feel they have the structure they need to thrive. Your team is feeling confused and exhausted. What do you do?

In early 2022, Joy as Resistance Founder and Executive Director, Bre Dóvez, was at exactly this turning point. Bre began to notice harmful patterns emerging amongst our staff. The team felt overwhelmed by the rapid growth we'd experienced. We felt internal and external pressure from funders to define progress by rapid growth instead by the quality of our services. We also felt a lack of clarity around our job roles, expectations, and processes for collaboration and evaluation. Our work felt siloed and bottlenecked, and we were missing trust in our relationships with each other. We knew we viewed equity and justice as non-negotiable aspects of our work; however, we lacked shared definitions and set practices for embodying these values and codifying them transparently into every level of our work.

Bre, who was having 1:1s with each staff member every week, noticed that staff members were communicating these concerns exclusively in this 1:1 space. Since our team worked remotely and conducted all our work virtually at the time, communal space to process these needs did not exist. Additionally, the team was gaining new staff members almost monthly. If we consider Bruce Wayne Tuckman's 5 stages of team development - forming, storming, norming, performing, and adjourning - the team was in a near constant state of storming.

Internalizing all the above, Bre worked with the Joy as Resistance Board of Directors to create a "Recalibration Plan," which was presented to the team in March of 2022. This plan responded to the emerging needs of the team. Bre outlined a six-month framework for building foundational processes and procedures, aligning on our shared

definitions and expectations of equity work, and growing staff members' confidence and clarity in their roles.

Where did we start?

Before the era of recalibration, our team had already begun to explore processes of self-management and shared leadership guided by Frederic Laloux's *Reinventing Organizations* and adrienne maree brown's *Emergent Strategy*. We had also participated in multiple diversity, equity, and inclusion (DEI) workshops facilitated by two of our Board members, Syah Soleil (she/they) of *Syah B. Consulting*, and Eunice Kwon (she/her), an identity-based trauma therapist and DEI consultant.

We also made the decision to temporarily pause taking on new clients, allowing us the time and capacity to focus on this internal work. Pausing new clients felt like our first big risk in creating the culture we want to see. On paper, a brand new organization not taking every opportunity to expand and ensure continued funding is very risky and can be frowned upon by some funders.

“As a staff, we decided that even if we ‘failed’ as an organization as a result of this pause, taking the time to build trust and develop equitable practices was worth the risk. The alternative of replicating harmful systems to ‘survive’ is something we are all actively divesting from every day.

Bre Dóvez, Founder, E.D., and Clinician

Finding the Right Support

Our first official step was to hire a consultant to provide us and the Recalibration Plan structure, facilitation, and guidance.

Enter Megan Devenport (she/her), a community social worker with more than 15 years of experience in executive leadership, direct service with young people, and racial equity work. Megan created a timeline for “formalizing a culture of change,” at Joy as Resistance, as she puts it. The team agreed that having a trusted outside perspective to contribute to our needs assessment and highlight where alignment and misalignment with our values was happening was vital to the success of this process.

Megan says she had three goals throughout this process:

1. **Create spaces for team members to build relationships, trust, and skills for collaboration**
 - o Tactics: Staff members establish regular cadences for meeting with each other and set aside time weekly for Recalibration Plan work; Megan builds coaching relationships with each staff member individually and facilitates exercises for the staff as a whole and within race- and class-based affinity groups; staff members use collective and affinity spaces to build skills and practices to process how our identities show up in our work, to be our authentic selves, and to navigate identity specific challenges
2. **Facilitate practices that embody team values and norms**
 - o Tactics: Team develops and practices equity-focused group norms; Team discusses what organizational values mean to each team member and records these responses in the Employee Handbook; Team views moments of conflict as a gift and a chance to practice authenticity, honesty, and problem solving; Megan fosters opportunities for staff to share stories and reflections about our intersectional identities



Practical Skills for Shared Leadership, Self-Management, and Equity Work

3. Co-create foundational processes and resources

- o Tactics: Megan and Bre research shared leadership practices that allow for scalability, and draw inspiration from tools by RESCHOOL, the Sustainable Economies Law Center, and Vega Mala Consulting; Megan facilitates weekly group editing and implementation sessions; Team builds and refines the Equitable Salary Matrix, Employee Handbook, and other human resource tools

“ Finding someone specific to manage the process - a contractor with a set of skills and experiences that we'd highlighted we needed as a team - was crucial.

Doen Lee, Mentorship Manager

Creating a Sustainable Foundation of Diversity, Equity, and Inclusion (DEI)

How would it feel to be celebrated in every space you occupy for every single identity you bring to the table?

Our staff, Board of Directors, and volunteers hold many intersectional identities across the spectrums of race, gender, sexuality, age, and lived experience. We welcome the ways this diversity deepens our shared understanding of the applications of our work, and celebrate and honor the strength, creativity, and power that come from experiencing different viewpoints, backgrounds, and cultures.

Every staff member at Joy as Resistance has a background in social work, education, and/or mental health. Each of us came to this organization having already experienced the groundbreaking nature of Tema Okun article on **“White Supremacy Culture”** published in 1999. We return to her words daily, using the characteristics and antidotes of White Supremacy Culture she outlines as guideposts for consistent reflection.

If you haven't read about White Supremacy Culture or if you have but are in need of a refresher, please spend time reading whitesupremacyculture.info before continuing. It's that important.

Welcome back. As you know, White Supremacy Culture is the water we swim in and trains each one of us to internalize harmful attitudes, beliefs, and behaviors.

Exploring how we've all internalized the "Characteristics of White Supremacy" laid out by Okun is a necessarily lifelong practice. Divesting from these nine characteristics is a part of our culture at Joy as Resistance:

1. Fear
2. "One Right Way:" Perfectionism and Paternalism
3. The Either/Or Binary
4. Sense of Urgency
5. Denial & Defensiveness
6. Quantity over Quality
7. Right to Comfort and Fear of Open Conflict
8. Individualism
9. Worship of the Written Word ²

There are an infinite number of antidotes to these characteristics as means to divest from White Supremacy Culture. Below are a few that have been especially present for our team:

1. Sharing leadership and decision-making power
2. Centering gratitude and celebration
3. Creating collaborative, realistic work plans that center goals focused on quality and values
4. Incentivizing and practicing rest and work/life balance
5. Reducing informational bottlenecks and increasing transparency wherever possible
6. Embracing discomfort and open conflict

2. Characteristics from Tema Okun, whitesupremacyculture.info/characteristics

In order to explore these characteristics and antidotes safely and effectively, we highly recommend hiring a DEI consultant to facilitate multiple sessions for your team. This person should be different from the contractor you've already hired to oversee the structure and organization of your team's journey. With regard to our process, Megan is an Operations Consultant who integrated DEI work into the structure of our Recalibration Plan, while Syah and Eunice, our Board Members who led our DEI Trainings, are DEI Consultants.

“ Hiring a DEI consultant is so accessible. This is the bare minimum. Trust me, you have the resources, and using them now will save you money in the long run. You actually can't afford not to do it.

*Raven Brown, Client Services
Manager & Clinician*

Raven is speaking to the fact that without building a foundation of DEI work, your organization will likely need to dedicate money and time to managing conflicts amongst employees, high turnover, and a robust Human Resources team to manage exhaustion and tension.

But enough about the risks - DEI Consultants also lead teams to have courageous, honest, and respectful conversations about individual and collective efforts to live your values. The following questions are central to how we nurture a culture of equity:

How would it feel to engage in consistent reflection in service of a better self and a better world?

What would it be like to name harm when it happens?

What would it be like to commit to repairing harm?

What does it look like to maintain integrity with our individual values, and how do those values align with the organization?

Building a Foundation of Shared Leadership

As previously stated as one of our antidotes to White Supremacy Culture, shared leadership has always been and continues to be a guiding framework for us at Joy as Resistance. While we had already begun to put some aspects of shared leadership into practice, we viewed the Recalibration Plan as a time to dive even deeper.

We do not seek to operate like a conventional organization. Put simply, we reject operational models based on competition, choosing instead to focus on our mutual reliance on one another and the quality of our relationships. We believe in the power of symbiotic communities as means to counteract not only White Supremacy Culture, but colonialism, capitalism, and other oppressive systems.

The very first goal listed in our Recalibration Plan was to "create intentional space to build relationships and explore radical trust." We knew from the beginning that trust was an essential ingredient in shared leadership. We started our process of defining shared leadership by laying a foundation of trust, consent, and what adrienne maree brown calls "interdependence."

Our vision of shared leadership is inspired by the abundance of interdependence, a mutual dependence among living things, found in natural systems. For example:

“When Canada geese are migrating, they take turns at the front of the V - turns being the leader, the weight-carrier, and being the follower, the rester.

Kat Aaron ³

“Many trees grow from a common root system underground, are one being reaching up in many bodies - birch, ash, mangrove. Oak trees wrap their roots around each other under the earth.

adrienne maree brown ⁴

“ On so many levels, interdependence requires being seen, as much as possible, as your true self. Meaning that your capacity and needs are transparent. Meaning that even when I don't want to look in the mirror, I am (and I choose to be) open to the attention of others.

*adrienne maree brown*⁵

The success of the Recalibration Plan required a deep dive into each of our identities, backgrounds, strengths, and areas for growth. This required consent at the outset and a return to consent at each step of the process. We came to understand that this work requires openness, willingness, and recognition of the risk of exposure to harm. In order to engage in this work, team members must consent to being in vulnerable relationships with one another.

Because of so many reasons – systemic barriers, oppression, disproportionate emotional labor, personal needs or boundaries – not everyone is willing to consent to this work. And that's okay. We understand now that the culture we're creating is not a fit for everyone, and we encourage vulnerability nonetheless.

Joy as Resistance was founded upon the belief in what is possible when we create the space for each of us to bring our full selves to the table. We practice authenticity, vulnerability, and generosity in order to nurture trusting, loving relationships with each other and the communities we serve.



PART II: OUTCOMES

Partnering with Megan, Syah, and Eunice and engaging in vulnerable conversations that laid a foundation of trust, consent, and interdependence were the essential processes that made our outcomes possible.

Two of our major goals in our Recalibration Plan were to create an Employee Handbook and to rethink the way we approach salaries and pay structures. Our Employee Handbook and Equitable Salary Matrix are the two outcomes we explore here. We encourage you to check out these **open source** materials at:

JoyasResistance.org/ResistanceinPractice

Employee Handbook

The purpose of the Joy as Resistance Employee Handbook is to describe how the team operates. It describes our foundational ideas, values, and culture and serves as a guide for how we seek to collaborate with one another. The primary uses of the Employee Handbook are 1) conveying to potential and new team members what we're all about and 2) serving as a touchstone for current team members to guide our work. The Employee Handbook is a living document that will evolve over time as we learn and grow.

The document itself is almost 30 pages long, and since you can read all of it on our website at your leisure, we won't bore you with every detail. We'll review three crucial elements of our Employee Handbook here: our **Group Norms**, and two key components of shared leadership – **Emergence** and **Self-Management**.

3. Quote from Kat Aaron in [Emergent Strategy](#), p. 84

4. adrienne maree brown, [Emergent Strategy](#), p. 85

5. adrienne maree brown, [Emergent Strategy](#), p. 93

Group Norms

We commit to practicing this set of norms whenever we share space with each other. These norms are an amalgamation of both antidotes to White Supremacy Culture and practices that each of us had seen function well in other spaces.

- Make space, take space. Share your opinions, and make space for those of others.
- Use “I statements” to speak from your own perspective.
- Use one mic. Keep side conversations to a minimum.
- Practice consent.
- Lean in. Honor “challenge by choice.”
- Practice confidentiality. Leave the story, share the lesson.
- You don’t have to understand everything to be able to accept and celebrate something or someone. Celebrate nuance. Accept non-closure. Practice curiosity.
- Use a “yes/and” approach over “either/or.”
- Name the power, interpersonal, or other dynamics at play for the group whenever possible.
- Hold both content and process. Less prep, more presence.
- Take care of your needs.

These norms support our efforts to embed racial equity into the fabric of our culture, relationships, and processes. We work to hold ourselves individually accountable to these norms and commit to holding each other accountable, as well.



Core Practice #1: Emergence

To ground us in shared leadership and interdependence, our core practices are Emergence and Self-Management. While these don’t cover everything we do, they serve as the framework for how we work.

As you've no doubt realized, we love adrienne maree brown's Emergent Strategy. This book is a passionate, powerful, and radical examination of strategies to build the world we want to see.

She states, "emergence emphasizes critical connections over critical mass, building authentic relationships, listening with all senses of the body and the mind." We also love the definition below:

“ Emergence is the way complex systems and patterns arise out of a multiplicity of relatively simple interactions.

Nick Obolensky ⁶

brown's organizing principles inform and guide our culture in action. They appear in our Employee Handbook and almost every day in our conversations. We've copied them below for your reference:

- "Small is good, small is all. The large is a reflection of the small.
- Change is constant. Be like water.
- There is always enough time for the right work. There is a conversation in the room that only these people at this moment can have. Find it.
- Never a failure, always a lesson.
- Trust the People. If you trust the people, they become trustworthy.
- Move at the speed of trust.
- Focus on critical connections more than critical mass—build resilience by building relationships.
- Less prep, more presence.
- What you pay attention to grows." ⁸

6. Adrienne maree brown, Emergent Strategy, p. 93

7. Quote from Nick Obolensky in Emergent Strategy by adrienne maree brown, p. 3.

8. Adrienne maree brown, Emergent Strategy, p. 41

Core Practice #2: Self-Management

Joy as Resistance seeks to avoid top-down authority or conventional power structures. Our organizational chart doesn't look like a pyramid and we default to empowering each of our team members to make their own decisions whenever possible.

Remember the section, "Building a Foundation of Shared Leadership," and how we draw inspiration from nature's many interdependent systems? Through self-management, we seek to emulate these incredibly productive, complex, and beautiful living systems that operate without centralized control.

Joy as Resistance team members have clear roles, responsibilities, and commitments but they are not centrally managed and controlled. Four systems allow us to work this way:

1. **The Roles Process**
2. **The Advice Process**
3. **The Conflict Engagement Process**
4. **Radical Transparency**

The Advice Process: When a team member faces making a decision that, in their judgment, *meaningfully* impacts colleagues, community, clients, or the organization as a whole, they must follow this process. This process was designed to be intuitive and respectfully engage each stakeholder involved in a decision.

The Roles Process: Every team member has a number of "roles" that they have committed to fill. As a team member's experience and interests evolve and emerge, the team may utilize the Advice Process outlined above to decide whether they may take on new roles and transition old roles to colleagues. Each role is outlined, detailed, and approved in a collaborative team process.

The Conflict Engagement Process: The principal mechanism for this process is direct compassionate conversation between team members, through which we grow our understanding, compassion, and connectedness as a community. When direct conversation does not produce a mutually acceptable, unifying solution, we have formalized processes for additional support and structure.

Radical Transparency: With the exception of personal and protected client information, we believe that all information should be shared across Joy as Resistance team members.

A final note on the topic of self-management is how we manage performance accountability. Joy as Resistance staff members are paired as "peer coaches," and use this coaching space to provide feedback and accountability on program-level goals and metrics, and engage in collaborative problem solving. The team also engages in quarterly "Sense and Respond Days," wherein we engage in a similar process but as a team. Sense and Respond Days also allow us time to set new organization-wide and program-level goals and metrics.

Supported by the systems outlined above, every staff member is free to act without supervision as they work to bring energy to their role(s). While we have not fully realized our ideals of self-management - for example, our Executive Director and Board of Directors still hold certain authority - we're so proud of the symbiotic model we've created.



Equitable Salary Matrix

Throughout the Recalibration Plan, it became clear to the team that REAL embodiment of our values of shared leadership and equity would require a radically different approach to compensation. Currently, many nonprofits calibrate salaries and benefits to comparable nonprofits or set salaries based on how well someone can negotiate pay upon hire. We all agreed that system is rife with inequity and secrecy.

The entire team read Holding Change by adrienne marie brown to learn more about facilitating space and change at an organizational and individual level. We then engaged in individual and team reflections about class, reparations, and equity, and explored how fear and anxiety regarding talking about money comes from oppressive structures - like capitalism and White Supremacy Culture - designed to prime us for competition instead of collaboration.

Money is a loaded issue in our capitalist society. It is deeply value-laden and often draws out hard feelings. Each of us grew up receiving individualized messages about money from our caregivers, culture, class status, and an infinite number of other external factors. As we engaged in this process, we welcomed and grappled with so many thoughts, feelings, questions, and concerns about money, performance, worth, oppression, and privilege. Creating the Equitable Salary Matrix was the last piece of the Recalibration Plan, intentionally. Before digging into compensation, we needed to dedicate significant time and energy to deepening our relationships, enhancing trust, and normalizing vulnerability with each other. This process was intense, beautiful, and radical.

“Empathy is really powerful in this process.

*Raven Brown (they/she),
Client Services Manager & Clinician*

“What feels most important to communicate to readers is that **THIS IS DOABLE. It is not impossible to change how we do salaries, job descriptions, and decision making, and it's not rocket science. It's hard and it requires diligence, time, and a willingness to change. But it feels increasingly essential if you're an organization that's trying to upend the status quo.**

*Megan Devenport,
Operations Consultant*

After exploring many different models, we settled on a values-based, completely customizable framework created by Vega Mala Consulting. We've provided a visual of the matrix on the next page, and below are some of the core concepts:

- We do not compensate for "performance," but instead based upon the values we hold as an organization.
- These values correlate to "Areas of Value" (AoV), each of which includes a definition, how we measure it, and associated levels of compensation.
- Because we practice radical trust, staff score themselves in each category using their best judgment.
- Each full-time staff member starts with the same base salary, and earns additional compensation based on how they score themselves for each AoV.
- New team members will have a staff point person, who is ideally someone who shares one or more salient identities with them. Staff point people can help answer questions, provide context, and process feelings as they arise.
- Everyone's salaries are 100% transparent.

Joy in Transition: Practical Skills for Shared Leadership, Self-Management, and Equity Work

As previously mentioned, the matrix is intentionally customizable to your organization's values. Below are the values we decided to compensate for as a team:

- Experience in communities served - Black, Indigenous, Latine, Asian/Pacific Islander, or other racialized communities
- Experience in communities served - LGBTQIA2S+ communities
- Experience in communities served - financial instability and lack of safety net
- Experience with shared leadership
- Experience working with youth
- Exposure to vicarious trauma in role
- Experience with facilitation, teaching, or project/program management
- Spoken and written language fluency
- Tenure at organization
- Licensure/advanced degree applicable to role
- Decision-making responsibility and risk in role
- Leadership in external relationships

| AoV # | Areas of Value (AoV) | AoV \$ |
|-------|--|---------|
| 1 | Experience in communities served - Black, Indigenous, Latine, Asian, Pacific Islander, and/or other racialized communities | \$1,500 |

The first of our 12 Areas of Value (AoV's)
\$1,500 is the amount that's added to the's base salary per level
Example: Level 3 = \$4,500 added to base salary annually

Measure and definitions

This category aims to compensate people who have lived experience and/or significant professional experience in racialized communities. Members of these communities have been systematically excluded from receiving quality mental health care and/or have been disproportionately impacted by the factors that negatively impact mental health outcomes. Therefore, experience in these communities supports our mission to increase radically inclusive spaces and communities for ALL queer youth.

This section explains why we decided to compensate for the value and how it directly contributes to furthering our mission

| How level is determined | Level 0 - Required of all employees | Level 1 |
|--|---|---|
| Self-identified upon hiring, stays constant for employee's tenure | Expected to deepen familiarity and connection with communities served, reflect on and examine internal biases, and expand intersectional perspectives | Has more than 3 years and up to 7 years of experience (lived, work, volunteer experience) with the communities served |
| | Level 2 | Level 3 |
| Has more than 7 years and up to 15 years of experience (lived, work, volunteer experience) with the communities served | Has more than 15 years of experience (lived, work, volunteer experience) with the communities served | |

Each AoV has 3 levels and each was decided upon by the team

The degree of lived experience and skill increases with each level



Joy in Transition: Practical Skills for Shared Leadership, Self-Management, and Equity Work

By paving our own path of shared leadership and equity, we knowingly embrace uncertainty, experimentation, and the challenge of trying to do things in a new way. We are always learning, and would love to learn with you.


This is an invitation to join us in this work. To explore, be playful, and to dream big. To make mistakes, and learn in community. We are so excited to hear about other radical organizations' visions for the future.

Thank you for taking the time to hear our story and envision an irresistible future.



**Want to learn with us?
Get in touch!**

contactus@joyasresistance.org

-  [joyasresistance](#)
-  [joyasresistanceco](#)
-  [joy-as-resistance](#)

We couldn't have done this without...

- Reinventing Organizations by Frederic Laloux
- Emergent Strategy & Holding Change by adrienne maree brown
- RESCHOOL Colorado
- Sustainable Economies Law Center's "Setting Staff Compensation" resources
- Tema Okun's "White Supremacy Culture" article and whitesupremacyculture.info website
- Vega Mala Consulting
- Nonprofit Transformed by Cathy Phelps
- Nonprofit Quarterly's "Compensation Equity: A Values-Based Framework & Implementation Guide" Webinar
- Rest as Resistance - Tricia Hersey
- Whitney Rojo the Money Healer
- Trina Maull with NoLimitsCareer & Counseling

Thank you!

Visit the website below for all open source materials and more.

JoyasResistance.org/ResistanceinPractice



Joy in Transition: Timeline

