Moving beyond the Dual Role Stressors:
Supporting those who do the work and who are the work!

Navigating Dual Role Stressors:

Generally, we can agree that more our work-life needs are met, the better the chance that we will bring our best self to our work roles. Navigating dual role stressors is an opportunity for organizations to build-in support mechanisms that combat tokenism, boundary heightening, performance pressure and role-entrapment within the agency's culture. As part of our capacity building work, we have developed a Conscious Leadership Strategy Continuum. The excerpt below helps identify ways organizations can move to a protective strategy and move away from crisis related patterns that promote neglect, avoidance and dual role employees particularly around issues of: Boundary heightening, tokenism, performance pressure and role entrapment.

Protective Strategy Systems	Proactive Mode	Reactive Mode	Crisis Mode
Healthy Organization=> Equity, Wellness & Wholeness		Neglect, disorganization & dysfunction => Crisis Approach	
• Leadership pipelines in place that support vulnerable dual role groups in thriving in non-dual role dominated environments • Have developed equitable policies that supports responsiveness around dual role employee needs. • Annual culture & Climate Assessment • Collects internal data about the diversity & inclusion and measures how agency practices contributes wellness and wholeness of employees	• Collaborative work plans • Identify best practices for onboarding new dual role employees and sustaining commitment and support of dual role employees • Establish diversity & inclusion committees that seek to be proactive around needs of dual role employees	• Constantly experiencing turn-over for positions • Emergent cultural assessment to react to hostile work climates • Dismiss the severity of dual role employee and treat issues as a "personal problems"	• Hire anyone that is a member of the cultural group that applies with no plan to support unique needs of these groups • Exploits the cultural and experiential misfortunes of certain staff for agency gain. • Under compensate dual role staff while expecting access to their social networks.

Steps to Dual Role Responsiveness Diverse and Inclusive Strategy:

Consider protective steps that help to better understand a potential issue or stop it before it even starts:

1. *Addressing Tokenism/Exploitation–* Prioritized groups of a non-profit service, typically employee members who are also part of their projects desired demographic in order to support client recruitment, understanding the target demographic better and often because dual role employees see these positions as an opportunity to help the community and advance personal/professional development. Being a minority within the larger institution can be a frustrating experience and it becomes easy for organizations to fall into an exploitative role, treating employees like tokens.

   * Support a culture where historically tokenized people are empowered via choice and honest personal perspectives are welcomed without fear of recourse or disappointment.

2. *Boundary Heightening–* In order to demonstrate their professional courteous and team spirit, majority group members will either exaggerate their similarities or point out their differences in order to connect

with group members. "exploited groups are repeatedly reminded of their difference through jokes, interruptions, exclusion from informal activities, and various 'loyalty tests'
*Create and/or enforce policies that foster ongoing cultural competency education, that appropriately address comments and jokes that facilitate hostile environments and that reinforce agency expectations around collaborations, sensitivity, respectful transparency and willingness to address complex issues.

3. *Performance Pressure–* In order to compensate for expected failure, vulnerable groups such as many dual-role employee must perform at higher levels in order to compete at a 'level playing field.
*Use collaborative work plans to evaluate performance and identify and uphold equitable work practices (i.e. expectations around work communication and hours worked). Transparent 360 evaluation mechanism that allow for all staff to contribute and access the long term and short term perspectives of employee performance culture, transparent reward systems that effectively describe expectations around how employee advancement occurs.

4. *Role Entrapment–* This factor involves the application of stereotypes and behaviors onto tokenized individuals from majority members. The exploited are expected to behave under applied stereotypes and are evaluated accordingly, and consequentially In order to succeed, tokens must undergo behavioral readjustments in the workplace.
*Privilege and stereotypes will have to be understood specifically within the agency and how it shows up day-to-day. The very nature of privilege presents itself in such a way that unless leadership is proactively engaged in identifying how privilege shows up in the work space. Establishing or utilizing boards and community advisory groups who are reflective of dual role employees can aid in better understanding difficulties around role entrapment as well as can provide clear and specific insights that speaks to unique experience being had at a specific organization.

Organizational Development version of Maslow's Hierarchy of Needs

Self-Actualization
Achievement Concerns (autonomy, subject matter expert).

Esteem Needs
Respect and Recognition concerns (perks, job titles).

"Belongingness" Needs
Social concerns (cooperative peers, good boss).

Security Needs
Stable work environment (benefits, work safety).

Physiological Needs
Survival Issues (salary, stable employment).