

The Knowles Teacher Initiative CREED-Emergent Strategy Data Analysis Protocol: A Culturally Responsive Framework for Examining Support of Focus Communities

PROTOCOL PROCESS

Phase 1: Preparation and Grounding (15-20 minutes)

1.1 Center Your Focus Community

- Clearly name the participants, stakeholders, or communities you're centering in this analysis
- Share why this community matters to your organization's mission
- Acknowledge what you don't yet know about their experiences

1.2 Gather Your Data

- Assemble relevant data sources (surveys, interviews, published narratives, focus groups, observations, program metrics, etc.) from your focus community. *Note: Refrain from comparing your focal community to another community; instead, focus on this community and the range of experiences within it.*
- Include both quantitative and qualitative data when possible
- Consider whose voices might be missing from your current data

1.3 Set Emergent Strategy Intentions

- Commit to starting small and building understanding iteratively
- Agree to follow what emerges from the data and discussion
- Focus on relationships and patterns rather than quick fixes

Phase 2: CREED Analysis (at least 90 minutes)

How to Use the Guiding Questions

Purpose: These questions help your team systematically examine data through each lens of the CREED framework. Rather than answering every question, use them as prompts for deeper analysis and discussion.

Process Options:

- **Focus Approach:** Select 1-2 questions from each section that are most relevant to your data, or select one CREED area as the focus.
- **Scanning Approach:** Review all questions, then focus on those generating the strongest reactions.
- **Sequential Approach:** Work through one section at a time, starting with the first question.

Tips: Start small, follow the energy of the discussion, make insights visual, and stay curious. See notes below about [mindful engagement and emotional awareness](#) during discussions about equity and power issues.

C - Cultivating Safe and Brave Spaces (20-25 minutes)

Guiding Questions about the focus community(s) :

- Where and how are they finding safe and brave spaces within our programs/organization?
- What evidence do we see that they feel heard, valued, and able to bring their authentic selves?
- What barriers to safety or belonging emerge from the data?
- What are they explicitly or implicitly asking for in terms of support or space?
- How do our structures (policies, procedures, environments) support or hinder their sense of safety?

Data Analysis: What does the/our data reveal about safe and brave spaces?

Strengths/What's Working: [Space for notes]

Challenges/Barriers: [Space for notes]

What They're Asking For: [Space for notes]

Emerging Patterns: [Space for notes]

RE - (Re)envisioning to Center Joy, Creativity, and Imagination (20-25 minutes)

Guiding Questions:

- How does our program/organization currently center (or fail to center) the joy, creativity, and strengths of our focus communities?
- What evidence shows we're building on their assets rather than focusing on deficits?
- Where do we see examples of our focus communities thriving, creating, or leading?
- What would it look like to redesign our approaches around their visions and dreams?
- How might we move from "fixing problems" to "nurturing possibilities"?

Data Analysis: What does the/our data reveal about joy, creativity, and asset-building?

Strengths/What's Working: [Space for notes]

Missed Opportunities: [Space for notes]

Visions for Transformation: [Space for notes]

Emerging Patterns: [Space for notes]

E - Embracing The Communities' Ideas and Experiences (20-25 minutes)

Guiding Questions:

- How are we actively seeking out and incorporating the perspectives of our focus communities?
- What are they telling us about their experiences that we might be missing or dismissing?
- Where do we see evidence of their leadership, expertise, and solutions?
- How do our data collection and decision-making processes include their voices meaningfully?
- What assumptions are we making that their lived experiences might challenge?

Data Analysis: What does the/our data reveal about whose voices are centered?

Strengths/What's Working: [Space for notes]

Voices Being Missed: [Space for notes]

Their Ideas and Solutions: [Space for notes]

Emerging Patterns: [Space for notes]

D - Disrupting Normative Practices (20-25 minutes)

Guiding Questions:

- What practices, policies, or approaches reinforce dominant culture or existing power structures?
- Where do we see evidence that we're challenging systems rather than just working within them?
- What "standard" or "normal" practices might actually be harmful to our focus communities?
- How do our evaluation methods, success metrics, or organizational culture reflect whose voices and values we prioritize?
- What would we need to stop, start, or change to be more liberation-oriented?

Data Analysis: What does the/our data reveal about what disrupts vs. perpetuates dominant systems?

Practices That Disrupt: [Space for notes]

Practices That Perpetuate: [Space for notes]

Needed Changes: [Space for notes]

Emerging Patterns: [Space for notes]

Phase 3: Integration and Elegant Next Steps (25-30 minutes)

3.1 Cross-CREED Pattern Recognition (10 minutes) [if more than one CREED area was addressed]

Emergent Strategy Integration Questions:

- What patterns are emerging across the different CREED sections?
- Where do you see the same themes showing up in multiple areas?
- What connections exist between cultivating safety, centering joy, embracing voices, and disrupting systems?
- How do these insights connect to our relationships and community building?

Key Patterns Across All Areas: [Space for notes]

3.2 Synthesis: Carry Forward vs. Transform (10 minutes)

What strengths should we carry forward? [Space for notes]

What needs transformation?

[Space for notes]

3.3 Identifying Elegant Next Steps (10 minutes)

Using emergent strategy principles, identify 2-3 small, graceful actions that:

- Honor where you are now while moving toward where you want to be
- Build on existing relationships and strengths
- Create space for further learning and adaptation
- Feel manageable and generative rather than overwhelming

Our Elegant Next Steps:

1. [Space for specific action]
2. [Space for specific action]
3. [Space for specific action]

How will we know these steps are working? [Space for notes]

When will we reconvene to assess and adapt? [Space for notes]

Phase 4: Commitment and Accountability (5-10 minutes)

Who will take responsibility for each next step? [Space for assignments]

How will we stay accountable to our focus communities? [Space for notes]

What support do we need to follow through? [Space for notes]

Mindful Engagement and Emotional Awareness

This protocol engages with issues of equity, power, and systemic change - work that can generate a wide range of emotions including defensiveness, frustration, excitement, grief, hope, anger, or celebration. These feelings are natural and valuable data about our organizational culture and personal growth edges(cf. learning edge).

Creating Space for Processing:

Build in regular check-ins with yourself and others throughout the process

- Include individual reflection time as well as small group processing
- Use tools like a feelings wheel to help identify and name emotions as they arise
- Remember that feeling uncomfortable often signals important learning is happening
- Honor that each person may need different amounts of processing time and space

Facilitator Notes:

- Begin each phase with a brief mindful moment or breathing space
- Normalize the full range of emotions this work can bring up
- Offer opportunities for people to share feelings if they wish, without pressure
- Build in movement breaks or other ways to tend to the body during long sessions
- Have a plan for supporting anyone who becomes overwhelmed

Individual and Small Group Reflection:

Throughout the protocol, you'll see prompts for both individual thinking time and small group discussion. Use these intentionally to:

- Allow people to process privately before sharing publicly
- Create multiple entry points for different communication styles
- Build psychological safety through smaller conversations before larger group sharing
- Honor that some insights emerge through individual reflection while others develop through dialogue

References:

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- Talpade, M. & Talpade, S. (2020). Sankofa scale validation: Culturally relevant pedagogy, racial identity, academic confidence, and success. *Journal of Instructional Pedagogies*, (23). Retrieved from <https://files.eric.ed.gov/fulltext/EJ1241943.pdf>