




BEYOND US AND THEM

Participatory Introduction to Othering, February 2026

NEW WAYS

- New Ways is a behaviour change consultancy practice supporting organisations to build cultures that deliver, without reproducing harm
- We work on all aspects of organisational culture and leadership capability, across bespoke commissions relating to power, belonging, equity, JEDI, navigating change and rebuilding trust and repair after harm.





More Than Words: Practice Anti-Racism in Times of Division

A self paced programme for leaders, teams and practitioners

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COURSE MODULES

8 STRUCTURED CHAPTERS DESIGNED TO BUILD REFLECTION, CONFIDENCE AND BEHAVIOUR CHANGE,
ACROSS RACE, ROLE AND LIVED EXPERIENCE.

GETTING UNSTUCK:
WHAT HOLDS US BACK

HOW WE SEE, HOW
WE ARE SEEN

UNDERSTANDING
WHERE RACISM LIVES

HOW WE “OTHER”
EACH OTHER

STAY CURIOUS, EVEN
WHEN ITS HARD

RESPOND WITH CARE
AND COURAGE

USE YOUR POWER TO
CREATE CHANGE

FROM INSIGHT TO
ACTION



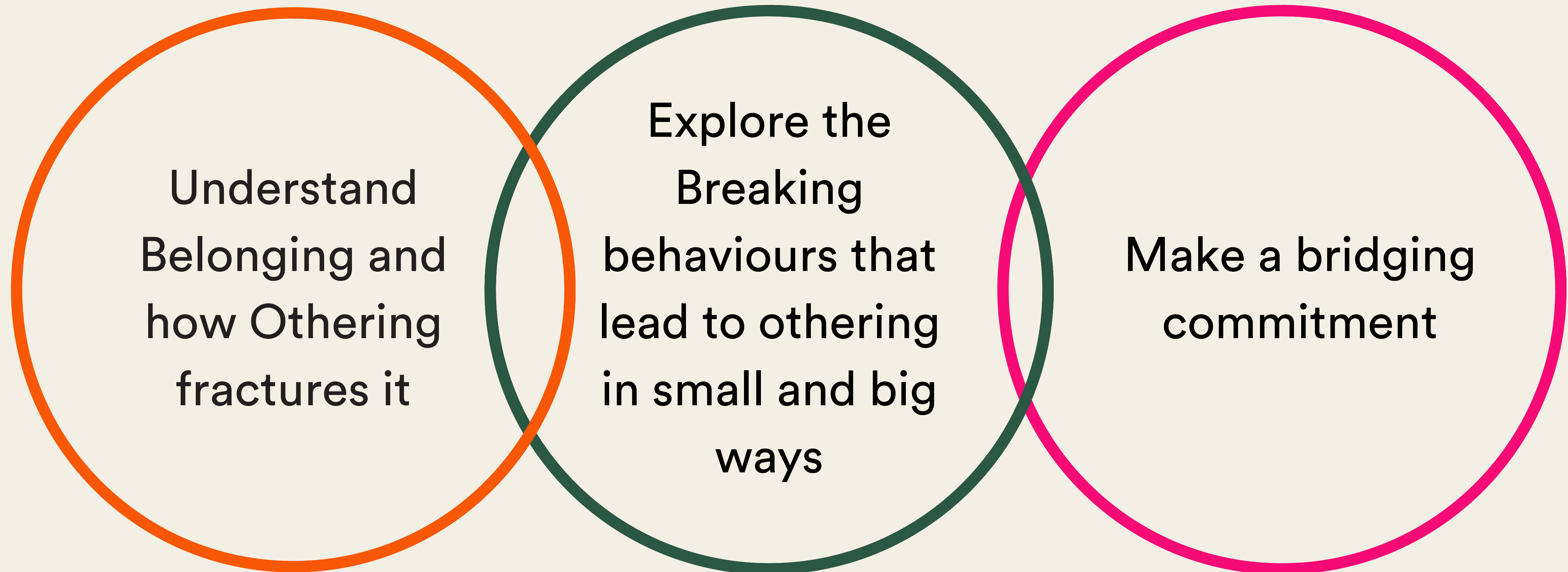
BEYOND

US

AND

THEM

TODAY



A SENSE OF BELONGING


What feels possible
when you feel you belong?

What feels hard when
you feel you don't belong?


Share your answers in the chat

BELONGING IS A CHOICE

We all have to engage to
create it...



Do I want
to belong?



Will we let
them
belong?

EXPANDING THE CIRCLE OF CONCERN



- Belonging means expanding the circle of concern.
- More than being seen or included, it means having a voice and the power to help shape the structures that affect our lives.

BELONGING AS COURAGE, NOT COMFORT



- Belonging isn't only about comfort or safety with people like us.
- It needs courage and the willingness to stay in relationship when things are awkward, uncomfortable, or uncertain.
- It asks us to stay present, to listen deeply, and to keep the circle open even when tension rises.

WHAT IS OTHERING?



- It's the production or perpetuation of 'us versus them', that gets stronger when we feel threatened
- It fractures relationships and coalitions and communities, creating distance and exclusion
- It doesn't make us bad people, but it gets in the way of true belonging and connection

US AND THEM EXAMPLES



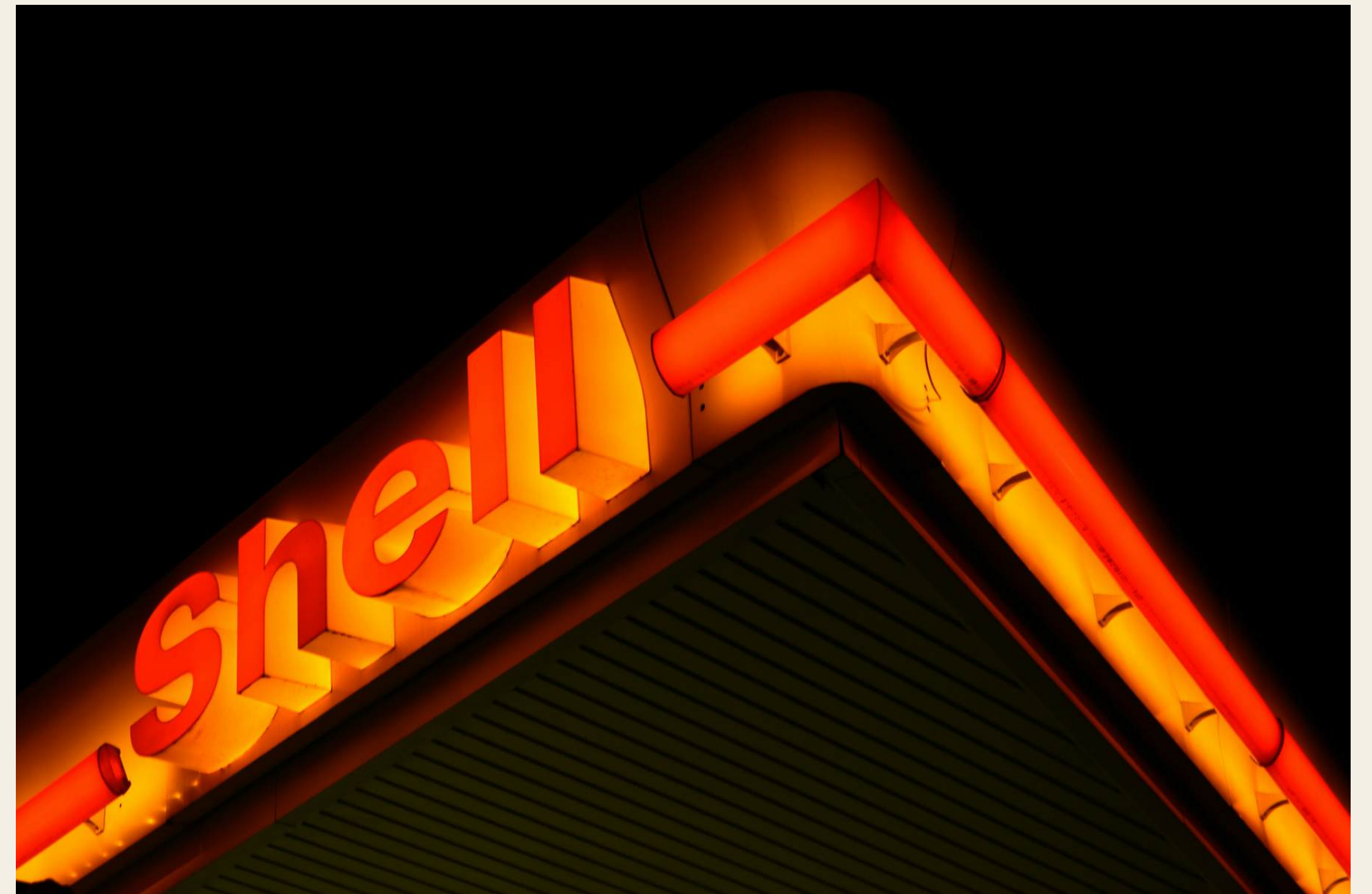
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US AND THEM EXAMPLES



VS.



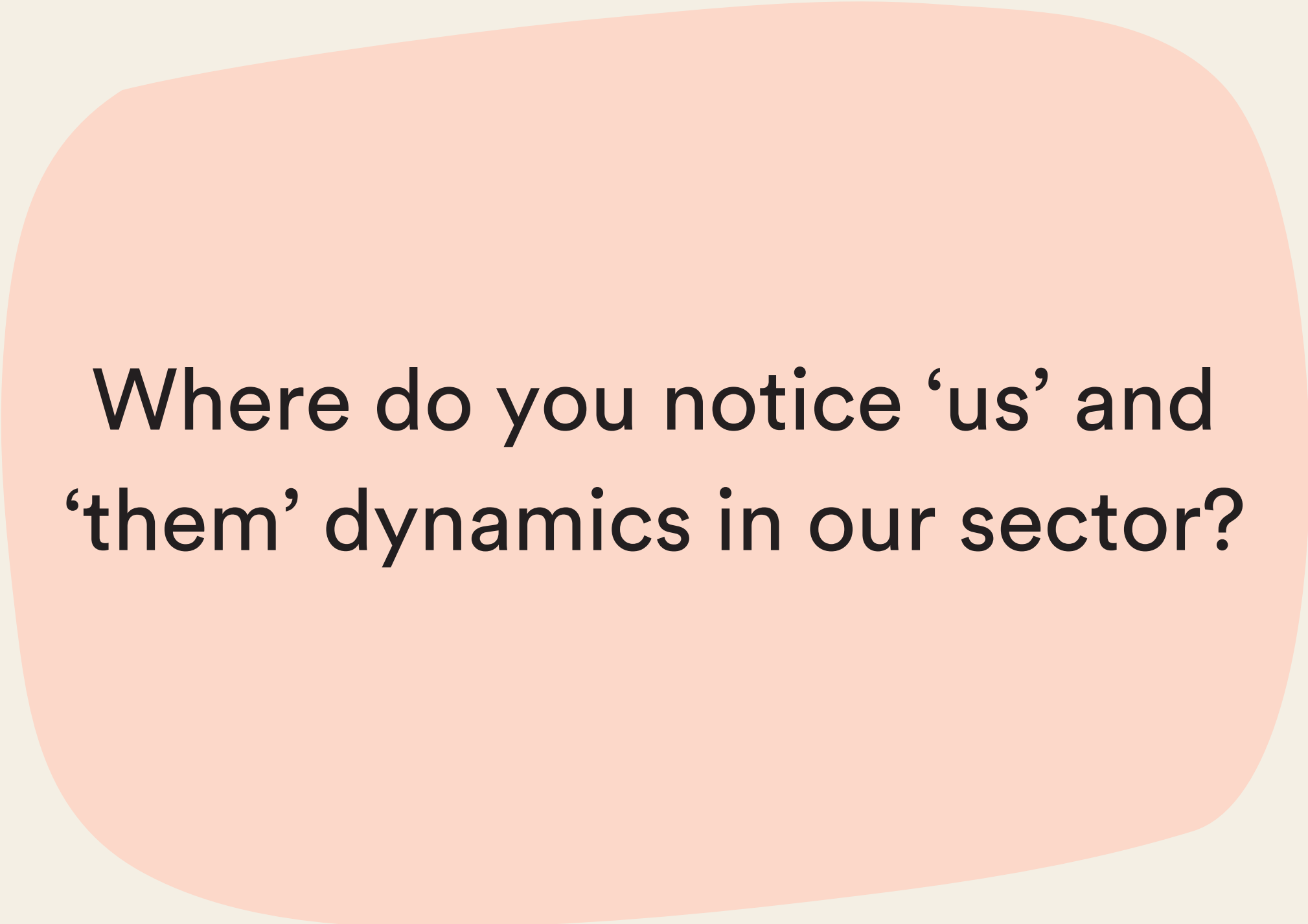
US AND THEM EXAMPLES



vs.



OTHERING IN THE CHARITY SECTOR



Where do you notice 'us' and
'them' dynamics in our sector?

Share your answers in the chat

SIX BREAKING BEHAVIOURS

Each one is a way of saying: you don't belong; you're not like us

Our work is to notice our habits and practise the move back toward connection

Assume and Define

1

I already know who
you are

Name, Shame, Blame

2

You are the problem

Safety and Solidarity

3

Your pain isn't worth
my discomfort

One Story, One Truth

4

My story is right; there's
only one right story

Moral Superiority

5

You are bad; I am good

Erased / Cancelled

6

You're are excluded
from concern or care

1. ASSUME & DEFINE: 'I KNOW WHO YOU ARE'

We make assumptions about a group or a person based on one aspect of their identity. We don't allow space for views or ideas that don't fit our stereotypes of them.

When do I reduce someone to a type instead of seeing their full story?



2. NAME, BLAME, SHAME 'YOU ARE THE PROBLEM'

We point to 'bad leaders', 'out of touch head office', 'unrealistic funders', instead of understanding the constraints we're all working within.

It's easier to blame, to make someone or something else the block, it stops you looking at yourself, or creating space for dialogue or new things to emerge between you.

Where does blame shut down progress?



3. SAFETY OVER SOLIDARITY 'COMFORT MATTERS MORE'

When someone is harmed or excluded and we stay silent to avoid conflict, awkwardness, or 'making it a thing'. We placate, delay, or privately agree, but we do not use our role, relationships, or process to change what is happening.

When do I choose comfort over care, and what does that protect?



4. ONE STORY, ONE TRUTH 'MY STORY IS RIGHT'

When one viewpoint or type of knowledge is treated as 'the truth', and other perspectives are dismissed as anecdotal, emotional, political, or 'not evidence-based'.

Complex realities get reduced to a single narrative, leaving little room for lived experience, history, context, or what communities know.

Where do I see my own perspective as the truth, rather?



5. MORAL SUPERIORITY 'YOU ARE BAD; I AM GOOD'

We position ourselves as the 'good' actors and locate the problem in 'them'.

Other organisations, communities, groups, or movements are framed as careless, ignorant, unwilling, or wrong.

We treat behaviour change as a moral issue rather than a question of access, constraints, dignity, and power.

Where do I (secretly) believe 'I am right!?'



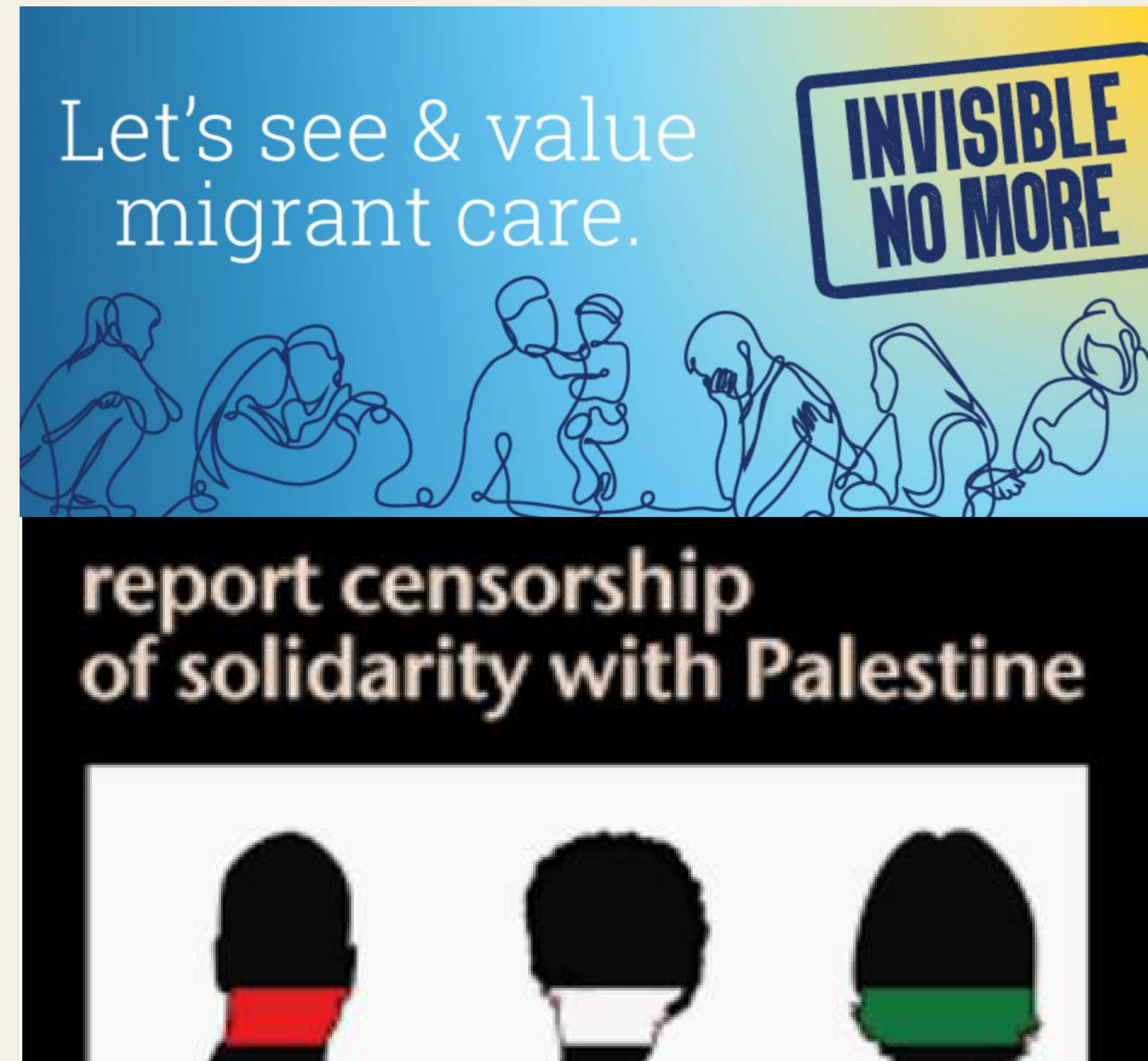
6. ERASED OR CANCELLED EXCLUDED FROM CONCERN

We exclude people from our circle of concern.

We justify it by saying they are ‘not relevant’,
and sometimes we don’t think about them at all.

Either way, we stop listening and make decisions
without considering them.

**Whose voice or experience has become
invisible in our work?**



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BRIDGING FOR BETTER OUTCOMES FOR ALL

"Let's take the time to be curious about each other. It's not saying we agree with each other. It's not even saying we like each other. It's saying it's basic human dignity to have curiosity. We're trying to see each other's humanity"

JOHN POWELL, OTHERING AND BELONGING INSTITUTE

THANK YOU
ANY QUESTIONS?



LINKS AND RESOURCE



MORE THAN WORDS PROGRAMME STARTS FROM £275PP

- 8 Structured modules
- Self-guided at your own pace
- Short videos, inspiring content
- Journalling Workbook with guided prompts for self reflection
- Peer support for accountability
- Optional conversation clubs



USEFUL LINKS

- Find out about our More Than Words programme here:
www.timefornewways.com/more-than-words-programme
- Sign up to our Newsletter here:
www.newways.activehosted.com/f/1
- If you have questions, please reach out to Eloise, our Community Weaver for a chat: eloise@timefornewways.com



COURSE MODULES

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GETTING UNSTUCK: WHAT HOLDS US BACK

Why conversations about race and discrimination feel hard, how to work with discomfort, not avoid it

HOW WE SEE, HOW WE ARE SEEN

How identity shapes social positioning, outlook as well as informing the power we hold and how that impacts our lived experience

UNDERSTANDING WHERE RACISM LIVES

Learn how racism is a pattern that shapes structures, relationships and internal experience so we see what we've felt, missed, or struggled to name

HOW WE "OTHER" EACH OTHER

Unpack how cultural narratives, stereotypes, and norms shape how judge and define each other and build awareness of bridging across difference

STAY CURIOUS, EVEN WHEN ITS HARD

Build the skills to stay curious and open when we feel challenged, and engage across difference, especially in moments of tension

RESPOND WITH CARE AND COURAGE

Develop the confidence, emotional regulation, and language needed to respond to harm, feedback, or exclusion, whether we experience it, cause it, or witness it

USE YOUR POWER TO CREATE CHANGE

Encourage people to take responsibility for how they show up, and to use the power they have to create safer, fairer spaces for others and contribute towards our collective belonging

FROM INSIGHT TO ACTION

Bring the learning full circle with reflection on what they've noticed, what they're responsible for, and what they want to do differently in their roles and relationships

SOME THINGS PAST PARTICIPANTS ARE SAYING ABOUT THE PROGRAMME:

It gave me language I didn't have before. It has helped build a shared language, framework and understanding as a whole team about why this matters.

The buddy format was brilliant. I didn't realise how much I needed someone to process this with. It kept me accountable and helped me feel less alone.

The materials were really impactful and we are still talking about some of the videos which really helped us understand some of the most important issues.

This course wasn't just about helping white people understand racism. It helped me manage the impact of it, and still gave me space to feel hopeful. Surprisingly, it also helped me build more empathy for people who are trying to unlearn and show up differently, even if they get it wrong sometimes.

I feel really proud that my organisation has invested in this. When I talk to my peers about what we're doing, it's clear that lots of others are just doing box ticking.

I was worried I wouldn't have anything to contribute as a white person or that it wasn't really about me, and now I see how important it is that I engage with this topic and how essential I am to change.

As a Black woman, when work asks you to do these kinds of courses, it can be triggering. But this felt different. I could do it when I felt resourced, and it supported me to process racism, not just understand it for someone else's benefit.

It helped shift the culture in subtle but powerful ways. People are asking better questions, listening differently, and less afraid to speak up.