

PHOENIX RISING PROGRAMME

Workbooks & Guides

Reflective Journal

A guided companion for your anti-racism
leadership journey across all eight lessons



*"Some revolutions begin with riots, others with
policies. Mine began with a pause."*

— Ava Thompson

PHOENIX RISING

Anti-Racism Leadership Programme

Edward K. Neequaye MSc & Dr. Jacqui Dyer MBE

oxytocin-anti-racism-training.com

Welcome to Your Reflective Journal

This journal is your personal companion throughout the Phoenix Rising programme. It provides structured space for reflection, journaling, and action planning aligned to each of the eight lessons.

Reflection is not passive—it is one of the most powerful tools for transformation. Each time you pause to write, you are doing the work. You are building new neural pathways, challenging inherited assumptions, and creating a record of your growth that you can return to long after the programme ends.

This journal belongs to you. There are no right or wrong answers. Write honestly, write bravely, and trust the process. Ava will be with you at every step.

How to Use This Journal

- **Before each lesson:** Read the opening quote and prompts to prime your thinking.
- **During each lesson:** Use the 'In the Moment' section for immediate reflections.
- **After each lesson:** Complete the deeper reflection prompts at your own pace.
- **Weekly check-in:** Use the weekly pages to track your growth over time.
- **PCREF evidence:** Note any evidence you could capture for your Trust's PCREF portfolio.

This Journal Belongs To

Name:

Role:

Organisation:

Date started:

My intention for this programme:



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Your Personal Learning Profile

Before you begin, take a moment to understand where you are starting from. This is not a test—it is a compass.

What brought you to this programme? What are you hoping to find?

On a scale of 1–10, how confident do you feel discussing race at work? Why?

What is your biggest fear about engaging with anti-racism leadership?

What is your biggest hope?

Self-Assessment Baseline

Rate yourself honestly (1 = not at all, 5 = very confident). You will revisit these at the end.

Statement	1	2	3	4	5
I can recognise systemic bias in my workplace					
I feel comfortable challenging racist language or behaviour					
I understand the difference between equality and equity					
I can name the PCREF domains relevant to my role					

I use somatic practices (like pausing) before reacting					
I understand how power operates invisibly in my team					
I actively seek out diverse perspectives in decision-making					
I can facilitate difficult conversations about race					

LESSON 1

The Phoenix Awakening

Neutrality, the Phoenix Pause, and the courage to be present

"Neutrality feels safe. It isn't. Presence is risk—and liberation."

Before the Lesson

What do you already know or feel about this topic?

What are you curious about? What feels uncomfortable?

In the Moment

Use this space during the lesson for quick notes, reactions, and observations.

Key insights, phrases, or moments that resonated:

Questions that arose:

Deep Reflection

What does 'neutrality' mean in your workplace? When have you performed it?

Describe a moment when you witnessed bias but stayed silent. What held you back?

How did the Phoenix Pause feel in your body? What did you notice?

What is one thing you would do differently after today's lesson?

Where in your practice could the Oxytocin Diamond create a shift?

PCREF Evidence Capture

What evidence from this lesson could you capture for your Trust's PCREF portfolio? Which domains does this learning connect to?

Evidence notes:

My Action Commitment

One thing I will DO differently this week:

One conversation I will HAVE:

One belief I will CHALLENGE:

LESSON 2

The Masks We Wear

Inherited scripts, survival strategies, and the courage to unmask

"My grandmother never raised her voice in public. Not once."

Before the Lesson

What do you already know or feel about this topic?

What are you curious about? What feels uncomfortable?

In the Moment

Use this space during the lesson for quick notes, reactions, and observations.

Key insights, phrases, or moments that resonated:

Questions that arose:

Deep Reflection

What cultural scripts did you inherit from your family or community?

Which mask do you wear most often at work? What does it protect?

When did a script that once protected you begin to imprison you?

What would it look like to show up at work without your most familiar mask?

Write a letter to the person who gave you your strongest script.

PCREF Evidence Capture

What evidence from this lesson could you capture for your Trust's PCREF portfolio? Which domains does this learning connect to?

Evidence notes:

My Action Commitment

One thing I will DO differently this week:

One conversation I will HAVE:

One belief I will CHALLENGE:

LESSON 3

Speaking Truth to Power

Emotions as data, the Emotion Auction, and reclaiming feeling

"I used to think professionalism meant feeling nothing."

Before the Lesson

What do you already know or feel about this topic?

What are you curious about? What feels uncomfortable?

In the Moment

Use this space during the lesson for quick notes, reactions, and observations.

Key insights, phrases, or moments that resonated:

Questions that arose:

Deep Reflection

Which emotion do you invest the most energy in at work? Why?

Which emotion do you most avoid? What would happen if you allowed it?

Describe a moment when suppressing emotion led to a worse outcome.

How could treating emotions as data change your clinical practice?

What permission do you need to give yourself to feel fully at work?

PCREF Evidence Capture

What evidence from this lesson could you capture for your Trust's PCREF portfolio? Which domains does this learning connect to?

Evidence notes:

My Action Commitment

One thing I will DO differently this week:

One conversation I will HAVE:

One belief I will CHALLENGE:

LESSON 4

The Architecture of Power

Visible and invisible power, the Circle of Silence

"I used to think power was obvious. The person with the title."

Before the Lesson

What do you already know or feel about this topic?

What are you curious about? What feels uncomfortable?

In the Moment

Use this space during the lesson for quick notes, reactions, and observations.

Key insights, phrases, or moments that resonated:

Questions that arose:

Deep Reflection

Who holds invisible power in your team? How do they exercise it?

What topics are never discussed in your workplace? Why?

How does silence operate as a power structure in your service?

What power do YOU hold that you haven't fully recognised?

If you could break one silence safely, which would it be?

PCREF Evidence Capture

What evidence from this lesson could you capture for your Trust's PCREF portfolio? Which domains does this learning connect to?

Evidence notes:

My Action Commitment

One thing I will DO differently this week:

One conversation I will HAVE:

One belief I will CHALLENGE:

LESSON 5

Rewriting the Rules

Systems change, leverage points, and structural transformation

"The system isn't broken—it was built this way. So we rebuild it."

Before the Lesson

What do you already know or feel about this topic?

What are you curious about? What feels uncomfortable?

In the Moment

Use this space during the lesson for quick notes, reactions, and observations.

Key insights, phrases, or moments that resonated:

Questions that arose:

Deep Reflection

Name one system or process in your workplace that perpetuates inequity.

Who designed it? What assumptions were baked in from the start?

Where is the leverage point—the place where small change creates big impact?

What is your quick win, your medium-term shift, and your structural goal?

Who needs to be in the room for this change to happen?

PCREF Evidence Capture

What evidence from this lesson could you capture for your Trust's PCREF portfolio? Which domains does this learning connect to?

Evidence notes:

My Action Commitment

One thing I will DO differently this week:

One conversation I will HAVE:

One belief I will CHALLENGE:

LESSON 6

Ubuntu: I Am Because We Are

Collective healing, community as medicine, Ubuntu philosophy

"I thought liberation was an individual achievement."

Before the Lesson

What do you already know or feel about this topic?

What are you curious about? What feels uncomfortable?

In the Moment

Use this space during the lesson for quick notes, reactions, and observations.

Key insights, phrases, or moments that resonated:

Questions that arose:

Deep Reflection

What does Ubuntu mean to you in the context of healthcare?

When have you experienced collective healing or community support?

How could an Ubuntu Circle transform your team’s approach to race?

What do you need from your community to sustain this work?

Write about a time when someone else’s healing contributed to yours.

PCREF Evidence Capture

What evidence from this lesson could you capture for your Trust’s PCREF portfolio? Which domains does this learning connect to?

Evidence notes:

My Action Commitment

One thing I will DO differently this week:

One conversation I will HAVE:

One belief I will CHALLENGE:

LESSON 7

Collective Action

Coalition building, movement sustainability, scaling liberation

"I woke up. I did the work. I transformed my practice. But that wasn't enough."

Before the Lesson

What do you already know or feel about this topic?

What are you curious about? What feels uncomfortable?

In the Moment

Use this space during the lesson for quick notes, reactions, and observations.

Key insights, phrases, or moments that resonated:

Questions that arose:

Deep Reflection

Who are your allies in this work? Who could become one?

What structures (not just people) could sustain anti-racist practice?

How will you engage the 'persuadable' people in your system?

What would a sustainable anti-racism coalition look like in your Trust?

How will you celebrate progress without losing momentum?

PCREF Evidence Capture

What evidence from this lesson could you capture for your Trust's PCREF portfolio? Which domains does this learning connect to?

Evidence notes:

My Action Commitment

One thing I will DO differently this week:

One conversation I will HAVE:

One belief I will CHALLENGE:

LESSON 8

The Story Continues Through You

Legacy, covenant, commissioning as liberators

"When I began this journey, I thought I was broken. I wasn't. I was awakening."

Before the Lesson

What do you already know or feel about this topic?

What are you curious about? What feels uncomfortable?

In the Moment

Use this space during the lesson for quick notes, reactions, and observations.

Key insights, phrases, or moments that resonated:

Questions that arose:

Deep Reflection

Looking back across all eight lessons, what has shifted in you?

What is the one insight that changed everything for you?

Write your Liberator’s Covenant—your promise to yourself.

What will you carry forward into your daily practice?

Write a letter to a future colleague who will walk this path after you.

PCREF Evidence Capture

What evidence from this lesson could you capture for your Trust’s PCREF portfolio? Which domains does this learning connect to?

Evidence notes:

My Action Commitment

One thing I will DO differently this week:

One conversation I will HAVE:

One belief I will CHALLENGE:

Weekly Reflection Pages

Use these pages at the end of each week to track your growth, celebrate progress, and notice patterns.

Week 1 Reflection

Week 1: What was my biggest learning this week?

What challenged me most?

What am I proud of?

What do I want to carry into next week?

Day	Mon	Tue	Wed	Thu	Fri
Energy level (1-5)					
Courage level (1-5)					

Week 2 Reflection

Week 2: What was my biggest learning this week?

What challenged me most?

What am I proud of?

What do I want to carry into next week?

Day	Mon	Tue	Wed	Thu	Fri
Energy level (1-5)					
Courage level (1-5)					

Week 3 Reflection

Week 3: What was my biggest learning this week?

What challenged me most?

What am I proud of?

What do I want to carry into next week?

Day	Mon	Tue	Wed	Thu	Fri
Energy level (1-5)					
Courage level (1-5)					

Week 4 Reflection

Week 4: What was my biggest learning this week?

What challenged me most?

What am I proud of?

What do I want to carry into next week?

Day	Mon	Tue	Wed	Thu	Fri
Energy level (1-5)					
Courage level (1-5)					

Week 5 Reflection

Week 5: What was my biggest learning this week?

What challenged me most?

What am I proud of?

What do I want to carry into next week?

Day	Mon	Tue	Wed	Thu	Fri
Energy level (1-5)					
Courage level (1-5)					

Week 6 Reflection

Week 6: What was my biggest learning this week?

What challenged me most?

What am I proud of?

What do I want to carry into next week?

Day	Mon	Tue	Wed	Thu	Fri
Energy level (1-5)					
Courage level (1-5)					

Week 7 Reflection

Week 7: What was my biggest learning this week?

What challenged me most?

What am I proud of?

What do I want to carry into next week?

Day	Mon	Tue	Wed	Thu	Fri
Energy level (1-5)					
Courage level (1-5)					

Week 8 Reflection

Week 8: What was my biggest learning this week?

What challenged me most?

What am I proud of?

What do I want to carry into next week?

Day	Mon	Tue	Wed	Thu	Fri
Energy level (1-5)					
Courage level (1-5)					

My Growth Timeline

At the end of the programme, map your journey. What were the pivotal moments?

Lesson 1: The Phoenix Awakening

The pivotal moment or insight from Lesson 1:

Lesson 2: The Masks We Wear

The pivotal moment or insight from Lesson 2:

Lesson 3: Speaking Truth to Power

The pivotal moment or insight from Lesson 3:

Lesson 4: The Architecture of Power

The pivotal moment or insight from Lesson 4:

Lesson 5: Rewriting the Rules

The pivotal moment or insight from Lesson 5:

Lesson 6: Ubuntu: I Am Because We Are

The pivotal moment or insight from Lesson 6:

Lesson 7: Collective Action

The pivotal moment or insight from Lesson 7:

Lesson 8: The Story Continues Through You

The pivotal moment or insight from Lesson 8:

PCREF Evidence Summary

Collate your PCREF evidence from across the programme. This page can accompany your Trust's PCREF submission.

Domain 1 — Leadership

How has your leadership practice changed?

Domain 3 — Data

How do you now read data with an equity lens?

Domain 5 — Workforce

What changes have you made to workforce practices?

Domain 7 — Partnerships

How have you strengthened community partnerships?

Domain 11 — Culture

What cultural shifts have you initiated?

Domain 13 — Mental Models

How have your mental models shifted?

The Liberator's Mirror

"You are not completing a programme. You are beginning a legacy."

Revisit Your Baseline

Return to your self-assessment on page 4. Rate yourself again. Notice what has shifted.

What has changed most? What surprised you?

What remains challenging? What support do you need?

Your Liberator's Promise

I promise to...

Letter to Yourself

Write a letter to the person you were before this programme began. What would you tell them?

Dear past self...

Signed: _____ Date: _____

"The Phoenix Pause is not a technique. It is a way of being."

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