We know that leaders are working hard to create intentionally equitable responses to COVID-19. Equitable leadership in the midst of crisis requires us to design the right response. As you design and refine your response plans, use these provocations — based around the five core design principles of the equityXdesign framework — to orient your responses to equity.

<table>
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<th>Design Principle</th>
<th>Provocation</th>
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| **Design at the Margins** | How are we creating space for the marginalized to define the problems they experience?  
How does this response get us closer to the marginalized and excluded so that we can better understand their experiences?  
How does this response bring the marginalized into the design and decision-making processes? |
| **Start With Yourself**   | How am I keeping my attention on the powerless and marginalized?  
How am I beginning to see mercy, forgiveness, and grace as a leadership capacity in these uncertain times?  
How am I maintaining relationships across difference that challenge my own assumptions, stretch my imagination, and evolve my humanity? |
| **Cede Power**            | How are we designing our response with the most marginalized, not for them?  
How does our response challenge historical relationships, starting with race, class, and gender?  
How does our response flatten or eradicate the hierarchies between the powerful and the powerless? |
| **Make the Invisible Visible** | What can we see and hear to help us understand the experience of the marginalized?  
What data or data systems will show us whether the most marginalized have both the chance and the choice to participate in school?  
How are we routinely making space for feedback and positioning the marginalized as co-designers in this response? |
| **Speak the Future/ Design the Future** | How does the version of the world we are now creating enable us to become more compassionate, conscious, and self-aware?  
How are we creating a pause in our design process to assess the impact on the relationships in our system?  
How are we designing a response for a new future without the walls and barriers of the past? |