Effective Teaming: Collaboration, Trust & Leveraging Diversity

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Agenda

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I. Today's Goal

II. My Journey

III. Collaboration

IV. Trust

Breakout Room Discussion

L&D

V. Leveraging Diversity

Breakout Room Discussion

L&D

VI. Skill Building

Skill Overview

Breakout Room Discussion

Closing Discussion

VII. Q & A

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The Goal of Hope

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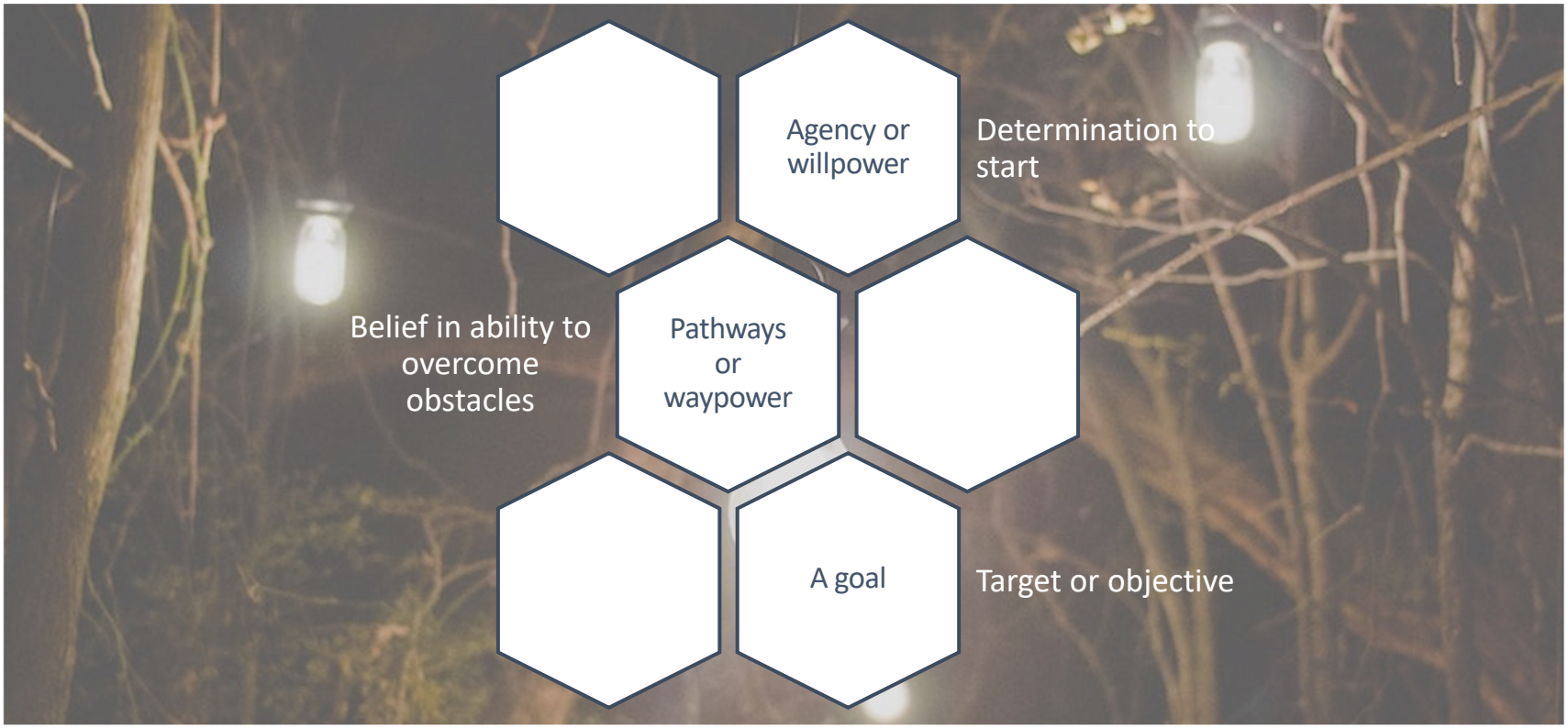

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Source: Juntunen, & Wettersten, 2006; Luthans & Jensen, 2002
Photo Credit: Ron Smith on Unsplash

My Teaming Journey

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- Personal
- Environment
- Change Enabler

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Polls

1. My team leverages team member diversity.
2. I feel capable to facilitate change on my team.

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Collaboration

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Collaboration

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- Mutual influence among members; open and direct communication; yields conflict resolution and support for innovation & experimentation
- Open mind and willingness to listen to and trust in their teammates
- Deal with conflict productively and supportive, rather than authoritative
- Collective intelligence

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Source: Aram & Morgan, 1976; Losada and Heaphy 2004
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Collaboration Barriers

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Psychological Safety	A team climate
	Belief one is not at risk of embarrassment or rejection
	Environment conducive to interpersonal risk taking
	Asking for help, feedback, or information is not penalized
	Given the benefit of doubt
	People can be themselves
	Focus away from self-protection towards share goals
	Facilitated by trust

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Source: Edmonson, 1999b

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Trust

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Trust

Willingness to be vulnerable to someone whom you rely on to deliver something important, regardless of ability to monitor or control them

Source: Mayer et al., 1999

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Thought Exercise #1:
Trust

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What do you believe to be true and why?

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- It's the team leader's job to create a team culture of trust.
- Building trust must take time.
- Some people are naturally distrustful of others.
- I cannot control other people on my team.

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Trust Debrief

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It's the team leader's job to create a team culture of trust.

Building trust must take time.

Some people are naturally distrustful of others.

I cannot control other people on my team.

Trust

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Swift Trust

No past relationship

Limited time to get up to speed

Knowledge-based Trust

Knowledge of behavior

Personal based processing

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Source: Robert et al., 2009

Components of Trust

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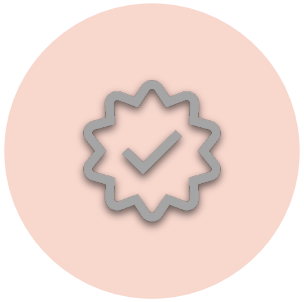
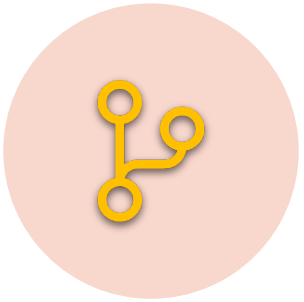
PERCEIVED RISK



DISPOSITION TO TRUST



IN-GROUP BIAS

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Source: Robert et al., 2009

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Leveraging Diversity

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Diversity:

- The different attributes, characteristics, experiences, backgrounds and abilities of individuals
- Recognizing, appreciating, respecting, and utilizing a variety of attributes, not just race and ethnicity
- Appropriately reflects communities served

Source: www.diversity.defense.gov

Cultural Competence:

Having and applying knowledge and skill in four areas:

- Awareness of own cultural worldview
- Recognition of own attitude toward cultural differences
- Realization of different cultural practices and worldviews
- Thoughtfulness in cross-cultural interaction

Source: https://www.colorado.edu/odece/diversity-plan/resources/defining-enacting-diversity-equity-inclusion

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Thought Exercise #2:
Leveraging Diversity

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What do you believe to be true and why?

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Studying cultural/community* norms is the best way to learn about other cultures/communities.

Diversity within teams improves team performance.

Conflict on teams is good.

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Leveraging Diversity Debrief

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Studying cultural/community norms is the best way to learn about other cultures/communities.

Diversity within teams improves team performance.

Conflict on teams is good.

Cultural Competence v. Cultural Humility

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Competence

Problem is lack of knowledge

Development of Knowledge, Skills, Behaviors

Stakeholder = Leader

Humility

Problem understand Others, Self, & Context

Acknowledges Power Imbalances

Accountability, challenges imbalances, self reflection

Stakeholders = Leader, Org, Team, Indiv

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Source: Fisher-Borne, 2015

Cultural Competence to Cultural Humility

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Expand Our Framework

Cultural Competence

- Emphasizes knowledge acquisition
- There is a defined endpoint

Cultural Humility

- Commitment to ongoing relationship in contexts
- Humility and self-reflection

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Source: Tervalon & Murray-Garcia, 1998

Skill Building

Skill Building: Start Here

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Don't just listen, hear.

Facilitate as much transparency as possible.

Take risks- all for corrective experiences.

Practice cultural humility.

Create time and space.

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Listen v. Hearing

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ACTIVE LISTENING SKILLS

HEARING IS UNDERSTANDING THE PERSON

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Listening v Hearing

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Source: LinkedIn Learning, Influencer Interview Oprah Winfrey

Corrective Experiences

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01

Be Willing.

02

Change the Story.

03

Embrace Discomfort.

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Make Time & Space

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Space for Thinking & Expression

Time for Process

- Process takes time
- Not at expense of productivity

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Practice Cultural Humility

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- Curiosity, Humility
- Acknowledge other and self in relationship
- Aware of power imbalances, hold systems accountable

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Facilitate Transparency

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When information is lacking, we fill in the blanks

Certain behaviors erode trust

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Thought Exercise #3:
One Thing

What one thing will you do differently to grow one of the skills discussed today?

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- Hear to Understand
- Corrective Experiences
- Allow Time & Space
- Practice Cultural Humility
- Be Transparent

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One Thing Debrief

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- Hear to Understand
- Correct Experiences
- Allow Time & Space
- Practice Cultural Humility
- Be Transparent

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Poll

On a Scale of 1-10 how likely is it that you will do the action that you stated.

Every Part Matters

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Q & A