Effective Teaming: Collaboration, Trust & Leveraging Diversity

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Next Opportunity at Work 2020
Envision Your Future

Berkeley
UNIVERSITY OF CALIFORNIA
Agenda

I. Today’s Goal
II. My Journey
III. Collaboration
IV. Trust
V. Leveraging Diversity
VI. Skill Building
VII. Q & A

Breakout Room Discussion L&D
Breakout Room Discussion L&D
Skill Overview
Closing Discussion
The Goal of Hope

Agency or willpower
Determination to start
Belief in ability to overcome obstacles
Pathways or waypower
A goal
Target or objective

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

• Personal
• Environment
• Change Enabler
Polls

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

- 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

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

<table>
<thead>
<tr>
<th>Psychological Safety</th>
<th>A team climate</th>
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<tbody>
<tr>
<td></td>
<td>Belief one is not at risk of embarrassment or rejection</td>
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<td></td>
<td>Environment conducive to interpersonal risk taking</td>
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<td>Asking for help, feedback, or information is not penalized</td>
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<td>Given the benefit of doubt</td>
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<td>People can be themselves</td>
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<td>Focus away from self-protection towards share goals</td>
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<td>Facilitated by trust</td>
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Source: Edmonson, 1999b
Trust
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
Thought Exercise #1: Trust
What do you believe to be true and why?

- 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 Debrief

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

Swift Trust
- No past relationship
- Limited time to get up to speed

Knowledge-based Trust
- Knowledge of behavior
- Personal based processing

Source: Robert et al., 2009
Components of Trust

PERCEIVED RISK

DISPOSITION TO TRUST

IN-GROUP BIAS

Source: Robert et al., 2009
Leveraging Diversity
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
Thought Exercise #2: Leveraging Diversity
What do you believe to be true and why?

- 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.
Leveraging Diversity Debrief

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- Diversity within teams improves team performance.
- Conflict on teams is good.
Cultural Competence v. Cultural Humility

**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

Source: Fisher-Borne, 2015
Cultural Competence to Cultural Humility

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

Source: Tervalon & Murray-Garcia, 1998
Skill Building
Skill Building: Start Here

Don’t just listen, hear.
Facilitate as much transparency as possible.
Take risks - all for corrective experiences.
Practice cultural humility.
Create time and space.

Photo Credit: Christina @ wocintechchat.com on Unsplash
Listen v. Hearing

ACTIVE LISTENING SKILLS

HEARING IS UNDERSTANDING THE PERSON
Listening v Hearing

because I want to fully hear you.

Source: LinkedIn Learning, Influencer Interview Oprah Winfrey
Corrective Experiences

01
Be Willing.

02
Change the Story.

03
Embrace Discomfort.
Make Time & Space

Space for Thinking & Expression

Time for Process

- Process takes time
- Not at expense of productivity

Photo Credit: You X Ventures on Unsplash
Practice Cultural Humility

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

When information is lacking, we fill in the blanks

Certain behaviors erode trust
Thought Exercise #3: One Thing
What one thing will you do differently to grow one of the skills discussed today?

Hear to Understand
Corrective Experiences
Allow Time & Space
Practice Cultural Humility
Be Transparent
One Thing Debrief

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