



Strategies to Effectively Engage

A Fireside Chat

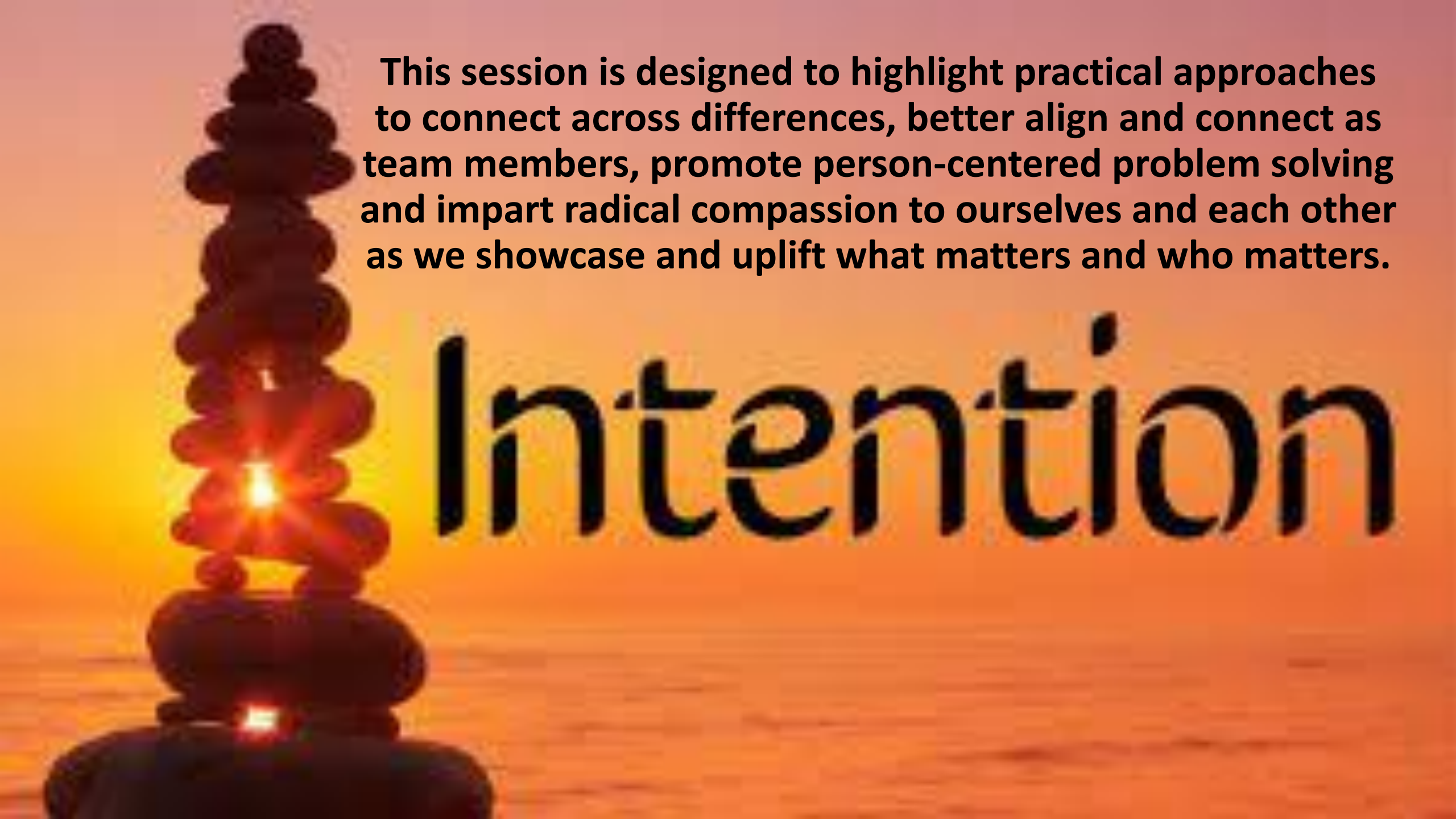
Dean's Lecture Series



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A stack of dark, smooth stones is positioned on the left side of the image, set against a background of a sunset over the ocean. The sun is low on the horizon, creating a bright orange and yellow glow that reflects on the water. The stones are stacked vertically, with some showing small gaps where light can pass through, creating a shimmering effect. The overall mood is serene and contemplative.

This session is designed to highlight practical approaches to connect across differences, better align and connect as team members, promote person-centered problem solving and impart radical compassion to ourselves and each other as we showcase and uplift what matters and who matters.

Intention

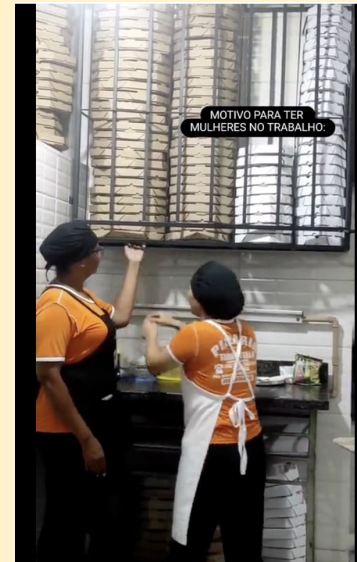
Reflecting on Our Collective Successes in
Diversifying our Talented Workforce
and
Moving the Needle in Equity and Inclusion

More

- training (ODEI Learning and Development unit as well as others)
- technical support to for investigators
- collaboration on grant reviews (equity lens)
- opportunities to engage talented trainees (R25s, T32s and others)
- delineation of DEI in curriculum
- support medical student DEI unit building out and DEI coaches
- analysis of gender equity in research area & pay
- collaborative spaces and affinity groups
- connection with groups (basic science grad students, EWIS)

Differences

- “Go along to get along” – not pro inclusion of a variety of ways to get the job done.
- Brings strengths and perspectives (and better solutions)



“Where are you ‘from’?”

Otherness

- Exclusionary Othering
 - Uses power within relationships for domination or subordination

Gender	Physical Abilities
Skin color	Age
Accent	Communication Style
Language	Sense of agency

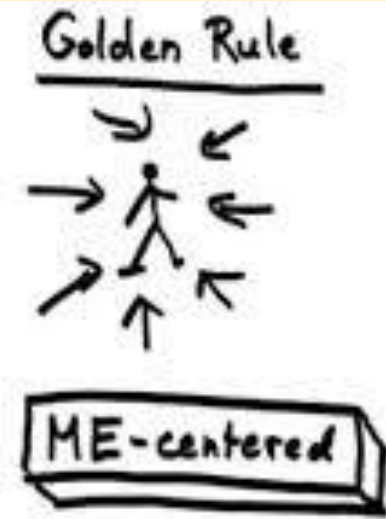
- Inclusionary Othering
 - Uses power within relationships for transformation and coalition building
 - Leads with creativity and curiosity about difference in creating connections

Why Might There Be a 'Tilt' Towards Sameness?



How Might That Impact Our Colleagues?





Freedom of Speech and Academic Freedom



Psychological Safety

- Research findings – teams where it was ok to admit to making more mistakes had better outcomes than those who had to hide them. (1999, Dr. Amy Edmondson)
- Coined the term, “the belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes, and the team is safe for interpersonal risk taking”



Antecedents

- 1. Structure/system factors**
 - a) Policy
 - b) Procedure
 - c) Fairness
 - d) A specific management style (e.g., improvement orientation management)
 - e) Organizational support
- 2. Interpersonal factors**
 - a) Trust
 - b) Respect
 - c) Effective relationships
 - d) Support
 - e) High-quality communication
 - f) Leader behavior (e.g., leadership, inclusiveness, behavioral integrity, acknowledging fallibility)
- 3. Individual factors**
 - a) Demographic characteristics
 - b) Status differences
 - c) Employee behaviors and skills (e.g., self-forgiveness skills)

Attributes

- 1. Perceptions of the consequences of taking interpersonal risks**
- 2. Strong interpersonal relationships**
- 3. Group-level phenomenon**
- 4. Safe work environment for taking interpersonal risks**
- 5. Non-punitive culture**

Psychological safety in the health care context

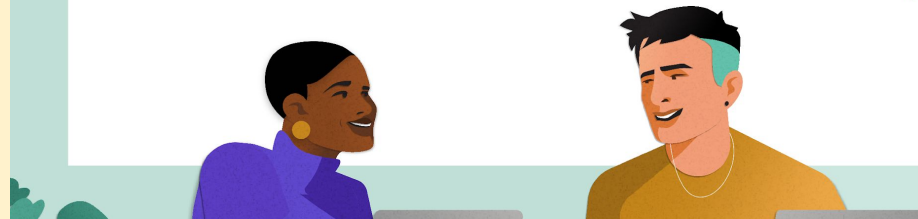
Consequences

- 1. Performance outcomes**
 - a) Safety culture
 - b) Quality of care
- 2. Organizational culture outcomes**
 - a) Interprofessional collaboration, trust, respect
 - b) Creativity, transparency, innovation
- 3. Psychological outcomes**
 - a) Job satisfaction
 - b) Work engagement
 - c) Organizational commitment
 - d) Empowerment
 - e) Less emotional exhaustion
- 4. Behavioral outcomes**
 - a) Interpersonal risk behavior (e.g., learning behavior, speaking-up behavior)
 - b) Less negative behavior (e.g., oppressive behavior)
 - c) High-quality communication

Skill Building in Healthy Disagreements

Active Listening Skills To Practice

- ✓ Paraphrase
- ✓ Ask open-ended questions
- ✓ Ask specific probing questions
- ✓ Use short verbal affirmations
- ✓ Display empathy
- ✓ Share similar experiences
- ✓ Recall previously shared information
- ✓ Nod
- ✓ Smile
- ✓ Avoid distracting movements
- ✓ Maintain eye contact



NEW - Listening Spaces

- Advise us on how we can help and empower you in helping others.
- Express interest and attend Listening Spaces session



Radical Compassion

- Sympathy – (head) I understand what you are feeling
- Empathy – (heart) I feel what you are feeling
- **Compassion** – (ACTION) I am willing to take action to relieve suffering of others
 - This could include being a witness to your experiences,
 - Help where I can help
- HOW?
 - Impact not content
 - We align and support even if we don't share the exact opinion.
 - We align on the goal of supporting each other and of shared, common mission.

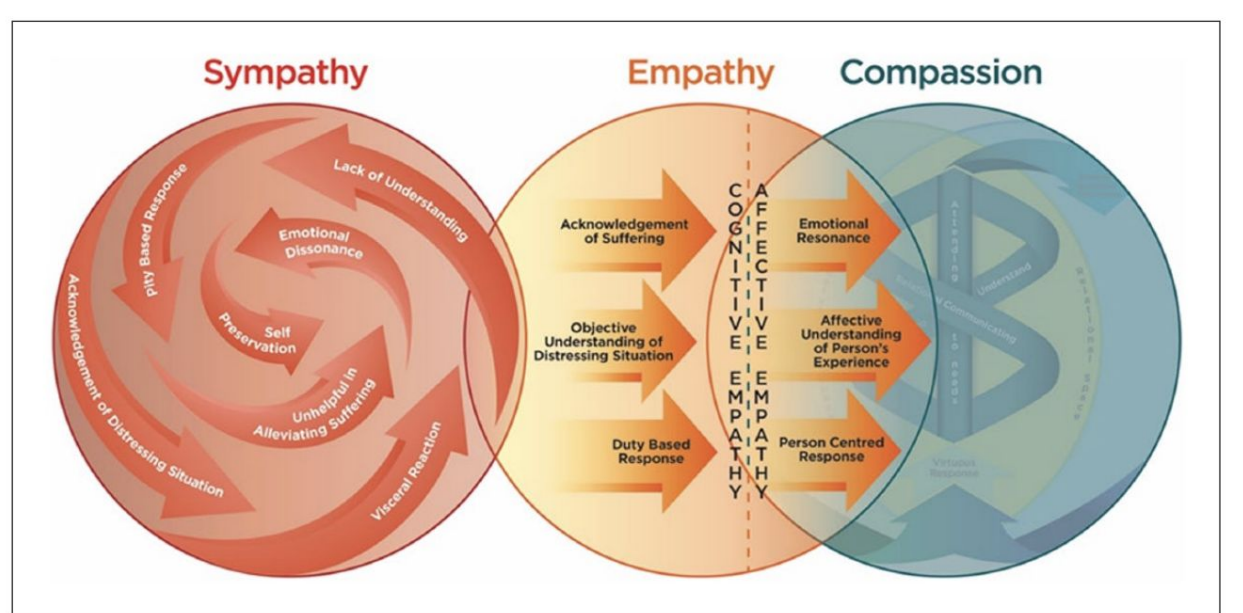
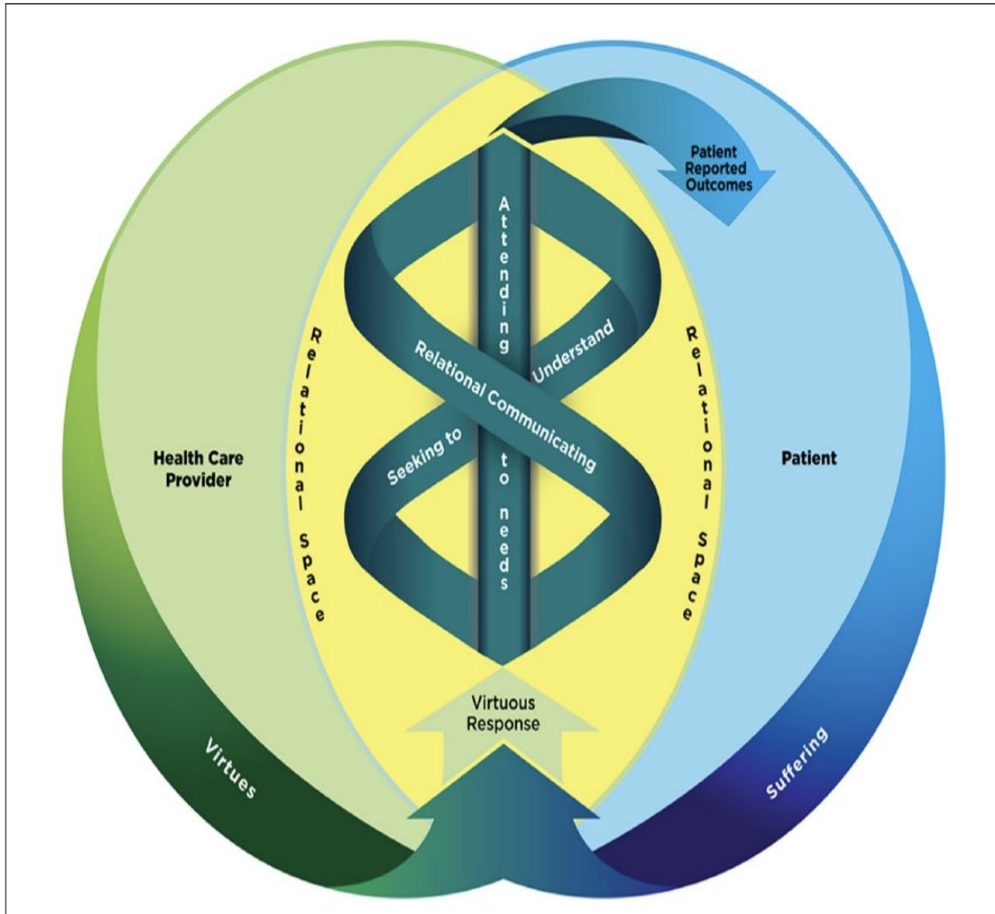
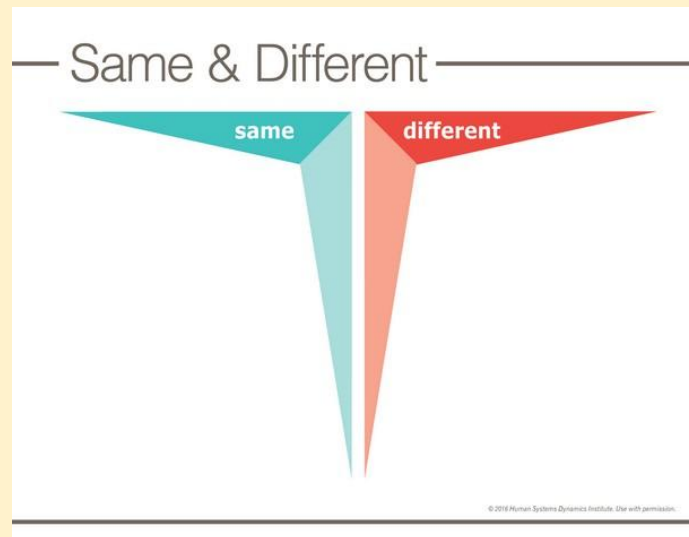


Figure 2. Sympathy, empathy, and compassion.

Finding Similar and Different – and Holding Both at the Same Time



How Could I Do That?

- NAME IT – recognize others and ask them to share what they are feeling
- UNDERSTAND- seek to understand ‘it sounds like and I understand you are feeling x’. Important to note – ‘I am afraid that what you need and what you are asking may not meeting your expectations’
- RESPECT – say ‘I respect where you are coming from and I want you to know that I am here to listen’
- SUPPORT – “I support you. What do you need now that I can do?”
- EXPLORE - options for the future what you may need and what we can do going forward

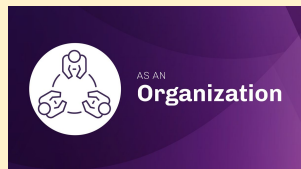


DO Three Things

What is One Thing:



1. I can do /week that micro affirms someone else on the team?



2. my work-circle could do (ex. training, attend event, affirmation, joining)



3. my larger work-circle (division, department, DEI and/or wellness) could do monthly (ex. training, host event, working on metrics..)?

Resources

- Learning and Development consult and training
- Research technical support consult
- DEI council (open)
- Departmental DEI members,
- SADI
- Student and Faculty Affinity Groups,
- Engage in groups and committees
- Express interest in Listening Sessions
- Or just email us and we will connect you!



Questions and Answers





For Your Dedication and Attention!



REACH OUT: ms-odei@umn.edu

Or nunez170@umn.edu

BE KIND. PURSUE EXCELLENCE. MAKE A DIFFERENCE.
TOGETHER!!

Q (After Intention and intro 2- ask this): would you briefly share impact that ODEI has made thus far? (just high level stuff)

Q: (after impact before slide 4) When we talk about ‘aligning across differences’ – what kind of differences do you mean and why is it important to highlight this? (will run slide 4-8)

Q: (at slide 8 ask) Freedom of speech and academic freedom parameters can be confusing – can you explain about both of them?

Q: :(before slide 10) What does psychological safety mean and what role does everyone having accountability have in maintaining that? What pitfalls have you seen happen when people try to address psychological safety? (run 10-12) You’ve mentioned that it would be great if we can increase skills in having civil discussions and healthy disagreements – why? Why can’t we just avoid unpleasant stuff?

Can you give an example of healthy disagreements?

Q: (end of slide 12) It feels like the world at large pulls us away from each other, as a community. How do we counterbalance that? Can you say more about Listening Sessions?

Q: (end of slide 13) Can you speak a bit about Radical Compassion?

What are some things we can do to practice that?

Q: What do you feel is a big priority for us to address in 2024 and why & what inspires you?

Q: what advice do you have in dealing with challenges and setbacks? What can individuals, teams, departments, and leaders do now to move the needle in a positive direction?

Q: Can you share an elevator speech about practical approaches to align across differences and increase connections as we focus on our shared mission?

AND what resources exist in ODEI and within the MS to advance the work

L&D, DEPT DEI, SADI, Student and Faculty Affinity Groups, Engaging in groups and committees

Just email us and we will connect you.