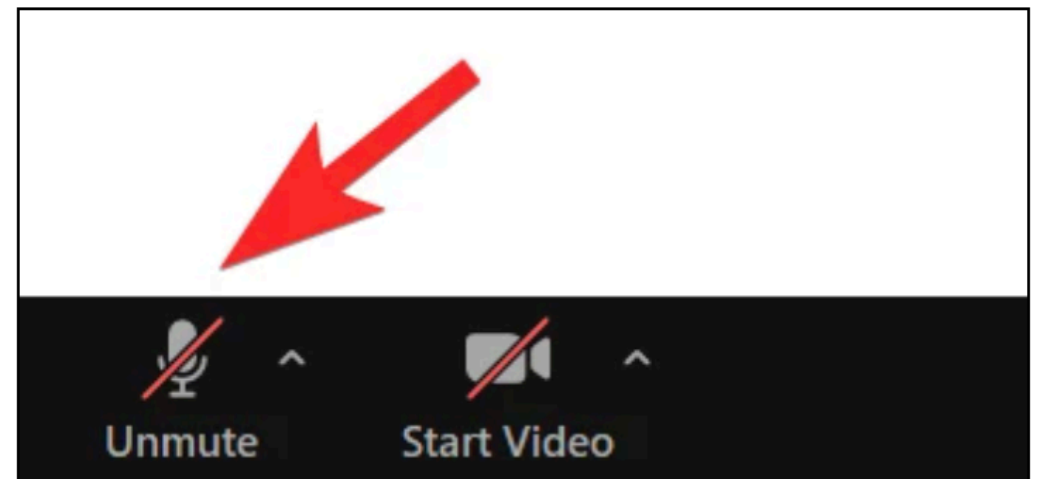
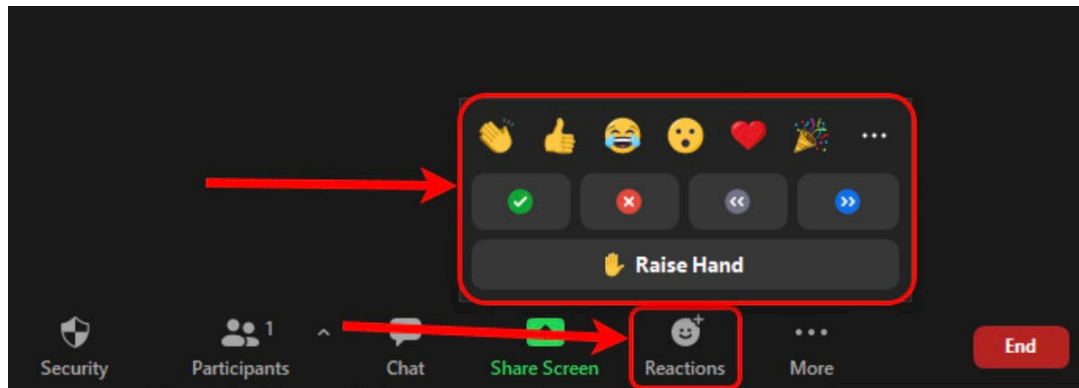


Building Bridges, Not Barriers

Presented by: Sharon Brokenbough



Zoom Functionality



Team Agreements

- What is learned here...leaves here
- Confidentiality
- Take space, make space
- Offer what you can; ask for what you need
- Openness to receive





Course Objectives

Explore

Explore the fundamental pillars of trust and counterfeit trust behaviors.

Create

Create a Trust Action Plan to build and maintain trust.

Identify

Identify behaviors that emphasize an inclusive environment.

Create

Create an Inclusion Action Plan to become a more inclusive leader.

Discussion

What does it mean to
build a bridge?

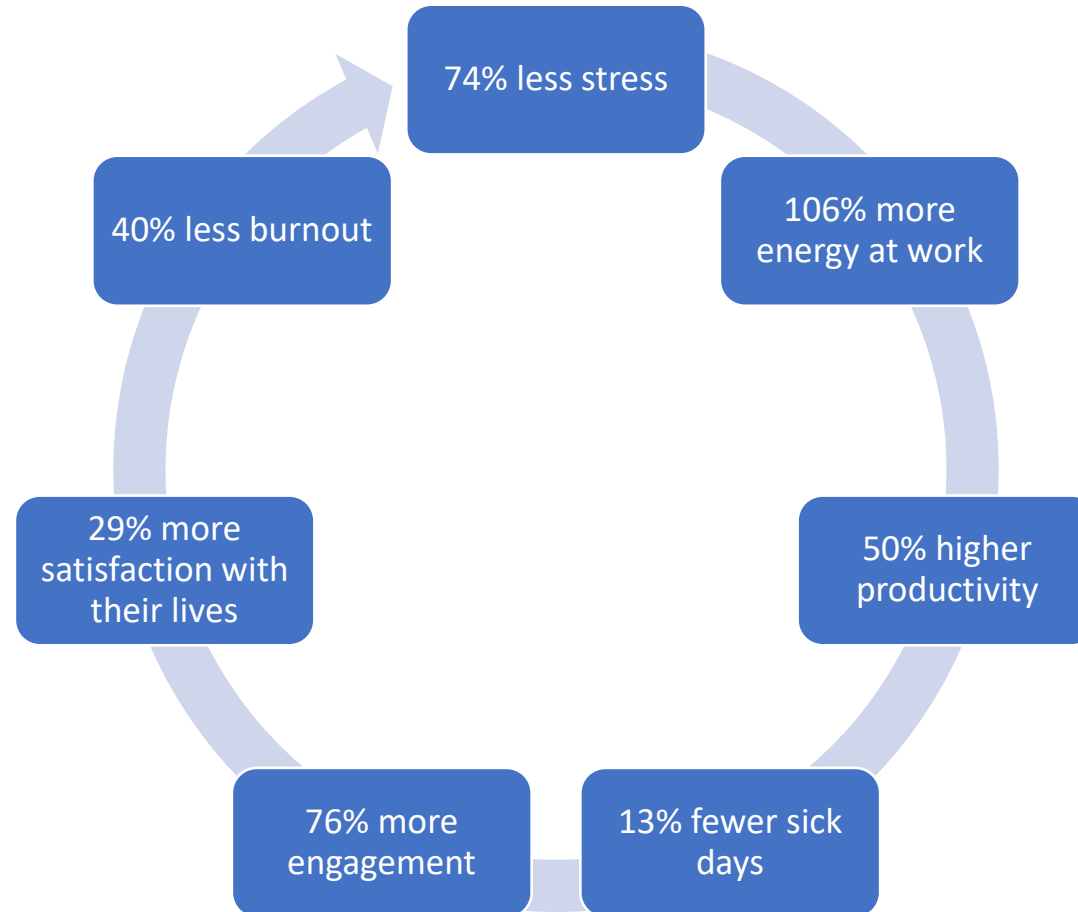


Trust

Confidence born of the ***character*** and the ***competence*** of a person or an organization.”

- Stephen Covey

High Trust Organizations



High Trust Organizations

3X

Higher Return to
Shareholders

Interconnection - Trust and Inclusive Cultures

An inclusive culture refers to a workplace environment where all employees feel valued, respected, and included, regardless of their background or identity.



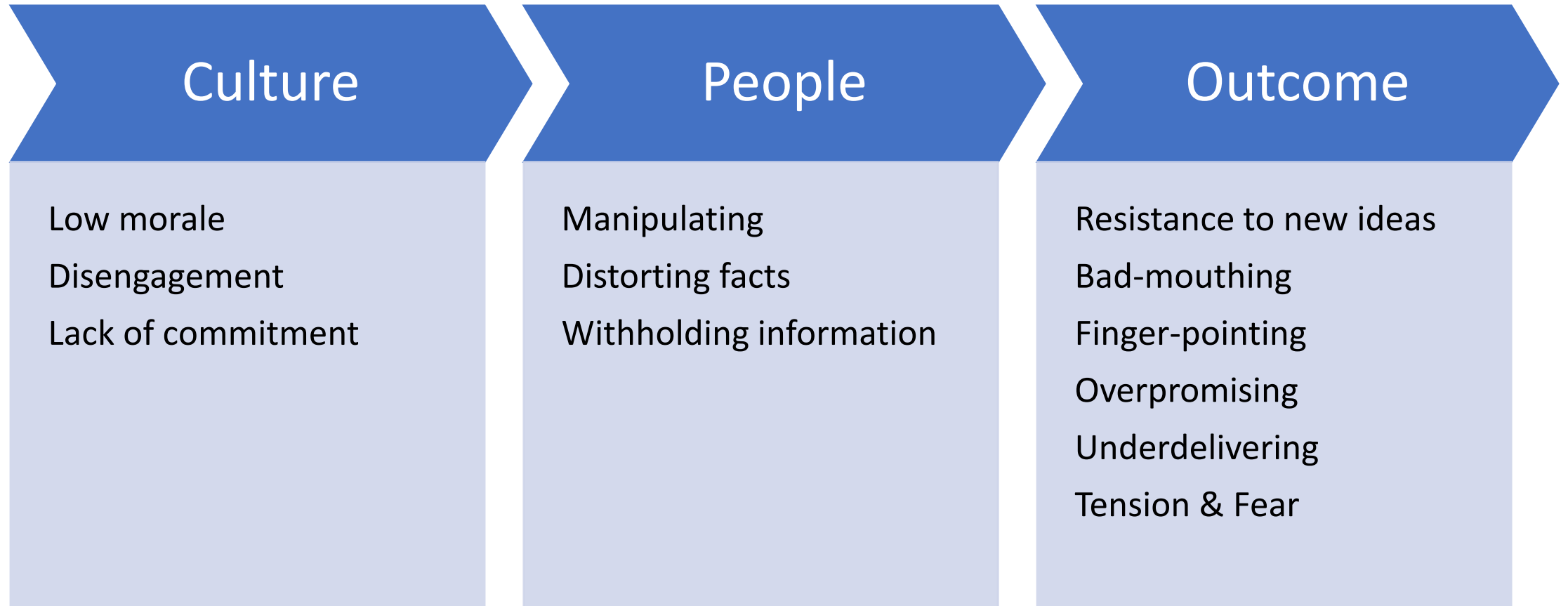
Reflection

- Who do you trust?
- Who trusts you?

Consequences of High Trust



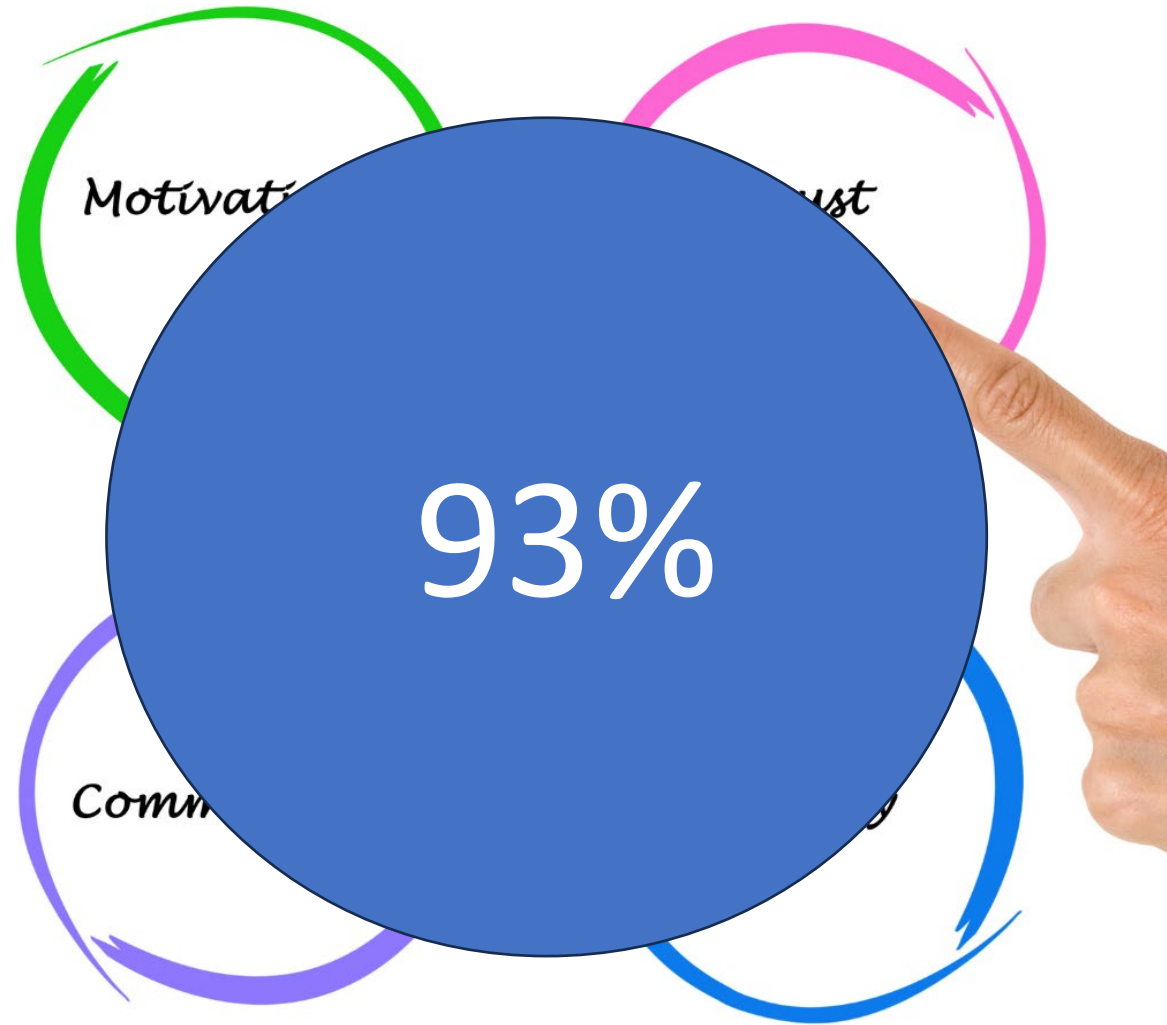
Consequences of Low Trust



Discussion

In what ways does trust impact employee experience?

Employee Engagement



3 employee engagement trends to watch in 2017.(training today: News, stats, & business intel). (2017). *Training*, 54(4), 7.



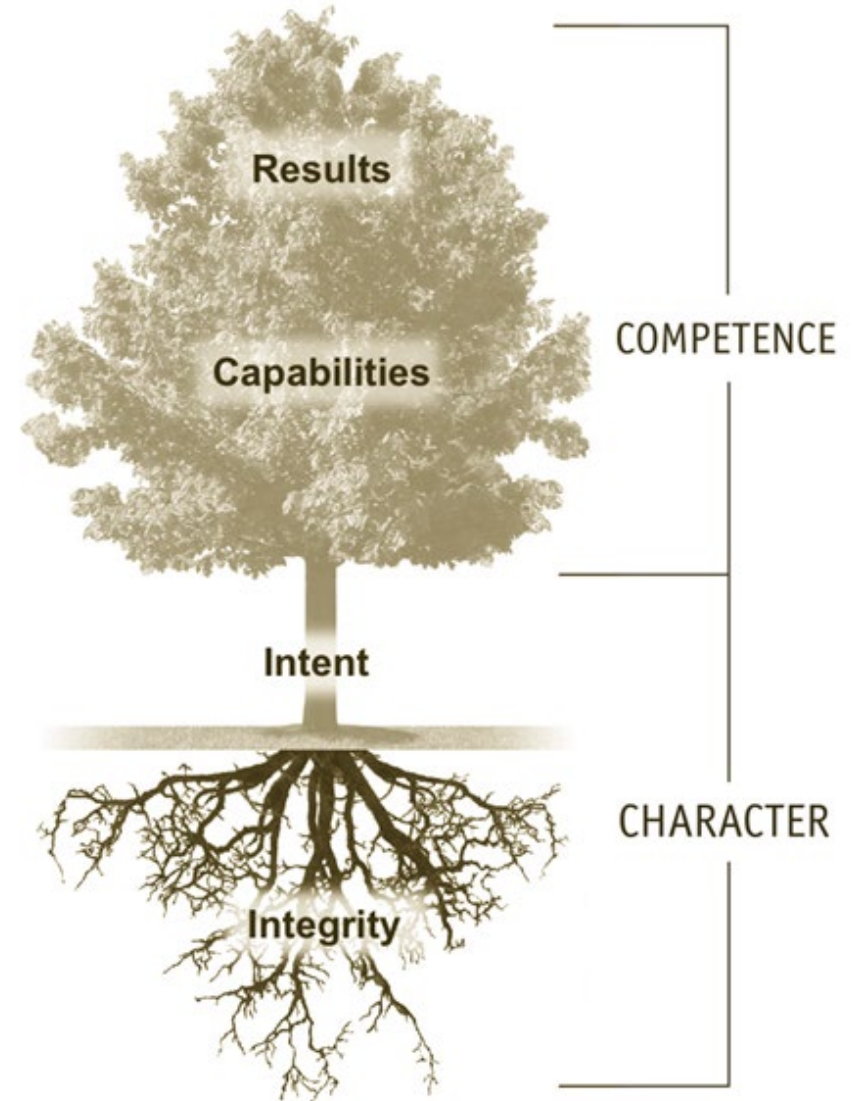
Discussion

How do we build and maintain trust?

Trust

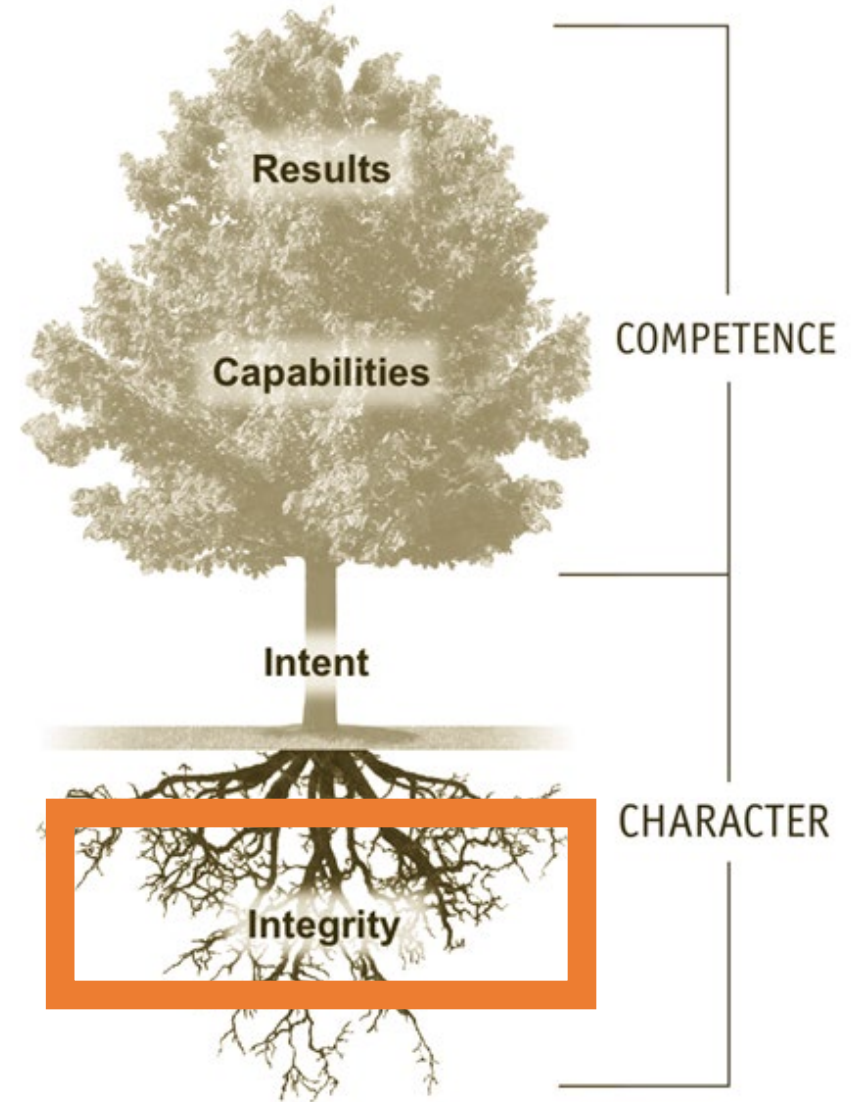
“Confidence born of the *character* and the *competence* of a person or an organization.”

- Stephen Covey



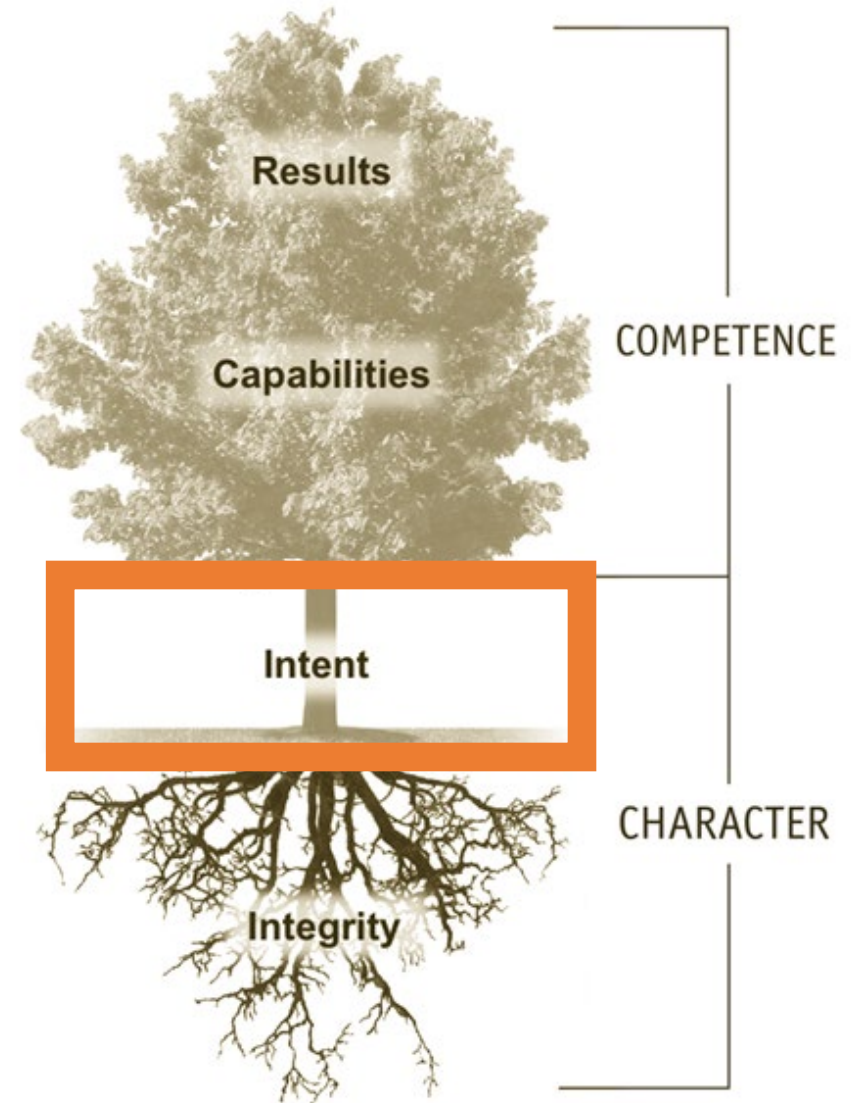
Integrity [Character]

Deep honesty and truthfulness. It includes congruence, humility, and courage.



Intent [Character]

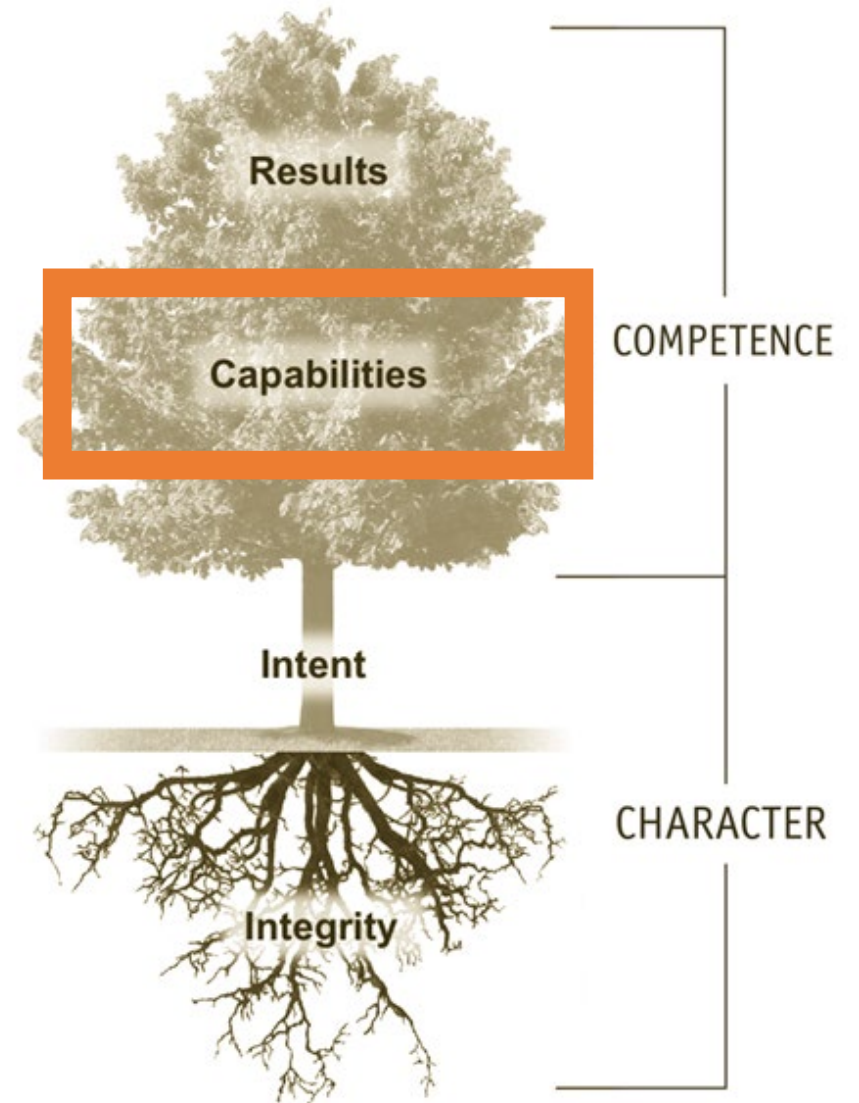
Intent is your fundamental motive or agenda, and the behavior that follows



Capabilities [Competence]

Our capacity and capability to accomplish TASKS.

- **Talents**
 - Unique and native strengths
- **Attitudes**
 - Energy and determination?
- **Skills**
 - Continuously upgrading your skills?
- **Knowledge**
 - Staying current in your field or industry?
- **Style**
 - Get in the way, or ease the path?

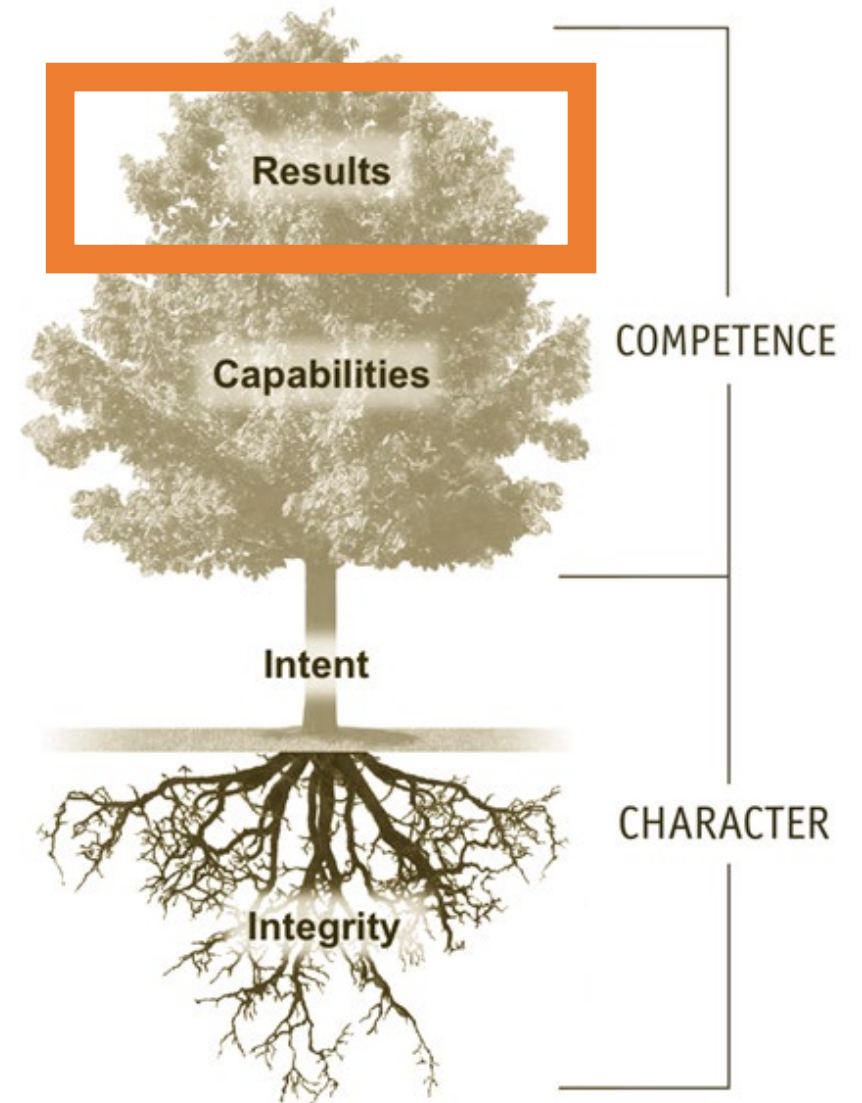


Results [Competence]

Results are critical to your credibility!

Measured by:

- Past Performance
 - Your reputation and track record for delivering results, not just performing activities
- Current Performance
 - Producing results NOW, not resting on past performance
- Anticipated Performance
 - How others will expect you to perform in the future, based on past and current results



Discussion



Counterfeit Trust Behaviors

Character

Talk straight.
Demonstrate respect.
Create transparency.
Right wrongs.
Show loyalty.

Opposite

Lie. Deceive.
Show disrespect.
Hide. Cover up.
Deny. Justify wrong behavior.
Betray others.

Counterfeit

“Spinning”. Manipulating.
Faking respect. Respect for ‘some’, not all.
Hidden agenda. Withholding information
Cover Up. Hide Mistakes.
Gossip. Giving credit when around, downplaying/taking credit behind closed doors.

Counterfeit Trust Behaviors

Competence

Deliver results.
Get better.
Confront reality.
Clarify expectations.
Practice Accountability.

Opposite

Perform poorly/fail to deliver
Complacent. Become irrelevant.
Ignore or deny reality.
Unclear or undefined expectations.
Not “owning up”.

Counterfeit

“Busy work”. Activities only.
Improvements that never happen. Learning, not producing.
Skirting the real issues.
Guessing. Not pinning down specifics.
Pointing fingers/blame game. Not holding other accountable.

Discussion

How does trust impact our relationships?

Relationship Building & Trust

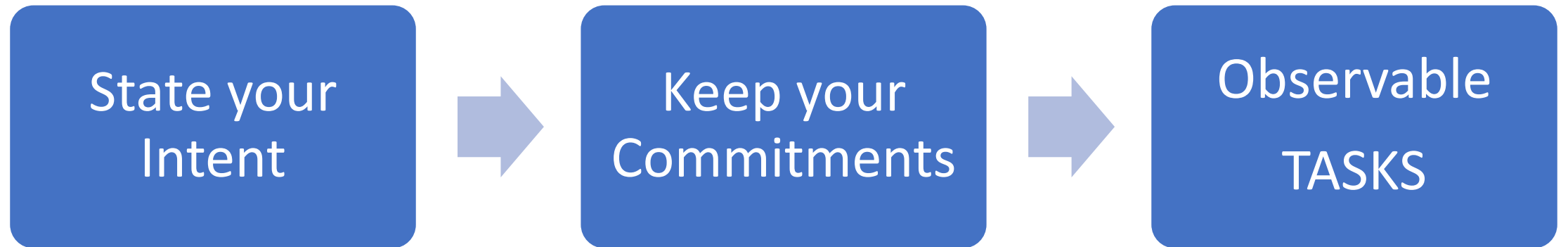


POLL - Trust Philosophy

- What is your trust philosophy?
 - Give or Earn?
- Impact on your relationships?



Steps to Establishing Trust



Breakout Activity: Trust Action Plan



Self-Reflection



Identify



Action Plan

Food for Thought

"To be trusted is a greater compliment than being loved."

- George MacDonald

Interconnection - Trust and Inclusive Cultures

An inclusive culture refers to a workplace environment where all employees feel valued, respected, and included, regardless of their background or identity.

DEI Terms Defined

Diversity

A wide range of human differences exist within a specific group, organization, or community.

Equity

The principle of ensuring fairness and justice for all individuals, taking into account their unique circumstances and needs.

Inclusion

An organization/community where all members feel respected, have a sense of belonging and are able to participate and be their genuine selves.

Belonging

The feeling of being accepted, valued, and included in a particular group, community, or environment.

Where are you on your Inclusion Journey?

Unaware

I don't see any problems. I'm not sure what this is for; it doesn't impact our workplace.

Compliant

I will do whatever the policy says; and follow the legal requirements.

Discovery

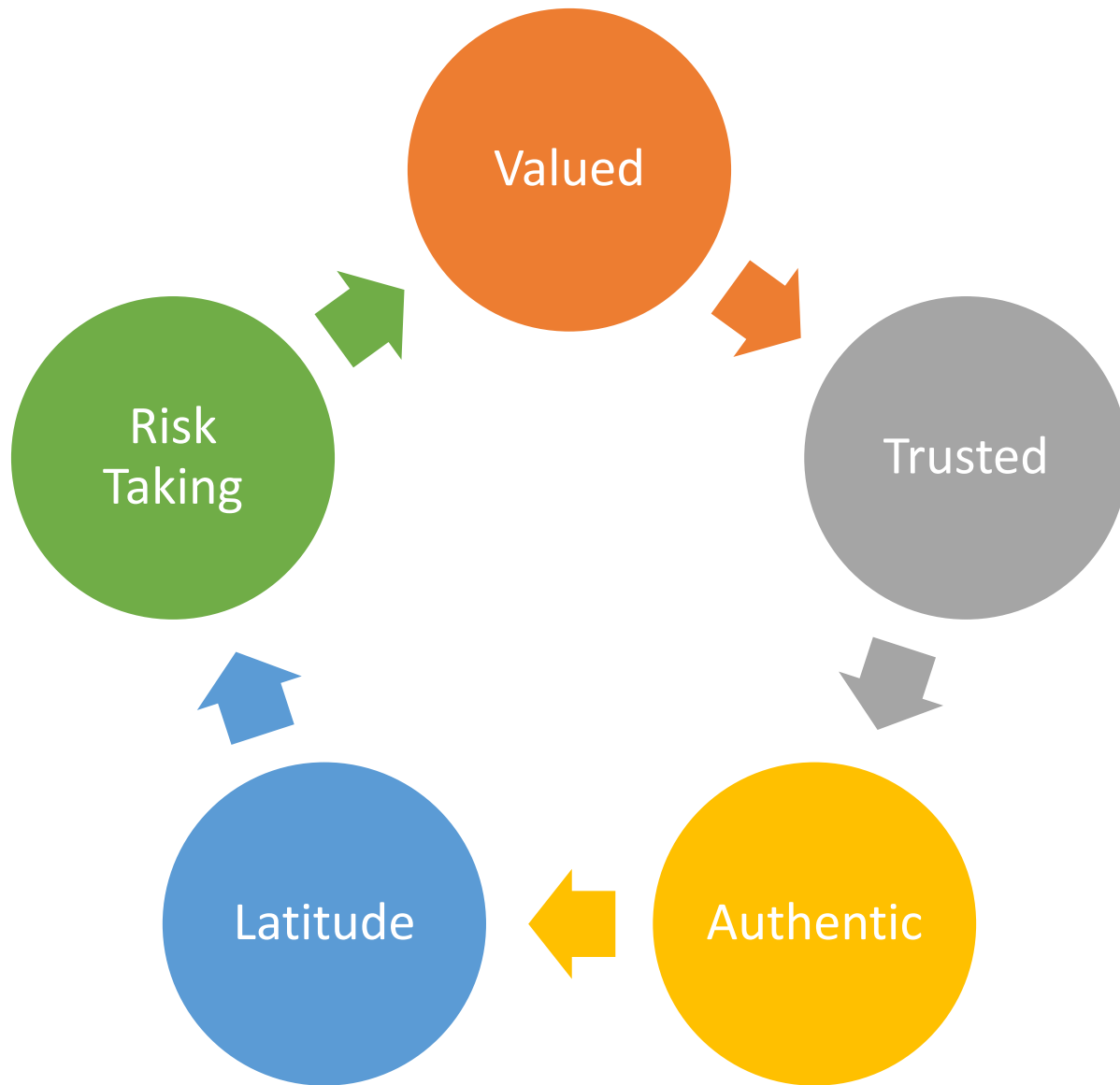
I'm open to seeking and closing any gaps in DEI best practices.

Committed

I am willing to embed DEI in my everyday practices.

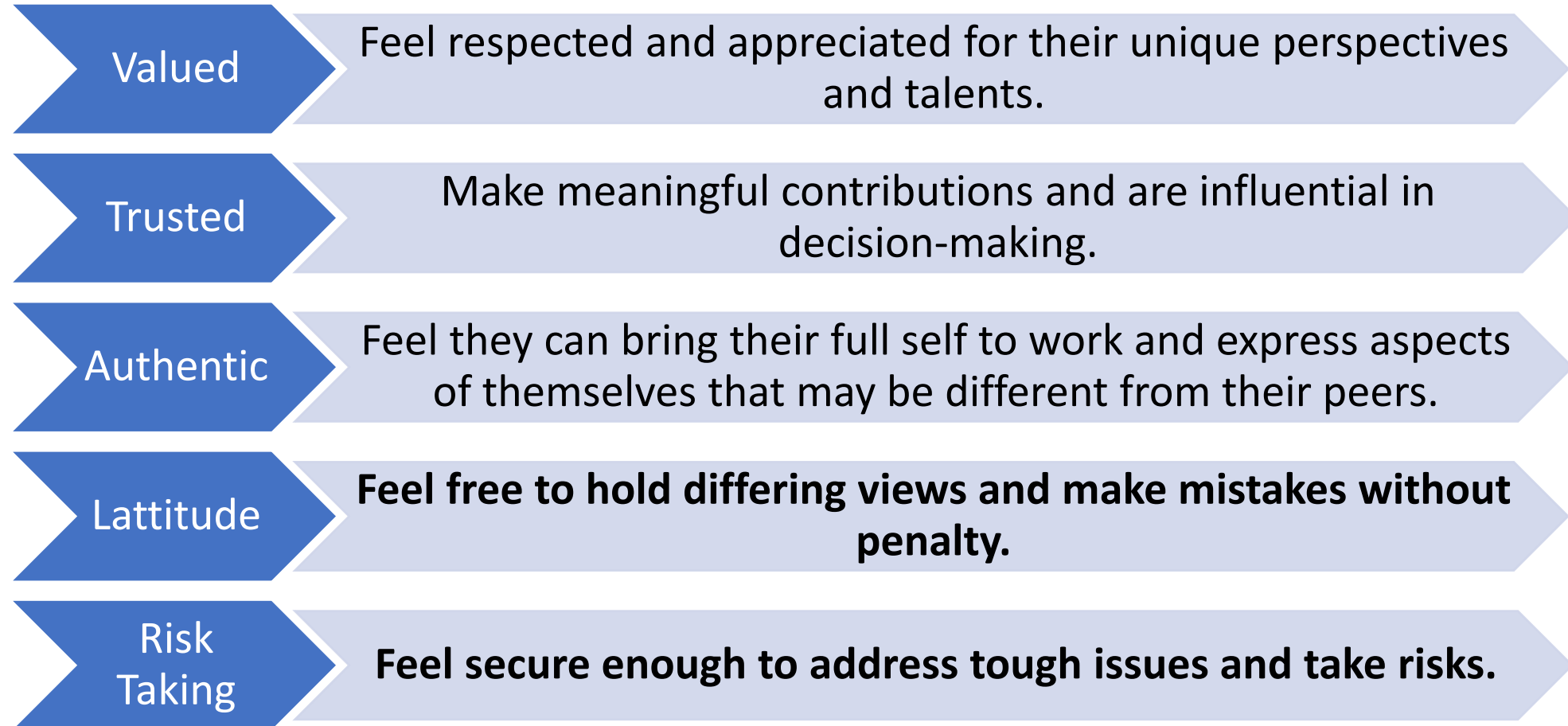
Culturally Competent

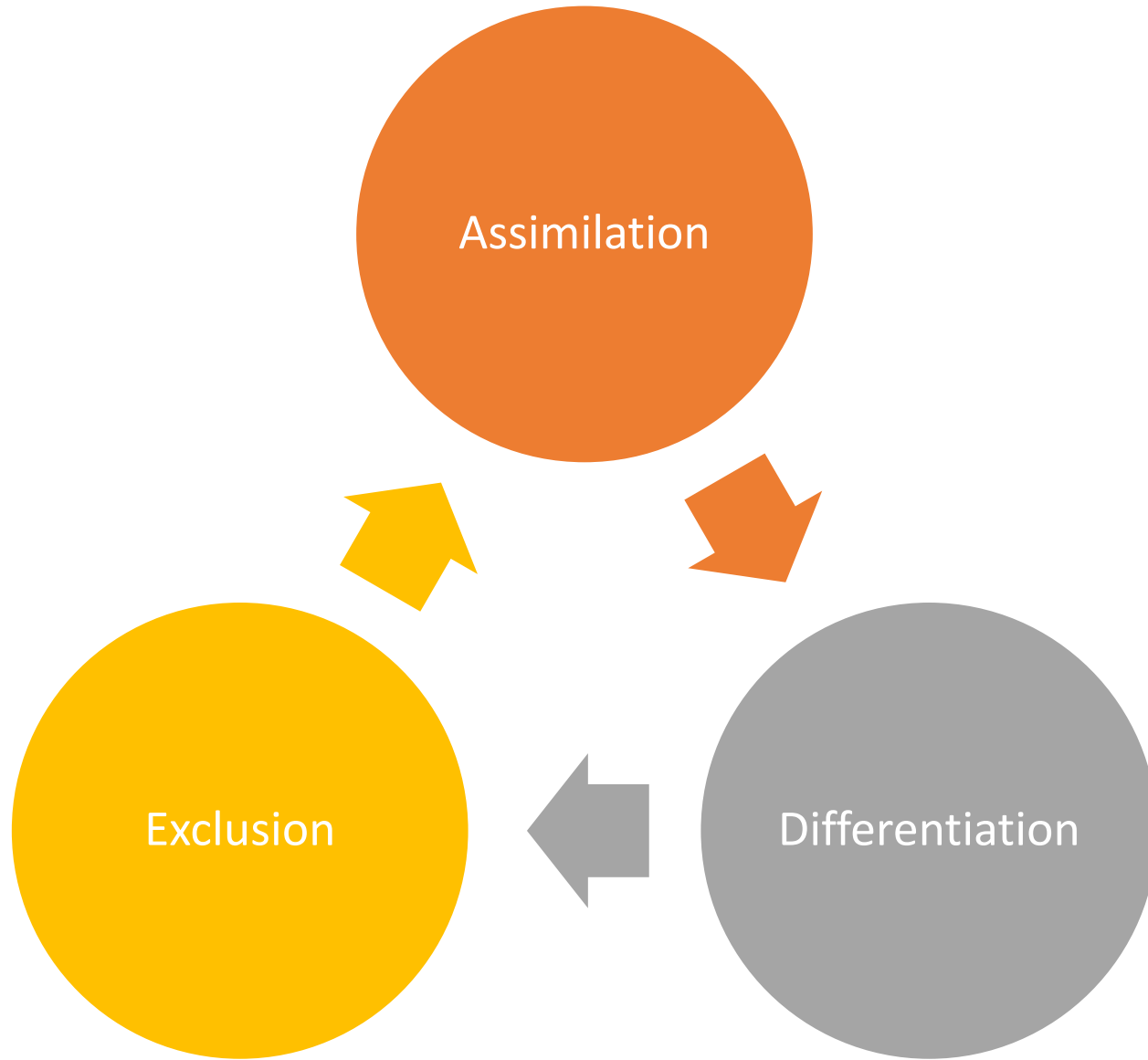
I can see through the lens of others who are different from me; it's a pillar in my everyday life.



Leader Behaviors that **Emphasize Inclusion**

Leader Behaviors that Emphasize Inclusion





Leader
Behaviors
that
**Emphasize
Inclusion**

Leader Behaviors that **Emphasize Exclusion**

Assimilation

Occurs when the employee is regarded as an insider in the work group when they fit into organizational behavioral norms by minimizing the display of ways in which they are unique.

Differentiation

Occurs when the employee is not treated as an insider in the workgroup, but their unique characteristics are viewed as important and necessary for the group and/or organization's success.

Exclusion

Ensues when the employee is not considered an organizational insider with unique value in the workgroup, but there are other employees or groups who are insiders.

In Groups & Out Groups

In-Groups:

- Formed through close interactions and mutual trust between leader and certain members.
- Enjoy more access to resources, information, and support from the leader.
- Receive preferential treatment, opportunities, and higher quality exchanges.
- Typically involved in decision-making processes and have greater influence.
- Exhibit higher levels of job satisfaction, commitment, and loyalty.

Out-Groups:

- Comprise members with limited interaction and lower trust with the leader.
- Experience fewer privileges, limited support, and minimal access to resources.
- Often excluded from important discussions and decision-making processes.
- May have strained relationships, leading to lower job satisfaction and commitment.
- Possibility of higher turnover rates and dissatisfaction with leadership.

In Groups & Out Groups

Effects on Performance:

- In-group members tend to perform better due to increased support and resources.
- Out-group members might feel alienated, impacting their motivation and performance.
- Disparities in treatment may lead to team conflicts and reduced collaboration.

Leadership Implications:

- Importance of fostering positive relationships with all team members to minimize out-group formation.
- Strategies to expand in-group dynamics to more team members for a cohesive and productive work environment.
- Encouraging fair treatment and equal opportunities for all members to prevent feelings of exclusion and division.

Discussion

What are the organizational impacts of In and Out Groups?

Pre-Breakout Reflection

What Are Some Roadblocks To Being Inclusive?

Breakout Activity: Inclusion Action Plan



Self-Reflection

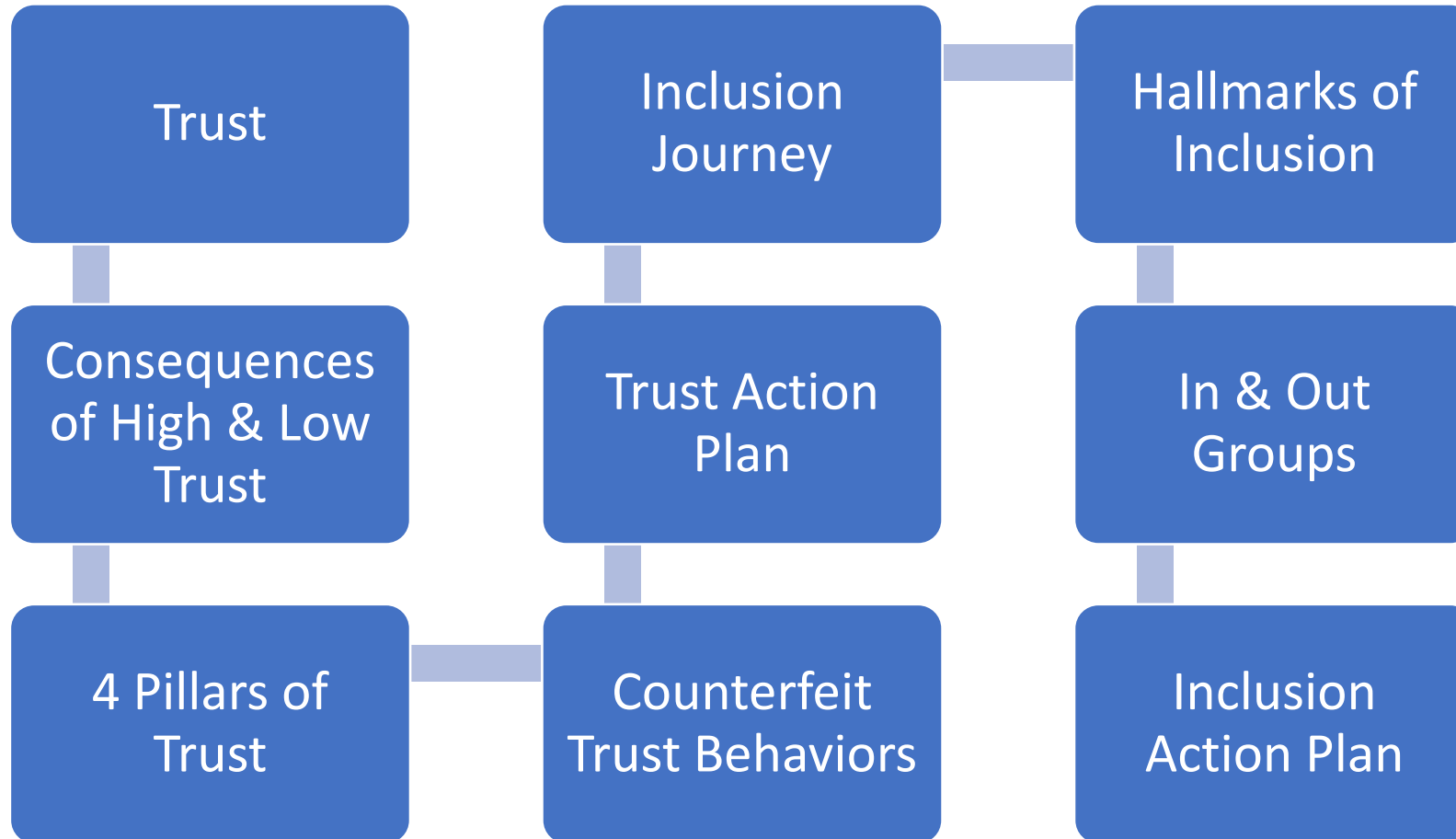


Identify



Action Plan

Recap



Survey



Parting Thoughts

"Inclusive Leadership is not a destination. It is a journey that requires humility, curiosity, and courage."

- Thais Compoint, Author of "Succeed as an Inclusive Leader"