SAY HELLO

- Introduce yourself to the people on your right and left

- Ask them how they are today and tell them 1 thing about yourself or something you are thankful for

USING RELATIONAL LEADERSHIP TO CREATE A CULTURE OF BELONGINGNESS

Welcome and Connect

What comes to mind when you think about relational leadership?

Bill de la Cruz

https://delacruzleadershipsolutions.com/

LEARNING OBJECTIVES

- Learning Objective 1: Begin to develop the mindset and associated beliefs, behaviors, and actions of a Relationally Driven Leader.

- Learning Objective 2: To begin to understand how to facilitate inclusion and belonging in the space in which you work.

PERSONAL AGREEMENTS

- Awareness of judgment that leads to blame or shame
- Limit side conversations
- Respectful use of electronics
- Accept and expect non-closure
- What's said here stays here- What's learned here leaves here
- Experience discomfort
- Stay engaged
- Speak your perspective
- Speak to the point and not the person

BELONGING

A space that we cultivate where all staff, are valued, accepted, respected, included, encouraged by others, and feel that their voices and perspectives are honored.

Belonging

Belonging is defined as the feeling of security and support when there is a culture of acceptance, inclusion, and identity for a member of a certain group or place.

Belonging

- In order for people to feel like they belong, the environment (in this case the workplace) needs to be set up to be a diverse and inclusive place. Diversity in the workplace is about the mix of different people in an organization, whereas inclusion deals with whether or not people feel a sense of belonging, feel heard, and have a safe space to express themselves authentically.

Inclusion

- Inclusion is not bringing people into what already exists, it is about creating a new space.

- The word space indicates not only physical location, but also historical and social contexts that are associated with community.

- Minoritized people- those who have been historically marginalized in society

Intentional Steps to Create a Culture of Belonging

Welcomed

Known

Included

Supported

Connected

BELONGING

All three of these concepts: belonging, diversity, and inclusion, are inextricably linked and need to coexist to create the best employee experience possible.

Why is belonging important?

OTHERING

Othering is a generalized set of common processes that engender marginality for individuals, and group-based inequality across any of the full range of differences/identities

Indices of Othering

- Lack of effective Voice

- Lack of representation

- Lack of recognition

- Lack of power

- How have you experienced othering?

WE SET THE CULTURE THAT OUR STAFF WALK INTO

Culture - is the habits traditions and behaviors of people and groups in an organization

PURPOSEFUL CONVERSATION

Establish the purpose. Why are we here and what is the purpose of this conversation?

What do you want to accomplish through the conversation?

What evidence during the conversation will lead you to know you have been successful?

What do you want to be sure you do well during the conversation?

CLEAR DEEP LISTENING

Awareness of- Judgment that leads to Blame - Shame

Respond, don't react
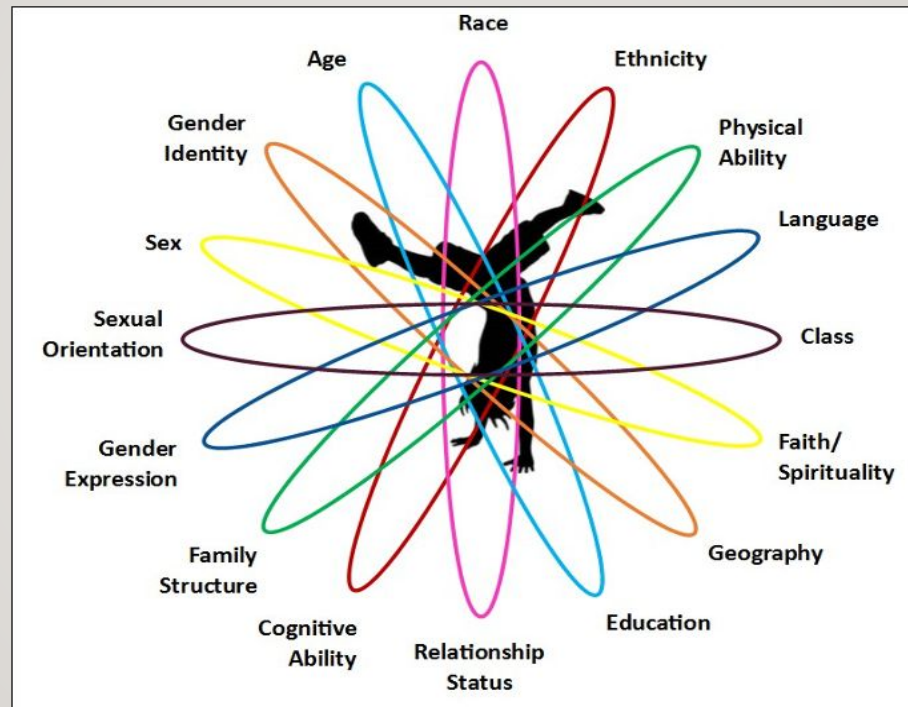
Accept what others have to say

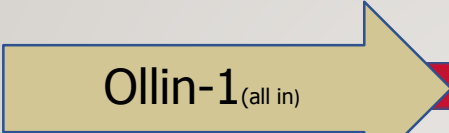Breathe and pause before responding

Reflection

Redirect yourself when emotionally charged

INTERSECTIONALITY OF IDENTITY

Ollin-1(all in)

An Aztec Word …. *To Move and Act with All Your Heart*

- **Recognize**s that everyone comes to the workplce with a unique identity profile that is to often impacted by race, bias or stereotypes.

- **Occurs** as a result of sensitive, courageous and creative conversations and actions

- **Requires** the distribution and redistribution of resources and initiatives based on individual and group needs derived from multiple sources of qualitative and quantitative data.

- **Leads** to engaged, inspired and successful engagement.

MINDSETS AND BEHAVIOR OF A CULTURALLY DRIVEN LEADER

- Ensures decisions promote differentiation for all

- Builds strong collaborative relationships

- Effectively engages stakeholders towards a common goal

- Ensures conflict is productive

- Regularly solicits diverse points of view; models commitment to diverse viewpoints and holds team accountable for outcomes

- Uses and models a growth mindset to drive differentiated outcomes

- Insists that gaps in opportunities to learn are eliminated

- Create the conditions necessary for all students to set goals and achieve in school and life

ADAPTIVE LEADERSHIP

- Ron Heifetz – Research on Adaptive Leadership Harvard Kennedy School
  - Technical problems vs. adaptive problems
  - Curiosity was more valued than obedience to rules
  - General dialogue neutralized hierarchal power
  - Ideas were encouraged as a way of appreciating a variety of perspectives, (diversity).

  - https://www.hks.harvard.edu/publications/practice-adaptive-leadership-tools-and-tactics-changing-your-organization-and-world

ADAPTABLE OR RIGID MINDSET

Adaptable Mindset

- Open to possibility
- Accept multiple perspectives
- Shares power and decision making
- Is curious and inquisitive
- Practice not perfection
- Collaboration

Rigid Mindset

No reason to change

My way of thinking is the correct way

Uses positional power to force decisions

Values like minded opinions

Someone else's responsibility

Demands

WHAT STEPS NEED TO BE TAKEN TO ACTUALIZE RELATIONAL LEADERSHIP?

COMPETENCIES AND DISPOSITIONS FOR <u>RELATIONAL</u> LEADERSHIP

Inclusive

- Inclusive leadership is "leaders who are aware of their own biases and preferences, and actively seek out and consider different views and perspectives to inform better decision-making across the organization." Being an inclusive leader means the following:

- Understanding oneself and others.

- Understanding organizational culture; 360-degree thought process.

- The fundamental belief that everyone can make a difference.

https://campusrecmag.com/five-components-of-relational-leadership-theory/

COMPETENCIES AND DISPOSITIONS FOR RELATIONAL LEADERSHIP

Empowerment

- Empowerment is "the process of sharing power and allocating more autonomy and responsibilities to future leaders through a specific set of leader behaviors that entails enhancing the meaningfulness of work, fostering the decision making of the organization."

- As a leader, empowerment brings the following attributes:

- Self-esteem.

- The positive impact of being inclusive.

- The fundamental belief that everyone has something to offer for the greater good.

COMPETENCIES AND DISPOSITIONS FOR RELATIONAL LEADERSHIP

Purposeful

- Purposeful leadership means making decisions as part of the overall strategy to enable people to follow your lead. It means to collectively accomplish a task; consistently evaluating the decision and actions of oneself. If you have a good relationship with people you lead, their performance will validate your skillful leadership qualities. To be a purposeful leader, it is important to incorporate these characteristics into the organization:

- A transparent understanding of the overall process in accomplishing the organization's mission.

- Promoting an attitude that is positive, optimistic and helps everyone.

- Supportive of an environment that promotes creativity and innovation.

- An environment that involves others in the vision-building process.

COMPETENCIES AND DISPOSITIONS FOR RELATIONAL LEADERSHIP

Ethical

- Ethical leadership is "leadership demonstrating and promoting appropriate conduct through personal actions and interpersonal relationships." Ethical leadership is putting people into management and leadership positions who will promote and be an example of ethical conduct in their actions and relationships in the workplace. Being ethical in the workplace as a leader must include the following characteristics:

- Thorough decision-making.

- Encourage socially responsible behavior.

- High standards of behavior for each person that helps everyone.

- Actions that benefit others versus actions pursued for self-gain.

COMPETENCIES AND DISPOSITIONS FOR RELATIONAL LEADERSHIP
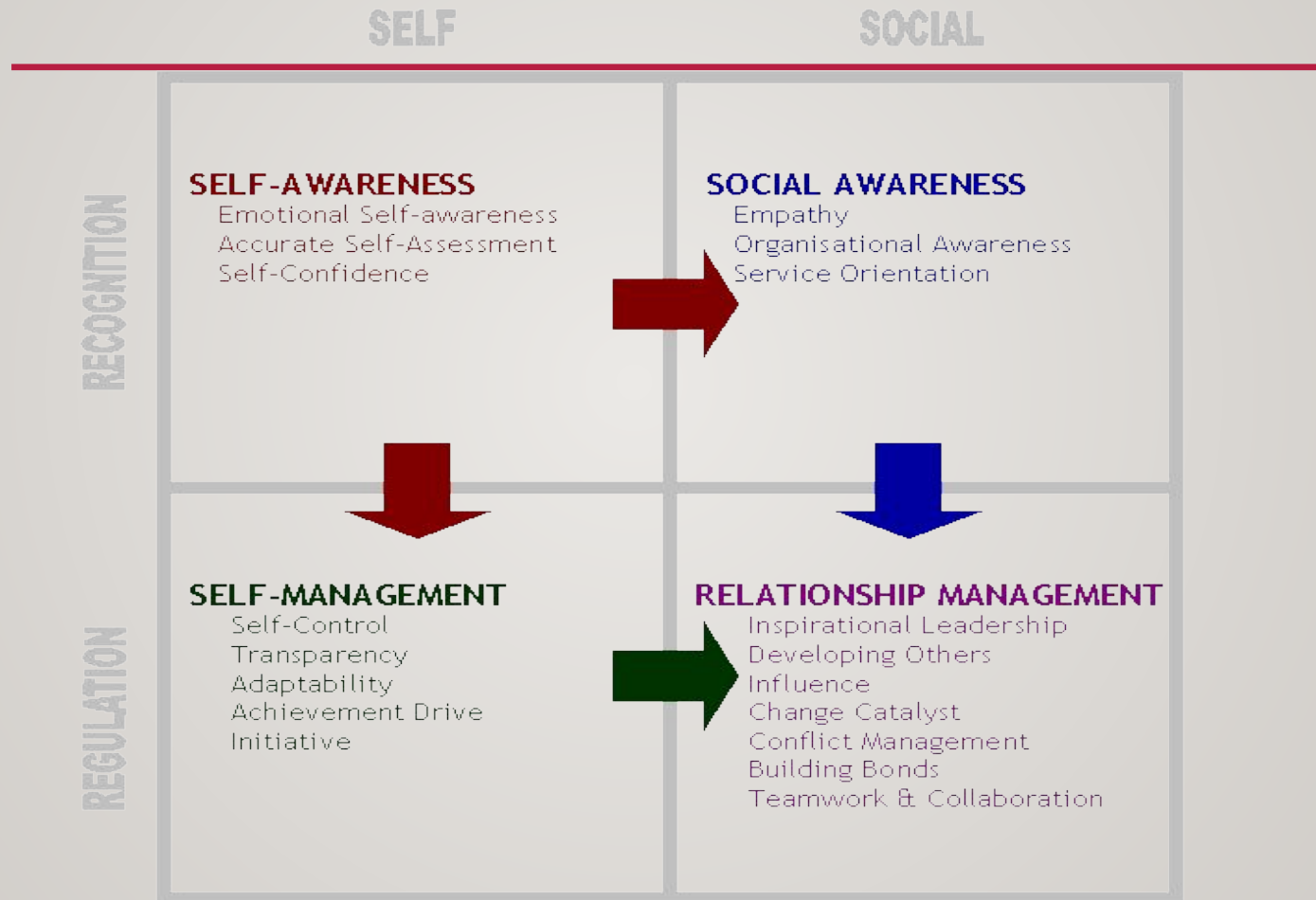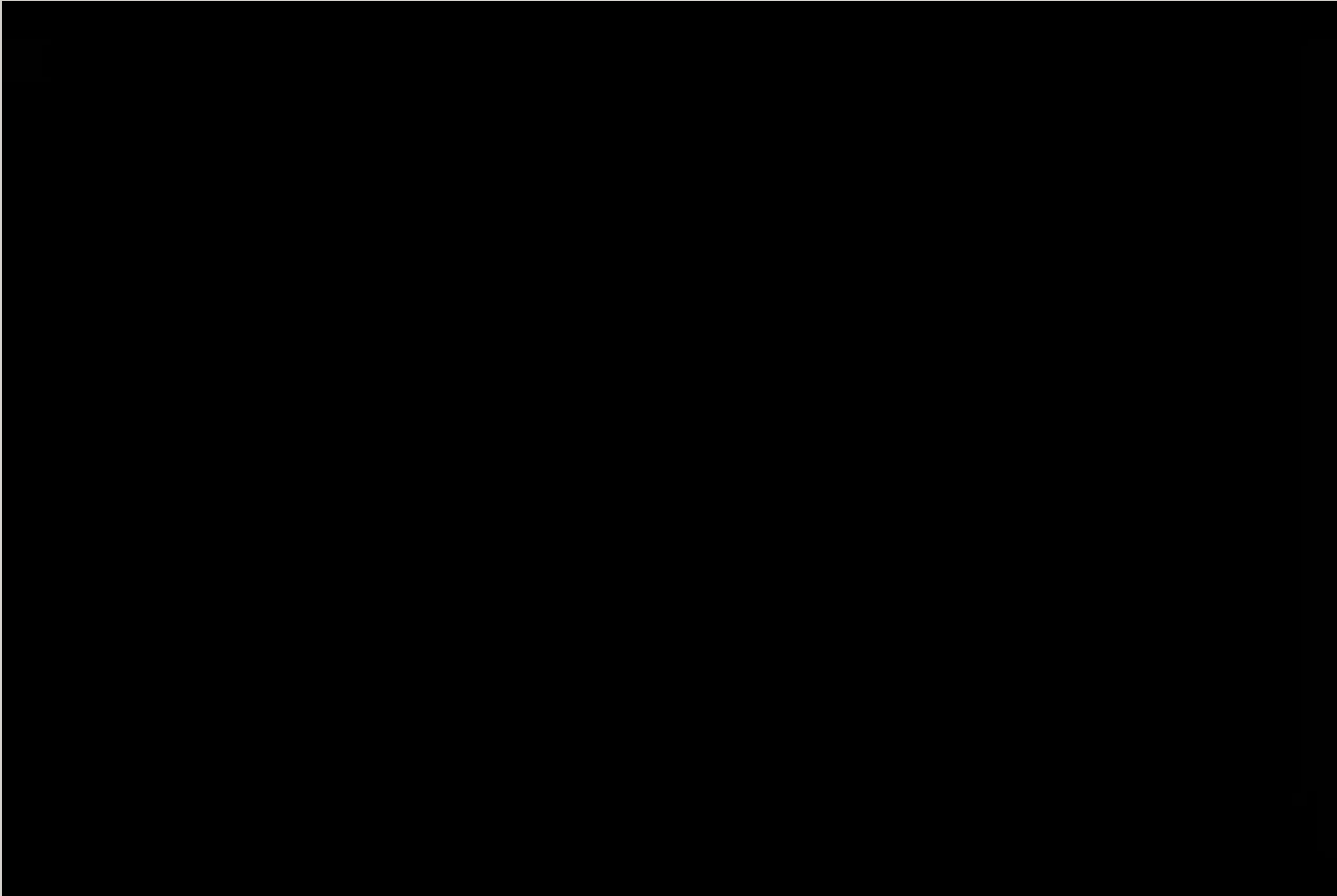
Process-Oriented

- Being process-oriented in leadership is "the ability to identify characteristics of being a unified team, remaining a team through times of adversity and accomplishing the team's purpose."

- Examples of being a process-oriented leader include:

- Understanding community.

- Encouraging high-quality effort.

- Collaboration throughout and reflection at the end.

- Understanding the process is as important as the outcome.

- The ability to give and receive feedback.

CULTURALLY RESPONSIVE LEADERSHIP IS ROOTED IN SELF-AWARENESS
HTTPS://WWW.DANIELGOLEMAN.INFO/

SELF   **SOCIAL**

RECOGNITION

SELF-AWARENESS
Emotional Self-awareness
Accurate Self-Assessment
Self-Confidence

SOCIAL AWARENESS
Empathy
Organisational Awareness
Service Orientation

REGULATION

SELF-MANAGEMENT
Self-Control
Transparency
Adaptability
Achievement Drive
Initiative

RELATIONSHIP MANAGEMENT
Inspirational Leadership
Developing Others
Influence
Change Catalyst
Conflict Management
Building Bonds
Teamwork & Collaboration

BELONGING/INCLUSION
IS ROOTED IN RELATIONSHIPS

WHEN CONFLICT ARISES...

- What is conflict?

CONFLICT STYLES

- Avoiding- Issue and
  relationship both are insignificant

- Accommodating- Relationship is more important than the conflict

- Forcing-The issue is more important than the relationship

- Compromising- Cooperation is important (give a little, get a little)

- Collaborating-Relationship and issue are both important (takes a little more time)

USE COGNITIVE CONFLICT

- Disagreement about ideas and approaches

- Issue focused, not personal

- Characteristic of high performing groups

- Interest based

- Amason, A.C., Thompson, K.R., Hochwarter, W.A., & Harrison, A.W. (1995, Autumn). "Conflict: An Important Dimension in Successful Management Teams." *Organizational Dynamics,* 24(2), 22-23.

AVOID AFFECTIVE CONFLICT

- Personal Antagonism fueled by differences of opinion

- Destructive to group performance and cohesio

- Position based

AS A LEADER

It is important to remember that having an

Inclusive mindset,

Providing opportunities for empowerment,

Creating purpose within,

Practice and model ethics through servant leadership and

Modeling what process means to accomplish the mission

Are the building blocks to creating an energetic, powerful culture.

TODAY

- As you go through your day think about your role in creating belonginess in your workplace.

- Everyone plays a role in creating a culture of belonging.

WHAT IS BIAS?

MODELING INCLUSION AND BELONGING IN THE SPACES WE MOVE IN AND OUT OF

- What does it take to model inclusion and belonging as a leader?

- What is the impact of inclusion and belonging on those you interact with?
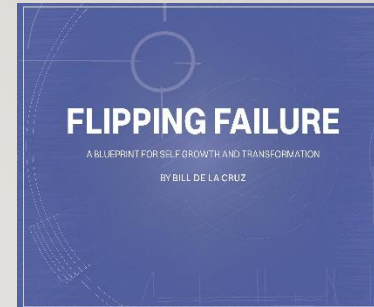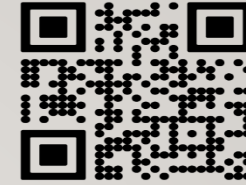
WRAP UP -CLOSURE

- What will you take back as a commitment to action from our work today?

- What are your personal next steps?

CONTACT INFORMATION

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