



MINI-RETREAT
PART III
*Situational Training
Boot Camp*

SEPTEMBER 21, 2021

Today's Objectives



This session will accomplish the following:

1

Enhance your
understanding of
the psychological
safety

2

Skill building and
role playing around
difficult
conversations



– QUICK CHECK-IN – Roles & Responsibilities

What makes organizations
thrive in today's environment?

~~SMART PEOPLE~~

~~INNOVATION~~

~~HIGH STANDARDS~~

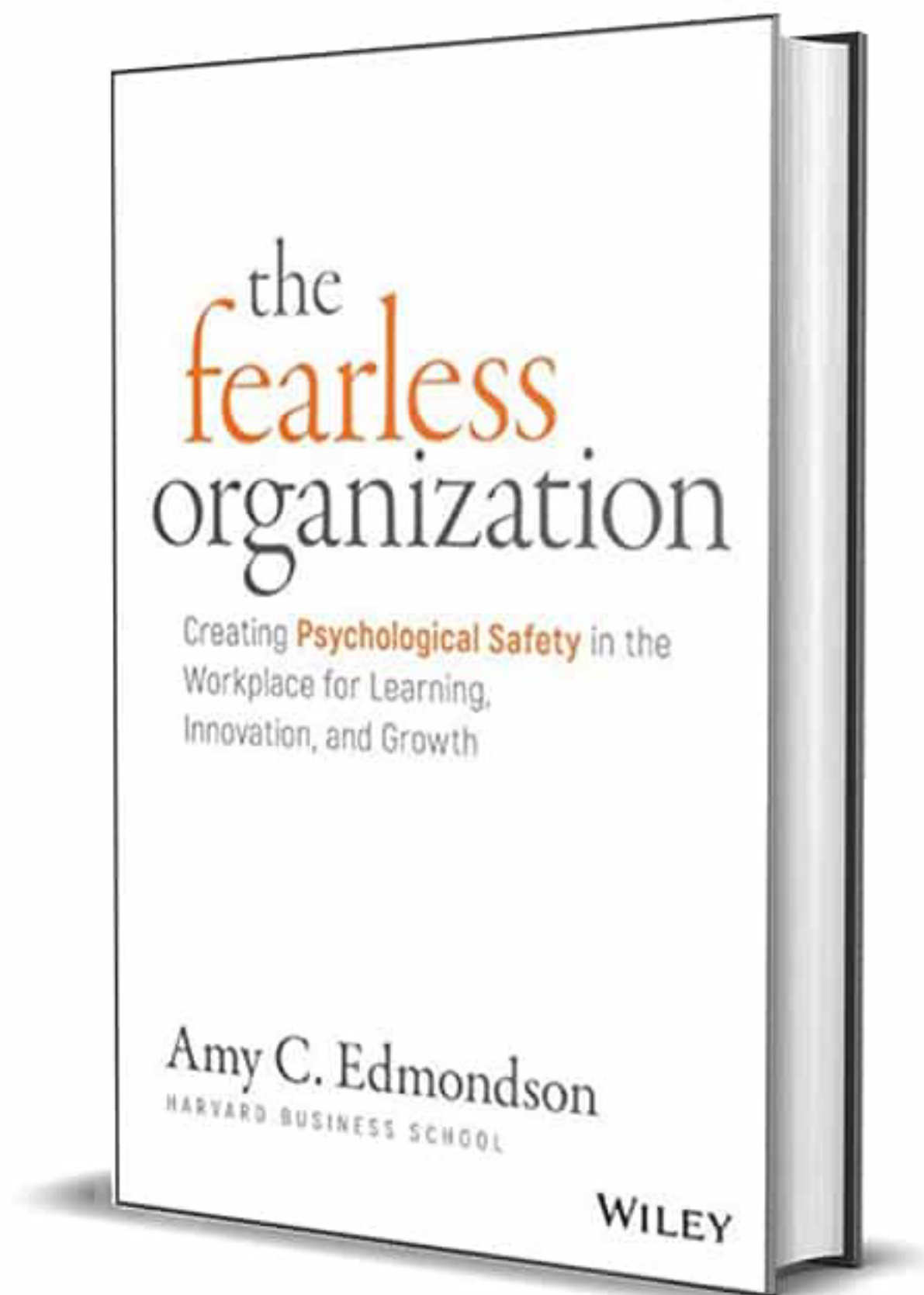
Psychological Safety

Key to organizational
performance and strong
communities



Dr. Amy Edmondson

Novartis Professor of Leadership and Management at the Harvard Business School



Definition

Describes a climate where people feel safe enough to take interpersonal risks by speaking up and sharing concerns, questions, or ideas.

Look & Feel

- ✓ People feel comfortable expressing and being themselves
- ✓ Individuals freely share concerns and mistakes
- ✓ Folks speak up and opinions are heard
- ✓ People can ask questions
- ✓ Trust and respect abound

Why Does it Matter?

- ✓ Reduces turnover
- ✓ Increases quality and performance
- ✓ Improves productivity





What makes a
perfect team?

Google

Project Aristotle

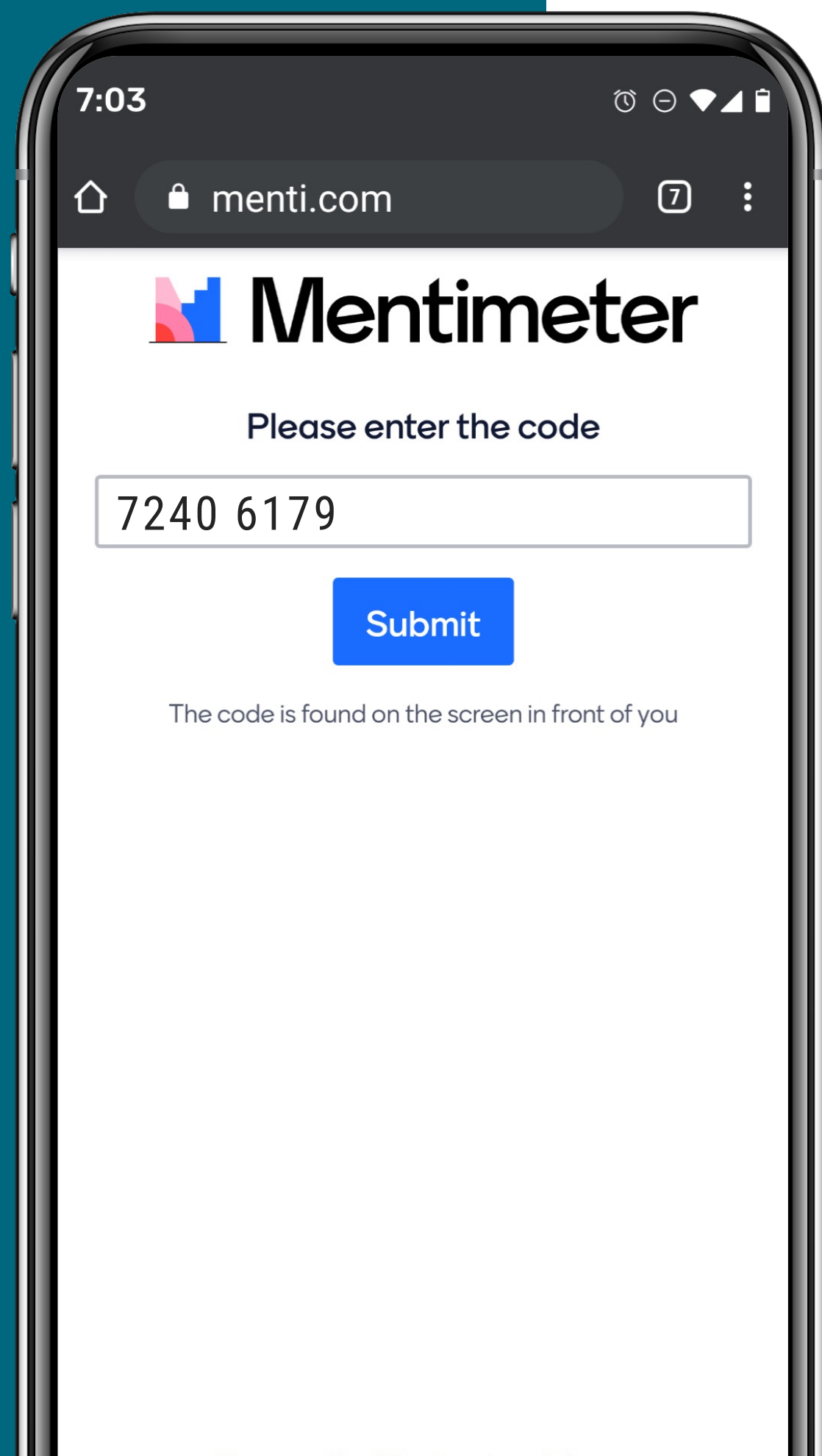
2 years

180 teams

37,000 employees

The answer?

psychological safety



STEP 1

www.menti.com

STEP 2

7240 6179

Neighbor Discussion

What benefits would the Club realize with more psychological safety among its Leadership?

How do you create Psychological Safety?

- ✓ Set the stage
- ✓ Invite participation
- ✓ Respond productively

Set the Stage

- Frame / reframe the work
- Reframe failure
 - “I’m not pro failure, I’m pro learning”
 - “Move fast and break things”
 - “Early, often, ugly”

Set the Stage

- Clarify need for voice
 - Uncertainty
 - Interdependence
 - Identify the stakes
- Motivate through purpose

Invite Participation

- Situational humility
 - Learning mindset
 - I don't know
 - “I may miss something; I need to hear from you.”

Invite Participation

- Proactive inquiry
 - Genuine curiosity
 - Open-ended
 - Powerful questions
 - Listen

Design structures for input

- Focus groups
- Cross-functional teams
- Anonymous feedback systems

Respond Productively

- Practice gratitude and empathy
- Destigmatize failure
- Sanction clear violations

Bringing it home

- Practice makes perfect
- Distributed charge

What is one instance where you have witnessed a lack of psychological safety within the Club?

☐ How did it impact the parties involved?

☐ Which of the three practices (setting the stage, inviting participation, or responding productively) was missing?



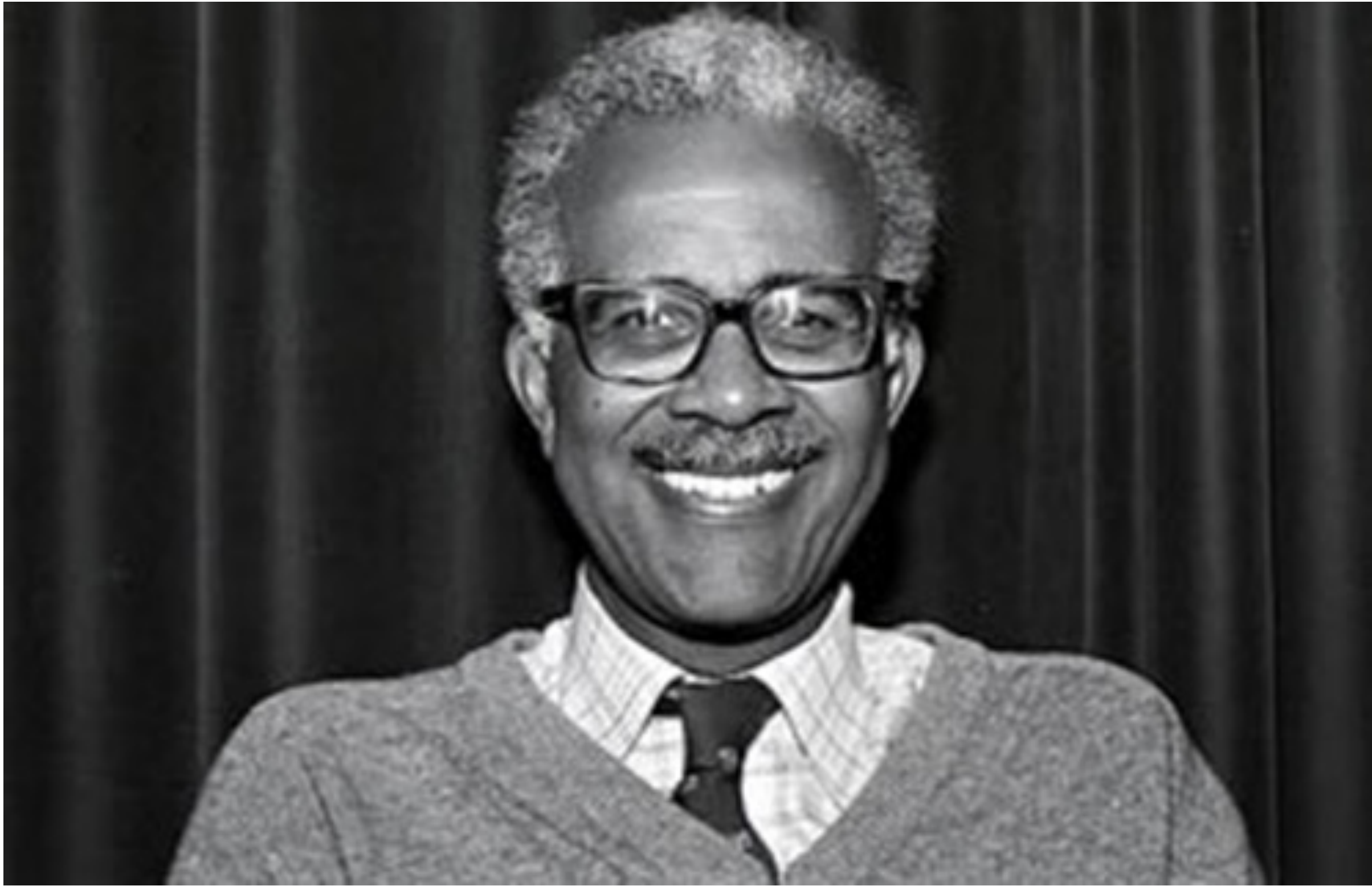
BREAK



— 10 MINS —



Lightning Skills Training



Dr. Chester Middlebrook Pierce

Professor of Psychiatry at Harvard Medical School



MICROAGGRESSIONS

Offensive comments and behaviors directed towards anyone in a marginalized group, including but not limited to:

- People of Color
- Women
- LGBTQ+ Communities
- People of a Specific Religion
- People with Disabilities
- People who are Older



MICROAGGRESSIONS

- ✓ Occur in everyday interactions
- ✓ Can be intentional or unintentional
- ✓ Are often unacknowledged
- ✓ Are subtle in nature
- ✓ Emotional toll is cumulative

OVERT EXAMPLES



"That woman was so aggressive in that meeting"

"You're not a typical ___ person."

Everyone can succeed if you just work hard enough.

Where are you from?

All lives matter.

You are so articulate!

SUBTLE EXAMPLES



What can you do?

Option #1: Let it go

Option #2: Call it out

Option #3: Bring it up later

Let it go...

Benefits: Avoid an awkward moment or direct challenge to the status quo

Risks: Erodes community and self-worth

Call it out...

Benefits: Address the issue head on;
self-advocacy

Risks: Can be interpreted as an “attack”
or “aggressive” behavior.

Bring it up later...

Benefits: Emotional distance; clarity of thought

Risks: Person forgets; loss of specific details

Conversational Tactics

Tip #1:

Ask Clarifying Questions

“Thanks, **why** did that surprise you?”

“Interesting, I’ve never heard that.
What do you mean?”

Conversational Tactics

Tip #2:

Provide Direct Feedback

“I would like to talk with you about a situation/comment you made and explain the impact that had on me”

Conversational Tactics

Tip #3:

Share Your Own Learning

“I noticed that you _____ (comment/behavior).

“I used to do/say that too, but then I learned_____.”

Conversational Tactics

Tip #4:

Pretend You Don't Understand

“I don't get it...”

“Why is that funny?”

“That went over my head, what am I missing?”



Biggest Key

Focus on the
personal impact

How to Respond?

— Empathetic Response —

- ❑ Be community-minded: open to the feedback; embrace it
- ❑ Thank the other party for the feedback
- ❑ Apologize without excusing your behavior
- ❑ Explain the situation from the other person's perspective
- ❑ Articulate what you will do in the future

Uncomfortable Situations: Role-Playing + Practice

- ☐ In groups of three
- ☐ In the last week, what is one example of a time when you displayed empathy?
- ☐ In the last week, what is one example of a time when you failed to display empathy?