



Transforming Arts Organizations Worldwide

Norming Your Team Around Psychological Safety

March 2023

ABA's Management Fundamentals Series

Understanding that arts leaders at every level may need to stretch their management muscles as they return to in-person interactions, ABA has developed a series of virtual, interactive sessions to tune-up member managerial and coaching skills.

SESSION 1:

UNDERSTANDING YOUR COMMUNICATION STYLE



- Identify your communication style
- Understand your reaction to stress and how it affects your interactions
- Learn clues to others' styles and how to tailor your communication

SESSION 3:

COACHING FOR PERFORMANCE



- Understand your role in coaching team members
- Learn how to deploy coaching to increase team performance and support staff development
- Practice key coaching skills

SESSION 5:

RECOGNIZING AND MANAGING BIASES



- Understand concepts of unconscious bias
- Identify and practice awareness of bias in the workplace and recruitment
- Practice calling out biases and prepare apologies for when you make a mistake

SESSION 2:

GETTING WORK DONE THROUGH OTHERS



- Build your system for prioritizing work
- Understand your personal delegating style and how to adjust your approach for others
- Reflect on your leadership brand

SESSION 4:

MANAGING DIFFICULT CONVERSATIONS



- Learn strategies for making difficult conversations (with team or your own manager) more productive
- Prepare for your own upcoming difficult conversations

SESSION 6:

NORMING YOUR TEAM AROUND PSYCHOLOGICAL SAFETY



- Understand the importance of individuality and how to set and enforce team norms
- Encourage team reflection and input
- Share power to boost team trust

Reminder: Previous Session on Psychological Safety

Psychological safety as the basis for inclusion



Being aware of our own biases for inclusion

Individual experiences impact our unconscious biases

- Gender
- Sex
- Sexual orientation
- Religion/ spirituality
- Abilities/ disabilities
- Cultural background
- Profession
- Age
- Education
- Socio-economic status
- Caring responsibilities
- Family
- Geography

Different barriers

Different experiences

Different challenges

Different reactions

Confirmation bias:
Refusal to acknowledge factors that do not match the initial impressions of that person.

Beauty/Height bias:
Making decision based on physical appearance of a person, like attraction, height, weight etc.

Conformity bias
Taking cues from others to voice their opinion, rather than exercise their own judgment.

Affinity bias
Showing a preference for people displaying the same characteristics as them.

Halo/ horns effect:
Thinking highly of another person and thus refusing any negative about them and vice versa.

Direct vs. indirect intervention

Best Practice: Sends a Message While Correcting Behavior	Alternatives: When You Don't Feel Safe or Don't Have Enough Power		
<p>Direct:</p> <p>Step in and address what's happening directly.</p> <p><i>To interject quickly, the candidate we are speaking of goes by the pronouns they/them. I have heard us refer to them as "she" and want to be sure we are being careful and aware of the correct pronouns.</i></p> <p><i>I know it can be hard to set a new habit of thinking about pronouns, but the use of correct pronouns is essential to ensure that everyone feels seen, heard and that we respect their choices and identity - as befits our working culture.</i></p>	<p>Distract:</p> <p>Sidetrack the person with a new conversation, question, or activity.</p> <p><i>Jim, I think we should move on to the next candidate.</i></p> <p><i>Team, maybe it's time for a quick break before we come back for a decision meeting?</i></p>	<p>Delay:</p> <p>Check in with the person later.</p> <p><i>Jim, I couldn't help but notice that you kept referring to a candidate by the wrong pronouns during the meeting this morning. Can we talk about it? Were you aware of that?</i></p> <p><i>Kim, I wanted to let you know I also noticed Jim using the wrong pronouns. I didn't feel like I could say something in the moment but I'm going to bring it up with Jill, his boss</i></p>	<p>Delegate:</p> <p>Find someone who can help.</p> <p><i>Jill, you heard that conversation earlier today where Jim kept using the wrong pronouns for a candidate. I didn't feel great bringing it up in the meeting - I just didn't know how he'd react to me doing it - but as Jim's boss, would you be willing to talk to him? I know those things feel small in the moment but they have a big impact on people - and our team culture. I think he should know.</i></p>

Additional Reminders

These sessions ARE NOT...

...a comprehensive overview of the history of exclusion and bias

...a deep dive into the deeply rooted systemic structures that support and maintain inequities in our societies

...everything you need to know about unconscious bias, psychological safety and inclusion.

These sessions WILL PROVIDE...

...a baseline of understanding on a few core concepts such as unconscious bias, team norms and psychological safety

... opportunities to reflect on core concepts both individually and as a group and how they influence our behaviors and decisions

...frameworks and practice exercise to foster team inclusion and psychological safety

Our Ground Rules

Contribution

Collaboration

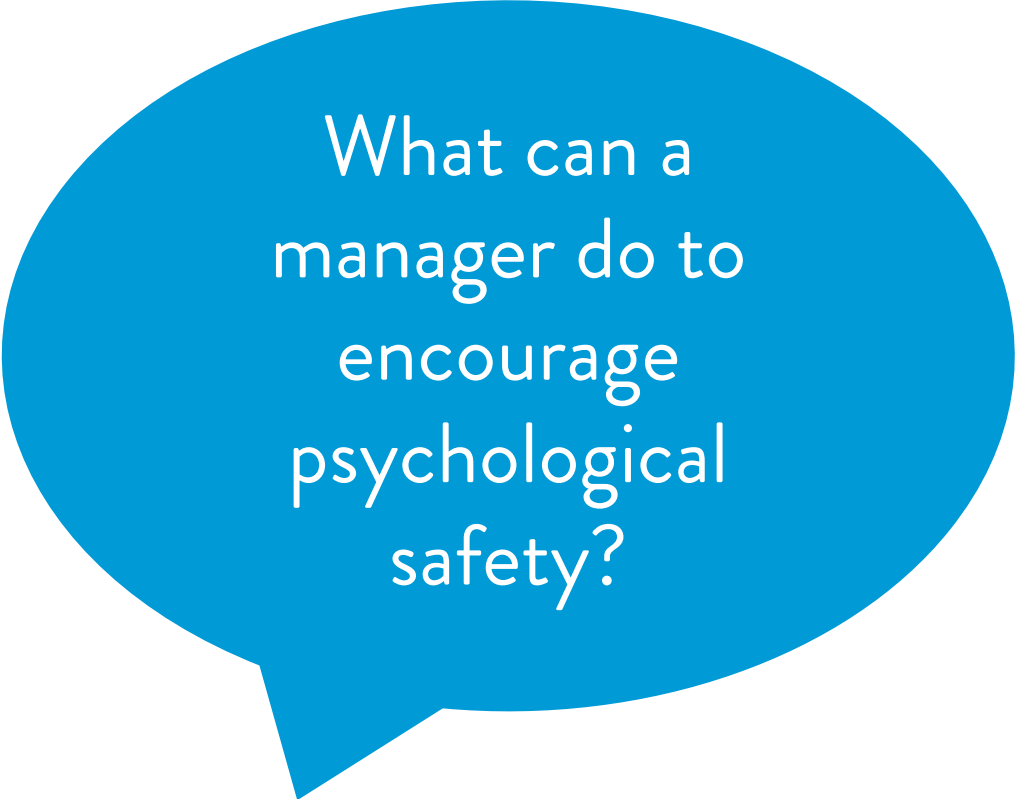
Confidentiality

When Teams Have Psychological Safety: Manager Impact

WHEN YOU HAVE IT:

WHEN YOU DON'T:




<i>See mistakes as opportunities to learn</i>	<i>See mistakes as threats to your career</i>
<i>Willing to take risks and fail</i>	<i>Unwilling to rock the boat</i>
<i>Speaking your mind in meetings</i>	<i>Keeping your ideas to yourself</i>
<i>Openly sharing your struggles</i>	<i>Only touting your strengths</i>
<i>Trust in your teammates and supervisors</i>	<i>Fear of your teammates and supervisors</i>
<i>Sticking your neck out</i>	<i>Having it chopped off</i>



What can a manager do to encourage psychological safety?

Practices that Promote Psychological Safety on Teams

Managers create psychological safety by....

Setting and Reinforcing Team or Group Norms		Uplifting Others
 <p>1. Establishing values-based team norms</p> <ul style="list-style-type: none">✓ Co-create and prioritize team values that promote growth and learning✓ Identify and codify behaviour norms that embody your values and norms✓ Promote healthy risk-taking and collaboration	 <p>2. Modeling and reflecting on norms</p> <ul style="list-style-type: none">✓ Use meetings as visible moments to demonstrate norms✓ Speak your opinions and voice your struggles and concerns✓ Build trust in teammates and supervisors during reflections	 <p>3. Sharing power to reinforce trust</p> <ul style="list-style-type: none">✓ Stick your neck out by promoting and celebrating others✓ Identify and offer stretch opportunities for your team✓ Share power and accountability

Agenda for Our Time

01

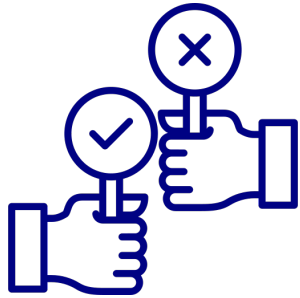
Create and reinforce
inclusive community
team norms

02

Find moments
to share power

The Value of Working Norms

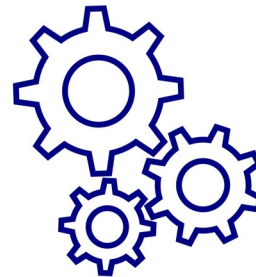
Norms are **guidelines for how the team members will interact and communicate**. Norms help to clarify the **expected behavior** of individuals on the team and **prevent unnecessary conflict or misunderstanding**.



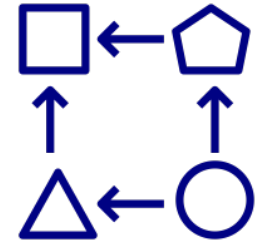
Effective and cohesive
decision making



Clear expectations around
team interactions and
performance



Successful and inclusive
assimilation of new members



Ability to adapt to new
situations and unknowns

Formalizing Working Norms

In the absence of explicit norms, groups usually operate with ***implicit norms*** – **unspoken rules that everyone is assumed to know and understand.**

Ex: Keeping your zoom camera on during meetings is good form but may not be explicitly mandated.

Explicit norms are **intentionally defined, agreed upon and published.** They give team members clear guidelines on how to act within the team. They also provide a way to hold each other accountable for behavior that supports the objectives of the team.

Ex: Prior to taking personal time off, you must advise your manager and check there are no conflicting meetings, etc. already scheduled

Since norms help clarify the expected behavior of individuals on the team and prevent unnecessary conflict, or misunderstanding, **the absence of explicit norms can lead to uncertainties, assumptions and unconscious biases.**

Having explicit team norms is especially critical on diverse teams, where people will have different experiences and may have different expectations and ideas of constructive interactions on a team.



What is an explicit or implicit norm you have on your team? (e.g., arriving on time for meetings, sharing work updates...)

Reference: Questions to Check and Set Team Norms

How do we plan and run meetings?

- When do we meet?
- Do we start on time?
- Do we end on time?
- Do we set a beginning and ending time?

How do we listen to each other?

- Does everyone get a chance to talk?
- Does everyone listen respectfully?
- How do we encourage listening?
- How do we discourage interruptions?

How do we communicate?

- Are meetings open?
- Do we share meeting notes?
- Can you ask for confidential meetings?
- Is it clear what can be shared after meetings?

How are decision made between team members?

- How do we make decisions?
- Who has the final say?
- How do we reach consensus?
- How do we resolve conflict?

What does participation look like?

- How do we encourage participation?
- Do we offer different ways to share input?
- Do we set expectations for contributions?
- Do we have a way to manage conversation-controllers?

How do we set and regulate expectations?

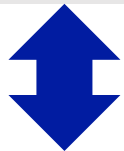
- What do we expect from each other?
- Do we review our expectations with new hires?
- Do we have clear non-negotiables?
- Do we have a way to call out/ manage unresponsiveness?

Layers of Values and Norms

There are many layers of values that feed into each other to establish norms of behaviour and expectations from wider organizational levels, to specific working team.

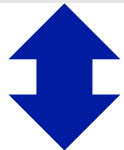
1. Organizational mission vision values

The indelible purpose and reason for being and the values of how the organization commits to working.



2. Community agreements

Spurred from the organizational mission and values, community agreements establish a mutual understanding for all members of a community to abide by.



3. Team Values

From the community-wide agreement, teams prioritize specific values they need to be functional, collaborative and effective.



4. Team Working Norms

Team norms are the concrete expected behaviours that embody the team's values in day-to-day interactions.

Values that Underlie Working Norms

Shared Ownership



What is the decision-making hierarchy? Do most people get a say? Do we prioritize team work?

Example:

We establish clear working groups where we listen to diverse input and establish roles

Trust



How do you promote team spirit and find time to get to know each other more personally?

Example:

At the start of meetings we do a pulse check to see how people are doing

Equity and Inclusion



Do we welcome diverse perspectives? Do we make an effort to address and mitigate biases?

Example:

At the end of project we reflect on the process and see if any issues arose and if diverse ideas were considered

Constructive Conflict

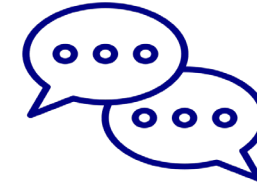


Do you encourage debate? Do you seek different viewpoints and how do you bring ideas together?

Example:

In team meetings we mine for different perspective and encourage devil's advocates.

Collaboration



How do we promote collaboration? How do we communicate and share information?

Example:

Information is disseminated to everyone involved both written and in-person to ensure everyone is on the same page.

Accountability



How do you measure success and celebrate wins on your team? How do you ensure everyone is pulling their weight?

Example:

We organize regular team reflections to check on group success and individual input with feedback sessions

Reflection 1: Your Priority Values

Looking at your organization's values, and the previous list of team values, what 2 values do you most want to reinforce on your team at this moment?

Selected value	Why it matters to our team right now
<i>Collaboration</i>	<i>Our team works entirely remotely, therefore collaboration is really important to intentionally promote and facilitate collaboration while everyone is working from home and on different continents.</i>
Your turn...	
Your turn...	

Turning Values into Norms- Step 2/3

1 Establishing Norms

What are behaviors where we demonstrate the value?

General behaviors

Example: Collaboration

- Sharing information
- Talking through ideas
- Dividing tasks
- Working in groups

2 Modeling Norms

How can we more consistently demonstrate those behaviors?

3 Reinforcing Norms

When does this behavior get tested most? How can we reinforce it?

From Values to Norms

Shared Ownership



- Share ideas
- Present information
- Solicit feedback
- Seek input
- Achieve consensus
- Listen to others
- Promote team work

Trust



- Invite diverse ideas
- Host social meetings
- Share personal stories
- Be curious
- Demonstrate awareness
- Express emotions
- Listen to others

Equity and Inclusion



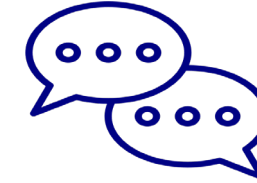
- Invite diverse ideas
- Be curious
- Demonstrate awareness
- Be open to change
- Solicit feedback
- Take perspective
- Express emotions
- Listen to others

Constructive Conflict



- Be transparent
- Welcome debate
- Invite diverse ideas
- Open to change
- Take perspective
- Express emotions
- Listen to others
- Reward speaking up

Collaboration



- Be adaptable
- Listen to others
- Share ideas
- Participate
- Solicit Feedback
- Ask for help
- Be transparent
- Welcome debate

Accountability



- Understand role
- Be transparent
- Know your limits
- Open to change
- Be adaptable
- Recognize others
- Solicit Feedback
- Delegate

Reflection 2: Establishing General Norms for Values

Practice turning your two priority values into general, high level norms. Take 5 minutes to imagine behaviors that support your selected values.

Values	What are general behaviors we do that establish our values...	What behaviors would go against our values...
<i>Collaboration</i>	<ul style="list-style-type: none"><i>We share ideas</i><i>We listen without judgment when others present new projects/ content</i><i>We pull in other perspectives to projects whenever possible</i>	<ul style="list-style-type: none"><i>We work in siloes</i><i>We don't have a culture of sharing and listening to each others</i><i>We tend to run with our projects, without soliciting diverse perspectives</i>
Your turn...		
Your turn...		

Turning Values into Norms- Step 2/3

1 Establishing Norms

What are behaviors where we demonstrate the value?

General behaviors

Example: Collaboration

- Sharing information
- Talking through ideas
- Dividing tasks
- Working in groups

2 Modeling Norms

How can we more consistently demonstrate those behaviors?

Concrete/ measurable actions

Example: Collaboration

- Allocate meeting time to present information and team updates
- Solicit ideas at team meetings/ round robin
- Checking-in on team capacity to divide tasks
- Create formal groups for specific projects

3 Reinforcing Norms

When does this behavior get tested most? How can we reinforce it?

Opportunities for Norms

Shared Ownership



- Information policies
- Team reviews
- Brainstorming sessions
- Staff-meetings
- Internal comms.

Trust



- One-one-ones
- Social gatherings
- Listening sessions
- Feedback sessions
- Stretch opportunities
- Internal comms.

Equity and Inclusion



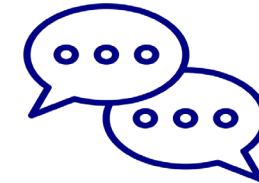
- Hiring and recruitment
- Holiday policies
- Cultural celebrations
- Mentorship/ buddies
- Feedback sessions
- Bias training

Constructive Conflict



- Team debates
- Team meetings
- Idea presentations
- Brainstorming sessions
- Open call for ideas
- Crisis management

Collaboration



- Team meetings
- Team check-ins
- Status updates
- Brainstorming sessions
- Mentorship/buddies
- Information channels

Accountability



- Project reviews
- Team reflection
- Task assignments
- Work celebrations
- Peer reviews
- Mentorship/ buddies

Use these moments to create **processes** where you establish behaviors or norms

Reflection 3: Going from General to Concrete Actions

Take 5 minutes to practice turning general behaviours into actionable steps and concrete work processes that your team can model on a day-to-day basis.

Values	What are general behaviors we do that establish our values...	What are concrete actionable processes I can implement to model our values ...
Collaboration	<ul style="list-style-type: none">• We share ideas• We listen without judgment when others present new projects/ content• We pull in other perspectives to projects whenever possible	<ul style="list-style-type: none">• We use reflection forms to encourage new ideas based on past experience• We make sure all projects have at least two collaborators• We use google drive and shared templates to work together• We use team meetings to see if people have input to projects
Your turn...		
Your turn...		

Turning Values into Norms- Step 3

1 Establishing Norms

What are behaviors where we demonstrate the value?

General behaviors

Example: Collaboration

- Sharing information
- Talking through ideas
- Dividing tasks
- Working in groups

2 Modeling Norms

How can we more consistently demonstrate those behaviors?

Concrete/ measurable actions

Example: Collaboration

- Present information and team updates at meetings (set time for updates)
- Solicit ideas at team meetings/ round robin
- Checking-in on team capacity to divide tasks
- Create formal groups for specific projects

3 Reinforcing Norms

When does this behavior get tested most? How can we reinforce it?

Moments when value is harder to uphold and ways to reset/ bring back value to the forefront

Example: Collaboration

Tested the most when...

- The team has limited capacity/ stressed on own projects
- Teams are working remotely and not in same time zone
- New people come onboard- need to build trust to collaborate

Can reinforce by...

- Setting-up one on one check-ins to see state of team
- After busy periods, finding time to meet and assess where we can work together more
- Requiring teams to meet with their groups/ attending these meetings
- Assigning new team members to projects with colleagues/ check inclusion of team members

When to Reset and Reinforce Norms

Moments your values are tested....

- What is the general vibe/ mood of the team?
- Have I asked people how they are doing?
- Do I get the sense people are overwhelmed?
- Is anyone on my team expressing burnout?
- Do we have time to maintain our social gatherings?
- Have we had to cut meetings short or cancel meetings ?
- Have we welcomed new team members recently?
- Have we taken time to acclimate our new members?
- Did we lose any important team members?
- Is this is particularly busy time of year?
- Is this is slow time of year?
- Has there been any significant change at the organizational level?
- What does it look like when the value is not modelled?

Whether to reset and reinforce your values....

- Are teams meeting when they said they would meet?
- Are we using the templates and models we have for work flow and transparency?
- Are we communicating updates regularly?
- Are we celebrating our team wins?
- What did we do or not do after we completed the project?
- Did we confirm everyone understood their roles and outcomes?
- Did we listen to diverse ideas?
- In our meeting, did everyone get to speak?
- Is the workload evenly spread across our team?
- Did we solicit feedback after the fact, either written or in-person?
- Did we ensure multiple people worked together on projects?
- Did we check in with working groups during their project?

At-Home Reflection: Resetting and Reinforcing Norms

For the values you selected earlier with specific processes and actions, how can you reinforce them when they are tested or not modeled regularly?

Selected value	What situations test our values and make upholding them challenging?	What does it look like when we are NOT modeling our value?	How can we reset to make sure values don't get lost?
Collaboration	<ul style="list-style-type: none"> • Team has limited capacity • Team is focused on own projects • Team is working remotely and not in same time zone • New people come onboard and not yet engaged / acclimated 	<ul style="list-style-type: none"> • People are prioritizing solo work • People are not sharing their progress updates/ ideas • People are not clear about their expected outcomes in a group project • Teams are not taking the time to meet 	<ul style="list-style-type: none"> • Set-up one on one check-ins to see state of team • Check that we actually did our project presentations, and everyone understood expectations before assigning project groups • After busy periods, have formal feedback sessions to assess work • Require and attend working group meetings • Assigning new team members to projects with colleagues/ 'buddies'
Your turn...			
Your turn...			

Next Steps for Norm Creation with your Teams

1. Finish building out your norms – max 5 to be manageable
2. Discuss with your team, adjust as needed
3. Confirm owners and actions to be taken
4. Clarify who will reinforce the norms and when

Two Other Moments to Reinforce Norms

1. During regular team meetings



Why: Frequent group interactions like regular meetings mean everyone sees the way we all behave and what is expected or reprimanded

2. Team reflection sessions



Why: Are explicit moments to ensure the norms are working and being followed by all team members.

What is Inclusive About This Meeting?



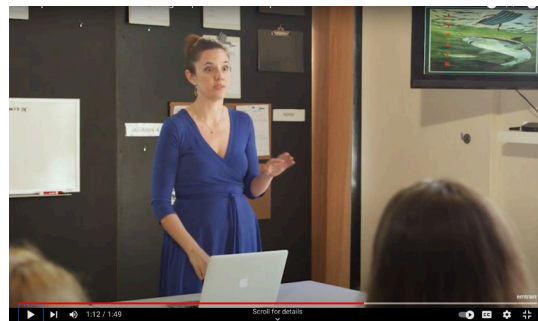
What A Good Meeting Looks Like

What worked well in the video?

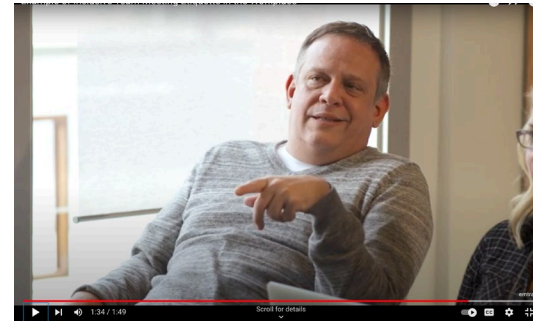
What did not work so well?



“Phenomenal work, Lindsay come up here and show us how it’s done”



“It’s no secret my team’s last campaign was not a huge success. But we learned from the experiment”



“I’m sorry Lindsay, would you give us your definition of attack marketing?” “I think we all know what it means in theory, but you took an unusual approach”



“Hang on- this is Lindsay’s party. You’ll get your chance”

Good Meeting Checklist

Before the meeting:

- Can people request meeting accommodations if needed?
- Do you send meeting materials and an agenda in advance
- Do you require in-person attendance?
- Did you ask for preferred time and day for regular meetings?
- Do you change meetings if conflict arises from team members?
- Do you assign specific meetings roles ahead of time?
- Do you have rotate person in charge of taking meeting notes?
- Does your meeting agenda allow time for questions and conversations at the end?
- Do you invite new attendees to join occasional meetings?
- Do you remind people to be ready to listen and share?

Mostly about clarity of what you want to accomplish in the meeting and therefore how to act, setting expectations.

During the meeting:

- Do you remind people of meeting agenda and goals?
- Do you set up expected behavior upfront, such as no interruptions, mute yourself when not speaking, share ideas etc. ?
- Did you monitor your language and use of specific inclusive nouns when addressing the group?
- For regular meetings, do you start with a quick pulse check to see how people are doing?
- Do you redirect people who are dominating the discussion?
- Do you step in when someone has been abruptly interrupted?
- Do you acknowledge different contributions and perspectives?
- Do you invite people to propose the agenda and topic for following meetings?

Mostly about how we treat each other during the meeting to model behavior norms and interactions amongst team members.

My Commitments: Meetings

Consider the changes you can make to your current meetings and how you can foster more inclusion.

What works in meetings right now? What can we improve?	My commitments



When or how do you reflect as a team?
What made those reflection moments
work?

The Nuts and Bolts of Team Reflection

When should we do team reflections?

- Reflections should be held after major projects are completed and fresh in everyone's mind (ideally within two weeks of project completion)
- As requested by team members or as challenges arise and as needed.
- Regularly for general activities: at least quarterly.

How do we run the session?

- Ask in advance to give people time to think
- Allow for anonymous participation, if possible
- Clear norms for in-the-moment participation, treating each other with respect
- Should be held in-person for best results and conversations
- Allow time for these sessions. Recommendations suggest 20min per team member involved.

After-action review best practices

What should the agenda be?

- Round robin for everyone to share their experience
- Chance to ask questions and clarifications
- Summary of what was said and next steps

Who should be there

- Everyone involved in the specific project
- Assign someone to take notes and watch for time

Next steps after the sessions?

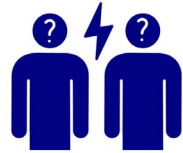
- Make sure you share the results and notes for the meeting but do not attribute quotes to individuals
- Provide concrete actionable recommendations to improve processes

Template for Standard Reflection

Setting regular time for team reflection is especially critical after projects have been completed. Reflection ensures team norms are being maintained and offers opportunities to re-evaluate team priorities and performance accountability. We propose using the after-action review model for project and performance related reviews.

Meetings Questions	Personal reflections and team notes
What did we intend to accomplish? What was our strategy and goal?	
What did we do? What was our execution relative to our strategy?	
Why did it happen that way? Why was there a difference between execution and strategy?	
What will we do to adapt our strategy or refine the execution for better outcome? OR how do we repeat our success?	

Sometimes We Need to Find the Stinky Fish



When silent or ongoing problems erode trust and collaboration

Employee silence occurs when workers fail to bring pertinent information to the attention of their employer. It is important to understand why employees are remaining “silent”.

Absence of trust and fear of conflict can lead to “silent” problems that people want to avoid and not mention. This usually implies lack of psychological safety.

Use the “Stinky Fish” exercise for silent problems, as an opportunity to increase trust and encourage participation in communication process.

Stinky Fish to Address Silent Problems

UNCOVER THE STINKY FISH
Speaking up is the first step to solve silent problems

Team name Date

What are your uncertainties?

- How will I create participation remotely?
- What is the real agenda for our CEO?
- Will senior executives be honest for once?

What's making you feel afraid or anxious?

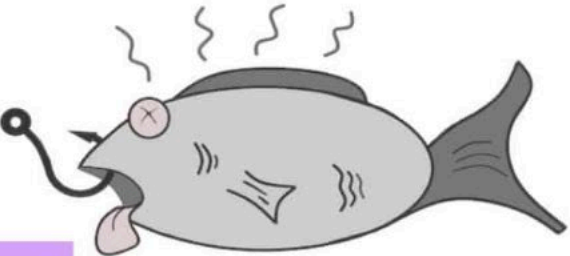
- Working with a leader who isn't trustworthy
- The volume of work involved with limited resources
- The lockdown

What is everybody thinking and no one is saying?

- What is the other team doing while everyone else is working
- The culture of our company sucks
- Is our new CEO going to make a difference and fix things

What are the past issues we can't get over?

- We have a culture of lack of accountability
- Titles mean power, not your smarts
- No CEO has lasted for more than 2 years



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Created by Gustavo Razzetti
Liberationist - V 1.1

liberationist.org

LIBERATIONIST

The Stinky Fish Canvas helps teams identify four types of issues:

- What is everybody thinking but no one is saying (silent problems)?
- The uncertainties that make people feel they are not in control (unknowns)
- Things that are making people feel nervous or lose their focus (anxieties)
- The emotions and past experiences that get in the way (fears)

Facilitation Guide for a “Stinky Fish” Reflection Session

The theory: the Stinky Fish is that thing that you carry around but don't like to talk about; but the longer you hide it, the stinkier it gets. It's a metaphor for a fear or anxiety; something that will only get worse if you don't acknowledge and deal with it. "Putting fish on the table" is an important first step to confronting and dealing with worries and fears.

- Introduce the goal of the exercise. Set a safe space for people to be candid and speak up. Clarify that the intention is to uncover silent problems so that the team can solve them. It's not a venting session.
- Share one canvas with each participant and give them time (at least 5 minutes) to fill their individual canvas with post-it notes.
- Based on the team, and whether you feel you have successfully set up psychological safety, you can either ask people to put their canvases on the wall and start sharing as a whole team. OR we recommend splitting the group first into duos, then groups of 4 and finally 8 to share their stinky fish canvas in incremental stages.
- During these breakout conversations everyone should share their stinky fish canvases and discuss commonalities and differences. When you feel people are ready and feel safer in this exercise invite them back to the whole group.
- Place every individual stinky fish canvas side by side and move around the post-it notes onto a single larger team canvas so you can see the full picture together.
- Discuss commonalities, tensions, and contradictions. Prioritize the key issues that the team wants to address. Use color dots for voting. Give each participant three votes (the issue that's hurting us the most, the one that's the easiest to fix, and the one that will help us the most).
- You can then move on to brainstorming solutions or table them and follow up.

My Commitments: Reflection

Consider the changes you can make to your current reflections sessions, and how you will foster formal reflection moments.

Current reflection approach	My commitments

Agenda for Our Time



Create and reinforce
inclusive community
team norms



Find moments
to share power

Enabling Inclusion is Fundamentally About Power

The term 'power' is often used interchangeably with synonyms like authority and influence.

Authority entails power, but it has more legitimacy. It is given through delegation or officially bestowed upon a person.

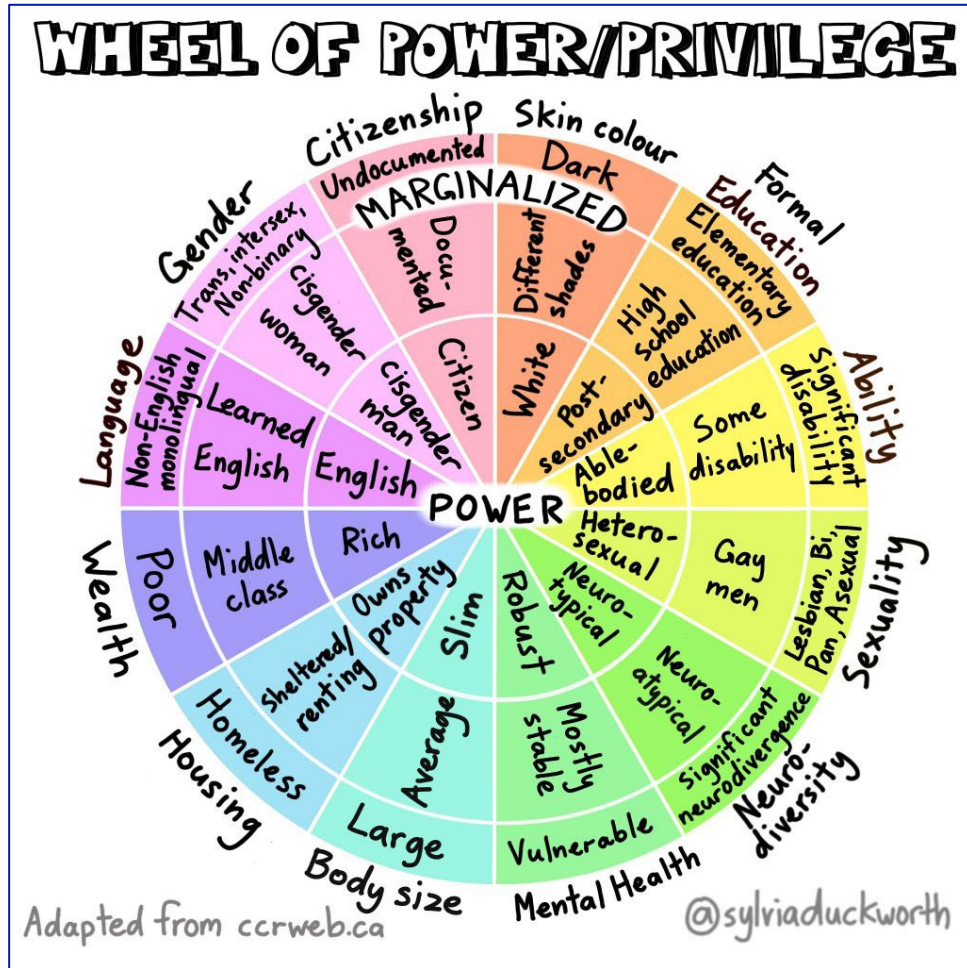
Influence is the ability to change how someone else thinks or behaves based on persuasion.

Power is the capacity to make others act a certain way or believe in something. Power can be split into two types of power

Positional power is awarded to a person because of their rank or title in an organization. You acquire this type of power because of the position you occupy within the organizational structure or hierarchy.

Personal power is given to an individual because of recognition from their followers. It is based on a leader's personal characteristics, skills, and competencies. Because of its internal nature, personal power cannot be taken away, but it can be lost.

Power Also Comes From and is Enhanced by Privilege



In addition to the power you may yield at work from your position, it's important to consider the larger picture of privilege on a social/ identity level that you may also possess and can further your position and influence at work and with your collaborators.

If the exercise reveals less privilege than you expected, you can recognize your positional power as a manager and reflect on how you might uplift others using that power.

Why Sharing Power Matters



Sharing power reduces biases in decision-making

More people in the decision-making process tends to lead to better decision outcomes by mitigating the risks of individual biases impacting decision and thinking.



Sharing power increases accountability

Shared leadership also lays the foundation for accountability, whether outcomes are positive or negative. Holding someone accountable for results they can't control is unfair, ineffective, and bound to create friction and resentment.



Sharing power fosters trust and growth

Sharing power increases loyalty and respect, because when a leader empowers employees, they feel trusted and capable. Soliciting others' opinions and advice demonstrates that a leader values what employees think and shows a degree of humility.



Sharing power prepares others for leadership roles

Succession plans must ensure that those being groomed for higher responsibilities are allowed to learn the skills needed. This kind of mentorship is especially critical for women and BIPOC staff.

Concrete Ways to Share Power at Work

There are three levels of power-sharing: you can offer **voice, vote and view**



Voice is when you listen to the voices of employees and use that input to influence decisions.



Vote is when you give employees active involvement in decision making and what the outcome is going to be.



View is when you share the “view” you have from leadership: usually this takes the form of information or opportunities to collaborate.

In Practice: Voice, Vote and View

Power We Have	How We Use It		
<p>Privilege refers to the social advantages, benefits, or degrees of prestige and respect that an individual has by virtue of belonging to certain social identity groups.</p>	<p><i>Voice</i></p> <p>Empower</p> <ul style="list-style-type: none"> • Praise others publicly • Give them credit • Listen to their input • Seek new ideas 	<p><i>Vote</i></p> <p>Share Decisions, Opportunities</p> <ul style="list-style-type: none"> • Invite to meetings and calls • Solicit feedback • Ask and praise contribution • Push to stretch opportunities 	<p><i>View</i></p> <p>Share Information</p> <ul style="list-style-type: none"> • Transparent communication • Frequent updates • Ask for help/ support • Acknowledge own limits
<p>Positional power is awarded to a person because of their rank or title in an organization, based on the position you occupy within the organizational structure or hierarchy.</p>			
<p>Personal power is given to an individual because of recognition from their followers. It is based on a leader's personal characteristics, skills, and competencies.</p>			

Self Reflection- Opportunities to Use Your Power

Since how you use your power is a reflection of your values in action, you can either be a manager that hoards power or shares power to uplift others. Reflect on how you can hurt or uplift others using voice, vote and view powers at work.

	Voice when you listen to the voices of employees and use that input to influence decisions.	Vote when you give employees active involvement in decision making and what the outcome is going to be.	View when you share the “view” you have from leadership: usually this takes the form of information or opportunities to collaborate.
	Personal Power: Are you able to hurt, judge and empower someone else?	Decision Power: What decision or authorities do you have and control at work?	Information Power: Are you able to share or withhold something of value, such as information?
The Power I Have			
When I Can Use Power for Good			
When I Might Accidentally Use Power to Hurt			

My Commitments: Using Power

Individually, consider the ways you can share power at work with concrete work process you can implement day-to-day using the voice, vote and view models.

	Voice is when you listen to the voices of employees and use that input to influence decisions.	Vote is when you give employees active involvement in decision making and what the outcome is going to be.?	View: is when you share the “view” you have from leadership: usually this takes the form of information or opportunities
Commitments	<i>At team meetings I actively solicit all team member input with a round robin or ideas. If people don't want to share in-person I email people who remained silent to write their ideas.</i>	<i>I ask my staff to review our position description for a new opening and invite them to participate in recruitment, for example reading through resumes</i>	<i>I check in with my staff to ensure they have the information and resources they need to work on their project. I help them make connections if they need support from others.</i>
Your commitments...			

What we covered today... and the prior session

Today we covered...

- The difference between values and working norms
- Prioritizing values and creating norms to embody those values
- Modeling and enforcing norms in key moments: meetings and reflections
- Ensuring your meetings are inclusive
- Managing norms through team reflection
- Understanding the power we yield
- When and how to share power at work

Last session we covered...

- Understanding major killers of psychology safety preventing inclusion and performance
- Practice for identifying different types of biases
- Raising awareness of bias especially in recruitment
- Being ok being “called out”
- Crafting genuine apologies
- Accepting responsibility and calling out others
- Knowing how to call out and call in

Next Steps

-As a team:

- Assess and/or create community values
- Select priority norms to embody those values
- Create process for evaluation of norms

- Ask your team for feedback and formalize reflections

- Start to think about when and how you as a team leader can share power

Additional Resources and Appendices

APPENDIX: Self-Assessments

1. [Comparative Agility, Psychological Safety Assessment](#) (Survey includes questions on acceptance, collaboration, awareness, constructive confrontation etc.)

2. [Self-Assessment: How Privileged Are You?](#)

3. [Personal self-assessment of anti-bias behavior worksheet](#)

4. [Project Implicit, Harvard University](#) (Multiple IATs (implicit association tests) available including Transgender IAT, Sexuality IAT, Race IAT etc.)

5. [Advisory Board for the Arts, Organizational Inclusion Assessment for ABA Members](#) (Available for ABA Members)

APPENDIX: A Few Book Recommendations

- [1. *Daring Greatly: How the Courage to Be Vulnerable Transforms the Way We Live, Love, Parent*, by Brené Brown 2012](#)
- [2. *How to be an Inclusive Leader: Your Role in Creating Cultures of Belonging Where Everyone Can Thrive*, by Jennifer Brown 2019](#)
- [3. *The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation and Growth*, by Amy C. Edmondson, 2018](#)
- [4. *The Four Stages of Psychological Safety: Defining the Path to Inclusion and Innovation*, by Timothy Clark 2020](#)
- [5. *Inclusion on Purpose: An Intersectional Approach to Creating a Culture of Belonging at Work*, by Ruchika Tulshyan 2022](#)
- [6. *Blindspot: Hidden Biases for Good People*, by Mahzarin R. Banaji and Anthony G. Greenwald, 2013](#)
- [7. *White Fragility: Why it's so Hard for White People to Talk About Racism*, by Robin Diangleo, 2018](#)
- [8. *Subtle Acts of Exclusion: How to Understand, Identify and Stop Microaggressions*, by Tiffany Jana and Michael Baran, 2020](#)