LEADING FOR THE FUTURE: NAVIGATING CHANGE, DIVERSITY, AND INCLUSION

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Leading for the Future

- Looking for the latest

- Back to the Basic Psychology: Nothing New
  Basic principles of people and leadership
  Supported by decades of research
  But, LEADERSHIP, not management or administration

- Get (SLOW) Results
Back to the Basics: Setting expectations

Will basic psychology solve all the problems of your cities? Will they help your city officials – appointed and elected -- to become more inclusive, to embrace diversity of ideas, gender, race, income, politics, and social class?

NO.

But will leading in a way that is courageous and vulnerable and civil result in better conversation, more communication, less resistance to change and greater collaboration between groups with competing interests?

YES.
Leading Change for Diversity and Inclusion

- People: Psychological needs & Reactions to Change
- Cities and Counties: Adaptation and Change in a polarized and divided world
- A perfect formula for Incivility (Change – Fear – Threat – Incivility)
- The Devastating Effects of Incivility (on emotions, behaviors, and the BRAIN)
- A Few Simple (but hard to enact) Solutions for Increased Inclusion.
Some Facts and Assumptions about Humans

- People are the same, no matter where they work (or serve).
1. People crave certainty and consistency. They fear change; they view it as a threat.
2. The human brain is organized in a way that automatically creates bias.

The only way to manage a high volume of information is via stereotypes and heuristics

Women have babies; they provide most child and home care.

THUS, they take leaves; Women are more likely to be absent when I need them.

ster·e·o·type
/sterēə tīp/
noun
1.1. a widely held but fixed and oversimplified image or idea of a particular type of person or thing.
"the stereotype of the woman as the carer"
3. We feel most comfortable with people like us
4. People have universal needs

- **Competence**
  They want to do a good job.

- **Autonomy**
  They want to feel they are the authors of their own actions

- **Relatedness**
  They want a sense of belongingness with others
5. People want to feel Understood and Valued

They want to belong to a group, but be appreciated as individuals.
These are the people we live and work with.

- They are your citizens and residents
- They are your mayors and commissioners
- They are your staff
- They are you!
Here is your environment??

- Unfunded pensions
- Decaying infrastructure
- Deep political divides
- Overreaching state legislatures
- Racial labor gap
- Decline of the “social contract” (that we are all in this together)
- Increasing urbanization; Urban sprawl
- Housing, Transportation, Infrastructure, Employment, Culture and Nature
Thank you for What you Do!
The Problem you Face: A Vicious Cycle

- Change is Essential
- Change Drives Fear
- Fear Drives Aggression (Anger & Incivility)
  - Increases in-group, out-group polarization
  - Increases use of stereotypes and heuristics
- Incivility is Contagious
- Incivility creates an environment that REDUCES inclusion and diversity
Incivility and Government

“incivility can lower trust in government, reduce faith in institutions and lessen respect for opposing views. Without citizens’ trust, politicians have a harder time fulfilling their policy goals”

— “In-Your-Face Politics,” Diana Mutz
Research at UF on the devastating effects of Incivility

- Incivility creates CHANGES IN THE BRAIN that
  - Reduce communication
  - Impede problem solving
  - Work against diversity and inclusion.

- Even when you only OBSERVE it
Emotional effects of Incivility

- Emotional exhaustion
- Depression
- Stress
- Low Energy
- Increased Anger and Fear
- Less Trust
- Reduced Optimism
Relational effects of Incivility

At Work
- Less Trusting of supervisors
- Less Satisfaction with coworkers
- Less Committed to organization
- Decreased perceptions of Fairness

At Home (after Incivility at Work)
- Decreased Well Being
- Reduced Marital Satisfaction
- Increased Work Family Conflict
Behavior effects of Incivility

- Reduced Performance
- Reduced Helping
- Increased work Withdrawal (absenteeism, quitting)
- Decreased career Engagement
Faced with incivility, the BRAIN works in a way that reduces inclusive and open thinking.

Experiment at UF
7 min into experiment, a confederate arrived late and apologized.

--- Civil condition, “the study has already started so you cannot participate”

In the uncivil condition, “What is it with you? You arrive late...you're irresponsible... look at you...how do you expect to hold a job in the real world?”

Anagrams Solved

1. aidnmod
2. ctrphie
3. ohstartop
4. omherun
5. ugdoot
6. enidfiel
7. sbae
8. douma
9. hcteacr
10. iteksr
11. laeeug
12. knuckllbea
13. rwnoudn
14. ditoufei
15. iafirschce
16. astudim
17. rrero
18. kiofpcf
19. opbackts
20. odulberedhae
Dysfunctional, Angry Reactions

People in the rudeness condition were

- almost eight times more likely to write “murder” instead of “demure” (for “remdue”) as those in the neutral condition
Dysfunctional, Angry Reactions

People in the rudeness condition were

- More likely to come up with violent uses for the brick
Effects on Diversity and Inclusion: Physician Training

(Erez, Giordano, Reed, Foulk, Cooper, and Berg, in progress).

- 55 year old patient whose 19 year old daughter thought he was having heart attack.

- When they experienced incivility, Medical Students
  - Asked Fewer Questions
  - Asked Fewer Questions unrelated to cardiac problems
  - Failed to notice symptoms unrelated to cardiac problems
  - Dismissed information presented by others

- ANCHORING and STEREOTYPING increased.
Why the Focus on Incivility

- It is on the rise
- It is contagious
- It SHUTS down Diversity and Inclusion
  - Because it will solidify, rather than break down barriers between people
  - Because it prevents creative, collaborative and flexible thinking
What is the solution?

- Information
- Individuation
- Mindfulness, Compassion, Empathy, Perspective Taking
Solution #1: Seek to understand

Seek first to understand and then to be understood.

(Habit #5 from the 7 Habits of Highly Effective people).

"Most people do not listen with the intent to understand; they listen with the intent to reply."

-DR. STEPHEN R. COVEY
Solution #1: Seek first to Understand

- Common Models of Change (e.g. Kotter) = TOP DOWN; Seeking to be Understood is not present
  
  Create Urgency
  Communicate a vision
  Create a guiding Coalition
  Create Small Wins
My Cycle Experience

Gilcrest/ Alachua County last Saturday
My Cycle Experience Continued
Debriefing my Cycle Experience

- Retaliate with Anger, Aggression, Incivility
- Lump “country pickup truck drivers” into a category of aggressive people
- Get politically active (laws and education) on Sharing the Road

WHAT ELSE??
Seek First to Understand

What is the driver afraid of?
What is the Threat?

“No, that kind of hostility comes, I believe, from deep in a person’s psyche: a disdain for and fear of people who are perceived as different. To some drivers, the bicyclist is the “other,” the one who is different. And difference, for some at least, presents a threat. To these people, the other can’t be trusted, and the other shouldn’t even be here.”
Seeking First to Understand . . . In your City or County

- Time consuming . . . Really, Really Slow
- Requires emotional control to listen to people you don’t agree with; Even harder to actually understand and develop empathy for them.
- But creates an Environment of Trust and Inclusion that are CRITICAL to solving complex and sticky problems
- Essential for deep level Diversity and Inclusion
Solution #2: Courage to be Vulnerable

Courageous Leadership =

- “having the courage to show up when you can't control the outcome”
- “cultivate a culture in which brave work, tough conversations.......are the expectation, and armor is not necessary or rewarded.”
- “We have to be vigilant about creating a culture in which people feel safe, seen, heard, and respected.”

Brene Brown, University of Houston
Solution #2: Courage to be Vulnerable

Courageous Leadership =

- Standing up for what you believe in, even when it is difficult
- Changing your mind when it's called for
- Doing the “right” thing, even when it's not popular, or when it has risk
Solution #2: Courage to be Vulnerable

Courageous Leadership =

- The question most people ask when Brene Brown asks them about their values is this . . .”Do you mean my work values or my personal values?”

- My research: People believe that it is LESS important for effective managers to care about others beyond themselves (as compared to the importance they personally place on concern for others)
Solution #2: Courage to be Vulnerable

Courageous Leadership =

- Having the courage to squash incivility, whenever and wherever you see it.

- It requires great courage to seek to understand someone who is yelling at you and running you off the road. It requires setting aside the ego and focusing on the other
Wrap up:
Leading thru Change for Inclusion

- People want to be involved, to matter, to be respected.
- But, they are afraid of change. Change – Threat – FEAR – Incivility
- Incivility affects the BRAIN’S ability to hear and understand others IDEAS.
- Leaders – in your roles – face extreme challenges (political divides)
- This context calls for the WISDOM to recognize fear, COURAGE to tackle fear, and LISTENING to understand fear, and INTOLERANCE for incivility
Pathway to Diversity and Inclusion

- NOT through hiring people who look differently than you do, thought that is a good goal.

- True Diversity ...of Thinking and Inclusion of people with ideas and values and backgrounds and histories different than your own . . . True Diversity can come only from moving away from control and toward listening.
"The solution is more investment, more buying in, less opting out. The hard question is how city leaders can break the spiral of low trust and common feeling in cities and encourage the kind of heavy investment that is needed.

This is not primarily a policy problem.

....it’s a task for the myriad other city leaders, in neighborhoods, universities, philanthropies, religious institutions and businesses."
“Can they connect their members, employees, constituents and congregants, and remind them of the value of what they share across their differences? … Can they start to build a story of what their city is, what values it holds, what it means to live and work there? Can they sustain this work and the development of a shared civic story over time and through the inevitable, crushing challenges? If the answer is yes, then cities can succeed in making public things into great things, and in fulfilling their promise of improving the lives of all their residents”
Homework Assignment

- 7 Habits of Highly Effective People; Stephan Covey
- Anything (Dare to Lead; Daring Greatly) by Brene Brown
- Persuasion; Robert Cialdini
- Drive; Daniel Gilbert

- Read on a month (or quarter)
- Reflect on how the principles in the book could apply to your environment
- Choose one action to practice for the next month (or quarter)
Now, let’s talk

YOUR THOUGHTS, COMMENTS, QUESTIONS, CHALLENGES