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 expections

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 .
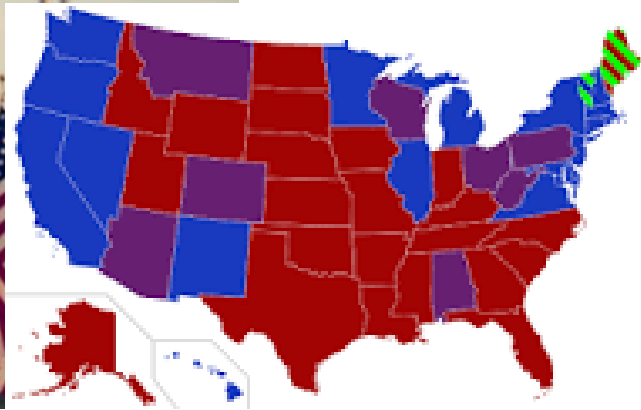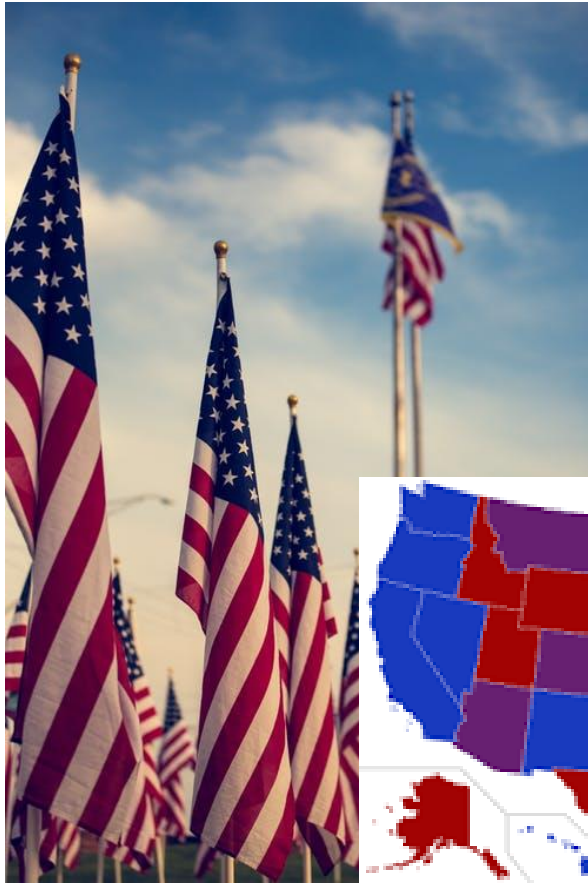
ster·e·o·type
/ˈsterēəˌtīp/

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)
  o Increases in-group, out-group polarization
  o 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
- o Reduce communication
- o Impede problem solving
- o Work against diversity and inclusion.

❑ Even when you only OBSERVE it

Professor Amir Erez

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?"

Differences Between Neutral and Rude Conditions (Porath & Erez, 2007,2009)

Anagrams Solved
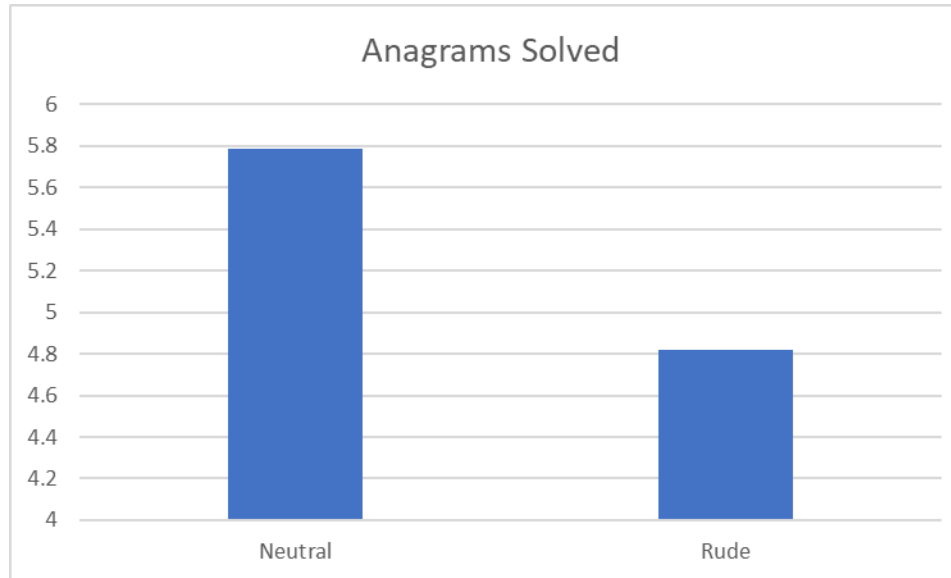
1. aidnmod _____
2. ctrphie _____
3. ohstsrtop _____
4. omherun _____
5. ugduot _____
6. enidrfiel _____
7. sbae _____
8. doumn _____
9. hcteacr _____
10. iteksr _____
11. laeeug _____
12. knucklllbea _____
13. rwnoudn _____
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15. iafirscce _____
16. 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

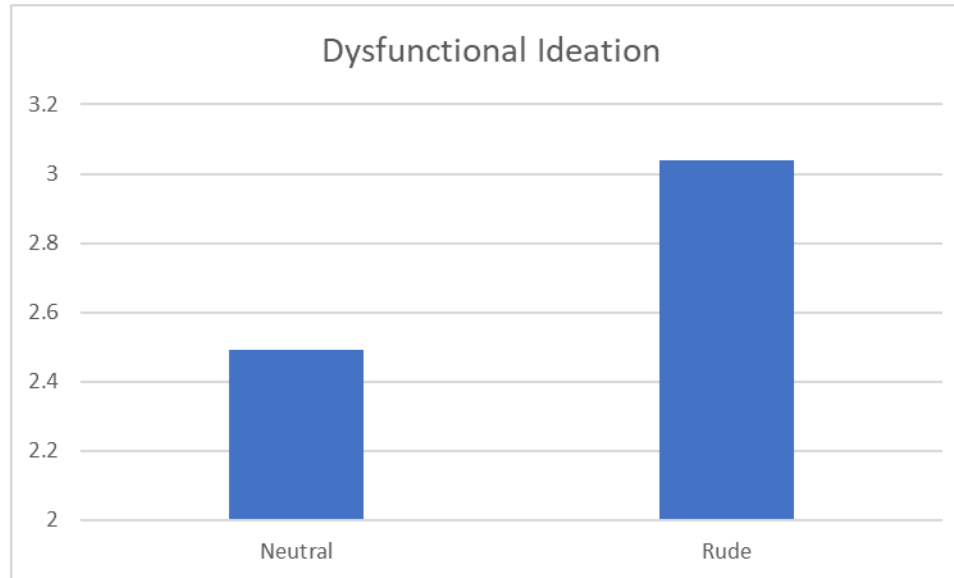# Differences Between Neutral and Rude Conditions (Porath & Erez, 2007,2009)
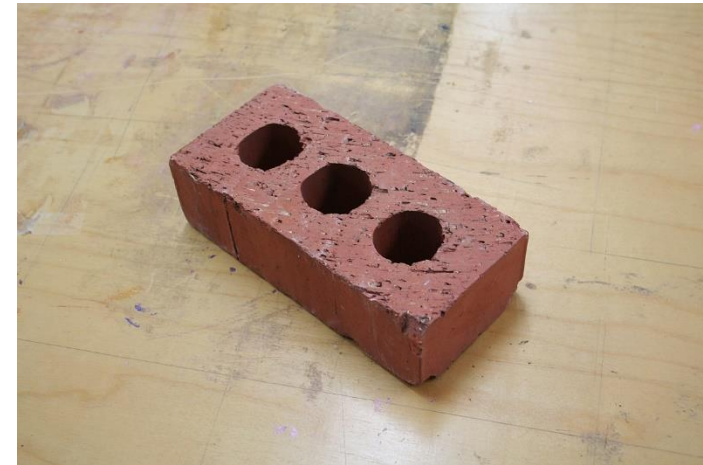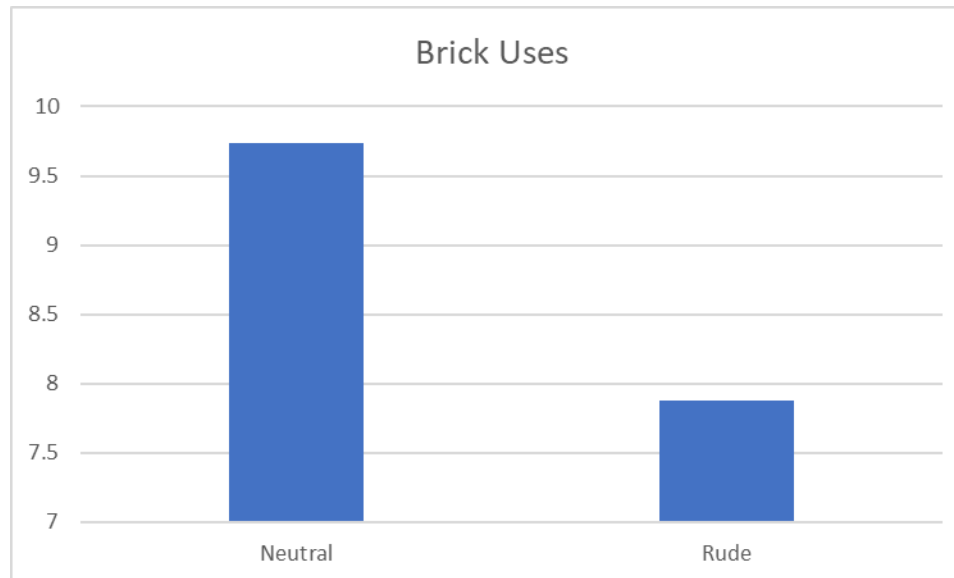
Dysfunctional, Angry Reactions

People in the rudeness condition were

❑ More likely to come up with violent uses for the brick

Differences Between Neutral and Rude Conditions (Porath & Erez, 2007,2009)

Dysfunctional Ideation

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
- o Asked Fewer Questions
- o Asked Fewer Questions unrelated to cardiac problems
- o Failed to notice symptoms unrelated to cardiac problems
- o 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

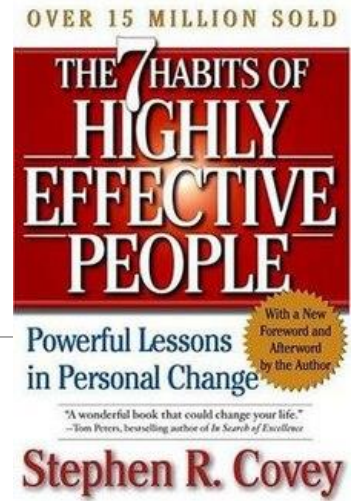- ❑ Mindfulness, Compassion, Empathy, Perspective Taking

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."*

Solution #2: Courage to be Vulnerable

Courageous Leadership =

❑ Standing up for what you believe in, even when it is difficult

❑ Changing your mind when its called for

❑ Doing the "right" thing, even when its 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 he 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 <u>moving away from control and toward listening.</u>

Jennifer Bradley and Bruce Katz
The Metropolitan Revolution

"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.

Jennifer Bradley and Bruce Katz
The Metropolitan Revolution

"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 <u>shared civic story</u> 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