2019 BRITISH COLUMBIA ODN

SAFE ENOUGH TO SOAR
ACCELERATING TRUST, INCLUSION, AND COLLABORATION IN THE WORKPLACE

INTRODUCING THE CONCEPT OF INTERACTION SAFETY
TODAY’S AGENDA

CREATING CONNECTIONS

CREATING AN INCLUSIVE ENVIRONMENT

MOVING TO GREATER JOINING

4 KEYS

INTERACTION SAFETY
1. Introduce yourself (name, role, organization)

2. One thing in my life that is giving me joy…
Inclusion is...

A sense of belonging:

Feeling respected, valued, and seen for who we are as individuals;

There is a level of supportive energy and commitment from leaders, colleagues, and others so that we—individually and collectively—can do our best work.
MOVING TO JOINING
THINK OF A TIME WHEN YOU FELT SOMEONE WAS INTERACTING WITH YOU IN A JUDGING MODE...

WHAT WERE YOUR...

THOUGHTS?

FEELINGS?

REACTIONS?
THINK OF A TIME WHEN YOU FELT SOMEONE WAS INTERACTING WITH YOU IN A JOINING MODE...

WHAT WERE YOUR...

THOUGHTS?

FEELINGS?

REACTIONS?
Judging and Joining Interactions

**When we feel judged**
- We act small and contribute less
- Reinforces being in a judging mode
- Act small
- Feel judged

**Judging Behaviors**
- About the Person
  - Sizing Up
  - Evaluating
  - I not We
  - Win/Lose
  - Defensive
  - Problem Finding
  - Telling
  - Short-Term
  - Closed Thinking
  - Not Giving Benefit of Doubt
  - Holding On to the Past
  - Withholding Trust

**Joining Behaviors**
- About the Issue/Work
  - Accepting
  - Exploring
  - WE not I
  - Win/Win
  - Curious
  - Problem Solving
  - Engaging
  - Long-Term
  - Open Thinking

**When we feel joined**
- We can be big and contribute more
- Reinforces being in a joining mode
- Feel Joined
- Be BIG
- Extending Trust

Adapted from Judith H. Katz and Frederick A. Miller, Opening Doors to Teamwork and Collaboration: 4 Keys that Change Everything. Berrett Koehler, San Francisco, 2013. All rights reserved. With thanks for the collaboration from key partners at Merck Manufacturing Division.
1. **To what extent are you judging or joining others?**

**Judging**
- Being cautious
- Sizing up the person
- Putting people in a box
- Don’t give benefit of doubt

**Joining**
- Being open
- Leaning in
- Assuming you’ll connect
- Giving benefit of doubt
2. **TO WHAT EXTENT DO YOU JUDGE OR JOIN OTHERS WHEN THEY DISAGREE WITH YOU?**

**JUDGING**
- Being cautious
- Sizing up the person
- Putting people in a box
- Don’t give benefit of doubt

**JOINING**
- Being open
- Leaning in
- Assuming you’ll connect
- Giving benefit of doubt

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3. **TO WHAT EXTENT DO YOU THINK **YOUR ORGANIZATIONS OR CLIENTS** HAVE MORE OF A JUDGING OR JOINING CULTURE?**

**JUDGING**
- Being cautious
- Sizing up the person
- Putting people in a box
- Don’t give benefit of doubt

**JOINING**
- Being open
- Leaning in
- Assuming you’ll connect
- Giving benefit of doubt
LEARNINGS ABOUT JUDGING & JOINING

We move closer to a JUDGING mindset when we:

• Are in stress
• Are in conflict or disagreement
• Need to move fast
1. What are your thoughts about your scores and your own behaviors regarding Judging and Joining?

2. Identify two actions you can take individually to move to more Joining.
CONSCIOUS ACTIONS FOR INCLUSION
Lean into Discomfort

Opens the Door to Trust

Be willing to challenge self and others. Speak up—bring your voice and street corner.

Everything new feels uncomfortable at first, which is why discomfort is a prerequisite for learning, growth, and change.

For most people, trusting others—and truly joining them—is challenging, and that can be uncomfortable.

1A. I *Lean into Discomfort.*

Not at all  

Almost Always

1B. I respond well when others *Lean into Discomfort* with me.

Not at all  

Almost Always
Listen as an Ally

Opens the Door to Collaboration

Listen, listen, listen and engage. Be a partner.

Allies are willing to work a little harder to hear, understand, appreciate, and build on others’ ideas. Are you willing to Listen as an Ally?
SELF-ASSESSMENT

2A. I *Listen as an Ally*

2B. I *Listen as an Ally* when others disagree with me.
State Your Intent and Intensity

Opens the Door to Understanding

Clarify intent at onset: State Notions, Stakes, Boulders, and Tombstones. Say what you mean and how much you mean it.

In other words, I say what I mean and how much I mean it.
# Guide to Notions, Stakes, Boulders, & Tombstones

<table>
<thead>
<tr>
<th>Initiator has:</th>
<th>Intent</th>
<th>Intensity of Commitment</th>
<th>Desired Response</th>
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| Notions | Discussion Possible | • Low investment  
• Testing if idea makes sense to others and/or hoping others will build upon the idea  
• Individual is willing to let go of the idea  
• Totally open to influence | Discuss if interested/willing to explore; Action optional |
| Stakes | Discussion Initiation | • Some investment  
• State a position  
• Wants to hear others’ Street Corners  
• Willing to be influenced | Discuss, to be considered or explored in depth; Acted upon if parties agree after discussion |
| Boulders | Discussion for Understanding | • Strong investment  
• Firmly entrenched in position  
• Wants it to happen  
• Difficult to influence  
This level of acting on an idea or making a decision should not be used frequently. | Action expected; Substantive objections somewhat OK |
| Tombstones | Discussion, if any, under Duress | • Total investment  
• Worth quitting over  
• No ability to influence  
This level should not be used more than twice a year, if that frequently. | Act now, or else |
3A. I make the **intent and intensity** of my statements clear.

3B. I am willing to change my position when new data/information warrants it.
CONSCIOUS ACTIONS FOR INCLUSION

Share Street Corners

Opens the Door to Breakthroughs

Accept others’ thoughts and experiences as true for them. Hear others’ differences as additive
4A. I share my *Street Corner* with others.

0 1 2 3 4 5 6 7 8 9 10
Not at all  Almost Always

4B. I ask others to share their *Street Corner* with me and I accept their perspectives as true for them.

0 1 2 3 4 5 6 7 8 9 10
Not at all  Almost Always
INTERACTION SAFETY
THE FOUNDATION

COLLABORATION

PROBLEM SOLVING

TRUST

HIGHER PERFORMANCE

INCLUSION
Interaction safety creates an environment through intentional actions and behaviors that encourages reasonable risk-taking, sharing ideas, and creating an inclusive, collaborative workplace.

When interaction safety exists, people know they will not be penalized, ostracized, demoted, made small, discounted, or shunned because of their thoughts, contributions, and conversations.
**ON YOUR OWN**
- No attention to interaction safety—no policies
- People judge each other
- Walk on eggshells
- Keep your head down, stay small
- People are ignored, hazed; sarcasm, digs, mean jokes
  ➢ Hide—PLAY IT SAFE

**LIP SERVICE**
- Policies may exist but no real action
- Wary of others—judging, lack of trust
- Agree in public, disagree in private
- Calculate risk to respond
- Speak when it relates to you
  ➢ Look out for yourself

**ISLANDS OF SAFETY**
- Policies moving towards safety
- Treat others as colleagues to be trusted
- Many leaders actively build trust through interaction safety
- Still need to test—not all teams/people are safe
- Norm to listen, see others’ POV
  ➢ Look out for self and others

**WAY OF LIFE**
- Policies fully support interaction safety
- People feel joined, easily voice opinions
- Benefit of the doubt
- Trust is assumed
- Invite different perspectives
- Working through conflict/differences is the norm
  ➢ Support and care about others—FEEL SAFE
CREATING CHANGE

Where do you see your organization or client today (Level 1? 2? 3? 4?)
✓ Model the mindsets and behaviors needed to create interaction safety.
✓ Ensure new leaders are coached and demonstrate interaction safety behaviors.
✓ Conduct listening tours to ensure interaction safety is a foundational part of the culture – especially with new hires and social identity groups. Identify areas for improvement.
✓ Make sure creating interaction safety is a skill set that is included in performance reviews, compensation/rewards and criteria for promotion for all organizational leaders.
✓ Continually assess how the organization is doing in regard to interaction safety.
✓ Refresh and reinvigorate the focus on interaction safety for continuous improvement.
✓ Share examples of how interaction safety is impacting individual, team, and organizational performance.
Thank you
HTTP://BIT.LY/CONSCIOUSACTIONS
1. To what extent do you feel a sense of belonging in your organization?

2. To what extent do you feel respected, valued, and seen for who you are as an individual?

3. To what extent do you experience a level of supportive energy and commitment from leaders, colleagues, and others so you can do your best work?
Conditions for Speed

SPEED

TRUST

INTERACTION + COMMON LANGUAGE
WE KNOW THE FIELD ISN’T LEVEL
LEVELING THE PLAYING FIELD ISN’T ENOUGH

Leveling the Field

Unlevel Field
WE HAVE TO RAISE IT FOR EVERYONE