

Creating & Sustaining a Respectful Work Environment

ASSESSING THE CLIMATE IN YOUR UNIT

Presenters

➤ **Office for Faculty & Academic Staff Affairs (FAS Affairs)**

➤ Jennie Yelvington, Director petrovi8@msu.edu

➤ **Organization & Professional Development (OPD)**

➤ Sharri Margraves, Director margrave@msu.edu

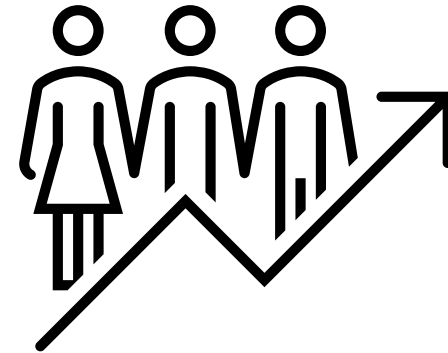
➤ **Prevention, Outreach & Education (POE)**

➤ Lydia Weiss, Climate & Response Program Administrator poe.lydiaweiss@msu.edu

Why Does Climate & Culture Matter?

Your Responsibility as a Leader

- Clarify the expectation and set the tone
- Model the behavior
- Discuss values with the team and how to make them actionable
- Address behavior that does not support the effort



Hope is not a strategy

INTENTIONAL ACTION IS NEEDED

Learn to effectively navigate conflict

Leverage your leadership team

Get support

Understand the risks of inaction



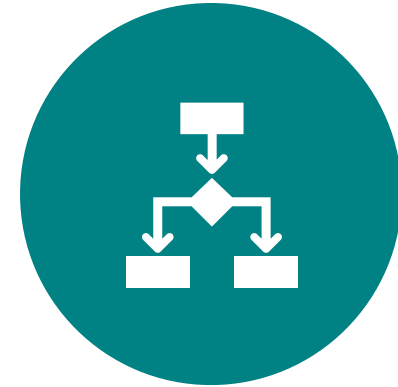
Assessing Climate



**LEADER SELF-ASSESSMENT:
BELIEFS & BEHAVIORS**



**UNDERSTANDING THE CURRENT
CLIMATE ON YOUR TEAM**



**UNDERSTANDING THE
SURROUNDING CLIMATE**

Self- Assessment



- What are my strengths & areas of growth?
- What are my personal values? How do they align with unit & MSU values?
- My conflict resolution style
- How do I handle interactions with people I am having difficulty with? (My history and behavioral style)
- Ability to honor diverse experiences & styles
- How did I get to this role?
- What assumptions am I making about my role or my team?
- What would I like the climate & culture to be?



Self-Assessment



If that is the climate I want, am I behaving in a way that demonstrates that goal?

How do I know?



What climate are you striving for?

DON'T LEAVE IT TO CHANCE

Brief Case Study

You were recently hired as the leader for a group of ten people. It was made clear that you are expected to bring this group forward and make needed changes. It didn't take long for you to realize that there is tension in the group, related to issues that happened prior to your arrival...perhaps many years prior.

You've noticed in unit meetings that only certain people speak, and others never contribute. When you try to get input related to possible changes, you get shut down (by the few who do talk) with multiple reasons why things shouldn't change. A peer mentioned to you that this group is well known as being problematic, and you are the third person in your role in 4 years.

Understanding the Climate on Your Team



Your Team:

- Getting to know your team members
- What is working well in your unit
- Areas that require additional attention
- History & past practices
- Communication patterns/habits

Stay Interviews



- Structural
- Connection to work
- Interpersonal leadership
- Career



Unit Analysis



- **SOAR Analysis**

- Strengths
- Opportunities
- Aspirations: What future do we want?
- Results: What will we measure to determine our goals have been achieved?

- **SWOT Analysis**

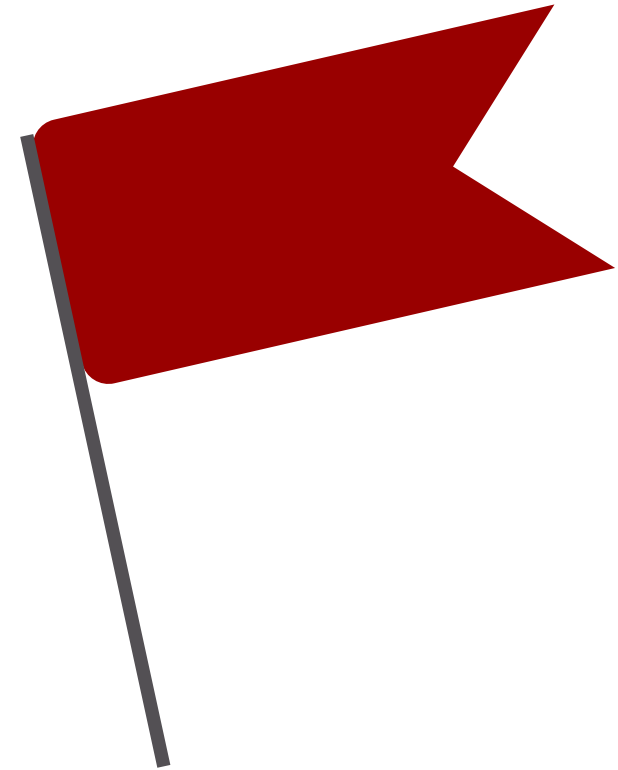
- Strengths
- Weaknesses
- Opportunities for improvement
- Threats that challenge ability to deliver on mission

- **Team Values**

Red Flags & Concerns



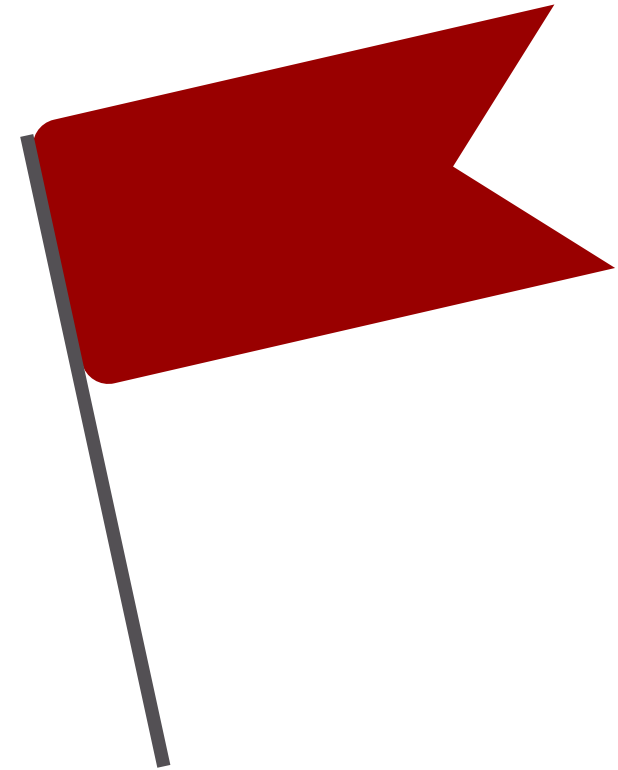
- Harassment & hostile environment
- Structural concerns
- Identity-based divisions
- Team dynamics
- Leadership style



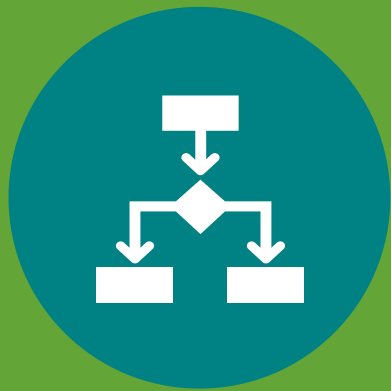
Responding to Concerns



- Bystander intervention
- 1:1 meetings
- Hiring practices
- Increasing engagement
- Work assignments
- Recognition
- Physical space considerations
- Reporting and seeking assistance



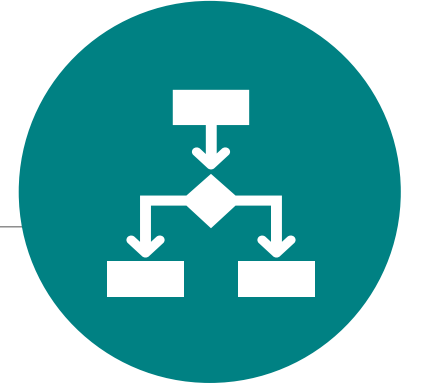
Understanding the Surrounding Climate



Your Leaders and Peers:

- How intentional are they about culture & climate?
- Do they model what you are striving for?
- What impact does this have on you and your team?
- What if you see red flags there?
- Are you comfortable having those conversations?

Influencing Up & Across



- Crucial conversations
- Illuminate unconscious impacts
- Determine allies
- Share victories & progress

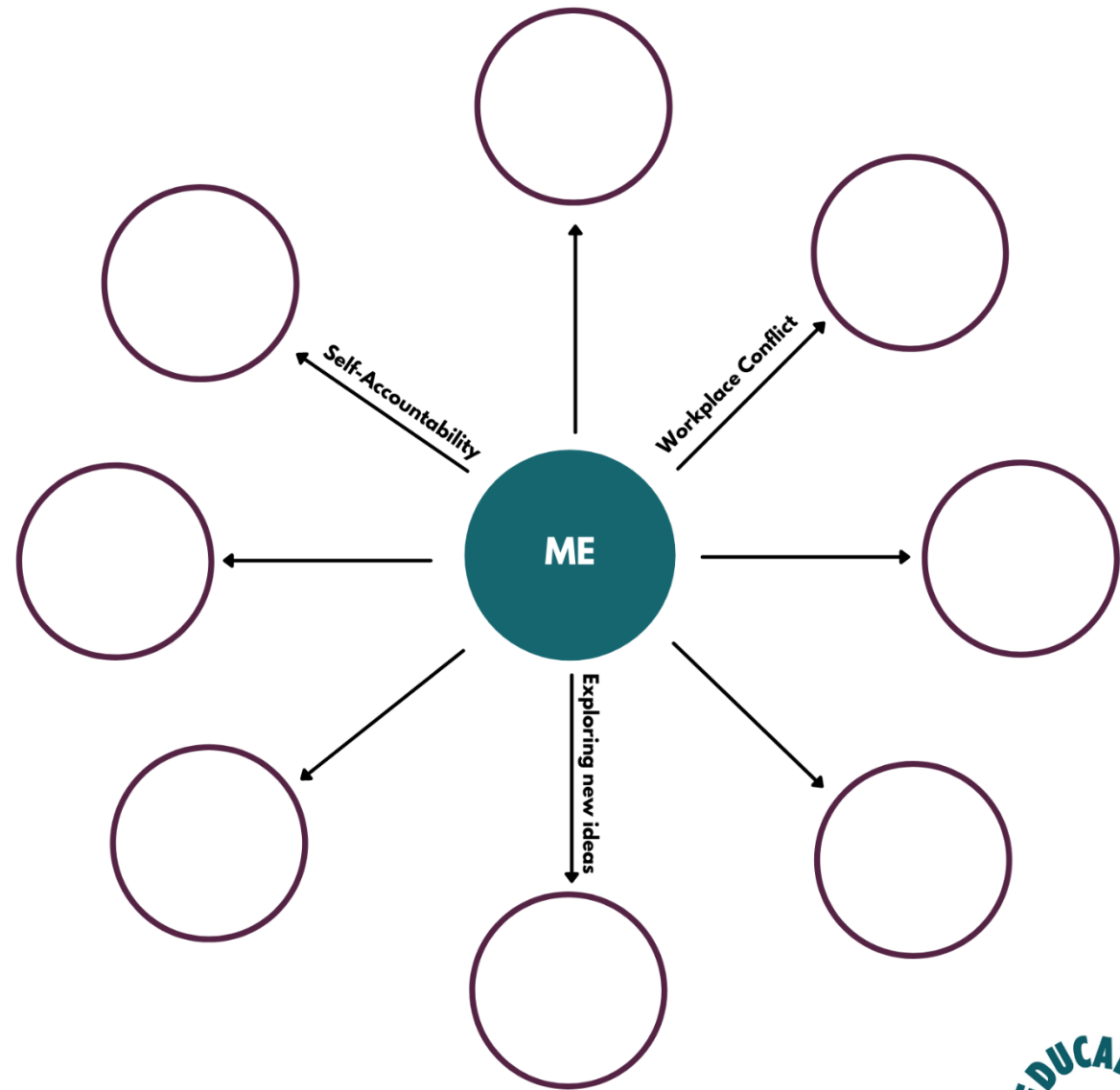


Seeking Assistance

- Office for Faculty and Academic Staff Affairs
- Office for Faculty and Academic Staff Development
- MSU Human Resources
 - Employee Relations
 - Organization & Professional Development
- The Office of Civil Rights and Title IX Education and Compliance
 - Prevention, Outreach & Education
 - Office of Institutional Equity
- Misconduct Hotline
- Faculty Grievance & Dispute Resolution Office

Support Map Tool

In each of the circles, write the names of people in your network who you can go to for particular areas of support. Write the areas of support on the arrow line (examples provided).



Take Action



Utilize the toolkit

Complete the workbook



Network

Find your allies and your "kitchen cabinet"



Keep learning

Stay up on these issues through reading, workshops, etc.



Model behavior

Intentions only matter if behavior matches. Actively seek feedback.



Stay vigilant

Reassess frequently

Questions?

