Setting the Tone: Assessing the Climate

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Culture & Climate

CULTURE:
Sum of the values, traditions, beliefs, interactions, behaviors & attitudes
- Often deep and more stable

CLIMATE:
Perception about the work/learning environment, how people feel at work/class, related to motivation
- Often easier to assess and change
THE BUSINESS CASE

HEALTH IMPACTS
• Anxiety
• Depression
• Fear leading to presenteeism or departure

PRESENTEEISM
• Lost productivity
• $150 billion lost revenue in US each year

RESIDUAL IMPACTS
• Fear for safety
• Reduced innovation & creativity
Climate Assessment Toolkit

- Self-Assessment
- Understanding the Current Climate on Your Team
- Understanding the Surrounding Climate

POE.MSU.EDU
SELF-ASSESSMENT

What is my preparedness?
SELF-ASSESSMENT

- Strengths as a Leader & Areas for Improvement
- Values into Action
- Managing and Resolving Conflict
VALUES

- A foundation
- Inform beliefs
- Guide actions

Guide decisions
Don't change often, but can differ based on role
VALUES
IDENTIFICATION

Select all that resonate with you
VALUES IDENTIFICATION

Select all that resonate with you

Choose top THREE
VALUES IDENTIFICATION

Select all that resonate with you

Choose top THREE

Star ONE
COMMUNICATING VALUES

- Express values through actions
- Use values to make decisions
- Make them visual/visible
- Affirm/Support other's values
- Unite as a team to explore values and actions via workshops/trainings
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).
Understanding the Climate of Your Team

Where are we starting?
<table>
<thead>
<tr>
<th>Stay Interviews</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Structural</strong></td>
</tr>
<tr>
<td>• Is there something you need to do your job more effectively?</td>
</tr>
<tr>
<td><strong>Connection to the Work (Engagement)</strong></td>
</tr>
<tr>
<td>• What do you look forward to each day when you come to work?</td>
</tr>
<tr>
<td>• If you won the lottery, what would make you stay here?</td>
</tr>
<tr>
<td><strong>Interpersonal Leadership</strong></td>
</tr>
<tr>
<td>• What makes you feel appreciated?</td>
</tr>
<tr>
<td>• What is the best way for me to give you feedback?</td>
</tr>
<tr>
<td><strong>CAREER</strong></td>
</tr>
<tr>
<td>• What can I do to help you accomplish your goals?</td>
</tr>
<tr>
<td>• What attracted you to this job (why did you choose this job)? Does it still apply?</td>
</tr>
</tbody>
</table>
Assessing the Team Climate

S  Strengths
O  Opportunities
A  Aspirations
R  Results

S  Strengths
W  Weaknesses
O  Opportunities
T  Threats
## Assessing the Team Climate

### Values - Establishing team values & strong expectations

### Historical and Current Harm?
- EX. OIE Investigations
- Power, privilege and identity

### Warning Signs
- Harassment, microaggressions, etc.
- Inequitable, hostile environments, interpersonal dynamics

### What Are You Accountability Practices Within the Unit?
- Dependence upon formal structures
- Informal conflict resolution options
SUPPORTING THE TEAM
Knowing How to Offer Support

1. Stay calm and objective
2. Immediate response
3. Avoid blame and judgement
4. Empathetic listening and understanding
5. Set expectations
6. Collaborative problem solving
Be an Active Bystander

**DELEGATE**
Asking for assistance from another person when intervening

**DISTRACT**
De-escalating the situation by drawing attention away from the problem

**DIRECT**
Putting yourself into the situation and confronting the problem

Informal accountability practice - Request a training from POE
SURROUNDING CLIMATE

What are the conditions around me and my team?
CONDITIONS TO CONSIDER

COLLEGE VALUES & POLICIES/EXPECTATIONS

POWER DYNAMICS & HIERARCHY IN ACADEMIA
- Spheres of influence
- Unique aspects of academic administration roles
- Rethinking accountability

AREAS OUTSIDE OF OUR CONTROL
- COVID
- Return to work plans
- University priorities & mandates
YOUR PEERS AND LEADERS

- How intentional are they about climate & culture?
- Do they model what you are striving for?
- What impact does this have on you and your team?
- What if there are warning signs at level above you?
- What is your comfort level with having difficult conversations with peers and those above you in hierarchy?
Utilize the Climate Assessment Toolkit

Find your support network

Keep learning & discovering new strengths

Model the behavior & keep reassessing the climate
Questions?
PREVENTION
OUTREACH &
EDUCATION

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