



Bridging Differences as Managers

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Disclosures

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Mindful
Moment



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Learning Objectives

At the conclusion of this session, participants should be able to:

1. Describe the connection between belonging and engagement.
2. Utilize effective strategies to take the lead as managers in bridging differences through shared decision-making, appreciative inquiry, and setting expectations for bi-directional feedback.
3. Recognize impostor syndrome and stereotype threat; and employ effective strategies to reduce both.

A Roadmap for Mindful People Management

Employee Engagement & Building Trust

Awareness of Hierarchy & Assumptions

Identity Iceberg

Management & Cultural Humility

Anticipate & Inquire about Differences

Expectations & Triggers

Reduce Impostor Syndrome & Stereotype Threat

Appreciative inquiry & Self-affirmation

Growth mindset



Fostering Engagement in our Teams

Diversity on teams

Psychological safety

Engagement surveys

Belonging

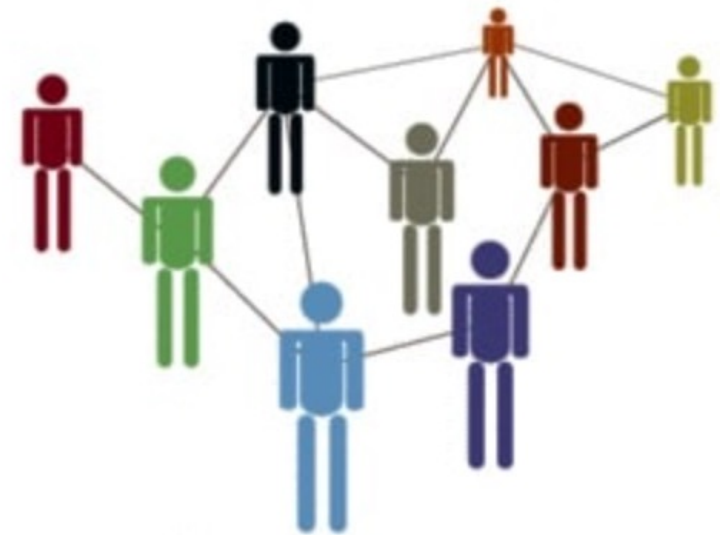
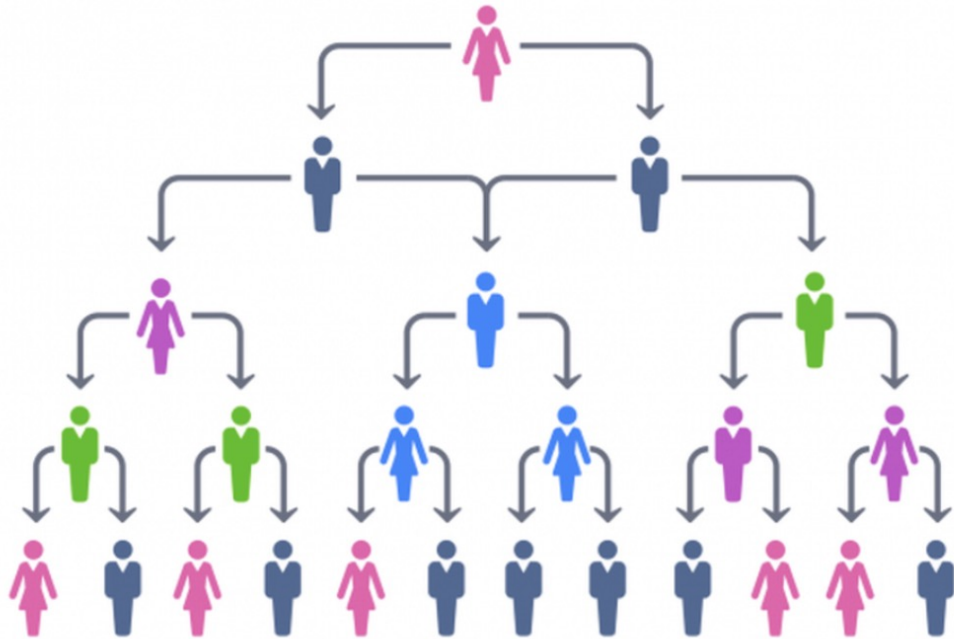
”Speak my mind”




We move at the speed of trust.



Hierarchy on Teams





“Mindfulness means paying attention in a particular way: on purpose, in the present moment, and nonjudgmentally.”

-Jon Kabat-Zinn



Identity iceberg



Managing with (Cultural) Humility

Shared focus on team goals

Center the team member

Create a safe space for sharing their experience

Welcoming, promoting affinity groups

“I wish there was not bias in healthcare teams, but we know that there is. Please tell me when you experience being treated differently...”



Walton, G., Cohen, G. A question of belonging: Race, social fit, and achievement. *J of Personality and Social Psych*, 2007.

Managing with (Cultural) Humility

Explore their perspective

Ask open-ended questions

Avoid interrupting

Listen to understand

Respond with empathy “**PEARLS**”

Partnership *“We’re in this together.”*

Emotion *“I know this new workflow has been very frustrating.”*

Apology *“I acknowledge that the rest of the team wasn’t attuned to the stress you were under.”*

Respect *“I admire your commitment to only the highest quality patient care.”*

Legitimization *“I suspect that anyone would feel dismissed if they experienced this.”*

Support *“I’m here for you. Please reach out anytime and I’ll be checking in.”*



Walton, G., Cohen, G. A question of belonging: Race, social fit, and achievement. *J of Personality and Social Psych*, 2007.



**Mindful
Moment**

Pause to consider

Recall a recent success in people management.

What did you do effectively?

How did that lead to a positive outcome?



Debrief

How was this reflection exercise for you?
How could it be beneficial to you as a leader?

Considering a recent success
Asking a direct report about a success
and responding to their experience

Anticipate & Inquire about Differences

- Differences in **Expectations**
 - Role clarity
 - Feedback – BOTH reinforcing and modifying
 - Confidentiality explicitly named
- Differences in **Personalities**
 - Style & location of meetings
 - Shared agenda setting
 - Context vs Highlights
- Differences in **Experiences**
 - Hot buttons

Manager takes the lead!



Anticipate & Inquire about Differences

Manager takes the lead!

- **Appreciative inquiry** re: preferences

"I'd like to know how I can get the best from you at work. What should I know?"

- Offer **Partnership**

"I will work with you to bring you to your highest potential."

- **Anticipate misunderstanding**

*"My intention is to be a supportive manager to you;
and know I will sometimes miss the mark."*

- Proactively **request feedback**

"Please let me know when I misunderstand you or hit a hot-button."





**Mindful
Moment**

Pause to Consider:

What is ONE thing you want your own supervisor to know about you?

How would you want your leader to respond if you share this?

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Debrief

How was this reflection exercise for you?
How could it be beneficial to you as a leader?

Appreciate.

Offer partnership.

Anticipate misunderstandings and bias.

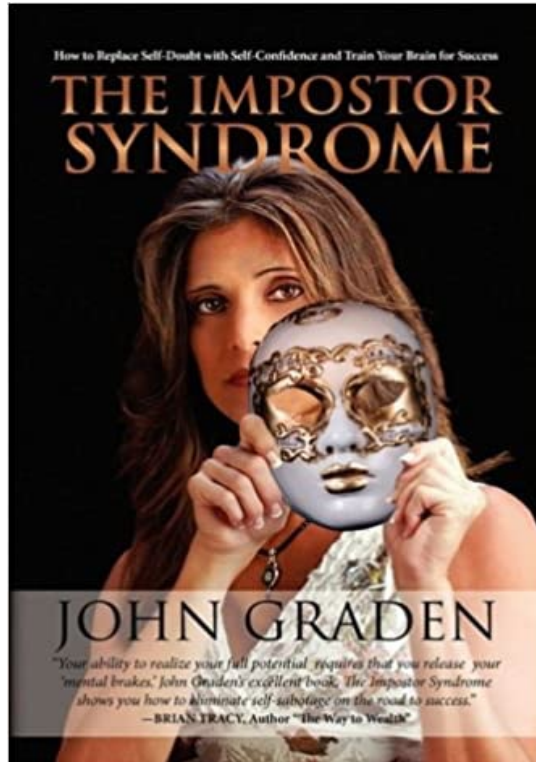
Request feedback regarding hot buttons/triggers

“We must reject not only the stereotypes that others hold of us but also the stereotypes that we hold of ourselves.”

Shirley Chisholm



Impostor Syndrome



“I’m a fraud”

Undeserving, unworthy

Undervaluing self

Accomplishments are coincidence or luck

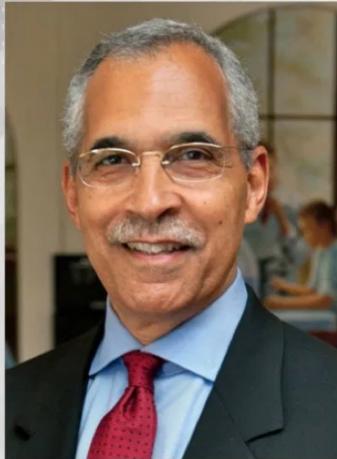
Worse in women, high-achievers

Clance; Imes. “The Impostor Phenomenon in High Achieving Women”
Psychotherapy, 1978

Stereotype Threat

Stereotype Threat and Identity Threat:

The Science of a Diverse Community



Dr. Claude M. Steele

Professor of Psychology at Stanford University

“I’ll prove them wrong”

Distracted by fear of confirming
negative stereotype

Underperforming from over-trying

Worse for those who care most

Worse if stereotyped identity/ies mentioned

Steele, C. & Aronson, J. Stereotype threat and the intellectual test performance of African Americans. *Journal of Personality and Social Psychology*, 1995.

Stereotype Threat and Impostor Syndrome

- **Anticipate** Stereotype Threat & Impostor Syndrome
 - Legitimize - 70% of people will experience IS
- **Role Models** that counter the stereotype
- **Skills that reduce IS/ST**
 - Encourage self-affirmations as check-ins *“Share a success you have had since our last meeting.”*
 - Name high-standards *“I expect a lot of my team. I look forward to seeing you achieve!”*
 - Model growth mindset *“I used to think... and I am learning...”*
 - Envision success *“How can you leverage your strengths & experience to meet this challenge?”*
- **Work to reduce bias** in the system



**Mindful
Moment**

Pause to consider:

Recall a recent challenge you have faced in managing/leading people.

Where might there have been bias?

Do you think that you (or the other person(s)) experienced IS or ST?

Envision leveraging you/their strengths to overcome the challenge



Debrief

How was this reflection exercise for you?
How could it be beneficial to you as a leader?

(Name phenomenon)

Legitimize the experience

Offer empathy & support

Appreciative inquiry re: personal strengths to overcome the challenge

Take-aways for Bridging Differences in Management:

1. Differences *can* make teams stronger – *if* we're mindful and skilled in our management strategies!
2. Increasing belonging for *all* team members takes intentionality.
3. Take the lead as managers to name your own identities and inquire about differences and preferences.
4. Begin a practice of expectations for bi-directional feedback.
5. Watch for impostor syndrome and stereotype threat and:
 - Encourage self-affirmations
 - Model a growth mindset
 - Envision success through leveraging strengths



May your skills be with you!

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References & Resources

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