

Building Better Together: Facilitating Positive Partnerships

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MGCC
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Getting Started

Appreciate the connection of being on camera.

Stay muted until confirmed to unmute.

The chat box is enabled.

Grow interaction.

Guidelines for Dialogue



Sharing and feedback is a gift. Look for common ground and acknowledge the uniqueness of each person's experience.



Speak for yourself and use "I" statements.



Participate and provide perspective.

- Our primary commitment is to learn from each other. We acknowledge differences in backgrounds, skills, interests, values, scholarly aspirations, and experience.
- Be open and listen to others. When you disagree, try not to rush to judgment. Please ask clarifying questions.

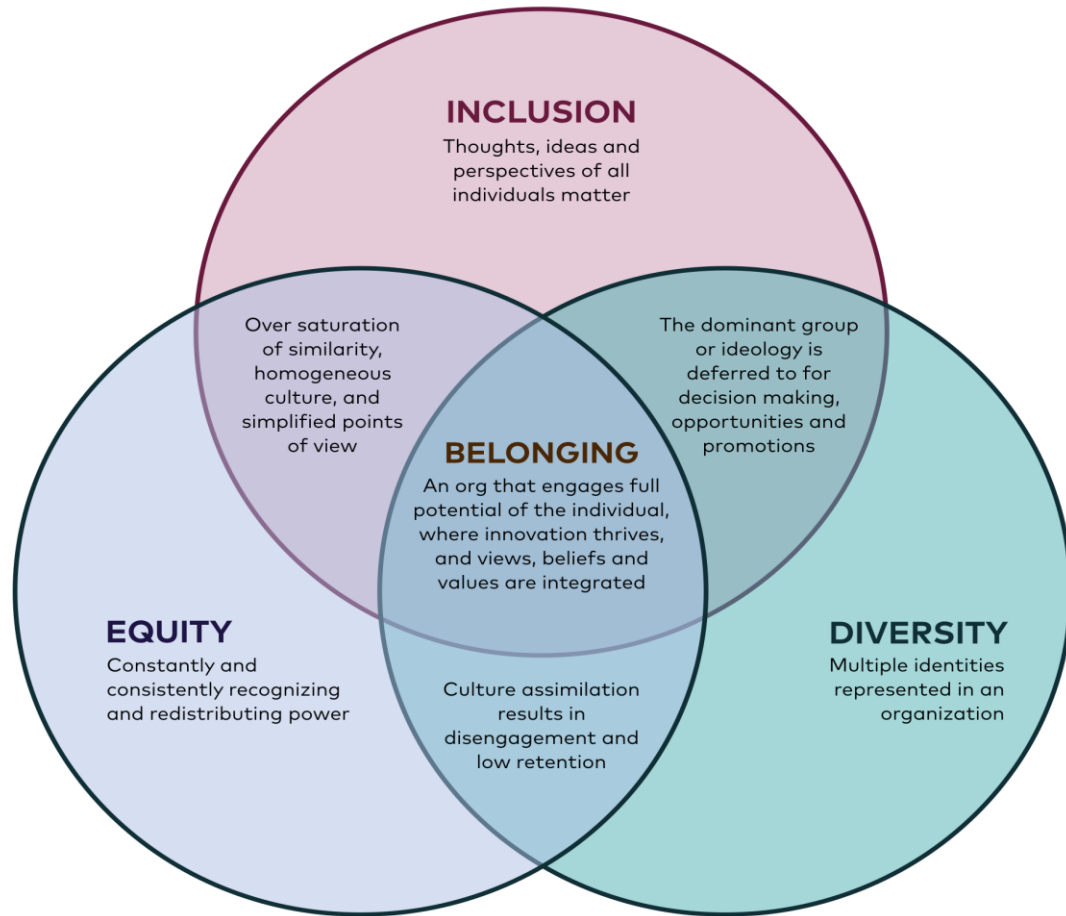
Guidelines for Dialogue

- Search for your own assumptions and emotions. Speak your discomfort.
- We will trust that people are doing the best they can.
- Face and share your own emotions. Own feeling happy, sad, uncomfortable, or empowered. Refrain from “putdowns”, hostile, or offensive language.
- We each have an obligation to actively combat the myths and stereotypes about our own groups and other groups so that we can break down the walls that prohibit individual development, group progress and cooperation plus group gain.
- Share briefly to allow space for all voices and perspectives to be heard.

Developing Strong Teams



Building Better Together



Who Is In Your Network?



Strong Teams



**Conflict doesn't
destroy strong teams
because strong teams
focus on results**



**Strong teams prioritize
what's best for the
organizations, then move
forward**

GALLUP®

**Q. What commonalities
of a strong team
remind you most of
working with
colleagues at MGC?**



**Members of strong teams
are as committed to their
personal lives as they are to
their work**



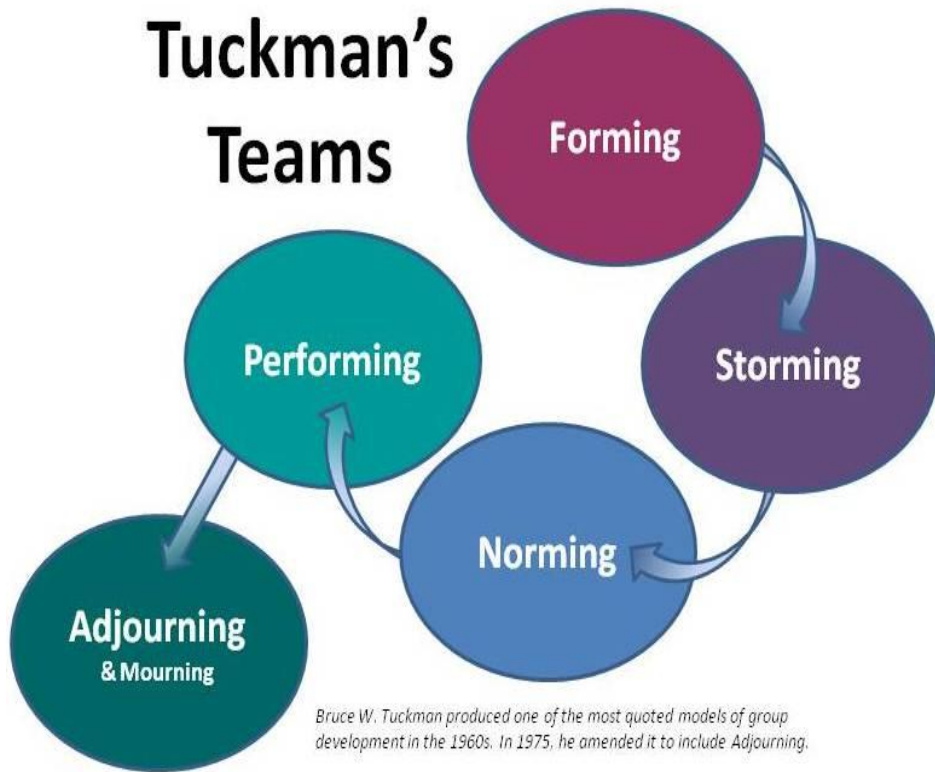
**Strong teams
embrace diversity**



**Strong teams are
magnets for talent**

Team Development and Cohesive Teams

Tuckman's Teams



These five behaviors form the framework of a cohesive team

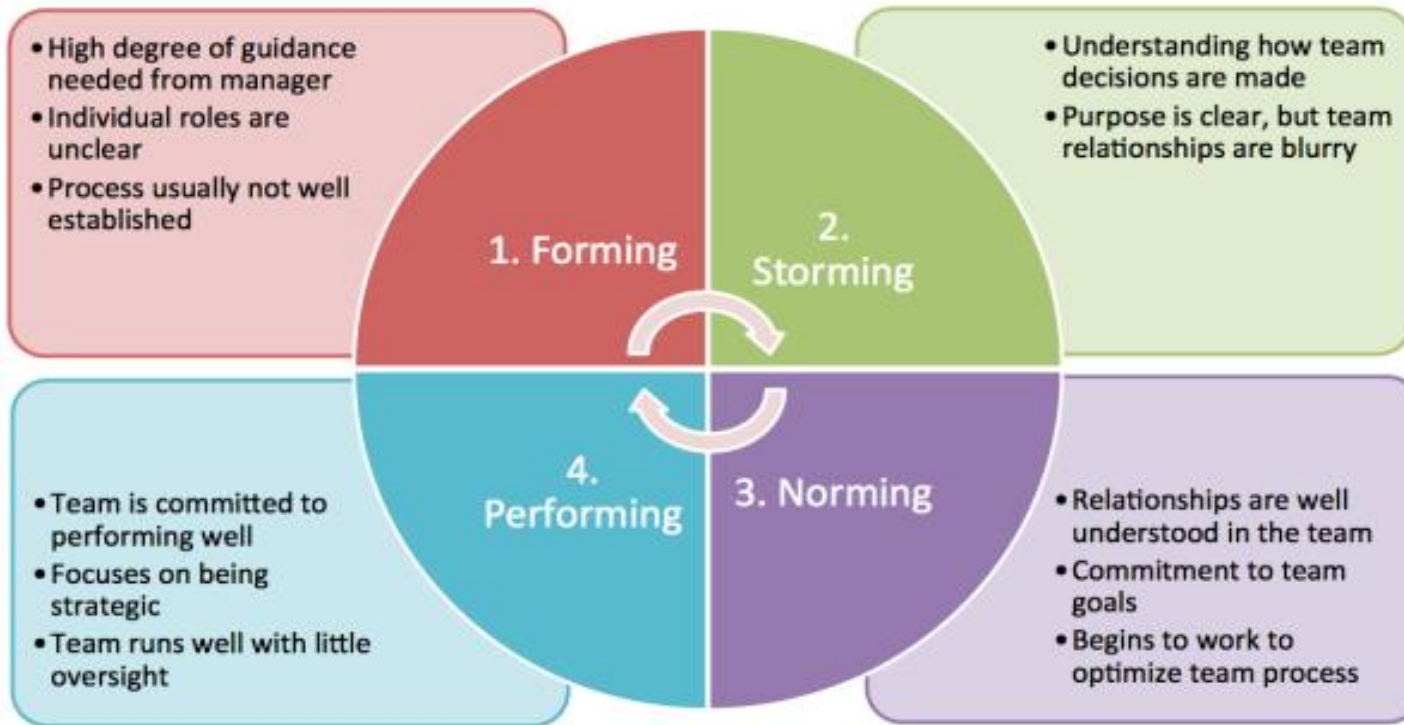


To be truly cohesive, teams must:

- ▶ **Trust one another**
When team members are genuinely transparent and honest with one another, they are able to build vulnerability-based trust.
- ▶ **Engage in conflict around ideas**
When there is trust, team members are able to engage in unfiltered, constructive debate of ideas.
- ▶ **Commit to decisions**
When team members are able to offer opinions and debate ideas, they will be more likely to commit to decisions.
- ▶ **Hold one another accountable**
When everyone is committed to a clear plan of action, they will be more willing to hold one another accountable.
- ▶ **Focus on achieving collective results**
The ultimate goal of building greater trust, conflict, commitment, and accountability is one thing: the achievement of results.

<https://www.fivebehaviors.com/achievemorellc>

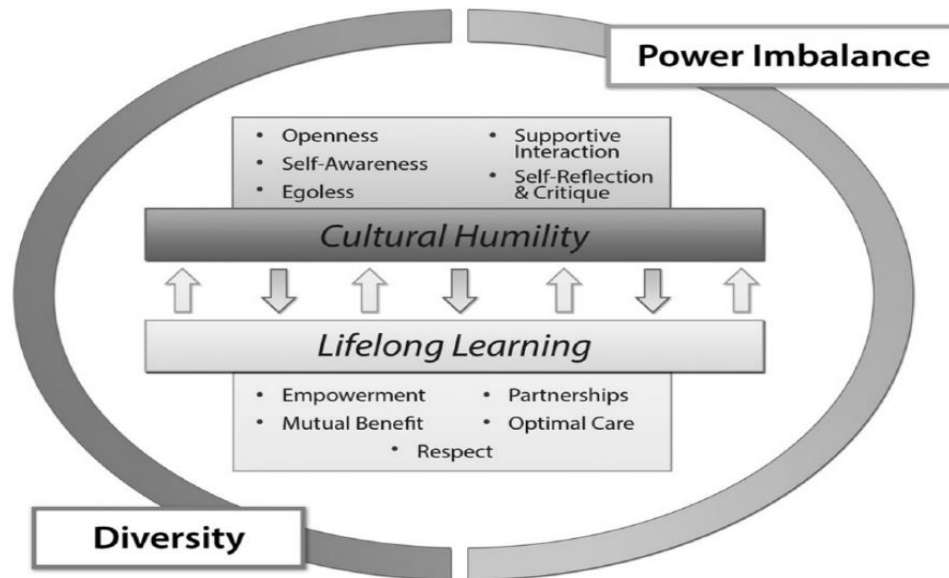
Phases of Team Development



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Team Development Considerations

POWER *privilege* & Social Justice



Scenario





THE CHALLENGE: DIVERSE GROUPS

A global maize research group meets quarterly to discuss compelling research findings among group members about trends in the maize seeds market. The team of 20 members is diverse in terms of gender and demographics, having representation among domestic and international researchers. One of the group members shared research data from a researcher affiliated with North Carolina A & T State University. Research group members were impressed with such data and realized that there is no representation of researchers affiliated with Historically Black Colleges & Universities (HBCUs) currently in their group.

Q. How can the global maize research group attract and recruit researchers affiliated with HBCUs to join their group?



HOW TO HANDLE IT

- Invite the researcher from North Carolina A & T State University to one of the group's meetings to present their findings within the maize industry. This may result in the researcher informing colleagues about the group to consider membership.
- Conduct outreach to Deans and Chairs of STEM and Agricultural programs at HBCUs.
- Encourage group members to recruit researchers in their network that are affiliated with HBCUs.
- Consider expansion of the group to include students from HBCUs that are conducting research about the maize industry to join the group.

Team Accountability



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Action Planning Using SMART Goals

Specific: What is to be accomplished (by who/where/how)?	Goal 1	Goal 2	Goal 3	Goal 4
Measurable: Add targets, details, measurements and tracking.				
Attainable: What additional resources do you need for success?				
Realistic/Relevant: List why you want to reach this goal.				
Time Framed: Put a deadline on your goal. By when?				
How is diversity, inclusion, equity, access, cultural competence, and cultural humility integrated?				

Acts of Inclusion



Reinforcing an Inclusive Environment

Dialogue participants should:

- Seek first to understand, then to be understood.
- Withhold judgements. When in doubt, ask.
- Honor and share “airtime”.
- Be respectful of self and others.
- Listen actively and intentionally.
- Speak from personal experience using “I” statements.
- Refrain from speaking for others.
- Ask “genuine questions” for understanding.
- Respect confidentiality.
- Maintain an open mind about the process. and content.

Ground rules might include:

Keep an open mind.

Assume the best intentions.

Don't be afraid to ask questions.

Disagree respectfully.

Contribute to the conversation and make space for others.

What happens in the dialogue stays in the dialogue

Take care of yourself and take care of the group.

Scenario





THE CHALLENGE: GROUP DYNAMICS

Researchers that attended a conference were split into smaller groups to discuss findings of various research studies to report out to all attendees. Each group was encouraged to come with a team name to be identified when sharing their thoughts to the larger audience.

Q. What positive traits will help the groups come up with names that reflect the dynamics among team members?



HOW TO HANDLE IT

- **Shared Purpose.** Each team member should be clear on the team's goals. Utilize the "SMART" goal – setting process as an effective tool.
- **Trust and Openness.** Team members need to feel safe to share information and ideas without fear of punishment or embarrassment.
- **Willingness to Correct Mistakes.** An important aspect of accountability is the willingness to acknowledge and correct mistakes.
- **Diversity, Equity, and Inclusion.** Winning teams leverage the different thoughts and ideas held by each member to come up with more innovative and creative solutions.



HOW TO HANDLE IT

- **Interdependence and a Sense of Belonging.** Each team member should be know why they are part of a team.
- **Consensus Decision Making.** Harnessing the power of the team can result in innovative and out-of-the-box solutions.
- **Participative Leadership.** Participative leaders take a step back and give team members the space to collaborate autonomously.

Connection and Belonging – Deloitte Study



FIGURE 1

Contribution and connection drive belonging more than comfort alone

Which of the following is the biggest driver of creating belonging in your organization?

- Workers who can bring their full, authentic selves to the workplace
- Workers who are treated fairly
- Workers who can identify with a defined team (e.g., function, department, geography, etc.)
- Workers have a sense of community and feel connected to others in the organization
- Workers who are valued for their individual contributions
- Workers who feel aligned with the organization's purpose, mission, and values

Comfort



Connection



Contribution

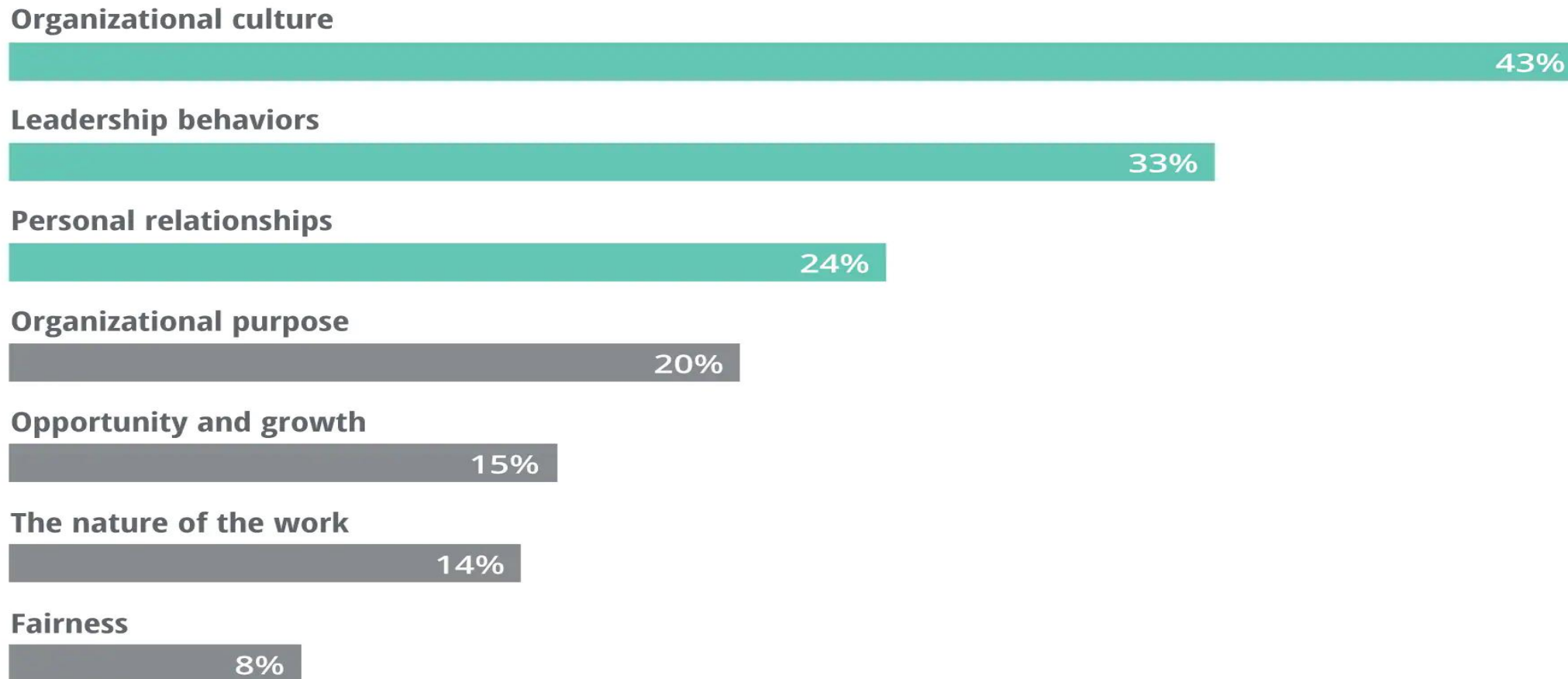


Source: Deloitte Global Human Capital Trends survey, 2020.

FIGURE 2

Culture, leadership, and personal relationships are the biggest factors influencing an organization's ability to create belonging

What factors most influence your organization's ability to create a sense of belonging? Select up to two.



Source: Deloitte Global Human Capital Trends survey, 2020.

Poll

How often do you set an inclusive environment
for your colleagues?

⇒ Very Often, ⇒ Somewhat Often,
⇒ Not Very Often



Poll

How often do you ask your colleagues
what would make them feel included?

⇒ Very Often, ⇒ Somewhat Often,

⇒ Not Very Often



Inclusive Environments

Creating Safe Spaces

Trust and Transparency

- Trust
- Transparency

Psychological Safety



Authenticity and Support

- Authenticity
- Support

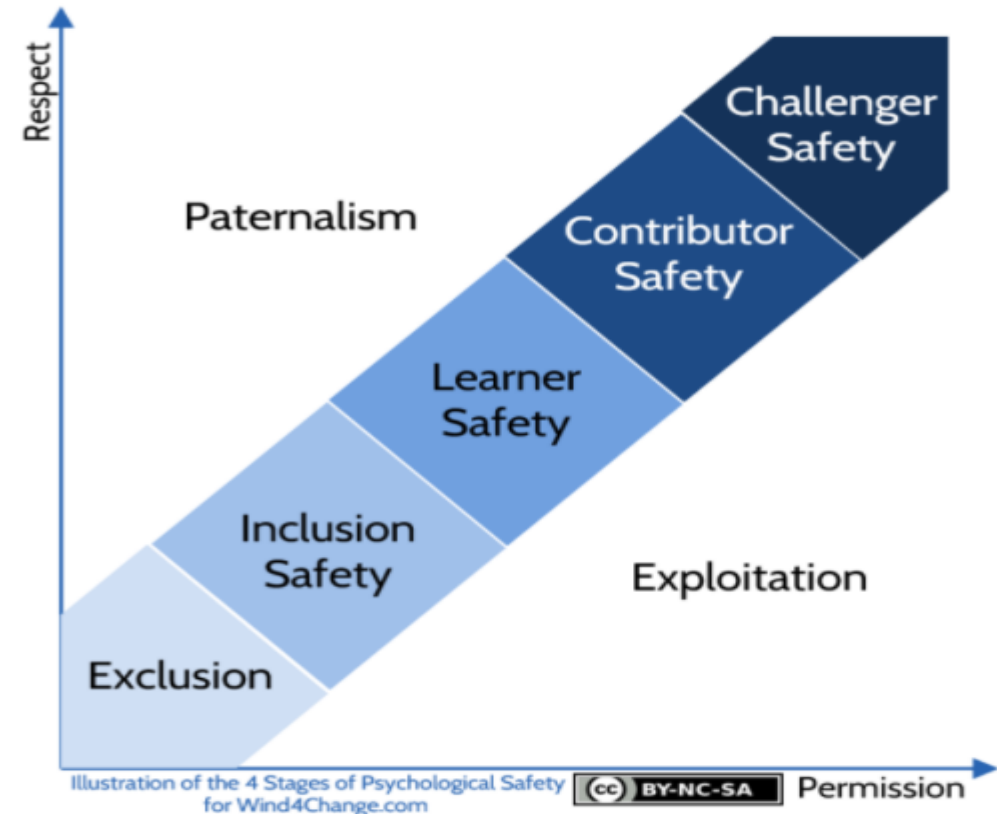
The 4 Levels of the Psychological Safety Model

The 2 dimensions and the 4 levels of the Psychological Safety Model

Human needs structure the way Psychological Safety progresses in a Team for a person. Firstly, people want to be **included**. Secondly, they want to **learn**. Thirdly, they want to **contribute**. Fourthly, at last, they want to be able to **challenge the status quo** when they believe there is a need for change. Therefore, people progress through these 4 stages with an increase of respect and permission.

Respect is the level of regard and esteem the teams gives to a given person. In other words, it is how the team values and appreciates this individual.

Permission is the degree to which the team allows a given person to participate in and influence the group he or she is part of.



Provide Acknowledgement

- What you're saying is...
- Let me see if I get this....
- I'm hearing you say...
- What you're telling me is that...
- In other words...
- Let me give that back to make sure that I got it.



Authentic Apology

- Reflect on your actions
- Take Responsibility
- Listen
- Improve by being open to feedback
- Correct mistakes and missteps



Top Three Communication Behaviors of Inclusive Leaders

**Use More Audience
Centered Language**

**Demonstrating
Subject Matter
Expertise**

**Demonstrating
Authenticity**

DEI Care To Share – Breakout Rooms



- In what ways can you build trust?
- How do you practice transparency?
- What atmosphere is set for chapter members to bring all of themselves?
- In what do you provide support to your leaders?

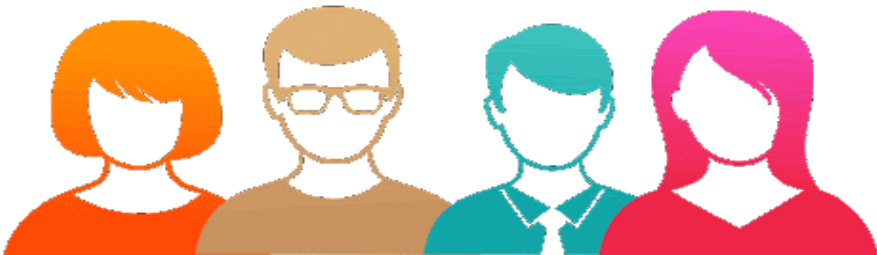
Dialogue Strategies for Resolving Conflicts



Poll

What makes dialogue difficult?

**⇒ Assumptions, ⇒ Emotions, ⇒ Bias
⇒ Low Confidence, ⇒ Low Trust**



DEI Dialogue

1. Set a relaxed and open tone.

- Welcome everyone and create a friendly and relaxed atmosphere.
- Well-placed humor is usually appreciated.
- At the beginning of the dialogue, remind everyone that the purpose of the dialogue is to work with one another to look at the issue at hand.
- Your role is to keep the discussion focused and guide the conversation according to the philosophy.
- Start with the ground rules for participants, and then ask participants to add their own ideas.



DEI Dialogue

2. Be a good listener.

Types of listening

- Appreciative listening for pleasure or enjoyment
- Empathic listening to provide emotional support for the speaker
- Comprehensive listening to understand the message of a speaker
- Critical listening to evaluate a message for purposes of accepting or rejecting it



How to become a better listener:

- Take listening seriously.
- Resist distractions.
- Refrain from speaking for others.
- Don't be diverted by appearance or delivery.
- Focus your listening; listen for main points.
- Develop note-taking skills.
- Suspend judgement.

DEI Dialogue

6. Help the group look at various points of view.

- Ask participants to think about the concerns and values that underlie their beliefs.
- Don't allow the group to focus on just one personal experience or anecdote.
- Use “and” rather than “but” as a unifier to bridge comments.
- Avoid using “just” to describe your role, a person, place or thing.



DEI Dialogue



7. Be aware of the dynamics of cross-cultural communication.

- Help people appreciate and respect each other's communication styles.
- Some cultures value listening more than speaking. In others, taking a stand is of utmost importance. Help participants to realize there is more than one good way to communicate.
- Help participants understand that cultural labels, or stereotypes, are usually unfair.
- Remind the group, if necessary, that no one can represent his or her entire culture. Each person's experiences, as an individual and as a member of a group, are unique and ok.

DEI Dialogue



7. Be aware of the dynamics of cross-cultural communication.

- Be sure not to equate the experiences. To support participants who tell how they have been mistreated, be sure to explain that you respect their feelings and are trying to help all the members of the group understand.
- Remind people that no one can know exactly what it feels like to be in another person's shoes.
- Sensitivity, empathy, and familiarity with people of different backgrounds are important qualities for the facilitator.
- If you have not had the opportunity to spend time with all kinds of people, get involved in reading, listening to podcasts, watching programs or trainings that give you that can help broaden your understanding of cross-cultural dynamics.

Dialogue Questions



Ask open-ended questions that don't lend themselves to easy answers.

- Open-ended questions are questions that can't be answered with a quick "yes or no". They push people to think about why they believe what they do.
- Open-ended questions encourage people to look for connections between different ideas.
- Get familiar with the following questions. They are a great resource during any dialogue.
- Use questions that include Who, What, Where, and When. Avoid "Why".

Dialogue Questions



General questions:

- Do you agree with that? How come?
- What do other people think of this idea?
- What would be a strong case against or for what you just said?
- Have you had any experiences with this that you can share with the group?
- Could you help us understand the reasons behind your opinion?
- What do you think is really going on here? Why or When is that important?
- How might others see this issue?
- Do you think others in the group see this the way you do? How so? In what way?
- How does this make you feel?

Dialogue Questions



Questions to use when there is a disagreement:

- What do you think xxx is saying?
- What bothers you most about this?
- What is at the heart of the disagreement?
- How does this make you feel?
- What experiences or beliefs might lead a reasonable person to support that point of view?
- What do you think is important to people who hold that opinion?
- What don't you agree with?
- What do you find most convincing about that point of view?
- What is it about that position that you just cannot live with?
- What makes this so hard?
- What have we missed that we need to talk about?

Dialogue Questions



Questions to use when people are feeling hopeless:

- Say a little about how that makes you feel.
- What do you see that gives you hope?
- Can the problems that you are talking about be solved in any way? How?

Closing questions:

- What are the key points of agreement and disagreement about today's dialogue?
- What have you heard today that has made you think, or has touched you in some way?

Scenario





THE CHALLENGE: POWER, PRIVILEGE, PERSPECTIVE

One or a few members dominate the dialogue.



HOW TO HANDLE IT

The instructions you give about respecting time limits are helpful.

- Invite participants to be conscious of each person having time to share his or her reflections, ideas, and insights.
- It may be helpful to invoke the ground rule, “It is important to share time equitably” when a few individuals dominate the discussion.
- Another solution is to tell the team you want to hear from those who have not said much. Participants will look to you to restrain domineering members.
- Sometimes, this situation happens when those dominating the dialogue feel they have not been heard. Restating the essence of what they’ve expressed can show that you have understood their point of view.

QUESTIONS

???

Reflections and Takeaways



- What is one takeaway or learning from this session that you can put into practice?

OR

- What is one concept used during our session today that will stay with you?

Resources

- Book: [Black Fatigue](#) and [Inclusive Conversations](#) by Mary Frances-Winters
- Book: [Belonging at Work Best-Seller — Rhodes Perry Consulting](#)
- Book: [Caste](#) by Isabel Wilkerson
- Book: [Overcoming Bias](#) and [Subtle Acts of Exclusion](#) by Tiffany Jana
- Book: [How to Be An Inclusive Leader](#) and [The Five Disciplines of Inclusive Leaders](#)
- Affirmational Journal: [VENT I'm Worth It Leadership Edition](#)
- Saving Face: [How to Preserve Dignity and Build Trust by Maya Hu-Chan](#)
- DEI Podcasts: https://blog.feedspot.com/diversity_inclusion_podcasts/
- Podcast: [1619 Project](#)
- Podcast: [Coaching Real Leaders](#)
- Case Study: [Case Study- Microsoft: Team Building and Group Dynamics \(thefruitfultoolbox.com\)](#)

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Thank you for Sharing!
