iRestart

Build Inclusive Teams

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Introduction

As we've all no doubt heard, "communication is key" and "relationships are the cornerstone of every business."

Building relationships is the foundation to creating inclusion and trust. What people sometimes forget is that the ability to build relationships requires **BOTH a mindset AND a skillset**. Having this resource is essential for anyone working in any role; it helps you get your job done while simultaneously providing support for others. Everyone knows this and yet, so many of us struggle with how to respond during a conversation, let alone a *difficult* conversation.

When we experience moments of conflict, misalignment and disconnection, we may often feel confused, frustrated or uncertain in how to show up, what to say or how to react. And we may find ourselves attempting to explain our way out of a misunderstanding rather than slowing down to gain clarity on how the misunderstanding initially occurred.

When we experience these places of being misunderstood, it ultimately boils down to not having our needs met. Whether it is our need for being seen for our idea, or perhaps our need to be valued for our contribution, or maybe our need to be appreciated for our efforts, our own feelings discomfort or discontent, serve to indicate that our needs are not being met. I call this experience a rupture.

Because ruptures are often hurtful, they may dictate our behaviors in ways that may not be optimal in the moment. And we may find ourselves reacting defensively or aggressively, or even shutting down altogether. What's more useful is to repair the hurt from both parties.

At iRestart, we focus a great deal on what we call e*mpathic communication.* Empathic communication is the tool to repair the rupture. It allows us to stay connected both to ourselves and others while inviting us to continue building relationships in the workplace. This **skillset** helps infuse your conversations with action. It also helps bridge unmet needs by standing in a place of "seeking to understand, before needing to be understood", as Stephen Covey's 5th habit states in his book, *The 7 Habits of Highly Effective People.*

More importantly, empathic communication can immediately create a place of safety and belonging for everyone involved. Additionally, employing this technique is as effective in the moments following a rupture as it is a week after the conversation occurred.

We also help teams and individuals discover their own *zones of exclusion,* helping them to redesign and recreate their **mindsets** dynamically. As we'll discuss today, this level of awareness in the moment invites all involved parties to move toward inclusion through language and behaviour.

I welcome you to begin using these powerful tools in your everyday experiences, from the workplace, to your interactions with family and friends, and with the larger world around you. You may notice dramatic shifts in how quickly you connect with others and create a welcoming space.

Sincerely,

Rajkumari Neogy

Workshop Questions

Discuss and Define: Build Inclusive Teams

Write a few sentences on what it means to your group. You'll be asked to share to the larger group.

_____

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Which are you most likely to go to: Fight, Flight or Freeze?

Circle the response that you most often go to during moments of stress or when you're triggered.

FIGHT	FLIGHT	FREEZE
Angry	Nervous	Confused
Impatient	Insecure	Stuck
Annoyed	Anxious	Hopeless
Frustrated	Worried	Helpless

What are 3 UNMET needs you experience on your team?

Use the list below to find your UNMET needs. Circle the ones that stand out to you. Highlight the main three.

CONNECTION
acceptance
affection
appreciation
belonging
cooperation
communication
closeness
community
companionship
compassion
consideration
consistency
empathy
inclusion
intimacy
love
mutuality
nurturing
respect/self-respect

CONNECTION continued
safety
security
stability
support
to know and be known
to see and be seen
to understand and
be understood
trust
warmth

PHYSICAL WELL-BEING
air
food
movement/exercise
rest/sleep
sexual expression
safety
shelter
touch
water

HONESTY
authenticity
integrity
presence

PLAY
joy
humor

PEACE
beauty
communion
ease
equality
harmony
inspiration
order

AUTONOMY
choice
freedom
independence
space
spontaneity

MEANING
awareness
celebration of
life
challenge
clarity
competence
consciousness
contribution
creativity
discovery
efficacy
effectiveness
growth
hope
learning
mourning
participation
purpose
self-
expression
stimulation
to matter
understanding

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Feelings When Your Needs are Satisfied

AFFECTIONATE
compassionate
friendly
loving
open hearted
sympathetic
tender
warm

ENGAGED
absorbed
alert
curious
engrossed
enchanted
entranced
fascinated
interested
intrigued
involved
spellbound
stimulated

HOPEFUL
expectant
encouraged
optimistic

CONFIDENT
empowered
open
proud
safe
secure

EXCITED
amazed
animated
ardent
aroused
astonished
dazzled
eager
energetic
enthusiastic
giddy
invigorated
lively
passionate
surprised
vibrant

GRATEFUL
appreciative
moved
thankful
touched

INSPIRED
amazed
awed
wonder

JOYFUL
amused
delighted
glad
happy
jubilant
pleased
tickled

EXHILARATED
blissful
ecstatic
elated
enthralled
exuberant
radiant
rapturous
thrilled

PEACEFUL
calm
clear headed
comfortable
centered
content
equanimous
fulfilled
mellow
quiet
relaxed
relieved
satisfied
serene
still
tranquil
trusting

REFRESHED
enlivened
rejuvenated
renewed
rested
restored
revived

Feelings When Your Needs are Not Satisfied

AFRAID
apprehensive
dread
foreboding
frightened
mistrustful
panicked
petrified
scared
suspicious
terrified
wary
worried

ANNOYED
aggravated
dismayed
disgruntled
displeased
exasperated
frustrated
impatient
irritated
irked

ANGRY
enraged
furious
incensed
indignant
irate
livid
outraged
resentful

AVERSION
animosity
appalled
contempt
disgusted
dislike
hate
horrified
hostile
repulsed

CONFUSED
ambivalent
baffled
bewildered
dazed
hesitant
lost
mystified
perplexed
puzzled
torn

DISCONNECTED
alienated
aloof
apathetic
bored
cold
detached
distant
distracted
indifferent
numb
removed
uninterested
withdrawn

DISQUIET
agitated
alarmed
discombobulated
disconcerted
disturbed
perturbed
rattled
restless
shocked
startled
surprised
troubled
turbulent
turmoil
uncomfortable
uneasy
unnerved
unsettled
upset

EMBARRASSED
ashamed
chagrined
flustered
guilty
mortified
self-conscious

FATIGUE
beat
burnt out
depleted
exhausted
lethargic
listless
sleepy
tired
weary
worn out

PAIN
agony
anguished
bereaved
devastated
grief
heartbroken
hurt
lonely
miserable
regretful
remorseful

SAD
depressed
dejected
despair
despondent
disappointed
discouraged
disheartened
forlorn
gloomy
heavy hearted
hopeless
melancholy
unhappy
wretched

TENSE
anxious
cranky
distressed
distraught
edgy
fidgety
frazzled
irritable
jittery
nervous
overwhelm
restless
stressed o

VULNERAB
fragile
guarded
helpless
insecure
leery
reserved
sensitive
shaky

YEARNING
envious
jealous
longing
nostalgic
pining
wistful

When am I most likely to need support?

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What can I do for myself to get support?

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What is trust?

Write a few sentences on what trust means to you.

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Which is your "GO-TO" zone when you're stressed?

Circle the zone.

ENTITLEMENT	VICTIMHOOD
NEEDINESS	RIGHTEOUSNESS

When am I most likely to distrust others?

_____

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What guardrails can I put in place?

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What is engagement?

Write a few sentences on what engagement means to you.

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Appreciation Self-Assessment

Reflect on the following:

1. On a scale of 0 – 10, how appreciated do you feel by your immediate supervisor/boss/manager?

   1   2   3   4   5   6   7   8   9   10

2. On a scale of 0 – 10, how appreciated do you feel by each of your coworkers

   1   2   3   4   5   6   7   8   9   10

3. When you feel discouraged at work, what actions by others encourage you?

   _____

   _____

   _____

4. When you want to communicate appreciation to your colleagues, how do you typically do so?

   _____

   _____

   _____

5. How well do you believe you and your coworkers know how to express appreciation to another?

   _____

   _____

   _____

Housekeeping rules for meetings

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What inclusion looks like at the office:

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Trust

15 years ago, Patrick Lencioni released his book, *The Five Dysfunctions of Teams;* the first of those dysfunctions being "absence of trust".

In early 2017, **Atlassian** launched its playbook *Great Teamwork*. Thanks to this publication, we now have some terrific data on the pulse of teams and what it shows us is that team dysfunction is still dominated by a lack of trust.

- 78% of teams don't fully trust their teammates
- 86% don't fully trust a new teammate (read: stranger) to adapt to changing situations.

Why are we continuing to experience such high levels of distrust with each other?

Trust is a funny concept. We totally know when we trust someone. We totally know when we don't trust someone. And we totally know when we don't know if we trust someone.

We think of trust as hard to build, time-consuming, a tedious and fleeting.

But is this really true?

Trust is defined as a:

"firm belief in the reliability, truth, ability, or strength of someone or something."

and

"confidence placed in a person by making that person the nominal owner of property to be held or used for the benefit of one or more others."

Lots of jargon. To be honest, I don't really know what either of the above definitions mean.

In the video, *The Anatomy of Trust*, by Brene Brown, I was struck by her simple, yet profound definition:

"Trust is about choosing to make something important to us, vulnerable to the actions of someone else."

And she defines distrust as:

"What I have with you that is important to me is not safe with you."

She goes on to say that:

"Trust is built in the smallest of moments."

She outlines how to build trust through her acronym, BRAVING:

- B – Boundaries. Be clear in holding them and respecting them.
- R – Reliability. I can only trust you if you say you're going to do what you say you're going to do. Over and over and over again. Get clear on your limitations. Don't take on too much to come up short and not deliver on your commitments.
- A – Accountability. When you make a mistake, apologize for it and make amends. I can only trust you if I am allowed to own it, apologize and make amends.
- V – Vault. What I share with you, you will hold in confidence. What you share with me, I will hold in confidence. Sometimes, we share things that are not ours to share in order to hotwire connection with a friend. Our closeness is built on talking bad about people.
- I – Integrity. Act from a place of courage over comfort, right over ease, and practice, not just profess values.
- N – Non-judgment. I can struggle fall apart and ask for help without judgment.
- G – Generosity. Assume and then check-in.

And I love the following quote from her:

> "The most compassionate people that I've ever interviewed were the most boundaried."

Paul Zak is a neuro-economist and wrote a fabulous HBR article titled, **The Neuroscience of Trust.** He starts the article by asking,

> "Why do two people trust each other in the first place? Experiments around the world have shown that humans are naturally inclined to trust others—but don't always."

He goes on to discuss the impact of oxytocin, mice, research, and experiments with money and strangers and describes the experiment here:

> "To measure oxytocin levels during the exchange, my colleagues and I developed a protocol to draw blood from people's arms before and immediately after they made decisions to trust others (if they were senders) or to be trustworthy (if they were receivers). Because we didn't want to influence their behavior, we didn't tell participants what the study was about, even though there was no way they could consciously control how much oxytocin they produced. We found that the more money people received (denoting greater trust on the part of senders), the more oxytocin their brains produced. And the amount of oxytocin recipients produced predicted how trustworthy—that is, how likely to share the money—they would be.

He concluded the findings of the experiment with:

> "Oxytocin appeared to do just one thing—reduce the fear of trusting a stranger."

He continues with really interesting data points around team dynamics and organizational culture in relation to trust:

"Compared with people at low-trust companies, those at high-trust companies report:

- 74% less stress
- 106% more energy at work
- 50% higher productivity
- 13% fewer sick days
- 76% more engagement
- 40% less burnout"

On changingminds.org, author David Straker says trust is referred to as:

"both an emotional and logical act. Emotionally, it is where you expose your vulnerabilities to people, but believing they will not take advantage of your openness. Logically, it is where you have assessed the probabilities of gain and loss, calculating expected utility based on hard performance data, and concluded that the person in question will behave in a predictable manner. In practice, trust is a bit of both. I trust you because I have experienced your trustworthiness and because I have faith in human nature.

We feel trust. Emotions associated with trust include companionship, friendship, love, agreement, relaxation, comfort."

> Trust is your oxytocin indicator. Empathy is your oxytocin generator.

Psychological Safety

So, where does trust come from?

In an often-cited **New York Times** article addressing the 180 most effective teams at Google, there were two main traits that drove the overarching essential value to foster effective teams. These two traits were:
- An equality in distribution of conversational turn-taking
  - *"As long as everyone got a chance to talk, the team did well. But if only one person or a small group spoke all the time, the collective intelligence declined."*
- Average social sensitivity
  - *"a fancy way of saying they were skilled at intuiting how others felt based on their tone of voice, their expression and other nonverbal cues. They knew when members were feeling upset or left out." Whereas the less effective teams seemed to have less sensitivity toward their colleagues*

"These two traits are aspects of psychological safety: a shared belief held by members of a team that the team is safe for interpersonal risk-taking.

Two key points to remember about psychological safety are:

1. "A sense of confidence that the team will not embarrass, reject or punish someone for speaking up."

and

2. "a team climate characterized by interpersonal trust and mutual respect in which people are comfortable being themselves."

The article continues by saying,

"The behaviors that create psychological safety – conversational turn-taking and empathy – are part of the same unwritten rules we often turn to as individuals, when we need to establish a bond. And those human bonds matter as much at work as anywhere else. In fact, they sometimes matter more."

So, in a nutshell, letting people speak and having empathy for them communicates trust and creates connection. In other words, saying verbally and non-verbally, "You matter to me."

> Trust is about creating relationships from an oxytocin drip rather than from a dopamine hit.

Relating to Others

Imagine for a moment a workplace relationship with someone that you have difficulty trusting. Now imagine a workplace relationship where you experience significant trust? Make a mental note of the difference. What does it feel like? What does it look like? When you're in a powerful and lasting relationship that is built upon trust, imagine what you are able to accomplish.

An HBR article from March 2016 titled: ***Why Leadership Development Has to Happen on the Job*** says that, "60% of people coordinate with at least 10 people daily in their work." As technology has opened up collaboration with more people, encompassing more departments and business units, more of us work on cross-functional teams or across time zones. Working effectively in teams requires us to excel in relationship building.

And yet, a stunning study published by **Atlassian** revealed that:

75% of cross-functional teams or dysfunctional
59% say communication is their team's biggest obstacle to success.
78% don't fully trust their teammates.
86% don't fully trust a new teammate to adapt to changing situations.

But when teams done right come together:

> 50% are motivated by team success over company success.
> 43% feel they have a large personal impact on their team's mission.
> 56% are more confident working as a team than individually.

So, what's going on?

In order to become the best inclusive leader possible, we must start to understand what drives e*xclusive leadership.* What makes people behave like a jerk, act unresponsively and rudely, dismiss others or are just plain mean? And why do they do over and over again. To the point where a teams' culture is at risk of becoming dysfunctional. That their behavior becomes normative and they get labeled as a 'bully' or a 'micro-manager'.

> If we are not actively including others, we risk accidentally excluding them.
>
> -- David Rock, NeuroLeadership Institute

Family Culture

How we build relationships with others is engrained in us from childhood. We learned how to connect, engage and trust from when we were wee little ones. We may have learned that one parent is safer than another. We may have learned how to get one parent to give us what we need, like staying up longer. Or we may have learned how to make sure we avoided either physical or emotional pain.

Understanding our own rules of engagement allows us to more broadly understand how we either hinder or cultivate relationships. As humans, we are meaning making machines. So, we are constantly scanning for patterns, trends and connections in order to fully understand what is happening both to us and around us.

Boundaries

Boundaries are guidelines for how we relate to the rest of the world. They are the rules of conduct built out of a mix of beliefs, opinions, attitudes, past experiences and social learning. Your personal boundaries are bidirectional: impacting both incoming and outgoing messaging and communication. And most of the that communication and messaging is unconscious. How you identify you is by identifying likes and dislikes – what is wrong for you and what is right for you. This allows you to write your very own standard operating procedure. And it defines how you will and won't be treated by others.

The biggest issue is NOT that others violate our boundaries. It's that *we* violate our own boundaries. When you find that you did not stand up for yourself in a way that you wished you

had or would have preferred, you might have the experience of not staying to true to yourself and this may eventually lead to not feeling good about yourself.

Your boundaries are defined as and are no different than your feelings. Your feelings always tell you if your boundaries have been violated. The role of boundaries is for us to have the ability to define a clear line that uniquely separates us from others.

This line defines your happiness, integrity, desires and needs. And ultimately, your personal trust and purpose from the rest of the world.

5 Types of Boundaries:
1. Physical boundaries
2. Emotional boundaries
3. Mental boundaries
4. Spiritual boundaries
5. Sexual boundaries

When we don't listen to and respect what we're feeling, we might very likely be violating our own boundaries. When we don't listen to and respect others' feelings, it's very possible that we're violating their boundaries.

The essence of belonging is to be known for who we are what we want. And when we're able to feel our feelings, we can protect our boundaries. When we can protect our boundaries, we begin to feel safe. And when we feel safe, we can only know what it is like to feel that we belong.

> What humans needs most is to be warmly accepted, understood and cared for.

What Makes Boundaries Hard

When we have arrived at a place of not trusting ourselves, we have placed barriers within ourselves. These barriers either permanently or temporarily block the ability to cultivate a relationship to ourselves. These barriers limit our levels of intimacy because as we are less connected to ourselves, we teach ourselves to be less connected to others.

Starting to build self-trust is key. How you begin to re-trust yourself is to start with strengthening the ability to tune back into how you feel, and search for the unmet need. Get really good at this!

It's hard to set boundaries when:

1. We put other people's needs and feeling first
2. We don't know ourselves

3. We don't feel as if we have rights
4. We believe that setting boundaries jeopardizes the relationship
5. We never learn to have healthy boundaries.

Attachment Styles

Depending on how our boundaries have been either crossed or respected has had direct impact with how we learned to build relationships in order get our needs met. Whether it is the need for love, attention, respect, safety, etc.

Attachment is the way our brains and bodies are wired to understand and predict relationships. We relate to others in the ways in which we were related to in order to form a bond and survive.

> We learned how to relate (behave) in order to belong.

Secure attachment breeds trust. Anxious, Avoidant and Disorganized attachment can, over time, dismantle trust. Here are the 4 types of attachment in greater detailer and their respective relationship building strategies.

Secure
- Trust people
- Trusts the self
- Enjoys an easy flow between being with others and being alone
- Has an easy time with transitions
- Enjoys easy self-regulation
- Has high levels of psychological well-being
- Enjoys ease with self-care
- Appraises stressful events in less threatening terms
- Has more optimistic expectations about being able to cope effectively
- Holds more favorable views of human nature
- Reports higher self-esteem
- Ability to negotiate both similarities and differences
- Openness to the other's states across an entire range of emotion
- Attempts to comprehend the state, goal or reality of another
- Predictable and discernable patterns and rhythms of reaction
- There is the experience of "being experienced"
- Relies on others for support
- The nature of each partner's contingent coordination with the other affects the ability to attend, process information and modulate behavior and motional states
- The brain continuously anticipates changes in the environment on the basis of incoming information
- More resilient in times of stress
- Experience more frequent and prolonged bouts of positive feeling

- Adopt problem-focused strategies
  - 63% of people are secure attachment

Anxious/Ambivalent

- No room for freedom or autonomy or creativity
- Have self-doubt about worth, capacity and value
- Have the sense that no one ever gets us
- Are taken over by sudden negative outbursts and expressions
- Are angry or hard to soothe upon a reunion
- Have feelings of intense sadness or anger when what is wanted is in fact not provided
- Exact mirroring MUST occur or else anxiety happens
- Unregulated right hemisphere dominance
- * 5.5% are ambivalent/anxious attachment

Avoidant

- Connecting without connecting
- Distressed by inclusion
- Very transactional
- Want to out-perform their partners
- Maintain our independence because people really aren't that reliable
- Denies, suppresses and deactivates attachment circuits in order to cope
- Increased anxiety when anticipating receiving negative emotional information
- Don't know when they are stressed
- Define success by how well we are carrying out our function
- Dampen another's positive emotions
- Discourage expression of emotional distress
- Disregards other's needs, especially during a crucial time
- Have difficulty enjoying social interactions
- Succeeds in computer science and professional tennis
- Left hemisphere dominance
- Disconnected to body and bodily needs
- "I am somewhat uncomfortable being close to others; I find it difficult to trust them completely and difficult to allow myself to depend on them. I am nervous when anyone gets too close."
- * 22% are avoidant attachment

Disorganized

- Perceiving danger everywhere; having no "safe haven" with people
- Resorting to a variety of self-destructive behaviors
- Having no ability to be soothed by others or to feel compassionate towards own self
- No coherent strategy for copying with closeness
- At high risk for using soothing chemicals substances and thus developing substance abuse or addiction disorders
- Thought to be suffering from unresolved loss, abuse or trauma and to be in a continuing state of fear
- A lack of responsiveness to a reach for connection
- Difficulties in managing their own distress
- 44% more likely to be passed down if mother was abused or experienced trauma

- "I can't let myself be too affected by you. I'm not going to let myself be controlled by you and dragged down by your bad moods. I refuse to be helpless. I'm going to be upbeat and laugh off your silly fussing."

> How we build and maintain relationships is programmed into our cellular structure.

The New York Times article, **How We Inherit Our Parents' Traits and Tragedies,** talks about narratives from our parents impact our behavior:

> *If parents don't resolve the trauma they experienced, their kids can inherit it. It's partly genetic — trauma can alter genes, which get passed down to the next generation. And it's partly behavior, usually unconscious.*

Team Culture

When individuals learn to relate to others based on fear as a child, this becomes embedded in their neurobiology (the biology of the nervous system). If not addressed, this style is carried over into the workplace. And if fear is in the driver's seat, over time it is possible to end up with dysfunctional team culture.

If safety and trust are not a priority for the team, then the team is motivated be fear. Fear drives people to execute based on the need to survive and avoid pain. Purpose, however, drives people based on the need to contribute.

Exclusion

Good feelings are designed to feel good. Their prime directive is to indicate that one or more of your needs are being met. Bad feelings are designed to feel bad. Their prime directive is to indicate that one or more of your needs are not being met.

If over time, if we experience more UNMET needs than MET needs in a given situation, it can lead to us to feeling unsafe. And if we're not yet fully equipped with the mindset and skillset to address the unmet need(s), the concern is that we might enter into a state of blame. And eventually, feel excluded.

Exclusion is the experience of not feeling safe and trusting in the moment. It can happen from the smallest gesture of being interrupted to the most conspicuous of being berated or humiliated in front of others. When people experience exclusion, it registers in the brain as physical injury and the pain centers in the brain light up, mimicking physical injury. Having the experience of exclusion is like being kicked in the shin – it hurts that much!

> When we have the experience that we are not part of the group,
> or if we witness ourselves being treated differently, our brain registers this as physical injury.

Zones of Exclusion

We define dysfunction as an impairment or a deviation from the norm. Remember, our brain is designed to belong and form relationships. Dysfunctional team behavior is that which is deemed deviating from the norms of social behavior and not conducive to forming safe and trusting relationships.

If over time, members of your team feel excluded, they are operating in the team as if they are physically injured. They are impaired in some fashion. Think about stubbing your toe and pain throbbing around that area. Now imagine attempting to focus on strategy, project management or product development. Just listening to someone's point of view becomes challenging!

People have different flavors of exclusion. And through my work as an executive coach, working with teams, I have noticed four specific types or Zones of Exclusion:

ENTITLEMENT	VICTIMHOOD
NEEDINESS	RIGHTEOUSNESS

Our attachment styles define our zones of exclusion, how we relate to others and how we build trust and safety along the way. Secure attachment is the only type of attachment that is not associated with a zone of exclusion.

Dysfunctional Team Roles

Dysfunctional culture is maintained by at least 4 dysfunctional roles:

1. The BULLY
2. The COMPLAINER
3. The CARETAKER
4. The MICRO-MANAGER

Dysfunctional roles are often seeking to blame others. Each role builds and maintains relationships through they own style of relating.

What is really important to remember here is that they are attempting to build relationships from a place of pain.

The Bully

The Bully may build relationships through a state of ENTITLEMENT and is experiencing worthlessness.
The Bully communicates: "You're responsible. I am exempt."

Entitlement

- A distortion of power.
- They lose their sense of people altogether.
- They are essentially alone.
- A constant forward motion; never pausing to take a breath or connect to body or humans.
- Power over stance from self.

The Complainer

The Complainer may build relationships through a state of VICTIMHOOD and experiences hopelessness.
The Bully communicates: "You're at fault. I am innocent."

Victimhood

- A sense of powerlessness.
- A need for agency (*the capacity of individuals to act independently and to make their own free choices*).
- A need for acknowledgment.
- A longing that our contributions matter.
- Power over stance by others.

The Caretaker

The Caretaker may build relationships through a state of NEEDINESS and experiences helplessness.
The Caretaker communicates: "You criticize me. I praise you."

Neediness

- "It's YOUR job to meet my needs." Using others as tools to get our needs met.
- A stance of inferiority toward others.
- We are entirely dependent on what other people do or do not do.
- Constantly measuring if what they do is enough for us.

The Micro-Manager

The Micro-Manager may build relationships through a state of RIGHTEOUSNESS and experiences terror.
The Micro-Manager communicates: "You're wrong. I am right."

Righteousness

- "You are the reason why I am hurting."
- As humans, we become morally superior in order to address this problem of hierarchy.
- It's unbearable to be less than, so we shift to make the other person wrong.
- Wanting something from others + blaming them if it doesn't happen.

Dysfunctional Team Mindsets

The HBR article, ***In the AI Age, "Being Smart" Will Mean Something Completely Different,*** gives us the answer on how to shift from Exclusive Leadership to Inclusive Leadership:

> *What is needed is a new definition of being smart, one that promotes higher levels of human thinking and emotional engagement. The new smart will be determined not by what or how you know but by the quality of your thinking, listening, relating, collaborating, and learning. Quantity is replaced by quality. And that shift will enable us to focus on the hard work of taking our cognitive and emotional skills to a much higher level.*
>
> *The new smart will be about trying to overcome the two big inhibitors of critical thinking and team collaboration: our ego and our fears. Doing so will make it easier to perceive reality as it is, rather than as we wish it to be. In short, we will embrace humility.*

> *-- HBR*

The article talks about ego-based mindsets impede critical thinking and fear-based mindsets impede collaboration. It's important to understand that both the ego-based and fear-based mindsets are attempting to heal their own versions of hurt and neglect. They are simply each coming from opposite polarities on a spectrum. Memories from hurt and neglect can come in the form of pain, abandonment, suffering or cruelty.

Critical Thinking Inhibitors
- An **Ego-based** structure that is fed by thinking that it's ***better than*** others.
- They aspire to be better than others through competition.
- When focused on competition, it undermines their ability to focus on collaboration.
- They don't know how to feel good about themselves unless they see others less than by comparison.
- When they start to develop EI and self-awareness, they realize there are other people on the planet that have their own needs, wants and desires.
- "That these people don't actually just work for me."
- A reformed narcissist starts to develop empathy, compassion and perspective.

Collaboration Inhibitors
- A **Fear-based** structure is fed by believing that it is ***less than*** in some way.
- They think they are less than others.
- They are intimidated by others.
- They are afraid of others.
- They want to be validated by others because they are afraid of being rejected by others.
- They doubt their own intuition.
- Their true liberation is learning to stand in their own power and feeling worthy.

Feelings

We feel feelings for a reason. They are clues to what's going on for us. Feelings are like breadcrumbs. They lead us back to ourselves. In the moment that we're having the experience, our feelings give us information about the moment, the person, the situation. This information dictates our reaction, our behavior and influence our decision-making process.

Our nervous system is constantly scanning for safety, whether it's people, places or experiences and determining what we gauge to be safe or less safe. If we detect a threat in any capacity, this is called the Fight/Flight or Freeze response. And feelings fall into specific categories. When we might experience anger, impatience, annoyance, or frustration, we might be driven to feel defensive and maybe escalate a conversation. These types of feelings let us know that we're in a Fight State.

When we're feeling worried, nervous or insecure, we might begin to doubt if we made the right decisions, or whether we're competent. That may lead to anxiety and uncertainty and often the reaction might be to leave the scene or walk away from a conversation. These feelings are found in the Flight State.

And finally, if we're feeling confused or stuck or even hopeless, then we might find ourselves in a place of analysis paralysis. This is the Freeze State. Many of the clients I coach that say they don't seem to have a sense of purpose in life, career, etc., are actually in this state.

Feeling your feelings is how you understand the way you are wired to form and maintain relationships. When you feel good, it means you are aligned with the other person, feel safe and trusting and are easily able to step into inclusive leadership and secure ways of relating. When you feel anything other than a good feeling, it is essential to both unpack and unlearn that particular attachment style that is driving the experience.

> #1 FBI negotiating tactic with kidnappers is to get them to name their feelings.

Feelings Table

Below is a table to quickly identify feelings and their states:

ENGAGED	FIGHT	FLIGHT	FREEZE
Fun	Angry	Nervous	Confused
Excited	Impatient	Insecure	Stuck
Curious	Annoyed	Anxious	Hopeless
Compassion	Frustrated	Worried	Helpless

The next page has a much more elaborate diagram in understanding Social Engagement (safety and trust) versus the Fight/Flight or Freeze response.

Adapted by Ruby Jo Walker from: Cheryl Sanders, Steve Hoskinson, Steven Porges and Peter Levine

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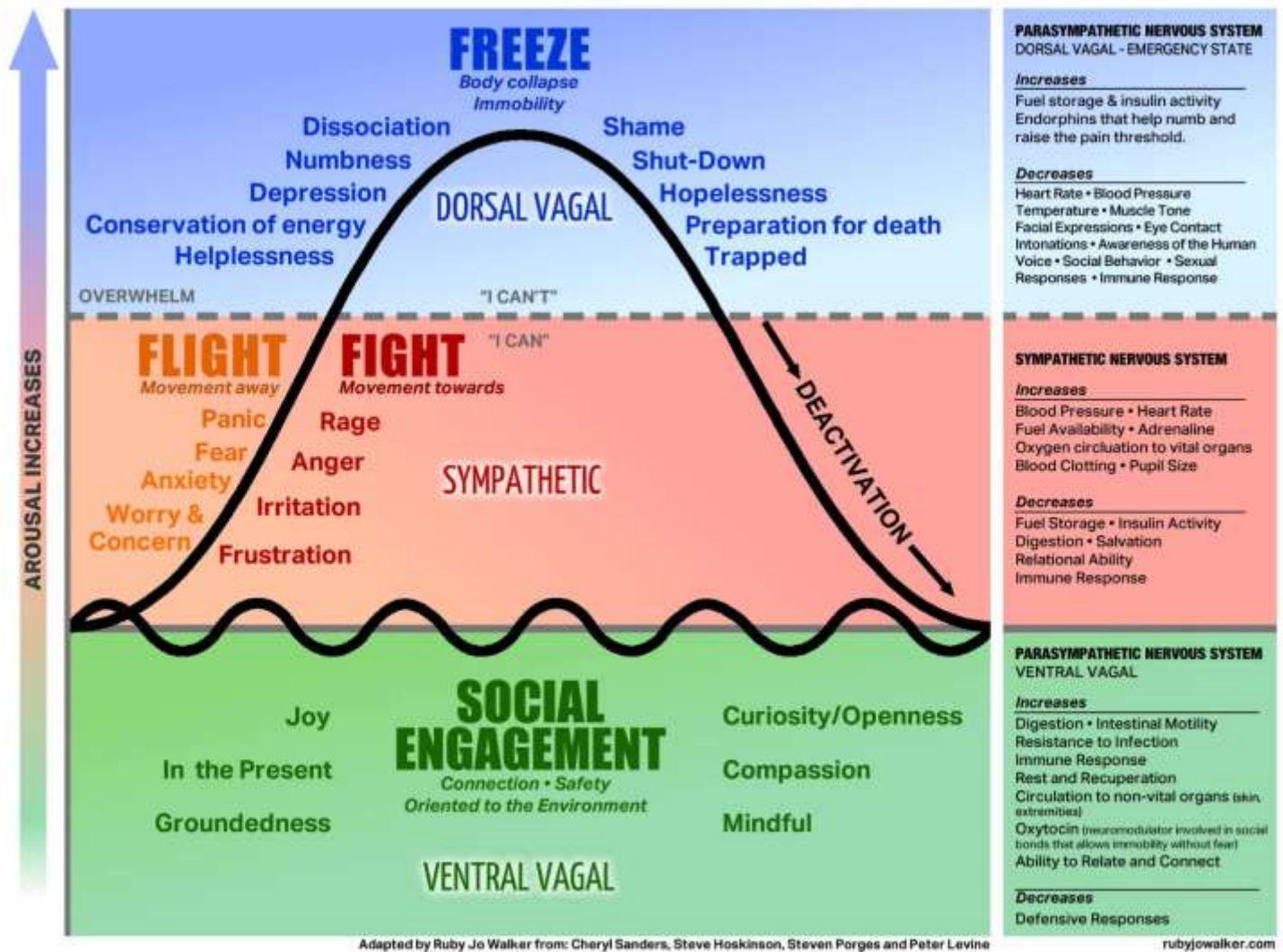
Needs

When we talk about culture, whether in teams or organizations, inevitably, we find ourselves in a conversation around values. Companies espouse their values left and right. **SmallBusiness.chron.com** says that:

> *"every organization has a set of values, whether or not they are written down. The values guide the perspective of the organization as well as its actions. Writing down a set of commonly-held values can help an organization define its culture and beliefs."*

Values drive purpose. When we find value in our work, we *feel* good. When we experience something that doesn't have value or doesn't bring us a sense of value, then we *feel less than good*.

Jennifer Brown talks about how every employee needs to feel

> *"Welcomed, Valued, Respected and Heard."* ™

In the workplace, we talk about core values. With individuals, we talk about core needs. **Max St. John** differentiates the two by saying,

> *"I usually describe Needs as dynamic and contextual, and Values as long-term and core."*

I define a need as something that is essential or very important **TO YOU**. And needs are the roots to our feelings. When we have a need that is MET, it feels good. When we have a need that is UNMET, it feels less good.

Tools

Empathy

In its most basic definition, empathy is:

> "the ability to understand and share the feelings of another."

Of course, empathy is far more complex than that.

Marshall Rosenberg is an American psychologist and author. He developed a process for supporting and resolving conflict within people and in relationships called Nonviolent Communication. This body of work stems from **Ahimsa**, one of the core tenets of Jainism, Hinduism and Buddhism.

True ahimsa is:

> "a humble attitude of genuine respect and concern for the well-being of others."

Marshall Rosenberg defines his work:

> "In nonviolent communication, no matter what words others may use to express themselves, we simply listen for their observations, feelings, needs, and requests. Then we may wish to reflect back, paraphrasing what we have understood. We stay with empathy, allowing others the opportunity to fully express themselves before we turn our attention to solutions or requests for relief. We need empathy to give empathy."

When we seek to give advice or immediately turn to solving the issue at hand, it might be that we ourselves are feeling discomfort and are seeking to assuage it. If we find ourselves uncomfortable in the moment that someone is sharing, the very best thing to do in the moment is breathe. No, seriously. This allows for the person listening to arrive more fully into their body and regain the ability to be present,

focused and curious. It is from this place that we can start to have empathy for ourselves as well as for others.

Empathy is allowing someone to be exactly where they are. And by allowing them to be exactly where they are and see them for exactly where they are, gives them a sense of accompaniment. When people have the experience that they are supported, their pain significantly diminishes. And they now have the option to shift into another experience.

To have an unmet need acknowledged allows for us to be valued, respected, welcomed and seen.

> Empathy changes the way the nervous system responds to distress.

Empathy Guessing

Empathy guessing is the ability to show compassion for the other person by guessing their unmet need. Often times, in the moment of sharing our strife, we might be so caught up in the pain, that we are unable to locate the unmet need. Having a person help sort out the nuances of their experiences gives them the relief and support in the moment while continuing to fully honour their current state, rather than attempting to change their inner state through problem solving.

Remember, any feeling that is in the Fight/Flight/Freeze state is letting us know that we are currently experiencing an unmet need.

> An Empathy Guess allows a person to be fully seen in their pain so it can be released.

3 Types of Empathy

Cognitive Empathy

Daniel Goleman defines cognitive empathy as,

> "Simply knowing how the other person feels and what they might be thinking. Sometimes called perspective-taking, this kind of empathy can help in, say, a negotiation or in motivating people. A study at the University of Birmingham found, for example, that managers who are good at perspective-taking were able to move workers to give their best efforts."

But cognitive empathy alone seems insufficient.

Affective Empathy

He goes on to define affective empathy,

> "When you feel physically along with the other person, as though their emotions were contagious. This emotional contagion, social neuroscience tells us, depends in large part on the mirror neuron system. Emotional empathy makes someone well-attuned to another person's inner emotional world, a plus in any of a wide range of callings, from sales to nursing – let alone for any parent or lover."

I love that he adds,

> "One downside of emotional empathy occurs when people lack the ability to manage their own distressing emotions can be seen in the psychological exhaustion that leads to burnout. The purposeful detachment cultivated by those in medicine offers one way to inoculate against burnout. But the danger arises when detachment leads to indifference, rather than to well-calibrated caring."

Compassionate Empathy

And finally, the third type of empathy – compassionate empathy,

> "With this kind of empathy, we not only understand a person's predicament and feel with them, but are spontaneously moved to help, if needed."

This third type of empathy is key. And the main ingredient in **allyship.**

Empathy in three easy steps:

1. Notice where they are coming from, what is their perspective.
   a. This is Cognitive Empathy.
   b. Repeating this perspective lets the person know that their view point has been heard and they are welcome to correct or add data at this point.
2. Notice how you're feeling.
   a. This is Affective Empathy.
   b. Are you feeling awkward and uncomfortable? If so, breathe. And then do an empathy guess – seek out a possible unmet need.
   c. Are you noticing what feelings they might be feeling?
3. Take action spontaneously
4. This is Compassionate Empathy
   a. If you're moved to give them a hug, ask them: "May I share a hug with you?"

b. If you're moved to touch them, ask them: "May I place my hand on your shoulder?"
  i. Sometimes the person will say not yet.
c. From here you can ask, "Do you want me to keep listening, or would you like to hear my thoughts on the matter?"

How to Have a Crucial Conversation

1. Start with the Goal.
2. Show appreciation/recognition
   a. AND…I want you to know that:
      i. Point 1 (e.g. when you do speak, I trust you 100%.)
      ii. AND Point 2 (e.g. "I have complete confidence in your devotion to the company's success.")

3. BREATHE AND CREATE ROOM FOR THE OTHER PERSON TO MOVE INTO THE CONVERSATION.
4. Then express concern and desire to connect:
   a. "My biggest concern is…" (e.g. "that I don't know what you're thinking and what you're doing.")
   b. "What I mean by this is…" (e.g. "I feel sad we haven't spent more time together, how can we do that?")

Difference between Empathy and Compassion

Empathy is driven by the level of oxytocin present in the body. Compassion is ability to act from a place of concern and follow the 3 steps of empathy.

Self-Soothing

Self-soothing is self-compassion. I love this quote from Brene Brown's book, *Daring Greatly*, which says,

> **"The most compassionate people** that I've ever interviewed… **happened to be the most boundaried.** They happened to be the people who had very, very clear boundaries about what they were willing to do, what they were not willing to do, what they were willing to take on, and what they were not willing to take on."

Resentment is the dysfunctional version of a healthy boundary.

Language

The language centers are largely in the left hemisphere (LH), but the right hemisphere (RH) is used as well. As soon as we open our mouths, we shift to the left hemisphere. But the right hemisphere is about

how we express that content. The technical term for how we express our verbal language is called prosody. Prosody is the combination of pitch, tone, pace, inflection, etc. of how we use our words.

We definitely need both hemispheres when we speak. And interestingly, each hemisphere speaks its own language. The RH speaks relationally, and the LH speak transactionally. We absolutely need to become fluent in both hemispheres.

The key takeaway is that the LH language distances us from others. RH brings us closer to others. As with some many things in life, balance is essential!

Transactional & Relational Language

It is critical to remember that one form of language is not better than the other. We need both. The skillset here is the ability to fluidly vacillate between both types of language dynamically. As you gain awareness of what others might be experiencing around you, choosing which language style best suits the situation that creates trust, invokes risk-taking and inspires higher levels of performance.

Transactional Language	Relational Language
▪ Advice ▪ Reframing ▪ Problem-solving ▪ Denying ▪ Dismissing ▪ Criticizing ▪ Telling Someone How They Feel	▪ Feelings and Needs ▪ Body Sensations ▪ Relatable Language ▪ Fresh (or new) Metaphor & Simile ▪ Impossible Dream ▪ Visual Imagery ▪ Swear Words
Left	Right

Inclusive Language

What changes the brain's wiring is our language and the relationships we surround ourselves. Learning to speak inclusively is key in becoming an inclusive leader. It allows us to stay connected both to ourselves and others while inviting us to continue building relationships in the workplace. Empathic communication is having the awareness to access all types of verbal and non-verbal language in every situation, surface the met and unmet needs and acknowledge the feelings associated to the moment. Empathic communication is the foundation to Inclusive Leadership.

> Our use of language and how we engage in relationships change the brain.

Inclusive Language for Integrity

- I am getting the sense that you're feeling frustrated, is that so?
- Are you feeling irritated because you really wished that…?
- Is it that you're really wanting to experience…?
- What are you experiencing right now?
- How did that land with you?
- Would you be interested in knowing what's going on for me?
- Would you like to know how that landed for me?
- What I think I understood is _____. Is that right?
- How do you feel right now?
- What are you expecting right now?
- Are you ready to hear my side?

Inclusive Language for Participation

- What are some suggestions we can implement to resolve this matter?
- How can we best partner on this project to achieve our goal?
- What do you think is important that you feel is missing?
- How are you most effective?
- Do you have the bandwidth right now?
- What are we not thinking of?
- What can I do to help?
- What do you need?
- How can we resolve this matter?
- Did you hear this is how I intended it?
- How would like to help/contribute?

Inclusive Language for Trust

- Is it that you're wanting to know that this will be kept confidential?
- Might it be that you didn't feel understood during the meeting?
- That sounds incredibly challenging. Was it?
- What is it that you would have rather experienced?
- When might be a better time to discuss this / continue this discussion?
- What was difficult about it?
- What did you expect?
- What actually happened?
- Why do you think it was different?
- It sounds like this is important to talk about. Do you feel comfortable talking about it with me? (If not, try to find someone she/he can speak with.)
- Can you tell me more?
- Is this something I need to know?
- Will this information make an impact?
- Am I allowed / is it okay to share this?
- Thanks for telling me.

Inclusive Language for Connection

- What I hear you saying is…
- From my vantage point, I think you're saying
- If I am understanding you correctly…
- Have I completely misunderstood you?
- Thank you sharing / letting me know.
- What am I missing?
- How do you think this will impact other teams' work?
- Do you think we have included every team's needs in this solution?
- If I am understanding you correctly…?
- Reassuring information + clarification
- Communication & confirmation

Inclusive Language for Support

- How can we meet the needs of your team?
- How can I show up for you right now?
- What do you need right now?
- What does success look like as we partner on this project together?
- What are you experiencing right now as you share this with me?
- Would you like me to just listen or to provide insights as you share your story?
- What can I do to help you?
- What has worked?
- What has been challenging?

The 5 Languages of Appreciation at the Workplace

According to the book, The 5 Languages of Appreciation at the Workplace,

> Research compiled over a four-year time span by one of the leading third-party exit interviewing firms in the US found that only 12% of employees reported leaving for money. Out of the 88% that left, the most cited reason for departing was more psychological in nature – including not feeling trusted or valued.

Gallup reports that almost 70% of the people in the US say they receive NO praise or recognition in the workplace.

Here are the 5 languages of appreciation:

1. Words of Affirmation

2. Quality Time

3. Acts of Service

4. Tangible Gifts

5. Appropriate Physical Touch

Words of Affirmation

Words, both oral and written, can be used to affirm and encourage those around us. Some people prefer personal one-on-one commutation, while others value being praised in front of others. It's important to note that relatively few people like to receive public affirmation in front of a large group.

- Praise for accomplishments
    - Effective verbal praise is specific.
    - "I like the way you answered the phone in a cheerful tone and offered to help the customer resolve their concern."
- Affirmation for character
    - Character affirmation focuses on the inner nature of the person.
    - "You are really a compassionate person. I have observed the way you respond to people who are expressing frustration."
- Praise for personality
    - Focus on positive personality traits.
    - "One of the things I admire about you is that you are always optimistic. Sometimes, I am discouraged, but when I talk with you, I go away with a more positive perspective. I appreciate that."

- How and Where to Affirm
    - Personal, one-on-one
    - Praise in front of others
    - Written affirmation
    - Public affirmation

Quality Time

By Quality Time, we mean giving the person your focused attention. The key element of Quality Time is not proximity, but personal attention. One of the most common dialects of Quality Time is that of quality conversation: empathic dialogue where two individuals are sharing their thoughts, feelings, and desires in a friendly, uninterrupted context.

Quality conversation is quite different from the appreciation language of Words of Affirmation. Affirming words focus on what we are saying, whereas quality conversation focuses more on what we are hearing. Quality conversation means that I am seeking to create a safe environment in which you can share your accomplishments, frustrations and suggestions. I will ask questions with a genuine desire to understand your concerns.

1. Maintain eye contact

2. Don't do other things while you're listening

3. Listen for feelings and needs as well as thoughts

4. Affirm their feelings even if you disagree with the conclusions

5. Observe body language

6. Resist the impulse to interrupt

Examples of Quality Time

- Go to lunch together and talk about business issues

- Go to lunch together just for fun

- Stop by, sit down and check in with me about how things are going

- Take a walk together during the lunch hour

- Come "hang out" with the team at the end of the day

- Have an off-site with staff

- Get together and partake in events, sporting, cooking, escape rooms, etc.

- Go to dinner

Acts of Service

Assisting in getting a task done can be extremely encouraging to a colleague. Helping a teammate "dig out" from being behind, working collaboratively on a project that would be difficult to do a alone, or just working alongside with them on a task, are all ways to demonstrate appreciation for their efforts.

How to Serve Effectively

- Make sure your own responsibilities are covered first

- Ask before you help

- Serve voluntarily

- Check your attitude

- If you are going to serve, do it their way

Examples of Acts of Service

1. Stay after hours to help with a project

2. Offer to do a menial task so the team member can focus on a higher priority

3. Volunteer to do work that the team member dislikes doing

4. Help get a team member's computer or electronic device to work more efficiently

5. Assist in cleaning up equipment at the end of the day

Tangible Gifts

The key to an effective gift in the workplace is the "thought", not the amount of money spent. Taking time to notice what your colleagues enjoy (chocolate, coffee, cashews) observing their hobbies and interests, (crafts, books, music) and buying them a small related gift shows that you are getting to know them as a person and understand what is important to them.

- Give gifts primarily to those that appreciate them

- Give a gift the person values

- Thoughtless gifts may convey a negative message

- Ask questions to find a appropriate gift:

    o What are some of your favorite musical artists

    o What is your favorite magazine?

    o What type of cuisine do you enjoy?
    What events do you enjoy attending?

Examples of Tangible Gifts

- Gift cards to a restaurant or store you know they enjoy

- Tickets to a cultural, musical or sporting event

- Certificates to spa, miniature golf, massage, etc.

Appropriate Physical Touch

While we acknowledge that physical touch is less important in work-based relationships, and the potential for abuse exists, we still find that appropriate physical touch is meaningful. Usually, it occurs spontaneously and in the context of celebration – a "high-five", fist bump, slap on the back or a congratulatory handshake. To not touch one another at all often leads to a cold, impersonal environment.

Queries

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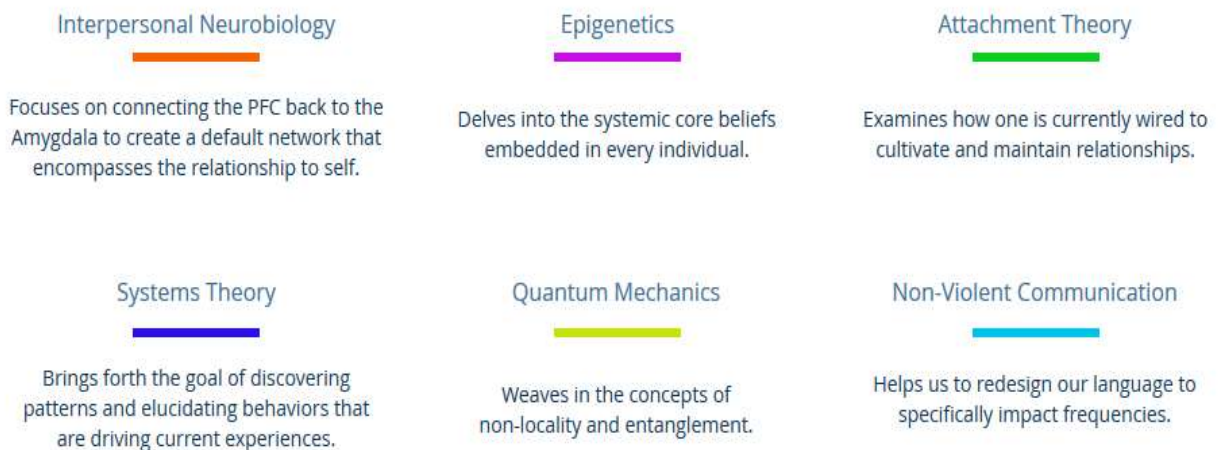
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Research

The iRestart coaching framework draws from 6 core methodologies:

Interpersonal Neurobiology

Focuses on connecting the PFC back to the Amygdala to create a default network that encompasses the relationship to self.

Epigenetics

Delves into the systemic core beliefs embedded in every individual.

Attachment Theory

Examines how one is currently wired to cultivate and maintain relationships.

Systems Theory

Brings forth the goal of discovering patterns and elucidating behaviors that are driving current experiences.

Quantum Mechanics

Weaves in the concepts of non-locality and entanglement.

Non-Violent Communication

Helps us to redesign our language to specifically impact frequencies.

The workshop you experienced draws from 6 core authors and their life work.

Additionally, extensive research has been done to validate our points throughout the presentation.