



USCB Leadership  
Training

2/11/2019

“Creating a Culture of Belonging”



# QUESTION:

If you weren't the boss  
would you want to work for you?

# OVERVIEW



## Goals:

- Inspiration/Food for Thought

## Takeaways/Key Points:

1. Understand Love and Belonging as a Human Need and Why It's Critical to Nurture This Need With Your Employees.
  - Identify Some Concrete Ways to Create a Culture of Belonging in Your School
2. Learn How to Create Psychological Safety By:
  - Developing a 'Circle of Safety' at work
  - Understanding our 'Happy Chemicals' and How They Work
  - Knowing the Difference Between Short-Term vs. Long-Term Leadership
3. Understand That Showing Vulnerability Is Necessary to Connect With Others

## Time for Collaboration: Directors Share



# Belonging





Abraham  
Maslow's  
Hierarchy  
of Needs

## Self-actualization

desire to become the most that one can be

## Esteem

respect, self-esteem, status, recognition, strength, freedom

## Love and belonging

friendship, intimacy, family, sense of connection

## Safety needs

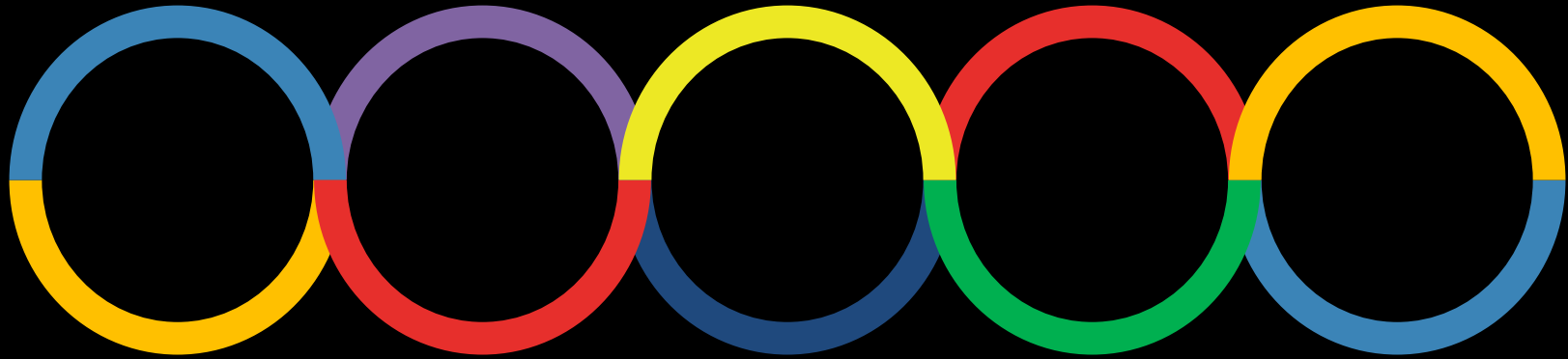
personal security, employment, resources, health, property

## Physiological needs

air, water, food, shelter, sleep, clothing, reproduction



# THE FLUIDITY OF NEEDS



PHYSIOLOGICAL

SAFETY

LOVE & BELONGING

ESTEEM

SELF-ACTUALIZATION





Today, teaching is one of the most stressful occupations in the U.S. High levels of stress are affecting teacher health and well-being, causing teacher burnout, lack of engagement, job dissatisfaction, poor performance, and some of the highest turnover rates ever.



# There are four main sources of teacher stress.

1. School organizations that lack strong principal leadership, a healthy school climate and a collegial, supportive environment;
2. Job demands that are escalating with high-stakes testing, student behavioral problems, and difficult parents;
3. Work Resources that limit a teacher's sense of autonomy and decision-making power;
4. Teacher's ability to manage stress and nurture a healthy classroom.

**The cost of teacher turnover is estimated to be over \$7 billion per year!**







# How Do I Create a Culture of Belonging?

What would make you feel like you belong at the company where you work?



Data from LinkedIn Survey



# 1. Recognize employees for their unique efforts and accomplishments



I See You.....



## 2. Acknowledge and appreciate employee's contributions in meetings to make them feel valued





3. Practice candor and give employees opportunities to share their honest opinions

Freedom to  
Speak Up





#### 4. Encourage employees to bring their whole selves to work to improve retention and performance

“Be yourself, everyone else is already taken.”

– Oscar Wilde





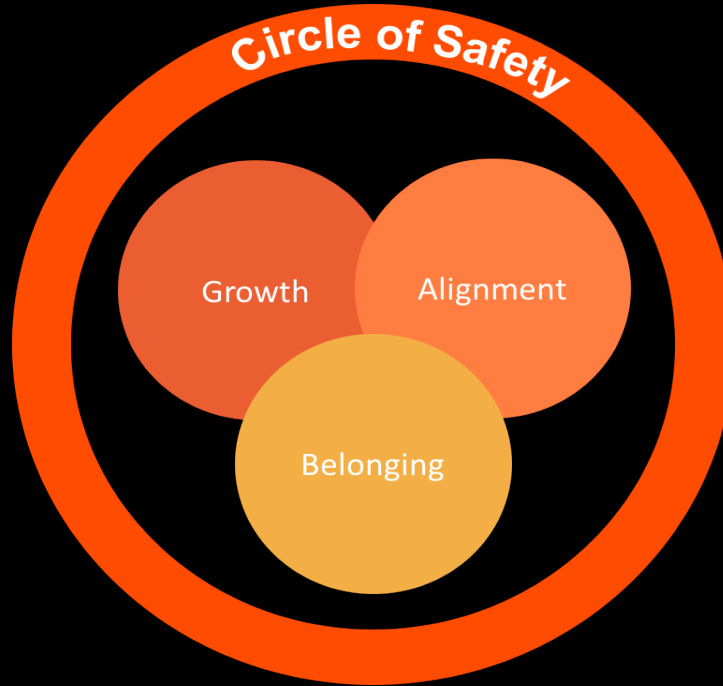
# Psychological Safety



WHY SOME TEAMS PULL TOGETHER AND OTHERS DON'T

BY SIMON SINEK

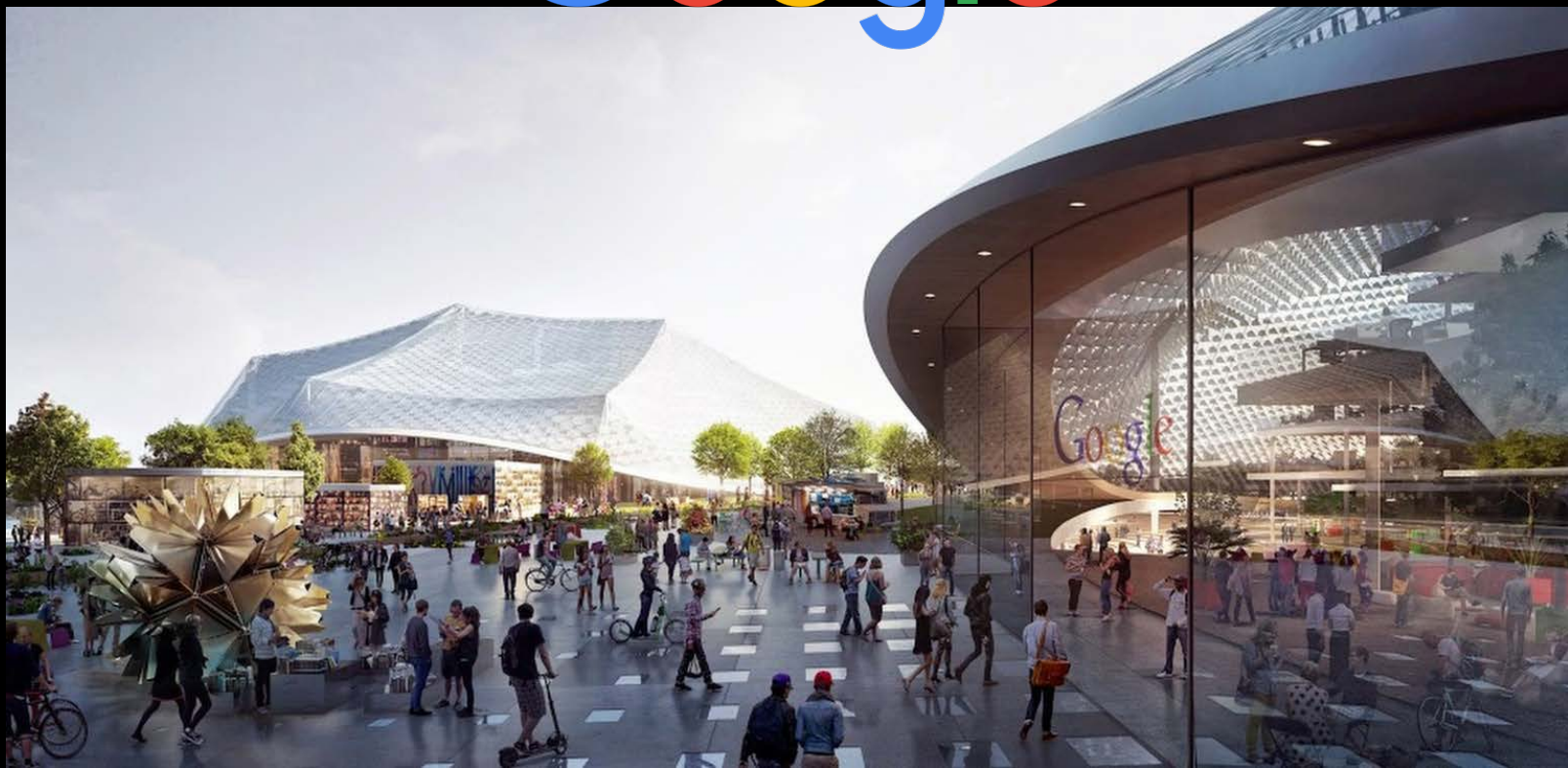
# 1. CULTIVATE YOUR "CIRCLE OF SAFETY"



"The whole purpose of maintaining The Circle of Safety is so that we can invest all our time and energy into guarding against the dangers OUTSIDE. It's the same reason we lock our doors at night." - Simon Sinek



# Google



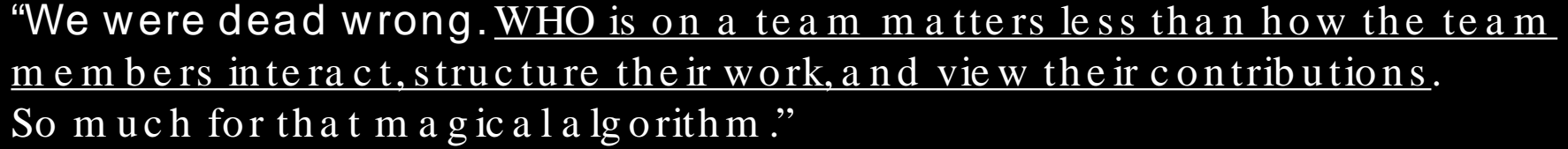


# What Makes a Great Team?

“Over two years we conducted 200+ interviews with Googlers (our employees) and looked at more than 250 attributes of 180+ active Google teams. We were pretty confident that we'd find the perfect mix of individual traits and skills necessary for a stellar team -- take one Rhodes Scholar, two extroverts, one engineer who rocks at Angular JS, and a PhD. Voila. Dream team assembled, right?”

JULIA ROZOVSKY, ANALYST, GOOGLE PEOPLE OPERATIONS







1

## Psychological Safety

Team members feel safe to take risks and be vulnerable in front of each other.

2

## Dependability

Team members get things done on time and meet Google's high bar for excellence.

3

## Structure & Clarity

Team members have clear roles, plans, and goals.

4

## Meaning

Work is personally important to team members.

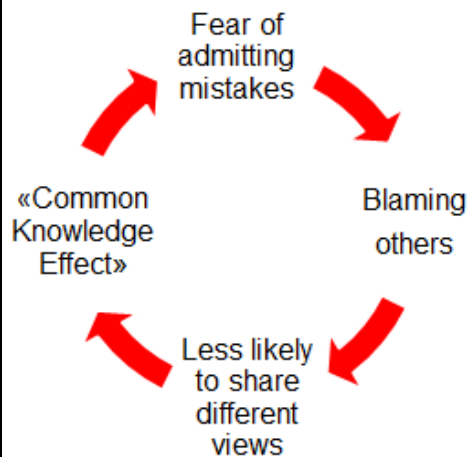
5

## Impact

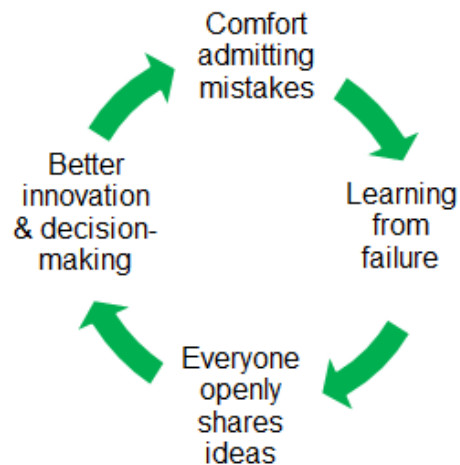
Team members think their work matters and creates change.



## Psychological Danger



## Psychological Safety





In Order to Provide

Psychological  
Safety

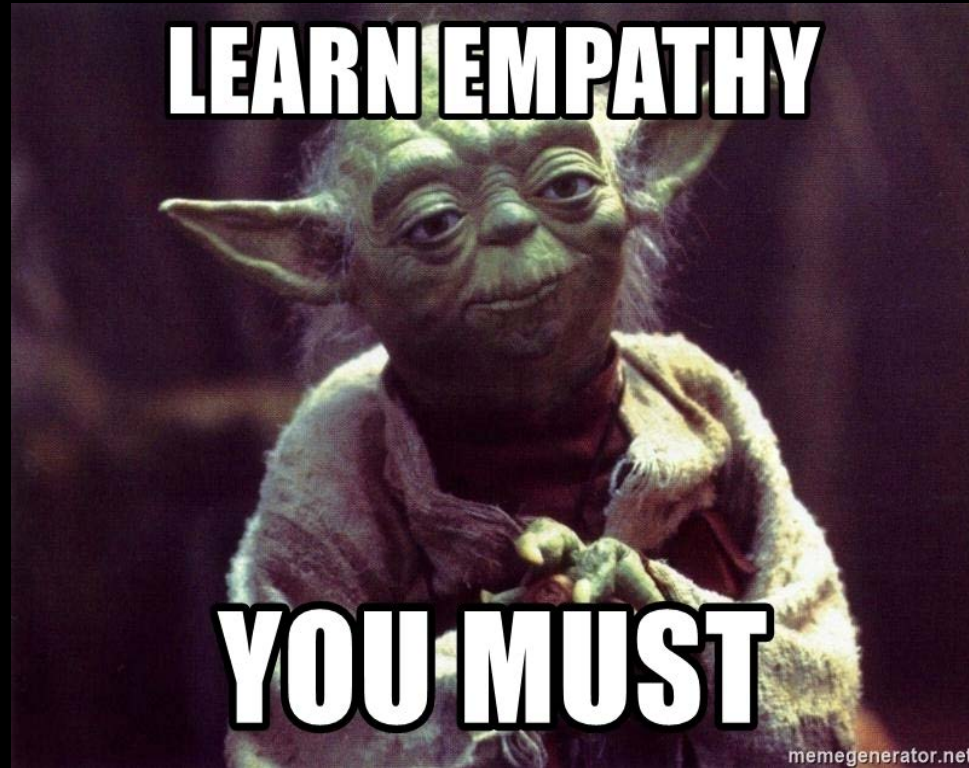
You Need

Environment

Empathy

Autonomy





(Empathy = the ability to recognize or share the feelings of another)





**WORD OF THE DAY**



**AUTONOMY**

memegenerator.net

Lack of control at work = stress + emotional strain





## ENVIRONMENT

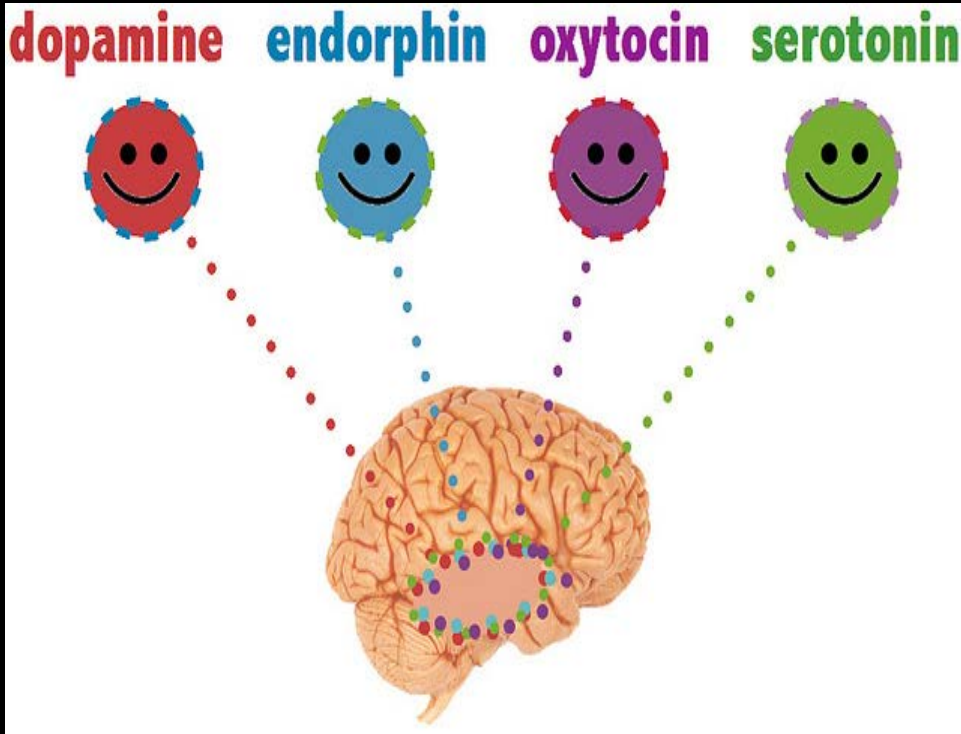
When the environment at work is one of encouragement, and one that meets the basic human needs to live, to learn, to feel valued and significant, we do more than just survive — [we thrive](#). We soar higher than expected. It's the leadership's responsibility to set up the right conditions and environment for this to happen.



## 2. GET TO KNOW YOUR "HAPPY CHEMICALS"



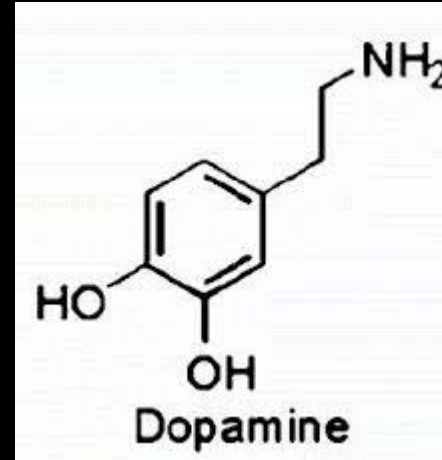
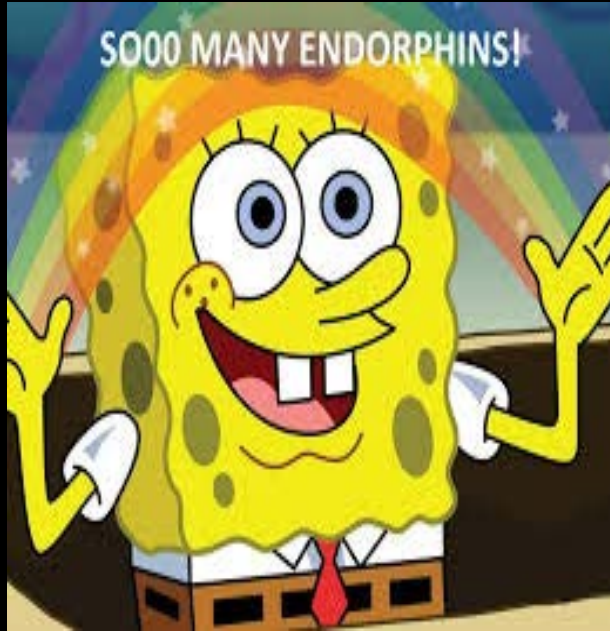
We have **four chemicals** in our bodies that work towards driving our behavior.



- **Endorphin:**  
the pain-masking chemical
- **Dopamine:**  
the goal achieving chemical
- **Serotonin:**  
the leadership chemical
- **Oxytocin:**  
the chemical of love



- **"Selfish" chemicals: Endorphins and Dopamine.**  
These work to help us get things done.
- **"Selfless" chemicals: Serotonin and Oxytocin.**  
These work to help strengthen our social bonds, fostering connection and collaboration.



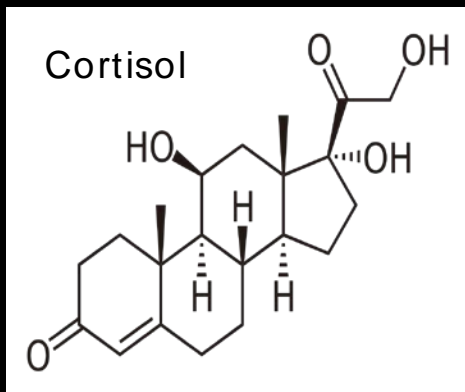
**ENDORPHINS AND DOPAMINE** are the chemicals of progress. They make us feel good when we **achieve goals** and accomplish various things. **So what's the problem?**

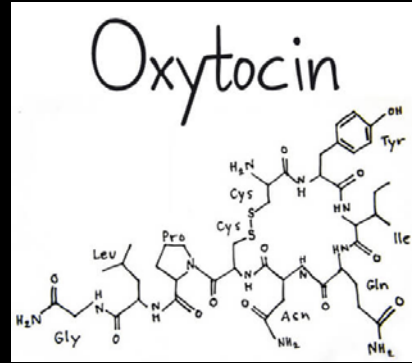


Most leaders operate with fear-based tactics (which has not only been proven NOT to work, but has also been shown to spike our egos and get dopamine surging through our bodies).

This type of leadership makes US feel good at the expense of others (and, yes, that's bad).







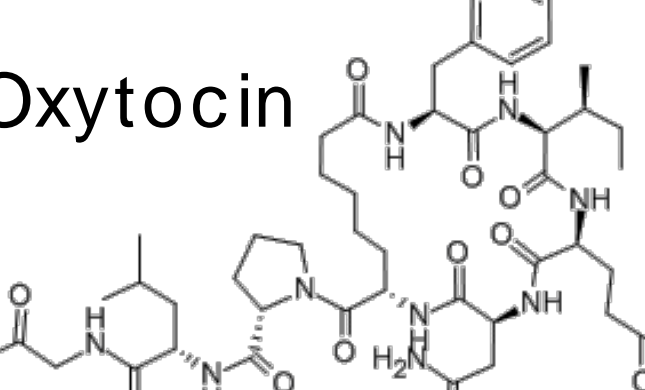
## SEROTONIN & OXYTOCIN

Serotonin + Oxytocin are the chemicals of contribution, trust + belonging. When we include these two chemicals in our 4-way cocktail, the result is a healthy (and necessary) synergy that results in more cooperation and more collaboration





# Oxytocin

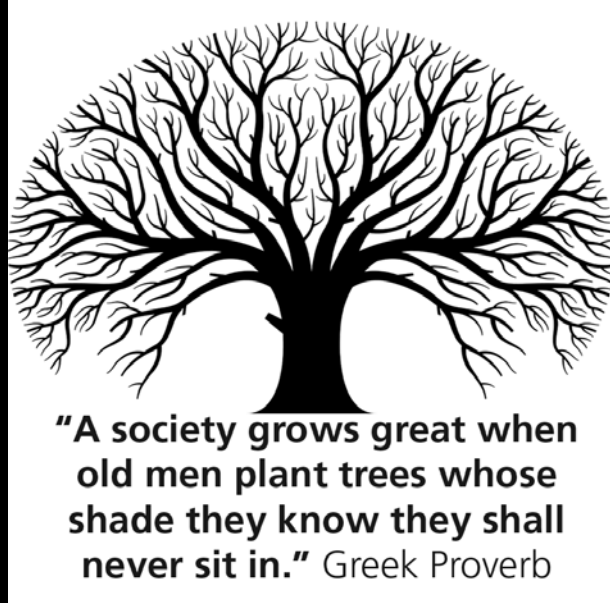


The chemical structure of Oxytocin is a cyclic nonapeptide. It consists of a nine-membered ring formed by the amide bonds of the amino acids. The side chains of these amino acids extend from the ring. The structure includes a proline ring, a phenylalanine side chain with a hydroxyl group, and a glutamic acid side chain with a terminal amino group. The stereochemistry is indicated by wedges and dashes at the chiral centers.

CC[C@H](NC(=O)[C@@H](N)CC[C@H](N)C(=O)N[C@@H](CC1=CC=C(O)C=C1)C(=O)N[C@@H](CC[C@H](N)C(=O)N)C(=O)N[C@@H](C)C(=O)N[C@@H](C)C(=O)N1CCCC1



### 3. BECOME A LONG-TERM LEADER



Leading for the long-term is a win-win-win for everyone because short-term fixes, though they may seem like the best decisions at the time, are nothing more than short-sighted means of immediate gratification. When leaders only hold their positions for a few years, they will often base their decisions on their OWN best interest as leader of the organization.



## GE/ Jack Welch / Short-Term Leadership:



- Profits at GE were like a roller coaster ride due to irrational decision making without regard for long-term implication
- Every year Jack would fire the bottom 10% of his managers at GE to balance the books
- GE did indeed make profit, but the CEO was gambling with the lives of employees for selfish gain —Almost 50% of employees left under his tenure. Too much dopamine?



## Costco / Jim Sinegal / Long-Term Leadership:



- While Welch was striking fear into the hearts of his managers, Jim Sinegal was concerned about giving his employees a raise—at a time when the US was in an economic crisis... Sinegal would say that they should be helping the employees in bad times, not letting them go.
- Costco's stock was (and still is) stable and predictable.
- Job satisfaction among Costco employees is notoriously high.



# Vulnerability





It's only because  
they like me



I was just in the right  
place at the right time

It's only because  
they like me



I was just in the right  
place at the right time

I don't deserve this

It's only because  
they like me





I was just in the  
right place at the  
right time

I don't deserve this

It's just a matter of  
time before I'm  
found out

It's only because  
they like me





# THOUGHTS LIKE THESE HAVE A NAME:

## IMPOSTER SYNDROME



Harvard Business Review  
defines Imposter Syndrome as  
“a collection of feelings of inadequacy that  
persists despite evident success”



“Imposters’ suffer from **chronic self-doubt** and a sense of **intellectual fraudulence** that override any feelings of success or external proof of their competence. They seem **unable to internalize their accomplishments**, however successful they are in their field. High achieving, **highly successful people** often suffer, so imposter syndrome doesn’t equate with low self-esteem or a lack of self-confidence.” – HBR



# The Five Types of Imposters

**The Superman  
or  
Superwoman**

**The Rugged  
Individualist**

**The  
Perfectionist**

**The Natural  
Genius**

**The Expert**



# The Perfectionist



## SYMPTOMS

- Excessively high goals
- Major self-doubt when you fail to achieve those goals
- Control freaks
- “If I want it done right, I have to do it myself”



Have you ever been accused of being a micromanager?



Do you have great difficulty delegating?



When you miss the (insanely high) mark, do you accuse yourself of “not being cut out” for your job and ruminate on it for days?



Do you feel like your work must be 100% perfect, 100% of the time?



# The Superman/woman



## SYMPTOMS

- Feel like phonies among real-deal colleagues
- Work harder and harder to measure up
- Work overload is a cover-up for insecurities



Do you stay later at the office than the rest of your team, even past when you've completed your work?



Do you get stressed when you're not working and find downtime completely wasteful?



Have you let your hobbies and passions be sacrificed to work?



Do you feel like you haven't truly earned your title or position?





# The Natural Genius



## SYMPTOMS

- Judge success based on abilities rather than efforts
- Perceived as just being “smart” or “good” at something
- Have to get things right the first try



Do you have a track record of getting “straight A’s” in everything you do?



Were you told frequently as a child that you were the “smart one”?



Do you dislike the idea of having a mentor, because you can handle things on your own?



When you’re faced with a setback, does your confidence tumble because not performing well provokes a feeling of shame?



Do you often avoid challenges because it’s so uncomfortable to try something you’re not great at?



# The Rugged Individualist



## SYMPTOMS

- Feel like asking for help reveals their phoniness
- Prefers to work alone so they aren't "found out"
- Feels threatened by help or advice



Do you firmly feel that you need to accomplish things on your own?



"I don't need any help." Does that sound like you?



Do you frame requests in terms of the requirements of the project, rather than your needs as a person?



# The Expert



## SYMPTOMS

- Feel like they “tricked” their employer into hiring them
- Fear being exposed as inexperienced or unknowledgeable



Do you shy away from applying for positions unless you meet every single requirement?



Are you constantly seeking out trainings or certifications because you think you need to improve your skills in order to succeed?



Even if you've been in your role for some time, can you relate to feeling like you still don't know “enough”?



# HOW TO BEAT IMPOSTER SYNDROME



STEP 1



SHARE YOUR SHAME



STEP 2



JOURNAL





## STEP 3



PRACTICE SELF-COMPASSION



## STEP 4



INSIST ON YOUR CAPABILITIES





*What's important is that you have a faith in people, that they're basically good and smart, and if you give them tools, they'll do wonderful things with them.*

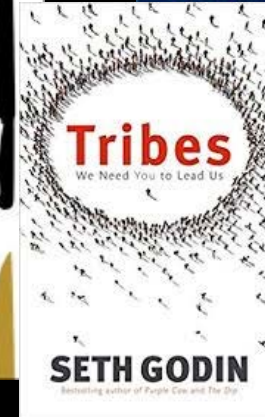
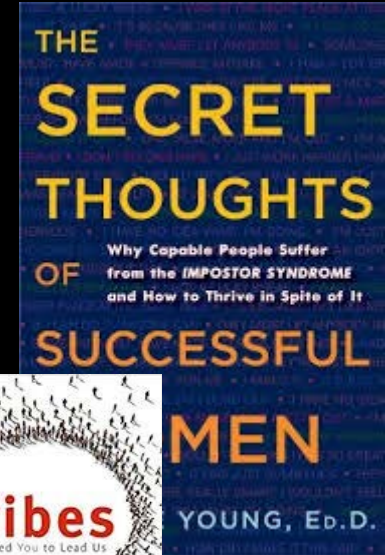
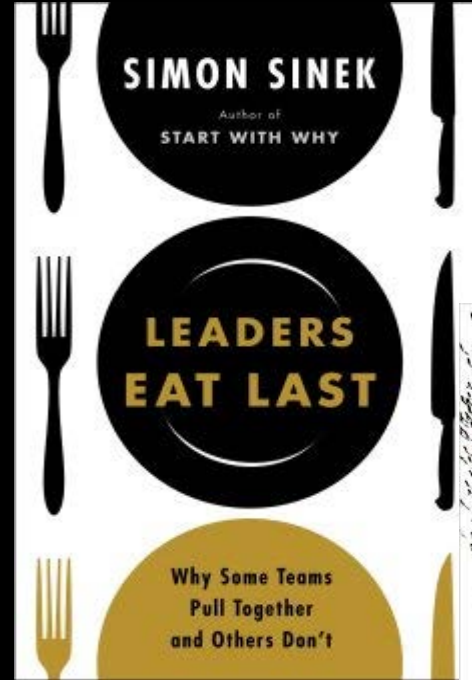
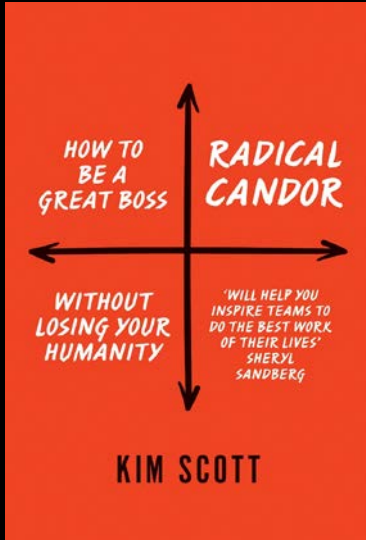
-Steve Jobs



THANK YOU



# Resources



<https://business.linkedin.com/talent-solutions/blog/company-culture/2017/employees-share-what-gives-them-a-sense-of-belonging-at-work>



# Collaboration!



1. Think of a team at your school that may be having issues getting along. What is one thing you could do for that team to encourage Psychological Safety?



2. Have you ever experienced 'Impostor Syndrome'? Be vulnerable and share!



# In what ways do you, as the school leader

1. Recognize employees for their unique efforts and accomplishments?
2. Acknowledge and appreciate employee's contributions in meetings to make them feel valued?
3. Practice candor and give employees opportunities to share their honest opinions?
4. Encourage employees to bring their whole selves to work to improve retention and performance?