TRANSCRIPT

Advancing Equal Employment Opportunities and Creating Inclusive Workplaces

Part 6: "Building Intentional Culture" - How to foster a welcoming workplace

November 19, 2019 from 2:30 – 4:00 pm [Eastern Time]

>> Pamela Williamson: Hello, everyone. Welcome to today's webinar series. So I am Pam Williamson, Assistant Director of the Southeast ADA Center and a member of the Georgia APSE Board of Directors. We are thrilled to have all of you with us from all over the country.

As a reminder, the Southeast ADA Center is a project of the Burton Blatt Institute at Syracuse University. And this series is a collaboration between the Southeast ADA Center, Georgia APSE, and the Washington Initiative for Supported Employment, also known as WISE, W-I-S-E. We are partnering together to bring you this eight-part webinar series, "Advancing Equal Employment Opportunities and Creating Inclusive Workplaces".

Today's webinar is building intentional culture, how to foster a welcoming workplace. The goal of this eight-part webinar series is to build awareness of employment first, a movement to advance meaningful employment, fair wages, and career advancement for people with disabilities. This series will feature a variety of topics for supported employment providers, vocational rehabilitation professionals, people who identify as having disabilities and their families.

Each webinar embraces the vision, mission and values of APSE, and provides tools and resources that can be used to advance equal employment opportunities for people with disabilities. At this time, I want to thank APSE, A-P-S-E, national for their support and encouragement of this eight-part webinar series. They are the voice of employment first and they are a leader in advancing equal opportunity

for people with disabilities in the workplace. APSE has provided guidance speakers and promoted this series.

For those of you who are APSE members, you already know that you are part of a great organization. And if you are not an APSE member, I encourage you to join so that you can take advantage of all that they have to offer and learn from others who have like minds. You may learn more about APSE membership at apse.org.

At this time, I would like to introduce our three presenters for this webinar. I've had the privilege of working with this group for several months now and look forward to hearing what they have to say. Our team today is Cesilee Coulson, Executive Director of WISE, Jaimie Laitinen, TA and Training Director for WISE, and Morgan Cain, Operations and Communications Coordinator for WISE.

Today they will discuss how unhealthy organizational norms that are not addressed can inhibit the effective recruitment and retention of a diverse team. Having a team with different experiences and narratives can broaden an organization's perspective and allow them to support a wider range of individuals, families, and businesses. Individuals at all levels of an organization can affect their organization's culture by the ways in which they interact with their teams.

And in this webinar, participants will be given the tools to examine and reflect upon their own organizational culture. We'll also discuss strategies to address unhealthy norms as well as ways to intentionally create new unhealthy ones. Cesilee and Jaimie and Morgan, I am going to turn this over to you. Thank you.

>> Jaimie Laitinen: Thank you.

>> Cesilee Coulson: Yeah, thanks.

>> Jaimie Laitinen: Well, welcome, everybody. I'm excited to see that there are people from all over the country here today. So welcome and thank you for joining us. My name is Jaimie Laitinen. And this presentation, we're pretty excited about building intentional culture. This comes from sort of a whole conversation that we've been having at WISE for the past few years. And I wanted to just take a minute between the three of us and just give a quick introduction to who we are and why we want to talk about this. So, I'll go ahead and dive in first. This conversation around building intentional culture really started for me when we started doing a training series in Washington State around helping people who are working in employment agencies improve their relationships within their organizations and trying to figure out what helps people stick around in this field and what are the

things that work well when we have that longevity. So, looking at organizations, talking to their managers and their direct staff about the things that have been successful for them, and so we've put together a training series that we've done several times around Washington State and in some other states as well where we bring together managers and direct staff and talk about culture. So during those conversations, that's when I really started to recognize for myself that this was the first time I knew that-- or found out that culture isn't just something that you are born into or a community that you find yourselves in and this is kind of how it is like your culture that you grew up with. Organizational culture can really be something that is a living, growing thing that you can build and you can influence and you can take time to really think about where are we at and where do we want to be. So, I'm excited to talk with you all about that today. Do you want to go next?

>> Morgan Cain: Sure. Yeah. Hi, everyone. I'm Morgan. I've been advised for about three and a half years now. So I'm hoping to bring kind of a perspective of one of the newer team members to our conversation today. I've had the chance to work in a lot of different capacities on a lot of our projects and teams, work directly with probably most of our project leads and directors as well. So I'm hoping to bring that perspective, especially as someone who's benefited from a

lot of the positive and kind of healthier cultures that WISE has fostered over the years. And then also kind of been a fresh set of eyes on some of the aspects that maybe we're hoping to change.

>> Cesilee Coulson: Hi, everyone. I'm Ces Coulson. And it's a wonderful opportunity to expose the fact that I have been at WISE the longest out of everyone that's currently working with us. I'm going to spare you the glory details about how long that's been but it's been quite a while. Let's just say it started in the '90s at this organization. And I'm playing up on what my coworkers were just talking about, I think this topic is probably if not the most important a top three important topic for us to think about in the helping professions. Because being intentional about our culture, like Jaimie was saying is something that we now do at WISE. And it wasn't on the to-do list five or six years ago. It was more a manifestation of what we would have liked to think was just being our wonderful, charming selves. And now it's more of a practice and a study for us as it has been. It started like Jamie said in Washington State with a group of organizations that we were all really looking at retention and health in a career and thinking about ways that we could keep not only ourselves fresh but also keep our organizations moving forward and being innovative, and then also helping each other continue to retain really good talent in the

employment world. And so, it really is important that we all wrap our heads around this topic. And we're intending to share a little bit with you today on what we've been doing to educate ourselves about building culture. And also, we'll probably expose some things to you just to be really honest and open about trends and norms and things that we've experienced. Hopefully you might find yourself in some of both the good and the bad as we take you on this journey. And I really welcome everyone to be open about asking questions and making sure you get what you need today too because it's not only important conversation, it can be a really fun one too. So, you guys want to dive into it?

>> Jaimie Laitinen: Yeah, let's do it.

>> Cesilee Coulson: All right. So, I love this picture. One of the things that you're going to hear thematically as we go along is us talking about really understanding what organizational culture is. And like I said early-- in the early days, it was something that we were experiencing but not being super alert about or thoughtful about. I think we've always been thoughtful about being welcoming in our own culture at our organization but [inaudible] students of the game. Just to give us all kind of a baseline to talk from, you think about what we're speaking from today. We're really talking about, in your organization or in your

social groups, kind of the organizing principle around both the things that you assume that are to be true as well as the bedrock of values that you're organizing around. And in our world, we always like to think about our values and our beliefs are centered around the inclusion, they're centered around believing that everybody has a contribution, and more specifically in our work at WISE that manifest itself with ensuring that people can get jobs, to make sure that they're included in their workplaces and in their communities [inaudible].

>> Jaimie Laitinen: So when we're talking about culture fit, this is something that, you know, it comes up when you think about who you have on your team and when you hire somebody new, you know, sometimes questions that we might have asked would have been, well, would they fit with our culture? And sometimes when we notice this, somebody ends up leaving before, you know, they stay around for a few months or a year and they take off and, you know, we've found this with our recruit-train-retain workshop conversations that people would say, well, they-- people, you know, average would last maybe two years, a year and a half to two years was a theme that people were seeing. And what they would say is, well, they didn't fit with the culture. And so things that-- you know, examples of things that were really common that were just things like, you know, how people like to

get together, how people like to celebrate things that-- you know, the way that the company gathers, the way that the company rewards, you know, success and things like that wouldn't necessarily be aligned with what that person would want. So, an example of this that always sticks out in my mind was, in one of our very early on recruit-train-retain workshops, there was a staff person who-- she was a direct service staff, fairly, you know, new to the organization and-- but in an intermediate level enough to where they thought, well, we really liked this person. We want her to succeed. So let's send her to this workshop. And it's kind of a retreat setting and things like that. So we're talking about gathering and celebration and how do you guys like to get together and this was part of that kind of really defining your culture as an organization. And she said, well, one of the things that I really don't appreciate is that, whenever we get together, our organization for the holidays wants to have a potluck. And she said, it's supposed to be an staff appreciation event, why do I have to go cook something and bring it? And so-- But the people in the organization who had been there for, you know, a decade and more loved having the potluck. This was the thing that they could share their traditional foods together and they could eat together and it was something that they thought was really relaxing and, you know, low budget for a nonprofit. So their style and their flavor that they wanted to have was

to have these potlucks. But this new person that came in saw it as a total hassle. And so, there's things like that where we, you know, we see how somebody doesn't fit and you can make that decision as a leadership team or as a hiring team to think about, well, who are we and how do we like to be as an organization? And then when you're bringing in somebody new, you know, what's important for them to really align with you on, so is-- you know, or is it important that everybody that we hire fits within those kinds of socializing? And I think that that social stuff is really a huge piece of culture that-- that's the thing that we always hear about the people that we support, too, is it's not what happens out on the floor that causes people to lose their jobs. It's what happens around the water cooler or at the break time, you know, it's that in between kind of how people connect with each other that can really affect whether somebody really fits or not. So, in looking at that, you know, it's really important to look at as an organization where-- who are we, first of all, what are we like, what are we into, how do we connect and then defining, well, what's the essence of your organization's culture that you want to stick with and you want people that you hire to be able to blend into that and where could it really strengthen your team to be able to have a different perspective? So, you know, looking at does everybody celebrate the same holidays, does everybody, you know, celebrate in the same way, does everybody like

to be rewarded in the same way, thinking about, you know, when you look at who you have on your team, who's not on your team, and things like that. So, where could we benefit from something different or something new? Do either of you two want to say anything about that?

>> Cesilee Coulson: I'll just add, Jaimie, that think that there has to be dedicated time set aside in your organization and in your programs to have these conversations, not just once but as part of your culture. So it's a practice as being open to this. And every time somebody goes and somebody comes, it's a really important time to make sure that people understand and that everyone is on the same page about answering these questions about what the culture is like. So that people feel like there's some consistency that will help them feel like they can blend in easier. It also helped them feel like they can contribute their own unique gifts in a way to impact the culture.

>> Cesilee Coulson: Do you want to add to that?

>> Morgan Cain: Yeah. I think it's a good way to break it up and think about it of so far culture is we have a potluck, like is that something that we are firm on that we can't be flexible. Like everyone that comes here has to bring a dish to the potluck. Probably not but it is something

to like think about, like how are we including people that have other ways of celebrating [inaudible].

>> Jaimie Laitinen: So when we're looking at what works, we took a lot of time on this over the years. So, you know, we've been doing RTR for, I think maybe seven or eight years or something. And actually, for you APSE folks, this started as an APSE presentation that I did years ago. The initial conversation started as one of the open-- I can't remember what, open discussion format or something like that I did with [inaudible] tablet. And we talked about this conversation where we went around. First we went and we interviewed local managers, directors, and people who have been in the field for a really long time, you know, 10 years and more, and ask them so in a high turnover field like social work or employment for people with disabilities, how is it that you have managed to stay on for so long and what has kept you in your organization? And so these themes here that you'll see, these four categories around are kind of outlining some of the things that we found is themes. And this has stayed consistent for us over a number of years that we have been having these conversations. So, things that keep people in organizations longer. So people being able to learn and grow. I remember a conversation around this with somebody saying this is somewhere where you can go and do your own thing, this is

somewhere where you can go and do your own thing. And she said that multiple times in her interview. And this is an executive director of an employment agency and she really stressed that, you know, professional development and learning and growth are kind of the key to people really continuing to feel satisfied. And, you know, in the-- and this being a career for them. Instead of entry level position, this is a career where you can stay and you can continue to develop your skills and especially, you know, from employment service providers who are doing direct service, we love to try to make sure that people can see that there's ways to specialize and continue to become more of an expert in a certain area. Another theme would be around feeling both independent and supported. So just that autonomy and that creativity that comes from being able to develop your style and how you do something but then also having, you know, a really individualized relationship with your manager to where you really can go to your manager or your supervisor and talk through things and, you know, some people talked a lot and managers would talk a lot about their open door policies. You know, some people have really, you know, like consistent schedules for how they do their check-in conversations and formats and things like that. But I think it's really important to where, you know, that support is specific to what people really want. So if it's a one size fits all style of management, we do sometimes see that, you

know, the people on the direct service end of things can get to the point where they, you know, they really want to see that support, look away that works for them. And then, you know, back to specializing in things, you know, looking at areas where they naturally do well. So allowing people to attend, if assistive technology is just a natural interest for somebody, allowing them to get training in that area or allowing them to, you know, help another person, a client on their-- another person's caseload to, you know, upload some kind of new things to their device or just looking at ways to help people every-- at least, you know, at least once a year looking at, well, what are you look-- what are you interested in and what's working for you? And not to say that, you know, every organization is going to divide up all the roles, some organizations, you know, everybody needs to know how the job develop and everybody needs to know how to coach, but being able to figure out how to specialize so that, you know, they can build their own individual skills. And then the last one, of course, is fitting well within the culture. And we say that with the [inaudible] that means that you've defined your culture and you know what you want your culture to be and not that you're just letting your culture kind of unfold in front of you. And not taking the time to really help new people get welcomed into that community.

>> Morgan Cain: Yeah. I think that fits with kind of knowing where the points are that you can be flexible or that you want to be flexible with new people and new perspectives like how [inaudible].

>> Cesilee Coulson: I also think you have to look through a lens of the being part of ourselves versus the doing part of ourselves. And so when we're talking about culture, and I think you put a great comment up here on our chat board, about being careful fitting into a corporate culture doesn't become discrimination. I agree with you. I've seen that as well where it becomes an exclusionary sort of thing. And I think as leaders, you have to think about being aware and being able to articulate what it is and then being nimble and flexible. So like I said, when new people come, you want to, in my opinion, healthy cultures, one that grows and evolves over time intentionally. And that's kind of our point here is that we're not thinking about excluding people based on what they can and can't do in terms of performance. We're talking about being thoughtful about people feeling like they can be themselves inside of a container that you've created, and that's going to help evolve and mature the culture that you are intending to create. So really important distinction, I think, between our doing selves and our being selves.

>> Jaimie Laitinen: OK. So we're talking now about-- I wanted to just address David's comments. So culture is a difficult thing to discern in the interview process. And that is definitely true of trying to figure out a person that you're interviewing culture, but I think it can be really helpful with your-- you know, with your leadership team or as you're deciding to bring somebody new in, and really defining your own culture as an organization, you know, to try to help that person with their onboarding. And really, I think it can be helpful in an interview to be able to articulate who you are as an organization so that the person really understands what they're walking into.

>> Morgan Cain: To add to that real quick, I think, mean, not putting the onus on an individual and saying like, oh, well, they're a little different in some way their culture doesn't fit but putting the responsibility on the organization itself, to be actively reflecting on how we're including different factors.

>> Cesilee Coulson: Right.

>> Jaimie Laitinen: So looking at cultural norms, this is going to help us have some examples. Morgan is going to go through this. But just looking at cultural norms, so norms are, you know, just kind of characteristics. It's things that you guys see as typical in your

organizations and things that really-- how your organization presents itself and the things that people could expect, just kind of-- and when we talk about formal-- its behavior and rules of conduct. So thinking about formal or informal, there could be formal norms that, you know, are expectations that are written in your personnel policies or things like that around, you know, what's appropriate and what's not appropriate for the workplace. But there could also be things that, you know, are sort of unwritten. And I don't know if you guys have heard of the concept of inferred contracts that we've been learning about this at WISE and inferred contracts are things that, you know, you wouldn't see it in a personnel policy and you wouldn't necessarily know about it until suddenly somebody doesn't do it or until suddenly somebody does something that nobody has ever done. And then you realize, oh, that's new, or that's not something that we do here. And so, you know, there's lots of different things-- ways that this stuff can play out. But we're going to help you guys think about with some tools that we developed ways to look at, you know, where you're at. And so Morgan, I'll go into that a little bit. But yeah, you want to go ahead and talk about examples?

>> Morgan Cain: Yeah. We have a couple examples and everyone can feel free to put up some examples that they think of if you got some.

Here we go. So the first one I want to talk about is like if an organization has a culture of learning and growing, which we talked about as being one of kind of one of the key pillars and having and welcoming and kind of inclusive organization. So some of the norms, examples of norms that could show up with such an organization, we having an annual training budget for your stuff, I mean time and resources being put toward people developing their own professional growth. And then another one here, like more of the informal side, would be that trainings are taken seriously once people are there. That's just if that is the norm of your organization, because you've shown as an org that you care about learning and growth. People are actually paying attention and attending sessions and stuff. I think this one also definitely presents in your leadership teams, are also open to learning and growing and changing. It's not just put on the staff. Another example of kind of looking at the decision making process is going to be again, both formally written down and informally done. So in a-- in an organization with like a closed door decision making process, we'd say that there's not really a mechanism for collecting input from staff. There's not a lot of transparency around how decisions are being made, staff aren't sure how hiring decisions are made, where the priorities and budgets lie.

>> Cesilee Coulson: I was thinking while you were talking, Morgan, that one of the things-- and it's important when you're establishing these norms is that you're serious about acknowledging what unhealthy things are and you're serious about implementing the things that you want to see happen. I think one of the things is that the culture can get away from you, too. And if you decide to try and dive in to being more intentional about your culture and then there's no follow through or there's sporadic follow through that now you've set a new culture. And so I think you just have to be-- you have to own whatever it is whether it's something that's intentional or something that ends up falling on the importance meter down lower than it should have, just know that there's going to be things that happen as a result of that and that you're in total choice about those things. And so, I often like to think about my mirror as being my best friend. Sometimes when I'm thinking about, you know, did I follow through enough, was it clear enough, those sorts of things, but it all goes back to the organizations are constantly changing, right? They're not static things. And our intentionality in this area, I can't be a big enough promoter today to say if we're intentional about our culture, our strategies will flow in a way that best suits the people that we brought onto our team to help us do our missions. So constantly being reflective is really important for you as a leader in your organization. And it does not matter on the formal

leadership hierarchy where your position falls in an organization. I honestly believe that if you're an intentional employee and you're trying to help impact things, both formally within your role as well as informally, you're going to be effective and you're going to move the needle in the right direction, or you could easily move it in the wrong direction if you end up falling into a tendency that isn't the better side of what you want to be doing. Those things are real and they happen. But I think it's important for all of us as we're learning and growing in this conversation is to be in it on a regular basis. And I said that before. So, I like in our culture starting to shape up at WISE a little bit about coming to each other to notice things that have a cultural impact and to think through them and to own the fact that you're the person who noticed it versus having to be a formal approach to saying this isn't working for me. And going up the chain of command versus going sideways to like-minded colleagues and saying, coach me through how we would go about putting this in the right direction because something didn't go the way we want to do it too. And you would know that if you have a conversation where you wanted things to be. So, I can't say enough about preparation and being open as a leader to this conversation, but also being willing to start the conversation when it's needed.

>> Jaimie Laitinen: I think another thing that comes up for me and I think they're reacting with intention piece is really great to try to help the whole organization think about that like us to saying at all levels of the, you know, of the chain of command or the hierarchy or however you want to look at it, but just really thinking about especially when you bring in somebody new who maybe doesn't look, act, or have the same experience of the rest of the team or maybe they're different, whatever-- however it is that they're different, I mean these things can come up where you're-- you suddenly realize that you're in a conversation and then it's all about figuring out how to be welcoming. And another example that I thought about was, you know, sometimes you might have an unhealthy norm in your organization that doesn't necessarily need to be taken away as so much as maybe introducing something that complements it that might fit with everybody else. So for example, if you have a team that likes to go to happy hour, or likes to eat donuts, or whatever that thing is, that's fun for the team, rather than saying we know that this is unhealthy for our team so we're no longer going to do happy hour or we're no longer going to do donuts on Friday, you can also start something-- Oh, my camera is frozen. Oh, it's OK. You can start a healthy habit and help to have something that-- and that incorporates in. So if you have somebody who doesn't drink and suddenly, you know, happy hour, it doesn't necessarily make sense for

the whole team to just go to happy hour and that's not fun for everybody, then you can look at ways to make your getting together time a little more inclusive. So figuring out how to break those things up and do not just happy hours but something that that person really enjoys and try to create an environment that includes them too. And then, you know, just kind of looking at adding something that supports and welcomes new people versus taking away something that the original, you know, crew really enjoys and kind of loves to do. So it's just something to think about and to really encourage opportunities for people to talk about and start those conversations around how do you guys like to get together and how do you guys want our organization to be and feel.

>> Cesilee Coulson: I also think one other thing to add here, another example, would be just in terms of decision making. Now, one of the things I've noticed over the years is that you have to look at what your own personal tendencies are, because those things feed into building a culture. And one of the things I often started to realize about myself was that if something came in and a decision was needed, that's why I had an incoming that I would challenge myself to respond right away. I go, oh my gosh, that came in, I need to stop what I'm doing and deal with this right now and I need to get back to what I was doing before.

And what I didn't realize was that, A, I wasn't giving myself enough space to think through things, B, I was taking away the opportunity to have someone else solve the problem, and C, I was creating a bunch of other people that were just like me doing that. So then you start having this decision making culture of the expectation is, is that that's the way we do it. It comes in and you get a response right away. And if someone was more contemplative perhaps and more patient than I was at the time, then there was a negative implication about that, where it was like their nonresponsive became the talk and the chatter versus actually this person's strength is really taking some time to think through things and not just reacting to something coming in. So by not being in the conversation about how this was happening with everyone, I was unintentionally creating an unhealthy norm for us, which was limiting. It was really useful when that-- when it was needed, a response was needed right away, especially in a crisis situation. But I had to start to look and say, maybe like 10% of what we do is a crisis situation. So that might not be the best move, you know, for me personally to make. So I think being aware of just what your own tendencies are and your own style, then at least if you can name them and know what they are, you can either own them or you can change them to think is really important thing for us as we grow and learn together.

>> Morgan Cain: I think just acknowledging also that everyone obviously has their strengths and their [inaudible] and how are we as an organization like making room for all those, all the variety of types of [inaudible].

>> Cesilee Coulson: This is a one of my favorite things to talk about right now. But I'm going to try not like monopolize the slides. So I'm going to kick this off and then you guys join in with me. Because I think one of the things that's really interesting right now, especially nationally with employment is for those of you that have been working on it a little while, it's taken decades to get to the place where public policy says competitive, integrated employment is the thing that we're trying to do for people through Medicaid services, and through the WIOA Act. And if you look at this graphic on the left and you look at the integration piece of it, you'll see that basically its integration means we're taking a group and we're plunking into an existing culture and an existing group or in this case maybe a community. And really our public policies at that place, that's how far we've gotten. And our work and our training and our time and community is really about inclusion, which to some degree, you know, is another gold star for us to be reaching towards. And the place we practice is, is in our families, it's in our friend groups, it's in our organizations, you know, for purposes of

today it's where we work, and what are we doing to be open and inclusive with ourselves as well as those that we interact with out in the community. And I think culture is a great way to come at this to get the inclusion conversation really grounded as part of your culture is. It's something that we all can do and it doesn't cost us a bunch of money to do it, right? But it may be something that in some instances if we look at our organizations, we may still have separation of different groups in our companies. Hierarchical designs alone manifest themselves as segregated types of environments, right? Where we have an admin department or an HR department and, you know, program people and who's got more power than who and how does everybody work together, all of those things are part of the mainstream American business really. And we're still looking at ways that you include and provide equity and the power base inside our organizations as well as what we're looking for in the community for places for people to work. And I think that the other piece of this slide is really great and that we do need to keep talking equity. I mean, that's what we're-- in our mission at WISE, we're talking about equitable employment, you know? So we're looking for the person. And when we look really person-centered at the approach, you know, we're really customizing at all levels, and therefore we're customizing inside our own organization to which I think Jaimie alluded to earlier, maybe Morgan did around

learning, like, you know, trying to let people grow and evolve in a way that's really personal and unique to their desires and interests. And then trying to fit that as part of the new way that the organization can move, it's how I look at these sorts of things. It scares me to death sometimes to be thinking about what everybody's learning inside our organization, and how do you harness all of that new capital that you've invested in, in a way that makes sense to move your mission forward. But quite frankly I'd rather be in that sort of a challenge than limits and boundaries and, you know, kind of nice and tidy places people should be. That's kind of how it started looking at it lately. Jaimie and Morgan, if you want to add to this or not.

>> **Morgan Cain**: I just say I think this graphic on the right really means a lot to me. And I'm sure some people have seen it. But when we're talking about supported employment, we're talking about accommodations, we're talking about equity, we're talking about equitable supports. So I think here at WISE at least we're trying to figure out how are we taking this conversation and looking a little more internally, it's easy for us at least to go out in the field and like champion this idea of equity but how are we living it internally as well.

>> **Jaimie Laitinen:** And I think, you know, one of the things that we've sort of been looking at lately is just in our field and in our

community, how can we really help people to build inclusive communities and looking at who's delivering services and how to-- and who's receiving services. We're realizing more and more that there are people who are excluded. And part of that has to do with culture and it has to do with, you know, who's applying for supported employment jobs, you know, who's coming in accessing services and who's not. And we've really looked at this locally and see, you know, we've seen that it doesn't reflect the community that lives here. And so, we know that there's work to be done and things that we can do to really improve in helping our supported employment industry to really reflect the community that we serve. And we believe that if we have people who are providing services that can really hear and understand the perspectives of the people that they're supporting and serving, that they're going to be able to build that trust and strengthen that relationship with families. And those families are going to feel more confident and excited about thinking about employment for their, you know, for their family members. So, we really believe that building diverse teams is an important part of that. And that's, you know, that's also going to help with creating more equitable opportunities for people with disabilities and for just people who want to work in this field.

>> Morgan Cain: All right. So, we have a few activities. These are a few different ones. They're both meant to be tools for you and your organization to start to actively reflect on the things that we're talking about on your culture, your norms, hopefully start some conversations. The first one we're going to take a look at is the organizational culture snapshot. I'm actually going to take us over into a PDF. There. And we're going to work through this one together. And I know you all have access to it on the PowerPoint. We can also try to give you the-- get you the actual PDF versions. This is what this one looks like. It's basically how are we-- where are we at right now. It's kind of taking a picture. And so I've started to fill it out for myself. We're going to use WISE and myself as the example. Feel free to chime in also, Jamie and Cesilee. But this first box is looking at who's the hero around here. We're starting to look at like what are the skills, what are the traits that people are bringing that are making them successful in our organization. So, the first one-- one of the first people that came to mind for me is one of our co-workers, Emily. She's one of our trainers. And I'd say that she's an extremely engaging speaker. And so in a training role, that's been very vital for us in our organization. I think a couple other things that have made her successful is she's creative, empathetic. And I'll put Jamie on the spot as well. Jamie, I'll say you're personable, collaborative, especially as a leader, being on a team with you, funny too and then

also a doer. I think you're someone that like gets things done. You really pay attention to the end result. So the point of this exercise, you can go through and do a few, is to get to this point of like where are these traits, how are people succeeding or failing. For my perspective, at WISE specifically, I'd say that people-- well, first and foremost, I think mission alignment. We've talked about that a little bit. That's kind of one that we don't-- I don't know. We have much wiggle room on that. I think also being open to learning. Being social or outgoing doesn't hurt either. Feels kind of a harsh word. But I think as of now, in our organization, I think a person who's apathetic, someone who's resistant or unwilling to try new things. Yeah, there are glaring traits we can add. They don't believe everyone can work. Yeah. That would be kind of what the-- that's the mission alignment piece. But-- So this is just to get the conversation started to start to actively reflect on what's working, what's not. This next section is looking at the norms and behaviors, like Jaimie was describing. So let's list a few, a few examples here, but then there's space below. I put a couple here just for the sake of time. Just looking at why is this being more of a collaborative organization. People don't typically work in silos alone. There's a lot of team-based and project-based structures. I'd say that we do definitely live with some sense of urgency. We have deadlines and external deadlines too that we can't miss often. That's kind of a common one in a lot of

organizations. And then from that, I think I'd say that there's a value on working quickly. Sounds like another kind of behavioral norm of WISE. But then at the same time, let's say-- I say we leave space for relationship building. And I'd also add that we support-- that's for like a work-life balance. Even though we do have things can get kind of crazy sometimes looking at that sense of urgency, I think we do a pretty good job with that. You can even give some examples like having paid holiday time, having flexible coverage positions and stuff is something that I think helps everyone here.

>> Jaimie Laitinen: Can I say something really quick?

>> Morgan Cain: Yes, please.

>> Jaimie Laitinen: So, I think-- I wonder if Ces noticed the same thing. But it's so interesting to have Morgan do this because I was-- So Ces didn't say how long she's been here, but I'll tell you she's been here a lot longer than me and I've been here for 12 years. So I wanted to say that it's very interesting to hear our culture be described as having a team and project-based structure. Because when I started, it was more like we've sort of jokingly called it like cowboy culture, because it was like you're on your-- we said it was like you go out on your own horse with your own bag of tools and you go do what you need to go do. And

then we would come back together at an all staff meeting and we would share what we were all doing. So everybody had their own projects and their own trainings and their own, you know, counties and different, you know, projects that they worked on. And when we collaborated, it was more like big picture about the organization. But we really didn't have what we have now, which is really-- it is a team-based structure. We have tons of teams, tons of people are on multiple different teams and everything kind of intersects. But there's a whole project management structure around our whole organization. And Ces, maybe you can speak too if that was an intentional change or not. But—

>> Cesilee Coulson: It was very intentional. I remember the day that I drew the picture on our whiteboard when I said this is the way that we do things. And it was all-- it was a line and it was people, all these folks that had an expertise. And then unfortunately there was me, right? That was our organizational structure. It was all of this stuff. And we were able to effectively influence and deliver our material in about a one-state territory. And the idea was not to expand our territory but to get at the thing of the supporting work-life balance and still maintain the value of expediency and trying to get things done. We were at a place where maybe many of you can think about feeling alone or

feeling isolated in your work and feeling like you're so overloaded but there's nobody to give anything to. And you find yourself saying, yeah, but there isn't anybody that can help me with this. This is my own thing. I've got to deal with it. I call it like loading up the plow and just hunkering down and pulling harder. And at some point you're pulling so hard that you're going to break down. And that's what I was noticing. And so I started talking to people I think of as mentors, I started talking to other business people. And they're saying it's going to get really messy but you need to go to a team and project-based style of doing things if you want health and well-being and work-life balance and more creativity. And I thought, well, those are all things that I really want for us. And I remember drawing the other picture, which was a circle of people with a variety of people in the middle and lines going everywhere into this messy ball of color on the whiteboard. And this is where we're going. And I didn't necessarily have the tools or the equipment to do that. But I had to set out on a course culturally of selling all of those cowboys, the idea that they could all ride together in a pack. And so you start studying things like team-based approaches and you start studying culture. And you start studying tactics where people are in cultures that are thriving and you start slowly putting together a plan for that. And it's really refreshing for me to look eight years later live in front of all of you online watching my co-workers talk

about this in a way that tells me that we've arrived at a new place in our culture. And now there's another set of challenges ahead, right? How do you keep everybody informed, how do you make sure there's an equal power base, how do you support enough so that people feel connected and they don't feel like they're on a team but they're not as equally important as someone else. So those are just a few things that come to mind but I think doing this exercise is really eye-opening. And this is the second time I've seen it done live, where I've learned something, you know, about what's going on. And so, it's kind of like Christmas, you know, you get surprised with things, or birthday, or whatever resonates with you about surprises, you know, it's one of those cool things.

>> Morgan Cain: And we haven't done this all as a staff use this tool together. But I would be really interested to see if everyone was able or even in your team was able to take the time to fill something like this out and kind of see where the differences in perspectives are. The next section, looking at values and beliefs of the organization. As we've said in here already, everyone can work and we also value employment. I think support and creativity and innovation are also ones that are happening. And this is a place to, I guess, we could listing ones that or maybe lived but aren't our favorite things. We're just kind of listing

where we're at right now. We'll just add culture of learning I think both individually and organizationally. And also talking about watching the culture of WISE and itself evolve. And then what we talked about as well, equity, about support employment. So again, I think this would be a section that there might be some strong overlap, if all of our team was doing it together.

>> **Cesilee Coulson**: I also think it's a good quadrant to do in a team and have a conversation and see how that really is in alignment with your strategic plan and your organizations. It's one thing to have a plan, it's another thing to be living it and, you know, doing this exercise can be really revealing in a lot of ways for yourselves as leaders and thinking, well, you know, we don't just want words right on the paper, we want-- And you have a lot of them. You can just say here's the two things we value the most and we're keeping our eye on that. And those are unwavering things for us and those should be aligning with your formal plans and processes.

>> **Jaimie Laitinen:** There's a lot of tools and resources out there too that are kind of fun to look at when it comes to uncovering your values. So one of our recruit, train, retain workshops we had actually just this a year ago, October, the person that we brought in as a facilitator, he had a cool exercise that he told us about. We couldn't do it because of the

interest of time but something that he actually goes out and does is he helps companies uncover their core values and the strategies that people use, there's all kinds of different, you know, exercises and things you can probably research and figure out doing that internally or hire somebody to do it. But it was all about like you can state your values and-- your values, you could even ask somebody, well, what are your values in an interview, and they might say like I believe in, you know, inclusion or I believe in, you know, equity or I believe that people can work or I believe that everybody should have the right to A, B, or C. But the real core values that he was trying to uncover around an organization, he found through people telling stories about, you know, what's important to how-- that defines how people do their job. And so, you know, whatever that looked like, it was really about-- it was kind of anecdotal in a way that-- in the way that he looked at it. So it was really like, you know, what's the biggest priority for you as an employee of this organization and tell me a story about a day that you felt the most proud of your work. And that's how they really got to the root of what those values were for people. And that's where those lived values come up. And I think it could be really interesting to do more, you know, more learning in that area for us to.

>> Morgan Cain: All right. In this next section kind of assess-- you're already talking about drawing on the whiteboard like how does this look.

>> Cesilee Coulson: Right.

>> Morgan Cain: We actually just redrew-- wonder if I can annotate it live. We just kind of redrew our org chart to try to make it less hierarchical. So we're saying assess is in the middle we're talking about having this kind of team of like a leadership team making decisions and branching out into the different projects more branching then like that tree-- that classic tree that just goes down. I think this section is directly kind of talking about where decision is being made. Do people know their roles? All right. And then this last box, my favorite, actually. Looking at who's missing. So I think it's really important in this one to look at both. We're going to look at the demographics of our staff, as well as who's making up the positions of power, the people that are in our leadership. And diversity is extremely important in creating a welcoming and inclusive environment. So I'm going to kind of frame this as who's missing, where do we have a lack of diversity?

>> Jaimie Laitinen: Before you branch off from that, I think it's always interesting to look at how we're sort of still doing this in our

organization, but how you-- the different ways you can define diversity. And so of course, you know, cultural diversity, looking at religion and, you know, gender and age and all these different things that come up. I think that's super important. But you can also look at, you know, diversity of style. So, how people learn, how people work is, has really benefited us when we've looked at, you know, bringing in somebody who has more of a structural approach to how they tackle something or look at somebody who has a very creative but difficult to contain style. We have the whole range at WISE and we won't name any names, but we do see a lot of value in that. And we, especially when we build our teams that are specific by project, we've seen a lot of success when we have people that have a different approach or a different style or work style. We start to figure out who's who and how to combine people together in a way that really works. So, I think that's kind of a fun thing to think about too when it comes to looking at diverse teams.

>> **Morgan Cain**: Yeah. And I think that that is one that is maybe not on our list. We do have a pretty strong diversity of methods and creativity, yeah, ways of you. I would say one that-- we say is common here. It's going to be disability. We're always looking for ways of getting-- creating positions of leadership for people with disabilities and self-advocates. It's in our mission. I think gender would be another one

that is important to reflect on for an organization. At WISE, we're mostly and I guess, in a lot of social service ways, it is mostly women. We also have mostly women run the leadership team as well. I think that's important. One that comes to mind for me is sexual orientation. At WISE we have a handful of people that identify as part of the LGBTQ community, myself included. So when I actually started at WISE, I came in to an organization with a culture of acceptance and inclusion and I never felt ostracized or like that was a part of myself that I had to hide. So, for me personally, that was a big important one. I think what we can do for white-- for WISE is here is going to say race. We are majority of white organization. We, I think are aware that we don't actively reflect the racial makeup of the populations we're trying to serve. So it's definitely one that is in conversation. And we'll add language as well. I think we don't have too much diversity there and, you know, that can be a really significant barrier to providing adequate services. Anything else?

>> Cesilee Coulson: You know, I just add in using this particular part of the conversation. You start to identify something's always missing, right? And that's-- there's never going to be like we've got it all. I think so. Challenging yourself to be looking at what are the needs that we have now? What is the range we can cover now? And who is missing in

all of that? When I listened to these areas that we're missing right now, I can think of a lot of different things. By adding these elements onto our team, a lot of other things we will be able to get to or get ourselves involved in by diversifying even from these three different lanes that are listed here. And so I think the other thing I would say strategically that I've been a part of for a really long time at WISE that one of my board members started in the year 2000. He said that on every board meeting agenda, we will have a standing board item about board development and board recruitment. And so whether we think we need more people or not, every time our board of directors meets, we are talking about recruiting, and what our needs are and who's missing or what we would like to see happen. And as a result of that things pop up every time that we're together either about inventory of where we're at or an idea of someone that we're just being alert to keeping it in mind. And so the counter of who is missing is are you always recruiting? And are you always looking? And are you always expanding your network to make sure that you're on the front side of that conversation versus always the reflective side of that conversation?

>> Jaimie Laitinen: I think the only other thing I would have added which-- we just stopped sharing. OK. I was just going to say and this doesn't-- it doesn't necessarily come up during the work day, most of

the time, but around religious diversity and religion. I think the way that this can come out in a-- from a leadership perspective is really looking at, you know, especially with communities that we serve and the way that services are provided certain things can come up without having that awareness and that perspective of different religions you can end up without realizing it, you know, making somebody that you are trying to help feel uncomfortable. And you can also look at-- when you do-- if you do bring somebody new onto your team and they come from a different religious background, looking at how you want to try to prepare for paid time off and holiday time and things like that when it comes to religious holidays. So, in the United States, most of the paid holidays that we take off, a lot of them are religious specifically to Christian religion. And so, if you want to try to be inclusive to your whole team, then having a conversation at the leadership level about how you want to approach that can be a really great way to welcome somebody in and try to, you know, make that or help them to feel supported in their time off and things like that, so.

>> Morgan Cain: Yeah, I think the takeaway there is like you don't know what you don't know, like, you're not going to know that something's missing until intention. And so if we're not having this active conversation reflecting that we're kind of putting that

responsibility on people that are different coming in and being like and starting a conversation there. This is the next activity. We're going to try to make it interactive. Looking at norms of an organization. So here you'll see on your screen, you have a kind of a scale of 0 through 6. This first example, we're looking at an organization with a culture, an individualistic or competitive culture, and then on the right side, more of a collaborative collective. And if you go to the top of your screen, try to do it you can. I think it's under view options. You can annotate. Feel free everyone to put a stamp where you would say your organization falls. I'll give my example for WISE, I do think as I've said we're a little more team building. There you go, you can see it.

>> Cesilee Coulson: OK, I'm going to do it for my screen too. View options, select your date stamp and then stamp.

>> Morgan Cain: This is a fun one to do as with like, with your project team or with your staff, I think to kind of see where people think they lie.

>> Pamela Williamson: Yeah.

>> Morgan Cain: Wow, I'm impressed, pretty collaborative. I could speak maybe to the nature of our area of work also. We don't do a lot of work alone. And the second one you can see it's kind of a scale of

looking at paternalism or power-hoarding versus more of a partnership or power-sharing. I think this might be a harder one looking at is your boss in charge of all the decisions are decision-- is a decision making shared out throughout the staff.

>> Jaimie Laitinen: I think it's interesting to look at this decision making and kind of we learned a little bit about positionality recently in some of our equity training that we did at WISE and one of the things that has stuck with me is thinking about how opportunities for leadership are given. And figuring out how-- because a lot of times when we hand off a project or we bring somebody into a team, we weren't really thinking about, you know, who we bring in. We were really just sort of like, OK, well-- I think this person would make a good fit. And so, without realizing it, we started to see a pattern and you know, who's getting opportunities to do things and who hasn't gotten opportunities to do certain things. So really just starting to look at that, it can be a little equity exercise too. It's around, like, who gets asked to go to trainings, who gets asked to, you know, take the notes, who gets-- it just kind of a thought around that because without realizing it, a lot of times there starts to be a pattern around who's coming in and who's getting opportunities. So it's just something that can come up when

you're in a position of leadership when it's unintended. And it just-- it causes a lack of equity for people [inaudible].

>> Cesilee Coulson: I think having experienced both the good and the bad of this scale, you know, with good intentions. I think it's really, really important organizationally to try and think ahead and have a structure or a system to support yourself as a leader for this particular norm. I think the more that you can have shared decision making, and a structure that supports that for someone that's even in their first year of work. It can be really, really powerful. It does take that extra set of thought and care and concern to constantly be looking at working the system that you have to be as uniform and clear as possible. And one of the tendencies I've seen over and over again, in the helping professions and I talked a little bit about it earlier is that we are a very responsive sort of people. We're here to help. So if something comes up we're going to do that. It will manifest itself in making decisions about sending someone to a meeting or responding to something that the organization needs to go to. It will show up there as well. And so just being aware of that and causing yourself to think structurally about this will really help you get some more power-sharing and opportunities for more people in the organization.

>> Jaimie Laitinen: Does anybody have questions on these scales or concepts?

>> Morgan Cain: A couple more examples too. We can get started on. This one we're looking at kind of defensiveness fear of conflict against openness, vulnerability and growth. I'd say this is the hardest one for me personally. I've also seen a lot of evolution at organization just from starting to have some of these conversations. What else?

>> Cesilee Coulson: I think one of the things to notice in your culture with this particular scale is if there is a conflict, there's something that's not going the way you want it to start to really observe the moves that people make. Are they doing one off moves or they go to talk to somebody else that doesn't have any ability to solve the problem? Or do they come to somebody to ask for help and coaching to lean into what the scenario is to make it better? And I think we can't be vigilant enough to start to say that we hold a container as leaders, that expects folks to voraciously lean in on a problem and really thoughtfully honor and respect the people that are in the quagmire together. So was like say, you know, you attack the problem, not the people. And so that takes constant rigor to set the tone for that and to try and get to where a group of people can actually feel safe in their own vulnerability and unknowingness. This is one of the things I've been humbled about and

continue to be humbled about and helping professions is that there is going to be a scenario that comes up this week that you've never seen before. And that you just don't know what to do. And sometimes internally, I have these things that happen where there's a little person inside of me jumping up and down, going, I don't know what to do and gosh, darn it, I'm supposed to do something about it. And so you have to recognize we all feel that way and that we want to try and create a place where people feel like that little person can come out and say I need help and it's OK to do that. And as a matter of fact, it's a position of power. And so, things will go all over the map, as the teams get more and more expansive in size and unique in their characteristics. So it's just as really important one of these norms for us to constantly be thoughtful about.

>> **Morgan Cain**: Yeah. And I think being comfortable with discomfort definitely takes practice. It takes a lot of situations that are new and scary to your body to just get used to it.

>> **Jaimie Laitinen:** I think it's also, you know, what seems to me is that a lot of organizations and a lot of people probably fall naturally on the lower end of the scale and that if you're over there and the growth and vulnerability and sustainability and self-care then you're actually trying because it actually is a lot. It's more-- It's just seems like it's more

natural to avoid or it's, you know, especially with the urgency and overworking, I think there's never underestimate how much people who are newer than you look up to you and how much they're modeling off of what you-- how you react or respond to a situation. So, you know, people see, you know, the people that have been in the organization for a long time and if their tendency is to, you know, overwork or to be, you know, lacking in self-care or something like that then they're not going to feel as comfortable take-- making that space for their own, you know, comfortable amount of what they consider to be the right amount of working and self-care. So I think as leaders and, you know, people who at any level of the organization, it's just looking at how to-- if you see where your organization is at and you think there's, you know, space for maybe some improvement in that area, just looking at how to model that and, you know, and or even just have conversation about it in meetings and give people that opportunity to start to work towards that, you know, the other direction.

>> **Morgan Cain**: I think this last one or this bottom one here is a difficult one to get through for talking about like burnout and turnover. Living in a constant state of overwork and urgency is unhealthy for anyone and we know that. So how do you both change the culture just kind of informally with your practices but also maybe formally writing

down, how does your work week look? How does, I don't know, staff wellness play into? What leadership is thinking about when they're doing stuff? I don't know.

>> Cesilee Coulson: One of the things to think about, I like it's kind of fun to think about is kind of the space that we create to do our work and what it feels like and looks like. And we've spent some time learning and growing about that as an organization. I will say there's no perfect place to be but I think one of the things our field can offer is-- and you have to define this for yourself. But a place where you feel like you can be creative and place where you feel like you can collaborate and share and feels like your own sense of comfort zone that you're in. And I don't think it takes a lot of money to create spaces like that. I think it create, you know, I think we need to be intentional and it's a way that everybody can contribute and show up as creating a really cool work environment to be in and whether that's some paints or some pictures or some way we organize where we sit or those sorts of things. It's worth having the time and the place to have those conversations with folks because I've been in a lot of businesses and a lot of work environments in the last 25 years and I know where I feel when I walked in. Immediately you feel like, OK, this is going to be a great day, you know? I don't know what's going to happen. But, you

know, define what that looks like and feels like for yourself. And you know the places you go into, we go, I hope that I'm not here very long. This just doesn't going to be the greatest thing. And, you know, recently I was doing a consult where this was the conversation that I was in with the program manager and she felt really hopeless about it in a lot of ways. And so we just kind of deconstructed what was causing her to feel that way, made a little plan and said, let's just walk slowly through this. So, you know, I guess the pictures can get hung on the wall. And the ceiling tiles, you know, that have fallen out don't need to be stacked where everyone can see him. They can go behind the filing cabinet. It just, all of these things where you would think people can end up getting piled on and piled on and suddenly start to feel like they can't do anything about what's going to be there for self-care. And like, you know, 6 weeks later, the feeling and vibe in that space is totally different and didn't cost any money, you know? And these people are gathering differently or they're actually going into a space and eating together and those things really matter. They make a big difference.

>> Morgan Cain: All right. We have one more here. We got perfectionism versus kind of a culture of appreciation and support for one another, being able to learn from our mistakes versus being held to account. I think this kind of falls in line with what we've been saying for

ourselves around being a learning organization, making room to try new things. What else over here?

>> Cesilee Coulson: Yeah, I like-- always like to think, hey, we're in human services, gang. Well, if somebody's got this perfection thing down, let's write some books, get some video. Let's get you the market because this thing is messy that we do. And, you know, the way we approach this, I think humor is huge. Mind you, don't forget that you can use the humor move and not taking yourself too seriously. Really, really great thing to do some model space that's safe to say, well, you want to know how that I messed this up the one time that I was somewhere? Yeah, we most recently have entered into a discussion internally about coming forward with all of our mistakes and sharing them as a group and we're actually going to have a conversation at our December holiday retreat about and we're calling it Plan B, which is let's share all the ways we've messed something up lately or over the course of time for some of us. And then let's talk about how we got ourselves out of there or how we problem solve it. And let's come up with some standard solutions that even somebody who's brand new could pull out right away. If in doubt, do this kind of a mantra, so that everyone can help be part of the problem solving as quickly as possible. I think it's been really fun watching people start to say what's gone

wrong. I've learned all kinds of fun things that we've done wrong. All right, because I did not know about that. So that also tells me that we have strength in our ability to cover up our mistakes internally. I don't know about them. And so, I just back to humor, I think it's not taking ourselves too seriously and being kind to one another and celebrating the fact that we've solved something versus being down on the fact that we actually created a problem. That's how learning happens. It's really important. It has a new scope, well, that really stunk, darn it, you know, versus why did you do that, you know? There's just a whole different way of setting the conditions in a container to support people. I think it's really, really important in our work that we do.

>> Jaimie Laitinen: Yeah, I think it's an interesting thing to with. And when you think about onboarding, you know, it's not often talked about, you know, the fails that people have had or the mistakes that people have made in onboarding, especially when you think about direct service and, you know, teaching people how to go out and be an employment specialist. And we did an exercise locally here with one of our job developer network meetings where we talked about, you know, come with a story about a job that you wish you would have set up differently. And it was all about job starts and thinking about things that people forgot to do or weren't in place or-- and that learning that

came from that humility of getting up there and saying, well, yeah. I'm not perfect. This is what I did. It was great because it opened up that space for people to realize, OK, everybody makes mistakes. And then also, specific concrete examples of things that people who are newer because it was a blended group so the newer people could hear from the four season job developers around things that just, you know, that were-- that in hindsight, they realized they should have done differently. So, I think it can be used in a lot of different ways.

>> Morgan Cain: So I think the first step, what we've been talking about is like just acknowledging and reflecting on where we're at. Obviously, the next step and the harder stuff I think is going to be actually addressing them, changing things, figuring out what we want to change, what we want to keep. These are just a few examples of little more concrete methods of addressing two of the unhealthy norms for clients, so like the urgency and overworking and the power-hoarding paternalism.

>> Cesilee Coulson: I think once we name them and we start listing and working on strategies that you feel really good. It's like, I remember for longer than I want to admit that one of our unhealthy norms at WISE was this overworking piece. And I've already shared a few of my tendencies about, you know, things happening quickly versus taking a

longer time to mature. And I think that, you know, I do like wine that's been on the shelf longer than some of the wine that's been on the shelf for a shorter period of time. And there's value in patience and I think, you know, if you start to be able to name these things and talk about them for yourself and have some way of relating to them, you can also start to share that with others when you're noticing these tendencies or these norms across your organization. Because if you're managing a team or a group of people or an organization or, you know, have a leadership position, that group is going to flow and start to take on the shape that you take on, on a daily basis. And so you just want to be in check about that. We-- and there's a whole body of work called somatic, which is understanding the body in its wholeness. And that body of work basically says that we don't decide to emulate people intellectually. We decide to emulate others from a physiological place. So we actually don't have complete control of that physiological response that our bodies are wired to do. We only have our interpretation mentally of how we interpret what our unique physiological self is doing. And in all of these, you're going to find yourself somewhere. And it's like, OK, just be alert, be aware and say, OK, how can I work with it or how can I work out of it? And just start to say how much is too much and how much isn't enough and work it and work it and work it on a regular basis. And build your circle of influence

around you, people that you can trust to be really honest and objective with you. I think that's culturally really, really important that you continue to always think that you've got, you know, you set the stage for everybody having everyone's best interest at heart. And that, you know, like I said, a couple times lately, someone told me says, just realizing this work that everybody's doing the very best that they can. And if you come from that place then it's going to be a position of power and a welcoming place to start to work your unhealthy norms.

>> Morgan Cain: You got here?

>> Jaimie Laitinen: All right. So we're coming-- we're going to one, right?

>> Morgan Cain: Yeah, nothing there.

>> Jaimie Laitinen: Or should I say 4 p.m.?

>> Morgan Cain: Yeah.

>> Jaimie Laitinen: I know that we're all coming in from different time zones. So anyway, so our final slide here is around equity and inclusion. And so I hope that, you know, everyone's enjoyed hearing some of these examples. And I think one of the takeaway things that we would love for you to think about is how to-- how do you recruit

and include new people who may evolve your culture. So, we know that that value is added from different perspectives and bringing new people into your team. And we also want to look at how do we reevaluate our onboarding process and what we can do to try to welcome people and once we do finally find the right person that comes in that might change the culture. And I think looking at your culture, using the snapshots and the scales can be a way for you to examine some things that you might not have noticed and looking at how your team perceives your organization could be different than how you perceive it, especially when you look at-- when people got-- when people were hired. So, over time things have shifted and changed and sometimes people who have been there for a long time still see it the way that it was when they joined. So really looking at that and figuring out ways to really intentionally build your team to be as diverse as possible. Anybody want to add to that? It looks like there's a couple-- oh, OK. The PowerPoint was attached to reminder your email. If there's any questions or any final comments, feel free or I think they're going to share some more information with you from the host.

>> Pamela Williamson: Well thank you so much Cesilee, Jaimie and Morgan. The information you've provided has been excellent. And the--

just so for those of you that want to know about the PowerPoint and the handouts, the information has been posted in the chat area.

Now if you will stay with us a few more minute-- just a couple of more minutes, there's some important information that you're going to need for the quiz if you need and also for accessing the archives. So we are glad that you joined us today.

And as a reminder, you were attending a building intentional culture, how to foster a welcoming workplace and it's part 6 of the 8-part webinar series, the Advancing Equal Employment Opportunities and Creating Inclusive Workplaces.

Just as a reminder, so there are two types of education credits that are available for this webinar, a certificate of completion and a credit for certified employment support professional, CESP.

To receive credit for the webinar part 6, you must meet four requirements. One, you must have registered for the webinar and if you're here, I'm hoping you did. Two, you must have listened to part 6 in webinar and its entirety. Number 3, attendance will be verified. And then number 4, you must complete the online multiple choice post test for part 6.

As a reminder, parts-- the post test will be emails out to all attendees within one hour of the ending of our webinar today.

And I have a little Easter egg for you for the post test. For those of you who've been with us before, you will recognize this. So can you put our-- well-- and in honor of an Easter egg, we have Mr. Wiggles, the bunny. So keep that in mind for the post test.

So after you submit your post test today, please-- and we verify your attendance, you will be provided with a link to prevent fret your certificate of completion. So for the part 6 webinar and in addition, a copy of the certificate of completion will be sent to the email address you provided when accessing the post test for the webinar. Please help us out because your feedback is very important to us. We use your input to improve future webinars and identify topics for upcoming series. The link to the post test and evaluation for the webinar, again, it will be emailed to all registered participants within one hour after the webinar ends. And all materials are available and will be-- can be accessed at ADASouthEast.org/ webinars/ archives.php. Thank you again for joining us today. Save the date for the next webinar. So it will be on Tuesday, January 1, 2020 and the brand new year from 2:30 p.m. to 4 p.m. eastern time. The title is Sharing Your Story with Confidence in the Workplace. It will be presented by Joel Slack, President of Slack

Consulting and Founder of the RESPECT Institute of Georgia. There will also be a couple of folks from the RESPECT Institute who will be sharing their stories. We encourage you and your colleagues to register early to make sure you get a spot and share the link to register online for the webinar series at bit.ly/ equal- employ- opp- webinar- seada- 2019. If you have any questions about the Americans with Disabilities Act, you may contact your regional ADA Center at 1-800-949-4232 or you may directly contact the Southeast ADA Center at 404-541-9001. You can also email us at ADASoutheast@syr.edu. All calls and emails are confidential. Again, we thank you for your participation today. We look forward to having you take the post test for credit and wishing you a great rest of the week. Thank you.

End of Transcript

Webinar Part 5: The Truth About Employment and Social Security Disability Benefits

Webinar Series: Advancing Equal Employment Opportunities and Creating Inclusive Workplaces

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