



**CalPoly**  
Pomona



**2022 MPP Retreat**  
**Courageous Leadership**  
**in a Post Pandemic**  
**Environment**

**President's  
Welcome:  
Dr. Soraya M. Coley**



# Courageous Context

Kimberly Allain– Senior AVP EODA/HR Operations



Not this kind  
of Courage

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# Courageous Leadership

## Institution Level

Vision: Become a  
Fearless Campus

## Leaders

Action:  
Courageous  
Leadership

## Team Level

Outcome:  
Psychological  
Safety



# Retreat Outcomes

- Increase competence and courage around what to do when the psychological safety of an individual(s) on your team has been compromised.
- Understand a leader's role and responsibility on how to nurture a culture where it is safe to ask questions, admit mistakes, take risks, and share innovative ideas.
- Practice having courageous conversations using non- threatening methods to accept and deliver messages.

# Making the Case for Courageous Leadership

Dawnita Franklin – AVP OEC

Barbara Reguengo – Associate Director & Senior Deputy Title IX  
Coordinator



# Please stand if the following statement applies to you...

You, or someone you know, has been at the receiving end of malicious “jokes” or comments related to your age, disability, race, sexual orientation or gender.

You, or someone you know, has been treated differently because of your race or color of your skin.

You, or someone you know, has felt dismissed, overlooked, or ignored when expressing your ideas or concerns.

You, or someone you know, has been a victim of sexual harassment in the workplace at some point in your career.

You, or someone you know, has been the person accused of this behavior, regardless of the intent, even if no harm was meant by it.

As a leader, I have experienced the one or more of these situations where I was not sure how to address it.



# Office of Equity and Compliance

**Office of Equity & Compliance is the CPP office responsible for reviewing and addressing matters reported by students, faculty, staff, and third parties against other students, faculty, and staff related to:**

- **Discrimination & Harassment** based on a protected status (race, gender, disability, religion, etc.)
- **Title IX**-related matters (sexual harassment, sexual exploitation, sexual misconduct, dating/domestic violence, and stalking)
- **Retaliation** (for reporting misconduct or participating in investigation)



# Reporting Obligations



***Any\*** Employee who knows or has reason to know of allegations or acts that violate this policy shall promptly inform the Title IX Coordinator (Office of Equity & Compliance).*

*These Employees are required to disclose all information including the names of the Parties, even where the **person has requested anonymity**.*

*\*\* counselors, physicians, and sexual assault advocates are not required to report disclosed information to OEC as they are considered a confidential resource.*

*A Responsible Employee is not a confidential resource for matters related to DHR and Title IX.*

# What to Do During a Disclosure

**DO** Listen and  
validate

**DO** let the  
victim/survivor  
know that you care

**DO** inform them of  
your reporting  
obligations

**DO** provide  
information and  
resources

**Don't** define their  
experiences

**Don't** judge

**Don't** blame



# What Happens When Information Is Reported to OEC?



**OEC CONTACTS INDIVIDUAL TO DISCUSS  
OPTIONS FOR SUPPORT,  
ACCOMMODATIONS & ACCOUNTABILITY**



**FOCUS OF FIRST CONTACT IS ON  
IMMEDIATE SAFETY AND MEETING  
NEEDS OF SURVIVOR**



**RESPONDING IS VOLUNTARY**



# Resolution Options

- **Supportive Measures**
  - Referral to Survivor Advocate or CAPS
  - Class, Work, or Housing Accommodations
- **Informal Resolutions**
  - Educational/Notice Conversations
  - Additional training
  - No Contact Order
  - Agreed upon discipline (probation)
- **Formal Resolutions**
  - Complaint with investigation

# Reminders for Supervisors

- **Report to OEC immediately (Do not do your own investigation)**
  - Don't talk to direct reports about the incident other than to ensure safety and provide resources and reporting options
- **Share Resources & Reporting Options**
- **Encourage Reporting & Monitor for Retaliation**
- **Feel empowered to address behaviors when it happens**
  - Ex. Inappropriate comments during a staff meeting/written communications  
Inappropriate behavior (e.g., inadvertent touching, gestures)

# Ways to Report

1. **Phone Call:** Call 909-869-4646. OEC will note the information you provide and reach out to the student/staff/faculty.
2. **Email:** You may email [officeofequity@cpp.edu](mailto:officeofequity@cpp.edu) with all the information disclosed included.
3. **Submit a report online via OEC website:**  
<https://www.cpp.edu/~officeofequity/titleix/report-an-incident/shtml>

# Terminology Discussion

Michelle Elrod – Director EODA





# Level Setting

**Fearless Campus**

**Courageous Leadership**

**Psychological Safety**

**Inclusion**



# A Fearless Campus

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*A Fearless Campus is an environment where students, staff, faculty and leaders can bring their whole self to learn, teach, and work. One that is supportive, equitable and safe both physically and psychologically. A Fearless Campus is one where people feel included, safe to learn and contribute, and safe to challenge the status quo in a respectful way.*





# Courageous Leadership

- Courageous Leadership is being conscious about being uncomfortable, scared, or threatened, and making the decision to act in spite of feeling fearful recognizing not acting could have a greater consequence.
- Courageous leadership can steer us to be active instead of reactive. Courageous leaders create safe conditions where courageous action are not routinely called for. (James Detert, 2022)

# The Action – Practice Courageous Leadership

- “Choosing” courage is a thinking experience
- Acting with courage is a conscious choice
- When we act with courage, we are conscious about being uncomfortable or scared or threatened, and we **make a decision** to do something even in the face of fear
- Courage is knowing when to speak and knowing when to listen





Psychological Safety – A shared belief held by members of a team that the team is safe for interpersonal risk-taking. Psychological safety is a sense of confidence that the team will not embarrass, reject, or punish someone for speaking up (Edmondson, 2019)

Psychological Safety is	Psychological Safety is NOT
<ul style="list-style-type: none"><li>• The freedom and encouragement to share thoughts respectfully</li><li>• The freedom and encouragement to express concerns</li><li>• The freedom and encouragement to allocate tasks and coaching when necessary</li><li>• A space where people feel a sense of ease and support</li><li>• Taking measured risks after considering possible scenarios</li><li>• Everything and everyone is considered</li></ul> 	<ul style="list-style-type: none"><li>• Saying anything you want</li><li>• Letting your emotions go as you please</li><li>• Leadership taking a Laissez-faire approach</li><li>• A space free of any inner discomfort</li><li>• Taking risks and hoping for the best</li><li>• Everything is tolerated</li></ul> 



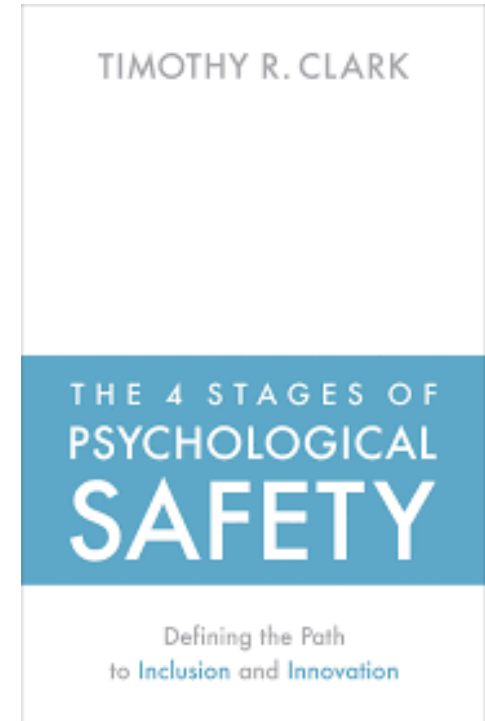
# Psychological Safety

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# Psychological Safety

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- **Inclusion Safety – PRICE OF ADMISSION** – Giving inclusion safety is a moral imperative.
- **Learner Safety** – Feeling safe to engage in the discovery process, ask questions, experiment, and make mistakes
- **Contributor** – An invitation and an expectation to perform
- **Challenger** – The most difficult to achieve, the easiest to lose



A conceptual image of a road that starts as a single path and then splits into two separate paths. The road is dark asphalt with white dashed lines down the center and solid lines on the edges. It is set against a background of a vast green field under a blue sky with light, wispy clouds. The two paths lead towards the horizon, one on the left and one on the right.

Trust  
Respect  
Empathy  
Compassion  
Humility

Judgement  
Microaggressions  
Fearfulness  
Avoidance  
Bias  
Dismissive

Inclusion – We will experience a fork in the road

# A Fearless Case Study

Dr. Heimler – Lecturer; College of Agriculture

Dr. Kilduff – Interim Associate Dean, Professor; College of Agriculture





# The Fearless Classroom

*Cal Poly Pomona will be the model for an inclusive polytechnic university that inspires creativity and innovation, embraces local and global challenges and transforms lives.*





# The Fearless Classroom



**Ron Heimler**

Lecturer, Department of Apparel  
Merchandising and Management, Huntley  
College of Agriculture



**Peter Kilduff**

Interim Associate Dean/Professor,  
Department of Apparel Merchandising and  
Management, Huntley College of Agriculture

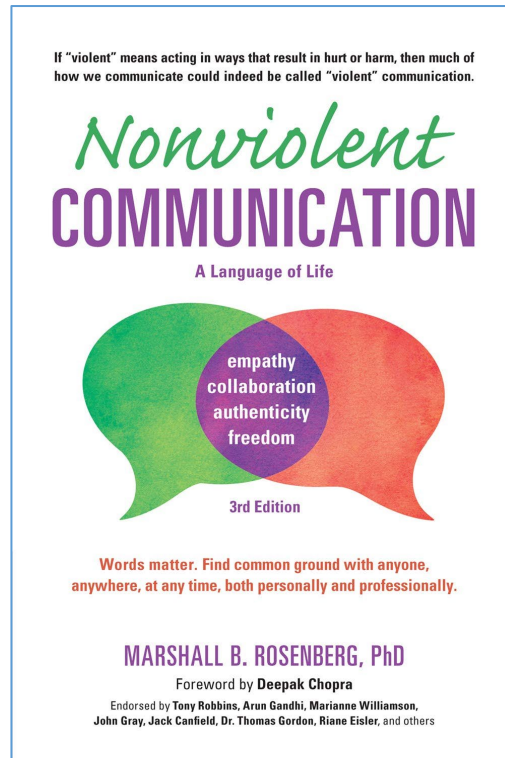


# Focus on the Future Project – The Fearless Forerunner

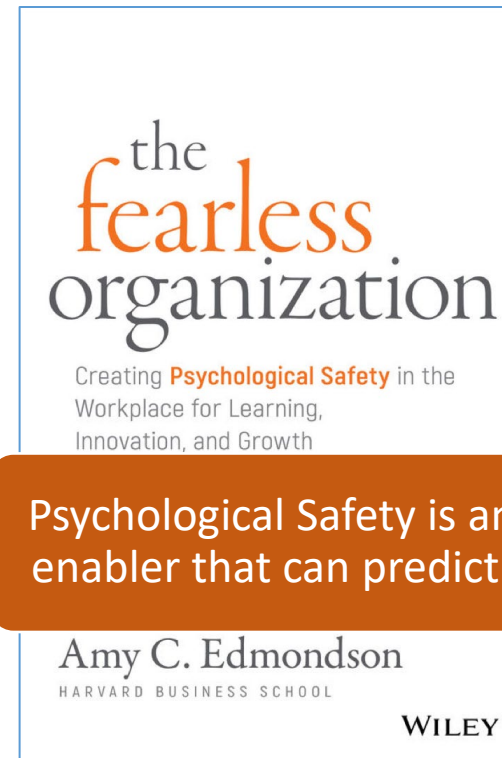
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# Fearless Classroom – Other Foundations



Communicating with empathy and compassion.  
NVC is the foundation stone of Fearless



Psychological Safety is an enabler that can predict:

Employee (student) Engagement

Employee Turnover (student retention)

Team (class) Performance

AND: Google's Projects Aristotle & Oxygen

- identified eight critical qualities of effective managers
- seven were soft (essential) skills



# Fearless Classroom - Definition

A Fearless Classroom is:

- an intentional approach to learning that enables student academic performance, engagement in the classroom, and commitment to their education from a psychologically-safe classroom community that is inclusive and equitable;
- where there is mutual trust and respect between the instructor and the students, and among the students; and
- where the instructor demonstrates empathy, compassion, and humility toward the students.

(Heimler, 2022)





# What has been Accomplished 2019-2022

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- **20 Fearless Workshops**
  - 216 Participants (F19 – F22)
  - 8 colleges
- **309 Fearless Classroom courses (S20 - F22)**
  - 9,342 Students enrolled in Fearless Classrooms (S20 - F22)
  - 2,623 Student participants in Fearless Classroom exit surveys S20 – F22)
- **1 Fearless College**
  - The College of Education and Integrative Studies

# Fearless Facts in the Classroom

**94.70%**  
Trust

94.70% of students trusted the instructor to provide the knowledge, skills, and abilities to succeed in their course.

**93.92%**  
Respect

93.92% of students agreed they felt respected in their class

**91.60%**  
Empathy

91.60% of students agreed the instructor displayed empathy being patient with their ability to learn the course material.

**90.14%**  
Compassion

90.14% of students agreed the instructor helped them learn from their mistakes.

**94.43%**  
Equity

94.43% of students agreed they were treated equally in their class

**90.16%**  
Inclusion

90.16% of students agreed they felt included in their class

**87.70%**  
Engagement

87.7% of students agreed they felt comfortable participating in the course discussions

**91.87%**  
Vulnerable

91.87% of students agreed they felt comfortable asking the instructor for help



# Fearless Facts: GI 2025

<b>Question:</b>	<b>S20</b>	<b>F20</b>	<b>S21</b>	<b>F21</b>	<b>Change</b>
<b>Student commitment to their education</b>	3.71	4.01	4.23	4.26	.55
<b>Student confidence in their path to graduation</b>	3.71	4.04	4.23	4.24	.53

n= 2,585

1= lowest, 5= highest



# Fearless Voices – Students & Faculty







# Fearless Campus™

The mission of the Fearless Campus project is to create an intentional supportive, inclusive, equitable, and psychologically safe campus environment with a common purpose of enabling performance, commitment, and retention for all members of the campus community (leadership, faculty, staff, and students). This initiative is directly aligned to Cal Poly Pomona's strategic plan, vision, and values.

**Want to learn more?  
Visit our website.**

# Fearless Involvement



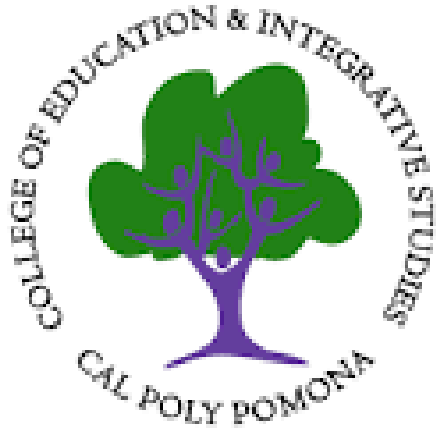
EODA/HR Operations



CAFE



ASICPP



CalPolyPomona  
College of Science

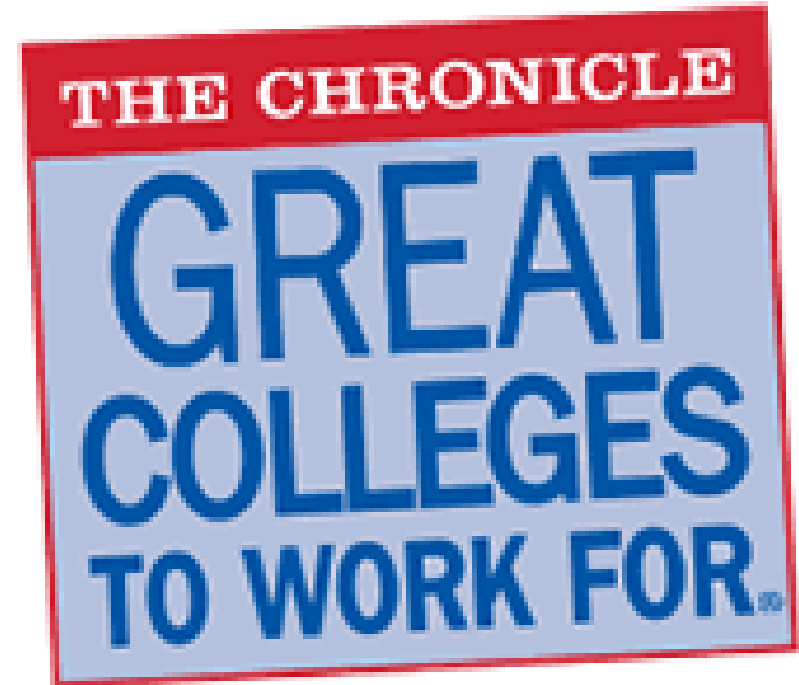


# Fearless Fundamentals

Jesús F. Ávalos

# Great Colleges to Work For

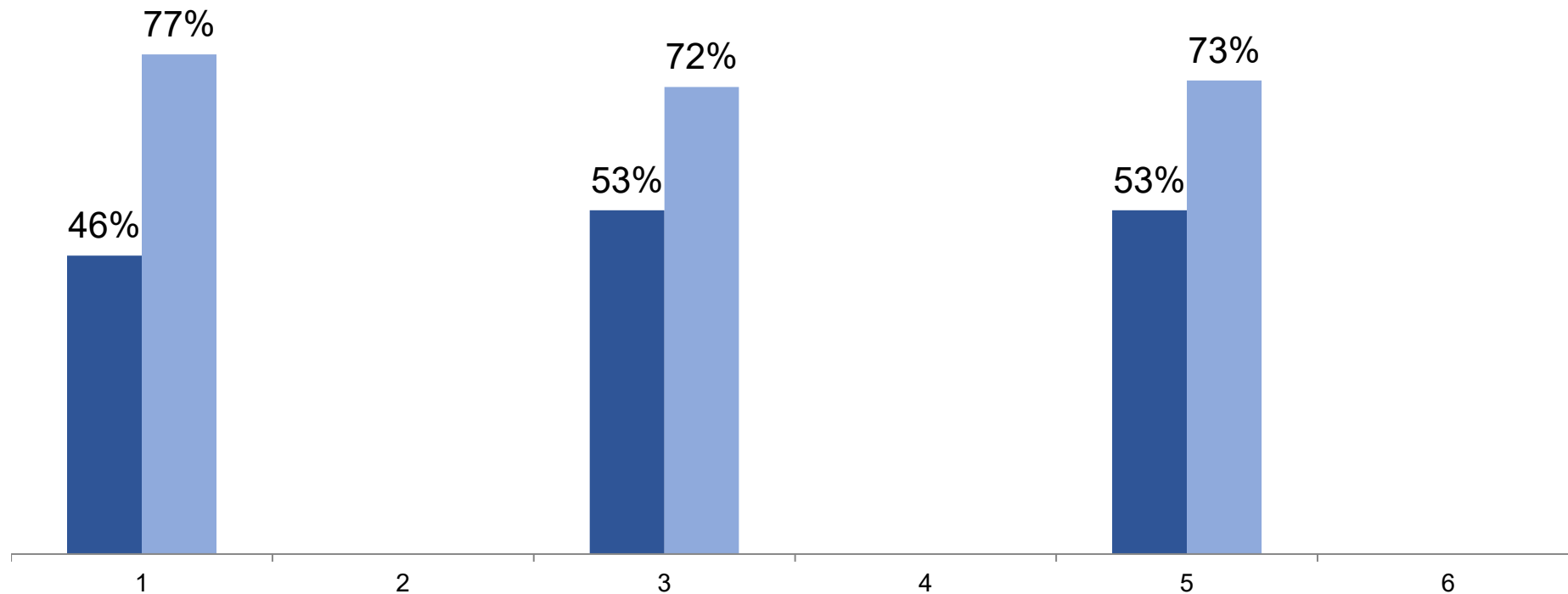
- **March 2021**
- **Key areas of opportunity**
  - Confidence in Leadership
    - Genuine interest in well being of staff
    - Open communication
  - Communication
    - Respectful discussion of issues
    - Changes affecting staff discussed prior to implementation
  - Collaboration
    - Sense of being on the same team
    - Participation in institutional planning





# Great Colleges to Work For

■ Series1 ■ Series2



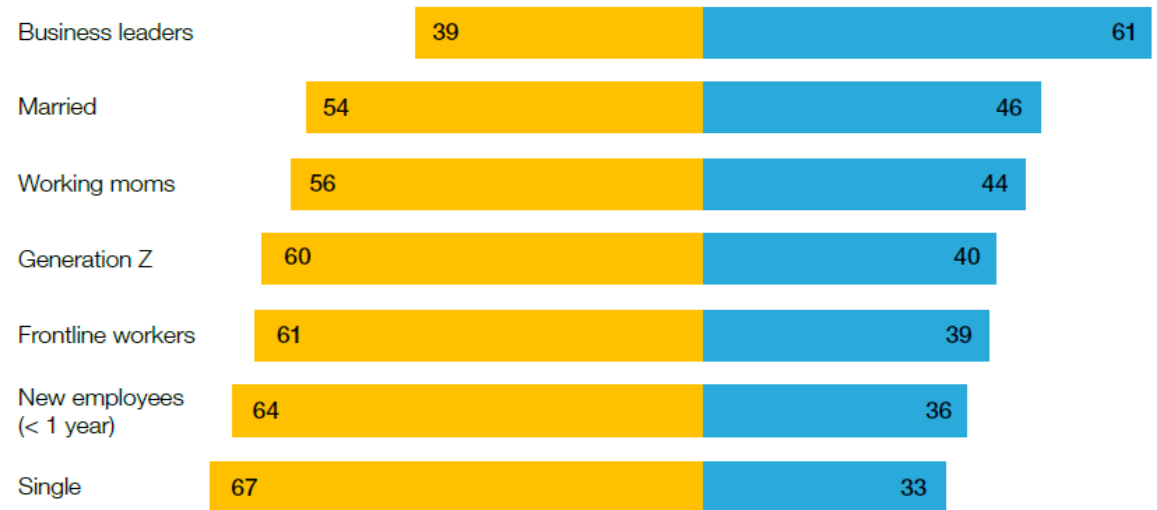
# Fearless Fundamentals

- **MPP/Non-MPP Difference in GCTWF results**
  - 11% difference in positive responses between MPP and non-MPP's across all categories

## Business Leaders Say They Are Thriving. No One Else Is.

% of study respondents

■ Surviving or struggling ■ Thriving



Source: Microsoft Work Trend Index study, 2021

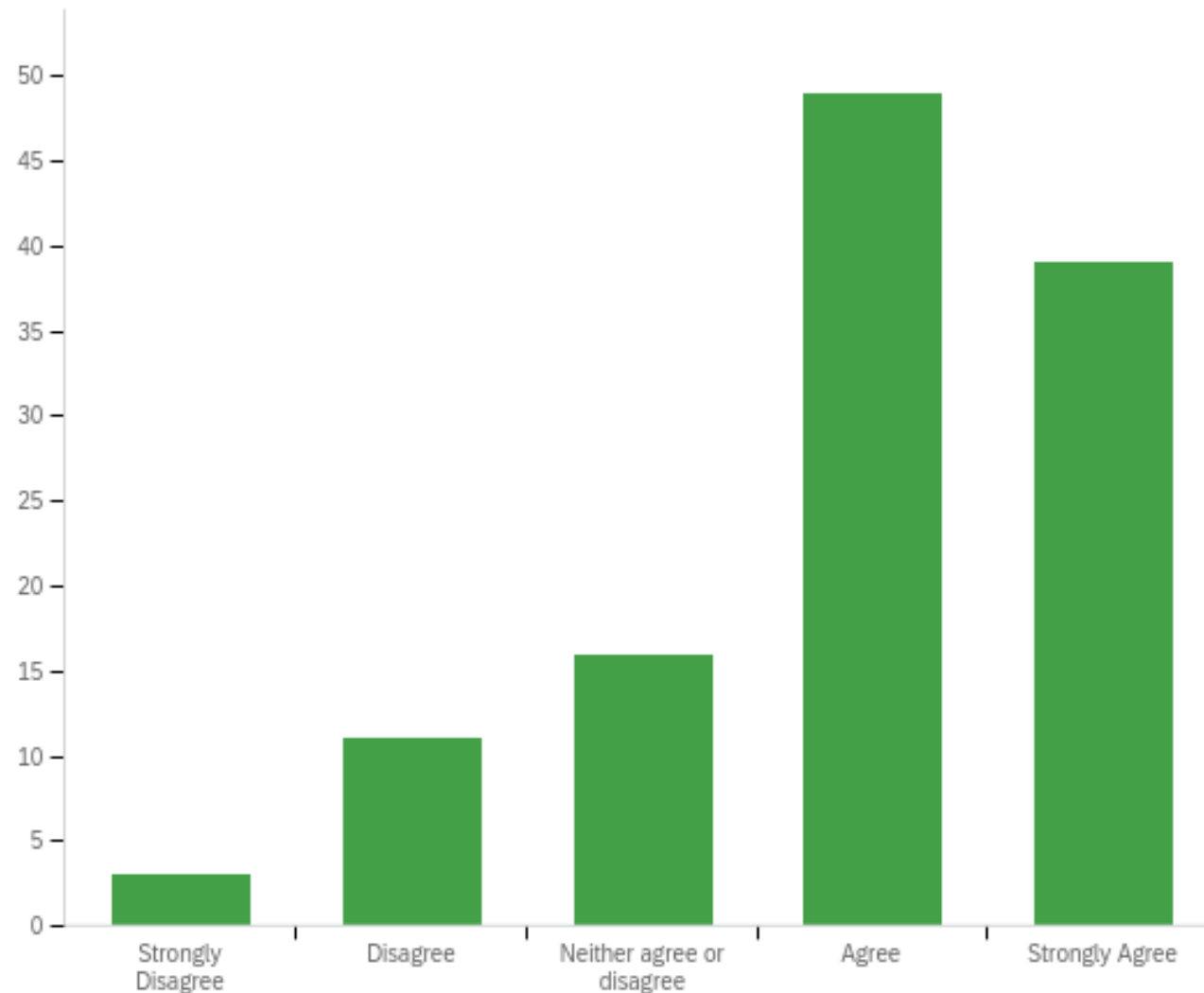
# Fearless Fundamentals

- **MPP Retreat Pre-Survey**
  - Nine questions
  - Focused on themes related to psychological safety
  - 150 responses
  - Generally positive

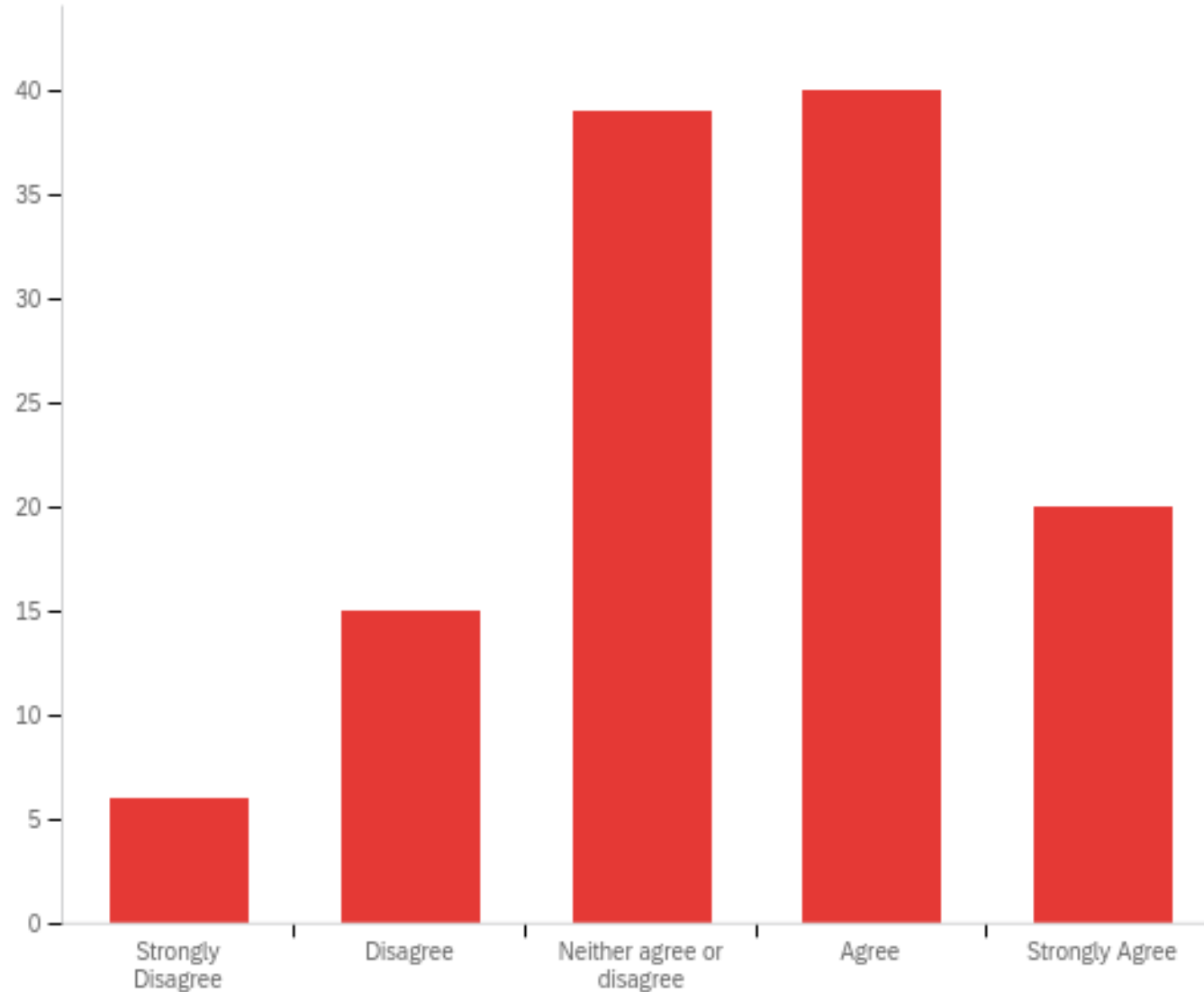




# Q9: Working with members of this team, my unique skills and talents are valued and utilized.



# Q6: It is safe to take a risk on my team?



# Fearless Fundamentals

- **Our challenge**
  - How do we better connect with our employees and create a space where they can safely connect with each other and with us?





# Notecard Activity

- **Have a discussion with your tablemates to answer one or both of the following questions:**
  - What *specific* action can I take as a leader to increase collaboration and/or communication on my team?
  - What *specific* action can I take as a leader to increase psychological safety on my team?
- **Each participant should identify at least one action they would like to implement and write their idea(s) on the note cards provided on your table, with one idea per card.**
- **One participant should collect at least one idea from each person at the table and write the answers on the poster sheet and place it on the wall of the room.**

# Fearless Fundamentals

- **Great Colleges to Work For Next Steps**
  - Communication of results
  - Ambassador program



# The Fearless Model

Drawing from the experiences of our personal best

Michelle Elrod





Consistently demonstrate behaviors that are in alignment with the Characteristics of a PS Environment.



- What is the number one driver of Psychological Safety?
- How do we create a positive team climate?
- How do we create a culture where team members want to behave in this way?

*(McKinsey & Company 2021)*

### Positive Team Climate

1. Value others' contributions
2. Care about one another's well-being
3. Give team members the opportunity to provide input into how the team carries out their work.

# The Fearless Model





## Pre-work Discussion Activity

- Spend 5 minutes reviewing and discussing your responses from the Best Leadership Experience prework.
- Which of the 5 characteristics of psychological safety showed up in your example. How did it show up?



# 5 Characteristics of Psychological Safety

5 Characteristics of Psychological Safety	Making the Case for Psychological Safety	Definition	Example
Humility	When humble leaders appreciate followers' strengths and contributions, they also create a psychologically safe environment because voices are valued and supported, and followers feel able to show and employ oneself without fear of negative consequences. (Nembhard and Edmondson, 2006)	Freedom from pride or arrogance: the quality or state of being humble (Merriam-Webster, 2022)	Accepting constructive feedback from a peer or staff member with appreciation and respect, even if you disagree is an example of humility.
Compassion	Compassionate environments reduce stress created during fight, flight, or freeze mode. Compassionate leaders who are able to create these environments will discover more potential and performance from their teams. (Center for Compassionate Leadership, 2022)	Sympathetic Consciousness of others' distress together with a desire to alleviate it (Merriam-Webster, 2022)	Taking the time, out of your busy day, to meet with an employee that is struggling with a challenging work issue, devoting your energy to actively listening, and offering to assist is an example of compassion.
Empathy	Demonstrating empathy in the workplace — a key part of emotional intelligence and leadership effectiveness — also improves human interactions and can lead to more effective communication and positive outcomes, in both work and home settings. (Leading Effectively, 2022)	The action of understanding, being aware of, being sensitive to, and vicariously experiencing the feelings, thoughts, and experience of another of either the past or present without having the feelings, thoughts, and experience fully communicated in an objectively explicit manner (Merriam-Webster, 2022)	Noticing when an employee seems to be troubled, asking them how they're doing, and acknowledging how they're feeling without feeling the need to minimize or fix their issue (unless they ask for help) is an example of empathy.
Respect	People feel able to speak up when needed — with relevant ideas, questions, or concerns — without being shut down in a gratuitous way. Psychological safety is present when colleagues trust and respect each other and feel able, even obligated, to be candid. (D. Green, 2022)	A feeling of deep admiration for someone or something elicited by their abilities, qualities, or achievements; with due regard for the feelings, wishes, rights, or traditions of others. (Oxford Languages)	Actively listening and acknowledging a team member's perspective - especially if it differs from your own - and asking questions to clarify their intention is an example of respect.
Trust	On teams where there is trust, people are more likely to be engaged, more energetic, happier, they have a better sense of wellbeing and performance is not only optimal, but sustainable. (C. Robertson, 2022)	To rely on the truthfulness or accuracy, commit or place in one's care or keeping, and to extend credit to. (Merriam-Webster, 2022)	Giving a team member an objective for a project and parameters for successful completion while allowing them freedom to determine how they will complete the assignment is an example of trust.

# The Fearless Model in Action

Andrea Handy





# Courage

- Embrace the fear of the unknown
- Speak up
- Practice stepping out of your comfort zone





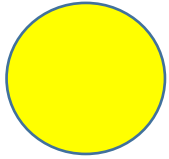




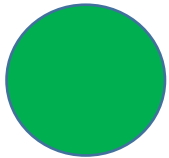
# Curiosity

- Share your intentions
- Welcome other perspectives
- Listen to understand
- Judge your own judgement

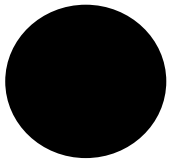
# Breakouts



Dining Hall: South Side – Andy



Dining Hall: North Side – Michelle



Valley Vista: Across from the Dining Hall – Kim



Mountain Vista: Downstairs – Jesus

# Recap

- Breakout Room Debrief
- Questions to Ask
- Thoughts



# Call to Action

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- **Ours**

- Follow-up email
- Ambassador communication
- GCTWF results
- Ongoing support

- **Yours**

- What will you commit to implementing?

