

# Deans & Chairs Retreat

Leadership in Creating a Welcoming Climate

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Kristina de la Vega, AVP Human Resources

# Personal Reflection

**Describe first week at work.**

- Highlight something that made you feel welcome or unwelcome and why.



# Why is a Welcoming Environment Important?

- Employees take pride in work resulting in productivity and retention.
- Helps diminish negative consequences.
- Reduces costs.
- Fosters growth for individual and university.

# Leadership Matters

- 79% of employees who quit their jobs do so because they feel underappreciated (OC Tanner white paper)
- More than 50% of employees say they leave their boss and not their company (Gallup poll)
- Less than 50% of CSUN employees felt there was a sense of fairness in work environment (Great Colleges to work for 2013)
- Leadership Principles – Inclusive, Communicative and Talent Builder

# Welcoming Environment Defined

- A **welcoming environment** feels safe. It is a space where people can find themselves represented and reflected, and where they understand that all people are treated with respect and dignity.



## Scenario

A new employee comes to you in tears, explaining that a long-time employee in your department was rude and yelled at her. When speaking with the new employee, you explain that this long-time employee has “always been like that” and not to worry about it.

Was this the best approach?

# What Employees Want

<b>Connection of performance to organization</b>	<b>Employees understand their role in supporting the organization and can explain their contribution to strategic goals and performance.</b>
<b>Relationship with supervisor</b>	<b>Supervisors are seen as trustworthy, reliable and supportive of their employees.</b>
<b>Nature of job</b>	<b>Employees find satisfaction and intellectual stimulation in their work.</b>
<b>Career growth</b>	<b>Growth and development opportunities are available.</b>
<b>Pride about the organization</b>	<b>Employees are pleased and honored to be part of the organization.</b>
<b>Relationship with co-workers</b>	<b>Employees enjoy friendly, collaborative relationships with colleagues.</b>

# Actionable Steps

## Prior to Start Date:

- Send a welcome message
- Ensure work space is set-up
- Plan first day activities





# Actionable Steps Continued

## Build Trust:

- Respect
- Actions speak louder than words
- Communicate clear expectations
- Allow failure
- Show flexibility
- Open door



# Actionable Steps Continued

## Lead by Example:

- Model expected behavior
- Do not ignore behavioral issues
- Change up your environment
- Rotate who runs your meetings
- Leave assumptions at the door



# Actionable Steps Continued

## Listen to Employees:

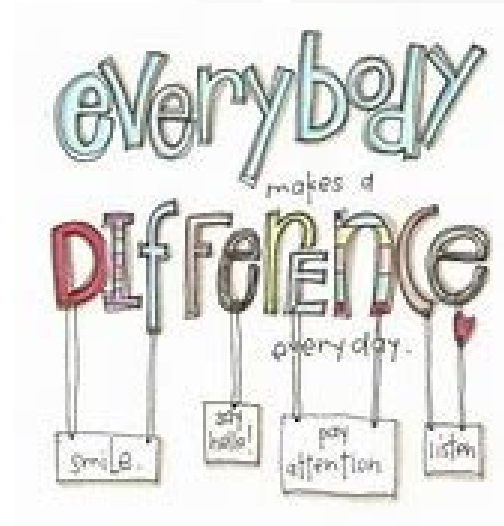
- Active listening
- Follow-up



# Actionable Steps Continued

## Encourage Differences:

- Show value for all opinions
- Bounce ideas off someone unexpected
- Do not be conflict adverse
- Do not “treat everyone the same”



# Actionable Steps Continued

## Say thank you:

- Opportunity to provide recognition
- Many ways
- Should be specific to person



# Resources

## Employee Recognition

- <https://www.csun.edu/enrichment/informal-recognition>

## Healthy Matadors

- <https://www.csun.edu/node/221866>

## Professional Development

- <https://www.csun.edu/development/training>

## Employee Assistance Program

- <https://www.csun.edu/benefits/lifematters-eap>

## HR to You

- <https://www.csun.edu/development/hr-just-in-time-training>

