

Achieving Meta-Performance: **STRATEGIES FOR FACULTY AND STAFF SUCCESS**

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Presented For
4CPD Conference





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PERFORMANCE LADDER



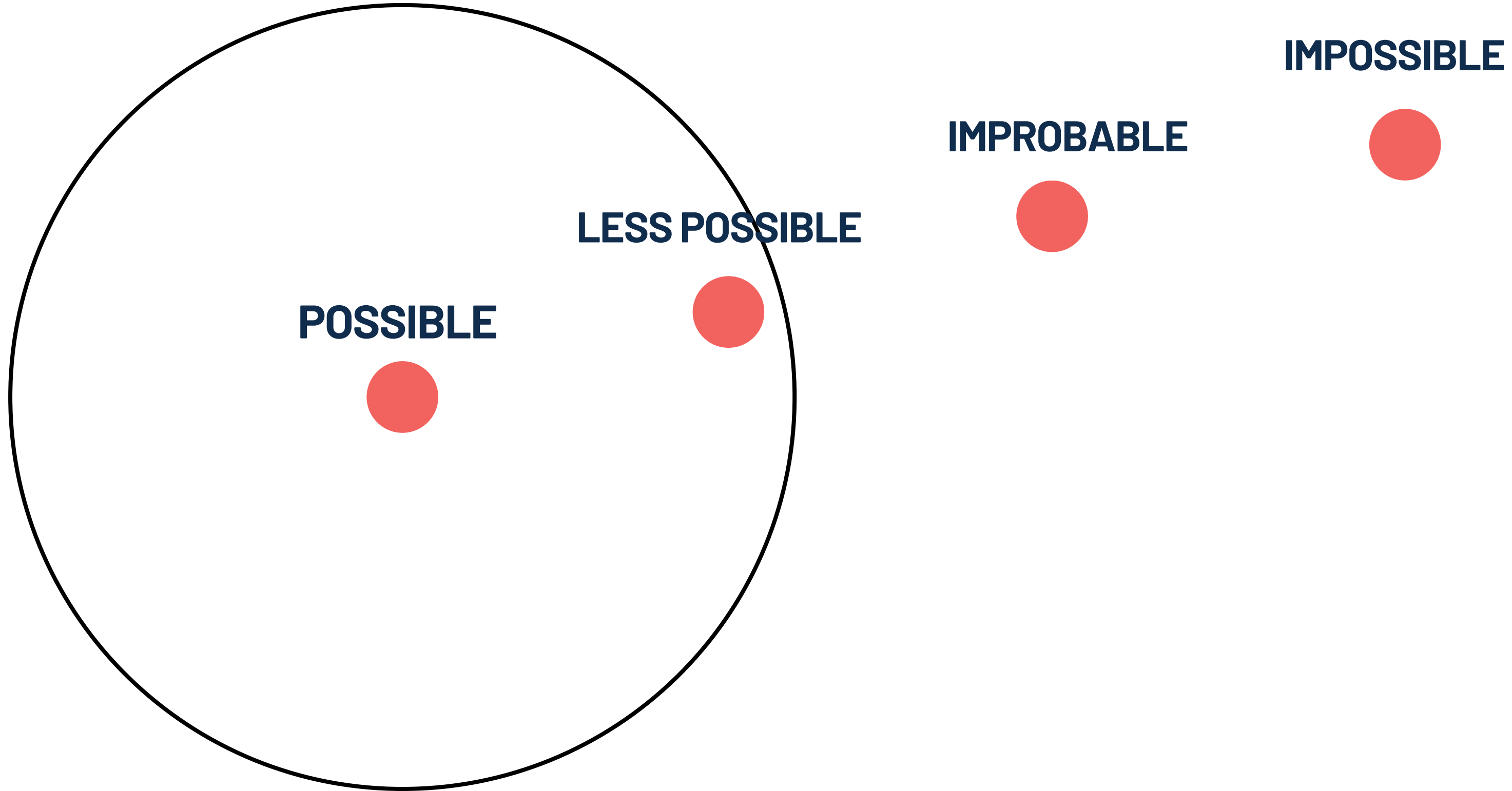
META PERFORMANCE

HIGH PERFORMANCE

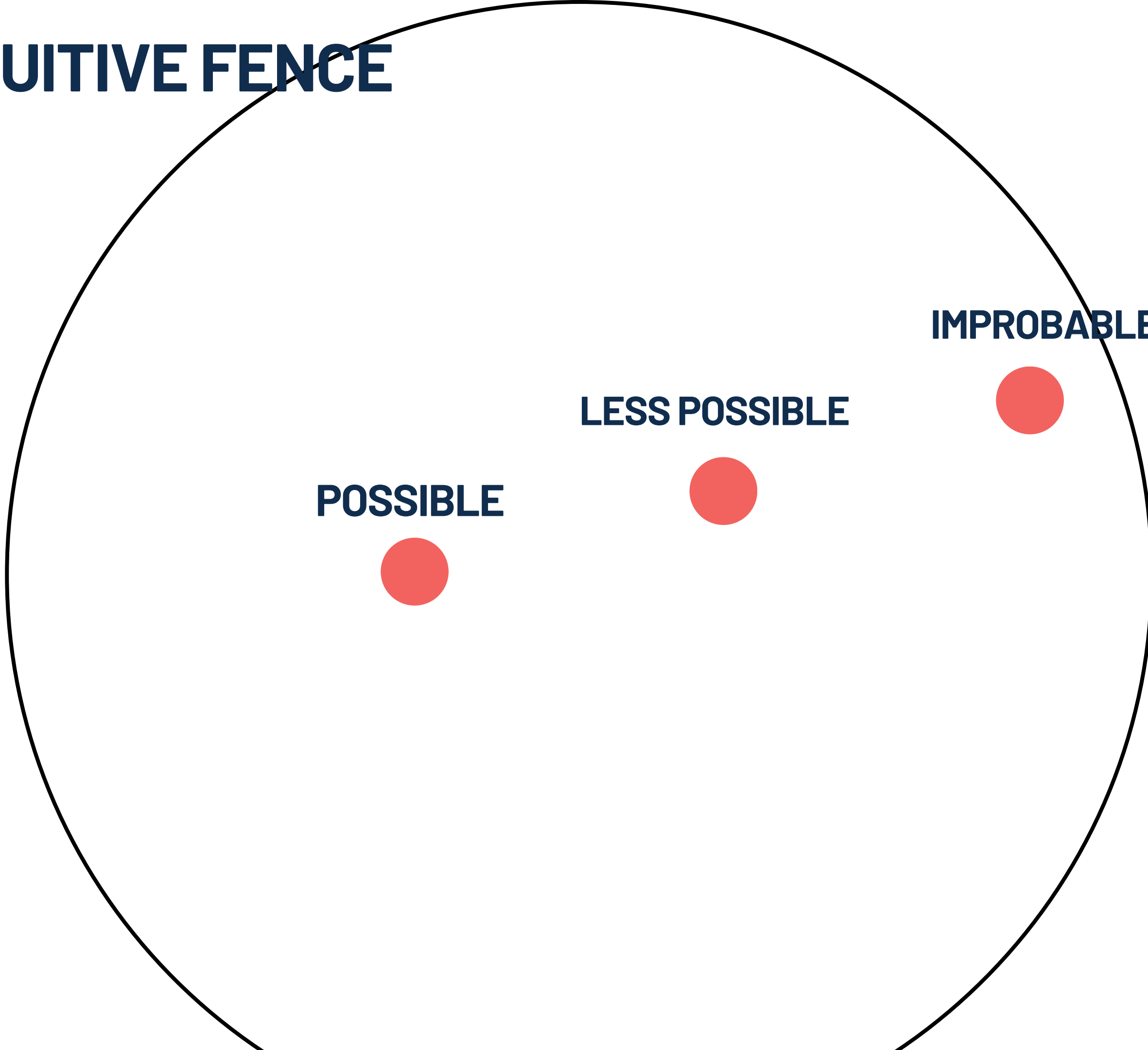
PERFORMANCE

LOW PERFORMANCE

INTUITIVE FENCE



INTUITIVE FENCE



IMPOSSIBLE

IMPROBABLE

LESS POSSIBLE

POSSIBLE

Goal Setting

Setting goals are linked with higher motivation, self-esteem, self-confidence, and autonomy (Locke & Latham, 2006), and research has established a strong connection between goal-setting and success (Matthews, 2015).



Employee Engagement

Role of Leaders

Employees are engaged when their managers help them to meet their basic needs.



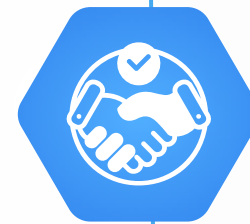
Employee Basic Needs



Being emotionally connected to others.



Perceiving that they are part of something significant with coworkers whom they trust.



Being cognitively engaged with their work.



Having opportunities to feel an impact and fulfillment in their work.



Have chances to develop and improve.

Inclusive Climate



Inclusive Climate

- 1 Does an individual feel as though they are treated like an insider within the organization? (In other words, does the person experience a high or low sense of belongingness?)
- 2 Does an individual feel that their uniqueness is valued within the organization?



Culture vs Climate

Culture of Inclusion



- Institutionalized policies
- Established diversity training programs
- Diverse workforce
- Traditions that celebrate and recognize all cultural, ethnic, and social groups within the organization.

Climate of Inclusion



- Employees feel comfortable to express their opinions.
- Regular feedback mechanisms are in place.
- Visible signs of inclusion
- Social interactions and collaboration where differences are respected and valued.

Inclusion Mapping

When was a time you felt included or excluded in a professional setting? What were the conditions that contributed to these feelings?



Primary Obstacles



Lack of Trust

Creates an environment of suspicion and skepticism, which hinders open communication and collaboration, both of which are essential for an inclusive culture



Judging vs Learning

Penalizes mistakes instead of treating them as opportunities for growth, creating a fear-based environment that stifles diversity of thought and inclusion.



MAPS (Myths, Assumptions, Prejudices, and Stereotypes):

Shape behaviors and decision-making in ways that perpetuate exclusion



Ingroup / Outgroup Distinction

Fosters a divisive workplace dynamic where favored groups receive better opportunities and treatment

Inclusive Outcomes



Individual Outcomes:

- Psychological safety
- Interpersonal and cultural competence
- Engagement
- Satisfaction
- Commitment
- Well-being
- Professional success



Group Outcomes:

- Differences are minimized
- Ingroup-outgroup conflicts are minimized
- Stronger group identification
- Cohesion
- Learning and innovation
- Higher performance



Organizational Outcomes:

- Retention
- Increased market share
- Positive reputation
- Demographic representation across levels

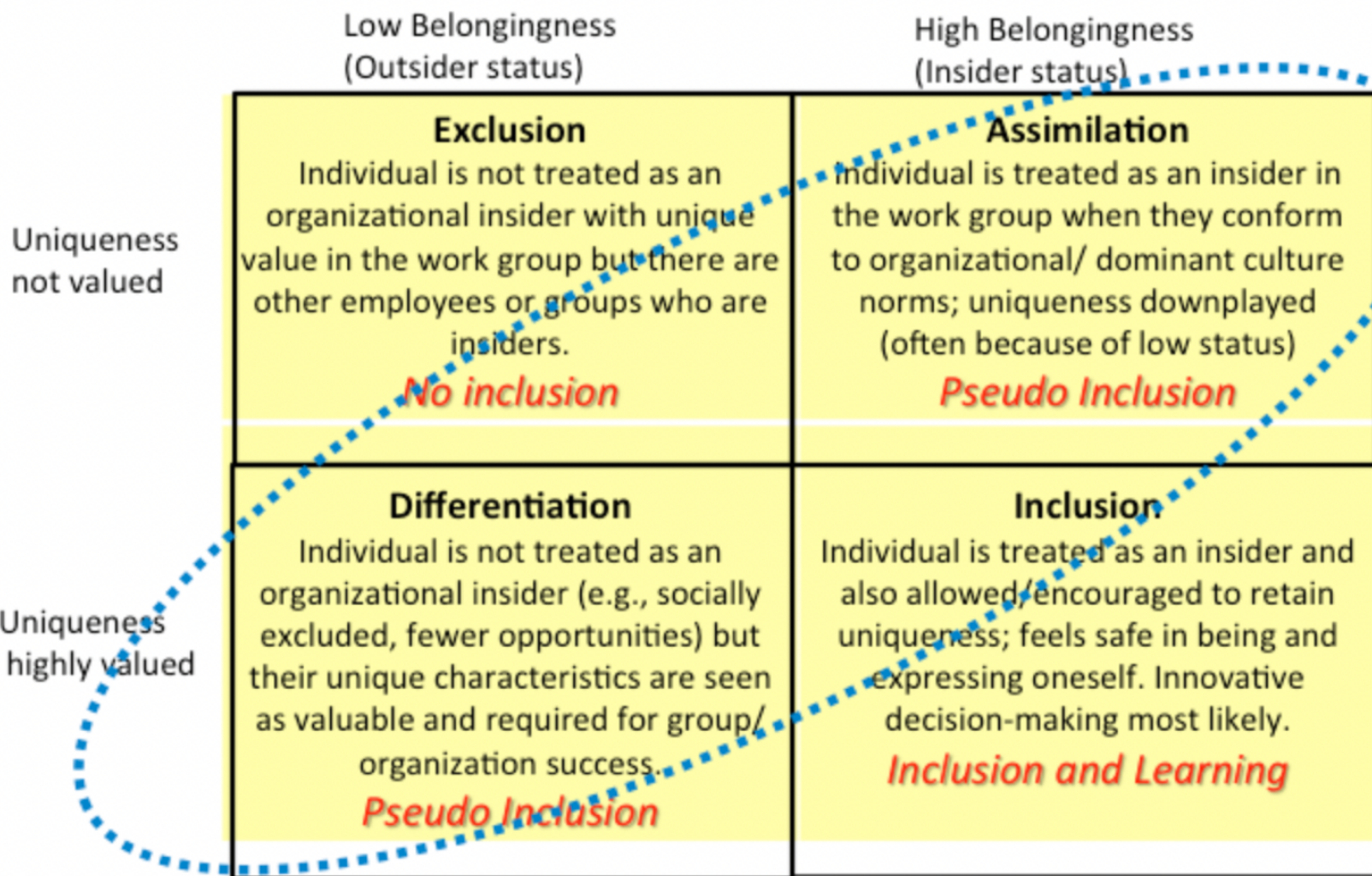


Inclusion Defined

The most ideal state, inclusion, is when people feel like they are an insider; they experience belongingness within the organization, they are able to be themselves, and their uniqueness is highly valued.

Does one feel s/he is treated as an insider (despite differences)?

Is one's uniqueness acknowledged and valued?



10 COMMANDMENTS OF INCLUSION



01

Thou Shalt Prioritize Diverse Voices in Meetings.

02

Thou Shalt Practice Active Listening.

03

Thou Shalt Transparently Share Decision-Making Processes.

04

Thou Shalt Regularly Audit for Bias.

05

Thou Shalt Implement Inclusive Learning and Development Programs.

06

Thou Shalt Establish Clear Paths for Progression for Everyone.

07

Thou Shalt Recognize Contributions Equitably.

08

Thou Shalt Lead with Questions, Not Assumptions.

09

Thou Shalt Not Interrupt Someone in a Meeting.

10

Thou Shalt Make Role Model What Inclusion Looks Like.



PERFORMANCE LADDER



META PERFORMANCE

HIGH PERFORMANCE

PERFORMANCE

LOW PERFORMANCE

Take & Teach

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TREASURE?**





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