



Inspired Collaboration:

Building Equitable Leadership within the Mountain Plains Behavioral Health Workforce

This training focuses on building collaboration and cultivating a culture of inclusivity where everyone feels valued and heard. By learning how to invest in meaningful relationships, participants will work to create a positive and sustainable impact on their workplace environment. The hope is that they will learn ways to identify common goals and interests and empower all members to be a part of the change-making process.

Participants will:

- Identify opportunities for collaboration and person-centered engagement.
- Develop openness towards different perspectives to create a culture of shared decision making.
- Enhance communication to reduce misunderstanding and achieve identified goals.

Big Question to Answer

How do we lead in a way that promotes equity

AND

is inclusive of ALL of the diversity within Mountain Plains?

Quotes to Ponder

"Great things are done by a series of small things done together."-Vincent Van Gogh

"One can choose to go backwards towards safety or forward towards growth. Growth must be chosen again and again; fear must be overcome again and again."- Abraham Maslow

Equity in Leadership

What is culture?

Culture is a broad, multi-dimensional construct, influenced by the context of social norms and experiences. Culture refers to integrated patterns of human behavior that include the language, spirituality, thoughts, communications, actions, customs, beliefs, values, and institutions of racial, ethnic, religious, or social groups. Cultural competence is a set of congruent behaviors, attitudes, and policies that come together in a system, agency, or among professionals, enabling them to work effectively in cross-cultural situations.

Cross, T., Bazron, B., Dennis, K., & Isaacs, M., (1989). *Towards A Culturally Competent System of Care, Volume I*. Washington, DC: Georgetown University Child Development Center, CASSP Technical Assistance Center.



Equity

As Healthy People has evolved over the decades to reflect the most current science and address the latest public health priorities, it has strengthened its focus on health equity. This focus is reflected in one of the [overarching goals of Healthy People 2030](#): “Eliminate health disparities, achieve health equity, and attain health literacy to improve the health and well-being of all.”

Health inequities are differences in health status or in the distribution of health resources among different population groups, arising from the social conditions in which people are born, grow, live, work, and age.

- Office of Disease Prevention and Health Promotion

Social Determinants of Health

“The social determinants of health (SDH) are the non-medical factors that influence health outcomes. They are the conditions in which people are born, grow, work, live, and age, and the wider set of forces and systems shaping the conditions of daily life. These forces and systems include economic policies and systems, development agendas, social norms, social policies and political systems.”

- World Health Organization

Questions for Reflection: What is equity? Why is equity important as a leader? How does your cultural experience shape how you lead? What is Behavioral Health’s role in addressing health equity?

Reference: <https://health.gov/healthypeople/priority-areas/health-equity-healthy-people-2030>

5 Areas of Healthy Workplace Culture

- **Psychologically Safe**
- **Values Collaboration over Conflict**
 - Promotes Awareness
 - Wellness Affirming
 - Compassion Focused

Question for Reflection: How are we creating healthy workplace cultures now? Where can we improve? How can your personal biases impact your decision making in leadership?

Psychological Safety

Team psychological safety is a shared belief held by members of a team that it’s OK to take risks, to express their ideas and concerns, to speak up with questions, and to admit mistakes — all without fear of negative consequences. As Edmondson puts it, “it’s felt permission for candor.”



Lewis Family Consulting

- Jennifer O'Donohoe and Kristi Kleinschmit

Psychological Safety Quiz

Adapted from Dr. Amy Edmondson

Think about the below statements and assess the degree to which you feel psychologically safe:

1- "Not at all" 2- "Not so much" 3 "Somewhat" 4 "A lot of the time" 5 "Most of the time"

1. If you make a mistake on this team, it is not held against you.
2. Members of this team are able to bring up problems and tough issues.
3. People on this team sometimes accept others for being different.
4. It is safe to take a risk on this team.
5. It isn't difficult to ask other members of this team for help.
6. No one on this team would deliberately act in a way that undermines my efforts.
7. Working with members of this team, my unique skills and talents are valued and utilized.

Reference: <https://amycedmondson.com/recommended-resources/>

Person Centered Communication

Person Centered Approaches (Carl Rogers): 1) They are the expert of their experience 2) The facts are friendly

Authenticity: Remember, there are often different power dynamics and cultural expectations are always playing out... that we may be unaware of.

"You as a leader, are leading a WHOLE person, not just an employee or staff. You as a leader ARE a WHOLE person not just manager, director, etc."

-Lamarr E. Lewis

Collaboration over Conflict

"Collaboration is everyone working together on the best thing for the whole thing... If you're invested in the collaboration, you want the best idea win, NOT YOUR IDEA TO WIN."

-Rick Rubin, "The Creative Act: A Way of Being"



Lewis Family Consulting

Questions for Reflection: *Why is safety important for collaboration?* What is one way you've built trust in the past? What is one way you would like to try moving forward? What does it mean to work together?

The Skill of Empathy

5 Ways to Practice to Empathy

1. **Actively listen** to understand others' perspectives without judgment or interruption.
2. **Acknowledge and validate** diverse experiences and emotions without minimizing or dismissing them.
3. **Cultivate curiosity** about others' backgrounds, experiences, and challenges to foster deeper understanding.
4. Practice **perspective-taking** by putting yourself in others' shoes to empathize with their feelings and needs.
5. Take proactive steps to address systemic barriers and inequalities by **advocating** for inclusive policies and practices.

Questions for Reflection: What is empathy? How do I practice empathy? How do I think about empathy? As a soft or hard skill?

Resources

<https://health.gov/healthypeople/priority-areas/social-determinants-health>

<https://www.samhsa.gov/behavioral-health-equity>

<https://www.cdc.gov/about/sdoh/index.html>

The Center for Cultural Humility at UC Berkeley: <https://www.humilitycenter.org/>

The Importance of Connection: [Human Connection: Why It's Important | Psych Central](#)

The Role of Psychological Safety in Diversity and Inclusion:

<https://www.psychologytoday.com/us/blog/the-fearless-organization/202006/the-role-of-psychological-safety-in-diversity-and-inclusion>



Lewis Family Consulting

For More Information

Casey Morton

Project Manager – Mountain Plains MHTTC

University of North Dakota

<https://mhttcnetwork.org/centers/content/mountain-plains-mhttc>

Lamarr Lewis

Lewis Family Consulting

www.lewisfamilyconsulting.net