Division Updates:

- We need a candidate for Vice President, please submit your name to Suzanne Terry if you are interested.

Leaders Who Library Book Discussion: *Think Again: the Power of Knowing What You Don’t Know* by Adam Grant.

- We viewed this video featuring author Adam Grant to kick off the discussion.
- We discussed our instinct to want more concrete solutions – but thinking through the problem might have been the author’s point.
- The “Actions for Impact” section at the end of the book was particularly helpful.
- It can be challenging as a manager with black and white thinkers on staff – enforcing policy is usually a gray area. How do you get employees comfortable with gray? Is black and white thinking fixed or can it change?
  - Be clear and ask genuine questions.
  - Rethink assumptions about why and how someone reacts to you.
- We don’t have to let everything affect us. Letting go can be hard (plugging *Set Boundaries, Find Peace* by Nedra Glover Tawwab). Someone shows you who they are a majority of the time – if they’re short with you when they’re usually not, try not to take it personally. Pair empathy and listening. The phrase “Thank you for sharing” is helpful.
- Task conflict vs. Relationship conflict – make it about the task at hand and not the people.
- It can be hard to hear people who disagree with us – coworkers, family, people whose beliefs hinge upon misinformation. Letting customers feel listened to and holding space for them helps with disagreements (like mask wearing).
- Phrasing is important when reinforcing freedom of choice – emphasizing that the customer has the ability choose between wearing a mask and staying, or not wearing a mask and leaving. “Please explain your logic/train of thought” gives the person the opportunity to explain themselves and discuss decision-making.
- If you’re a leader, admitting that you’re wrong in front of a group shows it’s okay to be wrong and creates psychological safety. Invite people to give feedback.
- Learning culture vs. Performance culture – focus less on results because it doesn’t create psychological safety. Doing activities and trainings together so everyone is learning as a group. Room for flexibility.
- The best practice is to rethink with transparency with why they’re being rethought.

**Pronouns in the Workplace presentation by Dylan Miller**

- Dylan Miller gave a presentation on the importance of respectful pronoun usage in the workplace. Some valuable takeaways include:
• It’s a basic human tendency to seek clarity and closure by simplifying a complex continuum into two categories. But gender identity and expression is too complex to be sorted into just two categories.
• Pronouns are a group of words that one may substitute for a noun or noun phrase -- i.e, your, my, he, she, they, xe, etc.
• Confront ignorance head on. Tolerance does not equal allyship, it is the bare minimum. Staff may feel like a burden for needing support.
• Valuing employees is the goal, showing acceptance and support for staff.
• If we choose to express our opinions out loud, it’s our responsibility to make sure they are grounded in facts.
• Include pronouns on name badges and email signatures. Normalize sharing pronouns by introducing yourself using your pronouns, but don’t mandate it because not everyone is comfortable sharing what they are exploring.
• “Preferred” pronoun isn’t the best way to phrase it – leave “preferred” out.