

Senior Leadership Team Meeting
Staff Edition
November 11, 2020

1. Approve minutes from last meeting
 - a. Minutes approved.
2. Cross-functional teaming workshop (Guy)
 - a. Background
 - i. We have all experienced situations in which not having the right cross-functional team environment has been an impediment.
 - ii. Guy will proceed with this workshop in his unit.
 - b. Discussion
 - i. Seeing everything laid out from a research/theoretical perspective is interesting, but the implementation is a little unclear.
 1. There are concrete skills and habits (slides 7 & 8) that can be cultivated; this leads to behavioral and cultural change.
 - ii. Agree with the general direction (as a subscriber to Patrick Lencioni's approach). When we work well as a Senior Leadership Team, we serve as a model for LAI more broadly. Some of the steps we have taken during the pandemic have reflected these techniques.
 - iii. How will you proceed with this in your team?
 1. Will augment this information with exercises, etc. Will also accompany with communication. The goal is to move two teams toward becoming one cross-functional team.
 - iv. Is this sort of informational presentation and active learning a candidate for an LAI-wide town hall?
 1. Raised this item within the broader conversation of dismantling silos and encouraging more effective teaming within an environment of psychological safety.
 - v. I think we do this to some extent already—and it has been a significant amount of work (developing LAI identity, building agile teams, etc.). As far as doing this LAI-wide: I would like to see how this works with the Instructional Core as a pilot.
 - vi. Noting for expansion in future conversations—When we assign an employee to a cross-functional team, we need to be clear with both the employee and their manager on priorities.
3. Finalize LAI-wide goal FY21 (Tyler)
 - a. “Demonstrate increased data literacy and a commitment to facts through meaningful data collection, analysis, stewardship and visualization in support of the GW values of diversity, integrity, collaboration, respect, excellence, openness, and courage.”
 - b. Enhance understanding of DEI issues...?
4. Prep for 11/18 town hall

- a. Focus on the LAI-wide goal and goal-setting.
- b. Encourage folks to share their concerns and frustrations with remote work, tensions across campus, etc. in the interest of organizational health?
 - i. Chronicle article: “The Staff Are Not OK”
 - ii. It would be helpful to provide framing: Is telework weighing on you in certain ways? Are you dealing with tool fatigue?
 - iii. Are we hearing specific concerns from staff?
 1. With all of the recent events with GWUFA (and related misinformation), tense Faculty Senate meetings, and consolidation across campus, we need some time for people to voice their concerns.
 2. There are lots of questions about what we’ve done and what we have (in the context of patron inquiries, often in the #librarianhelp Slack channel); the concern raised was that we spend a lot of time on these sorts of discussions with each other.
 3. Need to balance keeping track of the work, watching for drift, etc. against avoiding micromanaging. People ultimately want to be trusted to do their job.
 4. There is anger from some employees against GW about what has gone on, and there is very little we can do. We also have staff dealing with home/family situations that produce additional strain.
 5. Concerned about general (de)motivation.
 - a. Hearing less anxiety from folks now compared to when some of the reorganization was still in process. However, staff often go to managers/SLT before they go to HR. Additionally, backward movement on reopening (i.e. MD going back to Phase I) might create anxiety.
 6. The longer we have an on-campus cohort and a permanent telework cohort, the more we might face tensions between two different teams.
 - a. Even those on-site deal with loneliness and a sense of separation. There is a balance to be struck between the strain and difficulty of our situation and the things we have to be grateful for; how can we as leaders send that positive message without discounting people’s feelings?
 - b. We are definitely the privileged right now—we have jobs, we have not taken salary cuts, we have a community that we serve (and that values our service).
 - c. This brings up the notion of survivor’s guilt.
 7. GW has a significant amount of long-term employees that—due to recent personnel actions—may be feeling less secure, less valued, less as a member of the GW community; and those

people are the glue whose institutional knowledge keep us together.

- iv. Do we proceed with this discussion next Wednesday?
 1. We need to create a space to be honest about our pain and our success.
 2. Remote work presents an opportunity to offer anonymity to our staff in having these conversations.
 - a. Google Docs can be set up for anonymous editing.
 3. Important to create a safe space for this conversation, but it needs to be prefaced with the message that we (Geneva) are not there to answer or remedy anything in the moment.
 4. Are we prepared to listen to concerns and redirect in a constructive manner where appropriate?
 - a. I want to acknowledge that people are hurting and angry.
 - b. Staff need to own how they feel and be active in the healing, but this should be a moment to gather information and demonstrate empathy as a leadership team.
- c. **Resolved: SLT to think on this and send input to Robin by Friday stand-up.**
- 5. WRLC Annual Meeting under discussion (Hannah)
 - a. There is a desire to have a (virtual) program; currently thinking that there should be a plenary as well as sessions over the course of a week. Timing likely to be toward end of spring semester.
 - b. Ideas: Recognizing the pandemic (and complications/opportunities), racial justice, health and wellbeing of individuals in our organizations, mental health
 - c. Suggestions
 - i. Roles and responsibilities in fighting disinformation.
- 6. Early Zoom access for staff/librarians (Robin)
 - a. Let me know ASAP if you have anyone who needs access before the beginning of winter break.
 - b. If all librarians could be put on the list, that would help them in dealing with faculty.
 - c. The Entire ICare group has it already. IIC members are asking for their schools and I am following up with support to expedite.
- 7. Staff appreciation (Geneva)
 - a. Staff would benefit from appreciation.
 - b. Please think about what kinds of things we can do as a collective (in low-budget times).
 - i. I would like to do hand-written notes again, but I am not sure about asking staff for their home addresses.
 1. We can pull addresses. However, there may have been shifts during the pandemic—might be worth getting the managers to ask their employees for current addresses.