New Chairs Orientation
Ilene Rosenstein

• Dr. Ilene Rosenstein, a licensed psychologist, has served in the field of mental health, well-being, organizational psychology and positive psychology for over 40 years. As the Associate Vice Provost for Campus Wellbeing and Education in the Office of Campus Wellbeing and Crisis Intervention at University of Southern California, she works with groups of faculty, staff, and students helping them to together heal, adapt to change, and thrive. The aim of her work is to help groups of individuals from all different backgrounds form deeper, more authentic, and meaningful connections with others, their environments, and their most essential selves. She provides assessments, presentations, and consultations to departments, schools, and institutions, helping these groups of individuals find new ways to work together more collaboratively, purposefully and productively.

• Prior to her current position, for 9 years, she was the Director of USC Student Counseling Services (now known as USC Counseling and Mental Health) and, for approximately 18 years, the Director of Counseling and Psychological Services at the University of Pennsylvania. Dr. Rosenstein also teaches in the USC Rossier School of Education.
Settle in.
AGENDA

01 Norms for us, norms for your departments

02 Success as a Chair: What it looks like

03 Connection: The most important ingredient

04 Self-Care and Thriving: You, your students and colleagues, and your department

05 Resources to help support your work as a Chair
What we learn goes, what we said stays.

Speak your truth.

Speak one at a time.

Listen to understand, not to respond.

Holding each other accountable: The Code Word.
Success as a Chair

Activity

- Your name and your department
- Who has been the best chair or professional support to you in your career or your best professional experience.
Culture and Success

Drive
Tenacity
Courage
Sacrifice
Resilience
Grit

Listening
Appreciating
Kindness
Supporting
Compassion
Understanding

How is success defined in your field?
Success as a Chair

Activity

- Your name and your department

- What would success look like:
  - For you
  - For your department
  - Are they the same?
Impostor Syndrome

- Self-doubt
- Comparison to others
- Comparison to unrealistic expectations
How to define success as a Chair?

- Know what you value as a person
- Courage in growth and engagement
- Leveraging your strengths
- Opportunity/Power/Mentoring
- Allies
Connection is a key predictor of success, thriving and wellbeing.

Connection to:
Self, Each Other, and Organizations
TRUST: A MAIN INGREDIENT

The psychological view of trust is a feeling of confidence and security.
Trusting Yourself

01. Living consistently by your values

02. Looking after your needs and safety

03. Showing love and compassion to self

04. Feeling self-confident and competent
The power of interpersonal trust
Think of someone with whom you have a high trust relationship with
• The degree which a person can depend on others to do what they say they will.
• The belief that someone has your back and wants you to succeed.
• Gives you reality
ORGANIZATIONAL TRUST

We consistently do what we say we will, with everyone’s wellbeing in mind.
How Individuals, Groups and Organizations Learn to Trust

01 Clear Values and Expectations

02 Demonstrating Respect, Curiosity, and Care for the “True You.”

03 Accountability and Transparency

04 Good Vulnerability Including righting wrongs and confronting reality

05 Delivering and committing to results
When there is low to no trust and threats to connection.
Threats to connection

- Differences, competition, mistrust
- Fear and the unknown
- Implicit biases and socialization
- Culture and climate

Connection
The power of silence versus violence

When communication fails and threatens connection
The ability to talk openly about high-stakes, emotional, and controversial topics creates strong relationships, careers, departments, and communities

Patterson, Grenny, McMillian, and Switzler (2012)
Healthy conversations begin when you know what you want out of them.

- How to determine what you want out of the relationship and the conversation
- How to determine what the other person wants?
  - Is that what they want or what you want?
- Emotions in the conversation: reacting v. responding
Healthy Dialogue

01 You felt heard and the other person felt heard.

02 Creating shared meaning and purpose

03 Better ideas and solutions: focus on problem solving

04 Working together, grieving together
Psychological Safety

Have the right amount: A growth climate of trust, respect and openness in which people raise concerns without fear of retaliation

- Has task conflict versus relationship conflict
- People believe that their work will have a positive outcome on others
Handling Difficult Interpersonal Situations

- What am I feeling? How we are being triggered?
- Checking psychological safety
- Boundaries and staying with the intent of the connection
WHAT IS WELLBEING?

01 POSITIVE EMOTIONS
02 ENGAGEMENT
03 RELATIONSHIPS
04 MEANING
05 ACCOMPLISHMENT
THRIVING:

Happiest Countries = Trust in government, leaders, fellow citizens, and processes that they will consistently feel valued, protected, safe, and satisfied.
THRIVING:

• Feeling good (positive emotions and engagement)
• Having good, caring relationships
• Having meaning and following your values
• Having accomplishments
• Facing challenges
Core Conditions of Healthy Work Environments

- Autonomy
- Sense of Belonging
- Competence & Feeling Good
- Meaning
- Psychological Safety & Fairness
Campus Resources

- **USC Campus Support and Intervention and Threat Management** (part of Campus Wellbeing and Crisis Intervention) at 213-821-0411 in TCC 421 or https://campussupport.usc.edu/ assists faculty, staff, and students in resolving complex personal, academic, and financial issues, providing useful information and referring to the proper campus resources.

- **Student Counseling and Mental Health Services** at 213-740-9355 in ESH 303 or https://studenthealth.usc.edu/counseling/ for free and confidential professional counseling for students.

- **Center for Work and Family Life** at 213-821-0800 or https://employees.usc.edu/work-family-life/ for free and confidential professional counseling for faculty and staff.

- **USC Occupational Faculty Practice** for Lifestyle Redesign at 323-442-2850 or chan.usc.edu/patient-care/faculty-practice/about which helps faculty, staff, and students develop healthy life habits.

- **Diversity, Equity and Inclusion** for outpatient treatment and recovery residence for students at 855-434-9973 or https://www.diversity.usc.edu provides professional support on campus to better meet the needs of a diverse and inclusive community.

- **Campus Ombuds** is a safe and confidential place to share your USC-related issues and explore options or paths to manage your concern at 323-442-0383 (HSC) and 213-821-9556 (UPC). https://ombuds.usc.edu/
trainings and workshops

CWE creates collaborative, purposeful, and respectful communities by improving group interpersonal interactions, communications, and norms.

WE PUT THE “WE” IN WELLBEING
How to learn more about

https://cwe.usc.edu/
Thank you!

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Summary and Reflections

Summarize in a few sentences your make take-aways and things you want to continue to focus on.