The Office of Human Resources' monthly leadership update provides you with learning opportunities, support for leading your team and other information that may be beneficial to you as a leader in the UM System.

August eLearning Release
As announced during the Quarterly Leadership Session, you’ll soon be gazing through the “Window of Organizational Politics.” Our next interactive eLearning will be available during the last week of August and announced via email at that time.

September Leader Workshops
September holds two opportunities to attend leadership workshops:

- Thursday, Sept. 21, from 1:00 - 4:00 p.m.
- Thursday, Sept. 28, from 9:00 a.m. – 12:00 p.m.

These workshops will convene in the MORENet building. You’ll receive a calendar invite (with directions) via email for both sessions. Each workshop is capped at 40 participants, so sign up quickly to secure your seat.

Bridges vs. Barriers
Leaders are in a perpetual mode of building, and while some create bridges, others construct barriers. In the workplace, bridges provide the foundation for positive change and movement toward shared goals, while barriers block progress.

Here’s a situation a team member offered as an example: In the past, she worked with a talented colleague who frequently used sarcasm. As a fairly sarcastic individual, the humor didn’t bother her. The two enjoyed a strong working relationship—until it came time to collaborate on a project. Under stress, sarcasm quickly and inadvertently began degrading their trust. It even stalled their project. However, by mindfully incorporating praise into their interactions, they rebuilt trust and began to move forward successfully.

To build bridges and tear down barriers, incorporate these steps into your work interactions.

<table>
<thead>
<tr>
<th>To build bridges:</th>
<th>To tear down barriers, avoid:</th>
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<tr>
<td>Seek to understand</td>
<td>Arguing your point</td>
</tr>
<tr>
<td>Be kind</td>
<td>Using sarcasm</td>
</tr>
<tr>
<td>Practice forgiveness</td>
<td>Being critical of people/ideas</td>
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<tr>
<td>Show grace</td>
<td>Judging</td>
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<tr>
<td>Praise others</td>
<td>Gossiping</td>
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<tr>
<td>Focus on inclusivity</td>
<td>Labeling others</td>
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<td>Constantly learn</td>
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Expand your leadership skills alongside other system leaders with the Dr. Elson S. Floyd Administrative Leadership Development Program (ALDP).

Applications and nominations for ALDP will open in October, so start considering if the program might be a good opportunity for yourself or an eligible colleague. An invitation for applications will be sent via email later in the fall.

BRAVING can help you build your team’s trust, but you have to understand what it means, first! In her 25-minute video, Brene Brown dissects the anatomy of trust and provides instruction on developing high-functioning teams through small, memorable moments.

Anatomy of Trust
Please note, trust material and content will be the same in both meetings, so only accept the invitation that fits your schedule.

Attached are the trust presentation and infographic from the Quarterly Leadership Session. Here’s your challenge: Mindfully practice one of the thirteen behaviors of trusted leaders you find challenging. On September 1, reflect on your efforts and note how your work relationships have evolved.

**Would You Rather?**

Would you rather trust your direct reports or be trusted by them? 

Share your thoughts!

“A team is not a group of people who work together. A team is a group of people who trust each other.”

-Simon Sinek