

Welcome!

Ethical Workplace Conflict Management & Communication Skills:

Presented to MN Fall 2021 Supervisors' Conference

Tuesday, Sept. 14, 2021




Communication
Professionalism
Active Listening
Boundaries
Understanding
Respect

Rebecca Schueller Training & Consulting, LLC
www.bemidjiconsulting.com
Trainings

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Rebecca Schueller Training & Consulting, LLC





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Training Provided:



Topics:

- Supervision & Performance Appraisal
- Improving the Quality of Remote Supervision
- Grant Writing Readiness: It Takes a Team!
- Grants Management
- The Executive Director's Toolkit
- The Fully Effective Nonprofit Board
- Preparing the Board for the Executive Director's Annual Evaluation
- Developing Exceptional Customer Service Skills
- Conflict Management & Communication Skills
- Managing Up: Strategies for Direct Care & Administrative Support Staff
- Custom Topics within my expertise (upon request)

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Consulting Services:



- Executive & supervisory coaching & mentoring
- Support for Organizational Culture Shifts
- Board support: Executive Director Transitions, Onboarding, & Executive Director Evaluation
- Strategic planning & Annual Planning
- Meeting facilitation for strategic discussions & difficult conversations
- Pitch me on other organizational needs

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Learning Objectives

-  To uphold ethical values to treat coworkers, direct reports, supervisors, and *clients* with dignity, respect, and professionalism
-  To maintain the code of ethics in observing strong working relationships during conflict and difficult conversations
-  To observe boundaries and improve communication skills during difficult conversations
-  To maintain focus & willingness to change OUR own behavior
-  To help motivate others to choose to change behavior

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Don't Take It Personally

“You can be the juiciest, ripest peach in the world, and there’s still going to be people who hate peaches.”

— Dita Von Teese



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What is Organizational Culture?

“A set of shared **values**, goals, **attitudes**, and **practices** that characterize ‘how we do things here.’ ... Your culture influences the way your employees feel about the work they do, where they see the company going, and what kind of effort they’re willing to put in to reach that destination.”

James Cohen Szulc

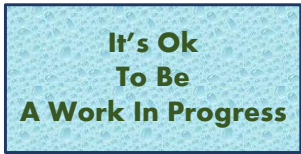
Source:

<https://ceocoachinginternational.com/szulc-culture>



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Ethics & Values That Build Conflict-Competence in our Organizations



- ❖ We welcome and hire for **diversity** in thought, life experience, and background
- ❖ We embrace a **relational approach** to accomplishing our work & resolving conflict
- ❖ We value collaboration and recognize that in collaboration, there is always some **“productive conflict”**
- ❖ We seek **new growth and learning** opportunities rather than “right” or “wrong” answers or ways to accomplish things
- ❖ We commit to **resolving conflicts productively** in ways that help our organization achieve its mission

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The Importance of Diverse Ideas

“When we’re moving fast, we often default to our gut instincts--and the gut is where bias resides. We all have biases, like the bias toward the information we’ve heard most recently. But one of our biggest biases is for sameness: People who look like us and behave in a familiar way appear more predictable and so make us feel safer. We tend to trust their ideas more. In a crisis moment, somebody who’s talking in a different way, at a different pace, using slightly different words, and offering a different theory feels more risky. But when a challenge is coming out of a diverse, interconnected world, having more people thinking alike is actually way more risky because the world is not homogeneous.”

Jonathan McBride

<https://www.inc.com/magazine/202104/bill-shapiro/controlled-crisis-pressure-focus-ideas-jonathan-mcbride.html>

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Building Conflict-Competence In Ourselves & Our Organizations



•We promote *Psychological Safety* by developing group rules of engagement about how all staff treat each other & what's acceptable to resolve conflict(s)

We hire HR with background in supervision, managing teams, & performance appraisal

We provide high quality training & support for supervisors to manage individuals *and* teams

We provide tools and management and supervisory support to resolve conflict & we do it **EARLY!** **Why?**

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How Supervisors Can Support Conflict Resolution

- Ask staff to schedule time to talk with coworkers and let you know when it's scheduled
- Don't let staff put you in the middle
- When possible, hold discussions jointly with all parties to the conflict
- If "offline" time is needed with individuals, don't allow them to use this time to vent

Guidance & Questions for staff:

1. So, your point is?
2. What do you want to happen as a result of this conversation?
3. Is there another way we can look at this situation?
4. What step(s) could you take that might encourage others to make some compromises?

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Don't Penalize Conflict

Instead, Correct Unacceptable Behavior

We need to know about **challenges and problems**...we don't just all want to "go with the flow"

We can tolerate some **productive discomfort**...we want to avoid prolonged, constant negativity, yelling, & personal attacks

Don't artificially impose "**consensus**" for every decision... not every individual has equal knowledge, skills, or expertise on every subject

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“The culture of any organization is shaped by the worst behaviour the leaders are willing to tolerate.”

Positive Organizational Culture Does Not Allow Toxic Venting

- We **DO NOT VENT** or **DUMP** about clients/customers OR co-workers and supervisors...we use **“CONSTRUCTIVE DEBRIEFING”**
- If staff feel the need to vent, the venting always goes **UP** (to a supervisor) – **NOT OUT** (to coworkers)

Remember, you are **ALWAYS** creating your organizational culture!

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Constructive Debriefing vs. Toxic Venting

Constructive Debriefing

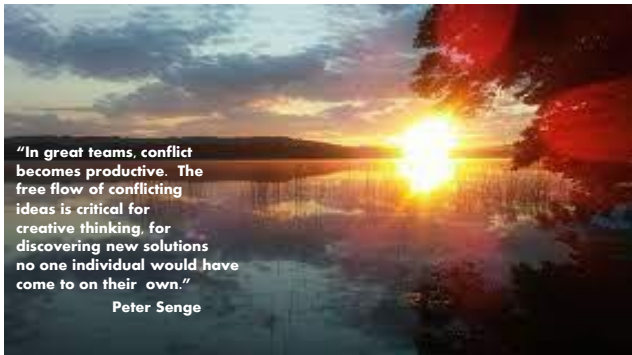
- ❖ Feels healthy
- ❖ Maintains focus on one topic
- ❖ It's time-limited
- ❖ Doesn't continually repeat issues
- ❖ No blaming
- ❖ No victimizing
- ❖ Show accountability for their part in the issue
- ❖ Open to solutions after expressing yourself

Toxic Venting or “Dumping”

- Feels toxic/negative
- Overwhelms you with many issues
- Keeps repeating the same thing
- Blames others
- In victim mode
- Goes on and on
- No accountability for their part in the issue
- Not open to solutions

Source: The Difference Between Venting and Dumping by Judith Orloff, MD, 9/8/17, <https://www.psychologytoday.com/us/blog/the-empaths-survival-guide/201709/the-difference-between-venting-and-dumping> Note: Becky uses the language “Constructive Debriefing vs. “Venting/Dumping.”

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Human Connection Activates Oxytocin



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The Golden Rule(s) about Listening

When people don't listen to you, it's often because they don't feel heard by you

"People don't care how much we know until they know how much we care"

When a person feels heard, they are more able to hear you and understand your perspective

Listening well requires a perspective shift – from persuasion and winning to *learning*

Instead of persuading or forcing another person to change, we are helping that person *choose* to do better

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Language to Help You Connect



"Tell me"

"Tell me what you need..."

"Tell me more about the problem...or Tell me what you think the problem is..."

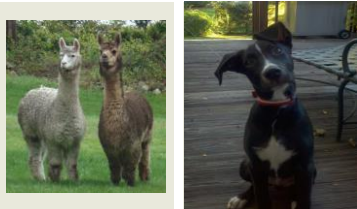
"Tell me about yesterday when I saw you and your client talking..."

- > It gives you the other person's understanding of a situation or problem
- > It's open-ended...it's not a "leading question"
- > It's broad so it gives you the most information

Alexandra Carter, negotiation trainer for the United Nations and director of the Mediation Clinic at Columbia University Law School, and author of *Ask for More: 10 Questions to Negotiate Anything* – quoted in <https://www.fastcompany.com/90619278/the-one-phrase-that-can-transform-your-effectiveness-at-work>

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Language to Help People Feel Heard



"Help me understand..."

"I'm listening..."

"Can you fill me in..."



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Tools, Strategies, Options to Help Resolve Conflicts Effectively



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AN ETHICAL DESTINATION:

How can we agree on a common solution that provides some benefit to both parties?

Avoid "Winners & Losers"

Problem-solve together:

- What would improve the situation moving forward?
- What is a fair and workable way to resolve the conflict?
- Are there ways to satisfy both of our needs?



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How You Say It Is More Important than What You Say

Don't Let Your Emotions Hijack Your Message



"People respond to how we make them feel."

Debra Roberts

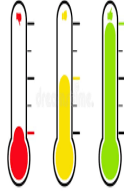
<https://www.inc.com/debra-roberts/how-you-speak-to-someone-is-more-important-than-what-you-say.html>

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Take Your Emotional Temperature...

Before Engaging in a Difficult Conversation...
Ask Yourself, Are Your Emotions:

- Manageable
- Starting to heat up, or
- Threatening to boil over



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The Power of a Positive No: Co-Worker Scenario

Yes

"Yes, I realize you're in a hard situation, and I'll do my best to help you. My goal is to be as flexible as possible when it doesn't interfere with my other deadlines and commitments."

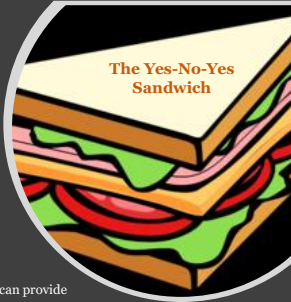
No

"(No) Due to my current schedule, I'm sorry to have to tell you that I can't help you this afternoon."

Yes

"And, Yes, I'd like to help you get your project done. I can provide some assistance tomorrow morning or Friday morning."

*Adapted from: William Ury, *The Power of a Positive No* (Note: available used on Amazon for \$4)



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"There is no hierarchy in a circle."

Solve Problems & Build Relationships without Using Power

- All staff have a voice in the issue
- Discuss what happened/ or what the issue is
- Was harm done?
- How can each party take accountability to improve the situation?

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Treat Arguments Like a Motivational Interview

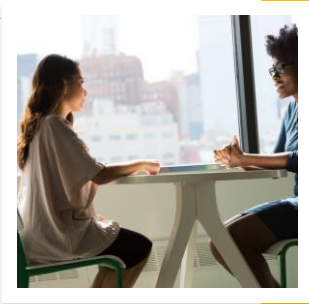
Preach ("I'm right!")

Prosecute ("You're wrong!")

...these approaches rarely open anyone's mind.

Interview: Your role is to ask questions that help people consider their own reasons for change.

Adam Grant, Ph.D., Organizational Psychologist, Wharton School/Univ. of Penn.



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Example:
Say you're a student at Hogwarts, and you want to help your uncle reject Voldemort. You might start like this:

Source: Adam Grant, Ph.D., Wharton School University of Pennsylvania

You: I'd love to better understand your feelings about He-Who-Must-Not-Be-Named.
Uncle: Well, he's the most powerful wizard alive. Also, his followers promised me a fancy title.
You: Interesting. Is there anything you dislike about him?
Uncle: Hmm. I'm not crazy about all the murdering.
You: Well, nobody's perfect. What's stopped you from abandoning him?
Uncle: I'm afraid he might direct the murdering toward me.
You: That's a reasonable fear — I've felt it too. Are there any principles that matter so deeply to you that you'd be willing to take that risk?

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7. Agree to monitor, evaluate, & follow-up
6. Document the agreement (see form in your resource packet)
5. Select an option(s)
4. Evaluate the options – Pros & Cons
3. Discuss (list) the possible solutions or options – generate multiple options
2. Understand everyone's interests – the needs individuals want satisfied by the solution developed
1. Identify the Issues – Be clear about the problem and each person's perception of it

7 Steps for Effective Problem-Solving

(see the form in your Resource Packet)

Source: Tim Hicks, *7 Steps for Effective Problem-Solving*

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Reflect on the Conversation Afterwards	Did you resolve the real issue?
	Did you feel that you upheld your values to treat the other person with respect and dignity?
	Would you be embarrassed if someone had witnessed the interaction?
	Was the relationship damaged?
	Are either of you "dreading" the follow-up conversation to check-in?

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The Rules for Almost All Situations

- Give difficult information... kindly
- Treat people with high dignity and respect even during conflict
- Give choices in difficult circumstances

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What Makes Work Meaningful

“Volumes of [research](#) show that pursuing extrinsic rewards for work, such as money, actually hurts your interest in that work. For real satisfaction, you should [pursue intrinsic goals](#)—two in particular. The first is *earned success*.... Earned success instead gives you a sense of accomplishment (which Seligman [has shown](#) is a source of happiness, and which strongly [predicts](#) happiness at work) and professional efficacy (the idea that you are effective in your job, which [pushes up](#) commitment to your occupation, also a good measure of job satisfaction). Employers who give clear guidance and feedback, reward merit, and encourage their employees to develop new skills are the most likely to give you those feelings. Look for a boss who acts that way—and if you have the opportunity, *be that kind of boss.*”

Arthur C. Brooks, Harvard Kennedy School & Harvard Business School, Sept. 3, 2021, The Atlantic, <https://www.theatlantic.com/family/archive/2021/09/dream-job-values-happiness/619951/>

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Mutually Supportive Supervisory & Coworker Relationships are Essential

“Colleagues provide the most relevant source of information regarding one's sense of efficacy in professional life. When those relationships are strained, it is difficult to find meaningful confirmation of one's job performance.”

Christina Maslach and Michael P. Leiter, *Understanding the burnout experience: recent research and its implications for psychiatry*, *World Psychiatry*, 2016 June; 15 (2), pp.103-111



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Reach Out for Support & Questions

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<https://www.bemidjiconsulting.com/resources>



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Build strong working relationships
& healthy organizational culture

Rebecca Schueller Training & Consulting Presents:
October 2021 Webinar Series – 6 Sessions/15 Hours
Supervision & Performance Appraisal Skills to Support Effective Teams
 Oct. 4, 5, 7, 12, 14, & 15 2021 (1:00-3:30 p.m.)
 U.S. Central Time

Fee: \$360/Participant

Register Online: www.bemidjiconsulting.com/trainings
 For Questions: Becky@bemidjiconsulting.com

SEATS AVAILABLE
Oct. 2021 Supervision & Performance Appraisal

Appropriate for: * Lead Teachers * HR Directors
 * New Supervisors * Experienced Supervisors
 * Training Directors * Head Start Directors

"It was one of the best, most uplifting trainings I've attended. Thank you."
 (A May 2021 Participant from Fond du Lac Head Start)

"I gained confidence in having conversations and evaluations with staff."

"I appreciated your role modeling of difficult feedback. I enjoyed this very much."

"I learned to be much more deliberate in my interactions with staff."

"All our Tribal Directors should attend this, especially Human Resources."

"I am very excited to implement the Team Designed Alliance. We gained a lot from this, and I love your passion and energy."

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- * Eat an Avocado
- * Plan a Vacation
- * Take Care of Yourself & Your Co-Workers

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