Unleashing Our Positive Core
(aka Managing Differences)

Portland Area Dental Meeting
May 15, 2019
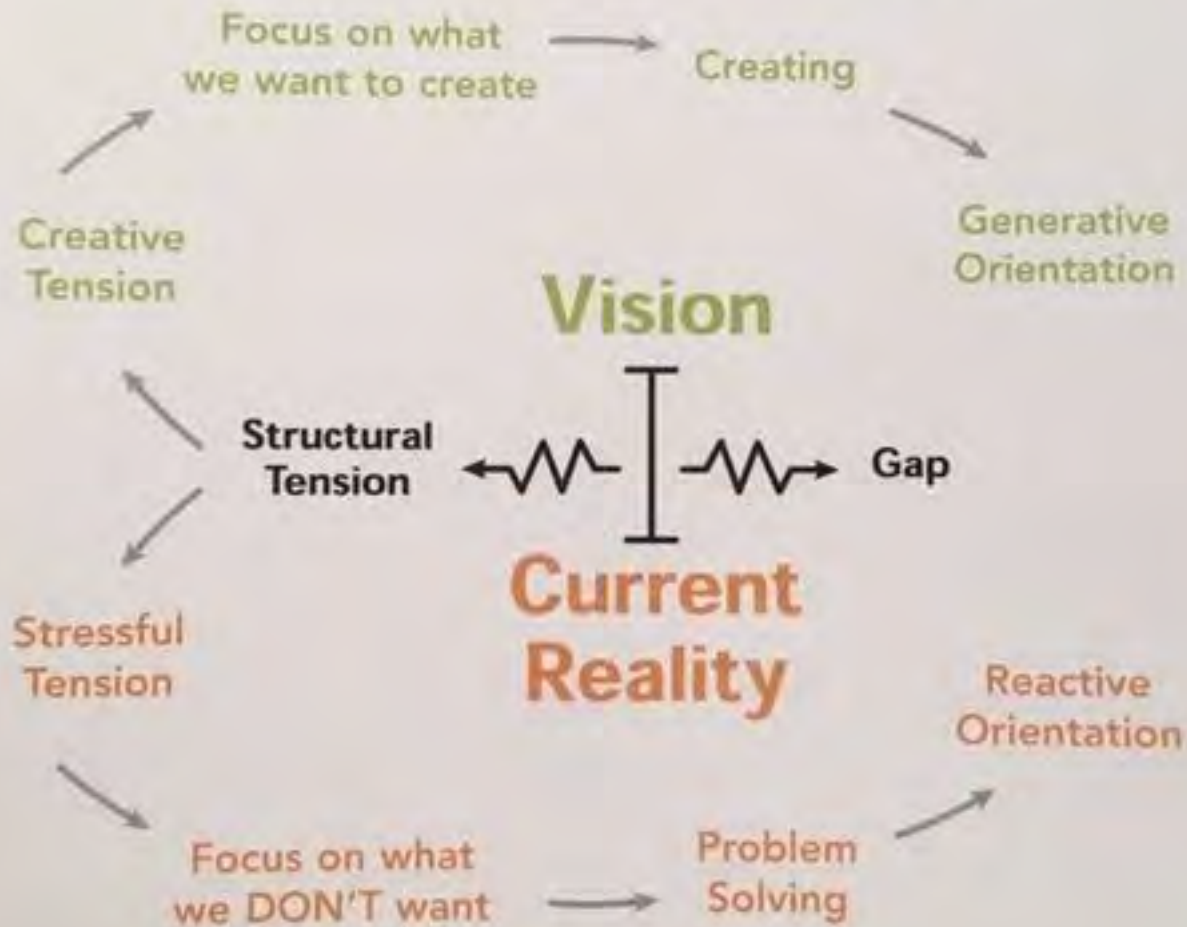David Cournoyer – dcournoyer33@gmail.com
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Warm-up Questions

- What are you most excited about in your life (that doesn't mostly involve family)?

- What do you need to be most effective as a helper and leader?
  - Conditions, support, resources, etc.

Creative Tension Model

Focus on what we want to create → Creating

Creative Tension

Generative Orientation

Vision

Structural Tension ←⟋⟍— I —⟋⟍→ **Gap**

Current Reality

Stressful Tension

Reactive Orientation

Focus on what we DON'T want → Problem Solving

Sources of Workplace Conflict

- Personality & communication style
- Assumptions & misinformation
- Unmet expectations
- Different approaches to work
- Different behavioral norms
- Systemic issues
  - Lack of communication, lack of resources, differing or oppositional goals, ineffective policies/procedures, unclear decision making processes
- Non-work stress & trauma

Stress & Trauma

"Trauma is the state of overwhelmed in the body....Trauma is more than an event. The event is over. The trauma lives in me, like a jolt of electricity. Trauma is the unfinished cycle of energy stored in our nervous system....It becomes a lifestyle of reaction, hypervigilance, anger and self-medication."

- Darryl Tonemah, PhD

Some Workplace Climates

17,000 workers in 19 industries completed Mental Health America's 2015-6 survey:

- 63% of employees experienced isolation because of a hostile work environment

- 63% stating that work stress negatively affected their mental and physical health.

- 71% of employees reported speaking poorly of their organization (including boss and co-workers) and wanting to leave their jobs.

Mental Health America Study

- 21% of respondents felt that they were paid what they deserved
- 36% felt they could rely on supervisor support
- 34% felt they could rely on colleague support
- The healthiest workplaces were health care, financial services and nonprofits.
- The least healthy were manufacturing, retail and food/beverage.

"Conflict Management" Styles

- Accommodate
- Avoid
- Compromise
- Collaborate
- Compete

Communicating in Conflict

- Active listening - open-ended questioning, paraphrasing, acknowledging feelings, non-verbal encouragers and summarizing
  - "What" or "how" questions (Not "why")
- Be assertive and non-blaming – describe your concern, the impact of the challenge, and your needs and wants
- Use "I" statements - "I" statements focus on your experience, thoughts, feelings, reactions and decisions and not on any beliefs or judgments about the other person
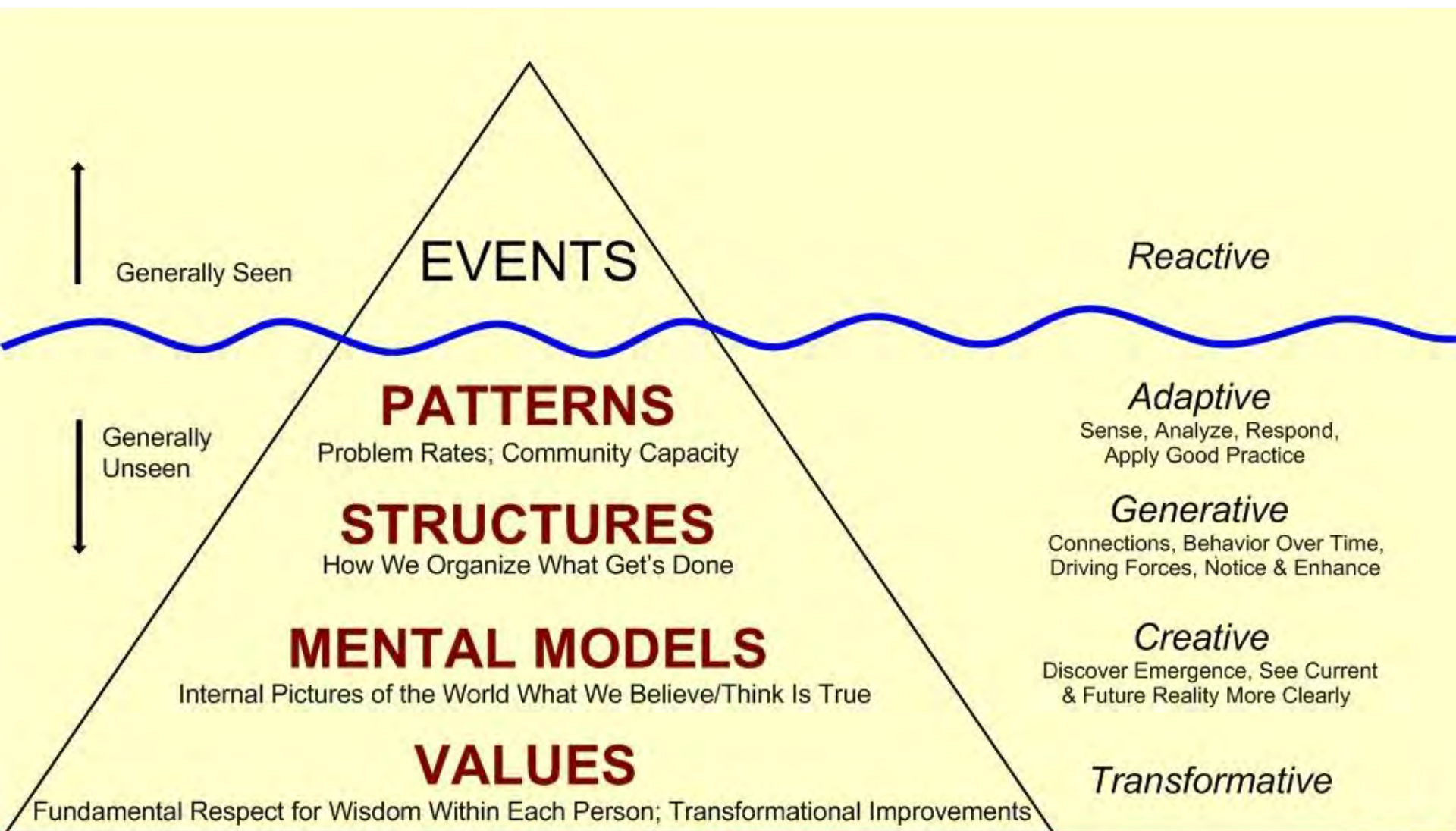
Active Listening

- Open-ended questioning - What or how
  - "What did you think about that?" "How did you feel?"
- Paraphrasing
  - Let the other person know they've been heard, check for meaning.
- Acknowledging feelings
  - After checking words, check feelings.
- Providing non-verbal encouragement
- Summarizing
  - Headlines the discussion and allows for editing.

When the Co-worker Is Angry

- Anger typically results from
  - Frustration: Not getting what I want, especially if I'm expecting to get it;
  - Feeling others don't respect us or care how we feel.
- Decide whether to engage.
- Acknowledge the anger or emotion.
- Stay calm yourself.
- Ask about the problem.
- Don't continue if the anger builds.

Approaching A Colleague

- Don't try to talk when there's anger. Actively reduce your stress.

- Know yourself and your own anger thresholds.

- Consider the idea that your perception of the event, person, or situation is creating the feeling of anger.

- Ask for help if needed.

- Take steps to solve the problem.

Approaching A Colleague

- Analyze and think about the problem.
- Set time to have a discussion.
- Communicate.
- Be ready to listen.
- Work together to solve the problem.
- Don't vent to others.
- Keep working at it.

Typical Types of Listening

- **Superficial** Listening – I'm listening to you but I'm distracted by my own thoughts.

- **Self-reverential** – I'm listening but I will nudge the conversation so it becomes about me.

- **Fix-it** – I'm listening but I want to fix your issue (so that it becomes about me).

- **Engaged** Listening – Full attention, I want to better understand, It's all about you.

Core Theory of Success

QUALITY OF RELATIONSHIPS

QUALITY OF CONVERSATIONS

QUALITY OF RESULTS

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QUALITY OF COLLECTIVE THINKING

QUALITY OF COLLECTIVE ACTIONS

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Effective Teams

- MIT, et al. researchers, 2008: What distinguished the ''good'' teams from the dysfunctional groups was how teammates treated one another. The right norms could raise a group's collective intelligence.

- In 2016, Project Aristotle researchers concluded that understanding and influencing group norms were the keys to improving Google's teams.

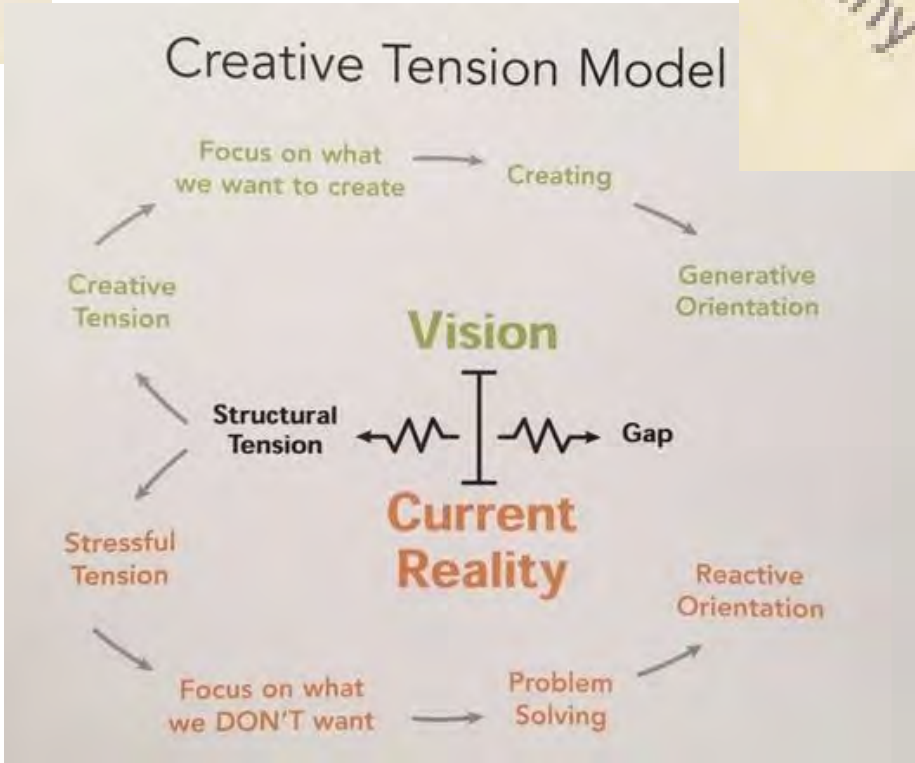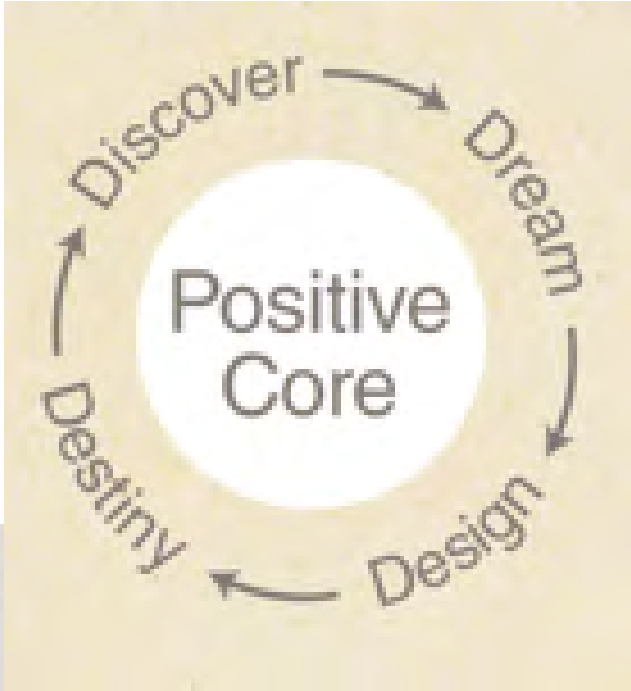# Effective Teams: Communication

- On the good teams, members spoke in roughly the same proportion, a phenomenon the researchers referred to as ''equality in distribution of **conversational turn-taking**.''

- On some teams, everyone spoke during each task; on others, leadership shifted among teammates from assignment to assignment.

- In each case, by the end of the day, everyone had spoken roughly the same amount.
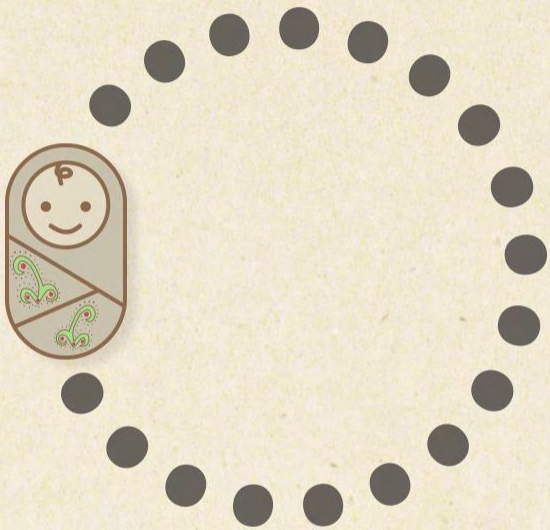
Effective Teams: Empathy

- Good teams all had high ''average social sensitivity'' — they were skilled at intuiting how others felt based on their tone of voice, their expressions and other nonverbal cues.

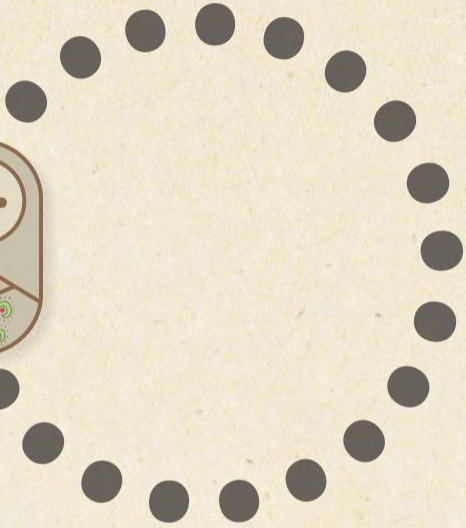- They seemed to know when someone was feeling upset or left out.

Google: Effective Teams

- PSYCHOLOGICAL SAFETY - ''shared belief held by members of a team that the team is safe for interpersonal risk-taking….

- a sense of confidence that the team will not embarrass, reject or punish someone for speaking up…

- a team climate characterized by interpersonal trust and mutual respect in which people are comfortable being themselves.'' (Amy Edmondson, Harvard Business School)

Discover → Dream → Design → Destiny → (around) **Positive Core**

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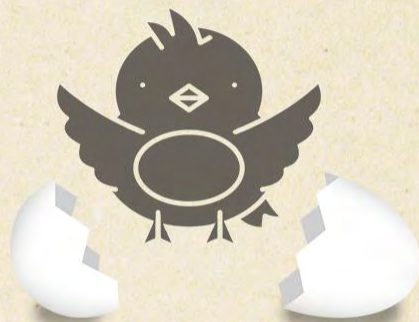
Respect

Love

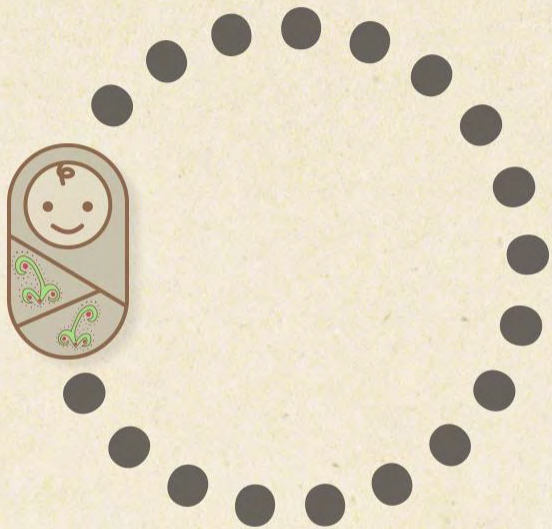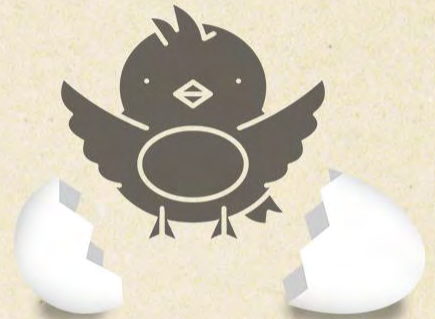Giving
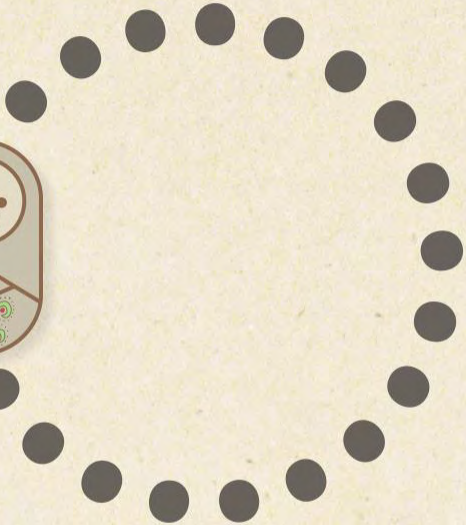
Humility

Reciprocity

What are your team's norms of behavior?

Norms

- Ask individuals on the team about their core values
- Identify shared values
- Identify (and discuss) what each value looks like in practice
- Identify and discuss what it looks like when a value is not practiced

Break Team Patterns

- Use variety and creativity – have fun
- Rotate staff meeting place/time/leader
- Use a check-in question
- Do/make something together
- Conduct quick post-meeting + / Δ
- Ask individuals for their "love language"
- Consider making "conscious relationship" pairs

Coaching for The "Positive Core"

- Process that supports individuals to make more conscious decisions and take new action
- Helps individuals identify and build on their strengths
- Moves a person from where they are to where they want to be
- Fosters new levels of reflection, awareness, communication, accountability and engagement

Things Coaches Will Hear

- **High dreams** – big-picture possibility, future longing, long-term strategies
- **Low dreams** – smaller dream to address a need or want, requires immediate shift or action
- **Barriers** – real or perceived limitations, choices, current reality
- **Clarity & understanding-** visualization/realization/ actualization of goals, growth, reality, resources, opportunity, options, a way forward or a sense of what's next

Empowering Questions

- Provide people a guided avenue or path toward accessing inner wisdom.

- Invite the person's wisest self to respond.

- Are the open-ended questions that allow people to focus on possibilities and solutions (empowering) rather than perceived limitations (disabling).

Some Empowering Questions

- What's the way forward?

- What do you want your life to be about?

- Who do you want to be and what experiences do you want to create?

- How does that serve you in terms of who you are and who you want to be?

- How are you giving your best where you have your best to give?

Some Empowering Questions

- What do you want to accomplish?
- What do you want to do more of each day?
- What do you want to spend less time on?
- If this situation were to never change, what's the one quality you need to truly enjoy it?
- What's right with this picture?
- What's the most effective thing for me to focus on?

Some Empowering Questions

- What's the goal? … What are the goals?
- What would success look like?
- What do you need to be successful?
- How are you creating the results you want?
- What's the best thing for right now?
- What's wearing you down?
- What's lifting you up?

Encouraging A Conscious Relationship

- Two-way partnership
- Shares values, experience, perceptions and goals more deeply
- Builds trust, vulnerability and deeper satisfaction in sharing each other's stories and journey
- Require responsibility, vulnerability, listening, trust and commitment – plus authenticity ("full selves")

Forming A Conscious Relationship

- Safety
- "Hosting yourself" – focus inward and access the deepest intention for the partner and you
  - Physical stance - The theory is that humans feel confi-dent and powerful when standing and ready to move
  - Metaphoric stance – What picture or visual represents your role in support and empowering?
  - Coaching commitment – Summary pledge for every coaching engagement
- "Hosting your partner" – hold their agenda, stay focused, listen for big picture plus the moment

Tapping into Curiosity & The Unknown

Using curiosity, what emotion or belief is underlying/ underlining?

What is their highest self calling for?

Who are they longing to become?

How does this relate to or enhance their future self?

What do you notice?

How are you bringing to light observations about the client they may have missed?

Curiosity~ what open-ended questions will you use to invite conversation?

Questions?

Final Thoughts

- **Be people.** Have fun. Unleash your best, full self (not just your work self). Break the pattern.

- **Invest in relationships**. Ask people what they think. Listen. Adapt. Let go. Make time.

- **Live the meme!** You have to DO it, try it, take risks, be vulnerable. PDSA.