



FY21 Quarter 2

Encouraging Communication Through Mutual Respect ADR also means “A Dialogue Resource”

NM Alternative Dispute Resolution (ADR) Bureau

We are a state Risk Management program that works with state employees and their agencies to access workplace mediation, communication-based training and alternative resources to workplace conflict. Our goal is to provide state employees an early resource to resolve conflicts in the workplace.

Visit our website at:
<https://adr.gsd.state.nm.us>

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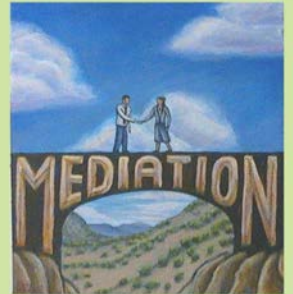


NEW MEXICO
GENERAL SERVICES DEPARTMENT



“I think we all have empathy.
We may not have enough courage to display it.”

~ Maya Angelou



Are you experiencing a negative workplace relationship?
The ADR Bureau is now offering online mediation!
See page 3 for when mediation is appropriate.

ADR TRAINING:

Recorded Program Overview: ADR Bureau [click here to view](#)

Would you prefer a live Program Overview for you and your staff? Contact us!

ADR Bureau Written Mediation Agreement

2-hour online workshop (for our volunteer mediators only)

December 8, 2020 – [click here for details](#)

We will discuss and practice essential aspects of documenting a written mediation agreement and nuances mediators should consider. We will look at writing the agreement from the perspective of both in-person and online mediations.

Manager as Coach: Facilitating Employee Accountability

4-hour online workshop (for managers new to ADR training)

December 11, 2020 – [click here for details](#)

We will consider the benefits of and learn the basic skills involved in using coaching as a strategy for helping employees take personal initiative in solving problems and resolving differences in the workplace.

ADR Coordinator Training

3-hour online workshop (for ADR Coordinators representing state agencies)

January 12, 2021 – [click here for details](#)

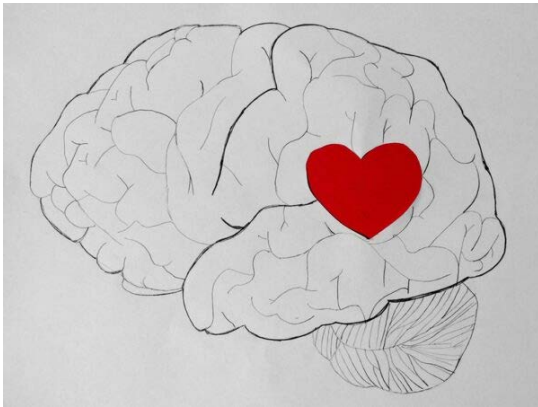
We welcome new ADR Coordinators, as well as those who would like a refresher course. Come and learn about the new ADR services in State Government!



Essential Decision Making Emotions: Are You Using These?

By Kate Nasser

Instead of eliminating all emotion from your decision making, use these essential decision making emotions. It's time to embrace valuable emotions and give up the myth that all emotion is risky and bad. So as you read journals that continue to press you to eliminate all emotion, think about how you will lead any human being if you do.



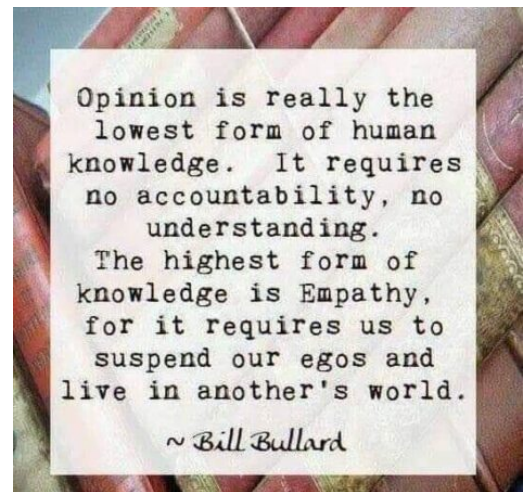
Essential Decision Making Emotions

Let's first look at why so-called experts still tell you to eliminate all emotion from your decisions. Are they incapable of balancing emotion with critical thinking? Do they fear that you can't balance it either? Moreover, do they think that cognitive thinking and emotion are two steps you must keep separate? Well many people can process and balance both at the same time. And those who can have seen the quality of their decisions go up.

Balancing mind and heart gives leaders the ability to lead morale as an everyday practice. Leaders who make decisions about people with empathy and other positive emotion sustain and retain the talent they hired. So combining emotional intelligence (EQ) and IQ is essential for leaders and the results show it!

Use These Decision Making Emotions

1. **Showing respect.** Showing respect to those you lead is a part of decision making. As you include them in decision making or report decisions you have made, the respect you show is an emotion that they value tremendously.
2. **Expressing empathy.** Verbalizing that you understand what your employees are going through matters. Then as you help to remove obstacles to their success, you not only make them more productive, you also get their respect and trust.



3. **Considering human impact.** For example, before you lay off employees, consider the impact on them. This doesn't mean you won't lay them off. It does mean that you may be able to offer them retraining or job search assistance to help them land on their feet. Great leaders/companies do this and this emotion matters.

NM ADR NEWS

4. **Recognizing and appreciating talent and effort.** As you develop the culture for your organization, include the emotions of recognition and appreciation. Study after study shows that recognizing and celebrating employee talents increases contribution and results. Appreciating their effort, commitment, and resilience — especially in tough times — sustains productivity after the struggle.
5. **Valuing altruism.** Today's *employees and customers* expect and value altruism. Caring for the environment and helping the underprivileged are just two examples of emotion that leaders now include in their decisions. It is a marked change from past decision making and it is here to stay.

Eliminate These Harmful Emotions From Your Decision Making

- **Anger.** Decisions you make in anger will sink you and your organization.
- **Panic.** Similarly, panic produces extremes in decisions that you will regret later.
- **One-sided compassion.** When any one emotion controls your thought process, step back for a moment. Ask yourself, what else must I consider?
- **Fear of conflict.** When leaders are afraid of conflict, the decisions they make can be disastrous. The single focus to avoid potential conflict can lead you and your organization to more conflicts down the road.
- **Uncontrolled passion.** Passion is positive because it gets you moving. It is risky when it takes over everything. Capture its energy and apply critical thinking to keep it positive.

So now what?

Positive emotion plays an important role in decision making today. Don't fear it. Practice it. Above all, remember that to lead people, you must deal with emotion. As you develop your skill of balancing emotion and critical thinking, you will be the model for your employees to do the same. If you shut out all emotion, label it all as bad, don't be surprised when your leadership falters. Because if you're not leading morale every day, you're not leading anyone.



Original article found at: <https://katenasser.com/essential-decision-making-emotions-leadership/>

Considering Mediation through the ADR Bureau? Mediation is likely appropriate when:

- There is a clear understanding of the mediation process through our program
- The issue is relationship-based or a breakdown in communication; our program cannot mediate compensation, disciplinary actions or policies/procedures
- The parties are NOT already in a formal process (grievance, investigation, EEOC charge, lawsuit, etc.)
- There is NO history of violence, threats of harm or active engagement in substance abuse

Contact us at: adr.bureau@state.nm.us