

Connecting Across Differences:

Proactive Skills for ADR Professionals



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5-2837



Managed by Triad National Security, LLC for the U.S. Department of Energy's NNSA

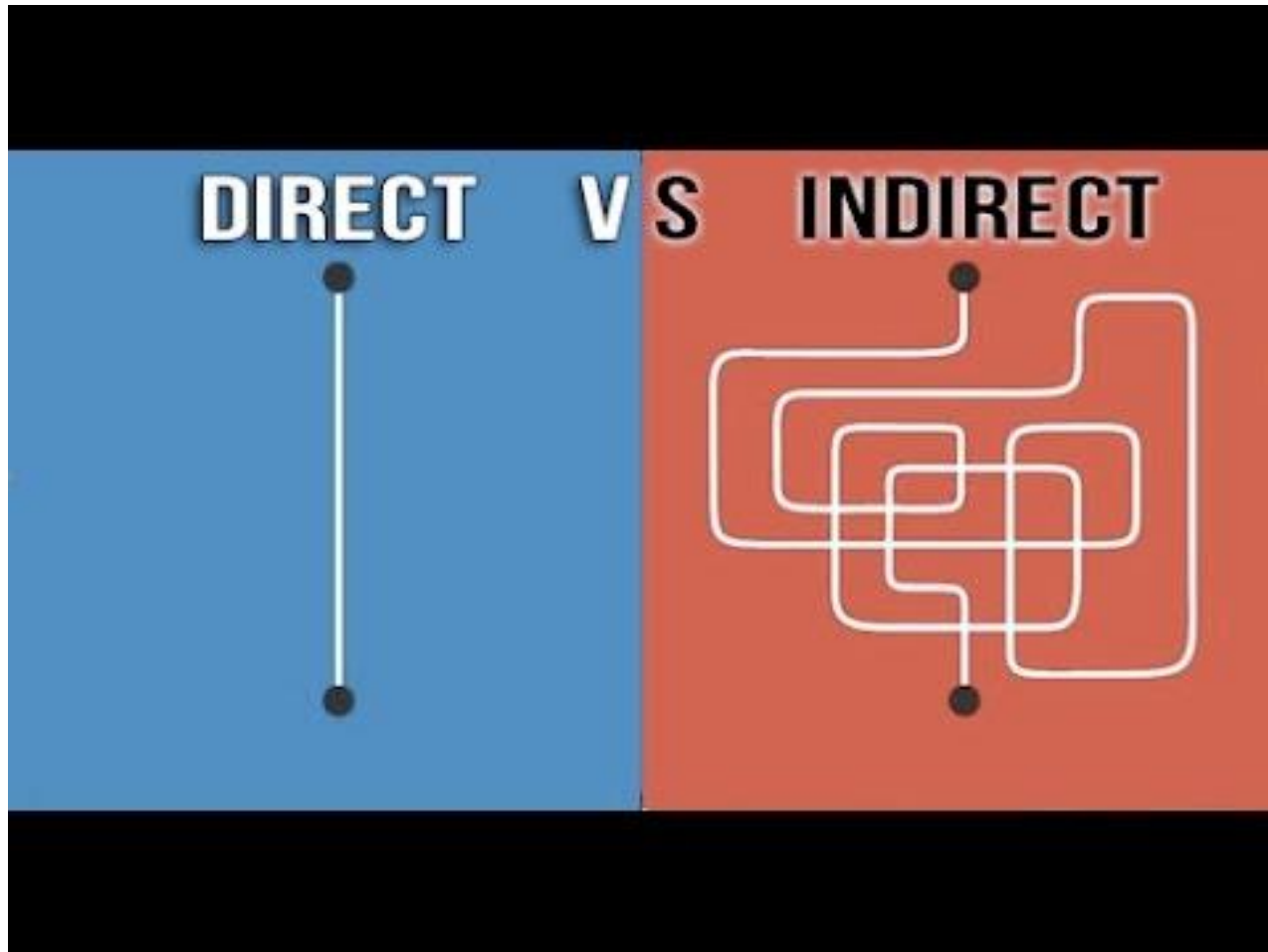
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Key learning areas

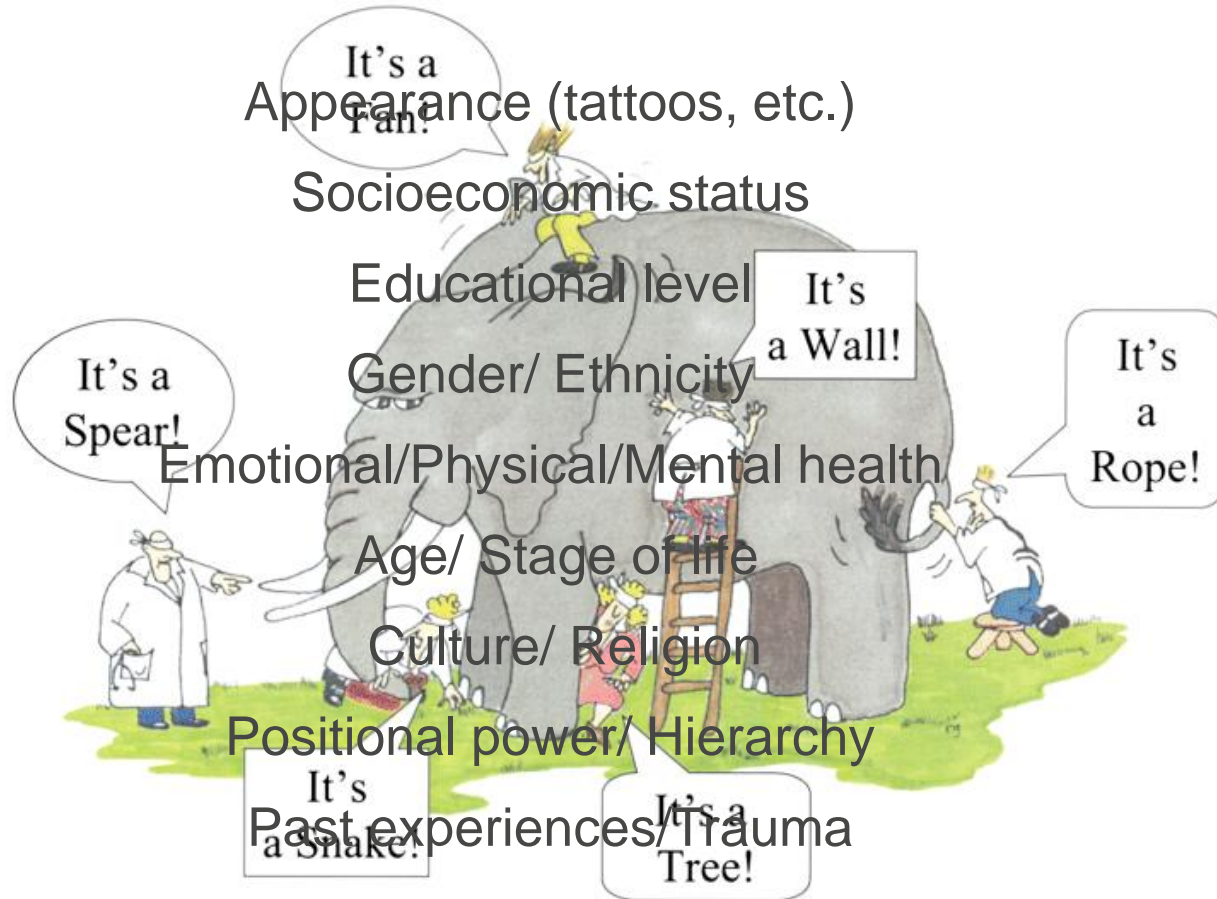
- ❖ Acknowledge differences in communication
- ❖ Be mindful of preferences and conflict
- ❖ Practice proactive communication

ACKNOWLEDGE DIFFERENCES IN COMMUNICATION

Different styles of communication

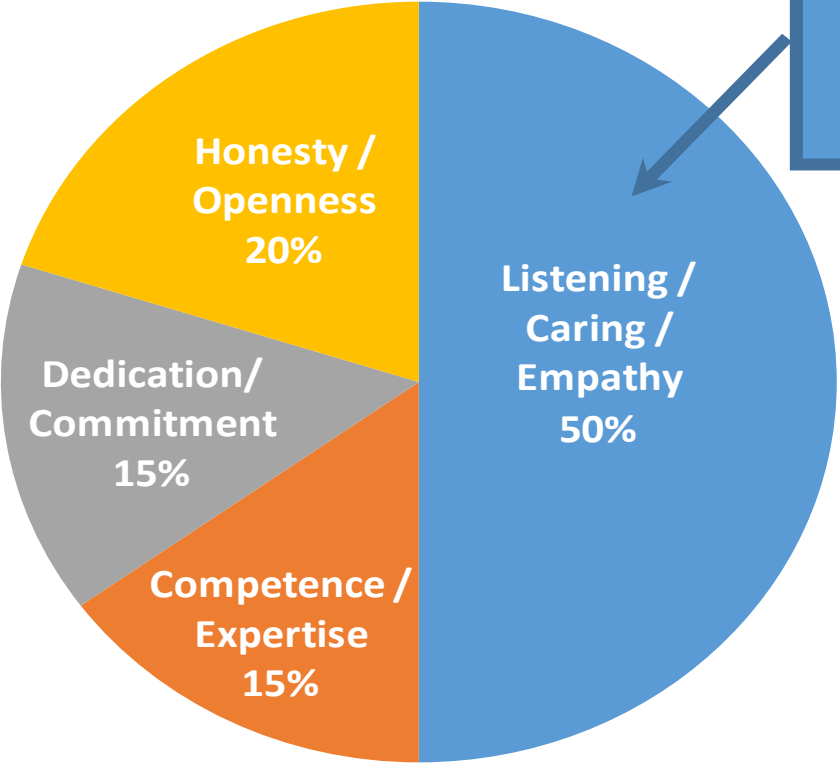


People perceive things differently depending on...



People judge based on non-verbals.

75% or more of trust assessment stems from non-verbal communication

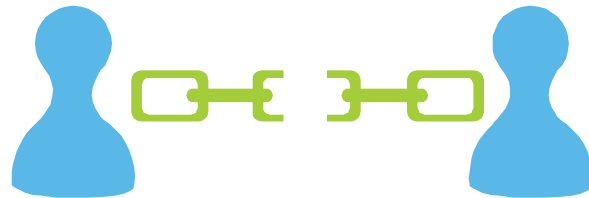


Assessed in the first 30 seconds

Dr. Vincent Covello,
Neuroscience of Risk
Communication,
Columbia University

Communication modes and differences

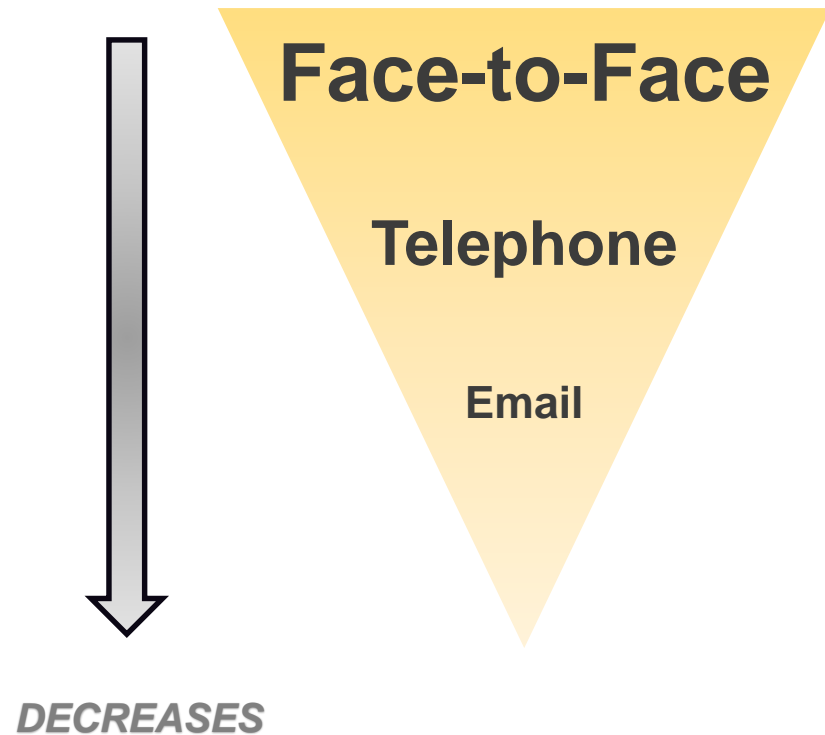
- Multitude of ever changing tools
- Mode assumption and use
- Disrupted chain of communication
- Accuracy of data and facts



Richness and Presence Decreases

Media Richness: *The ability of information to change meaning within a span of time*

Social Presence: *The degree to which the physical presence of participants is conveyed*



Digital Insensitivity and Other issues

- ▷ Phone rings during a movie
- ▷ Excessive texts during a meeting
- ▷ Talk on phone at an inappropriate time
- ▷ Use of two modes at once
- ▷ Digital 'flames' and trolls
- ▷ Communication is permanent
- ▷ Confidentiality and issues
- ▷ Other?

Perception versus reality

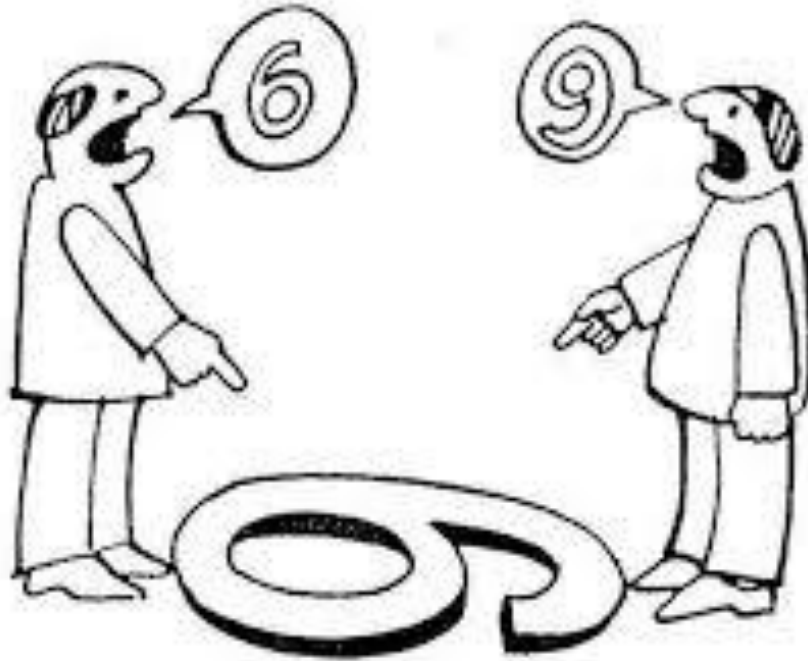
Conflict is friction or opposition resulting from actual or perceived differences or incompatibilities.

- www.businessdictionary.com



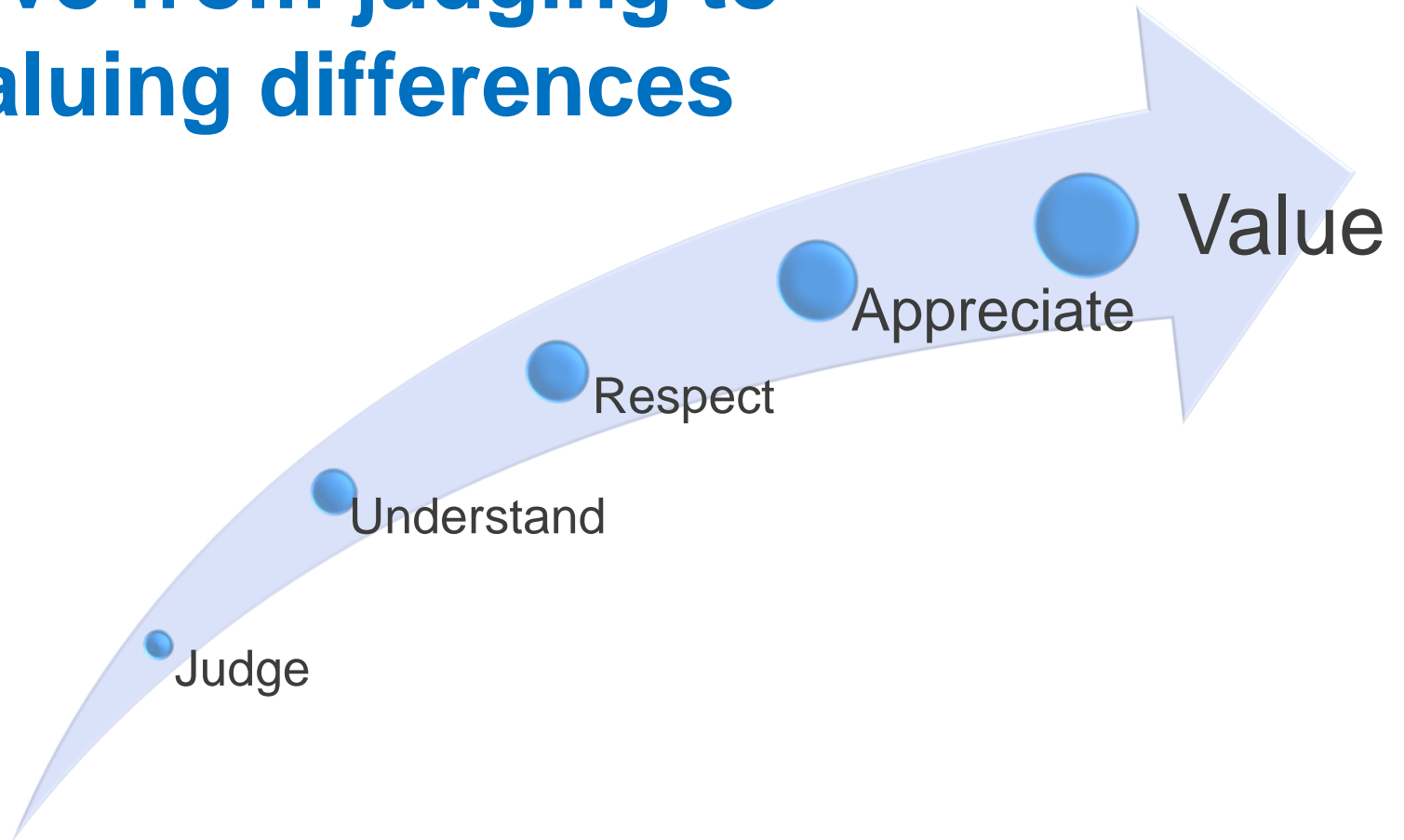
How Miscommunication Happens

<https://www.youtube.com/watch?v=gCfzeONu3Mo>



**BE MINDFUL OF PREFERENCES
AND CONFLICT**

Move from judging to valuing differences



To be mindful of differences...

Know yourself to manage yourself,
then pause before choosing a response.



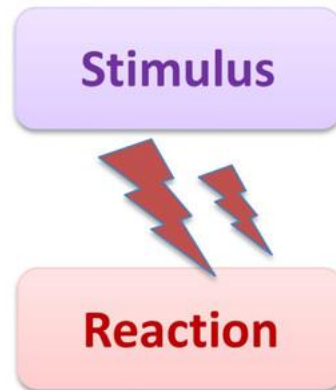
3 Common Reactions to Conflict



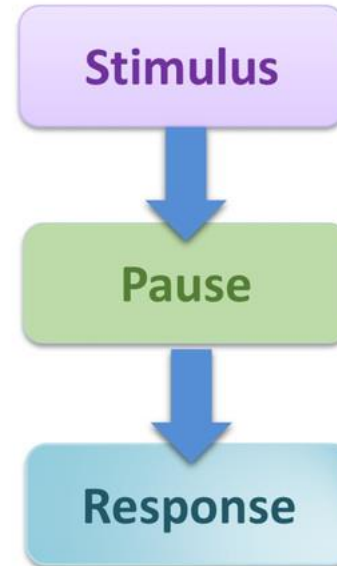
Mindful Behavior

Being mindful creates space to pause...
Replacing impulsive reactions with thoughtful responses.

Autopilot/Reactive Behavior

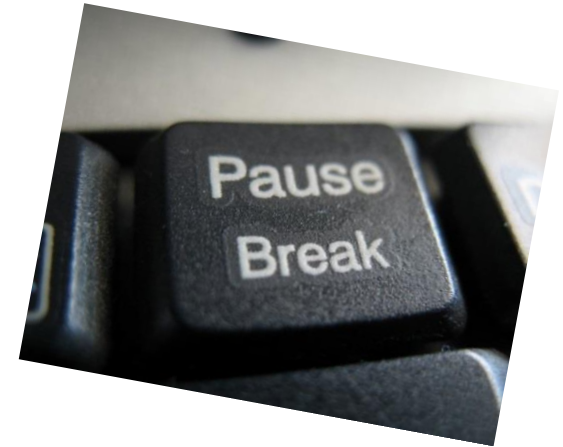


Mindful Behavior



P.A.U.S.E.

- Pause for perspective.
- Acknowledge feelings.
- Use calming skills.
- Stay out of judgement.
- Explore your choices.



Choose to engage in positive dialogue

Choose to accept, let go, or *proactively* respond.

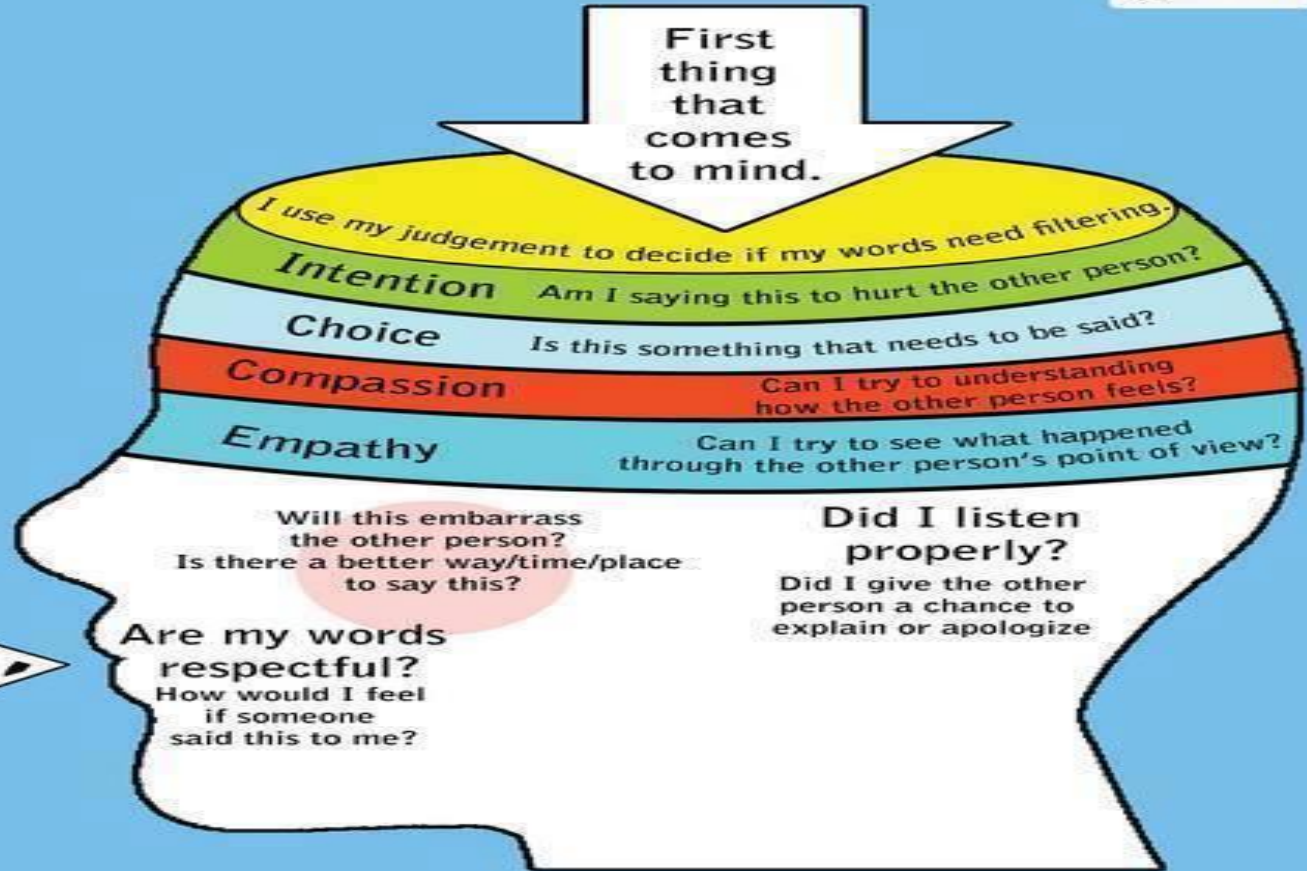


When choosing to engage...

- Identify your purpose and intent
- Remember to actively listen
- Clarify to understand
- Stay present, open and compassionate
- Think before speaking or *W.A.I.T.*

W.A.I.T. Why am I talking?

The filters I use before talking:



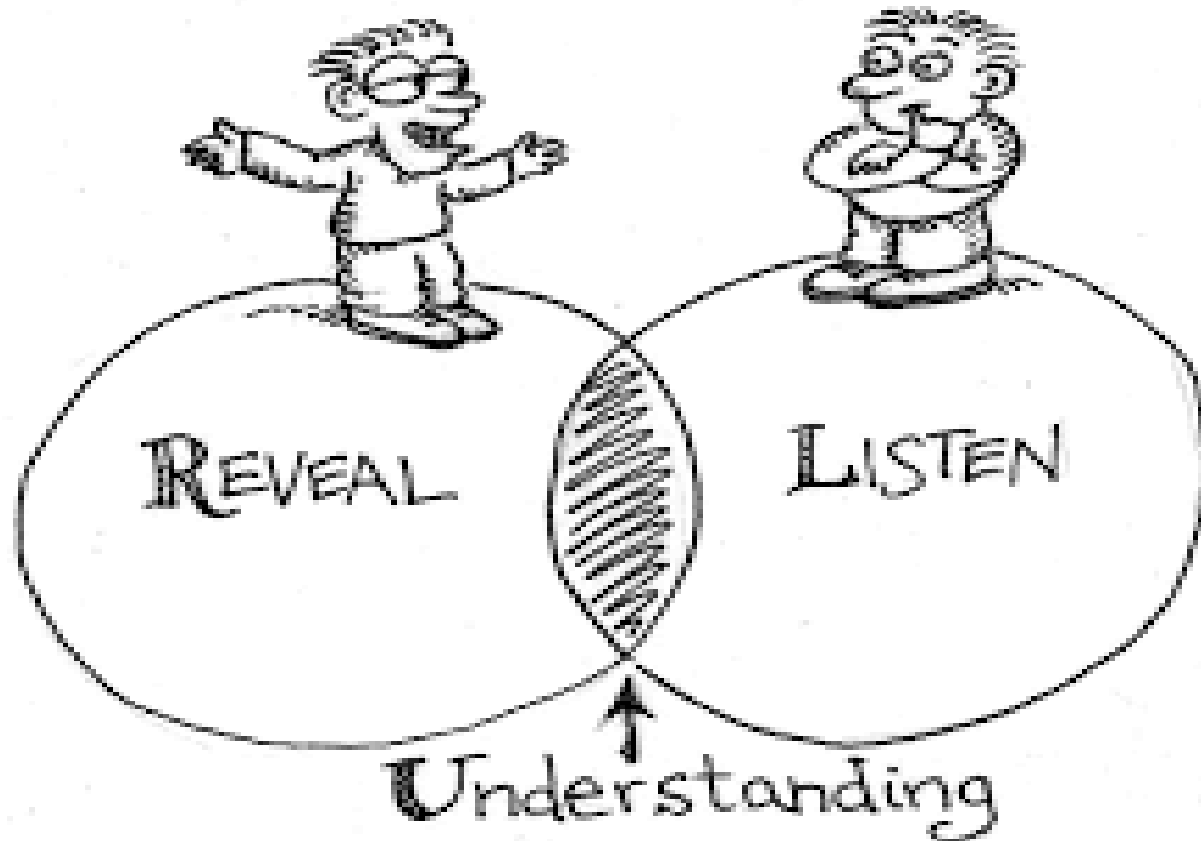
PRACTICE PROACTIVE COMMUNICATION

Approaches that build trust

- Use conciliatory language
- Acknowledge and express appreciation
- Provide positive feedback
- Manage digital communication challenges



Effective communicators...



Feedback Tool: S.B.I.

Source: The Center for Creative Leadership

1. Situation

"At the client meeting on Monday afternoon you..."

2. Behavior

...ensured that the meeting started on time and that everyone had handouts in advance. Your research was thorough and each of the customer's questions was answered."

3. Impact

"I'm proud that you did such an excellent job and put the organization in a good light. I feel confident that we'll get the funding thanks to your hard work."

To handle *others'* reactivity, use **E. A.R.**

SOURCE: *Calm Upset People with E.A.R.* by Tim Eddy

EMPATHY

“I hear how upset you are.”

“I’m sorry that this happened.”

ATTENTION

“Tell me what’s going on.”

“I’m listening.”

RESPECT

“I respect your opinion.”

“I appreciate your commitment.”

Conciliatory words can open dialogue

Apologize or express regret

“I’m sorry that my comments in the staff meeting upset you. It was not an appropriate setting to raise that issue.”

Take responsibility for your part

“I see now that I have contributed to this problem. I didn’t see that before.”

Make a key concession or compromise

“I’m willing to meet with you if you are willing to discuss a path forward.”

Reveal your own needs, feelings or weakness

“I’ve been worried about how you might react and so I’ve been avoiding you.”

Express positives and a desire ongoing relationship

“You are a highly skilled professional. I want to see you succeed and advance.”

Initiate a path forward

“How do you suggest we solve this?”

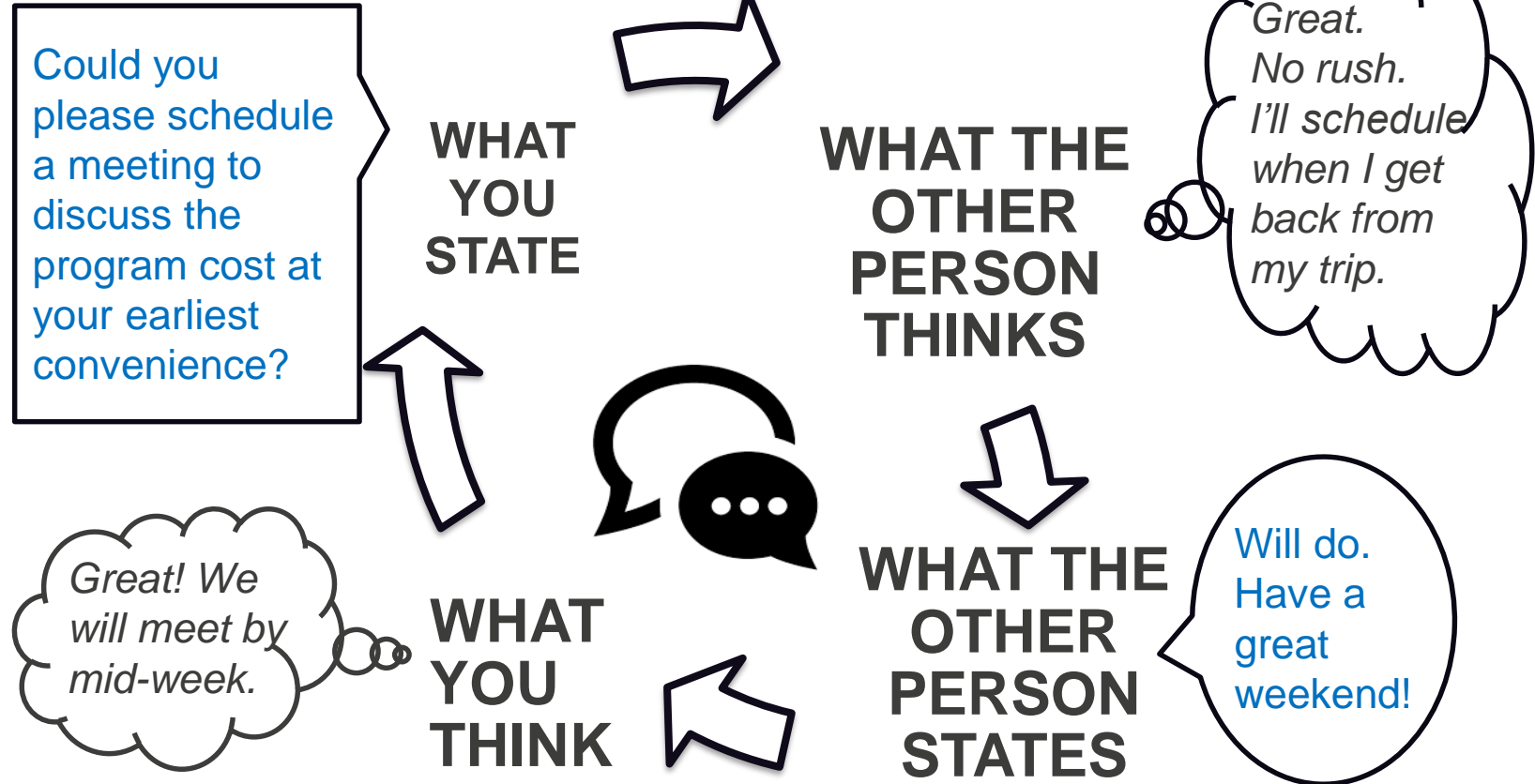
Discussion

Think of a conflict that you or someone else fixed by initiating dialogue with a conciliatory gesture.

In pairs, discuss the interaction and how it helped rebuild trust.

Digital miscommunication challenge

On the last day of the work week, you email...



Proactive digital communication

- No need to get defensive
- Try to clarify, not react
- ‘Vent’ but do not ‘send’
- Pay attention to the positive, not just the negative
- Acknowledge the concerns
- Apologize if appropriate
- Respond to the facts, not the attack
- Only respond to action items or **as necessary**
- Get a second opinion
- If ‘flames’ persist, get some outside help



Choose Yourself

Be authentic

Stay in an empathic space

Solicit and allow feedback

Respect and value differences



Pause. Think. Choose.

Automatic Thought

*You are
such
a jerk!*

Pause.

Breathe

*He may not realize
that what he said
about millennials
is offensive to me.*

Think:

*I'll talk
with him
about it.*

Choose.

*Call him out now
at the meeting?
Say nothing?
Vent about it?
Talk to him?*

S.B.I. Exercise

You have a co-mediator who started working with you 6 months ago. You have noticed that he states things about “millennials” that are unkind. First, pause, think, and choose your approach.

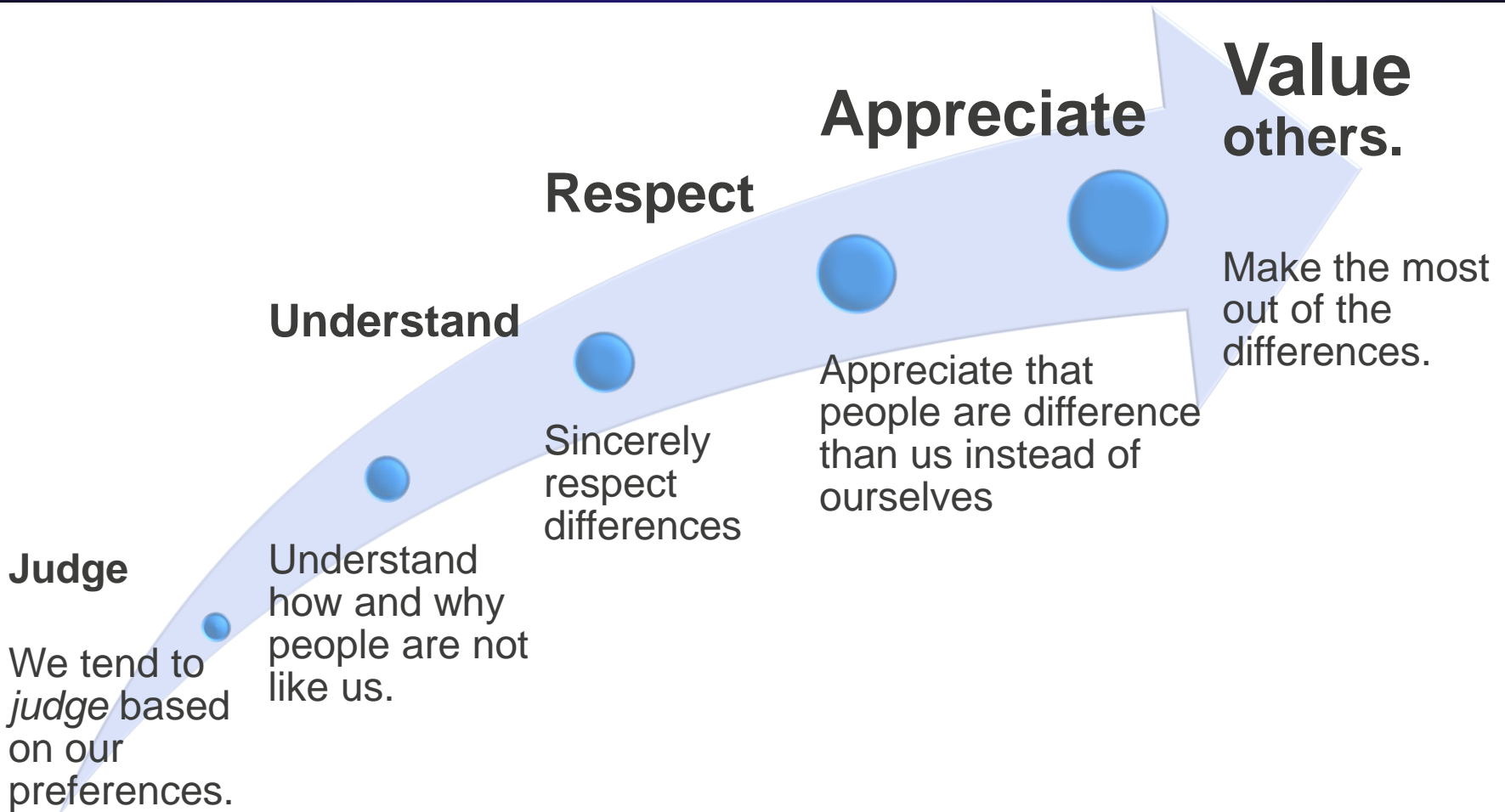
Using the **Situation, Behavior, Feedback** approach, provide feedback to the your cohort.

➤ **Situation**

➤ **Behavior**

➤ **Impact**

Connecting across differences is a choice.



Q & A

What one thing will you do differently?

*I've learned that people will forget what you
said, people will forget what you did, but
people will never forget how
you made them feel.*

- Maya Angelou

Thank you!

REFERENCES

BOOKS

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WEBPAGES

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