APPA Facilities Symposium (November 2020)

Creating a Culture of Respect & Dignity

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Why is this training important?

Common Reasons for Confrontation

- **Misunderstandings**
- **Lack of Planning**
- **Work Style Differences**
- **Leadership Style**
- **Personalities**
- **Stress**
- **Poor Communication**

Training Program Core Concepts

Trainers must identify a set of core concepts that are in every conversation and shared through your organization's relevant stories.

- Respect

- Diversity, Equity & Inclusion

- Sexual Harassment & Misconduct

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CORE Concepts

1. Respect

- Ask employees to define what respect means

- Talk through differences between **Earn** or **Give**

  - Impact between seasoned staff and new staff; supervisors and employees

- Public vs. Private Institutions - Free Speech and Academic Freedom

give respect   get respect

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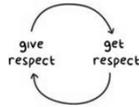
CORE Concepts

2. Diversity, Equity & Inclusion

- Define the differences between these terms

- Know and share your institution's definition

- Talk about the variety of differences that are both visible and non-visible characteristics.

- Identify and share similarities among participants.

Workplace Diversity, Equity & Inclusion Defined

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CORE Concepts

3. Sexual Harassment & Misconduct

- Define the difference between:

  - Harassment – civil rights issue

  - Misconduct – criminal behavior

- Know & share your institution's policies related to Title IX and Sexual Misconduct

  - Expectations of Responsible Employees and duty to report to Title IX Coordinators

The Spectrum of Sexual Misconduct at Work

Knowing where a behavior falls depends on the situation, history of the relationship, tone of delivery, and nonverbal actions.

1. **Generally not offensive** Common remarks on things such as hairstyle and dress

2. **Awkward/mildly offensive** Comments involving or implying gender distinctions unfavorable to women

3. **Offensive** Gender-insensitive or superior manner

4. **Highly offensive** Intentionally denigrating comments or behaviors

5. **Evident sexual misconduct** Behaviors that are crude or physically intrusive

6. **Egregious sexual misconduct** Behaviors involving coercion, sexual abuse, or assault

SOURCE: KATHLEEN KELLEY REARDON, PROFESSOR EMERITA, UNIVERSITY OF SOUTHERN CALIFORNIA MARSHALL SCHOOL OF BUSINESS   © HBR.ORG

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Sample Topics to Discuss

- Trainers should identify a list of topics that include current or past challenges that have come up in the organization.

- No matter what programs or guidelines are in place, people are TALKING.

- Purpose of taking staff through these topics is to teach them how to discuss APPROPRIATELY in the workplace

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Sample Training Topics

1. Race and Racial Tensions

  – Black Lives Matter movement, topic of 'privilege'

2. Language

  – Jokes, cursing, slang, sarcasm/tone, connotation

3. Politics and the Military

  – Current events, political stances, military support

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Sample Training Topics

4. Personal Relationships & Sexual Orientation

– Acceptance of all orientations, challenges faced by the LGBTQ+ community

5. Religion and Disability

– Religious books and discussions, visible vs non-visible disabilities

6. Social Media and Technology

– Use of devices, sharing personal information with others, personal thoughts about work & coworkers on social media

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Tips & Tools for Success

Tips & Tools

Good Communication

What does this look like? Understand individual needs and shift work priorities accordingly, tailor message to individual's preferred communication style (ie: introvert vs extrovert)

Be an active listener Ask questions to clarify intent, learn to sit through uncomfortable silence, pay attention and make eye contact, repeat if necessary and ask for confirmation of what was said.

Be clear and concise

• Avoid jargon, acronyms, slang, terms not easily understood

• Keep it *Short and Simple*, focus on making a single point

• Know the importance of *Nonverbal Communication* and *Body Language*

– Facial expressions, posture, gestures, tone, eye contact, distance, appearance

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Tips & Tools

How to Constructively Confront

Clearly articulate the issue, use non-accusatory language Your observations: what you saw, noticed or overheard, remain fact focused and do not let conversation go astray

Listen attentively and consider the other person's point of view Adopt a 'listen to learn' mindset; be open minded, recognize differences and withhold judgment, be aware of the impact of 'bystander' intervention.

Be aware of peer-to-peer communications and influence. Uses phrases like:

• You may or may not be aware…

• Help me to understand…

• Let me think about what you said…

• How is this productive to our work…

• How does this impact our relationship…

Involve supervisor or leadership immediately if unable to work through on own Excuse from situation, walk away

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Tips & Tools

Set Boundaries…They are Important

• Helps staff understand their individual roles and responsibilities.

• Sets rules of conduct within the workplace. Determines what is and is not appropriate on the job.

• Sets expectations for accountability to our actions and allows for disciplinary action for those who violate them.

What are your personal boundaries? *Physical & Verbal*

• Know your core values and your limits.

• Be direct and respectful when communicating those to others.

What are your organization's boundaries? *Guidelines & Policies*

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Critical Workplace Skills

Critical Skills

Always Act Professionally

- Maintain a good & healthy attitude.
- Value Differences…seek to understand first.
- Be the 'cool head' in times of crisis.
- Take responsibility for decisions, actions, and failures.
- REMEMBER…you CHOOSE everyday to work here!

WE HAVE TO TEACH PROFESSIONAL BEHAVIOR. NO ONE IS BORN KNOWING IT.

QUOTEHD.COM   Judy White

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Critical Skills

Hone Your Communication Skills

- Active Listening…demonstrate you care by asking open ended questions and pay attention!
- Observation Skills & Empathy…observe others and be intuitive to work needs.
- Be aware of cultural norms, values, and meanings.
- Provide opportunity for everyone to participate.
- Be patient…allow time to contemplate, speak and respond.

COMMUNICATION

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Critical Skills

Instill TRUST by being AUTHENTIC to your real self

- Try to be likeable…it boosts morale!

Show consistency between words and actions

- Practice what you preach!

WHAT YOU DO EVERY DAY MATTERS MORE THAN WHAT YOU DO ONCE IN A WHILE.

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Closing the Conversation

Summarize Critical Points

* *Respect* differences

* *Value* each other

* Treat with *Dignity*

* Ask participants to *Self-Reflect* on one take-away

* On notice now for future *Accountability*

"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

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Training Program Logistics

1. Session Length: 60 minutes, may need follow-up conversation depending on how conversation goes

2. Group Size: 20-25, best in small teams of up to 15

3. Group Composition: All team members to include front line supervision and leadership, do not mix teams as there is a loss of team culture in the conversation

4. Frequency: Annually or as team challenges present

5. Training Style: Conversation based with little to no technology, use circle setup so that all can see each and hear each other, trainer(s) are part of circle with team

6. Training Sign In: Require sign-in sheet so that staff are on notice for accountability for future behavior

7. Role of Trainer: Act as facilitator, ask leading questions and give examples to engage participation, have patience and wait on individuals to answer

8. Leadership Support: Leadership buy-in is critical for program success; commitment to a respectful culture must come from the

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