




**JDES December 2015**  
**Willow Jacobson and Donna Warner**



### Gingerbread house debrief



- How did you work together?
- What roles did you assume?
  - Was there a leader?
- Did you have a plan?
- Were you successful? In what ways?




- What did you take from this morning?



■ What did you learn this morning that you could have used last night?  
– What difference would it make?

■ How will you use this material moving forward?




### JDES goals


#1. Understand the context in which you work

#2. Create self-awareness and self-regulation

#3. Strengthen your working relationships




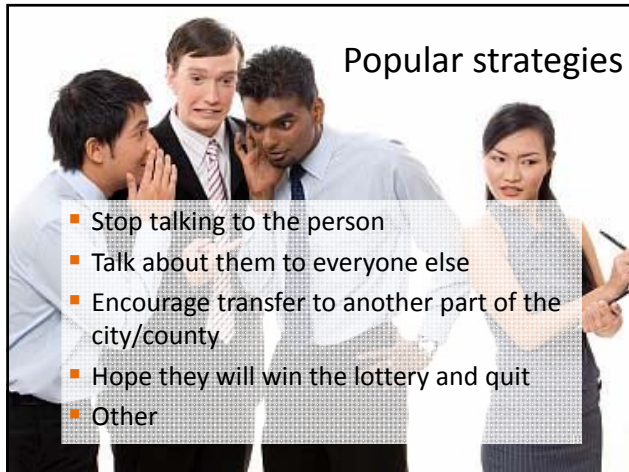
## COMMUNICATION TECHNIQUES



### A conversation that did not work

- What was the context?
- How do you feel about it?
- What did it look like?
- What did it produce?
- What would you do differently?





## Unconscious Assumptions

- Easy for two people to have very different impressions of a person and a situation, depending on their mental model
- We assume people share our views
- We make assumptions we don't even realize we are making
- We expect someone's behavior to be more stable and predictable than it is

## Actions are a matter of interpretation

- Observers put things into context and draw from the past
- People and events are never seen objectively
- People don't agree with each other about what happened and what someone is like

“I talked to John about his performance.”



“Mary talked to me about my performance.”



## MENTAL MODELS



## Mental Models



Are the deeply held beliefs, images, and assumptions we hold about ourselves, our world, and our organizations, and how we fit in them.

## Mental Models and Communication

- How we see others and how they see us.
- What we say
- How we say it
- How we interpret what is said
- What role we take
- How we react to conflict
- How we address issues



Assumptions and  
ways of thinking

Behaviors

Patterns of behavior

Leadership/management style

Results

## “Grouchy Colonels”



Your truth may be hypothesis.



Assume there  
may be additional  
relevant  
information.

- Make information available
- Make information relevant
  
- Pay attention to information
- Use the information correctly

### If you don't understand the system you:

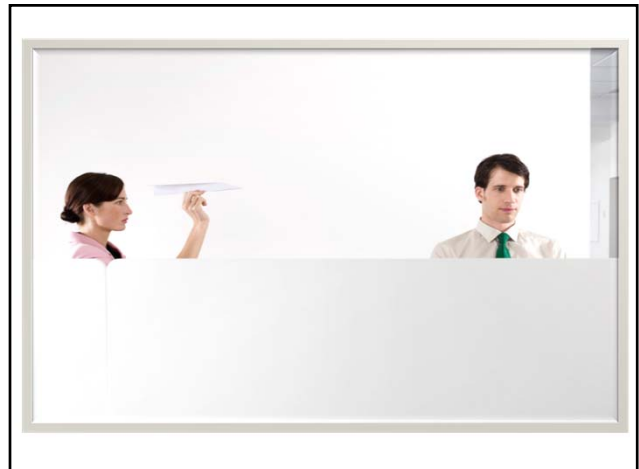
- Fall out of possibility of partnerships with one another
- Misunderstand one another
- Make up stories about one another
- Hurt and destroy one another
- Become antagonists when you could be collaborators

All this happens without your awareness or choice

### Keys to communication

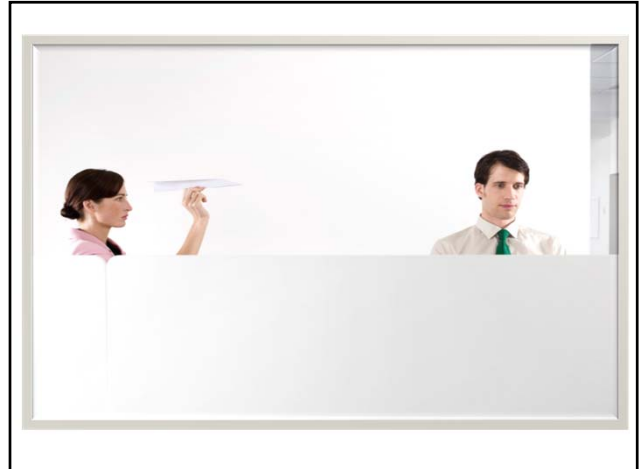


- Sharing your reasoning
- Providing relevant information
- Remaining open and curious



## We all go up the ladder

- **Assumptions**- what we take for granted
- **Inferences** - conclusion:
- **Attributions** - motives



## Test assumptions

Test observation

- “What I saw was...”
- “Did I miss something?”

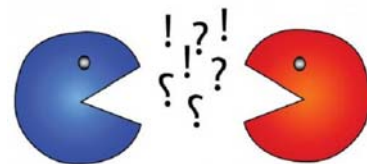
Test meaning

- “I’m thinking...”
- “What do you think?”



## Ask Genuine Questions

- **You aren’t going to do it *that way* are you?**
- **What happens when you do it *that way*?**



1. Be specific

2. Agree on what important words mean

Example: "I want the draft *soon*."



Explain the reasons behind your statements, questions and actions.

Example: Is the report done yet?

*The reason I am asking is I want to add some more to it before it goes out.*

"Yes, and..."

## Your job with others

- Gain information
- Test your assumption  
If you don't, you fill in the blanks and you are usually wrong
- You will imagine a personality profile that may or may not be accurate



## Curiosity

Curiosity will drive you to talk to someone to find out what they meant



**Every good conversation starts with good listening.**

weblogparsons.com



- Sharing your reasoning
- Providing relevant information
- Remaining open and curious

Focus on your **interest** not your position

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Positions are

- Demands
- Suggestions
- Proposed solutions
- Courses of action
- Fairly specific

the **WHAT** to do

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Examples of positions

- We should start all courts at 9:00am
- We need to have more bailiffs in the court room.
- All judges must record their time on the bench.

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Interests are

- reason(s) for a position
- underlying goals or objectives
- more general and open to interpretation
- not actions

the **WHY** behind the **WHAT**

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## Examples of interests

- We should start all courts at 9:00am
  - I am concerned about court efficiency and getting through the backlog of cases.
- We need to have more bailiffs in the court room.
  - There has been security issues in our family court and I think we need to do something about it.
- All judges must record their time on the bench.
  - It is important we have data to share about how we are performing.

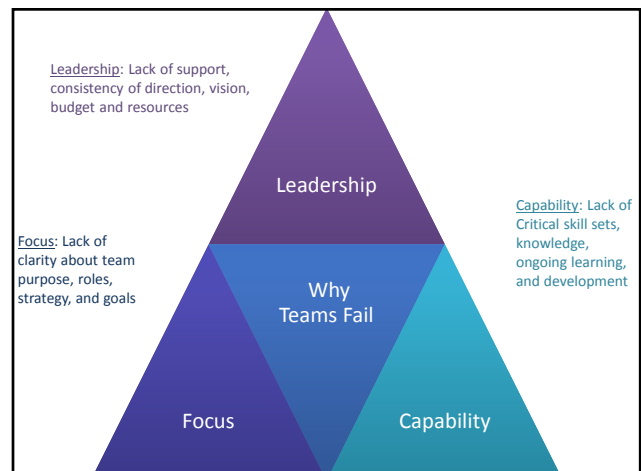


## Communication and Working Together

- Means talking and listening to others
- Having difficult conversations
- Giving feedback in a timely basis
- Using specific examples and sharing your reasoning
- Finding out what others think

## How are we doing?

- What will it take for you all to get to the team you want to be?



### Improvement Strategy



- Plan events to demonstrate the organization's support of the leader
- Increase budget and resources
- Increase communication and contact with Leader
- Change leadership

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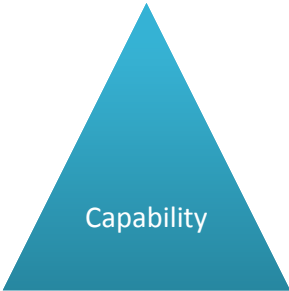
### Improvement Strategy



- Establish and clarify team mission
- Ensure open channels for communication and information transfer
- Clarify team members roles
- Establish regular team meetings

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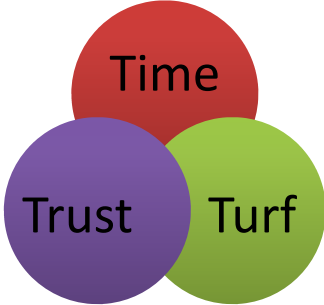
### Improvement Strategy



- Staff the team with the right employees
- Provide appropriate education and training
- Establish individual development plans
- Regularly assess team effectiveness

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### Working Together



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## Share assessment results

- What differences in responses do you have?
  - Discuss why you see it the way you do?
  - Do not judge just listen
- If you as a group are not where you want to be, what is next?
  - What is working for you?
  - What is working against you?

## How are we doing?

- What will it take for you all to get to the team you want to be?

## Wrapping this up....

- What will I do?
  - More of...
  - Less of...
  - Differently...
- What will we do?
  - More of...
  - Less of...
  - Differently...