

Workplace Efficiency Through Stronger Interpersonal Relationships

With Rita Czarny, Certified Trainer of Nonviolent Communication and Mediator
and

Jessica Vogt, Associate Certified Coach and Communication Trainer

June 5th, 2018 - 9.30am - 3.30pm

AGENDA

- 9:30 - 10:00 — Introductions & Warm Up
- *awareness of what's happening in our head and the impact on our behavior, connection and influence*
- 10:00 - 11:00 — Roadblocks to Listening
- *empower people through powerful listening skills*
 - *distinguishing what empowers / what doesn't work*
- 11:00 - 12:15 — Listening with Empathy
- *redirect the energy and focus on what matters*
 - *stay in dialogue in the face of disagreements*
- 12:15 - 13:00 — LUNCH
- 13:00 - 13:55 — Preparing to give feedback or make a request
- *use one's leadership position to bring out the strengths of each individuals towards common action*
- 13:55 - 14:55 — Asking for What You Want in a Collaborative Way
- *a step by step process to make clear, doable requests that support collaboration*
 - *provide feedback that serves connection and the common purpose*
- 14:55 - 3:30 — Closing

Based on the principles of Nonviolent Communication created by Marshall B. Rosenberg, Ph.D.

Rita Czarny, Hon B.A.(Psych), RTC, C.Med, Accredited Family Mediator & Certified NVC Trainer

Jessica Vogt, BLS, CPCC, ACC, Accredited Leadership Coach & Trainer

www.withintention.ca * +1 (416) 830-3943 * info@withintention.ca

Roadblocks to Listening

Note there are times and places when “roadblocks” could be appropriate. Roadblocks are not wrong. However, they tend to divert your listening towards either yourself or a situation and you may lose the focus on the person, which might get you to lose the connection. Be aware when to use them and what is your intention behind your choice.

<p>1. Directing, Ordering: <i>telling someone what to do</i></p> <ul style="list-style-type: none"> • You must do this. • You cannot do this. • I expect you to do this. <p>2. Warning, Threatening: <i>pointing out the risks or dangers of what a person is doing</i></p> <ul style="list-style-type: none"> • you’re going to fail • If you don’t do this, you’ll be sorry • You better not try that. <p>3. Moralizing, Preaching: <i>telling someone what they should do</i></p> <ul style="list-style-type: none"> • You should do this. • You ought to try it. • It is your responsibility to do this. <p>4. Advising, Fixing: <i>giving solutions with the intention to be helpful</i></p> <ul style="list-style-type: none"> • What I think you should do is... • Let me suggest... • How about... 	<p>5. Persuading, Lecturing: <i>trying to convince with logic</i></p> <ul style="list-style-type: none"> • Do you realize that... • The facts are... • Yes, but don’t you see that... <p>6. Judging, Blaming: <i>criticizing or disagreeing right away</i></p> <ul style="list-style-type: none"> • You are being foolish. • You are not thinking straight. • You are out of line. <p>7. Praising, Buttering Up: <i>Taking side of the person by agreeing to everything</i></p> <ul style="list-style-type: none"> • You usually have very good judgment. • You are so efficient. • Good for you! <p>8. Ridiculing, Shaming: <i>attaching a name or stereotype to what the person is saying/doing</i></p> <ul style="list-style-type: none"> • You are a sloppy worker. • You are so selfish. • You’re talking like an engineer. 	<p>9. Interpreting, Diagnosing: <i>explaining of what the person is saying/doing</i></p> <ul style="list-style-type: none"> • You’re just saying this because you’re tired. • I’m sure you don’t mean that. • Do you know what the real problem is? <p>10. Reassuring, Consoling: <i>sympathizing</i></p> <ul style="list-style-type: none"> • You’ll see differently tomorrow. • Things will get better. • This is all good. <p>11. Probing, Questioning: <i>pressing for more information</i></p> <ul style="list-style-type: none"> • Why did you do that? • How long have you known? • What have you done to try to solve it? <p>12. Distracting, Diverting: <i>drawing people away from what they experience by humoring or changing the subject</i></p> <ul style="list-style-type: none"> • Think about the positive side. • Try not to think about it until you’re rested. • Let’s have lunch and forget about it.
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Adapted from Thomas Gordon’s Twelve Roadblocks and William R.Miller ,“Listening Well”, Chapter 5 “Roadblocks to Listening”

Listening with Empathy

Cards Game

Instructions:

Speaker tells their story	Listeners listen in silence	2min
Speaker pick 3 to 5 feelings relevant to the story and lays down the chosen feelings for everyone to see		1min
Once the feelings cards are laid down, listeners choose in silence 3 needs that they think are relevant in the story		
Listeners choose 1 to 3 needs in their deck.	Speaker stays silent	
Listeners, one at the time, match a need to a feeling using the sentences below	Speaker observes in silent the guesses	2min
Once all listeners are done guessing, the speaker chooses 1 or 2 need cards that seem applicable. The speaker then comments (if they want to) on that need in relation to the story.		1min

- Are you feeling (guess a feeling) ... because you would like (guess a need) ?
- Are you (guess a feeling) ... because you wish (guess a need) ... ?

Listening with Empathy

Empathic Language

Examples of sentences:

- Are you feeling (guess a feeling) ... because you would like (guess a need) ?
- Are you (guess a feeling) ... because you wish (guess a need) ... ?
- Is it ... that matters?
- Are you needing ?
- Is it ... that's important?
- Are you valuing ... ?
- Do you want ... ?
- Are you seeking .. ?

Quote:

"Most people do not listen with the intent to understand, they listen with the intent to reply." Steven Covey, 7 Habits of Highly Effective People.

Listening with Empathy Values/Needs List

It is a non-exhaustive list for your reference. The intention is to be a starting place to support you in engaging in a process of deepening self-discovery and to facilitate greater understanding and connection between people.

<p>AUTONOMY choice freedom independence space spontaneity</p> <p>CONNECTION acceptance affection appreciation belonging cooperation communication closeness community companionship compassion consideration consistency empathy inclusion intimacy love</p>	<p>mutuality nurturing respect/self-respect safety security stability support to know and be known to see and be seen to understand and be understood trust warmth</p> <p>HONESTY authenticity Integrity openness presence vulnerability</p>	<p>MEANING awareness celebration of life challenge clarity competence consciousness contribution creativity discovery efficacy effectiveness growth hope learning mourning participation purpose self-expression stimulation to matter understanding</p>	<p>PEACE beauty communion ease equality harmony inspiration order</p> <p>PLAY joy humor dance</p> <p>PHYSICAL WELL-BEING air food movement/exercise rest/sleep sexual expression safety shelter touch water</p>
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Listening with Empathy Feelings List

The following are words we use when we want to express a combination of emotional states and physical sensations. This list is neither exhaustive nor definitive.

Feelings we are likely to experience when our needs are satisfied

<p>AFFECTIONATE compassionate friendly loving open hearted tender warm</p> <p>ENGAGED absorbed alert curious engrossed enchanted entranced fascinated interested intrigued involved spellbound stimulated</p> <p>HOPEFUL expectant encouraged optimistic</p>	<p>CONFIDENT empowered open proud safe secure</p> <p>EXCITED amazed animated ardent aroused astonished dazzled eager energetic enthusiastic giddy invigorated lively passionate surprised vibrant</p>	<p>GRATEFUL appreciative moved thankful touched</p> <p>INSPIRED amazed awed Wonder</p> <p>JOYFUL amused delighted glad happy jubilant pleased tickled</p> <p>EXHILARATED blissful ecstatic elated enthralled exuberant radiant rapturous</p>	<p>thrilled</p> <p>PEACEFUL calm clear headed comfortable centered content equanimous fulfilled mellow quiet relaxed relieved satisfied serene still tranquil trusting</p> <p>REFRESHED enlivened rejuvenated renewed rested restored revived</p>
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Feelings we are likely to experience when our needs are NOT satisfied

<p>AFRAID apprehensive dread foreboding frightened mistrustful panicked petrified scared suspicious terrified wary worried</p> <p>ANNOYED aggravated dismayed disgruntled displeased exasperated frustrated impatient irritated irked</p> <p>ANGRY enraged furious incensed indignant irate livid outraged resentful</p>	<p>AVERSION animosity appalled contempt disgusted dislike hate horrified hostile Repulsed</p> <p>CONFUSED ambivalent baffled bewildered dazed hesitant lost mystified perplexed puzzled torn</p> <p>DISCONNECTED alienated aloof apathetic bored cold detached distant distracted indifferent numb removed uninterested withdrawn</p>	<p>DISQUIET agitated alarmed discombobulated disconcerted disturbed perturbed rattled restless shocked startled surprised troubled turbulent turmoil uncomfortable uneasy unnerved unsettled upset</p> <p>EMBARRASSED ashamed chagrined flustered guilty mortified self-conscious</p> <p>FATIGUE beat burnt out depleted exhausted lethargic listless tired weary worn out</p>	<p>PAIN agony anguished bereaved devastated grief heartbroken hurt lonely miserable regretful remorseful</p> <p>SAD depressed dejected despair despondent disappointed discouraged disheartened forlorn gloomy heavy hearted hopeless melancholy unhappy wretched</p>	<p>TENSE anxious cranky distressed distraught edgy fidgety frazzled irritable jittery nervous overwhelmed restless stressed out</p> <p>VULNERABLE fragile guarded helpless insecure leery reserved sensitive shaky</p> <p>YEARNING envious jealous longing nostalgic pining wistful</p>
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Preparing to give feedback or make a request

- Clarify your intention before starting the conversation
- Identify the feelings/physical sensations activated by the situation (what was said or done)
- Clarify the needs you are trying to meet by giving feedback or making a request?
Note: "I need to tell her how poorly this report is written" is not a universal human need.

- Distinguish between an observation and an evaluation:
 For the following statements, do you regard the speaker to be making an observation free of evaluation? If not, provide an example of an evaluation-free statement that matches the situation.

1. "Janice works too much"	
2. "John didn't ask for my opinion during this meeting"	
3. "The boss is procrastinating around this decision"	
4. "You are arguing with me for the fourth time this week"	
5. "They are destroying the environment"	
6. "The director refused to explain anything to us"	
7. "Henry is a great colleague"	
8. "George is often late at work"	
9. "They made fun of my idea at lunch time"	
10. "My boss hardly expresses any emotions"	

Adapted from Nonviolent Communication Companion Workbook, Lucy Leu

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Asking for What You Want in a Collaborative Way

“Connect before Request”

This process can work if you want to give feedback or if you want to ask something to someone or a group.

Intentional Request: To clearly state what is important to you in a manner that is more likely to generate collaboration and willingness from other people.

A - Observation: Facts with no judgment or assumptions, only what you notice: helps to separate the person from the action

B - Feelings: your activated emotions (option to share or not)

C - Values/Needs: clarified the unmet needs to know what matters to you
Note: good place to give yourself empathy and to slow down

D - Request: clarifies what you would like the others to do, helps to be concise

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Asking for What You Want in a Collaborative Way

Your original statement:

Translate your original statement as follows:

Your observation (the facts as you see them, using no judgment):

Your feelings (if appropriate):

Your value / need (to clarify why it matters to you):

Your specific request : (it should be directly linked to the stated Need)

Write down your full statement in 40 words or less:

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Resources for Learning Nonviolent Communication and Empathic Listening for Leaders

Books

- **Listening Well: The Art of Empathic Understanding**, by William R. Miller
- **Nonviolent Communication: A Language of Life**, by Marshall B. Rosenberg, PhD
- **Connection Across Differences**, by J.M Connor and Dian Killian

Online tools

Article on “Reflections on Merging Two Theories to Nurture the Potential of Mediation”
by Rita Czarny
page 40, http://www.wglasserinternational.org/wp-content/uploads/IJCTRT_Spring2018.pdf

Articles on Business, Employee Communication and Organizational Development:

- [Bring out the Best in Your Staff, Colleagues or Workplace Team](#), By Marie Miyashiro-Collins, APR
- [Difficult Conversations: Authentic Communication Leads to Greater Productivity](#) (PDF), By Martha Lasley
- [Making the Most of Meetings](#), By Rachelle Lamb
- [Practical Ideas to Keep Workplace Relationships Satisfying](#), By Sylvia Haskvitz
- [Surviving Another Ho-Hum Day at the Office](#), By Melanie Sears, RN, MBA
- [Transforming Business Culture](#), By Marshall B. Rosenberg, Ph.D.
- [Transforming Enemy Images in the Workplace](#), By Ike Lasater with Julie Stiles

Organizations

- **NVC Academy** - online trainings to learn Nonviolent Communication
www.nvcacademy.com
- **The Center for Nonviolent Communication** - promote Nonviolent Communication
cnvc@cnvc.org, www.cnvc.org
- **Bay NVC** - promote the principles and practices of Nonviolent Communication
<https://baynvc.org/>
- **_with.intention** - customized trainings and workshops based on Nonviolent Communications for organisations.
www.withintention.ca

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_with.intention is a French-English partnership consultancy. We believe that clarity of purpose within conversations expands willingness, ignites creativity and ensures success for all involved parties.

We teach Nonviolent Communication and Empathy to individuals, couples, families, schools and organizations. We offer tailored trainings and workshops to help people overcome their personal and professional communication challenges so that they build trust, connection and enjoy success in their relationships.



Rita is an Accredited Family Mediator, a Chartered Mediator, she is Reality Therapy Certified and a Certified Trainer in NonViolent Communication.

She helps families, organisations and communities create a system to approach productively conflict and disrupting situations. People, in turn, value how she holds and helps them have the conversation they need to have.

She worked for the Ministry of the Environment and Climate Change and Finance, she is a public speaker and facilitates communication workshops for large groups.



Originally from France, Jessica brings her international experience working with corporations and nonprofits. She offers bilingual French-English training and coaching infused with the Nonviolent Communication approach and philosophy.

Certified by the renowned Coaches Training Institute and accredited by the International Coach Federation, she is dedicated to helping people deeply connect, accept our differences and celebrate our common humanity.