

Developing Trust Leaders

in a

Harmonious Workplace

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What are Trust Leaders

1. Help People
2. Help Others
3. Help the Workplace Culture

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**What managers assumed employees wanted most from their jobs
and
What employees said they wanted most: (Kovach, K., 2001)**

MANAGERS

1. Good wages
2. Job security
3. Promotion opportunities
4. Good working conditions
5. Interesting work
6. Loyalty from management
7. Tactful discipline
8. Appreciation
9. Understanding attitude
10. Feeling “in” on things

EMPLOYEES

1. Appreciation
2. Feeling “in” on things
3. Understanding attitude
4. Job security
5. Good wages
6. Interesting work
7. Promotion opportunities
8. Loyalty from managers
9. Good working conditions
10. Tactful discipline

Workplace Styles

TRADITIONAL WORKPLACE MANAGEMENT ASSUMPTIONS

WORK	Is essentially distasteful
CREATIVITY	Most workers have LITTLE capacity
MOTIVATION	People are irresponsible and lazy; they need a boss and orders to follow
MANAGEMENT APPROACH	Highly structured and controlled; short term fixes are rules
MANAGEMENT DECISIONS	My assumptions are always correct

Workplace Styles

HARMONIOUS WORKPLACE MANAGEMENT ASSUMPTIONS

PROGRESSIVE

WORK	Is natural, at least under favorable conditions
CREATIVITY	Workers have HIGH capacity
MOTIVATION	People are internally motivated; motivation operates at social, self-esteem, and self-actualization levels
MANAGEMENT APPROACH	Openness and trust; support and encouragement
MANAGEMENT DECISIONS	I should TEST my assumptions

Workplace Styles

HARMONIOUS WORKPLACE MANAGEMENT ASSUMPTIONS

RELATIONSHIP BUILDING

WORK	Evolves over a lifetime
CREATIVITY	Improved with collective wisdom
MOTIVATION	Belonging to the whole is the motivation. High social involvement, blending, trust, and conflict resolution
MANAGEMENT APPROACH	Seeking diverse opinions before deciding
MANAGEMENT DECISIONS	TEST my assumptions through open ended questions and active listening

Workplace Styles

HARMONIOUS WORKPLACE MANAGEMENT ASSUMPTIONS

COACHING

WORK	Is one source of fulfillment and growth
CREATIVITY	Creative choices unleash commitment and a sense of ownership (Crowd Sourcing)
MOTIVATION	Opportunity to contribute to meaningful goals; focus is on self-esteem and self actualization
MANAGEMENT APPROACH	People are treated as adults with dignity and honesty; vision is provided for direction; coaches challenge and support performance
MANAGEMENT DECISIONS	Encourage openness and honesty; conflict is not the problem, it is the messenger

Workplace Styles

HARMONIOUS WORKPLACE MANAGEMENT ASSUMPTIONS SUMMARY

	Traditional	Modern and Harmonious
WORK	Is distasteful	natural under favorable conditions evolves over a lifetime, has fulfillment and growth
CREATIVITY	little capacity	high capacity commitment and a sense of ownership collective wisdom
MOTIVATION	irresponsible and lazy	support openness and trust trust and conflict resolution contribute to meaningful goals
MANAGEMENT APPROACH	structured and controlled	seek diverse opinions before deciding adults with dignity and honesty
MANAGEMENT DECISIONS	assumptions always correct	test assumptions openness and honesty

The Three Questions

1. When did we decide other human beings were disposable?
2. Is punishment the only way to correct negative behavior?
3. Are punishment and accountability synonymous?

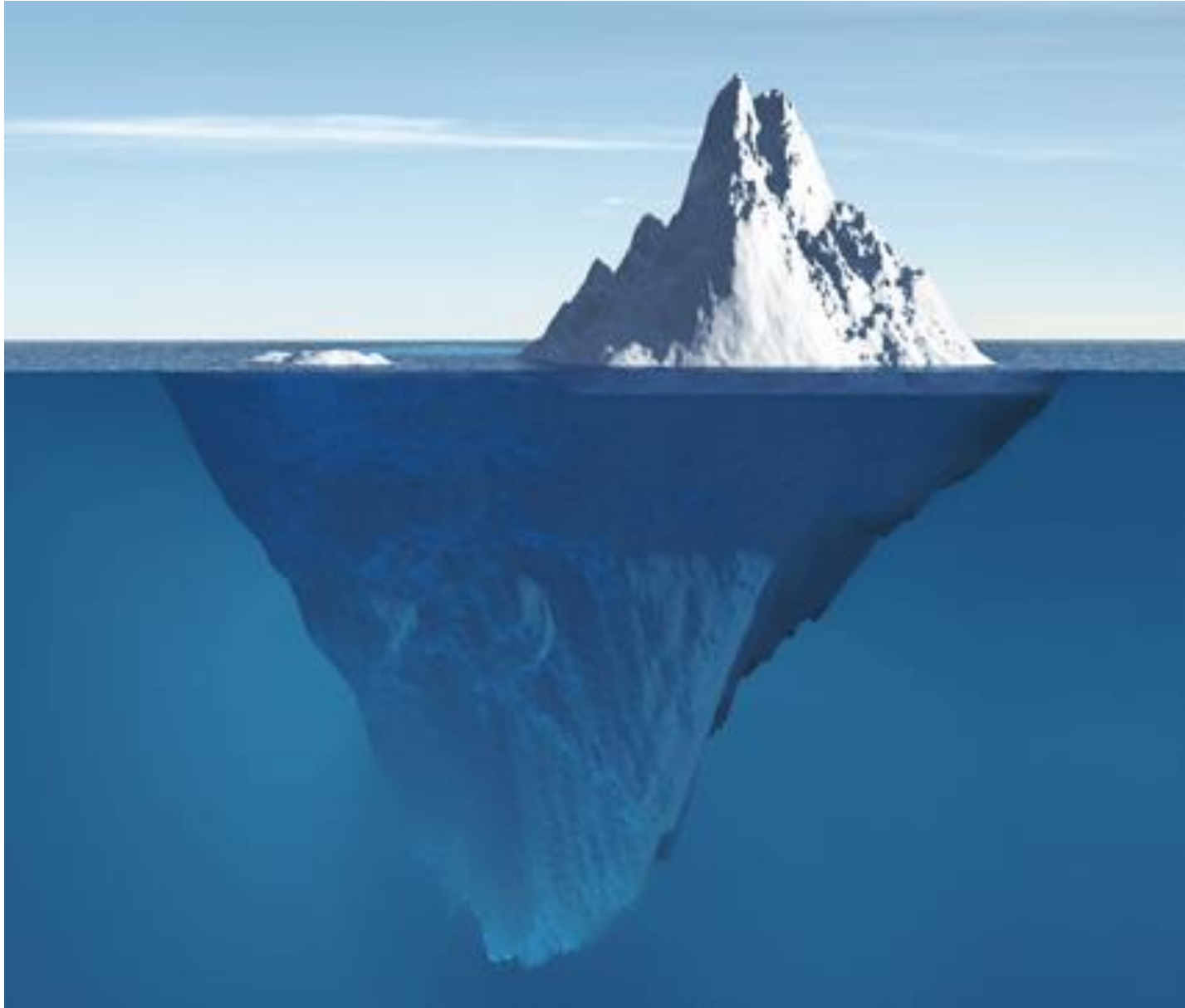


Pillars of Restorative Practice and Trust Leadership that are the Foundation of a Harmonious Workplace

1. Restorative practice focuses on harm, real or perceived
2. Wrongs or harms result in obligations
3. Restorative mediation promotes engagement, participation, harmony, and growth

Restorative Harmony

- Not primarily about forgiveness or reconciliation, but creates an environment to happen spontaneously
- A process, not a prescribed program, blueprint, or map, but principles and techniques—a compass point to a direction
- Other side of retribution—about listening, accountability and healing





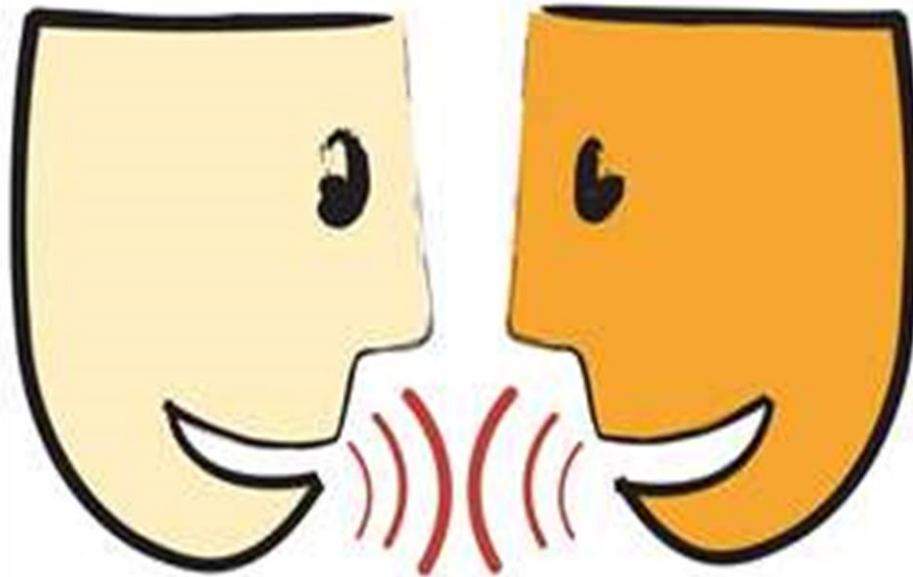
It's Not About the Nail



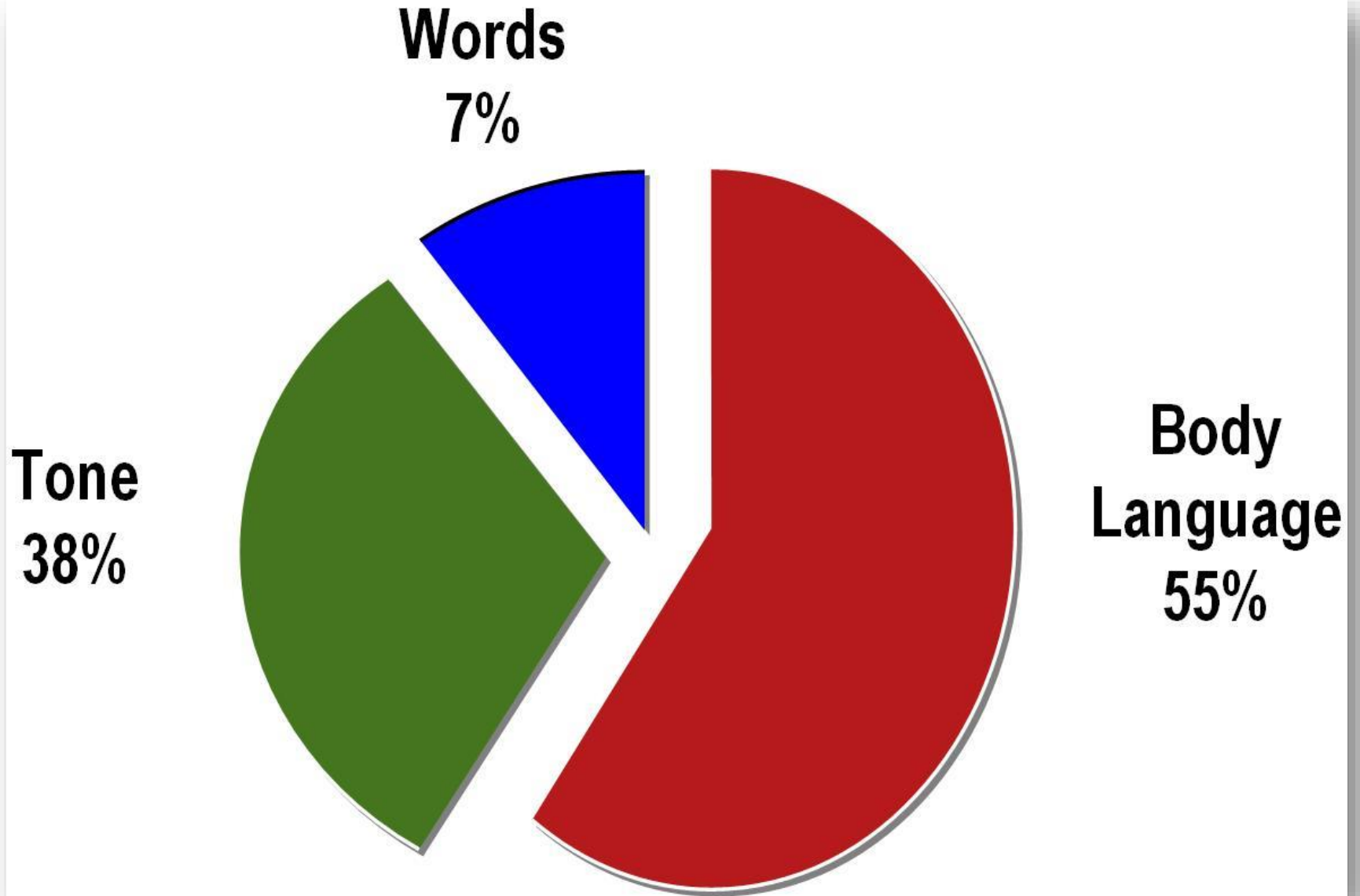
CHINESE CHARACTERS
FOR THE VERB
"TO LISTEN"

“Its’ amazing what you hear when you listen.”

Yogi Berra



Communication is not merely talking and waiting to talk.



Working with others: Listen

1. **Listen** with your **eyes** not just your **ears**
2. **Listen** with your **heart**
3. **Listen** with your **mind**—to understand not just to respond
4. **Respond** with your compassion, your attention, your body language, and your open questions

Trust Leadership is about **Listening**

Trust Leadership is about **Learning**

Trust Leadership is about getting **beneath the water**

Trust Leadership is about **recognizing and acknowledging feelings**

You can climb the ladder to becoming a better listener by using these six easy steps:



- L:** Look at the person speaking to you
- A:** Ask questions
- D:** Don' interrupt
- D:** Don't change the subject
- E:** Empathize
- R:** Respond verbally & non-verbally

Trust Leadership through Restorative Harmony is the first step toward successful and meaningful workplace relationships.

A great return on investment (ROI);

Relationships = Organizational Improvement

Compassion is contagious

Spread it today

LISTEN TO UNDERSTAND

Dignity

Compassion

Communication

A Better Triangle

Questions

CURIOSITY...desire to learn

FOOD...desire to eat

HONOR...(morality) desire to behave in accordance with code of conduct

REJECTION...fear of social rejection

SEX AND ROMANCE...desire for sexual behavior and fantasies

PHYSICAL EXERCISE...desire for physical activity

ORDER...desired amount of organization in daily life

INDEPENDENCE...desire to make own decisions

VENGENANCE...desire to retaliate when offended

SOCIAL CONTACT...desire to be in the company of others

FAMILY...desire to spend time with own family

SOCIAL PRESTIGE...desire for prestige and positive attention

AVERSIVE SENSATIONS...aversion to pain and anxiety

CITIZENSHIP...desire for public service and social justice

POWER...desire to influence people

Empathy and Compassion are not the same.

Empathy and pity are feelings, they can lead to compassionate action, but they are not compassion.

Compassion is an action; think of compassion as a verb, not a noun. It is action not a feeling--- empathy and pity are feelings...compassion is an action.

Compassion takes place when one purposely takes action to help alleviate the suffering of another.

In Restorative Practice, compassion is understanding the pain, suffering, embarrassment, shame, fear, anger, and bewilderment in each participant, and working to restore all participants to a positive place.

Negative Conflict is about **Power**
real or imagined

Understanding the power dynamics
improves the understanding and
mediation efficacy

Human beings do not survive
without the experience of Self-
Power

States of Being for Each Individual

1. Mental State of Being (measure of stability, intelligence, competency)
2. Emotional State of Being (emotional orientation, emotional control)
3. Physical State of Being (health, mobility, fitness)
4. Transpersonal State of Being (How we see others and how we perceive they see us)
5. Values State of Being (One's concept of morality)
6. Ethical State of Being (Personal ethics, Spiritual Intelligence)
7. Historical and Inherited State of Being (range from a sense of entitlement to one of being repressed and discriminated against, can include levels of wealth, inherited traits, or learned inherited prejudices and hatred)

States of Being for Each Individual

The amount of positive control one has with each of the 7 states is a measure of positive stability.

When one does not have positive control/stability over one or more of the 7 states there is a tendency to compensate for the lack of control, typically with negative thoughts, actions, and deeds. Control is then established through conscious or unconscious rationalization as justification for negative behavior.

Drama Triangle

Target

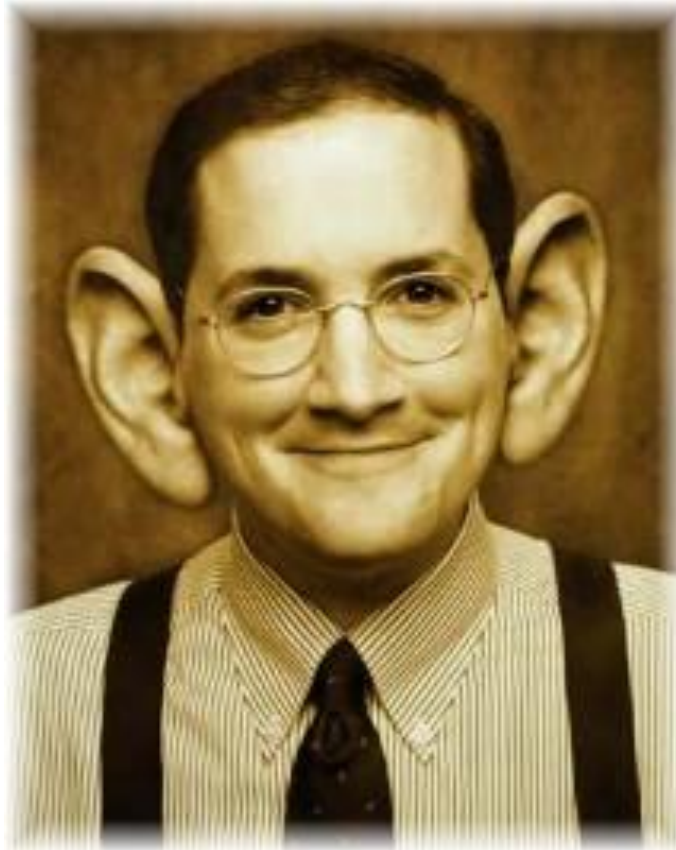


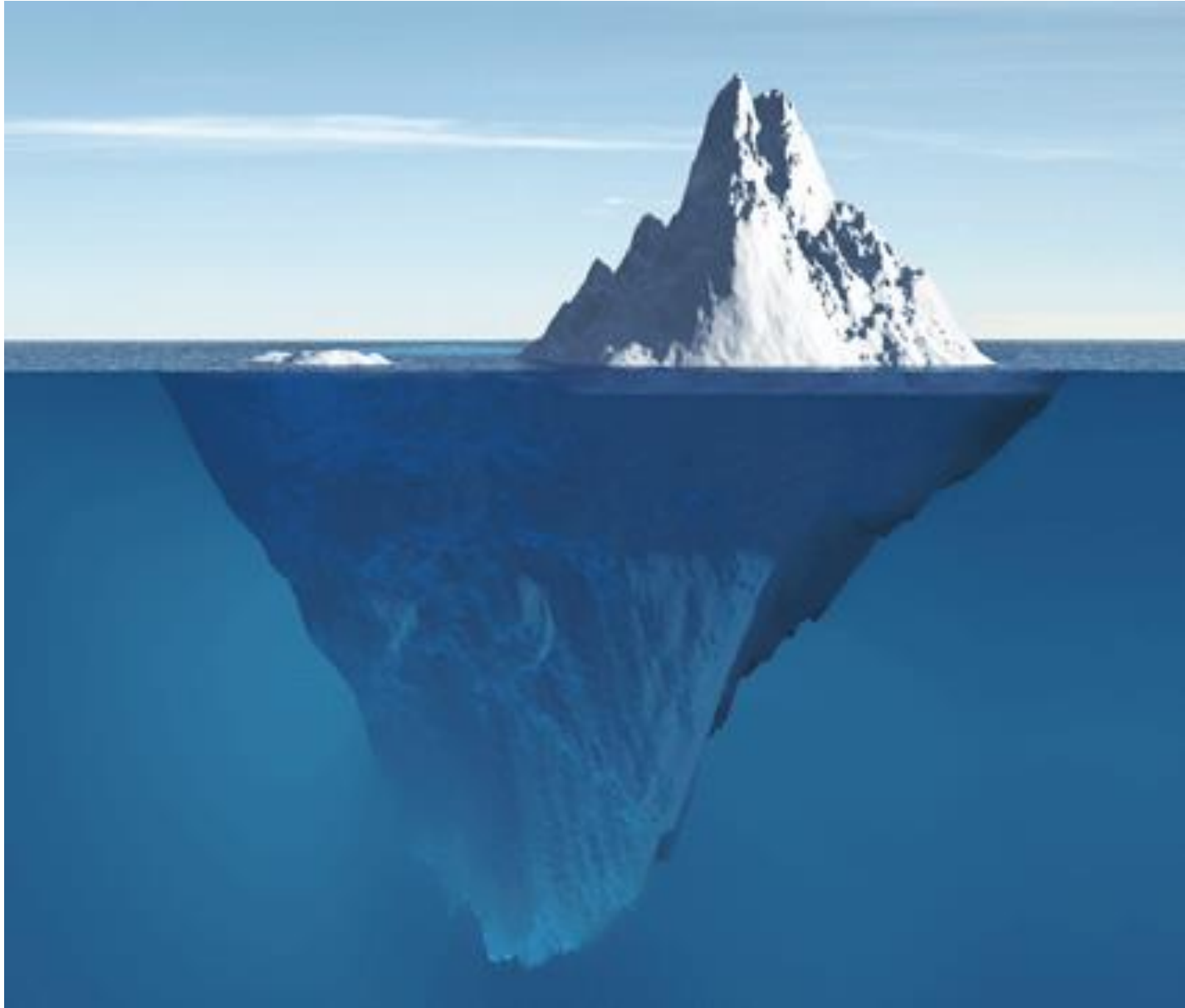
Heroes/Heroines



Offender

Breaking the Cycle of the Drama Triangle





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4. **Respond** with your compassion, your attention, your body language, and your open questions

Restorative Harmony and understanding can be first steps toward successful and meaningful workplace relationships with self and others; it is:

A great return on investment (ROI);
Relationships = Organizational Improvement

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Spread it today

LISTEN TO UNDERSTAND

Dignity

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Communication

A Better Triangle