Today’s Topics

- Effective Communication
  - Assertiveness
  - Critical Conversations
  - Your Response to Stress
  - Role of Perception and Emotion
  - Negotiating for Mutual Wins
  - From Conversation to Action

- Satisfactory Academic Progress (SAP)
  - SAP Requirements
  - Evaluating SAP
  - Loss of Eligibility
  - Appeals, Probation and Academic Plans
  - Additional SAP Policy Elements
Effective Communication in Critical Conversations

Have you ever...

- Received consistent unreasonable requests from a student?
- Had to question whether a decision from your boss was in compliance?
- Been yelled at by an unhappy parent?
- Needed to talk to a co-worker about their job performance?
- Felt like you're having the same conversation over and over again?

“The single biggest problem in communication is the illusion it has taken place.”

George Bernard Shaw

Resources


Nonassertive
- Self-denying
- Inhibited
- Allows others to choose
- Does not achieve end

Aggressive
- Self-enhancing at other's expense
- Expressive
- Chooses for others
- Achieves end at other's expense

Assertive
- Self-enhancing
- Expressive
- Chooses for self
- May achieve end

Components of Assertive Behavior
Your Perfect Right

- Eye Contact
- Posture
- Persistence
- Distance
- Thoughts
- Gestures
- Listening
- Expression
- Timing
- Fluency
- Voice
Crucial Conversations

A discussion where stakes are high, opinions vary and emotions run strong

When we face crucial conversations we can do one of three things:

- **Nonassertive**: We can avoid them.
- **Aggressive**: We can face them and handle them poorly.
- **Assertive**: We can face them and handle them well.

What do I really want?

I want people to be afraid of how much they love me.
Avoiding the Fools choice

► 1. What do I really want for myself?
► 2. What don’t I really want? What am I afraid of happening?
► 3. Combine the two and present your brain with a more complex problem

Make it Safe

► The problem may not be the content of the message, it's that one party doesn’t feel safe.
► Watch for Signs
► Recognize Silence or Violence
Signs Someone is Feeling Unsafe

► Silence
  ► Any act to purposefully withhold information
  ► Means of avoiding potential problems
  ► Three common forms
    ► Masking
    ► Avoiding
    ► Withdrawing

► Violence
  ► Any verbal strategy that attempts to convince, control or compel others to your point of view
  ► Violates safety of others
  ► Three common forms
    ► Controlling
    ► Labeling
    ► Attacking

Your Style Under Stress™ Assessment

www.vitalsmarts.com/styleunderstress/
You, and only you, create your emotions

We tell ourselves a story

Watch for victims, villains, and the helpless

“Nothing in this world is good or bad, but thinking makes it so.”
William Shakespeare

Having the conversation

SHARE YOUR FACTS

TELL YOUR STORY

ASK FOR OTHERS PATHS

TALK TENTATIVELY

ENCOURAGE TESTING

Crucial Conversations pp. 135-147
One of the best ways to persuade others is with your ears—by listening to them.

- Dean Rusk

Encourage others to share

- **ASK** TO GET THINGS ROLLING
- **MIRROR** TO CONFIRM FEELINGS
- **PARAPHRASE** TO ACKNOWLEDGE THE STORY
- **P R I M E** WHEN YOU’RE GETTING NOWHERE

*Crucial Conversations* pp. 162-166
“Understanding the other side’s thinking is not simply a useful activity that will help you solve your problem. Their thinking is the problem. Whether you are making a deal or settling a dispute, differences are defined by the difference between your thinking and theirs...conflict lies not in objective reality, but in people’s heads”

- Getting to Yes, p. 24

Separate the **People** from the **Problem**

Humans are prone to human reactions

- Dealing with people, not abstract “other”
- Sensitivity to perception, misunderstanding, prejudice, irrational beliefs

Relationships tend to become entangled with the problem

- Perception
- Emotion
- Communication
Perception

• Put yourself in their shoes
• Discuss each other’s perceptions

“To keep ourselves from feeling nervous while exploring others’ paths—no matter how different or wrong they seem—remember we’re trying to understand their point of view, not necessarily agree with it or support it”

- Crucial Conversations p. 167

Implicit Biases

- Implicit (unconscious) biases are pervasive
- Implicit and explicit biases are related but distinct
- The implicit associations we hold do not necessarily align with our declared belief
- We generally tend to hold implicit biases that favor our own ingroup
- Implicit biases are malleable

Test yourself at implicit.harvard.edu
Looking for Emotions at Play

- Recognize emotions, theirs and yours
- Pay attention to “core concerns” of autonomy, appreciation, affiliation, role and status
- Consider the role of identity
- Make emotions explicit and acknowledge them as legitimate
- Allow the other side to let off steam
- Don’t react to emotional outbursts
- Use symbolic gestures

Communication

- Listen actively and acknowledge what is being said
- Speak to be understood
- Speak about yourself, not about them
- Speak for a purpose
Interests vs. Positions

“Your position is something you have decided upon. Your interests are what caused you to decide”

Getting to Yes p 43

Invent Options for Mutual Gain

- Separate the act of creating options from the act of judging them
  - Invent first, decide later
  - Brainstorming
- Broaden options rather than looking for a single answer
  - Key to wise decision making lies in selecting from a great number and variety of options
- Search for mutual gains
  - Identify shared interests
  - Dovetail differing interests
**Insist on Using ****Objective Criteria**

- Allows negotiation on some basis other than the will of either side
- Fair standards
- Fair procedures

**Handling Disagreements**

Crucial Conversations’ ABCs  p 170 - 172

<table>
<thead>
<tr>
<th>Agree</th>
<th>Build</th>
<th>Compare</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acknowledge where you agree (or don’t have a violent disagreement)</td>
<td>“When you agree with what has been said but the information is incomplete, build”</td>
<td>I think I see things differently</td>
</tr>
</tbody>
</table>
From Conversations to Action

Making a Decision

Four methods of deciding
• Command – consult – vote – consensus

How to choose/four questions
• Who cares? - Who knows? - Who must agree?
• How many people is it worth involving?

Make assignments
• Who does what by when and how to follow up
• Document your work

Additional Resources


Patterson, Keny. (Eds.) (2012) Crucial conversations: tools for talking when stakes are high New York : McGraw-Hill,


Crucial Skills
https://www.vitalsmarts.com/crucialsills/

Harvard Law School Program on Negotiation
https://www.pon.harvard.edu/category/resources/webcasts/

Project Implicit:
https://implicit.harvard.edu/implicit/

Habits of Highly Effective Higher-Ed Professionals
https://www.academicimpressions.com/habits-of-highly-effective-higher-ed-professionals/
Thank you for joining us!