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### About Respect Quotes:

"When we are  
listened to, it creates  
us, makes us unfold  
and expand. Ideas  
actually begin to grow  
within us and come to  
life."

-- Brenda Ueland

"We are here on  
earth to do good for  
others. What the  
others are here for I  
do not know."

-- W.H. Auden

Dear Reader,

## ***Employees on Collision Course***

***"Respect is like air: if you take it away, it's all people can think about. At that point, the conversation is all about defending dignity."***

**Al Switzler** (one of the authors of *Influencer*, *Crucial Confrontations* and *Crucial Conversations*) recently responded to an online question from a manager asking advice about how to fix/help the energy-draining situation between two clashing employees. I really liked that while Mr. Switzler gave the manager valuable tips, he also gave tips on avoiding common mistakes. This reminded me of some of the strategies we've all used that have at one time or another left us feeling stuck, frustrated or ineffective. So, to avoid unsuccessful approaches, I thought it best to review some effective action tips.

**As a long time fan** of *Crucial Conversations*, Switzler's advice resonates with my views on how important it is to be clear on your own motives and reactions before proceeding.

### **1. First, get your motives right**

- You have to get your emotions and intentions right before you can talk with your employees or with any two people in your life you have committed to help resolve issues.
- Be aware of your intentions. Do you want to "fix" them? Do you want to "straighten them out?"
- Ask yourself: "What do I really want-for me, for them, and for our relationship?"

### **2. Set ground rules**

- People usually forget about ground rules and are only reminded when their own boundaries are crossed.
- Before discussing the specific problem, have a talk about ground rules and how the three of you will know if the conversation is effective. A good way to measure effectiveness is to ask *"Does the conversation help move us closer to resolving the problem and does it help us strengthen*



*our relationship?*

### **3. Skills to keep in mind:**

- When you ask your employees (or your two friends or family members) to meet with you, begin with the purpose: to move closer to resolving the problem and strengthen relationships.
- Make sure everyone agrees to this purpose.
- If this is a workplace issue, then suggest that as manager, your function is to engage in the discussion because the issue is impacting you as well as other members of the team..
- Note that anyone can stop the conversation and point out aspects of the dialogue that are not helping them move closer to the solution or strengthen relationships.

### **4. Be specific.**

- Use statements of observation or facts, not opinion.
- Be specific about expectations and behaviors, not conclusions and emotions.
- Have each individual make a statement about what was expected or agreed upon and what they actually observed.
- Follow that with a question to the other individual, such as, "Do you see the situation differently?"

**It's never a good idea** to ignore a problem that impacts the workplace. If the employees were able to work it out, you would not have a problem. But, when they don't, it's time for you to have a specific conversation with them. One important element is begin with safety. Know how to engage without making the other person defensive. Another important element is to show transparency about your motives.

**Safety is all about mutual respect**, which is necessary to maintain dialogue. When respect is at risk, the conversation is no longer about getting results. It becomes personal or about personality. Effectiveness is hijacked.

**Use these telltale signs** to recognize when respect is at risk during a conversation, and address that issue before trying to resolve the content of the conversation.

- Interruptions
- Pouting
- Name-calling
- Looks of pain, fear, or hurt feelings
- Anger
- Yelling
- Insults
- Threats

*This article reflects the work of Grenny, McMillan, Patterson, and Switler.*

Join this month's *Coaching Cafe*, a virtual space of collaboration and community where participants can safely explore workplace concerns and underlying issues, get peer advice, coaching tips and take away some action steps.

Have you signed up yet, for Flo's  
Monthly Coaching Cafe?  
June 23, 2010 at 8 PM.



This FREE Telecast Series is designed to address the workplace and its timely issues.

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## An American Indian Legend About Respect



### An American Indian Legend About Respect

There once was a man, whose wife passed away in childbirth and was raising his young son alone. He began teaching his son all that he knew. This son, grew up and in time wanted to go to a nearby village to find his mate. Many months passed and the young man returned to his home, and with him he had his wife. They lived in the home of his father.

Shortly after, the couple had a son. The father, now a grandfather began teaching his grandson all that he knew. How to respect the forest, the animals and life. The mother, tiring of sharing her home with the old man told her husband that she wanted the old man out.

The father spoke "I cannot, this is his home and he built it for us." She spoke "If you do not make him leave then I will take our son and I will leave." The father agreed and spoke to his son. "My son, tomorrow I want you to take Grandpa out and leave him. Give him this blanket." The young boy cried. "Why do you do this? Grandpa has been teaching me all that I know. Why do I have to do this to him?" The father spoke. "Son, follow the wishes of your father." So the next morning, the father went hunting to the North. The son took his Grandpa as far as he could walk to the South.

That evening the young boy was sitting on the bed crying when his father came in. He saw the blanket on the bed. "Son, I thought I told you to give Grandpa the blanket?" "I gave Grandpa half of the blanket. The other half, I will give to you some day." The mother and father understood the message. And they went out to find and bring Grandpa back.

Questions to ponder:

- *On a scale of 0-10, how much do you feel respected by \_\_\_\_\_?*
- *On a scale of 0-10, how respected by you, do you think, \_\_\_\_\_ feels?*
- *Should respect be earned first by showing it (respecting the other person's feelings and needs)?*
- *What would happen if customers, clients were asked how much they felt respected by employees of businesses and government agencies? What would your industry learn?*
- *What if organizations established minimum standards for respect? How would that change the nature of the workplace?*

Have a comment? Go to my blog, [Chart Your Change](#).

Thank you for your interest in Chart Your Change. Your feedback is always appreciated.

*To experience a complimentary coaching session, click on [Complimentary](#).*

*Have a Joyful Month,*



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