

# **Be the Change**

**CSA Conference 2023**



# Overview

- Brain/body connection to stress
- Teaming and change management needs
- Communication strategies
- Conflict strategies





# Poll Time

## *How are we doing?*

- Go to [www.menti.com](https://www.menti.com)
- Enter code 3518 2095



# The Challenges

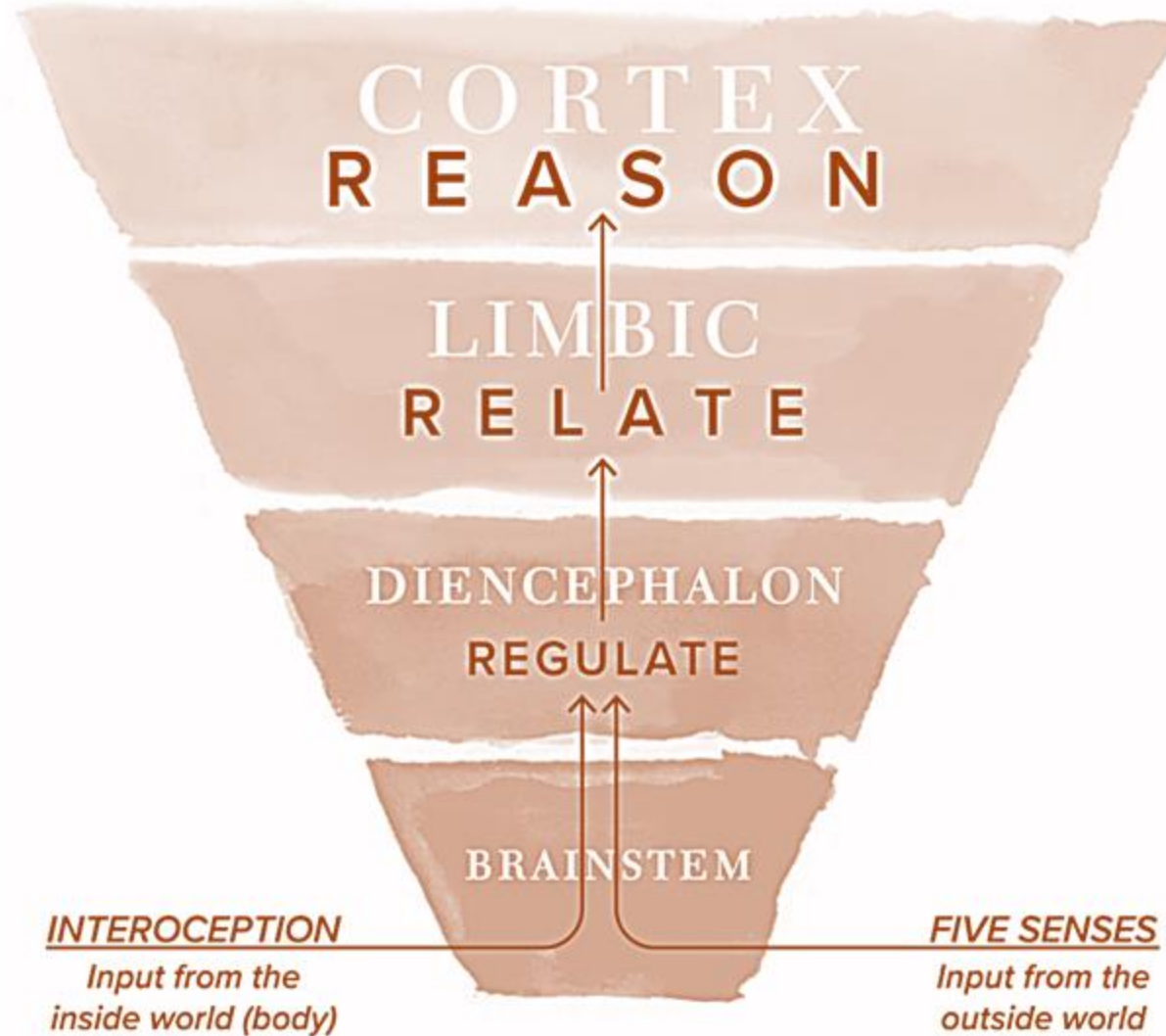


- Pandemic
- Turnover
- Increased need/acuity
- High stress
- Lots of change
- Our skills overtaxed



# **Challenge: Brains and Bodies**

## SEQUENCE OF ENGAGEMENT







### **CALM**

- Logical, rational
- Can take perspective
- Future-oriented
- Stress relief: hopes, goals, dreams



### **ALERT**

- Attentive
- Less flexible
- Focused on here and now
- Stress relief: avoid stressor, connection



### **ALARM**

- On guard, rigid
- Emotional
- Hard to think clearly
- May freeze, be overly compliant
- Stress relief: "body pleasers" like fat, salt, sweets



### **FEAR**

- No thinking (no upstairs brain)
- Reactive
- No sense of future or time;
- Literal fight, flight or dissociation
- Stress relief: removing the stressor



### **TERROR**

- No thinking; reflexive behaviors
- No sense of time
- No upstairs brain
- Fight or flight is extreme (catatonia, rage)
- Stress relief: rocking, self-stimulation

# Stress Cycle



- Dr. Emily Nagoski + Dr. Amelia Nagoski, *Burnout*

## What is the stress cycle?

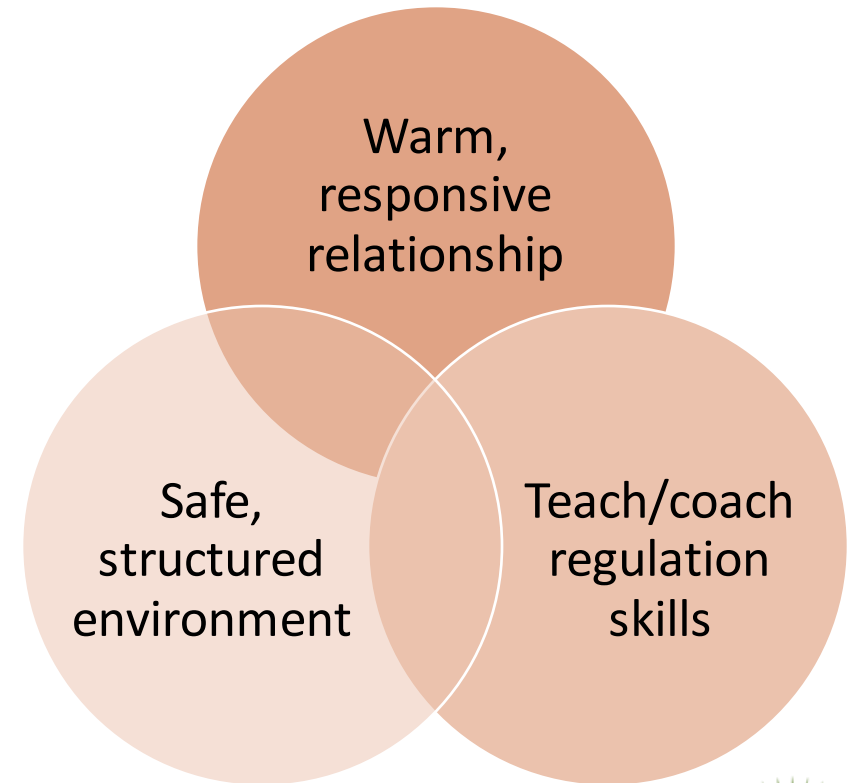
- Moving through the entire process of feeling stress and returning to a baseline state
- The cycle ends when our bodies realize we are completely safe after our flight or fight response is triggered.
- Chronic stressors mean we are always in flight or flight response; if we don't end the cycle, we aren't telling our bodies they are safe.



# Building Around You: Co-Regulation

- Research shows we do not self-regulate but use more co-regulation to develop skills.
- The higher the stress, the more the need for co-regulation.
- Developmentally, we must scaffold to build this skill (not just reflect---coaching/feedback).

***Can you hold the other person's concern?***



# Co-Regulation Best Practices



Welcoming



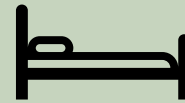
Positive Praise



Breath to Focus



Group Agreement



Rest + Return



Take Note



**Challenge:  
Teaming & the  
Difficulty of Change**



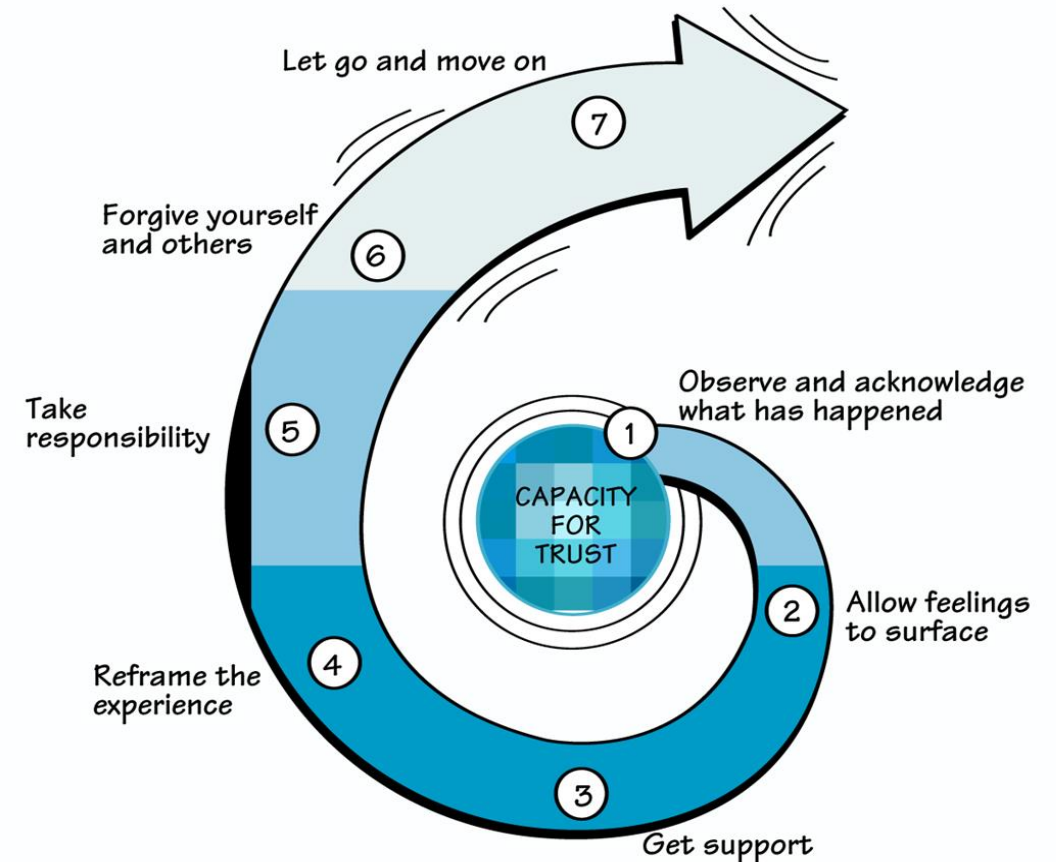
Truth check in: *How much energy/thought/time do you put into teaming?*

## LENCIONI'S FIVE DYSFUNCTIONS OF A TEAM



# Teaming Strategies

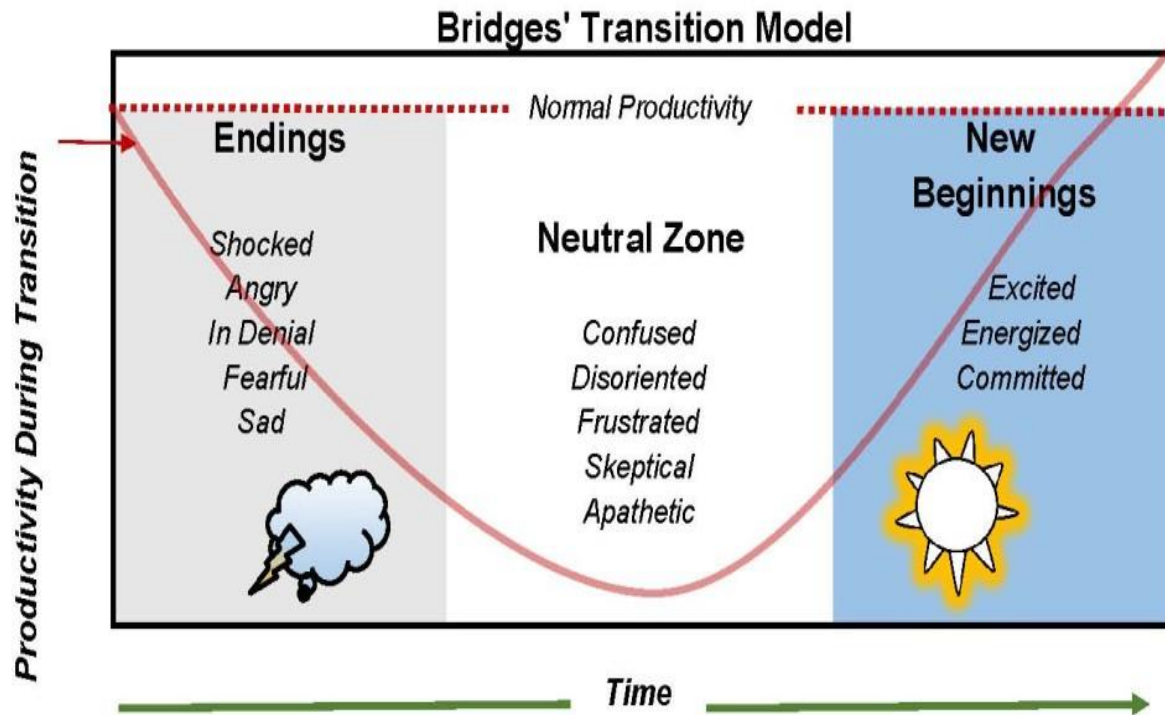
- **Assess + prioritize**
- Clarify rules, responsibilities, + accountability
- Set clear goals
- Build + repair trust
- Communicate + decide things together
- Celebrate small wins + diversity







# Where are you in the change?



Adapted by Career Vision from  
Managing Transitions: Making the Most of Change (W. Bridges, 1991).

## Change

- *Event or situation that happens externally*

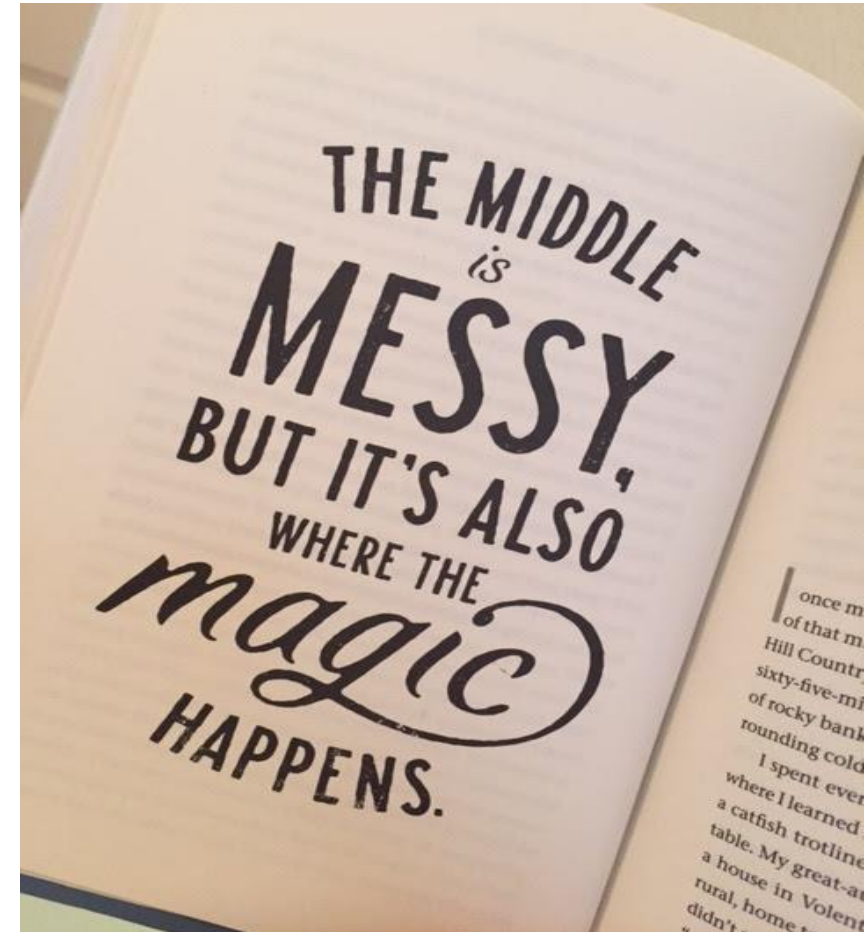
## Transition

- *Psychological processes people go through to manage change*

# Communication in Neutral Zone

## Connection and Concern

- Explain the Purpose
- Show/co-create the picture
- Lay out the plan
- Allocate the part



# Communication + Controversy

The higher the controversy,  
the more robust + varied the  
details you should provide.

Help find the common  
ground!

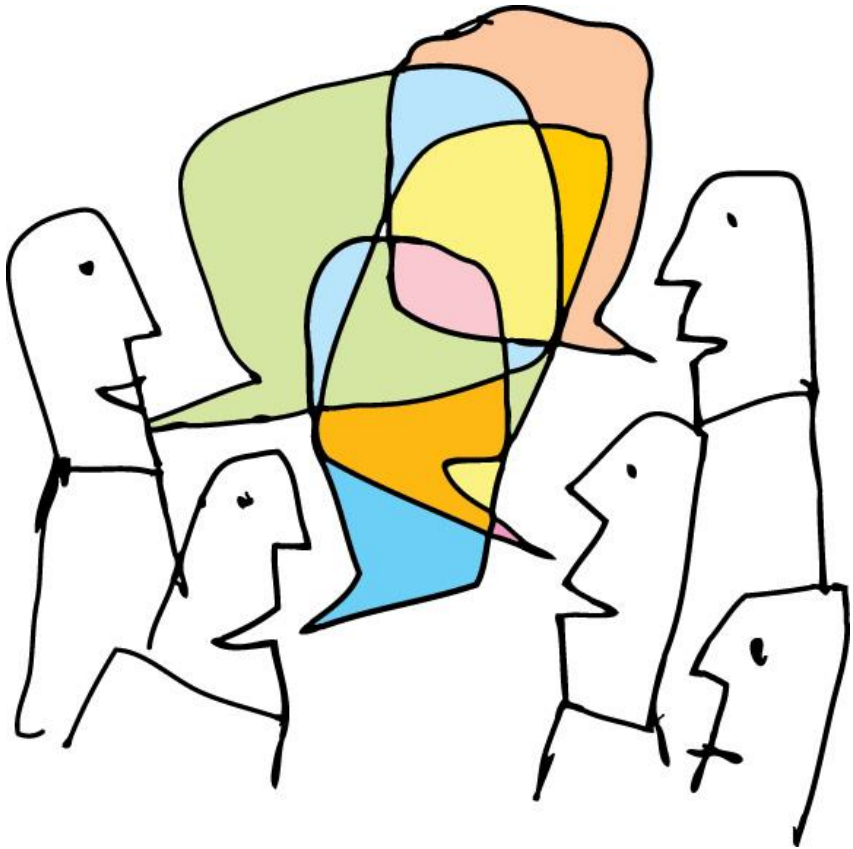
Let's agree to disagree,  
but also that I am right.



someecards  
user card



# Breakout



- Are you currently in a change? If so, what zone are you in?
- What is one communication tip your team should implement?
- Any a-ha moments?



**Challenge:  
Communication  
and Clarity**

**(or lack thereof!)**

# Activity: It's About Time





# Activity: Name that Tune





# Activity Debrief

- Thinking about the different answers in the Time Survey, where do you see these types of assumptions show up in your work?
- Have you had an experience with the overconfidence effect? What happened?

# What Can Go Wrong?

- Frequency of communication
- Tone and language choice
- Body language
- Only focusing on one side of the story/one perspective
- Time and place
- Lack of clarity, specificity
- Assumptions
- Unrealistic ideas of how quickly people can change

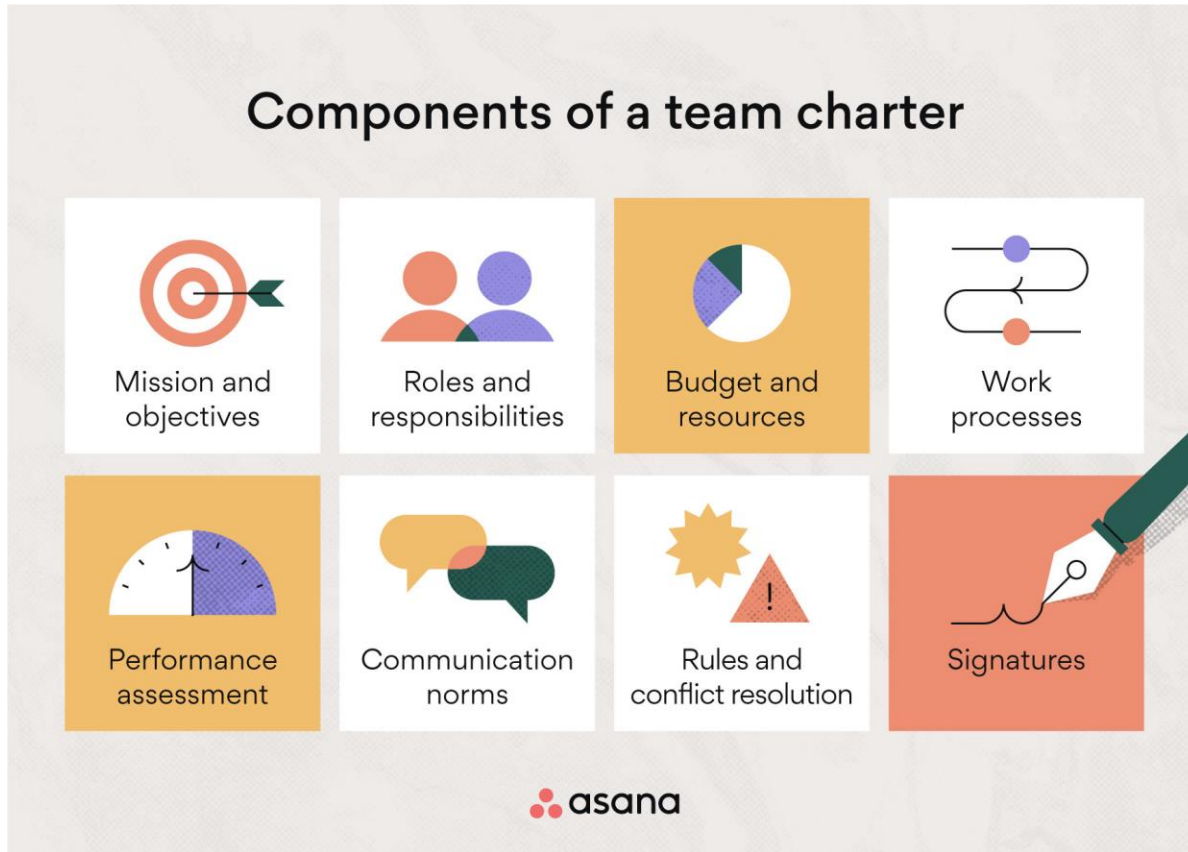
# Communication is Key

- 6x's rule
- Vary the medium, and lots of 2-way communication
- People trust **behavior** over words
- **Understanding** is more important than agreement
- **Build** in structured times to listen + communicate
- Don't give away your authority
- **Utilize direct supervisors!**

***People often complain before they create!***



# Clarity with Expectations



- When we make well intended assumptions about what we have agreed to

## **Pro Tips:**

- **IDD: Inform, Decide, Discuss**
- At the end of each meeting ask, “What have we agreed to today?”



The background of the slide is a hallway with four pillars. The pillars and the floor are made of a light-colored, cracked stone or marble. The walls are a solid, vibrant orange color. On the right side of the image, there is a large, semi-transparent white circle that serves as a backdrop for the main text.

# **Challenge: Managing Conflict**





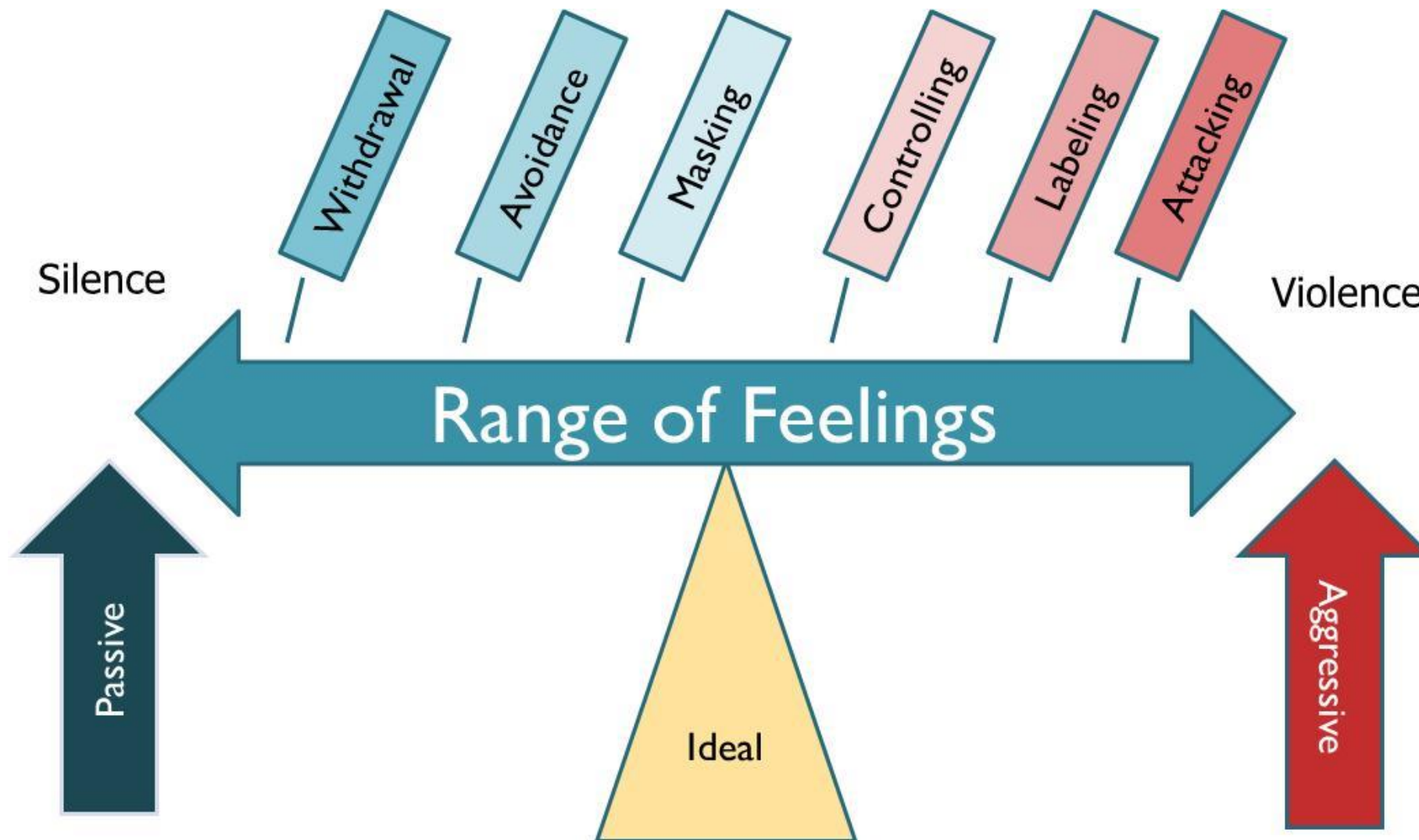
# Two-Minute Share



What parts of managing conflict are hard for you?

How would you describe your conflict style?

# From Silence to Violence





# Tammy Lenski





# Activate Your Curiosity

- Inject curiosity into your everyday life.
- Hold on to curiosity during conflict.

be  
curious,  
not  
furious.

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#B-KEEPER

# Look for Concerns, Not Solutions

**"IN ORDER TO EMPATHIZE  
WITH SOMEONE'S EXPERIENCE  
YOU MUST BE WILLING TO  
BELIEVE THEM AS THEY  
SEE IT, AND NOT HOW YOU  
IMAGINE THEIR EXPERIENCE  
TO BE"**

Brene Brown

**EMPOWERED**  
TO CONNECT

- Assume positive intent
- Listen for interests and concerns (not solutions or positions)
- IOED
- Watch the ladder of inference!





# Do It Right or Do It Twice

When all else fails, get used to doing it twice!

## Free Back Pocket Lines:

- ✓ **In the moment:** Wow, that is really important! I think I need some time to think on that. Ok if I call you tomorrow?
- ✓ **After the fact:** Hey, I wanted to circle back to something you mentioned yesterday/ last week...
- ✓ After we met yesterday, I kept thinking about XYZ and wanted to share with you.
- ✓ Now that I've had more time to reflect on XYZ, I've got more questions. Can we re-visit that?



# Wobbly Stool

- Problem
- Process
- Emotions

*Facing resistance?*

- Pause and check the emotional temperature
- Make sure all parties feel heard and respected
- Attend to the problem itself



# Assertiveness Scale

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Direct----- Indirect

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Honest----- Dishonest

---

Appropriate----- Inappropriate

---

Respectful----- Disrespectful

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Focus on my feelings/reactions----- Focus on others' feelings/reactions

# Am I...?

- Giving the right amount of information?
- Doing this at the best time and/or place?
- Just focused on what I need? Just focused on pleasing others?
- So direct that my style is getting in the way of the message being heard? So vague my point is being lost?
- Using words that are distracting the listener? Can I use better words that keep the listener engaged?



# Questions? Takeaways?



# Thank You!

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