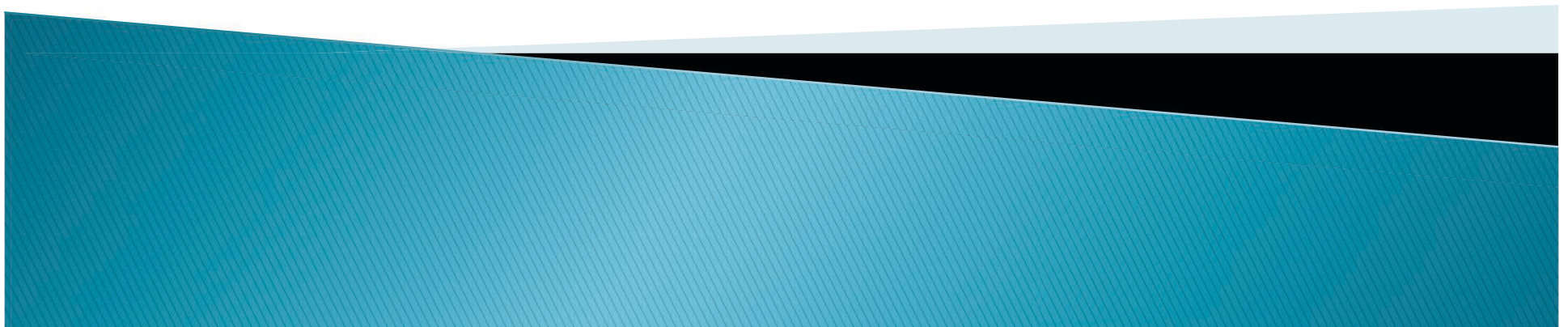


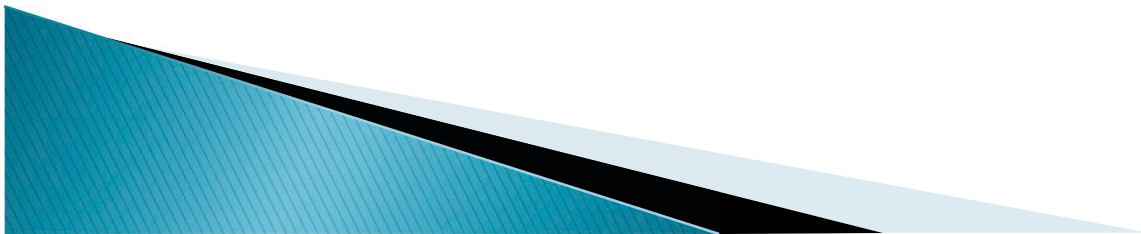
How Restorative Practices Builds Accountability, Communication & Trust in the Workplace

IIRP World Conference
Sharon mast, Facilitator
October 2013




What is the #1
Asset in Your
Organization?

Our People

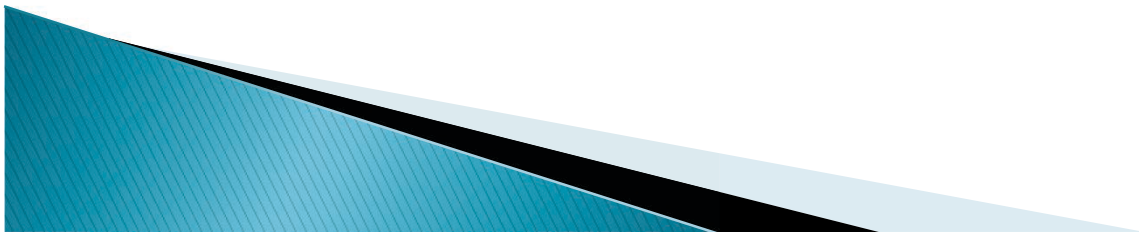


FACT or FICTION

- Morale can be the fuel that drives an organization forward or the fuel that feeds the fire of employee discontent, poor performance and absenteeism.
 - The Gallup Poll in a 2012 study estimates that 70% of American workers are disengaged from their jobs costing the American economy as much as \$350 million per year in lost productivity including absenteeism, illness and other problems that result when employees are unhappy at work.
- 

FACT or FICTION

- A business with 100 employees spends an average downtime of 17.5 hours a week clarifying communication.
- Betrayal is a normal part of the human experience and once trust is broken, it can never be rebuilt.



A - C - T = SUCCESS

ACCOUNTABILITY

What does good accountability
(*personal responsibility*) Look & Sound Like?

COMMUNICATION

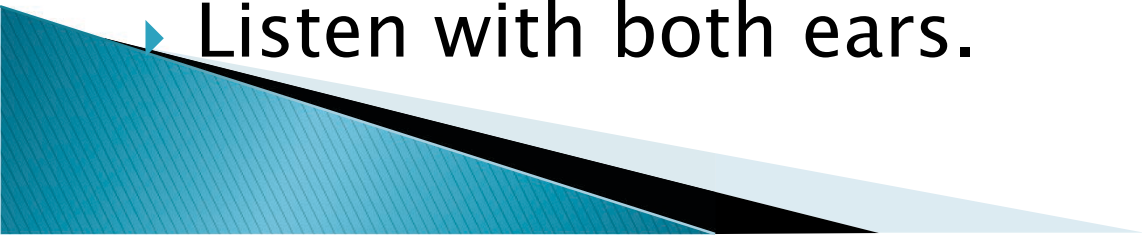
What do you see & hear to know good
communication was effective?

TRUST

What are trust-building behaviors?
Trust-reducing behaviors?



Characteristics of a *Good* Organization

- ▶ Have a vision, mission and values to guide the vision.
 - ▶ Communicate clearly, often and with respect.
 - ▶ See employees as valuable, not as robots.
 - ▶ Listen with both ears.
- 

Characteristics of a *Good* Organization

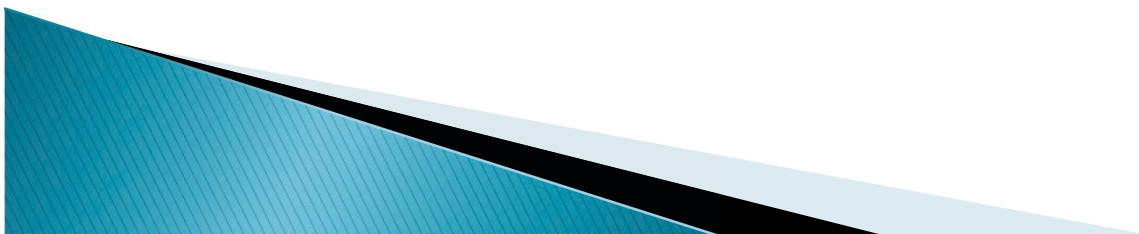
- ▶ Question processes and systems.
- ▶ Have clear expectations of employees and leadership and provide support while challenging the status quo.
- ▶ Engage employees in decision making, problem solving, and express appreciation to deepen pride and ownership.



Restorative Practices & Principles

A collection of practices and principles taken from the best of the social sciences that aims to **build social capital** and **achieve social discipline** through participatory learning.

Restorative Practices provides *support* and *challenges* individuals to effectively engage and reach their potential.



Emotional Intelligence

Personal Competence

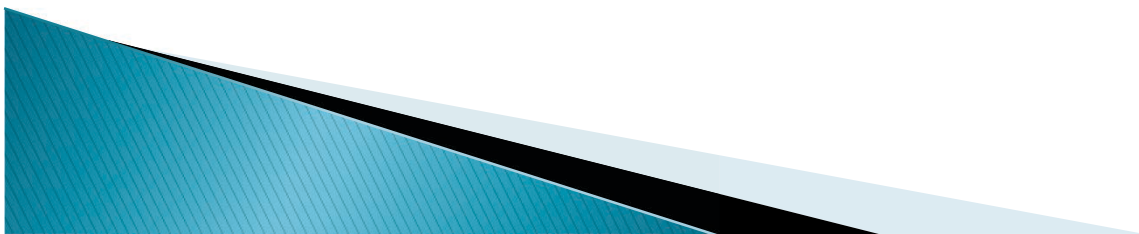
How we manage our own emotions

Self Awareness; Self Regulation; Motivation

Social Competence

How we handle relationships

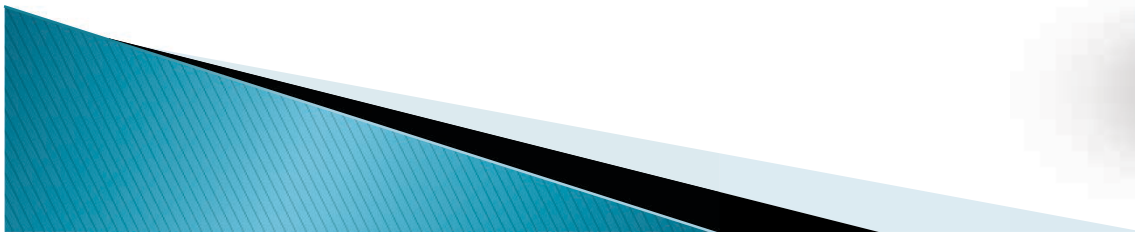
Empathy, Social Skills



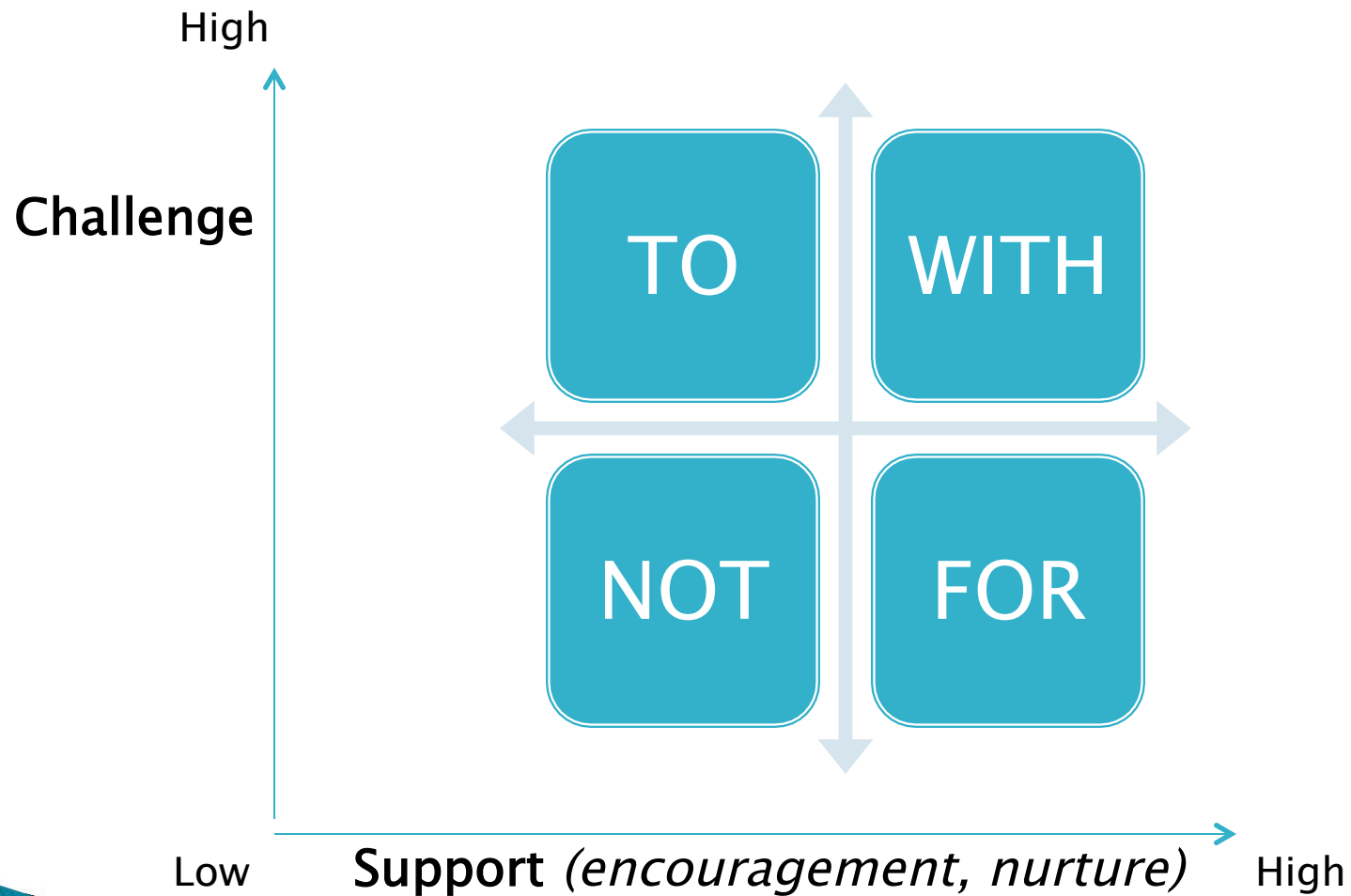
The Emotional Intelligence Framework

Self Awareness

Emotional Awareness
Accurate Self Assessment
Self Confidence



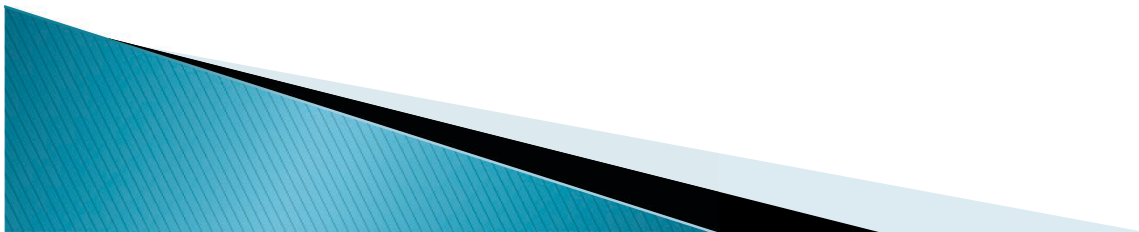
ORGANIZATIONAL CHANGE WINDOW



Adapted by Mast, 2011 from McCold & Wachtel, 1990 & Glaser, 1969

Triggers or Hot Buttons

- ▶ It makes me angry when people say...
- ▶ I don't like it when people...
- ▶ I feel offended when...
- ▶ I think it's rude to...
- ▶ At work, I wish people would...
- ▶ At work, I think it would be a better place if people would stop...
- ▶ It makes me crazy when...
- ▶ If people would only...



The Emotional Competency Framework



Self Regulation

Self Control
Trustworthiness
Conscientiousness
Adaptability
Innovation

Self Regulation


See &
Hear

Tell A
Story

Feel

Act

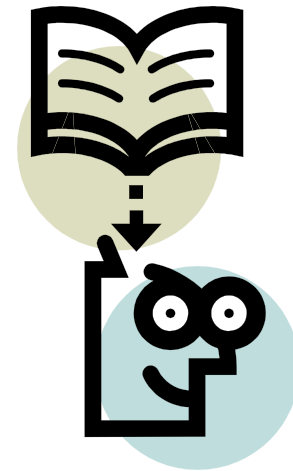
Restorative Questions –Side 1

- ▶ What happened?
 - ▶ What were you thinking at the time?
 - ▶ What have you thought about since?
 - ▶ Who has been effected by what you have done? In what way?
 - ▶ What do you need to do to make this right?
- 

Self Regulation

Skills for Mastering Your Story

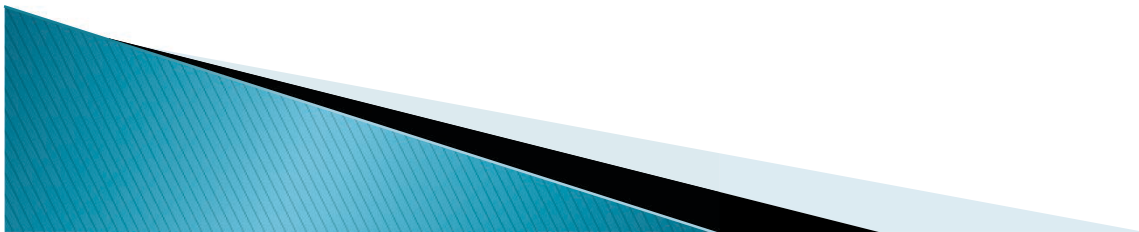
- ▶ Slow down
- ▶ Retrace your path
- ▶ Notice your behavior
- ▶ ID what you are feeling
- ▶ Challenge your story/ your assumptions
- ▶ Get back to the facts –what evidence do I have that my story is real?
- ▶ Tell the rest of the story (*re-write the story*)



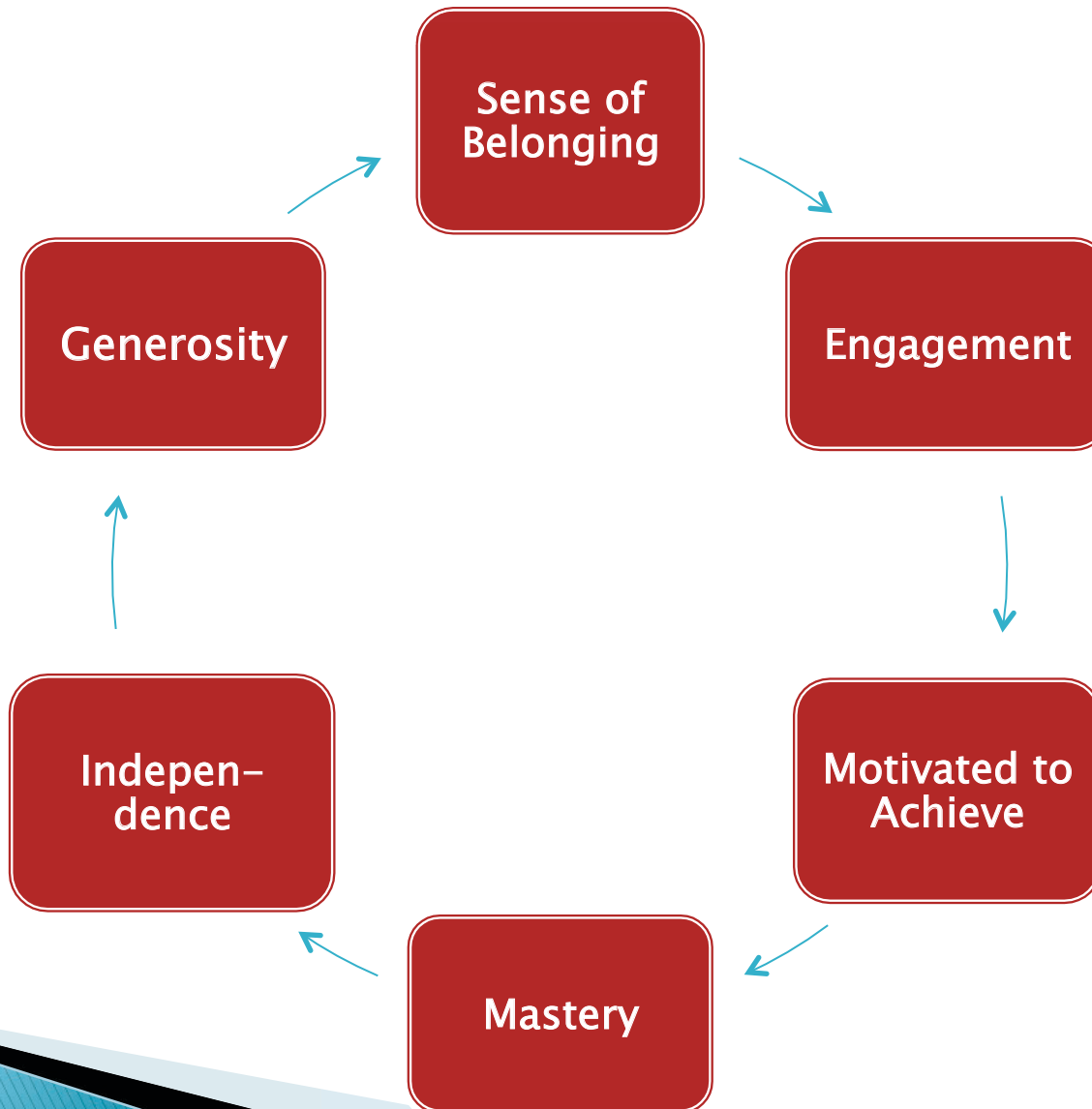
The Emotional Competency Framework

Motivation

Achievement Drive
Commitment
Initiative
Optimism

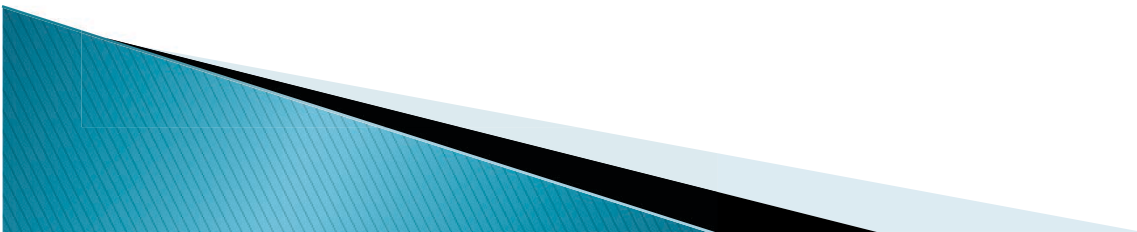


Engaged Employees



FAIR PROCESS

Individuals are most likely to trust & cooperate freely within systems – whether they themselves win or lose by those systems – when Fair Process is observed.

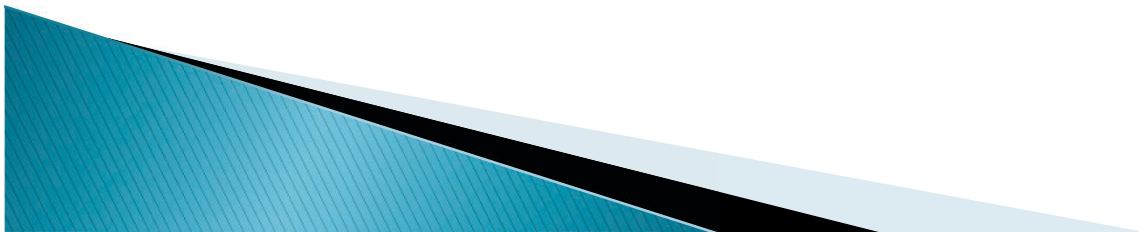


FAIR PROCESS PRINCIPLES

**There are Three Components
of Fair Process:**

Engagement

Involve individuals in decisions that affect them by listening to their views and genuinely taking their opinions into consideration.

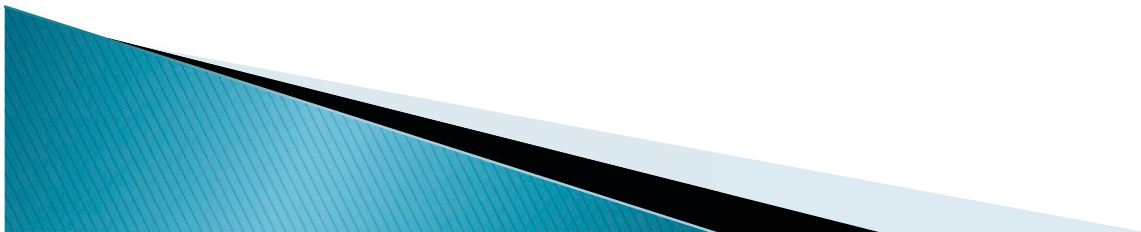


FAIR PROCESS PRINCIPLES

Explanation

Explain the reasoning behind a decision to everyone involved and affected.

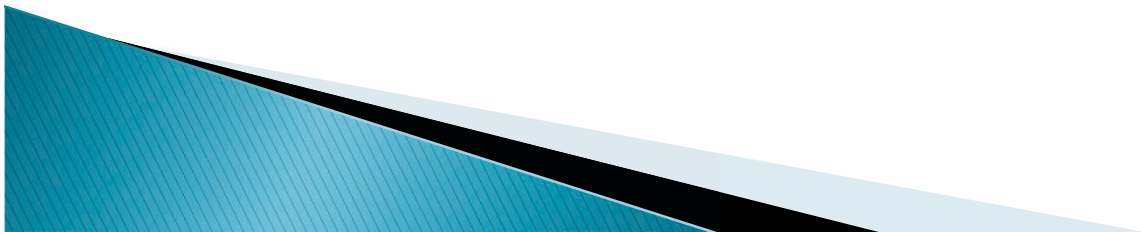
This creates a powerful feedback loop that enhances learning.



FAIR PROCESS PRINCIPLES

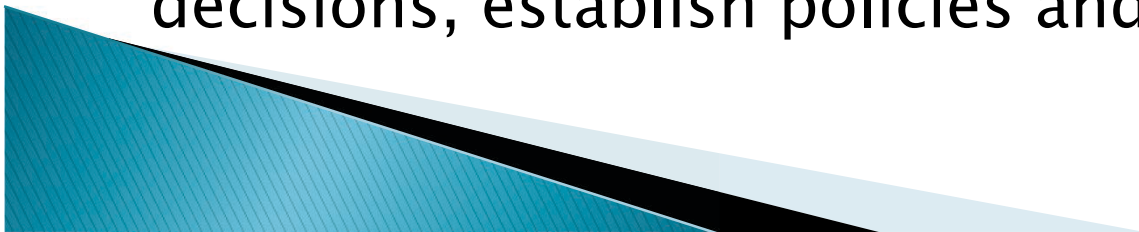
Expectation Clarity

Once decisions are made, new rules are clearly stated so that all employees understand the new standards and penalties for failure.



FAIR PROCESS IS *NOT*...

- ✓ Decision by consensus or democracy in the workplace.
- ✓ Designed to achieve harmony.
- ✓ A method to win people's support through compromise that accommodates every individual's opinions, ideas, or interests.
- ✓ Managers forfeiting their prerogative to make decisions, establish policies and procedures.



FAIR PROCESS *ACHIEVES...*

Trust and commitment.

Trust and commitment produces voluntary cooperation.

Voluntary cooperation drives performance, which leads people to go beyond the call of duty.

Fair Process builds the sharing of knowledge and creativity.



The Emotional Competency Framework



Empathy

Understanding of Others

Developing Others

Service Orientation


Leveraging Diversity

Political Awareness

Empathy

Sensing what others feel without their saying so captures the essence of empathy.

People with this competence:

- ❖ Are attentive to emotional cues of others & listen well.
 - ❖ Show sensitivity & understanding of others' perspectives.
 - ❖ Help out based on understanding other peoples' needs & feelings.
- 

Restorative Questions –Side 2

- ▶ What did you think when you realized what happened?
- ▶ What impact has this incident had on you and others?
- ▶ What has been the hardest thing for you?
- ▶ What do you think needs to happen to make things right?

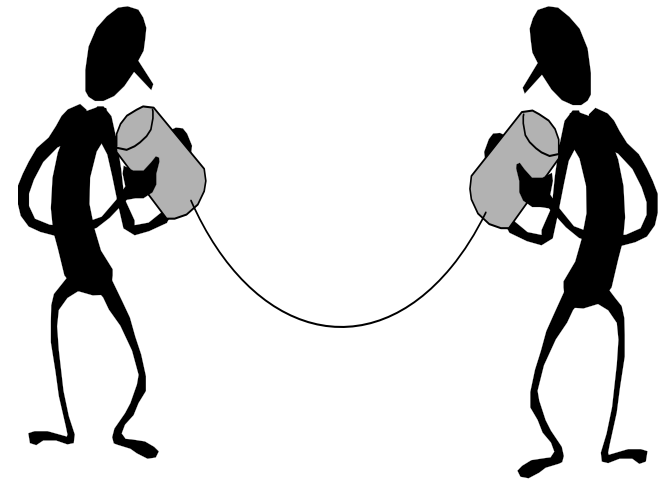


The Emotional Competency Framework

Social Skills

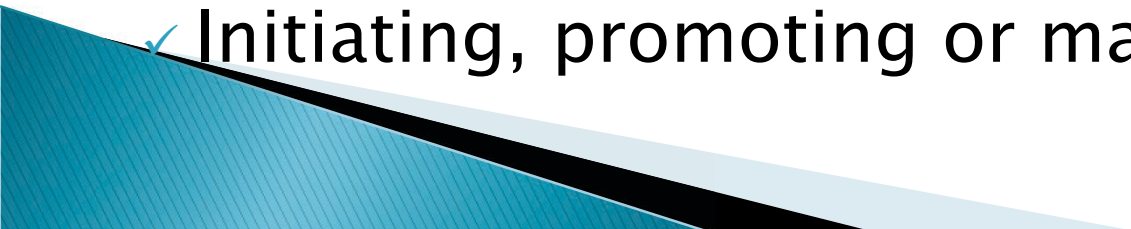
Adeptness at inducing desirable responses in others

Influence
Communication
Conflict Management
Building Bonds
Change Catalyst
Collaboration & Cooperation
Team Capabilities



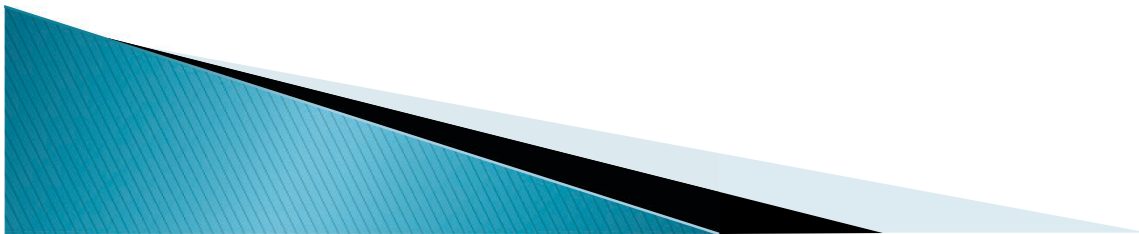
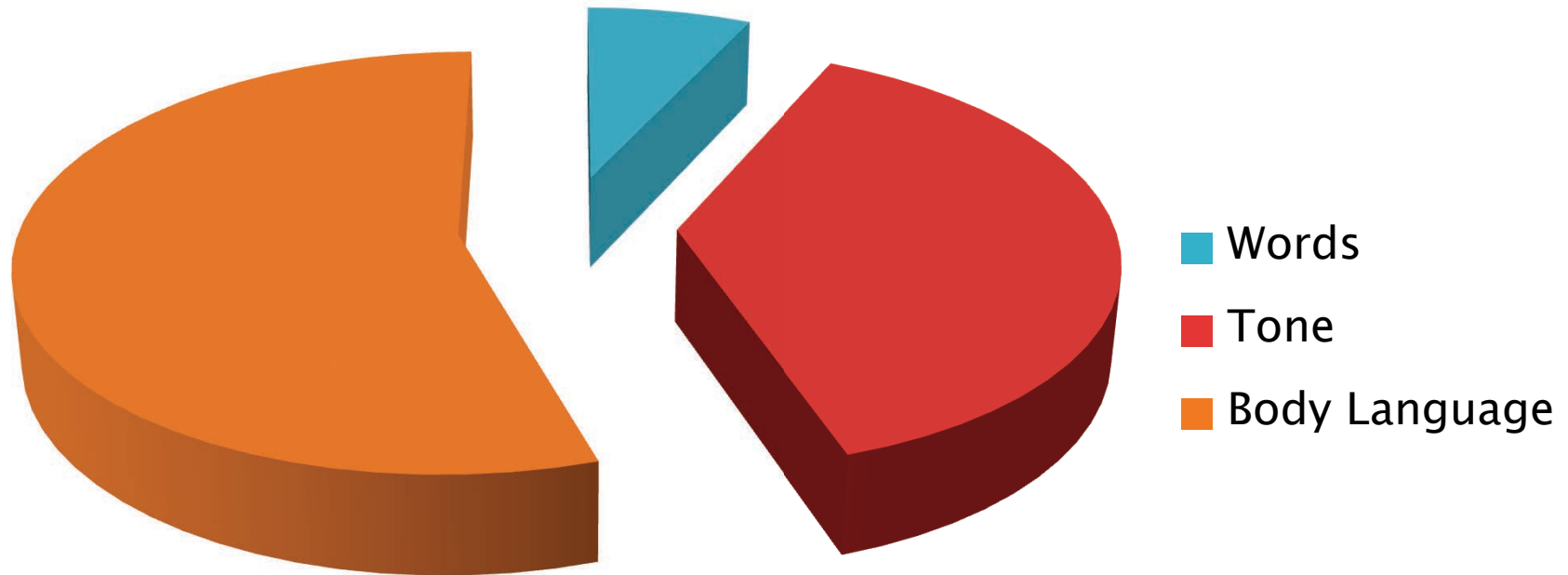
Social Skills

Building Rapport is the first step to

- ✓ Influencing others
 - ✓ Communicating clear & convincing messages
 - ✓ Negotiating & resolving conflicts
 - ✓ Inspiring & guiding others
 - ✓ Initiating, promoting or managing change
- 

What do you think?

Components of Communication

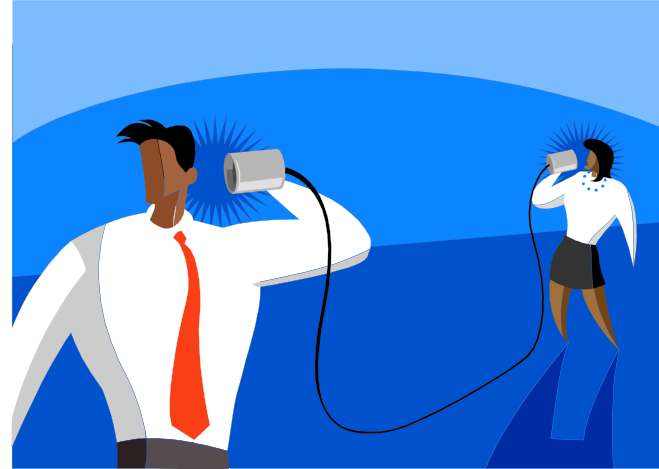


The Art of Active Listening

Be present.

Maintain eye contact.

Listen to the whole story
before you respond.



Acknowledge feelings.

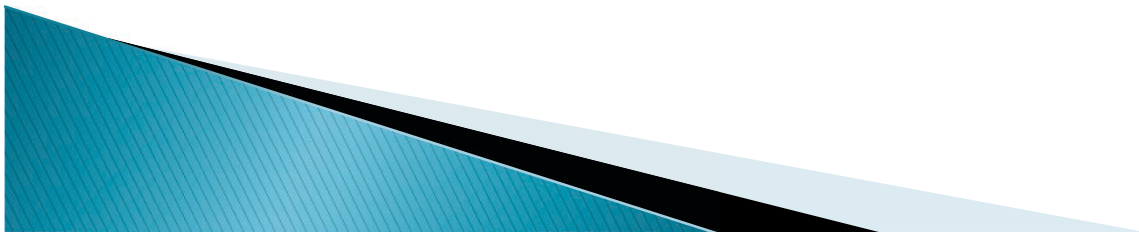
Allow for silence.

Take notes when appropriate.



Managing Relationships

- ▶ Giving & Receiving Feedback
- ▶ Turning complaints into requests
- ▶ Common Courtesies
- ▶ Dealing effectively with difficult people



Louis Thun, Industrialist

We are Heirs to an exceptional past

Custodians of a challenging present and

Architects of a limitless future.



What will you build?

For More Information, Contact



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Workplace Culture, Employee & Leadership
Development and Personal Growth.