FACILITATED SOLUTIONS

Mediators & Conflict Management Specialists

Prevent | Manage | Resolve

Facilitation Fridays

Crime and Punishment?

Reprimands, Reparations, Recovery and Reconciliation
At Work and Home

David Falk, Sandy Koop Harder, Dave Dyck
Starting at 10:30 am (CDT)

FACILITATED **SOLUTIONS**

Mediators & Conflict Management Specialists

Prevent | Manage | Resolve

www.workplaceconflict.ca + www.familyconflict.ca

Reprimand - Meaning

- "**Rebuke** – especially an official one"

- From Latin *Reprimenda: "things to be held in check"*

Reparation - Meaning

- "**Reparation** – the making of amends for a wrong…by paying money or otherwise helping those who have been wronged"

- From Old French *Reparare*: "**make ready again**"

Reconciliation - Meaning

- **Reconciliation** – the restoration of friendly relations"

- From Latin Reconciliare:
  - **Recon -** *"back"*
  - **Conciliare -** *"bring together"*
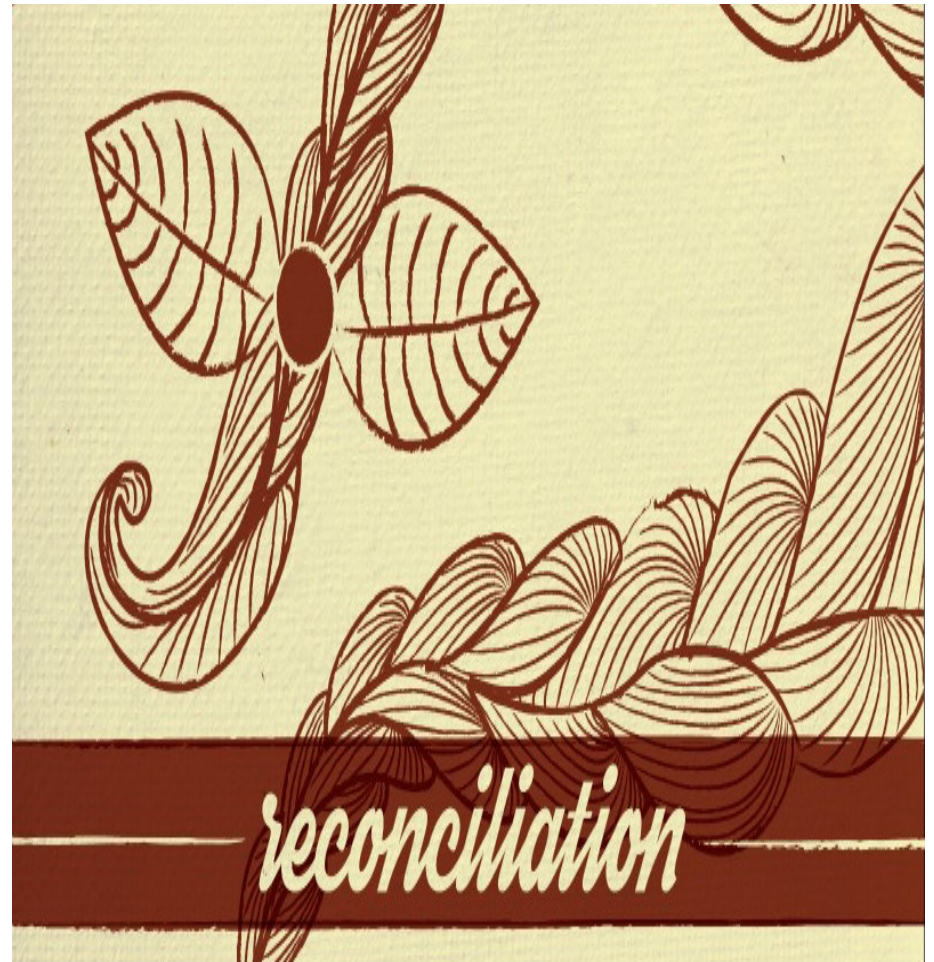
Retributive Thinking

- What rule's been broke?

- Who dun' it?

- What do they deserve?

Systems of Blame & Punishment

- Focus is on **determining blame**/the guilty party.

- Blame is defined in terms of **rule breaking**.

- Guilt is often apportioned in **"all or nothing"** terms (i.e. one party is bad, the other the victim).

- Determining blame is necessary to **administering pain,** intended to deter future bad behaviour.

Result: *People generally seek to avoid blame and its associated pain; i.e. they are incentivized to point the finger elsewhere.*

Restorative Thinking

- Who has been hurt? What has been damaged?

- What are their needs? What requires repair?

- Whose obligations are they?

- What is the appropriate process to involve stakeholders in an effort to put things right?

Systems of Contribution & Restoration

- Focus is firstly on **determining who/what has been harmed** (or perceives harm done) or at risk of harm

- Harms are firstly a **violation of people and relationships** (healthy functioning of workplace, family)

- Responsibility for harm can be allocated by degree, **acknowledging multiple contributing people**/factors

- Resolution involves **all impacted parties** and systems in a search for solutions which promote **safety, understanding, reparation, healing, and well-being**

Systems of Contribution & Restoration

Result:

- People are **supported** to both _share how they have been impacted_ and to _take responsibility for their contribution_ to problems, harms and/or conflicts.

- They are therefore **more likely to "own their stuff"** and to engage more **_cooperatively_** (i.e. in a less adversarial and defensive manner).

Transformative Thinking

- Is the "problem behavior" **observable over geographic distance and time**?

- What **social circumstances, structures, or unconscious power** dynamics are contributing to the problem?

- What **broader measures** could be undertaken from a **preventative** standpoint?

The Transformative Approach

Watchwords for the Leaders/Systems

a) Listen Up...
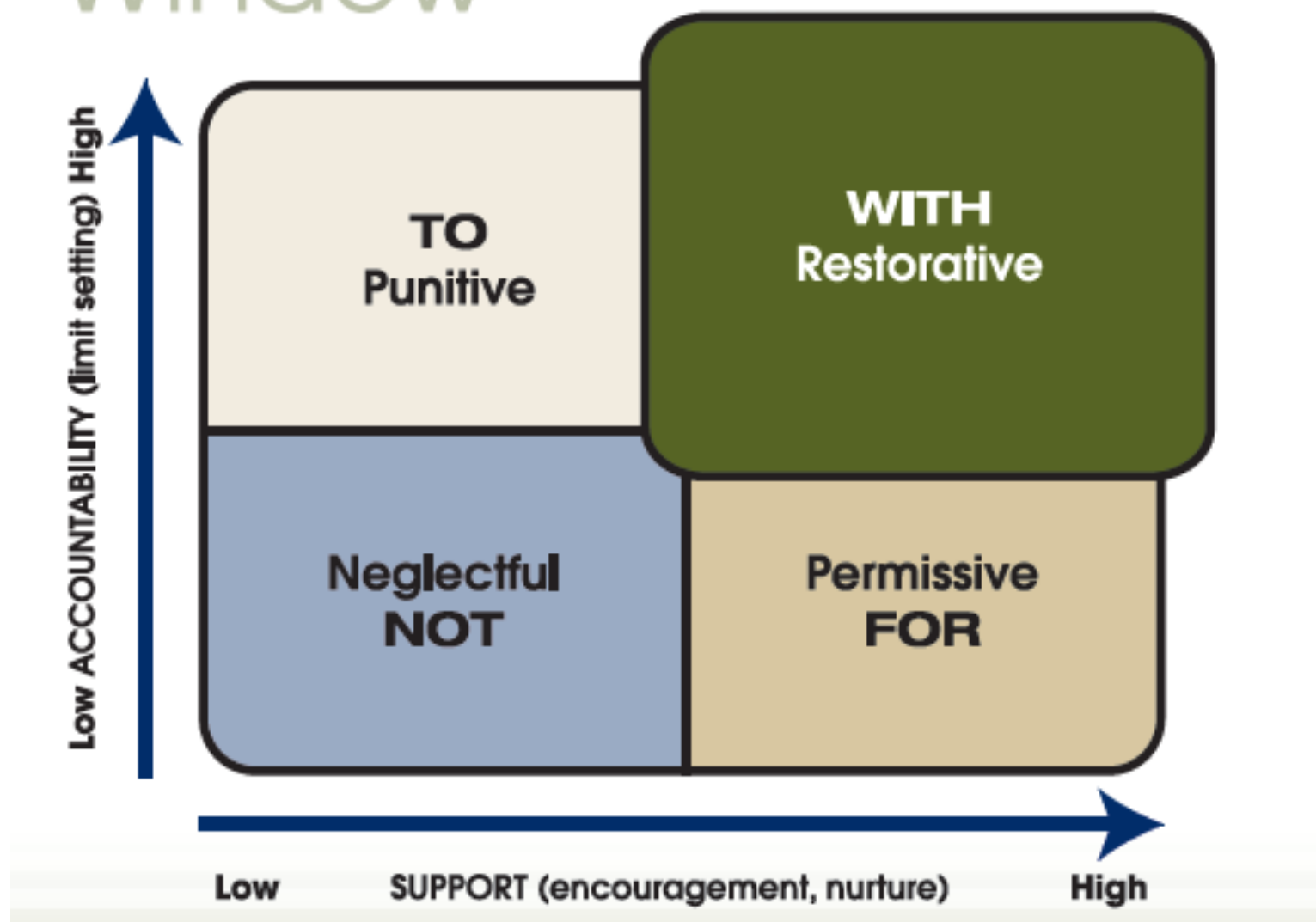
b) Prioritize Safety/Wellness

c) Own our stuff!

- *Role model the behavior we want from others...*

Social Discipline Window
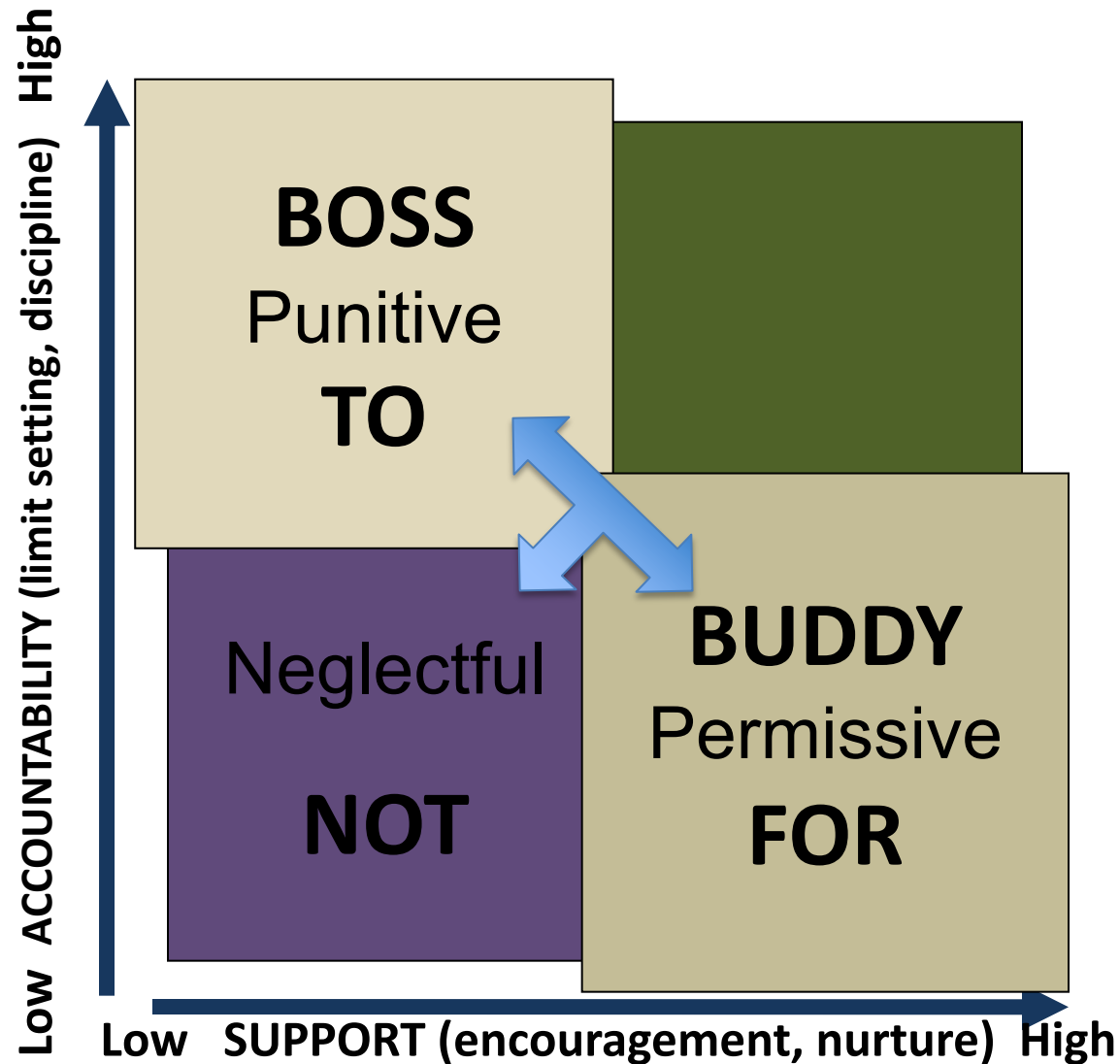
Based on the work of Ted Wachtel

Low ACCOUNTABILITY (limit setting) High

TO Punitive	**WITH** Restorative
Neglectful NOT	**Permissive FOR**

Low   SUPPORT (encouragement, nurture)   High

Common Patterns

Chart with vertical axis labeled "ACCOUNTABILITY (limit setting, discipline)" ranging from Low to High, and horizontal axis labeled "SUPPORT (encouragement, nurture)" ranging from Low to High.

BOSS — Punitive — **TO** (high accountability, low support)

Neglectful — **NOT** (low accountability, low support)

BUDDY — Permissive — **FOR** (low accountability, high support)

Feedback

1. Make the **approach** (pause)
2. Share your **perspective**
   - Name the event/action (pause)
   - Describe impact
3. Give space for **response**
4. Ensure **expectations** are understood
5. Offer **support**
6. Discuss **next steps**
7. Follow up

Selecting the right "Volume Level"

1. **State Request**: Clear and Gentle (ensure understanding)
2. **Restate Request**: Inquire re barriers
3. **State Request More Strongly** re**:** Tone/Body Language (inquire of resistance/need)
4. **State Request and Raise Potential Consequences** (educate, motivate)
5. **Enforce Consequences**

- **NOTE**: If the goal is behaviour change, at any moment you could engage in a problem solving conversation to address their concerns and your needs.

- Adapted from *Negotiating and Influencing Skills: The Art of Creating & Claiming Value*, by **Brad McRae**, Sage Publications, 1998.
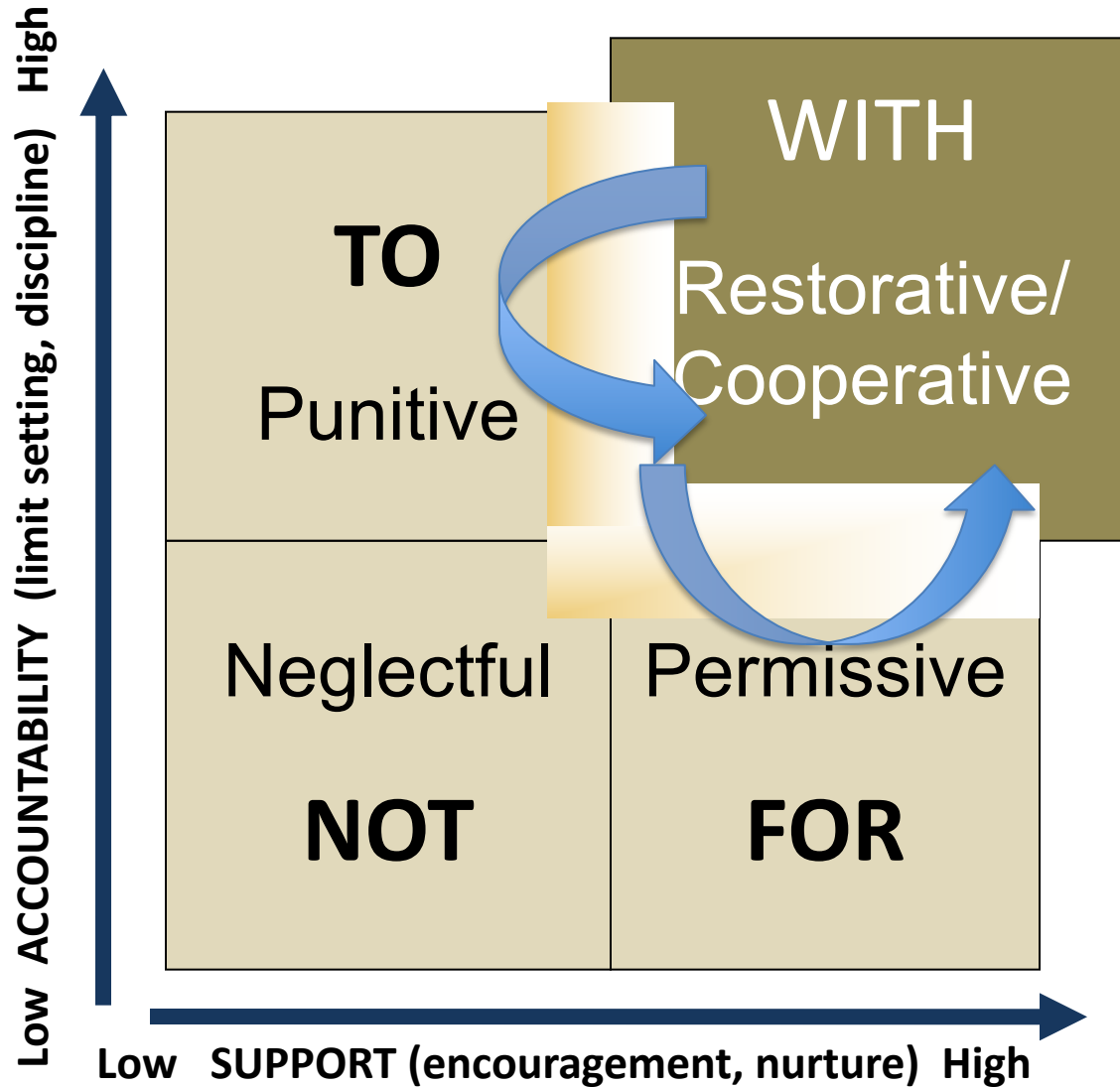
Coercion------Collaboration Continuum

- **Collaboration** <u>as ideal to shoot</u> for…

- **Lowest levels** of <u>coercion</u> possible

- **Earliest point** possible

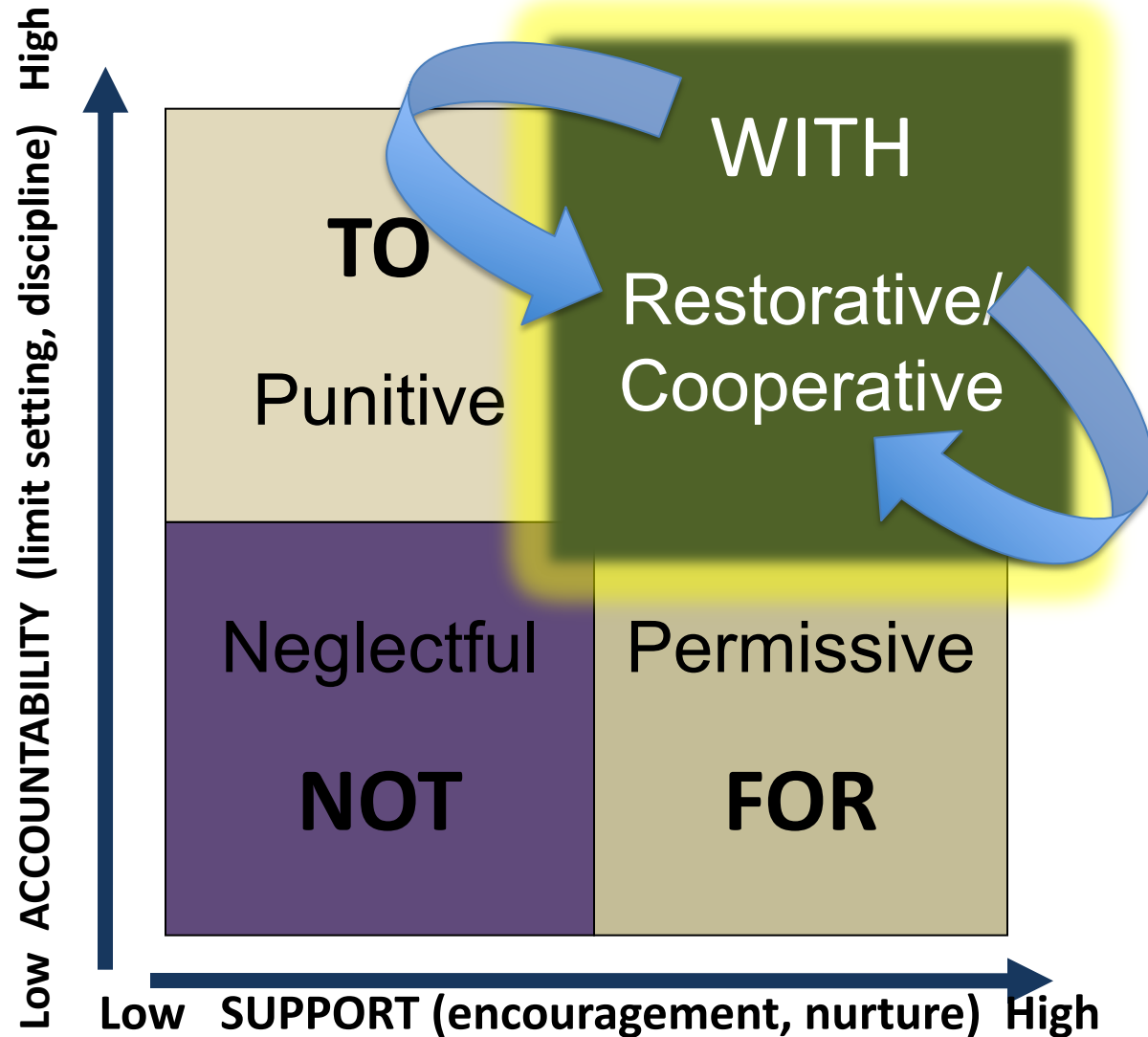- **Safety** (first priority)

- Yet, acknowledges **"power over"**

Ron Claassen
"DTR"

Grey Zones

Social Discipline Window

FACILITATED SOLUTIONS

Mediators & Conflict Management Specialists

Prevent | Manage | Resolve

THANK YOU!

Please send your feedback on this session and your topic suggestions to **Sandy** at
skh@workplaceconflict.ca

To receive notifications on future sessions please sign up at workplaceconflict.ca or familyconflict.ca

FACILITATED SOLUTIONS
Mediators & Conflict Management Specialists

Prevent | Manage | Resolve

Next Week May 22nd 10:30 CDT
Leadership and Conflict Management in the #MeToo Era

Resources from today's session will be posted on our website
www.workplaceconflict.ca