



# Confront Without Being Confrontational

The art of effective, respectful communication

“All persons who aspire to be part of our campus community must accept the responsibility to demonstrate civility and respect for the dignity of others.”

Weber State University Inclusivity Statement



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Civility Partners, LLC

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## Benefits of Respect



## Impact of Disrespect

### Individual Level

- Psychological
- Physical

Notes:

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### Organizational Level

- Lost productivity
- Staffing issues
- Financial costs

Notes:

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# Barriers to Effective Communication

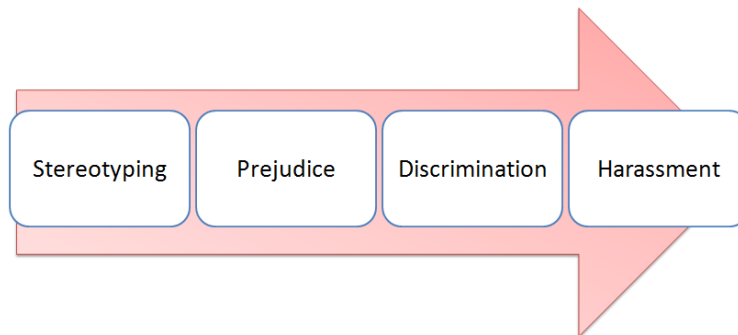
What are some things that get in the way of your ability to be an effective communicator?



## True or False?

Communication is reversible.	True	False
Meanings are in words.	True	False
It is possible to not communicate.	True	False
All communication is intentional.	True	False
All communication is accurate.	True	False
Communication is always verbal.	True	False
Communication is all about sending your messages.	True	False

## Building Personal Awareness



*Stereotyping:* A normal cognitive process by which we categorize people into groups

*Prejudice:* An evaluative judgment placed on a category; an attitude that is difficult but not impossible to change

*Discrimination:* Treating one group of people less favorably than other groups of people because of their protected characteristic

*Harassment:* Unwelcome conduct that is intimidating, hostile, or abusive, and interferes with ability to work

Maintain self-awareness of:

- Biases, prejudices, stereotypes
- Shifting cultural/social norms and expectations
- Behaviors and comments that may undermine respect and or cause misunderstandings
- Appropriate personal and professional boundaries

## Your Rights and Responsibilities for Respect

- You have the **right** to be treated with respect at work.
- You have the **right** to set reasonable limits and boundaries.
- You have the **responsibility** to treat others with respect at work.
- You have the **responsibility** to respect the limits and boundaries of others.

The Platinum Rule: Treat others as *they* want to be treated.

## Listening Self-Evaluation

How often do you indulge in the following 10 bad listening habits? Think carefully and then checkmark the appropriate answer.

	Almost always	Usually	Some- times	Seldom	Almost never
Give in to mental distractions (i.e., think about things other than what is being talked about)					
Give in to physical distractions (i.e., start paying attention to someone else walking by, for example)					
Try to recall everything a speaker said					
Reject a topic as uninteresting before hearing the speaker out					
Fake paying attention					
Jump to conclusions about a speaker's message before he or she is done					
Decide a speaker is wrong before hearing everything he or she has to say					
Judge a speaker on personal appearance					
Don't pay attention to the evidence a speaker is presenting					
Focus on delivery rather than on what the speaker is saying (focusing on their using "um" or "like" instead of listening to the message, for example)					

### Scoring

For every "Almost always" give yourself 2 points \_\_\_\_\_

For every "usually" give yourself 4 points \_\_\_\_\_

For every "sometimes" give yourself 6 points \_\_\_\_\_

For every "seldom" give yourself 8 points \_\_\_\_\_

For every "almost never" give yourself 10 points \_\_\_\_\_

**Total Score:** \_\_\_\_\_

- Below 70      Start focusing on becoming a better listener. You're missing out!
- From 71-90      You're a pretty good listener.
- Above 90      You are an exceptional listener!

## Effective Listening

**Hearing** happens when vibrations are detected by the ear and turned into nerve impulses that are perceived by the temporal lobe in your brain.

**Listening**, on the other hand, goes beyond physiological reactions to sound waves and involves four steps.

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_

On average, we  
only listen  
\_\_\_\_\_ of the  
time.

**What strategies will you implement to become a better listener?**

## Assertive Communication

Assertiveness means you have the ability to clearly and non-judgmentally state what you feel, need or want. It includes three steps:

1. Validate the other person
2. Describe why their behavior will not work, or what the problem is, and what the consequences are
3. State what you want; offer solutions

*Scenario:* John was recently promoted to manager from his position as client representative. When he was a student counselor he had a lot of fun with his fellow co-workers and became friends with many of them, but now he has a new role. The employees are used to John being their friend and co-worker, so they don't treat John much like a manager, and he is finding it difficult to get them to meet their goals or do what he asks them to do. At the next staff meeting, John decides he is going to say something about his new role and what he expects from his team. If John was going to do this using the three steps of assertiveness, he would say:

1. *Validate:*

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2. Describe the problem and the consequences:

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3. Offer the solution:

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## Using Respectful Language

Descriptive	Evaluative
<p>Describes behaviors without passing judgment on the person, but rather, on the event.</p> <p>EX: "I was looking at the report you did and noticed that one of the numbers was off. If the numbers are off the budget could be affected. Try using the formulas in Excel - it might help."</p>	<p>Passes judgment, and often includes labels.</p> <p>EX: "Your report wasn't good. The numbers were wrong."</p>

Notes:

Problem	Control
<p>Assert that you are equal and want to work together; focus on a solution that meets everyone's needs</p> <p>EX: "I need to use the conference room for awhile today, but I know you sometimes use it too. What's your schedule like today so we can figure out how to make this work."</p>	<p>Assert that you are in charge and pushes a solution</p> <p>EX: "You need to stay out of the conference room for awhile because I'm using it."</p>

Equality	Superiority
<p>Fosters a supportive and respectful climate.</p> <p>EX: "Let me work with you on this. I bet we can get it done quicker and then you can do it on your own the next time."</p>	<p>Says "I'm better" and puts others on the defensive.</p> <p>EX: "I know a lot more about this than you do."</p>

## Giving & Receiving Feedback

- Giving Feedback
  - Provide specific, descriptive behaviors
  - Speak for yourself; use “I” statements
  - Phrase issues as a statement, not a question
  - Limit feedback to what you know for certain
- Receiving Feedback
  - Breathe and stay calm
  - Listen carefully; paraphrase
  - Ask questions to clarify
  - Acknowledge valid points

*Scenario: Giving Feedback.* Jan is new in your organization and just doesn't seem to be “getting it” – she made a lot of mistakes on her last assignment, she forgot to give an important message to one of the managers, and she's come in late a few times. You've been letting this slide because she's new, but it's time to say something. How can you provide feedback in a way that is respectful?

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*Scenario: Receiving Feedback.* You have worked here for what seems like an eternity! You know everything there is to know about this university, and people often come to you for information because you have all the answers. You rock it every day at work. One day, after giving another newer employee instructions on how to do a project, the employee replies with, “You know, I need to tell you that sometimes it feels like you are pretty harsh on all of us. Your tone of voice can be quite hurtful, and it seems like you are putting us down.”

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## Communicating Online

Online Communication Mistakes	Guidelines We Should Follow
i.e., Failure to proofread i.e., Being too direct	

## Ground Rules

With the people sitting near you, jot down some ideas on how you would like to be treated. What behaviors would you like to see from your co-workers and yourself? What are you willing to be held accountable to?

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## Personal Action Plan

Write down three things you learned during the presentation today:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

Write down three areas where you already excel in your communication:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

Write down three action items you will take, starting today, to improve in your delivering respectful communication:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

### About your presenter

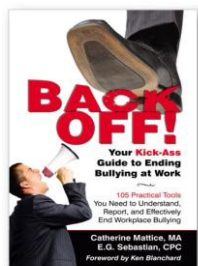
Catherine M. Mattice, MA, SPHR, has been successfully providing consulting and training programs in communication, workplace bullying, and building positive workplaces since 2007. She has published several works in these areas and has appeared on such venues as FOX, NBC, ABC, and in USA Today and MSNBC, as an expert. She is active in the International Association for Workplace Bullying & Harassment and is President of the American Society of Training & Development (ASTD), San Diego Chapter. She is an adjunct at National University and Southwestern College. She received her bachelor's and master's in Communication from San Diego State University.



Her book, *BACK OFF! Your Kick-Ass Guide to Ending Bullying at Work*, was hailed as the “most comprehensive and valuable handbook on the topic” by international leadership and business guru Ken Blanchard. Through her business, Civility Partners, LLC, Catherine specializes in providing universal organizational solutions for bullying in the workplace, and designing and realizing positive corporate cultures.



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