**Leader Communication**

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| **Rules** **of Thumb**   * Think about what you say and how it can be misinterpreted * Maintain confidentiality * Seek to understand, then be understood * Never over-promise * Don't provoke defensiveness * Know when to shut up * Don't say something you wouldn't want to go public * Treat emails as professional communication * Respect and honor * Remember meaning is in the mind of the receiver * Stay appropriately brief | **Other things to remember**  Active listening  Pause--> Thoughtful response  Paraphrasing- Acknowledging (mirror emotion and content) and Organizing (themes or containers)  Posing Questions: full attention, approachable voice, plural forms, exploratory language,  Pull ideas off the table if they are blocking the group  Paying attention to self and others (what am I saying, what are they saying; what, how, reception; nonverbal communication)  "I'm sorry that happened to you" response to complaint  Use a word they used, repeat then redirect |
| **Meeting Norms**   * Focus on what is best for students * Presume positive intent * Listen actively instead of thinking about to say next * No empty complaining * Avoid "either/or" traps * Release ideas to the group without personal attachment * Stay transparent/no hidden motivations * Phones stay in pockets | **Managing Conflict:**  When controversy strikes act quickly enough to not let things simmer and divide staff  Response to conflict should be proactive instead of reactive  Role conflict: someone not doing their job and getting away with it is something that can sow discontent  If there is going to be change consider what will it cause...anticipate and prepare |
| **Difficult Conversations:**  1st have conversation with self:   * what is the issue * why am I bothered * what assumptions do I have * what emotions do I have * what is the purpose of the conversation * how will I start it * what will happen if I have the conversation * what will happen if I don't have the conversation * Answer from the other's point of view as well | **Strategies for Difficult Conversations and Conflict Mediation**  Tool 1: Make it safe- embrace a mutual purpose, offer respect, if you are misinterpreted use a contrasting statement  Tool 2: Listening: seek first to be understand, listen with curiosity and care, not judgement. Listen for what is said and not being said, ask open questions (tell me more, help me understand)  Tool 3: 'Yes AND'- different views are valid  Tool 4: Recognize the stories you are telling yourself....what happens--> story-->behaviors  Tool 5: Use 'I' messages  Tool 6: Own your own stuff, focus on accountability not blame |