**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  |