Creating a Values-based, Restorative-centered Workplace
OBJECTIVES

- Learn how successful organizations are designing workplace environments that promote employee engagement & development.

- Learn techniques that work “with” employees and promote accountability while enhancing communication & trust.

- Leave with ready to apply knowledge, skills and tools to transform your organization.
**EFFECTIVE ORGANIZATIONS**

*Always have:*

<table>
<thead>
<tr>
<th>VISION</th>
<th>What we want to <strong>BE</strong> in the future</th>
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<tbody>
<tr>
<td>MISSION</td>
<td>What we need to <strong>DO</strong> to create the future.</td>
</tr>
<tr>
<td>PRINCIPLES</td>
<td>What we choose to <strong>BELIEVE</strong> in as we work toward our vision.</td>
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</table>
We are what we repeatedly do.

Excellence then, is a habit -

not an act.
THE DIFFERENCE MAKERS

#1 Great Leaders build a workplace culture led by Vision & Core Values/Principles

When a company or organization is built on vision & values that are living and breathing components of the organization, you get great

Accountability, Communication and Trust
#2 Great Leaders understand and use Restorative Principles

“People are happier, more cooperative & productive and more likely to make positive changes in their behavior when those in positions of authority do things with them rather than to them or for them.”
CHARACTERISTICS OF PEOPLE

- Everyone has a collection of beliefs & behaviors that stem from cultural influences & personal experiences.

- People want life to be logical but we are in general, reactive beings. We need to know that we are not alone in our feelings.

- Human beings do not often react well to shame.
CHARACTERISTICS OF PEOPLE

- Everyone wants to be heard & understood,
  ... to be treated fairly,
  ... to feel useful and valued.

- Everyone needs hope.
COMPASS OF SHAME

Reactions to Shame

Withdrawal

Attack Others

Attack Self

Avoidance
LEADERSHIP IS ABOUT....

MAKING CONNECTIONS.

CONNECTIONS BUILD CAPACITY.

BUILDING CAPACITY CREATES COMMUNITIES OF CARE.
FOUR UNDERLYING PRINCIPLES

ENVIRONMENT

RESPECT

CONSISTENCY

EARLY ACTION
ORGANIZATIONAL CHANGE WINDOW

Support *(encouragement, nurture)*

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

High
Challenge
Low
High
Support
(encouragement, nurture)
Adapted by Mast, 2011 from McCold & Wachtel, 1990 & Glaser, 1969
ADULT LEARNING PRINCIPLES

- Adults are generally autonomous and self-directed.
- Adults have accumulated life experiences and knowledge and often like to participate through discussion & group interaction.
- Adults favor hands-on activities.
ADULT LEARNING PRINCIPLES

- Adults are practical and motivated to learn when they can see immediate application and relevance.

- Adults learn from peers and recognized experts.
Individuals are most likely to trust & cooperate freely within systems - whether they themselves win or lose by those systems - when Fair Process is observed.
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.
Explanation

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

This creates a powerful feedback loop that enhances learning.
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.
If your company does not have identified guiding values, hold a meeting where all employees can participate in creating the workplace values.

Ask employees to pay attention over the next week or so, what kinds of decisions they are making and why they are choosing to do – or not do – certain things.

- What values might they be honoring or not honoring?
• Give employees a list of core values and ask them to circle all those values important to them.

• Now, ask each employee to identify the 5 most important values they believe are needed to create a workplace environment where they would be proud to work.
CONSIDER THIS...

- What value would I absolutely not give up? Why?
- What values would I fight for?
- Would others be able to recognize this value in me?
- What should this value look, sound, and feel like if integrated into my work on a day to day basis?
COMPANY VALUES EXERCISE

- Group similar words together.

- Share list with company leadership to determine the top 3-6 values.

- Hold company meeting to discuss the values chosen. Share examples, stories and analogies to bring the values to life. Share expectations of values integration.
IMBEDDING YOUR VALUES

- Make your organization’s values part of your hiring, orientation, and performance processes.

- Give a few minutes on staff and leadership meeting agendas to discuss how values are being modeled.

- Consider holding employee Values Roundtables to highlight a value per week/month to make value integration a normal day to day process.
Key COMMUNICATION SKILLS

ATTENDING
Be present. Make eye contact. Avoid distractions.

OBSERVING
Watch as well as listen. Determine any biases of your own and the role they play.
Key COMMUNICATION SKILLS

LISTENING
Listen for ideas & underlying feelings;
Make a conscious effort to evaluate the logic & credibility of what you hear.

QUESTIONING
Ask open-ended questions & those that stimulate thinking, problem solving, & idea-generation.
LISTENING & LEADERSHIP

Listening demonstrates acceptance

Acceptance builds credibility

Credibility builds trust

Trust enhances the process
RESTORATIVE INTEGRATION

- Share what you saw/felt. **Ask:**
  - What happened?
  - What were you thinking at the time?
  - What have you thought about this since?
  - What impact/effect do you think this has had on others (co-workers, boss, customers...)
  - In what way?
  - What do you need to do to make this right?
RESTORATIVE ACCOUNTABILITY

• Ask employee to determine action steps for improvement and create an improvement plan (in writing).

• Upon review of the performance improvement plan, ask:
  - What are the benefits of each action step? How does each action step model the core values of the company? How will they measure their success?
Effective LEADERSHIP Behaviors

- Model a willingness to be influenced.
- Clarify issues and options.
- Summarize discussions and agreements.
- Redirect challenges back to the group.
- Reframe cynicism & negativity.
Effective LEADERSHIP Behaviors

- Link resources & opportunities.
- Use silence to encourage reflection.
- Check perceptions/processes. Stop action of needed.
- Look ahead to next steps.
RESULTS

When you design a workplace environment where core values are front & center for everyone to model, where voices are valued, where mistakes are opportunities for lessons to be learned, you create an environment rich in personal & professional growth and development - you create a culture of excellence!
YOUR COMMITMENT TO THE FUTURE

Every day is an opportunity.
What will you do, what will you say?
Who will you take on the journey with you?
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