Creating a Values-based, Restorative-centered Workplace

IIRP WORLD CONFERENCE
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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:

VISION   What we want to **BE** in the
                    future

MISSION   What we need to **DO** to create
                    the future.

PRINCIPLES   What we choose to **BELIEVE** in as
                    we work toward our vision.

ARISTOTLE

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, **C**ommunication and **T**rust

THE DIFFERENCE MAKERS

#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
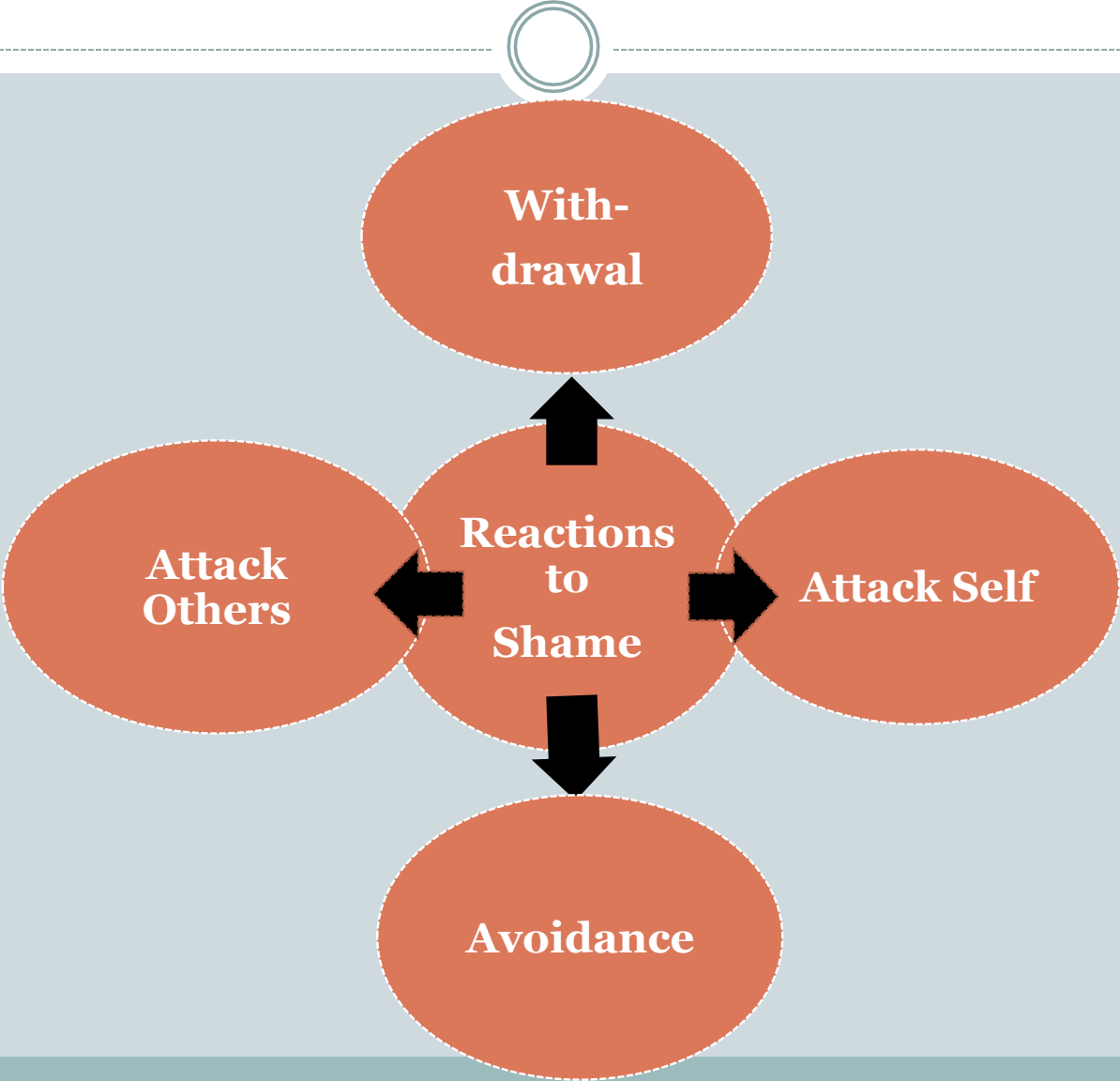
LEADERSHIP IS ABOUT....

MAKING CONNECTIONS.

CONNECTIONS
   BUILD CAPACITY.

BUILDING CAPACITY
   CREATES COMMUNITIES
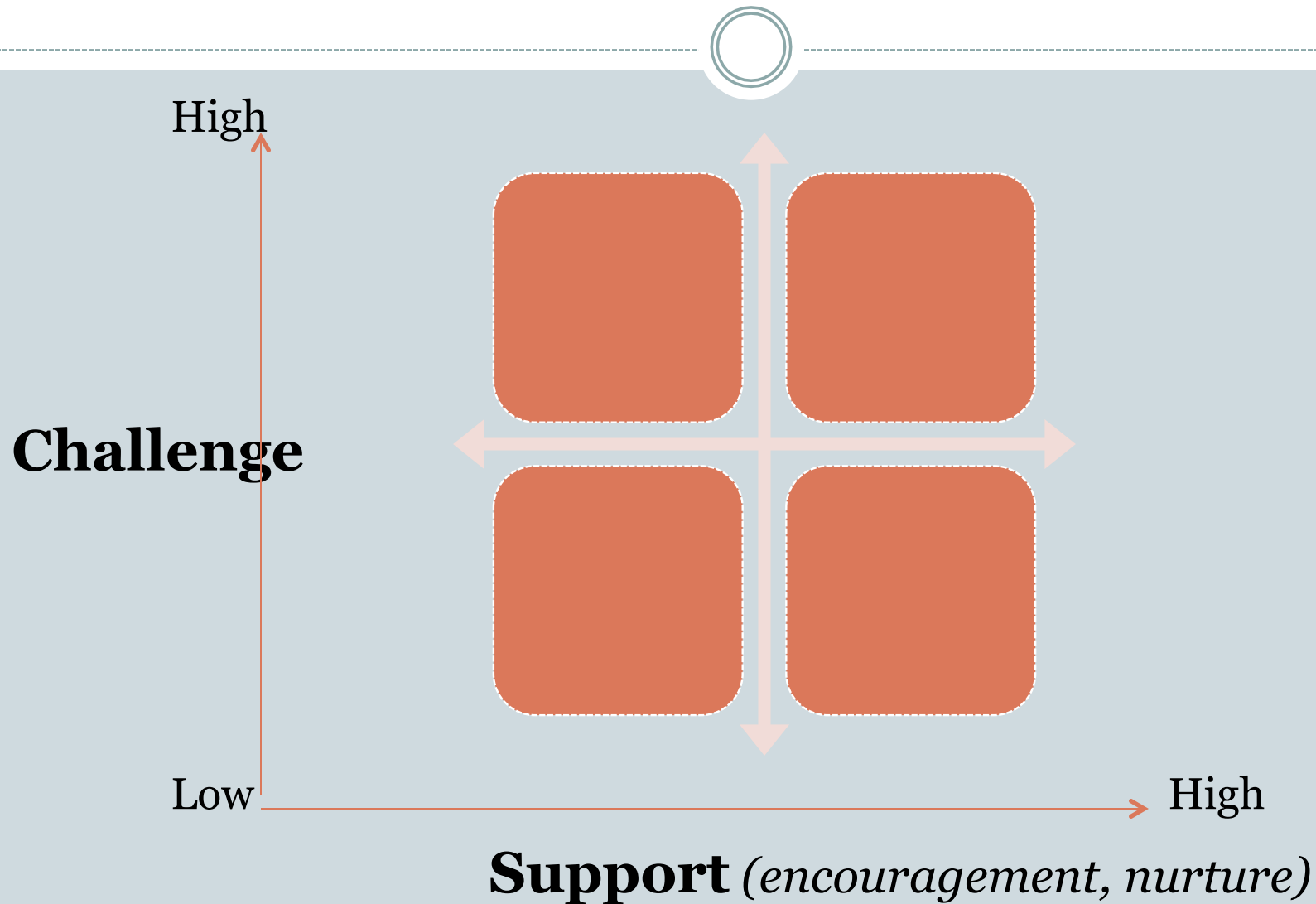   OF CARE.

FOUR UNDERLYING PRINCIPLES
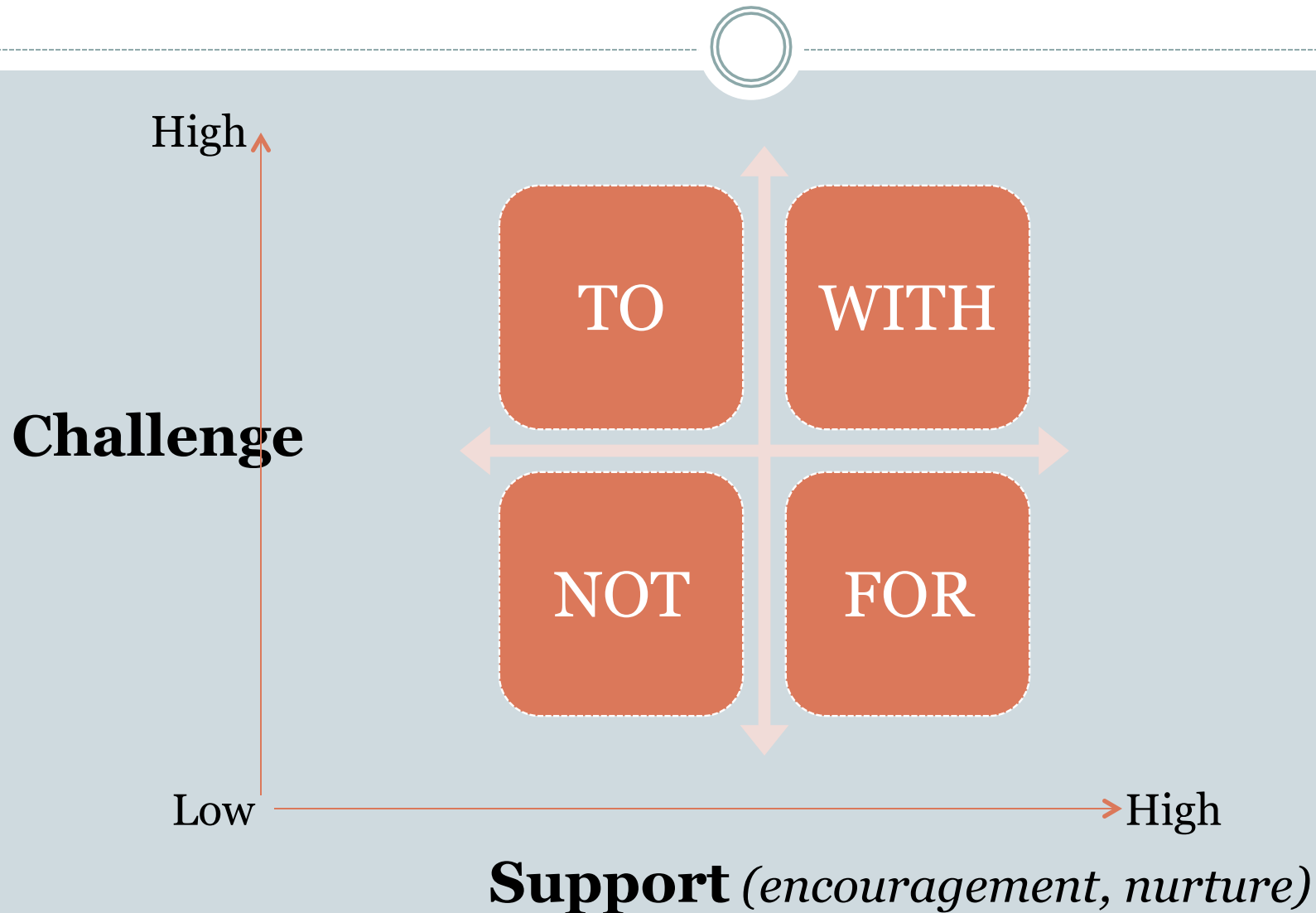
ENVIRONMENT

RESPECT

CONSISTENCY

EARLY ACTION

ORGANIZATIONAL CHANGE WINDOW

High

Challenge

Low

High

Support *(encouragement, nurture)*

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

ORGANIZATIONAL CHANGE WINDOW

High

Challenge

TO	WITH
NOT	FOR

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.

FAIR PROCESS

Individuals are most likely to trust &

cooperate freely within systems -

whether they themselves win or lose

by those systems -

when Fair Process is observed.

FAIR PROCESS PRINCIPLES

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.

FAIR PROCESS PRINCIPLES

Explanation

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

This creates a powerful feedback loop
that enhances learning.

FAIR PROCESS PRINCIPLES

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.

COMMUNITY VALUES EXERCISE

- 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?

COMPANY VALUES EXERCISE

- 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 determines 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.
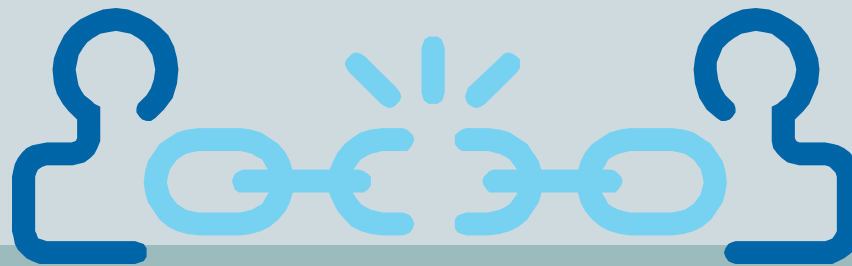
RESULTS

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?

CONTACT INFORMATION

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Trainings. Facilitation. Motivational Speaking. Workplace Culture, Employee Development, & Personal Growth.