How We Work, How We Talk
with Lucy VanderKamp

Giving and receiving feedback

Emotional Intelligence

Being your whole self

Communication styles
About me:

• Five years as the Stacks Manager at the Special Collection Library at Duke - Rubenstein Library

• I manage the physical storage of our collection and supervise circulation and student workers

• I’m fascinated by communication and working to create healthy systems and relationships

• Manage from the middle - as we all do!
Emotional Intelligence

Think of the last time you got mad

What was behind the mad?

Communication styles

How did you express the mad?

Giving and receiving feedback

What might others see behind the mad?

Being your whole self

What can you admit to others?
Emotional Intelligence

Giving and receiving feedback

Being your whole self

Communication styles
Your ability to monitor your own emotions as well as the emotions of others, to distinguish between and label different emotions correctly, and to use emotional information to guide your thinking and behavior and influence that of others (Goleman, 1995).

**Emotional Intelligence**

- Self-awareness
- Empathy
- Self-regulation
- Social Skills
Emotional Intelligence

Self-awareness

- Ability to know what you’re feeling
- What your emotions mean
- Observe and reflect on your emotions (journal?)

Empathy

- How your emotions affect others
- How others’ emotions affect you
Emotional Intelligence

**Self-regulation**

- Admit mistakes (no blame or excuses)
- Take a moment (breathe?)
- Be honest and direct

**Social Skills**

- Seek feedback
- What can I learn from this?
- Explore the “why”
- Listen!
Active Listening

Listening without judgment, criticism, or interruption, while being aware of internal thoughts and reactions that may get in the way of people communicating with you effectively.

- Look at the speaker
- Don’t get distracted
- Listen to understand not to respond
- Notice the speaker’s body language
- Don’t interrupt but do offer encouragement!
- Reflect on what has been said by paraphrasing: "What I'm hearing is... " etc.
- If you find yourself responding emotionally to what someone said, say so. As in, “I find myself taking what you said personally. What I thought you just said is XXX. Is that what you meant?"
- Be candid, open, and honest in your response
- Assert your opinions respectfully
- Notice your reactions: emotional, intellectual, or physical
Active Listening Activity

**Topic:** Pizza! Thin crust or thick crust?
Partners take turns sharing your opinion. Listener: do not respond verbally!

**Remember:**
- Look at the speaker
- Don’t get distracted
- Listen to understand not to respond
- Notice the speaker’s body language

1. Partner 1: Share your opinion.
2. Partner 2: Paraphrase Partner 1’s opinion without using any of the same words, starting with something like “What I heard you say was...”
3. If Partner 2 got it right, switch roles, if not, try again!
Active Listening Activity

Reflect

• What was it like to share without your partner responding to what you said?
• What changed when you were paraphrased?
• Was it hard to paraphrase?
• What gets in the way of representing what the person was saying? Were you aware of your own bias, judgements or perceptions interfering with simply re-stating their point?

Active listening creates space for:

• Noticing emotions
• Honest and direct communication
• Respecting the speaker’s experience
Active Listening Activity

What is this like during stay-at-home?

In online meetings are you:

• More likely to attend to the speaker?
• More distracted by everything that’s going on?
• Spending “listening time” formulating your response because of the pressures of having “your turn”?

What might we do to ensure good listening and sharing practices in these meetings?

• Specify expectations for video and microphone use
• Specify methods for interaction and interjection (verbal, gestures, chat, raise hand function)
• Other ideas?
Communication styles

- Passive
- Passive-aggressive
- Aggressive
- Assertive
Communication styles

Passive

Avoid self-expression (feelings, opinions, needs)

May allow grievances and annoyances to mount, leading to an explosive outburst, usually out of proportion to the triggering incident. After the outburst, they may feel shame, guilt, and confusion, so they return to being passive.
Communication styles

Aggressive

Express themselves in ways that can violate the rights of others

Often dominate or humiliate by interrupting, criticizing, or blaming. Can be impulsive and easily frustrated. Do not listen.
Passive-aggressive Communication styles

Appear passive but are really acting out anger subtlety or indirectly

Usually feel powerless, stuck, and resentful and have difficulty acknowledging their anger or that there is a problem. Will use sarcasm and sabotage, may appear cooperative while purposely doing things to annoy and disrupt.
Communication styles

**Assertive**

Clearly state opinions and feelings firmly, appropriately, and respectfully
Advocate for rights, needs, and wants without violating the rights of others

Use “I” statements
Listen well without interrupting
Create a respectful environment for others to grow and mature
Communication styles

Assertive

Assertiveness Activity

Form groups of 3

**Topic:** Pizza! Thin crust or thick crust?

**Step 1** (2 minutes): 2 people advocate for thick crust pizza, Person 3 for thin

**Step 2:** Thick crusters, disagree with Person 3 using different styles

**Step 3:** Person 3, be assertive!!! Use “I” statements
Communication styles

Assertiveness Activity

Reflect
• How did it feel to criticize?
• How did it feel to be criticized?
• Did the criticizers “style” affect how it felt?
• Was it hard to assert yourself?
  • Did it feel “mean”?
  • Recipients – did it feel “mean”?
• Could the method you used be applied to real life?
True or False?

• I ask for help when I am confused or upset.
• I do what I think is right, even if I know it may make me unpopular.
• I let people know when they disappoint me.
• I ask those in my support network for a favor when I need one.
• I express my views on important things, even if others disagree.
• When I don't understand what someone is telling me, I ask questions.
• When it is clear that a point needs to be made and no one is making it, I do so.
• When people hurt my feelings, I let them know how I feel.
Communication styles

**Assertive**

When do we need to assert?

- When we are under-informed
- When we disagree with the direction of the conversation
- When someone has done something hurtful
- When our needs are not being met
- Others?
Giving and receiving feedback

Emotional Intelligence

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How to ask for and receive feedback

Tips for delivering feedback

Self-awareness from and during
Ask for feedback:

- Let people know you want it!
- Ask: “what should I: start doing? stop doing? keep doing?”
Giving and receiving feedback

Why it doesn’t go well:

• It threatens our sense of self or self-perception
• We blame the feedback provider
• It’s easier to be angry than depressed
• It threatens our autonomy
• Fear! Comes about from a lack of trust
Giving and receiving feedback

Tips for delivering feedback:

• Ask if they are open to feedback right now
• Ask them what they think they do well and/or what they need to improve
• Base feedback on organizational values
• Do not interpret another’s behavior with a meaning or summary
Giving and receiving feedback

Tips for delivering feedback:

The SBI Model:

Situation – “Yesterday...”
Behavior – “When you...”
Impact – “It affected our ability to...”
Giving and receiving feedback

Why it doesn’t go well:

• Judges the individual, not the behavior
• Piles on or exaggerates with generalities
• Too vague or sugarcoated
• Speaks for others
• Given at the wrong time (publically)
• Provided in writing but not discussed
Self-awareness:

• **Ask your coworkers to push back** – actively ask peers and direct reports to offer dissenting ideas or raise concerns about your actions/behaviors.

• **Read non-verbal cues** – more than 65% of interpersonal communication is nonverbal. Do their words and body language match? Share your observations graciously. Tactful observations invite truth to be shared.

• **Monitor how you narrate the story** – pay attention to your inner narration. Force yourself to look at all possibilities/explanations. Don’t become overly self-critical!

• **Know your triggers and encourage others to call them out** – we can act defensively, become sarcastic, or be passive-aggressive when we don’t get our way. Share your self-understanding of these buttons. Everyone has them! Also apologize when you have behaved badly.

(from Ron Carucci, *Rising to Power*)
Conflict Response Reflection

What is your usual response to conflict? Fight or Flight?

Are there times and places when you respond in one way, and others when you respond in another? What are they? What influences this pattern of response?
Conflict Response Reflection

If **Fight** is your most frequent response, ask yourself:

- Why do I need to be in control?
- How would I feel if I found out I was wrong?
- Do I make myself feel good by proving that I am better than others?
- Do I feel that everyone ought to have the same values as me?
- Should I perhaps question some of my own opinions?
- What's not working for me anymore?
Conflict Response Reflection

If Flight is the way you mostly respond, ask yourself:

- Do I really think the other person doesn't suspect I'm upset?
- What damage to the relationship is my withdrawal doing?
- Is it fear, habit, or anger that prevents me from speaking?
- Are my feelings as important as the other person's?
- Am I frightened of the other person's anger or of damaging the relationship?
- What's the worst that can happen if I speak?
Conflict Response Reflection

The middle ground ("Flow"): 

• Do I have needs and rights which I need to acknowledge? 
• Do I need to become more aware of the needs and rights of others? 
• Do I need to develop my skills in explaining more clearly what I need and what I deserve?

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Not about sharing the ins and outs of one’s personal life

Share what makes us!

- Our stories
- Our flaws and insecurities
- Our full range of behaviors
“There are reasons beyond what we know for why people act the way they do.”

(Sara K. Zettervall wholepersonlibrarianship.com)
Being your whole self

MICRO

Unique to the individual:
- health
- disposition
- ethnicity
- gender
- spirituality
Being your whole self

Immediate influencers:
- family
- community
- friends
- school
MACRO

Large social forces:
- politics
- culture
- structure of society
Being your whole self

= whole person

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Any one of these influences may be a source of trauma and/or pride. Don’t infer from these influences. Don’t make assumptions. Any one of these influences could trigger our biases.
During stay-at-home:
- Lack of cues can lead to assumptions about what your partner in communication is thinking/feeling
- “Beyond good intentions, do not assume anything”

https://www.flexjobs.com/blog/post/improve-communication-skills-remote-worker/
https://piktochart.com/blog/remote-work-skills/
Being your whole self

Appreciation vs. recognition

Recognition is based on results or performance - what people do or produce

Appreciation is gratitude for people’s effort, their inherent value, and for who they are - regardless of the outcomes

https://greatergood.berkeley.edu/article/item/how_toBring_your_whole_self_to_work
Vulnerability

Vulnerability creates real connection and allows for compassion

- Admit feelings
- Express needs
- Acknowledge when we’ve made a mistake
- Don’t avoid conflict or difficulties
- Ask for help in a genuine way

Are we better at this during stay-at-home?
Are we able to ask for what we need?
- Check ins
- Meetings
- Feedback during online meetings
- Flexibility and understanding
Thank you!
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