

Teap.

Everyone deserves a little couch-time.



Workplace Communication and Stress

Douglas E. Noll, JD, MA

Workplace Communication and Stress

Strategies for Building a Healthy Work
Environment



Introduction

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Workplace Stress

Presentation Title

Communication Styles




Strategies





Listening



Asking questions

“I” statements

Giving directions

Dominating
conversations

Type 1 Listening

Type 1 Strategies



Clarity

- What is meant to be communicated?
- Who will receive the communication?
- How do I want them to respond emotionally?
- What do I need them to do?



Transparency

- No hidden agenda
- No manipulation
- Honest
- Align with values



Coach for Improvement, Not Perfection

- Adult learners do not like criticism
- Most people want to improve
- How to do it

Type 2 Listening



“You” statements

Paraphrasing

Core Messaging

Affect Labeling

Type 2 Strategies



Paraphrasing

- Always use a “you” statement
- NEVER use an “I” statement
- Reflect from the speaker’s frame of reference



Core Messaging

- Search for intended meaning
- Summarize with a “you” statement
- Use metaphors



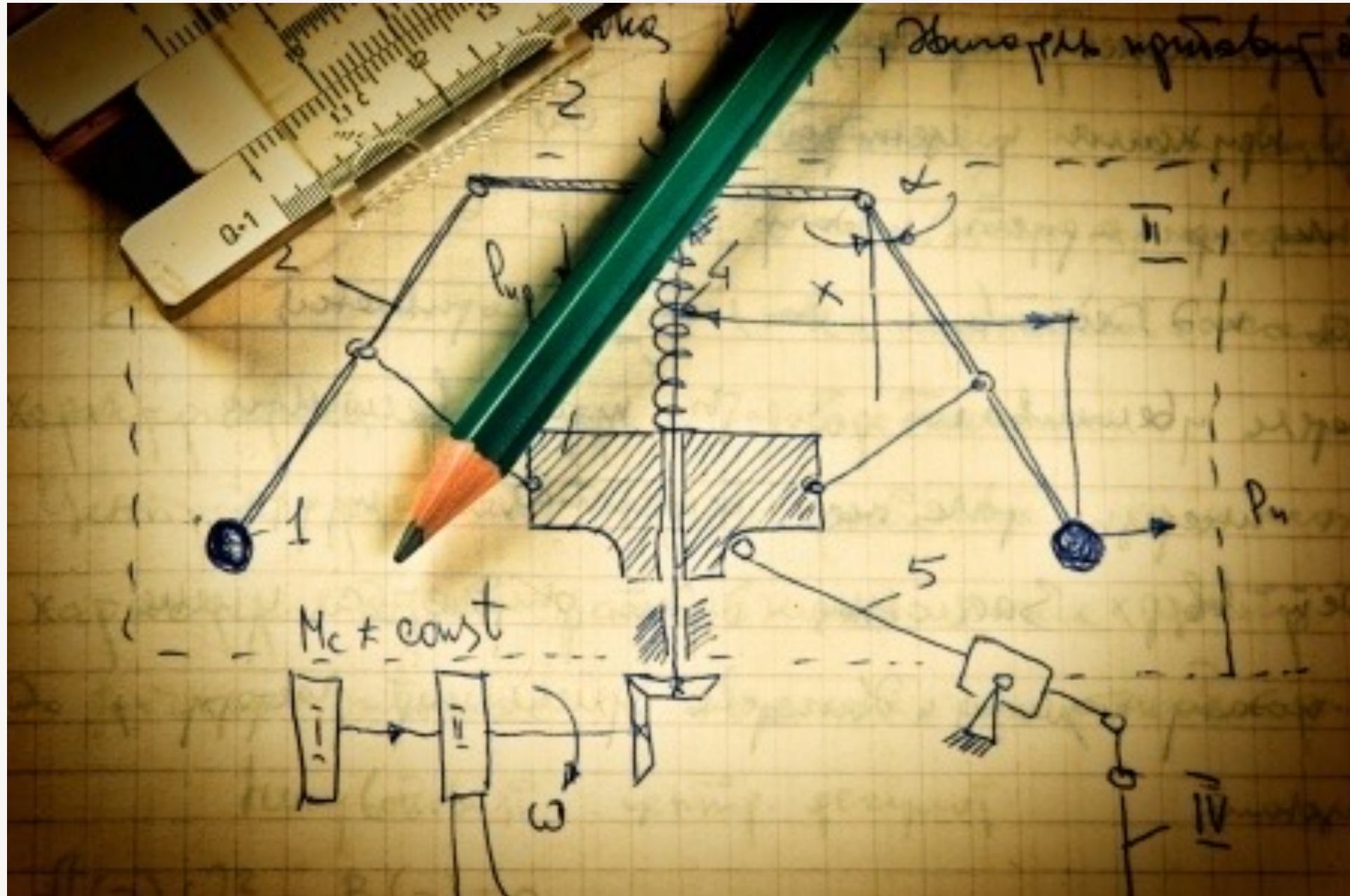
Affect Labeling

- Ignore the words
- Listen to the emotions
- Reflect emotions with a “you” statement

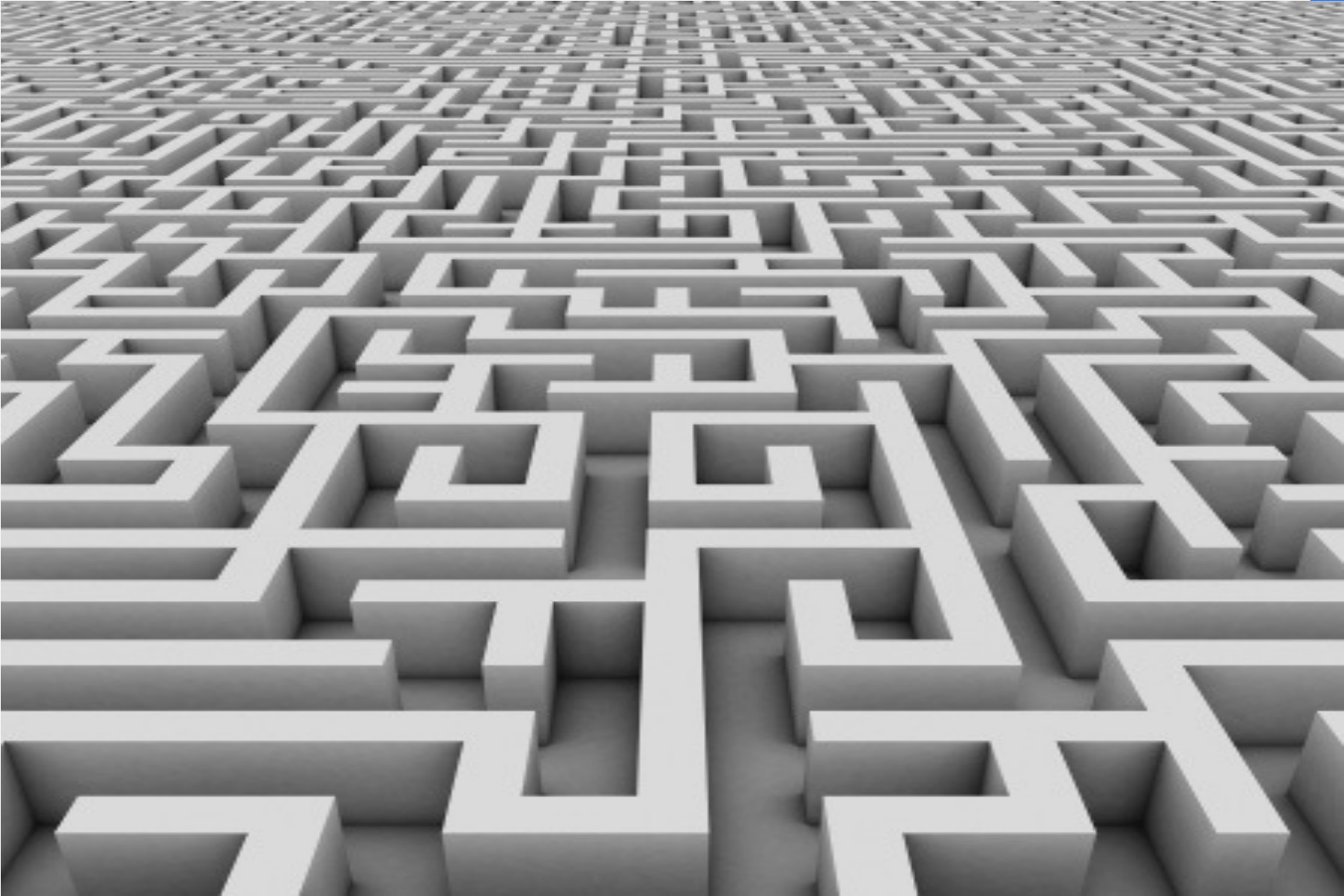


Leadership

Is it a technical problem?



Or is it an adaptive challenge?



People experience anxiety generated by adaptive challenges.




Common mechanisms of work avoidance

- Hold on to the past
- Blame the authority figures
- Find a scapegoat
- Deny the problem
- Draw conclusions too quickly
- Use a distraction

Adaptive Leadership

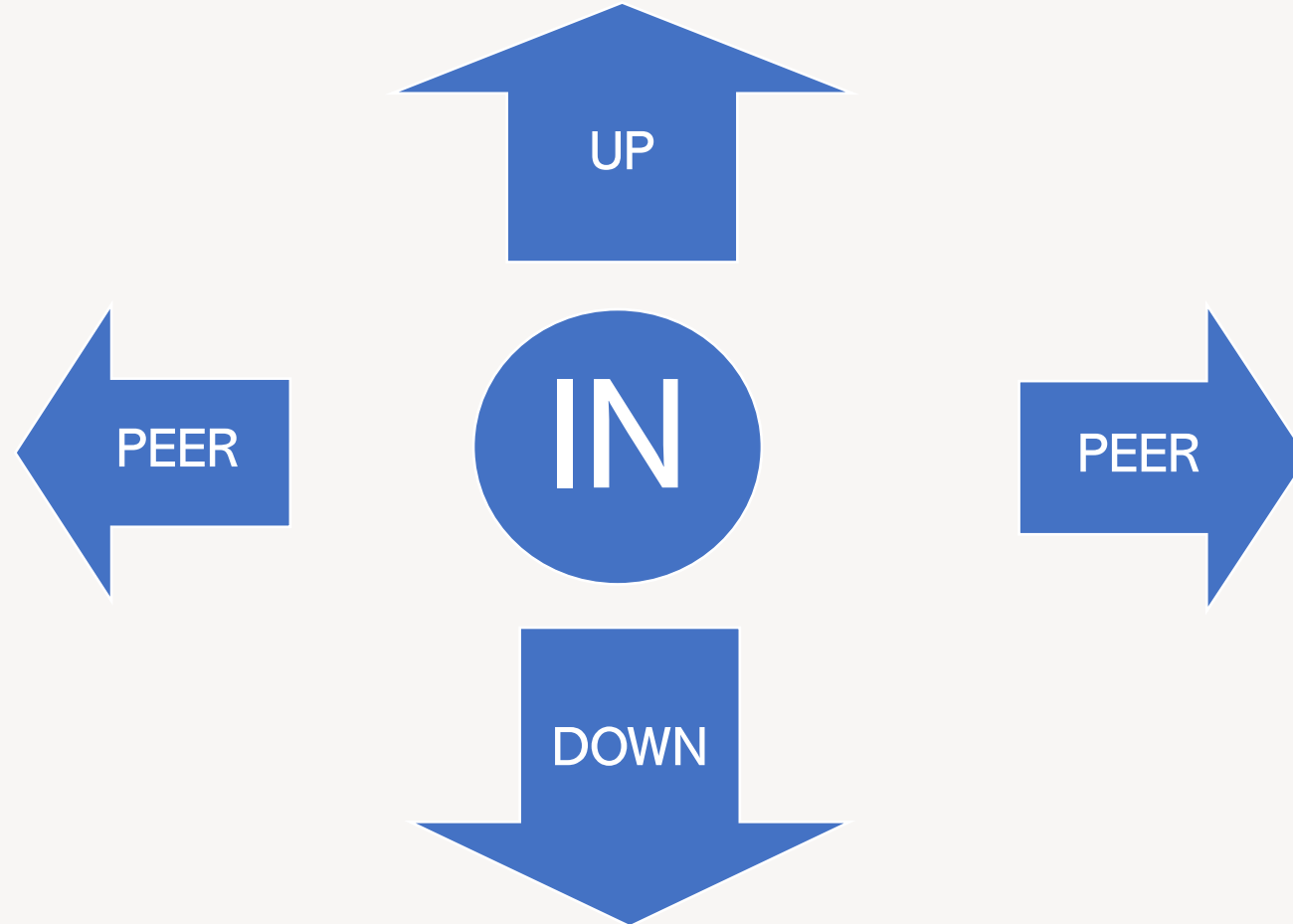
Requires that one regulate the stress level and the learning pace at a rhythm within a range that people can tolerate.



The heart of adaptive leadership is to center people's attention on complex and difficult issues instead of on distractions.

Adaptive leadership requires a **learning strategy**.

Adaptive Leadership Can Be Exercised From Any Position.



Attributes

- Conferred social power
- Ability to convene
- Safe container
- Psychological anchor
- Task management
- Conflict management
- Outcome-driven
- Accountable



Fundamental Skills

1. Managing the holding environment
2. Directing attention
3. Testing reality
4. Managing information and framing issues
5. Orchestrating conflicting perspectives
6. Choosing the decision-making process

You want to know *the difference*
between a **master** & a **beginner**?



The **master** has *failed* more times
than the **beginner** has even *tried*.

Summary

- Listen
- Be clear
- Lead properly





Thank you

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Employee Support Program

LIFE COACHING



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The path to personal and professional success is not always clear.

A Life Coach can help by guiding you through a thought-provoking, creative process of reflection and goal setting to maximize your potential and navigate life transitions.

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EAP Benefit Spotlight



Mastering Communication Styles: The Five Cs Approach

COMPETITIVE

I win, You lose.

COORDINATED

I'll coordinate with you.

COMPROMISING

I'll give up something to get something from you.

COOPERATIVE

I won't get in your way and I will help you.

COLLABORATIVE

We will pool our resources and work together.

Abandon Reason. All your communication is closely connected to the emotions of the people you're communicating with. - **Douglas E. Knoll**