

# MAKING CHOICES THAT DEFINE OUR CULTURE

INTENTION

**COMMUNITY OF COMPLAINT**

- SELF-CENTERED
- DISRESPECTFUL ENGAGEMENTS
- LANGUAGE OF COMPLAINT AND BLAME
- CULTURALLY CHALLENGED

**CRUCIAL SITUATIONS**

- Emotions run strong
- Stakes are high
- Opinions vary

**ROUTINE SITUATIONS**

- Low stress and predictable
- Apparently calm and civil

**COMMUNITY OF TRUST**

- CENTERED ON COLLABORATION
- PRINCIPLE CENTERED
- RESPECTFUL ENGAGEMENTS
- LANGUAGE OF COMMITMENT AND PERSONAL RESPONSIBILITY
- CULTURALLY INTELLIGENT

INTENT TO PROTECT AGAINST PAIN/FEAR

CHOOSING PERSONAL COMFORT MAY CREATE UNINTENTIONAL HARM



INTENT TO LEARN AND BE POSITIVE

COMMITMENT TO CREATING A HARMONIOUS CULTURE AND MOVING BEYOND PERSONAL COMFORT

**AVOID PERSONAL RESPONSIBILITY**  
for feelings, behavior, learning, reflection and consequences  
--Be a victim--  
(Interferes with moral courage)  
Not following Core Beliefs and Principles

**ASSUME PERSONAL RESPONSIBILITY**  
for feelings, behavior, learning, reflection, and consequences  
--Be cooperative and collaborative--  
(Encourages moral courage)  
Following Core Beliefs and Principles

BEHAVIOR

**EXTERNALIZING RESPONSIBILITY**

**POWER AND CONTROL**  
Attempt to change others by disapproval, instilling guilt, shaming, fear, exercising positional power, bullying

**SURRENDERING**  
Give up self out of fear of conflict and disapproval; belief that nothing will change ("It won't make a difference whatever I do")

**RESISTANCE**  
(active or passive) indifference, withdrawal, shutting down, acting under the radar

LEARN ABOUT SELF

LEARN ABOUT OTHERS

**COOPERATIVE, COLLABORATIVE PROBLEM SOLVING**

ATTITUDES	BELIEFS TO EXPLORE	STRATEGIES USING CORE PRINCIPLES
<ul style="list-style-type: none"> <li>• Open to being affected by others</li> <li>• Open to knowing the important reasons for own and others' feelings and behaviors</li> <li>• Taking the perspective of others</li> <li>• Honoring the absent</li> </ul>	<ul style="list-style-type: none"> <li>• Fear</li> <li>• Protections</li> <li>• Consequences</li> <li>• Expectations</li> <li>• Personal Responsibility</li> <li>• Adequacy</li> <li>• Pain</li> <li>• Forgiveness</li> <li>• Winning</li> <li>• Power</li> </ul>	<ul style="list-style-type: none"> <li>• Norms established for respectful engagements</li> <li>• Getting to Yes</li> <li>• Collaborative decision making</li> <li>• Handling difficult people and crucial conversations</li> <li>• Controlling tone and body language</li> <li>• Group agreements and norms</li> <li>• Civility</li> <li>• Ethical decision making</li> <li>• Word frames</li> <li>• Contest of ideas</li> </ul>

**OMISSION / COMMISSION SABOTAGE**

- Phony facts
- Ambiguous authority
- Less than full disclosure
- Personal attacks
- Threats
- Grandiosity and drama
- Recruiting

**DIFFICULT BEHAVIOR**

- Unrealistic expectation
- Emotional outbursts
- Frequent confrontations
- Attacks
- Stonewalling
- Self-deception
- Self-righteousness
- Triangulation

**BODY LANGUAGE**

- Tone
- Eye rolling, scowling, sighing
- Space arrangement / location

CONSEQUENCES

**NEGATIVE CONSEQUENCES**

**For Relationships**

- Power struggles
- Disrespectful interactions
- Lack of enjoyment
- Third-party conversations
- Toxic, emotional situations
- Distance
- Risk of ending relationship

**For Individual**

- Erosion of self-esteem
- Feeling dead, tense, unhappy, used, frustrated, angry, negative, hopeless, victimized
- Comfort with complaint, blame and negativity
- Indulging emotions
- Failure to be your best self
- Lack of self-awareness

**For The Organization (District/School)**

- Failure to collaborate; blaming others
- Lack of teaming and low trust
- Considerable amount of time spent on issues without reaching resolution
- Specific staff monopolize conversations with others
- Often wake up at night thinking of the problems/people
- Feeling devalued or unrecognized
- Telling stories that may not be true to many people (gossip)
- Unable to form a learning community that focuses on a higher goal

**POSITIVE CONSEQUENCES**

**For Relationships**

- Resolutions to conflicts
- Respectful interactions
- Enriched working relationships
- Positive problem-solving
- Multiple perspectives to enhance solutions

**For Individual**

- Feeling alive, happy, peaceful, joyful, centered, grounded, worthwhile, respected
- Sense of pride about working in the culture
- Trusting colleagues to solve complex problems
- Becoming best self

**For The Organization (District/School)**

- Teaming and collaboration
- High efficiency and effectiveness
- Constructive systems to solve problems
- Feeling valued and recognized
- High trust and high productivity
- Learning community that focuses on higher goals
- Positive problem solving experiences

**Following Core Beliefs and Principles**