

Tools, Tips, Tidbits and a Forum for continuing conversation...

## A Word from the Editor...

Respect, or rather the lack of it, seems to be an increasing concern in many workplaces. In our Xmas issue of CC-News, we dissect disrespect and what we can do to create the climate for more respectful conversations at work. Speaking of respect, we also review what Peter Sheahan has to say about the *Y-Generation's* take on this topic.

We'd also like to take this opportunity to wish everyone who's been along to our programs over the years a very...

We thank you most sincerely for your support and continued interest in conversational-capacity building.

*Bill and Cecily Cropper, November 2006*



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Most teams name 'respect' as one of their top 10 values and lack of it as one their main bugbears. It's the missing ingredient in getting along well with each other....

*"Probably no greater honor can come to any man than the respect of his colleagues."*

Gary Grant

➔ More about our new programs for 2007 on page....

## Workplace Respect – 'Sand in the Hands'

Respect in the workplace: it's like sand in the hands – hard to grasp, hard to retain and it all too easily slips through our fingers.

Respect is absolutely critical for good relationships and great teamwork. Workplace surveys in recent years reveal one of the top reasons why people leave a job is because they feel their immediate supervisor doesn't value them and treat them with respect.



- ✘ Most teams name 'respect' among their top 10 values and lack of it as one their main bugbears. It's the missing ingredient in getting along well with each other.
- ✘ Workplace codes of conduct call on us to treat each other courteously and respectfully – but do we? Most codes fall short in failing to define what respect really means. And even if they do, that's no guarantee people behave that way or even know how to!
- ✘ The saddest part of lack of respect is that many of us don't mean to be – we just don't see *how* we're being disrespectful – and that's a problem. Many people might be more respectful – or less disrespectful – if they only knew how.
- ✘ More than being nice, polite or good workplace manners, respect is an attitude, a state of mind. The real test is when we're tempted to take it back - when we're feeling pressured, cranky, overworked, fatigued or frustrated.

Building respect isn't just about avoiding being disrespectful. It needs positive actions that build respect. Respect has a lot to do with the way we talk to each other and how we come across to others. It's a set of behaviours you can learn – and it doesn't always come naturally. If you want to do something about respect, you may need to learn new tools and skills and new ways to communicate and interact... and that's the conversational connection we explore in this issue.

## New Public Programs for 2007...

We've added some new courses to our stable of public programs for 2007: "EI@Work"-- a 1-day EI event for staff... "EI@School"-- EI applications for the classroom... "Learning Leaders as Coaches"-- tools and skills for a more coaching style of leadership and "Leading through Teams"-- key steps and tools to reenergise the way you work together.

“R-E-S-P-E-C-T...”  
Here’s 7 attributes  
and 7 practices we  
think underpin  
respect...!

“I respect everyone. I  
even respect  
journalists.”  
Alexander Popov

Most people usually  
don’t set out to be  
disrespectful...  
they’re just not  
seeing themselves or  
the impact of what  
they say and how they  
come across to others

## ‘R-E-S-P-E-C-T...’ – What is it Really?

“R-E-S-P-E-C-T...” Yep – that’s how that old Aretha Franklin song goes! Well, we just can’t resist an acronymic opportunity to spell out some of the attributes and practices behind respect – so here it is!

➔ Here are the seven personal attributes of “R-E-S-P-E-C-T...”

**R** – *Rapport*: the ability to harmonise and want to get along well with others

**E** – *Empathy*: the ability to tune into what others are feeling

**S** – *Sincerity*: being genuine, authentic and truthful in dealings with others

**P** – *Patience*: putting aside your needs and giving time to support others

**E** – *Equality*: treating everyone with respect regardless of anything

**C** – *Consideration*: being aware of your impact on others and putting that first

**T** – *Tolerance*: Showing kindness and compassion towards others

➔ And here are the 7 practices of respect-building:

**R** – *Replace* judgement with compassion and curiosity

**E** – *Evaluate* how to respond respectfully – don’t retaliate or become defensive

**S** – *Say* what you need to say clearly and cleanly – without blame

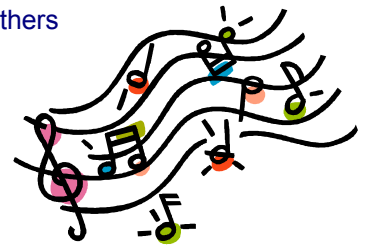
**P** – *Pay attention* to the ugly story you’re making up about other people

**E** – *Explore* the other person’s story - first

**C** – *Connect* with the other person’s thought and feelings

**T** – *Tune in* and listen non-defensively

Come to think of it, the 2<sup>nd</sup> line of Aretha’s song’s pretty relevant too: “*Find out what it means to me!*” Respect is not about what YOU think it is. It involves finding out from others what they think respect is and trying to act that way!



## Disrespect – it’s often a Side Effect...

Disrespect is often a side effect. Believe it or not, most people usually don’t set out in a conversation just to show you how disrespectful they can be toward you.

It may be cold comfort when you’re on the receiving end of a blame-blast, but the impact on you is often something they don’t even think of (“*I didn’t mean to be disrespectful, I was just....?*”). They aren’t deliberately trying to hurt your feelings or act rudely towards you.

Many people just don’t consider the impact or consequences of what they say or how they come across to others. They think they’re being direct, frank and honest (even if it is brutal) – others see them as abrasive, blunt, overbearing or just plain rude. The idea that they’re being like that isn’t really on their radar.

The trouble is they’re not seeing themselves well and they definitely aren’t considering you at all. They have other things on their mind – like defending their rights, protecting themselves from unfair criticism, or not letting people walk all over them like door-mats.

They want something – and it’s your job (*should you decide to accept the mission!*) to find out what it is. Do they want you to acknowledge them, appreciate them, validate their viewpoint or consider things from their angle?

Of course a bigger ‘mission impossible’ for many of us to control our own urge to ‘fight’ back, and get judgmental, indignant or disrespectful in retaliation!



*Respect* means more than being courteous and having good workplace manners - though that's a start...

We think respect is feeling we're being treated with '*unconditional positive regard*' but here's a string of other ideas on what respect is (or isn't)...

*"There is no respect for others without humility in one's self."* Henri Frederic Amiel

Respect is something we all expect others to owe us *unconditionally* and something we give to others *conditionally*

## Dissecting *Disrespect*

We use the word '*respect*' constantly, and often cosmetically, without really delving deeper into what it really means. It has a lot to do with the way we talk to each other and how we come across to others...

- ✘ Saying '*good morning*' as if you mean it – rather than sounding like they just forced you to wake up on your day off and come to work!
- ✘ Remembering your '*please-and-thank you's*'. Sounds like school – but little things like this are disappearing fast in workplaces overwhelmed with 'busy-ness'.
- ✘ Watching your language and thinking how other people might feel offended by some of the things you say or the tone you say it in.



The absence of outwards signs like these is often the first indicator we look for that someone may be disrespecting us. So *what's respect?* Ask 10 people and you'll get just as many different answers.

We often talk about basic respect – respecting other people's privacy, physical space and belongings, and their right to feel safe in a 'bully-and-abuse-free' workplace. These are the outer trappings and regulations around respect. Let's play Shrek and peel back a couple more layers of the onion though.

We think respect is feeling we're being treated with '*unconditional positive regard*'. Here's a string of other ideas on what respect is (or isn't):

- ✘ Respect is first and foremost an attitude, a predisposition, a state of mind – which translates into a set of behaviours you can learn.
- ✘ Respect is associated with other things like trustiness and safety – I can express a viewpoint or make a mistake without feeling condemned or disapproved of.
- ✘ Respect is feeling free from harsh judgement or abusive behaviour and accepting differences rather than demeaning or degrading
- ✘ Respect is consideration for others – thinking about the emotional impact what I say or do might have on other people's feelings.
- ✘ Respect isn't just avoiding being disrespectful. It takes positive actions to build respect.

The real test of respect is when we're tempted to take it back. When we're feeling pressured, overworked, fatigued, cranky, edgy, ill at ease or frustrated. Want a practice to try? Try going a whole day without making judgments, jumping to conclusions about other's motives, criticising or judging other people. Good luck - it's tough!

## Respect – '*You've got to give it to get it!*'



Whenever I talk with people in workplaces, respect always seems to be about what the other person is or isn't doing – never about 'us'.

People tell me lots of stories about how others behave disrespectfully – and none, at least that I can remember, about how they've been *disrespectful*. Maybe this means I only get to meet the respectful ones – but somehow I doubt that.

Here's some of the typical things I imagine we all hear people say about respect. Maybe you subscribe to some of them yourself?

- ◇ "*I only respect people who respect me*"
- ◇ "*Respect is earned – you're respectful to others when they're respectful to you*"
- ◇ "*If people treat me disrespectfully, then I give back as good as I get!*"

It sounds like respect is something we all expect others to owe us *unconditionally* and something we give to others *conditionally* – sometimes grudgingly – and all too easily take back. It's all about what others *owe us* – and rarely about what *I owe them!* ...continued >>>

*“There is a secret pride in every human heart that revolts at tyranny. You may order and drive an individual, but you cannot make him respect you.”*

William Hazlitt

➔ Here’s a checklist of common signs of disrespect. Which ones do you see most around your workplace?

*“Nothing is more despicable than respect based on fear.”*

Albert Camus

*Respect-o-phobics... twist your praise into implied criticisms yet, ironically, are frequently highly critical of others ...*

## Respect – ‘You’ve got to give it to get it!’ (continued)

- ◇ Respect is sometimes seen as a kind of reward (eg. *“When you do something I think is good – or better still, exactly what I tell you to – then I’ll respect you. If you keep stuffing up, or insisting on seeing things differently to me, I’ll withdraw my respect.”*)
- ◇ People often feel justified in treating others disrespectfully. (eg. *“You don’t respect me so I will disrespect you – and even abuse you. That’ll show you what respect is!”*)

The way we behave has a lot to do with the way we think. When it comes to respect, behaving more respectfully means changing our thinking first. Attitudes like these perpetuate disrespect. Just like you can’t bully someone else into ‘not bullying’ – you can’t disrespect someone else into becoming respecting!

Don’t wait for others to respect you first. Gandhi got it right: *“Be the change you wish to see in the world”*. Someone has to stop this vicious cycle – and it may as well be you!

## The Spot Fires of Disrespect

We’ve all witnessed disrespect at work and we all wonder how come people act like that! Here’s a checklist of **common signs of disrespect**. These little signals are like spot-fires – left unattended, they can flare up into full scale ingrained patterns in your team or even your whole work culture. Which ones do you see most around your workplace?



- ◇ Constant put-downs or complaints
- ◇ Criticising others behind their backs
- ◇ Being sarcastic or joking at someone else’s expense
- ◇ Being dismissive, insensitive or uncaring
- ◇ Showing up late for meetings or not showing up at all
- ◇ Condescending – speaking down to or patronising others
- ◇ Not pulling your own weight or doing what you say you’d do
- ◇ Ignoring what others have to say or talking over the top of them
- ◇ Acting like your job or priorities are the only really important ones
- ◇ Blaming someone else when you know you really contributed too
- ◇ Domineering – being overly-directive, intimidating or commanding
- ◇ Taking out your bad moods, set-backs and frustrations on others
- ◇ Abusing, yelling, name-calling and being personally insulting

This list could go on and on – but I guess you get the general idea. Of course many signals people take as disrespect are more subtle than this. On another level, disrespect manifests itself in what we *forget* to do. For instance:

- ✘ Neglecting to give praise or compliments - consistently
- ✘ Forgetting to focus on what’s best in people, not what’s worst
- ✘ Valuing suggestions instead of pointing out what’s wrong with them
- ✘ Giving information freely – not working on the ‘need-to-know’ principle
- ✘ Exploring other people’s thinking – being curious not critical
- ✘ Paying attention to what people have to say and listening



## Are you Respect-o-Phobic?

**‘Respect-o-phobia’:** *the constant fear and resentment that people don’t pay you enough respect!*

Many people demand or crave respect so much that they’ve become hyper-sensitive to the slightest things others say or do that might be interpreted as disrespect.

...continued >>>

"When you are content to be simply yourself and don't compare or compete, everybody will respect you."

Lao-Tzu

Respect for others starts with *self-respect*.

"Respect yourself if you would have others respect you."

Baltasar Gracian

There's no two ways about it. When we're disrespectful to others - we're emotionally hijacked!

## Are you Respect-o-Phobic? (continued)...

Their disrespect triggers are so touchy you can hardly say anything to them – no matter how carefully you say it – without them growing defensive and accusing you of being disrespectful. Everyone walks around on egg-shells with touchy people like this!

*Respect-o-phobics* are so fearful you're going to disrespect them that they'll twist your praise into implied criticisms, your feedback into personal attack and your attempt to discuss with them how to correct poor performance into bullying and harassment.

Behind *respect-o-phobia* is often a low self esteem, lack of confidence or competence, intense approval-seeking or the need to look to others to confirm our sense of self-significance or self-identity.

Ironically, *respect-o-phobics* are frequently highly critical and judgmental of others and can tend to treat people around them harshly – and you guessed it – disrespectfully!

## Self-Respect – Key to Respecting Others

An old piece of wisdom says if you can't learn to love yourself, you won't be able to love anyone else either. The same goes for respect. Respect for others starts with *self-respect*. In order to be able to enjoy the respect of others, we must first have respect for our self.

Optimists with robust self-esteem and a sound sense of their own self-worth are likely to be more respecting of others. They're also able to take feedback and handle disrespect from others better than pessimists with low self-esteem and a shaky sense of self-confidence. Unfortunately, pessimists fail to see how their frame of mind makes them come across.



There's an often an inverse relationship here: people who are self-critical are often also hyper-critical of others. If you judge yourself harshly – you're likely to do the same with others. If you treat yourself disrespectfully, you're prone to deal disrespectfully with others.

## Disrespect – it's an Emotional Hijack!

**Emotional hijacks:** *when your feelings run away with you and take control.*

There's no two ways about it. When we're disrespectful to others – when we talk-down to people, adopt an aggressive tone, take offence at how someone has said something or let go and really let someone have it - we're emotionally hijacked!



Respect is closely connected with *Emotional Intelligence* (EI). When we talk about respect, moods and feelings are never far behind. In fact, they're at the heart of respect – or lack of it!

- ✘ Feelings affect how we think, who we are and how we behave. We *'feel'* respected or disrespected before we even think it. We act disrespectfully because of the way we feel
- ✘ In situations where emotions run high we're likely to be hijacked by them. Our feelings run away with us. They control what we say and do. It's summed up when we say things like: *'I didn't think – it just came out that way.'*
- ✘ Under the influence of strong feelings we feel helpless to control, we act in ways we find unfathomable. And that's an 'emotional hijack'. The amygdala shows us why this happens so easily. Our brain is wired to feel first, think second. Our rational brain takes a backseat.
- ✘ Our emotional radar picks up subtle signals from other people like genuine appreciation or disapproval. The emotional centres in our brain act on this often before our rational brain even gets a chance to think about it
- ✘ When people act disrespectfully, we can be sure they're under the influence of strongly charged feelings – electro-chemical impulses and strong drugs released by the brain.

...continued>>>

## Disrespect – it’s an Emotional Hijack! (continued)...



If disrespect is an emotional hijack – then we need to learn how to control our moods and avoid the impulse to address other people in ways they find disrespectful.

The other thing about disrespect is the feelings that lead us to behave this way are catchy.

- ◆ When you blame, people are likely to blame you back.
- ◆ When you criticise someone else, don’t be surprised if they start criticising you too.
- ◆ When you attack someone else or insult them, they retaliate and attack back.

Disrespectful behaviour stemming from emotionally-overcharged feelings, poisons workplaces, depletes energy and morale and often sends good people packing!

## 2007 Leadership Lounge – Workshop EI with us!

*Emotional Intelligence* (EI) isn’t just a fringe activity for managers anymore – it’s fast becoming a critical competency for any capable leader. But how do you go about it – and how crucial is it really?

If you want to find out, here’s a great opportunity! Bill Cropper, Director of *The Change Forum*, is facilitating the first *Leadership Lounge for 2007* in Brisbane on *February 13* from 9 am to 12 noon. This free forum will focus on the **7 Practices of Emotionally Intelligent Leaders** and some of the tools you can use to make EI work for you!



The *Queensland Government Leadership Lounge* is the world’s largest knowledge community for public sector people interested in leadership development... Past well known speakers have included John Kotter and Meg Wheatley. For more information follow the link to <http://www.fwd-to.net/03847212/events.htm>.

## Control your Stories – Mind-tricks & Feeling traps

Many cases of disrespect are a spiral of false assumptions and misunderstandings. We hear someone say something that upsets us. We interpret this as an affront - sometimes it may be, more often it isn’t, but we don’t see it that way.

We *assume* we know why they said this. We invent intentions and make up motives, which may have little to do with what’s really going on for the other person – and we end up making up a story about them. More often than not an ugly one!



The uglier the story the more negatively charged our feelings, which then take us over. We blame, accuse, attempt to control or correct the other person.

We then feel justified in being disrespectful back. We indulge in what we call in our *Conversational Coaching Clinics* – **TACI** communication: We **Threaten, Accuse, Criticise** or **Insult**.

So if you want to be more respectful, *control your stories!* See how they’re subtly controlling the way you’re talking to the other person... and affects what they’re doing too!

**?** What ugly stories do you tell yourself about the people you disrespect?

## Challenging Other’s Viewpoints – Respectfully

Respectful conversations are not about backing down, being submissive or putting what you want to say on the back-burner. Nor does it mean others should defer to us, agree with us all the time or act in a servile way that inflates our own sense of self-significance.

There are times when you need to challenge another person’s viewpoint, assumptions or conclusions – or the way they’re treating you. But why not do it *respectfully*? ...continued>>>

We’ll be facilitating the first **Leadership Lounge** for 2007 on Feb13 in Brisbane.

This free forum focuses on **7 Practices of Emotionally Intelligent Leaders...**

More information:



Many cases of disrespect are a spiral of false assumptions and misunderstandings

If you want to be more respectful, control your stories!

Many of us mistake being assertive for being aggressive.

That’s not respectful!

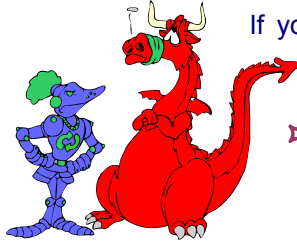
➔ See our Tool-Kit feature in this issue for tips on asserting yourself positively...

Most teams overlook one of the most basic things you can do to respect someone else:

Listen to them -- carefully...

When people don't really feel heard, they quickly conclude you don't respect them

## Challenging – Respectfully (continued)...



If you don't challenge respectfully, all you'll raise is defensiveness instead of raising the real issue and the less chance you have of getting others to take notice of anything you want to say.

- ✘ Many of us mistake being assertive for being aggressive. You express your rights in emotionally forceful ways that deny, degrade, devalue or humiliate others – and prevent them from expressing their views or feelings. That's not respectful!
- ✘ Being aggressive, dominating, threatening or overly-forceful may make you feel in control, righteous or superior but you may regret it later. It usually results in others getting angry, defensive or vengeful and cause people to disrespect you.
- ✘ Assertiveness is standing up for yourself in ways that don't violate rights of others to stand up for themselves too. It's a direct, honest and open expression of your feelings and opinions that can enhance your sense of self-confidence and personal authenticity – not to mention others' respect for you!

## Respect – “If only they'd just listen...”

In the teambuilding work we do, respect is a common thread. Yet most teams overlook one of the most basic things you can do to respect someone else: to *listen to them – carefully*.

In most teams we see interact, real listening rarely gets a look in. What happens instead? Lots of things – but little of it constitutes real listening...



- ✘ People listen critically – only intent on picking up something they can blame the other person for or finding gaps in what they say...
- ✘ People listen judgementally – ready to point out where the other person's story is faulty or wrong because it doesn't coincide with ours...
- ✘ People listen interruptively – waiting impatiently for a chance to have they say or they simply talk over the top of the other person...

While listening like this may make you feel superior, cool or in-control, it's low on empathy and understanding. When people don't really feel heard, they don't feel acknowledged. They quickly conclude you don't respect them – after all, they think, if you did, you'd give what they're saying the real attention it deserves! Here are some signs that might tell you **you're not listening respectfully....**

- ✘ When you find yourself formulating your own response instead of listening
- ✘ When you're tempted to reply with clever, sarcastic, cutting or impressive remarks
- ✘ When you jump in with blame or advice before the issue's even been explored
- ✘ When you take up all the airspace and try to curtail others having a say
- ✘ When you sense you aren't getting what the other person means

**Real listening** means listening *behind the words* they're saying to really try and understand what's going on for them. Here's a few tips:

- ◇ Stem that rapid succession of rebuttals and judgments that juggernauts through your brain (eg. *"That's not what happened! You're wrong!"*). Find out *their* story first! Every time a voice in your head says, *"Why should I even bother talking to her?"* remind yourself, *"My job right now is to listen."*
- ◇ Replace those caustic listening thoughts with something more constructive. Challenge that inner dialogue with a counter dialogue. If you think *"Why does he always go on and on like that?"* try substituting *"He must feel this is important. I better find out why"*
- ◇ Don't interrupt by saying something like *"You're not making yourself clear!"* Shut up and listen harder. Control the urge to keep interrupting or talking over the top of someone else – even when you feel someone else is doing this to you! One of you has to stop and listen – and it may as well be you!

Not being able to give or take feedback is a common cause behind many cases of disrespect.

### Conversational Tool Feature...

Highlighting a tool from our Coaching Clinics for improving your conversations...

If you'd like a full copy of this tool...

contact us at [The Change Forum](#)

Is Generation Y making us redefine respect?

Peter Sheahan's book is fresh, blunt and straight to the point - just like a Gen-Y book should be! He's got a lot of great, practical ideas for *Y-managing* that can equally apply to all staff.

## Check your Feedback! – Is it respectful really?

Not being able to give or take feedback is a common cause behind many cases of disrespect. Sure, it's hard to keep a non-defensive, open attitude when someone's raising our emotional temperature with a blame-blast or making out we're totally flawed, wrong or hopeless.

Let's face it, most of us find feedback difficult to take – but especially when it's framed in a critical or negative way. We're making a distinction here between *feedback* and *criticism*.



- ◆ When we give *constructive feedback* we give it in a way that respects the other person that communicates genuine interest and positive regard for the other person - their capabilities and their sensitivities.
- ◆ *Criticism* is one person's judgement or levelling of blame at another person or their work. It's often an accusation – an emotional overreaction to people who aren't behaving the way we want them to.

Criticism is likely to make people feel devalued, defensive or angry – and lead to counter-accusation and continued acrimony. It doesn't solve problems and rarely leads to positive growth or change. It shows you dismiss, reject, disrespect or disapprove. It's unlikely to get the result you want and maybe one you don't want - a critical blame-back!

## Asserting Yourself – Positively & Respectfully....

- ➔ This tool lists ways to assert yourself positively and respectfully in conversations
- ◆ First, start by delivering your message *to* the person - not everyone except them. It's also good to start to explain exactly what your intentions are and *are not* in saying what you have to say (eg. 'I want to...' or 'I don't want you to...').
- ◆ Don't start by saying things like "I disagree" or "That's not right!" Try saying: "I have a different view..." Suggesting someone is wrong or bad and should change will only foster resentment and resistance
- ◆ Use 'I' statements (eg. 'The way I see it...'). Start mixing a three ingredient recipe: "When... I hear a voice raised at me, I feel... humiliated and what I'd like is that I... can discuss an issue with you without ending up feeling overpowered."
- ◆ The essence of good assertiveness is to state your case without arousing the defences of the other person. Be specific, precise and clear about what you want, think, and feel. The secret of success lies in saying how it is for you rather than what they should or shouldn't do
- ◆ Finally, don't be put off by fearing how the other person will respond. Don't waste your time trying to control their reaction but do be sure you haven't used inflaming language, blame or personalising statements – keep it clean.

## Generation Y – Redefining Respect?

If you're *respect-o-phobic*, generation-Y mindsets might just tip you over the edge.

I like Peter Sheahan's book on the Y-Generation – it's fresh, blunt and straight to the point – just like a Gen-Y book should be! After all, Sheahan's a Gen-Y'er himself.

As Sheahan points out Y-Generation are '*street-smart*': "On the street, respect is earned, and no title, age or even past experience will guarantee you will be respected."

Here's some other Gen-Y respect things Sheahan singles out:

- ✠ They won't just do what you tell them to do or take what you say at face-value (no disrespect intended). They'll challenge you to prove why they should do it. They question everything. They're not called the 'Why?' generation for nothing.



...continued>>>



Highly recommended and entertaining read:

**Generation Y: Thriving and Surviving with Generation Y at Work**  
Peter Sheahan,  
Hardie-Grant Books  
Australia 2005

## Generation Y – Redefining Respect? (continued)...

- ✘ As for respect as a lack of selfishness, forget it! They're the 'me-first-and second-too' generation with a big dose of 'you-owe-me' thrown in. When they don't appreciate the latest training program you sent them on or the high-tech gizmo you just bought, it's not disrespectful. It's just, well, they're entitled to it – so 'thanks' is simply superfluous!
- ✘ If you're boring or the work is boring – they'll tell you so, bluntly. If you can't take the truth, that's 'just like' – *your* problem (no disrespect meant – just blunt-edged honesty as far as they're concerned). Gen-Y say what they think!



- ✘ Tolerance? Forget it. If you act stupid, they let you know. Sheahan says they don't mean to be rude being so upfront and blunt – though I guess he'd admit Gen-Y don't consider the impact of how they come across on others. "Sure", he admits, "Generation Y are arrogant, and they do think they know everything, but often they are just being a little informal in the way they communicate... Generation Y have been raised to go their own way, to express themselves and speak their mind. The problem is they are not always aware of the appropriate time and place..."
- ✘ They won't take bullying or being pushed around either. "The sit-down, shut up and do what you're told approach does not work with Generation Y" As Sheahan reminds us – and how could we parents ignore it anyway – "Even their favourite music is teaching them to 'take no crap'"
- ✘ Since Gen-Y know everything, expect them to tell you what's not working. And they expect you to listen (after all, if you don't, you're not respecting them). Sheahan poses this dilemma superbly: "Are you ready to be told how to run your business by someone more than half your age, with little or no experience, in a bluntly expressive style?"
- ✘ *Respect-as-good-manners? Like right!* Etiquette isn't something Y-people do. Same goes for tact. They weren't born with that either, admits Sheahan. "They will say what they want and when they want... Generation Y need to learn the art of being tactful" – and it sounds like this also includes re-learning 'please-and-thank you's' too.
- ✘ Y'ers say they respect tradition – the rub is how they define it. It doesn't include "pointless formalities. Generation Y respect practicality and relevance." One consolation Sheahan throws in: "...they still have a healthy respect for rules that make sense." If it 'has no practical value', don't see it as disrespectful if they ignore it.
- ✘ Sheahan agrees they lack conversational skills and need to learn more appropriate ways to communicate without being seen as disrespectful. Gen-Y are exquisitely fluent in their own net-fabricated language – but they have to learn English! In fact, "communication skills is probably the number one requested training topic."

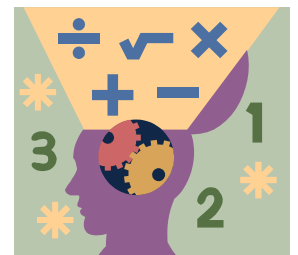
Can you be respectful and rude at the same time? Being rude isn't on Gen-Y's radar. You don't like that? Sheahan's quick to point out that we're the permissive-parenting generation that bred them – so why complain now!

### "Don't Know and Don't Care..."

Speaking of Generation Y – here's a story sent to us by a participant who attended one of our **Dealing with Difficult Discussions** clinics recently:

"I particularly liked the example you shared of the science teacher who, when speaking to an emotionally hijacked parent, asks a question with a number in it – thus appealing to their 'thinking' brain... On the morning following the clinic, my daughter (the only daughter in a family of 7 children) was required at school early for rehearsal in a play. She has a tendency to panic, whinge and complain bitterly if she is ever late to anything. Despite our best efforts, we were running late..."

...continued>>>



"I thought I'd put the science teacher strategy into play..."

## “Don’t Know and Don’t Care...” (continued)...

We bundled her into the car, sent the boys off on the school bus, and raced for school. She was clearly emotionally hijacked, and her mother (who has not attended one of your courses) was saying things such as “You shouldn’t be feeling this upset! The boys have all been very helpful and worked hard to get you off to school on time. You’re only a few minutes late...” This was not working, so I thought I’d put the science teacher strategy into play. I waited for a pause, then said, “So, Robyn, how many of your friends are involved in the play?” Her response was short, sharp and loud: “DON’T KNOW AND I DON’T CARE!” ...I’ll continue to work on that one...

➔ **Our reply:** Well, we did say at the clinic that nothing ever works *all* the time - and we should have added -- *especially with teenagers!*

## Feedback from the Field...

Conversations are every leader’s business. One conclusion people make after coming along to *Conversational Coaching* is how indispensable conversational skills are for good leadership and great work relationships.



“Very valuable” Robyn Corbett, Principal at Aloomba State School said. “I think it should be mandatory for all workplaces!” Lisa Loots, senior social worker with The Institute of Mental Health in Townsville agrees. “This kind of knowledge and skills are essential for everybody in every-day life. Effective conversation is the foundation of all successful relationships. Great stuff! Keep up the good work!”

Cindy Ford from Ipswich Regional Area Consultative Committee agrees: “A great course to reinforce the importance of conversation and highlight what a difference it can make both professionally and personally, well done!” and Jennifer Cruddas, from Department of Communities in Hervey Bay was equally definite about the relevance of conversational coaching: “Tell everyone to do this course!” Sentiments echoed by Caroline Martin, Senior Public Health Nutritionist with Q-Health: “Anyone who converses with others in their day-to-day work should do this course!” Thanks for all your encouraging feedback!

Our year winds up with *Conversational Coaching Clinics* in Rockhampton, Hervey Bay and Brisbane – along with our popular *Leading with Emotional Intelligence* program in Cairns, Mackay, Townsville and Brisbane. Must-do programs for leaders who want to cultivate a learning culture through more connective and respectful conversations...

### Next Issue...

In Issue #9 of **CC E-News** we feature:

➔ **Constructive Confrontations...**

If **you** have any **conversational moments** to case study, **email** or **Fax** your situation in 300 words or less...

Thanks for all your encouraging feedback!

### Final 2006 Conversational Coaching Clinics:

- Rocky Nov 21-22
- Hervey Bay Dec 4-5
- Brisbane Dec 7-8

### Next 2006 Dates Leading with Emotional Intelligence:

- Townsville Nov 23-24
- Mackay Nov 28-29
- Brisbane Nov 30-Dec 1
- Cairns Dec 11-12

➔ Our new **Leadership Coaching Prospectus** is out NOW...

Want to find out what “all this coaching stuff is about”?

[Download](#) a copy of our Prospectus here:



## Thinking about Coaching?

Forward-thinking leaders increasingly see coaching as an essential adjunct for building their leadership capability. We provide *personalised coaching services* for individual managers or teams keen to fast-track their leadership and conversational capabilities.

*Are you thinking about coaching?* All coaches have different approaches, use different frameworks, tools and techniques and have a different personal flavour. What suits one person just won’t suit someone else. The fit between you, your coach and the coaching approach is critical for your learning comfort and success.


Want to find out what “*all this coaching stuff is about*”? Follow the links to our new ‘Coaching Prospectus’ ([www.thechangeforum.com/brochures/Coaching\\_Prospectus-The\\_Change\\_Forum.pdf](http://www.thechangeforum.com/brochures/Coaching_Prospectus-The_Change_Forum.pdf)) It gives you some simple, straightforward answers to help you make up your mind whether our coaching approach might suit you.


We’ve also included some useful checklists to help you think more carefully about what coaching can help you achieve. After all, if you’re going to invest time and money in personalised leadership coaching, you want to make sure you’re clear on the reasons for doing it, the results you might get and the benefits you and your organisation might expect....





## Our New Public Programs for 2007...

We've added some new courses to our stable of public programs. In 2007, we'll be launching 4 new programs in Brisbane and selected regional locations...

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Coaching is a much more effective and emotionally intelligent style for leaders who want to build the capacity of others and boost bottom-line business results. We often say coaching is an extended conversation or dialogue and this 2-day practice-intensive 'coach-the-coach' clinic shows leaders how to take more of a coaching approach to performance improvement, with easy-to-apply tools that give you the know-how and confidence to make this critical leadership transition.
- 

This new 1-day companion to our popular *Leading with EI* program is for the people leaders depend on most – your staff! Emotional Intelligence has a lot to do with raising levels of achievement, motivation, goal-focus, optimism, joy, purpose and performance, and creating positive, productive work climates. This program shows how important EI is to critical facets of worklife like getting on with others, handling change and relating to customers. *And all this depends on how we talk together!*
- 

Nowhere is EI more crucial than in schools. Emotions have a huge impact on learning success and school life. Students learn best when they feel good about themselves, feel good about being in the classroom and feel they get along well with others. EI at School is based on the idea that more teachers will integrate EI into their classroom practices once they see the integral partnership that exists between emotions and learning – and if they have the chance to develop tools, activities and teaching ideas to take them into this critical 'life-skills' domain.
- 

While most of us say we work in teams, few of us really know how to make teams work. Whether you're forming a new team or renewing an existing one, this 2-day forum explores key steps and tools leaders need to re-invent how your group works together, build commitment to common goals and challenges, and make the crucial transition to teams that are high-performing and more self-managing. And teams do all this through – yes, you guessed it – conversations!

## Conversational Coaching – We can come to You

Our **Coaching Clinics** on **Conversations, Emotional Intelligence and Learning-Centred Leadership** offer excellent teambuilding advantages for workgroups or management teams of 10 or more when run **in-house** for your organisation – enhancing shared understanding of tools and techniques, strengthening relationships and increasing 'real-time', back-at-work application of learning in your workgroup or management team. And we can tailor programs to focus on your group's priority improvement areas or key learning needs...



For individual managers or teams keen to fast-track their leadership and conversational capabilities, we provide **personalised, by-the-hour coaching services** – typically, a series of 2-3-hour coaching sessions every 3-4 weeks, with optional small-group coaching and on-line email/phone support over the coaching period.

To talk over options for **in-house programs** or **personalised coaching**, contact **Bill Cropper** – Tel: 07-4068 7591 Email: [coachingclinics@thechangeforum.com](mailto:coachingclinics@thechangeforum.com)

Extend your conversational and relational competency with personalised or small group coaching in the workplace - powerful learning support that's also very cost-effective!

### More Information?

To register or find out more about how The Change Forum can help you contact...

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