

Mural Institute: 7 Habits for Communicating Across Difference

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1. Meditate
2. Listening to Oneself
3. Listening to Others
4. Speaking in Order to be Heard
5. Know Oneself, Celebrate Differences
6. Communicating Across Difference
7. (your habit)

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Habit 1: Meditate

Goals:

- ▶ To develop awareness of your breath, body and thoughts
- ▶ To follow the thoughts in your mind
- ▶ To concentrate the thoughts in your mind
- ▶ To generate insight, compassionate responses and wise action

5-10 minutes a day can make a difference



Habit 2: Listening to Oneself

Goals:

- ▶ To develop awareness of your inner dialogue (feelings, needs, interests)
- ▶ To develop skills to recognize your feelings and needs
- ▶ To build the capacity to meet your own feelings and needs
- ▶ To be able to listen to others without your own feelings, needs, thoughts getting in the way

Non-Violent Communication (NVC)

Step 1. Observation

Step 2. Feelings

Step 3. Needs

Step 4. Request

NVC for oneself as a tool for self awareness and self advocacy

1. When I see/hear ... Objective information (data without judgmental language- what is the trigger?)

2. I feel ...

3. Because I need

4. How can I meet this need?

Violent

Judgments

Thoughts

Strategies

Demands

Feelings/Emotions

How We Are Likely to Feel When Needs ARE Being Met:

Compassionate
Composed
Confident
Contented
Curious
Dazzled
Delighted
Eager
Ecstatic
Elated
Empowered
Encouraged
Energetic
Enthusiastic
Fascinated
Free
Friendly
Fulfilled
Glad
Glowing
Grateful
Gratified
Happy
Helpful
Hopeful
Inspired
Invigorated

Involved
Intrigued
Joyous
Lively
Loving
Moved
Optimistic
Overjoyed
Peaceful
Pleased
Proud
Radiant
Reassured
Rejuvenated
Relaxed
Satisfied
Secure
Serene
Stimulated
Tender
Tickled
Thankful
Upbeat
Wonderful

How We Are Likely to Feel When Our Needs ARE NOT Being Met:

Afraid
Aggravated
Agitated
Alarmed
Alienated
Aloof
Ambivalent
Anguished
Angry
Annoyed
Anxious
Apathetic
Ashamed
Baffled
Bewildered
Bitter
Bored
Brokenhearted
Burned out
Concerned
Confused
Dazed
Dejected
Depleted
Depressed

Despairing
Detached
Devastated
Disappointed
Disconnected
Discouraged
Disengaged
Disgusted
Dismayed
Distaste
Distracted
Distressed
Disturbed
Downhearted
Dull
Edgy
Embarrassed
Embittered
Envious
Exasperated
Fatigued
Fearful
Fidgety
Flustered
Forlorn
Fragile
Frazzled
Frightened
Frustrated
Furious
Gloomy
Guilty

Harried
Heartbroken
Heavy
Helpless
Hopeless
Horrible
Hostile
Hurt
Impatient
Indifferent
Insecure
Irate
Irritated
Jealous
Lazy
Lethargic
Listless
Livid
Lonely
Mad
Mean
Miserable
Morose
Mortified
Mystified
Nervous
Nostalgic
Numb
Outraged
Overwhelmed
Pained
Panicky

Passive
Perplexed
Pessimistic
Puzzled
Rattled
Reluctant
Remorseful
Repulsed
Resentful
Sad
Scared
Self-conscious
Shocked
Sorrowful
Startled
Surprised
Suspicious
Tepid
Terrified
Torn
Troubled
Uncomfortable
Uneasy
Unhappy
Unsteady
Upset
Vulnerable
Wary
Weary
Worried

Needs/Values

Autonomy

To choose one's dreams,
goals, & values

To choose one's plan for
fulfilling one's dreams,
goals, & values

Freedom

Choice

Independence

Space

Spontaneity

Connection

Acceptance

Affection

Appreciation

Belonging

Closeness

Community

Consideration

Emotional Safety

Inclusion

Inspiration

Interdependence

Intimacy

Connection continued

Love

Reassurance

Respect

Self-love

Support

Sympathy

Trust

Understanding

Warmth

Meaning

Awareness

Celebration of life

Challenge

Clarity

Competence

Consciousness

Contribution

Creativity

Discovery

Efficacy

Effectiveness

Growth

Learning

Making a contribution

Meaning continued

Making a difference

Mourning

Participation

Purpose

Self-expression

Stimulation

Understanding

Physical Nurturance

Air

Food

Exercise

Movement

Physical Safety

Rest/sleep

Sexual expression

Shelter

Touch

Water

Celebration

Gratitude

To celebrate the creation
of life and dreams
fulfilled.

To celebrate losses: loved
one, dreams
(mourning)

Integrity/Honesty

Authenticity

Creativity

Honesty

Presence

Self-worth

Play and Recreation

Exercise

Fun

Humor

Joy

Laughter

Spiritual Communion

Beauty

Communion

Ease

Empathy

Equality

Harmony

Inspiration

Order

Peace

Unconditional Love

Habit 3: Listening to Others

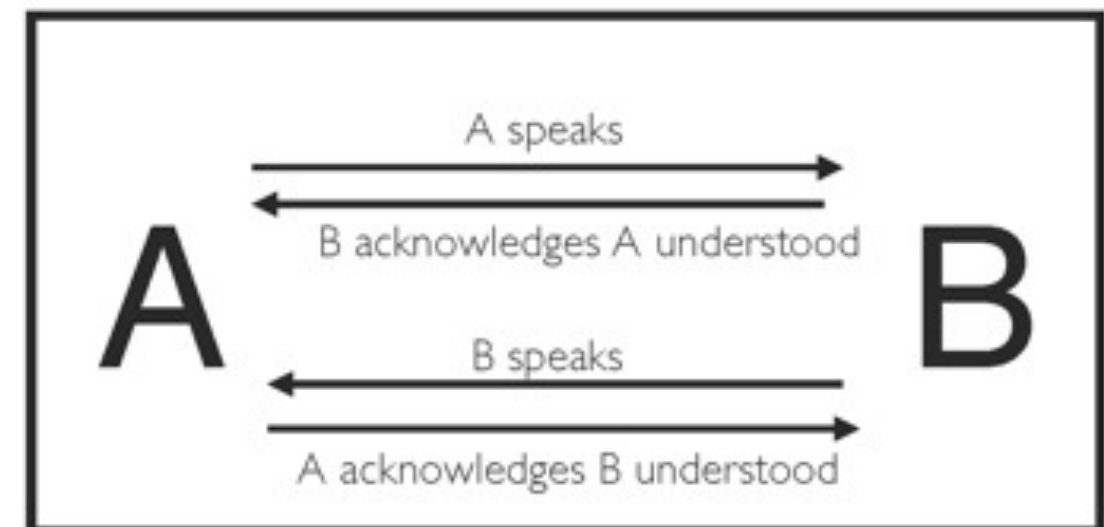
Goals:

- ▶ To listen to understand another
- ▶ To participate in the 4 parts of listening
- ▶ To know what layers to listen for

How does Active Listening differ from listening?

- Listening is Bi-directional
- Understanding is a 4 Part Process
 - A "shared..."
 - B "acknowledged..."
 - B "wondered..."
 - A "explained..."

Listening to Understand Model



Listening for Layers

- ★ Data (facts, details)
- ★ Feelings (emotion words, expressions, non-verbal)
- ★ Needs (values, see word list)
- ★ Interests/Concerns (what's really at stake)
- ★ Identity (how is the person self view at issue)

Listening for Layers

A. Prime the other person to hear you by listening to them and demonstrating that you have heard them

Part 1: Listen for Layers	Part 2: Demonstrate Understanding	"Primed to problem solve..."
Content/Data <ul style="list-style-type: none">- Facts, strip out judgments- Loaded, Obvious words (Respect)- "Direct quotes"	<ul style="list-style-type: none">Clarify details: "What does respect mean?"Restate facts: "You said..."Address "Assumptions": ask Stupid QsX-ray: LOOK at "gaps, cracks, opaque"Summarize	Data Ready Created Shared Meaning
Emotion	<ul style="list-style-type: none">Normalize/Validate emotional reactionsUnderstand non-verbal observations by AskingReflect "emotion words" using their wordsReframe "loaded" emotional wordsSilence & SpaceEncouraging: Engage the emotional dimension	Dialogue Ready Created Shared Understanding
Identity/Interests Needs/Values	<ul style="list-style-type: none">AcknowledgeValidate	Mutual Respect Aligned Purpose

Empathy Poker

After the speaker is done, to show that you heard, respond by framing your reflection of feelings/needs as a question.

"I'm wondering if you felt _____ and/or _____" use feeling words from your observations, their words or feelings list (pause)

"Because you needed/because you value _____ and _____" use needs/values you heard or words from Values/Needs list

Give room for the speaker to correct/modify/confirm

Habit 4: Speaking in order to be Heard

Goals:

- ▶ To speak in a way that others can hear
- ▶ To ask questions to be answered together rather than impose conclusions
- ▶ To understand how what one says may trigger another person (SCARF)

Asking Good Questions

Asking myself what really matter
Asking for what I want/need

1. Ask versus demand : Ask = no is always OK
2. Express your need/want and invite other(s) to brainstorm with you on potential solutions
 - Check out Edward DeBono's 6 hats for lateral thinking
3. Speak in order to be heard
 - wrap requests in a SCARF

Speaking in order to be heard

B. How is what you have to say going to be received by the other party? How may this person react?

1. Demonstrate cultural humility.
2. Speak about the problem, not the person.
3. Stick to objective language - strip out your judgments
4. Ask questions that you can answer together
5. Know when you need the SCARF model

Status: Minimize threat to status

Certainty: Reduce uncertainty

Autonomy: Maximize autonomy

Relationships: Build the relationship

Fairness: Play fair

Responding to Requests

Before you say “YES”

Develop your own evaluation criteria

Here's mine:

1. Gut check- how do I feel- are there any misgivings?
2. What can I learn from this
3. Does this support a life goal or learning objective?
4. Does this align with my core values?
5. How can I structure this as a learning experiment?
6. What are the terms of engagement?
- how much time, money, participation,
for how long, with what outcomes?

The Power of a Positive NO

1. YES: expresses your needs and values
2. NO: asserts your power
3. YES: furthers your relationship

The key is respect – for yourself and for the other person.

Example:

“When one executive in a family business had to say No to his father and boss’s demand that he take care of the business over the Christmas holidays for the Nth year in a row, he drew on a deeper underlying Yes to his family and his self-respect. He told his father: “Dad, my family needs me and I intend to spend the Christmas holidays with them.”

John, the executive, in a respectful tone, set a clear limit: “I will not be working this Christmas.” He did not end with a No, however, but with a Yes, a positive proposal. “Here’s my proposal for how we can get the necessary work done in the office while I spend the time I need with my family.”

Habit 5: Know Oneself, Celebrate Differences

Goals:

- ▶ To understand common points of difference that can lead to conflict
- ▶ To know where we fall on a continuum
- ▶ To know how to recognize and celebrate when others differ from us

Habit 6: Communicating Across Difference

Goals:

- ▶ To normalize differences
- ▶ To build bridges to common ground

Continuums of Conflict:

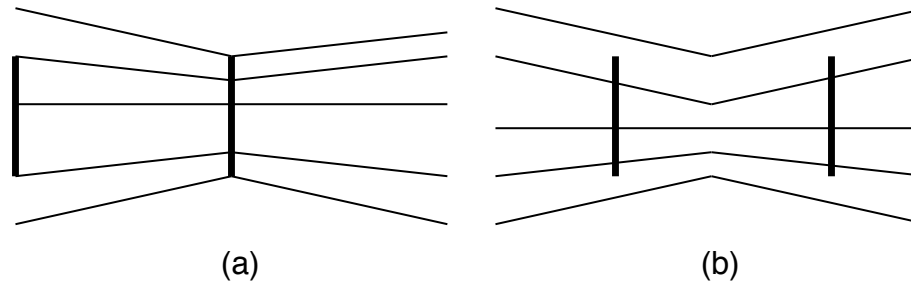
Social Structure
Time
Communication
Information
Power

Communicating Across Difference

Acknowledge (Normalize)
Bridge Differences to
Common Ground

Developing Cultural Humility

Diverging Perspectives & Variations



How does your environment/experience influence your perspective? Are the bold vertical lines the same or different lengths?

(a) People acculturated to perspective see the right-hand line as longer than the left.

(b) As background lines do not suggest a perspective, one can see the lines are the same length.¹

Continuums of Conflict

Identifying the Points of Variation around Common Subjects²

1. Variations around Social Structure
2. Variations around Time
3. Variations around Power
4. Variations around Communication Style
5. Variations around Information and Decisions

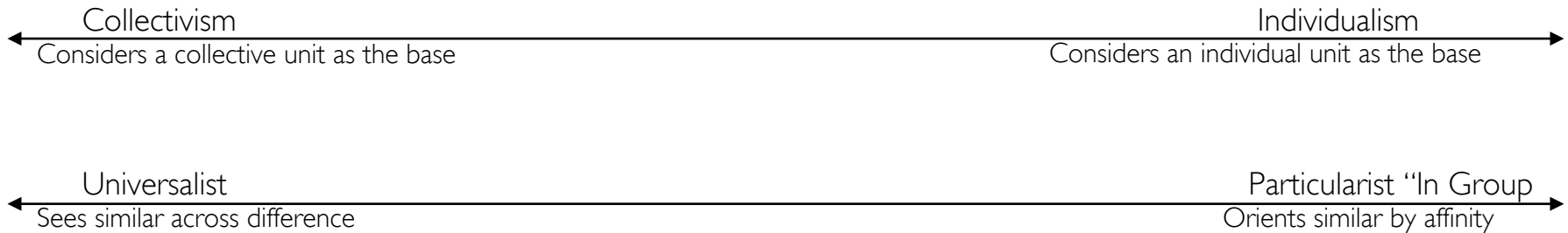
Below are continuums where perspectives are known to vary. It is important not to think of these variations in order to “categorizing” people, rather these divergences provide an opportunity for you to determine your preferences/ style as the first step in cultivating the capacity to recognize when and where diverging perspectives arise around everyday issues. Applying this skill to the familiar aspects of your daily life is the essence of “cultural humility” and developing the ability to ask questions with open-hearted curiosity about what things mean to another person gives you the opportunity to become an explorer in the adventure of everyday life.

¹ Whitehouse, Roger. The Uniqueness of Individual Perception, in *Information Design*, ed. Jacobsen, R. MIT Press, 1999.

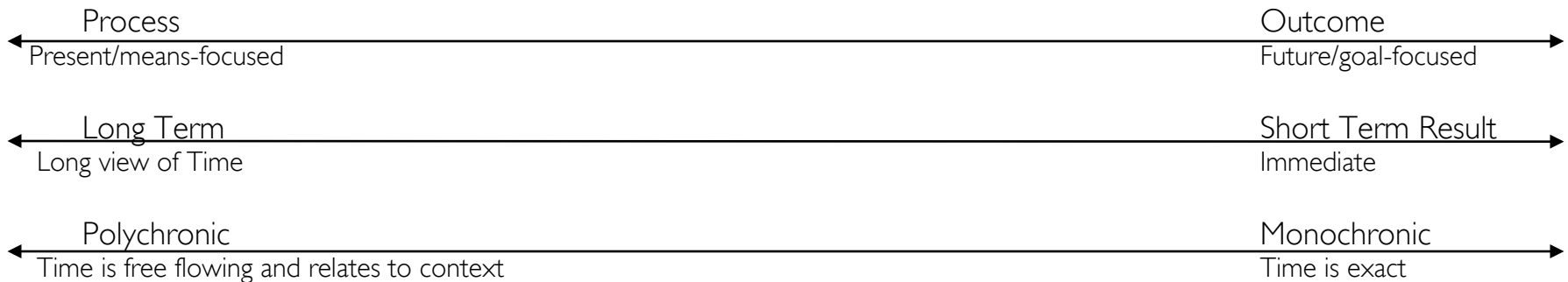
² Adapted from Avruch K, *Culture & Conflict Resolution*, United States Institute of Peace Press, 1998. Chew PK, *The Conflict & Culture Reader*, NYU Press 2001. LeBaron M, *Bridging Cultural Conflicts*, Jossey-Bass Press, 2003. "Mapping Cultures: Strategies for Effective Intercultural Negotiations." In *Second Track/Citizens' Diplomacy*, edited by J. Davies and E. Kaufman. Lanham, MD: Rowman & Littlefield Publishers, Inc.: 149-160. Moore, C.W., and Peter Woodrow. 2002. As well as Myers-Brigg Literature.

Developing Cultural Humility

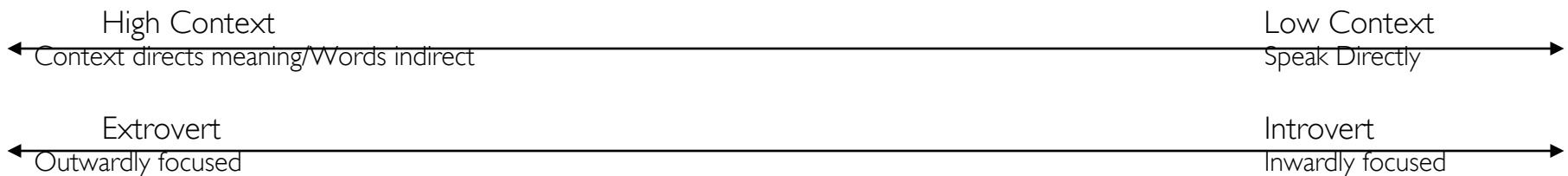
Variations that arise around Social Structure



Variations that arise around Time

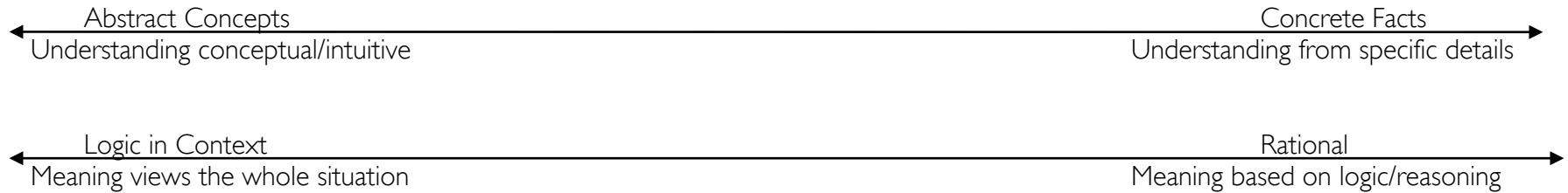


Variations that may arise around Communication

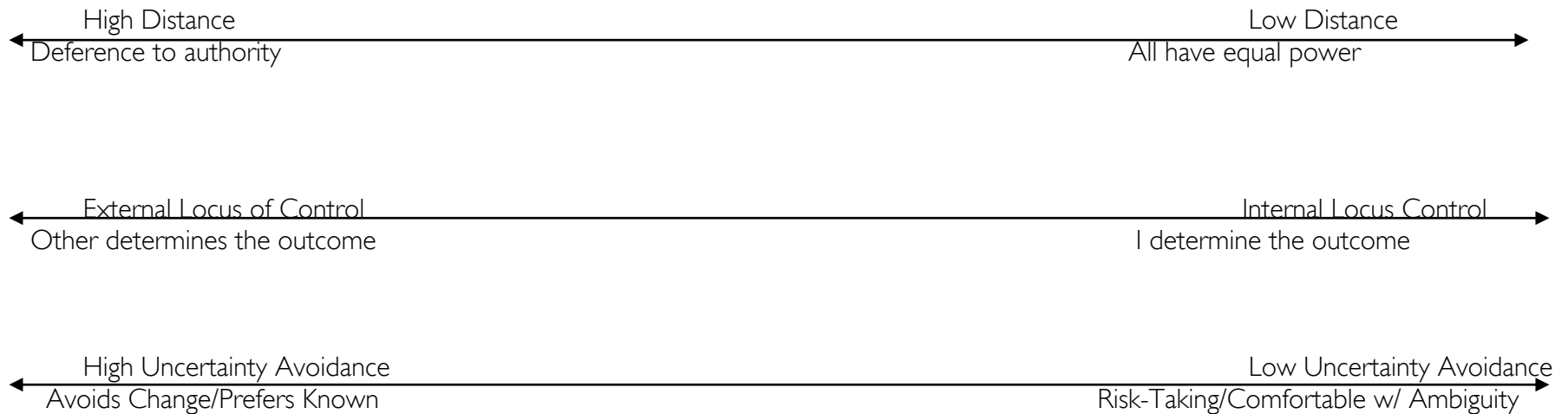


Developing Cultural Humility

Variations that arise around Information



Variations that arise around Power



Habit 7:

This is your personal habit -
Please let me know what you add
so that I can grow the list!

Goals:

- ▶ To know your triggers
- ▶ To develop responses that allow better communication
- ▶ To be prepared with a SCARF in all seasons

When in doubt, if things go violent or silent:

1. Restate shared commitment to mutual respect
2. Reassert mutual purpose

Status: Minimize threat to status

Certainty: Reduce uncertainty

Autonomy: Maximize autonomy

Relationships: Build the
relationship

Fairness: Play fair