

Frameworks
For **Agreement**

Helping Managers Get Everyone Back to Work

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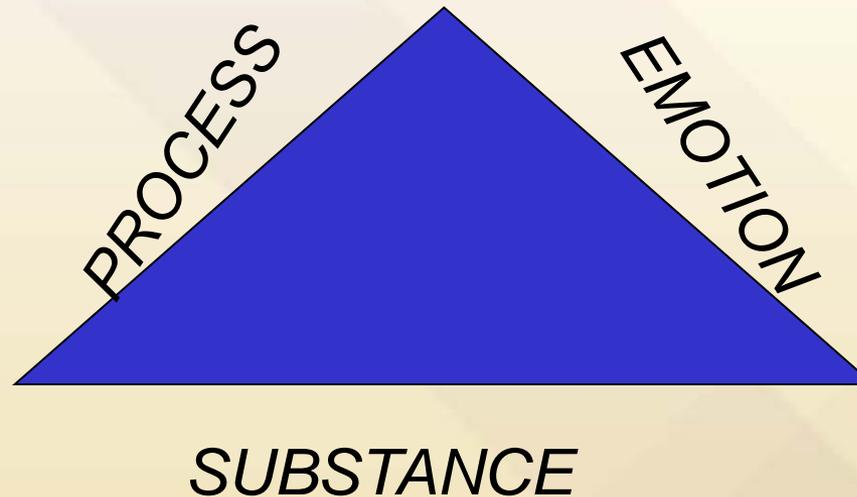
- When Working Relationships Derail
- The Satisfaction Triangle
- Trust in working relationships
- Perspectives
- Creating Commitments

When Relationships Derail

- Fear
- Assumptions
- Blame
- Habits/Patterns



The Satisfaction Triangle



Whatever the solution, effective conflict resolution meets the needs, expectations and interests of the people involved in **three important aspects**.

Substance

- The answers, solutions, decisions
- To satisfy:
 - Identify needs and interests
 - Manage expectations
 - Establish joint goals



Process

- How are the decisions made?
- To satisfy:
 - Identify how decisions are made
 - Have policies and procedures
 - Provide opportunities for input



Three Principles of Fair Process

Engagement

Explanation

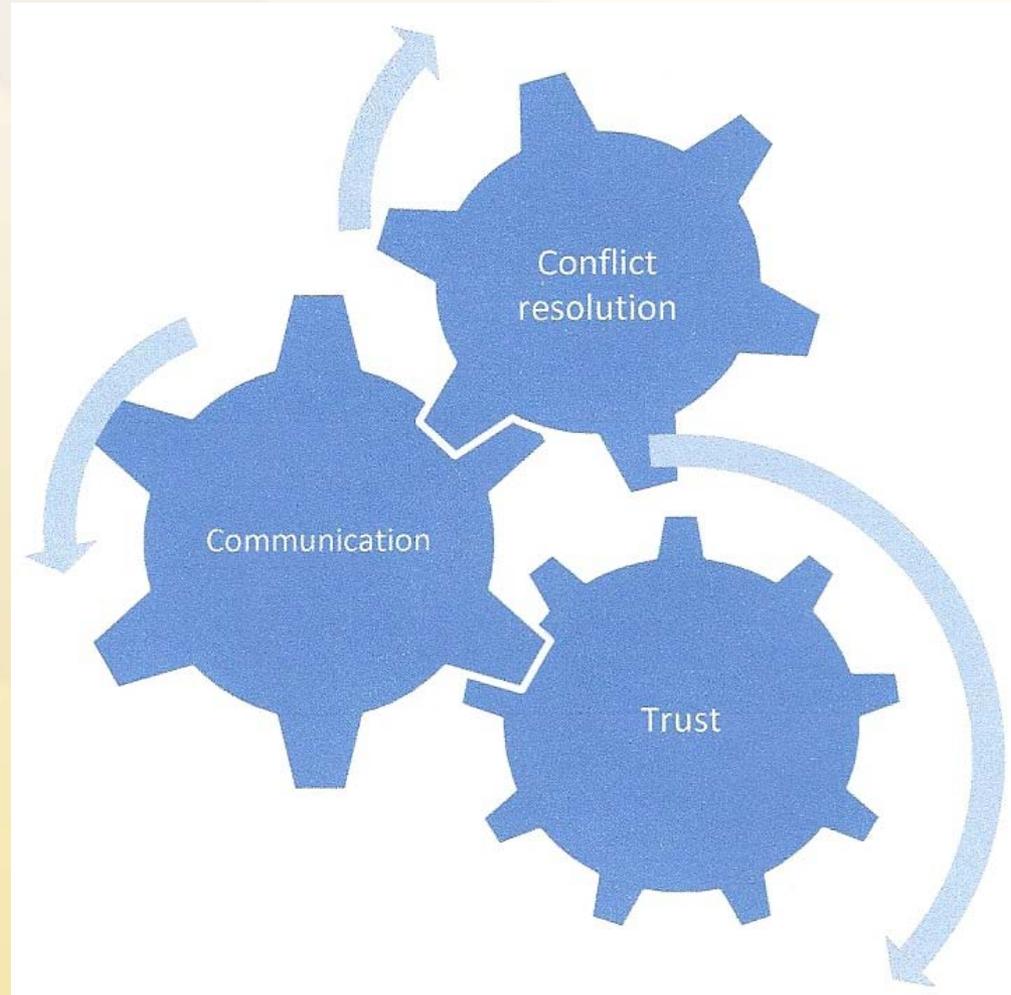
Expectation Clarity

Emotion

- Was I heard? Was I treated with respect?
- To satisfy:
 - Provide safe ways for people to express emotions
 - LISTEN
 - Respect even when you disagree



Why Trust Matters



- Reliability
- Competence
- Caring



Specific Behaviors that Wreck Trust

Specific Behaviors that **Build** Trust

How Do You **Rebuild** Trust When It Has Been Broken?

Debriefing The Exercise

After: “What Wrecks Trust” and “What Builds Trust”

What on this list is most challenging for you?

After: “Rebuilding Trust”

What is your reaction to that word, “apologize”

What does the Director need from Staff?

What do Staff need from the Director

What do Staff need from Each Other?

Discussing Perspectives

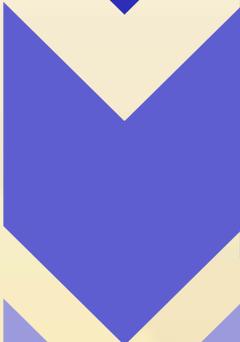
- Everyone writes something in each category!
- Facilitate discussion of one list at a time
- Compare the lists

Making Commitments

- What commitments are individuals willing to make?
- What commitments do they need from one another?
- Write them down.



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- Loss
 - Doubt
 - Discomfort

- 
- Discovery
 - Understanding

- 
- Integration

Follow up!