

Teaching Positive Relationships at Work

Organizers:

Kerry Gibson - *Babson College*

Jason Kanov - *Western Washington University*

"Blasters":

David Bright - *Wright State University*

Jody Hoffer Gittell - *Brandeis University*

Angela Passarelli - *College of Charleston*

Our Goals

- + We will experience high-quality connections
- + We will get excited about teaching PRW
- + We will discover new possibilities
- + We will walk away with actionable ideas
- + We will have fun!





What do you love about teaching?

- + Pair up with someone you don't know
- + Briefly introduce yourselves
- + Share/discuss your answers to this question



Our Rationale

- + Work relationships really matter!
- + Relational quality really matters!
- + There's a burgeoning interest in relationships
- + Teaching about PRWs provides insights and skills that are immediately relevant, useful
- + Teaching about PRWs can be harder than it may initially seem



Our Plan

- + Three "teaching blasts" (~10 minutes each)
 - Jody Hoffer Gittel (Relational Mapping)
 - Angela Passarelli (Appreciative Team Huddles)
 - David Bright (Reality Creation Process)
- + Brief Q & A
- + Short break/time to mingle
- + Create Workgroups based on PRW topic
- + Facilitated workgroups will develop teaching tool(s)
- + Informal presentations of groups' tools/ideas





Angela Passarelli

Appreciative Team Huddles



Appreciative Team Huddle

- + A short exercise for reinforcing best-self image & leveraging strengths in teams
- + Importance:
 - (1) Emphasizes role of PR's in teamwork
 - (2) Underscores value of drawing out strengths & affirming best selves
 - (3) offers positive adjournment of team experience
- + Used with undergraduates at the end of team coaching session after team project



Demonstration



Basic Lesson Plan

- + Takes 5-10 minutes, depending on group size
- + Team members stand shoulder-to-shoulder in a circle, then take small step back (physical proximity is important!)
- + Explain instructions and keep time (30-60 seconds per person)
- + Finish with hand-stack (physical touch again!)



Tips and Troubleshooting

- + Expect initial skepticism / anxiety
- + Consider “priming” students by asking them to consider others’ contributions in advance
- + Select shorter period of time for smaller groups (30 sec/person) and hold it consistent for all team members
- + Variation includes incrementally joining sub-groups to form one large huddle for cohort





Thanks!

Any questions?

You can contact me at:

+ passarelliam@cofc.edu



Jody Hoffer Gittell

Relational Mapping



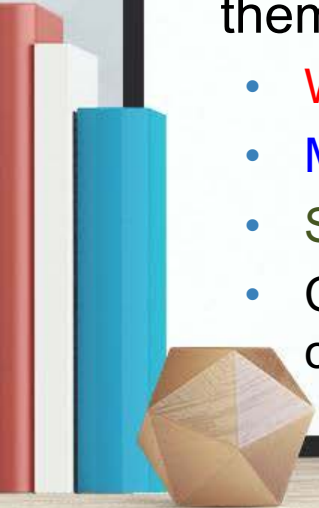
Relational Mapping

- + Mapping is a way to assess the current state of relational coordination between roles in a work process as a basis for collective sense-making
- + Gives participants a systems perspective of their strengths and opportunities
- + Used in MBA HRM and OB courses, MBA Team Consulting Projects, and in Exec Education
- + Used by consultants for organizational change
- + Let's try it now! See your handout!



Relational mapping

- ◆ Identify a work process that needs better coordination – maybe “supporting MBA student success”
- ◆ Which workgroups are involved?
- ◆ Draw a circle for each workgroup and lines connecting between them
 - WEAK RC = RED
 - MODERATE RC = BLUE
 - STRONG RC = GREEN
 - Color of the circle says how we are doing within each workgroup, color of the line says how we are doing between the workgroups



Relational mapping of current state



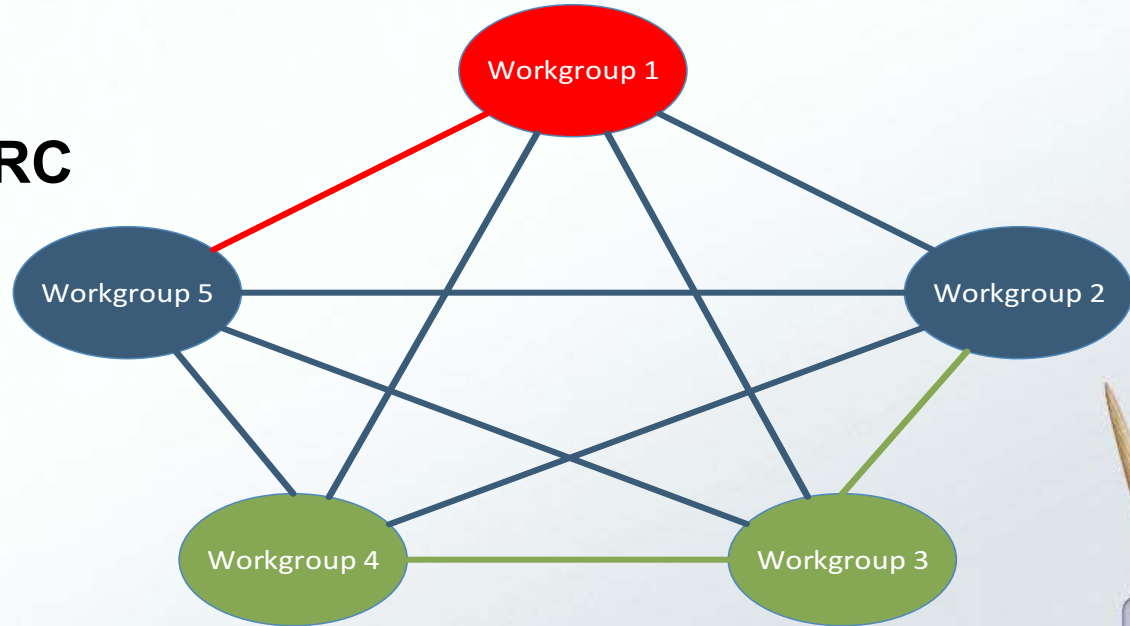
WEAK RC



MODERATE RC



STRONG RC



**RC = Shared Goals, Shared Knowledge, Mutual Respect,
Supported by Frequent, Timely, Accurate, Problem-Solving Communication**

Basic Lesson Plan

- + Create teams of four to six people
- + Choose the organizations your teams will assess - ideally one of their own organizations
- + Teams need a table or section of wall, large white paper, and red, blue, green, & black markers
- + 10 min (intro, set up), 40 min (mapping, discussion), 5 min per group (debrief in "Walk Around")



Tips and Troubleshooting

- Relational mapping can be sensitive - like "looking into the mirror together" or "putting the elephant on the table"
- Create a safe space for participants that enables them to share sensitive feedback respectfully, particularly across people with different levels of power and status
- Mapping is not a report card, rather a starting point for conversation, sense-making, and systems thinking
- These role relationships are artifacts that we inherited - we didn't create them but we can change them!





Thanks!

Any questions?

You can contact me at:

- + jodyhoffergittell@brandeis.edu
- + <http://rcrc.brandeis.edu>





David Bright

Reality Creation Process



Definitions and Assumptions

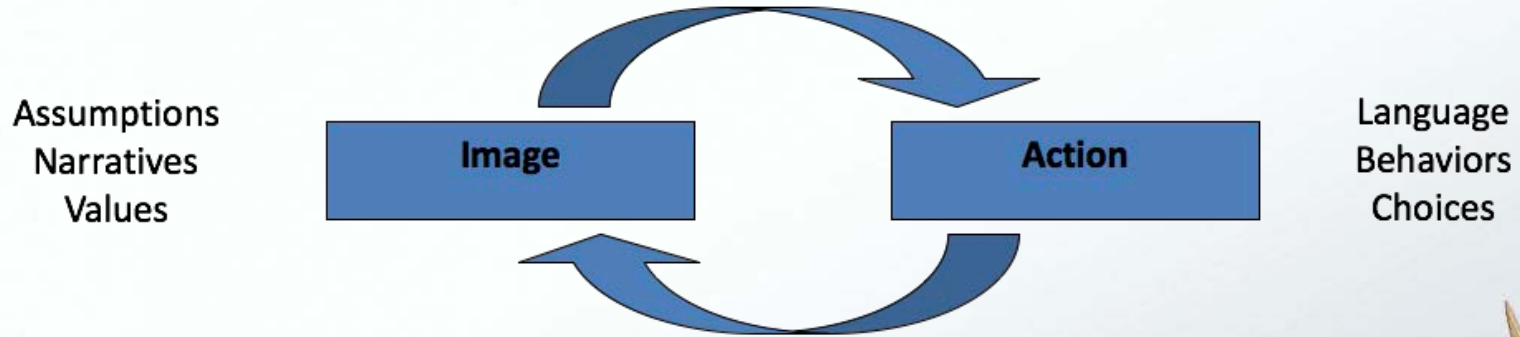
Reality: A subjectively experienced state of being

Key Idea: We all have the the ability to shape the interpersonal reality we experience with others.

Key Insight: Positive relationships don't just happen, we must intentionally shape the reality we create with others!



Reality-Creation Processes



Examples:

Placebo Effect
Pygmalian Effect
Galatea Effect

The Exercise: ProHealth vs. HealthCore

- + Organize the class into groups of 4-6
- + Each group receives a case description for one of two organizations
- + The members read their assigned case silently.
- + They answer the questions at the end of each case as a group.
- + Each group presents its case to the class.
- + Review the handout with the actual cases.



Typical Report for HealthCore

- + This organization is going downhill - fast!
- + The leader should be fired.
- + Layoffs should be carried out ASAP
- + A successful outcome: the hospital survives and is more cost efficient.
- + I would NEVER work for this hospital.



Typical Report for ProHealth

- + This organization has a lot of potential.
- + The leader is very effective and enjoys huge loyalty from employees - they love him!
- + Decisions about layoffs should engage employees
- + A successful outcome: The hospital will thrive - no employee will permanently lose a job.
- + I would LOVE to work in this hospital.

The Big Reveal

- + I read paragraphs from each case.
- + The students discover that these descriptions are nearly identical.
- + This is, in fact, a single organization.



Outcomes and Debrief

- + We discuss how it is that each group shaped its assumptions (expected reality) of the organization.
- + We explore the many ways in which we shape the reality we find ourselves in, including in relationships.
- + We talk about the importance of intentionality.
- + Many students are disoriented - it sometimes takes a few days to process.





Thanks!

Any questions?

You can contact me at:
david.bright@wright.edu



10-Minute Break

Also a chance to mingle and ask more questions



Overview for the Remainder of PDW

- + Review & briefly discuss workgroup themes
- + Form groups of 4-6 people each
- + ~60 minutes to develop a teaching tool and basic lesson plan pertaining to theme
- + Groups will informally present their work
- + Audience will ask questions/offer feedback



Workgroup Themes

- +Empathy
- +Trust
- +Mindfulness
- +Corrosive connections
- +Relational repair
- +Task enabling
- +Other (TBD by group)



Further Guidance

Teaching “Tool” Ideas

- + In-class exercises
- + Homework assignments
- + Experiential activities
- + Long-term projects
- + Media-based tasks
- + Reflective writing
- + Course design elements
- + Combinations of ideas
- + Other ideas...

“Lesson Plan” Contents

- + Who? (UG, MBA, Exec...)
- + What? (basic instructions)
- + When? (timing in course)
- + Where? (space, in/out class)
- + Why? (learning goals)
- + How? (assumed prior knowl., req. resources, discussion ques., eval. methods/rubrics, other supporting stuff...)



Credits

Special thanks to all the people who made and released these awesome resources for free:

- + Presentation template and icons by [SlidesCarnival](#)



Presentation design

This presentation uses the following typographies and colors:

- + Titles: Patrick Hand SC
- + Body copy: Sniglet

You can download the fonts on these pages:

<https://www.fontsquirrel.com/fonts/sniglet>

http://www.1001freefonts.com/patrick_hand_sc.font

You don't need to keep this slide in your presentation. It's only here to serve you as a design guide if you need to create new slides or download the fonts to edit the presentation in PowerPoint®





Quotations are commonly printed as a means of inspiration and to invoke philosophical thoughts from the reader.



Instructions for use

EDIT IN GOOGLE SLIDES

Click on the button under the presentation preview that says "Use as Google Slides Theme".

You will get a copy of this document on your Google Drive and will be able to edit, add or delete slides.

You have to be signed in to your Google account.

EDIT IN POWERPOINT®

Click on the button under the presentation preview that says "Download as PowerPoint template". You will get a .pptx file that you can edit in PowerPoint.

Remember to download and install the fonts used in this presentation (you'll find the links to the font files needed in the [Presentation design slide](#))

More info on how to use this template at www.slidescarnival.com/help-use-presentation-template

This template is free to use under [Creative Commons Attribution license](#). You can keep the Credits slide or mention SlidesCarnival and other resources used in a slide footer.

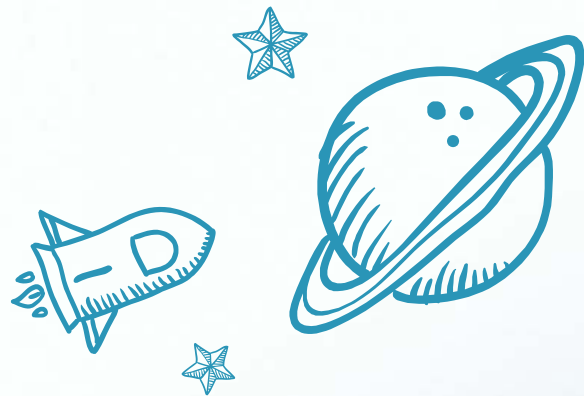


This is a slide title

- + Here you have a list of items
- + And some text
- + But remember not to overload your slides with content

Your audience will listen to you or read the content, but won't do both.





BIG

Bring the attention of your audience over a key concept using
icons or illustrations

CONCEPT



In two or three columns

Yellow

Is the color of gold, butter and ripe lemons. In the spectrum of visible light, yellow is found between green and orange.

Blue

Is the colour of the clear sky and the deep sea. It is located between violet and green on the optical spectrum.

Red

Is the color of blood, and because of this it has historically been associated with sacrifice, danger and courage.



A picture is worth a thousand words

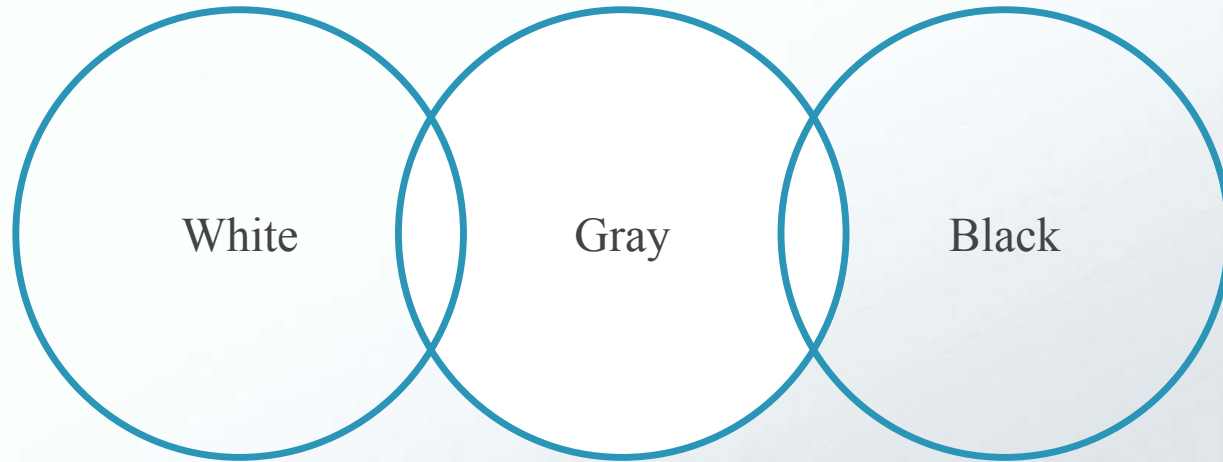
A complex idea can be conveyed with just a single still image, namely making it possible to absorb large amounts of data quickly.



Want big impact? Use **big image**.



Use charts to explain your ideas



And tables to compare data

	A	B	C
Yellow	10	20	7
Blue	30	15	10
Orange	5	24	16

Maps



89,526,124

Whoa! That's a big number, aren't you proud?





89,526,124\$

That's a lot of money



185,244 users

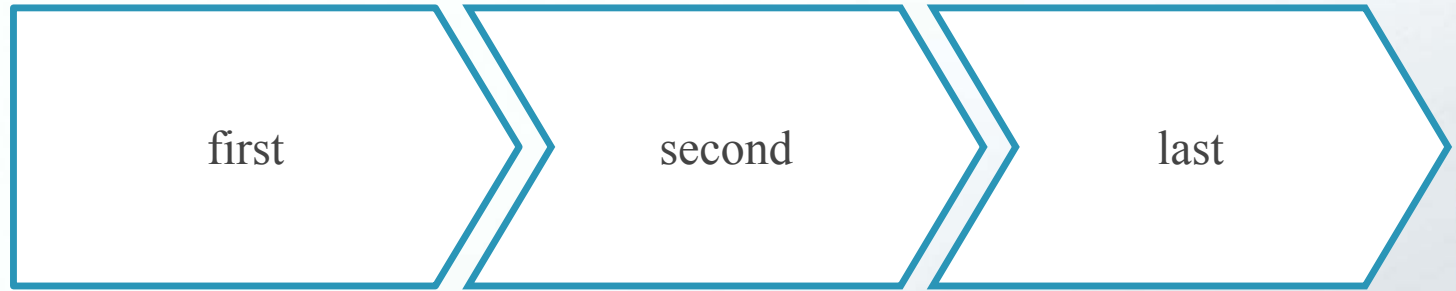
And a lot of users



100%

Total success!

Our process is easy



Let's review some concepts

Yellow

Is the color of gold, butter and ripe lemons. In the spectrum of visible light, yellow is found between green and orange.

Blue

Is the colour of the clear sky and the deep sea. It is located between violet and green on the optical spectrum.

Red

Is the color of blood, and because of this it has historically been associated with sacrifice, danger and courage.

Yellow

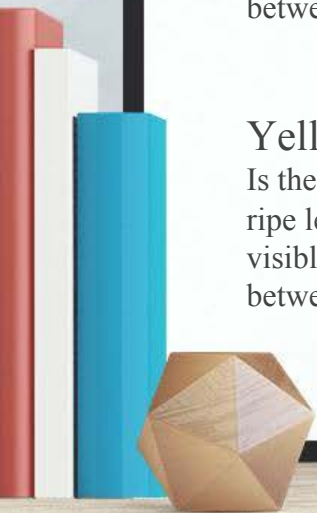
Is the color of gold, butter and ripe lemons. In the spectrum of visible light, yellow is found between green and orange.

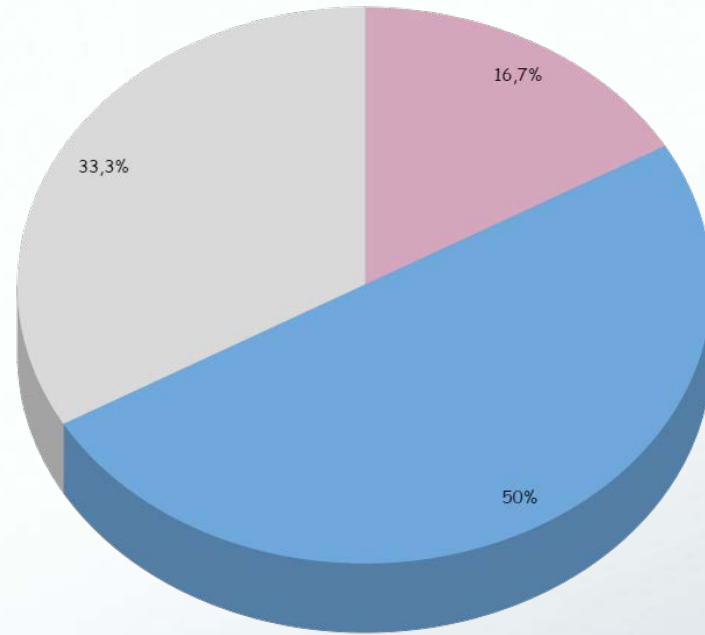
Blue

Is the colour of the clear sky and the deep sea. It is located between violet and green on the optical spectrum.

Red

Is the color of blood, and because of this it has historically been associated with sacrifice, danger and courage.

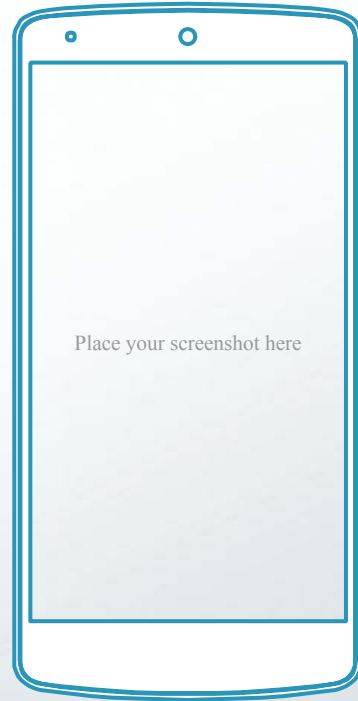




You can insert graphs from [Google Sheets](#)

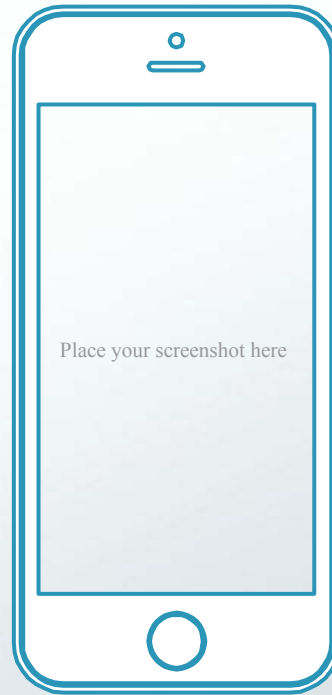
Android project

Show and explain your web, app or software projects using these gadget templates.



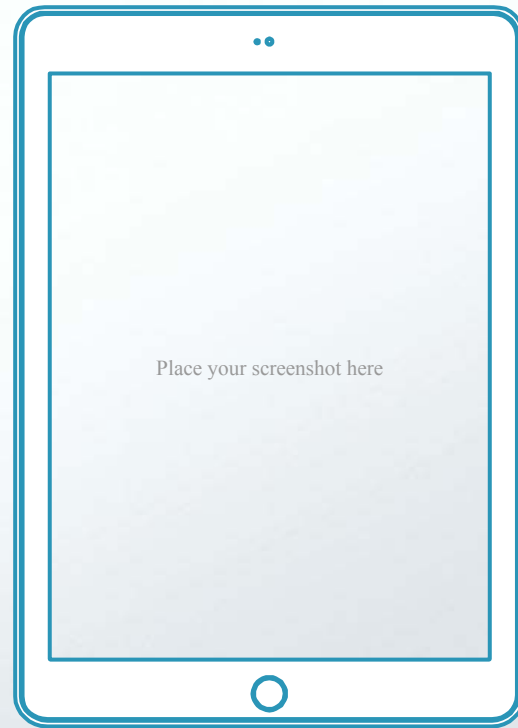
iPhone project

Show and explain your web, app or software projects using these gadget templates.



Tablet project

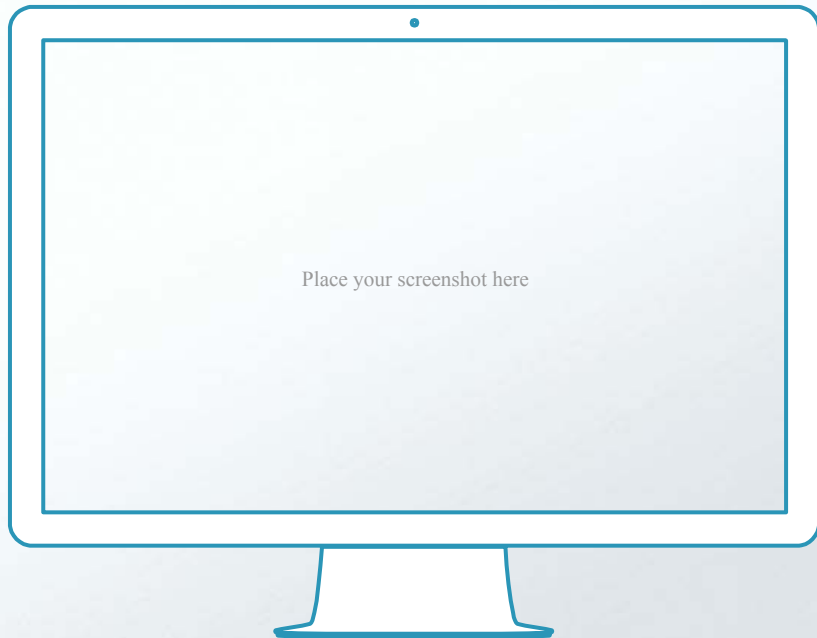
Show and explain your web, app or software projects using these gadget templates.



Desktop project

Show and explain your web, app or software projects using these gadget templates.

Place your screenshot here





Thanks!

Any questions?

You can find me at:

+ @username

+ user@mail.me





SlidesCarnival icons are editable shapes.

This means that you can:

- Resize them without losing quality.
- Change fill color and opacity.

Isn't that nice? :)

Examples:





Now you can use any emoji as an icon!
And of course it resizes without losing quality and you can change the color.

How? Follow Google instructions

<https://twitter.com/googledocs/status/730087240156643328>

