

March 17, 2025

Addressing Breakdowns and Toxic Environments

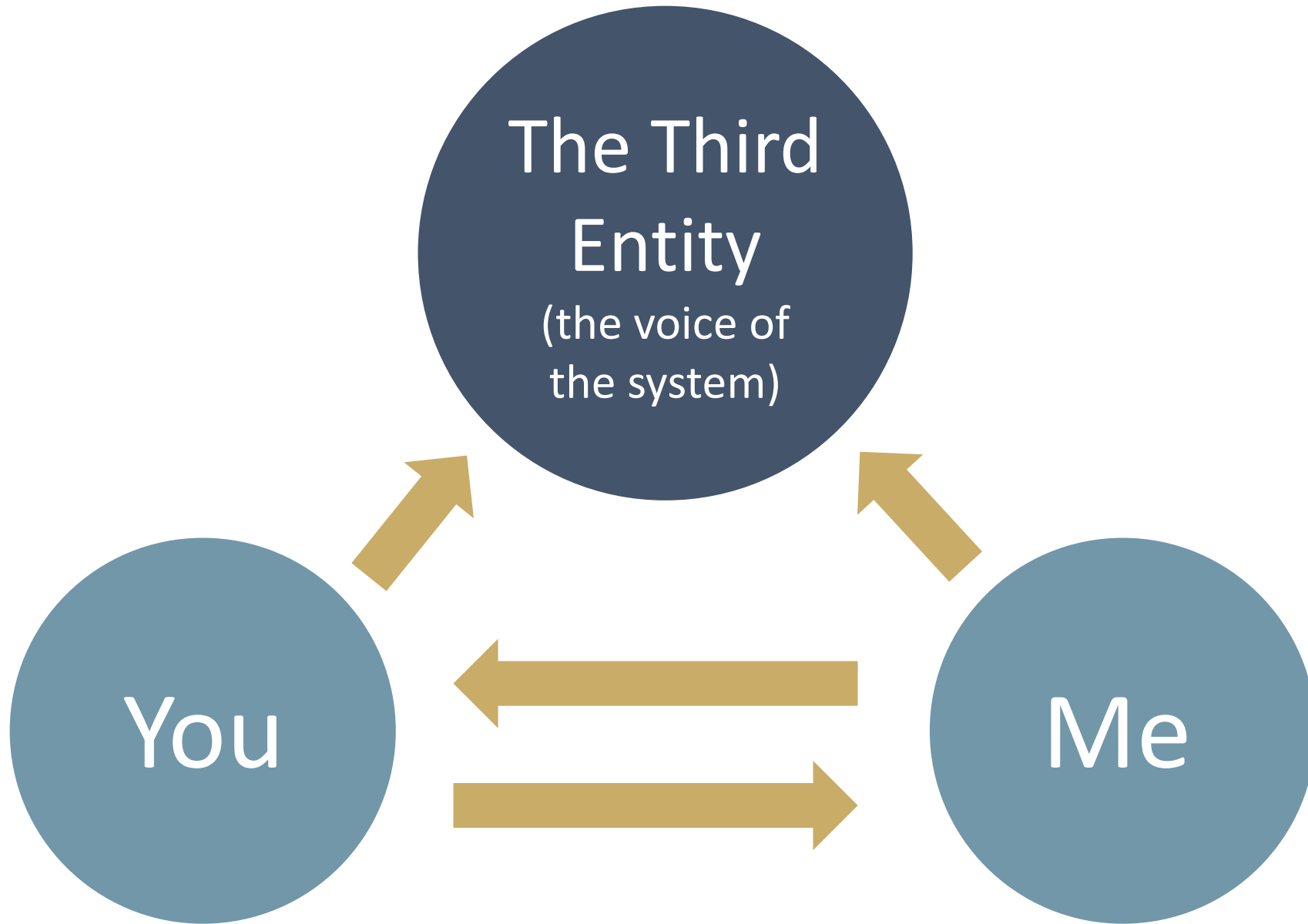


Agenda

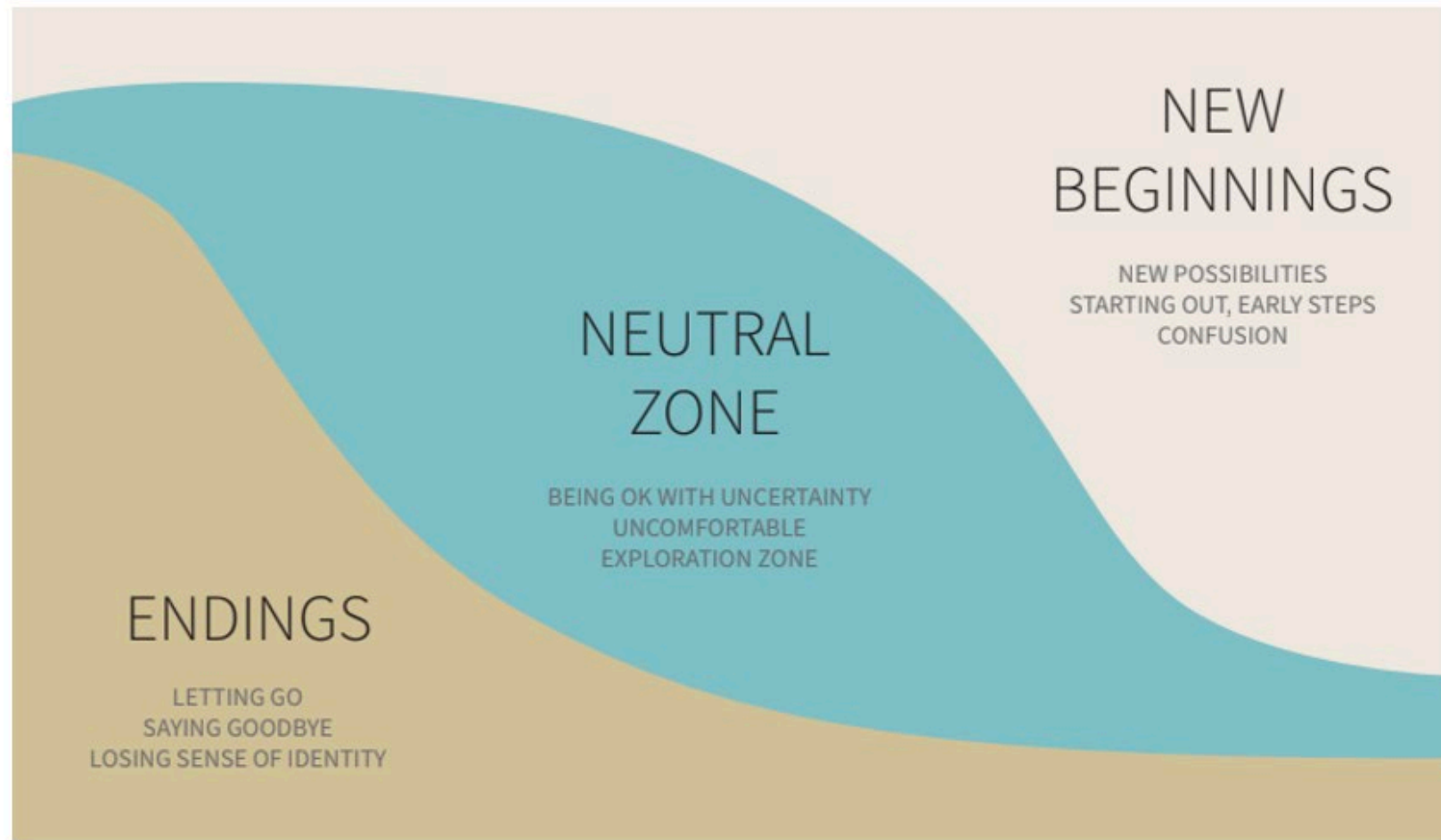
- Understanding dynamics of a system
- Identifying Breakdowns and Toxins
- Recognizing the difference between control and Influence
- Maintaining your well being

Relationship System

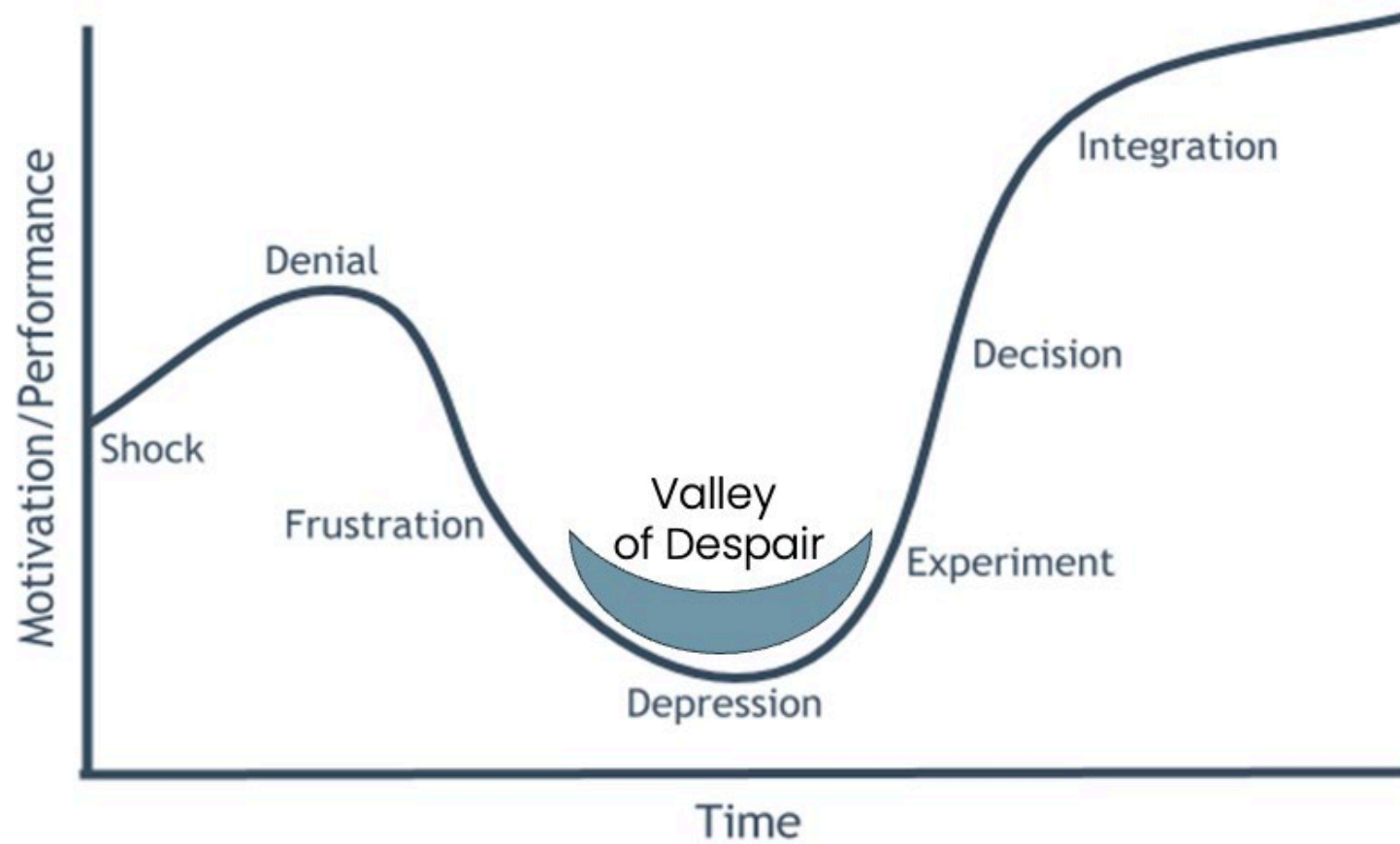
A group of interdependent entities
with a common focus or identity.



“Nothing so undermines change as the failure to think through the losses people face.” – W. Bridges



The Kubler-Ross Change Curve



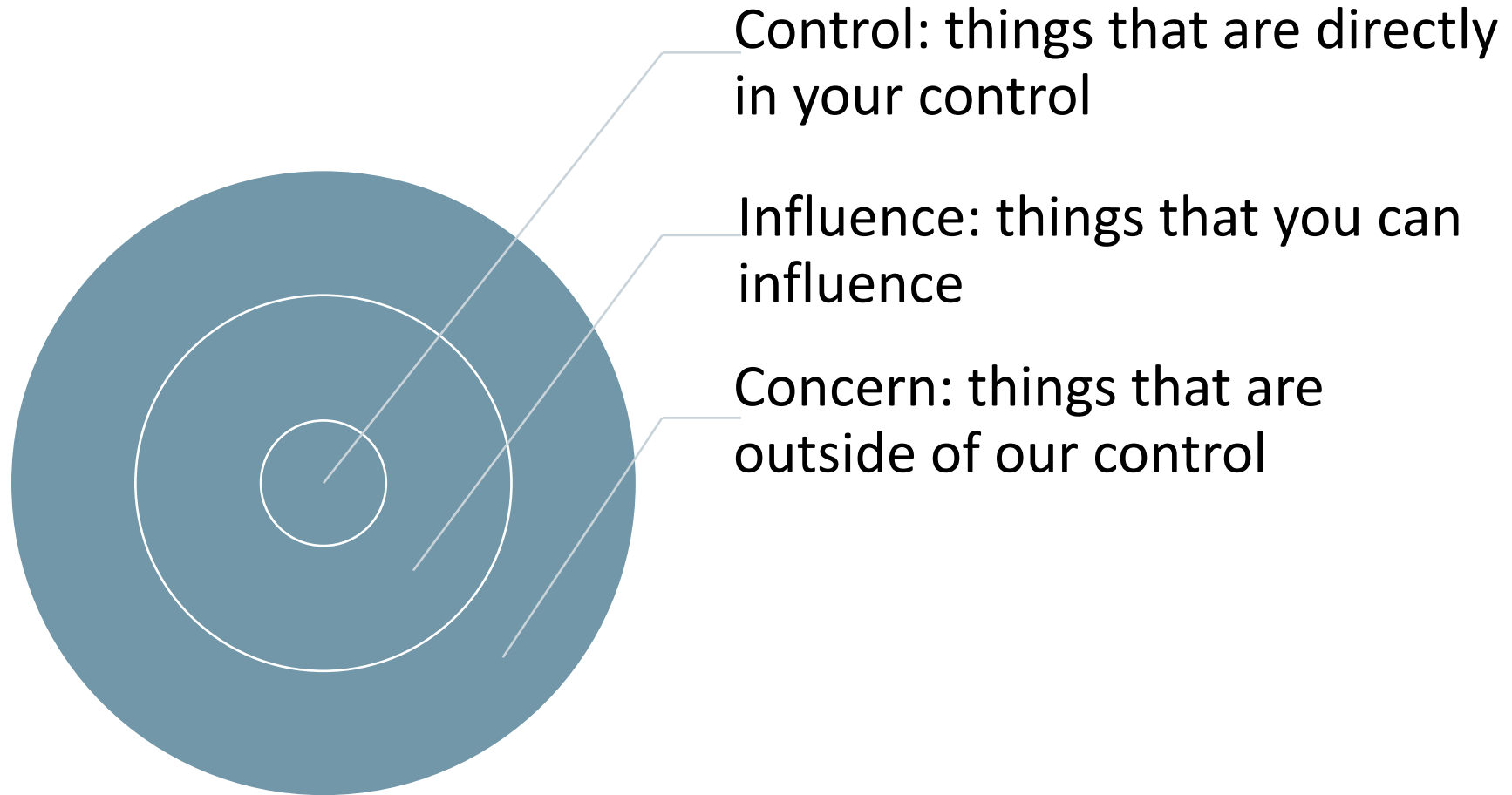


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Circle of Control



Interests and Positions

Interest

- Each side's needs, desires, concerns, and fears.; what motivates you.
- Each side has multiple interests
- Can be shared or in conflict
- You are more likely to find shared interests than shared positions.
- Most powerful interests are basic human needs:
 - Security
 - Economic well-being
 - A sense of belonging
 - Recognition
 - Control over one's life

Interests and Positions

Position

- Something you have decided upon.
- Your interest caused you to decide.
- While positions may be opposed, interests may not be
- Often concrete and specific

How to understand interests

- Need to understand YOURS and the OTHER PARTIES
- Ask “Why?” and “Why not?”
- Realize there are most likely multiple interests: some in agreement, some may conflict, some may only be of interest to one party
- Acknowledge the interests of both parties
- Look forward not backward, don’t re-litigate the past
- Be concrete and flexible
- BE HARD ON THE PROBLEM, SOFT ON THE PEOPLE

Team Toxins

Blaming

Aggressive attack
Bullying
Chronic Criticalness

Defensiveness

Not open to influence
Deflection

Stonewalling

Avoidance
Uncooperativeness
Passivity

Contempt

Cutting down others
Hostile gossip
Undermining

Flooding

Emotional overwhelm which deskills one or more of the team members

Antidotes to Toxins

Blaming Antidotes Soft Start Up I Statements Feed Forward Curiosity	Defensiveness Antidotes 2% truth (what can I own?) Curiosity
Stonewalling Antidotes Speak Up Transparency Get mediation	Contempt Antidotes Personal Development Contempt is highly damaging to both the giver and the receiver Practice respectful communication
Flooding Antidotes Take a time out Breath	

Breakdowns

- How do you want to behave together when things get difficult, or when there is conflict?
- Who do you want to be together?
- What are the team's conflict protocols?

It starts with you

- Not so much what you want OTHERS TO DO OR BE
- Rather on HOW YOU CAN COMMIT to be for yourself and the system
- Being co-responsible for creating the culture
- What can your team or system count on from you?
- What will you each commit to for one another? How would you know you had that?

Taking Care of Yourself

- What are your strategies for self-care?