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Forensic and Scientific Services

Dear Forensic DNA Analysis Team,

<u>On-going team development.</u>

As you are aware, we have been supporting you as a team through the provision of management team group sessions on improving communication. We are now able to continue our work to the next phase, which is to work with the management team members individually to create an improved workplace culture driven by the Forensic DNA Analysis team itself with professional assistance. To that end we have engaged an independent consultant from 1st Call Consulting, Tess Brook, a communication, change and conflict specialist.

In order to ensure that Tess is able to work effectively with you in this endeavour and without prejudice, I have not briefed her on any specific issues that need to be resolved. She will need to determine this for herself based on your feedback throughout the process. This makes this process a team-led initiative rather than a leadership-led initiative. I do not have a predetermined outcome from this process, other than to improve communications and overall workplace culture in your workgroup.

Based on my preliminary discussions with Tess, we are moving forward adopting a 3-stage approach.
- Stage 1 – Discovery
- Stage 2 – Facilitated conversation
- Stage 3 – Focus forward

Each stage will be designed based on your input from the previous stage.

Stage 1 - Discovery
Starting with the management team, Tess will have one-on-one sessions that will provide a confidential space to talk about your needs, concerns and issues moving forward.

Tess will consider all concerns as a whole and come back with a suggested path forward. She will also highlight what works well and needs to continue.

She will sign individual confidentiality agreements with you to provide assurance that what you say will not be shared with any of the leadership or your fellow team members.

During this phase, all other members of Forensic DNA Analysis will have an opportunity to contact Tess and provide input. I have included her contact details at the end of this communique so that you may reach out to her if you wish to be involved.

Stage 2 – Facilitated Conversations
Based on identifying the outcomes in Stage 1, Tess will design a guided open dialogue style of workshop that will focus on how you could work together moving forward.

Note: this is not counselling or a similar style intervention. This style of workshop enables the management team to take a proactive part in designing your own outcomes.

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Stage 3 - Focus Forward

Based on, and subject to, the outcomes of Stage 2, we are considering two workshops.

Focus Forward Workshop 1 would be designed to translate the identified needs and outcomes into practical implementation strategies and steps.

Outcome: The management team will have designed and agreed practical strategies to move forward.

Focus Forward Workshop 2 will act as a "Pause, Pulse and Pace" review, exploring how the implementation actions from the preliminary Focus Forward Workshop 1 are going and the respective enablers and constraints.

Outcome: The management team will adjust the "Focus Forward" strategies as required and agree on further implementation steps.

Process

Wendy Harmer will be coordinating the one-on-one meetings with the management team members, starting tomorrow (8th January 2020).

Communications

Given that the content of the one-on-one sessions will be confidential, I may not have much information to brief you on as we progress through Stage 1, but rest assured that I am committed to ensuring that we take this journey as a collective team and to that end, I will keep you informed as we progress through this process.

Employee assistance

I appreciate that this may be a difficult time for some staff. Employee assistance offers a confidential counselling service which is free of charge to all employees of HSQ for up to six sessions per calendar year. Access to this service is by self-referral. Please feel free to contact Benestar on telephone number 1300 360 364. More information on employee assistance can be found at http://qheps.health.qld.gov.au/eap

Consultant Details

Tess Brook
Director – 1st Call Consulting P/L
tess@1stcall.com.au
0414 749 444

Please also feel free to reach out to me, Cathie, your Team Leader or line manager if you have any questions arising from this.

Regards

John Doherty
Executive Director FSS

Valid From: 19/09/2014
Approver/s: Helen GREGG

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FORENSIC DNA ANALYSIS

VALUES AND BEHAVIOURS

2020

Contents:

Queensland
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Introduction

Workplace culture – it is a collection of expectations and standards that determine which behaviours are considered acceptable by those within the workplace. To forge a change in this, we must recognise that change is needed. All members of a workplace team must acknowledge that a shift in behaviour is required to realise the benefits of an improved workplace culture and be willing participants in that shift. In Forensic DNA Analysis, we are one team consisting of many smaller teams. We rely on one another to function and achieve our required results and must communicate effectively with one another for our workplace to excel and allow us to do our jobs well. We are client and community focused – but it is the individuals who form our teams that make this happen and happen well.

As a team, we have core values that form the centre structure in Forensic DNA Analysis. Everything else stems and grows from this centre structure, and without it, we cannot flourish. Together we have assembled a collection of values to guide us forward, creating an environment of inclusion, trust, respectfulness and engagement across all levels of Forensic DNA Analysis.

Principle Value – People First

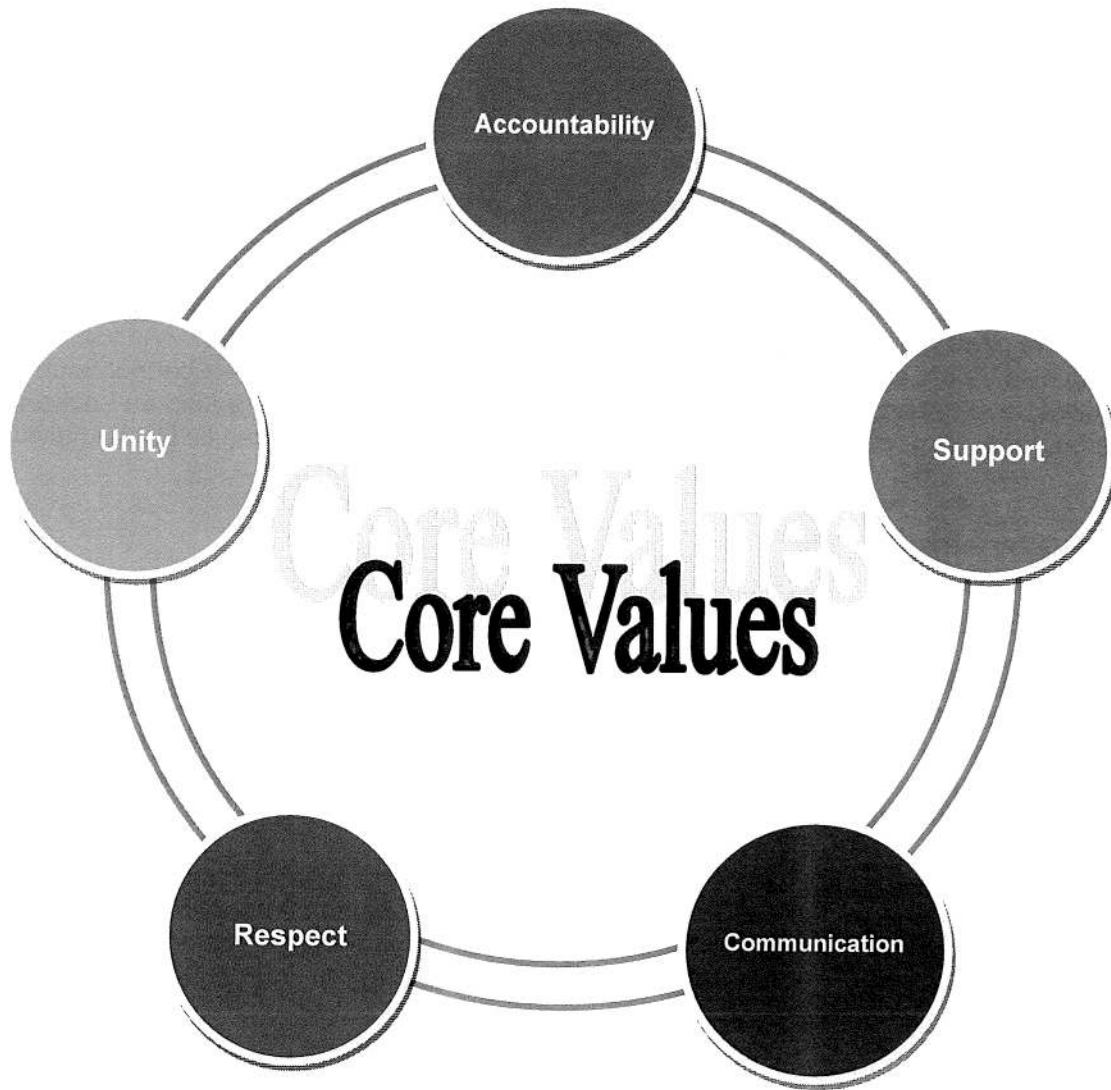Our people define us. Our people inspire us. Our community motivates us.

We strive to be a team that puts people first, front and centre. We aim to have a harmonious workplace where people are respected and valued, where each member of our team is open and transparent and takes responsibility for their own actions and interactions with others. We want to be a team that supports each other through our actions, not just our words. This is because we want everyone to feel valued and cared for in everything they do.

We are driven to create a workplace culture that inspires a great sense of camaraderie in the team, now and well into the future. We want our leadership to be strong, to be supportive and encouraging. We feel that when we all have a deep sense of meaning and belonging, and a greater sense of engagement, each of us will put in the extra effort to contribute to our team, knowing we are a valued member.

We strive for excellence in the services we provide and are dedicated to continually improving and being adaptable to our changing environment. Putting people first encompasses our colleagues, our clients and our community. We are passionate about the great work we do for the community to keep ourselves, our families and Queensland safe.

Our intention is to have an excellent workplace culture, achieving this through following and implementing our core values daily. The values we have chosen that represent us are Unity, Accountability, Integrity, Respect and Communication. Encapsulating these values will lead us to a culture of trust, friendliness and mutual respect within our team.

Core Values

Core Values

Accountability	**Support**
Responsibility	Development
Self-awareness	Growth
Ownership	Capability
Unity	**Communication**
Collaboration	Clarity
Teamwork	Purpose
Cooperation	Expectation
Respect	
Integrity	
Equality	
Consideration	

How we define our values

We demonstrate **Accountability**

Accountability is taking ownership for the outcomes resulting from our choices, behaviours, and actions, as well as the situations that we're involved in. It means we take responsibility for what happens – good or bad.

Being accountable means, we take responsibility for our own actions and don't blame others or make excuses. It means we speak up and look for solutions when there's a problem and work together to ensure the best outcome for everyone involved.

We are all responsible for accomplishing business goals to the highest standard and every task, big or small, contributes to this. Other team members are dependent on the results of our work and our drive for continuous quality improvement. Accountability builds trust and respect for each other because people know they can depend on us and our word.

Accountability requires the courage to be honest with ourselves and others. Having this self-awareness creates opportunities to learn from our behaviours. We recognise that failures and achievements can be valuable learning tools, and we promote personal and professional growth through giving and receiving constructive feedback.

We act with **Respect**

Acting with respect means we show integrity by behaving with honesty whilst still mindful of the feelings and beliefs of others. We strive to ensure we do the right thing by being truthful, accountable and reliable. Having integrity means we respect the code of conduct and workplace policies, which allow us to make informed decisions based on the values and objectives of the business. It ensures our decision making is transparent and for the good of our colleagues, clients and the community.

Acting with respect means promoting equality by treating everyone equally and without prejudice or bias. It means we behave professionally to all and without preconceived ideas about any individuals. It means we create a safe space for encouraging the the ideas and opinions of others and acknowledging the value of diversity to the workplace and business as a whole.

Acting with respect means we behave with consideration to our co-workers, peers and managers. It means we treat people how we would like to be treated; with kindness, empathy and courtesy. It means being aware that everyone's situation is unique and considering how our interactions can impact those around us.

Acting with respect means trusting that the opinions of others, and the decisions made, aim to achieve the best outcomes for our workplace.

We value **Communication**

Communication in all its forms is vital to inform, to be informed, to set a common frame of reference, to share our knowledge and feelings, to promote empathy and to build on each other's ideas.

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The desired outcome of any communication process is mutual understanding. It requires a balance between talking and listening. It means we care for each other enough to take the time to allow the back and forth of discussion to clarify our different viewpoints. It means we engage with each other and do not avoid difficult conversations. It means we ask open ended questions and actively listen with the intent to understand each other. It means we provide and accept timely and constructive feedback in good faith, to build each other up.

Successful communication fosters connection. Sensing the acceptance that we are truly being understood without judgement means we feel comfortable and confident to share and speak with our colleagues and managers alike. Giving everyone a voice to contribute provides a sense of meaning, purpose and empowerment to each of us. We all thrive on being able to make a difference to the greater community that we serve.

We embrace unity

Embracing unity means we embrace the individuality of our team members, celebrating their strengths and contributions. It means we all work together towards a common collective goal. We treat others fairly and without favouritism, contributing to a sense of equality amongst our team. It means we do not participate in or support workplace gossip, we actively strive to increase job satisfaction and we provide support to our colleagues.

Unity means we cooperate with each other to support a healthy environment in which we can all work side by side to achieve both personal and team objectives. It means we must work with others, instead of against each other, to be productive.

Being united means, we work collaboratively with others, working together to offer different perspectives and expertise to solve common problems. It means we ensure the goals we set and the directives we provide are clear and defined, and everyone, including ourselves, are aware of what is expected of us. This ensures our commitment to achieving quality outcomes for ourselves and our work unit.

Embracing unity means we collectively understand the importance of teamwork, and of everyone pulling in the same direction to achieve the best outcomes. We listen to each other's ideas and respect the decisions that are reached. It means we value the individual, but we truly excel when we work together as a team.

We provide Support

In a workplace we all need to provide and accept support. By supporting others, we can foster better relations within our own teams and those around us. We need support from our colleagues and our managers to do our jobs to the best of our abilities. With support we can develop our skills and knowledge as well as grow better relationships. Support means that even though we are all part of a different team, we are working together towards a common goal.

Support means we have the capability to do our job to the best of our abilities. We can achieve this through learning from each other and developing our skills through training and the sharing of opportunities.

Support means we listen to the ideas of our colleagues, and we put our ideas forward to contribute to the conversation. We support the workplace to bring about new ways of doing things to continuously improve and grow as a workplace and as individuals.

Accepting support can be just as important as giving support, as it will help us grow as individuals and improve knowledge, as well as help build strong connections at work. No one wants to feel like they are alone at work so a supporting, unjudgmental relationship with our colleagues is paramount to teamwork.

We do not just say we support each other. We demonstrate that we do so by our actions, not only our words. We each contribute to a supporting, non-judgmental relationship with our colleagues, so no one feels isolated in the workplace.

The **Application of Core Values** table (refer to Appendix 1) forms the foundation of Forensic DNA Analysis core values. What we do and do not do, and how we achieve these values and behavioural traits lies at the heart of what we want our workplace culture to be.

Behaviours

Above line behaviours

Open to change

Takes ownership

Transparency
in decisions

Lead by
example

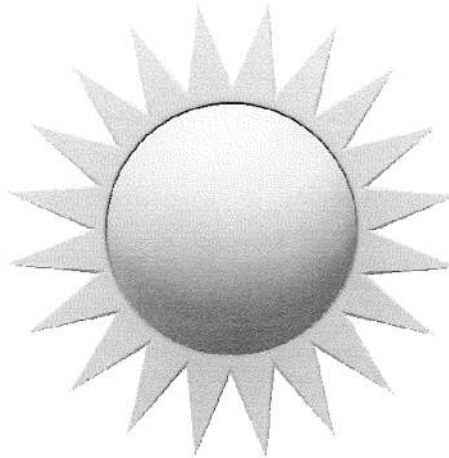Teamwork

Demonstrating
trust

Actively
listening

Flexibility

Celebrating strengths

Strive to continuously
improve

Treat people
equally

Encouragement

Positivity

Accepting diversity

Promoting staff
development

Respect other points of view

Calm and polite
demeanour

Inclusive

Open and honest
communication

Treating colleagues fairly

Helping others

Confidentiality

Contemporaneous
feedback

Knowledge sharing

Compassion and objectivity

Page: 8 of 40
Document Number: 24765T9
Valid From: 19/09/2014
Approver/s: Helen GREGG

Queensland
Government

Below Line Behaviours

Inappropriate conversations

Ignoring opinions/ experience

Withholding information

Allowing unacceptable behaviours

Blaming

Hypocrisy

Secretive meetings

Deliberate misinformation

Self-importance

Contributing to rumours

Prejudice

Making excuses

Resistance to change

Making assumptions

Unfairness

Negativity

Disrespect

Dishonesty

Dismissive

Gossiping

Rudeness

Impatience

Denial

Preferential treatment

Patronising

Excluding

Intimidating

Displaying aggression

Complaining

Fear of retribution

Dwelling in the past

I will / We will statements

Core Value	I Will	We will
Accountability	I will accept responsibility for my actions and take full ownership of the work that I am tasked with.	We will be accountable, even when no-one is looking, for our choices and results.
	I will never stop learning and will relentlessly seek opinions and contributions from my colleagues, because I respect their knowledge and expertise.	We will be responsible for our behaviour, decisions and actions.
		We will take ownership for the quality of our individual work but also take pride in what we deliver as a team, because we want to, not because we must.
	I will lead by example to help create a culture that seeks to balance a strong work ethic with a busy lifestyle.	
	I will own up to and be accountable for my mistakes, and I will be honest and open to constructive feedback.	We will bring the best version of ourselves to work each day, which will improve team spirit and complement our strong work ethic.
Respect	I will interact with considerate and honest authenticity and I will expect like in return.	We will provide a safe environment for sharing opinions and perspectives, regardless of rank.
	I will make decisions with impartiality and without bias.	We will be reasonable, reflective, fair and respectful in our interactions and decisions.
	I will respect others' opinions, even if I don't agree with them, as it's still important to be respectful, listen, and take on board what the other person is saying.	We will demonstrate positive and respectful behaviour.
	I will engage my colleagues with respect and empathy and approach all situations with honourable intent.	We will recognise the need to be courteous and kind in our interactions with one another and agree to communicate consistently with honest intentions.
Communication	I will listen to the views of others whilst suspending my own beliefs and judgments and seek to understand before reacting.	We will give and receive compassionate, candid, and timely feedback to colleagues with the intention to empower our peers.
	I will have the courage to challenge prevailing assumptions and discuss difficult topics, even if it's uncomfortable.	We will share information in a timely manner – openly and proactively, inclusively and deliberately
	I will adapt my style of communication to work well with people and use the appropriate means to deliver information.	We will be polite in our communications with each other, even when stalemates are reached.
	I will own my behaviour, to improve my communication outcomes.	We will actively promote our workplace achievements, to strengthen our culture and our collective well-being.
Unity	I will actively be inclusive and treat everyone as an equal, regardless of their perceived differences.	We will collectively understand the importance of everyone pulling in the same direction, to achieve the best outcomes.
	I will embrace the individuality of our	

	team members, celebrating their strengths and contributions.	We will listen to each other's ideas and respect the decisions that are reached.
	I will actively create a happy workplace environment, by bringing enthusiasm and positivity to my job.	We will challenge ourselves to be better, because we need to be the change we want to see.
	I will help unify the team, by bringing my brand of leadership to the role, and encouraging others to do the same.	We will foster a culture that pulls everyone in the same direction and lets no one fall behind.
Support	I will instinctively lend a hand to all that ask for assistance because this is the basis for a healthy working environment.	We will actively look out for each other because we care.
	I will willingly accept help from others, to better my understanding and to promote strong relationships in my team.	We will create a positive work culture, where team camaraderie is paramount.
	I will embrace continuous improvement and change in the workplace, that will lead to better outcomes for the wider community.	We will continue to improve our service and strive to meet our future challenges with optimism and confidence.
	I will help new team members settle into their roles and provide ongoing support as they require it.	We will support one another every day, so that we can all reach our full potential and maintain a happy working environment.

Page: 11 of 40
Document Number: 24765T9
Valid From: 19/09/2014
Approver/s: Helen GREGG

Queensland
Government

Scenarios that demonstrate our values and behaviours

Our core values are important in outlining our principles and standards of behaviours, however without appropriate actions, they are really worth no more than the paper (or electronic document) they are written on. Our actions can either validate or quickly discredit any stated values. It's one thing to say we believe something, it's another thing to demonstrate it and do this consistently.

Our aim is to act in a manner that demonstrates our commitment to these core values.

The following scenarios are a few examples that demonstrate the behaviours we want to move away from as a work unit, and the values we hope to achieve. These are created scenarios, and do not reflect any specific individual or event.

Their intention is to provide different perspectives about situations we may come across in our daily work life and allow each of us to reflect on situations a little differently if we come across them in the future. The listed scenarios are certainly not exhaustive and will hopefully provide each of us with a little self-reflection about what we may have done in the past that we can improve on in the future.

Scenario 1

Executive Director John eats his favourite chicken burger in the campus café dining area like everybody else, interacting with staff who are also lunching around him. He walks past you heading back to his office, and he looks at you, he nods, smiles and says "good afternoon" to you. You look at him, you nod, smile & respond in kind.

These positive behaviours bring a feeling of interest, approachability, care & presence rather than reinforcing the barriers of status. These everyday behaviours demonstrate equality, respect and unity. A certain level of courtesy, politeness and a friendly greeting or interaction with other staff and colleagues is expected as part of professional behaviour and by setting this example, John is helping to create a positive friendly culture in the workplace.

Demonstrating positive behaviours at a corporate level shows accountability for our behaviour, respect for each other, equitable communication and fosters a safe and inclusive environment.

Alternatively, Excecutive Director John could choose to get his chicken burger from the campus cafe, but then act impatiently with the canteen staff and return straight back to his office to eat without acknowledging anyone else's presence. He is rarely seen around the campus and consequently people try and avoid him as much as possible in case they meet with his disapproval.
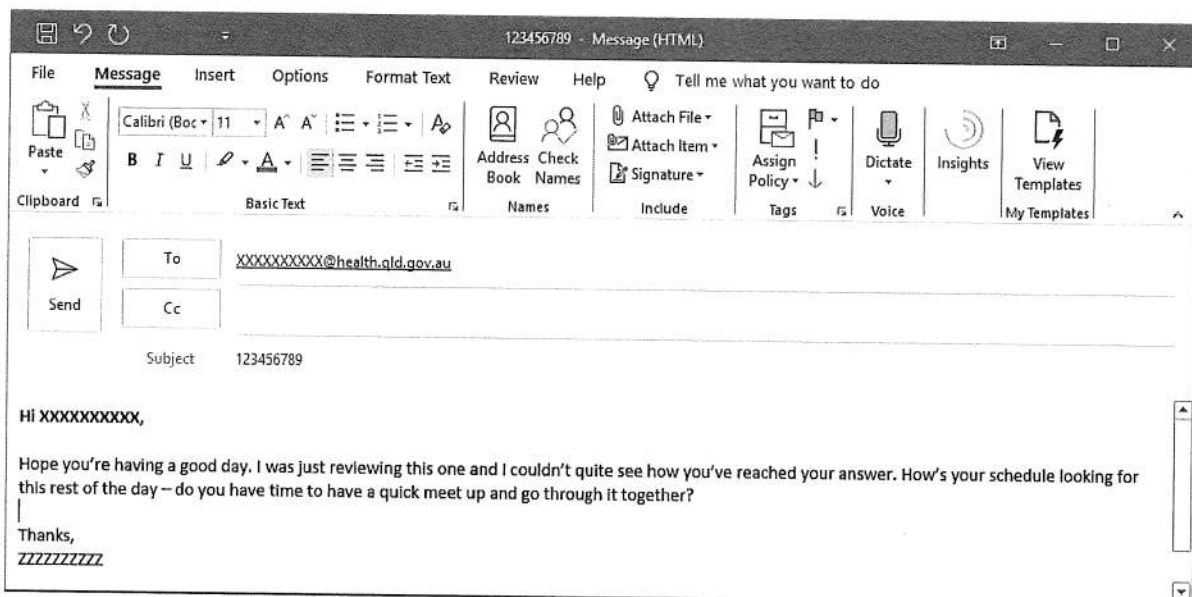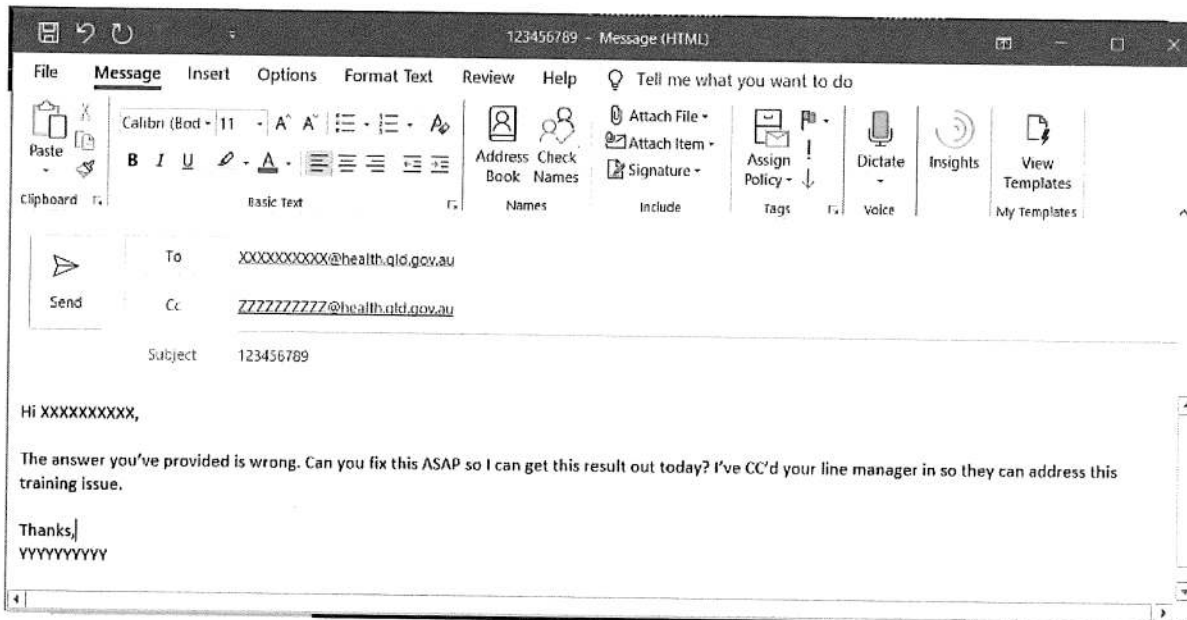
These behaviours could create the perception that the Executive Director cannot be bothered to interact socially with other staff, particularly those in lower level positions. Displaying disinterest in staff could contribute to creating a negative environment because Senior Managers have an important role to play in helping to set the culture of an organisation. These dismissive behaviours could be seen as self-importance, ignoring people's feelings, and this may lead people to think of John as being aloof and unapproachable.

Note that this perception may or may not be justified. John may have perfectly valid reasons for not acting sociably on a particular occasion. Remember we are unable to know everyone's thoughts and motivations and there may be many reasons why someone is behaving in a certain way which we may not be aware of. Different personality types will behave differently and there is no 'correct' way to socialise. Acting empathetically means trying to be friendly to people, but also respecting their privacy.

Page: 13 of 40
Document Number: 24765T9
Valid From: 19/09/2014
Approver/s: Helen GREGG

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Government

Scenario 2

Below are email communications showing some different styles of feedback.

The communication delivery within the first email could leave this receiver feeling attacked and inadequate as compared to the politeness and consideration that is evident within the second email. Including the line manager in the email escalates this issue before any opportunity to discuss. Stating that the answer is wrong is an opinion and without a discussion, does not allow for the reasoning behind that answer to be provided. It is also an assumption that the other person requires training.

When there is no openness for further discussion it could form an assumption of a definitive wrong and right answer with no ability to discuss the reasoning around why certain conclusions were

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reached. This type of delivery could cause walls to come up which could delay any resolution of an issue.

Coming together to listen and discuss each other's opinion's and views demonstrates open communication and respect for each other's expertise which would also provide a support of willingness to come together for a thoughtful and speedy resolution.

Scenario 3

Recently, Jane often watches the clock and continually checks her phone during work hours. This behaviour leaves her co-workers with the impression that she's disengaged with her role and would rather be somewhere else. Jane is failing to demonstrate respect for her employer, and she lacks accountability by putting in less effort than her colleagues. Effective communication by Jane's manager is key to discuss any performance issues and take appropriate action if required. Consider that there may be other issues in Jane's life outside of work which may be impacting on her ability to maintain concentration and focus.

Perceptions and gossiping can be misleading….if a colleague states to a co-worker 'Jane is always on her phone and never works', this is an opinion, and can influence others impression of Jane with no factual basis.

Scenario 4

By whispering and continuing an extended private discussion in close proximity to another colleague, it's possible to make that person feel excluded and uncomfortable, even when they aren't the subject of the conversation.

If an assumption has been made by the colleague that the conversation is about them – they need to ask them self is this fact or fiction? Are they really talking about me, or just keeping their voices quiet so as not to disturb anyone else? What else could this mean?

There are different perspectives to every situation, based on experience, personal feelings, even the position we are sitting in. We all need to take some time and look at a situation from another perspective and ask ourselves if our perspective is the truth. And feel free to ask a clarifying question if we need in order to break down preconceived ideas assumptions.

Scenario 5

A new process had been implemented after months of hard work by the Project team. At every decision point careful consideration had been made about possible impacts and consequences. Opinion had been widely sought and lengthy discussions had proceeded involving all the major stakeholders. The change was fairly significant for everyone, and definitely had its pros and cons, but overall it was expected to be largely beneficial for the Department.

Colin had put his opinion forward during this process, and through the evaluation process, his opinion was not the one chosen, and feedback was given. Despite this opportunity, Colin was quite unhappy with the situation. At every opportunity he would vocally express how hopeless the new workflow was going to be, why it was destined to fail, that his valid concerns had been ignored and how it had all been terribly mismanaged, right from the start which was "typical of this place".

These behaviours could create the perception that Colin is disrespecting the role of the project team and making assumptions about the process and the people involved. This creates negativity that may impact Colin's work colleagues, causing disharmony amongst the team.

Note that these assumptions may or may not be justified. Colin may have perfectly valid reasons for raising his concern. Colin may have felt that the project team were not transparent with their reasoning and decision making. By Colin vocally expressing his negative views, this behaviour could also be perceived as complaining and could contribute to rumours about the staff and the project team involved. These are not acceptable behaviours and is an inappropriate way to raise his concerns.

Colin had put his opinion forward during this process, and through the evaluation process, his opinion was not the one chosen, and feedback was given. Despite this opportunity, Colin was quite unhappy with the situation.

Colin raises his concerns to his direct managers and the project manager, who directly respond to his needs. He obtains a better understanding of the reasons why the changes were required and the decision-making process, which helped him become more accepting of the situation. By asking questions directly of the project team, he came to appreciate the complexity of the decisions, and while his opinion was not the one chosen, he was engaged in moving the new process forward.

These positive behaviours bring a feeling of positivity and understanding. This way of raising his concerns shows Colin is leading by example and raising his concerns through the appropriate channels. The outcome may be that he gains a better understanding of the process that he may not have obtained before, and by taking this to his line manager and the project team members, he is respecting the role of the project team, and not making assumptions about the project or people involved, rather is gaining correct information. This builds trust amongst the team, respect and shows Colin is taking responsibility for his actions. The project team may also learn from this feedback, and provide additional information to the staff, or improve communication processes for future projects.

Scenario 6
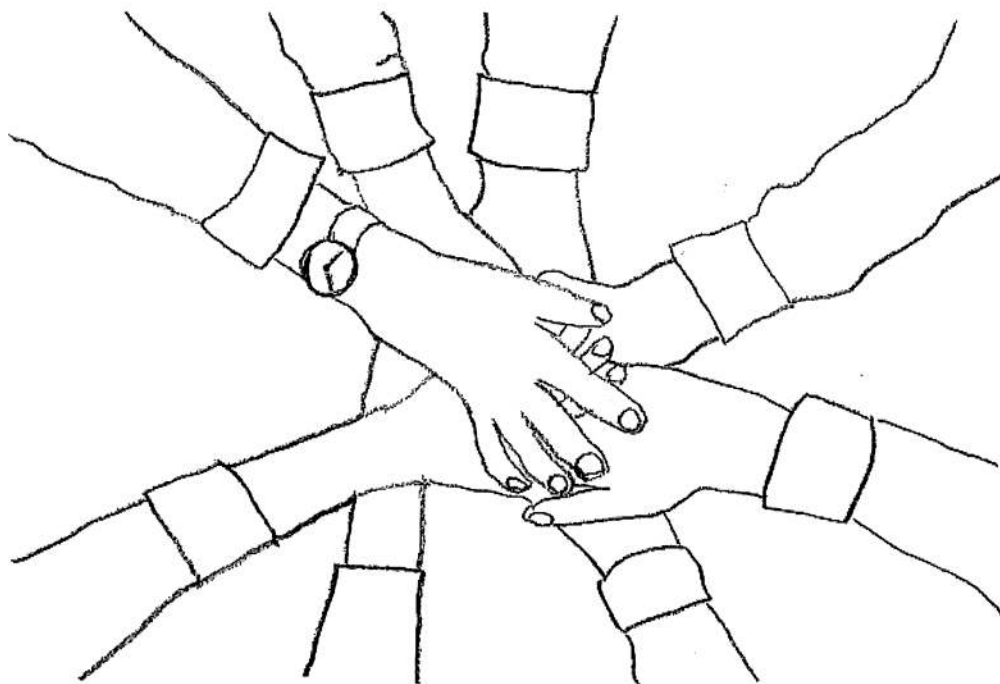
Laboratory staff are due to go for a lunch break, then it is communicated to them that a box of urgent priority 1 in-tubes have just arrived for registration at property point. The Lab team are aware of the importance of the task at hand and volunteer to process the exhibits before lunch to ensure they are available for downstream processing as soon as possible. The in-tubes are checked and validated and the readiness for the next step is communicated to the relevant staff. Subsequent processing occurs that same afternoon. The analysis is then completed, and the results are made available within a 24-hour period.

The team demonstrates values of accountability, unity, communication and support.
Their behaviours demonstrate their ability in working together, accepting responsibility, being flexible and adaptable.

Summary

These core values are just that - they form the centre structure from which everything else grows and flourishes. We each have the responsibility of upholding these values every single day, even when no one is looking. We must to do the right thing and call people out who are not.

We have to be brave - say something if you see these values being ignored. As a team, we need to be aligned – any behaviour that goes against these core values does not belong in our Forensic DNA work environment.

We have to be honest, self-aware and always mindful of others, and feedback to others if you see or hear something that doesn't belong in our workplace. This authenticity is what will keep our core values alive and allow us to be inspirational.We recognise that we are all human, and must stay true to who we are and stand up for what we believe in.

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We need to be real with one another to generate an excellent workplace culture and be passionate about the work that we do. We are in this together- building a culture of trust, respectfulness and engagement.

Appendix 1 Application of Core Values

The following table forms the foundation for the Forensic DNA Analysis Core Values.

We focus on	We do	We do not	How to Achieve	Behaviours
Accountability	Take ownership for our actions and decisions	Disregard our responsibilities	Have common goals	**DO**
	Be the best version of self	Be selfish	Stand up and acknowledge our actions and decisions	Ensure communication is clear and concise.
	Work efficiently and effectively	Ignore our roles and work	Work to the best of our ability each and everyday	Seek clarification & context (positive communications).
	Work conscientiously	Make decisions based on personal feelings.	Be understanding and self-reflect	Communicate critical information to add value.
	Admit to mistakes so we can learn from them	Make excuses for our actions	Be selective about what you commit to	Communicate appropriately.
			Take an honest look at yourself	Respond to requests
			Be transparent and open	Focus on task at hand.
			Take ownership of your actions	**DO NOT**
				Don't hold back key information.
				We do not adversely damage communication in the team (value).
Respect	Listen and share opinions and perspectives, regardless of rank	Disregard other opinions, believes or values	Positive and respectful behaviours	**DO**
	Treat others how we want to be treated	Use prejudice or bias to make decisions	Valuing all staff members	Treat others fairly with dignity and without bias
	Are honest and impartial	Be rude or dismissive to other staff	Treating everyone fairly and equally	Listen to everyone's opinion
			Do what's right, not what is easy.	Act with impartiality and honesty
				DO NOT
				Disrespect other opinions, believes or values
				No passive—aggressive behaviour

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Communication	Listen to other views without prejudice	Be deliberate and careful in language	**DO**
	Be courageous while remaining courteous and don't avoid difficult conversations	Seek to fully understand before reacting, but respond promptly	Give and receive compassionate, candid and timely feedback
	Be adaptive to use the most appropriate channels and styles of communication to suit the situation	Openly sharing information and experience	Remember to be inclusive and equitable in communication, as appropriate
		Actively listening to others	Intend to empower others with your feedback because you believe in their abilities
		Giving all staff the same courtesy and consideration when communicating	**DO NOT**
		Having open and honest conversations	Assume other views are not worthy of consideration due to your judgement of their character
	Clarify what has been said to minimise miscommunication	Being careful of our tones and language used.	React to what you hear as not relevant because it sounds different to your view
			Hold onto information that can inform others
	Gossip or disparage others		
	Start a conversation from a place of negative assumption		
	Deliberately withhold information		
	Be closed off and uncommunicative		
	Use aggressive or disruptive language or tones.		

Unity	Encourage safe scientific discussions/debate	Participate in group/social activities	**DO**
	Engage with each other and be courteous and respectful	Ask questions	Accepting of another's viewpoints
	Create a positive culture	Seek opinions and contributions in others	Encourage the contributions of others
	Support each other	Embrace individual differences	Bring together diverse ideas
		Be open minded, vulnerable and curious.	Listen without judgement
			Show empathy
	Make baseless assumptions		**DO NOT**
	Tolerate passive aggressive behaviour		Make assumptions/judgments without seeking the facts
	Be judgemental		Tolerate passive aggressive behaviour
	Exclude or ostracise people		

Support

			DO
Assist each other to achieve our goals	Selfishly deny others our expertise	Be aware that people work and learn at different speeds	Be a helpful team player
Share our knowledge	Act without health and safety in mind	Promote an environment of helpfulness and trust	Share your knowledge and expertise
Encourage a safe working environment	Disregard opinions that we do not agree with	Strictly follow health and safety procedures.	Look out for vulnerable team members
Allow for all opinions	Exhibit anti-social behaviour	Be willing to listen to both sides of the argument.	Bring a positive attitude and lead by example
Display a friendly demeanour	Forget to check in on each other	Create a happy working atmosphere	Give training opportunities to all employees with respect to work needs
Lookout for one another during challenging times	Prevent anyone succeeding in their role.	Listen to each other and reach out when required	**DO NOT**
Create a culture that allows everyone to reach their full potential		Utilise CSP's and encourage ideas	Put yourself before the team
			Bring an unhelpful mindset to work
			Ignore another's opinion
			Inhibit other people's career development

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Appendix 2 Teams Values Presentations

Where it all began....

Each sub-team within Forensic DNA Analysis was asked to imagine "what our possible future could look like" and put forward an image and value set that represented their team view of how they would like Forensic DNA Analysis to be in the future.

These images and values were intended to be a collaboration within each team to come up with an abstract image that represented what was important to them. This was different in the way values had been approached before and started the process for Forensic DNA Analysis to create its own values set which all staff participated in coming up with.

The goal of this initial work was to collect all values associated with each image and look for common themes and needs to develop a Forensic DNA Analysis set of values. This activity culminated in the creation of this Forensic DNA Values document, and the implementation of these values into the workplace.

The presentations of these images and values were via Microsoft Teams and recordings are saved in (XXXX). The images presented during the presentations from each of the teams are below.

Evidence Recovery Team

The image chosen by the Evidence Recovery Team

The values the image represents (for our future)

- Improved work-life balance
- Understanding of each other's differences
- A strong foundation that the structure is built upon

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- A desire for more layers, allowing for more opportunity for career progression
- Improved transparency, where everyone can see the cause and effect

The behaviours we do not want in our future
- A lack of teamwork (people working as individuals)
- Not listening to each other (no cohesion)
- Not respecting the individual roles
- Not being able to move on from the past

What this Image represents:

The peaceful and relaxing beach settings represents a desire for improved work-life balance and accessing opportunities that can enable that. (e.g. TOIL arrangements for P/T staff, transition to retirement arrangements).
The different rocks represent that we are all different people, and that we have different value sets and these balance out.
The large rock at the base represents a solid foundation that the higher up rocks are built upon.
The different layers of rocks represent a desire to have more layers or steps in career progression available (e.g. a HP4 position in the ER team, ability to move between teams and / or gain other skills).
The visibility of the whole balanced structure, including the rocks on the side represents transparency, where everything can be seen, and it can see the cause and effect (what is keeping it all in balance).

Additional ideas:
The rocks are not fixed in position, they can be moved around and rebalanced in a different order, creating a new shape. This represents that there could be opportunities to move around gaining experience in other job positions (or there is more than one way to do things).
The large rock at the base being a strong foundation that the organisation is built on, or maybe it represents the community.
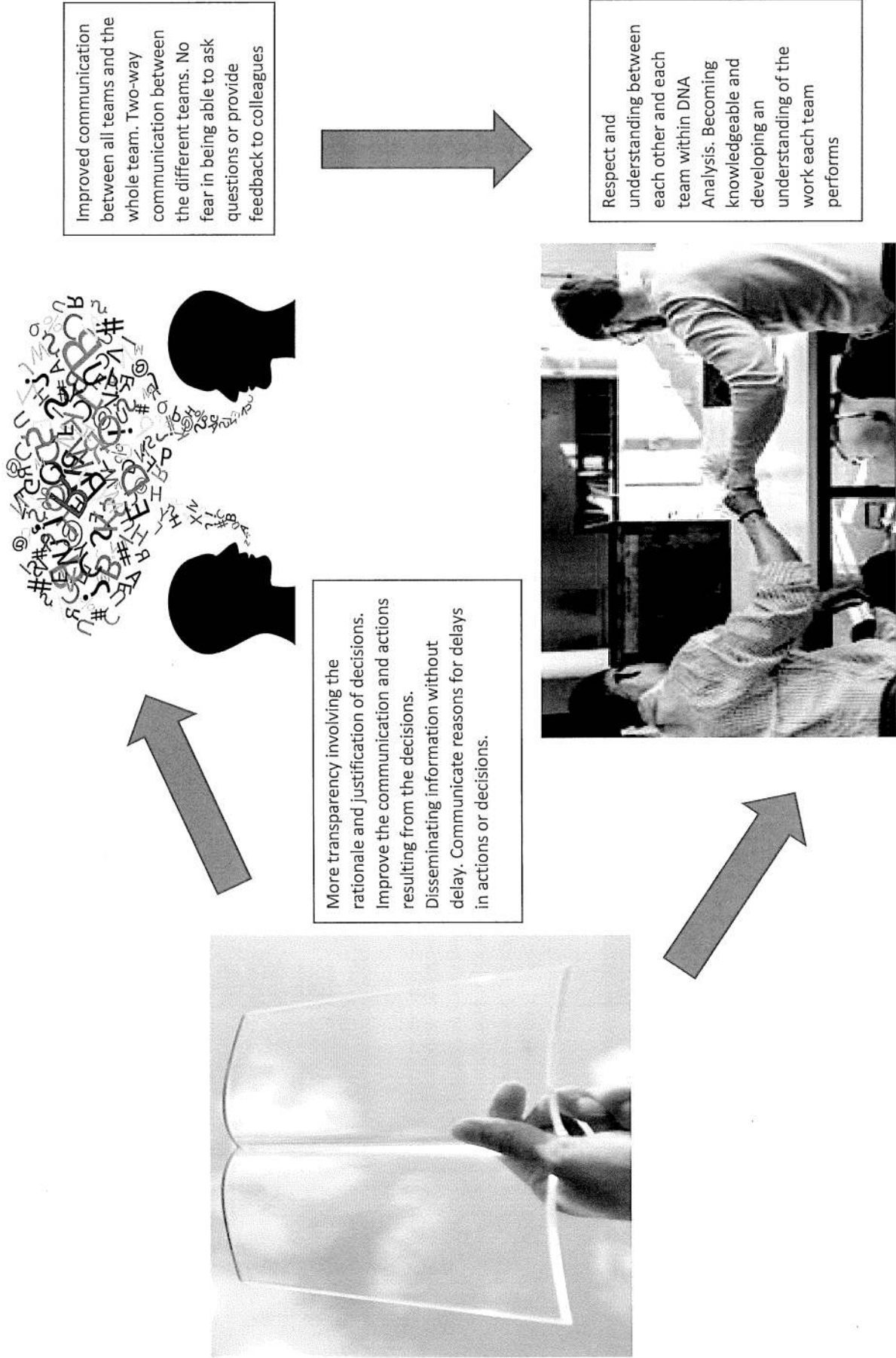The image is finely balanced, but it has a tipping point (People need the security of a permanent job and ongoing support in order to flourish).
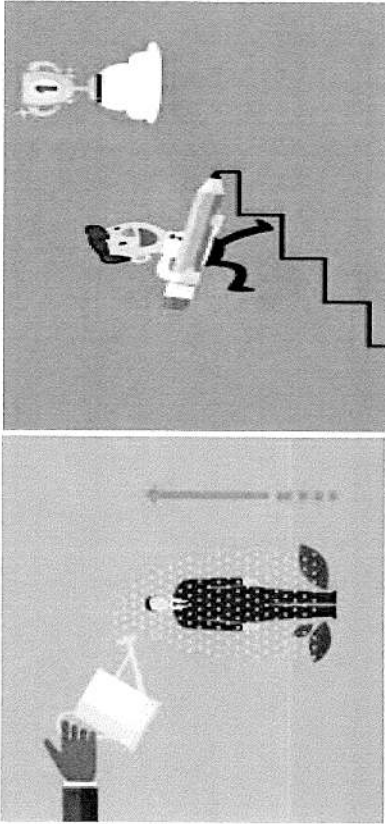The picture is of things being in a delicate balance, and it could all collapse easily, with the rocks at the bottom being vulnerable, representing how people feel at times.

What this image does not represent (what we do not want to have in our future):
- Rudeness, impatience, aggression, dishonesty, lack of cohesion
- Disrespect for team members, not actively listening to what others have to say, secret whispers and rumours (not facts)
- Difficult communication between teams, lines break down when information is required for more than one team
- The feeling as though some jobs are below some staff members, that certain jobs can only be performed by lower levels of staff
- Individualism or self-importance. It does not represent the value of a "top down" structure
- not dwelling on the past so much and getting hung up on other team' issues. We are a very solid team who work well together and at times it feels that we are being dragged down by things/decisions that happened years ago
- don't want to be stuck in our ways and do things "cause that's what we've always done" we need to be open to change a little bit more and always strive to be more efficient

Analytical Team

Improved communication between all teams and the whole team. Two-way communication between the different teams. No fear in being able to ask questions or provide feedback to colleagues

Respect and understanding between each other and each team within DNA Analysis. Becoming knowledgeable and developing an understanding of the work each team performs

More transparency involving the rationale and justification of decisions. Improve the communication and actions resulting from the decisions. Disseminating information without delay. Communicate reasons for delays in actions or decisions.

Forensic DNA Analysis – Values and Behaviours

Positive feedback and support fosters staff well-being and creates a sense of purpose. However, constructive criticism should not be avoided as it too helps with growth. Staff must be open to receiving feedback and acting upon it.
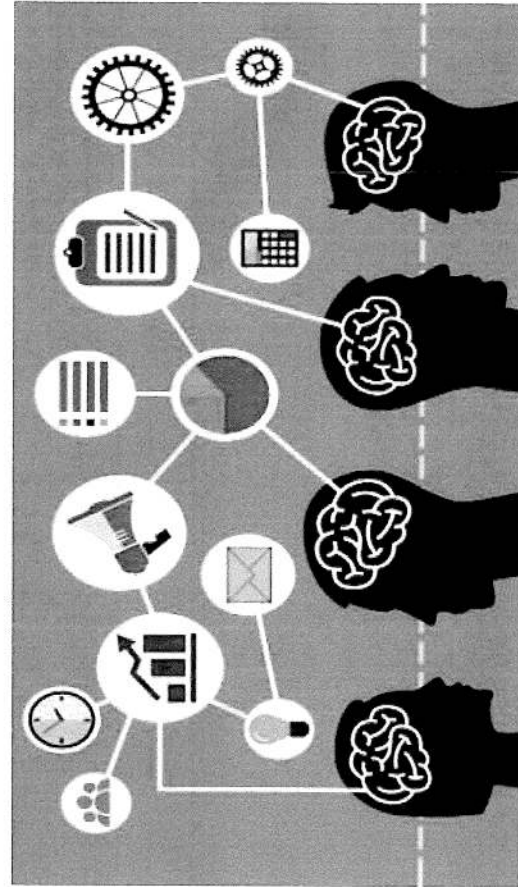
"Watering" staff to promote their growth and encourage them to reach for their goals. This leads to a sense of accomplishment.
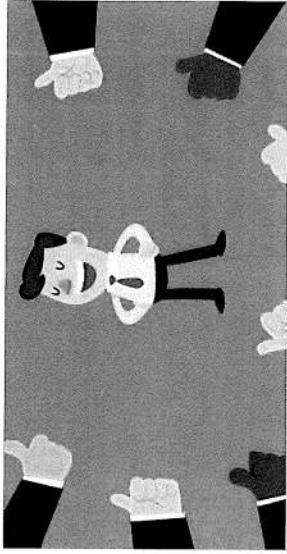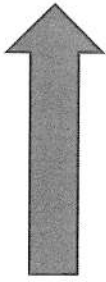
Staff are likely to become more creative and confident to express their ideas and collaborate with their peers.

Ideas into action – Collaboration and team work motivates staff to want to achieve more and aim higher. Staff skills and expertise grows resulting in better outcomes towards organisational goals.

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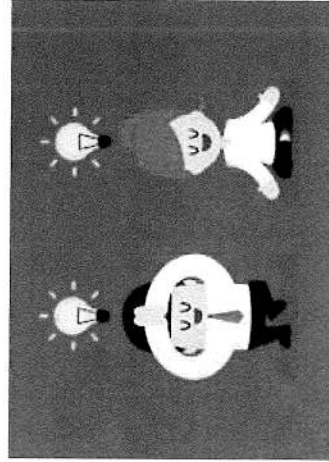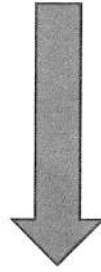
Operational Team

In this image:

Each team within Forensic DNA Analysis is represented by single Zebra.

Each stripe on the Zebra represents a person within the team. The people within a team are diverse and colourful, yet all are needed to make the whole (functional organism or team).

The spaces between the stripes represent two things:
- current social distancing (COVID)
- space for growth between us

This picture depicts a herd...like Forensic DNA Analysis made up of many Zebras (teams). Each Zebra/team with its own mind, behaviours and purpose.

If we function as a herd and stick together we will be stronger and more resilient for it.
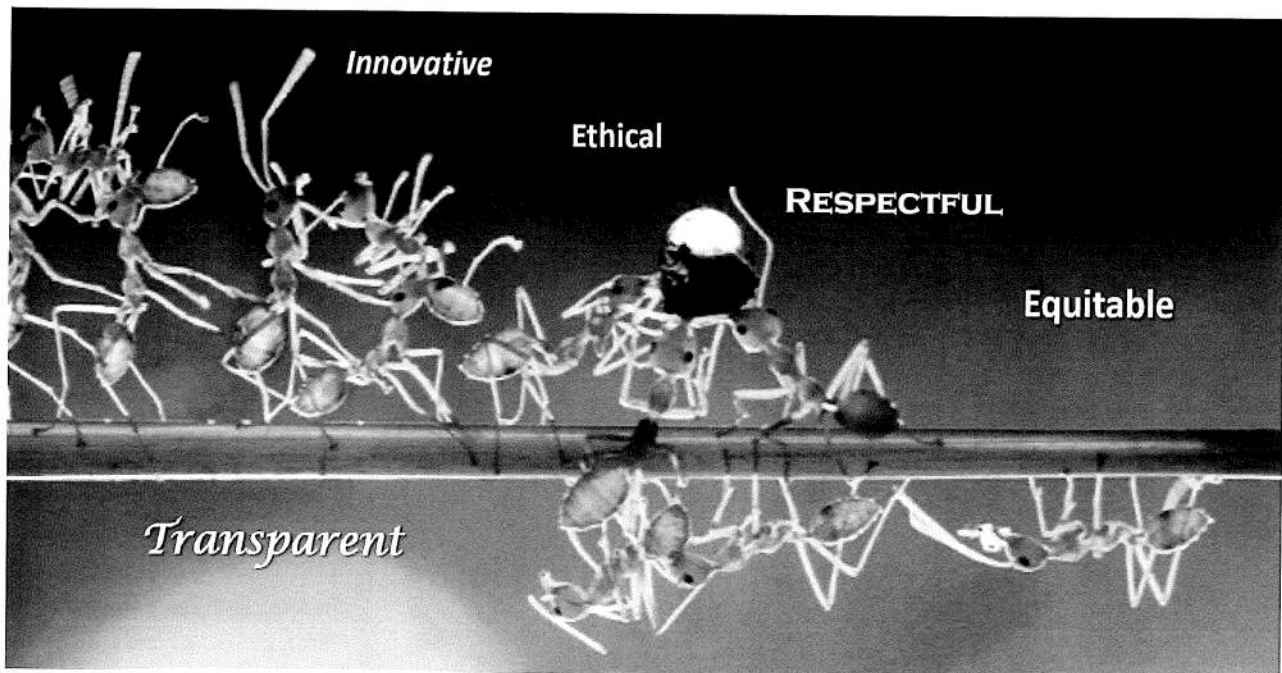
Our Zebra would like......................

A happy and productive workplace

through shared values/behaviours of:

- Transparency in decision making
- Positive mindset
- Helping and supporting each other
- Collaboration

Administration Team

Be an Organisation that: Works Together, Supports Each Other, Actively Listens, Grows and Learns with a Futurist Mindset.
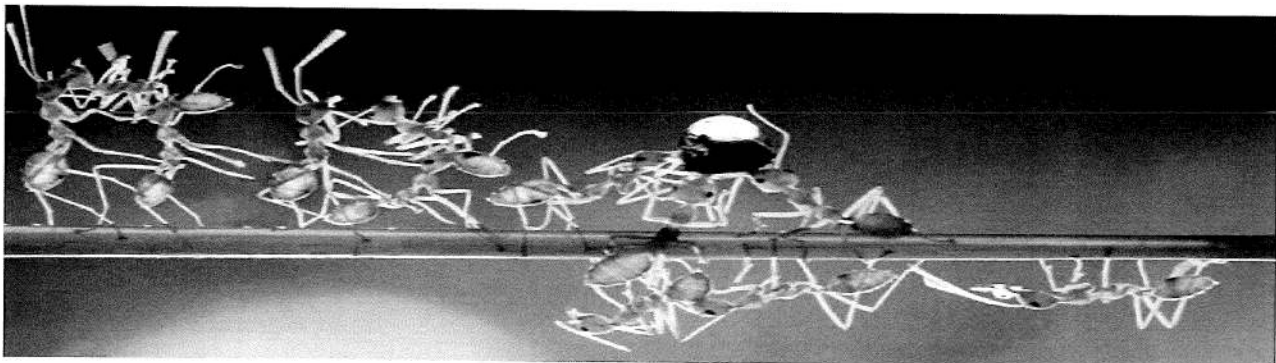
Entomologist Mark Moffett told LiveScience in 2014 – "Individual ants are the equivalent to the neurons in your brain - each one doesn't have a lot to say, but in combination they can get a lot of things done."

A single ant can carry 50 times its own bodyweight, more remarkably they work together to move bigger objects. They work creatively as a collective, thinking outside the box to solve problems they encounter.

Ants are social insects; colony dwellers considered 'superorganisms'. They always rally together to act as part of a larger more powerful entity.
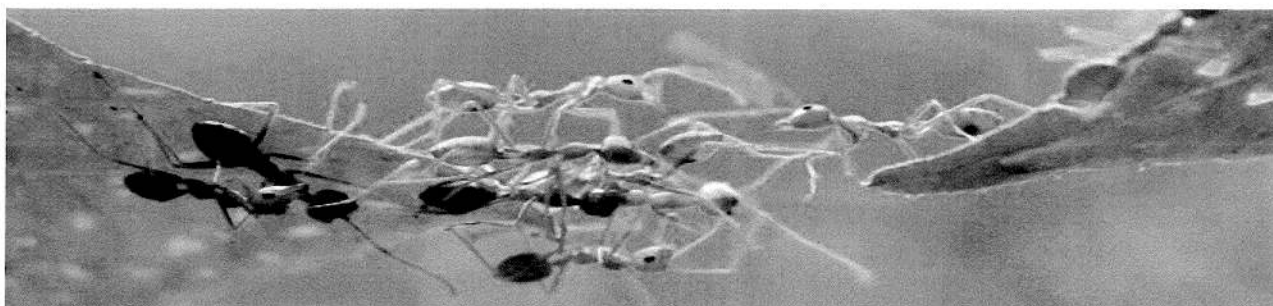
Comparatively, organisations have management structures that subdivide, assign roles, responsibilities and delegate tasks to achieve a shared objective.

Ethical, Respectful, Equitable: Ants symbolise unity, as they work together with a common purpose, carefully carrying, caring, and helping each other with respect and parity.

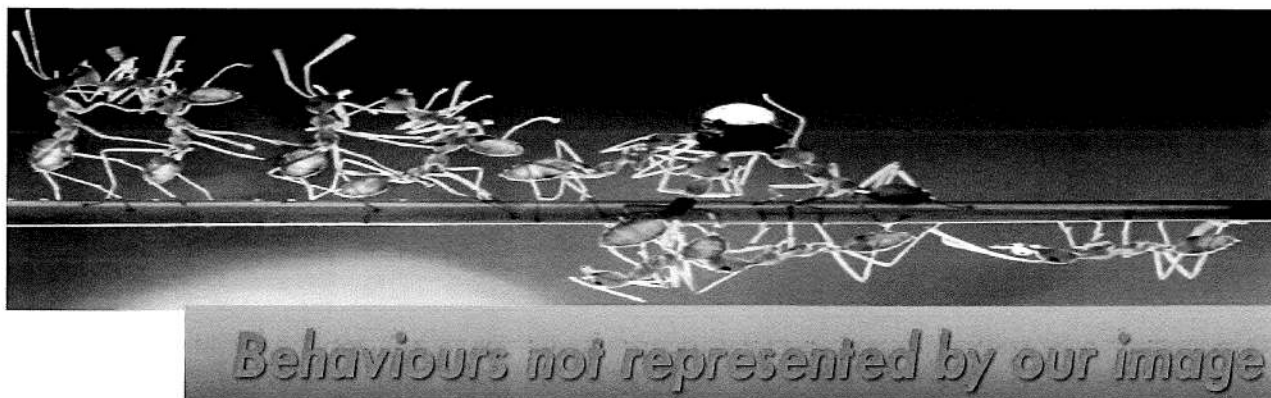*Innovative:* Ants embody ingenuity. They work together towards a common goal, exhibiting forward thinking and flexibility as they adapt to arising challenges.

Transparent: The ant's translucent appearance evokes the idea of transparency of communication. So how do ants coordinate all their intricate collective behaviours? AntBook, Antstagram? An ant's antennae is their chief sensory organ. They have a unique language communicating through scent and two-way exchanges of information via their antennae ensuring the message is received by all.

Values

- *Innovative:* Work together to solve issues and create new methods of working.
- *Ethical:* Enjoy a working environment where we all display a good moral standard.
- *Respectful:* Respect each-others point of view and demonstrate a calm and polite demeanour in all communication to foster a safe and inclusive environment.
- *Equitable:* Treat colleagues fairly and no more/or less favourably despite perceived differences in education, position, background, opinion or culture.
- *Transparent:* Communicate in open and honest two-way communication between colleagues to encourage a working environment of trust and engagement.

Page: 29 of 40
Document Number: 24765T9
Valid From: 19/09/2014
Approver/s: Helen GREGG

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Behaviours not represented by our image

Non Collaboration: working in isolation or being dismissive of ideas and resistant to change.

Bullying & Discrimination: unjust treatment of a person with the intent to cause harm due to prejudices against their education, position, background, opinion or culture.

Ineffective Communication: keeping a team or team member unaware of developments that may affect them or the tasks they perform in the workplace.

Page: 30 of 40
Document Number: 24765T9
Valid From: 19/09/2014
Approver/s: Helen GREGG

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Government

Reporting Team 1

Reporting 1 Team Image
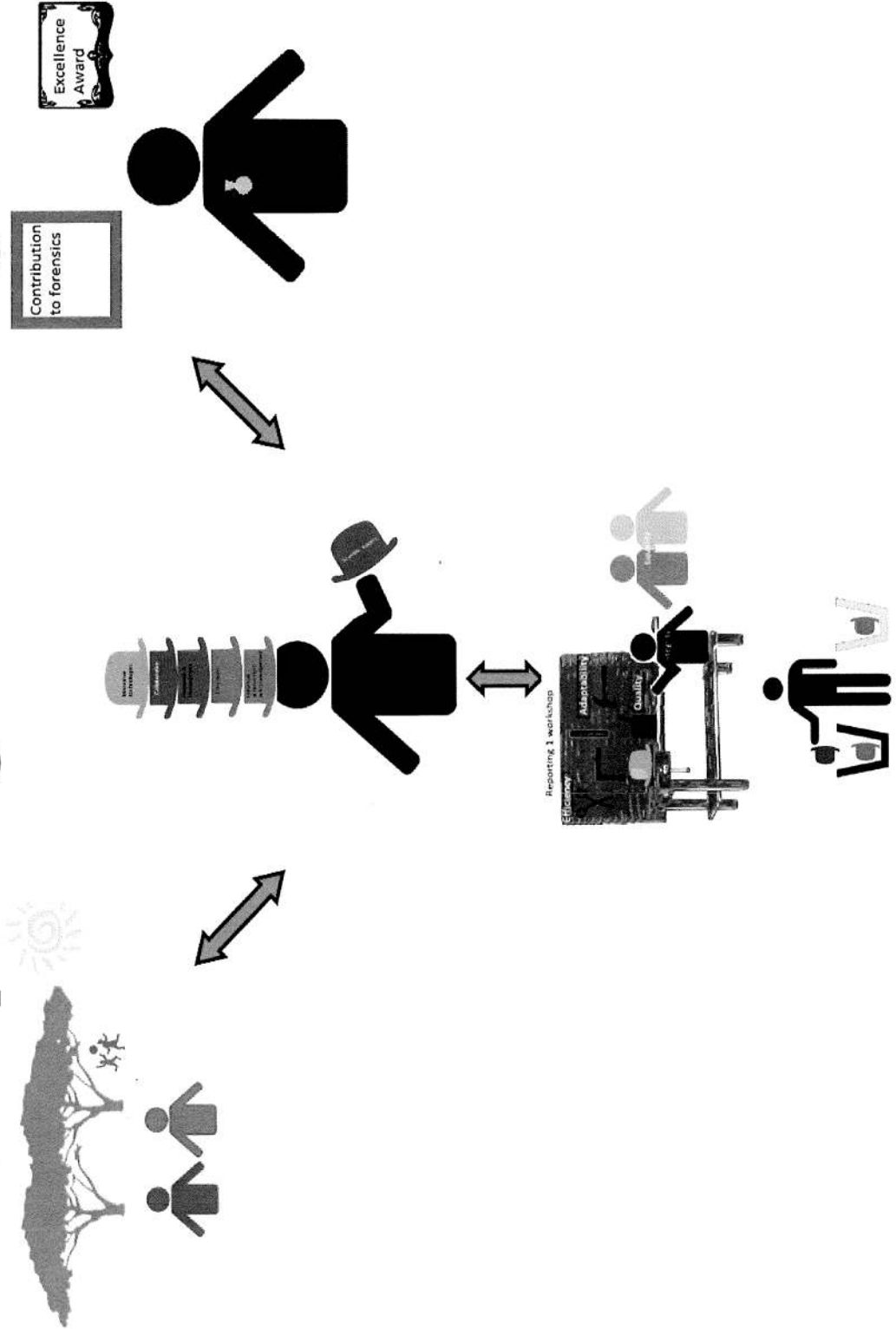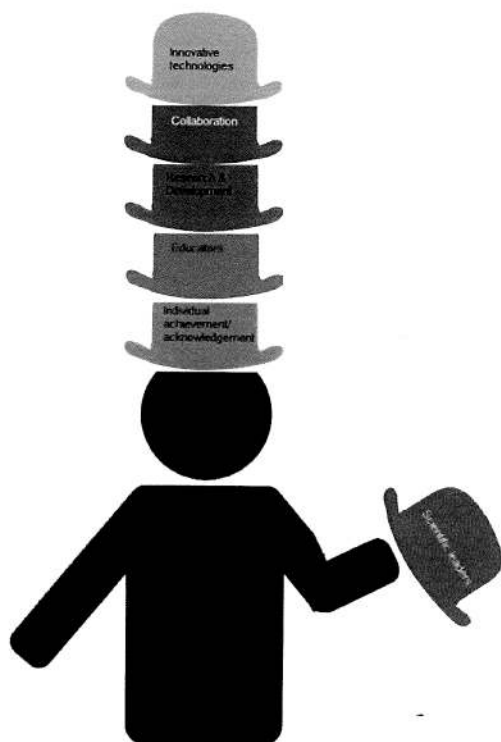
- Hats represent the goals both personally and as a business we are aiming to achieve.
- The hats can be achieved by an individual and represents a person's growth scientifically and professionally in the field of Forensics.
- This is the central image and it represents the diversity of skills we would like to see in our career and ourselves.
- Everybody will have the opportunity to "add" hats and decide which hats to wear.

Reporting 1 workshop
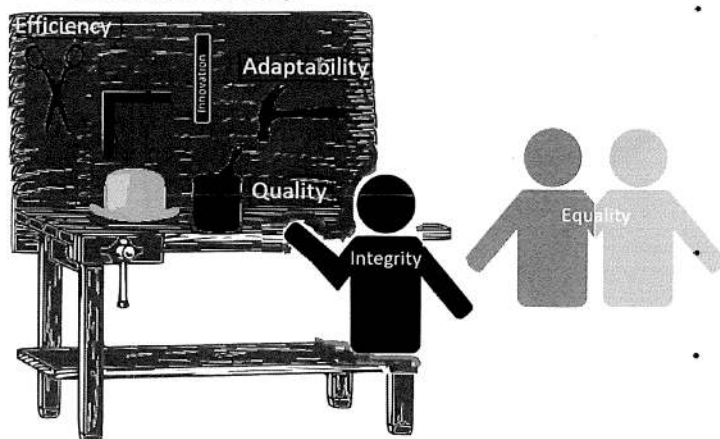
- 'Hats' are created as a team using core values such as 'Respect', 'Communication', 'Innovation', 'Integrity', etc. which are represented as the tools in the image.
- Development of hats can be individual or through the team.
- Collaboration within Reporting 1 and with the other sections within Forensic DNA Analysis and external organizations, symbolise a multi-disciplinary approach.
- Note the high-quality walnut finish on the work bench represents superior quality of our work (no plywood here)

- The two bins represent behaviours that we don't want to see in our team.
- The black bin represents a general bin to discard behaviours that are unacceptable within our workplace e.g. workplace harassment and discrimination.
- The yellow bin represent a recycle bin where behaviours can be altered and improved on.
    - Secretive meetings undermine transparency and exclusion but can be addressed through open and honest communication.
    - Apparent inefficiency on core tasks, open and honest conversations about workloads and capacity could change this to a positive.
    - Not all staff accountable for mutual work obligations; rectified by staff taking responsibility for their team obligations .
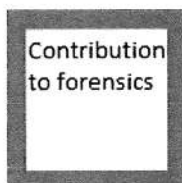
- The image represents personal achievement, development and acknowledgement.
- Meeting our community expectations and obligations.
- Achieving milestones as an individual and as a laboratory
- It is the result of innovations created by the laboratory or in collaboration.
- Aspiring to national and international recognition, and creation of a centre for excellence in our field.

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- This image depicts the role we play in the community, aiding in safety and confidence
- It displays worklife balance, important in promoting good mental health and wellbeing.
- Responsive to the changing needs of the community.

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Reporting Team 2

Rotation of staff

Separate science from management by team & expertise led scientific board

Consultation of staff prior to decisions being made

Practising good science

Objectivity

Equity

Free communication

Strength focused

Cohesion

Recognition

Transparency

Elevation of others

Unity

Compassion

Knowledge

Vision

Flexibility

Innovation

Meetings of staff performing the same role

Bulletin board

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Reporting Team 2
Image and values

Values:

Recognition
Transparency
Vision
Compassion
Elevation of others
Strength focussed
Equity
Unity

Objectivity
Practising good science
Flexibility
Innovation
Knowledge
Cohesion
Free communication

Suggestions/Possible solutions

- Separate science from management by team and expertise led scientific board
- Rotation of staff
- Consultation of staff prior to decisions being made
- Meetings of staff performing the same role
- Bulletin board

Page: 36 of 40
Document Number: 24765T9
Valid From: 19/09/2014
Approver/s: Helen GREGG

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Government

Appendix 3 Teams Values Summary

TEAM	VALUES	
Evidence Recovery Team	Improved work-life balance Understanding each other's differences A strong foundation A desire for more layers/more opportunity for career progression Improved transparency	- A desire for improved work-life balance and accessing opportunities that can enable that (e.g. TOIL arrangements for P/T staff, transition to retirement arrangements). - We are all different people, and that we have different value sets and these balance out. - A solid foundation that the higher up rocks are built upon. - A desire to have more layers or steps in career progression available (e.g. a HP4 position in the ER team, ability to move between teams and / or gain other skills). - Transparency, where everything can be seen, and it can see the cause and effect (what is keeping it all in balance).
Analytical Team	Transparency Communication Respect Collaboration Development	- More transparency involving the rationale and justification of decisions. Improve the communication and actions resulting from the decisions. Disseminating information without delay. Communicate reasons for delays in actions or decisions. - Improved communication between all teams and the whole team. Two-way communication between the different teams. No fear in being able to ask questions or provide feedback to colleagues - Respect and understanding between each other and each team within DNA Analysis. Becoming knowledgeable and developing an understanding of the work each team performs - Ideas into action – Collaboration and teamwork motivates staff to want to achieve more and aim higher. Staff skills and expertise grows resulting in better outcomes towards organisational goals. - "Watering" staff to promote their growth and encourage them to

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		- reach for their goals. This leads to a sense of accomplishment. - Positive feedback and support fosters staff well-being and creates a sense of purpose. However, constructive criticism should not be avoided as it too helps with growth. Staff must be open to receiving feedback and acting upon it. - Staff are likely to become more creative and confident to express their ideas and collaborate with their peers.
Operational Team	Transparency in decision making Positive mindset Helping and supporting each other Collaboration	- The people within the team are diverse and colourful, yet all needed to make the whole (functional team). - Space for growth between us. - Each team has its own mind, behaviours and purposes. If we function as a team and stick together, we will be stronger and more resilient for it. - A happy and productive workplace through shared values/behaviours
Admin Team	Innovative Ethical Respectful Equitable Transparent	- Innovative: Work together to solve issues and create new methods of working. - Ethical: Enjoy a working environment where we all display a good moral standard. - Respectful: Respect each-others point of view and demonstrate a calm and polite demeanour in all communication to foster a safe and inclusive environment. - Equitable: Treat colleagues fairly and no more/or less favourably despite perceived differences in education, position, background, opinion or culture. - Transparent: Communicate in open and honest two-way communication between colleagues to encourage a working environment of trust and engagement.
Reporting Team 1	Innovation Efficiency Adaptability Quality Integrity	- Diversity of skills we would like to see in our career and ourselves - Everybody will have the opportunity to add to their skills - Values are at the core

Page: 38 of 40
Document Number: 24765T9
Valid From: 19/09/2014
Approver/s: Helen GREGG

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Government

	Equality Respect Communication	- Development can be individual or through team. - Collaboration symbolises multi-disciplinary approach - High quality work - Personal achievement, development and acknowledgement - Community expectations and obligations - Achieving milestones individually and as a laboratory - As a result of innovations created by the laboratory or in collaboration - Aspiring to national and international recognition, and creation of a centre for excellence in our field - Role in the community, aiding in safety and confidence - Work-life balance, important in promoting good mental health and wellbeing - Responsiveness to changing needs of the community.
Reporting Team 2	Recognition Objectivity Transparency Practising good science Vision Flexibility Compassion Innovation Elevation of others Knowledge Strength focussed Cohesion Equity Free communication Unity	- Unique structure doesn't have distinct layers or people locked in predictable roles. - Successful and free communication and transparency, as well as engagement with others, demonstrating compassion and objectivity. - Each person's role, expertise and contribution, regardless of position is recognised, valued and integral, required for the formation to maintain its structure through supportive connected relationships and mutual respect. There is not one component that holds the entire formation together. - Not too heavily weighted in any one area, it is less likely to topple, and it is more flexible and able to alter form easily if required. It demonstrates that strength and capability has been built into each individual through encouragement and support, with vision for future demands and opportunities. - Strong and dynamic, and we see

		equity and inclusion.
		- Cohesion, respect, communication and co-operation. People are leaning on and supporting one another which goes to show it really is a team effort. Everybody's contribution, large or small, MATTERS… Everyone is united in their effort for a common goal.
		- United as one. I see each person's unique qualities highlighted and incorporated into 'the business model' as strengths… I see us all empowered and I wonder what sort of new heights we may be elevated to as this uplifted, positive and interconnected group.
		- Working well together, collaborating, being flexible, supporting, connecting, sharing, people have different strengths.
		- Represents science supporting management, and management supporting science in a cohesive balance, and that when scientists are engaged and collaborating in formation, we can achieve great things – and that we will literally bend over backwards to support good science!

Page: 40 of 40
Document Number: 24765T9
Valid From: 19/09/2014
Approver/s: Helen GREGG

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Queensland Health
Forensic DNA Analysis, FSS

Navigating competing needs
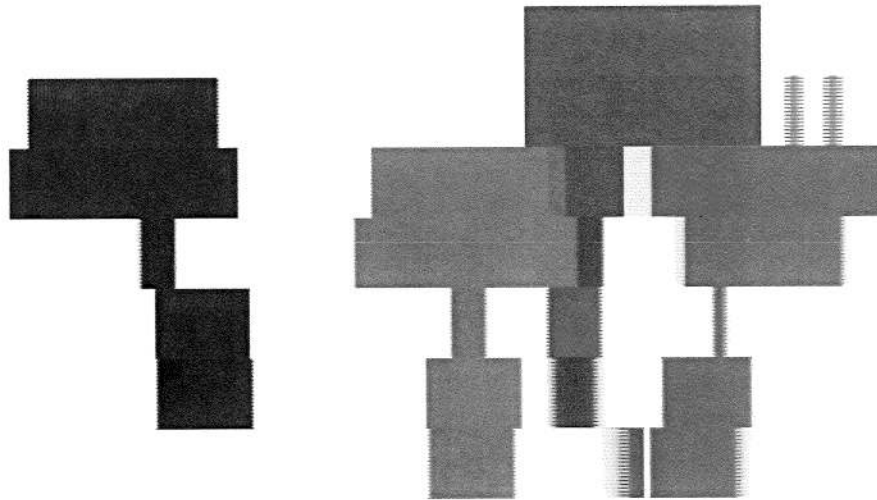
Presented by Tess Brook
October 2020

Table of Contents

Important notice

Confidentiality

This workshop is conducted within a context of commercial and individual confidentiality. We encourage full and frank discussion between participants, and ask that each person act respectfully towards all others.

Copyright

Unless otherwise indicated, all workshop material is subject to copyright ownership by 1st Call. Workshop participants are licensed to use the material subject to due acknowledgement.

Consideration

We would like the workshop to be as interactive as possible and look forward to your participation. Out of consideration for others, please turn your mobile phones to *silent* or *vibrate* during the workshop.

Introduction

> We don't receive wisdom; we must discover it for ourselves after a journey that no-one can spare us.
>
> Marcel Proust

Purpose

The aim of this workshop is to explore ways to navigate competing needs and to self-manage during difficult conversations. These techniques can be immensely valuable shifting you from reacting on autopilot to responding consciously and taking into consideration the particular situation or event.

The workshop is designed to challenge individuals to:

- Try new ways to approach tough conversations and develop **awareness** of their automatic habits and unconscious behaviours.

We hope, moving beyond this workshop, that individuals:

- increasingly accept **ownership** of their behaviours and the way in which these may impact on, or be interpreted by, others.

- develop a plan of **action** around behaving more consciously, improving their communication skills and increasing their effective interaction with others.

The Awareness to Action model

This is an awareness to action methodology.

In essence, the *Awareness to Action* model involves becoming aware of our current communication strategies, developing or adopting an appropriate communication framework, and working towards effective outcomes for all.

Phase 1:	Build awareness	This involves 'seeing' your current communication behaviours and attitudes, and becoming aware of how they may limit your communication effectiveness. We explored this in the last workshop.

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Phase 2:	Take ownership	The next step involves being honest about your motivations, beliefs and values, and taking responsibility for your behaviour rather than denying it, rationalising it, or blaming others. The important thing to remember is that only you can make the changes you wish to see.
Phase 3:	Take action	The key to creating lasting change is to adopt a plan setting out the actions you will take to develop more effective behaviours, monitor yourself, and enhance and expand your approach to life.

Phase 3: Take action

Be willing to try new communication techniques and develop your skills, accept feedback and move forward.
(Be future focused)

Phase 1: Build awareness

Understand your current communication habits and autopilot and become aware of how they may limit your communication effectiveness.
(Be open to possibilities)

Phase 2: Take ownership

Take responsibility for how your current communication habits and autopilot conflicts with the way you want to behave and act.

Recap - Genes, Themes and Memes

Human beings are complicated creatures and each of our communication autopilots are feed by numerous sources that I refer to as our Genes, Themes & Memes. They include cultural, family and

socio-economic background, psychological health, professional development, emotional awareness and life experiences.
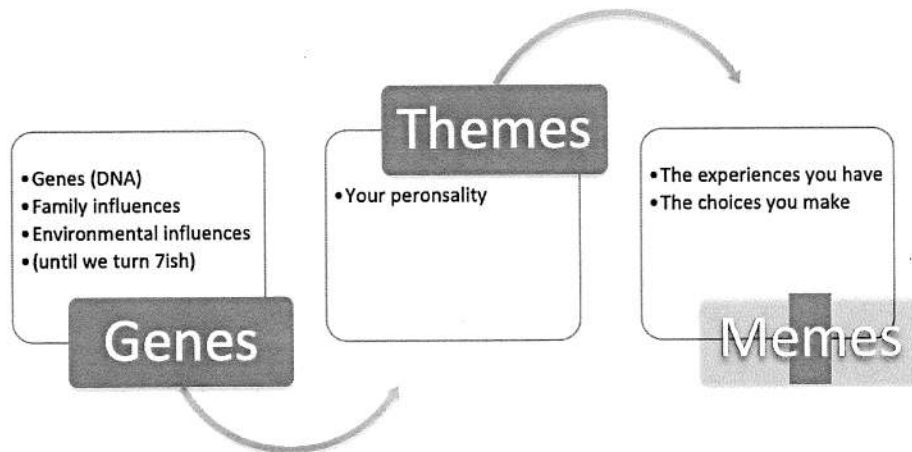
Simply, remember our Genes, Themes and Memes make us all unique. Embrace our differences and see what happens.

Recap - Cognitive biases

We all have biases. It is human nature.

What is important is whether or not we are aware of them and if we are, do they help or hinder our communications and subsequently our relationships.

Stereotyping bias

Stereotyping is where we expect a group or person to have certain qualities without having real information about the person.

Confirmation bias

Confirmation bias is where we tend to listen only to information that confirms our preconceptions.

Selective perception bias

Selective perceptions bias is where we allow our expectations to influence how we perceive the world.

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If you become aware of these biases you could try the following:

BIAS	The concern	The suggestion
Stereotyping bias	We put people in a box making it very hard for them to get out of the box.	Give everyone some leeway. Be flexible with your thinking.
Confirmation bias	We look to confirm our assumptions. We are limited in our thinking.	Consider what else could their words or actions mean? And repeatedly ask yourself "What could it mean?", again and again and again.
Selective perception bias	We allow our expectations to influence how we perceived the world. We are limiting how much information we will consider and our view of the world.	Consider what other peoples' view of the same situation could be. Be flexible with your thinking.

Let the journey begin!

Section 1 — Your Pivot Pack

The Confident Conversations "Pivot Pack" has been designed to be a prompt to look after you and your reputation. It is designed to be used as a prompt to hold these reminders in the back of your mind and draw on them when you need to. Your Pivot pack consists of your:

- Exit card
- Monitor card
- Pivot card

Card	Colour	Consideration
EXIT	Red	Exit if you can no longer self-manage.
		In the same way that a referee in a football game uses cards to communicate instructions. A red card in most codes, sees the player leave the field not to return to the game.
		Take yourself out of the conversation, politely and professionally.
MONITOR	Yellow	Monitor yourself and be aware of others.
		Monitor your feelings, along with your verbals and non-verbals.
		Are you reacting rather than responding? Are you making assumptions, judging, are you listening, are you wedded to your selective perspective.
		What are your reacting to? What else could it mean?
		Put yourself on notice.
PIVOT	White	Pivot
		Do you need to try something different?
		Do you need to change the tone down?
		What action can you take to improve the conversation?
		Be constructive.
		Bring the conversation back on-purpose.
		Revisit or reconnect to the overall goal or desired outcomes of the group.
		Take the lead.

Section 2 — Purpose and outcomes

This section explores the importance of our purpose and how to broaden our thinking with regards to outcomes.

Typically, your original purpose evolves as your thinking matures and shifts from a you-centric view to a we-centric view

Objectives

I like to start with your objectives.

Consider what your objectives are?	Reflect on your conversation and identify 3 objectives for your pending conversation that are important to achieve a successful outcome.
	1. _____
	2. _____
	3. _____

Outcomes

What outcomes are you seeking to achieve?

Consider what is your best outcome? *Jot down your thoughts*	My best outcome is… _____ _____ _____ _____ _____
Consider what is your worst outcome? *Jot down your thoughts*	My worst outcome is… _____ _____ _____ _____ _____

1st Call

Consider what could be the best outcome for others? *Jot down your thoughts*	The best outcome for _____ could be... _____ _____ _____ _____ _____ _____
Consider what could be the worst outcome for others? *Jot down your thoughts*	The worst outcome for _____ could be... _____ _____ _____ _____ _____ _____
With all of the above in mind, what could be an optimum outcome for all involved? *Jot down your thoughts*	The optimal outcome for all could be... _____ _____ _____ _____ _____ _____

Optimum outcome draws on what is called "scenario thinking".

What are the probable outcome or scenarios that are being considered:

- 'Best case' refers to the best possible outcome happening
- 'Worst case' refers to the worst possible outcome happening
- 'Optimal case' refers to the best balance of outcomes given the choices available ~~consider to be~~

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Purpose

Based on the objectives, best, worst and optimal scenarios define the purpose of your conversation.

What is the purpose of your conversation?	The purpose of my conversation is....
	_____
	_____
	_____
	_____
	_____

Now, with a clearly define purpose and an understanding of possible best, worst and optimal scenarios you can start to focus on your conversation.

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Section 3 — Respect and credibility

This section explores the importance of conducting respectful conversations.

Respect

You need to be aware of yourself and others. You need to master your communications. Your state of mind matters!

Experience shows again and again those who master their communications have a common set of beliefs. These beliefs are:

- Everyone has their own unique view of the world.
- In order to have rapport with another person, it is essential to respect their model of the world.
- The meaning of the communication is the response you get.
- There is no failure, only feedback.

Everyone has their own unique model of the world

As we said earlier, this consists of their combination of:

- Genes
- Themes and
- Memes

In order to have rapport with another person, it is essential to respect their model of the world

To have rapport with another person, and to communicate effectively with them, you need to respect their model of the world, no matter how different it is from yours and whether you approve of it or not. If you are communicating to a group of people, all of whom have different models of the world at variance with yours, you still need to respect all of them. This does not mean they are right and you are wrong, or vice versa. If you assume that everyone is right – from their point of view – then these are just different views of the world.

If you always assume that for everyone in the room, their model of the world is perfect for who they are, then you should be able to effectively communicate with them.

The meaning of the communication is the response that you get.

It does not matter what you thought you communicated, it does not matter what you meant to say. What matters is: What meaning did the other person get?

If it is not what you intended, then it is up to you, as the communicator, to be flexible and find other ways of getting your message across, until they get it.

There is no failure, only feedback.

All responses from other people are simply feedback. Having this belief means you will strive to constantly improve your communications until you learn how to effectively engage with that individual in that environment and set of circumstances.

Authenticity, congruency and managing expectations

Authenticity

You need to be authentic and in the moment when communicating. If you don't believe what you are saying others, consciously or unconsciously, will read your lack of authenticity and interpret it according to their view of the world and position on the subject.

Congruency

You need congruency between your technical, formal and informal components of communication. Again, if you don't believe what you are saying others, consciously or unconsciously, will read your lack of authenticity and interpret it according to their view of the world and position on the subject.

Managing expectations - it is up to you

It is essential to follow through on all your communications. If you make representation to do something by a certain date, do it!!! If you find your actions are not matching your representations, you have a simple choice; stop making unrealistic expectations or action as promised. Ultimately, you are the one ruining your credibility.

Matching your commitments cements your credibility!

Fracturing your credibility

Relationships have either a positive or negative sediment or state.

Those relationships with a negative state can be difficult to turn around. Particularly because natural responses, such as defensiveness to criticism,

1st Call

are the very behaviours that build distrust and therefore can unconsciously fracture your credibility.

John Gottman's 'thin slicing' work, made famous by Malcolm Gladwell in the book Blink, presents some of the best insights into when communications and consequently relationships break down.

Thin slicing refers to the ability of our unconscious to find patterns in situations and behaviours based on very narrow slices of experience.

Gottman, after four decades of research has become quite adept at "thin slicing". A practice of viewing only a short segment of a conversation, he is able to predict with 95% accuracy whether couples will be together after 15 years.

This work is important for communicators because a key part of Gottman's work is what he calls the Four Horseman (four destructive expressions). If these expressions exist in a communication then the relationship is potentially in trouble. These expressions are:

- *2* Defensiveness
- *3* Stonewalling
- *1* Criticism
- *4* Contempt (being the worst)

The good news is Gottman and myself believe we can learn to handle these expressions and the associated emotions in a considered response. However, the visual presentation of these expressions potentially will fracture your credibility.

Other essential skills

Due to time considerations the following topics are not covered in the workshop. However, it would be remiss for them not to be mentioned here.

It is essential to also learn to develop:

- Your resilience – know what you react to
- How to set boundaries
- Your strengths and weakness in decision making

Section 4 — Navigating competing needs

Needs-based communication – a skill for life

Needs-based communication partners practical communication skills and emotional literacy skills with powerful consciousness to create new communication outcomes. This is a bold statement. And it is true. Once you start using needs-based communication you will wonder how you lived prior to understanding this communication method.

Needs-based communications main function in many workplaces is to make it easier to create and sustain collaboration towards a shared purpose. So far today, we have learnt about many different views of the world. Now we are about to learn how we can move towards alignment.

The 4 key elements of needs-based communication are:

- Observation (Factual observation)
- Impact (Feelings)
- Needs (Wants)
- Requests (Strategy)

Element	Observation	Impact	Need	Request
Perspective	Agreed (jointly)	Impact (from your perspective)	Universal	Individual
Time focus	Past	Present	Future	Future

Needs-based communication in-action

Notes:

_____

_____

_____

_____

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_____

1st Call

Section 5 - What happens when

Things get tough

You deploy your exit strategy. We all need an exit strategy just in case.

What is an exit strategy?	An exit strategy is a pre-considered method to politely and professionally exit a conversation. We need an exit strategy in our toolkit for those moments when it's no longer constructive to stay in the conversation. A well-constructed exit strategy consists of three stages: **Stage 1** requires introducing your exit strategy by politely pushing back on the behaviour and advising the other person that if *they* can't contain their behaviour, *we* may need to reschedule **Stage 2** requires politely pushing back on the behaviour and asking the other person if *they* would like to reschedule the meeting. **Stage 3** requires politely pushing back on the behaviour and for *you* to reschedule the meeting. Let's draft your exit strategy.
Stage 1 **Introducing your exit strategy and the polite push back**	How will you politely push back on the behaviour and advise the other person that if they cannot contain their behaviour *we* will have to reschedule? I'm not sure we've making progress. lemme see flws this is important to you.
Stage 2 **The polite push back**	How will you politely push back on the behaviour and ask them if *they* would like to reschedule the meeting? Would you like a moment to collect your thoughts?

Stage 3 **The final push back** **and exit strategy**	How will you politely push back on the behaviour and *you* reschedule the meeting?

Why is this important?	Your pre-prepared exit strategy is your method to politely and professionally exit a conversation if it's no longer constructive to stay in the conversation. It's important to pre-prepare so that you aren't stuck in the moment trying to work out what to say. It's far easier for your mind to recall something you have already considered.

The context and boundaries are unclear

All workplace communication exists within a legislative and social structure.

This environment is hardly noticed when communications go well. However, it is noticed when communications are problematic.

You need to stop, pause and identify the issues in your environment.

The issues typically fall in more than one area.

Reflect on the table below and identify where there are issues for you

Legislation Policy	Standard Operating Procedures	Social Practice	Structure	Roles & Responsibilities	Inter-personal	Intra-personal	Other

The good news is if you can identify where the issues are you can identity what needs to be addressed. Work together to create a shared understanding of the environment for healthy conversations to exist.

Conclusion

You are master of your own outcomes.

Occasionally, your ego will get hurt, and you will need to want the outcome of what you are trying to achieve more than the pain you are going to go through to get there.

You can do it!

Mastering communications

Mastering communications requires us to recognise what we would like to change within ourselves, thus shifting from autopilot to acting with awareness. We suggest the following approach:

Be aware
- Situation
- Behaviour
- Impact

Take ownership
- Change
- Remove
- Accept

Action
- Take action
- Evaluate effectiveness
- Try again
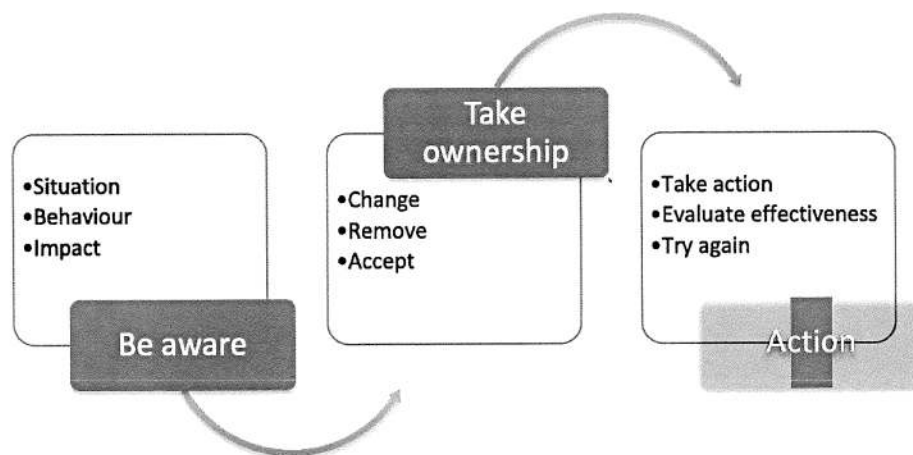
What type of colleague do I want to be.

_____

_____

I intend to

_____

_____

The Trouble with Talking Workshop

~

YOUR WORKBOOK

~

October 2020

Facilitator: Tess Brook

A letter from Tess

Hi everybody,

This workshop is designed to take a fun look at "The Trouble with Talking" and what contributes to misunderstandings, assumptions and not feeling heard or understood.

Today, I hope to you will take away an increased awareness of some of your traits and their impacts, together with an appreciation for each other's differences.

To get the *most* out of this workshop, here are two helpful suggestions:

BE PRESENT

Being present comes in many different ways. For some of you being present is through observation. For some of you it is through active participation. Whatever is right for you is OK. I want you to take a moment acknowledge what is going on in your head make a note of anything that is bothering you and that you need to get back to and then let the rest go.

BE CURIOUS

Humans are curious beings. Rarely do we get an accelerated opportunity to learn about ourselves and each other. And while it may be daunting, todays opportunity to gain understanding and workplace communications is yours for the taking.

My promise to you!

I am passionate about helping people become the best communicator they can, and in any situation. My promise to you is this workshop will provide you with practical considerations you can apply right away.

Cheers,

Tess

Introducing our Auto-pilot

It's human nature to navigate the world on autopilot. We are designed that way.
Why? because it is efficient, effective and creates space to tackle the larger issues.

And so it is safe, comfortable and natural.

It requires effort on our behalf to switch off autopilot and
feel out of our comfort zone as we learn and try new ways to communicate.

Our communication auto-pilot is influenced by our;

genes , _memes_ , and _personality_

Insights and Thoughts...

_____

_____

_____

_____

_____

_____

_____

We need to find the balance between our _____, _____, and _____ mastering us
or we mastering them.

If they master us, we become _____ .

If we master them, we become _____ communicators.

Introducing our Cognitive Biases

We all have biases. This is not a judgement. It is a simple fact.

Our biases interfere with our communication and our decision-making process.

Our biases create our own subjective reality.

Like our communication autopilot, we need to be mindful of the impact our biases may have on our communication and decision-making.

Three common biases that can mess up our communication are;

_____, _____, and _____.

Insights and Thoughts...

_____

_____

_____

_____

_____

We need to be aware of when our biases hinder our conversations. Does your:

1. _____ bias influence how we perceive the world? Yes / No

2. _____ bias proceed you into your conversations? Yes / No

3. _____ bias put people in a box? Yes / No

Introducing The Third Space

Every day we undertake dozens of different roles, tasks and experiences.
Most of us habitually carry our mindset and emotional state
from one of these activities to the next - and all too often this has
negative, occasionally disastrous consequences.

**Dr Adam Fraser shows us how to use The Third Space to
transition from one activity to the next and find balance and happiness.**

The Third Space encourages us to;

_____, _____ and _____.

Insights and Thoughts...

_____

_____

_____

_____

_____

_____

What area from the Third Space would you like to improve at?

_____

_____

_____

Introducing our Super-powers

We all have super-powers. Sometimes it is hard to see each other's super-powers, because they are so foreign to our own. It much easier to see those who's super-powers are similar to our own.

Collectively, if we can embrace our differences, we can soar.

We will be able to navigate our differences, our miscommunication, and misunderstanding.

Our natural focus of our attention is our super-power.

Broadly speaking our superpower falls into;

Head , _Heart_ and _Hands_ views of the world.

Insights and Thoughts...

_____

_____

_____

_____

Where does your superpower lie?

_____

When is it a strength? _____

When is it a weakness? _____

Introducing Problematic Words

Language is a gloriously imprecise thing when you look into it.
It's an agreed library of sounds that are put together to convey meaning and information. The problem with it is that many people develop different meanings for the same word. Additionally, to describe even simple things precisely involves an enormous degree of detail. We all require different levels of detail.

Additionally...

There are 3 major things that we all do with language. These are;

deletions, _distortions_ and _generalisations._

The problem with this is they create imprecision.
With imprecision we fill the gaps based on our own filter and experiences.

Insights and Thoughts...

Imprecisions

Universals _____

Should, Shouldn't, Must, Can't _____ _____.

Verbs _____

Unspecified nouns _____

Generalisers (Too much, many, expensive) _____

_____

_____

_____

Subjective words

_____

_____

_____

_____

_____

Trigger words

_____

_____

_____

_____

Trigger statements

_____

_____

_____

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Introducing the Purpose of Communication and our Word Preferences

Communication, in its multi-faceted nature, can have a myriad of functions in a variety of settings and situations. Here we explore the various functions via a structure presented by Kanki and Palmer (1993) and adopted by the aviation industry as an excellent framework for safety lessons and crew performance.

Quick questionnaire 1. Rate your level of competence with the following communication skills.

Your ability to effectively use communication to:	Well	OK	Needs improvement
Transfer information			
Monitor tasks and progress projects			
Manage (a management tool)			
Build interpersonal relationships			
Establish expectations			

_____

_____

_____

_____

What would you like to improve at?

_____

_____

Introducing the Purpose of Communication and our Word Preferences

In much the same way we have a preferred strategy, we can have preferences in the types of words we use.

Quick questionnaire 2. Reflect on the words in blue (in the 1st column) and tick the column that best represents how frequently you use these words.

Language preference:	Almost never	Rarely	Sometimes	Often	Almost always
Necessity words (Must, have to, should)					
Impossibility words (Can't, shouldn't, must not)					
Possibility words (Can, will, may, could, would)					
Desire words (Want to, love to, would like to)					
Choice words (Choose to, want to, opt to)					

_____

_____

_____

What would you like to improve at?

_____

_____

_____

Introducing Starting Points

Every day we partake in dozens of different conversations.
Most of us habitually assume that we are all aligned and starting on the same page.

This could not be further from the truth.

One of the biggest challenges our work place conversations have is we rarely start at the same point.

Insights and Thoughts...

Look out for

Global or detailed, viewed or both _____

Chunk size _____ _____

Time preference _____

Assumptions _____

Pace _____

What starting points have caught you out recently?

_____

_____

_____

_____

_____

Introducing The Clarification Pathway

How do ~~we~~ you move forward?

Do more clarification of;

_____, _____, _____ and _____.

Avoid;

_____, _____ and _____.

Insights and Thoughts…

_____

_____

_____

_____

_____

_____

What would you like to…

Do more off? _____

Do less off? _____

Introducing The Trouble with Talking Cards

What we design we can intentionally create.

The _____ warns you of danger.

The _____ is where you are now.

The _____ is your guide.

Where do you want to be?

Insights and Thoughts...

_____

_____

_____

_____

How do you want to communicate?

_____

_____

Now it is up to you!

You have started your success journey. Your success depends on what you do next.

Your success journey starts now!

Here are some suggestions to explore moving forward.

Be proactive and you will see the outcomes!

Explore Dr Adam Fraser's, "The Third Space".

REFLECT

Reflect on a conversation that did go well. Why do you think it worked? Reflect on a conversation that did not go so well; how could you have handled it differently? From what you have learnt today, how did you contribute to the outcome? What could you do differently?

REST

Can you be still and present?
What can you turn off?

RESET

How do you want to show up?
What is your intention? Is it relevant?
What behaviours do you want to exhibit?

Or you can REFLECT on the problematic words, your word preferences, and the purpose of your communication.

THE POWER OF ONE

Select one learning, one conversation, one relationship or one meeting to start to apply your new skills.

IF YOU HAVE A LITTLE MORE TIME

Jump in and watch the "Shifting From Communication Autopilot" series.

https://cohesiveconversations.com.au/free-resources-special-guest/

Thank you for joining me.

Tess