



Creating a Healthy Culture with Conduct, Communication, and Conflict Resolution

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Overview

Time to Reset

Agreeing on Appropriate Conduct

Creating New Ways of Communicating

Working through Conflicts

Role of Management in Process

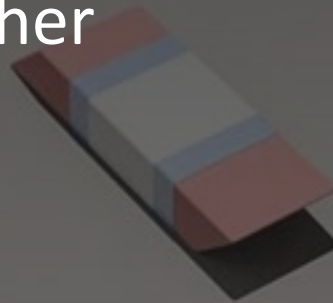
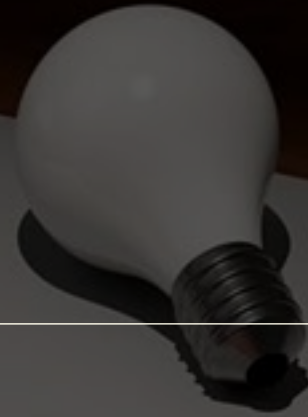
Reset

Back in the office

Establishing a new “normal”

Re-establish how we work together

Opportunity



**Brown County Library
Management Team
Meeting Conduct Agreement**

The purpose of the monthly Management Meeting is to support dialogue and discussion among BCL managers. To ensure that these meetings are a safe and respectful place to explore topics related to management, it is expected that each member of the team will abide by the following meeting conduct agreement:

1. Come to the meeting on time and prepared to discuss items on the agenda.
2. Adhere to deadlines for work expected to be completed outside of the meetings.
3. Participate fully in the conversations, but stay on topic.
4. Keep multitasking to a minimum. Mute your computer and phone and stay out of email and off of your phone unless circumstances demand it.
5. Talk one at a time, and do not have side conversations.
6. Be patient when listening to others speak.
7. Be sure everyone has a chance to be heard on an issue. Avoid dominating conversations.
8. Be mindful of the limited amount of time we have for each topic and conclude discussion on a topic when time runs out. If more discussion is needed, suggest adding the topic to next month's meeting.
9. Treat others with respect during and outside the meetings. Do not engage in gossip.
10. Be respectful of other's ideas or situations. Do not judge or accuse. Be cognizant of body language. No eye rolling or impatient gestures.
11. When discussing issues related to people, please focus on problem behaviors. Attacking an individual or individuals is never acceptable.
12. Topics discussed at these meetings may be confidential. Any issue pertaining to personnel must be treated confidentially.
13. Come with positive intent, open to change and new ideas.
14. Be solution-focused, seeing opportunities, challenges, and possibilities. Do not dwell on past slights, roadblocks, or excuses.
15. Decisions made in these meetings must be based on what is best for the customers and communities we serve, as well as the Library as a whole.
16. Concerns pertaining to the meetings or topics should be brought to the Executive Director.
17. We are all adults. Circumstances may cause someone to arrive late, step out, leave the meeting early, or miss a meeting entirely. The meeting (and the world) will go on!

Signature _____ Date _____

Printed Name _____

Conduct

Conduct: Meeting Agreements

- ❑ Shared agreement on conduct
- ❑ Each team members signs
- ❑ Review once a year
- ❑ Hold accountable, but privately



Conduct

Employee Conduct Agreement

The following definitions and statements were created by the employees of Brown County Library to represent our collective core behaviors. Although we may not do these things perfectly, these are the behaviors we strive to embody and guide us in everyday decisions and actions. These values are what drive our success as an organization and ensure a welcoming environment for all:

Professionalism is being knowledgeable about and working towards the common goals of your immediate team, which align and support the overall goals and mission of the organization. It is setting your ego aside to be part of the larger team. It requires openness to constructive feedback and the ability to own mistakes and learn from them. We should support all members of the BCL team and also be willing to ask for assistance when appropriate. Employees should be honest, knowledgeable, and demonstrate follow-through. Professionalism is the ability to remain calm and respectful in all situations, and take pride in the work that we do. We do not complain or blame when issues arise, but focus on effective solutions. We find ways to make the impossible possible by not limiting ourselves with roadblocks and barriers.

Empathy is the ability to connect with a part of yourself that reflects what the person(s) on the other side of the interaction is going through. Active listening, patience and understanding are required, and judgement must be withheld. We do not judge people on their worst moments but encourage and help them to develop into the best version of themselves. Empathy is expected to apply in all directions (with all colleagues up, down, across, and throughout the organization and with the public). It does not necessarily mean agreeing with the other person(s). It is showing compassion and genuine concern for another while recognizing our differences. Empathy has boundaries and requires recognizing when and how to help in the right way.

Adaptability is openness and willingness to change and try new things with enthusiasm. Nothing is wed to tradition. "This is the way we've always done it" is not an acceptable answer. Through our optimism and positive thinking, we create a culture of creativity, innovation, and collaboration. Calculated risk-taking and failure are accepted as part of our growth. The goal is to be a problem solver rather than a problem bringer, to live in the present, and look to the future. While change requires time and thought, to remain relevant, flexibility must be embraced. We control our future by engaging in meaningful action, and accepting that we may make mistakes along the way. We invest in our future by continuously growing both professionally and personally and never settle for status quo.

Respect is setting aside judgement in your actions of how you think about and speak to or about someone. It is recognizing the value each of us brings to our roles and must be applied in all directions (with all colleagues up, down, across, and throughout the organization and with the public). We must be patient, calm, and assume positive intent with each other. To build trust, open and honest communication is required with a willingness to listen and accept decisions that are made. Gossip is not tolerated. We value diverse thinking and speak openly with each other. We do not avoid difficult conversations, but rather speak our views kindly. We work through difficulties doing the "right thing" not always the "easy thing." We must strive for mutually beneficial wins, rather than creating win-lose scenarios. Living in the present is expected, not letting past interactions influence our current reality.

Employee Conduct Agreement: PEAR

Agreed on 4 words (and definitions) to guide us in our we interact with one another

- P (Professionalism)
- E (Empathy)
- A (Adaptability)
- R (Respect)



Customizing Feedback

One-On-One Meetings

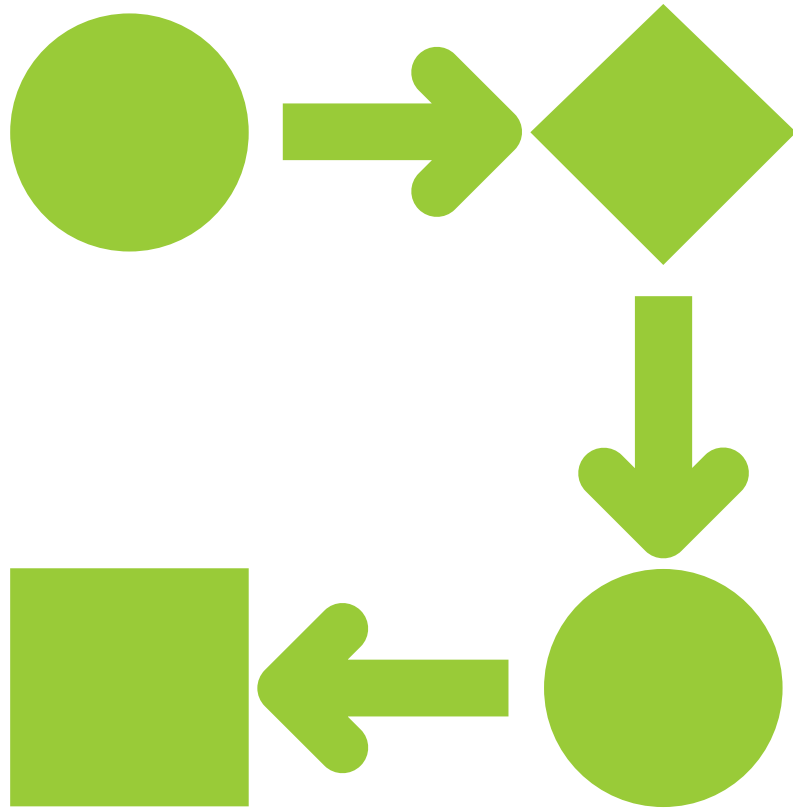
Team Report/Newsletters

All Staff Meetings

Staff Development Days

Surveys

Communication



Communication: Customizing Feedback

Every employee completes a Customized Feedback Form and submits to Manager. This form includes questions about:

- ☐ What fills your bucket?
- ☐ How do you like to receive praise?
- ☐ When receiving feedback, when and how do you prefer to receive it?
- ☐ How might you react?
- ☐ What do you need after?



Communication: One-On-One Meetings

- With Manager (ideally monthly)
- With Director (at least yearly)
- With Deputy Director (at least yearly)

Goal

- ❖ Provide time for individual communication
- ❖ Normalize feedback
- ❖ Demonstrate desire to listen
- ❖ Show the value of each employee and their contribution

Communication: Team Report and Newsletters

Team Report

- Weekly Email
- Department Specific Communication
- Informational
- Team Building

Staff generated

- Share information
- Updates
- Anniversaries
- Director's Corner
- Committee Updates
- Staff Spotlights
- Celebrate Life Events

Cover to Cover

THE OFFICIAL MONTHLY NEWSLETTER FOR BCL STAFF

JUNE 2021



Communication: All Staff Meetings

Bimonthly Check In Meetings with All Staff

Virtual

Recorded

Opportunity for Training



Communication: Staff Development Days

Three per Year

Full Day

Closed to Public

Ideally In Person

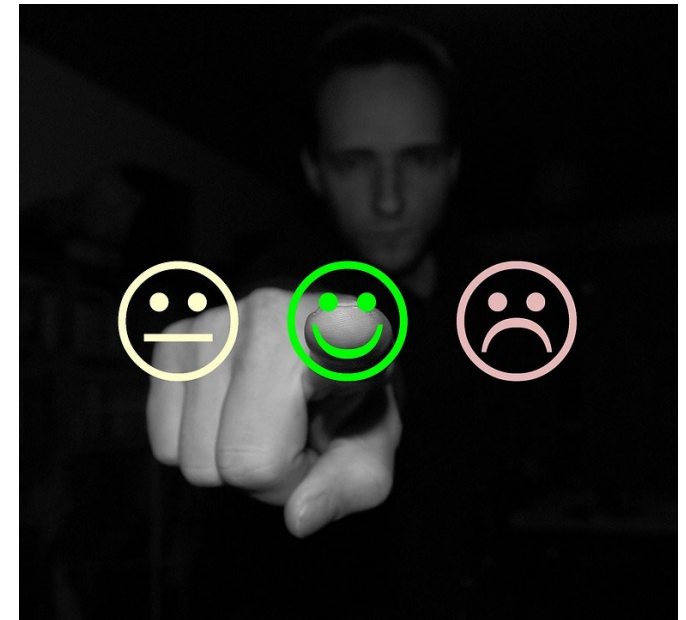
Goal to:

- Provide Learning Opportunities
- Share Information and Vision
- Build Teams across Locations/Departments



Communication: Surveys

- ❑ What
 - ❑ Proposed changes
 - ❑ Engagement
- ❑ When
 - ❑ Before change is implemented
 - ❑ After change is implemented
- ❑ Why
 - ❑ Demonstrate transparency
 - ❑ Desire for honest feedback
 - ❑ Understand pressure points
- ❑ How
 - ❑ Google/SurveyMonkey
 - ❑ Anonymous when possible
 - ❑ Keep it brief



Communication: Surveys continued

Follow Up!

- How will you share results?
- What will you do with results?





Role of Management

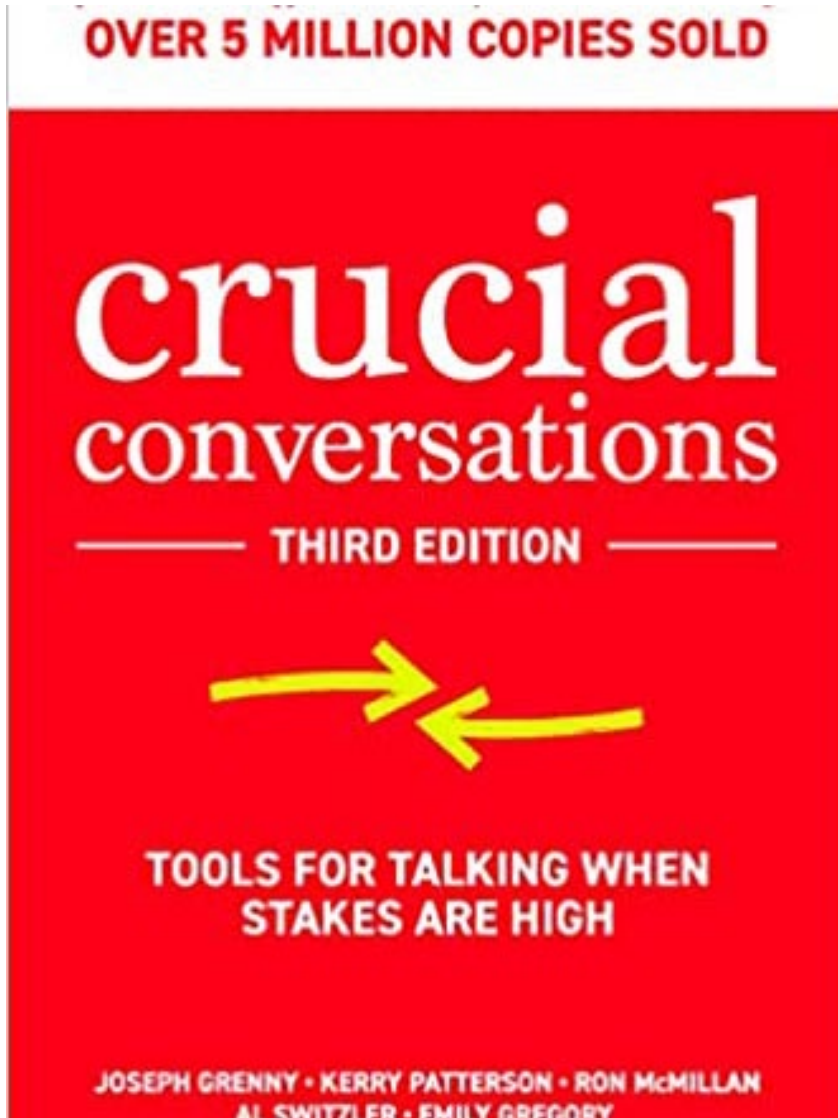
Engagement throughout the whole organization

Buy in comes from (starts at) the top

Set examples

Encourage

Commit to process with time and energy

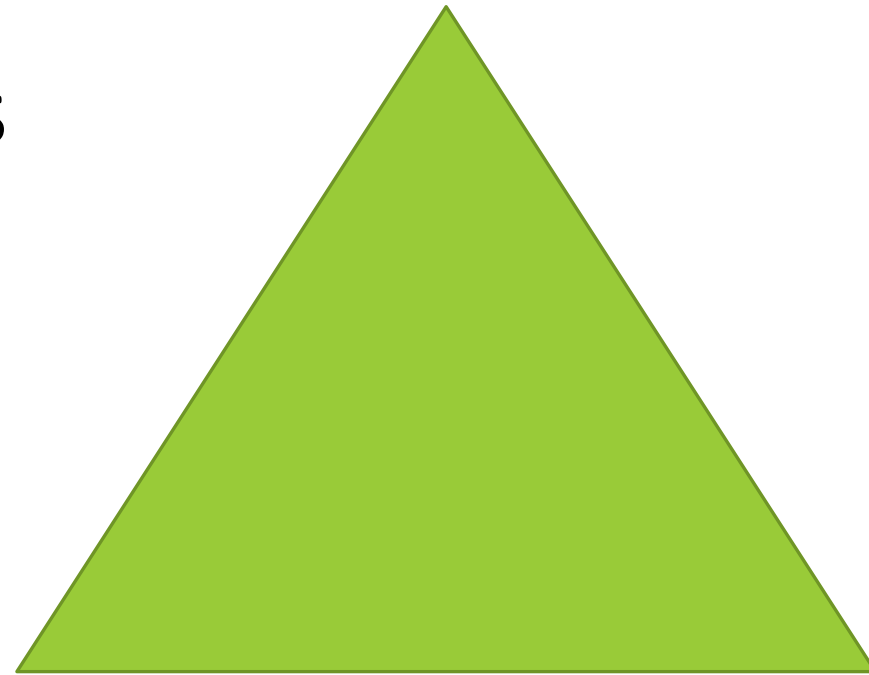


Crucial Conversations

- ❖ Gives your staff the tools they need
- ❖ Breaks it down into steps
- ❖ Shared vocabulary
- ❖ Allows everyone to be heard
- ❖ Guided practice, modeling, ongoing coaching
- ❖ Expectation that the skill is used

Conversations can be difficult when there are:

1. Opposing Opinions
2. Strong Emotions
3. High Stakes



FIGHT OR
FLIGHT

SILENCE OR
VIOLENCE





Identify the
issue



Start with Heart



Master your
Stories

Things you do
BEFORE

A photograph of a person's hand resting on a grey, textured towel. The hand is positioned in the upper right quadrant of the frame. The background is dark and out of focus. A bright green vertical bar covers the left side of the image, and a horizontal white line is positioned below the word 'SAFETY'.

SAFETY

WARNING SIGNS

- ❖ Physical Cues
- ❖ Moving to Silence
- ❖ Moving to Violence



YOU

OTHER

When you start to
feel unsafe and the
motives change,
ask one question...

What do I
REALLY
want?





CONTROL
YOUR
EMOTIONS

OR THEY WILL
CONTROL YOU...

Tools to Create Safety

Actively listen

Have an open mind

Rephrase what you hear

Ask open ended questions

Mirror what you are seeing

Apologize when appropriate – be genuine

Use contrasting to clear up misunderstandings

Assume positive intent

Create a mutual purpose

Mutual Purpose

Does the other person believe I care about them and their goals?

Do they trust my motives?

Mutual Respect

Do we both feel respected? Or has respect been violated?

Use apologize or contrast skills.

Things you do DURING

Facts

Start with the Facts

- What you see and hear

Story

Tell your story

- What's the impact?
- Present it as a story

Ask

Ask for their side

- Have an open mind
- Be humble
- Be curious
- Talk tentatively

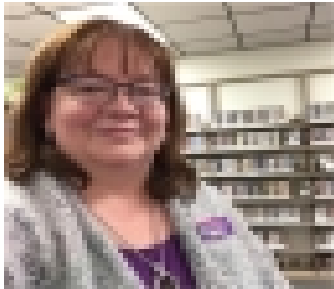
A black pencil with a sharpened lead tip lies diagonally across a white, blank notepad. The notepad is placed on a light-colored, textured surface. The lighting is soft, creating a gentle shadow of the pencil on the notepad.

WHO does WHAT by WHEN and HOW will
you follow up?



QUESTIONS?

Thank You!



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