

John M. Robinson
Director, Office of Civil Rights & Chief Diversity Officer
U.S. Department of State
202-647-9295
johnmr1@state.gov

WHEN KEEPING IT REAL GOES WRONG

MANAGING CONFRONTATIONS

- Natural - This is part of survival as social beings.
- When to discuss issues? We are taught and learn by experience.
- Techniques to hedge our bets
 - ➔ Humor - relieve the tension
 - ➔ Innuendo - The roundabout route
 - ➔ Deflection - Sometimes a way of avoidance

TACT

- Tact is sometimes defined as knowing which of several truths to tell
- If you are lacking tact completely, you may be
 - ➔ Ostracized
 - ➔ Condemned
 - ➔ Used as a battering ram

CRUCIAL CONVERSATIONS, PATTERSON ET AL

- Nurses afraid to challenge doctors
- The Challenger Disaster
- Sexual harassment reporting

FEDERAL ORGANIZATIONAL CULTURE

- We may complain that our culture discourages feedback. True or a cop out?
- The Challenge and the point of this session -
 - Speak truth to power
 - Confront problem subordinates
 - Speak to difficult topics
 - Clarity
 - Effectiveness
- “This is the business we’ve chosen.” Hyman Roth in Godfather II

FOUR PRINCIPLES FOR FEEDBACK

- Motivation
 - Be honest. What is yours?
- Behavior
 - What did you see and hear? Utilize behavioral terms
- Proportional
 - How often does it occur? How much?
- Effect
 - How is it effecting the you, the workplace, others, the mission?

M.E.E.T

- Make time to discuss
- Explore differences
- Encourage respect
- Take responsibility

MEET KIM FOO

- ✘ Here is situation between an employee and a supervisor. Observe, evaluate.
- ✘ What is the problem? Whose problem is it?
- ✘ How would you handle this according to four principles?
