Communication & Collaboration
Strategies for Moving Forward

Factors:
- Origins and Culture at Miramar
- Interdisciplinary Impact
- Impact of COVID 19
- Impact of Black Lives Matter
- Impact of changes in Leadership
- Trauma in organization is still trauma

How Do We Share the Space?

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Unconscious Biases – we all have them

• Triggers
• Assumptions
• Limiting Beliefs
• Expectations

How to move on in a healthy way...

• Mindfulness is being present
• Intentionally paying attention
• Focused awareness
• Choose where you place your energy
• Thoughts impact perception & experience
• We all want to be seen & heard
• Shift attention to present, to review attention & intention
• Check-in for bias
• If not aligned with what want to focus and feel? Make a different choice
• Respond rather than react!

https://www.mindfulleader.org/blog/26600-why-mindfulness-is-the-answer-to
Moving forwards...

Trauma

- all experience some trauma
- some have experienced much great degrees of trauma
- may be direct or inherited
- may be overlaid on earlier trauma
- need to acknowledge organizational trauma to move on in healthy ways
Healing from institutional trauma requires an:

Awareness of the 3 E’s
• Events
• Experiences and
• Effects

And a focus on Trauma Informed Care which is based on the 4 R’s:
• Realization,
• Recognize,
• Respond,
• Resist Re-traumatization.

(SAMSHA: experience of trauma)
We can define collaboration as “an evolving process that calls for active participation from contributing individuals who engage in shared problem-solving and decision-making to achieve a common goal” (Hamric, Hanson, Tracy & O’Grady; 2014).
To get there, to build trusting and collaborative relationships, we first need to heal from past traumas and have a safe space to thrive.
Developing Better Relationships at Miramar

• Safety – all parties must feel physically and emotionally safe
• Trustworthiness – created through clear and thoughtfully developed boundaries that govern all aspects of the organization
• Collaboration – all stakeholders are invited to participate in decision-making and innovation at some level
• Empowerment – sharing power with all stakeholders, recognizing and celebrating strengths, while mistakes are viewed as opportunities to learn and grow

(Adapted from the Traumatic Stress Institute in New Britain, Connecticut)
Tips for Effective Communication

• Healing happens when people can share their experiences with others who **listen**

• Listen to the speaker from *their* position—strive to appreciate *their* context, rather than defending *yours*
  • Being compassionate doesn’t mean being in agreement

• Ask questions to **understand**, not to assess
Please take a moment to put your thoughts to paper (or keys) as you brainstorm on one or more of the following questions:

1. What can we do, and what do we need from others, if we are to heal from and reconcile past injustices at Miramar?
2. What are some things folks are already doing at Miramar to begin that process?
3. How would you like Miramar’s leadership, and the rest of us, to function moving forward? (How should the decision-making process look? How should leaders operate? How should we treat our colleagues? Etc.)
“You’re just a really nice guy”
Building bridges is about understanding others and them understanding you

- Fundamental Attribution Error
- Endowment Effect & Status Quo Error
• Fundamental Attribution Error
  • Attributing others’ actions to their character or personality
  • Attributing your own actions to external situational factors

• Endowment Effect & Status Quo Error
  • We value the way things are today more than what could be
  • “More like a perceptual illusion than a computational error”
    J. Tagg (2012)
Collaboration & Participatory Governance

• Collaboration and participatory governance built around diverse people and ideas engaging each other
• Change and new ideas naturally resisted
• Engaging Resistance
  • “Reactions to resistance are more visceral than mindful”
    A. Anderson (2011)
  • Fundamental attribution error suggests we would attribute resistance to a character or behavioral trait; however, it’s our own reaction to resistance that is emotional.
Collaboration & Participatory Governance

• Emotion isn’t bad—rather we must accept our and others’ emotions without prejudice
• Develop emotional intelligence and self-regulation
• Reframe “resistance” as feedback