

Five Strategies for Navigating Tricky Workplace Dynamics (Lori Cohen)

1) Respond rather than react

- There is space between the stimulus and the response
- Stephen Covey – We have space in that gap to choose our response
- Man's Search for Meaning – Victor Frankl
- Stimulus – What happens
- Response – What you do
- What happens between a stimulus and response? Nanoseconds!

Stimulus

Response

What happens >>>>> Feelings, Physical Sensations >>>>> Choice >>>>> What you do
Words, Actions, Events Memories, Associations

Choice

- 2) In reactive mode, sympathetic nervous system activated
- 3) Increased adrenaline
- 4) Amygdala hijack
- 5) Fight, flight, freeze, fawn
- 6) More immediate, less skillful

STOP

- **S – Stop** what you're doing. Don't proceed. Pausing increases your capacity to make better decisions
- **T – Take a breath (or three).** Breathing helps activate your parasympathetic nervous system.
 - Square breathing (In 4, hold 4, out 4, hold 4)
 - Breathe out longer than you breathe in (In 4, hold 7, out 8)
- **O – Observe and label your emotions.** Work on knowing emotions better so you can know them and name them.
 - Notice emotions or physical sensations, withhold judgement, characterize their shape, color, etc.
- **P – Proceed**
 - Choice to respond – Breathe to decrease adrenaline and cortisol. Access to prefrontal cortex. Parasympathetic nervous system engaged. Notice emotions, sensations, memories. Choose response.

2) Listen with intention

- Three levels of listening:
- Internal – Level 1 listening. We are always listening to our personal filters. Plotting your next argument. Judging others.
- Focused – Level 2 listening. They get the details of what the person is saying; documentation
- Global – Level 3 listening. Big picture, affective listening. Picking up someone's energy or when they are withholding. Empaths, heart-centered people.
- Just like we can choose our response, we can choose our listening mode
- When dealing with a difficult person, turn down the level 1 listening. Turn down the judging listening.
- Turn up the level 2 listening. Come from a place of curiosity, listen to understand.
- Turn up level 3 listening. Increase compassion, listen to empathize.
- Practice these skills in your daily practice so then you'll have the skills when the heat is on in tense situations.

3) Focus on your sphere of control

- We can't change other people. Their choice to change is on them.
- What you can control
- What is outside your control?
- What can you influence?
- What can you control?
- Making a list with post its – all three areas above. Keep the notes about what you CAN control at the top of mind.

4) Plan for what you want to see

- Design your response for what you want to see, not what you're defending against
- THINK
- T – Target the topic (What do you need to talk about?)
- H – Honor the relationship (What's important about this relationship?)
- I – Inventory the other person's strengths and values? (What matters to them?)
- N – Navigate potential barriers (What might get in the way? How will you address it?)
- K – Know your approach (How will you show up? What will you say? Think of some sentence starters to help you get to what's core. Think about some responses you might anticipate)

5) Repair and reset

- What if you have caused harm?
- How might you have contributed to this dynamic?
- STOP (Stop, Take a Breath, Observe Emotions, Proceed)
- Increase curiosity and compassion, for yourself and for others
- Curiosity – What happened internally? What is going on with the other person?
- Focus your energy on what you can control
- THINK – It's ok to say, I am not in a position to talk about this right now.

Repair

- Take responsibility
- Apologize
- Accept the consequences
- Make different choices
- Don't expect forgiveness
- Reset from where you are
- It's never too late to reset team culture / company culture / classroom culture
- What will help you repair and reset this situation?

AI Productivity Tools to Support Administrative Efficiency (Jim Dunnigan + Corrie Wilder)

Share your journey with AI tools – What are you using and how is it impacting your work?

- It's already part of a lot of things that we don't even realize
- Tried using it for making a schedule
- School opinion – are they accepting of AI or resistant to it?
- Copilot (Microsoft AI)– Used for figuring out which books are fiction / nonfiction
- Used to create a logo for an event (Fall Harvest)

AI Platforms

- Copilot – Best option for emails / text
- Claude – Another great options for emails / text
- Gemini
- Chat GPT – Don't use my info for training (settings)
- Adobe Firefly – Images
- Dall-E – Artwork

What is generative AI?

- Traditional AI – Rule base computing calculators

- Traditional AI – Pattern recognition
- Generative AI – Creative adaptive AI
- AI is built on a large neural network, much like ours. It takes massive amounts of data and breaks them down into small pieces (tokens) and puts them together in a novel way.

How does it do that?

- Trained on large amounts of text from the internet
- Breaks it into small parts (tokens)
- Prompt > completion. Generates
- Claude \$20 per month, paid version
 - Paid versions are trained on larger amounts of data.
 - On the free versions, you have a limit on the number of questions you can ask.
 - Paid version has the chain of thought reasoning. Much more sophisticated thinking and reasoning.
- Moving forward large language models will be more and more integrated into existing software

Human in the Loop

- AI models can hallucinate – confidently generate incorrect outputs
- Use AI as a starting point, not the final answer
- Refine and fact-check AI generated content
- Blend AI responses with human expertise

Student Privacy & Record Security

- Legal compliance: FERPA, GDPR etc.
- Data protection
- Transparency
- Trust Building

AI is WEIRD

- Western
- Educated
- Industrial
- Rich
- Democratic
- Need to be specific and tell AI to include underrepresented voices
- African American users feeding in code switching, African American vernacular

The Big Three

ChatGPT (Microsoft + Open AI)

- Versatile and flexible
- Create and use custom GPTs
- Strong analytical capabilities
- Allows uploads
- Includes image generation

Claude (Amazon)

- Simple to use
- Conversational approach
- Responses are very “human”
- Does not use your data for training

Gemini (Google)

- Coding and theming
- Summarization / data exploration
- Large token window
- Sentiment analysis
- Mixture of

Prompting 101

- Ask specific questions
- Provide context
- Encourage open-ended thinking
- Iterate and refine

Claude account – kmeredith@eastsideprep.org / Eagles25!

Leadership Styles: Recognizing and Adapting Your Approach (Danielle N. Adams-Wiltshire - <https://www.queensuitecoach.com/>)

- Your story matters, it’s the background of who you are and how you lead
- Define and identify leadership styles

Exercise

Inbox

- Empowering administrative professionals
- Transparency
- Inclusive leadership
- Networking and relationship building
- Strategic thinking
- Work life balance

Spam

- Prioritizing hours over output

Archive

- Micromanagement
- Meetings for everything
- Rigid hierarchies
- Conflict avoidance

Delete – “Because we’ve always done it this way” mindset

How is the story of your leadership evolving for you?

3 Leadership Philosophy Models

Transformational vs. Transactional Leadership

- Operate with an opportunity-focused, empowering, co-creative energy
- Inspire team through purpose, growth, shared vision

Servant Leadership

- Prioritizes service, empowerment, and the growth of others

Authentic Leadership

- Requires self-awareness, transparency, purpose-driven leadership
- Leaders operate with integrity

Transformational Leadership

Advantages

- Encourages creativity in problem-solving and workflow problems

- Provides opportunities for growth and leadership development
- Fosters a purpose driven work-environment

Disadvantages

- May come with unclear expectations due to focus on big-picture goals
- Can lead to overwork and overwhelm

Transactional Leadership

Advantages

- Clear expectations, structure, consistency
- Rewards and recognition create motivation and sense of accomplishment
- Well-suited for detail-oriented and process driven roles

Disadvantages

- Can feel rigid and limit creativity in how tasks are approached
- Less focus on personal development or leadership growth
- Heavy emphasis on performance metrics that may be unrealistic

Servant Leadership

Advantages

- Fosters a supportive environment and collaborative work environment
- Empowers admins by valuing their insights and contributions

Disadvantages

- Can lead to slower decision making due to collective input
- Overburdened and extra resp without clear boundaries

Authentic Leadership

Advantages

- Encourages open communication and trust between leaders and admins
- Provides a strong sense of purpose

Disadvantages

- Leaders may overshare which creates stress
- Requires a high level of emotional intelligence
- Can be difficult in bureaucratic organizations

The Shift – From Resistance to Resilience

Resistance Mindset

- This is happening to me
- Focused on problems and limitations
- Change is a disruption
- Reacting out of fear

Resilience Mindset

- This is happening for me
- Focused on opportunities and solutions
- Change is a catalyst for growth
- Responding with awareness

Reframing Limiting Thoughts

- I know this already > What can I learn from this?
- This won't work for me > How can this work for me?
- I don't want to > The impact I want to have is ____?

The impact I want to have with my leadership style:

- At work – Someone who people look to for guidance, someone who knows how to use resources, find answers, and support the mission of the school.
- In my life – Help people discover tools and resources to live their healthiest life, mentally, physically, and spiritually

Empathy – the ability to understand how other people are feeling

The ancestor of every action is a thought – every person has beliefs, core values, and experiences.

What's the TEA? Thoughts / Emotions / Actions

Mindset: The Internal Operating System

- Mindset is your core belief system – how you perceive yourself, challenges, opportunities. It sets the stage for how you think, feel, and lead

Paradigms: The Lens Through Which We See the World

- Deeply held patterns of thinking – the mental models that shape how we interpret

- Leaders – create space for shared work and collaboration. Leaders create, guide, and facilitate.
- Influence – you sit at the intersection of strategy, intersection, and relationships
- The glue / the bridge
- How do we lead with influence rather than positional authority? Authentic leadership style
- Advocating for change without creating resistance
- Thinking like a business partner rather than just a doer. Not just executing but shaping. What are the trends or shifts in our industry? In our school?
- Leadership is about influence, impact, foresight, action. It's about relationships, communication, and listening.

Find your leadership style:

<https://onedrive.live.com/?redeem=aHR0cHM6Ly8xZm1zL2lvYy9hMTIzNjQzNGY3MzAwNWwNRjL0VWcDY4bktmVnMxRGlUWFBIWDBFRWlrQmlod3c4QzRGRFpDaEJLOGRPUDd1ZXc%5FZT1IRklsS0Q&cid=A1236434F73005DC&id=A1236434F73005DC%21s72f27a5a569f43cd8935cf6edd041229&parId=A1236434F73005DC%211017&o=OneUp>

The Power of Feedback: Building a Culture of Continuous Improvement (Danielle N. Adams-Wiltshire)

- Employees are 3x more engaged when they receive daily feedback rather than annually
- People might worry that it's always going to be bad, but that's not true
- 69% would work harder if their efforts were more recognized
- It's expensive to replace top talent – you want to retain your people

What is one area of your work where receiving feedback would enhance your effectiveness?

- Stress management and anxiety awareness
- Working with a team

Think about the worst feedback you've ever received?

- What did you think about after?
- How did you feel at first?
- How do you feel about that feedback now?
- What lessons did you pull from that experience?
- Were those lessons growth-oriented or fear-based?

Redefining Feedback

- What would change for you if your paradigm for feedback shifted?
- You get to decide how you grow / being seen / realizing that not all feedback is negative
- A lot of people don't ask the right things

Leadership Styles + Feedback

- Transactional Leadership – Will receive feedback as long as it aligns with existing structures
- Transformational Leadership – Focused on forward thinking and not looking back
- Servant Leadership – Lots of empathy, care, kindness. Could be couched in looking for kindness. Focus on how improvements will benefit the individual and the team.
- Authentic Leadership – Values-based. Their values align with the organizational values. They may even consider where they are before they offer the feedback. They have a lot of self-awareness. Values honesty and transparency.

Extracting Actionable Insights

- Self-Awareness – Gain insight into your strengths and blind spots by seeking feedback on how your emotions and behaviors impact your performance and interactions
- Self-Regulation – Identify areas where you can better manage stress, adapt to challenges, or improve your response to difficult situations through constructive feedback
- Motivation – Understand how others perceive your drive, work-ethic, goal-setting approach to enhance your resilience and leadership effectiveness
- Empathy – Seek input on how well you understand and respond to the emotions and perspectives of others to strength your relationships and team dynamics
- Social Skills – Communication, collaboration, and conflict resolution with others

7 Steps to Ask for Feedback Effectively

- Identify your purpose
- Choose the right person
- Ask specific questions
- Be open and receptive
- Clarify and reflect
- Thank and apply
- Follow up

Selecting Appropriate Feedback Sources Based on Individual Needs and Goals

- Supervisor / manager
- Peers / Colleagues
- Subordinates / team members
- Mentors / coaches
- Clients / customers