

**DIGNITY AT WORK  
ENHANCING WORKPLACE RELATIONS**

**SAMPLE**

**WHOLE STAFF WORK SHOP 1  
STARTING THE CONVERSATION**

**&**

**PREPARING THE GROUND**

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# .b

- **Being calm** is a super power.... (Brené Brown)
- Huge demands on you in school to remain calm - 'if Mom ain't..'
- It takes practice
- We are more likely to be our best selves when we are **well, calm** and **ask questions!**
- Breathing great way to re group - **7/11 Breathing**



# CHECK IN CIRCLE

- **Social Capital** aka 'good will' - nourished by connection
- **Building Connection is an investment** in positive school culture.....
- Connection builds **Empathy**.....protective factor
- All about relationships....with everything!
- Valuing Relationships - what does that mean/look like?
  - Means **taking the time even when you do not seem to have it!**

## CHECK IN

- Name, role & school context
- Scale your energy 1-10
- A Favourite Movie/Box Set?



**OVERVIEW AND RATIONALE  
FOR ADOPTING A  
DIGNITY AT WORK CHARTER**

**STARTING THE CONVERSATION**

# CONFLICT

“Peace is not absence of conflict, it is the ability to handle conflict by peaceful means.”

Ronald Reagan

- Where do you stand on Conflict?
- Do you know someone who thrives on a bit of conflict?
- We are being watched!
- You are always communicating.



## 3 x Rs



### Rights, Roles, Responsibilities

#### ➤ Key Questions

- All members of the school community have a **Right** to be treated with dignity at all times?  
**True or False?**
- All members of the school community have a **Role** to play in this?  
**True or False?**
- All members of the school community have a **Responsibility** to ensure dignity is upheld?  
**True or False?**
- If this is true - how do you make it happen?
- **Answer: Engage in DaW PROCESS** - give time to discuss
- Must be owned, agreed and understood by all

# KAIZEN

**Kaizan...change for better...do not reinvent - improve upon**

- **INTO Working Together\*\*\*\***
- IPPN Supporting Each Other
- IPPN Dignity at Work Policy
- Siobhan Allen 's Building Healthy Relationships
- DES Circular 40/97 Assaults on Staff in Primary Schools
- Health & Safety Authority Code of Practice for Employers and Employees on the Prevention and Resolution of Bullying at Work (2007)
- Employment Equality Act 1998
- **Teaching Council Code of Practice Professional Standards**
- Difficult Conversation Format Dr.Joe O'Connell
- Communication Res Bundle IPPN
- Circular 49/2019 - Grievance Procedures

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# SCENARIOS



- Jennifer never has a good word to say about Sheila. She often rants about her - yet people are afraid to call her on it.
- Nora's negativity has become toxic and she never has a good word to say about any school initiative- people are intimidated by her big personality.
- One of the SNA's has a doctorate and feels undervalued as an SNA and believes she is more qualified than most of the other staff including the Principal – her attitude reflects her resentment.
- There is a growing tension between Aine an SNA and Martha the classroom teacher over role boundaries.
- Parent - Mr Murphy - has barged in AGAIN and given out to his child's teacher in front of the class. It's not bad - but its humiliating. The Principal is on Maternity leave .
- A teacher is continuously shouting in her class - it has been noted by the Principal but how does she address it?
- The Chairperson of the BoM has spoken in an abrasive and harsh way AGAIN to the Principal.....
- ***Chair of Parents Council complains to Chair of Bom about the Teacher /Principal***

# ACTIVITY/SCENARIOS



- A colleague snubs you on the corridor - 3<sup>rd</sup> time this has happened....
- ***A colleague is screaming at a child in yard - it has happened before.***
- You feel more comfortable at one table in the staff room and would rather eat alone than have to sit at one of the others.
- One of the Temp teacher's is not being kept on next year and her friends on staff are really annoyed - snide remarks are being made about the person who is being kept on.
- There is tension between junior and senior members of the SET.  
It is starting to spill over into staff room atmosphere
- A parent/other teacher has torn strips off you at the door (your class has heard it all) and you are desperately upset - it has happened before and others are daunted by this mother too...  
CP issue???
- A parent makes snide remarks about your ability / dress.
- It comes to your attention that a colleague has yet again criticised your handling of a situation.
- ***Parent posts derogatory comments about a staff member/school on social media***

**Brief discussion on** : how would having a known, agreed and understood DaW help and how might it be used to address these issues?

# THE PURPOSE OF ADOPTING A DAW POLICY

- Promote **Respect, Equality and Fair Process** in the workplace - not leaving it to chance -
- **Outline and clarify** what is clearly acceptable and appropriate behaviour for us **ALL**
- Ensure **Whole School Community** is aware what constitutes 'unacceptable' behaviour
- Provide a **mechanism/road map** with which to deal with unacceptable behaviour and or conflict when it arises

- Q: Policy or Charter?



## UN-MET NEEDS



- Behaviour is driven by our unmet needs.
- As educators we are always asking ourselves...  
'what need is not being met in this child when they are behaving like this?'
- As adults playing a variety of roles we can/ should ask the same question in a variety of contexts.

# MEETING NEEDS - WILLIAM GLASSER

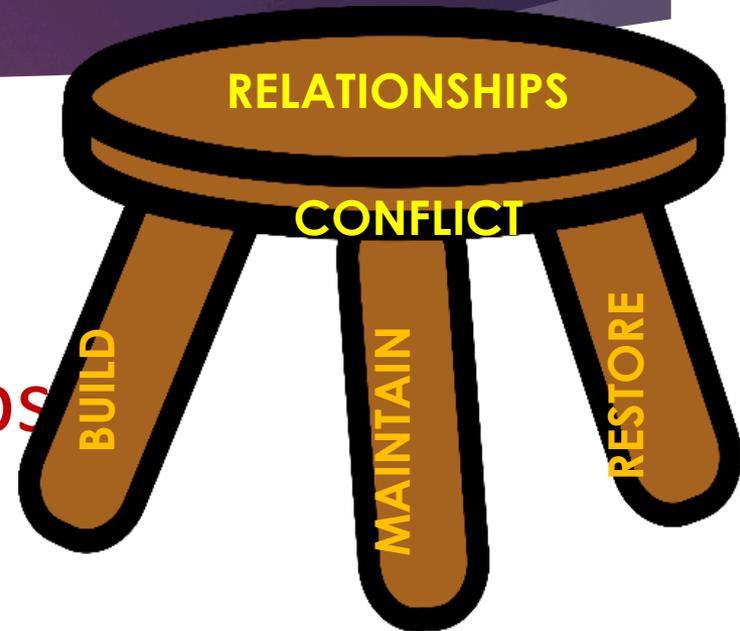
- Survival - Old Brain (Amygdala)
- Love & Belonging
- Power & Value
- Freedom
- Fun



- Is your school/staffroom/classroom a need fulfilling environment for adults as well as children?
- Take a moment to reflect what needs need more nurturing
- Keep these needs on your radar as we go...

# RESTORATIVE PRACTICE

- Building Relationships
- Maintaining Relationships
- Restoring Relationships
- **Managing Conflict** - when it arises.
- RP Questions - **What Happened?**



STARTING POINT....  
IF IT'S TO BE IT'S UP TO ME  
- SELF CARE -

Relationships are not projects. Focus on upgrading the one person you do have the power to change...

**YOURSELF**

[WWW.LIVELIFEHAPPY.COM](http://WWW.LIVELIFEHAPPY.COM)

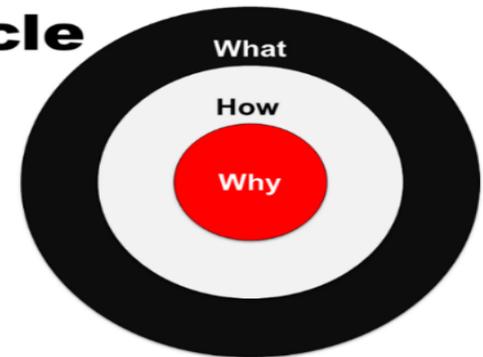


# WHY HAVE A DIGNITY AT WORK POLICY?

## 'Cos that's the Why!

- Individual Responsibility -
  - If it's to be it's up to me!
- Accountability - mechanism
- Collective Responsibility - platform
- 6 - 8 hours + per day in work.. Best life!
- Culture of Improvement - Good to Great!
- Well Being\*\*\*LAOS 2016
- Protective Factor in itself\*\*\*
- Professional Conversations - Time
- JCB vs CCC

## The Golden Circle



<http://www.startwithwhy.com/>

# HIDDEN CURRICULUM

## (CORE AREAS CONTRIBUTING TO OUR WORK PLACE CLIMATE)

How are we with looking after and dealing with....?

- Roles and Responsibilities
- **Blame & Accountability**
- **Communication Awareness**
- **Conflict - Where do you stand?\*\*\***
- **Values - personal and collective**
- **Vision & Ethos - dead or alive?**
- **Basic Needs - creating needs fulfilling climate**
- **Fair Process**
- **Culture of Nurture - Wellness - Start with Yourself**



# CIRCLE OF CONTROL CIRCLE OF INFLUENCE

1. Change... Educ landscape ...Roles....SEN....SNAs
2. Economic Crisis
3. Embargo on Posts
4. Pay cuts
5. Building Projects
6. Traffic/Parking
7. WSE's
8. School atmosphere
9. Personal attitude
10. Helpfulness\*\*\*
11. Courtesy



**DIGNITY AT WORK**

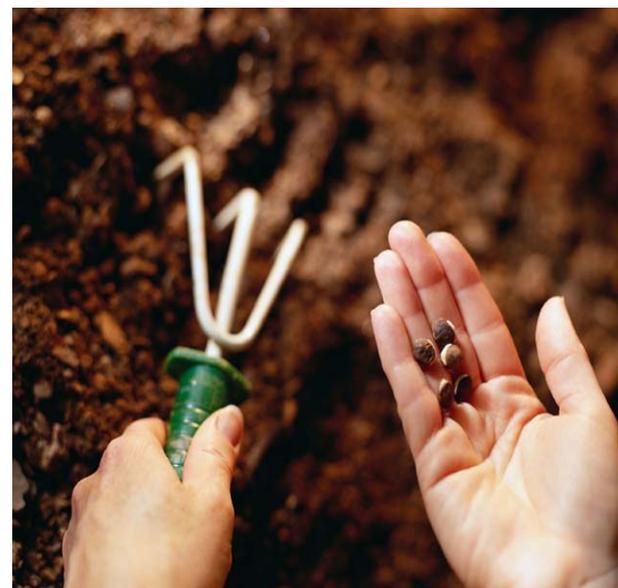
**PREPARING THE GROUND**

**HOW ARE WE DOING ?**

**WHOLE STAFF SESSION 1**

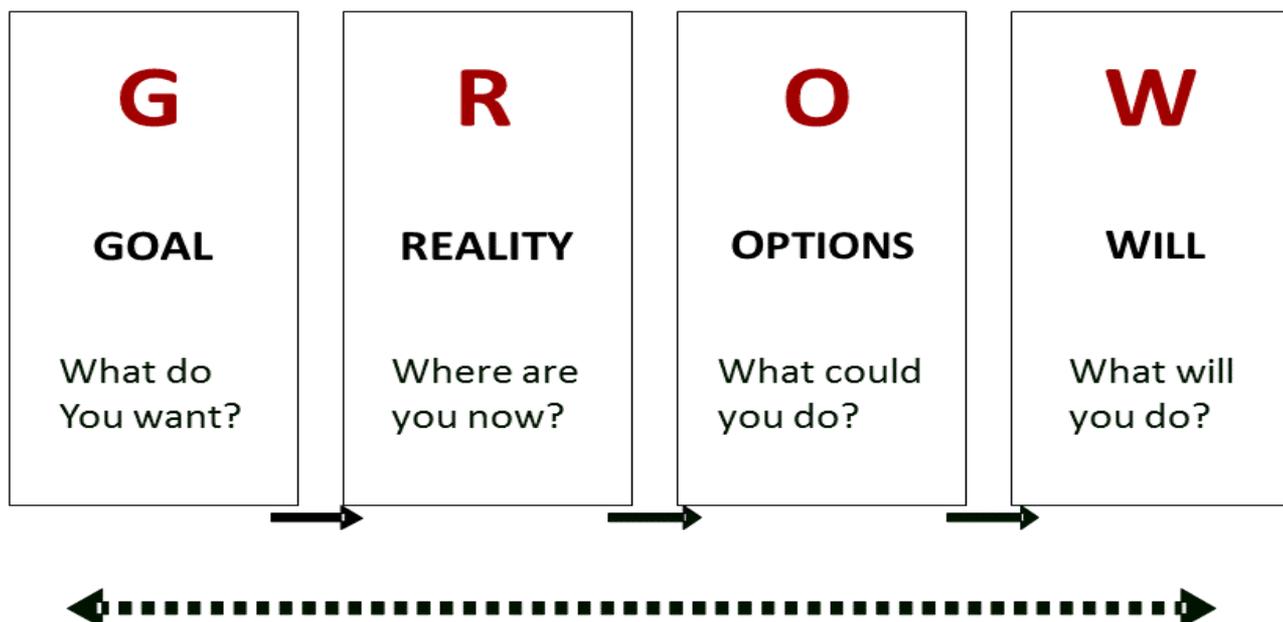
# THE AGENDA FOR SESSION 1

- **Use of the GROW** model as the structure for change
- **How are we doing?**
  - **Our school's reality/context/Hidden Curriculum**
  - Some **scenarios** - what ifs?
  - Asking the hard questions – Work Place Survey
- **Rights, Responsibilities & Roles**
  - **Helpfulness**
- Positive **Communication 1 & 2** - SWOT
- **Self Awareness**
- **Fair play/process**
- **Saying Sorry and moving on!**
- **Video on Blame – Brene Brown**
- Positive **Communication 1 & 2** - SWOT
- **Interactive session – time to talk and reflect**



# MAKING CHANGE A REALITY

## Grow Model



# G- GOAL - KAIZAN & KISS

To develop our own **Dignity at Work Charter**

(set of expectations) to include:

- Clear expression of our school's **Values**
- Powerful inspiring **Vision Statement**
- Expression of **Rights & Responsibilities**
- **Mechanism** for addressing conflict
  - Commitment to surface '**Not Nice**' behaviour rather than let it get toxic (RP style Qs)
- Buy in and sign up to your DaW the charter



## R- REALITY - REALITY CHECK

### ➤ Is our school a great place to work?

(LAOS 2016: Culture of Improvement, Well Being)

#### Need to look at

- Values - known, owned and lived
- Vision- does it reflect our core values?
- Roles, Rights and Responsibilities- is there clarity?
- Communications - how are we on this?
- Fair process - perception?
- Mechanism for conflict resolution – how's ours?



# 12 CHARACTERISTICS OF A GREAT PLACE TO WORK

1. Clear **Vision** & Identity - shared
2. **Honest Leadership**
3. Flexible growth for employees
4. Culture of **Collaboration**
5. As little politics as possible
6. Promotes **Meritocracy**
7. Open **Communication**
8. Honest feedback welcomed
9. **Fun** Atmosphere
10. Passionate people
11. **Approachable** leadership
12. Great environment - energetic, creative



(Robert Levering)

# ROLES & RESPONSIBILITIES

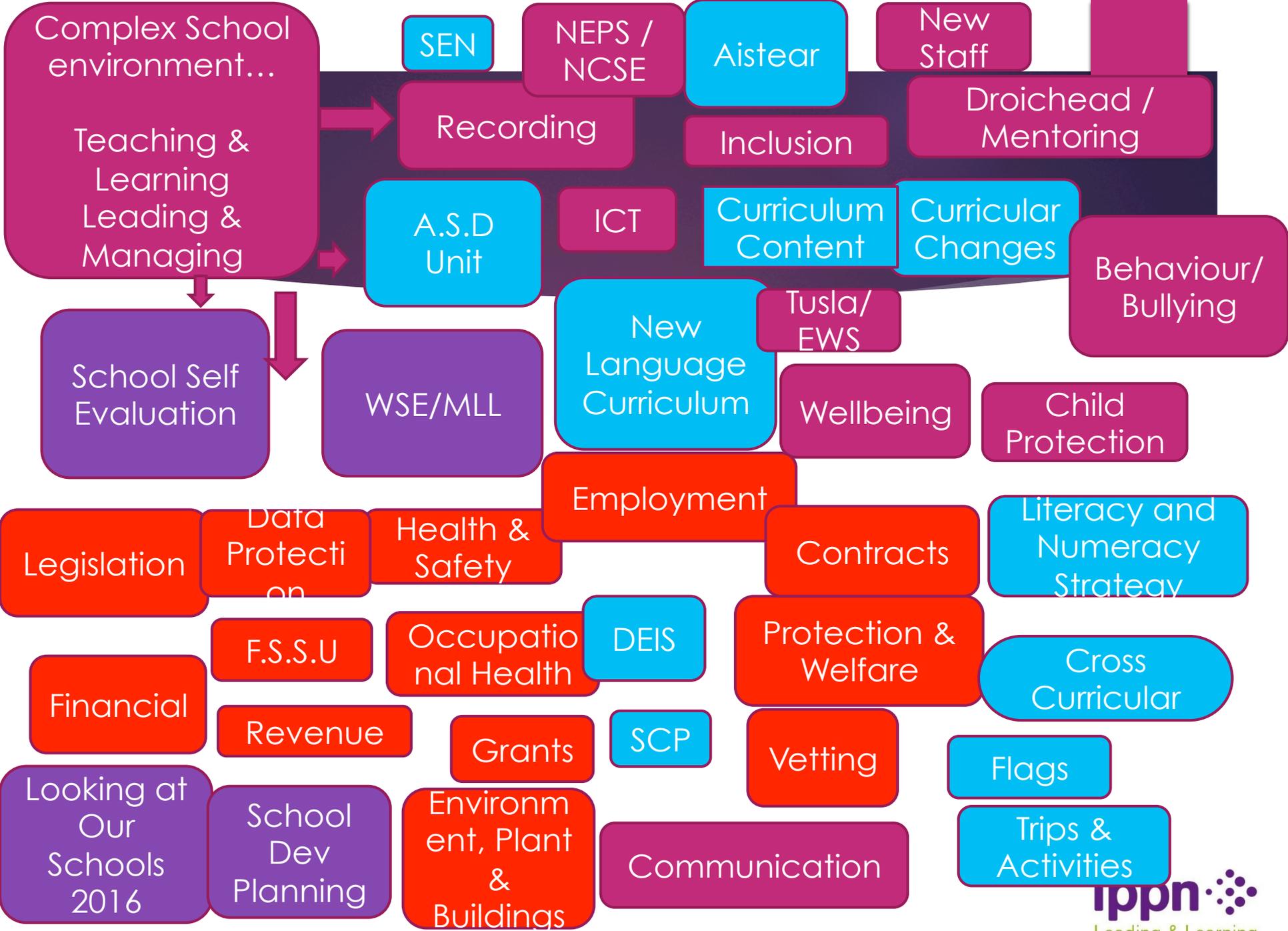
- **Multiplicity of Roles** ....role clarity crucial
- **With Roles come Responsibilities for...X,Y,Z**
- **Being Professional....Respecting the role of others**
  - **Confidentiality** - 'need to know' basis.... integrity
    - We all hold personal data on each other....gossip - **GDPR**
    - **Personal/Collective Responsibility** on all to protect the dignity and privacy of all



# AR SCATH A CHÉILE A MHAIREANN NA DAOINE



- Takes a team to run a school.....
- A good school atmosphere starts with a willingness to give
- Need to respect the role the other person plays and be aware of boundaries
- **The value of Helpfulness** – TED Margaret Heffernan





# RIGHTS

Take a moment to reflect...

- Who has the right to be treated with Dignity in your school?
- From whom should you expect to be treated with Dignity – Colleagues, Students, Parents?
- Helpful to stay aware of....
  - **Intent vs Impact - Sorry, Forgive, let it go!**
  - **RP Culture - no shame, no blame – win win**
  - **KEY is for us all to keep CCC on radar**



# RESPONSIBILITIES TOWARDS OTHERS

- **Do we have a responsibility to behave..... in an acceptable way?**
  - Our school's Brand - what is it the 'St Marmaduke's' Way?
  - Values... Vision...Ethos - ..how do we hold people to account?
  - **Blaming is the enemy of Accountability - VIDEO\*\***
  - Responsibility to show/**model respect** & safeguard the **dignity** of all.
  - **'Skin in the game'** sign up to make the effort to engage - to be our best selves in work - Getting the Buy in
  - **The Well Metaphor!** Filling Buckets -
  - Dignity at Work Policy lays down the line



# THE HARD QUESTIONS... DRILLING FOR THE REALITY

## 4 min Staff Discussion - small groups and feedback

- Is our school a great place to work - **for everyone?**
  - What is my/our role in it?
  - What are my/our Rights?
  - What are my/ our responsibilities in relation to making this a good place to work?
  - How can I/we all work to make it even better?
  - **How do we hold each other to account?\*\*\*\*\***
- Work place Survey? **Scale it NOW\*\*\***

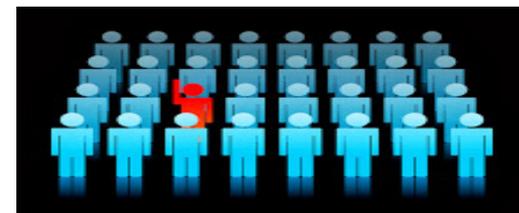


# MORAL COURAGE

“**Courage** is the most important of all the virtues, because without courage you cannot practice any of the other virtues consistently. You can practice any virtue erratically, but non consistently without courage.”

Maya Angelou

- What do we do when we encounter something that is not acceptable?
- Are we courageous?
- Do we turn a blind eye and then gossip about it?
- Do we feed a gossip mill?
- Do we blame and b\*\*\*h or do we hold to account?
- Take a little feedback....



## O - OPTION

“Between stimulus and response there is a space.  
In that space is our power to choose our response.

In our response lies our growth and freedom.” Viktor Frankl



- Declan Coyle - **Green Platform**
- Your response when you are stretched, stressed & vulnerable?
- Importance **Self Care - cannot be over emphasised**
- DAW - Something to lean on when the going gets tough

# WHO IS TO BLAME?



Dr. Brené Brown

# COMMUNICATION 1

## **‘The ability to control my emotions and actions sets me apart from other men’** (Navy SEAL Creed)

- Well being - huge contributor to how we communicate
- Communication - 2 way responsibility
- Dignity at Work rests on effective Communication
- 7, 55, 38 Rule - Words, Body, Tone
  - We need to mind our language - what we say and how we say it
  - Apparently ‘harmless’ jibes.....
  - Intent and impact - sensitivity and awareness
- **You are NEVER not Communicating**
- **Is it ok to take my bad humour out on my colleagues/pupils?**



# COMMUNICATION 2

## '5 Principles of good communication (Brent Gleeson)

- Be present
- Ask the right questions
- Speak less listen more
  - (Sinek: Why Leaders should be the last to Speak)
- Work on emotional intelligence - listen for the feeling
- Stay calm, positive and respectful - **Wellbeing**



# ON SAYING SORRY

- When you've done something wrong admit it.  
No one has ever choked to death by swallowing his/her pride.
- It takes a strong person to say sorry and an even stronger person to forgive.
- 'Holding on to a grudge is like drinking poison and hoping the other person will die!'



# COMMUNICATION - SWOT

## WHOLE STAFF ACTIVITY/SWOT TYPE ANALYSIS

(Before starting group work - take a moment to personally reflect on how you think you are as a staff at communicating.)

### In terms of Communication...

- **Group 1** - What do we do well as a staff?
- **Group 2** - What do we need/could we do with doing more of?
- **Group 3** - What opportunities do we make as a staff to stay connected?
- **Group 4** - What **will I personally** commit to do daily to improve how I communicate?



10 mins in 4/5 groups - **record outcomes** - identify champions.

# FAIR PLAY - RADAR

## What we practice becomes our practice

- Fairness is a Muscle....how fit is your fairness muscle?
- What does being Fair look like? Perception is reality!
- How does it **feel** if we are unfairly treated?
- The pet.....
- Stay aware of being Fair – Fair process\*\*\*
- Think of a time when you were unfairly treated...



## Exercise in groups

1 mins - how I feel if treated Fairly List the words

1 Mins - how I feel if I am treated unfairly - list the words

**Take 2 mins now and chat in Triad/Groups**

# ACTIONS NEEDED BEFORE NEXT SESSION

Before **Whole Staff Session 1** closes the following actions must be agreed and put in place:

- Form Committee made up of full staff representation
- Agree date of first committee meeting
- Agree next full staff DaW session
- Committee Take Work Place climate Questionnaire and collate
- Committee circulate actions agreed on connecting more
- Values - all staff submit their top 5 values by....end of next week?

Let's **DO** this