



RESPECTFUL ENGAGEMENT: At a Glance

Respectful Engagement is being present to others, affirming them, communicating and listening in a way that manifests regard and appreciation of the other's worth.

Strategies	<i>Pledge & Skills for Building Respectful Engagement</i>	Tips
Engage in Respectful Conversations	<p><i>As professionals we promise to engage in respectful conversations</i></p> <ol style="list-style-type: none"> 1. Convey presence 2. Be Genuine 3. Communicate Affirmation 	<p>Turn your attention to your colleagues,[†] resist distraction, invite engagement, be careful about body language</p> <p>Speak and react honestly, have a deep interest in colleagues and create opportunities to authentically convey interest in others</p> <p>Actively look for the positive in your colleagues and affirming their situations</p> <p>It is particularly important to avoid contempt, defensiveness, stonewalling, and criticism.</p>
Effective Listening	<p><i>As professionals we promise to practice effective listening</i></p> <ol style="list-style-type: none"> 1. Listen empathetically 2. Listen actively 	<p>Put yourself into your colleagues' shoes intellectually and emotionally. Rephrase content and reflect feeling: understand the intellectual and emotional sides of the communication, help your colleagues to work through thoughts and feelings.</p> <p>Paraphrase - express in your own words what you heard your colleagues say</p> <p>Summarize - try to pull together your colleagues' ideas and feelings</p> <p>Clarify - ask questions and inquire to ensure that you understand the full picture, the points and meaning</p> <p>Solicit feedback on how well your colleagues think you are listening</p>
Supportive Communication*	<p><i>As professionals we promise to communicate supportively</i></p> <ol style="list-style-type: none"> 1. Make requests 2. Be specific 3. Remain descriptive 	<p>Don't make demands</p> <p>Use examples of controllable behavior</p> <p>Don't be judgmental</p>

*Whetten, David A. and Cameron, Kim S. (2007) *Developing Management Skills* (7th ed.). Upper Saddle River, NJ: Prentice Hall. (Chap. 4)

[†] Colleagues refer to everyone we have an interaction with – coworkers, supervisors, managers, customers, patients, students, faculty, staff, etc.

Some challenges are minimized by being in an organization that focuses on building HQCs. Like any competence, building HQCs takes practice and requires a change of mindset.

Challenges	Strategies
1. Depleted Resources	<ul style="list-style-type: none"> • Keep reminding yourself of the value of HQCs. • Start small (pick an occasion where you will consciously apply an important element -- unplug your phone).
2. Power matters	<ul style="list-style-type: none"> • Notice the payoffs of what happens when you engage others respectfully. • People in higher-status roles pay less attention to those who are below them than lower-status people pay to higher-status ones, so building HQCs across levels is more challenging. Be aware of this challenge. • Ask people working for you if they experience you as being present, affirming, listening effectively, communicating supportively. • Take steps to minimize power and status differences using small moves. For example, try meeting on even ground (e.g., a conference room vs. office) and don't emphasize status differences through formal titles or other authority signals.
3. Virtual Respectful Engagement	<ul style="list-style-type: none"> • Respectful engagement relies on subtle cues of body, gesture, and voice that are difficult to convey electronically. Take measures to communicate regularly in person (to create and maintain respect).

Track important interactions in terms of the respectful engagement strategies you and your colleagues are using and the resulting outcomes.

Respectful Engagement Strategies	Myself	Colleagues
Conveying presence		
Being genuine		
Communicating affirmation		
Effective listening		
Supportive communication		

1. Try out an underutilized measure of respectful engagement each week in a relationship that you wish to energize. Practice presence. Practice affirmation by using everyday occasions to express what you value in other individuals. Practice genuineness by sharing one true experience about yourself that you have not shared before. Practice effective listening by using more inquiry and clarification questions. Use specific techniques of supportive communication (make precise, descriptive requests). Seek feedback.

2. Note where you are most comfortable respectfully engaging others and where others respectfully engage you. Tune into why these circumstances are most conducive to HQCs. Increase the favorability of circumstances for respectful engagement. Actively seek out situations where you are motivated to respectfully engage and others are likely to respectfully engage you.