

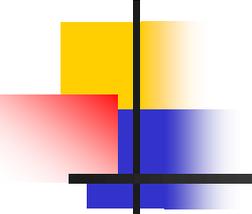
# RESPECT Day Four

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**Becoming more  
comfortable and proficient  
with third side thinking  
and acting**

# **Day Four - Bridging Troubled Waters Dangerously**

## **Agenda**



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**Reconnecting in circle**

**Reflections on final assignment**

**Review first three days one and preview day four**

**Practice deescalating conflict from the third side**

**Addressing challenges to being on the third side**

**Enlightened self-interest and holonomy**

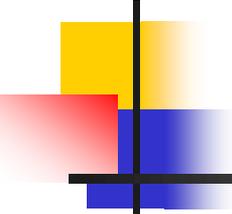
**Practice deescalating conflict from the third side**

**Putting it all together**

**Reflecting and journaling**

**Training evaluation**

**Closing circle**



# Putting It All Together

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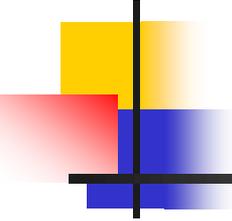
Occupying the Third Side: A Different Way of Thinking

No need to give up one's own "truth."

**No need to subordinate one's interests.**

**No need to sell out one's values.**

A need to think in terms of *enlightened self-interest* or **holomony**.

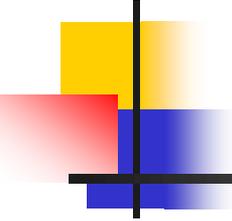


## Putting it All Together

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### Enlightened Self-Interest in Theory

When negotiating under conditions of interdependence to do as well for yourself as you can, make it possible for others to gain as well. Otherwise, the opportunity for joint gains is missed. **This is the enlightened pursuit of self-interest.**

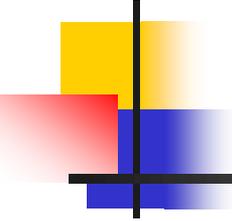


# Putting it All Together

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## Enlightened Self-Interest in Practice

When negotiating the terms of a student's IEP with other team members, to get as many of your ideas on the table and incorporated into the plan as you can, make sure others' ideas are valued and considered as well. Otherwise, the opportunity for a mutually satisfactory resolution to differences over the plan is missed. **This is the enlightened pursuit of self-interest.**

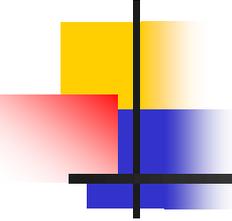


## Putting It All Together

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# Holonomy

Teams are composed of interdependent persons who are also autonomous persons. **They must cooperate by offering and inviting ideas for resolving differences in order to move forward - - come up with a durable, doable and mutually satisfactory plan to meet a child's needs.**

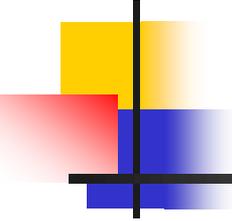


## Putting It All Together

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# Holonomy

Group members who operate in the best interests of the entire group while simultaneously attending to their own goals are holonomous. **They are, at once, independent and interdependent.**



# Putting It All Together

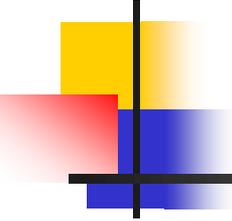
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## An Engaged Participant

A holonomous person person is an **engaged participant**.

He or she:

- **Is collaborative**
- **Opens the door for others to speak**
- **Tests consensus**
- **Listens deeply**
- **Visualizes conflict as three-sided**



# Putting It All Together

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## An Engaged Participant

A holonomous person person is an **engaged participant**.

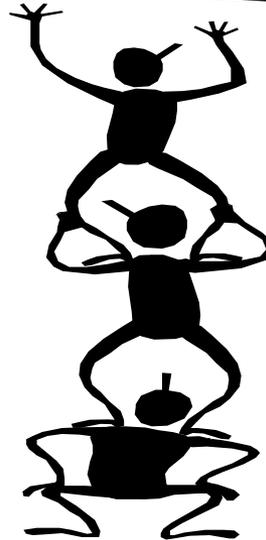
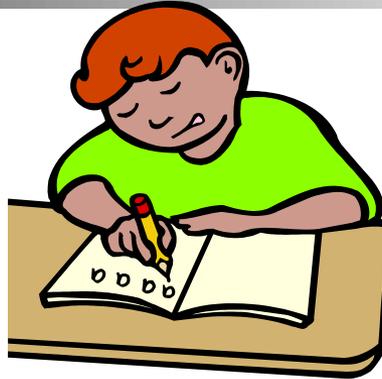
He or she:

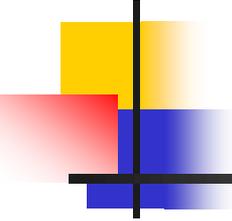
- **Is intentional - avoids reacting without thinking**
- **Is a bridge builder -- fosters dialogue, listens deeply, focuses on common ground, and encourages deeper thinking and reflection.**
- **Gently uses open-ended probes or questions**
- **Suggests mutual gain approaches for addressing concerns and invites suggestions from others**
- **Works to repair injured relationships.**

# Holonomy - Part Autonomy



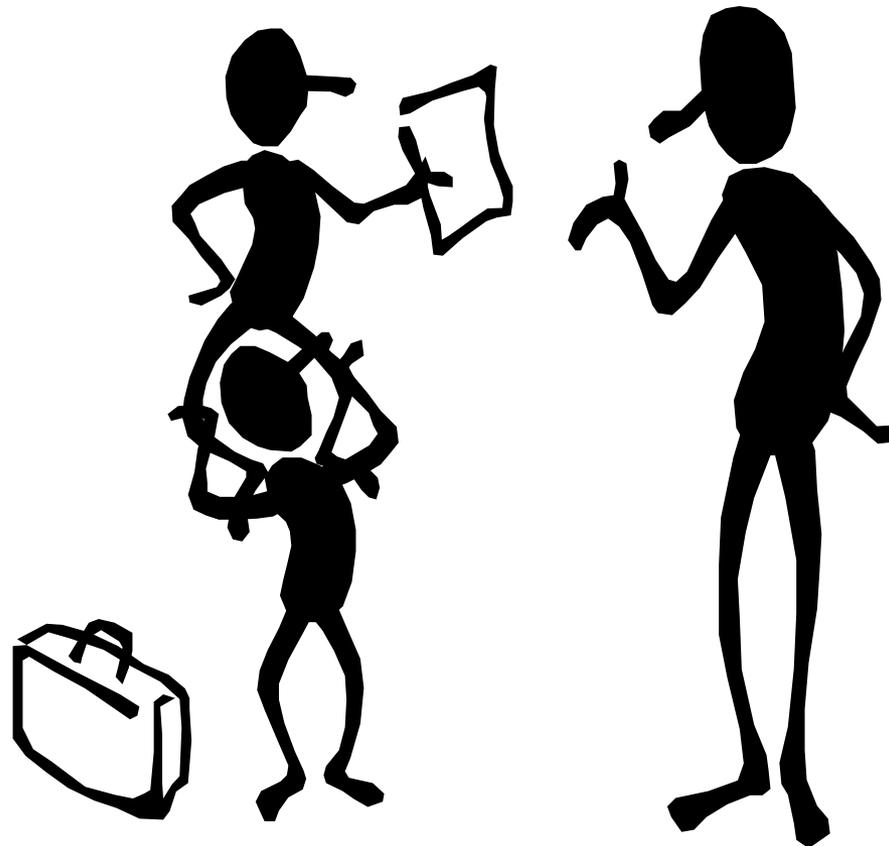
# Holonomy - Part Interdependence





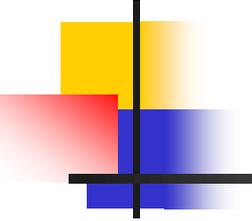
# Holonomy: $A + I = \text{Team Results}$

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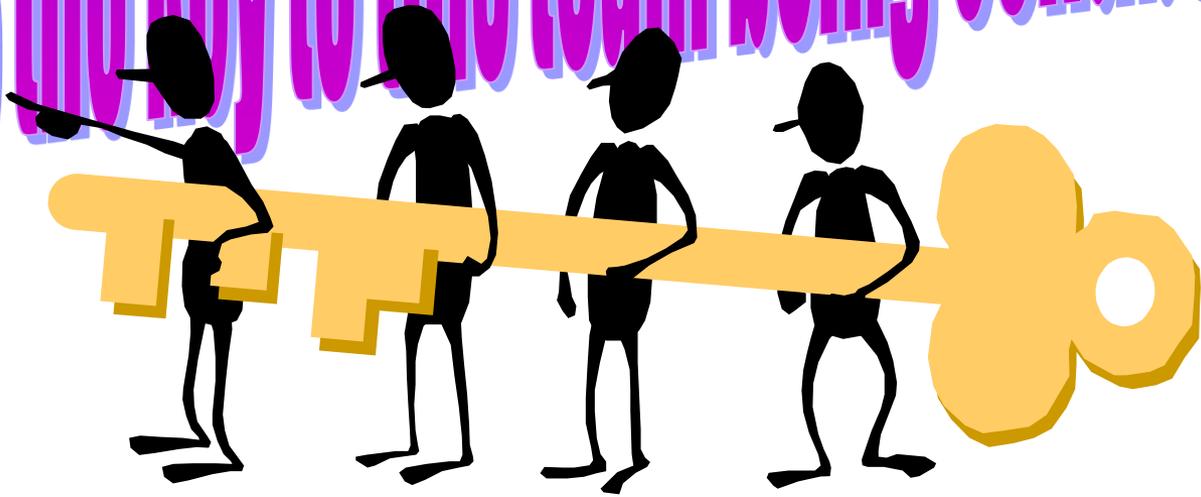


# Holonomy = Simultaneous Independence and Interdependence

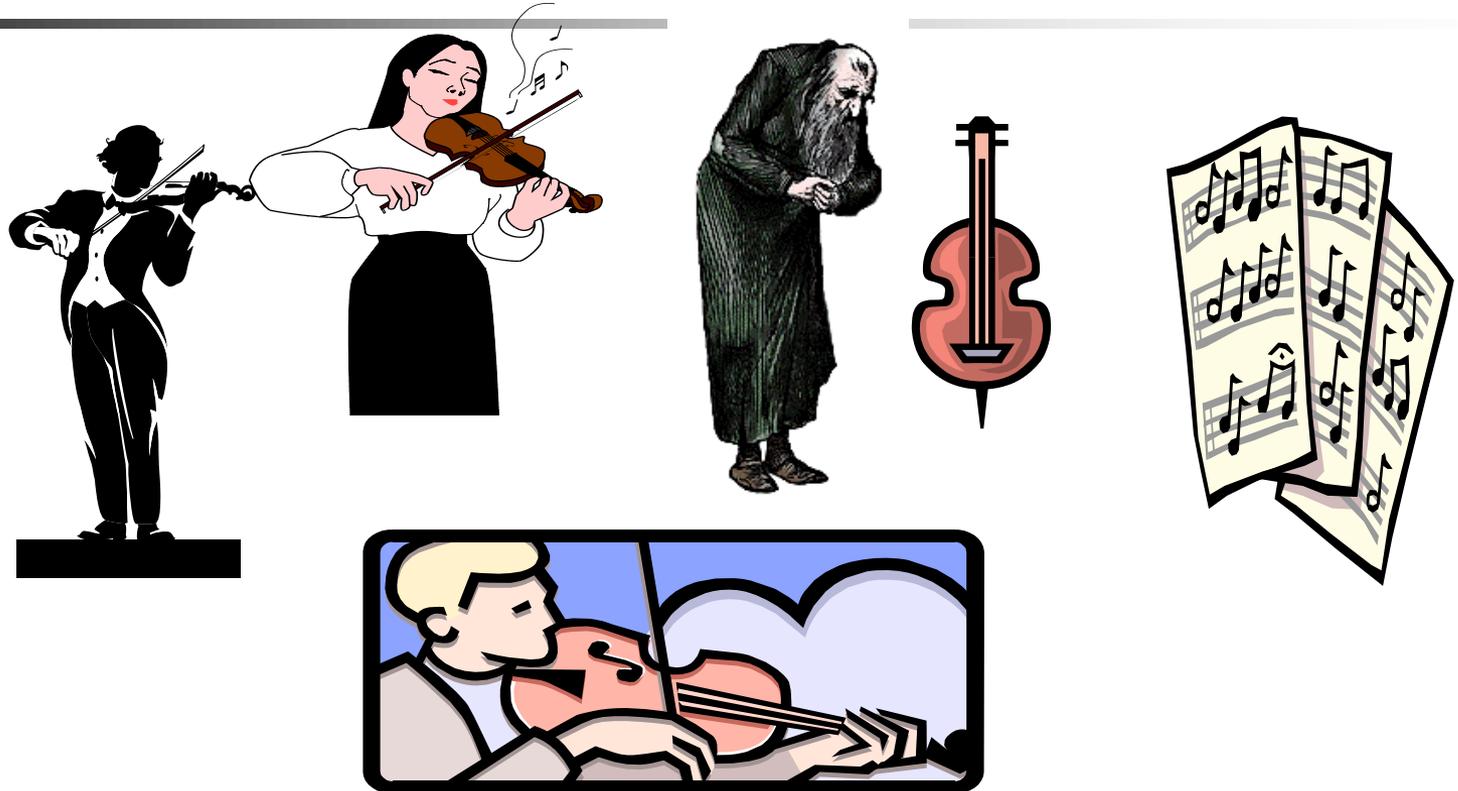


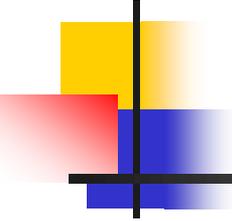


What's the key to this team being collaborative?



# Metaphors for Holonomous Teams





## A String Quartet in Pursuit of Harmony

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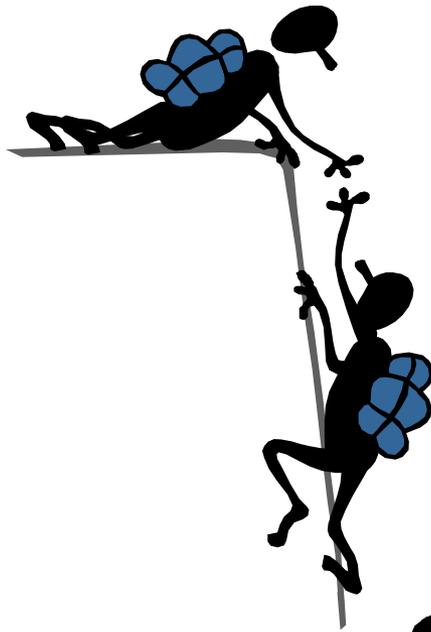
Our first concert was scheduled for February 28, and as the date approached I felt an odd discomfort...[However] the spotlight would not be on me in this debut concert, **but on us**. But, whereas before, my concert fortunes rose and fell solely on the quality of my own playing, **I was now connected with and dependent on David, John and Michael for a good performance**. How Strange! If I played out of tune, we played out of tune; if they stumbled, so did I; and if I managed to play beautifully, we would all share the credit. The responsibility pressed in on me. **My future was their future; theirs was mine.**

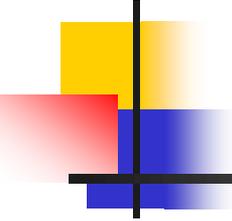
- Arnold Steinhardt, Indivisible by Four

# Metaphors for Holonomous Teams



# A Transcontinental Airliner in Search of a Safe Flight and Safe Landing

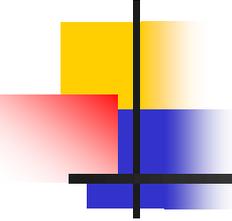




# Holonomy **with RESPECT**

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It is the quality of the  
relationships among participants that  
produces good outcomes for  
students



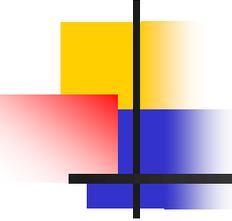
Holonomy **with RESPECT**

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***RESPECT*** enhances

***the quality of***  
***RESPECT*** enhances

***the quality of***  
***relationships***



# In Conclusion ...

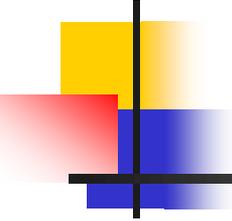
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All conflict begins, unfolds and is addressed in relationship.

**Given that, addressing conflict means inviting heart into the process.**

Meaningful conflict resolution means seeking fundamental change in the situation that gave rise to the conflict. This requires being engaged and authentic.

**Any team member may can be the third side. One must think differently than the way one is used to thinking to do so.**

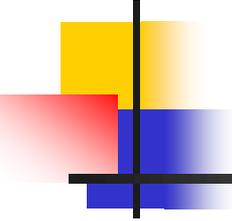


# In Conclusion ...

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**The power of an IEP (or IFSP or CST) to produce results that will meet student, educator and family needs is rooted in the quality of the relationships among team members.**

**Everyone on the team has Strengths. Those strengths can be Recognized and utilized through Peacebuilding, Empathizing, Communicating, and Trustbuilding.**



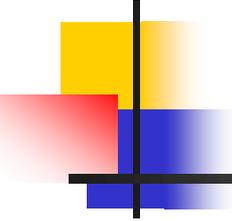
# Recognizing Everyone's Strengths

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Relationships are at the center of things re conflict and **meaningful** conflict resolution: all conflict begins, unfolds and is addressed there.

The **strengths** people bring to relationships, and the work they do to build, strengthen and maintain them are resources for meaningful conflict resolution.

Recognizing this and inviting all team members to contribute their strengths to the best interests of the whole is the first step to being **RESPECTable**.



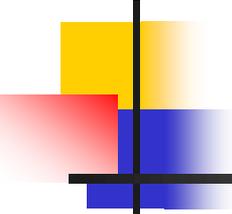
# Recognizing Everyone's Strengths by Peacebuilding

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Interpersonal peace is not merely the absence of conflict.

Taking risks to ask **dangerous heartfelt** questions suggests that conflict suppression is not the path to peaceful and productive relationships.

Peacebuilding, in the context of RESPECT means taking risks to that can lead to **fundamental change** in the situation that gave rise to the conflict in the first place. This is the second step to being RESPECTable.



# Recognizing Everyone's Strengths by Empathizing

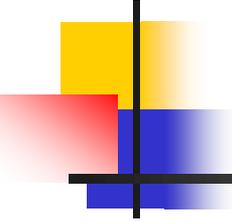
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To **share another's emotional response** we have to reach deep down inside ourselves to imagine what it must be like for others to be in a particular conflict.

We strive for empathy so as to understand what might cause people to feel and act as they do.

Empathizing is one path to **facilitating or coaching from the heart**.

This is the third step to being **RESPECTable**.



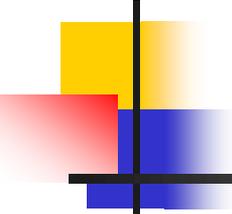
# Recognizing Everyone's Strengths by Communicating

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Meaningfully resolving conflict requires authentic communication and that demands **openness, honesty, and vulnerability** to others.

It demands **heartfelt** listening and speaking.

Communicating authentically is the fourth step to being **RESPECTable**.



# Recognizing Everyone's Strengths by Trustbuilding

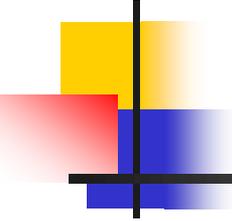
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Trust is the **essential currency** in relationships. Without it there can be no meaningful connection, exchange, or **increase in the value of the relationship**.

Trust can be established or reestablished through **deep and empathetic listening, heartfelt questioning and acting with integrity**.

When taking the third side be transparent about what you're doing and why to address challenges to trust from those who think you should be on their side.

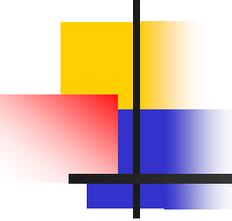
This is the fifth and final step to being **RESPECTable**.



When the quality of  
relationships Increases...

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**People are better able to  
work through their differences  
and produce fundamental change!**



And, the quality of relationships  
increases because ...

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**People are RESPECTable!**