

**alphabee PRO**

**Professionalism, Communication and Conflict Resolution**

ST Competency Training: Level 1 Series

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This presentation is for informational purposes only and does not constitute clinical or legal advice. Follow up with a BCBA/BCBA-Q/BCBA-D. It is recommended to develop a specific plan for your child or student.

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**Objectives**

**Main Objectives**

1. Workplace professionalism
2. Effectively communicate in a complex environment
3. Utilizing professionalism and communication skills within conflict resolution
4. Emotional Intelligence (EQ)
5. Scenarios

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**Workplace Professionalism**

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<p>Become genuinely interested in other people.</p>	<p>Smile.</p>	<p>A name is a person's identity. It makes her unique among all others. Remember it and use it often.</p>
<p><b>Six ways to make people like you</b></p>		
<p>Be a good listener. Encourage others to talk about themselves.</p>	<p>Talk in terms of the other person's interests.</p>	<p>Make the other person feel important – and do it sincerely</p>

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<p><b>Business Etiquette</b></p>	<ul style="list-style-type: none"> <li>● First impressions count</li> <li>● Dress code</li> <li>● Learn about your audience</li> <li>● Introduce yourself</li> <li>● Cell phone usage</li> </ul>
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<p><b>Assertiveness</b></p>	<ul style="list-style-type: none"> <li>● Assertiveness on behalf of your client</li> <li>● Assertiveness in meetings</li> <li>● Assertive affect</li> <li>● Assertiveness on your own behalf</li> <li>● Saying no - when and how</li> <li>● Ask - people cannot read your mind!</li> <li>● Ask for routine feedback</li> </ul>
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<h2>Leadership</h2>	<ul style="list-style-type: none"> <li>• Prepare yourself to be a leader</li> <li>• Participate in and run meetings</li> <li>• Motivate other to participate</li> <li>• Importance of delegating</li> <li>• Working with families, teachers, paraprofessionals, non ABA professionals, etc.</li> <li>• Creative big-picture thinking</li> </ul>
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<h2>Email Elements</h2>	<ul style="list-style-type: none"> <li>• Familiarity</li> <li>• Structure and tone</li> <li>• Salutations</li> <li>• Formal/informal language</li> <li>• Subject line</li> <li>• Introduction</li> <li>• Body of email</li> <li>• Closing</li> <li>• Reply all if others on the email</li> <li>• Remember, any email can be forwarded!</li> </ul>
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<h2>Competence &amp; Ethics</h2>	<ul style="list-style-type: none"> <li>• Competence in ABA and in your specialty area(s)</li> <li>• Scope of practice</li> <li>• Developing competence in a new area</li> <li>• Adhere to BACB Guidelines for Responsible Conduct</li> </ul>
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<p><b>Interpersonal Communication</b></p>	<ul style="list-style-type: none"> <li>● <b>With clients:</b> <ul style="list-style-type: none"> <li>○ Build rapport and establish trust, beginning at intake</li> <li>○ Presenting your plan</li> <li>○ Mediator training</li> <li>○ Supervision and monitoring</li> </ul> </li> <li>● <b>With supervisors</b></li> <li>● <b>With colleagues</b></li> </ul>
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“Influence is changing the attitudes and behaviours of other people without using any force or show of power”

“Persuasion is a process for logically presenting your point of view to a group that is responsible for making an important decision”

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<p><b>Persuasion, Influence &amp; Negotiating</b></p>	<ul style="list-style-type: none"> <li>● <b>Tactics of influence:</b> <ul style="list-style-type: none"> <li>○ Framing</li> <li>○ Provide factual information</li> <li>○ Technical expertise</li> </ul> </li> <li>● <b>Tactics of persuasion:</b> <ul style="list-style-type: none"> <li>○ Having credibility</li> <li>○ Understand your audience</li> <li>○ Make a solid case</li> <li>○ Communicate effectively</li> </ul> </li> <li>● <b>Negotiating &amp; lobbying:</b> <ul style="list-style-type: none"> <li>○ Identify your goals</li> <li>○ Do your homework and come prepared</li> <li>○ Present your position</li> <li>○ Understand the position of the other side - where do you agree? Where is compromise possible?</li> <li>○ Establish yourself as a reinforcer</li> <li>○ Ask questions to get information</li> <li>○ Assess the responses of the other party</li> </ul> </li> </ul>
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## Public Speaking

- Start with small groups and expand to larger ones
- Prepare your talk: the content and delivery
- Practice, practice, practice
- Use a conversational tone
- Create an excellent slide show

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13

## Applying Behavioural Knowledge



- Always think function
- Use shaping
- Observation of behaviour
- Performance management

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14

## Vital Work Habits

- Time management
- Become a trusted professional
- Deal with stress behaviourally
- Know when to seek help
- How to receive feedback

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<b>Advanced Consulting Strategies</b>	<ul style="list-style-type: none"><li>• Critical thinking</li><li>• Creative problem solving and troubleshooting</li><li>• Understanding and using power</li><li>• Training, coaching and mentoring</li><li>• Aggressive curiosity</li></ul>
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	<b>Communication in a Complex Environment</b>
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<b>Networking &amp; Public Relations</b>	<ul style="list-style-type: none"><li>• Non behavioural people</li><li>• Behaviour analysis professionals</li><li>• Networking behaviours</li> <li>• Media exposure</li></ul>
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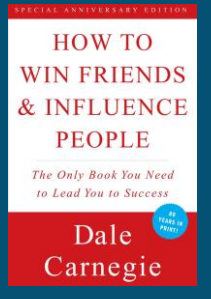
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# Techniques in Handling People

- 1. Don't criticize, condemn or complain.
- 2. Give honest and sincere appreciation.
- 3. Arouse in the other person an eager want.




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19

# Handling Difficult People

- Volunteers and mediators
  - Functional assessment
  - Capacity
  - Motivate them
  - Monitor performance and provide feedback
  - Declaration or agreement for cooperation
- Supervisees
  - Make expectations clear
  - Provide training
  - Monitoring and feedback
- Colleagues and peers
  - Protect yourself from harm by association
  - Reinforce good ideas and contributions
  - Objectively report on interactions and progress on projects
  - Define responsibilities for shared projects
  - Have witnesses
- Upper management
  - Remain calm and professional
  - Request a meeting; Ask for feedback
- Are you the difficult person?

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# 7 Habits of Highly Effective People

(Stephen Covey)

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21

**7 Habits of Highly Effective People**  
(Stephen Covey)

1. Be proactive
2. Begin with the end in mind
3. Put first things first
4. Think win-win
5. Seek first to understand, then to be understood
6. Synergize
7. Sharpen the saw

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**Maintaining Professionalism while Building Relationships**

How do you maintain professionalism while having relationships with parents and IT's?

- Boundaries
- Topics of conversation
- Staying on topic/redirecting back to topic
- Language used

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23



**Conflict Resolution**

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## What is Conflict

Conflict exists when one person has a need of another person and that need is not being met.

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**“Courage is what it takes to stand up and speak. Courage is also what it takes to sit down and listen.”**

-Winston Churchill

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## Fear of Conflict

**Trust**

- Necessary for healthy conflict

**Healthy vs. Unhealthy Conflict**

**Conflict Resolution**

- First MINDSET, then SKILLSET

27

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**“Whenever you’re in conflict with someone, there is one factor that can make the difference between damaging your relationship and deepening it. That factor is attitude.”**  
- William James

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**Mastering Conflict**

**What do we mean by healthy conflict?**

- Productive debate about issues, that may be passionately expressed, around what is important to the team
- Trust is essential for this to occur

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**Mastering Conflict**

**What is needed for healthy conflict?**

- Active listening
- Saying what needs to be said
- Reconsidering your point of view
- Putting the team first

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### How to Approach Arguments

- Control your temper
- Approach with an open minded view
- Praise the other person for a trait that will help resolve the argument
- Understand that the other person has a valid view of the situation
- Express sympathy for their situation
- Listen first
- Ask people where they feel the problems are
- Look for areas of agreement
- Ask questions that will lead them to your conclusion.
- Emphasize how your position serves the other person's interests and incentives
- Volunteer the downsides of your approach, and ask them how they feel about it
- Thank the person sincerely for their interest.

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31

### How to Win Friends and Influence People

- People are often angry because they feel unheard. once you sympathize with them, they will soften their anger substantially
- To influence people to do things, praise and appreciation are more effective than orders.
- Don't start by criticizing or complaining. This makes them defensive and rationalize their actions.
- Instead, praising them lowers their defenses, and they'll be more receptive to your feedback

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32

### Conflict Responses

	Constructive	Destructive
Active	<ul style="list-style-type: none"> <li>• Perspective taking</li> <li>• Creating solutions</li> <li>• Expressing emotions</li> <li>• Reaching out</li> <li>• Curiosity</li> </ul>	<ul style="list-style-type: none"> <li>• Winning at all costs</li> <li>• Displaying anger</li> <li>• Demeaning others</li> <li>• Retaliating</li> </ul>
Passive	<ul style="list-style-type: none"> <li>• Reflective thinking</li> <li>• Delay responding</li> <li>• Adapting</li> <li>• Accepting</li> <li>• Walking away</li> </ul>	<ul style="list-style-type: none"> <li>• Avoiding</li> <li>• Yielding</li> <li>• Hiding emotions</li> <li>• Self criticizing</li> </ul>

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**On criticism**

Criticism is futile because it puts a person on the defensive and usually makes him strive to justify himself. Criticism is dangerous, because it wounds a person's precious pride, hurts his sense of importance, and arouses resentment. ... Any fool can criticize, condemn and complain—and most fools do. But it takes character and self-control to be understanding and forgiving.

*"A great man shows his greatness by the way he treats little men."*  
Thomas Carlyle

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### 3 Important Skills

Empathy      Self Awareness      Impulse Control

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**Brené Brown**  
PH.D., LIPSON

**dare to lead**

BE AWE OF YOUR WORDS. TAKE COURAGEOUS ACTION. HOLD YOUR HEARTS.

BRAVE. BARELY. AND HOW IT STAYS AT WORK.

You can become a brave leader by practicing these 4 courage-building skills:

- Facing vulnerability
- Choosing and practicing values
- Building trust
- Developing failure resistance

36

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## Dare to Lead

<p><b>Vulnerability</b></p> <ul style="list-style-type: none"> <li>-Helps in tough conversations</li> <li>-Discourages defensive behaviours</li> <li>-Helps you understand and overcome shame</li> </ul>	<p><b>Values</b></p> <ul style="list-style-type: none"> <li>-Having clear values and putting them into practice is essential for making tough decisions and taking risks</li> <li>-Strong values push you to do what is right, rather than what is easy</li> </ul>	<p><b>Trust</b></p> <ul style="list-style-type: none"> <li>-Allows people to feel comfortable trying new ideas or breaking the status quo, to rely on others, and to feel that other have their best interests in mind</li> </ul>	<p><b>Failure Resistance</b></p> <ul style="list-style-type: none"> <li>-The ability to recover and move on quickly after something goes wrong</li> </ul>
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## Key Points

- Good conflict among teammates requires trust
- Conflict is all about engaging in unfiltered, passionate debate around issues
- Even among the best teams, conflict will be uncomfortable at times
- The fear of occasional conflict should not deter a team from having regular, productive debate

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**Emotional Intelligence (EQ)**

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**Emotional Intelligence (EQ):**  
 The ability to understand and act on the information emotions provide

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**EQ Scales**

1. Self-Perception
2. Self-Expression
3. Interpersonal
4. Decision Making
5. Stress Management

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**Self-Perception**

1. Self-Regard
2. Self-Actualization
3. Emotional Self-Awareness

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<b>Self-Expression</b>	<ol style="list-style-type: none"><li>1. Emotional Expression</li><li>2. Assertiveness</li><li>3. Independence</li></ol>
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<b>Interpersonal</b>	<ol style="list-style-type: none"><li>1. Interpersonal Relationship</li><li>2. Empathy</li><li>3. Social Responsibility</li></ol>
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<b>Decision Making</b>	<ol style="list-style-type: none"><li>1. Problem Solving</li><li>2. Reality Testing</li><li>3. Impulse Control</li></ol>
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<b>Stress Management</b>	<ol style="list-style-type: none"> <li>1. Flexibility</li> <li>2. Stress Tolerance</li> <li>3. Optimism</li> </ol>
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<b>EQ Tools</b>	<ol style="list-style-type: none"> <li>1. Notice and name your emotion</li> <li>2. Identify the trigger</li> <li>3. Reality test your emotional feeling and intensity</li> <li>4. Adjust your expression of your emotions for best end in mind outcome</li> </ol>
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<b>EQ Tools</b>	<p style="margin: 0;"><b>Reflection &amp; Emotional Self-Awareness (PAR)</b></p> <ol style="list-style-type: none"> <li>1. Pause (What?)</li> <li>2. Assess (So what?)</li> <li>3. Respond (Now what?)</li> </ol>
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## Scenarios

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## Parents and Clients

1. Parent is asking for a goal that is not developmentally appropriate
2. Managing complex families or families with higher needs
3. How to engage parents who are largely unengaged
4. Unrealistic expectations of ABA

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## IT's, ST's, CS's and other staff

1. You notice someone not following a policy (e.g. PPE use, being late, dress code violation, etc.)
2. After giving feedback, someone is not receptive to the feedback, not changing their behaviour based on the feedback
3. As an ST, your CS makes a suggestion you do not feel is the best fit for your client

Note: giving feedback is covered in another module

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## Other Professionals

1. At a school meeting, another professional (e.g. SLP, OT) is questioning or pushing back on your suggestions
2. You are asked to target behaviours happening in other environments that you do not see in session. You are not able to go in and observe the behaviour
3. Unrealistic goals or goals not developmentally appropriate
4. School says they cannot implement the strategies you suggest (e.g. not enough man power, can't use edibles, etc.)
5. Another professional suggests and/or implements a procedure that is not behaviour analytic

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## Additional Scenarios from the Group

- After reviewing the various tools and strategies presented, think back to a situation that you faced recently
  - Is there anything you would have done differently?
  - What language or key words would you have used?

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53

## References

- 25 Essential Skills & Strategies for the Professional Behavior Analyst (Bailey & Burch)
- 7 Habits of Highly Effective People (Stephen Covey)
- How to Win Friends and Influence People (Dale Carnegie)
- Dare to Lead (Brene Brown)

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54

**Stay  
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