Lisbon 8 – 14 October 2017

communication for cooperation

C4C Manual

Communication for cooperation

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Introduction To This Manual

C4C is the shortcut for 'Communication for Cooperation' - it is the name of the project that took place in Lisbon, Portugal from 8th to 14th of October and it consisted of an international training course for 20 youth workers and professionals from 10 different countries. The C4C training course focused on the development of communication and cooperation competences in individuals for the use in teams and group work. The youth workers were taught non-formal learning methods which they could apply to their daily work with youth.

Participants in the training worked towards development of competences in the areas:

- How to apply knowledge of different forms of communication, strategies, norms and mistakes to their daily life as youth workers
- How to draw conclusions and strategies to cope after experiencing barriers of cooperation
- How to give and receive feedback and raise self-awareness of an assertive position
- How to use Nonviolent Communication to resolve and prevent conflicts and miscommunication
- How to deal with international communication with the usage of ICT tools
- How to use knowledge of Transactional Analysis method in working with groups

C4C was more than just a 5-day training. After coming back to their communities, the participants started developing follow-up activities using the skills they acquired and spreading them around with their colleagues and groups. You can see the results here.

For the wider public, participants worked on describing the methods they learned during the training and put it in the form of this manual for anyone that is interested in knowing how to communicate for better cooperation, especially between youth workers and youngsters.

What Is Communication?

Communication is the exchange of information by speaking, writing, or using some other medium such as media or non verbal expression

What is cooperation?
The definition of the cooperation by the Business Dictionary is a "voluntary arrangement in which two or more entities engage in a mutually beneficial exchange instead of competing. Cooperation can happen where resources adequate for both parties exist or are created by their interaction."

We can agree that cooperation is behaviour that is meant to benefit the group, not just the individual itself. As Arthur Himmelman says, *"Collaboration is a relationship in which each organization wants to help its partners become the best that they can be"*

But... why don't we cooperate?
Human beings do not develop if they are isolated from others and that's why cooperation is so important. People do not always cooperate from different reasons. In the C4C training we were discovering reasons why people do not cooperate. We divided our investigation in 4 different social cases:

1. No cooperation in family

Obstacles:
- no interest/no recognition
- other priorities
- not listening
- lack of empathy
- no respect for individuality
- lack of time
- lack of effort to make time
- lack of appreciation
- judgment

Solutions:
- respect individuality
- creating common interests/plan together
- understanding
- find time for each other/find time to follow the tradition
- emotional and financial stability
- balance between talking and listening
- memories to share
- support

2. No cooperation with a partner

Obstacles:
- accusing, blaming
- saying "you always" or "you never"
- different culture, religion
- jealousy
- negative influence of friends or family
- incompatible needs
- not being truthful
- not giving enough space

Solutions:
- nonviolent communication
- accepting and respecting individuality
- find what is in common
- communication at all times
- tolerance
- support
- trust
- taking time for each other
- dates
- balancing work and life

3. No cooperation in group of friends

Obstacles:
- judging
- selfishness
- hypocritical behaviour
- lack of communication
- not showing feelings
- assuming instead of clarifying
- ego fight
- taking friendship for granted

Solutions:
- accepting the differences
- trying to understand each other
- looking for the needs
- spending time together
- communicating clearly
- laughing with them
- not being ashamed of oneself

4. No cooperation in work groups

Obstacles:
- lack of communication
- bad organization
- being afraid of making changes
- lack of knowledge
- lack of interest in the people you are working with
- lack of empathy
- presumption of superiority
- destructive feedback

Solutions:
- common motivation
- team building
- spending leisure time together
- common goals
- space to develop oneself
- respect
- positive attitude
- Positive feedback/constructive criticism
- good leadership
- sharing ownership for project

Types of Communication

When we know already the definitions of communication and cooperation we can go deeper with different styles of communication. When we realise them we can find our own patterns for behaviour in different situations or with different people. Self-awareness is the first step for a change.

4 basic styles of communication

1. **Passive**

Style where individuals have developed a pattern of <u>avoiding the expression of their opinions and feelings</u>

- No protection of their rights
- Low self-esteem
- Permits anger to mount till they explode to outburst out of proportion (afterwards they feel guilty and confused) and come back to be passive

Passive communicators
- Allow others to infringe their rights
- Fail to express their needs, feelings, opinions
- Tend to speak apologetically
- Poor eye-contact and slumped body posture

Often feel; Anxious, resentful (but unaware), depressed, confused

2. Aggressive
Style where individuals express their opinions and feelings by violating the rights of others

- Low self-esteem
- Unhealed emotional wounds
- Feeling of powerlessness

Aggressive communicators

- Are impulsive
- Try to dominate, blame, criticise, control
- Low frustration tolerance
- No listening, interrupting
- Use "you" statements
- Strong eye contact

"I'm superior""It's your fault""I can violate your rights"

3. Passive - Aggressive
Style where individuals are passive on the surface but tend to act out anger in a subtle, indirect, coded way

- Sarcasm
- Difficulty in acknowledging their anger
- No match between feelings and expressions (smiling when angry)
- Sabotage
- Deny the problem

4. Assertive
Style where individuals clearly express feelings and opinions by protecting their rights and needs without violating the other's rights
- Aware of own self-esteem
- Use "I" statements
- Listen well without interrupting
- Feel in control of self
- Good eye contact
- Clear tone of voice
- Connected with others
- Self-compassion/awareness

"I'm confident in what I am ""We are equally entitled to express ourselves respectfully to one another""I speak clearly and honestly" "I'm 100% responsible for my own happiness""I am enough"

Tips on Creating & Delivering a Speech

If we want to cooperate, we need to communicate with each other. Sometimes we need to speak to smaller teams, other times the team size may be bigger. But we believe that when communicating to a bigger audience, the basics are the same as when you are talking to a friend, family member or a colleague. Therefore we believe that public speaking is constantly present in our daily lives.

When delivering a speech make sure:

1. To have someone introducing you to the stage. It gives you more credibility.
2. Start off with an engaging opener, such as a joke, a fun fact, a question, or a short story. An opener will connect you with the audience. Openers should be connected to the topic of your speech message.
3. Incorporate The Golden Circle of Simon Sinek in your speech. The: Why, the How and the What of your message should be clear to the audience.
4. The core of your speech should have no more than 3 key ideas. More than 3 will confuse your audience and you don't want that.
5. Always have a conclusion to the speech. When doing so, once again stress the key ideas you have mentioned during the core of your speech. Don't add anything new to the speech at this point.
6. Every speech is recommended to have a call to action. A call to action is when you inspire people to do something related to your speech purpose e.g. share a video on social media, donate to a cause, or join a movement.

Remember, public speaking doesn't have to be scary, it's just a conversation with a friend!

ICT Tools

"ICT"is the Information and Communication Technologies. As we know that technology is as essential nowadays, it can really help in cooperation and especially distance communication. There are so many ICT tools that we decided to review only those that we use and recommend.Those various ICT tools enhance communication and collaboration in multidisciplinary settings. Most of them are free and easy to use with a simple, intuitive interface.

- **Actionbound** - Mobile adventures and interactive guides for smartphones and tablets. Create your own or participate in adventures created by others.
- **Google Drive** - Share different kinds of files with your work/project group. Multiple people can work on same file online and it saves automatically. Offline working mode also available.
- **Meister Task** - Project and task management tool.
- **Open Badges**: Open Badges gamify the learning process with badges awarded on the basis of your skills and experiences. These badges can be shared on CV, resume and various social networking sites, particularly LinkedIn.
- **SessionLab** - Design your workshop and collaborate with your co-facilitators.SessionLab helps you create, share and organize content for your training with your colleagues simultaneously. A must-have tool for workshop organizers.
- **Skype** - Video chat + audio calls online.
- **Slack** - For work/project communication.With a friendly interface, Slack has the potential to become the central hub of communication for your team. It facilitates efficient and real-time collaboration.
- **Thunderclap** - Get your message out on a specific time to reach people on various platforms. By gaining "supporters" your message gets posted on multiple mediums at the same time.

With all these tools and ICT in general there is only one rule: Don't be scared to experiment and just try it by yourself. See what features fit you and which not and use the tool accordingly.

Feedback

Thinking of communication and cooperation in professional settings Feedback is something we all got or gave at least once. It is very important to have proper knowledge and skills what feedback is and how to give it in order not to hurt anyone but motivate or to appreciate someone's work. Here are some guidelines for giving great feedback that we practises in our training.

Do you know simple method called **AID?**
When giving feedback follow the order:

A: Action; what was done?
- State the facts clearly and reflect on exactly what happened.

I: Impact; what effect it had on me?
- Tell what you got out of the experience.

D: Do; what could you do differently?
- Give a short and clear example on what he/she could improve. A good feedback concentrates not only on the weaknesses, but on the potential of the person.

How to do it?

1. Before giving feedback to someone, make sure he/she wants to receive your feedback, just ask. Some people are not ready for this information.
2. Give feedback. When to deliver? ASAP! As soon as possible, when the reactions, memories and emotions are still present, but remember not to put your feedback inside of an argument! The environment is essential.
3. Listen to the response. Reaction for the feedback can be different depending on the person and situation. It's possible to have:
- The most desirable response: <u>Acceptance→ Change</u>
- The most common would be the emotional response, when the feedback is something person did not expect, : <u>Denial→ emotions→ rationalisation→ acceptance→ change</u>
- Negative or no response: <u>No acceptance→ no change</u>
  4. Accept the response and move on :)

Giving and receiving feedback - DOs and DON'Ts:

DOs for giving feedback:
- Ask the person if he/she wants feedback
- Give it as a gift to grow
- Give the positive comments first
- Use the "Feedback AID" method
- Respectfully listen to any response you get

DOs for receiving feedback:
- Accept it as a gift, use it for your growth and improvement
- Listen until the end
- Observe your emotional response

DON'Ts for giving feedback:
- Don't hurt the other person
- Avoid using: BUT, HOWEVER, ALTHOUGH - it creates doubt
- Don't judge, avoid words like: WRONG, NOT GOOD, INAPPROPRIATE, BORING, etc.

DON'Ts for receiving feedback:
- Don't be defensive
- Don't dismiss it

Transactional Analysis

Transactional Analysis is both a psychological personality theory and theory of communication established by E. Berne at the end of 50's. Philosophy of it is: "I am ok, you are ok". People can change and all have the right to stay in the world and be accepted. Assumption: We take current decisions based on past premises.

As a theory of personality, TA describes how people are structured psychologically. It uses what is perhaps its best known model, the ego-state (Parent-Adult-Child) model, to do this. The same model helps explain how people function and express their personality in their behaviours. As theory of communication, it can be extended to the analysis of systems and organisations
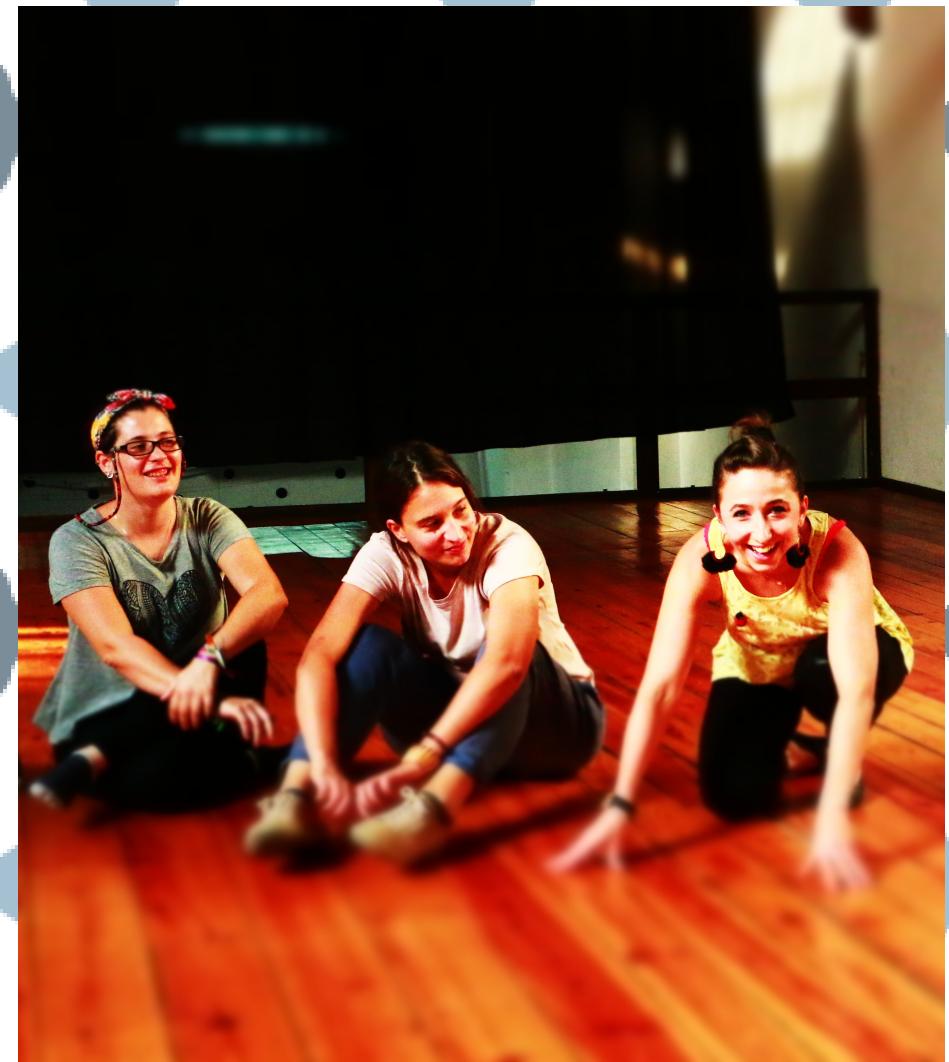
1. In practical application, it can be used in the diagnosis and treatment of many types of psychological disorders and provides a method of therapy for individuals, couples, families and groups.
2. Outside the therapeutic field, it has been used in education to help teachers, trainers youth workers, educators to remain in clear communication at an appropriate level, in counselling and consult. Awareness on how I work and the others work in communication is the key.
3. TA is a powerful tool for self-awareness and clearness in the relationships. That can prevent misunderstandings, conflicts and abuses, because it starts from an analysis of the behaviour and inner ego states.

Main Pillars
Transactional analysis has 4 basic pillars which are:
1. Ego states
2. Transactions
3. Positions of life
4. Life-script and Games

1. Ego states
Every person has their three basic ego states such as:

"When we start to develop ourselves, we can choose which part of ego states we will take."
1. P: parent - acting, thinking, feeling like your parent. Divided into:
   - Critical parent
   - Nurturing parent
1. A: adult - dealing with current facts, reality, gathering facts
2. C: child - acting and feeling life, like when you were a child, expressing feelings. Divided into:
   - Free child
   - Rebel / adopted child

2. Transactions

1. Complementary

This is transaction where people communicate between each other on the same level of ego states.

2. Crossed

This is transaction where people have a conflict in their communication. Ego states are different - communication stops.

3. Ulterior (duplex)

This is transaction where people communicate between each other straight but there is hidden message in the background.

3. Positions of Life

There are four life positions that a person can hold, and holding a particular psychological position has profound implications for how an individual operationalizes his or her life. The positions are stated as:

1. I'm OK and you are OK. This is the healthiest position about life and it means that I feel good about myself and that I feel good about others and their competence.
2. I'm OK and you are not OK. In this position I feel good about myself but I see others as damaged or less than and it is usually not healthy,
3. I'm not OK and you are OK. In this position the person sees him/herself as the weak partner in relationships as the others in life are definitely better than the self. The person who holds this position will unconsciously accept abuse as OK.
4. I'm not OK and you are not OK. This is the worst position to be in as it means that I believe that I am in a terrible state and the rest of the world is as bad. Consequently, there is no hope for any ultimate supports.

4. Life-script and Games

TA offers a theory for child development by explaining how our adult patterns of life originated in childhood. This explanation is based on the idea of a "Life (or Childhood) Script": the assumption that we continue to re-play childhood strategies, even when this results in pain or defeat. According to the "life-script" we unconsciously chose in early months and years of life (till 3 years)- according to the satisfaction of needs we have or we perceive to have- we build our plot and life position (see above): a script can be winning, or losing, or desperate... just like the characters in a movie or novel!

Basic aims of human beings, for wellness, are authenticity, love and intimacy. When I feel I can't get these (because of a not functioning life-script) - I will start to obtain these "plastic surrogates" through "Games". Have you ever said to yourself "I can't believe this has happened to me again!" or "why does this always happen to me?". If so, there are high chances you have been involved in playing what's known in the TA world as a game. We all play games. We play them often. Eric Berne famously said "do not ask whether you are playing a game, ask which game you are playing". If we can spot our games and nip them in the bud we can move towards intimacy with the people around us and be more contented as a result.

This is the definition of GAME, for Berne: "a series of duplex transactions which leads to a switch and a well-defined, predictable payoff which justifies a not-OK, or discounted, position"

So we tend to open games with duplex transactions, not saying what we really mean, scared that the intimacy involved will get us rejected or hurt. Usually then, the game will proceed to deliver us some positive strokes until the "switch" clicks in. The switch is the point at which things suddenly feel like they are going wrong. It's the point at which we may feel confused, scared, angry, or whatever our racket feeling usually is. This usually leads quickly to us taking a "payoff". This is a confirmation that whatever negative (untrue) thoughts we have held on to about life are true.

Let's give an example of a game and take it apart using the language introduced above. Let's take the common game "Yes, But". This is where one person has a problem and another person is invited to solve it. Everything the other person suggests is rejected with a "Yes, I could do that, but..(insert reason for not doing that)". We all know people who play this. We may even play it ourselves.

For more information and Bibliography on Transactional Analysis go here.

Nonviolent Communication

Nonviolent communication is a method created by Marshall Rosenberg. It can be used for communication between individuals in a conflict, but in bigger picture it is a lifestyle that leads to a empathic way of living when you recognise your feeling and needs, without judgings yourself and others. By using this method you can easily express yourself and this way of communication should lead to cooperation.
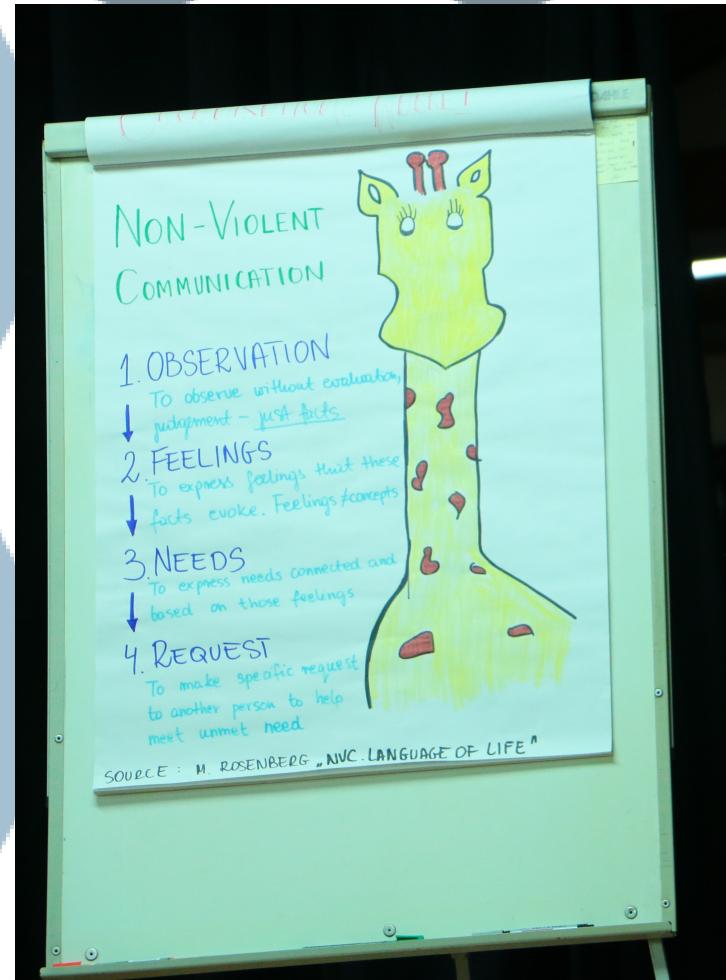
Method

This is method of communication based on **4 pillars**:

1. **Observation** - to observe without evaluation and judgements (**just facts**)
2. **Feelings** - to express feelings that these facts evoke (**feelings are not concepts**)
3. **Needs** - to express needs connected and based on those feelings
4. **Request** - to make specific request to another person to help meet unmet needs

Example:
Your partner/flatmate doesn't wash his dishes. You need to solve the problem but you don't know how to communicate yourself effectively. You can try the NVC method this way:

1. "I can see that you haven't washed your dishes." - this is fact without any judgement
2. I feel angry, stressed and tired because of it.
3. I need you to keep our kitchen clean after you cook.
4. Could you please do the dishes as soon as possible?

When delivering this information remember not be judge with non-verbal communication- rolling your eyes, making weird face- just drop this and be honest. When you deliver the communicate clearly and with empathic means there is bigger possibility your request will be met.

Sometimes is very difficult describe your feelings and needs, so here is a little help:

Some Basic Needs We All Have

Autonomy
- Choosing dreams/goals/values
- Choosing plans for fulfilling one's dreams, goals, values

Celebration
- Celebrating the creation of life and dreams fulfilled
- Celebrating losses: loved ones, dreams, etc. (mourning)

Integrity
- Authenticity • Creativity
- Meaning • Self-worth

Interdependence
- Acceptance • Appreciation
- Closeness • Community
- Consideration
- Contribution to the enrichment of life
- Emotional Safety • Empathy

Physical Nurturance
- Air • Food
- Movement, exercise
- Protection from life-threatening forms of life: viruses, bacteria, insects, predatory animals
- Rest • Sexual expression
- Shelter • Touch • Water

Play
- Fun • Laughter

Spiritual Communion
- Beauty • Harmony
- Inspiration • Order • Peace

- Honesty (the empowering honesty that enables us to learn from our limitations)
- Love • Reassurance
- Respect • Support
- Trust • Understanding

How to use this method in our work and life

Nonviolent communication is a non-judgmental method of communication that includes introspection, deep listening with empathy, and honest expression. If you work daily as a leader, manager, coordinator, or work in groups or individually, this method will help you to improve the quality of each relation you have and help you to work better.

The living metaphor for NVC is a giraffe. It has a long neck, which helps it to see and hear clearly. It also possesses a large heart which allows it to act compassionately. When you practise using it think of it and just enjoy it.

The Contributors of This Manual

This manual was written by all participants of training course C4C:

Hana Korčáková
EvaBlechová
Momal Mushtaq
AnttiKylmänen
Apostolis Vagenas
Agatha Mingou
Fjóla Ólafardóttir
Guðmundur Hermann
Mummi Gunnarsson
Denitsa Andonova
Meho Sulemanski
Monika Kochowicz
Markus Torgersen
Paula Agacińska
Anna Kurska
Lerio Cunha
Tiago Matos
Vitor Verdelho
Nava Vardjan
NinaTepes
Julian Andres Espinosa
Sinisterra
Teresa Compañy

With the help of trainers
Olga Kuczynska
Laris Guerri

Manual design
Rosaliina Ahvenjärvi

Credits of photos:
Meho Sulemanski

Erasmus+ is the EU's programme to support education, training, youth and sport in Europe. Its budget of €14.7 billion will provide opportunities for over 4 million Europeans to study, train, gain experience, and volunteer abroad.

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