

**Meeting Called to Order: 9:00am, Celeste Corpening**

**Present:**

Staff Council Chair Report, Celeste Corpening

**Announcements from the Chair:**

- Be on the lookout for the Critical Conversations Series, starting in Fall 2023. The announcement from our Chief Diversity Officer, Dr. Brandon Wolfe:
  - In Fall 2023, the Office of Diversity and Inclusion is partnering with Faculty Council and Staff Council to launch Critical Conversations: Charlotte Civil Dialogue Forum. Critical Conversations is designed to address and solve some of the most pressing issues shaping diversity, equity, and inclusion in higher education. The topics will range from current events and pop culture to trending social research data. This initiative was also created in response to the growing interests of faculty and staff who have voiced a desire to understand what is happening in higher education regarding diversity, equity, and inclusion-related issues and engage in conversations about its impact on UNC Charlotte. All Critical Conversations events will be scheduled as virtual discussions hosted around noon, and the panel discussions will be composed of local and national content experts.

**Staff Assembly Chairs Meeting:**

- *No meeting this month.*

**Chancellor's Leadership Meeting:**

- *No meeting this month.*

Staff Council Vice Chair Report

*Nothing new to report!*

Treasurer's Report, Brenda Shue

*See July funds below, full report is attached.*



**Staff Council  
Treasurer's Report  
7/12/23**

	<b>BANNER General Fund 117561</b>	<b>BANNER Discretionary Fund 139234</b>	<b>BANNER TOTAL Staff Council Funds</b>
Previous month ending balance	1,868.84	2,402.68	4,271.52
Expenses	<u>244.12</u>	<u>389.50</u>	<u>633.62</u>
Ending Actual Balance	<u><b>1,624.72</b></u>	<u><b>2,013.18</b></u>	<u><b>3,637.90</b></u>

Secretary's Report, Jessica Waldman

Approval of the Minutes for the June 14th meeting - Lora Barbara made a motion to approve, Carrie Lindquist seconded the motion. June 14th meeting minutes are approved!

Communications Officer Report

Carrie will be working on the summer Golden Nuggets - there are currently over 30 to get sent out. She will also be making some updates to the website, so be sure to check the website regularly!

Education and Events Committee Report, Le'Aira Hames

Le'Aira expressed a big thank you to the committee for all of their hard work over the last year. Moving forward Lora and Jill will be taking over as co-chairs of the committee. More information about upcoming events will be forthcoming!

Operational Support Committee, Celeste Corpeneing

*Nothing new to report!*

Staff Relations Committee, LaTonja Miller

*Nothing new to report!*

Discussion of New Business

Tina Dadio, University Public Records Specialist and Legal Specialist, attended our meeting to swear in the new Chair, Audra Esposito.

Following the swearing in, previous Chair Celeste Corpening presented a farewell to the outgoing Staff Council members, recognizing them for their hard work and dedication to the organization.

Audra invited new and returning members to introduce themselves, announcing their name, title, and area they are in.

Finally, Kat Lawrence, University Photographer, came to take some photos for the website.

Adjournment:

**Motion to adjourn made by Jessica Waldman, seconded by Tracy Beauregard. Meeting adjourned at 10:35am.**



**Staff Council  
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**General Fund Expenses**

Promo Logic	225.22
Printing/J. Hicks	18.90
	<u><b>244.12</b></u>

**General Fund Expenses in Process**

	<u><b>0.00</b></u>

**Discretionary Expenses**

Promo Logic mugs/shipping	344.50
Balloons	45.00
	<u><b>389.50</b></u>

*Brenda G. Shue*

Treasurer

Reconciled 07/6/23

# Retreat Sessions :

Employee Assistance Program - Cindy Edwards, Director of Employee Relations



## Employee Assistance Program

University Policy 101.9 – Employee Assistance Program

The University recognizes that employees experiencing personal problems, including emotional illness, alcohol or drug abuse, marital discord, or financial problems should be encouraged to seek professional assistance since such problems often result in human suffering for employees and their families.

The University recognizes that employees experiencing personal problems, including emotional illness, alcohol or drug abuse, marital discord, or financial problems should be encouraged to seek professional assistance since such problems often result in human suffering for employees and their families. In addition, personal problems of this nature impair work performance and often affect fellow workers.

The University realizes that with early intervention and proper support, most employees can effectively be assisted and can become able to function fully at work and at home. As a result, The University of North Carolina at Charlotte has established an Employee Assistance Program (EAP) for its employees.

## Employee Assistance Program



Administration of the EAP program is the joint responsibility of the UNC Charlotte Department of Human Resources and ComPsych GuidanceResources®, a behavioral health organization



ComPsych GuidanceResources® provides assessment and referral services for all EAP participants, gather utilization data, and consult with the Department of Human Resources on EAP training activities.



The EAP is a diagnostic and referral service provided to UNC Charlotte permanent staff and faculty free of charge. Spouses and dependents of faculty and staff members may also utilize the EAP free of charge.

## Employee Assistance Program



Participation in the EAP services provided under this program is voluntary and are considered confidential. The nature and content of services provided to individual employees will not become part of an employee's Personnel File.



Employees may be encouraged to participate in the EAP by a supervisor who has observed and possibly documented specific instances of poor work performance and/or inappropriate or unusual behavior in the workplace. All information regarding such participation will be considered confidential and will not be released without the employee's written consent



Employees who participate in EAP services will generally be subject to the same performance standards that existed prior to EAP involvement

## Employee Assistance Program



The EAP offers up to five in-person counseling sessions for each issue that may be impairing work performance and/or causing inappropriate or unusual behavior in the workplace.



If additional resources are needed to address the issue, the additional care may be covered by the employee's medical plan. For extended treatment or service, the employee will be referred to local community agencies, hospitals, clinics or private practitioners.



The EAP will endeavor to facilitate an effective link with such outside service providers. ComPsych GuidanceResources® also offers web based and telephonic services which include legal and financial assistance.

## Employee Assistance Program



The University expects employees to assume responsibility for the treatment and/or remediation of personal problems.



Upon referral by the EAP for treatment at an appropriate community agency, the employee should make appropriate use of leave time (e.g., sick leave, vacation, leave without pay) as necessary. The University Benefits Office is available to assist employees exploring leave options.



The University will not assume any financial responsibility for employee treatment beyond the existing terms of the employee's health insurance coverage.



It is the responsibility of all supervisory personnel to assure that an employee's participation in EAP services will not jeopardize that person's job security or promotional opportunities.

## ComPsych Guidance Resources

Charlotte's Employee Assistance Program (EAP) through ComPsych Guidance Resources provides support, resources and information for personal and work-life issues.

Taking care of your health and well-being is critical. Personal issues, planning for life events or simply managing daily life can affect your work, health and family.

The Employee Assistance Program can be contacted anytime for confidential assistance.

Guidance Resources is confidential and provided at no charge to permanent faculty and staff and their dependents.



## ComPsych Guidance Resources Services

**Confidential Counseling -**  
This no-cost counseling service helps you address stress, relationship and other personal issues you and your family may face. It is staffed by Guidance Consultants — highly trained master's and doctoral level clinicians who will listen to your concerns and quickly refer you to in-person counseling and other resources for:

- Stress, anxiety and depression
- Relationship/marital conflicts
- Problems with children
- Job pressures
- Grief and loss
- Substance abuse

## ComPsych Guidance Resources Services

**Work-Life Solutions -**  
Work-life specialists will do the research for you, providing qualified referrals and customized resources for:

- Child and elder care
- Moving and relocation
- Making major purchases
- College planning
- Pet care
- Home repair

## ComPsych Guidance Resources Services

Financial Information and Resources - Speak by phone with ComPsych's Certified Public Accountants and Certified Financial Planners on a wide range of financial issues, including:

- Getting out of debt
- Credit card or loan problems
- Tax questions
- Retirement planning
- Estate planning
- Saving for college

## ComPsych Guidance Resources Services

Legal Support and Resources - Talk to ComPsych's attorneys by phone. If you require representation, they'll refer you to a qualified attorney in your area for a free 30-minute consultation with a 25% reduction in customary legal fees thereafter. Call about:

- Divorce and family law
- Debt and bankruptcy
- Landlord/tenant issues
- Real estate transactions
- Civil and criminal actions
- Contracts

## ComPsych Guidance Resources Online

GuidanceResources Online - Guidance Resources Online is your one stop for expert information on the issue that matter most to you — relationships, work, school, children, wellness, legal, financial, free time and more.

Timely articles, tutorials, streaming videos and self assessments

"Ask the Expert" personal responses to your questions

Childcare, elder care, attorney and financial planner search

## Finding ComPsych Guidance Resources Online

## EMPLOYEE ASSISTANCE PROGRAM

<https://hr.charlotte.edu/benefits/benefits-overview/work-life-and-wellness/employee-assistance-program>

Go online: [guidanceresources.com](http://guidanceresources.com)

Company Web ID: UNCC

**Let's take a brief tour of the ComPsych site**

# Ginger App Overview - Allan Mac



## Your Ginger Account Team



**Allan Mac**  
Enterprise Client Executive

Specialized in:

- Engagement & communications planning
- Employer and HR team resource
- Account escalation



**Member Support Team**  
Member Support, Help Center

Specialized in:

- Individual account issues
- Billing and claims support
- Technical support
- Scheduling/rescheduling clinical sessions
- Email: [help@ginger.com](mailto:help@ginger.com)

Your mental health matters and we care about yours.

3 | Ginger

We all have times when we feel down, stressed, or frightened. And while we know they are part of life, they can still impact our daily lives.

Your feelings – whatever they may be – are valid and it's ok to feel unsettled. **You're not alone.**



4 | Ginger

## We all face life challenges

Whether you're feeling anxious, having trouble getting work done, or just haven't felt like yourself in the last few weeks and want someone to talk to...

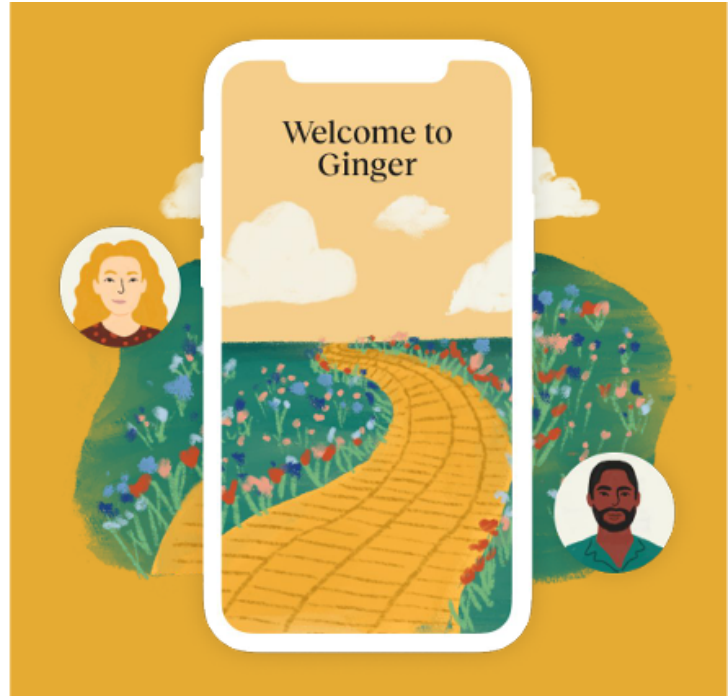
**Ginger is here to help you and your loved ones take the first step toward better mental health.**

WHAT GINGER IS

# In-the-moment care for every emotion.

Whether you could use a quick check-in with a coach, regular treatment for ongoing depression, or self-care strategies to practice on your own time, Ginger provides convenient, affordable, and private mental healthcare for every moment.

5 | Ginger

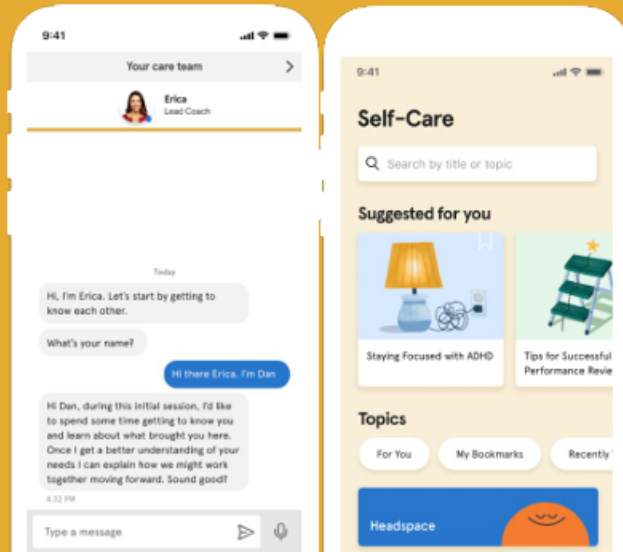


# Coaching support

Immediate, real-time conversations,  
any time, anywhere

**Chat live with a coach 24/7/365**  
and practice or learn new skills  
with Ginger's self-care library—all  
through your smartphone and **at**  
**no cost to you.**

7 | Ginger



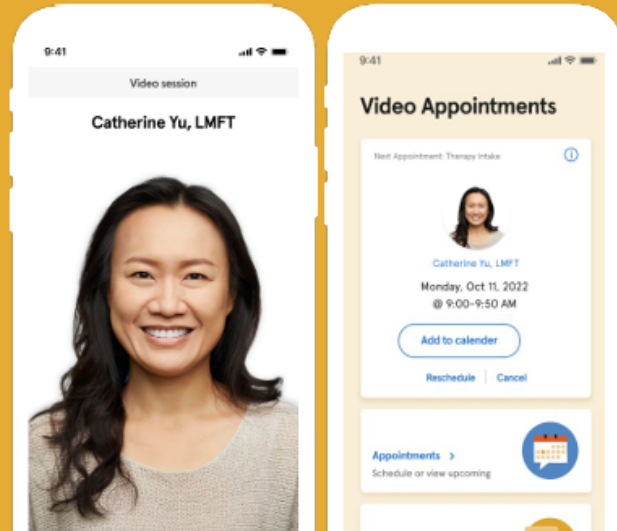
# Therapy & Psychiatry

Available on weekends & evenings

**Private video sessions with a licensed therapist or psychiatrist** are delivered through the privacy of your smartphone.

Costs per session are dependent on your medical plan.

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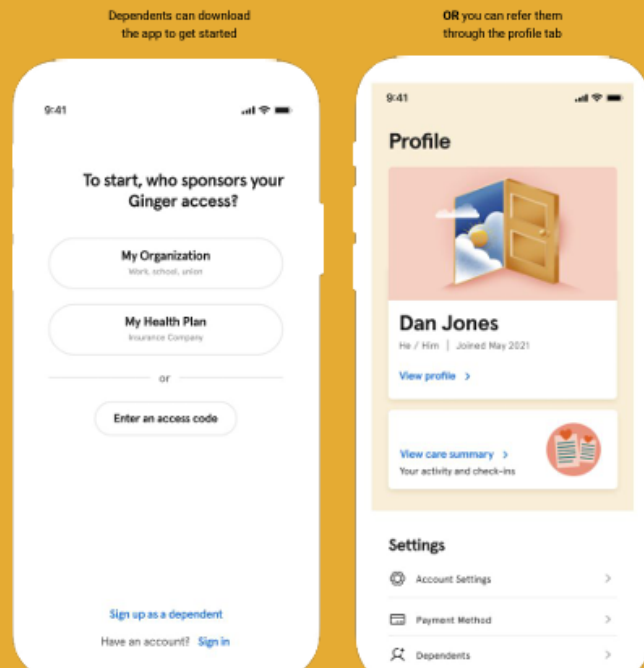


# Adult dependents

Your dependents (18+) also have access.

**Just like you, your dependents have access to the same benefits with Ginger.** Dependents get access to Ginger from their own separate account knowing their conversations are confidential.

10 | Ginger



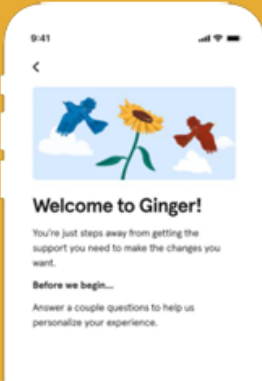
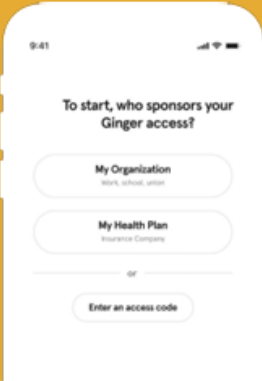


# If you haven't already, get started with Ginger.

11 | Ginger

## Get started with Ginger today.

Already a Ginger member? Schedule a chat with your Ginger coach today!



Scan the QR code using your smartphone or

Search for the **Ginger Emotional Support app.**

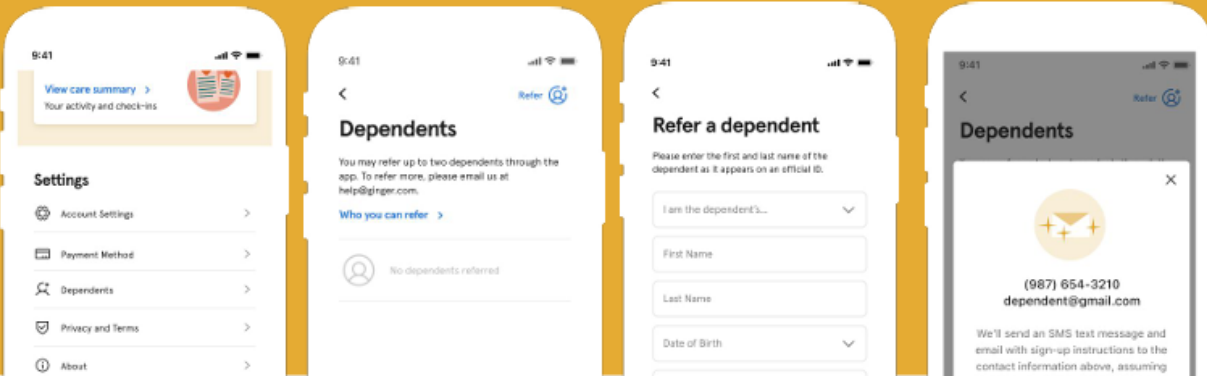
For **employers** tap "My Organization."

Fill in your details and you're all set to **start chatting** with your coach!

**questions?** Email [help@ginger.com](mailto:help@ginger.com)

12 | Ginger

# Make Ginger a *family thing*! Invite a dependent.



Tap "Profile" and "Dependents"

Tap "Refer a dependent"

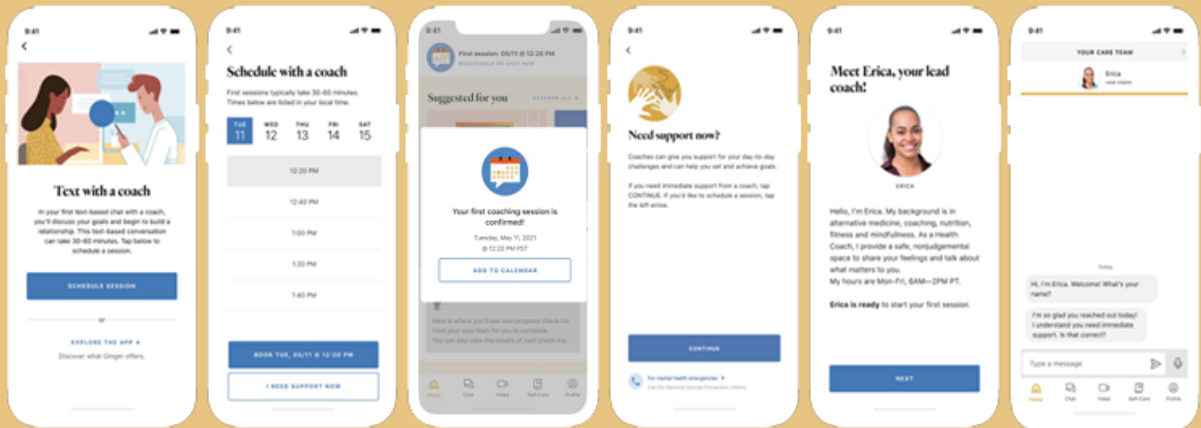
Fill out your dependent's details

That's it! Ask them to check their email.

questions? Email [help@ginger.com](mailto:help@ginger.com)

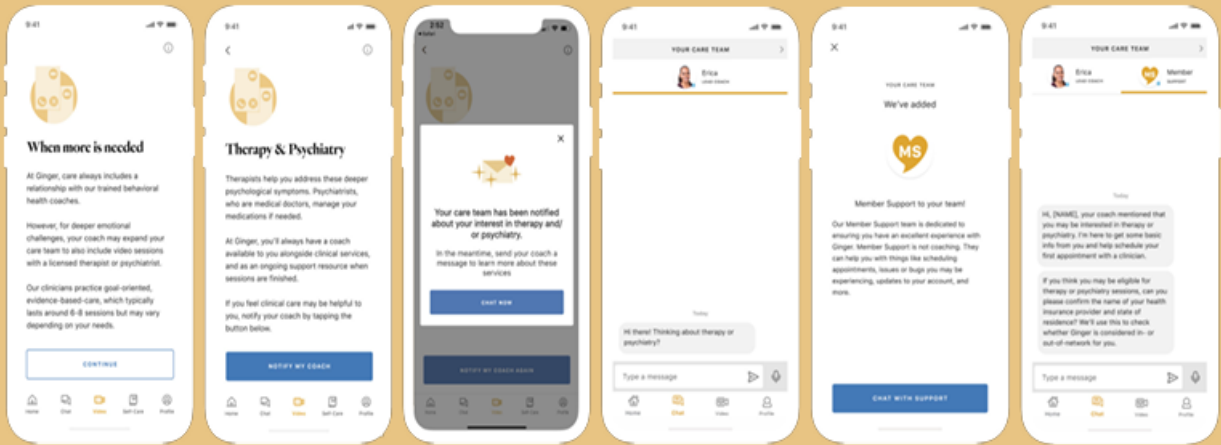
13 | Ginger

# Getting started with Coaching

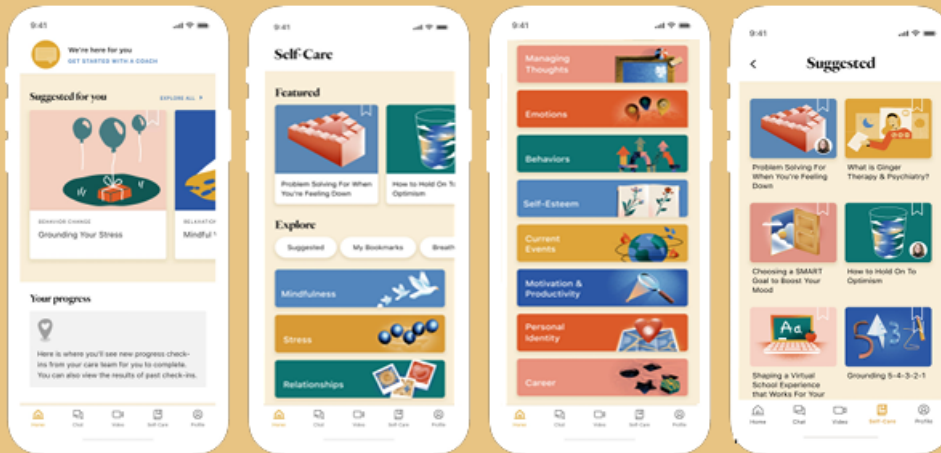


14 | Ginger

# Getting started with clinical care



# Clinically Validated Self-Care Content



Company Update- Brand Transition



October 2023

Your questions are  
welcome!

*have more questions?* Email [help@ginger.com](mailto:help@ginger.com)

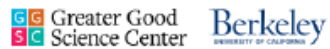


**Skills and Strategies: Bridging Differences, Scott Deyo, Staff Ombudsman**



Scott Deyo, [University Ombuds](#)

\* Based on [Bridging Differences Playbook](#)



## BRIDGING DIFFERENCES CONSTRUCTS

- Close the psychological gaps between “Us and Them”
- Differences don’t need to define or divide
- We can disagree with someone without dehumanizing them
- We must work to promote empathy, understanding, common ground, and shared goals and values
- Highlight research-based skills and strategies for overcoming divides

REFERENCE: “Bridging Differences Playbook.” The Greater Good Science Center at the University of California, Berkeley. [LINK](#)

## To Clarify, "Bridging" ...

- Is about Understanding, not persuasion
- Recognizes common humanity
- Requires modesty and humility
- Is not always revolutionary; sometimes small shifts
- Involves inner work, not just action
- Is not without risk and exposing vulnerabilities
- Not everyone should bridge

REFERENCE: "Bridging Differences Playbook." The Greater Good Science Center at the University of California, Berkeley. [LINK](#)

## SKILLS AND STRATEGIES FOR BRIDGING DIFFERENCES

INTRAPERSONAL	INTERPERSONAL	INTERGROUP
<ul style="list-style-type: none"><li>• Assume Good Intentions</li><li>• Practice Mindfulness</li><li>• Expand Your Activities, Expand Your Views</li><li>• Seek and Promote Counter-Stereotypical Information</li><li>• Focus On Individuality, not Group Identity</li></ul>	<ul style="list-style-type: none"><li>• Listen with Compassion</li><li>• Put People Before Politics</li><li>• Perspective Taking and Giving</li><li>• Find Shared Identities</li><li>• Understand Their Values</li><li>• Try Self-Distancing</li></ul>	<ul style="list-style-type: none"><li>• Create the Conditions for Intergroup Contact</li><li>• Identify Common Goals</li><li>• Focus on Solutions, not Identities</li></ul>

REFERENCE: "Bridging Differences Playbook." The Greater Good Science Center at the University of California, Berkeley. [LINK](#)



## *Discussion*



Reflect on a conflict you've experienced that you **DID NOT** address.

1. Briefly describe the situation. Describe what was going on with you...what were your thoughts and emotions?
2. What were some of the barriers preventing you from addressing it?



- **Assume Good Intentions**

Go into the conversation with this mindset to reduce perceived threat and help you connect with people who are different from you.

- **Practice Mindfulness**

By becoming more aware of our thoughts, feelings, and surroundings, we can reduce social biases. Relaxing your mind and body with quiet deep breathing exercises can help you prepare for a difficult interaction, enable us to respond with greater thoughtfulness and equanimity, and reduce unconscious biases.

- **Expand Your Activities, Expand Your Views**

Breaking out of our comfort zone and trying new things—with curiosity, an open mind, and true engagement—can break down barriers and reduce discomfort with the unknown.

REFERENCE: "Bridging Differences Playbook." The Greater Good Science Center at the University of California, Berkeley. [LINK](#)

- **Seek and Promote Counter-Stereotypical Information**

Acknowledge that we do hold stereotypes, and make a concerted effort to find information that challenges these assumptions. Make a deliberate effort to expose yourself to counter-stereotypical information to help broaden our perspectives.

- **Focus On Individuality, not Group Identity**

When we view people in terms of their own unique qualities, individual tastes and preferences, we feel less threatened by those who might seem "not like us."

REFERENCE: "Bridging Differences Playbook." The Greater Good Science Center at the University of California, Berkeley. [LINK](#)

## Discussion



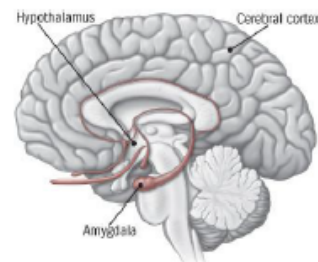
Reflect on a conflict you've experienced that you **DID NOT** address.

3. What conditions would be necessary for you to address it?

## Research – “Amygdala Hijack”

A stressful event causes the amygdala to send a distress signal to the hypothalamus (the brain's control center), which then causes:

- Increased adrenaline: faster heartbeat, heavier breathing
- More blood pumped to the muscles, heart, etc.
- Release of blood sugar throughout the body
- Increased alertness & heightened senses
- A release of cortisol, keeping the body on high alert



# INTERPERSONAL



- Listen with Compassion
- Put People Before Politics
- Perspective Taking and Giving
- Find Shared Identities
- Understand Their Values
- Try Self-Distancing

REFERENCE: "Bridging Differences Playbook." The Greater Good Science Center at the University of California, Berkeley. [LINK](#)

## Discussion



Reflect on a conflict you've experienced that you **did** address directly, but it **did not** go well.

1. Briefly describe the conflict you addressed.
2. What were some of the specific behaviors, of yours and the other's, that detracted from a successful outcome?

A photograph of a suspension bridge with wooden planks and metal mesh railings, stretching across a dense, green forest. The bridge leads towards a vanishing point in the distance.

# Compassionate Listening

The emotional space created between two people.  
Your focus is to listen with your ears and your  
heart; without fixing, without opinion.  
You. Just. Listen.

“ Resist the urge to jump in. Listen fully and observe fully. Be in the moment. Then reflect—sometimes people just want a sounding board. They don’t want your answers to the situation. ”

—  
Anne Chow

## RADICAL LISTENING

1. Take notes
2. Paraphrase
3. Ask for repetition
4. Ask probing questions
5. Validate
6. Provide buffer time
7. Go slow, pause and breathe



<https://goodlifezen.com/radical-listening-6-strategies/>

## LISTEN WITH COMPASSION

- **Affirmation.** Acknowledging feelings and opinions helps build trust and demonstrate respect for the other person's experiences.
- **Be Curious.** When appropriate, ask questions to encourage the other person to elaborate on his or her thoughts and feelings.
- **Hold negative emotions.** Try to avoid getting defensive when faced with negative feedback or they express frustration. Rather, listen and respect their experience and consider why they feel that way.
- **Use engaged body language.** Make eye contact, nod, face the other person, and maintain an open and relaxed body posture. [Be mindful there may be cultural differences]
- **Take turns.** Ensure equal listening time, showing compassion and empathy

REFERENCE: "Bridging Differences Playbook." The Greater Good Science Center at the University of California, Berkeley. [LINK](#)

## PUT PEOPLE BEFORE POLITICS

- Learn about the individual first before jumping into a potentially divisive topic
- Connect with them to uncover stories and experiences
- Strive to understand the reasons behind their views; “How did you develop this belief?” or “Who impacted the way you see the world most in your life?”
- Perhaps try this over coffee or a meal
- Build empathy to make difficult conversations easier

REFERENCE: “Bridging Differences Playbook.” The Greater Good Science Center at the University of California, Berkeley. [LINK](#)

## PERSPECTIVE TAKING AND GIVING

1. Pick a person from whom you’re estranged, at odds, or with whom you’re having an argument
2. Imagine that you are this person and try to see the world through their eyes. What does the world look like from their point of view?
3. Try to imagine how it feels to be them
4. Imagine taking their side and argue on their behalf to uncover their point of view
5. If you have the time and capacity, consider a day in the life of this person

REFERENCE: “Bridging Differences Playbook.” The Greater Good Science Center at the University of California, Berkeley. [LINK](#)

## FIND SHARED IDENTITIES

1. Before you meet with someone, try to uncover commonalities.
2. Review the list of shared identities together. Is it accurate? Anything missing from the list?
3. How do these shared identities make you see this person in a new light? How does this list impact how you see each other



By focusing on our commonalities rather than our differences, the research suggests we'll be more **generous, empathetic, and helpful** towards one another.

REFERENCE: "Bridging Differences Playbook," The Greater Good Science Center at the University of California, Berkeley [LINK](#)

## UNDERSTAND THEIR VALUES

1. Make sure the values/morals you believe others have aren't based on your own assumptions or stereotypes. Ask, "What are important values that you try to uphold in your life?"
2. Think about how those values might be the same or different from your own. Perhaps you have more in common than expected. If very different, consider how those values shape the issues you care about.



The goal is to **understand**, not to agree with those values.

REFERENCE: "Bridging Differences Playbook," The Greater Good Science Center at the University of California, Berkeley [LINK](#)

## TRY SELF-DISTANCING

1. If you're in the heat of a disagreement, try to think about the conflict like an impartial third party
2. Shift your perspective of what is happening from first to third person
3. If you're having trouble, be reflecting and ask why is this exercise creating a barrier; perhaps practice deep breathing exercises
4. Keep trying over time and be mindful of your reactions to reflect what could be done differently next time

NOTEWORTHY: "Bridging Differences Playbook," The Greater Good Science Center at the University of California, Berkeley [2016](#)

## Identifying Shared Interests







**William Ury** co-founded Harvard's Program on Negotiation, is a Distinguished Senior Fellow of the Harvard Negotiation Project, author of *The Power of a Positive No* (2007) and co-author (with Roger Fisher and Bruce Patton) of *Getting to Yes*, *Getting Past No* and *Getting To Peace* (released in paperback under the title *The Third Side*.)



- "Why: Interests behind Positions" (3 minutes),  
<https://www.youtube.com/watch?v=vdA2wecb4k0>
- "The Power of a Positive No" (4 minutes),  
<https://www.youtube.com/watch?v=OvrW-jTVCvE>



- A structured way of organizing feedback
- Positive & Constructive
- Enables open discussion

**Simply ask for feedback by coming up with three kinds of statements:**



Is designed to provide positive feedback



Addresses issues and concerns by sharing ideas of how to change or improve

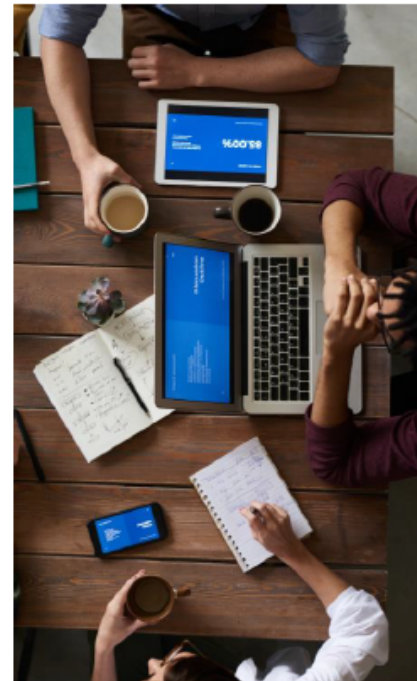


Statements help encourage new and innovative ideas for improving

Reference: <https://public-media.interaction-design.org/pdf/I-Like-I-Wish-What-If.pdf>

**Create safety by talking about what elements contribute to productive discussions. Some examples might include:**

- Be honest, transparent, and respectful
- Show kindness, grace, and patience
- Avoid assumptions, labels, and defensiveness
- Be direct and clear without being rude and uncaring
- Listen without interruption
- Assume noble intent
- Suspend judgment
- Look for common ground
- Come with an open mind
- Ask questions and check for understanding



# INTERGROUP



- **Create the Conditions for Intergroup Contact**
- **Identify Common Goals**
- **Focus on Solutions, not Identities**

REFERENCE: "Bringing Differences Playbook." The Greater Good Science Center at the University of California, Berkeley. [LINK](#)

## I N T E R G R O U P

### CREATE CONDITIONS FOR INTERGROUP CONTACT

1. Before inviting two groups to come together, set up the following conditions:
  - a. Ensure legitimate authorities support the interaction
  - b. Identify a common goal
  - c. Create a sense of interdependence and shared goal
  - d. Create a sense of equal status
2. Ensure you're not operating off of assumptions. Review with each group how you plan to address these four conditions and get feedback and buy-in.
3. Create space for reflection to learn from the experience

REFERENCE: "Bringing Differences Playbook." The Greater Good Science Center at the University of California, Berkeley. [LINK](#)

## IDENTIFY COMMON GOALS

1. Identify individual goals. To build on trust, ask everyone to write down their individual goals and what might be common goals among all members
2. Discuss and workshop until you've identified common goals. Keep digging until you find overlaps.
3. Discuss the practical steps required to achieve these common goals, and learn how others have been successful in the past.

REFERENCE: "Bridging Differences Playbook." The Greater Good Science Center at the University of California, Berkeley. [LINK](#)

## FOCUS ON SOLUTIONS, NOT IDENTITIES

- The goal of bridging intergroup differences is to transcend assumptions and biases
- Start by understanding the issues and problems people would like to address
- Get more nuanced and specific about those problems to hone in on important elements of the problem
- Invite suggestions for solutions to these problems
- This process can inspire hope and optimism around issues both groups care about

REFERENCE: "Bridging Differences Playbook." The Greater Good Science Center at the University of California, Berkeley. [LINK](#)

# FEEDBACK CULTURE

## Feedback Culture

- Create an environment where disagreement and constructive, respectful criticism are welcomed
- Encourage Psychological Safety: Individuals must have a positive experience when voicing disagreement for it to be safe to do so again

# Feedback Culture

- Establish a feedback culture with a **growth mind-set**
- Develop strategies that focuses on four perspectives:
  - **Relationship**
  - **Receiver**
  - **Giver**
  - **Organization**

Ramsey S, Kohnke KD, Ginsburg S, van der Vliet ACPM. Twelve tips to promote a feedback culture with a growth mind-set: Designing the feedback paradigm from recipes to relationships. Med Teach. 2019 Jun;41(5):425-431.

# Feedback Culture

RELATIONSHIP

RECEIVER

GIVER

ORGANIZATION

- Build an **educational alliance** that emphasizes learner engagement, give and take, and meaningful discussions around the parameters of feedback
- Co-create opportunities for behavior change through a cycle of goals, action plans, and reflection

Ramsey S, Kohnke KD, Ginsburg S, van der Vliet ACPM. Twelve tips to promote a feedback culture with a growth mind-set: Designing the feedback paradigm from recipes to relationships. Med Teach. 2019 Jun;41(5):425-431.

# Feedback Culture

RELATIONSHIP

RECEIVER

GIVER

ORGANIZATION

- Have a growth mindset
- Set learning and improvement goals with action plans
- Actively seek constructive feedback to aid in ongoing growth
- Incorporate feedback into daily performance

Pearson S, Kötzing KD, Ginsburg S, van der Velden CFM. Twelve tips to promote a feedback culture with a growth mind-set: Delighting the feedback pendulum from recipes to relationships. Med Teach. 2019 Jun;41(5):425-431.

# Feedback Culture

RELATIONSHIP

RECEIVER

GIVER

ORGANIZATION

- Establish a positive learning climate and be a professional role-model:  
*Be congenial; be willing to welcome multiple opinions and admit to own limitations and mistakes*
- Use direct observation to generate feedback data that is specific
- Facilitate reflection and informed self-assessment

Pearson S, Kötzing KD, Ginsburg S, van der Velden CFM. Twelve tips to promote a feedback culture with a growth mind-set: Delighting the feedback pendulum from recipes to relationships. Med Teach. 2019 Jun;41(5):425-431.

# Feedback Culture

RELATIONSHIP

RECEIVER

GIVER

ORGANIZATION

- Ensure balance of positive & constructive feedback
- Balance supervision with autonomy
- Establish a continuous improvement environment that normalizes discussions about strengths and weaknesses among professionals at all levels
- Encourage the use of non-judgmental frameworks to discuss what to continue & what to change on a regular basis

Pearson D, Kolinga KD, Glasburg S, van der Weiden CFM. Twelve tips to promote a feedback culture with a growth mind-set: Delighting the feedback paradigm from recipes to relationships. Med Teach. 2019 Jun;41(5):425-431.



## *Reflections*


What did you find most useful?

What elements might you want to implement?





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