



**The Art and Skills of Effective Boards:
Equal Voices, Deep Listening and Safe Conflict**

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Tom O'Connor, Ph.D.,
CEO, Transforming Corrections
oonortom@aol.com or 503-559-5752

Dialogue

Root = through meaning

Like being carried on a river

Meaning emerges & relationships develop:

Everyone gains: win, win, win

Discussion

Root = break apart, concussion

Like playing ping pong

Relationships are not the focus

Some ideas win, some lose

Coaching is Key to Learning New Skills



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Fast and Slow Thinking

A baseball bat and ball cost \$1.10 together.

If the bat costs \$1 more than the ball,

how much does the ball cost on its own?



[Daniel Kahneman, Thinking, Fast and Slow, Farrar, Straus and Giroux, 2013](#)

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Two Key Questions for CRB Review Teams

- | | |
|-------------------------------------|-----------------------------|
| 1. What is it? (before the hearing) | Understanding, Intelligence |
| 2. Is it so? (during the hearing) | Truth |

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CRB Role: Citizen Team Reviews and Gives its Opinion

Do the DHS services and treatment plan ensure the child's safety, health, well-being, and permanency in the shortest time possible?

NO: The services and treatment plan **do not** ensure the safety, health, well-being and permanency in the shortest time possible.

YES: The services and treatment plan **do** ensure the safety, health, well-being and permanency in the shortest time possible.

1 2 3 4 5 6 7 8 9 10

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Four Behaviors of Successful Teams:

1. **Psychological Safety:** Members face one another, and their conversations and gestures are energetic.
2. **Equal Voices:** Everyone talks and listens in roughly equal measure, keeping contributions short and sweet.
3. **Open:** Members connect directly with one another—not just with the team leader.
5. **Exploration:** Members periodically break, go exploring outside the team, and bring information back.

Alex Pentland, [The New Science of Building Great Teams](#), Harvard Business Review, April 2012 & New York Times, [What Google Learned From Its Quest to Build the Perfect Team](#), Feb 25, 2016

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What percent of your time do you spend doing each of the following when you are on a CRB review team? (Total must = 100%)

- Suggesting an idea or way forward _____
 - Moving an idea forward to completion _____
 - Identifying gaps in other's ideas _____
 - Reconciling competing ideas _____
- Total 100%

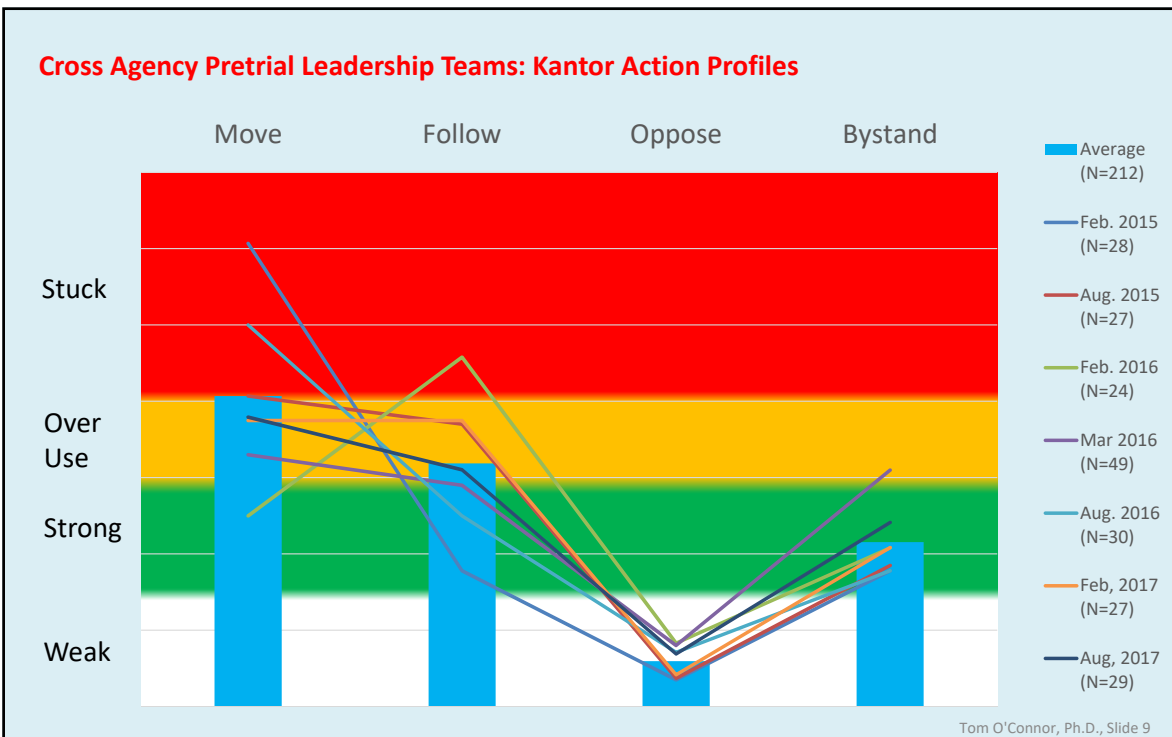
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Four Actions of Dialogue

David Kantor, *Reading the Room: Group Dynamics for Coaches and Leaders*, 2011.

Action	Description
BYSTAND	See & Name the action
OPPOSE	Correct the action
FOLLOW	Complete the action
MOVE	Start the action

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Active Listening Skills - OARS

Open vs. Closed Questions

Affirmations

Reflections

Summarizations

Miller & Rollnick, Motivational Interviewing: Helping People Change, Guilford Press, 2016

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What percent of your time do you spend doing each of the following when you are on a CRB review team? (Total must = 100%)

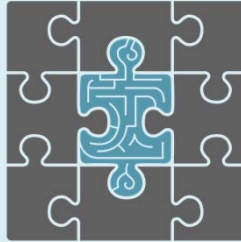
- Taking care of others _____
 - Thinking about the case _____
 - Getting things done _____
- Total 100%

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Three Languages of Dialogue



AFFECT



MEANING



POWER

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What percent of your time do you spend doing each of the following when you are on a CRB review team? (Total must = 100%)

- Directing the efforts of others _____
- Collaborating with others _____
- Operating independently _____

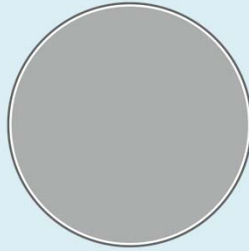
Total 100%

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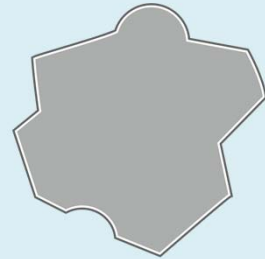
Three Ways of Bringing Order to Dialogue



CLOSED



OPEN



RANDOM