

# **CRE - CREATIVE RELAXATION EXERCISE**

## **A ONE DAY PROGRAM ON CONFLICT PREVENTION FOR A POSITIVE ORGANISATIONAL ENVIRONMENT**

TEXT, EXERCISES, CASES, ANALYSIS & BRIEF AUDIO/VIDEO

*“Achieving powerful satisfying relationships”*

Draft print for publication – May 24, 2007

**Dr. Bob Boland & Team**  
MD, MPH, DBA, ITP (Harvard)

Source: Heidren Kaiser (ILO) and the Non- Violent Communication (NVC) work of Dr. Marshall Rosenberg – with kind permission of the Center for Non Violent Communication – [www.cnvc.org](http://www.cnvc.org)

Audios: freely available on [www.crelearning.com](http://www.crelearning.com) and CNVC

Help: [robertboland@wanadoo.fr](mailto:robertboland@wanadoo.fr)

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## **I. INTRODUCTION**

This is a little book to help managers and workers achieve conflict prevention and a positive organizational environment. CCE – caring communication with empathy !

The book has text to study, cases, quiz and audio/video freely available on the web.

It may help us to relax and find answers to important problems about ourselves and our organization.

As we begin to think it is possible ... then we allow it to happen

## **2. LEARNING OBJECTIVES**

1. Adopt instinctively a new management style of caring communication which stimulates empathy and achieves powerful satisfying relationships for effective management.
2. Become more sensitive to the behaviour, feelings, needs and requests of others, as we observe and express them without critical judgment
3. Take responsibility for our own feelings, anger and needs, without blame or harm to others.
4. Provide a brief experience of GEMINI (Time-out) as a powerful meditation technique for reinforcing CCE skills with a sense of personal control.
5. Motivate further study in the future.

### 3. TIMETABLE

For personal study alone or with a partner or with small groups.

A leader or training instructor can decide how the program can be used and adapted most effectively for different learning groups e.g. managers, staff, trainees, students etc, in each particular business, NGO or educational organization. The initial timetable to test the program in one day could be as follows.

Pre-course learning: See next page (45 minutes)

Course learning:

|   |               |
|---|---------------|
| 1. Introduction & registration                        | 09.00 - 09.30 |
| 2. Lecture - CCE                                      | 09.30 – 10.00 |
| 3. Video – MR 2                                       | 10.00 - 10.30 |
| 4. Coffee break                                       | 10.30 - 11.00 |
| 5. Video – Yosuhiko Kimura                            | 11.00 - 11.30 |
| 6. Audio/discussion - CCE                             | 11.30 - 12.30 |
| 7. Break - lunch                                      | 12.30 - 13.30 |
| 8. Exercise – Assumptions, Observations<br>& Feelings | 13.30 - 14.15 |
| 9. Video – MR 3                                       | 14.15 – 14.45 |
| 10. Exercise – Needs, Requests & Empathy              | 14.45 – 15.15 |
| 11. Coffee break                                      | 15.15 - 15.30 |
| 12. Case discussion                                   | 15.30 – 16.30 |
| 13. Summary & Feedback Session                        | 16.30 - 17.00 |

Post-course learning: Communication Reinforcement (90 minutes).

#### **4. PRE-COURSE LEARNING (45 minutes)**

From one of the CNVC UK web sites:

<http://www.nvc-resolutions.co.uk/nvcmedia.htm>

play and study:

Marshall Rosenberg video 1, and

Yosuhiko Kimura video

to develop some understanding of the NVC approach to caring communication based on feelings and needs.

Note: Non Violent Communication web site is: [www.cnvc.org](http://www.cnvc.org)

## **5. WELCOME**

1. WELCOME .... THIS LITTLE TALK IS DESIGNED ... TO HELP US TO DEVELOP SKILLS IN CCE - CARING COMMUNICATION WITH EMPATHY, FOR CONFLICT PREVENTION AND A POSITIVE ORGANISATIONAL ENVIRONMENT...WITH POWERFUL SATISFYING RELATIONSHIPS.

2. CCE IS INSPIRED BY THE CONCEPT OF "NON-VIOLENT COMMUNICATION" OF DR. MARSHALL ROSENBERG WHOSE BOOKS AND WEB SITE ARE SUGGESTED FOR DEEPER NVC TRAINING AFTER THIS BRIEF EXPERIENCE WITH CCE.

3. SO OFTEN LARGE ORGANISATIONS ACCEPT MASS STAFF FRUSTRATION, ANGER, DEPRESSION, CONFLICT ETC. AS AN INEVITABLE REALITY OF MODERN MANAGEMENT. THUS OUR PAST TRAINING IN COMMUNICATION WITH OTHERS, HAS ENCOURAGED US ... TO JUDGE, DEMAND, EXPRESS RIGHT AND WRONG, JUSTIFY ANGER ETC. FREELY. BUT SUCH OLD HABITS CREATE PROFOUND INEFFICIENCY, MISUNDERSTANDING, FRUSTRATION, PAIN AND ANGER IN BOTH MANAGERS AND STAFF AND FAIL TO SUPPORT THE KEY OBJECTIVE OF EFFICIENT AND EFFECTIVE MODERN MANAGEMENT OF RESOURCES.

4. WITH CCE WE SEEK: TO ADOPT ... ALMOST INSTINCTIVELY ... A NEW STYLE OF CARING COMMUNICATION,WHICH PROMOTES EMPATHY AND COOPERATION; TO BREAK OLD PATTERNS OF THINKING THAT LEAD TO FRUSTRATION, ARGUMENT AND ANGER; TO BECOME MORE SENSITIVE TO THE FEELINGS, NEEDS AND REQUESTS, OF OTHERS AND OURSELVES ... AS WE OBSERVE THEM WITHOUT CRITICAL JUDGMENT AND TO TAKE RESPONSIBILITY FOR OUR OWN FEELINGS AND NEEDS, WITHOUT BLAMING OR HARMING OTHERS.

5. AS PART OF TRAINING FOR CCE WE CAN USE GEMINI (TIME-OUT) AS A POWERFUL REINFORCEMENT FOR NEW SKILLS AND HABITS WITH A STRONG SENSE OF PERSONAL CONTROL.

## 6. CCE PRACTICE

1. CCE – CARING COMMUNICATION WITH EMPATHY. WE MAY BEGIN ... VERY GENTLY ... TO RECOGNIZE ... SOME NEW CHALLENGING IDEAS AND CONCEPTS ... WHICH ARE WORTHY OF DEEPER REFLECTION ... AND PRACTICE ...

2. IN CCE WE “REFRAME” OUR CONNECTIONS - WITH OURSELVES AND WITH OTHERS BY DEEPER LISTENING, EXPRESSION, CONFIRMATION, RESPECT AND EMPATHY FOR MUTUAL UNDERSTANDING, WITH:

A. OBSERVATIONS – EXPRESSING OBSERVATIONS AND CONFIRMING THEM WITHOUT IUDGEMENT, WITH GENTLE INTERACTION OF WHAT WE SEE AND HEAR.

LEARNING POINTS:

- WE NEED TO OBSERVE THE BEHAVIOUR OF OTHERS AND TO EXPRESS AND REFLECT OUR UNDERSTANDING BACK WITH TRUST, WITHOUT EVALUATION OR JUDGMENT, SO THAT OUR EMPATHY TO UNDERSTAND, IS NOT PERCIEVED AS IMPLIED CRITICISM WHICH COULD PROMOTE ANTAGONISM AND DEFENCIVENESS.
- CCE CAN HELP US WITH EMPATHY TO FIND CREATIVE WAYS FOR MANAGING OUR THOUGHTS, AGGRESSION, STRESS, LACK OF CONTROL ETC. ... SO THAT WE CAN HELP OURSELVES.
- OUR ANALYSIS AND JUDGMENT OF OTHERS, MAY JUST BE REFLECTIONS OF OUR OWN NEEDS AND VALUES.
- SOME WORDS ALIENATE US FROM OTHERS.
- OUR MESSAGE IS NOT WHAT WE THINK WE SEND, BUT WHAT OTHERS THINK THEY RECEIVE.
- OBSERVATION COMBINED WITH EVALUATION, IS GENERALLY PERCEIVED AS CRITICISM AND RESULTS IN DEFENCIVENESS.



- EXPRESSING OUR OWN VULNERABILITY MAY HELP TO RESOLVE CONFLICTS.
- BEFORE WE DARE TO OFFER ADVICE ... WE SHOULD ALWAYS ASK PERMISSION.

B. FEELINGS – EXPRESSING FEELINGS CLEARLY FOR OURSELVES AND OTHERS.

- LEARNING POINTS:
- WE NEED TO SEARCH INSIDE OURSELVES TO IDENTIFY AND EXPRESS OUR FEELINGS, TAKING FULL PERSONAL RESPONSIBILITY, WITHOUT BLAMING OTHERS!
- WE ARE RESPONSIBLE FOR OUR FEELINGS, NEEDS AND ANGER.
- OUR FEELINGS, NEEDS AND THOUGHTS, ARE NOT THE SAME.
- ON RECEIVING A NEGATIVE REACTION, WE MUST RESEARCH THE FEELINGS AND NEEDS OF OTHERS AND OURSELVES. WITHOUT EMPATHY
- THERE CAN BE NO ROAD TO CARING COMMUNICATION.

C. NEEDS – EXPRESSING NEEDS FROM DEEP WITHIN US – CLEARLY.

LEARNING POINTS:

- TRUTHFUL EXPRESSION OF OUR OWN NEEDS AND VULNERABILITY, MAY CREATE EMPATHY WITH OTHERS, SO THAT WE CAN THEN REQUEST VERY
- CLEARLY, WHAT WE NEED FROM THEM TO MEET OUR NEEDS, AS WE MAKE THE EFFORT TO MEET THEIR UNMET NEEDS AS WELL!
- WHEN ASKING OTHERS FOR INFORMATION, CCE LANGUAGE IS CRITICAL. SELF JUDGEMENTS ARE OFTEN WAYS OF EXPRESSING UNMET NEEDS.

D. REQUESTS – EXPRESSING CLEARLY THE HELP FOR UNMET NEEDS.

LEARNING POINTS:

- WE ENRICH OUR LIVES WITH CLEAR REQUESTS FOR WHAT WE NEED.
- WE ALL SEEK RELATIONSHIPS BASED ON TRUST AND EMPATHY.
- NO MATTER WHAT OTHERS MAY SEEM TO BE SAYING, WE ONLY HEAR SOME REFLECTIONS OF THEIR OBSERVATIONS, FEELINGS, NEEDS AND REQUESTS FOR HELP WITH UNMET NEEDS.

E. EMPATHY - IS THE RESPECT AND UNDERSTANDING OF WHAT OTHERS ARE EXPERIENCING.

LEARNING POINTS:

- EMPATHY IS OUR CONCERN FOR OTHERS WHICH CREATES THE ROAD FOR CARING COMMUNICATION.

- WITH EMPATHY WE TOUCH DEEPER FEELING LEVELS AND RELEASE STRESS FOR EVERYONE.
- “OUGHTS” AND “MUSTS” AND “GUILT” ARE ILLUSIONS OF NO CHOICE NEGATIVES.
- OUR ANGER IS STIMULATED BUT NOT CAUSED, BECAUSE OF WHAT OTHERS MAY SAY OR DO.
- OUR ANGER IS CAUSED BY OUR OWN FEELINGS, NEEDS, THINKING, BLAME AND JUDGMENT.
- ALTHOUGH STIMULATED BY OTHERS, WE ARE RESPONSIBLE FOR OUR ANGER..
- WITH ANGER WE MUST: STOP/BREATHE, IDENTIFY OUR JUDGMENTS, CONNECT WITH FEELINGS AND NEEDS, AND THEN EXPRES OUR UNMET NEEDS, WITH NO BLAME TO OTHERS.
- WE CAN DEFUSE STRESS BY IDENTIFYING FEELINGS AND NEEDS.
- WE COMMUNICATE TO OTHERS WITH OUR OBSERVATIONS, FEELINGS, NEEDS AND REQUESTS.
- WE RECEIVE COMMUNICATION FROM OTHERS WITH EMPATHY FOR THEIR OBSERVATIONS, FEELINGS, NEEDS AND REQUESTS.

3..ALL OF THIS MAY SEEM TO BE A BIT DIFFICULT TO ABSORB ... AS A WHOLE RANGE OF IMPOSSIBLE PROBLEMS ... FOR ACHIEVING CARING COMMUNICATION ... WITH EMPATHY ... BUT ... LATER ...WE CAN EXERCISE WITH EXHIBITS A-J ... AND WITH PRACTICE ... WE CAN DEVELOP THE CCE SKILLS INSTINCTIVELY ... WITH THE HELP OF A LITTLE GEMINI.

## **7. GEMINI – CONCEPTS**

- 1. WE MAY BE SURPRISED TO FIND WE CAN QUICKLY LEARN TO USE GEMINI – TIME-OUT ... A POWERFUL MEDITATION TECHNIQUE ... IN OUR OWN SPECIAL WAY ... TO HELP US ...**
- 2. WE ARE IN CONTROL ALL THE TIME ... AND WITH PRACTICE, GEMINI HELPS US TO CONTROL THOUGHTS AND EMOTIONS AND FIND NEW STRENGTHS FROM DEEP WITHIN US ... THAT WE DID NOT EVEN REALISE ... WERE THERE .... WITH NO SIDE EFFECTS AT ALL**
- 3. CAN WE BELIEVE THAT GEMINI IS HARMLESS? A MEDITATION TECHNIQUE LIKE THA-CHI, YOGA ETC.**
- 4. AS IT HELPS OUR CONSCIOUS AND SUB-CONSCIOUS MINDS, TO COME TOGETHER ... AND TO COMMUNICATE BETTER ... AND TO WORK WELL TOGETHER.**
- 5. WE ALL KNOW THAT THE SUB-CONSCIOUS MIND IS SO STRONG ... WHEN WE GET IT ON OUR SIDE ...WE BECOME VERY POWERFUL INDEED ...**

## 8. GEMINI – PRACTICE

1. NOW ... WE WOULD LIKE TO HAVE A NEW BRIEF “TIME-OUT” EXPERIENCE TOGETHER ... WHICH GOES BY THE CODE NAME OF ... ‘GEMINI’... SO PERHAPS FOR THE MOMENT ...WITH NOTHING ELSE TO DO ... WE CAN JUST FIND A COMFORTABLE POSITION ...AND RELAX THE MIND AND THE BODY ..... WITH A SIMPLE MEDITATION TECHNIQUE ... (PAUSE) ... READY? ... OK?

2. FIRST WE CAN REPEAT THE WORD ‘GEMINI’ ... THREE TIMES ... AS A SIGNAL FOR OUR GEMINI ....VERY GENTLY ... AND JUST LOOK UP AND FIX OUR ATTENTION ON SOME OBJECT ... VERY HIGH UP IN THE ROOM ... FOR A FEW MINUTES ... KEEP LOOKING ... BREATHING DEEPLY ... AND FEELING CALM ... WITH EVERY BREATH IN .. BREATH IN PEACE AND STRENGTH ... AND WITH EVERY BREATH OUT ... BREATH OUT STRESS, WORRY AND FEAR ...

3. AND THEN ... WHEN WE ARE READY ... WE CAN LET THE EYES CLOSE AND RELAX ..... AS WE RELAX EACH PART OF OUR BODY ... SLOWLY ... HEAD ...NECK ... ARMS ... STOMACH ... HIPS ... LEGS ... KNEES ... FEET ... GENTLY RELAXED ..AS WE LISTEN ... GENTLY TO OUR HEART BEAT ... WITH THE RISING AND FALLING ... OF THE CHEST ... AND LISTEN ... AS WE TALK TOGETHER ... FOR A FEW MINUTES ... TO SEE HOW WE CAN MAKE A HELPFUL DIFFERENCE ... FOR OURSELVES ... WITH CCE ...

4. GEMINI ... IS JUST LIKE GENTLE RELAXATION ... AND WITH PRACTICE ... IT CAN GIVE US STRENGTH AND HOPE .... TO ACHIEVE OUR SKILLS ... IN CARING COMMUNICATION ... TO D  
DISCONNECT OURSELVES ... FROM IMMEDIATE STRESS ... AND FIND POSITIVE MEANING TO LIFE AND WORK ..... AS IT IS ... AND WILL BE

5. THUS AS WE CAN BRING COMFORT ... FROM DEEP WITHIN US ... AND WE MAY PERHAPS SEE AN OPPORTUNITY ... TO LEARN NEW THINGS ABOUT OURSELVES ... ABOUT OUR WORLD ...AND ABOUT CCE AND EMPATHY IN RESOLVING CONFLICTS WITH OTHERS ... IN MANY WAYS ... WITH CONCENTRATION ON ... OBSERVATION ... FEELINGS ... NEEDS ... REQUESTS ... AND EMPATHY ...

6. PERHAPS CCE IS GIVING US A CHANCE TO LEARN ... MANY NEW THINGS BY OBSERVING OTHERS AND FINDING EMPATHY WITH THEIR FEELINGS AND NEEDS ... WHICH WE COULD NOT DISCOVER BEFORE ... NEW WAYS TO HELP OURSELVES AND OTHER PEOPLE TOO ... SOMEHOW WHEN WE FIND ... NEW WAYS ... TO COMMUNICATE OUR FEELINGS AND NEEDS ... THEN OUR PROBLEMS ... BECOME EASIER TO BEAR, TO HANDLE .. AND TO RESOLVE ... WITHOUT FURTHER CONFLICT.

7. WE WONDER ... DOES EVERYONE WANT TO BE UNDERSTOOD? ... IS EMPATHY THE ROAD TO HELP OTHERS TO MEET THEIR UNMET NEEDS? ... (PAUSE) ... CAN THE CCE WE USE ... REWARD US ... WITH ACHIEVING POWERFUL AND SATISFYING RELATIONSHIPS? ... WITH POSITIVE ATTITUDES, ACTION, COOPERATION AND EXPECTATIONS? ... DEVELOPED INSTINCTIVELY ... WITH PRACTICE ...?

8. PERHAPS WE ARE GOING TO DISCOVER ... THE POWERFUL IMPACTS OF CCE ... NOT JUST THE VERBAL ONES OF WHICH WE KNOW SO WELL ... BUT THE OTHER POWERFUL EFFECTS ... EMOTIONAL, SOCIAL AND ALMOST SPIRITUAL ISSUES ... THE QUALITY OF LIFE AND WORK RELATIONSHIPS ... THE MEANING AND IMPORTANCE OF EVERY DAY ... WHICH HAS SUCH VALUE ... AND THE SKILL TO RESPOND WELL TO NEGATIVE REACTIONS ... AND PRODUCE POSITIVE RESULTS ... FOR THE WHOLE ORGANISATIONAL ENVIRONMENT.

## **9. ROLE CHANGE – FROM JUDGE TO CONFLICT RESOLVER**

1. SO ... NOW ... WITH YOUR KIND ... PERMISSION ... CAN WE NOW BEGIN TO FEEL LESS AND LESS LIKE A “JUDGE” ... CRITICAL, SUPERIOR, INDEPENDENT, AUTHORITY ON RIGHT AND WRONG, EDUCATOR, ADVISER, CONTROLLER, INFLECTOR OF “DESERVED” PUNISHMENT ... ETC.

2. AND MORE AND MORE LIKE A “CONFLICT RESOLVER” ... LISTENING, REJECTING GENTLY, CLARIFYING, CHOOSING CARING WORDS AND CREATING EMPATHY ... A MEMBER OF AN EMPATHY TEAM TO FIND NEW WAYS TO RESOLVE CONFLICTS AND BRING HARMONY TO RELATIONSHIPS ... WITH POSITIVE EXPECTATIONS OF SUCCESS FOR THE WHOLE TEAM ... VERBALLY AND EMOTIONALLY.

3. SO, PERHAPS WITH THIS LITTLE TALK TOGETHER ..... AND GEMINI .... WE CAN BEGIN ... TO USE OUR SKILLS IN CCE AND GEMINI ... WHICH WITH PRACTICE ... WILL ENABLE US TO BE IN CONTROL OF ... OUR VERBAL, SOCIAL AND EMOTIONAL ISSUES ... WITH RELAXATION, DIVERSION, DISTRACTION, IMAGERY AND EVEN DISSOCIATION ... TO GIVE OURSELVES ... AND OTHERS ... AN ORGANISATIONAL ENVIRONMENT ...WHICH STIMULATES AND REWARDS EVERY MANAGER AND STAFF MEMBER ...

## **10. GEMINI – RENEWAL**

1. NOW ... VERY GENTLY ... WE CAN COME BACK ... BY BREATHING DEEPLY ... AND COUNTING GENTLY FROM 1 TO 10 ... FEELING WELL AND HAPPY AND PLEASED WITH OUR FIRST VERY BRIEF ... EXPERIENCE OF CCE AND GEMINI ... (PAUSE) 1... 2... 3... FEELING WELL ... 4 ... 5... 6... 7 ... EYES OPENING ... FEELING WELL ... 8 ...9...10 ... BACK AGAIN ... (PAUSE) STRETCH ARMS ... MOVE SHOULDERS AND FEEL CALM ... AND AT PEACE WITH THE WORLD ...

2. WE MAY WONDER ... HOW WE FEEL ... AT THIS MOMENT ... WITH MAYBE SOME NEW THOUGHTS IN THE MIND ... (PAUSE) ... GEMINI CAN WORK SO WELL ... WITH PRACTICE ...



## **11. GEMINI TIME-OUT - BRIEF PRACTICE FOR CCE**

NOW PUT CCE INTO PRACTICE ... DEEPLY INTO OUR MINDS SO THAT IT BECOMES INSTINCTIVE ... SAY GEMINI!!! ... AS WE TAKE JUST FIVE MINUTES ... FOR OUR MENTAL AND PHYSICAL HEALTH ... IN RELAXATION ... WITH A VERY EASY AND GENTLE GEMINI .... OK? ... ON WE GO ... (EXHIBIT J)

## 12. CONCLUSIONS

1. Practice CCE with Exhibits A-J. Perhaps listen to the brief audio on Learning Reinforcement on: [www.crelearning.com](http://www.crelearning.com)

2. To learn more about NVC (Non Violent Communication) study the book, which inspired this little CCE program:

”Non Violent Communication – A Language of Life”

Author: Dr. Marshall B. Rosenberg

Publisher: Puddledancer Press

POB 231129, Entcinitas, CA 92023-1129

Centre for Non Violent Communication – [www.cnvc.org](http://www.cnvc.org)  
which explains their many publications, many videos, conflict resolution, and international training programs.

One of the UK web sites NVC web sites with useful videos is:  
[www.nvc-resolutions.co.uk/aboutnvc.htm](http://www.nvc-resolutions.co.uk/aboutnvc.htm)

3. Feel free to adapt our ideas on CCE to your own special ways ... that you know best ... will work well for you. Keep it simple and powerful ... and you will not be disappointed.

4. Practice brief (5 minute) GEMINI as a powerful meditation technique, for just one week, five times a day. On awakening in the morning, to plan for the day, and just before sleeping at night, to hand over one key problem to your sub-conscious mind. When you practice before going to sleep, do not awaken with a count of 0 to 10, simply tell yourself that it will turn into natural sleep from which you will awaken in your own time in the morning.

5. Suggestions: Determine what you want and need from CCE. Make only those suggestions that are SIMPLE and POSITIVE. Repeat them several times. Always be clear on how you want to think, feel and behave. Never suggest anything NEGATIVE you DO NOT want to happen! The sub-conscious does not understand negatives!

6. To learn more about GEMINI as a powerful meditation technique, study the book:

Time-out – Complete Guide

Author: Dr. Brian Alman

Publisher: Brunner/Mazel - New York

7. Contact for feedback, help, and suggestions: [robertboland@wanadoo.fr](mailto:robertboland@wanadoo.fr)

## **EXHIBIT A – CCE ASSUMPTIONS**

For CCE we make many interesting assumptions about people and communication.

The assumption (1-20) is valid – yes/no?

Mark a separate sheet – our answers at the end ... please  
– you may need some time ... for deeper reflection ...

1. Our analysis and judgment of people may just be reflections of our own needs and values.
2. Some words alienate us from others. Our message is not what we think we send, but what the others think they receive.
3. We are responsible for our own feelings, needs and anger.
4. When we combine evaluation with observation, it is generally perceived as criticism.
5. Expressing our own vulnerability may help us to resolve conflicts.
6. Our thoughts are not the same as our feelings and needs.
7. On receiving a negative reaction, we need to research our own feelings and needs ... and those of others.
8. Without empathy there is no road for caring communication.
9. We enrich our lives with clear requests for what we need.
10. We all seek relationships based on trust and empathy.
11. Before we DARE to give advice ... we should ask permission!
12. No matter what others may seem to be saying, we only hear “reflections” of their observations, feelings and needs and

requests.

13. When asking others for information we may find it helpful to express our own vulnerability and needs.
14. With empathy we touch deeper feelings and release stress for everyone.
15. Self judgements are often ways of expressing unmet needs.
16. When we adopt “oughts’ and “must” and “guilt” we are creating the illusions of “no choice” negatives.
17. We are never angry because of what others say or do.
18. Our anger is caused by our own feelings needs, thinking, blame and judgment – although “stimulated” by others ... we are responsible and we have “caused” the anger!
19. To handle anger we can: stop. breathe deeply, identify judgements, connect with feelings and needs ...and express our unmet needs, with no blame to others.
20. We can defuse our stress by identifying feelings and needs of ourselves and others.

Answers – all y

## **EXHIBIT B - EXPRESSING OBSERVATIONS**

For CCE expressed observations should be truthful, clear and without evaluation or judgement.

The observation (1-10) includes a judgment – yes/no?  
Mark a separate sheet – our answers at the end ... please  
– you may need some time ... for deeper reflection ...

1. George is really dumb.
2. You liked the job.
3. Mary finished the report today.
4. Henry laughed at me for nothing.
5. Sancos graduated with MPH last week.
6. Catherine was late again yesterday.
7. Xavier complains all the time
8. Bob said the work pleased him.
9. You failed to ask my permission.
10. Miguel is a good boy

yynyn yynyy

## **EXHIBIT C – IDENTIFYING FEELINGS**

For CCE expressed feelings should be clear and specific, taking personal responsibility without any blame on others.

The feeling is well expressed – yes/no?

Mark a separate sheet – our answers at the end ... please  
– you may need time for deeper reflection ...

1. You make me sick.
2. I feel you don't enjoy the work.
3. I feel great.
4. I am amused when you say that.
5. I feel so pleased that you got the contract.
6. I feel bad about what you said.
7. I am not happy with you.
8. You are so provocative.
9. I hate his guts.
10. I feel like leaving.

nynyy ynrrrr

## **EXHIBIT D - IDENTIFYING NEEDS**

For CCE expressed needs should be specific, truthful and clear.

The need is clearly expressed – yes/no?

Mark a separate sheet – our answers at the end ... please – you may need time for deeper reflection ...

1. You make me mad when you leave reports around the office.
2. I am worried when you are not here to answer questions.
3. I feel furious that you failed to get the job.
4. I am sorry you cannot come tonight to talk things over.
5. I am sad that you did not do what I told you.
6. You have abused my hospitality.
7. I am happy that I graduated as MD.
8. I am pleased you brought me home safely..
9. I loved what you did for me last week.
10. I feel depressed when you never discuss your work with me.

nnnyn nyyyn



## **EXHIBIT E - CLARIFYING REQUESTS**

For CCE expressed requests should for specific action and clearly described.

The request clearly defines the specific action – yes/no?

Mark a separate sheet – our answers at the end ... please – you may need some time for deeper reflection ...

1. I want you to stop eating so much.
2. I want you to understand me.
3. I want you to be honest with me.
4. I would like you to drive at 60 km per hour.
5. I want you to respect me.
6. I want you to complete this work tonight.
7. I want you to be brave.
8. I would like you to respect me.
9. I would like you to tell me one good thing I have done right for you.
10. I would like you to be more tolerant to the George Bush.

## EXHIBIT F – CREATING EMPATHY

For CCE expressed empathy responses must emphasise understanding of what others experience, without advice or sympathy.

The empathy response is valid – yes/no?

Mark a separate sheet – our answers at the end ... please they may need some deeper reflection ...

1. Partner to partner: How could I be so dumb as to do that?  
Empathy: You can't do everything
2. Mother to teenage son: You never help me to keep the house clean and tidy  
Empathy: Yes, I must make an effort.
3. Wife to husband: I want you to be honest with me.  
Empathy: You feel I should speak more freely about my feelings and problems.
4. Mother to neighbour: I am furious with my 7 year old child.  
Empathy: You should smack him when he does wrong.
5. Staff member to colleague: How could you say that to me, after working so well together for 16 years?  
Empathy: You feel that I was careless and hurtful.
6. Manager to section head : Your section's work was behind schedule again last month.  
Empathy: Yes it was a bit late, but I was sick.
7. Manager to junior staff member: I am furious that you could not carry out that very simple clear instruction.  
Empathy: But you don't know what happened ...
8. Staff to manager: I would like you to respect me.  
Empathy: Cheer up, don't feel so bad.

9. Patient to doctor: What can I do now with his terrible diagnosis you have given me.  
Empathy: Well this could be a very positive learning experience for you, if you just ...
10. Teacher to class: I would like you to understand my feelings about race relations in this mixed class.  
Empathy: You feel the need to make your ideas very clear to all of us.

nnyny nnnny

## **EXHIBIT G – PERSONAL LIKES/DISLIKES IN PEOPLE**

For CCE we must become aware and un-learn some of our old prejudices which may influence us in finding empathy.

List the types of people that you like 1-5 and don't like 6-10.

Think about it ... when practicing CCE ...

LIKE:

1.

2.

3.

4.

5.

DON'T LIKE:

6.

7.

8.

9.

10.

No answers here ... be careful

## EXHIBIT H - COGNITIVE DISTORTIONS

Test yourself on your hang-ups and re-test later ...

1. All or Nothing: Will I be a "Black or white" thinker today, whereby anything that is less than perfect is a total failure?
2. Generalisation: Will I see a single result as a pattern of inevitable never-ending defeat?
3. Filter: Will I allow only negatives to darken my reality today, as I (very carefully) filter out almost all of the positive things?
4. Positive disqualification: Will I reject positive experiences today, by telling myself that they "don't really count"?
5. Conclusion jumping: Will I jump to negative assumptions about the future, of a project, without any definite supporting facts, by simply "fortune telling" on the situation and the people?
6. Catastrophizing: Will I perceive disaster in everything today, by exaggerating the bad things and minimising the good ones?
7. Emotional reasoning: Will I convince myself that if, for just a moment, I feel something, then it is almost certainly true?
8. Obligations: Will I allow myself to feel frustration, anger or even guilt today, by adopting some of those false personal motivators like: "I really must" or "I ought to" etc.?
9. Labelling: Will I indulge myself in extreme over-generalisation, by attaching negative labels like "A real pain!" to things, to others or even to myself?

Answers – all positive

## **EXHIBIT I - CCE IN ACTION**

Test your CCE reactions to the following situations with a written approach of five steps O F N R E:

1. I hate this organization.
2. Management is so unfair
3. I am so depressed by working here.
4. I refuse to cooperate with them.
5. No, I have no solution to this critical problem.
6. They refuse to work with me.
7. The money must be spent before the year end.
8. The training was pathetic.
9. Why all of this useless paperwork?
10. The manager abused me last week.

Answers on request by email with your solutions attached

## **EXHIBIT J - GEMINI TIME-OUT IN ACTION**

**NOW PUT CCE INTO PRACTICE ... DEEPLY INTO OUR MINDS SO THAT IT BECOMES INSTINCTIVE ... SAY GEMINI!!! ... AS WE TAKE JUST FIVE MINUTES ... FOR OUR MENTAL AND PHYSICAL HEALTH ... IN RELAXATION ... WITH A VERY EASY AND GENTLE GEMINI. .... OK? ... ON WE GO ...**

1. Tell yourself that you are going to do your GEMINI TIME-OUT.
2. Make yourself comfortable. Begin to breathe very deeply.
3. Look up and fix attention on some high object ... breath in calm control ... breath out worry, STRESS and fears ... keep looking ... then GENTLY ... allow eyes to close.
4. Relax your whole body ... by visualizing and smiling at each part carefully ... from the top of your head to the tips of your toes ...
5. Begin slowly and mentally ... to count down from 10 to 0 ...saying “deeper” ....
6. Imagine a beautiful white cleaning light ... coming from above your head ... relaxing and cleaning every part of you ... as it passes through your whole body ... and out of your toes.
7. Imagine a beautiful healing golden fluid ... coming in from your toes ... to sooth and heal every part of your body... right up to the top of your head...
8. Then (THREE TIMES) make the simple POSITIVE GEMINI suggestion to yourself:  
**“I will feel well in MIND & BODY ... as I develop new skills in CARING COMMUNICATION WITH EMPATHY ... with deep concern for observations, feelings, needs, requests and empathy ... to help me to achieve powerful and satisfying relationships ... in a positive rewarding organizational environment!”**
9. Spend a minute or so in gentle relaxed thinking ... to allow these thoughts to go deeply into your mind ...
10. To come back from GEMINI:
  - a. Tell yourself that when you wake up you will feel very well, very happy and very motivated to achieve what you need with CCE.
  - b. Slowly and mentally count up from 0 to 10 and open your eyes.
  - c. Stretch the arms and neck. Relax. WELL DONE!!

## **EXHIBIT K - BROCHURE**

### **CRE - CREATIVE LEARNING EXERCISE**

#### **CRE 22 – A ONE DAY PROGRAM ON CONFLICT PREVENTION AND A POSITIVE ORGANISATIONAL ENVIRONMENT**

##### **1. PROGRAM**

The program is designed to provide busy managers and staff with new approach to communication, which can resolve and prevent conflicts and can promote empathy to support a more positive organizational environment. It seeks to create more powerful satisfying relationships. It can change attitudes and break old patterns of rough communication, leads to frustration, argument and anger, which is inconsistent with the efficient and effective management of resources. CCE encourages managers and staff to show concern and responsibility for the feelings and needs of all in the organisation.

##### **2. LEARNING OBJECTIVE:**

The specific learning objectives are to:

- a. Adopt instinctively a new management style of caring communication which stimulates empathy and achieves powerful satisfying relationships for effective management.
- b. Become more sensitive to the behaviour, feelings, needs and requests of others, as we observe and express them without critical judgment.
- c. Take responsibility for our own feelings, anger and needs, without blame or harm to others.
- d. Provide a brief experience of GEMINI (Time-out) as a powerful meditation technique for reinforcing CCE skills with a sense of personal control.
- e. Motivate further study in the future.

##### **3. SYLLABUS**

The syllabus of the program includes: development of powerful and satisfying relationships, intensive study of observation, feelings, needs and requests for help, empathy creation, GEMINI TIME-OUT technique to support changing behaviour patterns, conflict resolution, control of anger etc

##### **4. TIME & METHOD**



CRE can be used part-time or in a day by individuals and groups as a stand-alone activity or before any relevant internal management training program or MBA or external Executive Program.

## 5. PROGRAM MATERIALS

The training materials include a text, a 30 minute audio, a series of exercises to reinforce the learning, and a text book for post-course study.

## 6. FACULTY

Dr. R.G.A. Boland MD, MPH (Johns Hopkins). DBA, ITP (Harvard)  
Formerly professor of INSEAD, Cranfield, IMD, Columbia, Ex UN in Geneva.

Mr. Anthony Harris MBA (Cranfield), Business Consultant Geneva & EU.

## 7. FURTHER INFORMATION

199 Chemin Garenne, Prevessin, 01280, France.  
Tel. 33-450-40-89-82 Email: robertboland@wanadoo.fr

## **EXHIBIT L - LEARNER REGISTRATION & FEEDBACK**

### **PART I Basic data:**

**CRE 22 – A ONE DAY PROGRAM ON CONFLICT PREVENTION  
FOR A POSITIVE ORGANISATIONAL ENVIRONMENT**

Date and location:

Name:

Title:

Organization:

Address, telephone, email

### **PART 2 PREVIOUS BACKGROUND**

Please write 1-4 lines on your relevant training and experience in the subject area of the program.

### **PART 3 OBJECTIVES**

Please complete the attached sheet: "Learner Objective Setting".

Then list below, your three objectives in your taking the program.

- 1.
- 2.
- 3.



## FEEDBACK AT THE END OF THE COURSE

Grade each question out of 10 (poor 0 excellent 10):

1. Did the course meet your objectives? .../10
2. Content? .../10
3. Method? .../10
4. Challenge? .../10
5. Pre-course learning .../10
6. Quiz scores:  
Quiz at beginning ... at the end ... ?  
Answers you do not agree with ....
7. Three suggestions for course changes and improvement?
8. Your own special 8 line mini-case ... and solution please?