





MASA/MOSPRA 2017

BREAKING THROUGH

COMMUNICATING IN A
PSYCHOLOGICALLY
DEFENSIVE WORKPLACE

SAMUEL RAYBURN



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- 1. GROUPS IN ORGANIZATIONS**
 - 2. PARADOXES IN GROUPS**
 - 3. RISING STRESS**
 - 4. PSYCHOLOGICAL DEFENSES**
 - 5. PARADOX AND PARALYSIS**
 - 6. CHANGE CYCLE**
 - 7. SHARED VALUES**



PERSPECTIVE





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FUNDAMENTAL PROBLEM:

**THE NEED TO BELONG
VS**

THE NEED TO BE AN INDIVIDUAL



GROUP TYPES

A COLLECTION OF INDIVIDUALS IS NOT
NECESSARILY A GROUP

TEMPORARY VS ENDURING

ORGANIZED VS UNORGANIZED

ARTIFICIAL VS NATURAL

LEADER-LED VS LEADERLESS





GROUP DIRECTION

DEPENDENCY

FIGHT/FLIGHT



PAIRING

ONENESS



EMOTIONAL TIES & NEED FOR HARMONY

What ties groups together might not always be obvious.

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GROUP PARADOXES

DEPENDENCY

IDENTITY AND ROLE

BOUNDARIES



**PROJECTIVE
IDENTIFICATION**

REGRESSION

PAST AND PRESENT



**GROUP CONFLICT
BECOMES
INEVITABLE,
YIELDING STRESS.**

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ROOT CAUSES

LACK OF LEADERSHIP

EXTERNAL FORCES

UNCERTAINTY

STRESS REPORT

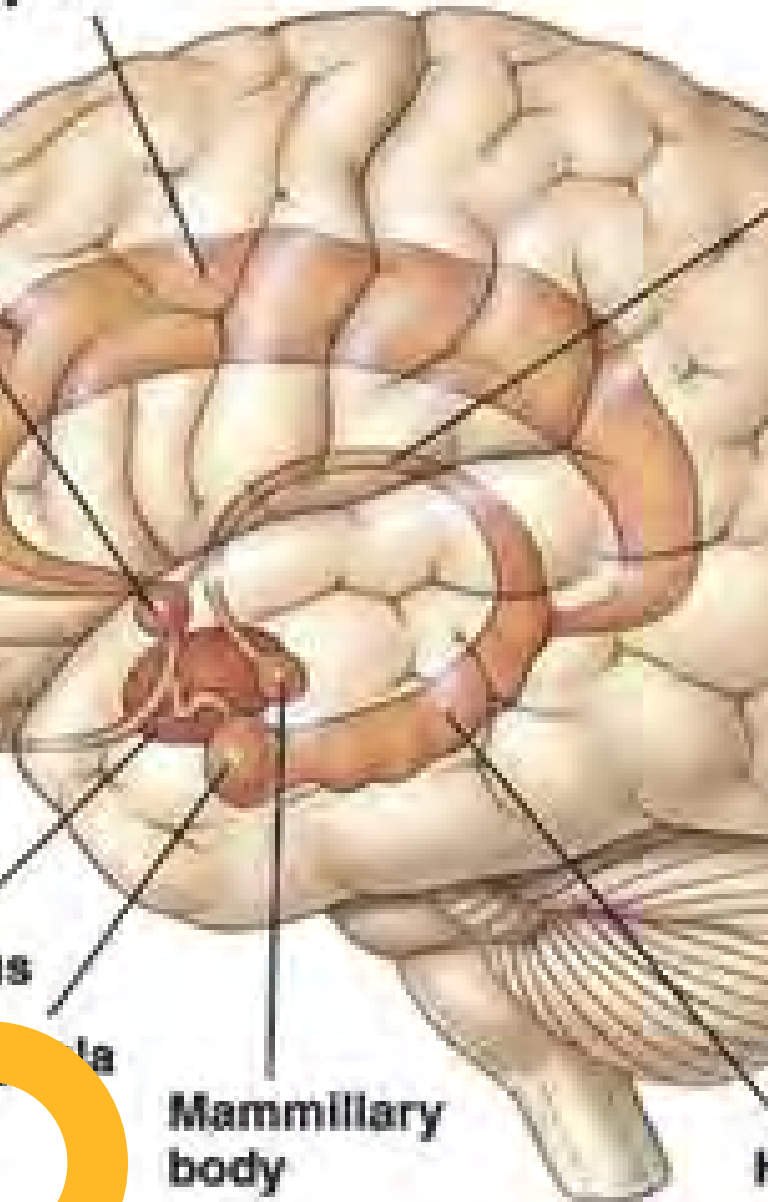
AVERAGE STRESS LEVEL IS RISING



**42% OF ADULTS SAY THEY
ARE NOT DOING ENOUGH TO
MANAGE STRESS**

**GENERATION GAP - YOUNGER
GENERATIONS ARE FEELING
MORE STRESS**



Inguate
gyrus



STRESS

WHEN WE EXPERIENCE STRESS, THE CHEMISTRY OF OUR BRAIN SHIFTS AND WE ARE LESS OPEN TO IDEAS AND BEING CREATIVE

THE LIMBIC SYSTEM BYPASSES THE INTELLECTUAL AND RATIONAL RECEPTORS AND GOES STRAIGHT FOR THE EMOTIONAL "GUT"

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DEFENSES

AGAINST ANXIETY, CHANGE, AND
STRUCTURE

- REPRESSION** Turning something away and keeping it from the conscious mind
- REGRESSION** Childlike behavior expressing unrealistic expectations of others
- SPLITTING** Self-images of others divided into black/white - either all good or all bad

DEFENSES

AGAINST ANXIETY, CHANGE, AND
STRUCTURE

PROJECTION

Taking images made from splitting and applying them to others

INTROJECTION

Adopting the external world or projections of others onto yourself

REACTION FORMATION

Unconscious creation of "balance" between two opposing thoughts, leaving neither satisfied

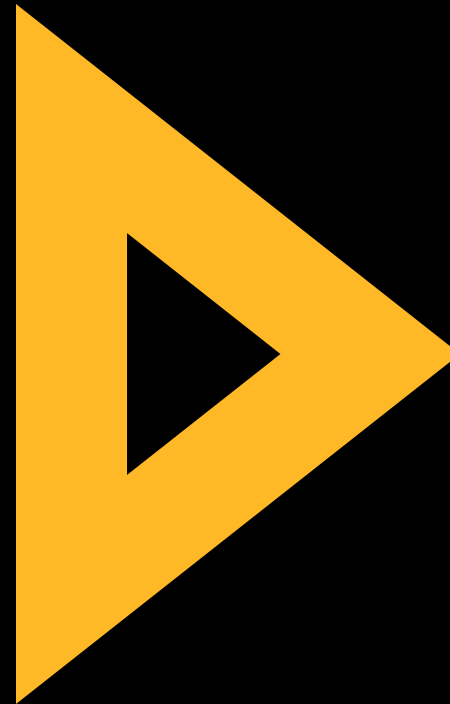
DEFENSIVE WORKPLACE PRACTICES

SELF ESTEEM, ANXIETY, AND BEHAVIOR

ABOVE AVERAGE

AVERAGE



BELOW AVERAGE



PERFECTIONISTIC
VINDICTIVE
NARCISSISTIC

NORMAL

SELF-EFFACING
RESIGNED

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ROUTINES

FALLING INTO PARALYSIS

MASTERY

PERFECTIONISTIC
ARROGANT
NARCISSISTIC

LOVE

SELF-EFFACING
ISOLATION
SECURITY AND SELF-
ESTEEM

FREEDOM

RESIGNATION
LACK OF
ENGAGEMENT





RESILIENCY

INTENTIONAL ENGAGEMENT

CONSISTENCY

ANXIETY EQUILIBRIUM



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CHANGE CYCLE

KURT LEWIN

#1 - UNFREEZE

#2 - MOVING

#3 - REFREEZE

CHANGE



CYCLE


COMMUNICATIONS

#1 - LISTENING

#2 - COMMUNICATING

#3 - CONSISTENCY

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**VALUES ARE WHAT WE
JUDGE TO BE RIGHT. THEY
ARE THE MORAL, ETHICAL,
AND PERSONAL
ATTRIBUTES OF
CHARACTER.**

TRUMAN NATIONAL SECURITY PROJECT

**YOU CANNOT SHARE
UNTIL YOU KNOW HOW
TO SAY WHAT YOU
BELIEVE.**





WHY STORIES MATTER

1

PEOPLE RELATE TO STORIES AND PERSONAL EXPERIENCES.

2

STORIES BUILD RELATIONSHIPS BY IDENTIFYING SHARED VALUES.

3

STORIES ANSWER THE QUESTION "WHY DO YOU CARE?"

4

TRUE PERSONAL STORIES CAN NEVER BE "WRONG."





CONTACT

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