

DISCOMFORT-DANGER CONTINUUM

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PRODUCTIVE DISCOMFORT

Facilitates learning and connection



UNPRODUCTIVE DISCOMFORT

Inhibits learning and connection



ANXIETY

Prevents engagement



DANGER

Intentionally hurtful, severe disruption

EXAMPLE

- Political arguments
- Cultural differences
- "I" statements (I don't like...I'm not comfortable...I don't understand....)
- Framed as a question
- General, not targeted at an individual

- Singled out
- Unintentional
- Losing your cool (once)
- "They" statements (these people...they're like this...they don't understand...)
- Framed as a fact
- Targeted at an individual, but still not intentionally hurtful

- Repeated disrespect
- Unfair treatment
- Overt discrimination

- Harassment
- Purposeful harm
- Disruption that prevents the trip from continuing

GOAL OF THE INTERVENTION

- To normalize vulnerability and productive discomfort
- To increase the acceptance of human differences

- To prevent unproductive discomfort from escalating into anxiety
- To show the travelers you care

- To reduce anxiety
- To de-escalate
- To show the travelers you care and offer any help they need

- To remove the danger
- To ensure safety
- To show the travelers you care and offer any help they need

RESPONSE

- Help the traveler reflect
- Understand that not many people can tolerate productive discomfort
- "These questions come up all the time..."
- "Thank you for sharing..."
- "I really appreciate that you felt comfortable enough to share that..."

- Address and/or monitor
- Give second chances
- Ask: "What do you mean by 'these people'?"
- Ask: "Why did you just say that?"
- Ask: "You seem upset. What's going on?"

- Intervene
- Describe the behavior that is problematic
- Describe the behavior you want to see
- Offer support to impacted individual(s)
- - follow up privately

- Remove the offending traveler
- Offer support to impacted individual(s)
- - follow up privately



ADVICE FOR ALL TRIPS

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PHILANTHROPY
WITHOUT BORDERS

PREVENT

- Get leadership to clarify their goals and boundaries
- Ensure the preparation materials set expectations and outline appropriate behaviors
 - Pre-departure packet (include guest bios)
 - Pre-departure orientation call
 - 1:1 phone calls with travelers
- Create the time and space to intervene before something happens.
 - Check in 1:1 with every traveler, every day (no squeaky wheels or VIPs)
 - 90-second to 5-min meetings
 - How are you? Do you need anything? What did you think about that last tour? What was your favorite part? Coming up next there'll be....
- Identify your support buddy
 - More eyes and ears on the group
 - Perspective sharing
 - Ask for help or to intervene
 - Discuss strategies and responses
- Make sure there is time to brief and debrief travelers every day
 - Builds rapport
 - Vulnerability establishes trust
 - See others as full humans
 - Set expectations
- Incorporate storytelling (from the travelers) as often as possible
 - Welcome dinner the first night
 - Story sharing at a meal (I prefer lunch)

MITIGATE

- Goals:
 - Put people at ease
 - To prevent discomfort from becoming anxiety
 - To reduce anxiety
- Strategy #1 Shut down directly:
 - "That doesn't sit right with me."
 - "I don't agree with what you just said."
 - "Is that really relevant to this conversation?"
 - "I'd like to share a different perspective."
- Strategy #2 Shut it down indirectly:
 - Usually for interactions with strangers outside the group
 - Goal is to save face for the traveler
 - Use the "announcement" excuse, "I apologize for the interruption, but we need your back at the table for an important announcement."
 - The announcement that follows...can be literally anything.
- Strategy #3 Turn it into a leaning moment:
 - "What did you mean by that?"
 - "What is that based on?" "How did you learn that?"
 - "It sounds like you have a strong opinion about this. Could you please tell me why?"
 - "Actually..." / "You know what's interesting..."
- In a group:
 - "I'd love to explore this more. We have about 15 minutes. Is everyone ok with that?"

REMEDY

- Follow up with everyone 1:1
 - "At dinner I heard So/So say...I wanted to check in with you about that."
 - Do not project feelings or assume you know how someone else feels
 - Do not engage in gossip - if the other person tries to talk about someone else, you can say, "I'm here to check in on you. How are you feeling?"
- Group Storytelling
 - "I'd like to revisit something that happened earlier..."
 - Put a time limit
 - "Do we have 15 minutes to talk about...?"
- Debrief with your support buddy
 - Process feelings
 - Check perceptions
 - Discuss what to do next
- Debrief with your team at home
 - Reflections - what did we learn
 - Documentation - what gets put into the travelers record, what gets reported to HR and Legal
 - Adaptations to the process for future incidents

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