

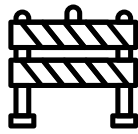
DISCOMFORT-DANGER CONTINUUM

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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

- | | | | |
|--|--|---|--|
| <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• 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 | <ul style="list-style-type: none">• Repeated disrespect• Unfair treatment• Overt discrimination | <ul style="list-style-type: none">• Harassment• Purposeful harm• Disruption that prevents the trip from continuing |
|--|--|---|--|

GOAL OF THE INTERVENTION

- | | | | |
|--|--|--|---|
| <ul style="list-style-type: none">• To normalize vulnerability and productive discomfort• To increase the acceptance of human differences | <ul style="list-style-type: none">• To prevent unproductive discomfort from escalating into anxiety• To show the travelers you care | <ul style="list-style-type: none">• To reduce anxiety• To de-escalate• To show the travelers you care and offer any help they need | <ul style="list-style-type: none">• To remove the danger• To ensure safety• To show the travelers you care and offer any help they need |
|--|--|--|---|

RESPONSE

- | | | | |
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| <ul style="list-style-type: none">• 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..." | <ul style="list-style-type: none">• 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?" | <ul style="list-style-type: none">• Intervene• Describe the behavior that is problematic• Describe the behavior you want to see• Offer support to impacted individual(s) - follow up privately | <ul style="list-style-type: none">• Remove the offending traveler• Offer support to impacted individual(s) - follow up privately which each impacted traveler |
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ADVICE FOR ALL TRIPS

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PHILANTHROPY
WITHOUT BORDERS

PREVENT

- Get leadership to clarify their goals and boundaries
- Ensure the 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? hat 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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