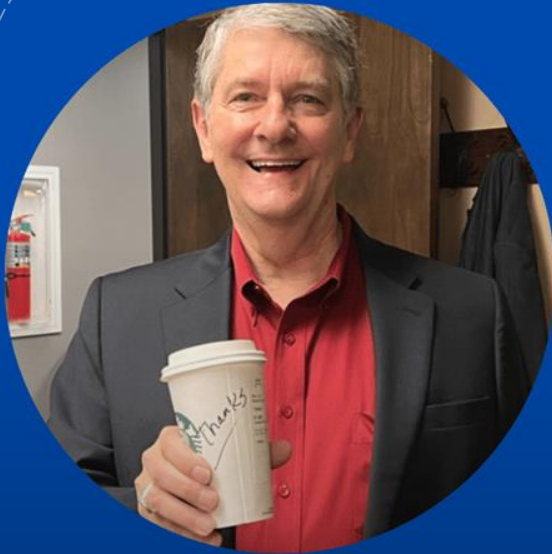




STANDING IN THE GAP

**Oklahoma Association of Collegiate Registrars
and Admissions Officers**



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- Former Dean of Arts and Sciences
- Author of the online text Peacemaking 101
- Mediation Services

A Big Thank You!



Common Vocational Challenges

Disproportionate workload.

Time pressure

Overtime

Unclear structures

Lack of say

Conflicts among colleagues

The Tragic Gap

- + The Tension Between Vision and Reality
- + No matter what we do or how good we do, there is always more that needs to be done.
- + Return to the vision of what is possible.

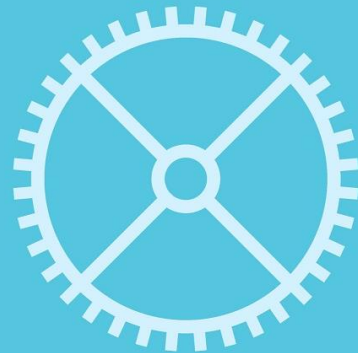


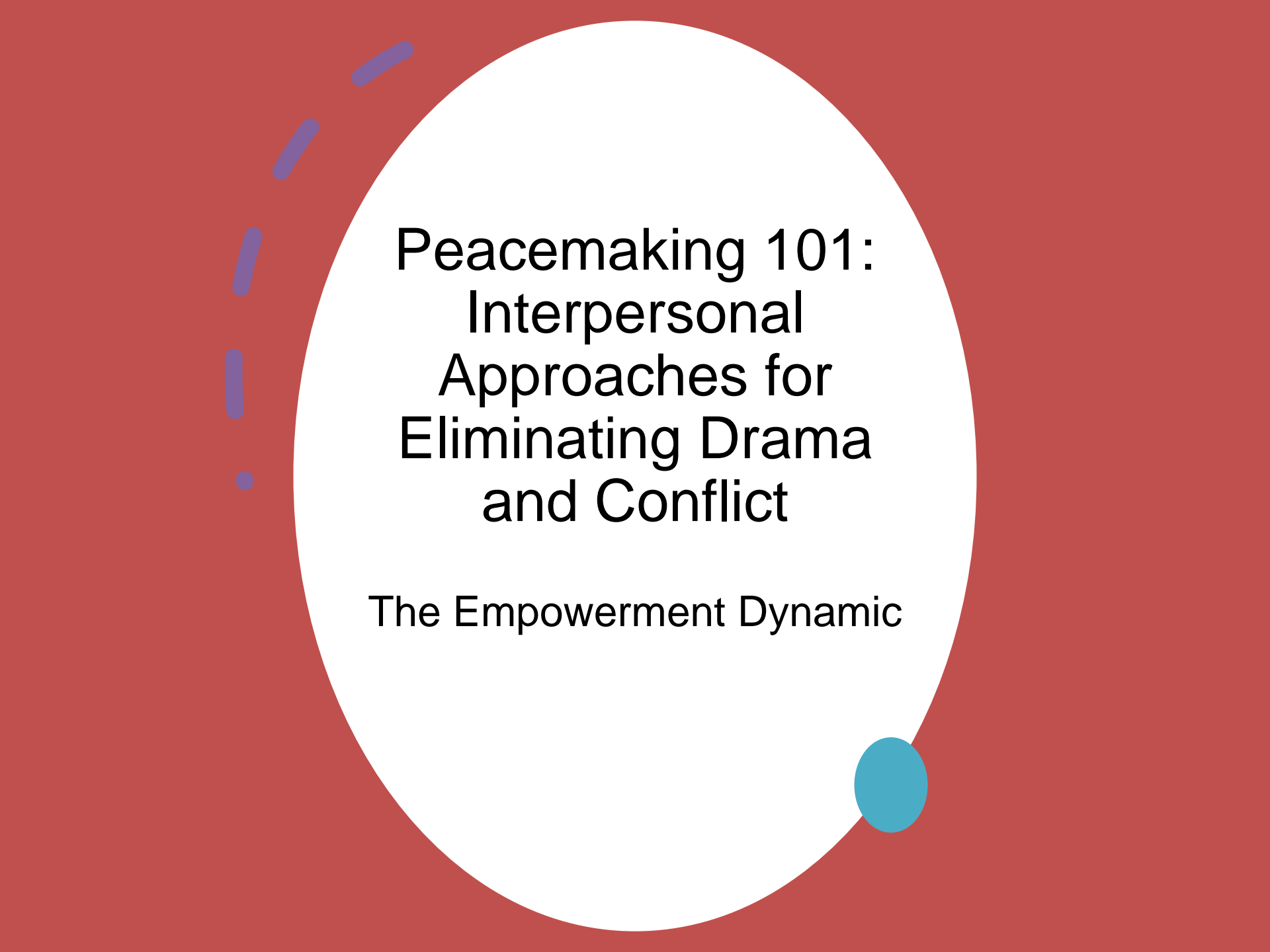
**We need tools to help
us stand in the gap.**



Denial

Attack







Peacemaking 101: Interpersonal Approaches for Eliminating Drama and Conflict

The Empowerment Dynamic

Four Kinds of Transactions





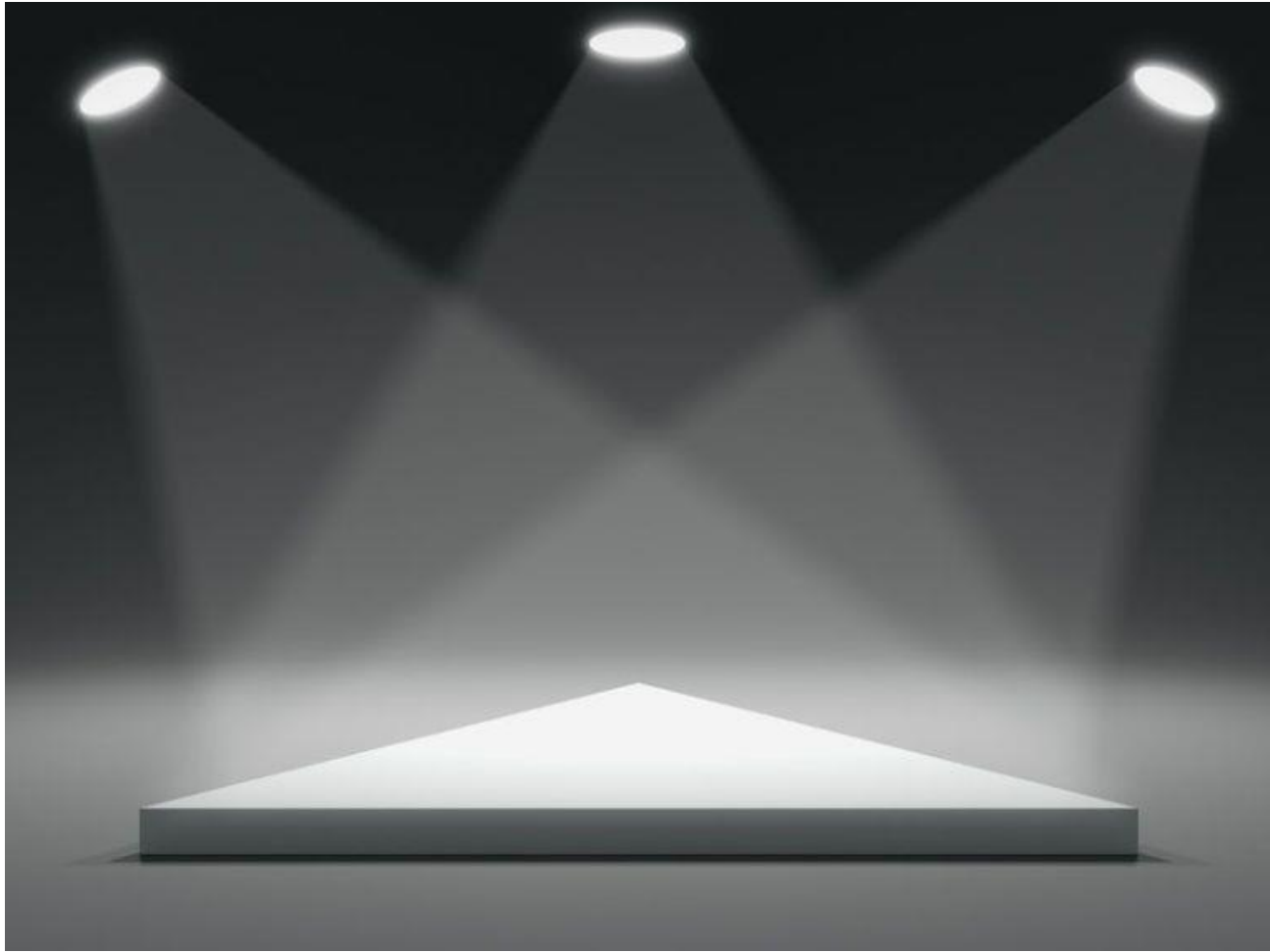
THERE ARE TWO KINDS
OF DRAMA;
THE DRAMA THAT
LEADS TO MORE DRAMA
AND THE DRAMA THAT
LEADS TO A NEW
MINDSET.

David Emerald

THE POWER
OF TED*

*THE EMPOWERMENT DYNAMIC





The “Dreaded Drama Triangle”

- Psychologist Dr. Stephen Karpman coined the term in the 60s to describe the interplay of the three dysfunctional roles: the **Victim** (damsel in distress), **Persecutor** (villain), and **Rescuer** (hero) (Berry, 2015).

THE RESCUER

Poor you! Let me help.

Enabler, pain reliever,
keeps victim dependent



THE PERSECUTOR

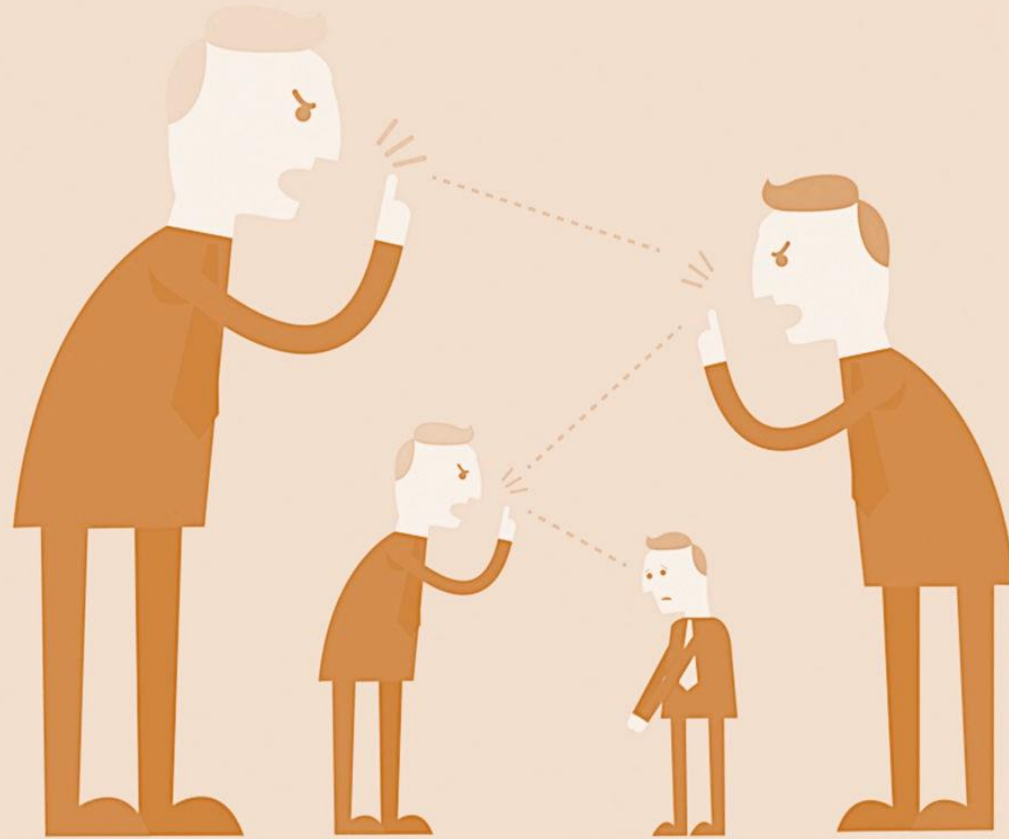
It's all your fault!

Critical, blaming,
controlling, superior

THE VICTIM

Poor me! Powerless, hopeless, stuck

The Victim



Characteristics of Victims

- They blame others and believe they are persecuted.
- They believe circumstances such as luck or fortune have turned against them.
- They constantly claim there is nothing they can do to help themselves
- When help is offered, they say, “Yes, but....”
- They live in defeat, hopelessness, and despair

The Victim

- This is obviously a position of anxiety for most, but psychologically it often brings some people comfort. You know where you are when you are The Victim, and it's easy to seek the pity of others.



Victim v Victim Mindset


- Things can happen to people, and anyone can become victimized by a tragic event.
- A person with the Victim Mindset remains in the pain of what has happened to them.
- Though suffering is a part of the human condition; what we do afterward determines our growth and happiness.



The Solution: Be a Creator

- A Creator's responses are based on thoughtful evaluations of the situation and then choosing appropriate steps toward an outcome, rather than reacting from a problem-focused orientation." he writes, noting that whenever we are complaining, we are playing the Victim.
- Instead of reacting negatively, Creators work toward desired outcomes
- Stuff happens in life and work. Creators know they must choose how they will respond, even if the range of choices is very narrow.

Be a Creator

- Help people become creators instead of a victim.
 - We must change our thinking from “I can’t solve this problem to “Here is something I might try— Let’s see what happens!”
 - Ask stimulating questions that engage creativity.
- 

The Persecutor



The Persecutor


- Persecutors (bullies) are happy to allocate blame and ensure that others know they are in the wrong.
- They are often angry, accusative, inflexible, and self-righteous (pious).
- To meet their needs, they project their irritation toward The Victim. (Freeman, 2015).

Fear of Losing Control

- People often choose the role of the persecutor because of fear.
- They worry that if they don't seize control over people, things won't work out or go as they think they should.
- Their attitude is, "If someone must suffer, it isn't going to be me!"



Solution: Be a Challenger.

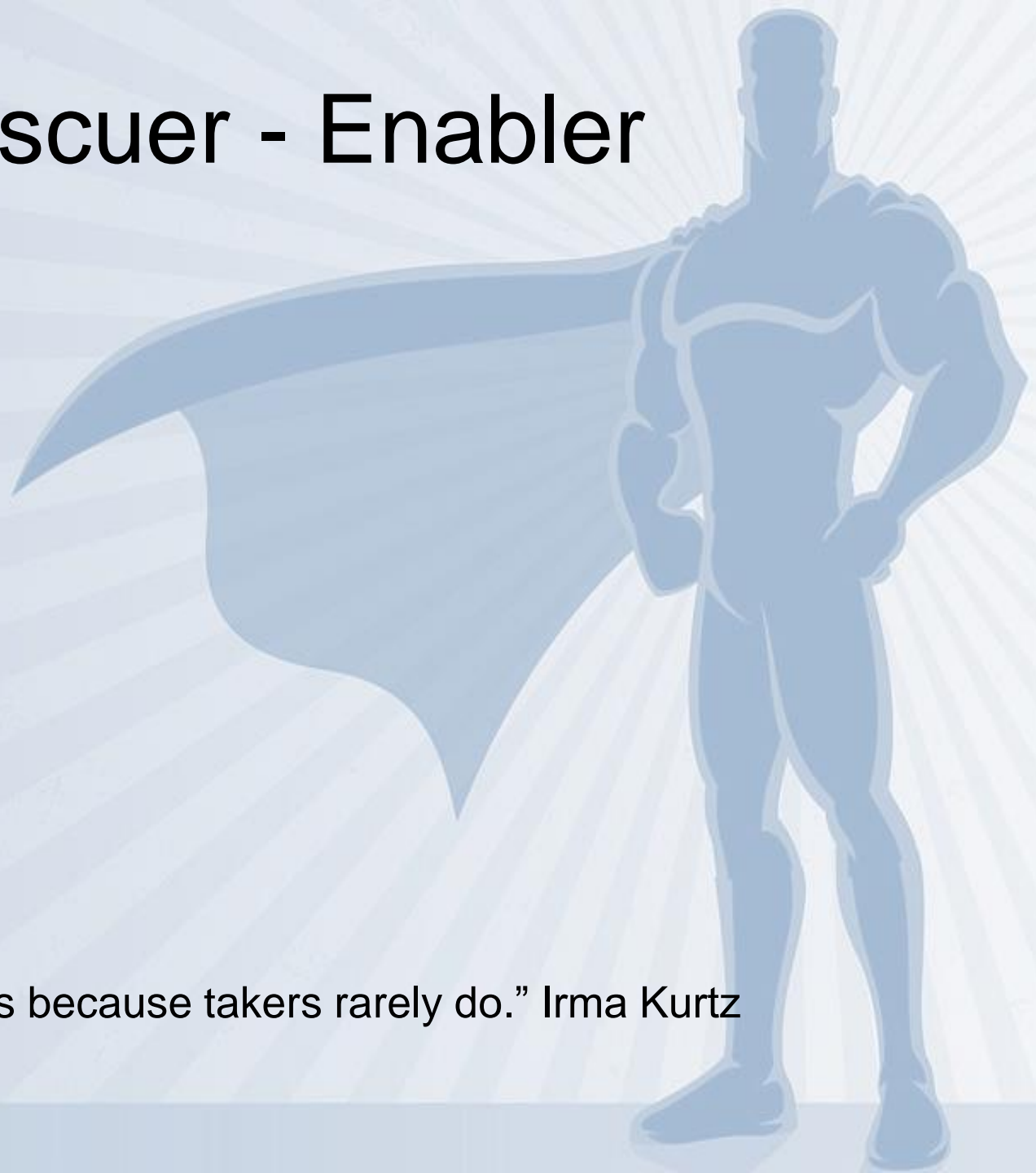
- The Challenger focuses on learning, growth, and holding a Creator accountable while encouraging learning, action, and next steps,
 - A Challenger consciously builds others up as a positive alternative to putting someone down by criticizing, blaming, or controlling.
 - Challengers ask themselves, What are my intentions—to look good or to further learning and growth? (Intention v. Impact)
 - A Challenger approaches life and relationships with a learning intent and 'builds up' rather than 'puts down' (Berry, 2015)."
- 



Be a Challenger

- Hold people to standards of improvement and accountability.
- Gently and objectively point out whatever things must be improved and encourage them to come up with a plan for doing so.
- Example: The bathroom in the story was only cleaned twice today. It Should be cleaned a minimum of four times a day. What changes can you make to ensure this happens?

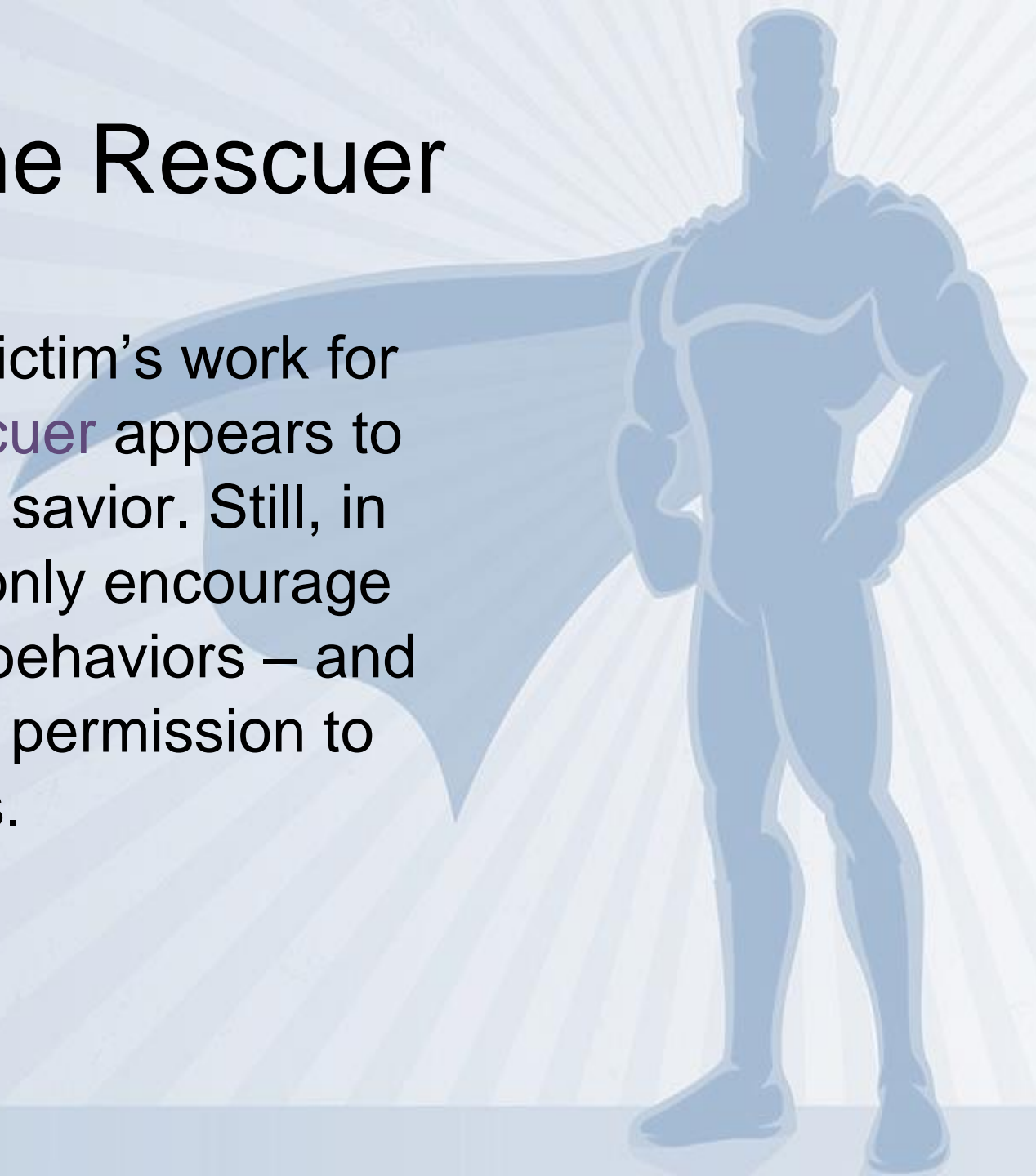
The Rescuer - Enabler



“Givers have to set limits because takers rarely do.” Irma Kurtz

The Rescuer

By doing The Victim's work for them, **The Rescuer** appears to be The Victim's savior. Still, in doing so, they only encourage other negative behaviors – and give The Victim permission to remain helpless.



Helping v Enabling

- There is a difference between helping and enabling. All of us need a helping hand from time to time. Enabling is different.
- Though the rescuer appears helpful, their desire is born in the belief that the other person is incapable of caring for or doing something for themselves.
- It is often rooted in the belief that others “are less than” or “not good enough.”
- They reinforce the Victim’s “poor me” attitude.

When should I help?

The NUNYA principle.

Are you contractually obligated?

Does this involve your immediate family?

Have you been directly asked for advice or help?

Good Samaritan Act?

Can you be objective?

Solution: Be a Coach

- The Coach uses compassion and questions to help a Creator develop a vision and action plan.
- A Coach provides encouragement and support in place of 'rescuing' actions.
- A Coach supports yet keeps the 'power' with the other and encourages independence and interdependence on those they serve (Berry, 2015).

THE RESCUER

Poor you! Let me help.

Enabler, pain reliever,
keeps victim dependent



THE PERSECUTOR

It's all your fault!

Critical, blaming,
controlling, superior

THE VICTIM

Poor me! Powerless, hopeless, stuck

Review

- Don't be a persecutor (belittle, judge, bully, get disgusted, blame, shame, and try to cause further pain and embarrassment about the situation)
- Don't be a rescuer! (Never try to fix, don't offer advice—even well-meaning advice—that directly or indirectly suggests some way to solving “The Problem.” Don't take over another person's problem.)
- Don't be a victim—avoid a victimhood mentality that suggests that everyone is against you, your problem is unsolvable, or hold yourself for pity and needing someone to rescue you. Also avoid self-blame, shame, self-persecution.

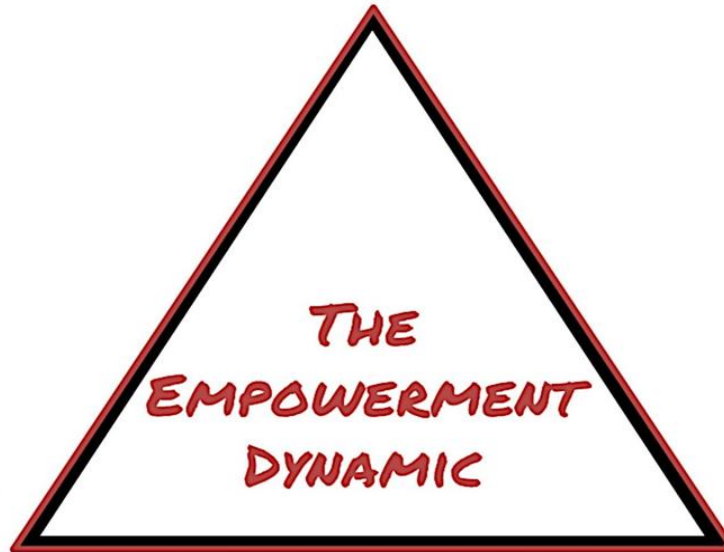


Be a Coach

- Maintain an attitude that most all problems have a solution—even if we don't know it yet.
- Don't catch the fish--show them how to catch a fish.
- For instance, don't tell a person a snappy comeback they could use to answer a complex person; listen and encourage them to think of ideas on what they should say.

THE CREATOR

I can do it! Outcome focused



THE COACH

How will you do it?

Supports, assists and facilitates desired outcome

THE CHALLENGER

You can you do it!

Builds others up, encourages learning and growth