



Ombuds Outlook — September 2019

Ombuds/Dispute Resolution Services for Faculty

<http://ombudsfac.unm.edu>

Ombuds Dispute Resolution Services for Faculty offers individual consultations, and joint meetings with trained mediators, for addressing workplace difficulties. The goal of ombuds work is to reduce conflict at the least adversarial level. The four hallmarks of ombuds practice are confidentiality, impartiality, independence and informality.

Jean Civikly-Powell, Ombudsperson for Faculty, will be on a leave of absence for Fall 2019 semester. Ombuds Services will be in the capable hands of Associate Ombudsperson Margaret Menache.



Associate Ombudsperson Margaret Menache received her PhD in biomathematics from Duke University. She taught in the UNM Public Health Program until her retirement in 2012. Since completing the Faculty Mediation Training in 2009, she has worked with Dr. Civikly-Powell as a Faculty Representative and mediator.



Graduate Assistant **Joseph Flores** received his master's degree in communication from The University of Texas at El Paso in 2015. He is now a third-year C&J doctoral student at UNM. He is a media studies scholar who focuses on social media and political communication.



Graduate Assistant **Camille Velarde**, from rural northern New Mexico, is a third-year PhD student studying health communication. She is a TA for the Department of Communication & Journalism. Currently, Camille serves as the graduate student board member for the IRB on UNM's main campus office and is the recipient of the New Mexico Evaluation Lab Fellowship for the 2019-2020 year.

The Ombuds for Faculty program also has the able assistance of these Faculty Representatives:

Jonathan Bolton is a professor of psychiatry at UNM School of Medicine, Director of the HSC Office of Professionalism, and Director of the HSC Institute for Ethics.

Margaret Menache is faculty emerita, Family & Community Medicine.

Jay Parkes is Professor of Educational Psychology and a former department chair in the College of Education. His professional interests include classroom assessment and educational measurement

Mediation Training for Faculty and Faculty Leaders—Fall 2019

This mediation training is designed to increase mindful practice of constructive communication and conflict resolution, with particular attention to faculty workplace settings. The training prepares faculty in the content, theory, and practice of conflict management and mediation. Faculty who have taken the training have enthusiastically reported it is an informative and transformative experience.

This is a 4-day/all-day training.

Friday, October 25th & Saturday, October 26th, and

Friday, November 8th & Saturday, November 9th

8:30—4:30 each day

Ombuds Services for Staff

Ombuds Services for Staff supports UNM employees' efforts to build communication and collaboration which reduce the frequency and costs to individuals and the organization that are associated with ongoing conflict and adversarial process. For more information, contact JoEllen Ransom, the Staff Ombudsperson at **277-2993**, jransom@unm.edu.

Ombuds Dispute Resolution Services for Graduate Students

Nina Cooper currently serves as the Ombudsperson for graduate students. She works with graduate students to navigate difficult conversations and help them manage campus-related conflict. By providing a space for students to share their concerns, Nina can help them clarify the issues and assist by discussing communication responses and/or identifying additional campus resources. Graduate students can contact her at nmcooper@unm.edu or **277-1135**.

<http://ombudsfac.unm.edu>

Our website provides a wealth of information about Ombuds Dispute Resolution Services for Faculty. This is an easy way to browse at your convenience. Enjoy!

Faculty Ombuds Brochure:

<http://ombudsfac.unm.edu/wp-content/uploads/2018/05/Ombuds-Brochure.pdf>

What an Ombudsperson does and does not do:

<http://ombudsfac.unm.edu/what-ombudsperson-does-and-does-not-do/>

Ombuds Outlook: our newsletter issues with topics included in each:

<http://ombudsfac.unm.edu/newsletters/>

Summaries of Articles and Book Chapters:

<http://ombudsfac.unm.edu/articlechapter-summaries/>



Lead Without Bullying – Ronald S. Kraybill

Ronald Kraybill looks at leadership in the workplace and reviews the five conflict styles of directing, avoiding, harmonizing, cooperating and compromising. Each conflict style has strengths and weaknesses and all five styles are important for addressing potential conflicts.

Kraybill argues that directing can be effective even if it is sometimes not the most pleasant. He advocates the benefits of recognizing moments in the workplace where direction is needed without feeling as though it might compromise any personal relationships. As he puts it, we should “value leaders who can do that when duty requires it” (para. 7).

Recognizing that directness may be an asset, Kraybill offers ways to create and maintain a balance in the act of being direct when needed and also being mindful of how to maintain high levels of worker morale and teamwork.

First, in using the goal-oriented Directing conflict style, Kraybill recommends *increasing contextual awareness*. He reminds us that directing is an occasional requirement and not for all times. Understanding the setting in which you need to direct an individual makes a difference in avoiding sentiments of resentment. The context of the scenario is crucially important.

Second, Kraybill reminds us to move beyond direction and to *expand our skills in the other conflict skills* of cooperation and listening. A leader’s ability to listen effectively gives workers the ability to perceive you as having strength “tempered by wisdom” rather than actions motivated entirely by toughness.

For his third suggestion, Kraybill notes us that *working on our relationships* within the workplace often leads to opportunities to support, affirm, and appreciate others. Especially helpful are the support strategies for cooperating, harmonizing, and avoiding because they provide alternative measures that do not rely solely on firm directive tendencies.

Lastly, we are reminded to *consult when and where possible*. Listening, learning, and gathering input from others in a productive way may help ascertain how and when leadership qualities other than directing can manifest.

Kraybill, R. S. (2019 April). *Lead Without Bullying*. Retrieved from <http://www.easybib.com/reference/guide/apa/website>