

BALANCING GRACE AND ACCOUNTABILITY DURING COVID-19

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Today's "Order"

- Where are we in this crisis?
- Grace and Accountability in the Workplace
- Components of Healthy Confrontation
- Case Examples



WHEN SAYING
NOTHING ISN'T
AN OPTION!

COVID- 19 Pandemic Phases

R. Phelps, 2020

Planning

Awareness

Activation/ Response

Re-Evaluation

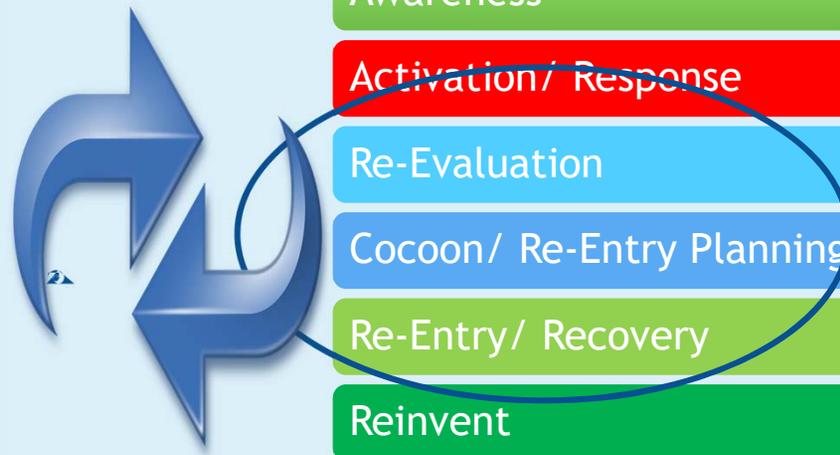
Cocoon/ Re-Entry Planning

Re-Entry/ Recovery

Reinvent

<https://www.riskandresiliencehub.com>

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<https://brenebrown.com/podcast/brene-on-day-2/>

The Messy Middle - Day 2

- Often is the hardest
- Necessary, but often people just want to get through it and not acknowledge this critical phase.
- Act 2 - things get uncomfortable
- Joseph Campbell's Hero's Journey

Because We're in Day 2... We Have Challenges

Home Challenges -
kids, workspaces,
distractions

The refined and
predictable are now
new and uncertain

Lost connection

Struggle to know
how to manage

Professors/ Staff
challenged to learn
new ways to reach
students

Professors struggling
with "lost time" and
anxiety around
performance

Safety uncertain

The Nature of Jesus

- Grace and truth came through Jesus Christ (John 1:17)
 - *Instead of simply telling us that we were broken, Christ gave us a way to fix what was wrong.*
- As we model after Jesus in workplace...
 - *How do we offer grace?*
 - Even when they are performing poorly
 - Even when I feel like they are taking advantage
 - *How do we speak truth?*
 - About what is happening
 - About why we are concerned
 - About the importance of them needing to change
- Limitations of an “ or ” approach





FINDING THAT RIGHT BALANCE



Parallel Process with Grace and Accountability

- How do you think about these concepts with yourself or with others in your life?
 - *Are you quick to forgive yourself for making mistakes?*
 - *How you like/ don't like to be managed?*
- How do you think about these concepts with employees and students?
 - *What do you do/ think when people/ students don't fulfill responsibilities?*
 - *Do you have a clear sense of when grace is appropriate in situations?*
- How do you talk about these concepts with your team? Hint...you need to!

Grace and Accountability in the Classroom/With Students

- We have to create space to talk about challenges and how they will be handled.
- Offer opportunities where students can give themselves some freedoms/ or a pass when they need it.
- When you notice students who are late/ missing class, take time to talk with them about.
- Have clear/ reasonable guidelines around grading. Consider offering some credit for late work, especially during COVID/ distance learning.
- If offering extensions, place clear deadlines and consequences if they still don't meet expectations.
- Overcommunicate and be curious with students who are struggling.
- Have helping resources available if it at all feels like mental health is connected.



Take time to model talking with your staff about challenges.



When employee performance decreases, they might be signaling you that there is a problem or a skill deficit.



Offer flexibility whenever possible and CLEARLY state what isn't flexible. When "violations" occur, quickly follow up and hear them out without a big confrontation.

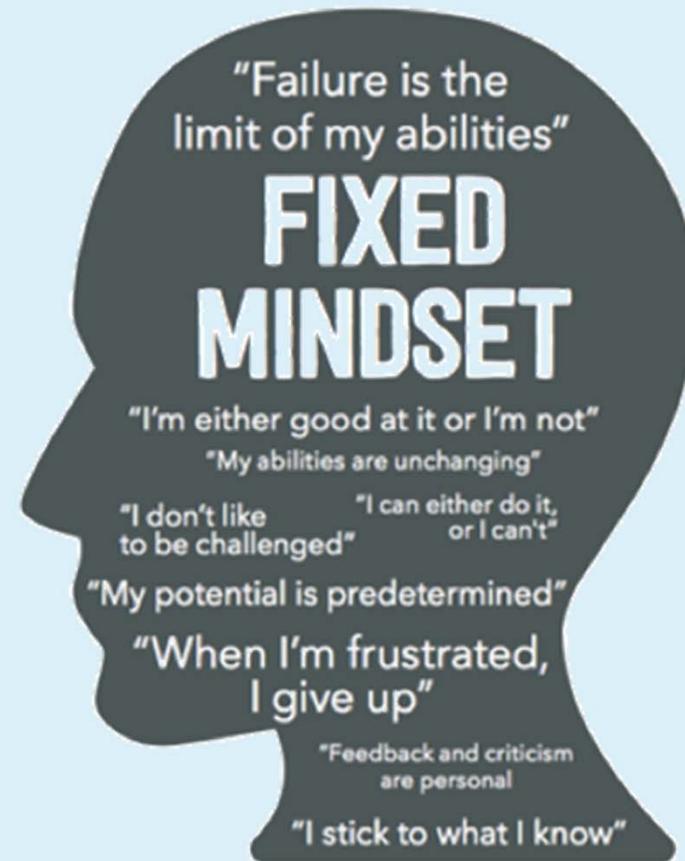
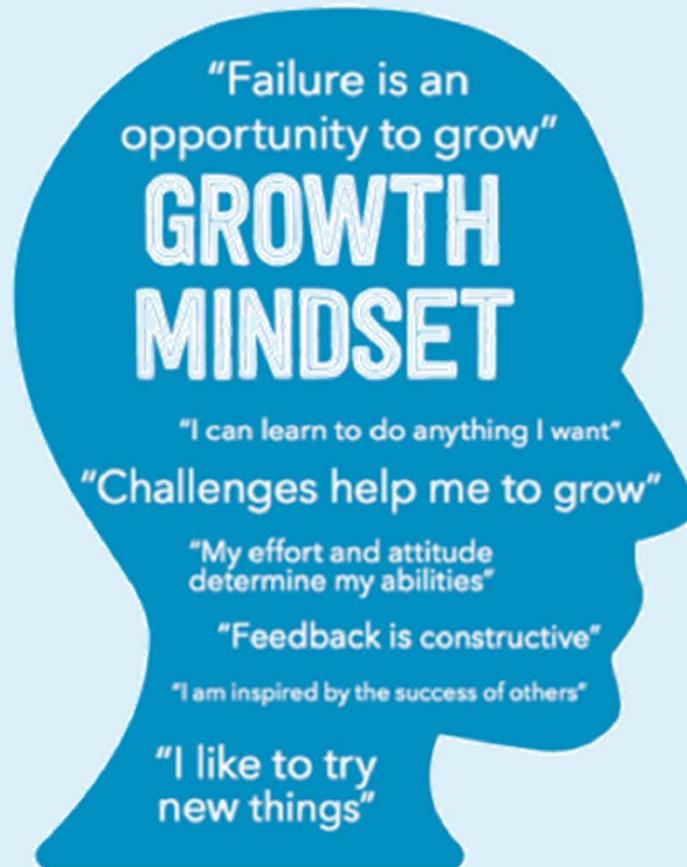


Employees need clarity about what they are to be doing, and measurables that you and they can clearly see.



Help your employees become more accountable by having them create (or cocreate with them) a task/ goal list.

Grace and Accountability with Employees



Promoting a Culture of Failing Forward

Growth Mindset vs. Fixed Mindset

December 2007



Confronting with Grace and Accountability

- Prepare for the Encounter - write things down, pray, etc.
- Own the Problem (be direct)
- Choose words carefully
 - *Sandwich approach*
- Listen, really listen and show understanding
 - *Be open to hearing something you may need to do different.*
- Negotiate future behavior
- Set a follow up meeting in near future
- Let go

As you consider these two case examples, think about/write in about:



Hypotheses about what could be going on



What you'd want to emphasize in an initial conversation



Ideas of what to do to assist employee/ student moving forward

Team Member Struggling

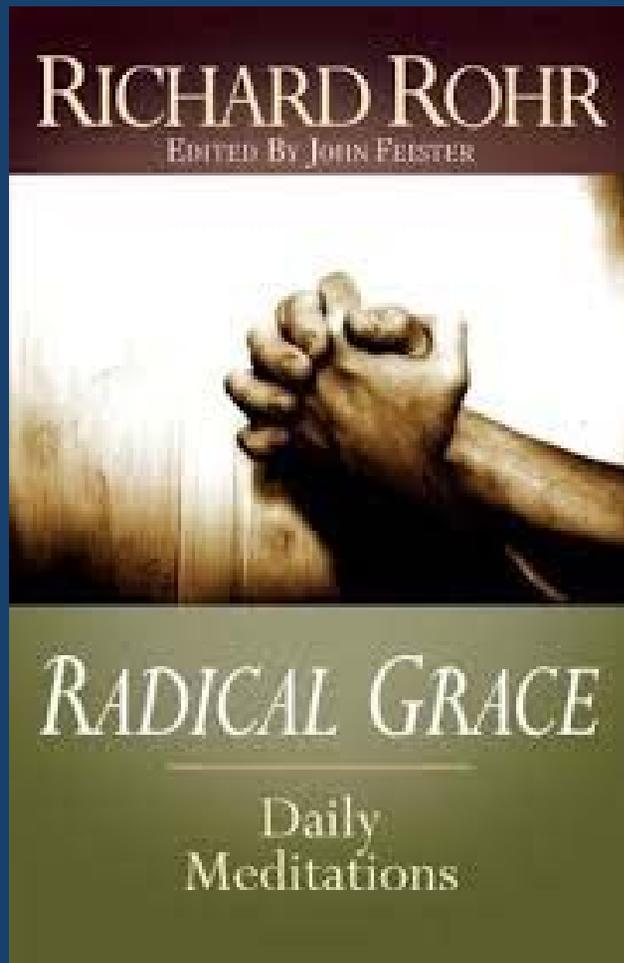
- Hypotheses
- Initial Conversation
- Places to offer grace?
Accountability?
- What Could Help

- Mike, an employee of 3 years, has been showing up late to your weekly zoom staff meeting for the past month. Additionally, he has been slow to turn in work assignments. He was always the top performer on your team, so this behavior is very confusing to you. He apologizes each time and tells you that it “won’t happen again,” but delays in his work are now affecting others on your team.

New Student Slipping Fast

- Hypotheses
- Initial Conversation
- Places to offer grace?
Accountability?
- What Could Help

- Michelle is a new student at the University, and you have her in a once/ week 3-hour class. The class is small, around 18 students, so it's noticeable when she doesn't have her camera on or isn't engaged in the small group or larger class discussions. When she participates and turns in her work (only about $\frac{1}{2}$ the time), she demonstrates her knowledge of the material and adds a great deal to the discussion. This last week, she wrote to say she wouldn't be able to make it to class tomorrow and would have to miss the first test.



“FAITH IS NOT FOR
OVERCOMING OBSTACLES; IT
IS FOR EXPERIENCING
THEM—ALL THE WAY
THROUGH!”

— RICHARD ROHR



Final Thoughts

- Day 2 challenges
- Understand your ways of relating to grace and accountability.
- Have a plan
- Get feedback/ ask for help.

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