



## Stage 3: Non-violent communication

1. Read the text about non-violent communication and do the tasks imbedded in the text.

The atmosphere at work is not always good. Competition, different attitudes or bad manners challenge people's patience and make them suffer. Conflicts arise. How can we strengthen relationships instead of disconnecting and ignoring the needs of others? How to move from misunderstanding and blame to satisfying relationships? Marshall Rosenberg's process of nonviolent communication shows how to communicate respectfully and helps to find solutions before situations escalate.

### Nonviolent communication – an easy model for conflict-solving

Marshall Rosenberg developed the nonviolent communication (NVC) process in the 1960s. Rosenberg believed that most conflicts between individuals or groups arise from unclear communication of their needs. When people use language that provokes fear, shame or guilt in a conflict situation, the other person's attention is diverted. "Violent" language prevents people from seeing their feelings, needs and requests clearly. The conflict intensifies because that "violent part" causes counter-violence.



Language of the giraffe – language of the jackal



NVC uses two animals as symbols. The giraffe is the land animal with the biggest heart and stands for compassionate communication. The second animal is the jackal, representing competition. Jackal language is about judging, criticising, analysing, moralising and accusing. When we feel unfairly treated, accused or when we want to impose our wishes, we tend to use the language of the jackal. Jackal language is separating. Giraffe language is unifying.

Rosenberg developed 4 steps to successfully apply NVC:

#### Step 1: Observe what is happening and describe the situation without judgement:

I see ... / I hear ... / the situation is ...



**TASK:** Click whether it is the language of the giraffe or the language of the jackal.



"When I said "hello", he looked in another direction."		
"He is so rude."		
"Sarah is not at all able to manage her team."		
"Sarah has explained the new strategy and has been interrupted several times by Tom and Lauren."		
"I've noticed that you've applied to our manager for leaving early today without asking me first."		
"Why do you ask to leave early without asking me? Are you testing me?"		

According to Rosenberg, feelings show us whether or not our needs have been fulfilled. I feel relaxed telling a colleague that I was able to finish my presentation on time (this is fulfilling my need for safety). If he is listening and shares my joy, he is responding to my need for comprehension. People often think that it is unprofessional to show feelings in business. Especially for managers, such an openness can be seen as weakness or poor leadership. However, when searching for conflict solutions, it is evident that people become much more connected if they dare to explain their real feelings. Rosenberg says that there are only four basic emotions: anger, sadness, fear or joy. All others can be seen as derived from those.

**Step 2: Express your real feelings.**

I feel hurt ... / I'm deeply touched ... / I'm highly disappointed ...

**Step 3: Express your real needs.**

I would like ... / I've always found it important to ... / What counts for me is that ...

**Step 4: Express your request. What do you want from the other person.**

That's why I want to ask you to ... / I want you to do...



**TASK:** Imagine the following situation: A colleague has asked to leave for a few days of holidays without discussing this with you beforehand. This messes up the project that you're working on. Read through the example of NVC and identify the steps.

What I would like you to do is discuss these things with me first.

I've noticed that you've applied to our manager for leave, without seeing me first.

I need this overview to plan holidays correctly for everyone.

That irritates me, because it makes me lose the overview as far as planning goes.

2. Scan the following QR-Code and learn the 10 words of the week.  
Alternatively, you can click here.

