UF Leaders must promote the safety and well-being of the UF community as we re-open our campus. This means ensuring employees comply with policies. We improve our outcomes if we turn our policies into norms. The speed with which norms change is a function of the speed with which it becomes normal to confront violations of the new norm. The exercise of creating norms will be empty until it is “okay” to call out anyone for lapses.

Let’s go through how to have the conversations that promote both dignity and standards while supporting the new norms.

Skills for holding crucial conversations

Consider the **risk of not speaking up** about a violation.

Understand and influence your own emotions.

What story are you telling yourself about the other person?

Assume good intentions to influence the story you are telling yourself.

You can say almost anything to anyone if they feel safe with you.

Consider what level of conversation to have: content, pattern, or relationship.

**CONTENT**
- The immediate problem.

**PATTERN**
- Has this happened before?

**RELATIONSHIP**
- This is now an issue about trust or respect.

A content level conversation
Bryce, you walked through the break room without your mask on. Did you forget to wear it?

A pattern level conversation?
Bryce, I have seen you without your mask on in common areas three times this week. The norm we all agreed upon is at risk by this pattern of behavior.

A relationship level conversation?
Bryce, we have had several conversations about your violation of the mask policy. I care about your safety and the safety of others and want to believe you do as well. Right now, candidly, I’m worried about the impact of your behavior and whether I can trust you to uphold our norms.