

### §[02] 02.04 - FORGIVENESS MODEL

**FORGIVENESS** - The act of removing emotion from the instance of failed expectation, to release anger and spite without the act of releasing accountability.

#### Rules of Forgiveness

1. Both parties must completely submit to forgiveness for this model to function properly
2. The forgiver must understand that they must make a sacrifice to forgive the failed expectation
  - The forgiver is acknowledging that a mistake has been made and are willing to sacrifice their own feelings and desire for vengeance regarding the mistake
3. Both parties must be willing to effectively communicate on an ongoing and regular basis
  - Each future instance of failed expectations will provide opportunity to practice forgiveness. With an open pathway of communication, these failures remain approachable.
4. A failure tolerance must be set once forgiveness is achieved
  - Providing forgiveness does not negate accountability. The forgiver must be allowed to set boundaries on repeated failures with consequences for those failed expectations.

#### Barriers of Forgiveness

1. Individuals serving different goals, purposes, or initiatives
  - The sole responsibility at PAW is to serve the patient
  - Individuals serving themselves; other business interests; or individual members within the team instead of the entire team; will find it difficult to participate in this model, as their priorities are not aligned.
2. Personality differences and weak tolerance for individuality
  - Innate personality differences are a part of any work place. An inability to recognize and accept individuality will not allow for forgiveness.
  - Every member of PAW has been screened using the ADVanced Insights Assessment, which is a tool to help individuals recognize their own personality and the personalities of those around them. This tool may be referenced often when guiding and teaching each other about personality differences.
3. Residual pain, spite and poor tolerance of habitual behavior
  - Carrying past experiences from ones life onto future experiences and relationships with unrelated individuals will not allow for forgiveness.
  - Holding on to past experiences with the same individual will not allow for forgiveness. The forgiver may have to concede that a list of past experiences need to be released to allow for forgiveness in the future.
4. Failure for both sides to recognize intentions and results
  - The validity of the intentions are equal to the validity of the results. In order to establish forgiveness, we must often focus on the results of those intentions.

#### Process of Forgiveness

##### **EXONERATION**

1. Offender accepts full ownership for the failed expectation(s)
2. Offender offers full apology
3. Offender pledges to change
4. Offender requests forgiveness from Forgiver(s)
5. Forgiver(s) grant forgiveness
6. Offender and Forgiver(s) identify a 1-sided change to prevent repeat failures
  - In most circumstances, administration will have a role in establishing change
7. Offender and Forgiver(s) outline consequences for future failed expectations
  - In most circumstances, administration will have a role in establishing consequences

##### **KEYS TO SUCCESS**

1. After Action Report is a tool to help Isolate variables that will identify failed expectations and will allow ownership
2. When in the role of Forgiver, the individual must be willing to request ownership and an apology from the Offender
  - Once a Forgiver identifies a failed expectation, they cannot ignore that failure, expecting it to correct itself.
  - The Forgiver must explain rationally to the Offender the failed expectation, request an apology from the Offender, grant forgiveness to the Offender, suggest a 1-sided change to the Offender, and then set expectations in tolerance threshold and consequences.