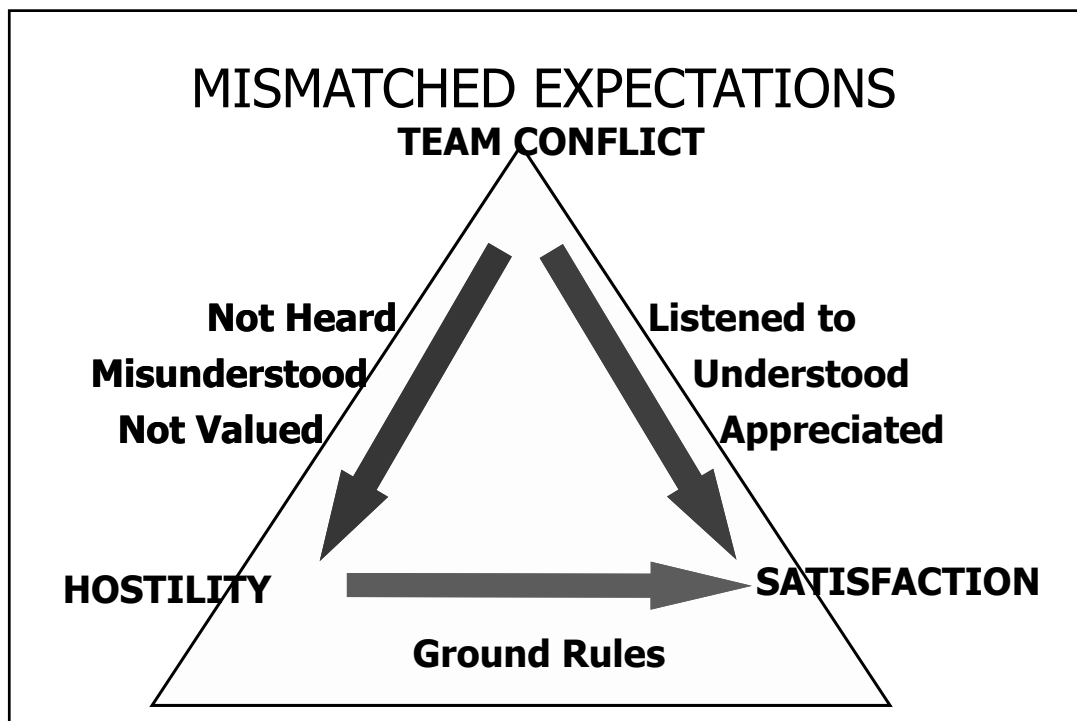


CONFLICT RESOLUTION SKILLS FOR MANAGERS AND SUPERVISORS: Getting Teams and Employees to Get Along

Presented for Heffernan Insurance
in association with
Aspen Risk Management Group
by
Dr. Steve Albrecht, SHRM PHR, ASIS CPP, ATAP CTM
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Thanks

**USE MORE
PRAISE,
MORE
OFTEN!**

Soon

Positive

Sincere

Personal

Specific

Proactive



THE NEW WORKPLACE

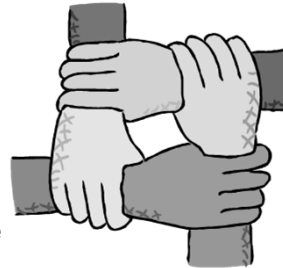


A growing diversity of people, cultures, religions, sexual orientations, opinions, beliefs, tolerances, and generations.



DIVERSITY CATEGORIES: “Protected Classes”

- race
- color
- national origin / ancestry
- religion
- physical or mental disability
- medical condition
- pregnancy, breastfeeding, family care
- veteran status
- gender or gender identity
- political affiliations
- genetic information
- marital status
- sexual orientation
- age



Primary traits?

Secondary traits?

“AGE DIVERSITY”

Matures (born prior to 1946) The Silent Generation

Baby Boomers (1946 - 1964) The Post-War Generation

Generation X (1965 – 1980) The Middle Generation

Generation Y (1981-1999) The Millennials, Gen Why?,
Gen Next(ers), the Digital Generation

Generation Z (2000 to now) The Post-Millennials

DEFINING THE “HOSTILE WORK ENVIRONMENT”

Treatment based on being in a protected class.

Treatment that interferes with an employee’s ability to do his or her job successfully.

Could be created by bosses or co-workers.

Must be discriminatory in nature. Severe, pervasive, retaliatory, not stopped by management.

Context is critical; hurt feelings, rude people, bad or assertive bosses do not meet the legal definition.

WHY DON’T EMPLOYEES GET ALONG?

Competency

Character

Chemistry

Culture

Relationship Problems

Authority Problems

Transition Problems

Service Problems

Conflict is expensive, time-consuming, and hard on everyone.

WHAT MUST BOSSES ADDRESS?

Violation of Policies and Procedures

Work performance, quality, deadlines.

Service Attitude

“Business impact”

Attendance

PIPs versus BIPs?

Conflict

TYPICAL WORK CONFLICT ISSUES

Boring, repetitive, misdirected, unimaginative work.

Team member or supervisor conflicts or personality clashes.

Stress from home problems or work situations.

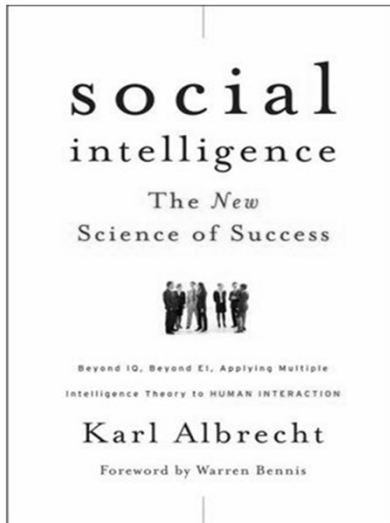
Employees who don't like or can't cope with change.

Cynicism, disillusionment, burnout.

Harassment, gossip, office politics, bad manners.

Poor social intelligence.

DEFINING "SOCIAL INTELLIGENCE"



CO-WORKER CONFLICTS

Different friends.

Come from different neighborhoods, cities, states, countries, backgrounds, cultures.

Perceived as a hard worker or not.

Used to socialize together and now don't.

Us versus them mentality between departments.

Drama Kings and Drama Queens.

The impact of gossip.

10 REASONS WHY GOSSIP NEEDS TO STOP

1. It's bad for business.
2. It wastes time.
3. It's almost always hurtful.
4. It helps create cliques, divisions, and the silent treatment.
5. It can ruin friendships, relationships, and marriages.

10 REASONS WHY GOSSIP NEEDS TO STOP

6. It hurts your personal and professional reputation.
7. It can create huge issues about trust.
8. It hurts the way people and departments communicate with each other and the taxpayers.
9. It makes people feel attacked, bullied, and talked about.
10. It has huge consequences, beyond just people feeling miserable or quitting.

CONFLICT OUTCOMES

Both employees work out their differences, rise above them, and move on.

Both employees agree to disagree, get past it, and move on.

Both employees say they've moved on, but one or both continues to hold a grudge and it shows in big and little ways.

One employee gives in and lets the other employee "win."
The conflict continues.

One or both employees transfer, quit, or get fired.s

"ABUSIVE CONDUCT" OR BULLYING?

Yelling, threatening someone, or threatening his or her job.

"Horrible, willful, malicious, intentional conduct," that fails the "reasonable employer, supervisor, or employee test."

Creating a "psychological power imbalance," so that employees feel one-down: humiliated, embarrassed, driven to tears, or belittled in front of others, on a regular basis.

Hazing, taunting, pranks, sabotage of work or personal property.

More subtle forms: setting employees up to fail, withholding information, negative evaluations, piling on work, setting impossible goals, passive-aggressive behaviors.

COSTS OF BULLYING

Low morale, poor performance, distracted, fearful, emotional, anxious employees.

Retention problems, high turnover, bad reputation in the community.

Legal costs, liability issues, higher insurance or litigation costs.

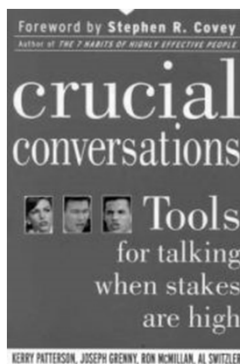
“The bullies run the workplaces and even the bosses are afraid.”

A lack of management vigilance, courage, immediate and effective responses, no consequences, no support.

Not defining a tough boss versus a bullying boss, to both sides.

CRUCIAL CONVERSATIONS

by Patterson, Grenny et al. (2002, McGraw-Hill)



Different Opinions.

High Stakes.

Strong Emotions.

DR. GEORGE THOMPSON'S VERBAL JUDO™

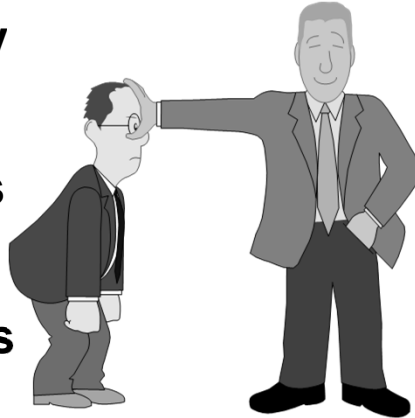
Listen actively

Empathize

Ask questions

Paraphrase

Seek solutions



USING THE THREE C'S

COMMUNICATE – Let them tell you their issue, without being judgmental. Listen carefully, without interrupting.

CLARIFY – Use paraphrasing questions to make certain you understand their concerns. Ask for their solutions or suggest your own.

COMMIT – Get their promise for a commitment to action. When and how will they start doing what you've both now agreed upon?

EMPLOYEE CONFLICT RESOLUTION PROCESS

Meet first with Employee #1 alone. Ask him/her what Employee #2 does to make it hard to get along. Get specific answers, using examples.

Ask what he or she needs or plans to do differently to get along with Employee #2.

Then meet with the Employee #2 alone. Ask him/her what Employee #1 does to make it hard to get along. Ask what he/she needs to do differently to get along with Employee #1.

Re-meet with Employee #1 and #2 separately and discuss these new "Ground Rules." Make suggestions. Ask for compliance.

Discuss whether #1 and #2 need a final meeting, facilitated by you. If so, get them to review the Ground Rules with each other, not you.

TEAM MEMBER INTERVIEWS

What do you like about your job?

What don't you like about your job?

What do your co-workers do to make your job easier or better?

What do you wish they would not do?

What does your boss do to make your job easier or better?

What do you wish your boss would not do?

CREATING TEAM GROUND RULES

Have all-employee discussions to develop Ground Rules in these five key areas:

Staff meeting behaviors and outcomes.

Employee to employee communications.

Boss's expectations of employees.

Employees' expectations of bosses.

Service best practices to our customers, clients, vendors.

OUR BEHAVIORAL CONTRACT: Team Ground Rules

"We agree not to interrupt each other."

"We agree to give direct, non-personal, immediate feedback, not criticism."

"No low blows; no mean comments; respect boundaries."

"Ask questions if you don't understand."

"Be honest about the situation."

"Take responsibility and have accountability."

TEAM MEMBER FEEDBACK

“We need to treat each other with respect.”

“Be accountable for your work. Be responsible for it.”

“Stop pushing back against new ideas. Stop hanging on to old ideas. Get on the bus.”

“Commit to do what you have been told to do or what you said you will do.”

“Problem-solve instead of criticize.”

“Take care of your own business.”

TEAM MEMBER FEEDBACK

“Respect each other’s boundaries.”

“There’s more than one right way to do something.”

“Don’t be so sensitive.”

“Bosses should be firm, fair, and consistent.”

“Don’t supervisor shop.”

“We need to get on the same page.”

“More communication; less drama.”

TEAM MEMBER FEEDBACK

“Don’t be so resistant to changes.”

“Be professional. Do your job. Know your responsibilities.”

“The policies were written to help you, not punish you; they are good for our business.”

“You don’t have to love it; just do it.”

“Buy into the core values and the mission statement for our Department.”

GETTING ALONG IN THE OFFICE



What is “cubicle – worksite etiquette”? Always ask; never assume. Agree on mutual privacy.

What about cell and speaker phones, spicy foods, scents, music, gum, cursing, and loud voices?

What is the solution for dealing with people that drive us crazy at work?:

Direct - Non-Personal – Immediate - Feedback

YOUR PERSONAL MOTTO . . .

"Is what I am about to do or say going to be okay with the other person?"

COEXIST !



"To exist together, at the same time or in the same place."

"To live in peace with another or others despite differences, especially as a matter of policy."

THE FIRST BITE OF THE APPLE *



We can teach this to each other:

Fix the problem when it is small, by giving the person the chance to stop, change, or correct his or her behavior or performance.

Set and enforce your personal boundaries, as often as needed.

Give each other direct, non-personal, immediate feedback.

TEAM SUCCESS TOOLS

Ask questions.

Don't criticize; give direct, non-personal immediate, feedback.

Keep your promises: Hold yourself accountable and responsible.

Deal with a conflict before it gets out of control or before it goes on too long.

Share best practices with each other, every day.

Function with "accurate urgency."



DO YOUR PART TO MAKE US *THE BEST* WORKPLACE

Treat each other like ladies and gentlemen.

Create boundaries with your co-workers.

Use the "first bite of the apple" concept.

Get help from your boss, HR, or another Department leader, who can help correct problems.

Understand, follow, and respect our policies.

WHAT *SHOULD* MATTER MOST?

Not technologies.

Not machines.

We have people, things, and ways to do things.

Only People Matter.

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