

KENTUCKY SOCIETY OF HUMAN RESOURCE MANAGERS

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ORGANIZATIONAL OMBUDS (OO's Licensed to Heal)

Are you aware of the manner in which you handle conflict and do you believe that it has a bearing on the creation of a positive state of mind? Are you interested in how you can create a set of attitudes and processes to develop with others to endow a more positive and productive relationship?

When people are confronted with conflict, the available styles of dealing with it are accommodating, forcing, avoiding, compromising, or collaborating with each other. What might be the most appropriate manner of reacting often depends on the circumstances, our personalities, prior interactions, and the political or economic power one has over the other.

Conflict happens when people disagree about something. Despite the fact that we have a lot of similarities, as long as everyone is different from everybody else, we will have conflicts. It happens, and it is a natural part of life and work. In order to have productive and constructive interactions, there must be informal processes, skills, and techniques for approaching and resolving disagreements.

Conflict can be positive and healthy, as well as a learning and growing experience. When conflict is dealt with in a positive way it can be helpful to our personal needs and purposes. Unfortunately, conflict also has a negative impact when people not only disagree but cause hurt feelings and fracture relationships. There are options for finding a better way to manage or deal with conflict. This can be a first step on the way to improving communication, solving a problem, and building trust and cooperation. This is what you can do:

- **Assure a fair process**.....the process of interaction is just as important as the outcome. People tend to react positively when they believe they are being treated fairly; when they feel their concerns are being heard; and when they feel the game rules are neutral and fairly applied. When people believe the process is fair they are more willing to accept and support the results.
- **Don't react**.....take the necessary time to cool down and resist the natural instinct. Anybody can become angry, that is easy, but to be angry with the right person and to the proper degree and at the appropriate time and for the right reasons is not so easy. Give yourself the gift of time to think. This can assist you in remaining focused on identifying

and discussing the real needs and interests of people, and it can also help them work past the emotional stress of the moment.

- **Deal with emotions**.....helping someone identify and acknowledge their feelings tends to reduce the intensity of those feelings and allows all parties to better focus on the underlying problems or issues. All feelings are neutral and valid to the person holding them, but it is how you deal with the feeling that places a value on them. Don't be afraid to recognize or affirm that someone is showing their feelings so that empowering that individual may improve communication. Once you understand the role emotions play in communications, you will be able to place yourself in the other person's shoes. That old cliché means you have empathy, a quality that can be cultivated by developing genuine interest in other people.
- **Attack the problem and not the person**.....keep an objective eye on the real problem and detach your feelings about the person presenting it. Ask clarifying or probing questions to better understand the actual issue and do not blame but try to view the situation from the other person's perspective. Be careful to check assumptions and consider sharing your perceptions as a way to verify them for accuracy.
- **Practice direct communication**.....speak directly to the other person and use "I" statements such as, "I think...", "I feel...", "I need" and be clear about points of agreement. Use positive body language to show attention and ask questions to clarify that you understand. Paraphrase what has been said to demonstrate you care and understand and begin to become more conscious of your communication style and your ability to empathize with the feelings of others. As you develop a greater sensitivity to the needs and desires of family, friends, or associates you will gain their respect, which will lead to more effective communication of those unique thoughts that result from your creativity. Anytime you demonstrate a willingness to listen with a minimum of defensiveness, criticism, or impatience you are giving the gift of understanding and earning the right to have it reciprocated.
- **Look past positions to underlying interests**.....a position is a person's limited view of what solution is necessary to solve the problem, but until needs and underlying interests are ascertained it is not possible to generate options that will be mutually beneficial and agreeable. You must ask what is important and why it is before underlying motivations can identify what is fueling the dispute. Understanding one another is a give and take process and the best way to get the listening you need is to make the other person feel listened to first. Being listened to means we are taken seriously, that our ideas and feelings are known, and that what we say matters.
- **Focus on the future**.....any ongoing relationship you have with someone is longitudinal and can be altered to be constructive and improved. What just happened may be important or it may be trivial depending on how you want to make it appear just now. Remember, in a marathon you must pace yourself and believe that things will improve if only you give it the chance.

WHAT PEOPLE SAY THEY APPRECIATE IN OTHERS

People like people who have manners...they mean someone who makes a request and says “please;” someone who says “thank you;” someone who says “excuse me” when they interrupt or bump another; someone who uses their name and greets them before bursting into agendas or requests for assistance.

People like people who are sincere and who listen to them...this means to really listen and not just go through the motions of appearing to care about what is being said. People who create an encouraging listening space are most appreciated.

People like people who are authentic...we like people who do what they say they will do and keep the trust we instill in them. We like them to walk the walk as well as talk the talk, and we like consistency so we know what to expect.

People like people who appreciate them...and they like to be told.

People like people who are upbeat and positive...cynical people create a toxic environment and a negative force that can be magnetic to attract more negativity.

People like people who are multidimensional and express their feelings as well as their thoughts and ideas...life is full of this and that, changes in mood, opinions, and perspectives. We like to hear all about this from someone else, not be greeted with a flat, un-dimensional personality; someone who is able to be enthusiastic, supportive, calming, energizing, and concerned is most appreciated. We like someone who is able to experience the full range of feelings and be able to meet the needs of the occasion.

People like people who have time for them...this is the gift of respect and recognition we all crave to receive.

People like other people who show respect...respect for their time, respect for boundaries, respect for feelings, and respect for space.

People like people who are engaging...we like people who encourage us to open up and who show real interest in a conversation and know how to keep it going; people who respond to what we say or do and let us feel their presence; people who listen to our feelings and acknowledge them.

We don't usually stop to examine patterns of misunderstanding in our lives, because we're stuck in our own point of view. Misunderstandings hurt, and when we are hurt we tend to look outside ourselves for explanations. In this linear thinking we often reduce human interactions to a matter of personalities. When we assume the other person is a jerk, it reinforces our own passivity and lack of willingness to genuinely interact. We write off people who have a pattern of non-responsiveness, assuming their character is fixed, but it only proves that these individuals trigger many people to play out the reciprocal role in their dramas of two way disharmony.

Good communication skills are mutual respect skills and each person should show respect for the other as well as respect for self. You can demonstrate respect by listening fully and affirming that you understand what that person means and you respect yourself when you assert or propose your own legitimate self-interest without aggression. To have a complete communication, each person must both get and give.

HOW TO BE ASSERTIVE WITHOUT BEING RUDE

There is sometimes a need to be assertive without coming off as arrogant, aggressive, and offensive; or ignoring your self-interests and being perceived as timid, submissive, and a doormat. The art of this balance is being confident enough to be assertive of personal rights and boundaries while respectful of others.

Know the distinction between being assertive versus being aggressive or arrogant... assertive people promote their rights rather than stepping on those of others.

Have clear boundaries when dealing with others... if you are clear where the limits are, then others will know as well.

Politely but directly let people know your position... do not allow your position, point of view, or feelings to be ignored or discounted; your needs are important too.

Affirm yourself and your good qualities... develop self-confidence and positive self-esteem. Who better is there to love you than yourself?

Know what you want... there is a time and place to go along with others, but there is also a time to reach for your own dreams.

Avoid being timid... while aggressiveness steps on the rights of others, being timid sacrifices your own rights. Do not allow others to roll over you.

Be willing to clearly say either yes or no and stand by your answer... allow yourself to develop opinions and maintain them.

Avoid arrogance... dominance and controlling tendencies impinge on others from being themselves.

When opinions are in question give yourself permission to disclose yours... let others know your viewpoint and recognize that it is as significant as anyone else's.

Take responsibility for yourself... do not make excuses and require that others around you also take responsibility for themselves and their actions. Avoid being codependent and be careful not to dominate others with quieter spirits.

When the communication process breaks down we might assume that the other person did not say what he/she meant or did not hear what we were saying. Usually, both parties to a misunderstanding feel that way, but it may be helpful to realize that between speaker and listener are filters to meaning. The speaker, who has an intention of what she wants to communicate, sends a message and that message has an impact on the listener. Good communication means having the impact you meant to have but every message must pass through a filter of the speaker's clarity of expression and the listener's ability to comprehend what was said.

IMPROVING WORKPLACE RELATIONSHIPS (How to Get Along Better with People At Work)

Develop A Positive Attitude

- Avoid negative thought and criticisms...truth speaking requires of you that you can endure your vulnerability in situations where important interests and needs are at stake. Overcoming your fears and showing respect for the feelings and viewpoint of others can create a positive climate even though there may be disagreement with the actual content of those views.
- Be less judgmental and more accepting of others...all too often, negative reactions are caused by differences in personalities, values, actions, or aspirations between people. While an impartial person would view them not as right or wrong but only observe that there are differences, you are more likely to treat the other with disdain, which reaction can be reciprocated and then with reprisal causing a like reaction and so forth and so forth...

Do Not Jump To Conclusions

- Gather as much information as possible...an ability to reconsider interpretations is important for authentic relationships and for personal development.
- Reacting defensively to situations without knowing the whole story can cause misunderstandings; so you should respond, and not just react... are you willing to accept the possibility that your images of reality and accuracy may be one-sided, biased, or wrong and are you willing to permit information contradicting your images to influence or change your interpretation of the other person or the situation?

Improve Your Communication Skills

- Listen carefully and focus on the speaker's message; this will allow you to respond appropriately and avoid misunderstandings...clear your mind and find ways to remove distractions; valuing the speaker means filtering out the noise and distractions within your head. To anticipate what the speaker is attempting to say or finishing sentences or thoughts is subtle degradation masked as help; be patient and allow the other person to set the pace, because if you rush you may stifle the real message.

- When the speaker is finished, state your understanding to ensure there is no misinterpretation...paraphrase what has been said to demonstrate you care and understand. Anytime you demonstrate a willingness to listen with a minimum of defensiveness, criticism, or impatience you are giving the gift of understanding and earning the right to have it reciprocated.

Resolve Conflicts Early

- When a negative situation does arise, do not let it fester, be direct, but courteous...anybody can become angry but to be angry with the right person and to the proper degree and at the appropriate time and for the right reasons is not so easy. Speak directly to the other person and use “I” statements; understanding one another is a give and take process and the best way to get the listening you need is to make the other person feel listened to first. Being listened to means you are taken seriously, that your ideas and feelings are known, and that what you say matters.
- Develop a plan of action to address the problem with your co-worker then work together toward resolving it before bringing it to your supervisor...keep an objective eye on the real problem and detach your feelings about the person presenting it.

Set Boundaries

- Developing friendships with co-workers is a natural process, however, it is important to set boundaries to ensure that the friendship does not interfere with your work relationship. There is sometimes a need to be assertive without coming off as arrogant, aggressive, and offensive. The art of this balance is being confident enough to be assertive of personal rights and boundaries while respectful of others.

Treat All Co-workers With Respect

- Be respectful by paying attention, listening carefully, and responding appropriately...good communication skills are mutual respect skills and each person should show respect for the other as well as respect for self. You can demonstrate respect by listening fully and affirming that you understand what that person means and you respect yourself when you assert or propose your own legitimate self interest without aggression. To have a complete communication each person must both get and give.
- Always be courteous and professional...your reputation and how you are viewed by co-workers and others transcends this conflict.
- Regardless of the situation, try not to lash out or be rude...when the communication process breaks down you might assume that the other person did not say what he or she meant or did not hear what you were saying, but good communication means having the impact you meant to have; every message must pass through a filter of the speaker’s clarity of expression and the listener’s ability to comprehend what was said.
- Be open and honest about your feelings and allow others to do the same...helping someone identify and acknowledge their feelings tends to reduce the intensity of those feelings and allows all parties to better focus on the underlying problems or issues. Don’t be afraid to recognize or affirm that someone is showing their feelings so that empowering that individual may improve communication.

Understand and Accept Personal or Cultural Differences

- When you and a co-worker do not see eye-to-eye, try looking at things from the other person's perspective. You will both be more productive if you recognize the need for cooperation to reach common goals and mutual interests. There are cultural differences in talking and listening and especially gender differences. Empathy means making an honest effort to understand where the other person is coming from, not necessarily joining in those feelings because two people are allowed to have different feelings, but recognizing the other's feelings.

CHANGE MANAGEMENT DISCUSSION

Prelude: This is a challenging time for organizations; business, governmental, religious, or any affiliation or association of people who must work together in a productive and goal oriented manner. Regulations, laws, and policies create shifting sands and often a storm of protest in the modern workplace, where we may feel disoriented because our foundation of standards and the old ways of conducting ourselves has crumbled. There is no solid ground some days due to external forces that impact the corporate culture, and that stress can replicate itself internally impacting relationships, communication, and productivity.

What is Culture: Culture is how work is done and how people are selected, developed, managed and rewarded. It includes an organization's values, decision-making processes, allocation of resources, division of power, and level of risk allowed and encouraged. To successfully support the strategy and mission of the organization, the culture, with all of its elements, must be aligned with the work process and human resource application.

In order for the new culture change to be effective, it must include:

- Mobilization of leadership to take ownership of the change;
- Creation of new roles and work policies that are aligned with strategic and cultural changes;
- Development of human resources strategies to support the cultural change;
- Application of validated behavior science to address the human side of change.

Observation and experience clearly indicate that the work culture is critical for driving and supporting sustainable, high impact change, such as your business wishes to undertaken. Even the best restructuring and reengineering initiatives will frequently fail if the right values, behavior, and organizational and individual competencies are not in place to support the new culture.

What is Change: If you want to make changes regarding the organization in which people work, your success will be directly tied to creative and strategic attention to how people respond

psychologically when asked to make significant change. The humanistic aspect of managerial decisions impacting change is too often ignored or not adequately handled when planning and implementing corporate transformation. The goals the change is to foster often fail or fall short, because interventions frequently fail to address strategically the complex human dynamics of change. This may occur even with the awareness of top management that people must change before systems change, because people are the system. Alterations to the pattern of business conduct or philosophy are themselves changes, and the study of behavioral science suggests that people resist change.

There are four important conditions for successfully implementing a new program in any organization. (1) Information must be communicated to those involved in the change about its characteristics and the information must be presented in an accessible, user-friendly format. (2) That information must include evaluative data about facts, advantages over alternative options, cost effectiveness, and any serious side effects. (3) Financial, human, and physical resources must be available to support the implementation of the change. (4) Practical users must be assisted in meeting the human challenges of change such as overcoming fears, anxiety, and resistance and creating a positive environment of ownership in the innovation and involvement of the change process itself. All conditions are equally critical to effective organizational change, but the human aspect can be the most challenging and can make the difference between success and failure. Successful change programs begin with results that are clear, tangible, and bottom-line, and the easier they occur the better. Poor or inadequate communications is one of the main reasons change efforts fail. Communication is a two way street, and those who listen often gain valuable insight and information to better achieve the goal. People do not resist their own ideas, and those who participate in deciding what and how things will change not only are more likely to support the change but also are actually changed themselves through participation. This transformation, through recognition and empowerment of employees, may encourage opinions and ideas to be expressed in new and creative communication for greater participation and knowledge. Employees may become citizens, active, well-informed, conscientious, and contributing to the system in which they live and work. This concept may be frightening to some.

If the workplace culture becomes dysfunctional, it is the role of leadership to discern the functional and dysfunctional elements and to manage a cultural evolution so that the group can survive. Leaders should not only create new or better solutions, but they should provide some security to help the group survive the anxiety of giving up old patterns. Leaders should create an environment within the organization where people are allowed and encouraged to demand clarity and purpose from their leaders.

Yet, as a growing number of organizations are discovering in the face of failed reengineering and restructuring efforts, effective change requires more than leadership lip service. Without true leadership buy-in, most change initiatives are doomed to failure. In order to effectively mobilize the leadership, several actions are required. Initially, all members of the senior leadership council must develop a shared vision of the organization. There must be consistent understanding of and commitment to:

- The organization's current culture.
- The target or desired culture.
- The change required to get there.

Members of the leadership team must also come to agreement on the needed strategy, goals, and processes the transformation will require, as well as measures that will define success. In most organizations the roles and behaviors of the leaders must also change. A new set of team and individual competencies is required, and leaders must learn to work as a true team and not just individuals and groups. They must also learn how to effectively communicate the new vision and culture, in terms of what is said and what is done. There should be management style modification, giving up the common command-and-control behavior and replacing it with actions that foster trust, freedom, and even risk-taking in subordinates.

To accomplish this, ongoing education and communication is important, along with intense coaching and development to create the necessary new behaviors and competencies. Much of this development, and eventually commitment, will come by involving leaders at all levels of the organization in the strategic planning process so that they feel a true sense of ownership in the changes. Ultimately, such change will require new measures of accountability along with new rewards for that performance the accountability demands.

As part of the culture change, a radical rethinking of what work needs to be done within the system and how that work should be accomplished from the standpoint of processes and people must be attempted. That process will examine:

1. People . . . what motivates them, how they react to and accept change, and what standards will be required of them for future job performance;
2. Work . . . what should be the design of jobs, workflow, organizational relationships, teams, management systems and processes, information systems, technology, outcome measurement strategies, etc.;
3. Performance . . . comprised of management processes, resource training and development, coaching, performance management, rewards, recognition, respect, etc.

Because of differences between cultures, structures, and systems within your enterprise, processes will have to be carefully analyzed. If work is to be accomplished differently, workplace attitudes and behaviors must be transformed as well, and this is the culture link. For any transformation to succeed, people will have to work differently, and, if culture operates by influencing choices people make and selectively rewarding those choices considered appropriate, a whole series of “people” interventions will be needed.

TRUST LEADERS...ORGANIZATIONAL OMBUDS

The shared reality of our workplace requires us to perform and act autonomously yet cooperatively. In that collaborative workplace, to be successful we must shift from merely learning skills and gaining knowledge to a context where facilitated discussions bring lasting agreement created through constructive and positive communication and sharing. To share is to listen and to listen is to communicate. The outcome of a successful discussion should serve the interests and needs of all parties, and the exchange of information and insight through communication will reveal matters of importance.

If true collaboration in the workplace is people sharing responsibilities and resources to achieve a common goal, then we do it every day but the extent, purpose, and quality of such interpersonal interactions is often less than our expectations. The shared reality of people at work depends on the structure of their relationships, the culture within their organization including the sub-culture of their immediate workplace, and the degree of cooperation, communication, solidarity, and collaboration among them. In its broadest sense culture is a way of life but within an organization it means the shared attitudes, beliefs, behaviors, and relationships that make up the organization's norms and customs. Changing strategies and structures could prove ineffectual or detrimental if the culture, the surrounding sea in which we swim, remains unaltered. Relationships are essential elements for productive and satisfying careers; we should manage them wisely and cherish the authenticity and honesty in sharing feelings and listening with our eyes, heart, ears, and undivided attention to understand the complete message and the person. Trust Leaders must have certain attributes and the emotional intelligence to be the change agents of the workplace and serve as internal champions to act as neutrals and intermediaries when called upon either in mediation or as ad hoc ombuds. These attributes include:

- The ability or potential to assess, design, deliver, and evaluate processes aimed at improving relationships;
- Knowledge of conflict resolution;
- Faculty for sound presentation and facilitation skills which include effective communication skills;
- The ability to chair meetings and lead discussions;
- The knowledge of design and implementation of conflict resolution systems.

No matter how diligent to task or knowledge, indicators for satisfaction among parties to interventions may focus on different variables. Often, the most frequently given party response for satisfaction depended upon how important the participants were made to feel during the discussions. Parties complimented facilitated discussions when allowed to present their views fully and when given a sense of being heard, while helping them to understand each other.

Parties' favorable attitudes toward intervention by the Trust Leader came from their perception of how the process worked, with two features in particular being most responsible:

1. The greater degree of participation in decision-making that parties experience during the facilitated discussions;
2. The fuller opportunity to express themselves and communicate their views, both with the Trust Leader and each other.

Party characteristics, traits, and attributes are of equal importance to Trust Leader traits for a successful outcome. Of most importance to parties in facilitated discussions are the following items, such that participants need to feel:

- Their own issues are important;
- They can present their views fully;
- They are being heard;
- They understand each other;
- They are highly participatory;
- They can express themselves to each other and to the Trust Leader;

- They perceive fairness in the system;
- They can achieve self-expression.

As the Trust Leaders become proficient and more competent they will assume a status of organizational neutrals, which will allow them to act as coaches and mentors to others when requested to assist through intervention in uncomfortable or conflict situations. In this capacity they will not give advice but merely ask clarifying questions, paraphrase, identify or affirm emotions, and assist with the selection of options or choices to best deal with the situation. Conflict coaching allows the person being mentored to become empowered to better handle similar matters in the future. To preserve and grow the human investment any organization has developed over time it must foster teamwork with the internal communities of practice and interaction and encourage social learning from the combine. Individuals can walk out the door and often do in the face of stressful interpersonal relationships, incivility, or bullying; these can be the best employees the company has and the cost of replacing that talent is staggering compared with the cost of listening to their needs and respecting their emotional hurt.

A skills set including active listening, productive communication, and a trusting relationship as a coach/mentor should be in every Trust Leader's capability and business plan. Good communication skills are mutual respect skills and each person should show respect for the other as well as respect for self. Not many aspects of human experience are as powerful as the desire to be understood. Core values to promote trust, diversity, personal and professional growth, mutual respect, and constructive communication are absolute requirements in a vibrant and healthy business or association of people. The preservation of workplace relationships, resolution of disputes, advocacy in conciliation and early intervention, and interest based approaches to conflict is attainable through training, education, and coaching of Trust Leaders.

TRUST

When trust exists in personal and professional relationships, almost everything else is easier and more comfortable to achieve, including problem solving and conflict resolution. When our actions are consistent with our words, trust can be achieved and arises from our interdependence with others to achieve outcomes we value. Because cooperation cannot be compelled, social interactions are valuable as a foundation for confidence or belief one feels toward another or others to overcome doubt or fear.

Trust in the workplace is essential for durable, satisfying, and rewarding relationships and is achieved through productive communication, understanding, and respect. It is an assessment that one will not deliberately, accidentally, consciously, or unconsciously take unfair advantage of another and a person's self-esteem, status, relationship, career, and even life are placed in the hands of another with full and total confidence for safety and protection. Parties must behave consistently over time to build trust and follow through on promises made. In order to achieve this level of trust, all parties must explain expectations, agree to necessary steps to complete expectations, sanctions for not meeting expectations, and procedures to measure outcomes. Trust contains a strong emotional component, and parties should be able to share their expectations for one another, bargain for expected behaviors, and openly acknowledge mutual distrust.

The link between rebuilt trust and conflict resolution involves de-escalation; for any conciliatory action to be effective it must involve sufficient trust. The paradox is that in order to trust another one must risk personal loss again. We often demand proof of trustworthiness before a willingness to trust again is considered. Regrettably, one side must take the risk in a leap of faith to launch the process over with more accurate perceptions and clearer communication. Unwillingness to do so will irreparably damage the relationship and exacerbate the conflict situation. Reciprocity requires someone to go first with the hope that the risk of trauma to the person or psyche will be rewarded with a response worth the value of what can be.

WE ARE THE CULTURE IN THE PETRI DISH

When we believe others view us negatively or in a false light, we struggle as though to breath in an oxygen deprived atmosphere. The implications are huge since the more we feel devalued the more energy and effort we expend in defending and restoring our value...which allows less energy to create that personal value. When we express feeling about ourselves, others, the situation in which we are currently, or just about anything, a new level of dialogue is opened, and we can exchange and share authentic relationship data that could strengthen bonds and build trust. Empathetic communication links people and performance and forms the basis for common action, generates power to leverage communication to targeted goals, and gives relationships their foundation to empower rewarding and positive exchanges.

If collaboration is a sharing of responsibilities and resources to achieve a common goal, we do this all the time, but the extent and quality of those interactions often do not meet expectations. The shared reality of people at work depends on the structure of their relationships, the culture within their organization including the sub-culture of their immediate workplace, and the degree of cooperation, communication, solidarity, and collaboration among them. In its broadest sense culture is a way of life but within an organization it means the shared attitudes, beliefs, behaviors, and relationships that make up the organization's norms and customs. Changing strategies and structures could prove ineffectual or detrimental if the culture, the surrounding sea in which we swim, remains unaltered.

Organizations are social systems in which people are strongly influenced by the organizational culture. Therefore, the most potent tool for improvement is cultural change. The goal is to increase the long-term health and performance of the organization, while enriching the lives of its members. Appropriate communication and listening skills can benefit workplace interactions and impact the bottom line. We assume we are better listeners than we really are, so, in a tense situation, despite our sincerity and selflessness others can't read our mind or motives and our egocentric perspectives keep us from realizing people can't measure our actions except by the signals we send, which aren't as clear to them as they are to us. Training in constructive conversation can be rewarding to the individual and the organization. Good communication skills are mutual respect skills and each person should show respect for the other as well as respect for self. Not many aspects of human experience are as powerful as the desire to be understood. Core values to promote trust, diversity, personal and professional growth, mutual respect, and constructive communication are absolute requirements in a vibrant and healthy business or association of people. The preservation of workplace relationships, resolution of

disputes, advocacy in conciliation and early intervention, and interest based approaches to conflict are attainable through training, education, and coaching.

WHAT MOTIVATES YOU?

This is the first attempt to quantify human motivation. This study, conducted at Ohio State University, Department of Psychology, resulted from the answers of a 300-item questionnaire posed to more than 2,500 Americans in an attempt to understand human nature. This is what motivates people (in no ranking). From the 15 traits reflecting human nature select 5 that best relate to you:

CURIOSITY...desire to learn

FOOD...desire to eat

HONOR...(morality) desire to behave in accordance with code of conduct

REJECTION...fear of social rejection

SEX AND ROMANCE...desire for sexual behavior and fantasies

PHYSICAL EXERCISE...desire for physical activity

ORDER...desired amount of organization in daily life

INDEPENDENCE...desire to make own decisions

VENGENANCE...desire to retaliate when offended

SOCIAL CONTACT...desire to be in the company of others

FAMILY...desire to spend time with own family

SOCIAL PRESTIGE...desire for prestige and positive attention

AVERSIVE SENSATIONS...aversion to pain and anxiety

CITIZENSHIP...desire for public service and social justice

POWER...desire to influence people

HOW EMPLOYEES SEE YOU AS A MANAGER

A = Strongly Disagree B = Disagree
C = Agree D = Strongly Agree

The following assessment will give managers the opportunity to understand how their employees may perceive them as a manager/supervisor. Answer the following questions as if you are one of your employees.

The key is to be honest and objective.

Direction

My boss has clearly defined the expectations for my performance. **A B C D**

I have been properly trained to perform my job effectively. **A B C D**

My boss allows me input into our department's goals, objectives, and targets. **A B C D**

Feedback

I receive input/feedback about my performance on an ongoing basis. **A B C D**

When my manager talks to me, the emphasis is usually on what I do right. **A B C D**

My performance reviews have helped improve my performance. **A B C D**

Recognition/Correction

When I do a good job, my manager comments on my achievements. **A B C D**

When my boss corrects me, he/she is usually constructive rather than critical. **A B C D**

My boss keeps me informed about the company's current events. **A B C D**

My boss listens attentively to my comments, ideas, and suggestions. **A B C D**

Scoring: A = 0 B = 1 C = 3 D = 4

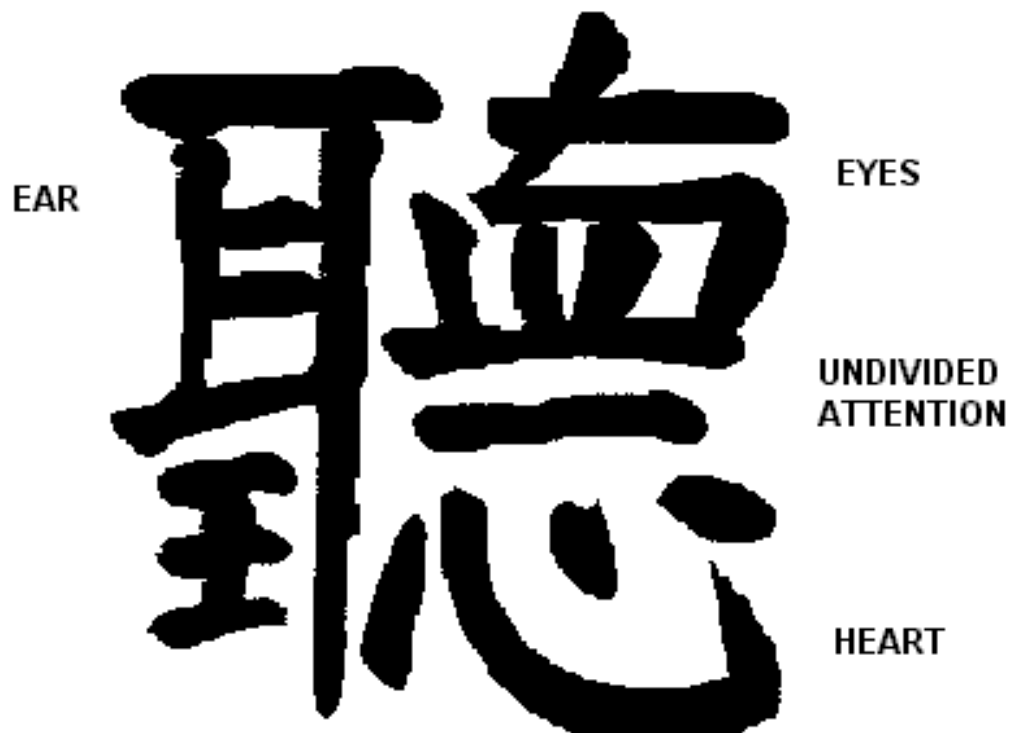
MY SCORE IS _____

32 – 40 = Consistent positive impact

26 – 31 = Most management practices are strong

18 – 25 = Inconsistent management practices

0 – 18 = Most likely a negative employment environment



CHINESE CHARACTERS
FOR THE VERB
"TO LISTEN"

“Let your thoughts be positive for they will become
your words. Let your words be positive for they
will become your actions. Let your actions be
positive for they will become your values.
Let your values be positive for they
will become your destiny.”

- Mahatma Gandhi

THE WINDS OF FATE”

One ship drives east, and another west
With the self-same winds that blow;
‘Tis the set of the sails
And not the gales
That decides the way to go.

Like the winds of the sea are the ways of fate,
As they voyage along through life;
‘Tis the will of the soul
That decides its goal,
And not the calm or the strife.

Ella Wheeler Wilcox

WORK ENVIRONMENT CLIMATE QUESTIONNAIRE

Circle the answer that best represents the environment in which you work.

1. Confidence and trust to do a good job is shown by my manager and/or supervisor.
(1) Never (2) Seldom (3) Sometimes (4) Often (5) Frequently
2. I can talk over problems without fear of recrimination or reprisal.
(1) Never (2) Seldom (3) Sometimes (4) Often (5) Frequently
3. Staff requests the help of others and are willing to give it in return.
(1) Never (2) Seldom (3) Sometimes (4) Often (5) Frequently
4. My ideas are sought out and respectfully considered.
(1) Never (2) Seldom (3) Sometimes (4) Often (5) Frequently
5. I feel responsibility is equitably shared and teamwork is encouraged.
(1) Never (2) Seldom (3) Sometimes (4) Often (5) Frequently
6. Each staff member is acknowledged as a whole person with personal needs and pressures.
(1) Never (2) Seldom (3) Sometimes (4) Often (5) Frequently
7. Ideas and concerns are solicited from all staff members no matter what their job description.
(1) Never (2) Seldom (3) Sometimes (4) Often (5) Frequently
8. Staff members are encouraged to continue their education and keep up-to-date on their area of responsibility.
(1) Never (2) Seldom (3) Sometimes (4) Often (5) Frequently
9. Staff members are given frequent feedback on their job performance.
(1) Never (2) Seldom (3) Sometimes (4) Often (5) Frequently

10. Staff members demonstrate flexibility in adapting to change.

(1) Never (2) Seldom (3) Sometimes (4) Often (5) Frequently

Total of all numbers _____

INTERPRETATION OF SCORE:

40 -50 EXCELLENT. You have a highly positive, efficient, and effectively productive working environment. Congratulations.

20 – 40 AVERAGE / CHANGING. You might want to look at those items rated lowest and develop suggestions for improvement.

0 – 20 POOR. This is not a healthy working environment and some changes are strongly recommended. Management should consider an assessment of possible changes and modifications to improve the organization.

FORGIVENESS IS...

Forgiveness is a way of releasing ourselves from the pain we have been experiencing at the hands of others. It is a release from judgment, including our judgment of ourselves.

Forgiveness is freeing...it frees you from the entanglement of the past by letting go of unpleasant events and people to reconnect with yourself in a healthy and positive way.

Forgiveness is within our control...it cannot be forced or coerced, because it is your choice. It is a power each of us has independently of others, and we are in control of how and when.

Forgiveness requires us to give up suffering...it requires that when we let go of the need to be pitied, our need to be right, and our need to feel an intense connection with the person who is the tormentor of our anger.

Forgiveness means taking responsibility for choices...it requires us to take responsibility for our actions and feelings. It requires us to be responsible to and for ourselves and even for our pain and humiliation. It means being responsible for the choices we have made, including the choice to be angry and the choice to forgive.

Forgiveness means separating forgivable people from unforgivable actions.

FORGIVENESS IS NOT...

Forgiveness is not condonation...it does not mean you excuse a perpetrator's actions or agree with what the other person did to you. it does not mean you can change what happened or erase your memory.

Forgiveness does not require relationship...forgiveness does not mean that you re-establish relationships or remain friendly with those who hurt you.

Forgiveness is not for them...it's for you...it is a gift to yourself for peace of mind, self-esteem, your ability for healthy relationships, and your future happiness.

A MODEL TO ACHIEVE FORGIVENESS

Even though all major religions recommend forgiveness, how to forgive is difficult. Forgiveness is not an act of will that can be accomplished through your sheer determination but should be a transformative process to replace negative emotions with positive emotions. Everett Worthington in his book “Five Steps to Forgiveness: the art and science of forgiveness” (2001) suggests the Pyramid Model to REACH Forgiveness:

- (R) **RECALL** the hurt
- (E) **EMPATHIZE**
- (A) Offer the **ALTRUISTIC** gift of forgiveness
- (C) **COMMIT** publicly to forgive
- (H) **HOLD** on to forgiveness

The first step is sometimes the hardest to achieve since it involves acknowledging the hurt, but uncovering the pain and emotional distress caused by the injustice or violation is vital because healing cannot begin until the negative emotions have been processed and worked through. If ignored or denied, these emotions will cause continuing victimization.

The real work begins when you must look through the offender’s lens at what occurred. Empathy requires connecting with the offender by trying to identify with his or her feelings, emotions, and motivations. It is good to separate the person from the problem.

Forgiveness is a gift with no strings attached, and benefits from forgiveness are only found when it is given freely and unconditionally. The only person who changes during the forgiveness process is the forgiver. To attain that change requires empowerment, recognition, and empathy. Publicly committing to forgive brings your act to a higher level, because to be human is to doubt the decision to forgive as correct. Because we remember there will always be remnants of anger and blame. Telling someone you have forgiven your offender gives it credence and restores self-esteem.

The compassion offered by forgiveness brings healing and a sense of closure to the painful memories or trauma. This is the gift you give yourself.

(La Vena Wilkin, 2004)