PROFIT UNIVERSITY audio series

Conflict, Gossip, Harassment and Destructive Behavior: How to Neutralize a Negative Workplace Environment

by
Bruce Lee

Short Description of the Presentation:

A negative work environment has a direct impact on the customer, sales and therefore the overall profitability of the company. This presentation will deal with miscommunication which is the number one cause of workplace conflict, poor morale and poor teamwork.

Why 50% of All Employees Are Not Satisfied With Their Work

Two (2) Main Sources of Negativity

- Performance based conflict
- Relationship based conflict

How Workplace Conflict Lowers Productivity

Problem Employees and What to Do About Them

- Fault finder
- Time waster
- Anti-social
- Anti-management

Twelve (12) Problems Negative People Create

How to Create an Engaged Workforce

Dealing Effectively With Gossip and Harassment

What Mangers Do Wrong

Ten (10) Effective Steps of Situation Management

Several Methods of Productive Feedback

Effective Coaching Steps

Grandy & Associates

© 1996-2014 Grandy & Associates LLC

Conflict, Gossip, Harassment, and Destructive Behavior: How to Neutralize a Negative Workplace Environment

PROFIT UNIVERSITY audio series

Bruce Lee

Productivity Coach, Strategist, MC

(403) – 241 – 6212

BruceLeeSpeaker@shaw.ca

BruceLeeSpeaker.com

BRUCE LEE TRAINING
RETENTION + PRODUCTIVITY

The Bottom Line to These People!

Loss of productivity
Loss of business
Loss of time
- time & money for everyone involved
Loss of your good talent
Loss of self esteem

Other Perspectives

- **Creating Win – Win Solutions**
- **Winning over Difficult People**
- **Having 'Fierce' Conversations**
- **Stopping Workplace Bullying**
- **Ending Disruptive Behaviour**
- **Detoxing Your Workplace**
- **Results Management:**

GOAL:
ZERO TOLERANCE

Mastery!

Control
Authority
Upper Hand in any Situation
- Proven / experience
- Practical / easy to do
- Performance based

Making 'It' Happen

97% of the information is forgotten within 2 weeks of the event!"

The Best Ideas I created were:

1. _____
2. _____
3. _____

My recommendations for change are:

1. The difference between
2. having a full life and
3. living a fulfilling life!

The "So What" of education

"When you find it, make note of it."- Charles Dickens

Only 50% of people are satisfied with their work at the end of the week

- Not excited
- Not fulfilled
- No clarity on priorities
- Disengaged
- Low trust
- Bogged down
- Distractions (culture)

These may be the people you are working with.

Sources of Negativity

1. Performance Based Conflict

- Where the expectations of team members are not met. - trust is broken

- team work not as effective
Unfulfilled expectations.

2. Relationship Based Conflict

- An individuals behaviors are not acceptable to the other person.
- Personalities (interpersonal skills) get in the way.

Irritating People We Work With

Confrontational:

- Bully's, Snipers, Explosives, Trouble Maker, Challengers, Gripers, Drama Queens, Snipers

Passivity:

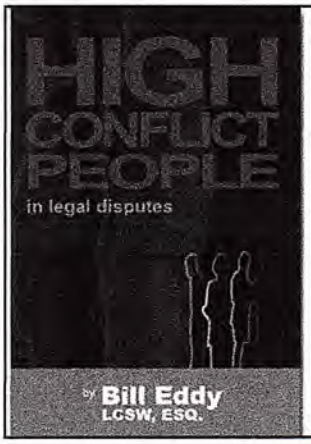
- Slackers, Clingers, Space Cadets, Know-It-Alls, No/Negative/Pessimists, Quiet, Prima Donnas

Childish:

- Whiners, Pouters, Tattletales, Gossipers, Bellyachers, Jerks, Busybodies

Toxic: (do you tolerate or terminate?

- High Conflict People



Everybody knows someone with a High Conflict Personality (HCP).

"How can he be so unreasonable? So totally rigid and self-centered?"

"Why does she keep fighting so much? Can't she see how destructive she is?"

"Can you believe they're going to court over _____?" (You fill in the issue).

BIFF
Brief
Informative
Friendly
Firm.

Workplace Conflict Lowers Productivity

Up to 70% of a company's value is based on the skills, experience ***and performance*** of it's employees.

Taleo Research and HCI, 2010

"22% of your colleagues at work hate you"

Hate you so much they may be considering quitting just to avoid speaking to you. So says an online poll of 2,000 adults.

One third say they have, at one point or another, resorted to changing jobs just to escape obnoxious co-workers.

The Problem Employee

The Fault Finder

- **always negative**
- **won't find solutions**
- **never celebrates success**

The Anti – Social

- **won't work with others, won't delegate**
- **won't share knowledge or help others**

The Time Waster

- **last in to work, first out at lunch**
- **coffee in hand**
- **wastes others time**

The Anti-Management Attitude

- **always their fault**
- **fuels rumors and gossip**

The Problems They Create

1. Always pushing your hot button
2. Destroy morale and relationships by persistent negative gossip: (the antidote: trust, S.A.M. and regular performance feedback
3. Distorted thinking because of faulty perception
4. Help you 'cross the line' by what they say & do
5. Display unprofessional or obnoxious behaviour or foul language / swearing
6. Cause frustration and reduce productivity

The Problems They Create

7. Spread Innuendo
8. Imply Sexual harassment
9. Make off hand discriminatory remarks (mother)
10. Have consistent bad hygiene, wear inappropriate clothing, have poorly decorated work space
11. Loss of Productivity!
    - Takes time to get all sides of the story / decision
    - Time is money (1/2 hour a day, 3 people = $60.00 +)
12. Your good talent leaves

What Must You Do About It?

SOMETHING

...because

Silence Means Consent

"Negativity is the single most destructive force in the work place today"

– David Rabiner

Communication

Miscommunication:
is reported to be
the #1 cause
of workplace conflict,
low morale and poor
teamwork.

Engagement

an engaged workforce is not an option

Job #1 – Keep the good people you've got

People stay at jobs because they can't bear leaving their colleagues.

- Beverly Kaye Love 'Em or Lose 'Em

Why People Don't Stay:

"I like everything about working here, except the company!"

– Manager in Focus Group

"It's easy to leave a workplace where no one will miss you.

Creating "Sticky" Relationships

Do not underestimate the significant role **personal friendships** play in employee loyalty

*"Loyalty at work hasn't come to an **end**... It's been replaced with loyalty to **one's friends**"*

The Five Attitudes of Engagement

Termination is the solution
- Encouraged to "find work elsewhere"

Which Becomes the Workplace Culture:

"An organization's way of life"

"The way we do things around here"

"The unwritten rules"

Examples of Unwritten Rules That Are Not Good Rules

- *"Smokers get longer breaks."*
- *"That's not my job."*
- *"That's just the way the/she / they are."*
- *"That department gets all the _____."*
- *"That's the way we've always done it."*

Recognizing The Problem to Establish Boundaries

- be seen as the problem solver!

Pinpoint what is going on

- gather all the details – be direct!
- Identify the behaviors that make them become difficult to you.

Record it, all the details, observations, comments from others – ***immediately*** why?

- How do you normally react to these?

Recognizing The Problem to Establish Boundaries

Involve your people

Clearly explain their actions and identify the consequences on co-workers, **don't be vague**

- How do you really want them to react?

Evaluate result of the fix you put in place

- What did you want changed by them?

Gossip = Jealousy!

Can destroy a team and everyone's reputation !

1. Don't procrastinate – leads to more unproductivity
2. Set a meeting for each employee individually
3. Explain the reason for the meeting and the benefit to having this difficult conversation
4. Review all relevant policies that can effect them
5. Ensure they understand
6. Specify the consequences of not complying

Putting A Lid on the Gossip. Complainer ,Whiner or Tattletale

- Jim, I need to see you. (go to a quiet, private office)

Them watch your body language – calm, not aggressive, open, warm, be respectful, tone of voice, actual words.

- I understand you have said Brian….(drinks/late)
- Have you told him that?
- Would you like me to tell him that? (Let them talk, and depending on what they say ask: "Why not"?)
- Shall I set up a meeting for you two?
- I'd be happy to.
- Shall I call him to come in here now?
- What are you going to do to stop

Causes of Difficult People

Stress

Lack of flexibility

Staying In Control When Confronted

- Don't over-react. Don't take the bait.
- Let them vent.
- Restate what they said for understanding.
- Capture it in writing.
- Can you find common ground?
- What if they don't calm down?
- Trigger words to avoid
- Avoid making personal comments such as:
  "You never seem to…"
  "You're always making rude comments…"

Emotions Are Always in Play Yours and Theirs

- When that happens one or both of you lose the power to be effective
- Requires effective communication - as when upset you don't listen well, if at all
- Be open, engaged and appreciative
- The paradox of 'Difficult People'

Retaining Emotional Control

- Stay calm. Breathe.
- Control your self-talk.
  Ask what outcome do I really want?
- Control your Hot Buttons
- Avoid them if possible.
- Try acknowledging them.

Harassment or Workplace Bullying

- acts or verbal comments that can mentally 'hurt' or isolate someone you work with.

This includes: repeated negative actions or a pattern of behaviour that intends to intimidate, offend, degrade or humiliate a group of people.

Has been described:
- as the assertion of power through aggression.

Defend Yourself

1. Draw the line between professional criticism and bullying – the 'Reasonable Person Test'.
2. Meet them and talk about their offensive behaviors
3. Document everything
4. Reject appeasement
5. Set up a policy
6. Explain legal issues

Training Staff – Anti-bullying

Understand all forms of it
Bullying leads to violence
Zero Tolerance
Reporting Process. (options)

"The only thing worse than training your employees and losing them, is not training them and keeping them."
- Zig Ziglar

What Managers Do Wrong

1. Reward negative behaviour
2. Discuss 'attitude' instead of 'behaviour'
3. Let employees blame others and not take any responsibility
4. Let office politics get out of hand- manipulate, opportunistic, self promoting people
5. Don't specify and document decisions 'who does what' and action items, especially deadlines
6. Have their blinders on

7. Unintentionally plays the 'heavy' or starts yelling
8. Take it personally – if it isn't them causing it
9. Use weak phrases: "I could be wrong"
10. Add tag lines to decisions that undermine them by seeming to ask for others approval after: "We'll get that to you Thursday….okay?"
12. Refuse to make the changes necessary

Common Excuses:

- "They are one of my top performers."
- "It's not worth the conflict."
- "I think they will change when…"
- "Their skills / knowledge is worth the headaches."

Situation Management

1. Decide you will effectively deal with all the types of negative and passive behaviour – now.
2. Coach them as you need to
3. Communicate so well that you will inspire people to change for the desired outcome and understand it's benefit to them
4. Ask the right questions in order to get ALL the information to send the right, actionable message and decision
5. Resolve conflict and put people at ease

Situation Management

6. Make better decisions and build strong relationships
   - leadership is showing strong communication skills
7. Understand the importance of timing – when to deal with the issue
8. Move from disciplining to motivating
   - behaviour modification
9. "Solve it, or shove it" (shut up)
10. Remember – we have 2 ears and 1 mouth for a reason!

Bottom Line: The more effective you are when you communicate, the greater your opportunity to influence people, build relationships, lead effectively, increase engagement of your talent, make change and move up the corporate ladder

Effective Feedback

Think about the effect the words will have if said wrong.

1. **Use descriptive words:**
   "I've noticed your report had a lot of typos again. Perhaps you didn't proofread it carefully."
2. **Don't use judgment words:**
   "Your appearance isn't very good Jim. You can do better."

3. **Negative feedback needs to begin with an "I":**
   "I sense you are unprepared for this demonstration, I had difficulty following it…"
4. **Positive feedback requires starting with a 'You…"**
   "You've done a great job getting the department/patient/staff…"

Coaching Steps

Identify the Big Picture From all Angles

- Ask for clarity, be specific, understand excuses, re-confirm what you know
- practice active listening
- Set expectations, one issue at a time

Create the Plan

- help create it, collaborate on it
- needs to be: clear, specific, feasible, focused

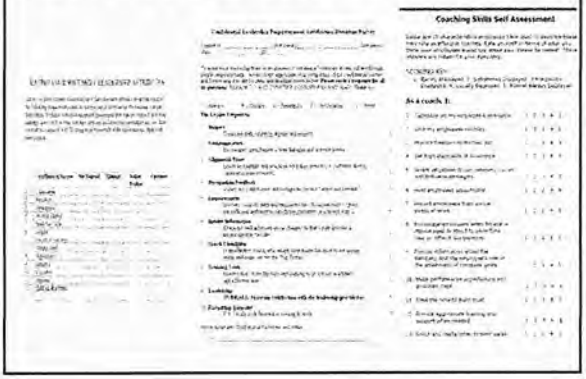
Know the Coaching Hats to Wear

- Coach, Sheriff, Cheerleader, Relationship

Principles To Act Upon

- Reinforce shared and common goals.
- Ensure that there is no unresolved conflict.
- Always "seek to understand".
- Be sure to get all the details (w/w/w/w/w)
- Ask a lot of questions.
  - the more you hear, the more you see
- Focus on the what, not the who
  - the problem not the personality.
- Assume they had a positive intent behind it.
- Ask what can you learn from this and change?

BONUS: 3 Self Tests To Get In Sync



Additional Bruce Lee Presentations

Grandy & Associates

"We teach contractors how to run profitable businesses."

- Working With Generation Y
- Networking For Fun and Profit
- Coaching and Retaining Your Talent
- The Value of Trust In The Marketplace
- Seven Attributes of a Successful Business