

Managing Difficult Situations



Administration



Workshop Aims

1. To provide a relaxed and stimulating environment in which to share best practice
2. To provide you with the opportunity to reflect on the challenging situations you face and how you manage them
3. To discuss and agree relevant changes you can make within the workplace that will have a positive impact

Working Together

- Open forum for discussion
- Some time limits
- Keep focussed
- Challenge yourself to improve
- Plan your actions
- Enjoy learning

Paired Work – Ten Minutes

1. What are your personal objectives?
2. What would you want to know or be able to do differently as a result of this training?

Please be as specific as you can

Objectives – Day One

1. Appreciate the benefits of managing difficult situations effectively
2. Recognise the need to adapt our management style and behaviours
3. Assess your Motivational Value System (MVS) and the impact this has on others
4. Self reflect on your personal strengths and development areas
5. List the reasons people go into conflict
6. Record your learning

Agenda – Day One

- Workshop objectives and expectations
- **Ice-breaker**
- Johari window
- Your motivational value system
- Why conflict occurs
- Why management behaviours have changed
- Challenges during 'lockdown'
- Adapting your Management style
- Managing Multigenerational teams
- You in conflict

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Johari Window

Asking for and receiving feedback

Things I know about me

Things I don't know about me



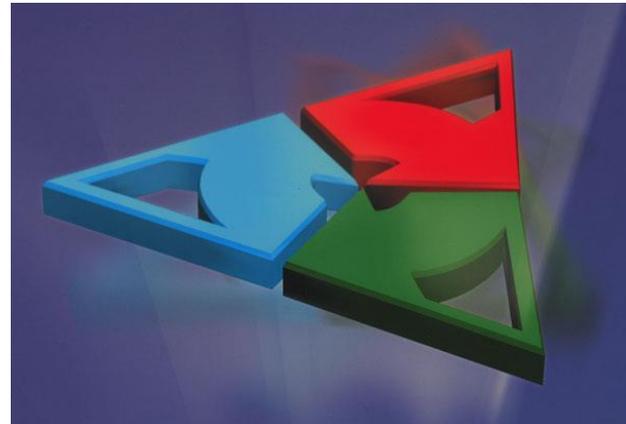
Self disclosure or giving feedback to others

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Core Strengths History

- **Dr Elias H Porter developed the technique**
- **Used for over 25 years**
- **Worldwide**
- **Training activities**



Why We Use It

Gives greater insight into:

- Why you behave the way you do
- The innate strengths you bring to relationships and roles
- What causes inner conflict for you
- Your preferred way of dealing with interpersonal conflict
- Why you find some relationships and life situations rewarding and others non rewarding
- How to relate effectively with a variety of people in varying life situations
- How to accept and give constructive feedback
- How to avoid stressful situations

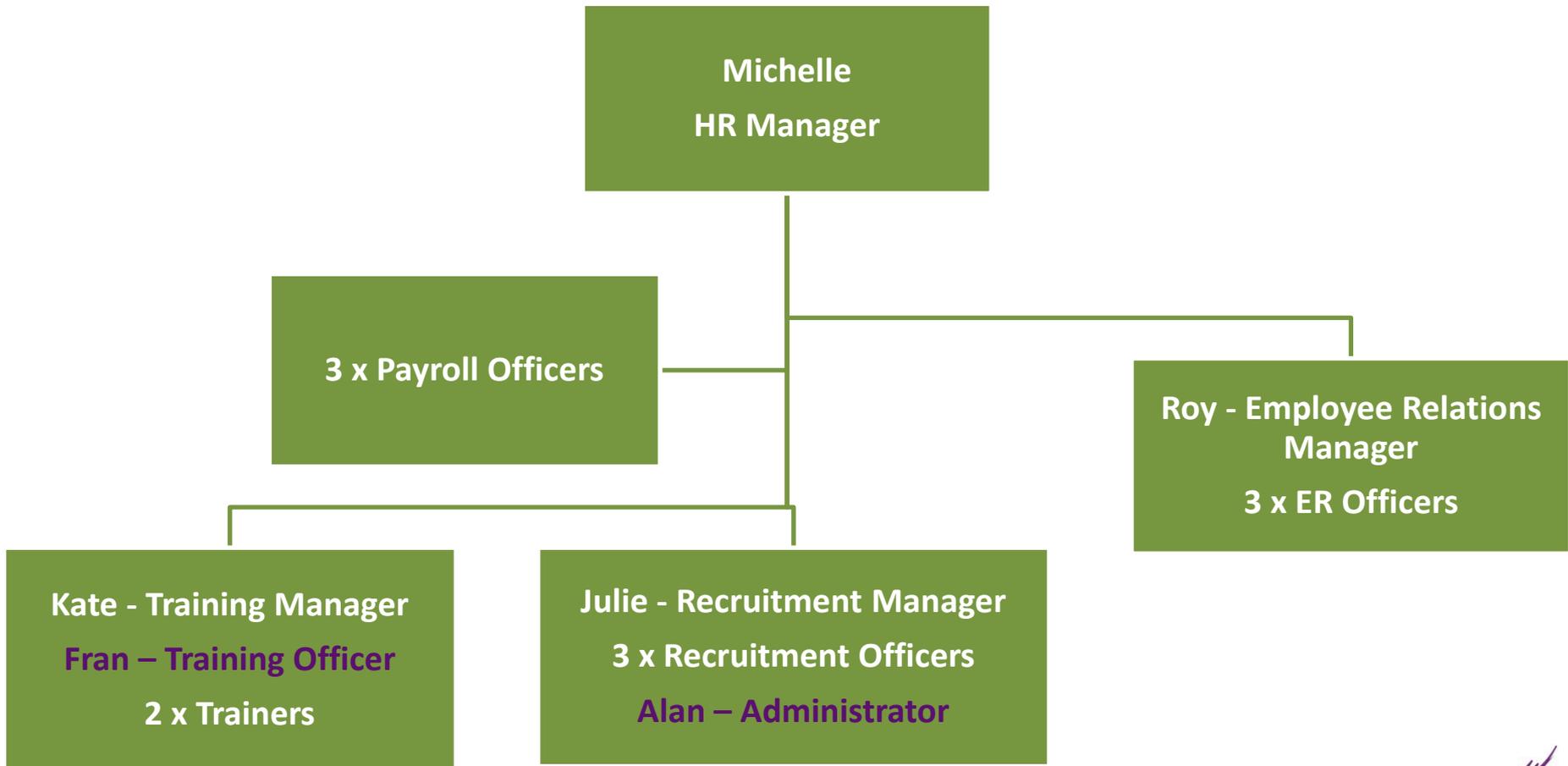
Administration



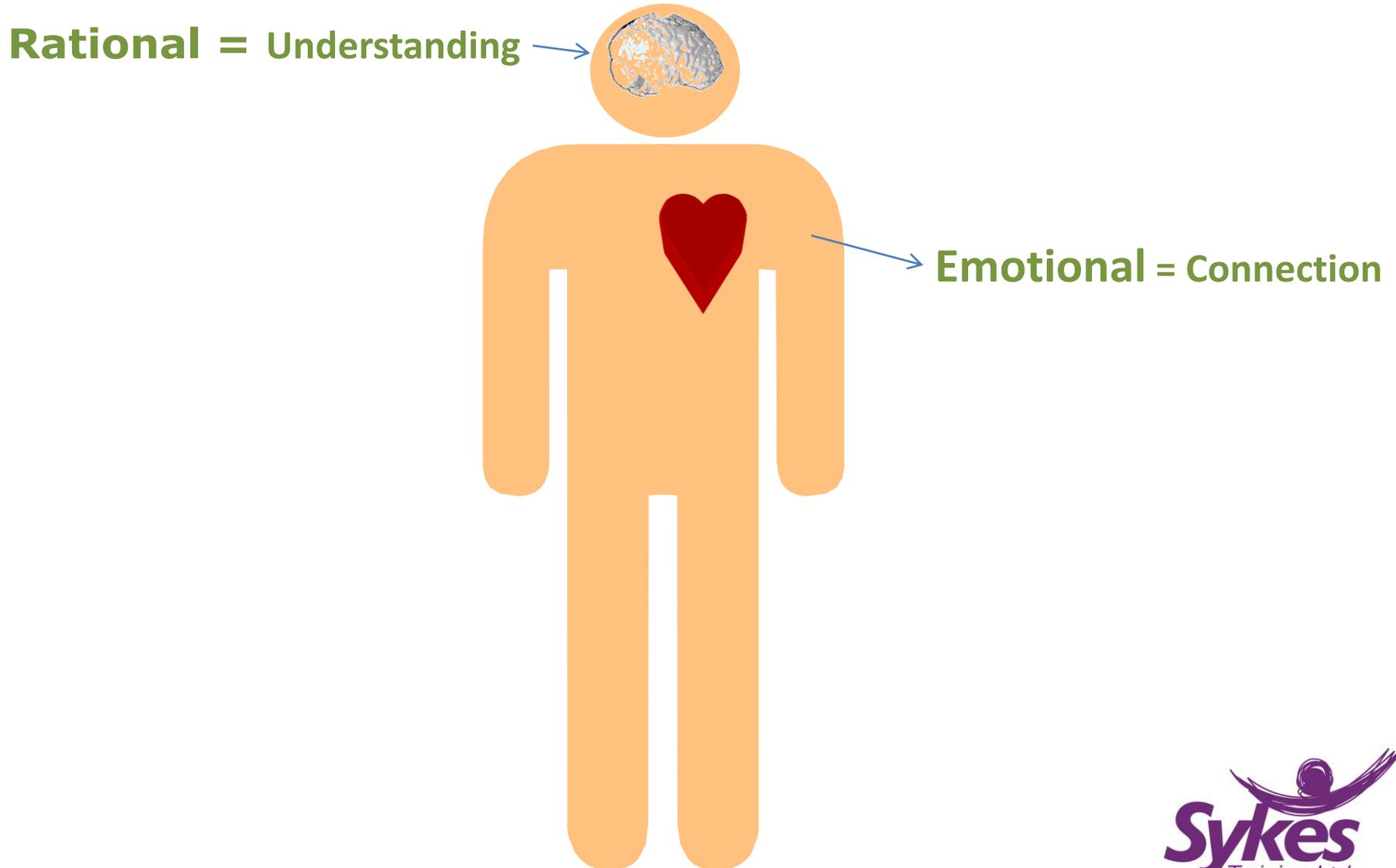
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Case Study



Connecting With Hearts and Minds



When Conflict Arises

- **L**isten
- **E**mpathise (agree and praise where you can)
- **A**sk questions (seek first to understand)
- **P**roblem solve (give them options and control)

Group work – Fifteen Minutes

1. Write a list of difficult situations
2. Agree on two specific examples or real scenarios you would like help with from the group

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Group Work – Fifteen Minutes

1. Why have we needed to adapt our management style and behaviours over the past decade?
2. What were the key challenges during 'lockdown' and how did you manage them?
3. Give any specific examples and recommendations of what you have personally changed in terms of style and/or behaviours

Post Covid-19 Employee Feedback

- 35% said they had a fall in job satisfaction
- 31% had concerns about job security
- 27% said they were dissatisfied with their work-life balance

Employees feel they want different support going forward...

- 1 in 4 employees wanted help with their mental wellbeing
- 17% desired help returning to the office

CIPD survey



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- Managing Multigenerational teams
- You in conflict

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- **Managing Multigenerational Teams**
- You in conflict

Multigenerational Teams

- There are now four (4) generations in the workplace with different expectations, motivations, attitudes, and behaviours.
- An understanding of these generational differences can equip us to handle workplace situations with increased insight.
- By 2025 Millennials will make up 75% of the global workforce.

Generational Differences

Gen	<u>Leadership</u>	<u>Communication</u>
<u>Traditionalists</u> <u>1925-1942</u>	<ul style="list-style-type: none"> ● Expect to be lead assertively but with respect ● Expect the chain of command to be honored 	<ul style="list-style-type: none"> ● Face to face when possible ● Expect others to value their opinion or experiences
<u>Boomers</u> <u>1943-1964</u>	<ul style="list-style-type: none"> ● Expect collaborative leadership ● Expect established protocols and procedures to be followed 	<ul style="list-style-type: none"> ● Face to face when possible ● Approach with respect for their achievements ● Expect full attention
<u>GenXers</u> <u>1965-1982</u>	<ul style="list-style-type: none"> ● Expect clear objectives and goals ● Expect honesty and promises kept ● Provide space ● Provide specific feedback 	<ul style="list-style-type: none"> ● Use e-mail / phone ● Be specific ● Don't over analyse
<u>Millennials</u> <u>1983-1997</u>	<ul style="list-style-type: none"> ● Expect structure and strong leadership ● Expect challenges and continuous development and training ● Don't micromanage but reassure often ● Provide targeted, timely, more frequent feedback 	<ul style="list-style-type: none"> ● Use technology when possible ● Ask them for their opinion ● Need to be listened to ● Keep them informed ● Give consistent reassurance

Messages We Received

<u>Generation X</u>	<u>Millennials</u>
<ul style="list-style-type: none">● Live to work● Work hard and you will be rewarded	<ul style="list-style-type: none">● Work to live● Work efficiently
<ul style="list-style-type: none">● Spend time thinking about how you might do something to get the right conclusion	<ul style="list-style-type: none">● Information readily available● Google it
<ul style="list-style-type: none">● You can do better, think broader● The way to get on is through hard work	<ul style="list-style-type: none">● Reflect on what you did and then you will learn● Well done – you are doing great● Find the solution and move on quickly
<ul style="list-style-type: none">● Respect your tutors, they have knowledge● Be realistic, there are only so many jobs● You should aim to have a steady job for life	<ul style="list-style-type: none">● Question your tutors, they don't always know best● You deserve to get the best job so believe in yourself● You will probably change jobs every two years and have different careers

Group Discussion

- Get into your own generation group
- 1. Put yourself in the shoes of the other generation and consider their perceptions and frustrations of your generation
- 2. Consider the strengths of the other generation

Use the information to help you

15 minutes to develop your flip chart and select a spokesperson

We believe you may think and this is based on

Generational Experience

- Social, political and economical differences
- Family structure
- Education
- Values
- Work ethic
- Preferred leadership approach
- Communication style
- Motivational buttons
- How they interact with each other
- Preferred approach to feedback
- View towards the company
- Work v personal life
- Desired rewards
- Relationship with technology
- Work expectations

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6. **Record your learning**

Objectives – Day Two

- 1) Agree how to give people with a different MVS feedback
- 2) Agree how to confront behaviour effectively and when to involve others
- 3) Improve your confidence in dealing with a range of conflict related issues
- 4) Practice addressing a conflict situation in a safe environment
- 5) Write an action plan to manage future challenges effectively

Agenda – Day Two

- Techniques to deal with interpersonal conflict
- Assertive, not aggressive communication
- Models to help us stay calm and connected
- How and when to sign post employees
- Recording learning and action planning

What Managers Can Do....

- Be more self-aware
- Engage employees on a personal level
- Reiterate the vision
- Show vulnerability
- Trust people
- Empathise
- Develop stress coping techniques for self and others
- Succession plan

Group work – Fifteen Minutes

1. How would you recognise and give positive feedback to a Blue, Green, Red or HUB?
2. How would you give constructive feedback to a Blue, Green, Red or HUB?
3. How would we recognise they are in conflict?
4. What would be the most productive response from us be?

Traffic Jam



Skills And Behaviours

- Questioning
- Listening
- Assertiveness
- Observation
- Body language
- Recording mentally or writing key information
- Positive attitude
- Confidence

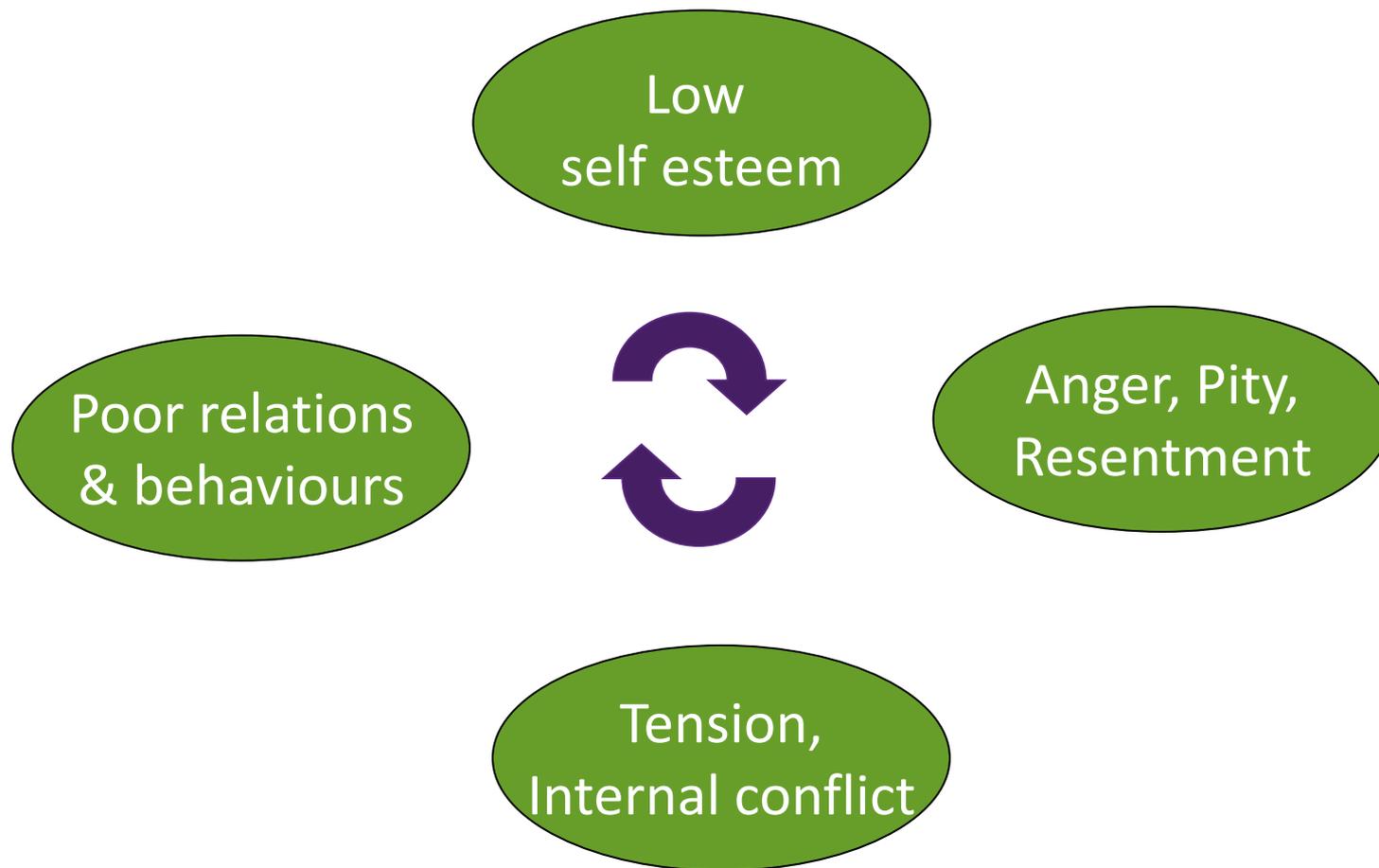
Confidence Is Believing In Yourself



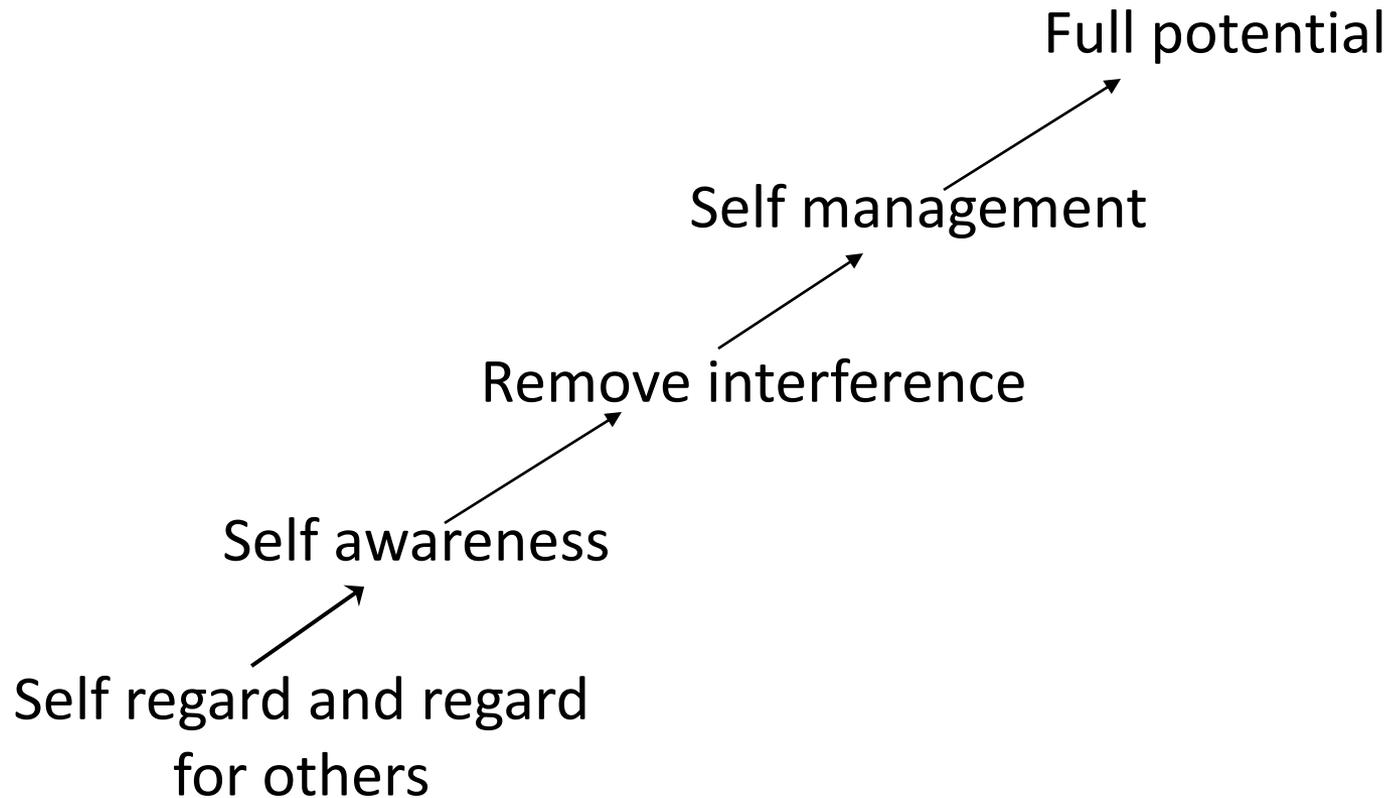
An Assertive Person

....is direct, responding outwardly to his/her environment. He/she sincerely likes people, but does not care what they may think. He/she makes decisions, and like responsibility. Above all this person is free from anxiety.

Non Assertive Cycle



Path to Fulfilling Your Potential



Emotional Intelligence Definitions

Daniel Goleman 1997:

1. Knowing what you are feeling and being able to handle those feelings without having them swamp you
2. Being able to motivate yourself to get things done
3. Being able to sense what others are feeling and handle relationships effectively

Raising Your Emotional Intelligence

- Practice /Rehearse difficult situations
- Recognise your emotional responses and what they are telling you, and why
- Notice which people and situations are easy or difficult for you, and why
- Twice daily practice listening to and acknowledging the other people, without putting in your view

Emotional Intelligence Attitude

‘We are each of us in control of, and responsible for, our actions.’

Emotional Intelligence Attitude

‘No-one else can control our feelings’

Emotional Intelligence Attitude

‘Feelings and behaviour are separate.’

Being in touch with our feelings does not mean being out of control of ourselves and our behaviour.

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The Four Agreements

- **Be impeccable with your word** - Speak with integrity. Say only what you mean. Avoid using the word to speak against yourself or to gossip about others. Use the power of your word in the direction of truth and love.
- **Don't take anything personally** - Nothing others do is because of you. What others say and do is a projection of their own reality, their own dream. When you are immune to the opinions and actions of others, you won't be the victim of needless suffering.

The Four Agreements

- **Don't make assumptions** - Find the courage to ask questions and to express what you really want. Communicate with others as clearly as you can to avoid misunderstandings, sadness and drama. With just this one agreement, you can completely transform your life.
- **Always do your best** - Your best is going to change from moment to moment; it will be different when you are healthy as opposed to sick. Under any circumstance, simply do your best, and you will avoid self-judgment, self-abuse and regret.

And Remember....



“the difference is our people”

Close of Workshop

- Evaluation/Feedback
- Personal reflection
- Action planning