



Leadership Fundamentals II

An Online Continuing Education Course for Engineers

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Leadership Fundamentals II

Richard Grimes



TABLE OF CONTENTS

COURSE OVERVIEW.....	5
DEALING WITH EMPLOYEE CONFLICTS	7
THREE STAGES OF CONFLICT.....	8
STAGE ONE	8
CHARACTERISTICS OF STAGE ONE.....	8
WAYS TO HANDLE STAGE ONE CONFLICT	8
STAGE TWO	9
CHARACTERISTICS OF STAGE TWO.....	9
WAYS TO HANDLE STAGE TWO CONFLICT	10
STAGE THREE.....	12
CHARACTERISTICS OF STAGE THREE	12
WAYS TO HANDLE STAGE THREE CONFLICT.....	13
CONFLICT ASSESSMENT CHECKLISTS	14
STAGE ONE CONFLICT.....	14
STAGE TWO CONFLICT.....	14
STAGE THREE CONFLICT	14
PERSONAL CAUSES FOR EMPLOYEE CONFLICT	15
DIFFERENCES IN VALUES	15
ASSUMPTIONS	15
COMPETING FOR SCARCE RESOURCES.....	15
THE INABILITY TO HANDLE CHANGE	16
ENVIRONMENTAL CAUSES FOR EMPLOYEE CONFLICT	17
STRESS FROM VAGUE EXPECTATIONS, DIRECTIONS, AND PROCEDURES	17
REASONS WHY EMPLOYEES MAY TRY TO AVOID RESOLVING CONFLICT	18
THE BASIC STEPS TO MINIMIZE CONFLICT	19
STRATEGIES FOR HANDLING CONFLICT	20
THE “COMPETITOR “STYLE	20
THE “ACCOMODATOR “STYLE	20
THE “AVOIDER “STYLE	21
THE “COLLABORATOR “STYLE.....	21

STAGE ONE CONFLICT.....	22
STAGE TWO CONFLICT.....	22
STAGE THREE CONFLICT	22
MEET THE ORP-MAN	23
EMPLOYEE TERMINATION ON THE HORIZON	24
TWO BROAD REASONS FOR DISCHARGE	27
TIPS ON SUCCESSFUL EMPLOYEE COUNSELING STRATEGIES	28
YOU MUST DO SOMETHING DIFFERENTLY IF YOU WANT A DIFFERENT OUTCOME	31
DEVELOPING AN EFFECTIVE WORK TEAM	33
PREPARATION FOR EFFECTIVE WORK TEAM DEVELOPMENT.....	34
PREPARING THE WORK ENVIRONMENT.....	35
PREPARING YOU – THEIR LEADER	36
PREPARING THE TEAM MEMBERS	38
A STRATEGIC PLANNING MODEL FOR WORK TEAMS	38
PROBLEM SOLVING WITH EMPLOYEES.....	41
THE “IGNORANCE ICEBERG”	42
ADVANTAGES OF USING A VISIBLE PROCESS IN PROBLEM SOLVING	43
ISOLATING POTENTIAL CAUSES OF PROBLEMS.....	43
“FISH BONING”	44
PRESENTING YOUR PROBLEM - RECOMMENDING A SOLUTION	55
PERSUADING AND INFLUENCING OTHERS.....	55
THE PERSUASION PROCESS	56
“LEGAL LINKS” IN THE WORKPLACE	60
CIVIL BEHAVIOR’S FOUR COMMANDMENTS	62

COURSE OVERVIEW

This course builds on the skills presented in our *Leadership Fundamentals* course about

- *Motivating Employees*
- *Establishing Measurable Performance Goals*
- *Conducting Meaningful and Stress-Free Performance Assessments*
- *Effective Coaching To Sustain Performance*

This course will teach you about:

- Dealing with Employee Conflict (and how to spot the clues that tell you how serious it is becoming)
- Identify causes of employee conflict
- Reduce causes of employee conflict
- Take steps to minimize conflict
- Select an appropriate strategy to handle conflict

Counseling Employees on Work Performance Issues

- Initiate a counseling session with an employee
- Identify what is keeping an employee from doing what you expect
- Document your meeting to the satisfaction of the “ORPman”

Developing an Effective work Team

- Increase work production and quality in your department through increased teamwork
- Identify and develop future leaders from among existing departmental employees
- Increase employee participation in the decision making process
- Reduce some of your workload by distributing it among strong team leaders

Problem Solving with Employees

- Isolate the cause of a problem.
- “Fish bone” when looking for all the possible causes of a problem.
- Use “what is/is not” questions when trying to isolate the cause of a problem
- Present a problem and recommend a solution to senior management.

Persuading and Influencing to Achieve Desired Results

- Determine someone’s initial feelings about a situation by asking open-ended questions.
- Determine features and benefits associated with an idea and present them to an employee in a way that encourages their agreement.
- Welcome resistance to an idea because it helps you find a way around it.

Understanding the Legal Obligations of a Leader

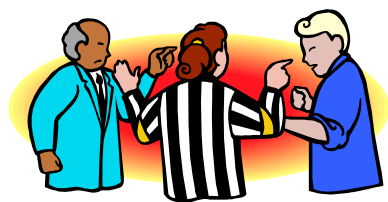
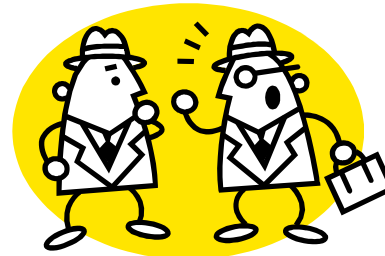
- How the employer is responsible for the behaviors of their employees.
- How you are responsible for your employee’s behavior whenever they are “at work” wherever that may be.

DEALING WITH EMPLOYEE CONFLICTS

These are some common beliefs about conflict: what do you think about these?

“The presence of conflict is the sign of a poor leader!”

“Conflict” used in a competitive way to generate new ideas or increase productivity to meet an earlier deadline can be a good thing and the sign of a wise leader.

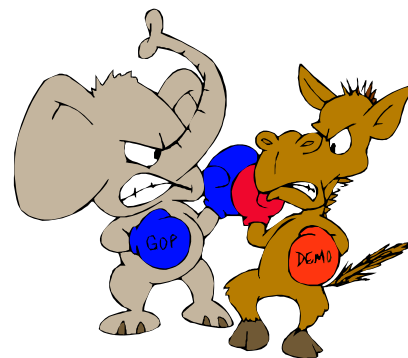


“Anger is always negative and destructive.”

Anger *can become* negative and destructive if allowed to develop and grow.

“Conflict, if left alone, will take care of itself.”

Not necessarily. We believe leaders should always *be aware* of conflict within their groups but *not always involved*. Sometimes it can take care of itself.



“Conflict must be resolved immediately.”

Once again, not necessarily. This is like the one above that *can become* a problem but is not automatically one requiring the leader’s intervention.

A wise leader will observe and see if the participants can work out their own differences. After all, the leader will not always be there to act as a referee.

THREE STAGES OF CONFLICT

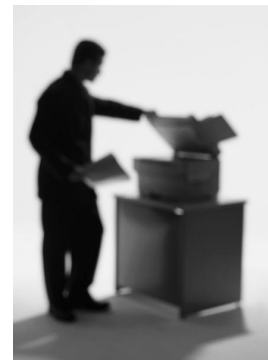
STAGE ONE

IRRITATING DAILY EVENTS

CHARACTERISTICS OF STAGE ONE

You MUST LISTEN FOR these clues:

- Comments are focused on “non-human” topics (machinery, weather, traffic, the “system [computers, the organizational culture, procedures]” etc.)
- Words are in the present tense (“*This copier is out of paper.*”.)
- More focus on a solution than the problem (“*This copier is out of paper: where is the supply so I can refill it?*”)



WAYS TO HANDLE STAGE ONE CONFLICT

Initiate a response that examines the situation. (“*It looks like the copier is out of paper. Do you know where the stock of it is?*”)

Ask if the reaction is proportional to the situation. (Is anyone carrying “baggage” from previous situations? How would you know? Hint: What tense are they using to describe their position? “*You know, all it needs is new paper. Why not save your drama for the big problems and just put in some new paper?*”)

Identify points of agreement and work from these points first and then identify the points of disagreement. (“*I agree with you that it seems like no one else restocks the copier but you. But at least we can rely on you.*”)

STAGE TWO



CHALLENGES REQUIRING “WIN-LOSE” RESULTS



CHARACTERISTICS OF STAGE TWO

You must LISTEN FOR these clues:

- We... it! It's always
em...
- Com... nce person,
weath... ian, the
organi... person who
doesn't... run it out of
paper!",
- More foc... "The copier
on this flo

To view the remainder of the course material and to take the quiz for PDH credit, you must purchase the course.

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Coping strategies DO NOT solve the **problem** and the conflicts do not go away. Self-interest is very important. "CYA" ('Cover Your Assets') is a survival strategy.

People take sides, take notes, and keep score. Alliances and cliques may form. An "us" vs. "them" mentality develops. Discussion of issues and answers are futile because **participants and the problem have become too closely entangled.** (Similar to a heated political discussion.)

