Developing Trust and Respect in the Workplace

Presented by Max Muller
A problem well-stated is half-solved.

— Charles Kettering
If I had an hour to solve a problem, I’d spend 55 minutes thinking about the problem and 5 minutes thinking about solutions.
Why am I participating in this webinar today?

What is happening at my workplace that moved me toward taking action?

Is there friction present caused by differences in values and attitudes?

Are we experiencing low-intensity but persistent workplace aggression?
Make a list of the things you believe are causing problems.

1. Share your list with others and solicit their input.

2. Discuss your issues list with all of your direct reports.
1. Conduct an inquiry.
2. Gain consensus.
4. Problem solve.
5. Develop an action plan.
6. Monitor the success of the resolution.
1. Conduct an inquiry.

- Identify and define the problem.
- Separate personalities from issues.
- Concentrate on the specifics.
Are staff members:

1. Calling a coworker a demeaning name?
2. Making negative or probative remarks?
3. Using inflammatory words and phrases?
4. Threatening physical actions?
5. Engaging in passive-aggressive actions?
6. Spreading malicious gossip?
7. Taking credit for coworkers’ products?
8. Yelling at others?
9. Having temper tantrums?
10. Engaging in malicious mischief?
1. Inflicting menial tasks?
2. Taking credit for another’s ideas?
3. Refusing reasonable requests for leave?
4. Deliberately excluding an individual?
5. Repeatedly and unjustifiably criticizing?
6. Threatening punishment for no reason?
7. Overloading a particular person?
8. Constantly checking an employee?
9. Humiliating a person?
10. Denying opportunities?
11. Deliberately withholding information?
2. Gain consensus.
4. Problem solve.
5. Develop an action plan.
6. Monitor the success of the resolution.
Establish a conduct code that promotes personal responsibility.
Anti-discrimination, anti-harassment, anti-violence

EXAMPLE

Be specific.
Communicate your conduct code policies in an effective manner.
Communicate through:

- Print media
- Graphic media
- Meetings
- Training
Prepare a video introducing the new policy.

Have an informational meeting with your managers.
Be consistent.
In-group vs. out-group
Consider all employees as equal partners.
They:

- Lie or tell half-truths.
- Withhold information.
- Seek personal gain.
- Are closed-minded.
Openness, Honesty, and Respect

You:

• Adjust your expectations.
• Keep promises and always tell the truth.
• Focus on shared goals.
• Generate mutual empathy.
CONFLICT

Try to discern the other person’s point of view.
• Determine what obligation the other party believes you’ve violated.
• Take responsibility for the breach if you caused it.
• Recognize the root cause of why you did it.
• Describe how you will not break the obligation in the future.
• Keep your word.
The subset of social intelligence that involves the ability to monitor one’s own and others’ feelings and emotions, to discriminate among them, and to use this information to hue one’s thinking and actions

— “Emotional Intelligence”
RESPECT
Describe:

- Their behavior
- The impact of their actions
- What behavior you expect in the future

Dishonest or Disrespectful Employees
• Your manager takes credit for your work or product.

• A coworker takes credit for your work or product.

• A coworker asks for your help and uses it, but never credits you.
Surface the attack.

Provide a peaceful alternative to warfare.

Seek group confirmation or denial.

Deal with the underlying problems.
Understand before responding to them.

Give them time to run down.

Stand your ground.

Express your opinion with specifics.

Bully
Listen attentively.

Move to problem solving by asking specific questions.

Make them accountable.

Don’t get caught up in their negativity.
Don’t let them drag you into negativity.

Make optimistic and realistic statements.

Don’t argue.

Be ready to take action on your own.
Don’t:

- Take difficult people’s behavior personally.
- Fight back or try to beat them at their own games.
- Try to appease them.
- Expect an immediate change in them.
Seek first to understand, then to be understood.

1. Competitive/combative
2. Passive/attentive
3. Active/reflective
Decide to listen and concentrate.

Listen without interruption.

Use paraphrasing or questions.

Observe the speaker’s vocal inflection, enthusiasm, and style of delivery.

Provide feedback.
Accusatory Words

• You
• You always …
• You never …
• Why can’t you ever …
Which will gain respect?

• Whatever
  ★ I don’t agree with you because …

• I’ll get back to you on that.
  ★ I’ll get back to you on that no later than …

• Listen to me.

• I’m telling you …
  ★ I’m suggesting …
  ★ Maybe it would be better if we …
Welcome to Developing Trust and Respect in the Workplace

Q&A

With Max Muller
Thank you for joining us today!