



Connecting for a Healthy Work Environment

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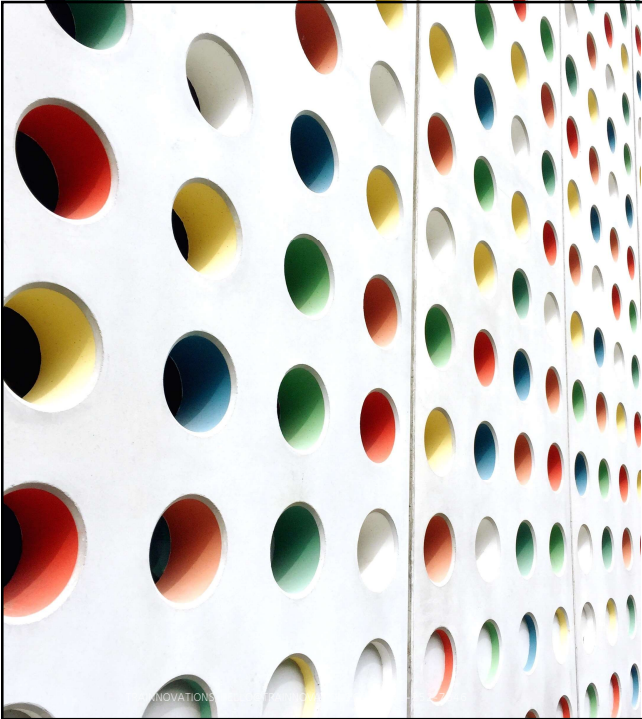


“As we transition back to a new routine virtually all employees will likely have personal challenges competing for their energy and attention. Leading your employees with kindness through the course of an interruption is important, but kindness in the aftermath will be just as crucial.”

RICHARD P. CHAPMAN, HARVARD BUSINESS SCHOOL
MBA PROFESSOR

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When Civility at Work is the Exception NOT the Norm

WHEN DID IT BECOME OK TO BLAME AND MAKE EXCUSES, ACT RUDELY, MAKE SARCASTIC COMMENTS, AND IGNORE COWORKERS?

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We are in the midst of a Bad Behavior Epidemic

- Blame and Finger Pointing
- Conflict Escalation
- Reactive
- Distracted and Interrupted
- Lack of Respect
- No Accountability
- Ego Pleasing
- Hiding Mistakes
- Minimal Work Performance

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The Cost of Workplace Conflict

- Conflict costs US employers around \$359 billion in paid hours each year.
- 49% of workplace conflicts are caused by warring egos
- 27% of employees claim workplace conflicts have led to personal attacks.
- 58% of employees have quit work due to negative office politics.

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Conflict Incompetence Center for Creative Leadership



6 Common Workplace Conflicts

- Interdependence/Task-Based Conflicts. ...
- Leadership Conflicts. ...
- Work Style Conflicts. ...
- Personality-Based Conflicts. ...
- Discrimination. ...
- Creative Idea Conflict.

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The Cost of Workplace Conflict

Estimates are that American companies lose \$359 BILLION in 2019 because of conflicts because of diminished work performance, low employee morale, and loss of revenue.

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Table - Team Activity

What would you do if you had just \$3 Billion to make changes?


Anything goes; all ideas are good ideas!

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Overcoming Dysfunction, Silos and Blame

Is this an issue in your organization?
Besides conflict incompetence, and perhaps Covid-19, what are the possible causes for this situation?

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6 Tips for Overcoming Dysfunction, Silos and Blame

1. Establish Ground Rules
2. Develop Accountability Guidelines
3. Address Conflicts the Right Way
4. Promote Healthy Behavior
5. Disallow Bad Habits
6. Recognize and Respond to Mini-Disruptions

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Stages of Dysfunctional Workplace and Behaviors (Assoc. for Talent Development)

- Ambiguities are not questioned
- Inconsistencies are ignored
- Ambiguities and inconsistencies are undiscussable
- Undiscussability is undiscussable

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Disruption in the Workplace (McKinsey)

Work is being reshaped right now.	We cannot expect life to be as it was – it simply isn't, and it won't be ever again!	The pandemic forced new ways of working.
We need to reimagine the work, the roles, the responsibilities and the safety.	Reimagining work means: Safe, Productive, and Enjoyable	Safe means: physically, emotionally, mentally and environmentally

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4 Steps to Re-Imagine the Workplace (McKinsey)

1. Reconstruct how work is done
2. Bring work to the people (not people to work)
3. Redesign the workplace to support organizational priorities (but first we need to know what are the organizational goals and priorities)
4. Develop new space solutions

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Harvard Business School Working Knowledge: Advice from Experts



Be honest about the organization's needs - there is no normal.



Sort through the legacy of trauma.



Show compassion - name the stress.



Be sensitive to disruption and burnout.



Lead with empathy.

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Incorporate proven techniques to change the culture for Focus, Clarity, and Compassion

1. The incivility, low level undermining, sarcasm, impatience and disrespect has become a skill we are good at doing (we need to “undo” this competency).
2. This is because it’s practiced often, reinforced, tolerated and allowed.
3. To shift the culture out of this behavior we need to make new normative behaviors and practice a different method of working, teaming up, collaborating, sharing work space and producing to provide the community what it expects.
4. The way out is to practice leading with focus, clarity, kindness, compassion and mindfulness. Modeling the way by building it into the culture. Making a new way of behavior the norm not the exception.

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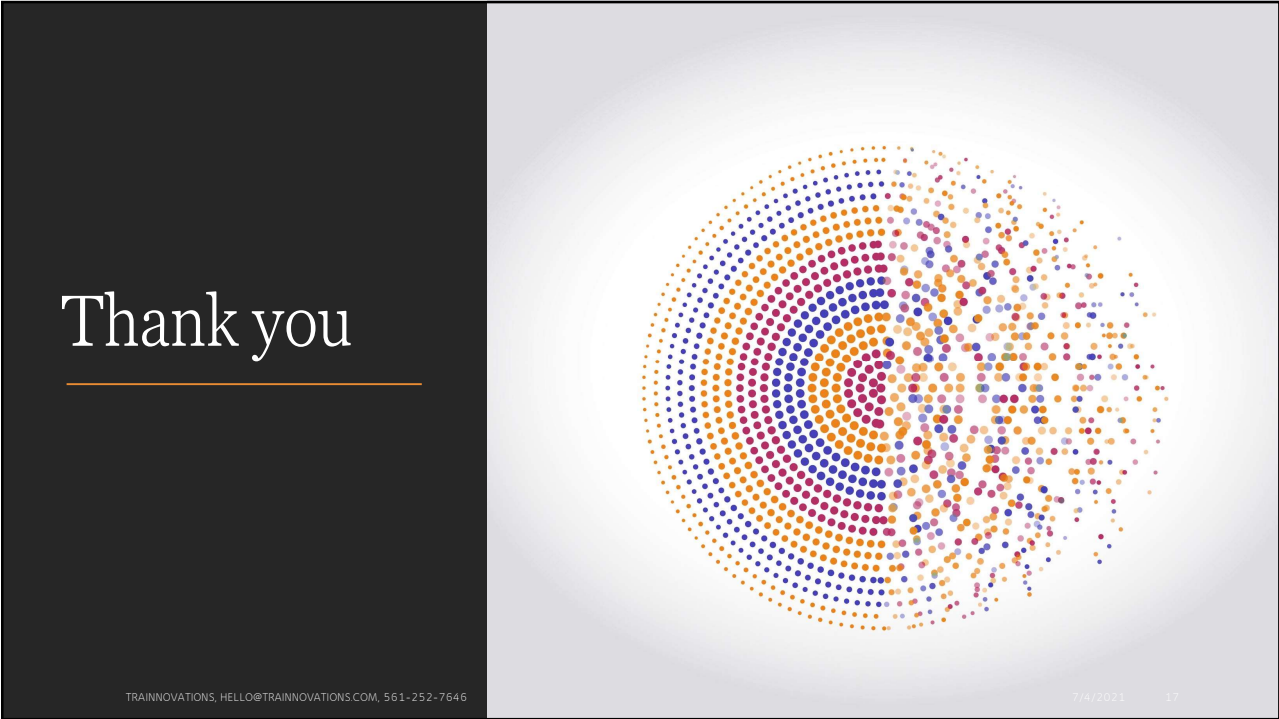
Conclusion

- ❑ This is a process!
- ❑ There is no sliver bullet, light switch or magic glitter to produce immediate results
- ❑ Work within the “edginess”, acknowledge this is not isolated to your local government, involve the community
- ❑ Leadership and staff must commit to making it better with conscious effort, kindness, compassion and patience

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