Mission Statement:

Here at Pax Harvey Consulting we will provide peace and balance in one's life.

Vision Statement:

Through Professional Development workshops, presentations, and trainings. Pax Harvey Consulting will provide professional quality services for companies, businesses, and organizations.

INTRODUCTIONS

We are passionate about Professional Development. Our presentation style is unique, interactive, fun, energized, humorous and full of learning.

WHY EMPLOYEE DEVELOPMENT IS IMPORTANT?

It's hard to think of an important aspect of management more neglected than development planning helping your employees shape the future direction of their careers. Yet for a variety of reasons, this valuable activity is often ignored... or handled as a bureaucratic exercise... or an afterthought. Companies pay a high price: the loss of top young talent.

Why development planning makes good business sense.

People care if you take a genuine interest in their future. Emphasis here on "*genuine*."   Development planning should be something a manager takes a real personal interest in - not an HR-driven mandate. (Note: I *am* a strong believer in the value a good solid HR organization brings to a company. But I'm also opposed to making the simple needlessly complex.)

It helps builds loyalty, and loyalty increases productivity. The logical corollary to point #1. Taking an honest interest in someone builds loyalty. Loyal employees are more engaged. Engaged employees are more productive.

WHY DEVELOPMENT MAKES GOOD BUSINESS SENSE

Good talented people naturally want to advance and appreciate meaningful support in the process. As the HBR study showed, capable ambitious young employees *want* training, mentoring and coaching. They want to gain skills. They want to become more versatile and valuable to an organization. Many years ago, my company invested heavily in my MBA, and it always meant a great deal to me. Who doesn't appreciate thoughtful support that helps you advance your own career? On the flip side is, if one company doesn't provide it, enterprising employees will go elsewhere for it.

One final thought:

Development planning doesn't have to be elaborate or costly. At its core it's mostly a matter of good managers *taking the person-to-person time to understand their employees*... recognizing their skills and needs... and guiding them to fill in the gaps. If it's done well, the payoff can be substantial in terms of long-term loyalty. If it's not, the costs can be substantial in terms of long-term talent.

- Over $500 Billion Is Lost Every Year Due to Employee Disengagement
- Only 13% of Employees Worldwide Are Engaged
- 76% of Employees Are Looking for Career Growth Opportunities
- 87% of Millennials Claim That Professional Development and Career Growth Are Very Important
- 40% of Employees with Poor Training Leave Their Jobs Within the First Year
- 69% of Employees Are Open to Better Opportunities or Already Looking for a New One
- 36% of Employees Would Quit a $5,000 per Year Job to Be Happier at Work
- 74% of Employees Feel That They Are Not Reaching Their Full Potential
- 72% of Employees Even Think of Financially Contributing to Their Own Training
- 68% of Workers Claim That Training and Development Is the Most Important Company Policy
- Companies that invest in employee training enjoy 24% higher profit margin versus companies who don't

WHO ARE WE?

We all perceive, understand, and interpret the world differently.

UNDERSTANDING A TOXIC WORKPLACE

We cannot be effective in reaching our goals and objectives if we operate in a unhealthy workplace.

Toxic workplaces have become a hot topic of conversation in the business world. And almost everyone has a story to tell about a bad boss, a bizarre colleague or a terrible place to work.

But how do you tell if your office is really toxic, a worse than normal place to work or just a normally stressful work environment?

UNDERSTANDING A TOXIC WORKPLACE

Major communication problems

- An initial sign of a dysfunctional, a toxic workplace is the prevalence of significant communication problems often across multiple areas -- between employees and their supervisors, between management and departments, across different departments, with suppliers and even with customers.

- Problems can be demonstrated by a lack of communication (often referred to as "no communication at all"), whereby employees find out about decisions after they have been implemented. Other variations of dysfunctional communication patterns include indirect communication (sending messages through others), withholding information and giving misleading information.

- Why is communication so crucial to a healthy organization? Because without effective communication, working together to accomplish the organization's tasks is virtually impossible.

UNDERSTANDING A TOXIC WORKPLACE

Inconsistency in following policies

- Have you ever been a customer of a business where no one really seems to know what he or she is doing and you get different answers to questions depending on whom you ask? Eventually the employee just seems to say whatever and do what he or she wants. In this way, you've experienced a company that has major problems with its implementation of policies and procedures.

- When a company's policies and procedures are not followed, chaos, inconsistency and poor quality follow. Customers, vendors and employees wind up hating dealing with the company and its staff.

UNDERSTANDING A TOXIC WORKPLACE

Narcissistic leaders

- It's not clear whether toxic leaders create toxic workplaces or toxic workplaces are a magnet for toxic leaders. In either case, the two go together.

- The hallmark characteristic is the narcissism of such leaders. They are all about themselves. They view themselves as categorically brighter and more talented than anyone else around and therefore more deserving of special treatment. The rules for everyone else are beneath them, they think.

- Toxic leaders relate to others in a condescending manner. They take credit for others' successes and manipulate others (and information) to ensure that they look good. Others don't really matter to them.

- While these leaders may appear to be successful for a while, over the long term their attitudes and actions catch up with them. Trust and teamwork deteriorate in their areas. They have a high turnover rate in their departments and will eventually destroy the health of the organization.

UNDERSTANDING A TOXIC WORKPLACE

Seething disgruntlement

- Just like rusty holes in the side of an old car that traversed streets that were salted in the winter, a toxic work environment exudes negative communication across the organization and in multiple forms.

- Grumbling and complaining by employees is common. They can find something to complain about almost anytime. Then sarcasm and cynicism gain sway, demonstrating a growing lack of trust of management and leadership and turning into a low-level seething disgruntlement.

- Making excuses and blaming others is commonplace. Eventually, team members start to withdraw, stop interacting with others (except in a very defensive manner) or leave the organization.

UNDERSTANDING A TOXIC WORKPLACE

Physical and emotional health effects

- When a workplace is toxic, it is, by definition, unhealthy and damaging to those who work there. Individuals who work in toxic work environments (especially over a long period of time) begin to experience problems with their personal health. This might include not being able to sleep, gaining weight or racking up medical problems.

- Emotionally, employees become more discouraged, which can lead to depression. Some become more irritable, touchy and exhibit problems managing their anger. Others experience anxiety and a general sense of dread when they think about work. These symptoms can lead to increased use of alcohol, prescription drugs or illegal substances.

- You know your work is affecting you negatively when friends and family members start to make comments such as "how you've changed" or "you seem stressed" and "maybe you need to talk to someone." When personal relationships are affected, it's time to take a serious look at what is going on.

MISSON AND VISION STATEMENT

Mission Statement

Clarifying an organization's business, objectives, as well as how obtainable they are; that of which are typically short, accurate, and lastly influential. Explaining why an organization manages and the purpose and what it befits, along with the qualities of what is desired to be developed, including relating contributions.

Vision Statement

The desire to come to idolized futuristic state and the qualities to be able to possess to achieve Saud state. As the statement creates am ideal direction of desired changes within team and/or company, leading up to an influence of what attainment of prosperity. Focusing on the need base of the consumers, and basis of the products.

MISSION AND VISION STATMENT

Both concisely communicate the primary focus of a company's direction and base of value, including the involvement of all parties as each work towards a similar goal outcome. Therefore, each and every objective established is properly met.

Break

COMMUNICATION IN THE WORKPLACE

- A gentleman orders a coffee in a crowded cafe. The young woman in line behind him shoots a withering look at the rambunctious toddler tugging on her coat. From the radio blares an advertisement for a one-day sale at the mall. At a nearby table, a deaf couple signs to each other, while a teenager in the corner busily texts a friend on his cell phone. These situations all have one thing in common. They all involve communication.

- Communication is the act of conveying information for the purpose of creating a shared understanding. It's something that humans do every day. The word "communication" comes from the Latin "communis," meaning "to share," and includes verbal, non-verbal and electronic means of human interaction. Scholars who study communication analyze the development of communication skills in humans and theorize about how communication can be made more effective.

COMMUNICATION IN THE WORKPLACE:

- Exchanging Gifts Activity

- Pass the Word/Action

COMMUNICATION REPRESENTS YOU AND YOUR EMPLOYER

You want to make a good first impression on your friends and family, instructors, and employer. They all want you convey a positive image, as it reflects on them. In your career, you will represent your business or company in spoken and written form. Your professionalism and attention to detail will reflect positively on you and set you up for success.

In both oral and written situations, you will benefit from having the ability to communicate clearly. These are skills you will use for the rest of your life. Positive improvements in these skills will have a positive impact on your relationships, your prospects for employment, and your ability to make a difference in the world.

COMMUNICATION IN THE WORKPLACE

- No matter what industry you are in, communication is key in the workplace. Without proper communication, your company is not going to achieve its objectives. Within a standard company, communication can take the form of internal, external, formal and informal, upward and downward, lateral and diagonal, small group and nonverbal. All these types of communication come into play in order for the company to convey all necessary information.

COMMUNICATION IN THE WORKPLACE

Internal Communication

Internal communication is any communication that occurs inside of the workplace. This type of communication is achieved through any medium (for example, email, phone, fax or face to face).

External Communication

External communication is any communication between a member of your company and someone outside of your company. When you talk to a customer, send an email to a potential client or call a supplier about an order, you are doing external.

COMMUNICATION IN THE WORKPLACE

Formal and Informal Communication

Communication in the workplace is either formal or informal. Formal communication is any communication that promotes the workplace objective. Informal communication involves discussing topics that do not pertain to work. Informal communication is harmless if it is appropriate and you only talk about non-work topics on your lunch break. Informal communication can cause serious problems if it is inappropriate (for example, rumors, gossip or crude jokes).

Upward and Downward Communication

Upward communication is the questions, inquiries and even complaints that employees direct toward their superiors. Downward communication is the guidance and leadership management gives to employees. If a manager explains an assignment to a subordinate, that is downward communication. If an employee asks her boss questions pertaining to that assignment, that is upward communication, according to Communication Skills for Professionals.

COMMUNICATION IN THE WORKPLACE

Lateral and Diagonal Communication

- Lateral (or horizontal) communication is the messages exchanged between employees on the same hierarchical level. When two board members hold a discussion or when two secretaries hold a discussion, this is lateral communication. Diagonal (or cross-wise) communication occurs when messages are exchanged between employees of various different hierarchical levels. If a vice president holds a discussion with a human resources manager, this is diagonal communication.

COMMUNICATION IN THE WORKPLACE

Small Group Communication

Small group communication occurs when a meeting is held. This can be a staff meeting, a board meeting, a sales meeting or any other type of meeting where a group of employees meets and exchanges messages. Usually, one or two individuals lead the meeting and initiate the topics for discussion.

Nonverbal Communication

Eye contact, facial expression and other forms nonverbal communication are signs that your boss or another employee is pleased (or displeased) with your work. If your co-worker rolls her eyes at you, you are probably going to feel like she is unhappy with you. On the other hand, if your boss smiles at you after your presentation, you'll feel secure that you did a good job. Sometimes, a smile is worth a thousand words, according to Workplace Communication.

7 TIPS ON SHARPENING YOUR COMMUNICATION SKILLS

- **Be clear and concise** Take time to organize your thoughts and make your deliverables as concise and clear as possible. Your manager and your coworkers do not want to sift through a bunch of words to uncover what it is you are really talking about, or what it is that you want them to do.

- **Don't forget about digital etiquette** Emails and text messages are notorious platforms for communication mishaps. When creating an email, read over it a few times to make sure the tone is professional, there are no grammatical or spelling errors, and don't forget the first tip—that your message should be clear and concise. If your request is time-sensitive or there is an issue at hand, schedule a follow-up phone meeting to make sure your message is received as you intended. Never, respond to an email or text message if you are displeased or upset, it is very unprofessional and can come back to bite you, especially if it is in response to a message received. It is important to remember that not everyone has mastered or is aware of digital etiquette.

7 TIPS ON SHARPENING YOUR COMMUNICATION SKILLS

- **Be aware of your body language** Be aware of the message you are giving with your body language. Body language includes facial expressions, posture, eye movement, and your position in relation to the person with whom you are speaking with.

- **Observe others** Observe how individuals interact with one another. Every company, or department, has its own workplace culture—their way of doing things. This doesn't mean that your way is wrong necessarily; try and observe how they interact, then figure out how to bring in your own interpersonal style.

- **Don't Overreact** Being put on the spot is always an uncomfortable situation, so take your time to carefully consider your response. It is okay to say "Let me think about that and I will get back with you." Once you have thought out your response, you will be able to communicate more effectively.

7 TIPS ON SHARPENING YOUR COMMUNICATION SKILLS

- **Listen** A vital part of effective communication is listening. Remember, hearing and listening are two very different things. Too many times, we get caught up in trying to get our point across that we hear what the other person is saying but we don't listen to what they are saying. Make sure you *listen* to your manager and coworkers, not just hear them.

- **Be personal** Communication doesn't have to be cold and matter-of-fact. Get to know the people you work with and let them know that you care about them as individuals. Don't alienate yourself in your office or keep your head down at your desk. Make communicating with other employees a part of your daily routine; then when you do have to discuss an important or touchy subject it won't be as difficult or awkward.

FIRST IMPRESSIONS:

- Always thank them for coming in.

- Thank them for contacting you.

- Thank them for seeing you.

- Tune the world out and them in.

Remember, people's average making eleven decisions about you in the first seven seconds of contact!

VALUE CUSTOMERS

This type of thinking helps you value the customers:

- You're the customer you pay my salary
- You make my job possible
- I like you
- Put yourself in their shoes and ask yourself how would I like to be treated

When you value the customer, it causes them to feel good about you and trust you.

HELP THE CUSTOMERS

- Find out what they came in for.

- Identify their needs.

- Listen to the customer

- Learn to say I am sorry

- Recommend them for the appropriate service.

A genuine desire to understand the customers needs or wants impacts customers and places you ahead of most people in your field.

LUNCH

LEADERSHIP

WHAT IS LEADERSHIP?

- A simple definition is that leadership is the art of motivating a group of people to act towards achieving a common goal.

- This leadership definition captures the essentials of being able to inspire others and being prepared to do so. Effective leadership is based upon ideas (whether original or borrowed), but won't happen unless those ideas can be communicated to others in a way that engages them enough to act as the leader wants them to act.

- Put even more simply, the leader is the inspiration and director of the action. He or she is the person in the group that possesses the combination of personality and leadership skills that makes others want to follow his or her direction.

LEADERSHIP

A business executive. A softball coach. A classroom teacher. A volunteer coordinator. A parent.

Whether you're one of these things or all of these things, one thing remains true:

You are a leader

http://www.nahmus.org/navajonationsupremecourt.pdf

LEADERSHIP STYLES

- LAISSEZ – FAIRE
- PACE – SETTER
- AUTOCRACTIC
- DEMOCRATIC
- SERVANT
- TRANSFORMATIONAL
- TRANSACTIONAL
- CHARISMATIC

LEADERSHIP STYLES

Laissez-Faire Leadership

- This leader is NOT directly involved in decision making and puts a lot of trust into the team. The leader with this style will know what's going and gives feedback when needed. Laissez-faire is French, and it means "hands-off." One positive feature for this style of leadership is your employees feel appreciated and confident that they can make good decisions. One downside of this style, employees may take your hands off approach too far and begin slack off or take advantage of your approach.

LEADERSHIP STYLES

Pace-Setter Leadership

- Just like the pace car in a race, a pace setter leader is one that sets the bar high and expects work to be done fast and right. This is perfect for highly energized professionals who know what they are doing and are driven to succeed. The biggest downside to this style is that some employees, no matter how driven, can become over-stressed and burned out. This is a leadership style that will work the best when introducing an exciting new product or service to the world.

LEADERSHIP STYLES

Autocratic Leadership

- As the name implies, this leadership style is one person in control of everything. This person makes the decisions, and that is final. Also, there is no input from other people in decision making. While this can be great in times of crises, or when there are safety concerns of the employees, it may not always be the best because your employees will feel devalued and look for work somewhere else. This type of leadership is best-applied to circumstances where there is little or no time for group decision-making or where the leader is the most informed or knowledgeable member of the group.

LEADERSHIP STYLES

Democratic Leadership

- Democratic Leadership is the middle ground between Laissez-faire and Autocratic. This leader will listen to others' opinions but will make the final decision. The leader still is very involved in day to day activities but will allow for more creative thinking to flourish. The downside of this style is when a decision has to be made right away.

LEADERSHIP STYLES

Servant Leadership

- In this style, the leader is second to the employees. This model follows a people or idea first premise. The leader highlights the individual or the team as opposed to him or herself. This is one of the best styles for nonprofit or other humanitarian business because the people are as important as the mission. Servant Leadership is also good to use when the team is suffering from low morale.

LEADERSHIP STYLES

Transformational Leadership

- Do you have a vision and share it with your team to get them excited about your vision? Then you might be a transformational leader. This leader is self-aware, authentic, empathetic and humble. These leaders want everyone to succeed and accomplish the shared vision. And when people feel they are sharing in something great, they will make every effort to be the best and do the best work.

LEADERSHIP STYLES

Transactional Leadership

- Transactional Leadership is a reward/punishment model. For example, if one of your team members sells the most cars in one month, he or she will be rewarded with a gift card to their favorite restaurant. Another example would be a promotion for a certain person—should they get the project done before the deadline. On the other hand there is the punishment side such as if someone doesn't sell their quota, they could lose working hours, be demoted or other punishments. This leadership style may inspire some to do better because something they want is on the line. Yet, this leadership may also lower morale because of the punishments.

LEADERSHIP STYLES

Charismatic Leadership

- Charismatic Leadership is the leadership style that comes with a personality that people just love. These leaders inspire, motivate and energize the team. The Center for Association Leadership says this style may increase team morale and success. Oprah Winfrey is a charismatic leader. Of course, not everyone is born with natural charisma but you can learn to be motivational and inspiring, and you could become charismatic with a little effort over time.
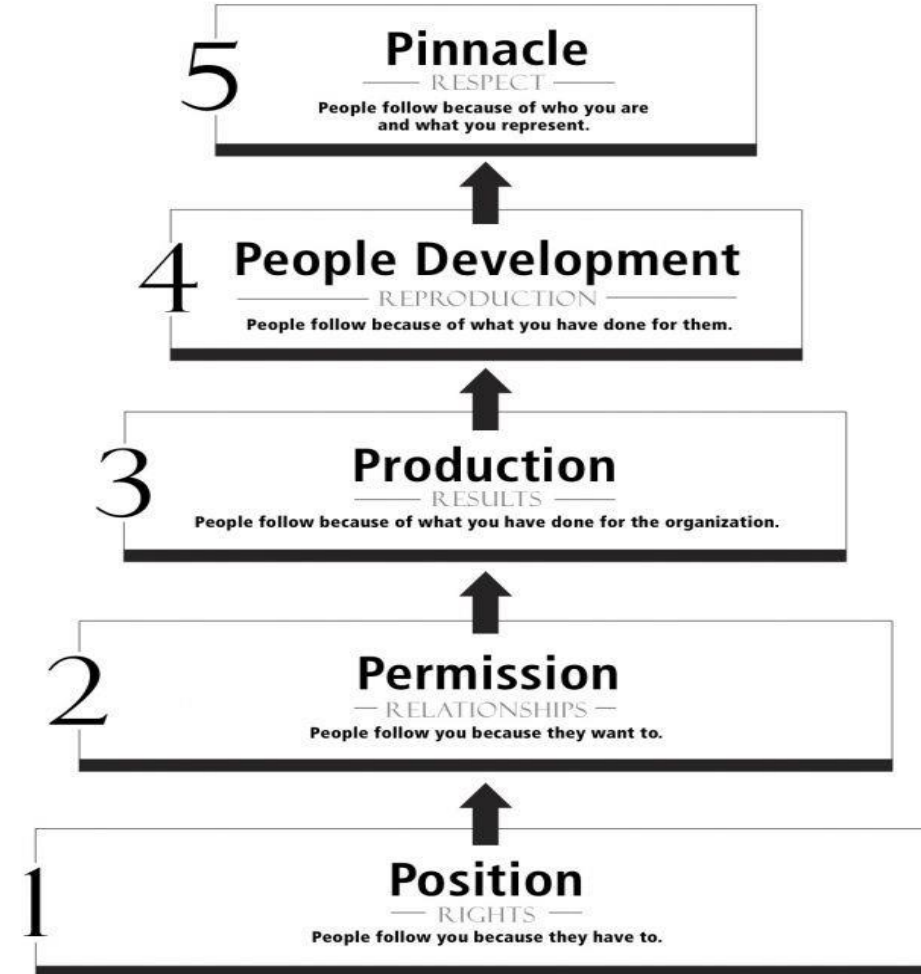
LEVEL 1 LEADERSHIP-POSITION

- Position is lowest level of leadership
- Your only influence comes by way of your job title
- People follow because they must follow policy.
- Based on rights granted by the position and title.
- Everything is wrong with using position to get people to follow you.
- Position is a poor substitute for influence.
- Never a leader at this level, only a boss
- Have subordinates not team members
- Rely on rules, regulations, policies and organization chart to control their people.

- People will only follow within stated boundaries of their authority
- People do only what is required of them.
- Don't get discretionary effort.
- Usually have difficulty working with volunteers, younger people, and the highly educated.
- Have no influence
- Tend to be more independent
- Does not require effort or ability to achieve this level.

LEVEL 2 LEADERSHIP-PERMISSION

- Based entirely on relationships

- People follow because they want to

- When you like people and treat them like individuals, you begin to develop influence with them. You develop trust.

- Agenda is not preserving position but instead it's getting to know their people and

- figuring out how to get-along with them.

- Leaders find out who their people are.

- Build solid, lasting relationships.

- You can like people without leading them, but you cannot lead people well without liking them.

LEVEL 3 LEADERSHIP-PRODUCTION

- Danger of getting to permission level is that leader might stop there.
- Good leaders don't just create pleasant working environment, they get things done.
- Level 3 = Results
- Leaders gain influence, credibility, and people begin to follow them because of what they have done for the organization.
- Results of hitting level 3: work gets done, morale improves, profits go up, turnover goes
- down, and goals are achieved and momentum kicks in.
- Leading others becomes fun
- "When you are winning nothing hurts" Joe Namath
- Leaders can become change agents at this level
- Tackle tough problems and face thorny issues.
- Make difficult decisions that will make a difference.
- Take people to the next level of effectiveness.

LEVEL 4 LEADERSHIP-PEOPLE DEVELOPMENT

- Leaders become great not because of their power but because of their ability to empower others.

- Use their position, relationships, and productivity to invest in their followers and develop them until those they become leaders in their own right.

- Reproduction

- Level 4 leaders reproduce themselves

- Production may win games, but People Development wins Championships!

- Teamwork goes to very high level here.

- High investment in people deepens relationships, helps people know one another better and strengthens loyalty.

- Performance increases at this level

- You now have more leaders on team

- These leaders help improve everybody's performance.

- Level 4 leaders change the lives of people they lead.

- Their people follow them because of what their leaders have done for them personally.

- Relationships are often lifelong

LEVEL 5 LEADERSHIP- PINNACLE

- Highest and most difficult level of leadership
- Levels 1-4 can be learned
- Level 5 requires not only effort, skill and intentionality, but also a high level of talent.
- Only naturally gifted leaders ever make it to this level.
- Develop other leaders to become level 4 leaders.
- Developing followers to lead on their own is difficult.
- Most leaders don't do it because it takes so much more work than simply leading
- followers.
- Developing leaders to the point where they are able and willing to develop other leaders is the most difficult task of all.

MANAGEMENT

What is management?

- In a business or organization, Management refers to the function that coordinates everybody's efforts to achieve goals using available resources effectively and efficiently. Management can refer to either the people who manage or the function of managing.

- Management includes leading or directing, staffing, organizing, planning and controlling a company to achieve a goal or reach a target.

- The basic function of management in business is to get the employees to work together so that goals and objectives can be achieved.

- For example, a manager who is in charge of building a bridge has to coordinate the efforts of his or her team and ensure all members get the resources required to get the job done. The manager is held responsible if the goal is not met.

MANAGEMENT

Management vs. Leadership

While a manager's and leader's jobs share many similarities, their main differences are:

1. **The manager's aim is to coordinate.**
2. **That of a leader is to motivate and inspire.**

Effective management also encompasses the ability to adapt to changing environments and markets, ensuring that the organization remains relevant and competitive by embracing new technologies, strategies, and business models.

In addition to traditional management functions, modern management increasingly involves focusing on sustainability and corporate social responsibility, ensuring that business practices not only yield profit but also contribute positively to society and the environment.

MANAGEMENT

Management is said to have four basic functions:

Planning: selecting the tasks that need to be done to meet goals, outlining how these tasks are carried out, and when they should be done.

Organizing: this involves deciding who does what (in the tasks outlined in the planning stage). It is the creation of mechanisms to put a plan into action.

Influencing: motivating the team members, guiding their activities so that the goals are more likely to be achieved. Influencing is a vital component of effective leadership and improving productivity.

Controlling: involves measuring performance by gathering and examining data, comparing how well employees and resources (such as machinery) are performing with what was planned, and determining what to about it if there are discrepancies.

MANAGEMENT

Levels of management:

In a small business, there is typically just one level of management. Perhaps the manager of a small shop is also the owner. In large companies, there may be three levels:

Upper Management

These are top-level executives who are responsible for overall strategy and direction. In other words, the directors and CEO (chief executive officer).

Middle Management

Middle managers oversee specific departments or functions, implementing upper management strategies, i.e., they carry out the strategies that were decided by upper management.

Lower Management

This level consists of supervisors or team leaders. They manage day-to-day operations and direct employees.

WHAT IS CUSTOMER SERVICE?

Customer service is an extremely important part of maintaining ongoing client relationships that are key to continuing revenue. For this reason, many companies have worked hard to increase their customer satisfaction levels. Often there are many more people working behind the scenes at a company than there are customer service representatives, yet it is primarily the personnel that interact directly with customers that form customers perception of the company as a whole.

CUSTOMER SERVICE BASICS

"There is only one boss, and whether a person shines shoes for a living or heads up the biggest corporation in the world, the boss remains the same. It is the customer! The customer is the person who pays everyone's salary and who decides whether a business is going to succeed or fail. In fact, the customer can fire everybody in the company from the chairman (CEO) on down, and he can do it simply by spending his money somewhere else.

Literally everything we do, every concept perceived, every technology developed and associate employed, is directed with this one objective clearly in mind – pleasing the customer."

Sam M. Walton, CEO Wal-Mart

"A happy customer might tell a friend, but an unhappy one will tell the world"

HOW WE COMMUNICATE WITH OUR CUSTOMERS

- Phone
- E-mail
- Social Media
- Hand Written
- Cell Phones
- Physical
- Media
- Public Events

COMMUNCATION WITH CUSTOMERS

It all begins with first impressions

Here is something to think about:

People average making eleven decisions about you in the first seven Seconds of contact!

Something to think about

According to Dr. Albert Mahrabian, a UCLA professor, communication effectiveness consist of:

- 7% Verbal

- 38% Tone of Voice

- 55% Nonverbal – Body Language

FIRST IMPRESSIONS

- Attitude
- Personality
- Eye contact
- Tone of voice
- Attire
- Choice of words
- Body language
- Facial expressions
- Smell
- Office Appearance
- Language (English; Broken English with a heavy accent; Navajo)

FIRST IMPRESSIONS

Always thank them for coming in.

Thank them for contacting you.

Thank them for seeing you.

Tune the world out and them in.

Remember! People average making eleven decisions about you in the first seven seconds of contact!

END OF DAY 1

ETHICS IN THE WORKPLACE

Work Ethics

- A group of moral principles, standards of behavior, or set of values regarding proper conduct in the workplace

- In the simplest terms, the word "ethics" refers to the application of moral principals in the way that we conduct our individual or group behavior

MORALS

- So, what are morals? Morals are the principals of right and wrong behavior that are agreed upon by society. Examples of morals:

- Don't lie or cheat

- Don't hurt others

- Don't steal

- Superiors speak respectfully to your subordinates

- Speak respectfully to your superiors

WHERE DO MORALS COME FROM?

- Where do morals come from? Although morals are generally seen as separate from religion/tradition, most religions/traditions have strict codes of moral behavior. The morals we share as a society are often based on the moral teachings originally found in religion/tradition. Fortunately, most religions/traditions and societies hold similar morals, so what is moral in one country or to one religion/tradition is often the same elsewhere.

ETHICS AND LAW

- Ethics and the Law. Many laws are based on ethical principles, which are in turn based on morals. If something is unethical it's usually illegal. But not everything that is illegal is unethical.

- So how are ethics applied in the workplace? Ethics must be applied every time you have to make a decision about what's the "right" thing to do?

- Examples:

CHARACTER AND ETHICS

- It takes good character to make ethical decisions!
- Trustworthiness
- Respect
- Responsibility
- Fairness
- Caring
- Citizenship

STEPS FOR ETHICAL DECISION MAKING

Seven Steps for Ethical Decision Making:

1. **Stop and Think :** Some ethical decisions must be made very quickly, but if you have any time to stop and think, DO IT!

2. **Review Long-Term Goals :** Instant gratification often leads to unethical decisions. Easy way out!

3. **Determine the Facts:** In the workplace - you may find someone else is cheating or behaving unethically and feel obligated to turn them in. You cannot act on suspicion alone! You must have all the facts. No Jini..

STEPS continued

4. **Consider the Options**: Do nothing/ Gather more info/ Do the right thing.   Doing nothing can sometimes be just as dangerous as doing something. As for doing the right thing, you may have several options to choose from and it can be hard to know which one is best. Look at the merits of all decisions.

5. **Consider the Consequences:** If any of the items on your list of possible actions would require lying, cheating, stealing, hurting others, or being disrespectful, cross it off the list. Ask yourself how you'd feel if everyone knew your decision; a decision that only looks good if no one else knows about it, is always the wrong choice.

STEPS CONCLUDED

6. **Choose:** Eventually you will have to choose a course of action, and you alone will be responsible for the outcome, but it helps to find a mentor, someone with good character, who can help you choose wisely. Talk to people you respect and trust before making your decision.

7. **Monitor Results:** Because we often must act with imperfect knowledge of what may happen as a consequence of our actions, some decisions may turn out badly. An ethical person monitors his or her decisions, sees where they went wrong, and strives to correct errors and do better in the future.

CONFLICT RESOLUTION

WHAT IS WORKPLACE CONFLICT?

- Workplace conflict refers to disagreement or tension among employees of an organization. Such disagreements can disrupt workflow, prevent collaboration and stifle creativity. While it is often believed that employees should work things out themselves or managers should handle conflict disputes, HR professionals are often better equipped to handle workplace conflict and resolve problems among employees.

CONFLICT VS. DISAGREEMENT

- It's important to understand the difference between conflict and disagreement.

- Disagreements are bound to crop up in any business, they don't normally require intervention and they're usually a sign of collaboration and communication. In most cases, people are willing to talk and work together in a disagreement.

- However, when disputes go beyond professional opinions and involve personal attacks, rudeness, or resentment (whether vented openly or passive-aggressively)— these step over the line of acceptable disagreements and hedge into unacceptable workplace conflicts.

- Conflict doesn't have to be an all-out screaming match, either. Avoidance or silence, which can lead to frustration and resentment, can also be a sign that there's an issue and flag that it's time for HR to step in with conflict management strategies.

How to Resolve Conflict in the Workplace

(8 Steps)

- To better tackle this difficult subject, we've compiled a step-by-step guide on how to resolve conflict in the workplace, with tangible insights from a panel of HR experts.

1. Step In Early:

- There's no reason to wait to intervene in a conflict, even if it's not a serious violation. According to SHRM, " increased productivity and engagement are correlated with the shortness of time between identifying a problem and discussing it."

- Whether it's an employee coming to you or something you notice, stepping in before it becomes a more serious problem improves the working environment for all those involved. You're also reducing stress for other employees who often feel the ripple effect of negativity, even if they're not the central actors in a conflict.

- Additionally, if you're dealing with an openly aggressive employee, you may need to send that employee home for the day before trying to attempt any sort of resolution. It's important to immediately defuse the situation and protect the ones on the receiving end of the aggression. First, put an end to the outburst and then deal with why it happened.

2. Meet with all Parties Involved:

- Another key step in dealing with conflict at work is to understand the situation by conducting a proper investigation. HR needs to interview those directly involved and possible witnesses. Depending on the situation, you may need to first meet with each individual separately before meeting together for mediation. Many HR experts suggest initially holding individual meetings or conversations with the involved parties, and only inviting others as needed.

- Alternatively, you may decide that it's best not to have the different parties in the conflict meet together at all. For example, in the case of more serious allegations, like physical or sexual harassment, your priority should be protecting employees and maintaining confidentiality, which makes it improper to meet together with all involved parties.

- At The Slumber Yard, conflict resolution meetings take place in a private office. Matthew Ross, co-owner and COO, points out that privacy allows employees to feel free to open up and voice their concerns without fear of other employees hearing them . "We also try to hold the meetings during non-peak hours (early in the morning or late in the evening) so that it's not obvious to all the employees that a disciplinary meeting is taking place," Ross says.

3. Set Ground Rules for the Meeting:

- Whether mediating between employees or meeting with individuals, you should aim to frame conflict resolution meetings with specific rules to help employees feel safe expressing their grievances. These rules also serve to remind them of your role as a mediator (rather than a judge).

Here are the suggested rules:

- Have individuals use "I" statements when speaking. When meeting together, this helps them feel more empowered without putting the other person in a defensive position. E.g., "I feel…" or "My concern is…" rather than "You (or they) make me feel…" When meeting individually, it helps them get to the root of their emotions.
- Have each participant take notes while the other employee is taking their turn speaking. This helps the other participants listen more actively rather than interrupting and trying to justify each complaint.
- SHRM also suggests that the person taking notes should then restate what the other person has said. This helps build empathy and validate the other person's concerns.

4. Brainstorm Solutions Together:

- Summarize your understanding of the issue back to employees to establish the common ground you'll all be working from to find a solution. Have employees drive the conversation for how to fix the conflict – they're more likely to stick to the plan if they come up with it. HR should ensure that employees suggest positive (rather than punitive) actions and that all parties agree on the proposed plan of action.

5. Meet Again, If Needed:

- Conflict resolution is not always going to be a one-and-done process. You may need to meet a few times if a single meeting isn't enough for each person to have their say. Also, more sessions may be required to get to the root of an issue, or you may need leadership to approve a certain plan of action.

6. Check In and Monitor Progress:

- Make sure the action plan includes measures for HR to stay up to date. These mechanisms can include employees submitting reports, HR holding check-in meetings with managers to review day-to-day improvements in employee interactions and other ways to measure and encourage.

7. Escalate Response If No Progress Is Made:

- If any of the employees renege on their agreement and fail to change their behavior, you will have to decide on the next steps. This will depend on the severity of the conflict, of course, and what's feasible in your organization.

- If you have more than one location or different teams, you might offer employees the opportunity to transfer if they aren't able to resolve their differences. Alternatively, if employees aren't improving their behavior despite your best efforts, then you might need to consider terminating their contract.

8. Make Sure The Same Problem Won't Happen Again:

- The best conflict resolution processes not only resolve current issues but also help prevent the same problem from occurring in the future. Several experts advised addressing problems as soon as possible to keep them from simmering and giving birth to recurring conflicts.

- Underscoring the " earlier is better " idea, Chris Chancy of Amplio Recruiting says that effective conflict management starts during the hiring process: "I have learned that hiring people with strong conflict-management skills in the first place helps to minimize conflict in the workplace."

- Nate Masterson of Maple Holistics recommends taking a broader look at culture or employee communication : "When there's conflict in the workplace, it might not only be a reflection on the specific employees involved. It can also be an indication that something needs to change in the workplace overall to make for a more cohesive group."

WORKPLACE MEDIATION

WORKPLACE MEDIATION

- An effective process that primarily aims to resolve workplace disputes causing tension within individuals and/or small groups. As this space provides a confidential space in order to effectively come to an acceptable decision for both parties.

- Preventing while also managing workplace disputes that also strengthen work place relationships empowering teams and increasing production flow.

COACHING AND MENTORING

Coaching

- Commitment to grow organization in work place with the people in it as a whole. Focuses on skill set, performance within the current role.

- Mentoring

- The shared extensive knowledge that supports the development of newly inquired members/staff. Emphasizing on the career and holistic outcomes.

COACHING AND MENTORING

- Company coaching and mentoring development aim to measure progress within the individual and within the business, aligning with business objectives and priorities.
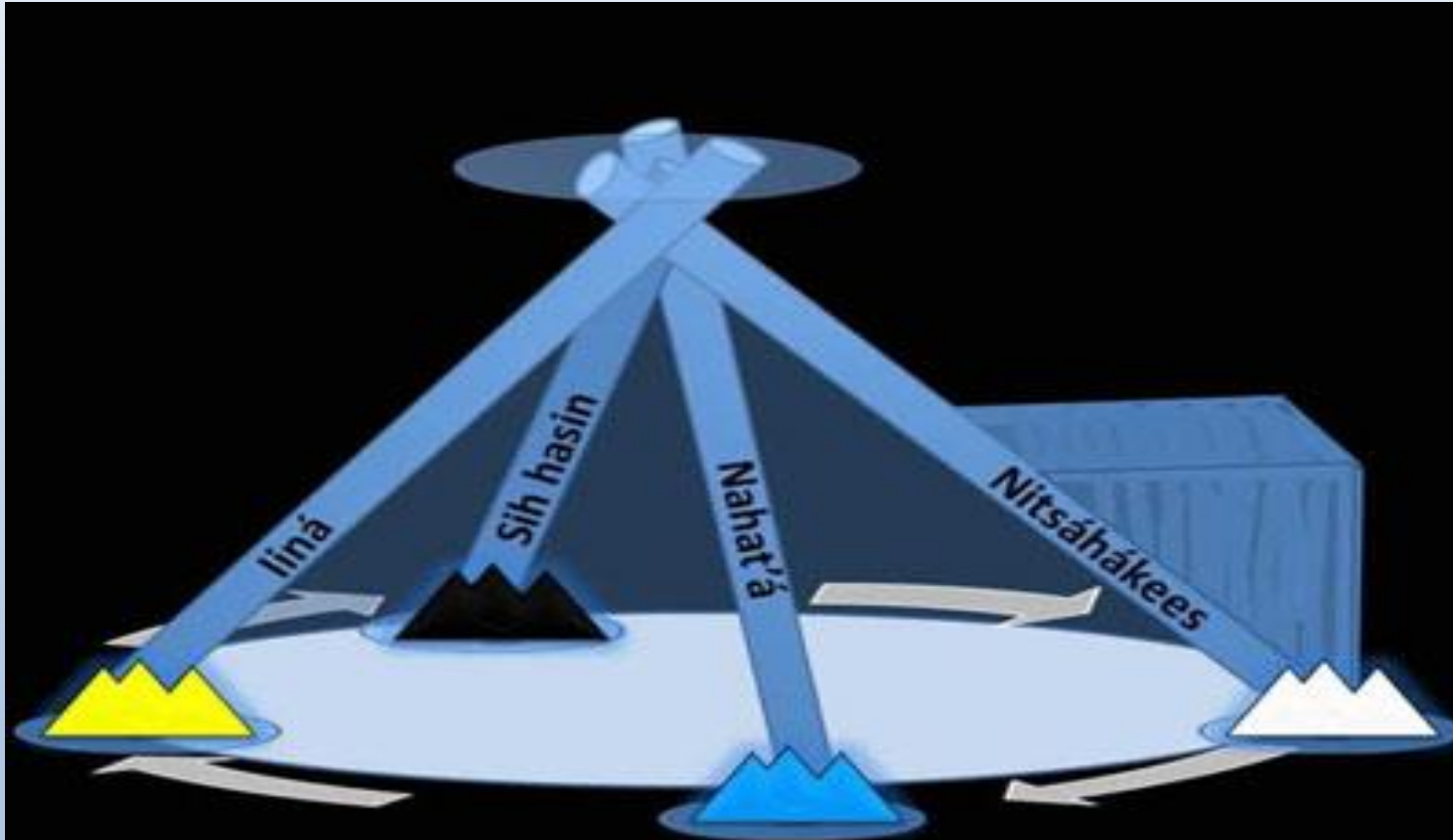
- Enabling constant change within the work environment

MOTIVATION
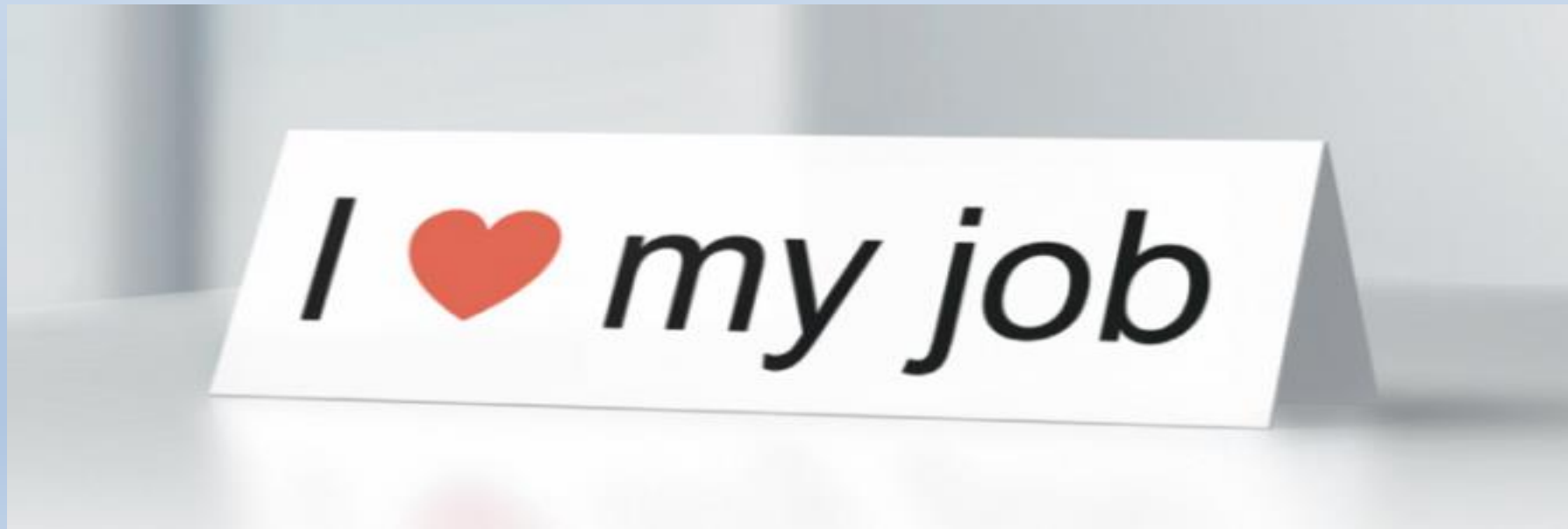
TRADITIONAL PERSPECTIVE

TEAM BUILDING

- Sticks
- Sheets
- Tower Building

POWER OF THE MIND

Love your JOB!

- Remember why your applied for this position.
- Revisit your letter of interest
- Be happy your employed!

QUOTE:

Ahéhee'!

Thank you