

Barry Winbolt

**LEARNING &
DEVELOPMENT**

Fairness at Work

and informal resolution of disputes

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Aims of the session

The Fairness and Work Policy

Informal resolution of disputes

Complaint as an opportunity for discussion

What could possibly go wrong?

Worst fears and nightmare scenarios

How to ensure productive conversations.

How we go about it

Presentation

Discussion

Case studies

Practical exercises

Reflection

Further resources

Your questions and comments.

Introductions

Short exercise

Discuss

Three minutes is long enough

What will make today
good value for you?

What will you be able to do better or
differently as a result of today?

5 minutes

Fairness at Work

*Best described as treating others as you
would wish to be treated – with respect and in
a way that protects their dignity.*

*Fairness at Work covers many different
aspects – from race to religious belief, from
gender to sexual orientation.*

Why it is needed

- Reduced performance
- Rise in accidents and mistakes
- Lowered corporate reputation
- Staff turnover: loss of talent and absenteeism
- Strained loyalty: distrust, sabotage, resentment, incivility
- Decreased communication
- Potential workplace aggression or violence
- Direct costs (legal liability etc).

Fox & Stallworth, 2008

An organisational response

- Publish a clear policy on what is acceptable
- Promote a climate in which staff are treated:
 - fairly and consistently
 - with dignity and respect.
- Provide specific guidance and mechanisms for:
 - prevention of unacceptable behaviour
 - handling incidents and complaints.

Three-step prevention

The topic is openly discussed and understood

Organisational commitment to dignity at work

Informal, democratic support and guidance for everyone to resolve incidents.

A positive working environment

Trust and support at all levels

Shared view of organisational goals

Effective policy and guidelines

Genuine concern for quality of working life

Warm and friendly environment

Conflict is discussed and resolved quickly

Empowerment rather than power politics

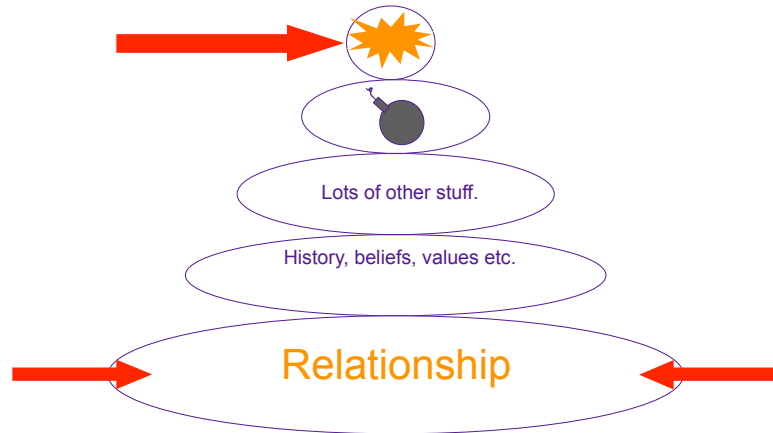
Individual 'buy-in' to the spirit of the policy.

Q&A

Your thoughts so far



Relationships are paramount



RACES

Relationship
Attentiveness
Curiosity
Enquiry
Summary

*Collaborative
conversations
are outwardly
focused and
interested in
outcomes.*

Coffee and discussion



Complaint as opportunity

Complaints as information, not used as an attack

Separate intention from impact

A collaborative spirit of enquiry

Establish the aims of both parties

Agree the purpose of the conversation

Decide on next actions.

“The problem is not the problem”

Find out what needs to be satisfied for the complaining to stop.

Use questions well

Creative questions shift the power

Questions can control the interaction

Questions engage and build rapport.

Leading with questions

A & B participate

A listens to B's topic for five minutes

A is only allowed to ask B questions

No other form of discussion is allowed

Through the use of questions only, lead B to discover their own solution or way forward.

A must aim to get specific answers (SMART)

On signal, summarise, congratulate, and close.

Pairs – 5 minutes

Handling negative behaviour

Know your outcome

Be clear about what you expect or want

Ask questions

Adopt a position of curiosity

Open a conversation

Don't push for a conclusion.

Relationships exercise

Mirroring – Repeat back what the other person says and developing a principle of curiosity by asking, "Is there more about that?" "Am I getting everything?" "This is what I heard you say..."

Validation – Communicating understanding. Look for points you understand and then say, "I understand that." When you don't understand, ask, "I might not be understanding this, can you explain in a different way?"

Empathy – Discussing feelings pertaining to the topic:
"How do you feel about that?" Be prepared to share how you feel.

How to avoid confrontation

Surface assumptions

Focus on interests

Collaboration not confrontation

The Focused Conversation

Groups of four

Use the handout provided

Think, Feel, Meaning, Action

10 minutes

Key points – groups of
four

What do you remember as key points in
this session?

5 minutes

Summary and Close

Know the outcome you want

Relationship, relationship, relationship

Remain calm and detached

Express yourself clearly

Focus on interests

Stay on track.

Thank you for your participation

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