

# The Bartlett Banner

The Integrated Performance Management System

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**The  
Bartlett  
Group**

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**Upcoming Events:**  
IPM Certification  
Workshop  
September 11-12  
Hartland, Wisconsin  
*Register today at  
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**"Unwrapping the Gift of  
Emotional Intelligence"**  
September 14  
Neanah, Wisconsin  
*Contact Janine Smith at  
jsmith@profilexpert.com*

**Contact The Bartlett Group:**  
Leo Bartlett  
(608) 825-3030  
Madison  
lbartlett@profilexpert.com

Janine Smith  
(414) 232-6596  
Milwaukee  
jsmith@profilexpert.com

Tricia Burlage  
(608) 215-3008  
Madison  
tburlage@profilexpert.com

Vicki Erdman  
(920) 680-6481  
Fox Cities  
verdman@profilexpert.com

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## The Bartlett Report Clarifying Confusion About Conflict

Conflict--it is inevitable. However, there are a number of ways to successfully reduce and control the outcomes of conflict. Read on to find out more.

Conflict is not always bad--it can at times be good. You may recall our newsletter discussion on Team Development and the stages successful teams must go through: Forming, Storming, Norming, and Performing. Here we will see how conflict can benefit and strengthen a team.

Good conflict:

1. Helps to raise and address problems.
2. Energizes work to be on the most appropriate issues.
3. Helps people "be real." For example, it motivates them to participate.
4. Helps people learn how to recognize and benefit from their differences.

However, conflict can become a problem if it is poorly managed. Conflict is troublesome when it:

1. Hampers productivity.
2. Lowers morale.
3. Causes more and continued conflicts.
4. Causes inappropriate behaviors.

You can reduce conflicts simply by knowing some of the various types of managerial actions that can cause workplace conflicts:

1. Poor communications. Resulting in employees experiencing continuing surprises--they are not informed of new decisions, programs, etc. Or employees do not understand the reasons for decisions. They are not involved in the decision-making process. As a result, employees trust the "rumor mill" more than management.

2. The alignment or the amount of resources is insufficient. There is disagreement about "who does what." There is also added stress from working with inadequate resources.

3. "Personal chemistry," including conflicting values or actions among managers and employees. For example, strong personal natures just do not match. We often don't like in others what we don't like in ourselves.

4. Leadership problems, including inconsistent, missing, too strong, or uninformed leadership (at any level in the organization). This is evidenced by: avoiding conflict, or "passing the buck" with little follow-through on decisions. Another leadership problem is that employees see the same continued issues in the workplace with little or no resolution. Supervisors not understanding the jobs of their subordinates is another leadership concern.

Now that you are aware of some of the causes of conflict, let's take a look at what can be done to minimize conflicts in your organization.

## Minimizing Conflict

1. Regularly review job descriptions. Get your employee's input to them. Write down and date job descriptions. Ensure:

- a. Job roles do not conflict.
- b. No tasks "fall in a crack."

2. Communicate! Intentionally build relationships with all subordinates.

- a. Meet at least once a month alone with employees in your office.
- b. Ask about their accomplishments, challenges, and issues.

3. Get and give regular, written status reports including:

- a. Accomplishments.

*(continued on next page)*

**Contact The Bartlett Group at (608) 825-3030 or [www.profilexpert.com](http://www.profilexpert.com)**

# The Integrated Performance Management System

(Conflict Management continued)

- b. Current issues and needs from management.
- c. Plans for the upcoming period.
  
4. Conduct basic training about:
  - a. Interpersonal communications.
  - b. Conflict management.
  - c. Delegation.Your Bartlett Group Consultants can help provide this essential training. Contact them for more information.
  
5. Develop procedures for routine tasks; include employee input.
  - a. Have employees write out the procedures when possible and appropriate.
  - b. Get employees' review of the procedures.
  - c. Distribute the procedures.
  - d. Train employees about the procedures.
  
6. Hold regularly scheduled management meetings. For example, every month, to communicate new initiatives and status of current programs.
  
7. Consider an anonymous suggestion box in which employees can provide suggestions.

## Ways People Deal With Conflict

There is no one, single, best way to deal with conflict. It depends on the current situation. Here are the major ways people deal with conflict.

### 1. Avoid it.

Pretend it is not there or ignore it. Usually this approach tends to worsen the conflict over time.

### 2. Accommodate it.

Give in to others, sometimes to the extent that you compromise yourself. Use this approach very sparingly and infrequently. For example, in situations when you know that you will have another more useful approach in the very near future. This approach also tends to worsen the conflict over time, and causes conflicts within yourself.

### 3. Compete against it.

Work to get your way, rather than clarifying and addressing the issue. Competitors love accommodators. Use this approach only when you have a very strong conviction about your position.

### 4. Compromise with it.

This offers a mutual give-and-take. Use the compromise approach when the goal is to get past the issue and move on.

### 5. Collaborate with it.

Focus on working together to meet as many current needs as possible by using mutual resources. This approach sometimes raises new mutual needs. Use this approach when the goal is also to cultivate ownership and commitment.

These are just a few suggestions regarding conflict management. True conflict resolution begins with understanding your own personality and behavior traits, as well as others. When you understand the traits of yourself and others, you will know how to best deal with the conflict and find a successful resolution. Your IPM system can be a great resource to learn how to best resolve conflicts-- contact a Bartlett Group Consultant today.

*Information on this topic has been adapted from the guidebook, Field Guide to Leadership and Supervision. Subject matter provided with reprint permission by Carter McNamara. Carter McNamara, PhD, is a nationally recognized expert with 25 years of experience in organizational development. Source of the material: Free Management Library located at <http://www.managementhelp.org>.*

## IPM Certification Workshop Sign up Now!

Maximize your investment and gain hands-on experience with IPM's on-line Certification Workshop held September 11th & 12th at Dorner Manufacturing Corporation, Hartland, WI.

Participants will gain in-depth experience in reading and interpreting reports. Learn how you can combine the IPM reports with effective interview skills and make more informed hiring decisions. Use the insight provided by the reports to manage, coach, and develop your employees. Review behavior-based interviewing techniques to polish interviewing skills. The IPM Certification Workshop offers you practical application opportunities to give you the tools and knowledge to gain the best return on your investment in the IPM system!

Bring your laptop, and we will get you started. The workshop will begin promptly at 8:00am on Monday, September 11 and finish no later than 5:00pm Tuesday, September 12. We will be offering an additional 1/2 day program at no charge on Wednesday, September 13 for those interested in further discussions.

Registration fees: Unlimited use site license attendees, \$695 per person; 2 or more from the same company, \$595 per person. Registration fee includes a detailed Participant Guidebook with useful tips and tools.

Registration is due September 1. Register now online at [www.profilexpert.com](http://www.profilexpert.com), or contact Tricia Burlage at (608) 215-3008 or [tburlage@profilexpert.com](mailto:tburlage@profilexpert.com).

## Emotional Intelligence Continues . . .

You've read David Farrar's articles on Emotional Intelligence in the past two issues of The Bartlett Banner. Now see him in person, along with The Bartlett Group's own Janine Smith. Together, they will be presenting "Unwrapping the Gift of Emotional Intelligence" at Kimberly Clark, in Neenah, Wisconsin on September 14. Contact Janine Smith at (414) 232-6596 or email her at [jsmith@profilexpert.com](mailto:jsmith@profilexpert.com) for more information.

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