

Managing Different Personalities

Managing Different Personalities

Samantha Young 2023

21st Century Manager - Core Skills for the New Millennium

INSTITUTE OF PUBLIC ADMINISTRATION AUSTRALIA
IPAA
SOUTH AUSTRALIA

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WELCOME

WE WOULD LIKE TO ACKNOWLEDGE THIS LAND THAT WE MEET ON TODAY IS THE TRADITIONAL LAND OF THE KAURNA PEOPLE AND THAT WE RESPECT THEIR SPIRITUAL RELATIONSHIP WITH THEIR COUNTRY.

WE ALSO ACKNOWLEDGE THE KAURNA PEOPLE AS THE CUSTODIANS OF THE ADELAIDE REGION AND THAT THEIR CULTURAL AND HERITAGE BELIEFS ARE STILL AS IMPORTANT TO THE LIVING KAURNA PEOPLE TODAY.

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OBJECTIVES & LEARNING OUTCOMES

- Challenging personalities and unacceptable workplace behaviour
- The impact of your personality (DiSC)
- The "Difficult Conversation" process
- Giving good feedback
- Performance development and management
- Common presentations and strategies

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Poor Relationships cost money

- Turnover 15% a year.
- Replacement costs 48% - 61% of salary.
- Chronic unresolved conflict is a decisive factor in at least 50% of all employee departures.
- The most common reasons cited for employees leaving a company are related to poor practices in preventing and managing conflict between people at work.
- Psychological injury claims arise from workplace conflict – 70% of workers' compensation claimants report on-going conflict at their workplace.

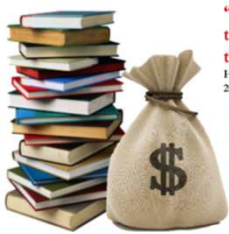
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The Business Case



“Majority of people trust a stranger more than their boss.”
Harvard Business Review, June 2009

“65% of people prefer a better boss over a raise.”
2012 study of 1,000 workers, Forbes Magazine

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Difficult workplace behaviours


Let's discuss:

- What are difficult workplace behaviours? Write your own list.
- When should we start a conversation?
- What are the possible consequences of not initiating conversations about difficult behaviours in the workplace?




HAS IT GONE AWAY YET?

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Case Study – Ian


• Ian is an engineer in the aerospace industry. He's exceptionally knowledgeable, and puts in long hours working on his projects. But his manner with his colleagues is curt, to say the least. At times, he has sworn at and been rude to team members. For several years this hasn't overly upset other members of his team – an easy-going group who have just accepted his lack of people skills. They have generally shrugged off Ian's comments, saying things like "Ah, that's just Ian, don't mind him."

• However, in the past year, a couple of team members have moved on. One of their replacements has now been off sick with stress for six weeks, and he is citing Ian's frequent unpleasant comments as the cause. As a result, the team is behind on an important project.

• A year ago, Ian was making a valuable contribution to the team, but now he's the cause of various problems. Yet, he's not actually doing anything different. So was he – and is he – behaving badly?

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Case Study – Mary


• Mary is a computer programmer who listens to her iPod whilst working.

• Most of her day is spent concentrating exclusively on the code she's writing, so this doesn't directly harm the team's ability to deliver and it is not having an adverse impact on anyone else. Mary does not socialise with work colleagues and does not talk in team meetings.

• Is Mary's behaviour "difficult" or problematic?

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Unacceptable workplace behaviour...


1. Harms the team's ability to deliver to clients.
2. Damages the cohesion of the team.
3. Has an unnecessary adverse impact on one or more individuals within the team.

Consequences of not acting:

- Missed objectives and declining productivity
- Increased sick days / absenteeism
- Higher staff turnover
- Low morale
- Breach of duty of care obligations
- WorkCover claims

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You might not feel in control of...


- the facts.
- your emotions.
- your employee's emotions.
- the level of support you will get.
- what happens next.

Stay on control of:


- the situation, by putting clear boundaries in place
- your emotions, by giving you the confidence to face whatever challenge comes your way
- the action you plan to take.

**i hate talking.
to people.
about things.**

Where are you Stuck? Exercise


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Difficult Workplace Behaviour

- Annoying vs Problematic?
- Disorder or clash?
- Managing behaviour: intersection of your style & their needs & those of the organisation.
- Self-knowledge. Insight. Reflection.
- Moving past judgement to curious empathy


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Managing difficult behaviour

- Managing staff will require us to sensitively deal with another person's emotions and behaviours.
- Sometimes getting to the bottom of an employee's concern or frustration can be difficult because their ways of communicating may interfere with progress.
- This in turn can result in strong emotional reactions in ourselves.
- It can also result in difficult behaviours.
- **Why are some people difficult? Discuss.**

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Why are some people difficult?


Factors within the situation:

- Multiple pressures: finances, loss of control, cultural background factors, illness.

Factors within the person:

- Skill deficits.
- Depression, anxiety, other mental health issues.
- Personality.
- Beliefs: (e.g. "I am going to lose everything...")

What is difficult can depend on the receiver (you)




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Intentions vs Behaviours

Many difficult behaviours come from core human needs and fears:

- Need for Acceptance/Affection
- Need for Appreciation/ Respect
- Need for Control
- Fear of Rejection
- Fear of Change

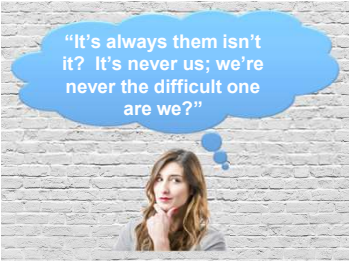


Do I get bonus points? Do I act like I care?

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"It's always them isn't it? It's never us; we're never the difficult one are we?"



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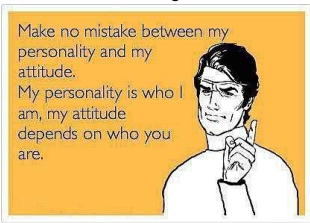
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Personality

Is this right?

Make no mistake between my personality and my attitude. My personality is who I am, my attitude depends on who you are.



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Personality

- How you communicate is influenced by your personality.
- How you react to others is also influenced by your personality.
- What are your communication strengths and weaknesses?

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We are all Different



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Personality Disorders

- Personality disorders are a class of mental disorders characterised by enduring maladaptive patterns of behaviour, cognition and inner experience, exhibited across many contexts and *deviating markedly from those accepted by the individual's culture.*
- Those diagnosed with a personality disorder may experience difficulties in cognition, emotiveness, interpersonal functioning or control of impulses.


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Types of personality disorder

- **Borderline Personality:**
More common among women
"I hate you but don't leave me"
- **Anti-social Personality:**
More Common among Men
Disregard for rights of others
- **Histrionic Personality:**
More common in women
Excessive emotionality and attention seeking
- **Narcissistic Personality:**
Grandiosity, need for admiration, and lack of empathy
- **Dependent Personality:**
Submissive, clinging behaviour
Excessive need to be taken care of



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Personality "Clashes"

- Are you dealing with a personality clash or a personality disorder?
- In the real world, most people lie somewhere in between the two polar ends of each dimension.
- "Personality clashes" can be partially caused by a mismatch of two individuals on a (usually several) facet(s) of the Traits.
- Is there disruptive / problematic behavior or do you simply not like the person?

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DISC – Your Personality Style

Can you guess your style?



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DISC

		OUTGOING		
T A S K	Dominance <small>Goal-driven, Direct, Competitive</small> <i>"Just Do It"</i>	Influence <small>People-person, Talkative, Spontaneous</small> <i>"Have Fun Doing It"</i>		P E O P L E
	Compliance <small>Careful, Logical, Organised, Diplomatic</small> <i>"Do It Right"</i>	Steadiness <small>Stable, Dependable, Conservative, Loyal</small> <i>"Do It Together"</i>		
		RESERVED		





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What do each DiSC type need from you?

D	 DOMINANT Determined Demanding Driving Doers	I	 INFLUENCING Impressive Interactive Inspiring Initiators
S	 SUPPORTIVE Sensitive Steady Stable Servants	C	 CAUTIOUS Competent Creative Curious Coordinators


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DiSC Quiz

- DiSC Style and Conflict Quiz handout
- Select the correct answer for the 10 questions
- You have 10 minutes!



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Process for having the conversation

1. Plan & Get into mindset
2. Define the problem in a face saving way
3. Attack the problem, not the person
4. Focus on the future
5. Set clear expectations
6. Keep a record
7. Repeat regularly (acknowledge improvements)
8. Have a backup plan

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1. Plan & Get into mindset

- What are the behaviours?
- What is the outcome you want?
- Where is your cover? Check off with Manager, HR
- Confidentiality.
- Time & place.
- A helpful mindset; appreciating what the consequences are for yourself and others at your work if nothing is said.
- Mindset: lets work it out, expect the best, courage!
- Impact of mindset on non-verbals

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Focus on Interests, not positions

- A position is someone's limited view of what solution is necessary to meet a particular need.
- Until the needs and interests of each of you are ascertained, it is not possible to generate options that will be mutually beneficial and agreeable.
- Conflict caused by competing interest (control) not being met in the other person.
- Reconciling interests rather than positions works toward resolution.
- Interests are often lost in conflict & behaviours.
- What are our interests at work?


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2. Define problem in face saving way

- Avoid using labels (eg bully, passive, aggressive, unreasonable).
- Finger-pointing elicits a defensive response.
- Acknowledge difference.
- Definition of problem in terms of joint responsibility, communication breakdown (something resolvable).
- Avoiding arguments over which perspective is 'right'.


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3. Attack problem, not the person

- Keep an objective eye on the problem and detach any feelings about the person presenting it.
- Try to understand what the actual problem is and generate possibilities for settling it.
- Don't attack the other person; try to see the situation from their point of view.
- If you make assumptions about their behaviour, verify by asking or repeat what you thought you heard.
- Show respect, try not to interrupt, and avoid using hostile words that inflame.


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4. Focus on Future

- Proving past allegations may not be of value.
- If you are going to speak about the past, at least keep the focus on behaviours rather than labelling.
- As soon as you are able, move the focus of the conversation to the future – what you will both do in the future to help.
- If what is being offered seems very one-sided, then you might say ‘Can we both?’ or suggest a trade. ‘If I do ..., will you ...?’
- Ask what’s important and be sure agreement is reached in dignity and respect for each of you.


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5. Set clear expectations

- Actively check with others what your expectations are of them.
- When expectations are unrealistic, this allows for some discussion about what can be done, so both individuals are on the same page.
“Can I let you know that what really helps me is ...”
“I really appreciate it when you ...”
“Is there something I can do differently to make things easier in our work together?”
“What can I do differently to be a bit more on track for you?”
“What do you think you could do differently?”


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6. Keep a record

- With very problematic relationships and people who are reluctant to do what they say, you might want to agree that what is agreed is written down and you each have a copy.
- You can say it is to help you both stay on track. Another option is simply to send that person an email of what was agreed.
- Also keep some private records of the problem behaviours, how you responded, anything that has helped, and for how long there was improvement.


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7. Meet regularly & keep track

- Rarely is a difficult relationship at work resolved in one conversation.
- Often the agreement needs to be fine-tuned or recommitted to.
- If there has been progress, this can at least be reinforced.
- If there has not been any progress, this is disappointing, but not uncommon.
- While it might be tempting to return to the status quo of not speaking up or escalating the situation, consider also simply arranging another meeting and going through the same process.


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8. Have a backup plan

- If they get defensive, giving them a lot of empathy or finding a better time to talk.
- If they have a history of volatility, meeting with them in a public place that is still appropriate to a private conversation.
- If they are likely to accuse you of bullying, having an agreed person join you at that meeting.
- If there is no change over time, putting up with them, speaking to their manager or taking formal actions.
- Have you done what is **reasonable**?


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Exercise – LH / RH column

- In the RH column, record a recent conversation with someone at work that you have found frustrating or didn't end the way you wanted it to.
- In the LH, now write what you were saying to yourself about the person and situation.
- Reflect on this interaction – what are your conclusions? Will you try this again?

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A bad difficult conversation



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Case Study – discuss.


- What did the Manager do well?
- What would you have done differently?
- Was the employee displaying problematic behaviour?
- How would you use the “Manager Conversations” process to modify this conversation?

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Let's try again



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Giving good feedback

Compliment →
Criticism →
Compliment →

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Feedback facts

- There's no such thing as valuable feedback from someone you don't trust.
- Struggling employees already realise that they have a problem.
- The more you listen, the better employees think you are at giving feedback.
- Most employees prefer corrective feedback to praise and recognition.
- The more confident you are, the more likely it is you prefer negative feedback.
- Almost everyone loves receiving feedback, but hates giving it.
- Withholding negative feedback is really about protecting yourself.

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Giving effective feedback

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graph TD; A[Example: Describe the specific behaviour] --> B[Effect: Explain what the impact of the behaviour is]; B --> C[Confirm: Listen for understanding and accountability]; C --> D[Reinforcing: Continue "Keep up the good work!"]; C --> E[Redirecting: Create Solution "How can we avoid this happening again?"];
```


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Giving good feedback

- Make it regular.
- Do it immediately.
- Be specific and clear in your communication.
- Location is important.
- Positive before negative.
- Practice makes perfect.
- *"Feedback is probably the most cost effective performance management tool available".*
- **HANDOUT** – Feedback Questions

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Pilot Case Study

1. Read the case
2. Discuss:

- *What's wrong with these two choices?*
- *What might have happened had they come up with a third option?*


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The Sucker's Choice

- A Sucker's Choice consists of a needless **"or"** statement:
 - "Either we can maintain respect and support for the pilot or we can speak up, appear to be questioning him, and lose our jobs"
- **"And"** options:
 - "I wonder how we can speak up, ensure safety *and* still be viewed as respectful?"
- Under stress, our brains create false dilemmas. Setting up only two options provides an excuse – "I had no choice."
- Have you ever worried:
 - Should I be honest or kind?
 - Show I say what I think or show loyalty?
 - Should I hold my ground or admit your point?
 - Should I speak with confidence or make it safe for you to disagree?
- **Left Hand Column review**


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Left Hand Column Review

- What role did you play in the problem?
- In the best scenario, what would have happened as a result of the conversation?
- What were you acting like you wanted?
- What did you really want for yourself, for others and for the relationship?
- How might you have acted differently?

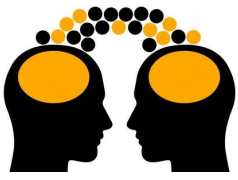
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The 'power' of the conversation

- The power of the conversation is underpinned by the understanding that we can improve work performance one conversation at a time.
- Each conversation provides an opportunity to talk about the day to day work.




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Deloitte dumps performance reviews

- Speed, agility, one-size-fits-one, and constant learning.
- Performance intelligence metrics and snapshots.
- “We are asking our team leaders what they *do* with each team member rather than what they *think* of that individual”
- *Fuel* performance through regular brief informal conversations.
- “The root of performance management—to *recognize*, *see*, and *fuel* performance. We have three interlocking rituals to support them—the annual compensation decision, the quarterly performance snapshot, and the weekly check-in.”

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What is performance?

Know what to do
Know required standards
Be able to do the job
Want to do it

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PwC 2015 global culture findings

- Feedback: quality and frequency of performance feedback given to employees throughout the year.
- Leadership: leading with a clear purpose, vision and business strategy, visibility of role models and tone at the top.
- Agility: differentiation of high and low performance, and -
- Reward and recognition associated with performance.

Start with the 'Why' - connect purpose and performance

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What can go wrong?

Nuclear Power Plant
Spider Farm

Dave

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Focus on Strengths, not Weaknesses

- Gallup Research looked at thousands of organisations and interviewed over a million employees of varying levels of performance.
- Standard surveys were used to judge perceptions, methods, attitudes, processes, etc.
- One question was most predictive in identifying high-performance organisations:

“At work, do you have an opportunity to do what you do best every day?”

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Factors affecting performance

- **Capacity** – skills, abilities, expertise and / or knowledge required to effectively carry out duties and responsibilities. May impact on accuracy, timeliness and / or quality of work product.
- **Willingness** – motivation, desire to perform, may be affected by personal issues.
- **Opportunity** – necessary means to do their job including resources, equipment and management support.

DISCUSS

- What are symptoms of unsatisfactory performance?
- What are some possible reasons for under-performance?


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Symptoms

- Unsatisfactory work including absenteeism
- Breaches of work practices, policies, procedures and guidelines
- Inappropriate behaviour (eg. swearing at colleagues and clients)
- A series of minor issues



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Possible reasons for under-performance

- A lack of training equipment issues problems with supervision.
- Lack of feedback on how well they are doing.
- Lack of understanding of the requirements of the job workload issues.
- Conflicting deadlines.
- Poor working relationships or bullying and harassment.
- Policies or procedures which are barriers to performance.
- Ill-health.
- Personal issues outside work.

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The Dark Triad

- *Narcissism* describes how self-obsessed, selfish and self-centred someone can be.
- *Machiavellianism* relates to the desire to manipulate people and situations, and the ability to maintain power.
- *Psychopathy* describes someone who is able to switch off their ability to feel remorse or empathy. Psychopaths are also impulsive and exhibit bold social behaviours.
- Although often associated with lying, cheating and recklessness, this triad is often found in those that are excellent negotiators, those with charm, and those with ambition.
- Whether they are used for the greater good or for personal gain is highly dependent on the individual in question.

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Narcissistic personalities

- An extreme preoccupation with themselves
- Lack empathy, and seek to be treated as superior and admired.
- Oblivious to their own behaviour and portray themselves as victims.
- They generally make good first impressions, appearing confident and perhaps arrogant.
- They may have a sense of entitlement, believing they are more talented, intelligent, and attractive than others.
- Malignant versus Vulnerable.

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Psychopathy



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Psychopathic personalities

- Unable to form emotional attachments or feel real empathy with others.
- Often have disarming or even charming personalities.
- Psychopaths are very manipulative and can easily gain people's trust.
- They learn to mimic emotions, despite their inability to actually feel them, and will appear normal to unsuspecting people.
- Psychopaths are often well educated and hold steady jobs.
- Unlike their sociopathic counterparts, psychopathic criminals are cool, calm, and meticulous.

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Aren't all the Psychopaths in Jail?

- Babiak & Hare 2006 "Snakes in Suits – when Psychopaths go to work"
- We tend to think of psychopathy as the province of criminals, not in a boardroom
- Studies suggest a figure of anywhere from 3% to 20% in the workplace
- Most settle around 3% - 5%
- Although higher levels in certain professions:
???

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Pawns, Patrons & Patsies

- **Pawns** – the everyday co-workers who are used and easily discarded when they have served their purpose
- **Patrons** – People high up in the company who sponsor the psychopath, defending them as 'high achievers' or 'talented employees' in the face of criticism.
- **Patsies** – What a patron becomes when they realise that the organisational psychopath has used them. By the time they are a patsy, they can do little or nothing but continue to watch the organisational psychopath's meteoric rise through the company.

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Dark Triad

- Never handle them alone.
- A system needs to be built involving;
 - HR
 - Claims/IR (if relevant)
 - Your Management team
- Unless you have the support of these, it may be too difficult to engage and change behaviour.
- But, you need to have shown that a "Difficult Conversation" has been conducted.



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Why won't people speak up?

- Lack of ability
- Bystander effect
- Lack of confidence
- Time poor
- Fear of retaliation
- Taking a concern to a manager was often a dead end
- The reluctance to confront is rooted in the culture

"There comes a time when silence is betrayal."
- Martin Luther King, Jr.

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A Culture of Fear

- The rubber room.
- The monkeys and the bananas.
- What are the signs and symptoms of a culture of fear?
- Are these present in your team / organisation?



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The elephant in the room


- Silence
- Gossip
- Unresolved conflict



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How much do you believe in yourself

- ✓ I have the skills needed to deal with the difficult conversation
- ✓ I will hold my nerve and focus on the issues even if I am provoked
- ✓ I will not worry about the encounter at home
- ✓ I believe I will be fair to the employee
- ✓ I have the stamina to manage the issue even if it goes on for months
- ✓ What I am doing is right – for the employee, for me and for the business
- ✓ I have the support I need if I begin to doubt myself or the course of action I am taking

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