

National Federation of Voluntary Bodies

Dignity at Work- Walking on Eggshells with Confidence *A Manager's Responsibility*



Delivering Effective HR and ADR Services for Business

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Introduction

- Dignity at Work- setting the scene
- Understanding the challenges and obligations
- What are we dealing with?
- A model that works



The Dignity at Work Policy

- Provides standards of behaviour
- Sets out to describe inappropriate behaviour
- Addresses options for employees who experience breaches
- Meets the legal obligations



The Legal Obligations

Industrial Relations Act 1990 (Code of Practice detailing Procedures for Addressing Bullying in the Workplace) (Declaration) Order 2002, SI 17/2002.

Code of Practice for Employers and Employees on the Prevention and Resolution of Bullying at Work 2007 (HSA).

Underpinned by:

- Safety, Health and Welfare at Work Act, 2005
- Industrial Relations Act, 1990
- Employment Equality Act, 1998



What are we dealing with?

- Harassment- 9 grounds
- Sexual Harassment
- Repeated inappropriate behaviour...which could reasonably be regarded as undermining the individual's right to dignity at work.

Informal process

While in no way diminishing the issue or the effects on individuals, an informal approach can often resolve matters.

As a general rule therefore, an attempt should be made to address an allegation of bullying as informally as possible by means of an agreed informal procedure.

The objective of this approach is to resolve the difficulty with the minimum of conflict and stress for the individuals involved.



The real challenge



- Our obligation to behave appropriately
- Policies that set up expectations
- Very sensitive and personal
- Dealing with concerns informally

Understanding what we are dealing with

- What is inappropriate behaviour?
- Our mindsets- the complexity of human nature
- Introduction to a process that works and to give you confidence

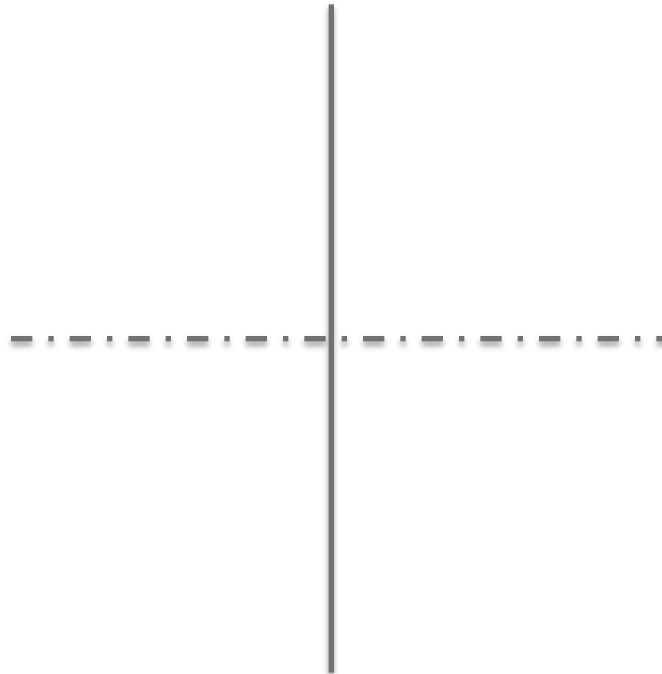


Appropriate Behaviour- The Dimensional[®] Model of Behaviour[™]



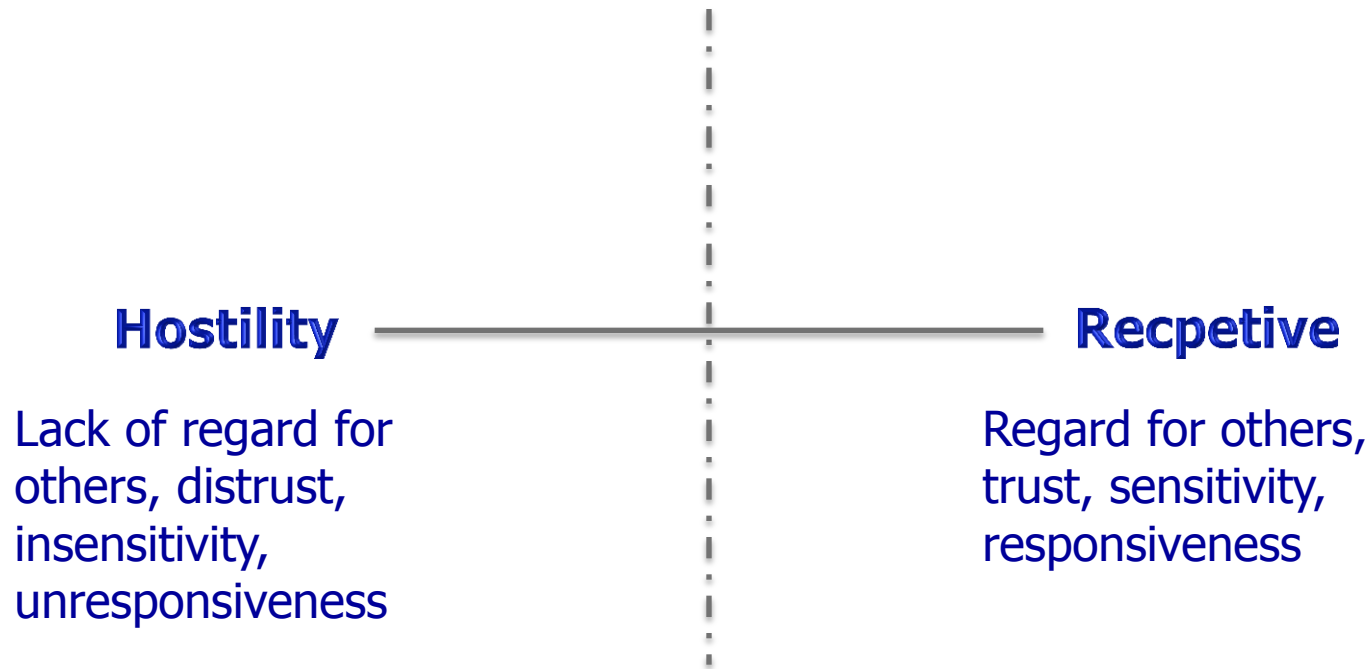
Focus – Avoidance Dimension

Focus = Take charge
(Take control, seize initiative, assume leadership)

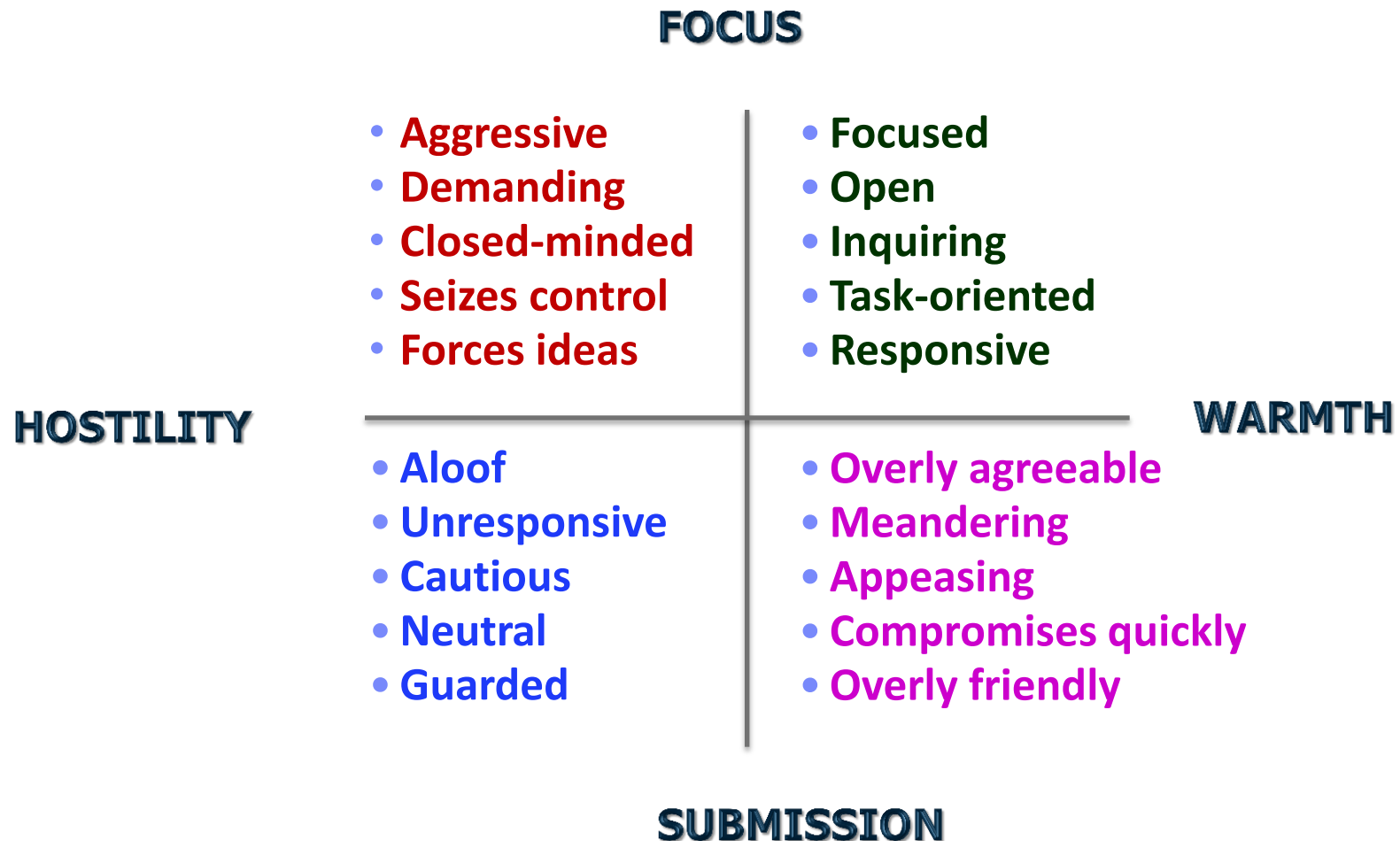


Avoidance = Let others lead
(Yield, give in easily, passive)

Hostility – Receptive Dimension



Dimensional[®] Model of Behavior[™]



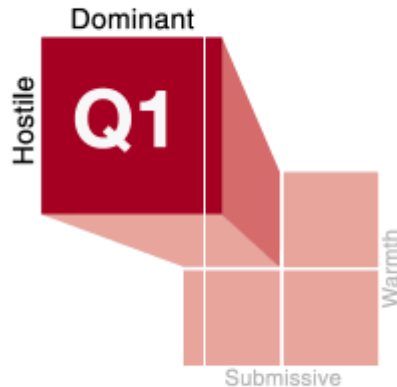
DOMINANT, HOSTILE

Their behavior:

- Controlling, domineering, insensitive to others.
- Tries to dominate others and monopolize conversations.
- Motivates by threat or coercion.

How you should respond:

- Confident
- Forceful
- Firm.



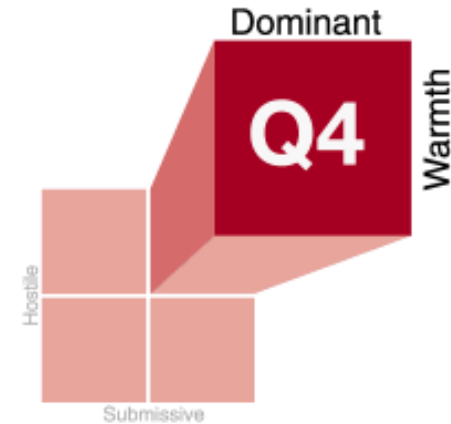
DOMINANT, WARMTH

Their behavior:

- Collaborative, assertive, businesslike
- Reaches decisions through candid give-and-take
- Motivated by understanding and commitment.

How you should respond:

- Collaborative
- Open
- Participative.



SUBMISSIVE, HOSTILE

Their behavior:

- Cautious, unassertive, secretive
- Tries to avoid close interpersonal situations
- Makes no effort to motivate.

How you should respond:

- Patient
- Slower Paced
- Deliberate.



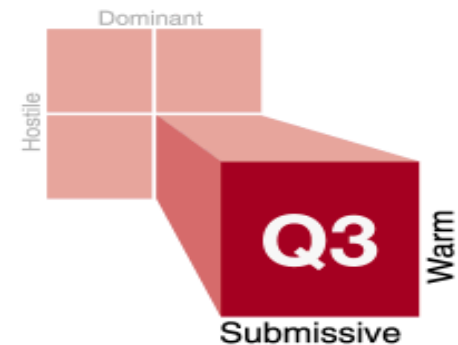
SUBMISSIVE, WARMTH

Their behavior:

- Highly sociable, overly optimistic, talkative
- Seeks out close, relaxed, interpersonal situations
- Motivated by affection and loyalty.

How you should respond:

- Friendly
- Focused
- Guiding.



That's Interesting- 4 Simple Tips

- Tell Me More?
- Why would you say that?
- Why would you do that?
- Why would you ask that?



Conflict at work

*Simply the **sound made by cracks in the system**; regardless of whether the system is personal, relational, familial, organisational, social, economic or political.”* Kenneth Cloke (2006)

And where unresolved conflicts become disputes, which have a history, are embedded, and can be costly to resolve

Our Mindsets

- Beliefs
- Our comfort zones
- The Conscious and Sub Conscious mind
- Habits and Attitudes

Our Beliefs

- The view we hold of the situation
 - *trust and confidence*
 - *opinion and acceptance*

- Scotomas

- Locus of Control

- Perceptions

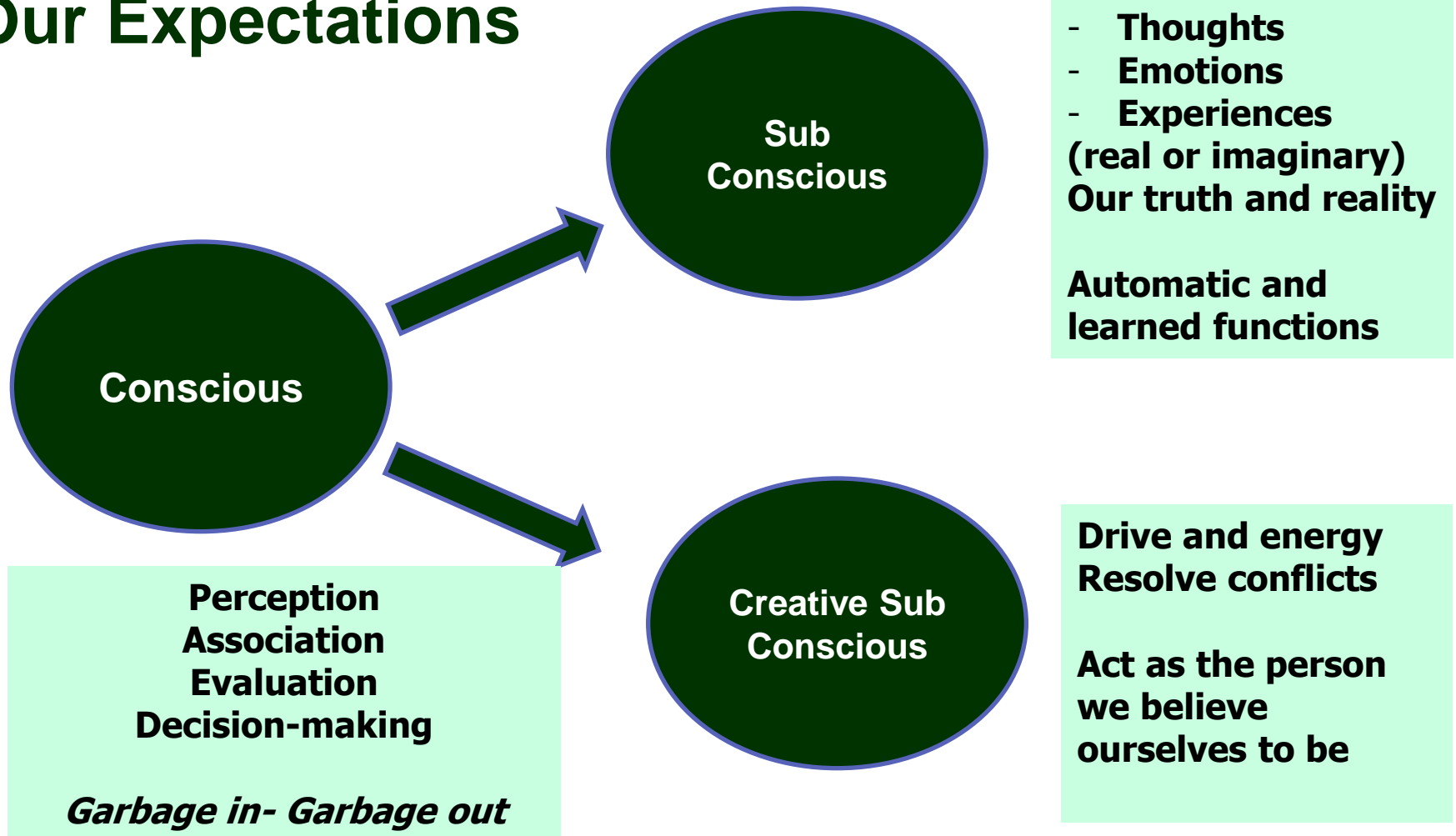
Its not our abilities that limits us but our view/belief of what we can achieve



Cognitive Dissonance



Our Expectations



Cognitive Dissonance

Our Habits



We are what we repeatedly do...

When Conflict Occurs!

“Accept it as your responsibility to see that conflict is addressed by ensuring a solution is found and/or a sustainable resolution is achieved!!!”



Suggested Approaches

- Don't Ignore it – it won't go away!!
- Deal with Conflict Early and Local.
- Listen to understand what's going on.
- Seek an alternative to the traditional methods of resolving conflicts/disputes.



From “In” to “Non”

Consider changing the initial stage in your procedures from:

“Informal” to “Non-formal”



Informal Meeting

GRIPS

greeting – appropriate sociability

receptivity – hear their story, probe to understand and identify needs and wants

inform – of your needs and/or the possible processes available and benefits of using an informal process

prepare for action – discuss the options; encourage them to decide, ideally informal route

see it Through – take appropriate action and monitor progress

“The health of a community improves when its members participate in conflict resolution. When they leave the task to others the quality of community life declines. Gone is the collective sense of belonging. Gone as well is the community’s natural capacity to....redress the underlying causes, and rebuild the broken lives and relationships...”

Judge Barry Stuart, Yukon Territories

And finally....Some Good Advice

- First, *explore and understand*.
- Rummage around in the non-formal for a while.
- Don't be paralysed by fear of “*it going legal*” or of the “*tricky people*”.
- Be *competent and confident* in your ability, knowledge, skills and experience”. If you're not – seek help!!



The background of the central section is a photograph of a vast ocean under a bright sky, with the sun's reflection shimmering on the water's surface. The image is overlaid with a white grid consisting of four vertical and one horizontal line, creating a 5x2 grid of rectangular panels.

THANK YOU

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