



Organizational Dynamics – I Just Don't Like You

Objectives

- Interacting with Others
 - Building Trust
 - Collaboration
 - Conflict Management



12 STICKING POINTS WHERE TEAMS GET STUCK

- Communication
- Decision Making
- Generational
- Feedback
- Fun at Work
- Knowledge Transfer
- Trust
- Meetings
- Policies
- Respect
- Training
- Work Ethic

BUILDING TRUST

WHOM DO YOU TRUST MORE?



CRITERIA OF TRUST

- Competency
 - Expert and super reliable
- Empathy
 - Warm, caring and understanding
- Authenticity
 - Honest, consistent, transparent, genuine

“In an organizational context, trust is most often defined as an interpersonal relationship that forms when a person shows consistent proof of competence, benevolence, and integrity.”
– Per Hugander, HBR May 9, 2022



TAKE TIME TO REFLECT

- ❑ Think about a **specific relationship in your professional experience where building and maintaining trust was critical**. What was the relationship and why was building and maintaining trust critical?
- ❑ John Pepper, former CEO of P&G stated that “Despite its powerful benefit, **trust is the single hardest quality to create in any organization – and its fragile**.” Do you find it’s difficult to create trust? Why or why not? Do you have a specific example?

BUILDING TRUST - TEAM TRUST



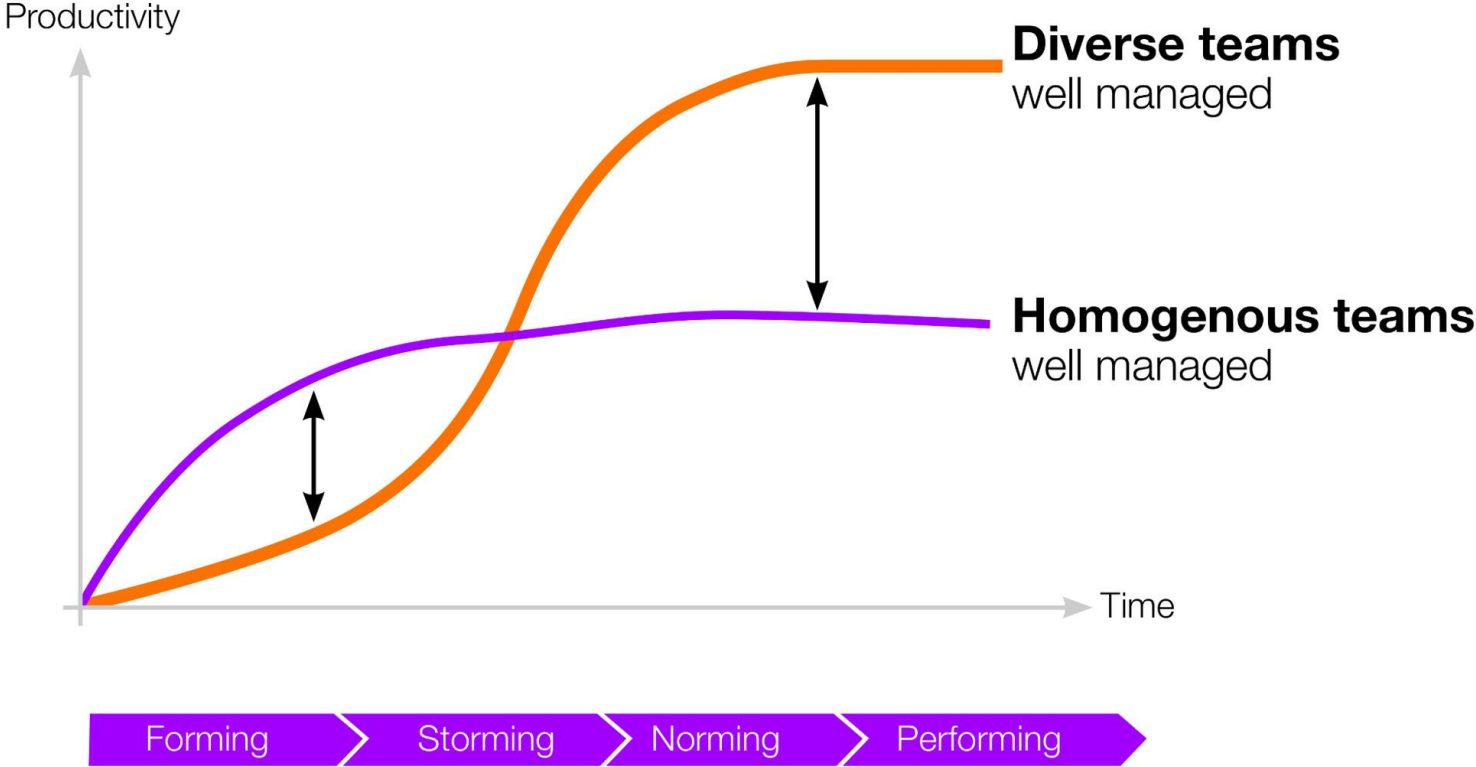
- Trust begins at the individual level
- 89% of people think they are trustworthy
- 58% believe their coworkers are trustworthy
- Whose responsibility is it to earn trust in the workplace?

Klaus Vedfelt/Getty Images

Source: 2022 Trust Outlook, Trust Edge Leadership Institute

BUILDING TRUST – TEAM TRUST

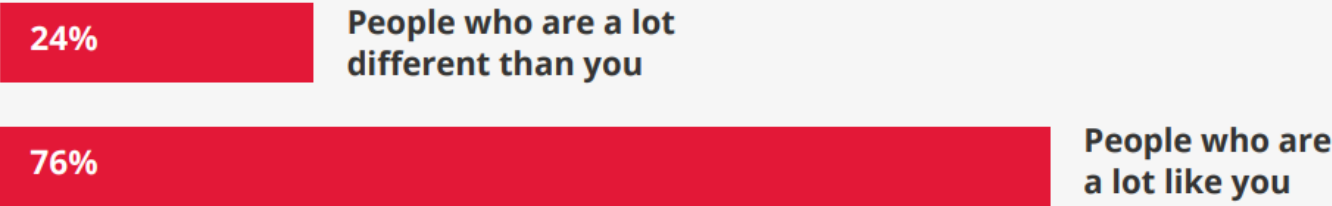
Impact of diversity on team performance.



Source: Korn Ferry Institute, 2019

BUILDING TRUST – TEAM TRUST

WHO DO YOU MOST WANT TO WORK ALONGSIDE?



DIVERSITY IS IMPORTANT TO CREATE A HIGH PERFORMING TEAM.



Source: 2022 Trust Outlook, Trust Edge Leadership Institute

BUILDING TRUST – TEAM TRUST

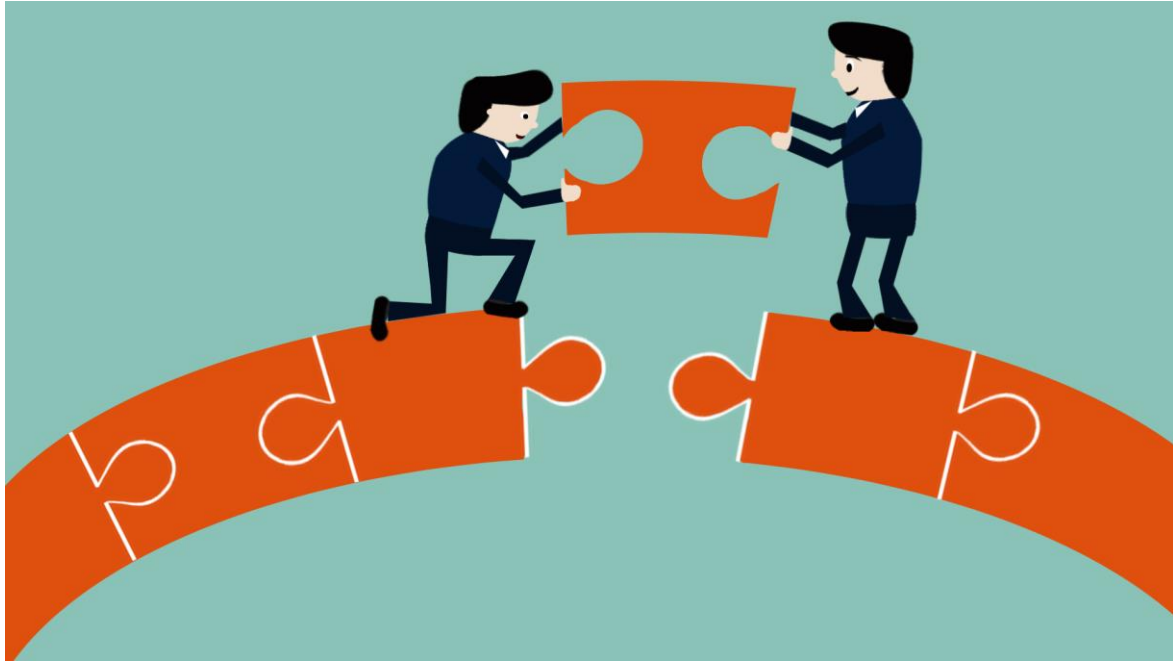
- Biases
 - Affinity
 - Authority
 - Anchor
 - Attribution
 - Overconfidence



TAKE TIME TO REFLECT

- Think through the last time **you met with someone new**. Did you display any of these behaviors?
- Did you initially **misjudge someone or a situation, and subsequently realized your misjudgment?** What was it that made you reconsider?

REBUILDING BROKEN OR LOST TRUST



What Happened?

- Careless vs. Deliberate
- What's the story you are telling yourself?
- Give people the chance to explain themselves

Recovery

- Limit Contact
- Dimmer Approach
- Apologize to Make it Right

THE CASE FOR COLLABORATION

THE CASE FOR COLLABORATION



THE CASE FOR COLLABORATION



- A process of generating ideas
- Group decisions on many levels
- Matching talents/interests with responsibilities
- Helps all stakeholders

THE CASE FOR COLLABORATION

- Collaboration vs Proving Trustworthiness
- Challenges
 - Perception of structures and processes needed
 - Determining success
 - Seeking consensus
 - Too much to take on and not enough time



THE CASE FOR COLLABORATION

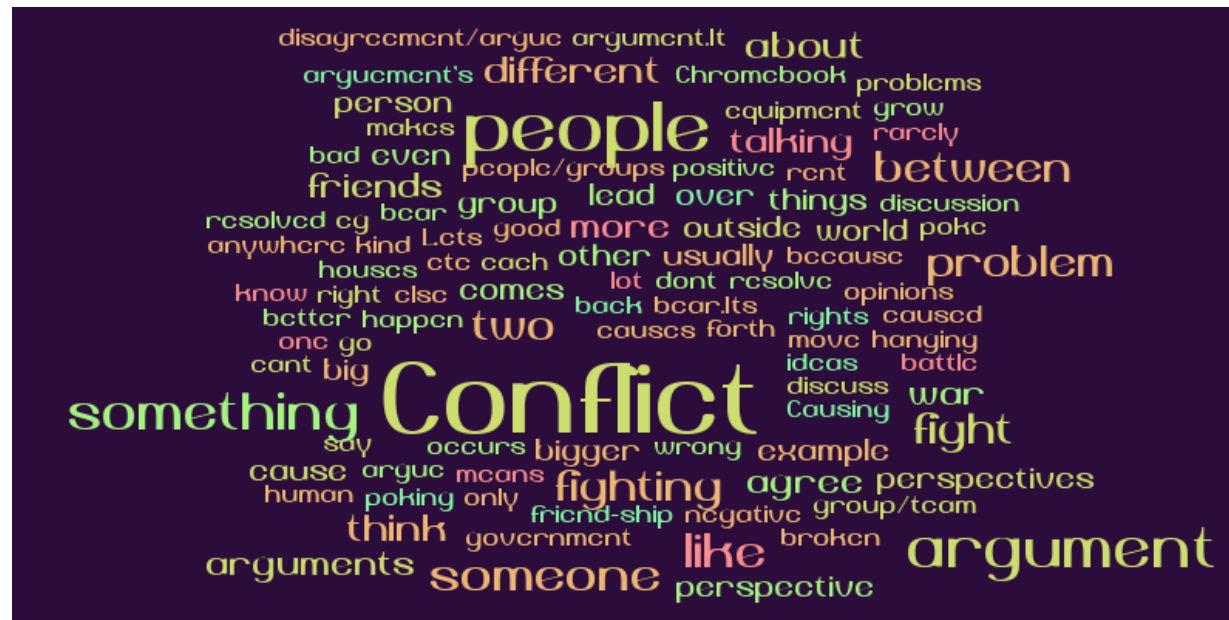
■ Challenges

- New individuals hold back information, challenging questions, and out-of-the-box ideas in order to establish themselves as competent, empathetic and authentic.
- Individuals representing the old norm who are not experts in an area hold back questions and hide ignorance and knowledge gaps because they're afraid to appear less competent and trustworthy.
- When things don't go according to plan, individuals hide information or share an inaccurate picture of the situation to avoid looking incompetent or like a failure.
- In cross-collaborative settings, individuals withhold information, questions, and ideas because there's a history of distrust between different departments.
- Individuals refrain from openly changing their mind, as they're afraid of appearing inconsistent and unpredictable.

CONFLICT MANAGEMENT

WHAT IS CONFLICT?

The result of differing perceptions, assumptions and/or values.



TRUTHS ABOUT CONFLICT



- Conflict will occur
- Communication is a must – until a solution is reached
- Conflict can build relationships
- Conflict can be a motivator for change
- Most conflicts can be managed
- Most people deal with conflict by fight or flight

NEGATIVE STYLES OF CONFLICT

Firecracker

- Blow up with sudden anger

Cold Shoulder

- Contest to see who can hold out the longest

Backstabbing

- Positive and nice to your face

Having the Last Word

- Conflict is seldom over

Social Zinger

- Verbal darts in front of others

Trivial Fights

- Seldom get to the real issues

Passive Behavior

- Withholding needed information

CONFLICT MANAGEMENT STYLES ASSESSMENT



RELATIONSHIP



GOAL

**Owl*****Collaborating***

Owls highly value both their goals and their relationships. They view conflict as a problem to be solved and seek a solution that achieves both their goals and the goals of the other person. Owls see conflicts as a means of improving relationships by reducing tensions between two persons. They try to begin a discussion that identifies the conflict as a problem, and strive to resolve tensions and maintain the relationship by seeking solutions that satisfy both themselves and the other person.

**Turtle*****Avoiding***

Turtles tend to value avoiding confrontation more than either their goals or relationships. They often find it easier to withdraw from a conflict than to face it. This might even include completely giving up relationships or goals that are associated with the conflict.

**Shark*****Competing***

Sharks typically value their goals over relationships, meaning that if forced to choose, they would seek to achieve their goals even at the cost of the relationship involved. Sharks are typically more concerned with accomplishing their goals than with being liked by others. They might try to force opponents to accept their solution to the conflict by overpowering them.

**Teddy Bear*****Accommodating***

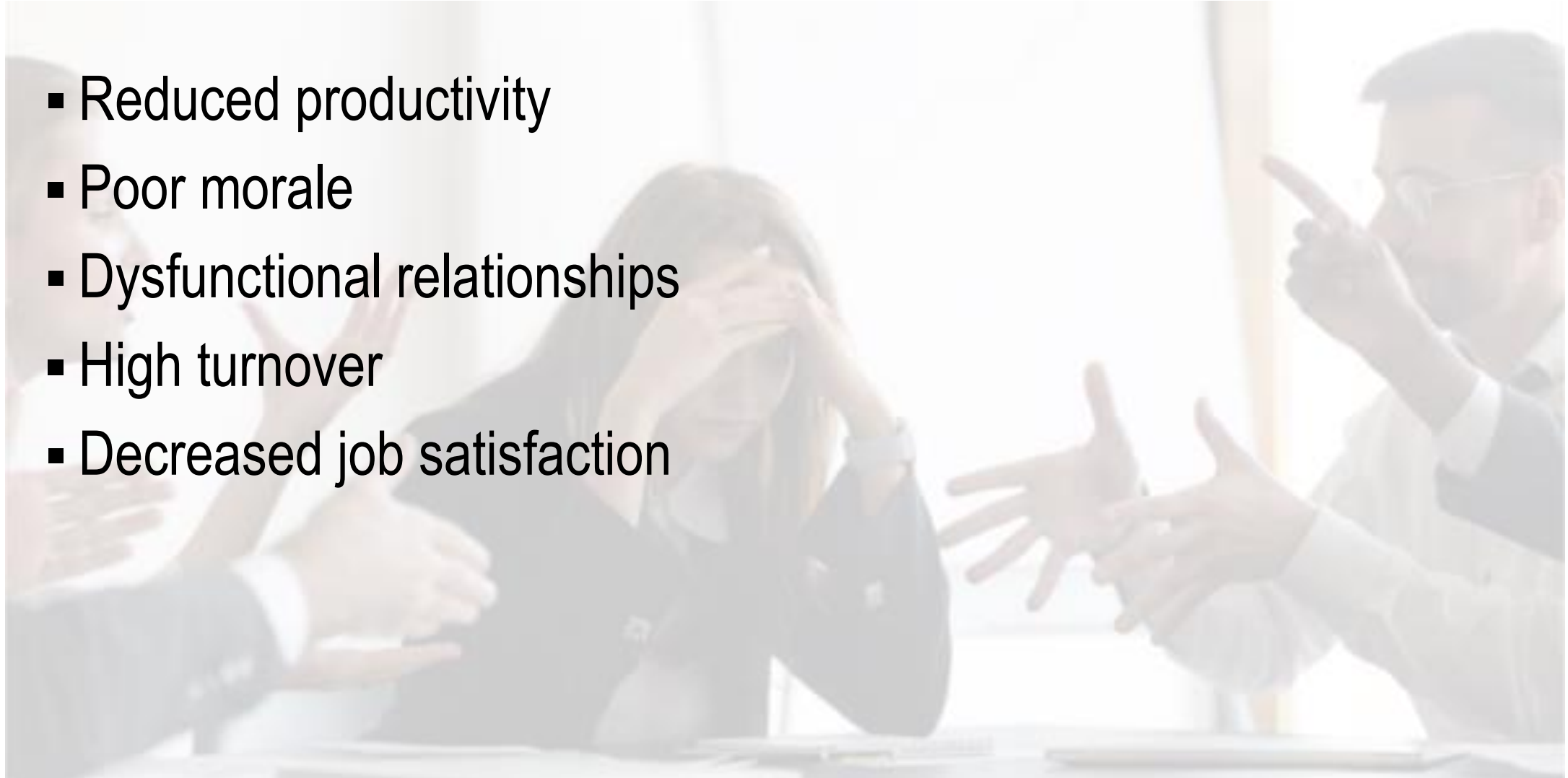
Teddy Bears typically value relationships over their own goals; if forced to choose, Teddy Bears will often sacrifice their goals in order to maintain relationships. Teddy Bears generally want to be liked by others, and prefer to avoid conflict because they believe addressing it will damage relationships. Teddy Bears try to smooth over conflict to prevent damage to the relationship.

**Fox*****Compromising***

Foxes are moderately concerned with both their goals and their relationships with others. Foxes typically seek a compromise; they give up part of their goals and persuade the other person in a conflict to give up part of their goals. They seek a conflict solution in which both sides gain something; the middle ground between two extreme positions. They are willing to sacrifice part of their goals in order to find agreement for the common good.

IMPACT OF POORLY MANAGED CONFLICT

- Reduced productivity
- Poor morale
- Dysfunctional relationships
- High turnover
- Decreased job satisfaction



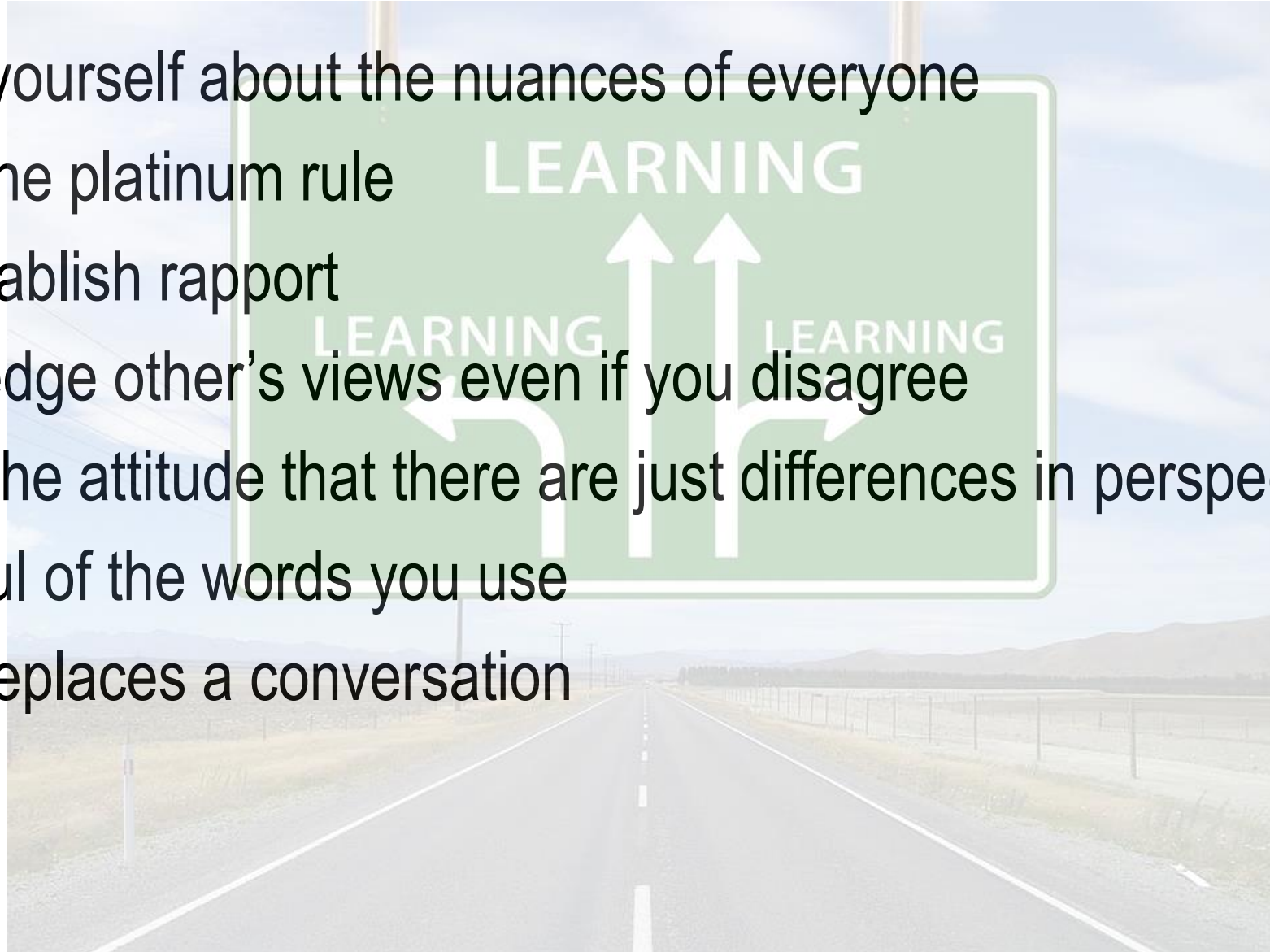
STEPS TO CONFLICT RESOLUTION

- Your turn/my turn
- Clarify expectations
- Focus on individual and shared needs
- Look into the future – not the past
- Be flexible
- Avoid hot buttons
- Generate options



TAKEAWAYS

- Educate yourself about the nuances of everyone
- Take up the platinum rule
- Try to establish rapport
- Acknowledge other's views even if you disagree
- Develop the attitude that there are just differences in perspective
- Be mindful of the words you use
- Nothing replaces a conversation



Reach out anytime

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