Values Based Leadership Working Group Session
Clemson at the Falls
June 13, 2014

Senior Executives Present:
Joe Greenberg, Upstart Next High School
David Krysch, The Alternative Board Upstate SC
Leighton Cubbage, Serrus Capital Partners
Sharon Day, Sales Activation Group
Alita Webster, Young Office
Michael Mino, Property Boss Solutions
Jeff Duckworth, John Hancock funds
William Luce, Performance Payroll
Dave Erwin, Serrus Capital Partners
Rick Wells, Business Care of America
John Hardaway, Nexsen Pruet, LLC
Sally Ouellette, Golden Career Strategies
Tom Pratt, ScanSource
Sue Schneider, Spartanburg Water

Meeting Objectives:
- Focusing on company experiences and knowledge of others and best practices, identify components you deem necessary for effective conflict resolution that supports and enforces a culture of ethics and integrity.
- Small groups report out to larger group.

Meeting Outcomes: Dean Hybl (summarized from group activity and group discussion).   Four important general ideas stood out in the discussion:
1. Clarity of issue – identify what that issue or conflict is.
2. Adversarial element – keep it collaborative.
3. Develop a culture that supports a collaborative rather than adversarial approach.
4. Timing component – while some conflicts need to be dealt with right away, others don't; know which sort you are dealing with and act accordingly.

Meeting Notes:

I. Introduction: Introduction of host/alliance members; advisory board members and Dean Hybl.

II. Small Group Breakout Discussions:
- Discussion of components necessary to maintain ethics and integrity while dealing with conflict resolution: between employees, between customers and employees/organization. Also discuss how supervisors pass on teaching points for dealing with such situations.

- Small breakout groups discussed based on their experiences and perspectives, and identified 5 things that have worked/not worked and the repercussions.

Summary of small group reports: Dean Hybl facilitated, and the groups noted a number of issues, solutions, and lessons.

Group 1
Works:
- The leader is a model; be the example and model for healthy conflict and for the behavior you want to encourage.
- Be open-minded (no one has all the answers); avoid minimizing/trivializing issues.
- Problem of people working in silos. Have a large meeting and air their issues; people feel heard and feel ownership. This can change the culture of the organization and break down barriers.
- Allow debate and find common ground; come out with strategic intent statement to provide ownership for group.
- Active listening - write things down and focus on what's really important, people have ownership and feel empowered.
- Manager "probes-challenges" employees to work it out - empowering them.
- Creating a culture - a space for shared ownership and trust where conflict can happen.
- Focus on behavior, not the person.
- Owning your own emotions - "I" statements.
- Agree to disagree but maintain respect for each other.

Doesn't work:
- Avoid overreaction which can escalate conflict; check personal biases in at the door.
- Avoid pulling rank; work at collaborative resolution.
- Don't suppress creative/constructive conflict. Lack of conflict can be unhealthy as well.
- Problems cannot be solved by Email/text; need to be face-to-face.

Group 2
Works:
- Be proactive and be sure to follow through on the resolutions to the conflict.
- Identify the issue/intent/cause and focus on that. People often argue over positions (A's position is that Y should be done; B's position is that Y should not be done or that Z should be done in instead) and do not consider or address the underlying intent. Understanding the intent of each party (what one has in mind/is aiming at/seeks to achieve) can help provide a resolution.
- Become self-aware and communicate; identify "the wants"; one's own as well as those of the other and communicate them to one another.
- Brainstorm for collaborative resolution. Come out with strategic intent statement to provide ownership for group
- Consider timing: let things settle.

Doesn't work:
- Don't finger-point – this will trigger a defensive mode in other people rather than a mode that allows everyone to work toward a resolution. Speak about yourself ("I feel that…").
- Don't move from fight to flight (driven by emotions).
- Don't use Email and texts. Importance of personal contact. With text/Email, you aren't using your five senses and people will interpret the content differently; they will take an ambiguous tone as adversarial.
- Ignoring conflict eventually results in it coming out, and probably in a more extreme way.
- Overreaction can escalate conflict

Group 3
- Be nice; this is compatible with being confident and firm. "Don't confuse my niceness with weakness" – a quote from Shark Tank.
- Be calm, cool and collected. Writing things down ahead of time helps to take the emotion out of the situation. Listen and work to find common ground; this provides ownership.
- It can be effective to expect the conflicting parties to work it out.
- Have conflicting parties switch roles; this can help them understand each other.
- When parties are expected to work it out, one party can choose to exit the organization. In some situations this can be a positive outcome.
- Before conflict arises, build a culture that can deal with it: encourage camaraderie.
- A good analogy is that of a family that has meals together: this helps individuals share values, etc.
- Pushing responsibility can be effective. For example, if someone doesn't want to pay a bill because of a problem, show the impact of their inattentiveness to the problem and note the large number of stakeholders (the customer base or the public at large) and how it's not fair that they end up bearing the brunt of that impact.
- Encourage people to sleep on it: think about resolution and see if it sounds good in the morning.

III. Full Group Discussion
- Each group reported their ideas to the larger group; this was facilitated by Dean Hybl.
- Open Q&A. Comparisons and contrasts were made, and relations to ethically sustainable, economically viable organizations were noted.

Dan Wueste: Long-term vs. short-term culture: a healthy culture needs to maintained, nurtured, and transmitted to those who come on board; and short-term employment can affect

this. Observation from participant: It's important to respect short-term employees as part of the family as long as they are here. Keeping turnover low can be indicator of good environment.

Dean Hybl: 4 things stood out in today's discussion:

1. Clarity of issue – identify what that issue or conflict is.
2. Adversarial element – keep it collaborative.
3. Develop a culture that supports a collaborative rather than adversarial approach.
4. Timing component – while some conflicts need to be dealt with right away, others don't; know which sort you are dealing with and act accordingly.

Large group discussion of these points.
- Chick-Fil-A culture: part-time people feel part of it as much as management does.
- Need love in organization, or you won't love your customers. In the culture of an organization, customers are #1 because of the culture of the organization: people feel well treated and in turn treat customers well.