

YOUR TEAM CAN SOAR!

L leading a team can be very challenging, but it can also be very rewarding to you, the team, and the stakeholders your team is serving. Bill George, former CEO of Medtronic and leadership expert, inspires us by saying: "No individual achievement can equal the pleasure of leading a group of people to achieve a worthy goal. When you cross the finish line together, there's a deep satisfaction that it was your leadership that made the difference. There's simply nothing that can compare with that."

I aspire to leave a legacy as a person who helped my teams excel and soar — and I know you do too. I am constantly looking for practical advice from others to help me, and my teams, be more successful. Over the years, I have had the privilege of sharing what I have learned on the pages of this and other trade journals, at conferences, in the university classroom, and elsewhere. I decided to summarize my key learnings in a book.

Reference Book: *Your Team Can Soar!*

I titled the book *Your Team Can Soar!* with the subtitle of: *Valuable Lessons to Help You Lead and Develop High Performing Teams*. Included are 42 lessons organized around three key components of our success: Leadership, Management, and Personal Foundations. Each lesson can be used as a "stand alone," and the book is intended to serve as a reference that can be referred to over and over.

To help us — and our teams — achieve our full potential we must "sharpen our saws." The principle of sharpening our saws is the climatic seventh habit from Stephen Covey's *7 Habits of Highly Effective People*. Abraham Lincoln illustrated the concept by saying, "If I only had two hours to chop down a tree, I would spend the first hour sharpening my ax."

The key for us is to embrace the twin concepts of continuous learning and con-

tinuous improvement. The first step is to continuously be striving to learn. The second step is to put our learning into practice. Jim Rohn encouraged us by saying, "Don't let your learning lead to knowledge. Let your learning lead to action."

Learning and improving should not stop once we reach a certain age. Henry Ford warned that, "Anyone who stops learning

are more committed to the goals and the work, are happy when the team succeeds, and feel part of something significant, all of which increases self-esteem, which in turn increases performance.

Highly cohesive and performing teams possess high levels of team Emotional Intelligence. Emotional Intelligence is defined as encompassing the awareness

"We all leave a legacy. The only question is what kind of legacy will we leave — positive or negative?"
— Wes Friesen

is old, whether at twenty or eighty. Anyone who keeps learning stays young." I am inspired by the example of Pablo Casals, nicknamed "Mr. Cellist." A young reporter once asked, "Mr. Casals, you are the greatest cellist who ever lived. Why do you still practice six hours a day?"

Pablo smiled and replied, "Because I think I'm making progress!"

Your Team Can Soar! was written to be a learning source for you to aid in your personal development and sharpening of the saw. But it was also written to be a tool for you to use with your team and help in their development.

Importance of Cohesiveness in High-Performance Teams

A characteristic commonly seen in high-performance teams is cohesiveness, which is the extent to which team members stick together and remain united in the pursuit of a common goal. Highly cohesive teams

and understanding of emotions. It incorporates the application of this understanding to decision making, regulation, and self-management: these three are all important aspects of teamwork. Studies have shown that Emotional Intelligence has a positive impact on teamwork by making the team more cohesive and higher performing.

How can we strive to build out team's Emotional Intelligence? Research from organizational experts Vanessa Druskat and Stephen Wolff suggests three key practices:

1. Make time for team members to appreciate each other's skills.

Provide opportunities for people to get to know each other better, so they can learn and appreciate each member's skills and personality. Pursue team building activities and mutual learning,

like studying personality styles such as the Big 5, DISC, and/or Myers Briggs.

2. Raise and manage emotional concerns that can help or encumber the team's progress.

It is important to develop comfortable, team-endorsed ways to express and resolve the anger, tension, and frustration that sometimes arises in team efforts. Both humor and playfulness can be helpful tools. For example, at IDEO, team members can toss soft toys over work station walls when feelings run high (sounds like fun!). This serves to lighten the mood, and

is a reminder that the group has established norms for expressing difficult emotions, thereby making them feel less threatening to the individuals and to the group.

3. Celebrate success.

Part of building the Emotional Intelligence of a team includes the expression of positive emotions such as gratitude and appreciation when exceeding expectations. Recognizing accomplishments strengthens a team's identity and spotlights its effectiveness and collective passion for excellence. There are many ways to

celebrate successes — such as team lunches, playing games such as Bunko together, or having an article in the company newsletter.

Your Team Can Soar! has many other ideas that you can use to help develop your team even further, and could be used with your team to study selected lessons together. Leonardo da Vinci challenged us by saying, "I have been impressed with the urgency of doing. Knowing is not enough; we must apply. Being willing is not enough; we must do." My best to you as you apply what you learn, then watch yourself and your team soar to new heights of performance! ■



Wes Friesen is a proven leader and developer of high performing teams. Wes and his teams have earned multiple awards from a variety of organizations over the years. He has extensive experience in leadership and management roles, in both the business and non-profit worlds. He is also an accomplished university instructor and conference speaker. *Your Team Can Soar!* can be ordered from www.Xulonpress.com/bookstore or www.wesfriesen.com (under Book) or an online retailer like Amazon or Barnes & Noble. Wes can be contacted at wesmfriesen@gmail.com

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CHANGE MANAGEMENT: THE KEY TO A SUCCESSFUL FUTURE

One of the most challenging yet important tasks for us in management roles is to effectively lead necessary changes. Change management is not easy — but it's very important and there are tools we can use to be successful.

What is change management? Wikipedia defines it as "an approach to transition individuals, teams and organizations to a desired future state." Let's explore this topic by looking at why change management is important, then we'll explore some tools to help us excel.

Why Change?

We need to change in order to be successful in a future that is different than what we have experienced in the past. President John F. Kennedy drives that point home when he said, "Change is the law of life and those who only look to the past or present are certain to miss the future."

We also need change to continue to improve our teams and better meet the needs of our stakeholders. Often change is not appealing, but it's needed to move ahead. Charles Kettering explained, "The world hates change, yet is the only thing that has brought progress." Let's look at some models and tools to help us successfully lead and manage change.

John Kotter's Eight Step Change Model

Dr. John Kotter is a Harvard Business School professor and leading thinker and author on organizational change management. Kotter's eight step change model is highly regarded and considered by many to be the definitive change model. His model includes the following eight steps:

1. **Create sense of urgency.** Help explain why change is necessary. Include the problem of the status quo and the desirability of a better future. President Ronald Reagan once quipped, "Status

quo, you know, is Latin for 'the mess we're in.'"

2. **Build the guiding team.** Find effective change leaders. Get the right people in place with the right emotional commitment, and the right mix of skills.
3. **Create a vision for change.** Really explain the "why" for the change, and then develop an understandable vision and strategy to achieve the vision.
4. **Communicate the vision.** Communicate the vision frequently and powerfully. Address people's concerns and anxieties openly and honestly.
5. **Remove obstacles.** Take action to quickly remove barriers. Recognize and reward those who are making change happen, and identify resisters and help them see what's needed for success.
6. **Create short-term wins.** Nothing motivates more than successes, so celebrate positive achievements. One of my key principles is that "success breeds success."
7. **Keep change going.** Embrace and promote the philosophy of continuous improvement. Set goals to build on the momentum you've achieved.
8. **Make change stick.** Reinforce the value of the successful change, and make sure relevant policies, procedures and practices are being followed.

ADKAR Change Model

Prosci's ADKAR model is a coaching tool to help guide employees through the change process. ADKAR has ability to identify why changes are not working and help you take the necessary steps to make changes successful. ADKAR stands for:

A = Awareness of need to change
D = Desire to participate and support the change
K = Knowledge of how to make the change
A = Ability to implement the change
R = Reinforcement to sustain the change

The ADKAR components are progressive — in other words, the first step in the change process is Awareness for the need for change, then Desire to participate and support the change, etc.

You can periodically survey your employees and evaluate how they are coming along in the change process. For change to be successful, we need to help lead all of our team members along each of the change steps.

Leadership Role in Implementing Change

Multiple studies have concluded that the number one key to a successful change initiative is effective leadership and management sponsorship. Leaders need to communicate, advocate and ensure overall awareness of the change process.

Following are important roles for leaders to fill well:

Communicator: Communicate with change leaders, project team and key stakeholders. Explain why the changes are needed and risks of not changing. Correct misinformation as it arises.

Advocate: Demonstrate support for the change through words and actions.

Liaison: Balance the needs of both project and business teams to achieve goals.

Coach: Coach employees through the change process. Includes coaching people to prepare for changes in their roles and explaining new performance expectations.

Resistance Manager: Identify and manage resistance. Respond to questions and concerns.

Personal Change Management Example

About three years ago I had a change in management responsibility and inherited some teams that needed to make some changes. Recent benchmarking had confirmed that the teams were very effective and did quality work. But benchmarking also confirmed that the teams were not as efficient as some of our peers.

The starting place for effecting change is to make the case for change. In this case, we emphasized the need to become more efficient based on what was best for our key stakeholders. Customers would benefit by paying less for the services we provide. Shareholders would benefit from lower costs. Employees would benefit from being part of industry leading teams that would not be future targets to be outsourced (i.e. higher job security).

To become more efficient we needed to reduce staff, and have reduced 20% of our staffing all through attrition — no involuntary lay-offs! To accomplish this, we have clarified expectations, increased performance monitoring and coaching, and provided extra doses of positive reinforcement. Some members of the teams were at or nearing retirement and decided it was a good time to retire — which ended up being a win-win for them and the teams.

Intentionally working through the ADKAR process, and being intentional about having supportive change management has been key to a successful change. I am especially gratified by two facts: 1) Our performance metrics have not suffered, and in fact in some cases have improved, and 2) A recent job satisfaction survey showed that overall job satisfaction was actually slightly higher than it was before the change effort! Much of the credit rests with the team supervisors who have done excellent working showing high levels of care and accountability.

Managing change is not easy — but if done well pays huge dividends for all involved. Good luck as pursue changes that add value to your team and its stakeholders!

PS. I will be speaking this Spring at National Postal Forum (session titled: How to Develop High Performing Teams) and MAILCOM (sessions titled: Your Team Can Soar! and Best Practices of Great Leaders). Maybe I will see you at one of these great conferences! ■



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GOAL SETTING: OUR KEY TO A BETTER FUTURE

Do you want both you and your team to rise to new levels of achievement and success? Embracing goal setting may be the tool you need. Goal setting is the process of developing outcomes (goals) that serve as the aim of an individual or team's actions. Goal setting costs little but is a very valuable means to accomplish the end result of greater success.

Setting goals increases motivation. Muhammad Ali illustrated this by saying, "What keeps me going is goals." Multiple studies concluded that giving people specific goals to achieve, rather than telling them to do their best, increases their motivation.

Setting goals increases achievement. Brian Tracy emphasizes this point when he stated, "Goals are the fuel in the furnace of achievement." Earl Nightingale adds support when he said, "People with goals succeed because they know where they are going." Many studies show that setting goals increases success rates in a wide variety of settings.

Goal Setting Guidelines

Zig Ziglar emphasized the importance of goal setting by advising, "A goal properly set is halfway reached." There have been a number of research projects that provide us with the guidelines to make goal setting work for us. Research tells us:

1. Set challenging yet attainable goals. More difficult goals lead to higher performance than do easy goals — as long as the goal is seen as realistic and attainable. Michelangelo observed, "The greater danger for most of us isn't that our aim is too high and we miss it, but that it is too low and we reach it."

For example, assume you are currently producing five widgets per day. A goal of producing six per day may motivate you to work a little smarter and/or harder to reach

the goal. However a goal of 10 widgets may be considered impossible to achieve and discourage you.

2. Set specific goals. Specific goals are more likely to lead to higher performance than goals that are vague or very general. Research indicates that specific goals, such as producing six widgets per day, are more motivational than a general "Do your best" goal.

3. Provide feedback on goal accomplishment. People like to know where they stand and whether they are on course or off course in their efforts. Getting specific feedback on our actual results versus the goal can encourage us to step up our efforts if we are running behind the goal. Or if the feedback shows we are meeting or exceeding the goal, we will be motivated to keep up the good work.

4. Build goal acceptance and commitment. People work harder for goals they accept and believe in; they resist goals forced regarding them. Remember the key principle, "Change imposed is change opposed." Participating in the goal setting process helps build acceptance and commitment — the all important "buy in."

Research shows that we must be able to accomplish the goals and feel confident regarding those abilities. In our widget example, if we have a goal to produce 10 per day, but we believe that our abilities

are insufficient for the task, we will lack the confidence to work hard to achieve the goal.

5. Clarify goal priorities. People appreciate expectations that are clear as to which goals should be accomplished and which goals are of the highest priority. It is valuable to explain the "why" behind the goal priorities and to emphasize the benefits of meeting the goal. In explaining the why, I found it useful to tie back to benefits to one or more of our key stakeholders: investors, customers, employees, and the community.

6. Reward goal accomplishment. Motivational expert Bob Nelson counsels, "You get what you reward. Be clear about what you want to get and systematically reward it." By rewarding positive accomplishments, we are increasing the probability of future positive accomplishments. Remember the principle that "success breeds success."

Set SMART Goals

A SMART goal is a helpful acronym that defines characteristics of good goals. A SMART goal is:

Specific
Measurable
Ambitious yet Attainable
Relevant
Time specific

"The victory of success is half won when you are in the habit of setting and achieving goals." — Brian Tracy

Let me share some examples of SMART goals. Assume you are a mail professional and want to expand your knowledge and further your career. A SMART goal could be to "Pass the CMDSM certification by March 31, 2017." As I am writing this, I am teaching a cohort of university students who have a SMART goal to "Graduate with a B.S. degree in Business Administration from George Fox University by December 17, 2016."

Put Goals in Writing

Writing the goals down gives them more importance and formalizes the agreement. Studies have shown that writing down goals increases the probability of

their achievement. One such study by Dr. Gail Matthews, a psychology professor at Dominican University in California, included a wide range of 267 professionals. Those professionals that wrote their goals down were 42% more likely to achieve them! Adding accountability worked even better. Those who translated their goals into actions, made a commitment to a friend, and provided weekly progress reports increased goal achievement by 78%!

Have an Action Plan

Setting goals is very important, and to make our goals a reality, we need to have action plans to ensure achievement of the goals. Tom Landry emphasized this by say-

ing, "Setting a goal is not the main thing. It is deciding how you will go about achieving it and staying with that plan."

Involve your team members in building action plans — you will gain their ownership and end up with better quality plans. As we know, often the best ideas come from the people on the front lines doing the work, not those of us in management roles that are not as close to the action.

In closing, remember the Yogi Berra quote, "If you don't know where you are going, you'll end up someplace else." I wish you well as you set goals and action plans for yourself and your team, then enjoy celebrating progress as you experience even more success! ■



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DECISIONS, DECISIONS...

One of the key responsibilities for all of us in leadership roles is decision making. Somebody has to make a decision — and that somebody is often us! Let's explore some key concepts of decision making, and we'll look at an approach that may be helpful to us.

The first concept is the distinction between "programmed" versus "non-programmed" decisions. Programmed decisions are repetitive, well-defined, and can be resolved by following existing procedures. Examples of programmed decisions include when to reimburse for travel expenses, how to fill an open position, and how much to pay for overtime work.

Non-programmed decisions are more challenging because they are unique and sometimes poorly defined, and no procedure exists for solving the problem. Relying on our intuition and experience may be adequate for "simple" non-programmed decisions. But for the more complicated non-programmed decisions, we need more than just intuition to make optimal decisions. We need to add rational decision making, which is based on systematic analysis of a problem followed by choice and implementation in a logical sequence.

One simple rational approach that sometimes can help us is the pro versus con method that was originally popularized by Benjamin Franklin. This approach involves writing down a list of reasons for or against a particular decision. You can then whittle down the list to the most salient points and subsequently make your decision.

Many of our decisions will require a more elaborate approach. Following is a rational decision making model that you may find helpful.

Rational Decision Making Model

The model follows an eight step approach, which has been modified from a model formulated by Dr. Richard Daft. Here are the

eight sequential steps and a real-life example involving one of my teams:

1. Monitor the decision environment and identify a problem.

A manager monitors information that indicates a deviation from acceptable behavior or results. For example, I had a team that I started managing that was not meeting their expected service level standard of same-day processing of transactions. The new supervisor recognized the deviation too, so we agreed we had a problem to resolve.

2. Define the decision problem.

The manager responds to deviations by analyzing essential details of the problem. This can include looking at why current performance is not acceptable and a high-level analysis of potential causes. In my example, when the team does not meet the expectations of same-day processing of transactions, internal and external customers are adversely impacted. The cause appeared to be that the team was understaffed.

3. Specify decision objectives.

The manager determines what performance outcomes should be achieved by a decision. The decision objective for my example was for the team to find a solution so that all transactions could be processed same-day and within targeted accuracy levels.

4. Diagnose the problem.

In this step, the manager digs below the surface to analyze the root cause of the problem. This might include gathering additional information to support the diagnosis. My team was not meeting expectations because they did not have adequate staffing. Inadequate staffing also did not allow for more extensive cross training and pursuit of process improvements that could help meet the desired objectives.

5. Develop alternative solutions.

Before a manager can move with a decisive action

plan, she must have a clear understanding of the various options available to achieve the desired objectives. The supervisor and I came up with three alternatives to meet the need for increased staffing: 1) Have the staff work ongoing overtime; 2) Hire regular employees; or 3) Add temporary contingent workers (contractors).

6. Evaluate alternatives.

This step may include the use of statistical techniques, personal experience, and advice of others. The merits of each alternative are evaluated, as well as the probability it will achieve the desired objective. In the example, alternative number one (working overtime) could help in the short run but would not be sustainable longer term and could lead to staff burnout. Alternative number two, hiring regular staff, would help meet the objective but would be hard to get approved, and would lead to a long-term labor cost increase that may not be needed. Alternative number three, adding contingent staff, would help meet the objective and give us future flexibility.

7. Choose the best alternative.

This step is when the manager chooses the single alternative that has the best chance for success. In the example, we chose adding contingent staff. This provided the additional staffing needed to help meet the same-day processing goal, and also enabled cross-training among tasks and some time to look at process improvements. We also maintain future staffing flexibility and can reduce staffing in the future without layoffs or paying severance.

8. Implement the chosen alternative.

This is where the rubber meets the road. This is the core of the decision making process because any decision that isn't successfully implemented is a failed decision, no matter how good the chosen alternative looks on paper. In the example case, we

brought on contingent staff, and now we have completed additional cross-training, process improvements, and are consistently meeting the same-day processing objective with exceptional accuracy rates.

I suggest a ninth step, which is to evaluate the implementation and take corrective actions as necessary. Often our rationally based decisions work out well, but when they don't, we need to learn from our mistake and make things right.

Look Out for Biases

The reality is that we are all susceptible to biases. Biases can distort our decisions, so it's important to be aware and avoid them. Here are some biases to be aware of:

1. Being unduly influenced by initial impressions. We need to be careful to not allow initial impressions, statistics, or estimates act as an anchor to our subsequent thoughts and judgments.

2. Seeing what you want to see. We frequently look for information that supports our existing instinct or point of view and avoid information that contradicts it.

3. Being overly influenced by emotion. Our emotions can cloud our thinking and negatively influence our decisions — we need to be rational and consider relevant information.

4. Escalating commitment. This is the temptation to "throw good money after bad" — our temptation is to continue to invest time and money in a solution despite evidence that it is not working.

5. Too loss-adverse. Many managers have a tendency to analyze problems in terms of what they fear losing rather than what they might gain. We need to avoid overweighting the value of potential losses and underweighting the value of potential gains.

6. Groupthink. Many decisions are made by groups, and the desire to go along with group members can bias decisions. Groupthink refers to the tendency of people in groups to suppress contrary opinions.

One antidote to the above biases is to pursue evidence-based management. Evidence-based (aka fact-based) management means a commitment to make more informed and intelligent decisions based on the best available facts and evidence.

Another antidote is to encourage dissent and diversity, which is especially important the more complex the circumstances are surrounding a decision. Sometimes it's helpful to assign a devil's advocate or have a group time of "black hat" thinking (asking what's bad or can go wrong with the proposed idea). The purpose is to challenge the assumptions and assertions of the group and ensure decisions have been thoroughly vetted. ■



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CONFLICT: A POTENTIAL BLESSING IN DISGUISE

Conflict is an inevitable part of human relationships and exists in every organization and team. The good news is conflict handled well can be healthy and lead to greater successes. Bad news is that conflict handled poorly can result in employee dissatisfaction, lower productivity, poor customer service, increased employee absenteeism and turnover, increased stress and, in the worst case, litigation based on claims of harassment or hostile work environment.

Let's start with a discussion of when conflict can be healthy. Healthy conflict occurs when there is a work environment where people can voice disagreements and have candid conversations about the important issues at hand. A healthy exchange of ideas and different viewpoints can result in sharper analysis, more creativity and well-crafted initiatives moving forward. Steve Goodier speaks to the value of different perspectives when he said, "We don't get harmony when everybody sings the same note. Only notes that are different can harmonize. The same is true with people." The key is to disagree without being disagreeable, and once decisions are made to have everybody support them.

Since there is potential for conflict to bring benefits when handled well, let's look at some keys to resolving conflict.

Keys to Resolving Conflict Well

Here are some guidelines to resolving conflicts and gaining some benefits when they arise:

1. View Conflict as an Opportunity. Leadership guru Warren Bennis cuts to the chase by saying, "Leaders do not avoid, repress, or deny conflict, but rather see it as an opportunity." Healthy conflict resolution can improve the quality of our processes, initiatives and relationships — and make our teams stronger.

"We can work it out. Life is very short, and there's no time for fussing and fighting my friends."

—John Lennon & Paul McCartney

- 2. Pick Your Battles.** Some conflicts are minor and will resolve themselves without our intervention. Sometimes the best action we can take is no action.
- 3. Hit Conflict Head On.** If a conflict is important enough to be addressed, don't avoid it but take it on and drive to a peaceful resolution. Unresolved conflicts can escalate and become harder to resolve as time drags on — so we are wise to resolve sooner versus later.
- 4. Stay Calm.** Conflicts escalate when we get angry. And we tend to stop listening to understand as we get angry. To remain calm it's helpful to look at the big picture and realize that most disputes eventually get resolved and very few have long-lasting consequences.
- 5. Listen to Understand.** One of Stephen Covey's 7 Rules of Highly Effective people is to "Seek first to understand, then to be understood." Dean Rusk counseled, "One of the best ways to persuade others is with your ears — by listening to them." By active listening we dignify people and give them a chance to fully share their perspectives. We also build the foundation that can lead to acceptable resolutions.
- 6. Ask Good Questions and Gather Information.** Few conflict situations are clear cut, so we need to ask good questions and gather information before jumping to conclusions. Good questions focus on asking what happened and soliciting relevant information. Open-ended questions such as, "Can you tell me what happened?" can draw out useful information in a non-judgmental manner.
- 7. Attack the Problem, not the Person.** Personal attacks backfire as Abigail Van Buren emphasized when she said, "people who fight fire with fire usually end up with ashes." Remember the goal is to resolve the conflict and underlying problems, not to punish the people who are involved in the conflict.
- 8. Identify Points of Agreement and Disagreement.** Henry Ford observed: "If there is any secret of success, it lies in the ability to get the other person's point of view and see things from that person's angle as well as your own."
- 9. Look for the Win-Win.** Edwards Deming encouraged us to: "Adopt a new philosophy of cooperation (win-win) in which everybody wins." Greg Anderson explains "The Law of Win/Win says 'Let's not do it your way or my way; let's do it the best way.'"

10. Be Creative. Try brainstorming and thinking outside the box to find creative resolutions. Being creative with resolutions takes longer, but can yield a true win-win solution.

11. Focus on the Future, not the Past. The secret to conflict resolution is to treat it like problem solving and focus on what can be done to resolve the immediate problem at hand. Once that is done, look at the past to analyze what went wrong and then identify improvements so that future results meet expectations.

12. Celebrate Agreement. Reaching mutual agreement on what we will do to resolve the conflict is often stressful and hard work! Reaching agreement is also valu-

able and worth taking the time to celebrate — which may be as simple as a hand shake, fist bump or high five.

13. Develop a Resolution Plan. Once we have mutually agreed upon the resolution to the conflict we need to document a resolution plan so there are clear actions steps and assignment of responsibilities. Having a plan will increase the probability of the resolution being implemented as agreed upon.

14. Execute the Plan and Follow-Through. Plans by themselves have little or no value unless they are executed. This is an extremely important step that we sometimes fall short. We need to diligently "plan the work **then** work the

plan" as my former boss and mentor Bruce Carpenter emphasized.

15. Reflect and Derive Lessons Learned. After the resolution plan is executed and the dust settles there is great value in taking time to reflect and identify lessons learned. Much of the value that comes from conflicts is the after-the-fact reflection and identification of lessons learned that can help us be better managers and improve the success of our teams in the future.

Most of us don't like when conflict happens, but when it does let's look for the hidden blessings and use as an opportunity to make ourselves and our teams stronger for the future! ■



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