



# PROACTIVE RESOLUTIONS™



**Cutting the Costs of Conflict**

**ProActive ReSolutions** builds respectful workplaces through prevention programs and incident management.

This issue continues its review of the Early Warning Signs of workplace conflict. The best managed companies on the planet stay in top form by watching these signs closely.

Keep your eyes peeled—a respectful workplace is closer than you think.



## Top of Mind



more robust levels of collaboration and respect. Your halls should be brimming with productive, focused and vibrant individuals. Whether this seems familiar or farfetched, you can never aim too high.

The attention part can be a little trickier. But here's some advice: instead of focusing on the problem, why not pour equal — or greater — energy into the solution?

Celebrate the successes and support the individuals and workgroups leading the pack. Like attracts like.

Share your intention, then pay attention — here comes two-thousand-GREAT!

**Judy Brooks**  
*Managing Director*



**F**orget the clichés, January is the perfect time to envision how you want your workplace to look in the coming year. Ask yourself: "What is my *intention* and where will I put my *attention*?"

The intention part is easy. It should always be to take your co-workers and compatriots to higher,

THE NEW YORK TIMES BESTSELLER

## BETWEEN THE LINES

LOVE IS THE KILLER APP

HOW TO WIN BUSINESS AND INFLUENCE FRIENDS



TIM SANDERS

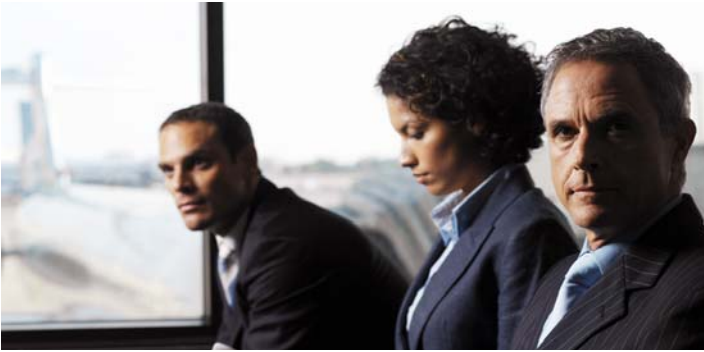
### Love is the Killer App: How to Win Business and Influence Friends

*By Tim Sanders*

Warning: this is a serious book (with a heart on the cover). You'll catch not a whiff of trite as Tim Saunders, director of Yahoo's in-house think tank, walks us through the crucial (and insightful) elements of highly-functioning individuals and teams. Adjusting our internal settings to ones of compassion and respect — and putting others first — means everyone wins in the end. Brilliant anecdotes, mixed with both practical and offbeat advice from a guy who knows what he's talking about.

(Approx. \$10 @ Amazon.com)

# The Early Warning Signs continued



**A**s promised, here are the final six warning signs of workplace conflict. Take a walk through your halls and see if you can spot any of the indicators listed below. The good news: you can fix any one of these warning signs and stop it from getting worse.

## PEOPLE AREN'T WORKING COOPERATIVELY

They are failing to share information, to involve each other in decision-making and to support each other in getting the work of the organization done.

*As a Cause of Conflict:* When others don't keep us in the loop or treat us as members of a team, we start to see them as working against us rather than with us.

*As an Effect of Conflict:* Intense conflict acts as a barrier to the sort of cooperative communication that organizations rely on to succeed and thrive.

## PEOPLE ARE TALKING DISRESPECTFULLY

They are talking in clipped tones to each other, rolling their eyes in meetings, turning away while others are talking, and trying to talk over each other.

*As a Cause of Conflict:* When others talk rudely to us, roll their eyes, turn away while we are speaking to them or try to talk over us, we become angry, frustrated and resentful – and respond in kind.

*As an Effect of Conflict:* Intense conflict makes us see others as not deserving of our respect, and our respectful behavior.

## PEOPLE ARE GOSSIPING ABOUT EACH OTHER

They are repeating stories about others, referring to each other by unflattering names, and talking each other down.

*As a Cause of Conflict:* When we have a sense that others are talking about us this way, it can make us feel isolated and attacked – and inclined to act defensively.

*As an Effect of Conflict:* When we feel people have been treating us unjustly, we are inclined to talk badly about them to others.

## PEOPLE ARE EXCLUDING EACH OTHER

They are sitting in cliques at coffee breaks, or “secretly” arranging gatherings to which a few people are very specifically not invited.

*As a Cause of Conflict:* When we feel a group doesn't like us and is ganging-up against us for no apparent cause, we can feel embarrassed, angry and upset.

*As an Effect of Conflict:* Conflict can bring people together in factions against individuals they see as being problems in the workplace.

## PEOPLE ARE LAYING FORMAL COMPLAINTS

They are initiating/filing complaints and grievances against each other.

*As a Cause of Conflict:* Investigations, disciplinary proceedings, and adjudications don't bring people together – they drive people further apart.

*As an Effect of Conflict:* When we feel there is no other way to get our concerns addressed, we use the only recourse left to us. These processes are usually much more about problems in workplace relationships than around real concerns over extreme behaviors.

## PEOPLE'S BEHAVIOURS ARE ESCALATING

They are “raising the stakes” in problematic behaviors.

*As a Cause of Conflict:* When we see things spiraling out of control in a workgroup with no one stepping in to address the situation, we can feel unsupported and left to react defensively on our own.

*As an Effect of Conflict:* When there is no other recourse available to us to address perceived instances of unprofessional or even hostile behavior, we can feel as if we have no choice but to respond in kind to make someone back off.





## in the MEDIA

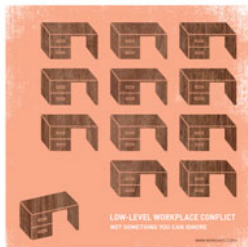
# douglas VICTORIA'S BUSINESS MAGAZINE

### “Cutting The Costs of Workplace Violence.”

by Val Litwin

September 2007

We’ve all done it — kibitzed about coworkers behind their backs. And it wasn’t to say we like their shoes. In this article, ProActive’s experts warn against seemingly benign behaviors that can erode an entire business culture. But taking responsibility is key: by failing to speak out against inappropriate behavior we offer our implicit approval.

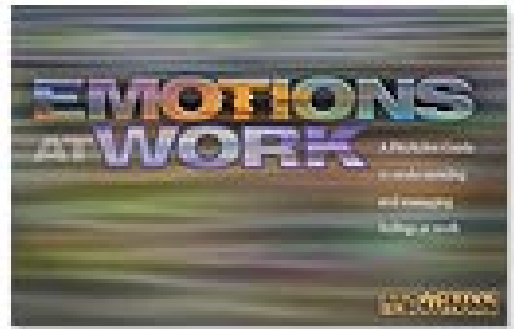


### “Low-Level Workplace Conflict: Not Something You Can Ignore.”

by Mary Anne Gorman

January 2008

ProActive claims another cover story with an enlightening piece that echoes the importance of catching conflict while still in its infant state — gossip before it becomes harassment, for example. ProActive’s Workplace Conflict Ladder outlines how a lack of diligence with workplace policy can escalate into more serious human rights issues. The moral of the story? Nail the preventative fundamentals and enjoy a respectful workplace.



### FEATURE PRODUCT: Emotions At Work

This convenient, well-researched manual augments any training session perfectly and can be used as a personal study guide. Employees and employers learn to manage and understand their own feelings and respond more constructively to their colleagues.

Price: \$3.00 CDN / booklet



## Cutting The Costs of Conflict Worldwide



### Australian Office

Suite 202—147 King Street  
Sydney, NSW 2000  
Tel: 011.612.9221.0446



### Canadian Office

142-1020 Mainland Street  
Vancouver, BC V6B 2T4  
Toll Free: 1.877.585.9933



### USA Office

PMB305 105~4152 Meridian St.  
Bellingham, WA 98226-6475  
Toll Free: 1.877.585.9933