

PROACTIVE RESOLUTIONS™

CONFLICT MANAGEMENT



ProActive ReSolutions Inc. gives companies the tools they need to avoid or manage conflict. We deal with issues such as respect, emotions and even violence in the workplace.

ProActive ReSolutions is internationally recognized as a leading firm in preventing and managing workplace conflict. The company has offices in Australia, the U.S. and Canada, including a recently-opened franchise in Edmonton, Alberta, with further plans to expand across Canada and other international markets.

CUTTING THE COSTS OF *WORKPLACE CONFLICT*

In this issue...

Australia Spring/Canada & USA Fall 2006	
Our Valued Clients	Page 2
PRI News	Page 2
Leadership in Conflict	Pages 2-3
How PRI Can Help	Page 3
Have You Met Kang Yet?	Page 3
The Back Page	Page 4



WE WELCOME CHRISTINE!

Christine is operating our first franchise office in Edmonton, Alberta. With the successful establishment of our Sydney, Australia office in 2005, ProActive ReSolutions extends our reach into Alberta's rapidly growing market. Our well-established firm, with headquarters in B.C., has been operational in Edmonton since June 1st.

ProActive ReSolutions has developed an international reputation with comprehensive range of products, services and expertise.

As our rapid, worldwide growth continues, ProActive ReSolutions' services are in demand in Canada, the US, Australia and Europe. The new Alberta franchise, to be run by Christine Piquette, will now offer high quality risk assessment, conflict management and violence prevention to businesses and government organizations in Alberta.

Judy Brooks, Managing Director, is certain that ProActive ReSolutions will continue to grow at an exceptional rate. "We have experienced such fast growth over the past two years. We have definite plans for further expansion which will include additional franchises and joint ventures. We are very excited about this first franchise office and we are eager to develop more franchise opportunities in key North American locations over the next one to two years. These steps are central to our strategy for continued rapid growth."



A 2005 UK survey by Roffey Park found that "78% of managers are suffering from work-related stress, 52% have experienced harassment, 46% have seen an increase in conflict at work." In fact, it is estimated that more than 65% of performance problems result from strained relationships between employees — not from deficits in individual employees' skill or motivation.

In this issue, we stress the importance of leadership role to minimize interpersonal conflict at workplace. A leader succeeds when he/she undertakes 'proactive' methods in both preventing and managing conflict. On that note, we recognize & appreciate all the clients who have benefited from working with us in the last quarter.

Thank you! 

Judy Brooks
Managing Director



Judy Brooks

"We are very excited about this first franchise office and we are eager to develop more franchise opportunities."

Thank you to all our valued clients who we worked with in the second quarter of this year, including the following:

AUSTRALIA	 ACT Government	Civic Square, ACT
	Ambulance Service of NSW	Rozelle, NSW
	AMP Capital	Sydney, NSW
	Australian Tax Office	Civic Square, ACT
	Attorney General's Office	Sydney, NSW
	Australian Business Ltd.	North Sydney, NSW
	Catholic Development Fund	Wagga Wagga, NSW
	Centrelink	Woden, ACT
	Child Support Agency	Canberra, ACT
	Department of Defense	Liverpool Military Area, NSW
	FairField City Council	Wakeley, NSW
	HMAS Stirling Canteen	Rockingham, WA

CANADA	 Cerdian Canada Ltd.	Winnipeg, MB
	Correctional Service of Canada	Abbotsford, BC
	City of Fort St John	Fort St John, BC
	City of Langley	Langley, BC
	City of Prince George	Prince George, BC
	Greater Vancouver Regional District	Burnaby, BC
	Hay River H&S Board	NT
	Imperial College	London, England
	Justice Institute of BC	Vancouver, BC
	Lucerne Foods	Burnaby, BC
	Pan Pacific Hotel	Vancouver, BC
	Province of New Brunswick	NB
	Quebecor	Vancouver, BC
	Royal BC Museum	Victoria, BC
	Summit Logistics	Burnaby, BC
	Terasen Gas	Surrey, BC
	Vancouver Police Department	Vancouver, BC
	Veterans Affairs	Charlottetown, PEI
Worksafe BC	Richmond, BC	

USA	 Abrams & Sperling	Los Angeles, CA
	Conoco Phillips	AK
	Maricopa County	Phoenix, AZ
	PAR Inc	Lutz, FL
	PARSAC	Sacramento, CA
	Saint Gobain	Muncie, IN
	State of Iowa	Des Moines, IA
	University of Missouri	Columbia, MO
	US Customs	International Falls, MN

PRI News:

Judy Brooks was nominated for Ernst & Young Entrepreneur of the Year! Ernst & Young Entrepreneur Of The Year® awards recognize the leaders who build and sustain world-class businesses that are a testament to vision, leadership, achievement, and social responsibility.

Judy Brooks graduated from the FWE (Forum for Women Entrepreneurs) E-series Forum for Women. The mission of E-Series is to provide female entrepreneurs educational exposure to successful business persons and professionals, enhancing their ability to take their company to the next level.

Dr. Stephen Hart spoke at ATAP Conference. ATAP (the Association of Threat Assessment Professionals) is a non-profit organization with purpose of exchanging ideas and strategies to address issues such as stalking, threats, and homeland security. At recent ATAP Conference held at Disneyland Hotel in California from August 15th to 18th, Dr. Hart spoke on the issue of Professional Guidelines for the Assessment and Management Risk for Stalking.

LEADERSHIP IN CONFLICT

Conflict, at some level, is always a matter of leadership. This is as true in terms of “how we got to this situation” as it is of “how we get out of here”.

Take a recent example from our work with a small manufacturing plant. The 6-member “a shift” maintenance team has been experiencing problems for a couple of years. Terry, the Maintenance Manager, complains that two workers, Sam and Kwan, are at war with each other; Kwan is petulant and angry all the time, refusing to talk to Sam or to work along side him, while Sam responds with sarcastic digs to Kwan’s face, and negative talk about Kwan behind his back. Others in the work-group have lined up with Sam, and tempers are constantly at a boiling point. The group moves through cycles of poor behaviour such as yelling and swearing. The other day, a highly animated, toe-to-toe screaming match broke out between Kwan and Sam, prompting Terry to send



both home. Now the rest of the team - seeing Kwan as the problem and Sam as an innocent victim - is engaged in mutinous mutterings about Terry’s reaction to the situation. The HR manager, Ralph, is really concerned because Terry appears to be at his wit’s end. In cases like these, it is easy for managers to focus on a few clear and distinct examples of bad behaviour on the part of individual employees rather than to focus on the “big picture”. The result of this narrow focus will inevitably be poorly designed and implemented responses. Here, it was easy for Terry, Ralph and others to assign blame for the present

Continues on page 3 →

situation to Kwan, and a lesser extent, Sam. Thereafter, certain solutions seemed immediately apparent, up to and including termination. It was less easy for those same managers to even contemplate the questions, “what did we - each of us - contribute to the situation?” and “what were the effects of our contributions?”, before coming to decisions about how to make the situation better.

Terry and other managers had in fact contributed directly to the existing situation in a number of ways:

- They were not proactive in monitoring the state of relationships in the workgroup on an ongoing basis.
- They missed various earlier opportunities to name and address problem behaviours over the preceding two years.
- They were part of the “social context” that tolerated the problematic behaviours up to the present time.
- They never did inquire as to how the problematic behaviours affected other members of the workgroup.

Often managers’ contributions to conflict situations do not arise from bad intentions, or even from a general lack of skills. Most cases that we see actually involve well-intentioned and otherwise highly skilled managers, who can deal effectively with 95% of the problems they encounter, but have run into one of those 5% of the problems that they do not know how to deal well with.

None of this is to say that Terry was to blame for Kwan’s behaviour or for Sam’s – each of those individuals can and must be

held responsible for his own actions. At the same time, Terry and others need to demonstrate accountability for their own unhelpful actions and inactions.

For this workgroup to move forward, Terry and other managers in the workplace are going to have to become far more comfortable with actively naming and dealing with issues as they arise. They do not have to have the answers to every issue at all times. However, they do have to be passionate and engaged in creating a comfortable workplace for everyone. Moreover, they have to demonstrate a commitment to ensuring problems are addressed somehow, even when it means calling in outside help.

The lesson? Leaders play a role when a group gets into conflict. They have an essential role in getting the group out of conflict. 



For information on how to resolve or manage workplace conflict, please e-mail us at info@proactive-resolutions.com or call us at 1-877-585-9933.

¿ HAVE YOU MET KANG YET?



¿ Have You Met Kang Yet?

 lease join us to welcome our intern, **Kang Won Choi**, at PRI’s Vancouver office.

Kang is a senior student at the University of British Columbia, studying History and International Relations. He has been with PRI since April this year. For your curiosity, we asked him a few questions:

What has been the best decision of your life so far?

My best decision so far has been living in Canada away from home. It was 6 years ago when I had my first step into Canada to pursue high school & post-secondary education. Coming from half-way around the world, Korea, living in Canada has definitely broadened the way I see the world, and has allowed me to appreciate different cultures people bring into one place.

¿ Have You Met Kang Yet?

Favourite book—and why?

It does not hurt to say that all the books I read in English are related to the courses I take at UBC. Of those books, I recommend *Holy War, Inc.: Inside the Secret World of Osama Bin Laden* by Peter Bergen. The author has extensive knowledge of Bin Laden and his Al Qaeda. Bergen also met with Bin Laden years before 9/11. Interesting... eh? ☺

Where would you like to visit next?

I still haven’t been to the Rockies! Can you believe that? 

How ProActive ReSolutions Can Help

Workplaces are frequent sites of threats and violence carried out by:

- | | |
|-----------------------|-------------------|
| § Disgruntled workers | § Abusive spouses |
| § Obsessive stalkers | § Angry clients |

Incidents like these can cause fear, distress and disruption in the workplace. When they happen, employers can and must do more than just call the police!

ProActive ReSolutions Inc. provides world class expertise in helping clients understand and respond to threats of violence in the workplace.

We are global leaders in threat assessment & threat management.

The Back Page

A Health & Wellness Newsletter



Managing Your Work Related Back Pain# **BodyLogic™** Health Management

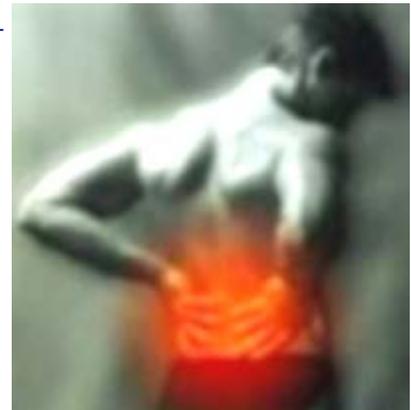
The foundation of BodyLogic's educational programming is BackLogic, our back injury prevention program. In the classroom, as part of information gathering, we ask employees what their personal experience is with back pain: if they have experienced back pain; what they do to relieve their back discomfort; and what they think caused their back problem. Jokingly or not, most employees respond ... "My job caused my back pain." According to low back pain expert Stover H. Snook, PhD. CPE., a professor at Harvard University School of Public Health in Massachusetts, these employees might be right or they might be wrong. The National Academy of Sciences and the Institute of Medicine has stated that there appears to be a clear relationship between occupation and low back pain but according to professor Snook "... there are others who feel otherwise. A Swedish orthopedic surgeon who has done a lot of work in this area, (A.L.) Nachemson, concluded there is a relationship between the two, but it is only a weak relationship."

There are multiple studies and opinions on the causes of back pain. Some of the studies suggest the following:

- Age
- Family History
- Genetics
- Spinal Damage

And then there are the actions associated with back pain and often cited as the cause:

- Lifting
- Pushing, pulling heavy objects
- Twisting
- Bending



Even for researchers and experts in the fields there seems to be no consensus as to the root causes.

So the question becomes: how do we prevent back injuries in the workplace, manage costs and maintain productivity? According to Professor Snook, "we can **control the design of the job, behaviors and beliefs**, and disability can be managed. He sees an important role for ergonomics in each of the three areas. And good ergonomic design pays dividends. Professor Snook cited data showing it can prevent about 20-40 percent of work-related low back pain, depending on the nature of the job. The data also shows changing personal behavior and beliefs can reduce low back pain claims and medical costs by about 15 – 20 percent.

For more information on how to manage your workplace injuries, please visit www.backlogic.com
or call 1-800-887-8018 and ask about BackLogic and, ErgoLogic.

**PROACTIVE
RESOLUTIONS™**
CONFLICT MANAGEMENT



Cutting the Costs of Workplace Conflict

info@proactive-resolutions.com

Australian Office ::

Suite 202 - 147 King Street
Sydney, NSW 2000
Australia
+61 02-9221-0446

Canadian Office ::

142-1020 Mainland Street
Vancouver, BC V6B 2T4
Canada
1-877-585-9933

United States Office ::

P.O. Box 428
Warroad, MN 56763
USA
1-877-585-9933