

Greg Giesen & Associates

Presents

Ask Dr. Mac



With Greg Giesen

www.askdrmac.com

Ask Dr. Mac Handouts

About Greg Giesen

Greg Giesen has been involved in management development and training since 1980. With a masters degree in personnel services and counseling from Miami University, Greg spent nine years counseling, training and implementing programs as the director of student activities on the campuses of Washington University and the University of Redlands. Following his higher education experience, Greg joined the world headquarters' staff of Toastmasters International, where he managed the membership and club development department.

Greg came out to Colorado in 1990 where he joined the management development department at Mountain States Employers Council. During his tenure at MSEC, Greg designed and presented over twenty different training courses to member companies throughout the United States.

In 1998, Greg created Greg Giesen & Associates, Inc., a leadership and management development organization out of Highlands Ranch, Colorado. His company's specific focus areas include:

- **Keynote/Motivational Speaking**
- **Employee Conflict Resolution**
- **Management Coaching**
- **Team Building**
- **Executive Team Retreats**
- ***Leading From Within* Workshop**

Greg is also the architect and lead-facilitator for the workshop, **Leading From Within**, a highly successful three-day, three-night intensive leadership development workshop designed to help participants achieve optimal performance as a leader in both their personal and professional lives. Now in its eleventh year, Leading From Within was recently awarded Best Practices in Training Programs by the American Society for Training & Development.

In addition, Greg teaches graduate courses at the University of Denver in the areas of public speaking, leadership, organizational conflict, and team development and was recently honored with the distinction of *Master Teacher*. He has also written three books on Creating Authenticity, including his latest book, *Ask Dr. Mac: Take the Journey to Authentic Leadership*. *Ask Dr. Mac* recently won a bronze medal for best business fable from the 2008 Axiom Business Books Awards. Greg can also be heard weekly on his talk show, *Leading From Within*, on www.LATalkRadio.com.

Greg Giesen's Keynote/Motivational Topics:

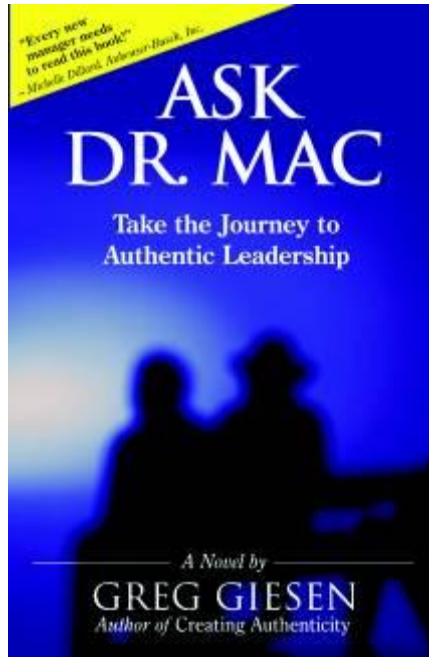
- Conflict in the Workplace: Who's to Blame?
- Authentic Leadership: Five Keys to Living and Leading Life with Purpose & Passion.
- Eight Simple Rules to Resolving Conflict and Improving Relationships.
- Playing With Purpose: How to Create a Life worth Living.
- Ask Dr. Mac: Answers to Today's Top Employee and Management Concerns.
- New Year's Resolutions: Six Keys to Making Commitments that Stick.
- Tuckman Tweaked: Understanding the Stages of Group Development.

Greg lives with his wife Tanya in Highlands Ranch, Colorado.

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OBJECTIVES

- To provide just-in-time advice on management and employee-related issues.
- To present useful learning models, handouts, and resources designed to help address and resolve issues back at the workplace.
- To provide real-life examples, in-depth discussions and activities to support the advice and guidance provided in the session.



I've learned to see happiness not as something that happens to me, but as something I do; not as something I get out of life, but as something I bring to life.

-Dan Millman

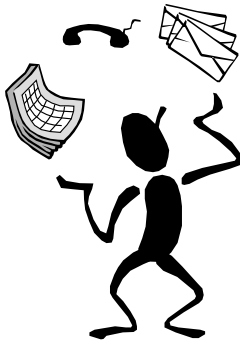
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SOLID GOLDS

Backbone of Society

Characteristics:

- Organized
- Always Prepared
- Decisive / Completion
- Dependable
- Follow the Rules
- Dependable / Punctual
- Loyal
- Detail Oriented
- Punctual
-



Under Stress

- Controlling behavior
- High anxiety / worry
- Judgmental / opinionated
- Complaining and self-pitying
- Rigid
- Obsessive-compulsive

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ADVENTUROUS ORANGES

“Now” Generation (free spirits)

Characteristics:

- Crisis Managers
- Uninhibited
- Spontaneous
Impulsive / Push Boundaries
- Action / Adventure
- Non-Planners
- Change / Variety / Adaptable
- Fun Loving / Playful / Energetic
- Immediate Gratification



Under Stress

- Rude and defiant
- Acting out
- Irresponsible
- Physical aggression
- Use of stimulants
- Running away

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TRUE BLUES

Peacemakers

Characteristics:

- Self-Understanding
- Authentic
- Value-Driven
- Connect-first
- Inspirational
- Interpersonal Skills
- Team Player / Cooperative
- Sensitive to Conflict
- Caretakers
- Want to be Liked



Under Stress

- Withdrawal
- Crying / Depression
- Lying
- Passive / Aggressive
- Personalize things
- Attention-getting behavior
- Yelling and screaming

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CURIOUS GREENS

Challengers

Characteristics:

- Competence
- Intellectualizes
- Innovative Problem-Solver
- Critical / Insensitive
- Independent
- High Achievers
- Challenges Authority
- Complex
- Curious / Inquisitive
- Non-Conformist



Under Stress

- Argue
- Challenge
- Highly critical
- Refusal to comply or cooperate
- Sarcasm
- Perfectionism
- Non-communicative
- Indecisive

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TRUE COLORS CHARACTERISTICS

Category	True Blues	Solid Golds	Curious Greens	Adventurous Oranges
Appreciated for:	Contributions to the whole	Neatness, order and accuracy	Knowledge	Entrepreneur
Esteemed for:	Being a good listener	Being prepared	Discovering new insights	Being in the spotlight
Stressed by:	Feeling artificial	Lack of order	Feeling inadequate	Restrictions
Key Characteristics:	Authenticity	Being prepared	Ingenuity	Personal talent and skill
On the job:	Peacemaker	Ability to follow through	Pragmatic	Flexible
Perception:	Seeing beauty & significance	Orderly	Abstract	Excitement
Primary need:	To be authentic	To provide stability & order	To be competent	To be free
Seek for:	Love & acceptance	Jurisdiction	Insight & knowledge	Freedom
Strive to foster:	Harmony	Traditional values & institutions	Invention	Fun and recreation
Take pride in:	Empathy	Dependability	Competence	Impact
Their highest virtue is:	Loyalty	Responsibility	Strength & determination	Courage
Their overall mood is:	Cheerful	Concerned	Cool & calm	Enthusiastic
Their specialty is:	People	Following through & getting results	Research & strategy	Abundant energy
They are validated by:	Acceptance by others	Being appreciated	Affirming their wisdom	Achieving visible results
They trust:	Their intuition	Order & authority	Facts & logic	Impulses

** Adapted from Colours-Personality I.Q.*

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EIGHT SIMPLE RULES To Resolving Conflict and Improving Relationships

Managing conflict with coworkers doesn't have to be difficult. Below are eight simple rules that should both help you deal with conflict and improve your relationships at work.

Rule 1: See conflict as an opportunity

Rule 2: Choose your battles

Rule 3: Do your homework

Rule 4: Take the initiative

Rule 5: Focus "out" before focusing "in"

Rule 6: Seek mutually beneficial solutions

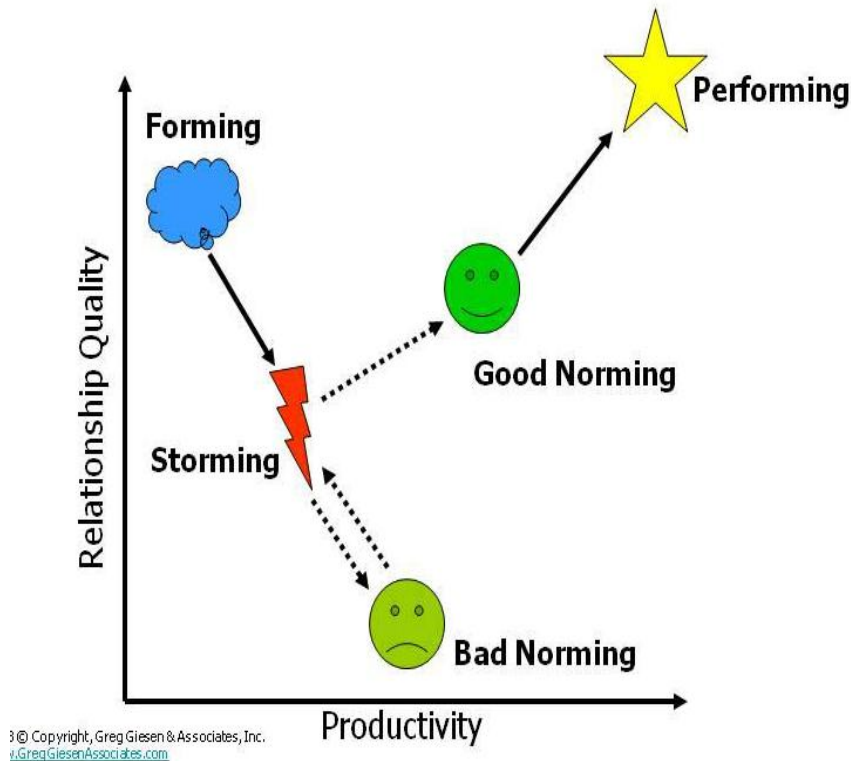
Rule 7: Empower the *third side*

Rule 8: Be proactive

10 Keys to Creating a Motivated Workforce

1. Hire motivated employees.
2. Have competitive wages and benefits.
3. Make sure employee knows what is expected and how performance will be measured.
4. Provide opportunities (and incentives) to learn and grow.
5. Get to know your employees as individuals in order to learn their needs.
6. Recognize and reward exceptional performance and correct poor performance.
7. Involve employees in the decision-making process.
8. Create an environment that encourages fun and group involvement.
9. Outline a path for advancement (even if it is not with your company).
10. Provide ongoing, "two-way" feedback.

Tuckman Tweaked



Why Team Building?

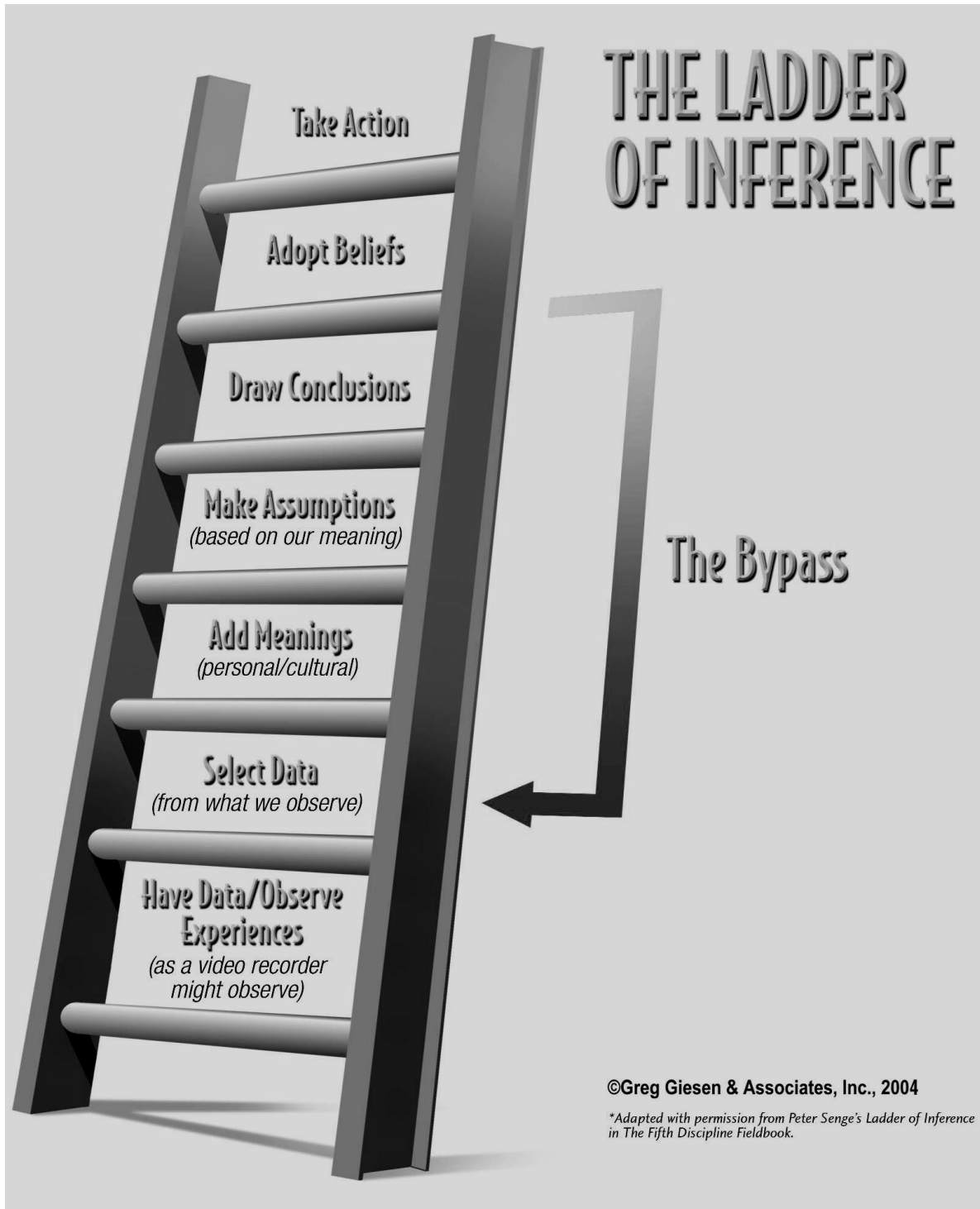
Simply put, team building provides an opportunity for a group(s) to step back, assess their current situation (progress, barriers, strengths and weaknesses), and to devise a game plan to move forward. Team Building does not imply that a particular group is ineffective, but rather that they are continually trying to improve their overall effectiveness.

The primary focus of team building sessions is on how groups work together. Research shows that effective working relationships directly contribute to productivity levels. As a result, enhancing how people work together can benefit the group and the organization in the following ways:

- Increased morale
- Enhanced communication
- Greater appreciation of differences
- Greater support within the group
- Increased synergy
- Greater unity and goal-focus
- Better understanding of each other's needs, talents and desires
- Effective conflict resolution and feedback skills

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We all know that it takes a certain amount of work, understanding, give and take, and support in order to maintain and grow relationships, whether those relationships are personal or professional. The truth is, effective working groups need the same amount of ongoing work in order to become high performing.



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Organizational Conflict

Checkpoint 1: Is adequate leadership within the organization and department being demonstrated?

- What previous efforts have been made by the leader to address the conflict and with what results?
- Is the leader comfortable with conflict resolution?
- Is the leader role-modeling effective conflict resolution skills?
- What has the leader done to create a supportive environment within their group for effective conflict resolution?
- Is the leader consistent in how he/she addresses conflicts?
- Is the leader being held accountable by their supervisor in effectively addressing conflict resolution issues in their area?
- Are effective conflict resolution skills being practiced by the CEO and his/her senior management team?

Checkpoint 2: Do co-workers/team members foster a supportive environment for conflict resolution or a non-supportive environment?

- What previous efforts have been made by individuals or the group to address the conflict and with what results?
- What are the defined or undefined group norms around conflict, if at all?
- Who is impacted by the conflict in question?
- What isn't happening that needs to happen in this group around conflict resolution?
- How does the group, as well as the conflicting parties, see the role of the leader in all of this. Effective? Ineffective? What guidance and support does the group feel they still need from the leader and the organization?

Checkpoint 3: Is there an accountability factor in the organization that supports teamwork and good communication skills?

- Are the desired conflict resolution skills (particularly around teamwork and communication) reflected as criteria in the performance review process?
- Are there organizational core values? If so, are they reflected within the performance review process?
- Are department or team norms identified and established around conflict resolution? If so, are they followed in a consistent manner?
- Is peer input part of the performance review process? If not, would it make a difference?
- Is the disciplinary process ever used for employees who exhibit poor communication and/or cooperation skills?

Checkpoint 4: Is the organization (at all levels) providing soft skill training/resources on an ongoing basis?

- What soft skill training opportunities are made available to all employees within the organization?

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- How often are opportunities made available to employees to better themselves both personally and professionally?
 - What resources are made available to employees to help in the area of interpersonal communication, teamwork and conflict resolution?
 - From an organizational standpoint, what isn't happening that needs to happen in order for the conflict resolution process to be improved?
 - Are leaders/managers/supervisors provided ongoing training and development to better themselves, especially in the soft skills area?
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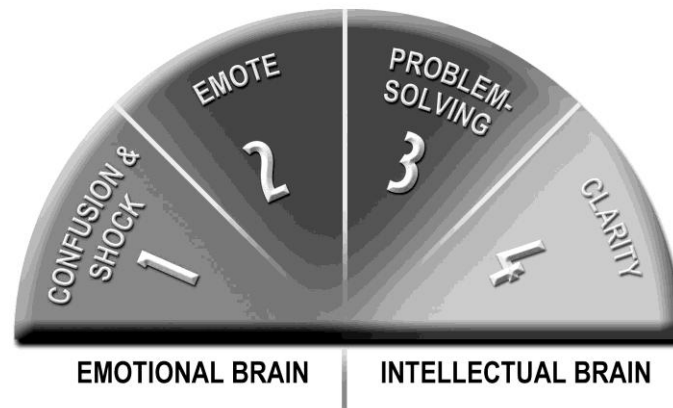
OPTIONS

- **AVOID**
- **ACCEPT / RELEASE**
- **ACT**
 - Constructive
 - Destructive
- **ABANDON**

The benefits of taking it upon yourself to resolve a conflict include:

- a) You are taking care of yourself.
- b) You are managing the relationship between you and the other party.
- c) You are not allowing a problem to fester inside of you.
- d) You are role modeling effective conflict resolution to your peers.
- e) You are holding the other party in the conflict accountable for their actions.

WHEN TO CONFRONT



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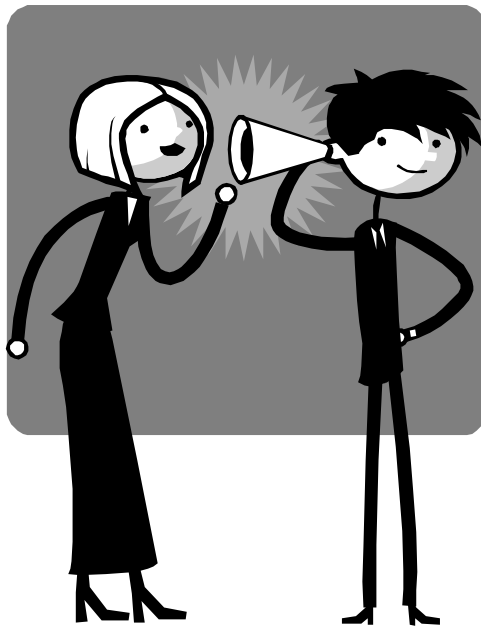
IMPORTANT QUESTIONS TO ASK

1. Is the conflict about one isolated event that shows little consistency with the rest of the relationship, or is it the latest in a series of conflicts revealing problems within the relationship as a whole?
2. What are my goals for the relationship, and how do my goals for this particular conflict affect them?
3. Are my expectations so rigid that they won't allow the conflict resolution process to work?
4. Am I letting my own expectations be shaped or distorted by other people not involved in the conflict?
5. Are my expectations taking into account the other party's needs, values, and constraints?
6. Am I expecting the other party to behave in ways I want them to, or think in ways I think they should? If so, what's up with that?
7. What have I done to contribute to the cause and perpetuation of the conflict?
8. What misperceptions might the other party have of me?
9. What misperceptions might I have of the other party?
10. What are some of the workable compromises?

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LEVELS OF LISTENING

1. “I don’t hear you” (ignoring)
2. “You are wrong” (interrupting)
3. “Wait, what did you say?” (selective listening)
4. “Tell me more” (responsive listening)
5. “This is what I heard you say” (listening to understand)

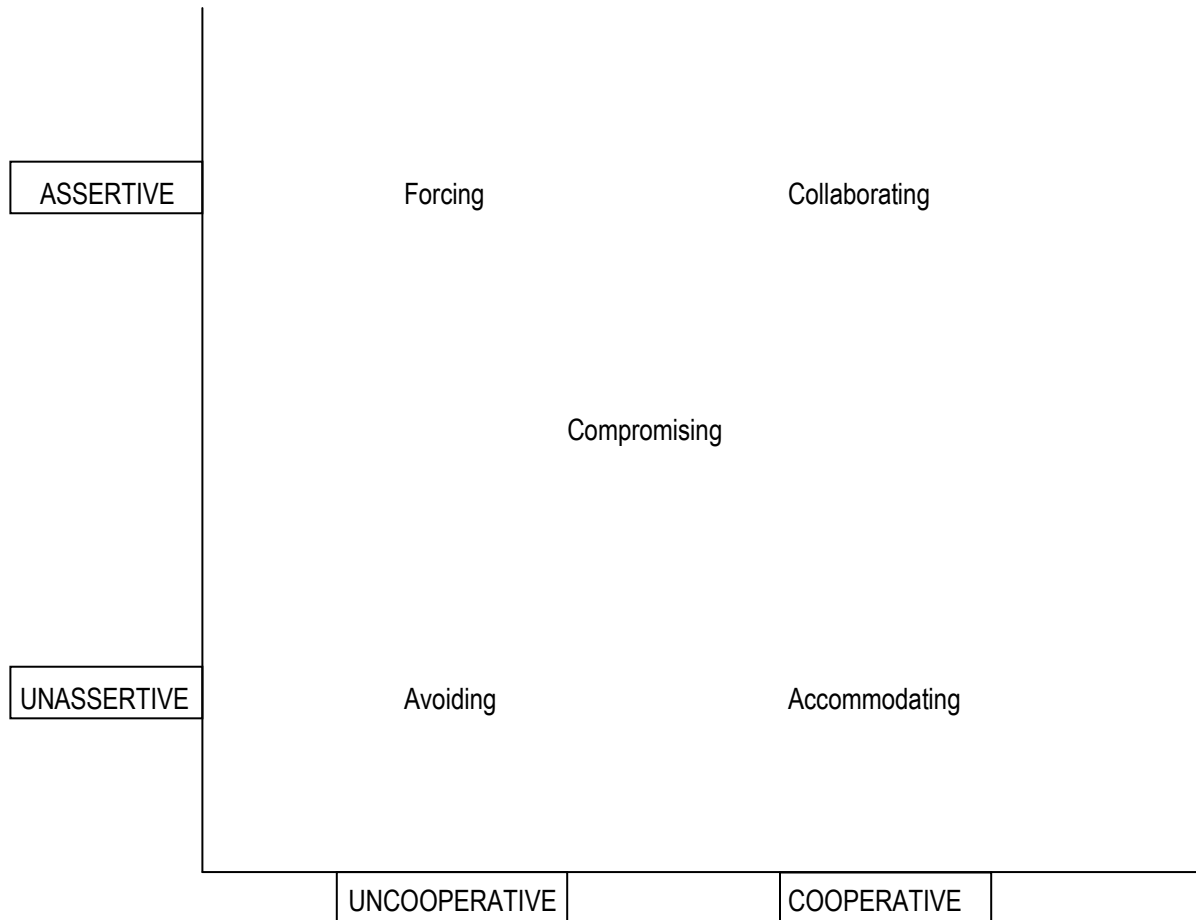


“Some people see things as they are and say, ‘Why.’ I dream things that never were and say, ‘Why not.’”

-George Bernard Shaw

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Conflict Style Orientation



* Adapted by Lewicki and Litterer from K. Thomas "Conflict and Conflict Management," In M.D. Dunnette. Ed. Handbook of Industrial and Organizational Psychology (Rand McNally, 1976)

"When faced with a troublesome problem, the last thing most conscientious people can imagine is walking away from it. Yet taking a break and returning with a fresh perspective may be exactly what we need to discover the solution."

-Excerpt from the Tao of Personal Leadership

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TYPES OF TEAMS

1. **Working Group:** This is a group for which there is no significant incremental performance need or opportunity that would require it to become a team. The members interact primarily to share information, best practices, or perspectives and to make decisions to help each individual perform within his or her area of responsibility. Beyond that, there is no realistic or truly desired “small group” common purpose, incremental performance goals, or joint work-products that call for either a team approach or mutual accountability.
2. **Pseudo-Team:** This is a group for which there could be a significant, incremental performance need or opportunity, but it has not focused on collective performance and is not really trying to achieve it. It has no interest in shaping a common purpose or set of performance goals, even though it may call itself a team. Pseudo-teams are the weakest of all groups in terms of performance impact. They almost always contribute less to company performance needs than working groups because their interactions detract from each member’s individual performance without delivering any joint benefit. In pseudo-teams, the sum of the whole is less than the potential of the individual parts.
3. **Potential Team:** This is a group for which there is a significant, incremental performance need, and that really is trying to improve its performance impact. Typically, however, it requires more clarity about purpose, goals, or work-products and more discipline in hammering out a common working approach. It has not yet established collective accountability. Potential teams abound in organizations. As our performance curve illustrates, when a team approach makes sense, the performance impact can be high. We believe the steepest performance gain comes between a potential team and a real team; but any movement up the slope is worth pursuing.
4. **Real Team:** This is a small number of people with complementary skills who are equally committed to a common purpose, goals, and working approach for which they hold themselves mutually accountable. Real teams are a basic unit of performance.
5. **High-Performance Team:** This is a group that meets all the conditions of real teams, and has members who are also deeply committed to one another's personal growth and success. That commitment usually transcends the team. The high-performance team significantly outperforms all other like teams, and outperforms all reasonable expectations given its membership. It is a powerful possibility and an excellent model for all real teams and potential teams.

Source: [The Wisdom of Teams](#), by Jon Katzenbach and Douglas Smith

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MEETING MANAGEMENT LET'S CUT TO THE CHASE!

Below are three keys to effective meetings.

1. The Meeting Evaluation

Dare I say the most important first step? You need to evaluate your meetings and on a regular basis! And guess what? This doesn't happen very often, yet this one factor alone could turn an ineffective meeting into an effective meeting. Here are a few suggestions on how to do this: First, add an agenda item (you do have an agenda, don't you?) for the end of your meeting called, *Meeting Evaluation*. Once you get to this agenda item, briefly discuss these three questions:

1. *What did we do that was effective in this meeting?*
2. *What did we do that was ineffective in this meeting?*
3. *What are two or three suggestions to improve our next meeting?*

A second method is to invite someone from the organization who is not directly involved with your meeting to the meeting for the purpose of providing the participants with his/her assessment of the meeting, again at the end of the meeting. Did you notice that I used "meeting" four times in that last sentence? Ouch! Anyways, it is pretty powerful to hear a meeting evaluation from an impartial colleague. And let's not forget about the option of passing out an evaluation form at the end of the meeting. Personally, I think we should get meeting participants into the habit of verbalizing their feedback instead of writing it down. This creates more shared accountability of the meeting, increases awareness of meeting dynamics and tends to be more powerful, just-in-time, feedback. Regardless how you choose to do this, just do it!

2. Setting the Stage

The second most important component of any meeting is the Opening. Like a good speech, the Opening sets the stage. It provides the focus, the parameters and the intended outcome, all up front and at the beginning. Absolutely critical! I can't begin to tell you how many meeting participants go to meetings unsure of what the purpose of these meetings are, let alone why they were asked to attend.

The person calling the meeting does have the primary responsibility to ensure that each meeting is opened properly. In cases where there is a separate facilitator, then he/she assumes that role. Either way, it needs to happen. Here are some of the things usually addressed in an Opening:

- Purpose of the meeting
- Role of the meeting facilitator and/or leader in the meeting
- Role and expectations of meeting participants
- Meeting goals and outcomes
- Meeting timeframes
- Meeting norms and expectations
- Meeting agenda/topics

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A poor Opening will set the stage for a poor meeting. Take the time to open your meetings with the suggestions above and you will notice immediate improvements.

3. Group Dynamics

The group dynamics of a meeting can directly impede or enhance a meeting and even impact the outcome. When I talk about group dynamics, I am talking about HOW the group works together to accomplish the given task, as opposed to the task itself. Here are some examples of group dynamics that can disrupt meetings:

- Sara sits in the back of the room during the meeting reading reports
- Paul's cell phone continually goes off during the meeting
- Terry cuts people off every time he wants to dispute what is being said
- Angie strolls in about 15 minutes late for each meeting
- Jim allows Harry to completely dominate his meetings
- Paula shuts down when she doesn't get her way and refuses to participate

I have found that the *group dynamics* component is probably the least addressed in meetings today. In my opinion, this is partly due to a leader/facilitator's uneasiness in addressing interpersonal issues plus a general lack in facilitation skills. Of course the meeting participants are not off the hook here either. They are as responsible for the dynamics of their meetings as is the leader/facilitator.

Probably the easiest way to create productive meeting behaviors, while eliminating dysfunctional ones, is through the establishment of behavioral norms for meetings. These are essentially group expectations on HOW the group needs to work together during the meetings. A code of conduct, if you will. Here's an example of a meeting norm:

"All participants must come prepared and be on time to meetings."

Norms provide the necessary framework for the meetings that enable participants to focus their attention more on the tasks at hand and less on *who is doing what to whom* in the meeting. Norms also provide a justification for holding the group accountable to the agreed upon rules of engagement. As one meeting participant said to me once, *"I am much more inclined to remind my group of a norm we are not following now since we all agreed to do that in the first place with each other."*

In summary

I do realize that there is more to having effective meetings than just the three components I've identified in this article. However, I also believe that these three components are by far the most important factors in establishing an environment for productive meetings. Once in place, I encourage each organization to further enhance their meetings with additional *Meeting Management 101* enhancements. Until then, happy meetings!