

Taking the grief out of grievance

A new approach for managing grievances, complaints and disputes



David Liddle, Chief Executive of The TCM Group

#ResolutionRedefined

TCM...the story so far

We are a management consultancy with a difference. We are passionate about dialogue, about collaboration and about people. We are experts in the fields of conflict management, change management, leadership development and collaboration.

- We have been in **business for 15 years**.
- **Mediation** is at the heart of everything that we do.
- We have set up over **300 resolution schemes** in organisations across the UK.
- We employ a team of **full time mediators and trainers** supported by world leading associates.
- We are founder members of the **Professional Mediators' Association**.
- We are slowly **dragging soft skills** into the 21st Century.
- We offer the UK's **flagship** mediation qualification.



Challenges that I will address today:



- Why do people behave badly in conflict and what can managers do about it?
- Why is leadership so F'ing tough?
- Why are more and more organisations shredding their grievance procedures?
- My **five top tips** to help leaders and managers take the grief out of a grievance.



I win - you lose!

I'm right - you're wrong!

***It's all
your
fault!***

***You are
a bully!***

***Don't
blame
me!***



***I don't
trust you***

I'll see you in court!

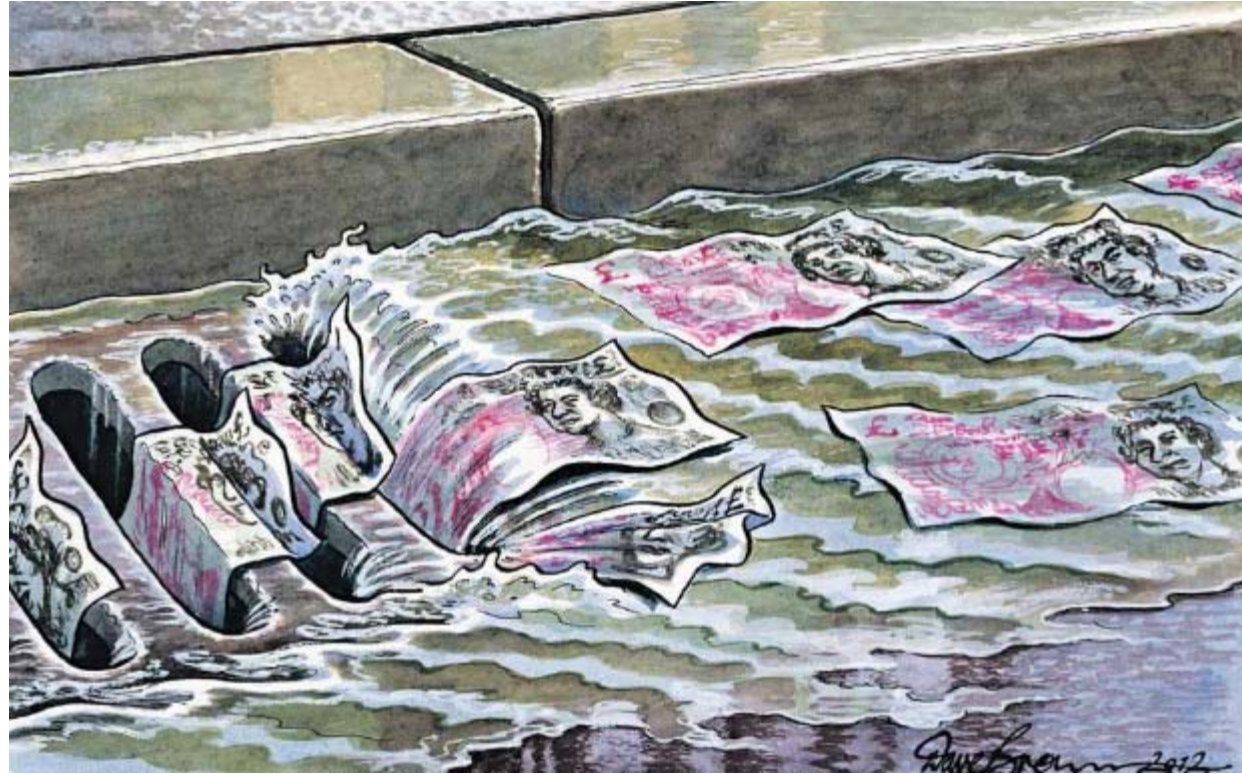
Why is leadership so f'ing tough?





Fight.
Flight.
Freeze.
Fall.

FLOW



Time, money, energy,
reputation, a distraction
and stress.

The existing dispute resolution systems:



- Are **reactive**.
- Are inherently **adversarial**.
- They **polarise** the parties.
- Rarely identify **root cause** of conflict.
- Individual or business needs are **ignored**.
- They **impede** creativity.
- They create a '**blame, grievance, entitlement or litigation culture.**'



POLL:

Is your grievance procedure effective at resolving disputes?

The modern manager



**Every good
conversation
starts with
good listening.**



The new triumvirate

HR

Managers

Unions



Grievance Procedures
do have a value. They
make good bedding for
small furry animals.



Grievance

Formal, adversarial, judgement, blame, punitive, defensive, draconian, rights based, combative, divisive, win-lose, sanction, argument.



Resolution

Informal, safe, talk, listen, empathy, dialogue, resolve, non adversarial, collaborative, interests based, openness, values, consensus, mediate, win-win.



Resolution policy:

- A new approach to grievance and complaints resolution
- Values based and person centred
- Enhanced triage of cases and opportunities for facilitated conversations
- Emphasis on mediation and early resolution
- Mediation remains voluntary
- Compliant with the Acas code – representation and appeal.



Toolkits:

- Resolution support for HR
- Resolution support for managers
- Resolution support for employees

My top 5 tips for **taking the grief out of a grievance...**

1

LISTEN ACTIVELY.

Create a safe space. Open questions. Acknowledge, affirm, appreciate.

2

BE EMPATHETIC.

What is going on for them right now? Walk in their shoes.

3

DON'T JUDGE, EVALUATE, ASSUME OR BLAME

Support the person to tell you their story. Suspend judgment.

4

DEPERSONALISE THE SITUATION

Encourage the speaker to describe their 1) observations, 2) their feelings and 3) their needs. You do the same. 'Talking from the I'

5

FOCUS ON INTERESTS AND NEEDS

Negotiate and make requests of each other which are mutually beneficial.

Leaders and managers need to institutionalise empathy, co-operation, collaboration and dialogue.





“**Leaders 20:20™** promotes and encourages positive relationships and constructive dialogue. It’s about leaders and managers walking the talk.”

Final Thoughts...

- Be **radical** – there has never been a better time to for a new approach to resolution. Warm up that shredder!
- Actively encourage **co-operative** problem solving.
- Strong **feelings** are OK. Work with them.
- The **triumvirate** working together.
- Ensure your **values** are enshrined in your HR policies and your leadership competencies.
- **Equip** managers and leaders with confidence and the competence to deal with modern issues.





POLL:

Would you consider introducing a resolution policy in your organisation?

Live Q&A after this webinar
#ResolutionRedefined or @david_liddle



david.liddle@thetcmgroup.com
www.thetcmgroup.com

