Leadership Challenges & Common Human Resource Dilemmas

PRESENTED BY: SUSAN HERREID PH.D, CEAP

SUSANH@HACI.NET

651.747.6030

Common Human Resource Dilemmas in Today's Work Environment

Change and Transition
 - A moment to reflect on what we have been through….
 - Leading through change
 - Common leadership challenges in an ever changing work environment

Letting Go of the Past

Personnel Matters

Professionalism and Accountability

Performance Management

Equity and Consistency

Policies and Procedures

Contract/Union

Administration and Board Support

Training and Professional Development

Transition Model

By William Bridges

Change occurs when something new starts or when something old stops

Transition is the internal psychological process people go through times of change

Successful transitions start with the acknowledgment of endings, processing through the transition and emerges as a new beginning
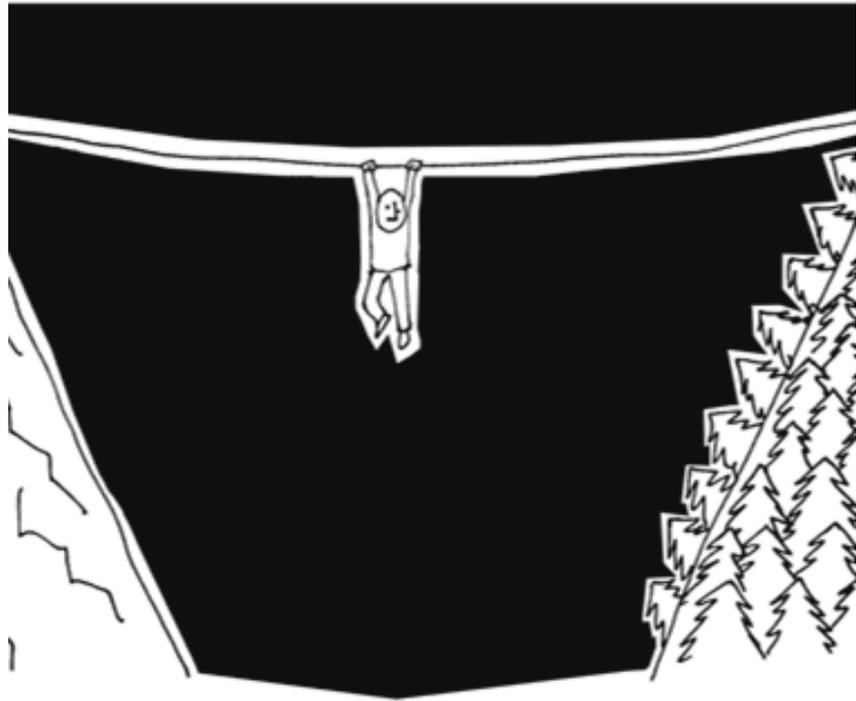

NEW BEGINNINGS

NEUTRAL ZONE

ENDINGS
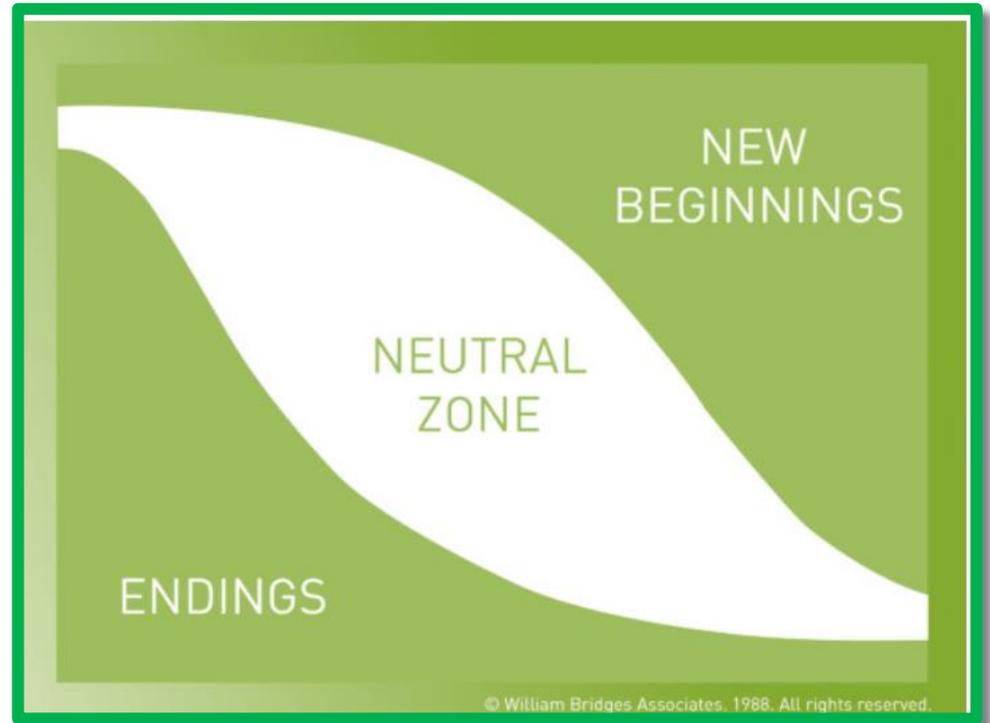
Change vs. Transition

Change
- Event
- Often obvious
- Quick
- Concrete
- External

Transition
- Process people go thru
- Usually not conscious or obvious
- Slow
- Subtle
- Internal

Change is good - it's the transition that'll kill you

Change Transition & Letting Go of the Past

Current Challenges and Themes Related to Change:

- Tradition (seniority)

- Entitlement

- Loss of known routine

- Changes with no opportunity for input or feedback

- Change and disagreement

- Change/decisions with information and rationale

- Consider opportunities for employee involvement or engagement (solution focused)

Loss Identification

Every change causes a loss

Doesn't matter if large or small

If it breaks the old pattern it will cause someone to lose something

Turf ?

Status/Power?

Influence ?

Relationships ?

Personal Future ?

Competence ?

Sense of Control ?

Identity ?

Communication through Transition

Stakeholders/decision makers clarify messaging and time frame

Consistent process and time frames for sharing information will strengthen trust

Opportunities for consistent communication:

- *Staff meeting(s) consistently scheduled throughout major change process*

- *Informational newsletter (e.g., monthly, quarterly)*

- *Email updates from organization's leader(s)*

- *Supervisor updates during regular staff meetings*

- *Discuss impactful/unexpected changes*

- *Communicate even when there is nothing new to share*

Common Leadership Mistakes

Timing and transparency of communication

 - Too little too late

Under-communicating

Rushing the transition

 - Sometimes things can happen that are out of your control

Avoiding conflict

Allowing an opportunity for personnel to express concerns

 - After concerns are shared focus on solutions/improvements and how to
   move forward

Issues of Resistance

A desire to not lose something of value

A perception that the change may cost more than is being gained (change for change sake)

A belief that the change does not make sense for the organization

A low tolerance for change and a **fear of the unknown**

Leader's Awareness related to:

A range of employee responses

An increase in assumptions and rumors

Acknowledge the current stress levels

State your belief in your team's resiliency (training may be offered to develop healthier coping strategies)

Personnel Related Matters

Personal Related Issues:

Mental health

Addiction or substance abuse

Relationship

Family

Child/Adolescent

Financial

Legal (divorce, child custody)

Aging parent

Personal Stressors

Work-related Issues:

Performance

Behavior/attitude

Aptitude/competency

Attendance

Conflict

Workplace stress

Impact of Cumulative Stress

Increase in depression and anxiety

Physical complaints and illness

Lowered job satisfaction

Increased irritability

Functioning in a survival mode

Increase in gossip and rumor mills

Challenge to not personalize feedback or changes

Higher tension and focus on "turf"

Increase in stress due to the pandemic

Referral to EAP

Demonstrate healthy boundaries

Supervisor reminds employee of confidential service

Give brochure/phone number

Frequently used for personal issues

More and more also used for work-related issues/stressors

Contact and use of an EAP is completely confidential

- "Release of Information" must be requested and signed by the individual for any information to be shared (or even acknowledged) back to the workplace

Professionalism and Accountability

Professionalism

Reliability, meeting identified standards and expectations, accountability for actions and

behaviors

Communicate effectively and appropriately

Demonstrate respectful interpersonal and collaboration skills

Being responsible, ethical and solution focused

Accountability

Taking ownership of what happens as a result of personal choices and actions

Performance Management

Performance management is an ongoing process of **communication** between a supervisor and an employee that occurs **throughout the year**

Performance management is done with the goal of accomplishing the strategic objectives of the organization or department

A healthy and productive communication process includes:

- Clarifying expectations

- Setting objectives

- Identifying goals

- Providing constructive and positive feedback

- Take a supportive coaching approach or provide additional training as needed

- Reviewing results

4 "Cs" Model of Communication

Comprehension
- *Is the message understandable?*

Connection
- *Is there rapport and trust?*

Credibility
- *Is the message believable (rationale to inform)?*

Continuing
- *Are next steps evident? Do we know where to go from here?*

Effectively Managing Job Performance

Establish healthy communication through one on ones (monthly or quarterly)

Recognize early warning signs

Take early action
◦ Discuss performance concerns as they occur
◦ No surprises at the annual evaluation

Document
◦ Behaviors, actions, events, times

Summary Email
◦ Provides clarification and proof of documentation

Difficult Performance Discussion
◦ Anticipate employee's response
◦ Be aware of your reaction to that response
◦ Email providing feedback, clarification and/or directive

Equity and Consistency

Expectations regarding equity and consistency should be in accordance with the county's policies and procedures as well as any union contract

Not all jobs are consistent due to the nature of the work function

Essential vs. non-essential workers and job function

Policy & Procedures
Union Contract

Personnel's access and understanding of an organization's policy and procedures (specifically related to the employers personnel policy)

Staff's perceptions regarding decisions, changes or directives that are made based on:

- Management's decision making rights and authority

- A decision or change based on a business need or best practices

- Awareness of contract and potential limitations

Boundaries for management and staff regarding union related discussion(s)

Familiarity with Policy, Procedures and Contracts

Serves as a guide for both you and your employees:
◦ What is a job performance problem?
◦ What are the consequences?

What is your role as a supervisor?
◦ What can you do?
◦ What should you do?

Human resources support?
◦ When to reach out?
◦ How HR can partner and provide support or guidance
◦ Helping to avoid mis-steps

Administration and Board Support

Professional rapport and trust with Administration

Educate and inform Administration and Board

No surprises

Build case for needs
◦ Data driven
◦ Rationale
◦ Specific cases and scenarios

Training and Professional Development

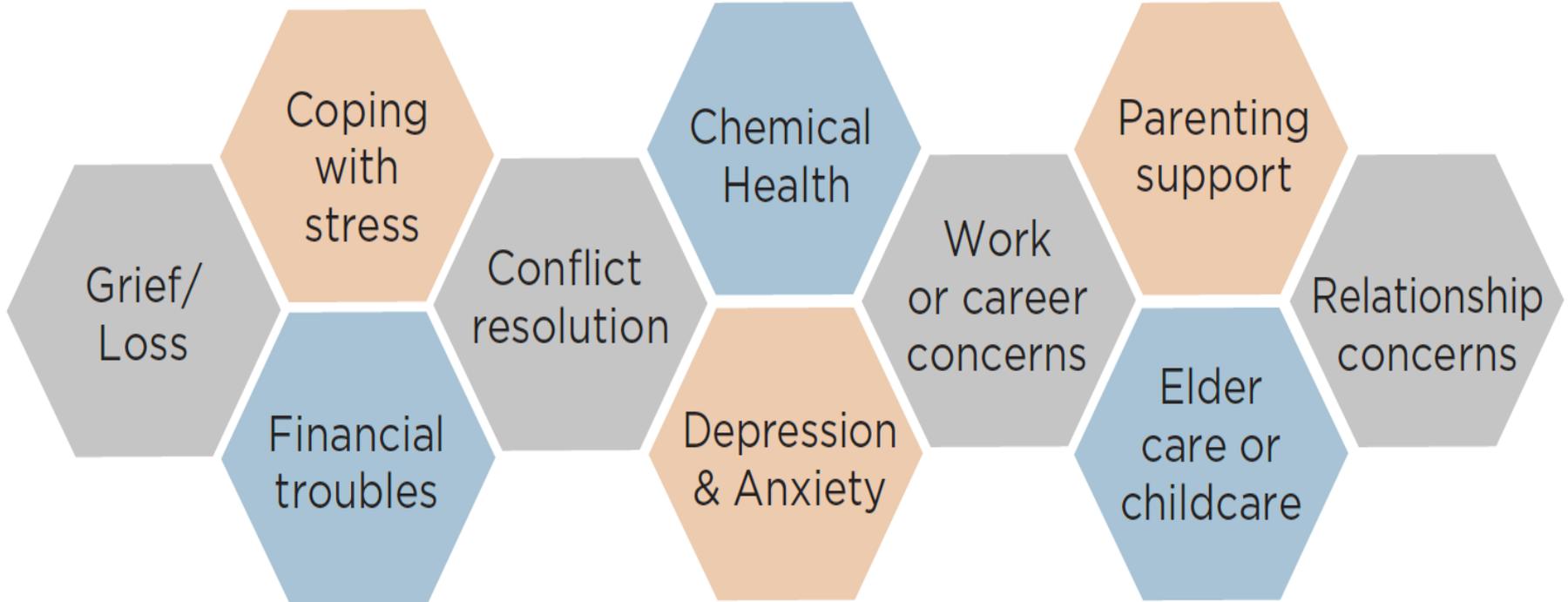Training and onboarding process for new employees

Credentials and CEU's

Professional growth needs

Opportunities for professional growth and career advancement

* Important when transition from peer to a supervisory role

The Organization Assistance Program (OAP)
A Division of the Employee Assistance Program (EAP)

Workplace assessments

Coaching and consultation

Conflict resolution facilitation

Change Strategies

Management team work sessions
  - Performance management

Customized trainings

Critical incident support
  - CISM
  - Secondary trauma
  - Compassion fatigue

Contact Sand Creek

TOLL-FREE: **888.243.5744**

sandcreekeap.com