

# **HUMAN RESOURCE MANAGEMENT**

## **Constructively Handling Conflict Resolution**

- 1) Complaints should always be answered as promptly as they can.**
- 2) Check out assumptions (both yours and the other party's) carefully. Either of your perceptions could be inaccurate, especially in a tense situation.**
- 3) Accept honest feedback thoughtfully.**
- 4) Deal with behaviors, not personalities.**
- 5) Take responsibility for your role in the conflict.**
- 6) Remain calm, even if the other party continues to express or demonstrate anger.**
- 7) In every conflict, there are requests (demands) of others in the conflict. State your requests clearly and ask what the other person is requesting of you.**
- 8) Begin negotiating (problem solving) with the points of agreement - no matter how vague - instead of the points of disagreement. This helps establish common ground.**
- 9) It is important to get both parties involved in the solution. People become committed to things they help create, and will support a solution to a problem that they help solve. People must have a feeling of power (an ability to influence) and confidence in order to cooperate in solving a problem.**
- 10) Avoid giving ultimatums and never threaten an action you don't intend to follow-through on. Threats and ultimatums must be reserved until all other options have been explored. They are a win/lose, and while on occasion it may be the only recourse available, it should be reserved for only the most serious conflict situations. If you find yourself making threats in order to enforce\_ your position, you are not being effective at resolving conflict.**
- 11) BE RESPECTFUL. Conflicts can be managed productively if you invest the time and effort to understand them and then practice the skills to help you handle them well.**

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## **Effective Decision Making is Good Risk Management**

**Many factors must be taken into consideration when making difficult decisions. The decisions you make can have a significant impact on your effectiveness in your position. The soundness of your decisions is based on a number of Key factors:**

- 1) Be careful to review what you decided to do before you act. In other words - think things through.**
- 2) Determine if your decision is compatible with your policies and procedures.**
- 3) Does your decision deviate from past practice?**
- 4) Timing - As they say, "Timing is everything." Is it good or bad timing relative to this particular decision? Ask yourself, "How urgently is the decision needed?" On the other hand, procrastination is the biggest roadblock to achieving goals and getting the job done. The key is to strike an appropriate balance.**
- 5) Did authorized personnel (Board included) participate in making the decision? Do they need to? Responsibility without authority leads to weak, unenforceable decisions.**
- 6) If it is a disciplinary decision, determine if a particular decision would be good as a general rule for everyone - even yourself.**
- 7) Would you make the same decision if you knew it would be publicized?**
- 8) Are you willing to defend your decision to your Board of Directors or other interested parties?**
- 9) Do you have enough information to make the decision? Insufficient or poor information leads to guessing - when you guess, you may guess wrong. Bad information leads to false conclusions.**

**Knowing when and how decisions should be made under difficult circumstances is basic to the art of Risk Management. Managers must be aware of the many factors that influence decisions.**