

# Management Lifestyles

T&J Associates

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## Management Dilemmas

Directing and controlling employee or student environments to accomplish a goal requires coordination and harmonization in a pyramid mode. This is important not only for successful operations but also to comply with federal and state regulations.

Issues that interfere with successful management include lack of information on company standards, unawareness of federal and state laws, and incivility.

Company standards to be respected range from job performance and dress code to civility and ethics.

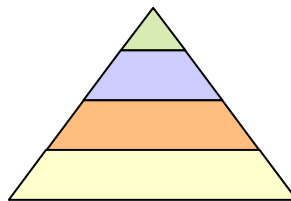
As we all know, violation of laws in the workplace or on campus enforced by federal and

state government can cause millions of dollars in lawsuits. On the federal level alone, million dollar lawsuits in 2007 include a \$27.5 million age bias consent decree against a Chicago law firm.

On top of this, we can possibly face simple workplace incivility that is sometimes perceived as legal discrimination and/or harassment and is always harassment in its general form.

Company risks for violation of any or all of these performance issues include lawsuits or total chaos.

The answers to these dilemmas are simple: education, training, counseling, mentoring, and fair employment practices.



Stay abreast of new methods and techniques to manage and lead cooperatively.

Train employees and students to take the tone of their company or school. Begin a new business and educational competition that is positive at the very least. Look for ways to enhance management skills before negative issues arise.

Last but not least, be aware of lost opportunity as well as lost capital.

## The Power of Listening

Listening is as powerful a means of communication and influence as speaking adequately. One can neither lead nor follow well without an effective two-way communication system -- expressing and listening.

The three basic steps in listening as an active process include hearing or listening enough to catch what the speaker is saying; understanding what you have heard in your own way, and judging whether it makes sense.

A listening self-assessment is an absolute must to determine your own unique listening skills.

Stay abreast of techniques and resources to become an effective listener.

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### Business Tips:

- Consider human resources your most important asset.
- Be extremely selective when designating your complaint handler. Make sure the designee is an effective listener.
- Review your training programs to ensure they include employment laws as well as workplace civility.

# Workplace Whisper Campaigns

Gossip poisons business. The victims of malicious gossip are less productive and/or you may lose valuable employees when they leave for a better work environment.

A certain amount of small talk helps people feel closer to coworkers. It's when people are hurt and reputations are damaged that gossip can sink an organization.

Gossip flourishes when:

- workers are bored or lack significant information about major company events;
- Comments are made to slander or de-

fame an individual, often for personal or political gain;

- Organizations foster an environment where some employees feel like outsiders or are pitted against one another; and
- when the whisper campaign is not addressed immediately.

Finding the right balance is the key to combat office gossip. Ensure more effective communication and training on the cause, effects and legal ramifications of whisper campaigns.



Stop bullying, mobbing, and negative e-mail distribution by stressing company codes of respect and dignity. [Workforce.com]

# E-Learning

Company training departments, training contractors, external seminars and workshops, as well as professional conferences are some business training resources.

We now have E-Learning or electronic learning, computer-enhanced learning. E-learning is naturally suited to distance learning and flexible learning, but can also be used in conjunction with face-to-face teaching or Blended Learning.

In 2006, nearly 3.5 million students

were participating in on-line learning at institutions of higher education in the United States. Online education is rapidly increasing, and online doctoral programs have even developed at leading research universities.

Computer-based training (CBT) provides special training programs relating to specific occupations or issues. It is especially effective for employees to use at their own time and pace. Progress and status is

**E-Learning is naturally suited to distance learning and flexible learning...**

saved on the computer until the student can return to continue and complete the training. Many programs include evaluations and certificates of completion.

# Career Goals

Obtaining the career of one's choice is a science, not an inborn trait.

It requires knowledge of our unique personality as well as the personalities of those we interact with, matching our personality with available jobs and company standards, marketing ourselves, planning comfortable and successful interviews, knowing how to succeed on the job, and



enhancing our education and personality to climb up the ladder of success.

An action plan for the job that's right for you is as key to successful career goals as a business plan is key to the success of a company.

First, take a test to discover your true personality and how you will interact with those like and unlike you,

as well as how to deal with those contrasting personalities.

Next, design a resume geared to each job opportunity of your choice. It should give enough information to elicit interest yet leave out details you wish to discuss in your face-to-face interview.

Self-selling is the final phase, followed by letters of appreciation.

# Resolving Conflicts

A certain amount of conflict occurs in all our lives, and few of us are very good at handling it.

Conflict in the workplace and on campus is especially troublesome because it is no longer private, it lowers self-esteem, and it interferes greatly in the operations of a business or institution. Some conflicts have been dealt with by avoidance, anger, or litigation.

Workplace and campus conflicts can be resolved before they rise to the level of litigation through alternative dispute reso-

lution (ADR).

Of the eight ADR processes, mediation is most frequently used for workplace disputes and to expedite the complaint handling process. The ultimate goal is a win/win “no fault” settlement that continues and strengthens workplace relationships.

Other forms of ADR are arbitration, conciliation, fact finding, mini trial, summary jury trial, private judging, and ombuds officer.

Learn to resolve disputes through the use of neutral individuals who assist parties

in negotiating the resolution of their disputes. Or, obtain the services of a mediator



to resolve isolated issues before they become company-wide.

# Diversity Training

Diversity has been approached as: a strategy for improving employee retention and increasing consumer confidence; all cultures are equal in value; and an inclusive workforce with a variety of views, perspectives, and backgrounds integral to the success of a business.

Working together with greater harmony, understanding and mutual respect requires training on our differences and how those differences enhance our world.

Understanding diversity requires knowing and addressing issues that interfere with working together such as fear of loss, cultural competency, professional status, religious affiliations, generational influences, disability awareness, gender differences, and diversity/personality style. [“Dealing

with People who Drive You Crazy!” The Freeman Institute.]

In addition to the business case for diversity, discrimination and harassment laws mandate diversity awareness in employment and business contracts.

**Diversity is harmony, understanding and mutual respect. Learn how to achieve it!**

# Ethics & Respect

Ethics and respect are the ingredients for a financially successful enterprise. One reciprocates the other. So, we ask ourselves, why has it been so difficult to regain these values in higher percentages? Two major reasons of those cited are *It is a convenient, easy short cut* (on campus) and *Immediate monetary gain* (in the workplace).

Ethical behavior is critical because:

- Basically, it distinguishes man from beast (predatory animals).
- It is the quality of character than enables us to co-exist on our planet.
- Colleges and universities serve as basic training for the business world.
- Success in school leads to success in business.

Take steps to ensure you earn respect in

the workplace and/or on campus. Take an ethics quiz, review the checklist for ethical behavior, and the guidelines for respect. And then, initiate training on these values for employees and students.





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T&J is a limited liability company, T&J Associates of New Jersey LLC, providing employment consulting and training services in the areas of business and campus human relations since 1986.

Our first concern is making a meaningful contribution to companies and institutions by bringing new ideas and options to help promote positive inter-relationships. Our focus is working with the client to find the best and most cost-effective solutions that contribute to improved performance in critical human resource areas.

Some workplace or campus issues are isolated or periodic and do not require the daily services of on-site staff. That's where T&J is an asset. This newsletter is a promotional piece to inform the reader of issues you may encounter. Your human resource issues and dilemmas can become our challenges. Throw down the gauntlet and let's begin!

*Helping new managers get started and experienced managers get better!*

## Resources for Business Relationships

The topics discussed in this newsletter are only a few workplace and campus issues addressed by T&J Associates.

Outsource your behavioral training needs and allow your training department to concentrate on company orientation, job performance, and company policies. At the same time, reduce risk and penalties associated with violation of federal and state workplace laws.

Training resources can be effected through specifically designed in-person presentations, online resources, or e-learning.

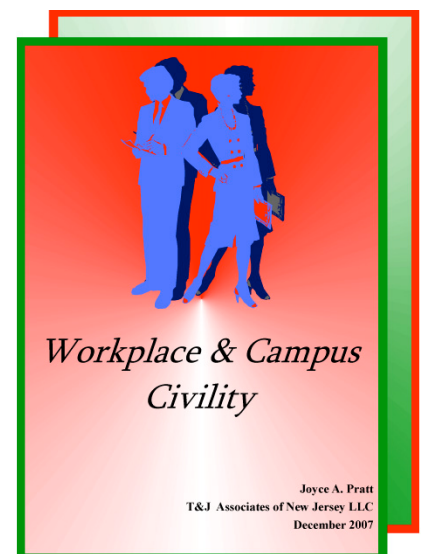
White papers are available, such as the one pictured in this article, to provide general information for interested parties or to serve as resources for research or school papers. Also, papers on various topics have been found beneficial for managers who

need to address isolated incidents on a one-to-one basis with a guideline to refresh their knowledge and/or a handout for individuals to remind them of discussions held.

Online resources currently available are white papers on *Affirmative Action Facts & Myths*, *The Power of Listening: Tips & Techniques*, *Workplace & Campus Civility*, and *Organizational Climate Survey Made Easy* (pending).

Coming soon are training manuals and E-learning on such topics as *Conflict Resolution (Intermediate)*, *Diversity & The Workplace*, *Ethics & Respect*, and *Workplace Civility*.

Visit the T&J web site periodically to discover current resources available and programs created for your special needs. Programs can be purchased via PayPal.



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