



Leading the Workplace Safely Through These Times of Change

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Agenda

- Welcome and introductions
- Leadership in a time of crisis
- Managing hostility and potential violence during terminations
- Discussion

The Challenges of Today's Workplace



The number of requests for on-site support following an employee suicide has doubled in the last 12 months.

ValueOptions book of business data, 2009



89% increase over the last 12 months in calls related to foreclosure, bankruptcy and financial hardship.



Thirty-two percent of executives ranked the “toll on productivity caused by personal financial problems as the most pressing and overlooked workplace issue.”

E. Thomas Garman – Virginia Tech



“Employees are distracted and employee engagement is at an all time low.”

Ron Finch, National Business Group on Health



Today's Headlines

- Growth in violence against women feared as recession hits
- Recession sparks workplace violence fears
- Shootings, murder-suicide raise broader question: Is violence linked to recession?
- Mass layoffs put bosses in the line of fire
- Out of the 5,488 workplace fatalities in the United States in 2007, there were 610 homicides

Leadership in a Time of Crisis

YOUR EMPLOYEES WILL GO THROUGH A CRISIS WITH OR WITHOUT YOU.

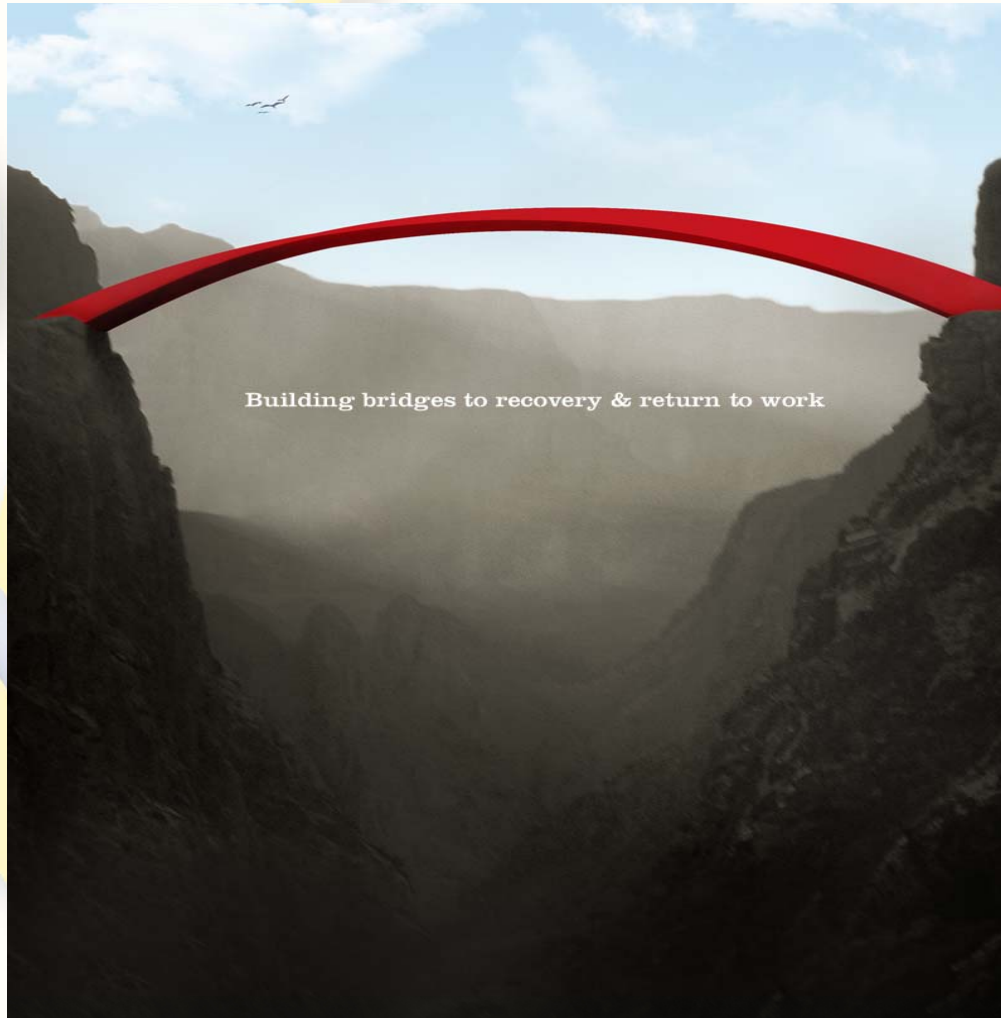
CRISIS CARE NETWORK
www.crisiscare.com

Lead Them.




 VALUEOPTIONS®

Return to Work



Phase-sensitive Leadership

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- Deprivation → Basic resources
 - Isolation → Connectivity
 - Chaos → Structure
 - Helplessness → Efficacy
 - Victim → Survivor

Leadership in Times of Crisis – ACT!

- **Acknowledge** and name the trauma
- **Communicate** pertinent information with competence and compassion
- **Transition** to adaptive functioning and/or refer to additional care

Managing Hostility and Potential Violence During Terminations

- Understand the mindset of threatening people
 - Once you understand the violent mind . . . you can better influence it in desirable directions
- Defusing strategies
 - mitigating hostile reactions
 - methods to decrease the likelihood of violent acts
- Considerations for potentially hostile termination meetings

Workplace Violence Statistics



Leading concern in 2008 for corporate security directors
(Source: Security Director News survey)

Defusing the Violent Mind



Model comes from CMI's experience with hundreds of threat cases since 1988:

- threat response consultations
- threat response team:
Procedural Guidelines Manual
- setting up comprehensive workplace violence programs

Universal Needs



- People in all walks of life want to feel:
 - successful
 - accepted by others
 - significant
 - fairly treated
- We all have a strong sense of right and wrong

Understanding the Violent Mind

Underlying issues:

- rejection
- failure
- discomfort/
inconvenience



Ego-related:

- correlation with low self-esteem
- must feel superior to others in order to:
 - feel OK about self
 - gain sense of control

Hostile /Aggressive Person

Understanding the hostile mind:

- subjective sense of right and wrong
- sense of entitlement



They usually feel unfairly treated

Understanding the Violent Mind: Triggers

- Unfairly treated
 - People who make threats in the workplace almost always feel *unfairly treated*
- Integrity/honesty questioned
 - Even if they aren't telling the truth
- Ego issues - situations that make them feel:
 - Disapproval from others
 - Weak or incompetent
 - Out of control



Understanding the Violent Mind: One More Trigger

- Money issues !!



What Would You Do?



Imagine a termination meeting suddenly becoming hostile:

- verbal defusing
- make a mental plan
- emergency
 - communications
 - actions
- I.D. safe escape route(s)
- locate tools for protection

Intervention: Calm Assertiveness

- Calm: free from agitation, excitement or disturbance
- Assertiveness: confident statements or actions without need for reinforcement



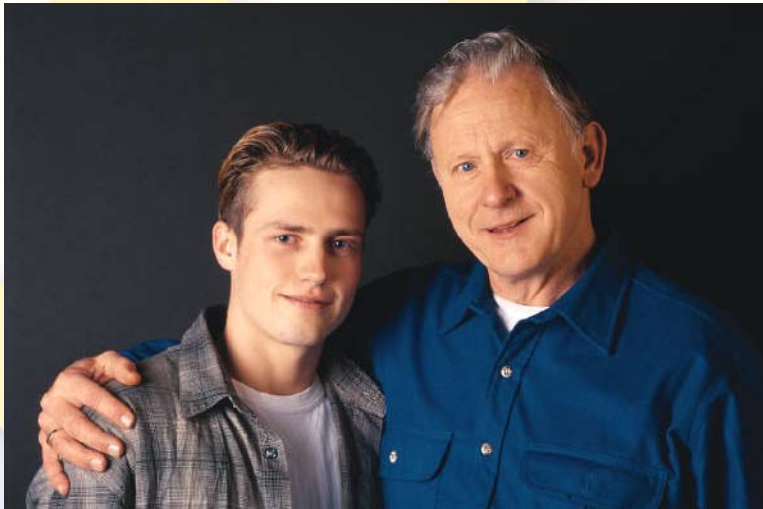
~~Calm Assertiveness~~



- **Red zone** = combination of frustration and need to dominate
- **Melt down** = where you lose focus

Being angry or anxious puts you in a weakened state

Intervention



“You must meet people where they are before you can move them.”

Move in a desired direction through skilled intervention

Strategic Judo

Resistance causes persistence

The art of “going with the flow”



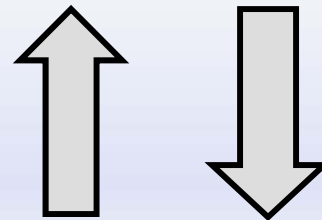
Active non-resistance	alignment
Points of agreement	reframing
Finding commonality	deferment

Intervention

Effective communication is the single best defuser. Inverse relationship between:



- effective communication and
- hostility / misunderstandings



Intervention

Directed toward:

- feeling heard and understood
- bolstering self-worth
 - success
 - acceptance
- conveying sense of fair treatment



. . . and, expanding the individual's field of options

Intervention: Making contact

Entering the threatening person's world:

- hear and understand
- conduit of communication
- bring value



“I-Have-a-Question Technique”

To redirect toward resolution, align, get information for win-win:

1. Say: “I have a question . . .”
2. Ask the question: Want or need to resolve?
3. Repeat the response: Ensure understanding.
4. Defer the decision.
5. Set a specific time to get back.

Intervention

Building ego: defuse by building self-esteem

- *“I can tell you are a person who cares about working.”*
- *“You’re a good guy who seems to feel unfairly treated at this point.”*
- *“I can tell you live your life with passion.”*
- *You seem to have a strong sense of right and wrong.”*

Develop your own set of “one liners”



Addressing Hostility: One Liners

1. Defuse threats: *“We all say things we don’t mean when we’re upset”*
2. Identify with them: *“I’d feel upset, too, if I felt unfairly treated.”*
3. Discuss loss of value: *“This is not worth losing your freedom and reputation over.”*
4. Paint word picture: *“A couple of years from now, this will be a distant memory and you will have landed somewhere on your feet.”*

Termination Meeting

Contingency planning:

- What if the person:
 - becomes hostile?
 - doesn't show up?
 - comes carrying a bag?
 - storms out of room?
- What if you need to call for outside assistance?



Mounting Anger

- Call for a time out
- STOP!! technique
- Maintain a safe distance

Anticipate and plan . . .
look around for:

- escape route
- obstacles
- defense tools



Imminent Attack

- Anticipate and plan
 - gives you a competitive advantage
- Maintain your balance
 - don't move backwards
 - move perpendicular
- Run toward planned escape route

Hostile / Aggressive Situations

Personal safety comes from knowing what you would do

So, open your mind long enough to clearly envision what you would do . . .

Coordinate your responses with others





Questions ?