

Manufacturers Alliance Seminar **Resolving Conflict at Work**

Practical experiences from peers on how to address
and resolve conflict at work.

Welcome



Kirby Sneen, Vice President
Manufacturers Alliance

Please silence your phones during the
presentations and discussion.

A Video of today's event will be available in
our new **Seminar Video Library**.

Thank you to our sponsor

Andy Sacchetti
MPS Technical Staffing



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- Continuous improvement approach
- MPS internal process
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THANK YOU!!

Andy Sacchetti

Director of Business Development

651-253-8244

Branch Locations:

East Metro, NW Metro, South Metro

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22ND ANNUAL
MANUFACTURER
OF THE YEAR AWARDS

Three manufacturers will be awarded, celebrated and recognized based on their demonstration of sharing information and improvement experiences with fellow manufacturers in a cooperative fashion.

Nominations due by Monday January 22nd

Updated - **Lean Leader Certification**



Develop the systems, behavior,
and discipline to create a
culture of improvement.

Moderator



Karen Borre, Managing Partner
Shapeshifters Consulting

Japs-Olson

Brian Kraemer

EHS & Training Manager

Resolving
Conflict at
Work...



JAPS-OLSON COMPANY
Commercial Print & Direct Mailers

The Japs-Olson Company

- Direct Mail, Catalog and Commercial Printing
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- 650+ employees
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What is Conflict?

Merriam-Webster

Definition of conflict;

1 : [fight](#), [battle](#), [war](#) an armed conflict

2 a : competitive or opposing action of incompatibles : antagonistic state or action (as of divergent ideas, interests, or persons) a conflict of principles

b : mental struggle resulting from [incompatible](#) or opposing needs, drives, wishes, or external or internal demands His conscience was in conflict with his duty.



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Define Conflict at Work...

Jobs/Tasks not performed to expectations or instructions leading to scrap, missed delivery dates, broken equipment, injuries, frustrated employees, etc.

Why was it done that way?

What was he thinking?

3rd shift does it this way?

Isn't that common sense?

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Conflicts to share...

Vacuum Cleaner

Plates and Pans

Cut Fingers



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Vacuum Cleaner



- Day crew cleaning employee entrance
 - Vacuum not picking up dirt, plugged up with paper scraps and paper clips
- “What is night shift doing!!!!!!”
- Spoke with night crew (19 year old)
 - Mom never made him clean or vacuum
- Added note to training to pick up/sweep paper scraps-avoid vacuuming them up
- Conflict Resolved-understanding from day crew and a night crew member who now has some “common sense”



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Plates and Pans

part one...

Strategic Initiative – decrease downtime

- Production reports indicating lengthy set ups and low productivity early after the set up
 - *Frustrated employees...*
- Interviewed operators to find troubles encountered and solutions found
 - *Conflict “I work hard, why are you busting my chops”*
- Operators taking over at shift change often re-set up the machine
 - *“Why was it done that way?”*
- Common finding was an adjustment on the folding plates



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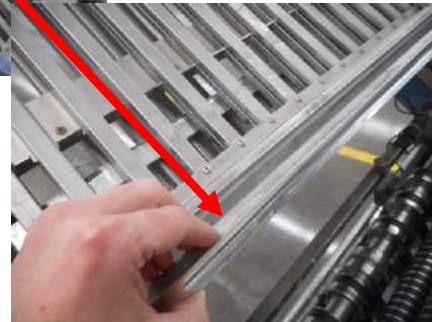


Plates and Pans

part one continued...

Plates on a folder can be opened or closed during set up:

- ***Opened***-allows sheets of paper to enter the plate to fold
- ***Closed***-deflects paper to the next function or plate of the machine



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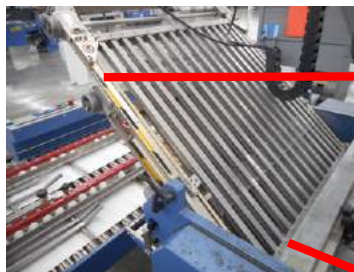


Plates and Pans

part one continued...

Adjusting the Pan- commonly used for creating crisper folds

- Significant adjustments either way can have a negative effect on the next job
- If set to low, it can push the deflector up and cause the paper to mis-fold or jam up the machine



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Plates and Pans

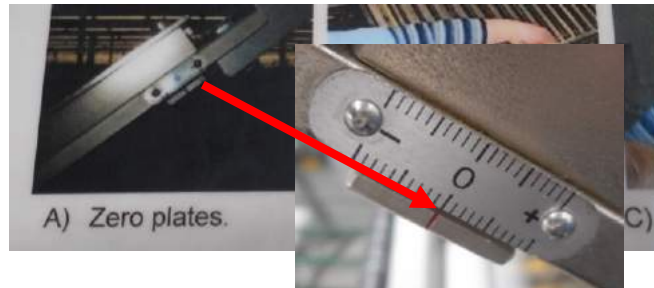
Solution:

- Added a step to Set Up Standard Work to “zero plates” as first step in setting folds
- Trained operators on the update

Results:

- Operators less frustrated
- Improved set up times
- Improved run times (less downtime)
- ~~Conflict Resolved~~

OR so we thought...



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Plates and Pans

part two...

Old Habits are hard to break...

- Soon after the update, 2 operators on different shifts and different machines set up jobs and struggled
- Both asked for help, I asked if they followed Standard Work... both said yes
- I referenced Standard Work, noticed the plates were not zeroed on closed plates
- We zeroed the plates and the problems went away.
- explained the importance of following standard work
- “Ah Ha” moment for the operators...

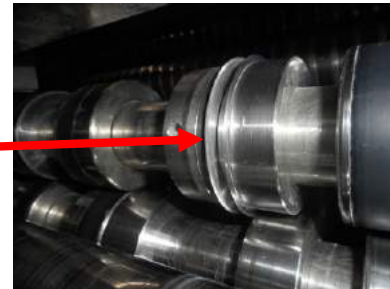


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Cut Fingers...Let's Add Safety

Problem: Operators cutting fingers and/or knuckles when reaching into machines



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Cut Fingers...Let's Add Safety

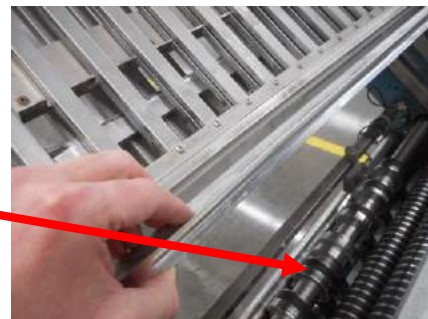
- Injuries create another level of conflict
 - Employee's life affected, Deadlines missed, other employees affected...
- Add safety concerns to training documents to call out dangers

2.7 Quick Set Rollers and Set Knives, Scores, Blocks

Setup and understands the rollers, knives, scores and blocks	<ul style="list-style-type: none"> • Rollers • Papering the rollers • Slitter shafts • Knives • Score • Blocks • Collars 	<ol style="list-style-type: none"> 1. Explain the name and purpose of each term in Knowledge & Skill Topics 2. Review the safety items noted below 3. Have operator read about the MBO Folder Setup Standard Work steps as you perform each step 4. Encourage operator to take notes on their copy of standard work. 5. Explain the importance of: <ul style="list-style-type: none"> • Upper right and lower left with slitter collars • No squeezing of the rollers 6. Read about the MBO Folder Setup Standard Work steps 	60 min	Verbal: 0 Written: N/A Demonstrate: N/A
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Safety Items:

- A) Knives on the slitter shafts, be careful of sharp points
- B) Keep hands out of/away from moving parts
- C) Wait until machine stops before inserting your hand to remove materials
- D) Note the location of the E-Stop button
- E) Covers must be on the machine when running
- F) Plates are heavy-get help lifting and lowering



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Cut Fingers...Safety was added

And then two more injuries occurred...

- Department got busy with work...
 - Department was hiring...
 - Training was missed/shorted
-
- Reviewed training docs with leadership and those injured from area
 - Both injuries were avoidable...

2.7 Quick Set Rollers and Set Knives, Scores, Blocks				
Objective: After completion, the operator can:	Knowledge & Skill Topics:	Learning Activities & Practice:	Est. Time	Test & Type:
Setup and understands the rollers, knives, scores and blocks	<ul style="list-style-type: none">• Rollers• Pepping the Rollers• Sitter Shifts• Knives• Score• Blocks• Collars	<ol style="list-style-type: none">1. Explain the name and purpose of each term in <i>Knowledge & Skill Topics</i>2. Review the safety items noted below3. Have operator read aloud the <i>MBO Folder Setup Standard Work</i> steps as you perform each step4. Encourage operator to take notes on their copy of standard work.5. Explain the importance of:<ul style="list-style-type: none">• Upper right and lower left with sitter collars• No squaring of the rollers6. Read aloud the <i>MBO Folder Setup Standard Work</i> steps while the operator demonstrates each action7. Give real time performance feedback When Completed:8. Have operator show and explain each term in <i>Knowledge & Skill Topics</i> (verbal test)	60 min	Verbal: 8 Written: N/A Demonstrate: N/A

Safety Items:	
A)	Knives on the sifter shafts, be careful of sharp points
B)	Keep hands out of/away from moving parts
C)	Wait until machine stops before inserting your hand to remove materials
D)	Notify the location of the E-Stop button
E)	Covers must be on the machine when running
F)	Plates are heavy-get help lifting and lowering



Resolve those conflicts at work...

Common sense comes from common experience

- Documenting helps ensure common experience...

Document your process:

- Training Programs
- Standard Work
- Continuously Improve

[illegible]

Last, but not least...

Make your kids clean the house!



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Thank You!

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Thomson Reuters

Barbara Lindsey

Sr. Manager, People Function



Resolving Conflict @ Work

Barbara Lindsey, Senior Manager – People Function
Core Publishing Solutions
January 2018

The intelligence, technology and human expertise
you need to find trusted answers.



Purpose and Values

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- We connect open, fair and transparent markets
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Trusted information

Accurate and unbiased news and information enriched by knowledge and perspective

Intuitive technology

Technology that seamlessly connects customers, content and communities

Insightful people

Expertise, by professionals for professionals

TRUST

We act with integrity and independence by holding ourselves and each other to be ethical and reliable in all we do.

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We innovate to serve our customers, drive our growth and win in dynamic business environments.

PARTNERSHIP

We work together, with each other, with our customers and with industry partners to deliver superior results and experiences.

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Core Publishing Solutions provides innovative, scalable, flexible solutions for our partners' print & fulfillment needs with exceptional quality & service so that they are best positioned in a changing marketplace



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400 employees & 400 pieces of equipment

25 million products produced annually

85,000 unique products stored in the warehouse

\$450+ million in revenue shipped annually

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Resolving Conflict

33 Edit presentation title on Slide Master using Insert > Header & Footer



Developing Employee Capabilities Around Resolving Conflict

Culture –

- Creating an environment in which conflict is not avoided
- Developing self-awareness and personal accountability
- Learning to view conflict as an opportunity to learn and improve

Training & Tools –

- Providing opportunities for people to understand their reactions to conflict
- Teaching employees tools to help them work through issues before they escalate



Developing Employee Capabilities Around Resolving Conflict (continued)

Modeling and Reinforcement –

- Leadership walks the talk – handle conflict in a constructive, respectful way
- Provide positive reinforcement when people demonstrate constructive conflict behaviors
- Coaching and feedback when conflict isn't handled well

Culture

Thomson Reuters works with Senn-Delaney, a culture-building firm that provides

- Concepts
- Training & Toolkits
- Visuals



The Accountability Ladder

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**Don't
assume
motives.
Assume
positive
intention.**

**What more
can I do
to get the
results?**

Accountability



The Mood Elevator

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Additional Training & Tools

- Addressing the conflict that can arise when feedback is needed
- **Straight Talk – Home Grown Course**
 - **Objective:**
 - Create an environment where clear, meaningful feedback is shared in a timely manner
 - Learn how to provide thoughtful, well-intentioned feedback
 - Learn how to receive feedback
 - **Focus Areas:**
 - What is constructive feedback and how do you give it
 - Responsibilities as a giver of feedback and as a receiver of feedback
 - The difference between criticism and constructive feedback
 - What to do with a negative reaction as the giver or receiver of the feedback
 - Intent to build a culture of feedback; Peer-to-Peer, Leader-to-Employee AND Employee-to-Leader

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Tools: Conversation Starters...



"In the spirit of Straight Talk, I'd like to give you (or ask for) some feedback..."

"Can you give me some feedback on that meeting? I'm not sure I was clear enough..."

"I want to thank you for catching that quality issue..."

"I noticed you aren't wearing hearing protection. Did you know..."

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Tools: Straight Talk Checklist – Laminated Card Provided to Employees

Giver	Receiver
• Was the feedback direct and specific? ✓	• Do I make it a priority to ask for feedback? ✓
• Was it an open conversation free from hidden agendas? ✓	• Did I ask for clarification to confirm my understanding? ✓
• Was my feedback timely? ✓	• Did I respond appropriately to the message? ✓
• Did I ensure the message was understood? ✓	• If needed did I take appropriate action or make changes? ✓
• Did I create an environment where the receiver could ask questions freely? ✓	

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Expectation Setting

- Collectively agree that **Straight Talk is a shared value**
- **Hold each other accountable**
- **Encourage feedback in all directions** – manager to employee, peer-to-peer & upward
- **Lead by example**; proactively ask for feedback
- **Look for opportunities to practice daily**; make it a habit
- **Be a leader** in creating a culture of Straight Talk

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Training & Tools Continued

• **RESPECT** – Home Grown Course

- Objective:
 - Educate on policy: The Thomson Reuters Code of Conduct
 - Provide specific examples of behavior that is not acceptable
 - Provide tools for addressing conflict and concerns
 - Provide alternatives if uncomfortable or unable to use the tools
 - Develop listening skills to improve reactions to feedback
 - Reduce the likelihood of a conflict rising to the level of a policy violation

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Understanding What Constitutes Unacceptable Behavior

Prohibited conduct:

- Hitting or shoving an individual,
- Making or sending harassing or threatening statements, telephone calls, e-mails or letters, and
- Stalking, following or acting with the intent of creating fear in another person.

Less obvious, but still unacceptable behavior

- Swearing/using profanity, even if you are not directing it at someone
- Throwing or slamming things around
- Getting too close to someone physically
 - In someone's face
 - In personal space
- Bullying, humiliating or yelling at others
- Teasing – use good judgment
- Offhand comments of an offensive or disrespectful nature

Ensuring that people understand expectations and consequences for failure to meet them

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Addressing Employee Concerns About Conflict When Providing Feedback

- I could get reported if the person gets mad
- The receiver might not like what I said and I could get in trouble
- I gave someone Straight Talk about a Respectful Work Environment issue and they didn't listen to me
- I don't want people to get mad at me

Our Response:

- If a situation like the above gets reported, we will investigate to understand what happened.
- In many cases, we found there was a miscommunication and worked through the issue with the people involved.

Create a safe environment for people to work through conflict in an appropriate manner

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Tools for Receiving Feedback

Receiver's Responsibilities – Review from Straight Talk class

- Be open to what you might hear
- Ask the person to give you alternative ideas or approaches
- Decide if it's the right time/place to have the conversation
- Ask questions if you need more detail
- Let the person finish what they are saying
- Try paraphrasing, i.e., "what you're saying is..."



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Reactions to Feedback

Reactions consist of:

- What you think
- What you feel
- How your body reacts
- How you behave



Even though feelings are internal, there are outward signals

- Body language
- Tone of voice



Raising Self-Awareness

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Strategies for Managing Your Reactions

If you find yourself becoming

- Anxious
- Angry
- Upset about the feedback



Try This:

- Ask yourself if your reaction to the feedback is logical (is your reaction out of proportion?)
- Take a deep breath before responding
- Consider whether you have enough information (did the person provide facts or details?)
- Focus on the content, not the person
- If in doubt, sense-check with someone you trust to be honest with you



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Applications, Modeling & Reinforcement

Where these tools come into play

- Building Community and Open Dialogue
- Working through change, a state of natural friction
- Continuous Improvement – Innovation
 - How can we do things differently?
 - Honoring the past, but looking for new ways to address pain points
- Problem Solving
- Flexing – moving employees to areas with heavy workload

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Applications, Modeling & Reinforcement

Modeling

- Leadership and employees with influence on the floor are critical
- Allow people to make a mistake and learn through feedback and coaching

Reinforcement

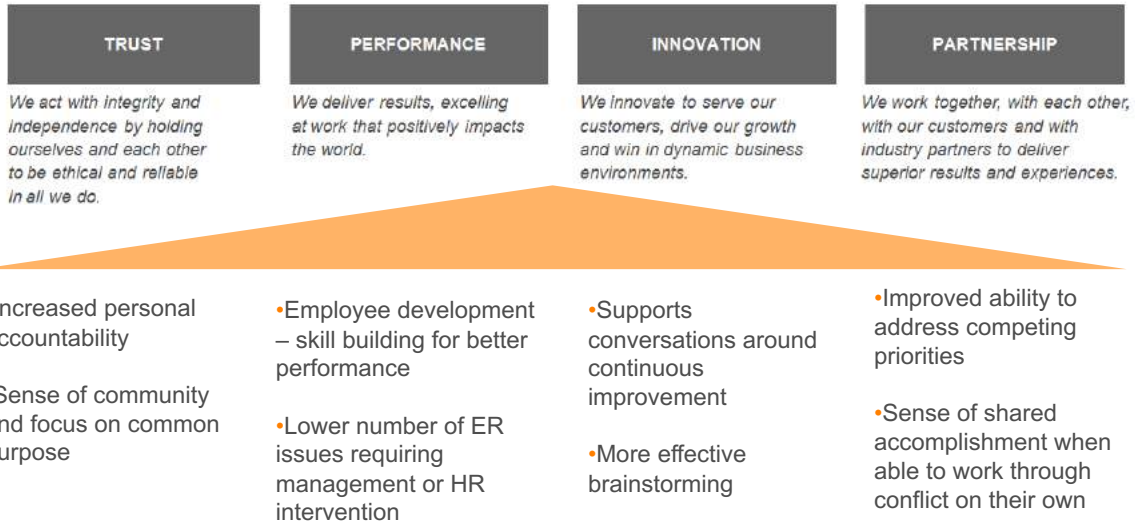
- Celebrate success through individual or group recognition
 - Example: A successful Kaizen event that required the people to work through conflict

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In Summary

Building skills around conflict resolution has supported our efforts to live our core values



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Networking Break

10:00

Networking Break

10:00

FAST Global Solutions

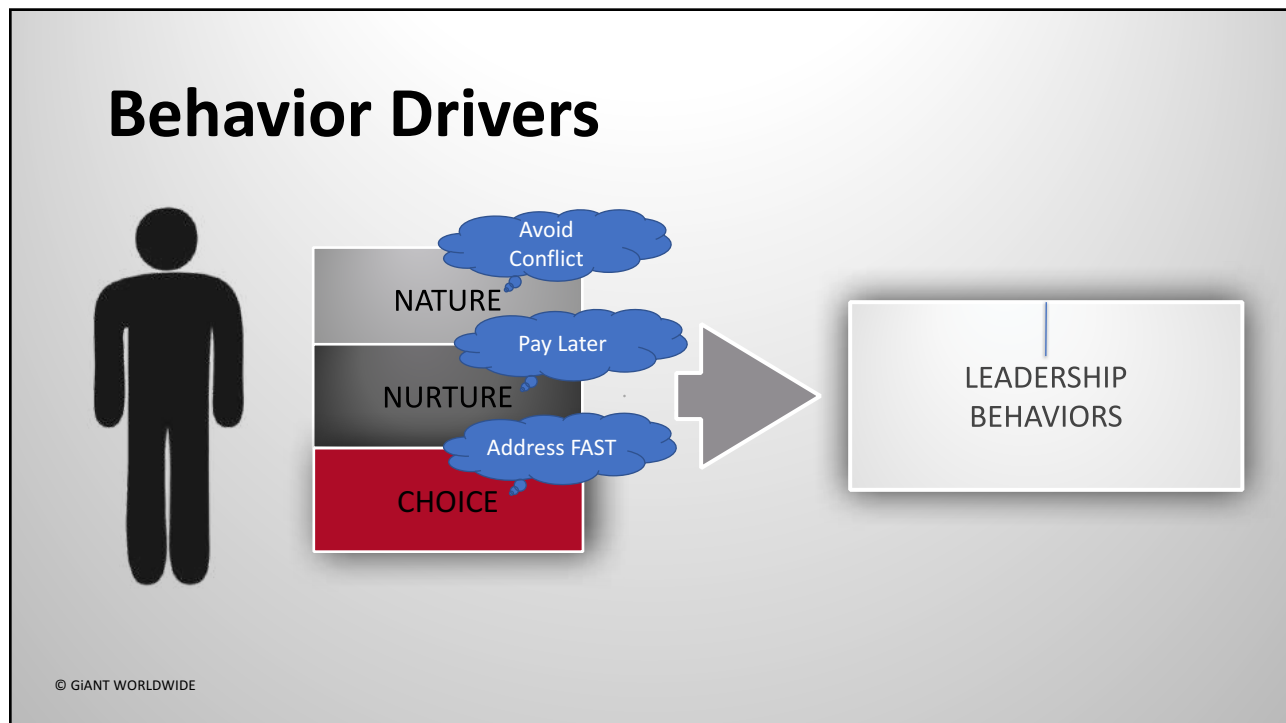
Sam Wagner

Director of Operations

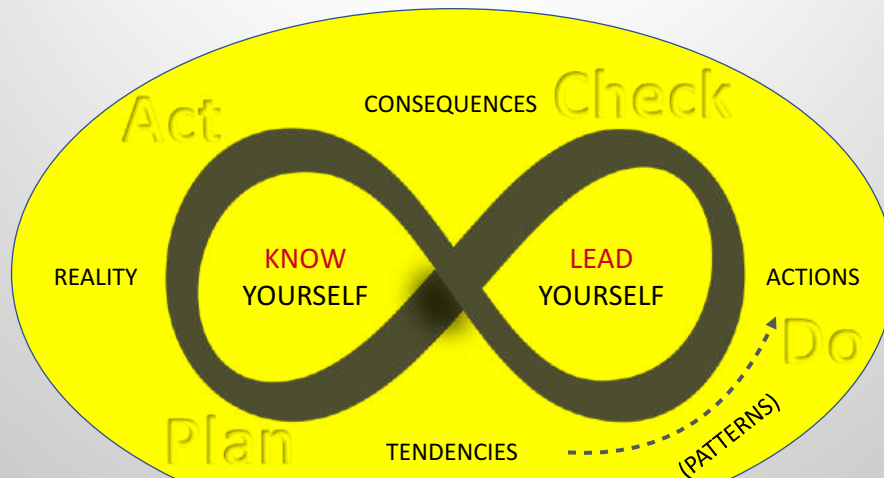


Who am I and Why am I Here?

- Sam Wagner, Director of Operations, FAST Global Solutions, Glenwood, MN responsible for company-wide production and associated training and continuous improvement
 - swagner@fastsolutions.com
 - 320-815-9896
 - Certified Lean Leader through Manufacturers Alliance
 - Manufacturers Alliance Peer Trainer
- FAST Global Solutions has over 500,000 sq.ft. of manufacturing in 5 facilities with 700+ employee owners
- I don't like conflict – the bad kind, that is...




Know Yourself to Lead Yourself



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Personal Leadership PDCA

16 Personalities

Analysts				Diplomats			
							
"ARCHITECT" INTJ (-A/-T) Imaginative and strategic thinkers, who plan for everything.	"LOGICIAN" INTP (-A/-T) Innovative inventors with an unquenchable thirst for knowledge.	"COMMANDER" ENTJ (-A/-T) Bold, imaginative and strong-willed leaders, always finding a way - or making one.	"DEBATER" ENTD (-A/-T) Smart and curious thinkers who cannot resist an intellectual challenge.	"ADVOCATE" INFJ (-A/-T) Quiet and mystical, yet very inspiring and fearless idealists.	"MEDIATOR" INFP (-A/-T) Peace, kind and altruistic people, always eager to help a good cause.	"PROTAGONIST" ENFJ (-A/-T) Charismatic and inspiring leaders, able to mesmerize their listeners.	"CAMPAIGNER" ENFP (-A/-T) Enthusiastic, creative and capable free spirits, who can always find a reason to smile.
Sentinels				Explorers			
							
"LOGISTICIAN" ISTJ (-A/-T) Practical and fact-minded individuals, whose reliability cannot be doubted.	"DEFENDER" ISFJ (-A/-T) Very dedicated and warm protectors, always ready to defend their loved ones.	"EXECUTIVE" ESTJ (-A/-T) Excellent administrators, unsurpassed at managing things - or people.	"CONSUL" ESFJ (-A/-T) Substantially caring, social and popular people, always eager to help.	"VIRTUOSO" ISTP (-A/-T) Cool and practical experimenter, masters of all kinds of tools.	"ADVENTURER" ISFP (-A/-T) Thoughtful and charming artists, always ready to experience something new.	"ENTREPRENEUR" AESTJ (-A/-T) Smart, energetic and very perceptive people, who only enjoy living on the edge.	"ENTERTAINER" ESFP (-A/-T) Spontaneous, energetic and enthusiastic people - life is never boring around them.

"Sensitive to Others – ISFPs easily relate to others' emotions, helping them to establish harmony and good will, and minimize conflict."

70:30 Principle

70%

*Natural Strengths
Unconscious Competence
Energizing*

Misfit?

JR: Make Best Use of
Each Person's Ability

© GIANT WORLDWIDE Source Credit: Cockram's Law




Conflict Spiral

Miscommunication

Misunderstanding

Misfit

Misalignment



Push/Pull Behaviors

PUSH

- ① Giving Views & Opinions
- ② Stating Needs & Wants
- ③ Using Incentive & Pressure

Assertive



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5 Voices

Everyone Speaks. Not Everyone is heard.

When people don't use their natural leadership voice, here's what happens:

- Bad Results** **Conflict!**
- Meetings seem to go nowhere
 - Wasted time, money, and energy
 - Misaligned teams that are not healthy
 - Toxic work environment filled with drama and gossip
 - People in the wrong role or position
 - Disagreements that divide instead of unite

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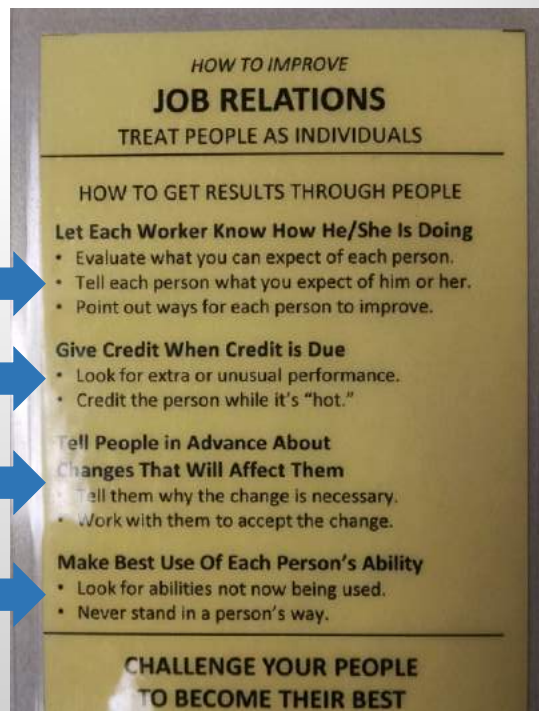
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Foundations for Good Relations

Prevent **Mis**communication

Prevent **Mis**understanding

Prevent **Mis**fit



Addressing Human Behavior Issues

• Communication = Information + Emotion



- What it is (what happened)
- How it makes you feel
- Why you feel that way

• Get their opinion

- Do they understand the issue?

• Agree on a solution

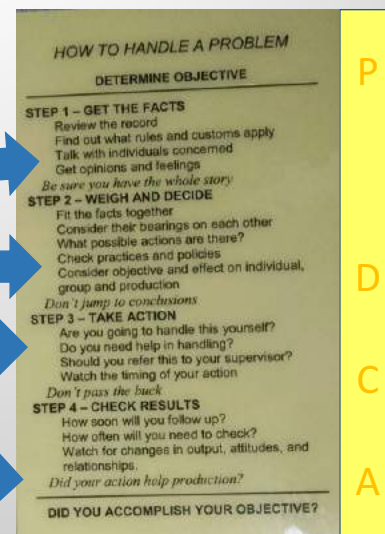
- Ask don't tell (pull) – unless you have no choice

• Observe the behavior

- Because people respect what you inspect

• Positively reinforce improved behavior

- Use What, How, Why technique



Fortune Leadership Group

Conflict Spiral

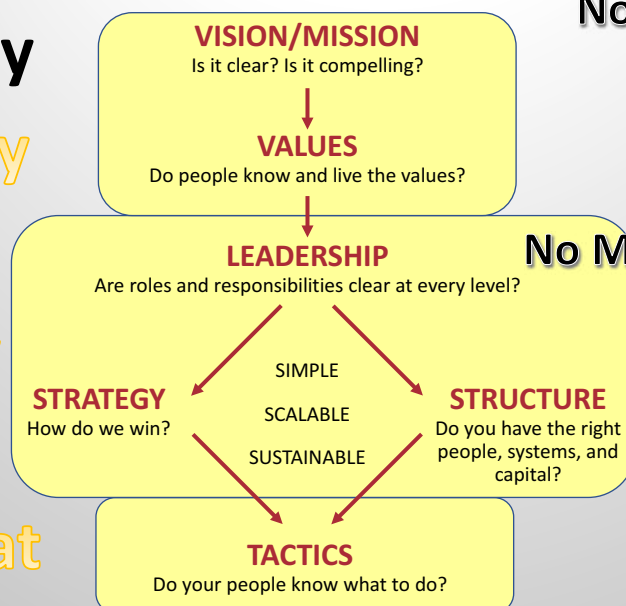


Organizational Clarity

Why

How

What



No Misalignment

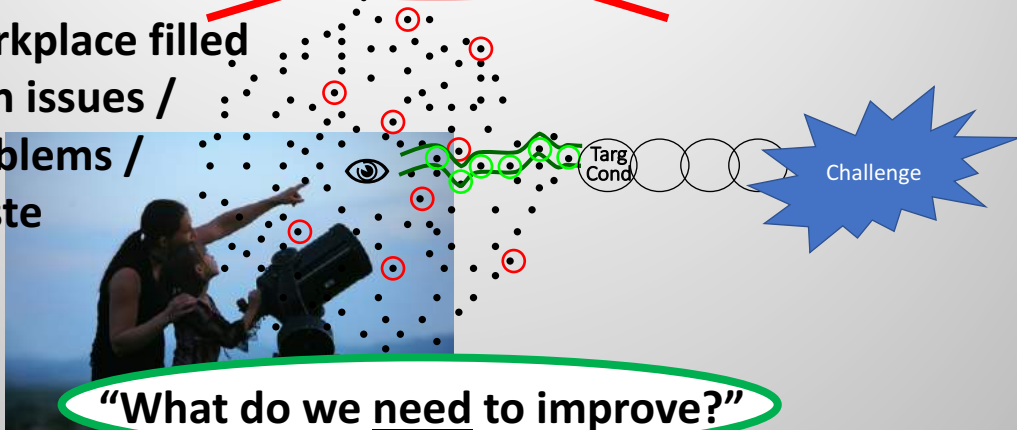
No Misfits

No Misunderstandings

Improvement: Striving for Excellence

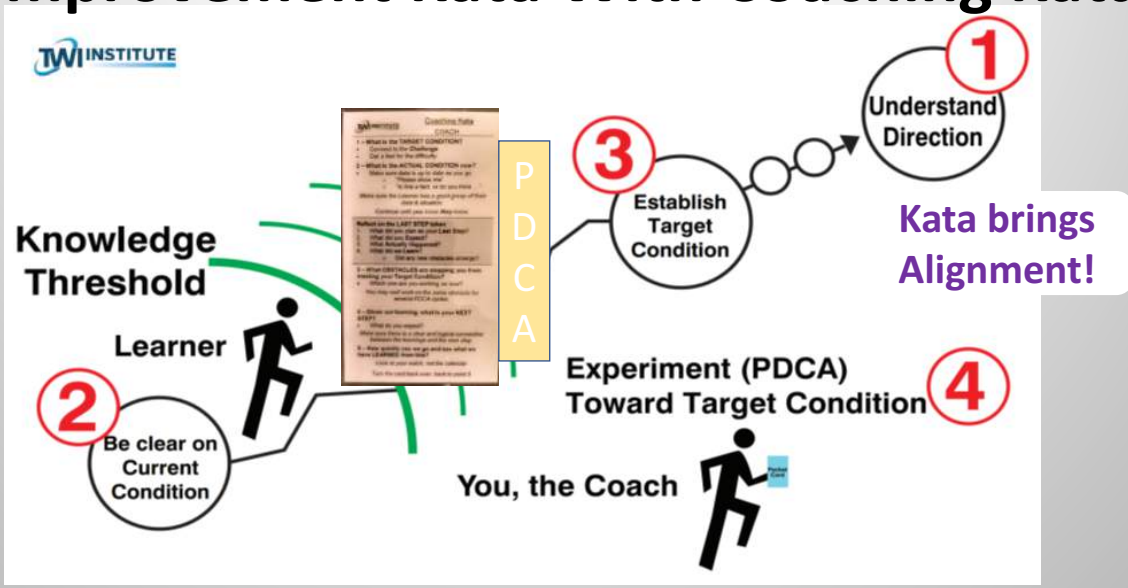
~~"What can we improve?"~~

Workplace filled
with issues /
problems /
waste



Based on Toyota Kata by Dan Rother

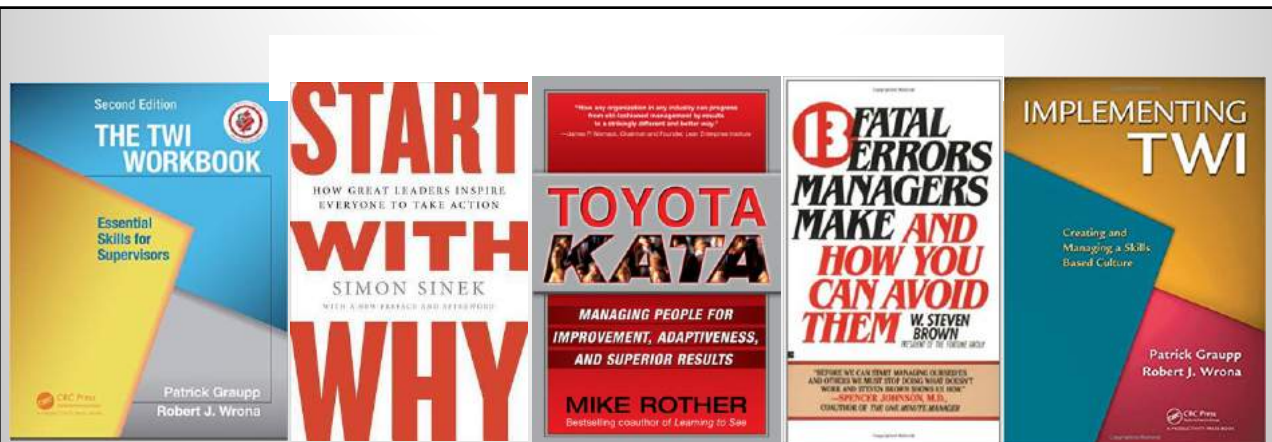
Improvement Kata With Coaching Kata



Summary

- Join me in getting past avoiding conflict and on to preventing conflict
- Be on the lookout for the “4 misses”
- Manage the 4 misses effectively
 - Misfit and Misalignment: Kata, GiANT Visual Toolkit, Job Relations & Job Instruction
 - Miscommunication and Misunderstanding: Above, plus Golden Circle and Fortune Leadership Group
- Practice PDCA (The Learning Cycle) to help you turn knowledge into the **skill of effective leadership**

Everyday Practice PDCA!



Some Effective Conflict Management Resources

Effective Conflict Management Resources

- 16 Personalities (<https://www.16personalities.com/>)
- 5 Voices (<https://5voices.com/>)
- GiANT Worldwide Visual Leadership Toolkit (and others) (https://www.giantworldwide.com/wp-content/uploads/2016/05/GiANT-Visual-Toolkit_US_Version-4.0_01March2016.pdf)
- Training Within Industry (TWI) Job Relations (<http://twi-institute.org/training-within-industry/twi-programs/job-relations-jr/>)
- Improvement Kata and Coaching Kata, Mike Rother (<http://www-personal.umich.edu/~mrother/Homepage.html>)
- Training Within Industry (TWI) Job Instruction (<http://twi-institute.org/training-within-industry/twi-programs/job-instruction-ji/>)
- Simon Sinek: Golden Circle (5:55) TED Talk (<https://www.bing.com/videos/search?q=simon+sinek+golden+circle&view=detail&mid=7203961ED007E7A6D6637203961ED007E7A6D663&FORM=VIRE>)
- 13 Fatal Errors Managers Make and How You Can Avoid Them, W. Steven Brown

Q & A

Japs-Olson
Brian Kraemer

Thomson Reuters
Barbara Lindsey

FAST Global Solutions
Sam Wagner

Moderator
Karen Borre

How did we do?

Please fill out your ***feedback sheet*** for today's seminar.

Thank you members

Ametek
Artistic Finishes
Bird & Cronin
Data Panel
Exlar Corporation
FMS Corporation
Glamorous Wire Products
Imperial Plastics
Integer

LimPro Metal Fabrication
Modern Molding
Nor-Lake Inc.
Pearson Candy Company
Plymouth Industries
Reviva
Ritchie Engineering
Tennant Company
Vitaldyne

**Member companies may send employees to
Educational Seminars at no cost**

Educational Seminars

Leverage the best practices and lessons learned from a diverse panel of industry peers.



Standardize & Sustain 5S

February 8 at Hennepin Technical College – Brooklyn Park

A3 Thinking & Problem Solving

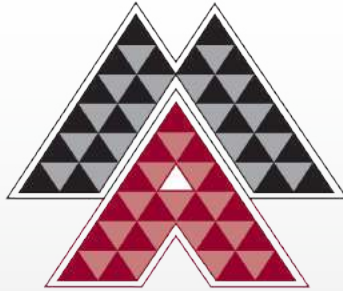
Thursday March 8 at Hennepin Technical College – Eden Prairie

Peer Group Membership

Would you like feedback on your challenges? Leverage a group of your peers as your own board of advisors.



- **New** – CI Practitioner
- HR Management
- Production Management



Manufacturers Alliance
Thank you for joining us!