

Appendix

Self-Assessment: Do You Fight Fairly?

Read each statement and circle the number that best corresponds to your current behavior.

1. I use "I" statements rather than "you" statements.
1 3 5
never sometimes always
2. I stick to the current problem only and refrain from mentioning other grievances.
1 3 5
never sometimes always
3. I discuss mainly the present and future; I don't place blame for wrongdoing.
1 3 5
never sometimes always
4. I allow the other person to state a point of view without interrupting.
1 3 5
never sometimes always
5. I try to understand the other person's thoughts and feelings about the conflict.
1 3 5
never sometimes always
6. I point out areas of agreement rather than only seeing areas of disagreement.
1 3 5
never sometimes always
7. I tell the other person not only what is wrong, but what would make it right.
1 3 5
never sometimes always
8. I ask the other person for changes in behavior, not in attitude.
1 3 5
never sometimes always
9. I express my feelings rather than dramatize them.
1 3 5
never sometimes always
10. I take a mental or physical time out before the conflict escalates.
1 3 5
never sometimes always

Scoring:

- 10-20 You need to develop your skills in fair fighting. Pick three skills to work on before your next confrontation.
- 21-40 Fine tune a couple more skills and your confrontation will be resolved more effectively.
- 41-50 Pat yourself on the back. You're a model for others to follow in confrontations.

Appendix 2

Establishing an Improvement Plan

Name of employee _____

What is the problem? _____ Specific details _____

Performance/conduct _____

Behavior _____

(Remember: Link "attitude"
to a specific behavior) _____

Type of standard not being met Standard _____

Quantity _____

Time I _____ n what way is the standard not being met? _____

Cost _____

Quality _____

Desired outcome _____

Why employee is not meeting standard Details _____

"Can't do" _____

"Won't do" _____

"Don't know" _____

"Not allowed to do" _____

(equipment, system, people constraints) _____

As the supervisor, what have I already done to assist the employee?

What employee must do to improve By when _____

What else do I need to do?

Understand and confront _____ Details _____

Clarify standards _____

Motivate and recognize _____

Formally discipline _____

Specific actions I will take By when _____

Appendix

Sample Useful Phrases and Quick Responses

- Excuse me.
- Where do we differ?
- Specifically, what did I say or do that makes you say that?
- Please clarify that for me.
- I need your help.
- I would like to help; however, . . .
- Why do you ask?
- That's an interesting question. A question I find equally interesting is . . .
(to divert interrogations)
- I prefer not to answer that.
- That may be/could be.
- I can see how you might think that way.
- I have a concern.
- In order for me to . . ., I need . . .
- If you do/don't, then . . . (consequence)
- It's unfortunate you feel that way/I'm sorry you feel that way.
- What do you mean by that?
- Can I count on you?