Teams Working Better Together: The desktop guide to building collaboration and respectful workplaces

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Teams Working Better Together: The desktop guide to building collaboration and respectful workplaces

I wrote this desktop guide to be a short reference book to help individuals collaborate and work better together whether that be on teams, project committees or cross sector collaborations and partnerships. To support this desktop guide, my new book *Working Better Together* is an expanded edition and is available by contacting Hammond International Inc.

Now more than ever the skill of collaboration and team work is required to help build sustainable organizations, help businesses thrive and to maintain the well being of those who work and volunteer in organizations and businesses.

Come to the *Teams Working Better Together* desktop guide with an open mind, a willingness to challenge your thinking, and, an open heart.

Special acknowledgements:

There are many people to honour and recognize in the creation of this desktop guide.

My husband Christopher Alcock who is and has always been a champion for the projects I undertake. Your unconditional support and loving persistence ensured that this desktop guide book was finished... finally!

My parents, Josie and Ken Hammond for raising three awesome daughters who have each pursued their passions and interests that are uniquely their own, and for instilling in us the values on which this book is based... kindness, acceptance, respect and integrity.

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To my clients and attendees of my workshops and training programs- trusting me to provide you with skills training, guidance and support has been the biggest gift I could ever receive.

A few words from the author

Like me, you have probably worked in collaborative projects, on committees, projects and teams that worked well together. The people seemed to "click" and the collaboration created results that couldn't have otherwise been achieved through working alone. These are the collaboration experiences that usually produce results and impact.

Then there is the other side of collaboration. Maybe you had an experience where the committee or team was difficult to work with and you looked forward to the project ending. Or perhaps you secretly hoped that the meeting would be cancelled (because of the working atmosphere or team dynamics). This is the reason I created the desktop guide. Every day I hear stories of "collaboration gone bad" and that was one of the reasons I felt compelled to create this guide.

Now more than ever the skill of collaboration is required for businesses, government, non-profit organizations, charities and associations to build their capacity, increase sustainability and revenue, reduce expenses, and maximize available resources while creating impact.

Collaboration is also a foundation in change management, resolving conflict and building resilience. This desktop guide will help you discover new ways to build bridges and collaborations that create greater impact, manage issues and conflict, foster collaboration as a tool for resilience, and keep people happy in the process.

It is my hope that you will read this book and be affirmed for the positive and effective actions, attitudes and attributes that you contribute every day to your relationships, both personally and professionally. It is also my intention that you will discover some new ways of working together as well as new strategies to address stress or other issues that create disengagement or breakdowns.

As a professional speaker, when I presenting the topic of collaboration and teamwork, I remind the audience that collaboration starts with a mindset. Collaboration starts with you! Your mindset and beliefs about working together shapes the way you show up and the actions you take in your relationships.

The way you have experienced collaboration breakdowns or conflict in the past, dealt with "people issues" or resolved

disagreements may not be the best route forward. The *Teams Working Better Together* desktop guide will help you find new ways to work with people and deal with issues when situations, conversations and relationships go sideways. Things will go sideways, but the good news is that situations can quickly be rectified and relationships restored. This desktop guide will help you turn breakdowns into breakthroughs.

In my full edition book *Working Better Together* I cover five key themes which are all designed to help your teams Work Better Together (and yes, they all start with the letter "C"):

- **C**ompassion

- **C**onnection

- **C**ollaboration

- **C**ourageous Communication

- **C**onflict Resolution

After working with and leading teams for more than 30 years I have discovered that while there are many ingredients to high functioning and resilient teams, these five ingredients (the 5 C's) are foundational. When the 5 C's are absent the team will typically struggle in several areas. In this desktop guide, I will cover 2 key C's: **collaboration and conflict resolution.**

As questions arise for you as you read the book, I encourage you to do two things:

1. Write them down, and

2. Send me an email or send me a message on social media. I would be delighted to answer your questions and provide you with more information. Also ensure you visit the websites www.charmainehammond.com and www. teamsworkingbettertogether for additional resources, workplace tools, professional/personal development supports, video training or to have me speak at your next event or provide training to your team.

You may be asking yourself "how will this book help me and why should I continue reading?" This book will help you discover new ways of working with people, especially those individuals who have different working or personality styles.

It will also cover two of the challenges that get in the way of team success: conflict and collaboration breakdowns.

Where to start:

- Start here.

- Start anywhere in the book.

Either way and wherever you begin reading, you will get value. For maximum results s**tart here... start at the beginning**. It generally makes sense to start at the beginning. In the Sound of Music, Julie Andrews sang the words "Let's start at the very beginning... A very good place to start."

"Working on yourself" professionally and personally is a journey that never ends. Trust me. I've been on that journey too. Personal growth and professional development is an ongoing process and the key is to simply begin.

As you begin reading this book, ask yourself this question, *"how will I see my business, my life, my team, my relationships differently today than I did yesterday?"* Feel free to take notes, journal and create workplace conversations about what you cover and learn in this desktop guide.

How you perceive people, situations and events actually shapes how you communicate, deal with issues, manage relationships and how you cope. When I was a mediator I saw this every day in my office. I remember one of the first workplace disputes I mediated. The communication between co-workers Jim and Terry had deteriorated so badly that they could barely look at each other let alone be in the same meeting room together. In the private 1:1 pre-mediation meetings I held with each of them, I immediately noticed a difference in perception which started with how they viewed and spoke about one another.

Jim used words like "jerk", "unreasonable", "selfish", "instigator", " and "failure" to describe his colleague. In fact, almost every time he mentioned Terry in the pre-mediation, Terry's name was attached to some derogatory or defaming descriptor. Now before you ask how did I address it, let me share the 1:1 meeting with Terry to point out the difference in perceptions.

When Terry talked about Jim I noticed his language was very different, in fact almost the complete opposite from Jim. he said things like "somewhere things went sideways", "I'm sure he doesn't mean what he says", "we both need to make some

changes". He did not "label" Jim as he spoke about him nor did he assign blame. There was a more evident appearance of openness and collaboration just by how he communicated.

Now imagine the first meeting (if Jim had not received some coaching to be mediation ready). Jim would likely have been finger pointing, blaming and accusing because of how he viewed Terry. Blaming generally ignites defensive responses and instead of the conversation moving forward, it spirals into a cycle of blame and counter blame, and the conflict becomes more deeply protracted. As Brene Brown says, when people blame others, they generally struggle to hold others accountable.

Think of it this way, if you frame it in your head that "this meeting is going to suck or be difficult" you can pretty much guarantee the meeting will suck and be difficult. Your thoughts and perceptions shape how we show up, cope and respond to others. One quick tip to collaborate more effectively is to check in on how you perceive the individuals on the team, how you communicate about the group and the words you use. The great news is that you can change your thoughts to change your words (and results).

I met with Jim on two occasions (to help him prepare for the mediation) before bringing Jim and Terry together for a mediation session. Jim understood that for the conflict to be resolved respectfully, amicably and fairly, he needed to change how he perceived and how he spoke to and about Terry.

When I heard Jim say "I guess I shouldn't say things like remember to bring your boxing gloves, or Charmaine will be our referee" I knew he "got it". His words changed, which meant he changed his point of reference. Jim understood that by framing the conversation as a fight in his mind would create a feeling of fight in the real conversation.

When I asked Jim how he could reframe this, his response almost knocked me off my chair (and I have since been quoting him for more than 20 years). Jim replied "how you show up matters! What you think in your mind may come out of your lips. Be careful what you think." I am forever grateful to the many ways that my clients teach us how to be and I proudly share Jim's tips with the teams I work with. The change in mindset changed everything in how Jim and Terry worked through the issues.

Difference is actually one of few things in common. Change in attitude can profoundly change your relationships and results. This is a starting point.

Working with others presents cycles of getting over and around hurdles. One challenge solved. Another challenge shows up. You've been there. It feels like you are on a treadmill of never-ending tasks to do, people to see and problems to solve. We live in a rapidly changing world where ongoing learning is constant and communication comes at us quickly, frequently and through many different platforms (email, text, social media, etc.).

More and more, workplaces are dealing with "presenteeism"- employees that are at work but not present or engaged. As employees cope with life changes such as aging parents, illness, family difficulties etc., many are coming to work when it may be best for them (and the team) for them to take time off. Research tells us that employee engagement overall is an issue across workplaces and in many different industries, this book will cover some of the actions that leaders, teams an business owners can take to increase engagement.

As we dive in to working together, be open to learning and developing new ways of handling situations and working with others. Create a new story for your future and don't allow yourself to be trapped or stopped by the past.

Life is messy.

Collaboration can be messy.

Conflict is messy.

Communication is messy.

When things get messy what needs to happen?

We clean up, learn up and move on.

It's so true that this is easier said than done. Deanna, a seasoned leader of a not-for-profit organization experienced this "messiness" when she began her role as Executive Director. The supervisor (a long term employee of the organization) who had applied for the Executive Director position had some "sour grapes" and there were a lot of "messes" in this transition. The messiness of this transition included a noticeable tension in the team and an overt

sense of apprehension. Deanna felt as if her every move was being watched, critiqued and talked about by the team. She noticed that silos had started to form. There was a building sense of dissention within the team. The lack of trust became noticeable in group settings such as staff meetings, and was commonly displayed as team members overtly challenging Deanna in front of the group, subtly blaming one another or shutting down when things became uncomfortable.

You might be able to relate to this. Maybe you have worked or volunteered in a team that experienced similar challenges.

When I think about Deanna and her team, I am reminded about how her courage, compassion and commitment to the organization (and the mission) helped her navigate through the challenges that surfaced. Some team members left, some stayed but what did not stick around while she was leading the organization was the animosity, opposition and dissention that she had walked into.

She was willing to "wade around in the mud" (in the messiness and discomfort) while she cleaned things up. She engaged her team in building collaboration and respect in the workplace. She provided the supports and training her team

needed to be successful, remained true to her organization's mission, and, was willing to work on the "tough issues" and not give up.

As we saw with Jim and Terry, the way you view a situation shapes how you deal with it.

How do you view collaboration? How do you see conflict?

What's the first word or image that comes to mind when you hear the word "conflict?"

What emotion arises when you hear the word conflict? What is the first image that is conjured up in your brain when you think of conflict? I remember asking this question when I was doing a keynote presentation at a conference for professionals in the human services field. The answers included responses such as:

- I want to avoid it at all costs

- I want to run

- I feel nervous, my stomach gets butterflies

• I get defensive, I start thinking about what "ammunition" (examples, history, proof) I can pull out to protect myself.

Very few people view conflict as an opportunity. An opportunity to learn, to work together to improve a situation. How you think of conflict impacts how you deal with conflict and how committed you are to work collaboratively towards a solution. One way to deal with conflict differently or to produce better results is to start by thinking about it differently.

This is in fact an exercise I facilitate in my conflict resolution and courageous dialogue workshops (this was also a question I asked in pre-mediation sessions). The group has a discussion and charts the first words (and emotions) that come to mind when hearing the word conflict. After having facilitated this exercise hundreds of times, the answers I get generally sound like this:

First word that comes to mind when I hear the word "conflict":

• Awful, difficult, scary

• A fight

• Uncomfortable

• Confrontational

• Avoid it/run

• Winners and losers

• Emotional, anger, defensive, yelling, blaming

If this is the perception of conflict it is easy to understand why many people avoid it or hope it will go away.

Another way to frame conflict is:

• An opportunity to resolve an issue

• A chance to make something better

• An opportunity to work together to create a solution that addresses the needs and interests of those involved.

In the second part of the exercise I ask the workshop attendees to consider a different perspective with the question "what could conflict be instead?"

Here are the answers I consistently see from this question:

- •A conversation (respectful, safe, engaged)

- •An opportunity to learn

- •A chance to put things right

- •Find a solution that addresses what people need

This creates a different type of conversation when you apply this frame of reference. If you pursue conversations that you fear or see as challenging with the above mindset instead, you are well on your way to a respectful dialogue and working better together.

Your body will give you clues when you are nervous or uncomfortable. Self awareness will help you more easily pivot and adjust your mindset to create a more collaborative conversation.

When coaching Janise to help her prepare for some tough family conversations (and her typical response to conflict was to avoid, give in or ignore and be angry) we created a set of mindset reminders for her. I found out much later that Janise posted these mindset reminders on sticky notes on her mirror, the back of her book mark and in other areas where the reminder would help such as on the wall beside her phone (yup- these were the days before cell phones). Here are some of the mindset reminders she created:

- • This conversation is an opportunity to resolve the issue together and respectfully.

- • This conversation could improve our relationship.

- • This is a conversation where I can openly, respectfully and safely share my point of view.

- • My point of view may be the missing piece in the solution. No one will know unless I share it.

- • My perspective matters.

Prior to conversations (that she would have typically avoided), Janise would recite these mindset reminders in her head and out loud. For those of you know who have been in my trainings, you know what is coming next.

Practice these mindset reminders out loud and in front of a mirror. Repeat them at least ten times in a row, and ten different times. Lock this into your mind. This is how we begin to reshape our thinking, and our results. It takes effort, repetition and practice because when stress, tension or discomfort arises we default to what we know even if this default causes us other challenges.

What if you were to see conflict from a different lens – instead conflict being a confrontation or drama filled conversation, what if you reframed conflict to simply be a **courageous dialogue**. I define this as having the conversations that matter most and are mostly avoided.

"I cringe at the very thought of conflict in our team," said Lorraine, a long-term leader in the human services and human resources sectors. When I asked her to further explain, we discovered it is not the actually conflict that makes her cringe, it was what happens next. She determined that the team dynamics (response to conflict) and how people showed up in conflict triggered her apprehensive and stress. It is not the actual source of conflict (topic) that made Lorraine uncomfortable, it was the drama, emotions and behaviours that show up in the conversation that created apprehension and discomfort for her.

In discussing perspectives with Lorraine she said "there are a few members on my team who just blurt out whatever is on their mind, without any regard for how their words and actions might impact others. This has resulted in some of my team either avoiding the discussion completely (and gossiping about it later) or being frustrated the issue was not resolved). It's like they have their boxing gloves on and are ready for the fight," Lorraine continued.

Lorraine is not alone. You may have seen or experienced this in your team too.

"As soon as one of these individuals even makes a motion (a look, a gesture, a body movement) that they are going to contribute in some way, you can feel the tension thicken, the room quiets and there's even a few eyeball rollers. It's like they are saying 'here we go again', and then I feel like all eyes are on me."

From further work with Lorraine's team, I discovered that there were no guidelines for effective and respectful communication in the team and as it related to meetings. Most staff described feeling unprepared and unskilled to effectively managed and deal with confrontation, conflict and other sensitive issues, and, that they looked to Lorraine for guidance and support. Since Lorraine also struggled with and avoided conflict, the support she offered was more in the form of condolences and encouragement instead of coaching and skill building.

After providing two days of communication and conflict resolution training with the entire team, I then facilitated a **Team Charter** building process whereby the team working together created an agreement of how they would manage issues, communicate sensitive feedback, resolve conflicts and build a respectful workplace. This Charter provided support to the entire team to safely and respectfully address behaviours, attitudes and actions that were "off charter." The result was a healthier culture, fewer conflicts being addressed poorly or not at all, a leader who felt empowered and less stress in the workplace. You can imagine how this fostered accountability to self, others and the team. As accountability increased so did workplace safety, respect and the ability to

work better together. This team effectively put **"unity"** into their workplace culture and "comm**unity**."

Often it does not take a great amount of effort to course correct and get communication, relationships and teamwork back on track. Small or simple conversations can lead to big and significant results. It does however take courage, compassion and a willingness to build bridges (not barricades).

Your leadership (by leadership I mean self leadership as well, not just those who hold a leadership position or title) is impacted by your mood, self awareness and impacts everything including how you communicate and interact with others. It is important to check in with yourself (be self aware) to assess how you show up and the impact that your presence and your actions has on others.

Each person has different points of reference and experience which shape their perspective. Our actions shape our way of being and seeing situations. This is why we give different reports of the same incident. Think about a time you experienced a particular situation and you saw it one way and your colleague or family member described the

same situation very differently. Perhaps it felt like you both experienced something different (likely because you did). The way you view something is simply your perspective. Your perspective and mood impacts what you see and what you miss in the world. When in a bad mood you tend to miss the signs and social cues that could help you be more effective in communication.

One such social cue to pay close attention to is how you react or respond to judgement, criticism, assumptions, and doubt from others. For many people, this creates a reaction of defensiveness or rebellious behaviour. Rebellion is acting out in the present about situations and events from the past. Instead create a new history that is not governed by your past.

Much of what we learn is through copying or modelling after others. We learn from seeing others do something and then mimic the behaviour of others. The challenge is that as humans, we don't always choose the best examples to model after.

People can work better together when compassion is present

This desktop guide will cover some of the essential skills such as communication, conflict resolution, resilience and working better together. You will notice I call these **essential skills**, not soft skills. I have a strong opinion that these skills are necessary for a resilience and a successful personal and business life. Referring to these skills as soft skills takes away from just how important and essential these skills are.

One thing I know for certain is this: a lot of workplace conflict messes would get resolved better if people talked to **each other instead of talking about each other**. In my presentations I always say these two reminders:

"Just because you feel offended doesn't make you right."

and

"Proving someone wrong doesn't make you right."

I remember Mike, a long-term employee at a government office where I worked. His humour was insensitive at the best of times and he consistently missed the cues from his colleagues. He would bring in inappropriate or distasteful jokes that he had photocopied, and show them to his colleagues who then expressed their lack of appreciation by avoiding eye contact, disengaging, looking away or rolling their eyeballs at their neighbour as if to say, "Geesh, can you believe that guy?"

No one ever let Mike know that the jobs were offensive and unwanted. Team members did not share feedback such as "Mike, that is not cool," or "Mike, that was offensive" or "Mike, I find that humour offensive, and request that it stop."

Occasionally a team member would make a quiet comment like, "Good thing Selena (the leader) wasn't here." But again, Mike did not read between the lines, or read the cues. All it would have taken was for someone to step up and say, "That kind of joke is not okay, Mike. I find it offensive. Please stop."

Collaboration

Think about a time that you were engaged in a collaboration or collaborative project that put a bounce in your step, inspired your creativity and you couldn't wait to move into action or attend the next meeting.

What qualities existed in the collaboration?

_____

_____

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_____

Now, think about a time that you were engaged in a collaboration or collaborative project that drained your energy, did **not** create results or impact and you found yourself secretly hoping the next meeting would be cancelled.

What qualities existed in this collaboration?

_____

_____

_____

_____

A Salesforce survey of more than 1400 corporate executives, employees and educators "found that 86% of the participants believed that lack of collaboration was responsible for workplace failures."

According to a recent study by Harvard Business Review- the time spent by managers and employees in collaborative activities has increased by 50%+. A Queens University study highlighted that 39% of the employees interviewed believe that their organization does not collaborate enough.

Collaboration begins in our own relationships, in our own team and organization!

What would people in your organization say about collaboration?

_____

_____

_____

_____

How do you collaborate in your team and why is collaboration important in your organization?

_____

_____

_____

_____

How has collaboration helped you (and/or your team) create a bigger impact and results that you could have never otherwise achieved?

_____

_____

_____

_____

Why Collaborate?

Collaboration is an essential workplace and team skill that is not only a skill that is applied to projects, it can be a foundation of how you operate as a team, a business or organization. The stronger the connections, the more effective the collaboration.

Despite the tremendous work and energy expended in building collaborative workplaces, even the best designed collaborations can go sideways. Often that is because of lack of alignment or agreement on the basics, such as values.

Role clarity, understanding expectations, alignment in values and a commitment to the overall goals and mission of the organization is foundational.

There are many reasons that teams and organizations struggle when working on strengthening teams and looking at ways to build more resilience and collaboration into workplace practices. It's important to recognize that not all people are natural collaborators. Some people have had negative or devastating experiences with collaboration in the past which shapes their other collaborative experiences or because of past failed collaborations, the person doesn't collaborate full on. Sometimes collaborative environments are set up to fail. The more you can do in your organization to mentor and provide training on the skills associated with effective collaboration, the easier it is for people to embrace it.

Many years ago I had the opportunity to provide interest based conflict resolution training to the negotiating team within a government office. The union and management members of the negotiating team attended a two day training

with me to learn how to navigate through their collective bargaining process through interest based collaborations and conflict resolution to conduct their negotiations. What became apparent to me immediately was that their past bargaining processes were not set up for success and were not collaborative at all which really made the "tough topics" (such as compensation and benefits) more difficult to work through.

This past experience created doubt, disbelief, distrust and a lack of willingness to proceed openly and fully. The first thing we worked on as a group was changing their seating arrangements. I posed the question "what seating arrangements will create a collaborative space for your conversations and negotiations?" I could have easily just advised how to set this up, I had done this hundreds of times with other processes, but asking them to decide this together marked a collaborative conversation on an "easier" challenge. The result was a U shaped seating arrangement whereby each person sat beside the other party (management, union, management, union). You might be thinking "wasn't that obvious?" or "can a seating arrangement make that much difference?" The answer is that while it may be obvious, they were changing a pattern of previous processes that

modelled an adversarial "us against them" environment (tables facing each other). The group coming to the seating arrangement together also marked their first agreement in their negotiation process.

Why collaborate?

One question I hear a lot both in the not-for-profit and the for-profit sector is "why should I collaborate" followed by "what are the benefits" or "what's in it for me?"

There are many reasons to collaborate, and also much to consider before saying yes. Collaboration takes time, effort, struggle, risk and learning however, despite the hard work and energy that goes into building sustainable collaborations, the collaboration partners can accomplish more (and be more effective/efficient) through working together instead of working independent of others. When organizations and businesses create a culture of collaboration, there is a side benefit which is increased trust, learning, expanded compassion/connection and a new understanding that is built through partnering with others.

Collaborations are accompanied by learning, and in the learning process there are mistakes. Teams and collaborative groups can work through mistakes and learning more comfortably by having agreements on how the project or team will work together. When I facilitate collaborative processes for clients, I ensure that we collectively create a TOR (Terms of Reference) document, discuss membership and a communication plan. How could this type of document and agreement help your team? Your next project?

Terms of Reference will help guide you then things fall off the track or when collaborations go sideways.

When collaboration goes sideways

What causes collaboration to go sideways?

_____

_____

_____

_____

There is a long list of reasons associated with collaborations going sideways, here are a few of the ones I commonly see and hear about in my work:

- A key member of the team or collaboration leaves or is absent

- No guidelines, terms of reference or terms of engagement. (Hint- create a collaboration agreement).

- Lack of clarity around the purpose, mission, project tasks or goal of the team/organization.

- Disagreement or issues that are avoided, not dealt with or are poorly managed.

- Not taking the time to build the relationships (and the trust).

And the list goes on.

The Solution? Charmaine's 8 C's of collaboration:

- **C**larity

- **C**reativity and Critical Thinking

- **C**ourage

- **C**ommitment

- **C**ompassion

- **C**ommunication

- **C**onflict Resolution

What is a collaborative respectful workplace?

Is a respectful workplace free of issues, conflict, and crises? No, every organization will have its fair share of challenges to deal with. The difference is that respectful workplaces tend to be more resilient, get through tough times with more ease and less collateral damage. When teams apply the 8 C's above, it is highly likely your team will work better together, and the culture will be resilient, collaborative and respectful.

There are many challenges in workplaces, and depending on your role in the organization, you may see or experience challenges that are different from those of your colleagues or peers. Some of the common challenges that human resource professionals have described as common challenges include managing generational and working style differences on teams, leading mobile or remote teams, the impacts of technology on workplace productivity, communication and relationships.

A respectful workplace is a culture of respect, support, diversity and inclusion, compassion, connection and, integrity. This type of culture is rooted in values, policies

and procedures, well training employees, leaders who are committed to modeling. The words you use verbally, in workplace communication, even in policies, speaks volumes about the culture of your organization and team.

Les was the CEO of a successful technology company, we met at a business networking event and were discussing the value of conflict management training for his employees (leaders included), his response was "I just thought people would be adults and figure it out on their own." When I asked how this assumption played out in real life Les said "terrible. There seems to be infighting, people complaining to their leader instead of working it out with the people involved, and I am constantly getting dragged into situations that should not come to the CEO level." Les replied that his company had recently implemented some policies in the hopes of addressing the issues and fostering a more positive workplace. I had the opportunity to review the policy manual. Immediately several issues struck me that were not conducive to a respectful workplace culture.

1. The policies utilized words like "subordinate", "superior." When I queried this with Les I discovered that these were not terms they actually used in the company,

but were policies from a sample policy manual his leadership team found online. In discussing what some new language might be and how they would portray a more accurate picture of the environment he wished to created, he recommended to the leadership team that the words "team", "employees", and "leaders/leadership" and "supervisor" be used instead.

2. There were no policy specifics to conflict management other than the direction to resolve it with the person it involves, engage your leader and file a complaint. The policy did not support the resolution of conflict. We worked together to explain the steps involved in addressing conflicts, the type of communication expected (respectful, professional and considerate), and what to do if the situation was not resolved (leaders as coaches and engaging leader support). They also included a policy statement something to the effect of "our organization recognizes that there are times when disagreements, issues and conflicts will arise. To support a respectful workplace culture where conflict is well managed, these polices and the corresponding training will support all employees in addressing these issues effectively. If you are wondering, they did include procedures, and had me

do some training with the team. We are now looking at working together to create a train the trainer program so that a small team of leaders/employees can be trained with conflict resolution and facilitation skills.

The largest hidden cost in your business or organization and collaborations might just surprise you.

What do you think is the largest hidden cost in your organization/business? Would it surprise you to know that it may be the cost of conflict (poorly managed or unaddressed conflict)?

Research indicates that more than 30% of stress in the workplace is a result of conflict. Further to this, a study in Leadership Quarterly reported that 42% of a manager's time is spent dealing with conflict. This means that your business is losing revenue and productivity on a number of levels. If you are a leader, how does this statistic resonate with you?

The American Institute of Stress reports that conflict is the "reason behind 30% of workplace stress." The American Psychological Association reports that stress at work is costing U.S. businesses $300 billion a year. McLean & Company found that a disengaged employee costs an organization approximately $3,400 for every $10,000 in annual salary. When you do the math, and add that figure up for all your employees and you'd better be sitting down when you see the number.

This amount can make any HR professional, leader, employee and company owner start paying attention to conflict and unresolved conflict.

Let's look at some of the costs of conflict when it is poorly managed or completely ignored.

____ Damaged relationships

____ Destroyed trust

____ Wasted time

____ Additional supervisor time spent on conflict related activities

___ Increased stress

___ Loss of seasoned employees

___ Increase in safety incidents and near misses

___ Increase in sick time or leave of absences

___ Damage to company reputation

___ Loss of clients, contracts or work

___ Costs of mediator, legal counsel, arbitrator etc.

___Cost of investigators and formal complaint processes

Providing training, Team Charter facilitation and ongoing mentoring support is far more cost effective and supports the organizations' people both personally and professionally.

The cost of conflict is significant, and very much preventable. Research indicates that about 50% of leaders report they have not received conflict management/resolution training or development. Yet, they are spending almost half their work hours dealing with people issues and conflict. How a leader responds to workplace conflict impacts the team and the workplace culture. One of the best investments that organizations can make to improve their bottom line is training leaders in conflict management skills.

It starts with communication, and providing feedback in a way that does not escalate disagreement.

Winning at Feedback

One of the challenges with communication is assumptions and lack of clarity.

"Well if that's what you meant to say, why didn't you just say it," asked a flustered Laurie as she stood up and left Josh's office.

"If you didn't get what I was talking about, how about just ask next time," said Josh, not sure she heard him but feeling better for having the last word.

How many times have you said or thought something like Laurie or Josh? Variations of this conversation happen all the time at work, at home and in the community. All day long we engage in conversation -verbally through what we say, non verbally through how we act and mentally by what we think.

In communication you are juggling a lot such as the assumptions we make. Laurie and Josh are a great example. They assumed the other just knew what was intended. These little assumptions while seeming harmless and even insignificant on their own can lead to misunderstandings and communication breakdowns. In addition to assumptions you are also juggling emotions (yours and theirs), biases and judgements, history/the past, personality and working style differences and values/beliefs that shape how we show up and who we are being in any given moment.

Non-verbal communication also adds another layer of complexity to communication and most definitely contributes to the misunderstandings and assumptions that are made during conversations. It is almost as if we need to teach our facial expressions how to ignore the inside voice and internal chatter, that way we could be more congruent with what we say and how we say it.

Giving and receiving feedback is another one of those conversations that is often avoided because it creates discomfort and fear, and, challenges the relationship, and the outcome. Feedback is an essential component of workplace relationships, and confronting disrespect bullying- type behaviours.

Here's a simple but powerful formula for giving others feedback. It is called the **WIN** (author unknown) approach:

When _____ (this happens or I see this….)

I _____ (feel, think, notice, am)… and….

N_____ (next time… or need…..)

"James, **when** you make comments that are flirtatious, I **feel** uncomfortable and disrespected. I **request that** you speak with me respectfully, and without those types of comments."

"Sandra, when you said "I'll get you, just watch!" I felt most uncomfortable, and unsafe. I wasn't sure what your comment meant. I need to talk with you to understand this."

The key here is to remember your feedback **CHATS** are:

- **Cl**ear

- **H**onest

- **A**ccurate

- **T**imely

- **S**pecific

If you find that the behaviour continues, and you are needing to provide feedback again on the same, or similar issue, you can add that into the WIN statement.

"Sandra, I am concerned that I need to raise this issue (or provide feedback on...) again". Then provide the feedback.

Or

"Sandra, when you said "I'll get you, just watch!" and "She better watch her back," I felt most uncomfortable and unsafe. This is the second time I have raised this type of concern with you. I wasn't sure what your comment meant. I need to talk with you to understand this, and I would like these comments to stop."

Creating and Sustaining a Respectful and Healthy Work Environment:

Creating and maintaining a safe, respectful workplace cultures does take time, specific actions and of course commitment, but the outcomes will be well worth the effort.

One step in the right direction to create a safe, respectful workplace is to develop a respectful workplace strategy in the workplace strategy, if you don't already have one in your organization.

Develop a culture of support and empowerment for employees by:

- Improve the quality and frequency of performance related feedback.

- Ensure employees and volunteers are treated fairly and with respect.

- Communicate openly at all levels.

- Increase management accountability by setting goals, action plans and following through.

- Ensure effective reporting structures and lines of communication. Role clarity breeds success.

- Provide ongoing mentoring, training and reviews of the organization's policies and procedures, and ensure that leaders and employees are equipped with the skills and attitudes to recognize and deal with inappropriate behaviour and communication breakdowns.

- Take all complaints seriously and develop a complaint-handling and investigation procedure. Ensure that complaints are dealt with in a timely manner.

Establish a conflict resolution process and policy

Trust in relationships is as important as it in during crisis situations, and also that employees trust and believe the policies and procedures that guide and shape their decisions and actions.

It is not enough to have a simple policy that says something to the effect of "If you have conflict with a fellow employee or supervisor, first talk to the person it involves then if you cannot successful resolve the issue, talk to your supervisor." While this is a great start, and if you have a policy like this, you are on your way to the next step. Employees and leaders need procedures or a handbook that was them through how to implement the policy and, training on how to have the conversations. When I was a mediator, I asked the parties in the pre-mediation process if they had attempted to address the issue before mediation, and if so how and what was the result? Many did not take any steps to address the issue, and in avoiding the conversation the issue grew in complexity and emotion. When asked why they did not address it, here are some of the answers I heard:

- "I don't know how to get the conversation started."

- "I am worried I will make it worse if I bring it up."

- "Last time I had an issue with this person it was a complete ___show."

- "I am afraid of getting emotional then feeling embarrassed."

- "What if they use what I say against me?"

- "I don't want to look weak."

And the long list when on. You probably already guessed that fear has a lot to do with conflict avoidance. Fear of it escalating. Fear of exposure. Fear…fear…fear.

Here's the thing. As the conflict escalates so does the fear. Most of what people fear in conflict does NOT come to fruition. To support your policy, a clear procedure, tips and training will help people have what I call the **courageous dialogue**…that is having the conversation that matters most and is mostly avoided.

What kind of training is needed?

- Ensure that employees are provided with training to address and resolve conflicts to prevent them from turning into formal complaints and grievances.

- Ensure that all employees are aware of the process to bring concerns/complaints forward, how to complete an incident report, the process for documentation, and what their responsibilities are during an investigation and complaint process.

The Role of the Supervisor and Team Members in Creating and Maintain a Healthy and Respectful Workplace:

The RESPECT model is one that I created as a way of supporting teams in building and maintaining an environment of kindness, acceptance, and respect

R - Role model the behaviours, attitudes and actions you would like others to display. Lead by example. You teach others how to treat you by how you treat others.

E - Explain expectations, roles, and policies.

S - Support, set limits and stage opportunities for success.

P - Policy clarity and procedural adherence.

E - Expect, model and foster accountability.

C - Communicate, communicate, communicate.

T - Thorough and timely investigation, follow up and support.

Putting RESPECT into Practice

An acronym is only as good as its implementation.

There are many ways you can implement and foster **RESPECT** in the workplace:

- Post the **RESPECT** sign and display in your workplace.

- Model the **RESPECT** actions.

- Use staff meetings, safety meetings and other group gatherings as way to check in on how **RESPECT** is working in the team.

- Notice when others have demonstrated **RESPECT** acknowledge it.

- Provide training, mentoring and coaching to advance skills in the team.

- Provide articles in your newsletter that relate to the different aspects of **RESPECT**

- Ask your team for other ideas around living **RESPECT**in the team. In other words, what is respect in action?

Team Charters Build Collaboration, Communication and Clarity

Team Charters help leaders, and their teams collaborate, ensure clarity and communicate for results, and success. Team Charters are a very supportive way of building a bully-free and respectful workplace culture. Team Charters help teams work and be better together.

Typically a Team Charter is best described as a document that outlines and summarizes how the team will work together, the culture or environment of the team, and how issues will be addressed and handled.

Team Charters are most effective when they have been developed *with and by* the team not *for* the team. This approach engages the team, fosters more commitment and accountability, and allows important and potential road blocks to success (issues) to be discussed, resolved and put to rest.

Jane's team was a professional, highly skilled team who was committed to providing great customer service. While customers were well-served, they did struggle to provide that same level of quality service to one another in the team.

The tension and stress in the team was high, issues had gone underground unresolved for a long time, and silos had started to reappear. Old issues frequently surfaced, and many comparisons to "the way we used to do it" got in the way of the team's response to change. In essence, the team was stuck.

There were many reasons that Jane's team hired me to facilitate a process for them to build a Team Charter. One was to clearly document the team's purpose, vision, values, and strategic direction. A second reason was that the charter also provided clarity about individual staff roles, responsibilities, and the operating guidelines and courtesies within the team.

The Team Charter also established procedures and processes for both the team and organization management with respect to communication, decision making, reporting, and conflict resolution procedures.

A Team Charter is really a road map or blueprint for conducting business and defines how the team will work better together in an empowered and collaborative manner, including setting out responsibility and authority.

With Jane's team, we first identified the strengths and unique qualities of the team. The team talked about what they appreciated about the workplace and the culture. This conversation framed the purpose of the team's Charter. Here's how their team's Charter document started.

"This charter has been developed collaboratively by our team to support and guide us to enhance our interpersonal and team relations/communication, team functions, and also defines how we will work together in support of our team and company vision. We are committed to working respectfully and effectively together as a team by: communicating respectfully, creating a workplace environment that is based on trust, safety for all, integrity and passion for our work, and by assisting/supporting one another to learn, so we grow as a department. Our approach is strengths and resilience based."

Following the conversation about strengths, and the summary of the purpose statement, the team identified their values.

These values became the thread that wove the other charter components together.

After the team clarified the roles, and responsibilities of the team members, and how each role contributed to the bigger picture and overarching company goal, the team then explored relationships, and processes.

This next phase of the team's discussion focused on the theme "How we work together." This conversation included discussion and agreements about:

- How decisions would be managed and handled in the team

- Expectations around team communication

- How issues would be identified and addressed

- The process for providing feedback and resolving conflict and disagreement

- When and how the charter would be reviewed

- Who would be responsible for overseeing the charter and ensuring that new employees received an orientation to the team charter

- The activities and ongoing efforts to build the team, and foster healthy working relationships

- How the charter would become a working tool to support team cohesion, effectiveness and collaboration

Why Create a Team Charter?

Team Charters provide a structure or framework to help teams work better together. This is important to remember in workplaces - when you foster an environment of connection and caring, the culture supports and invites help across the organization... and it makes it okay to ask for help, not just offer it.

Ready to build your Team Charter?

Here are a few pointers to start the process with your team:

1. Wherever possible, have an internal facilitator lead the process. This might be a Human Resources Professional in your organization, a leader from another department, or an external facilitator, or me.

2. Ensure that there is adequate and appropriate communication to the team in advance of the facilitation process commencing.

3. Plan for at least a full day for the process.

4. Engage the team in the identification of issues, and the creation of agreements which become the structure of the Team Charter.

5. Explore who will champion the Charter, how the Charter will be reviewed, and ensure that the Charter has a visible home in the office.

6. Discuss as a team how commitment to the charter will be confirmed (e.g. signing the agreement).

Jane's team not only signed the agreement, but they chose a Champion Team (2 staff and 1 leader) who oriented new staff to the Charter, held quarter Charter check-ins and arranged for the Charter to be summarized into a beautiful piece of art that hung on the wall in the reception area. Two years later, the team continues to work collaboratively, resolve conflict with more ease, and respect, and is working with greater collaboration and focus.

How we communicate together for results and success

Getting back to the basics is something I have subscribed to for a long time. I think about the lessons I learned from my parents and grandparents about kindness, acceptance, honesty, trust, and integrity and in many ways I grew up knowing these as the basics to relationships and getting along with others.

A few years ago I created what I describe as the **VALUE** method of communication, a way of getting back to the basics in communication. This model is grounded in the principles of kindness, acceptance and respect...all essential to building a respectful and bully-free workplace.

Let's take a look at how this works. The **VALUE** acronym is an easy way to remember the five keys aspects of keeping communication above the line, respectful and consistent with the majority of Team Charters.

VALUE© - Communication Skills Model

Validate emotions

Ask questions

Listen actively

Use paraphrasing

Explore underlying needs and concerns

When you keep these principles in mind even in what appears to be the easiest and least controversial topics, they will keep the conversation on a collaborative tone.

Validate Emotions: Validating does not equal agreement. When you validate someone else's experience or feelings you are simply acknowledging them. This demonstrates that you have been present and listening, and that you "get it."

Ask questions: Questions really are your friend in communication, especially when you ask the right questions. Open ended questions (questions that begin with who, what, where, when, why and how) help you understand the other person's perspective, gain some insight to possible solutions or understandings, and helps the conversation be forthcoming and on track.

Listen actively: Listening actually occurs by using more than just the sense of hearing. Listening is a dynamic of hearing and processing information and selecting an appropriate response. It is my belief that listening is one of the most important communication skills, and is often the first to go out the window when conversations go sideways. Listening actively requires us to minimize distractions, be fully present, ignore assumptions (or check them out), and manage our emotional reactions to what is being said (which comes from how we interpret their full message, verbal and non verbal combined).

Use paraphrasing: Repeating back what you have heard, in your own words, is an effective way to "check in" if what you are hearing is what was intended. Not to worry, if you have paraphrased back and you didn't quite capture what the speaker hoped you did (or what he/she thought was said), they'll correct you or add to your understanding.

Explore underlying needs and concerns: This is really about deepening the dialogue. You really want to dig a little below the surface of the conversation to find out what is really at the heart of the matter. When you understand what is motivating a person's position (their solution to the problem), you are more likely to see if from their perspective (remember, that doesn't equal agreement), and possible solutions or go forward steps might arise.

If the conversation remains clunky, sidetracked or derailed, you can implement this straightforward approach to problem solving and conflict resolution.

In communication it is important to apply the 4 P's process when things get stressful in communication:

- Pause (before responding/reacting)

- Process (what has been said or shared)

- Plan (your response carefully)

- Pursue the dialogue

Problem Solving and Conflict Resolution

More and more I hear the word "overwhelmed" in the workplace. People are flooded with information and decisions now more than ever. This creates a ripple effect of impacts from productivity challenges, to increased safety incidents, illness, absenteeism and workplace stress. This also impacts how problems are solved in the workplace.

There are many situations that we can effectively intervene using some communication and problem-solving skills.

There are many times in workplaces where people disagree… it's life! Conflict can actually have benefits when it is well managed and respectfully communicated.

For example, conflict can:

- Generate new ideas and solutions

- Build synergy in the team

- Open doors to conversations that need to occur

- Alert you to other issues that need attention in the workplace

- Strengthen relationships

- Restore damage from past issues

The 4 C's of Courageous Dialogue and Peaceful Conflict Resolution

Colleagues and friends don't always see eye to eye. In my presentations, I always talk about how conflict begins in our thoughts. How (and what) we think about a person or situation shapes how we communicate with that person and

whether you respond or react. Mindset and how you feel impacts how you communicate with others, it's so important to make sure that you do not mix your bad words with a bad mood. Your thoughts influence how you show up and shape your actions. There are opportunities to change your mood and mindset however, taking back words spoken is much more difficult.

The thought of "conflict" causes many people to lose sleep, cringe at the thought of the impending conversation, or avoid it all together, sometimes resulting in a wounded relationship and disrupted productivity at work. Most people view conflict as negative or something that should be avoided.

In reality the desire to avoid is not really about the disagreement itself, but more about the stress of the situation and fear (of what your friend will think of you, what if it doesn't get resolved), assumptions, not knowing how to resolve it, and worry about hurting the relationship.

As a former mediator and dispute resolution expert (for many years)… here's one thing I know for sure! The longer you leave the situation… typically the tougher it is for you and your colleague to resolve. Emotions run higher, the situation grows in complexity and more unintended victims are brought into a situation where they pick a side of the fence to support.

Here's the good news: Think of the tough conversations as an opportunity for "courageous dialogue". By this I mean *having the conversations that matter most and are mostly avoided.*

Here are four tips to help you in your next courageous dialogue:

1. **Calm** - Remain calm (I know this can be incredibly difficult but as soon as you begin to lose control, the situation loses control). The moment you react to the other person's emotions, get caught up in their reactions, or react emotionally, the state of calm is out the window. To reduce the risk of saying or doing things that you regret later or having to do a mulligan (the do-over), simply stay calm, remain focused on the issue and be present in the conversation instead of drifting into your internal chatter.

2. **Clear** - The clearer you are in your communication (verbal and non-verbal), the more effective the dialogue. Avoid assumptions as they are usually wrong. Instead ask questions and speak clearly. A great way to be clear is to practice first. When you write down what you want to say, then practice in front of a mirror. Your confidence will build and you'll be less emotional about the issue. Here's the great news: Practicing doesn't just help create more clarity, it also helps with confidence.

3. **Concise** - In uncomfortable situations many people are plagued by 'run on' communication, and the other person zones out, or their eyes glaze over. Instead, imagine yourself speaking in bullet points. Make a statement and pause instead of running the messages into one another. Allow time for thought and reflection from the other person. Invite them into the conversation.

4. **Congruence** - Basically you achieve congruence when you mean what you say and say what you mean. This will help avoid mixed messages. When you bring your best version of you to the conversation, and when you are authentic, you are already starting out on the right foot.

When you bring these four C's into your next dialogue you will find yourself speaking more courageously about the topics that matter most and are mostly avoided.

Need a little road-map by which to have your conversation?

5 Step Conflict Resolution Model

Here is the 5 step conflict resolution model that I use and teach others to use:

1. Set the Stage for a Respectful Conversation:

Preparation greatly increases the potential for a successful and respectful conversation. Remove assumptions. Think in advance about what you need to share in the conversation and how you can frame this in a way that it lands well for the other person. Ensure your statements and questions advance the conversation, not hinder it. Write down what you want to say or ask and practice this in front of a mirror a number of times –this helps reduce emotions and blame and increases your confidence, credibility and clarity.

2. Define the issue(s) to be discussed:

Create the agenda (the topics that you will discuss or that need resolution). Ensure the other party is prepared to discuss the topics outlined. If there is more than one issue, prioritize the agenda items. Ensure you have agreement on the agenda before moving forward. Outline the courtesies for the meeting where applicable (e.g. refrain from interrupting and set another meeting if needed, confidentiality).

3. Explore Perspectives and Interests:

This is where understanding is built, assumptions are clarified and underlying interests (which drive the conflict) are uncovered. Each person shares their perspective on the issue. Ensure you do not jump to solutions too soon. Allow time for the conversation. Ask open ended questions. Listen for common ground. It is the common ground that will help you consider options for resolution in the next stage.

4. Options and Solutions

Explore options that satisfy what is important to the each party. Using the underlying interests, identity options that will create an agreement each party can live with – a mutually satisfactory agreement. From the options, agree upon the

outcome and future forward plan. Pending the situation you may choose to put the agreement in writing.

5. Follow Up:

Now that you have reached agreement, summarize who will do what by when. Ensure each person has the same understanding of the agreement and plan. Agree on a time to connect/meet in the next 2 weeks to discuss how the agreement and action plan is working. Agree in advance how future issues will be managed in a way that maintains the relationship and trust. Commit to the resolution and agreement.

Other tips in verbal communication and de-escalation include:

- Speak slowly, carefully choosing your words and be consciously aware of how you sound.

- Avoid using jargon, slang words or complicated terminology- basically keep it simple.

- Make conscious efforts to listen without interruption or judgement.

- Encourage the individual to participate in the conversation, but if the person becomes agitated, avoid using words like, "take it easy" or "calm down" or "relax". This may only antagonize the person more.

- Demonstrate curiosity - ask questions like, "Help me understand what is upsetting to you."

- Silence can be a tool to calm the situation. Don't rush, take your time.

- Validating or acknowledging the individual's feelings may reduce escalation (we often repeat words or exhibit repeated behaviours when we are not feeling understood).

Resilience – Bouncing Forward After Tough Times

Resilience is generally defined as the ability to bounce BACK after adversity. After training thousands of professionals, facilitating hundreds of conflict resolution and team processes and after working with thousands of clients, I have decided to change the definition. My definition is

The ability to BOUNCE FORWARD after change, challenge, crisis and adversity.

I am often reminded of the old adage that sometimes the way you see a situation or problem, is actually the problem. This was certainly the case in many conflicts that I mediated in the business and corporate world for my clients. Often the problem that was really going on was a direct result from the way in which the parties were looking at the problem (or the other person). When given the opportunity to shift a perspective or look at a situation or problem through a different lens, solutions often emerge that were not apparent before the change of viewpoint. New perspectives can also foster understanding and compassion. This is true as well with resilience.

Think of your resilience or positive mental health (both personally and in the team or workplace) as a bank account. To this account you either make deposits, withdrawals or do nothing.

This is what the Resilience Account looks like:

Withdrawls	Deposits
• Life Stress (Such as family issues) • Divorce and Separation • Transitions • Changes in Health • Job Changes • Financial difficulties • Moving and relocation • Death Living and working is stressful. What else would you add in this column?	• Self Care • Eating Healthy • Exercise • Coaching • Therapy, Counselling • Meditation and Mindfulness practices • Healthy relationships • Working through issues and conflict • Healthy support system • Hobbies What else would you add to this list?
The key is to never withdraw more than you deposit, and, putting in deposits every day builds you resilience so the withdrawls have less of an impact.	

Review, Learn, and Adapt- the Review and Learn Process

At the end of conflict resolution processes, change management or collaborative projects, use a **Review and Learn** process to evaluate, learn and improve. These 4 questions are a great guide for your Review and Learn:

What **worked well**?

What was a **challenge**?

What did I/we **learn**?

What will we do **differently**?

Remember, conflict and collaboration are important skills in moving projects forward and building teams that work better together.

I hope you have enjoyed this desktop guide to working better together. I wish you and your team well as you build your respectful collaborative workplace, work trough the challenges that may arise and, as you build your resilience.

Together we are better!

Charmaine

Bringing together great ideas, organizations who make a difference and partners who want to help you make a bigger impact is exactly what Charmaine Hammond is known and respected for.

About the Author

Charmaine Hammond, MA, CSP (Certified Speaking Professional) is a highly sought-after business keynote and workshop speaker, entrepreneur, author and educator who teaches and advocates the importance of developing trust, healthy relationships and collaboration in the workplace. She has helped clients in many industries build resilient and engaged workplaces, develop high trust/high accountability relationships, and solve workplace issues that get in the way of success and profitability. She is respected as a "no fluff" and "rich content" speaker who delivers tangible tools to step into action immediately.

This former Correctional Officer (yup! She worked in jails) and Corporate Dispute Resolution Expert now travels the world teaching the principles of collaboration, communication/conflict resolution and resilience. She also has an extensive background facilitating process to help collaborations when they go sideways. As a former mediator she has helped facilitate some of the most complex collaborations and partnership arrangements.

Her corporate clients have included all 3 levels of government, oil and gas sector, trade associations and companies (health, nursing, engineering, safety, and more), technology businesses, human resources, community partnership departments, educational institutions, police/fire and rescue, non profit organizations and everything in between. She has presented to more than 300,000 people worldwide. Her extensive background in the corporate, small business and non profit worlds, her past role as a contract negotiation specialist for government, and a business owner, she has an interesting perspective of being on all sides of the collaboration table. She has owned several businesses over the past 23 years.

She has a Master's Degree in Conflict Management & Analysis is a bestselling author (of 5 books & featured in 6 others), and CSP™ Certified Speaking Professional. Charmaine has been featured in renowned publications such as Inc., Occupational Health & Safety Magazine, and many others, as well as having appeared as a guest on numerous TV and Radio Programs.

Bring the power of change to your workplace

Charmaine can appear at your next conference, workplace event, training program, convention, fundraiser, retreat or team building session.

Charmaine Hammond is a dynamic and popular keynote presenter. Internationally renowned, her keynotes are full of self-deprecating humour, pack

a powerful positive message and convey practical tips on how to advance your career, your company and your organization.

Impact Acceleration:

We train non-profits, associations, service clubs and growing businesses to transform them into sustainable organizations so they can generate revenue without relying solely on grants and government funding. Our team of experts has over 30 years of experience transforming non-profit organizations into sustainable businesses by reducing expenses, streamlining workflow, building capacity and sourcing more reliable revenue through sponsorships. **Call Charmaine to book your FREE Impact Accelerator call.**

Speaking:

Looking for a speaker or facilitator for your next team training, event or conference? Charmaine Hammond is a sought after respected expert as a keynote, seminar or breakout speaker at conferences, meetings, seminars and workplace trainings and events. She has also emceed a number of events. Charmaine speaks on collaboration, communication/conflict resolution, and resilience.

Workplace Training:

Whether it be your corporate or workplace training program, a train the trainer initiative or developing a new corporate training program, Charmaine's skills and experience create transformational training experiences and long lasting change.

Charmaine knows how to foster transformation and accelerate the personal achievement and professional success of organizations, and individuals everywhere.

To inquire about inviting Charmaine to speak at your next event, provide corporate training, facilitate a team building process or a business mastermind/success circle meeting contact Charmaine www.charmainehammond.com

What people say about working with Charmaine

"Charmaine has provided timely and effective conflict management training to managers at various levels in our organization. These are essentials skill for modern leaders. She is able to customize her presentations to suit specific needs and any size of group. In addition she provides concise support material and follow-up as needed. I highly recommend her services."

Tony Hamori, Chief Superintendent,
District Commander Southern Alberta RCMP

"Charmaine recently spoke to students, faculty and staff at Renison University College, University of Waterloo. Even 15 years after graduating, she still turns to the core underlying themes that permeated her studies – unconditional acceptance, respect for a variety of groups and cultures, the importance and empowerment of people finding answers on their own terms."

Caroline Tanswell, Director of Development and Alumni Affairs
at Renison University College

"Charmaine is a talented author, motivational speaker and an inspiring leader. Her ability to connect with her audience in an informative, humorous and loving way is a joy to behold. I strongly recommend Charmaine to any group or cause that is looking for a walking example of an agent for powerful change in our world today."

Dr Patrick Cameron

"We have worked with Charmaine Hammond for a number of years now. She has presented at IPM Conferences and events across Canada with rave reviews and repeated success. Charmaine is also a regular expert contributor for our IPM Associations Members Quarterly Newsletters in print and online. She is most knowledgeable on the subject matter, an engaging and dynamic speaker and brings new ideas to the podium each time. She is punctual, always ready to assist and truly a delight to work with! We look forward to the pleasure of working with Charmaine for years to come."

Nathaly Pinchuk, Executive Director at
IPM- Institute of Professional Management

"I have had the privileged of contracting Charmaine as a facilitator for internal staff development activities and as a presenter for annual conferences. Charmaine's attention to detail and time lines makes my job easy. She is loved by the participants with her being one of our #1 picks in presenters. One participant commented, "I walked away feeling overwhelmed but having the tools I can actually use instead of a bunch of theory that is seemingly unattainable."

Carolynn Kane, DTM, Conference Organizer at MacEwan University

"I have had the pleasure of working with Charmaine on a few occasions over the past few years. She has spoken twice at our annual conference, and her presentations were well received. More recently, we have established a partnership with her to provide Webinars to our members. We were looking for someone that could help us get relevant, timely content to our members, and Charmaine provided a proposal that was mutually beneficial to both parties, and a great opportunity for our members. I have found Charmaine great to work with, always willing to explore new ideas, and very focused on meeting customer needs. I look forward to building the program further, hopefully with Charmaine's involvement."

Leann Hackman-Carty, Executive Director at Economic Developers Alberta

Stay connected to Charmaine via social media:

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LinkedIn: http://www.linkedin.com/in/charmainehammond

Twitter: https://twitter.com/Hammondgroupbiz

Facebook (Hammond International Inc.): https://www.facebook.com/pages/Hammond-International-Inc

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Teams Working Better Together is a desktop guide to help teams and leaders work better together, communicate courageously and resolve conflicts and issues that get in the way of collaboration.