



Effective Management Techniques

Be aware of external factors, the environment

- Select an appropriate location (neutral, private, etc.)
- Use non-defensive body language –place yourself at the employee's level
- Use appropriate eye contact
- Talk through your situation with a Senior Labor Relations Specialist or other leader in your organization

Maintain self-control

- Remain rational
- Maintain your integrity
- Do not regress to the other person's level

Use techniques to de-escalate the immediate situation

- Give up the need to be right, there may be times where you will have to “agree to disagree”
- Do not become defensive
- Encourage the person to do what he or she is going to do anyway (within limits, of course)
- Regain control by stopping the exchange
- Establish another time to pursue if necessary, it sometimes helps to walk away from a situation and revisit it once emotions have subsided
- Allow the other person the opportunity to save face

Use effective communication and listening techniques

- Acknowledge the other person's feelings
- Paraphrase the issue without inserting your own perceptions
- Use "I" statements
- Avoid blaming, criticizing, making demands, polarizing comments
- Use selective agreement

Focus on outcomes and follow through

- Focus on solutions
- Ask for additional information if needed
- Explore options and focus on solutions
- Look for workable, realistic options –recognize that compromise may be necessary however collaboration is always best
- Under-promise and over-deliver, but honor your agreements
- Reframe to move towards solutions
- Clarify potential consequences of actions, or lack thereof
- Take a "time-out" if necessary