

UNIVERSITY of SOUTH FLORIDA SYSTEM

Organizational Ombuds: Facilitating Resolution of Workplace Conflicts

Steven Prevaux, J.D., CO-OP®
University of South Florida
Tampa + (813) 974-7777
www.usf.edu/OMBUDS



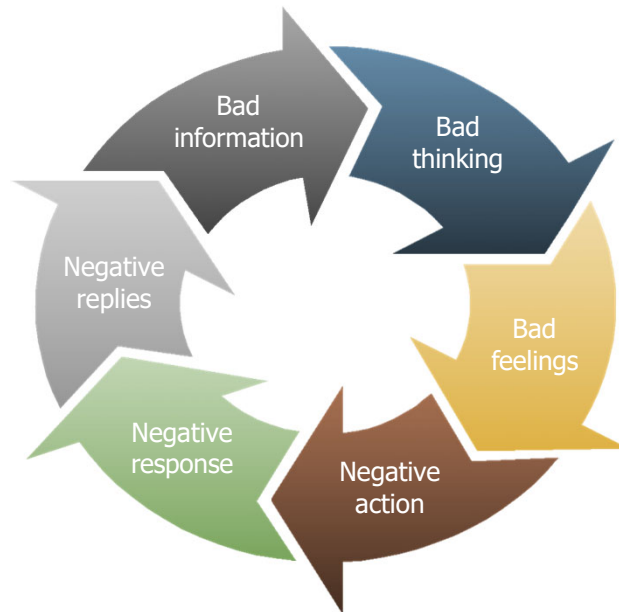
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Today's Learning Objectives

1. Discern the **costs of conflict** in the workplace
2. Answer the Question:
"What does an Ombuds **Do**?"
3. Understand *YOUR* "Communication Style"
4. Application of Conflict Dynamics



The Conflict Engine



Bioresponses to Conflict

The **amygdala** (plural: **amygdalae**; /əˈmɪgdələ/; is one of two almond-shaped groups of nuclei located deep and medially within the temporal lobes of the brain in complex vertebrates, including humans.^[2] Shown in research to perform a primary role in the processing of memory, decision-making, and emotional reactions.



Triggers survival responses such as:

- FIGHT
- FLIGHT
- FREEZE
- FACE ?

Neurotransmitters, Hormones and Conflict

Adrenaline	triggers “fight or flight” response
Norepinephrine	increases force of skeletal muscle contraction/heart rate
Cortisol	steroid hormone with slower release
Oxytocin	increases trust and loyalty
Endorphins	“feel good” reinforces collaboration with pleasure
Dopamine	powerful REWARD response; shorter duration; role in addiction
Phenylethylaline	induces excitement and anticipation
Testosterone	stimulates aggression
Estrogen	role in release of oxytocin
Serotonin	mood regulation
Vasopressin	encourages bonding in males

Source: Dr. Kenneth Cloke, “Bringing Oxytocin into the Room: Notes on the Neurophysiology of Conflict” (January 2009).
<https://www.mediate.com/articles/cloke8.cfm>

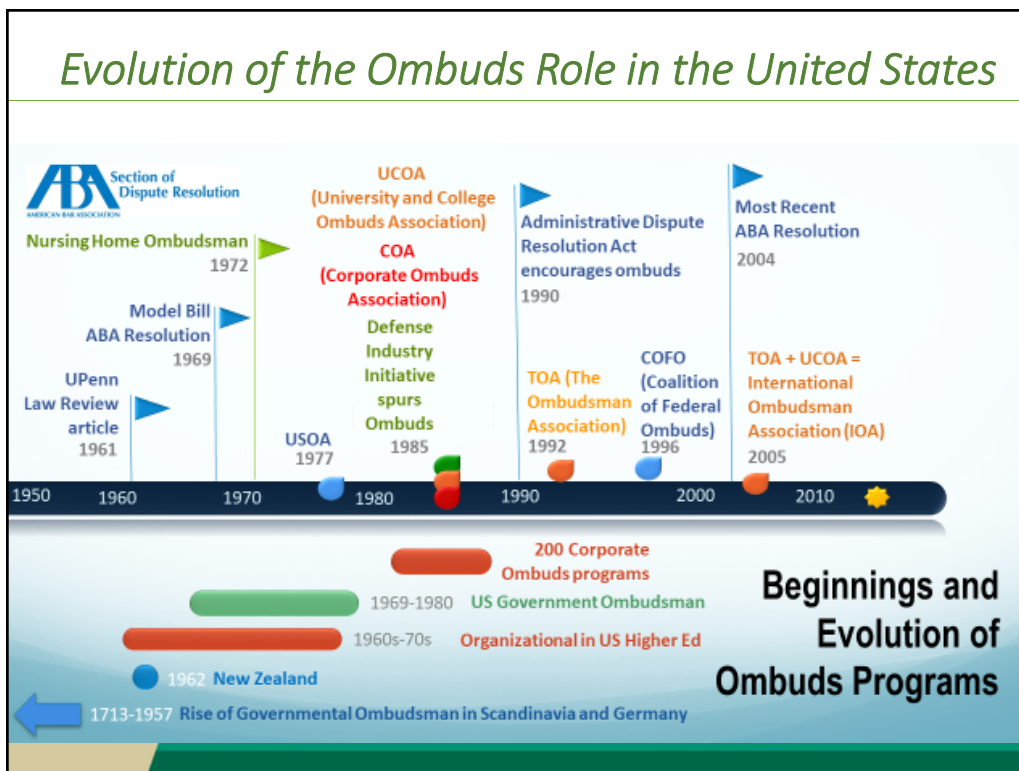
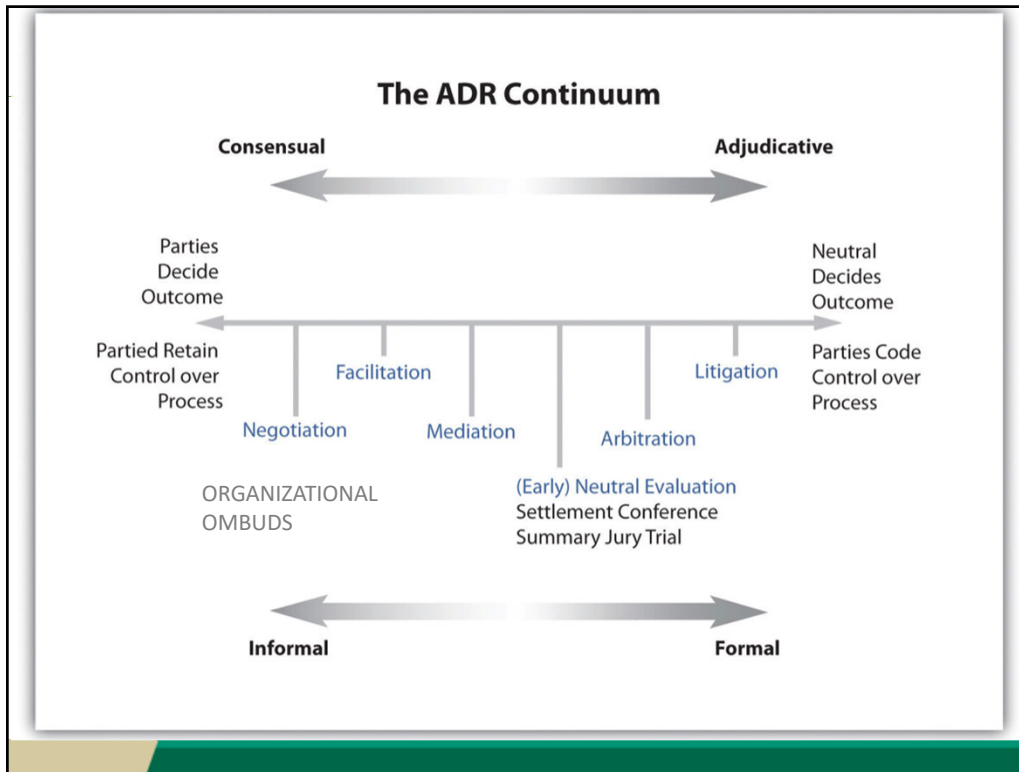


Conflict Costs



- Reputation
- Talent Turnover
- Wellness
- Productivity
- Team Morale
- Sabotage
- Money
- Recruitment
- Relationships
- Time
- Safety
- Health
- Motivation
- Perspective
- Absenteeism
- Litigation
- Missing Metrics
- Loyalty
- Trust
- Theft

PS1



Three Ombuds Models



Comparing Ombuds Models: Orientations

Classical Ombuds Orientation	Organizational Ombuds Orientation	Advocate Ombuds Orientation
Developed to ensure fair treatment for citizens, residents, and members of the public.	Developed as a resource to help manage internal grievances and conflicts within organizations.	Developed to protect individual rights and interests and serve as a resource for those who face information or power imbalance.



Organizational Ombuds Ethics



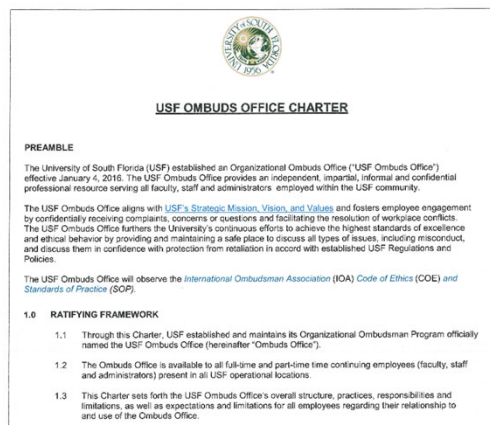
1. Independent
2. Impartial
3. Informal
4. Confidential



Organizational Ombuds Charter



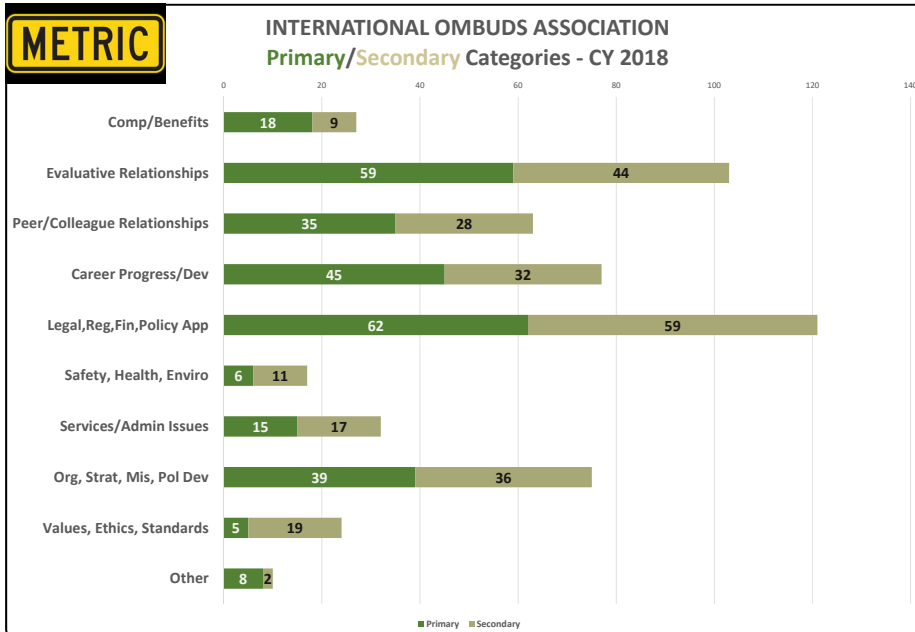
- ✓ Ratifying Framework
- ✓ Standards of Practice and Code of Ethics (IOA)
- ✓ Mandate, Purpose & Structure
- ✓ Fundamental "Term of Service"
- ✓ Authority & Limitations etc.





INTERNATIONAL OMBUDSMAN ASSOCIATION Uniform Reporting Categories

- 1. Compensation and Benefits:** Questions, concerns, issues or inquiries about the equity, appropriateness and competitiveness of employee compensation, benefits and other benefit programs.
- 2. Evaluative Relationships:** Questions, concerns, issues or inquiries arising between people in evaluative relationships (i.e. supervisor-employee, director-associate, dean-chair, chair-faculty, faculty-student.)
- 3. Peer and Colleague Relationships:** Questions, concerns, issues or inquiries involving peers or colleagues who do not have a supervisor-employee or student-professor relationship (e.g., two staff members within the same department or conflict involving members of a student organization.)
- 4. Career Progress and Development:** Questions, concerns, issues or inquiries about administrative processes and decisions regarding entering and leaving a job, what it entails, (i.e. recruitment, nature and place of assignment, job security, and separation.)
- 5. Legal, Regulatory, Financial, and Compliance:** Questions, concerns, issues or inquiries that may create a legal risk (financial, sanction etc.) for the organization or its members if not addressed, including issues related to waste, fraud or abuse.
- 6. Safety, Health and Environment:** Questions, concerns, issues or inquiries about Safety, Health and Infrastructure-related issues.
- 7. Services/Administrative Issues:** Questions, concerns, issues or inquiries about services or administrative offices including from external parties.
- 8. Organizational, Strategic and Mission Related:** Questions, concerns, issues or inquiries that relate to the whole or some part of an organization.
- 9. Values, Ethics and Standards:** Questions, concerns, issues or inquiries about the fairness of organizational values, ethics, and/or standards, the application of related policies and/or procedures, or the need for creation or revision of policies, and/or standards.

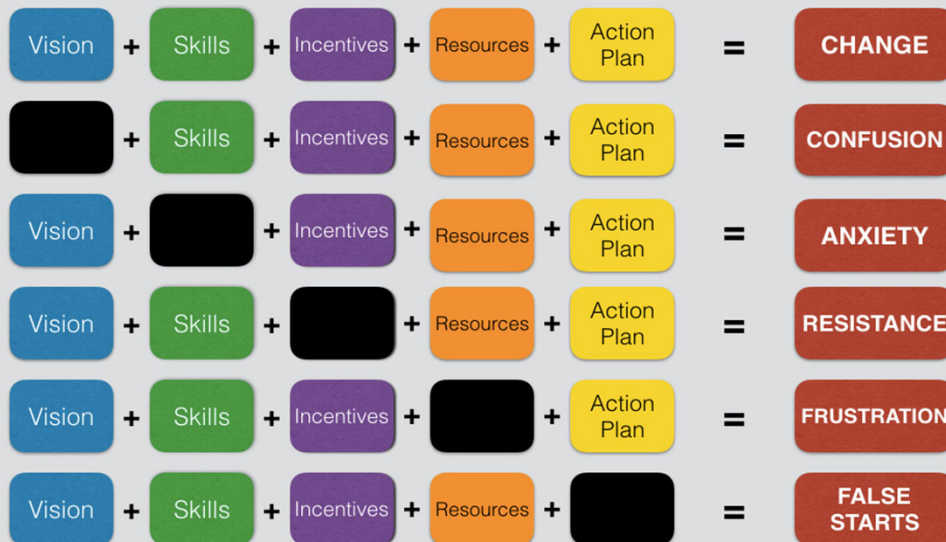


Ombuds Services

- Facilitator
- Meeting Facilitation
- Active Listener
- Resolution Generator
- Resource Channel
- Career Coach
- Confidant
- Communication Bridge
- Trusted Navigator
- Referral Office
- Feedback Provider
- Policy Resource
- Process Improver

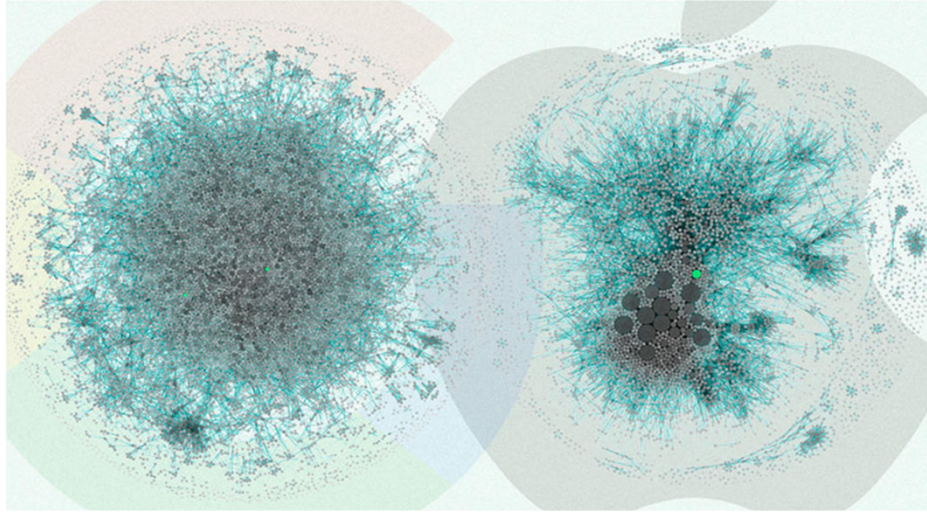


Managing Complex Change



Adapted from A Framework for thinking about systems change (2000) Korten T, Villa R, & Thousand J

Tale of Two Complex Corporate Cultures



Patents: 12,386
CEO: 27



Patents: 10,975
CEO: 347

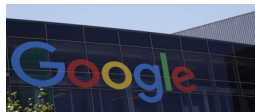
CO.DESIGN, Mark Wilson (Feb. 24, 2017) citing *Periscope*
<https://www.fastcodesign.com/3068474/the-real-difference-between-google-and-apple>

Google's "Project Aristotle"

"Over two years we conducted 200+ interviews with Googlers (our employees) and looked at more than 250 attributes of 180+ active Google teams. We were pretty confident that we'd find the perfect mix of individual traits and skills necessary for a stellar team."

- ✓ one Rhodes Scholar
- ✓ two extroverts
- ✓ one engineer (who rocks at AngularJS)
- ✓ one Ph.D.

Voila!!! Dream team assembled, right?"



Julia Rozovsky, Analyst Google People Operations (Nov. 17, 2015)
<https://rework.withgoogle.com/blog/live-keys-to-a-successful-google-team/>

High Performance Teams: Five Key Dynamics

PROJECT ARISTOTLE TAKEAWAYS:

1. **Who** is on the team matters less.
2. How team members interact matters more.
3. No secret recipe for stacking teams.
4. **Psychological Safety is the key to overall team success:**
 - o Lower Turnover
 - o Harness Power of Diverse Ideas
 - o Generate More Revenue
 - o Rated 2X More Effective by Exec



Traditional Views: Behavior as a Function of Personality

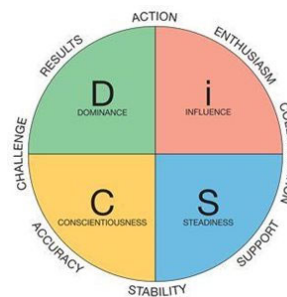
Psychological Preferences

What's Your Personality Type?

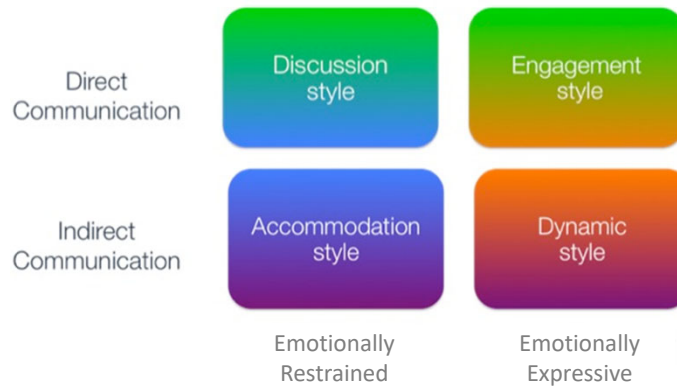

Use the questions on the outside of the chart to determine the four letters of your Myers-Briggs type. For each pair of letters, choose the side that seems most natural to you, even if you don't agree with every description.

<p>1. Are you outwardly or inwardly focused? If you:</p> <ul style="list-style-type: none"> - Can be described as talkative, outgoing - Like to be in a social or assertive - Don't mind not being with others, think out loud - Enjoy being the center of attention <p>then you prefer E Extroversion</p>	<p>2. How do you prefer to take in information? If you:</p> <ul style="list-style-type: none"> - Focus on the reality of things - Pay attention to concrete facts and details - Have ideas that have practical applications - Like to describe things in a specific, concrete way <p>then you prefer S Sensing</p>	<p>3. How do you prefer to make decisions? If you:</p> <ul style="list-style-type: none"> - Make decisions on an impersonal way, using logical reasoning - Value justice, fairness - Enjoy finding the facts in an argument - Can't be described as reasonable, but focused <p>then you prefer T Thinking</p>	<p>4. How do you prefer to live your outer life? If you:</p> <ul style="list-style-type: none"> - Prefer to have matters settled - Set rules and deadlines as flexible - Prefer to have details, like to follow procedures - Make plans, want to know what your getting into <p>then you prefer J Judging</p>
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Behavioral Differences



Hammer Intercultural Communication Style Inventory





Merriam-Webster

Popularity: Top 1% of lookups

1. assured reliance on the character, ability, strength, or truth of someone or something
2. dependence on something future or contingent: HOPE

“Our distrust is very expensive”
Ralph Waldo Emerson



"When there is trust, conflict becomes nothing but the pursuit of truth, an attempt to find the best possible answer."

"Vulnerability-based trust makes a team GREAT."

Patrick Lencioni

"I don't know the answer."

"I need help."


"I think I really messed this up."

"You are much smarter than I am."

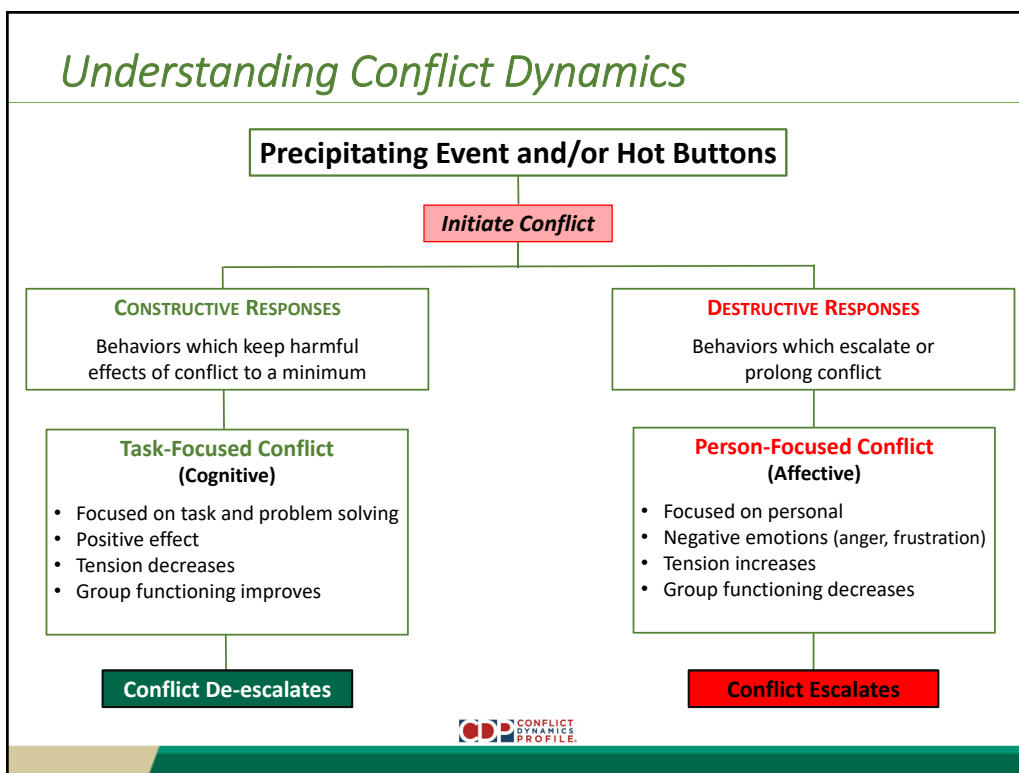
"Can you teach me how?"

"I'm sorry."

"What I said was totally out of line."



Predictive → Vulnerability



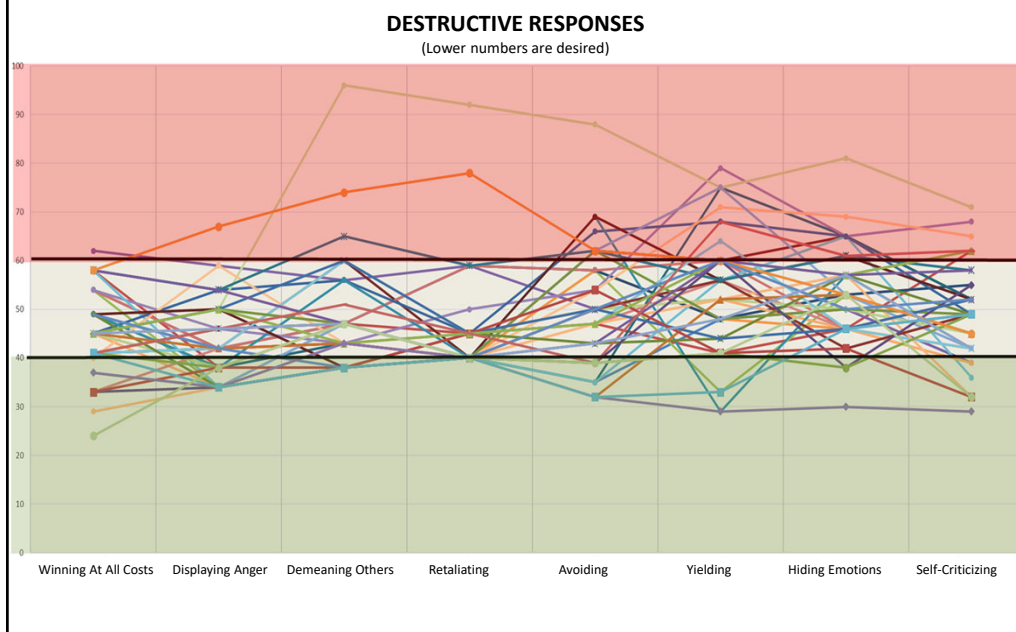
Beyond Personality → Behavioral

	CONSTRUCTIVE	DESTRUCTIVE
ACTIVE	Perspective Taking Creative Solutions Expressing Emotions Reaching Out	Winning at All Costs Displaying Anger Demeaning Others Retaliating
PASSIVE	Reflective Thinking Delay Responding Adapting	Avoiding Yielding Hiding Emotions Self Criticizing

How can we apply this to MEDIATION ?



Illustration: Destructive CDP Scores – Aggregated



What is YOUR “hottest” Hot Button?

<p>UNRELIABLE Miss deadlines, cannot be counted on</p>	<p>OVERLY-ANALYTICAL Perfectionists, focus too much on minor issues</p>	<p>UNAPPRECIATIVE Fail to give credit to others or seldom praise good performance</p>
<p>ALOOF Isolate themselves, do not seek input from others or are hard to approach</p>	<p>MICRO-MANAGING Constantly monitors and checks up on the work of others</p>	<p>SELF-CENTERED Believe they are always correct</p>
<p>ABRASIVE Arrogant, sarcastic</p>	<p>UNTRUSTWORTHY Exploits others, takes undeserved credit, cannot be trusted</p>	<p>HOSTILE Loses their temper, becomes angry, yells at others</p>



“WHEN I LISTEN, PEOPLE TALK”



Application of Conflict Dynamics Exercise



What specific tools from today can be applied to facilitate even more effective mediations?

Florida Rules for Certified & Court-Appointed Mediators

Rule 10.230 Mediation Concepts

Mediation is based on concepts of **communication, negotiation, facilitation, and problem-solving** that emphasize: (a) self determination; (b) the needs and interests of the parties; (c) fairness; (d) procedural flexibility; (e) confidentiality; and (f) full disclosure.

Rule 10.330 Impartiality

(a) Generally, A mediator shall maintain impartiality throughout the mediation process. Impartiality means freedom from favoritism or bias in **word, action, or appearance**, and includes a commitment to assist all parties, as opposed to any one individual.

Rule 10.350 Demeanor

A mediator shall be **patient, dignified, and courteous** during the mediation process.

Rule 10.410 Balanced Process

A mediator shall conduct mediation sessions in an even-handed, balanced manner. A mediator shall **promote mutual respect** among the mediation participants throughout the mediation process and encourage the participants to **conduct themselves in a collaborative, non-coercive, and non-adversarial manner**.

Wrap-up ...

Group Takeaways

Questions?

