

History of Workplace DR

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The plan

- 1) The structure of workplaces and their dispute resolution processes from 1900 through today.
- 2) How workplace structures led to the existing disputes we see today.
- 3) Where are we going?
- 4) What practical, realistic things should we do now to prevent future disputes?

1) History of Workplace Disputes

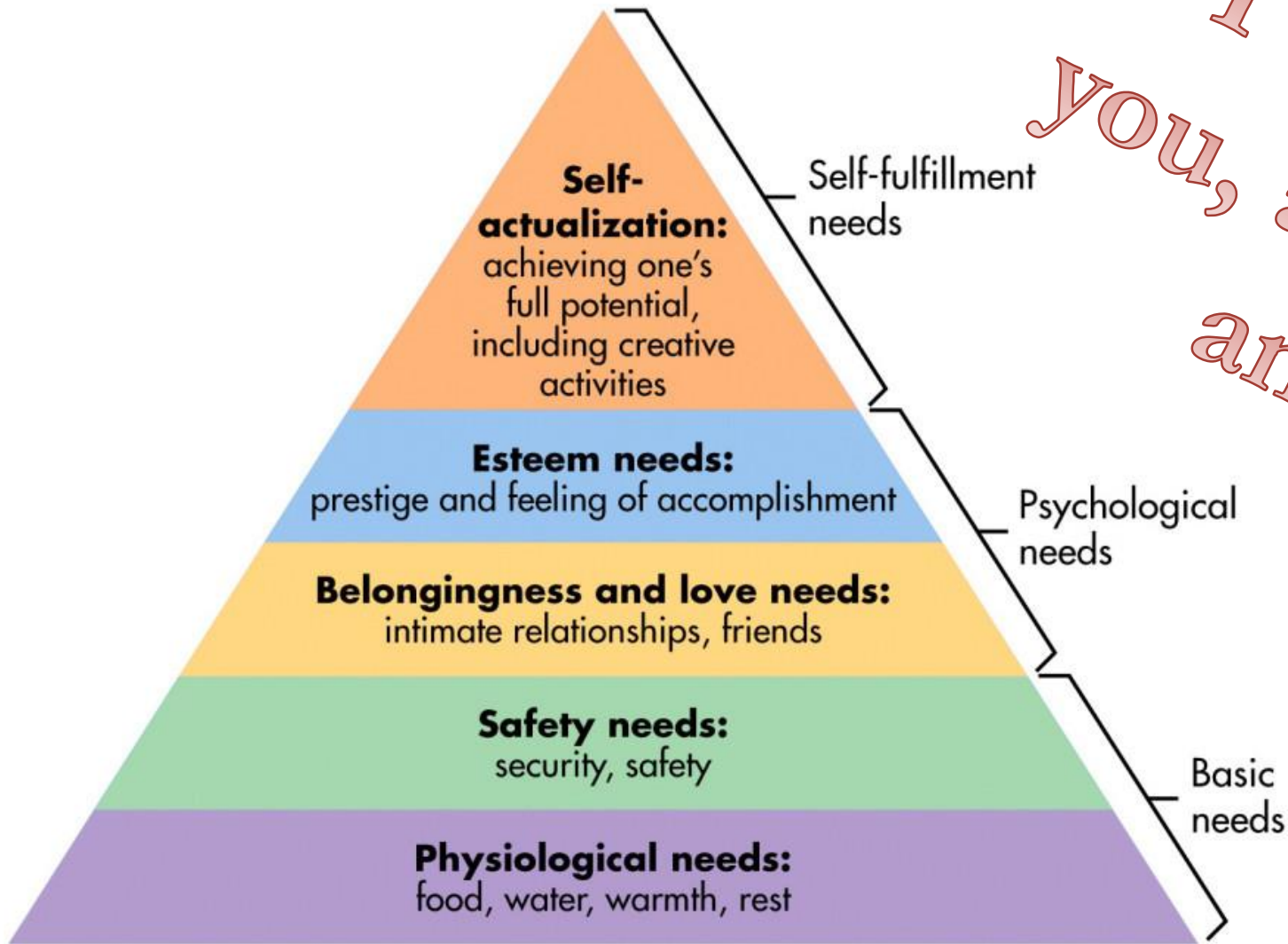
- This workshop will look at the structure of workplaces and their dispute resolution processes from 1900 through today.

In the beginning . . .

- Earliest Dispute Resolution Process
 - Employees were not valued
 - Self-preservation above relationship
 - My needs = All Important

Agathokakological

- All humans are comprised of both good and evil
- All workers want to satisfy intrinsic needs and extrinsic needs



*I care about
you, as long as I
am OK*

1900 Scientific Management: you ain't got no problem except for the one I tell you you got.” = Employees are **ROBOTS** (with no needs)

1920: Idealized Bureaucracy/Human Relations Movement: Hawthorne Experiments, they realized employees performed better when they were paid attention to. = Employees are **HUMANS** (with basic needs)

1950: Early Human Resources: Not just paid attention to, but actually listened to? Like create groups that can develop their own policies and be involved in the company? = Employees are **ASSETS** that like to be listened to. (have needs and care)

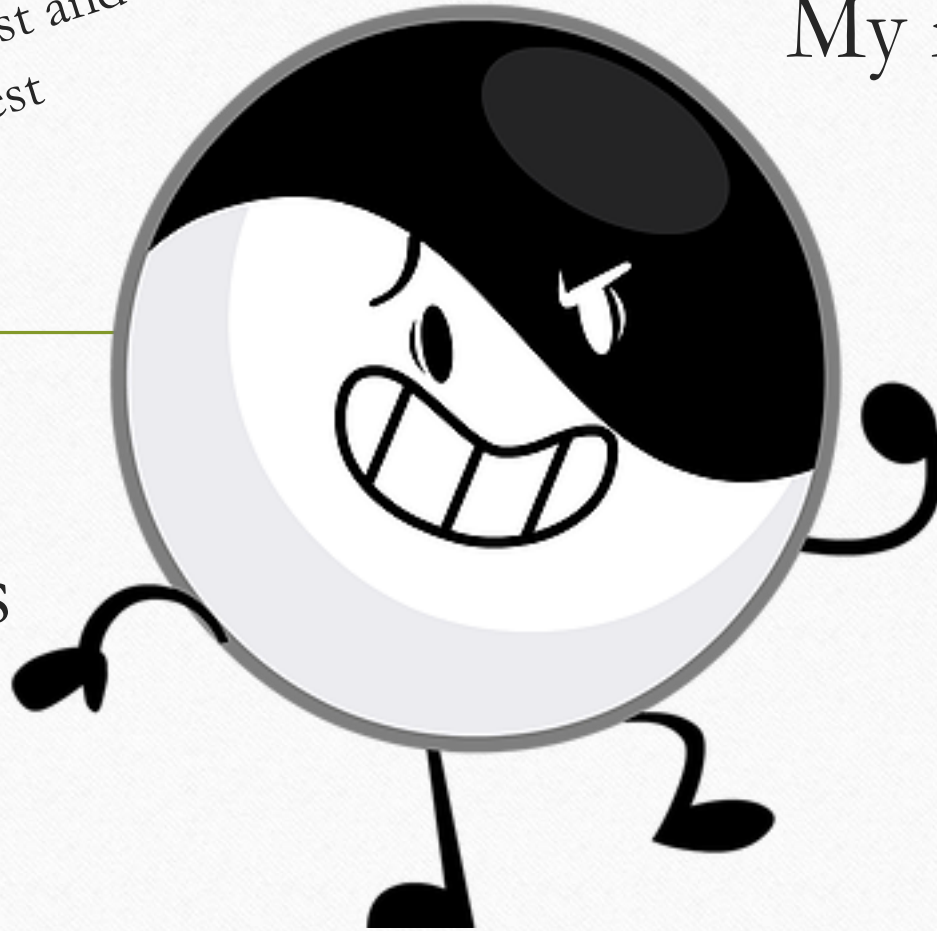
1970: Human Resource Policies: Not just listened to, but protected? They feel safe to complain? = Employees **KNOW** what is wrong and they have ideas about how to fix it. (self-interest satisfied)

2000: Systems Theory: Huh, we asked what was wrong; they told us. Now what do we do? We have all of these problems, we need to deal with them and prevent them from happening again. = There are problems—not all of which are the employees' fault. Employees are part of a large **SYSTEM**. (self-interest satisfied, belonging satisfied, ready to accomplish)

History of workplaces?
Balancing the self-interest and the
“others”-interest

My needs

Your needs



DR Processes

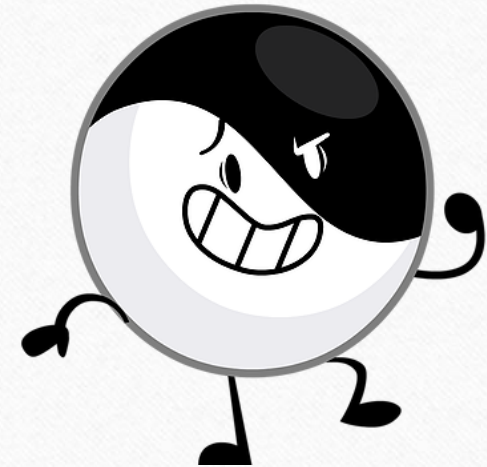
"1900 Scientific Management: **ROBOTS**

1920: Idealized Bureaucracy/Human Relations
Movement: = Employees are **HUMANS**

1950: Early Human Resources: = Employees are
ASSETS

1970: Human Resource Policies: Employees **have**
BRAINS

2000: Systems Theory= Employees are part of a
large **SYSTEM**.



Workplace Trends



2) Current Workplace Disputes

- We will explore how these structures led to the existing disputes we see today.

Existing Disputes

- The most common disputes are communication,
- lack of clarity, and
- working in groups.

Theme	Entrance
Bad Communication	60 (23%)
Mean Communication	49 (19%)
Unclear Job Description	23 (9%)
Group/Personality Conflicts	17 (7%)
Entitlement	14 (5%)
Unclear Protocols/ Feedback	14 (5%)
Business Decisions	13 (5%)
Unfair Treatment	11 (4%)
External Customer/Contractor	11 (4%)
Physical Office	10 (4%)
Unappreciated	8 (3%)
Poor Work Ethic	7 (3%)
Unrealistic Deadlines	6 (2%)
Bad Attitude	6 (2%)
Family/Home Issues	4 (2%)
Scheduling	3 (1%)
Discipline	3 (1%)
Cultural Differences	1 (0%)
Not Enough Pay	1 (0%)
Personal Use of Resources/Theft	0 (0%)
Total Identified Conflict Entrances	261

DR Options

- Do the Existing DR options address these disputes?
- Communication?
 - Mediation, Improved policies, Improved technologies
- Lack of Clarity?
 - HR, Union
- Working in Groups
 - Facilitators? Coaches?

3) Where are we going?

- We will then use the knowledge of these trends and work in groups to examine what disputes we will likely see in the next 20 years.
- Let's look at where we've been to see where we are going.

Workplace Trends



Trends

- The focus has shifted off of the individual and onto the organization as being “at-fault.”
- Organizations are seeking to satisfy the whole person (the selfish and the giving side).
- DR options are becoming increasingly complex.
- Increased protection for “victim” AND increased protection for “offender”.
- As base needs are met, individuals are prepared to unite behind a cause.
- Employees are empowered to select a DR option.

Process:

Workplace Trends

Management:



Employee-Led DR

HR	Coach	Ombuds	Grievance
Mediator			
Climate Survey		Consultant	Culture Assessment
Ombuds	Performance Improvement Plan	Union Rep	Lawsuits

4) What should we do about it?

- Finally, what practical, realistic things can we do now to prevent those disputes?
 - Name what's happening
 - Name existing trends, name options to address those trends
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- Involving stakeholders (faculty, HR) to acknowledge concerns
 - Identify root issue, diagnose and address with management
 - Promote accountability on individual and org representative
 - Skills training
 - Skills assessments
 - Follow-up, check-ins 4 weeks and 8 weeks
 - “hotel” culture, mobile/ODR, familiarity with Zoom
 - Individualism is recognized—skill needed? Shuttle diplomacy?
 - Having a checklist for employee involvement
 - Option= either wear multiple hats or find other people who wear the hat well/refer to them

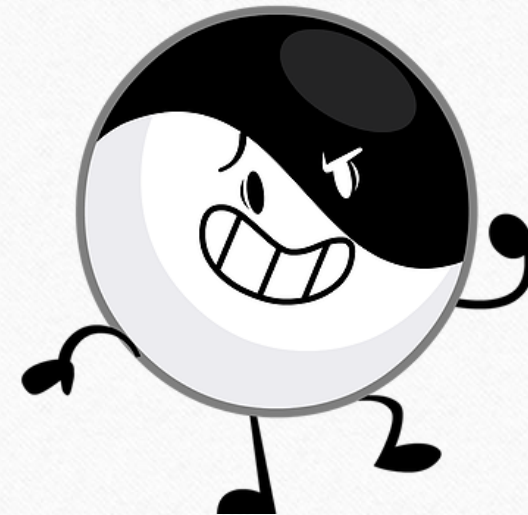
What could happen?

- 1) Fault = Org, not individual
 - 2) Satisfy internal & external needs
 - 3) DR options are complex
 - 4) Everyone is protected
 - 5) Social media mobbing
 - 6) Employee-led DR
- Leading to a focus on personal achievement and satisfaction, little personal growth
 - Articulate needs, desires, and options—yet little criticism-giving or receiving
 - More options=fewer limitations

Are we prepared?

- Leading to a focus on personal achievement and satisfaction, little personal growth
- Articulate needs, desires, and options—yet little criticism-giving or receiving
- More options=fewer limitations

(groups discuss)



Final Thoughts

As dispute resolvers, let's be proactive

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- Myself: Become familiar with all available DR options, and provide/suggest the best resource for each situation
 - My clients: Encourage employees to set growth goals, communicate, and take personal responsibility
 - My companies: Create an “agathokakological” checklist for self-interest and “other’s” interests, to ensure clients are protected and involved. Determine how much freedom clients can have in developing their own process.

What are you going to do?

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