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The economic recovery throughout the U.S. continues in various stages of recovery. The debate about whether we can plan on a future down turn in the stock market from the last several years of a meteoric rise serves as the ongoing basis for conversations in all industries. While these pragmatic pieces of our domestic marketplace continue to make news on a weekly basis, an equally critical aspect of recovery for all of our U.S. organizations is whether our organizations are emotionally and intellectually surviving or thriving in terms of ultimate recovery.

A clear mis-alignment is for an organization to assume that if it is once again financially solid, that its internal climate and the emotional health and resilience of its workforce will also automatically have bounced back to measureable and ever increasing health and wellness. This disconnect is most often seen when conflict is pushed aside or dismissed out of hand without full recognition or resolution. More importantly, a disconnect is often apparent when attrition and retention rates, as well as succession planning, are not central in terms of organizational strategic planning. Conflict and specifically constructive conflict creates a core indicator of organizational health (or lack of health) for an organization, regardless of industry.

Tools for assessment concerning whether an organization is merely surviving or demonstrating full and expansive thriving to its fullest capacity, can include reviewing the following questions for reflective consideration:

1. Is a cross section of the organization's workforce involved in risk taking that will take the organization to its fullest development in terms of mission and deliverables?
2. How is disagreement handled (at all levels) within the organization? How does the organization source for talent/retain talent that is conversant in the use of constructive conflict and interest based resolution?
3. Whose interests are (really) being served by maintaining the current approach to conflict management within each level of the organization? Has this approach shifted since the U.S. Great Recession and if so 'how' has it shifted? Is the shift in support of ethical deliverables?

If your organization evidences significant gaps in constructive conflict management, there are direct and fundamental conflict embracing tools that used consistently will assist in bringing remedy to constant tension inside work units, divisions and departments. These include, but are not limited to:

1. Honestly, identifying conflicts as being positional - in other words individual or small group demands that are usually ego driven and unrelenting. Typically these demands do not support the ethics based framework for an organization's best intentions.
2. Assisting key members of the workforce to become masterful in leadership techniques that encourage full and transparent communication, even when the organization's climate does not generally support this approach.
3. The establishment of regular opportunities for all workforce units to participate in collaborative problem-solving 'before' issues escalate and become seemingly intractable.

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How does your organization measure its internal climate? More importantly, if the climate is not conducive to constructive relationships and mission delivery, what are the components for resolution of these issues? How is the organization reflecting this type of work to its stakeholders? If your organization struggles to respond in full or part to the above questions, there is considerable room for effective and affirmative work to be done. The basis for this work is transparency at all levels of the organization.