

## Examples of Sequentially Sort Issues Down Through the Levels

### Goal Confusion

- over meeting quality standards and acceptable performance
- over organizational Policies and Procedures
  - pay
  - promotions
  - recruitment
  - discrimination complaints
  - whistleblown complaints
  - absenteeism
  - tardiness
  - use of organization's time
- over oversight vs. autonomy
- professionalism
- safety practices

### Role and/or Responsibility Confusion

- lack of clarity on Performance/Behavioral expectations
- group members reporting on others
- group members evaluating others
- leaders' boundaries of authority
- leaders' role modeling appropriate leader behaviors
- performance responsibilities and accountability
- not establishing consistent leadership style
- not establishing behavior criteria

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*Empowerment: managers leading, supervisors enhancing performance, employees working together*

## Work-process Confusion

- how issues or processes are resolved
- how people fill-in behind others
- how oversight is provided; process for providing oversight
- processes
  - merit increases
  - whistleblower
  - inappropriate behavior communication
  - sharing equipment
  - quality improvement, and new ideas

## Leader Challenges

- not exhibiting emotional self-control
- not setting boundaries
- not administering personnel policies
- not providing oversight
- not clarifying expectations: performance and behavioral
- not appropriately confronting performance/behavioral issues
- not role-modeling leader behaviors
- not resolving issues

## Interpersonal Challenges (between or among individuals)

- various conflicts among group members
  - bullying
  - promotional resentment
  - leader / crewmember
- sexual harassment behaviors' affect on female crewmembers
- discriminatory behaviors
- differences among leaders' perspectives

## Intrapersonal Challenges (within individuals):

Internal, personal conflicts affecting performance and work relationships

- Leaders
  - angry
  - overpromising
  - favoritism
  - “too nice”
  - Highly emotional crewmember behavior
  - Righteous crewmember
- Crewmembers
  - highly emotional
  - righteous
  - bossy
- Relationship impacts from inappropriate or discriminatory behaviors:
  - sexual
  - racial

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Betsy BeMiller

Workplace Resolutions, LLC

253-941-0822 voice, message & auto FAX

[www.workplace-resolutions.com/](http://www.workplace-resolutions.com/)

emails: [betsy2resolve@msn.com](mailto:betsy2resolve@msn.com), [betsy@workplace-resolutions.com](mailto:betsy@workplace-resolutions.com)