

# **Conflict Resolution and Discipline in the Fire Service**

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# **What's More Important?**

**When interacting with others, which is more important:**

**The actual behavior or the motivation behind the behavior?**

# Labeling

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Subjective



**Labeling the motivations  
behind the behavior  
observations**

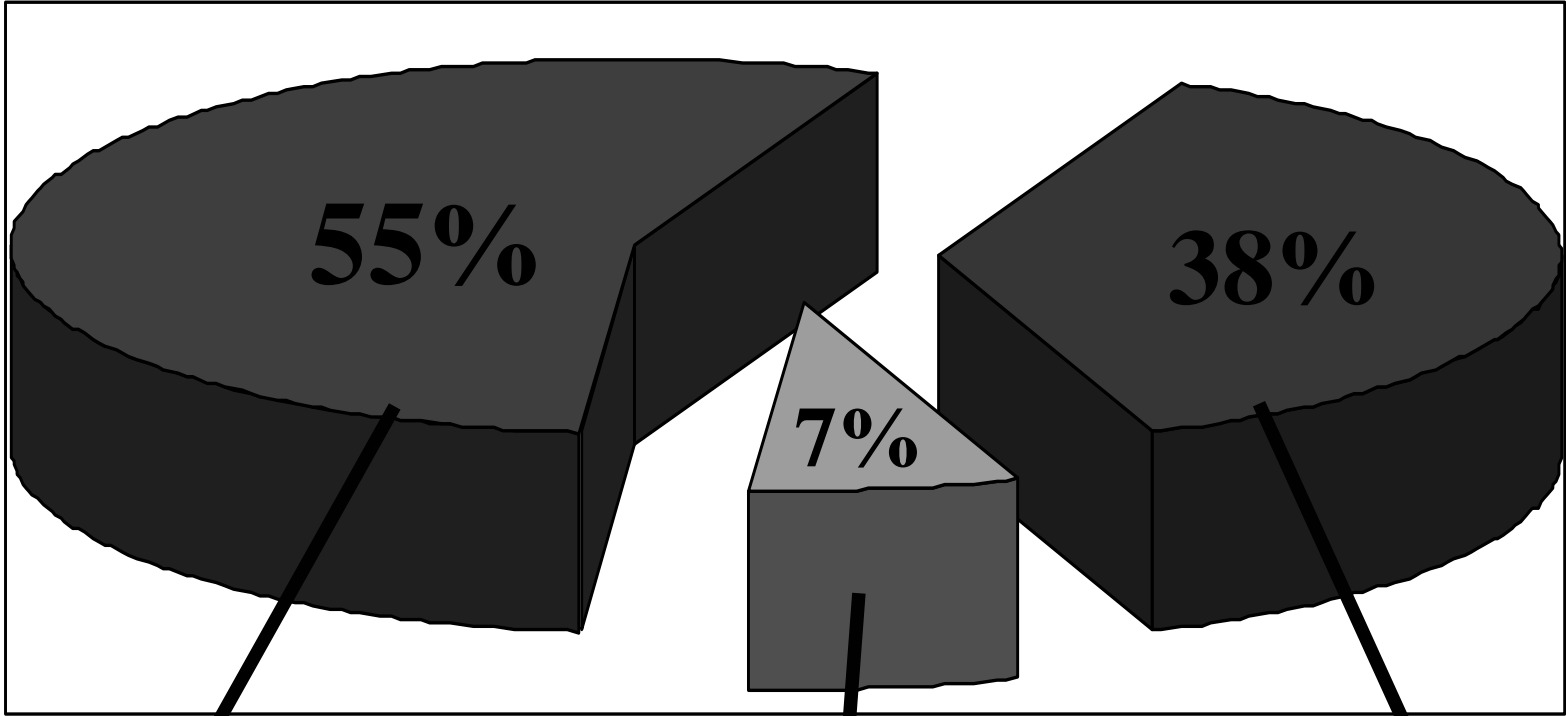
Objective



**Labeling only the  
behavior**

# Total Behavior

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**Non-Verbal  
Behavior**

**Actual Words  
Said**

**Tone of  
Voice**

# Who Are You?

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<b>Ask</b>	<b>Tell</b>
<b>Task</b>	<b>Relationship</b>

# Who Are You?

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**ASK**

**TELL**

**TASK**

**RELATIONSHIP**

✓

✓

✓

✓

✓

✓

✓

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✓

# Ask Vs. Tell

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## ASK

- I'm more reserved
- I'm unagressive
- I make thoughtful decisions
- I avoid confrontation
- I'm very patient
- I reserve my opinions
- I'm very easygoing
- I don't talk fast or loud
- People often view me as shy or introverted

## TELL

- I'm more outgoing
- I'm more assertive
- I make quick decisions
- I don't mind confrontation
- I tend to be impatient
- I openly share my opinions
- I tend to be more intense
- I tend to talk fast and loud
- People often view me as outgoing or ambitious

# Task vs. Relationship

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## **TASK**

- I have guarded emotions
- I'm more to the serious side
- I am disciplined about time
- I dress more formal
- I'm strict about rules
- I like to work alone
- I am hard to get to know

## **RELATIONSHIP**

- I'm more free to share mine
- I'm more to the playful side
- I am often late
- I dress more informal
- I tend to be more lenient
- I like to work with others
- I am easier to get to know

# Four Basic Social Types

<b>Analytical</b>  Ask / Task	<b>Driver</b>  Tell / Task
<b>Amiable</b>  Ask / Relationship	<b>Expressive</b>  Tell / Relationship

# **Overview of The Analytical**

- ✓ **Deep and thoughtful**
- ✓ **Genius-prone**
- ✓ **Set high standards**
- ✓ **Orderly and organized**
- ✓ **Dry but witty sense of humor**

# **The Analytical Strengths and Weaknesses**

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- ✓ **Perfectionist**
- ✓ **Neat and tidy**
- ✓ **Loyal**
- ✓ **Economical**
- ✓ **Self-disciplined**

- ✓ **Moody**
- ✓ **Critical**
- ✓ **Negative**
- ✓ **Indecisive**
- ✓ **Over analyzing**

# The Analytical At Work

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- ✓ **Neat and tidy**
- ✓ **Schedule-oriented**
- ✓ **Detail conscious**
- ✓ **Not people-oriented**
- ✓ **Spends too much time planning**
- ✓ **Standards often too high**
- ✓ **Major stress over imperfections**

# **How to Adapt to Analyticals**

- ✓ **Don't pressure them for decisions**
- ✓ **Provide details, graphs, and charts**
- ✓ **Speak softly and calmly**
- ✓ **Reward them with private work space and improved systems for efficiency**
- ✓ **Exercise patience with their constant analysis**

# Overview of the Driver

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- ✓ **Dynamic and active**
- ✓ **Not easily discouraged**
- ✓ **Exudes confidence**
- ✓ **Moves quickly to action**
- ✓ **Not detail oriented**

# The Driver Strengths and Weaknesses

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✓ **Determined**

✓ **Independent**

✓ **Productive**

✓ **Visionary**

✓ **Decisive**

✓ **Unsympathetic**

✓ **Insensitive**

✓ **Harsh**

✓ **Proud**

✓ **Sarcastic**

# The Driver at Work

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- ✓ **Stimulates activity**
- ✓ **Sees the whole picture**
- ✓ **Little tolerance for mistakes**
- ✓ **May make rash decisions**
- ✓ **Demanding of others**
- ✓ **Work may become "God"**
- ✓ **Can handle large amounts of stress**

# **How to Adapt to Drivers**

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- ✓ **Increase your pace / get to the point!**
- ✓ **Don't take them personally**
- ✓ **Reward them with leadership roles/more responsibility**
- ✓ **Don't talk to them on airplanes!**

# Overview of the Amiable

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- ✓ **Patient and well balanced**
- ✓ **Quiet but witty**
- ✓ **Sympathetic and kind**
- ✓ **Inoffensive**
- ✓ **Don't make waves**

# The Amiable Strengths and Weaknesses

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- ✓ **Easygoing**
- ✓ **Likeable**
- ✓ **Diplomatic**
- ✓ **Organized**
- ✓ **Calm**

- ✓ **Blasé**
- ✓ **Selfish**
- ✓ **Stubborn**
- ✓ **Indecisive**
- ✓ **Conflict avoiders**

# The Amiable at Work

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- ✓ **Competent and steady**
- ✓ **Strong administrative abilities**
- ✓ **Mediates problems**
- ✓ **Resents being pushed**
- ✓ **Would rather watch**
- ✓ **Lacks self-motivation**

# **How to Adapt to Amiables**

- ✓ **Be gentle/not brash**
- ✓ **Don't overwhelm them or stress them**
- ✓ **Keep them in a team environment**
- ✓ **Reward them with sincere praise and personal gifts**

# Overview of the Expressive

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- ✓ **The life of the party**
- ✓ **Turn disaster into humor**
- ✓ **Prevent dull moments**
- ✓ **Generous people**
- ✓ **Eternal Optimists**

# **The Expressive Strengths and Weaknesses**

- ✓ **Outgoing**
- ✓ **Ambitious**
- ✓ **Charismatic**
- ✓ **Enthusiastic**
- ✓ **Young at heart**

- ✓ **Disorganized**
- ✓ **Undisciplined**
- ✓ **Obnoxious**
- ✓ **Loud**
- ✓ **VERBOSE!**

# **The Expressive at Work**

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- ✓ **Inspires / charms others to join in**
- ✓ **Volunteers for jobs**
- ✓ **Thinks up new activities**
- ✓ **Wastes time talking**
- ✓ **Forgets obligations**
- ✓ **Likes to party and have fun**

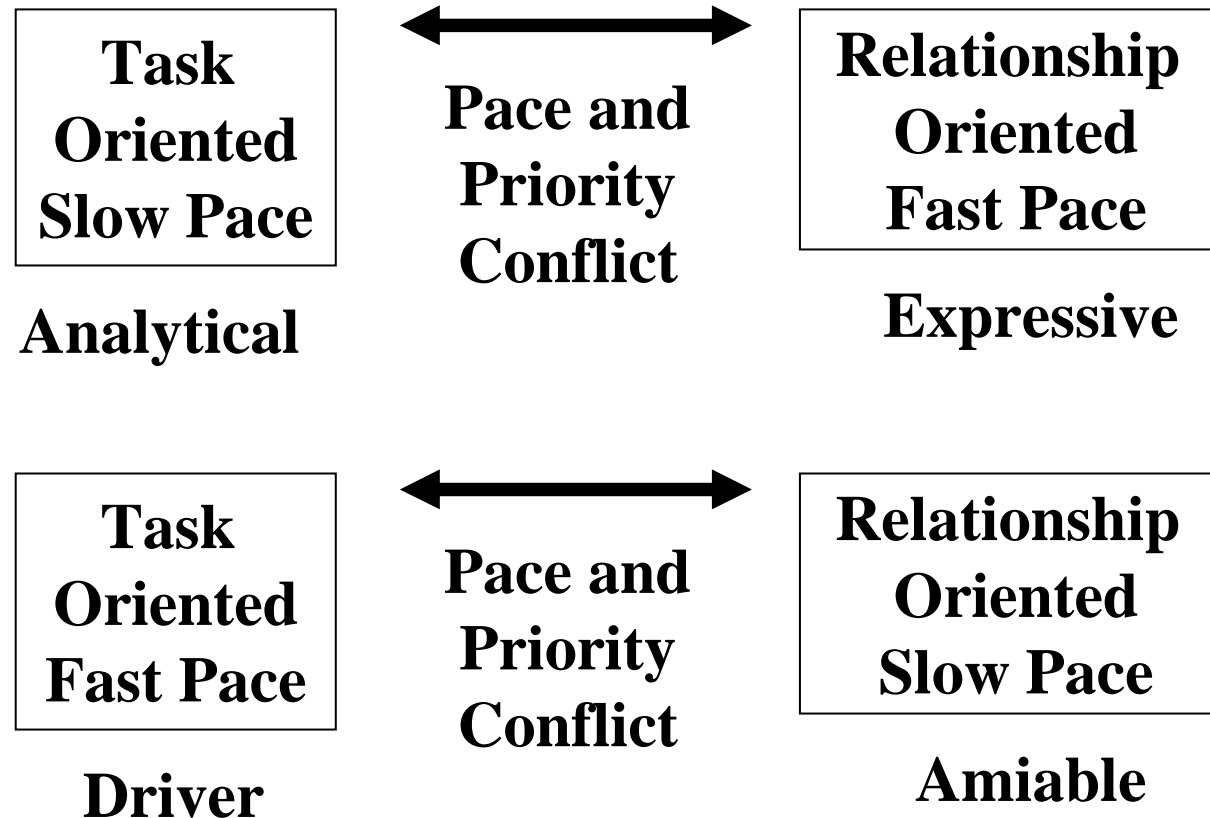
# How to Adapt to Expressives

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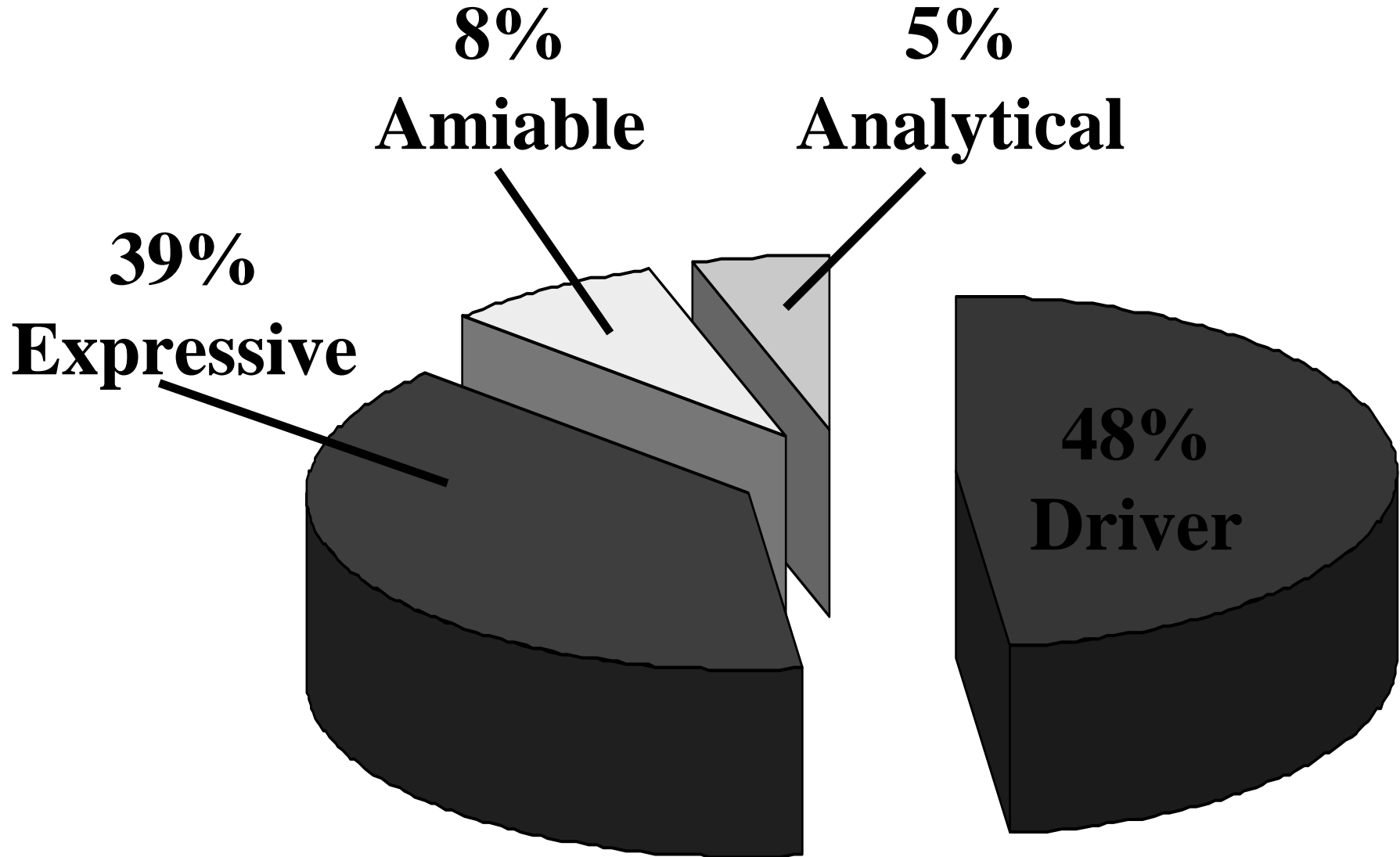
- ✓ **Become involved with their interests**
- ✓ **Let them talk / vent**
- ✓ **Don't take their "tell it like it is" approach personally**
- ✓ **Reward them with parties and more freedom**

# Conflict Areas

## Double Trouble Combinations



# You're Some of All Four



# Famous Analyticals

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- ✓ **Woodrow Wilson**
- ✓ **Albert Einstein**
- ✓ **Sherlock Holmes**
- ✓ **Agatha Christie**

# Famous Drivers

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- ✓ **Richard Nixon**
- ✓ **Clint Eastwood**
- ✓ **Hillary Clinton**
- ✓ **Lucy (Peanuts)**

# Famous Amiables

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- ✓ **Jimmy Carter**
- ✓ **Johnny Carson**
- ✓ **Dick Clark**
- ✓ **Princess Diana**

# Famous Expressives

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- ✓ **Ronald Reagan**
- ✓ **Lucille Ball**
- ✓ **Donald Duck**
- ✓ **Robin Williams**

# **Back-Against-the-Wall** **Behavior**

- ✓ **The behavior you see when you're under stress or experiencing conflict**
- ✓ **Most noticeable at home- not work**

# First Response to Conflict

## **Analytical - Withdraw**

You tend to become less assertive, more controlled, hold in feelings, not share ideas. Basically, avoid, dodge, escape and retreat from other people and/or undesirable situations.

## **Driver-Dominate**

You tend to become over assertive, unbending, over controlling and demanding. You become strong-willed and attempt to impose your thoughts and feelings on others.

## **Amiable-Give In**

You tend to give in to keep the peace and reduce conflict. You appear to agree with others when inside you disagree. You strongly desire to save the relationship even if it hurts you.

## **Expressive-Attack**

You tend to emotionally attack others and their ideas, using condemnations and put-downs to discredit them. You have strong emotions and will tell people how you feel about things.

**How YOU can  
adapt so others  
don't find YOU so  
annoying**

# The Analytical

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- ✓ **Once you have the facts, make a decision**
- ✓ **Don't be so unsociable**
- ✓ **Don't be so negative**
- ✓ **Get more involved with people**
- ✓ **Lighten up**
- ✓ **Don't look for ways to "penny pinch everything!"**

# Drivers

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- ✓ **Don't feel the need to correct everyone**
- ✓ **Don't be so abrupt and brash**
- ✓ **Show some patience**
- ✓ **Curb your sarcasm**
- ✓ **LISTEN to people**
- ✓ **You're not always right so ease up on others!**
- ✓ **Stop being so dang competitive**
- ✓ **Be sensitive to the feelings of others**

# Amiables

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- ✓ **Share your opinion**
- ✓ **Take a stand on issues**
- ✓ **Face difficult issues**
- ✓ **Take some risks**
- ✓ **Be on time**
- ✓ **Don't be so blasé about things**
- ✓ **Don't be passive aggressive**
- ✓ **Work on that "quiet will of iron"**

# Expressives

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- ✓ **Reserve your opinion more**
- ✓ **Don't interrupt**
- ✓ **Lower your voice**
- ✓ **Listen to other people**
- ✓ **Follow through on things**
- ✓ **Don't exaggerate stories and feelings**
- ✓ **Stop ruining people's jokes**
- ✓ **Be on time and FOCUS**
- ✓ **Think before you act!**

# **Gender Stereotype Myths**

- ✓ **Women talk more than men**
- ✓ **Women are emotional and men are not**
- ✓ **Women are neat and men are slob**
- ✓ **Women like to shop and men don't**

# **Subordinate Counseling & Discipline**

## **The Progressive Discipline Process**

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- **C** – Counseling
- **O** – Oral Warning
- **W** – Written Reprimand
- **S** – Substantial Discipline
  - Time off without pay
  - Reduction in pay
  - Demotion
  - Suspension
  - Termination

# Actions That Warrant Discipline

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- ***P*** – Performance Issues
- ***I*** – Insubordination
- ***V*** – Violation of Rules  
and Regulations

# Performance Issues

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- **Was the Infraction the Result of a Lack of Training?**
- **Was Training Ever provided?**
- **Is Discipline Warranted or is Training Needed?**

- **Establish Performance Expected**
- **Set Measurable Standards (realistic)**
- **Set Time Frame for Expected Performance**
- **Establish Method to Confirm Performance Has Been reached**
- **Establish Ramifications if Performance Can Not be Achieved**
  - ✓ **Demotion**
  - ✓ **Termination**

# Insubordination

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- **Was a Direct Order Given?**
- **Do Clear Rules Cover the Situation?**
- **Was the Employee Advised of Consequences?**
- **Was the Order a Legal Order?**
- **Did the Order Jeopardize Their Safety?**
- **Was the Conduct an Expression of Frustration?**

# Violation of Rules & Regulations

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- **Tardiness**
- **Dereliction of Duty**
- **Discourteous to Employees or Public**
- **False or Misleading Statements**
- **Appearing for Work Under the Effects of Alcohol or Drugs**
- **Negligent or Willful Conduct Resulting in Damage to Public Property**
- **Nexus (Actions that Cause Discredit to Employer)**

# **Steps to Proper Discipline**

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- 1. Investigate / Gather Info.**
- 2. Assess Severity**
- 3. Review Employee History**
- 4. Determine Discipline**  
(subject to change based on employee meeting)
- 5. Meet with Employee**
- 6. Use the Sandwich Method**
- 7. Document Meeting**
- 8. Follow Up**



# The Sandwich Method

*Step 1*

**S**tart with a  
friendly greeting

Very brief, just to  
break the ice

*Step 2*

**A**ir your  
view (briefly!)

Don't assume guilt

*Step 3*

**N**ow let  
employee explain

Deal with deflecting

*Step 4*

**D**o a repeat  
back to employee

Look for EAP Flags

# The Sandwich Method

*Step 5*

**W**hat rules &  
regs state

Do coaching in here

*Step 6*

**I**nitiate plan of  
action/admin control

Commitment to  
change behavior

*Step 7*

**C**over and review  
points of meeting

Summarize meeting  
and issues discussed

*Step 8*

**H**ave a positive &  
supporting close!

Separate person from  
behavior

# The Sandwich Method

---

**S** tart with a friendly greeting

**A** ir your view

**N** ow let the employee explain

**D** o a repeat back to employee

**W** hat are rules and regs for performance

**I** nitiate plan of action/administrative control

**C** over and review feedback

**H** ave a positive supporting close!

## **7 Excuses not to Discipline**

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- 1. “We live together 24-7”**
- 2. “I don’t want to be a jerk”**
- 3. “I need this person to watch my back”**
- 4. “I did the same thing before I promoted”**
- 5. “I want to be on their side”**
- 6. “Everyone else lets everyone get away with it...”**
- 7. “I don’t want the discipline to be challenged”**

# General Conflict Diffusion Tools

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- ✓ **Maintain eye contact**
- ✓ **Stand or sit at same level**
- ✓ **Talk slower**
- ✓ **Talk softer**
- ✓ **Check body language**
- ✓ **Don't interrupt or get defensive**
- ✓ **LISTEN!**

# **Need to Contact Kimberly Alyn?**

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