



# STEP UP & STEP IN: When, How and Why to Intervene in Conflict



It's everyone's responsibility to intervene – to **Step Up and Step In** – when our active involvement can help offset or resolve conflict, build a more engaged workforce and stay focused on the Mission.

## Stepping Up and Stepping In

- ★ Stepping Up at the right time can prevent a conflict from getting worse.
- ★ Stepping In at the right time can resolve issues and strengthen connections.

*Stepping In can be uncomfortable but if it's the right time, then you can get comfortable with it.*

- ★ Be alert to changes in work performance, behaviors or how the employee is engaged.
- ★ Observe how changes impact the employee, their work or others.
- ★ Avoid making assumptions.

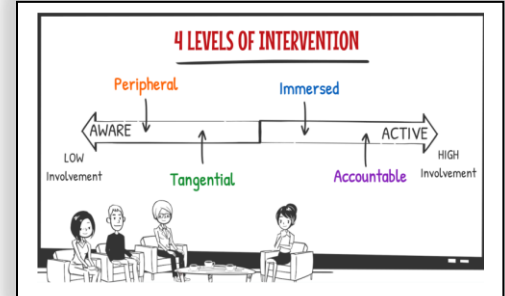
*Take the time to explore what's going on and test your assumptions before you start trying to fix anything.*

- ★ When you Step In offer observations - "I've noticed..." or "My observation is that..." Avoid judgements - "You're struggling." or "You clearly need help."
- ★ Be clear about what you want to achieve.
- ★ Consider if someone else may be more appropriate to Step In and if so, help make that happen.

*Continue to show your support.*

- ★ Offer-Request-Invitation: Make an offer to do something, then make a request, and then invite the employee to make their own offer and request.
- ★ Reach out for support, from YOUR supervisor or 1<sup>st</sup> Sergeant who can Step Up to Step In with you, or contact the NDR program at [www.adr.af.mil](http://www.adr.af.mil)

*Stepping In is an opportunity to keep yourself, your employees and co-workers focused on the Mission.*



### Peripheral: Low Level

- ✓ Akin to "Open door" policy
- ✓ Observe the situation
- ✓ Be prepared to support with resources like NDR, your EEO, HR or EAP Office

### Tangential: Mid to Low Level

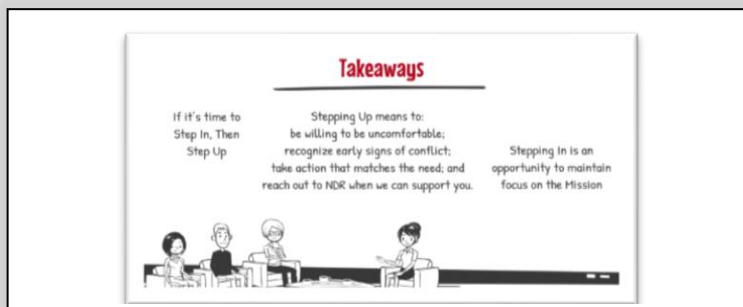
- ✓ Be proactive and neutral
- ✓ Offer your support
- ✓ Act on your level of responsibility
- ✓ They still take lead in their own solutions

### Immersed: Mid to High Level

- ✓ Higher involvement, direct action required
- ✓ Still neutral and informal
- ✓ May need coaching and/or mediation

### Accountable: High Level

- ✓ Your responsibility to get involved
- ✓ Be aware your own needs may influence your role
- ✓ Clarify expectations
- ✓ Consider specialized conflict support through the NDR Program



**NDR Website: [WWW.ADR.AF.MIL](http://WWW.ADR.AF.MIL)**