

**HR Training That Yields Results ...**  
**J. J. Keller's Conquering Difficult Conversations Training Program**

**“THIS STUFF REALLY WORKS!”**

~ Harry Walker

*greater success.”*

Managing people who perform the work is as important as the work itself. When conflicts arise, it's common for supervisors to avoid the issues entirely, or go to a third party (usually HR) to diffuse their anxiety about the situation. Both approaches are mistakes, Harry warns. *“When managers neglect or improperly address problem situations, significant damage can be done. By the time HR has to step in, it's almost too late, and the company could face lower employee morale, and even fines and litigation.*

*Managers should be able to make their own decisions and just come to the HR department for questions or counsel. J. J. Keller's **Conquering Difficult Conversations** training programs help them develop the confidence and knowledge needed to address situations themselves, as they happen.”*

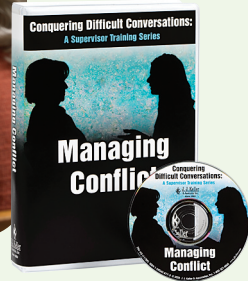
Harry is a former history teacher, and knows the importance of engaging those he's addressing for maximum

retention of the material. *“The videos get their rapt attention,”* he observes. *“Employees have commented to our president about how much the training has helped them, saying that this stuff really works! We're getting the results that we expect from it.”*

Since he implemented management training with the J. J. Keller programs, Harry and the Cornwell HR team have gotten fewer calls from supervisors needing



*“As they watch the videos, the trainees are pointing out the problems in the scenarios before we do,”* says Harry. *“We have great discussions during the times where the video pauses for trainee comments.”*



Like many growing companies, Cornwell Quality Tools has adjusted their HR training to support their expanding management base. As more and more of their 223 employees rise through the ranks to become supervisors, Vice President of HR Harry Walker gives them skills for management success through J. J. Keller HR training programs, such as **Conquering Difficult Conversations: A Supervisor Training Series**.

Harry appreciates the format of the programs' videos, where a situation is first shown handled poorly, then in a more positive, productive manner. *“For example, when two employees can't work together and seem to be trying to sabotage each other, a typical response would be to discipline or even terminate those employees,”* he says. *“J. J. Keller's **Managing Conflict** program from the series reveals how the arguments are symptoms of a problem, not the issue themselves. Then it goes on to reveal how resolving the root of the conflict can enable supervisors to keep talented employees who do their jobs well otherwise, and coach them to*

**See pages 38-39 for the HR products that have made Harry's training so successful.**

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**“When other companies call and learn that we use J. J. Keller's HR products, they stop their sales pitch. That's because they know they can't compete with the readability and value that we already get from J. J. Keller.”**

~ Harry Walker  
 Vice President of HR  
 Cornwell Quality Tools  
 Wadsworth, OH



Cornwell Quality Tools is the original mobile tool dealer in the U.S. Their corporate office is in Wadsworth, OH, and they produce their handcrafted tools in nearby Mogadore, OH.



guidance on handling situations. *“We've noticed that they've been remembering the training and following the proper steps, and taking legal factors into consideration. They're beginning to understand why elements like documentation are so important. We're starting to experience positive results and the supervisors are learning. I've seen examples where our supervisors did an excellent job handling some very touchy situations. Instead of reacting emotionally, they've helped their employee recognize the role they play in the problem, and shown them how they can take ownership in the process of solving it.”*

Harry has been with Cornwell Quality Tools for 25 years, and is proud to be part of a company that believes HR management is a vital part of operations. And he's confident that his J. J. Keller-based training is helping the next generation of managers work in tandem with HR for greater success. *“Ideally, managers are there to manage employees, and HR's role is to advise on the legalities of the issues and how to address them properly. We want to be an ally to our trainees, because they're going to be managing the future of this company.”*



After going through the **Conquering Difficult Conversations** training program, supervisors recognize the importance of conducting discussions with employees using tact, objectivity and discretion.