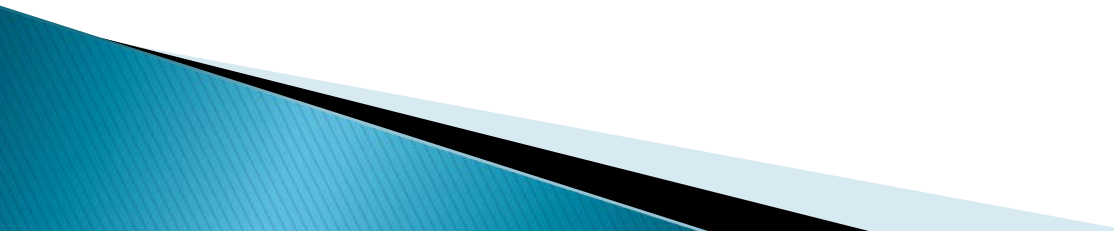


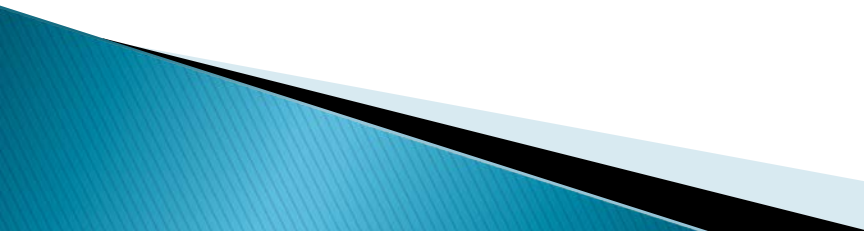
Conflict Resolution for the Workplace
Presented by Dr. Carole Hogan

Irish Decontamination Institute
Annual Conference 2011

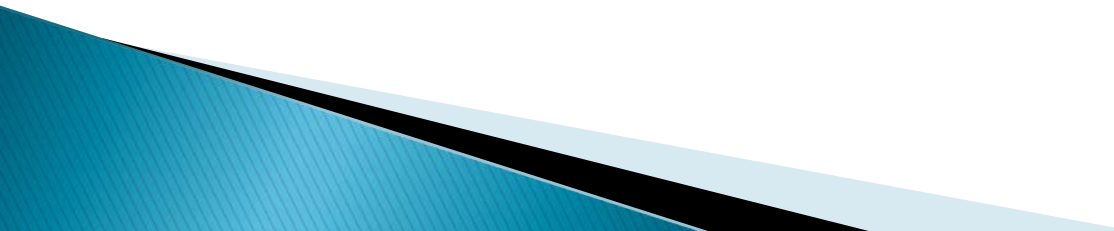
Objectives

- ▶ understand the nature and scope of organisational conflict
 - ▶ describe a range of direct and indirect ways of managing conflict
 - ▶ identify the sources of conflict
 - ▶ discuss the concept of conflict management styles
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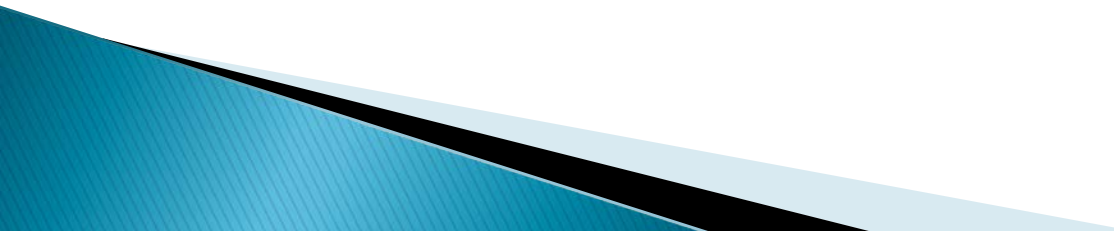
Conflict Management

- ▶ A disagreement or clash between ideas, principles or people
 - ▶ Managing and resolving workplace conflict is one of the greatest challenges in today's environment
 - ▶ Managing on the edge of chaos
- 


Advantages of Conflict/ Meaningful Workplace Conflict

- ▶ Avoids group think
 - ▶ Fresh approach to handling difficult situations
 - ▶ Brings difficult situations to the surface
 - ▶ New and innovative ideas produced
 - ▶ People feel free to express their views
 - ▶ Co-operation and collaboration.
- 

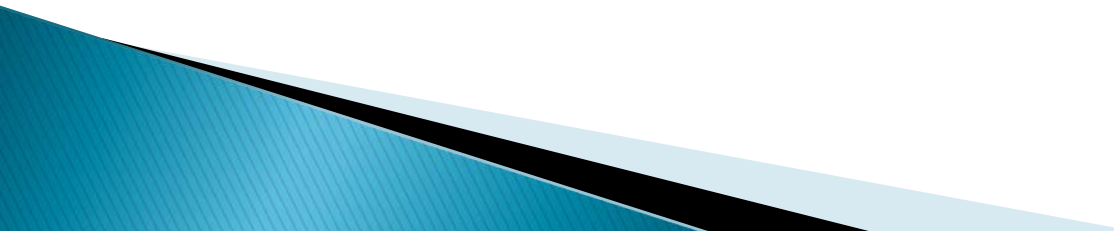
Disadvantages of Conflict

- ▶ Can destroy self esteem and self confidence
 - ▶ Climate of suspicion and destruction
 - ▶ Can create lack of trust and cohesion
 - ▶ Resistance to teamwork
 - ▶ Lack of recognition of internal customer ethos
 - ▶ Increase in staff turnover.
- 

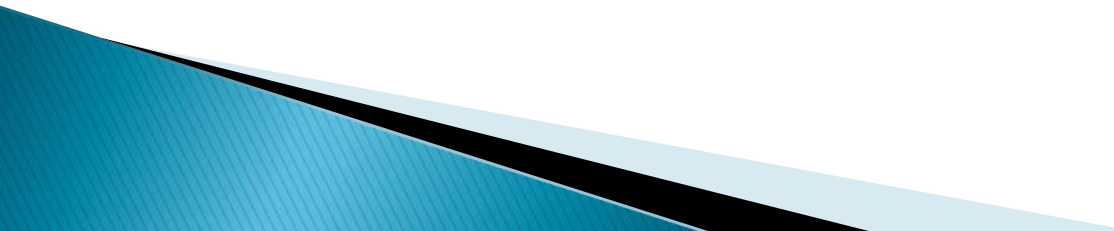
Sources of Conflict

- ▶ Employment Relationships
 - Emotional conflict, interpersonal difficulties i.e. anger, mistrust, dislike, fear, resentment & clash of personalities
 - ▶ Competition over scarce resources
 - ▶ Ambiguity over responsibility and authority
 - ▶ Interdependence
 - ▶ Poor communication
 - ▶ Leadership problems
- 

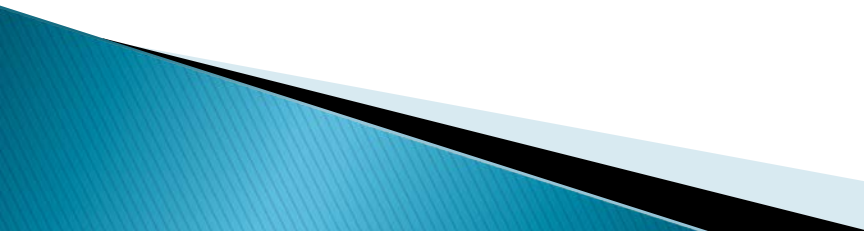
Resolving Workplace Conflict Constructively

- ▶ Define the actual causes of the conflict
 - ▶ Validate differences in perception and point of view
 - ▶ Set up and get agreement for a process you both will work through
 - ▶ Listen actively
 - ▶ Document the resolution and the plan of action
 - ▶ Follow through then move on
- 

How to Minimise Conflicts

- ▶ Clear and unambiguous HR policies and procedures
 - ▶ Clear job roles that do not conflict
 - ▶ Intentionally build relationships
 - ▶ Get regular reports and updates
 - ▶ Training
 - ▶ Communication meetings
- 

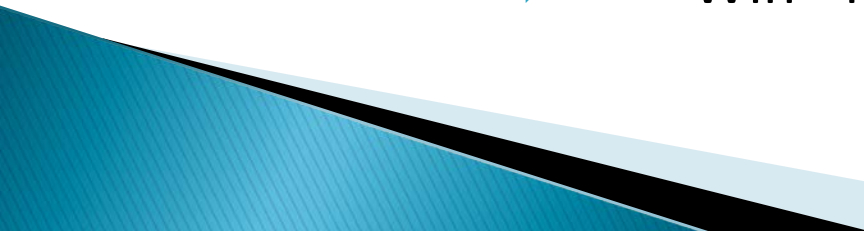
How to Manage Conflict with another Person

1. Know yourself
 2. Manage yourself
 3. Privacy
 4. Give another person vent time
 5. Rephrase and verify accurate listening
 6. Acknowledge where you agree and disagree and discuss resolution
 7. Thank
 8. If not resolved involve third party
- 

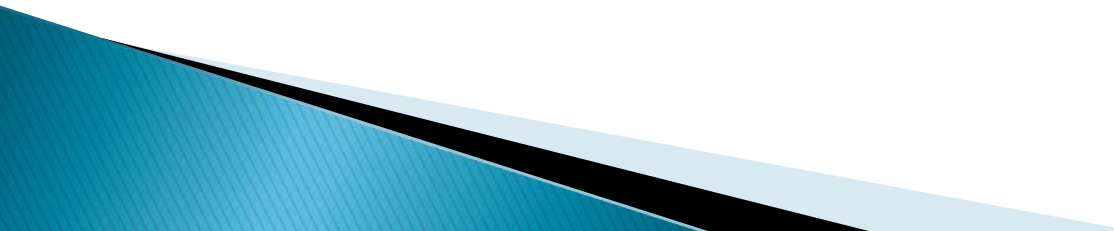
Thomas Kilmann Inventory

5 Styles of Handling Conflict

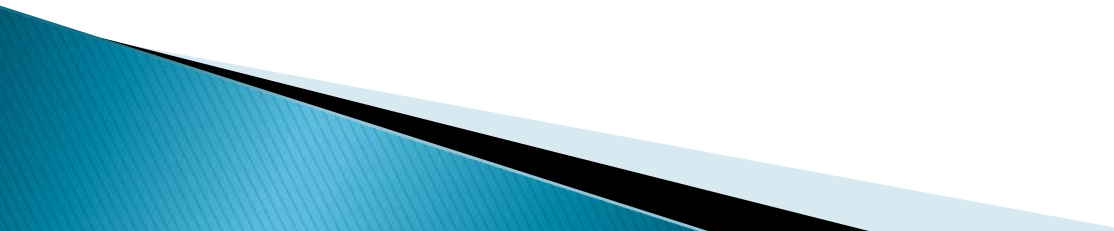
Competing

- ▶ Fight not flight
 - ▶ High needs of self
 - ▶ Low needs of others
 - ▶ Pursues own concerns
 - ▶ Power orientated
 - ▶ Win - lose
- 

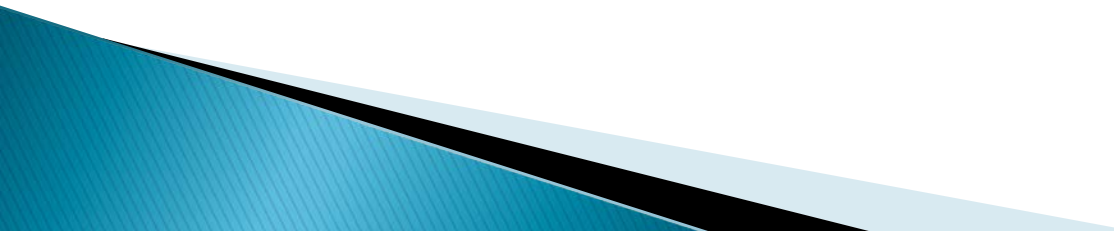
Accommodating

- ▶ Killing them with kindness
 - ▶ Low needs of self
 - ▶ High needs of others
 - ▶ Opposite of competing
 - ▶ Neglects own concerns
 - ▶ Self sacrifice
 - ▶ Yielding
 - ▶ Selfless generosity
- 

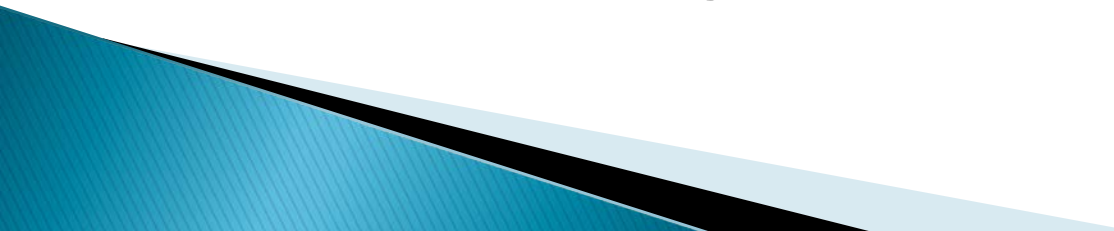
Avoiding

- ▶ Flight not fight
 - ▶ Low needs of self
 - ▶ Low needs of others
 - ▶ Does not address conflict
 - ▶ Side step issue
 - ▶ Postpone issue
 - ▶ Withdraw
- 

Collaborate

- ▶ High needs of self
 - ▶ High needs of others
 - ▶ Opposite of avoiding
 - ▶ Work with others
 - ▶ Find mutual solution
 - ▶ Digging into issues
 - ▶ Exploring a disagreement
 - ▶ Creative solutions
- 

Compromise

- ▶ Split the difference
 - ▶ Intermediate needs of self
 - ▶ Intermediate needs of others
 - ▶ Expedient
 - ▶ Mutually agreeable
 - ▶ Partly satisfies both parties
 - ▶ Splitting the difference
 - ▶ Middle ground
- 

I'm OK You're OK

Thomas Harris

| ASSERTIVE | AGGRESSIVE |
|-------------------------|-----------------------------|
| I'm OK You're OK | I'm OK You're not OK |
| PASSIVE | DEPRESSIVE |
| I'm not OK You're OK | I'm not OK You're not OK |

BIFO Technique

B

Behaviour – use specific examples

I

Impact – describe how the behaviour affects you doing your job

F

Future – describe how you see yourself working with the person in the future

O

Okay – check in with the person if they are ok with the feedback

Thank You

