



Workplace Conflict Resolution

Common Causes of Workplace Conflict

Strategies for Leaders

Presenter: Gina F. Jones



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Introduction:

I am Gina Jones, President of Principle Source HR, a Division of GJ Enterprizes. I am pleased to introduce workplace conflict resolution concepts for leaders. There are many facets of what we do in Principle Source HR. Most people identify the work of human resources in two main ways: How Much I get paid and How Soon? Quite frankly, I don't blame you. Outside of the obvious, the human resources umbrella handles quite several functions; we establish a position, fill the position, secure the selection through the security clearance process, deliver the benefits, ensure the person can perform and develop in the position, and administer the termination of employment (retirement, transfer, or removal). All this is for a possibility of up to 30 years or more just for one position. That is a lot, and we love what we do. I am here to discuss that one part of what we do is often untapped, and that is an honest discussion about what we ALL can do to improve our work atmosphere through a better understanding of human dynamics. After all, we spend 40 hours a week minimum with people whom we have to work with (and we had no choice in the matter). So let me share some facts with you.

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Facts

- 85% of employees experience conflict and spend an average of 3 to 4 hours/ a week dealing with it.
- 65% of performance related issues results from strained relationships between employees - not from a deficit in individuals employees' skills or motivation.
- It cost 1.5 times the position salary to replace an employee.
- 31% of managers think they handle conflict effectively while 75% of employees disagree.
- 27% of employees witness personal attacks in the workplace.
- 25% of sickness/absences is related to conflict in the workplace.
- 75% of employees report positive outcomes when workplace conflicts are addressed in a productive manner.

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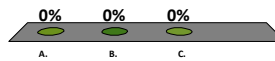
Drake Beam Morin, 2013

- 85% of employees experience conflict and spend an average of 3 to 4 hours/ a week dealing with it.
- 65% of performance-related issues result from strained relationships between employees – not from a deficit in individual employees' skills or motivation. (We will talk more about that later)
- It costs 1.5 times the position salary to replace an employee.
- 31% of managers think they handle conflict effectively, while 75% of employees disagree.
- 27% of employees witness personal attacks in the workplace. Emotional violence is more damaging than physical violence.
- 25% of sickness/absences are related to conflict in the workplace.
- 75% of employees report positive outcomes when workplace conflicts are addressed productively.

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HOW MANY EMPLOYEES DOES IT TAKE
TO START A CONFLICT IN THE OFFICE ?

- A. 1
- B. 2
- C. 3 or more



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Question #1

How many employees does it take to start a conflict in the office ?

- A. 1
- B. 2
- C. 3 or more

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How many employees does it take to start a conflict in the office ?



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The answer is:

1 person – Yes, you come into the office with your own set of interpersonal conflicts – the rest of us participate with our own set of interpersonal conflicts. *Yes, we all have agendas we didn't share during the interview. On purpose!*

We will discuss how we chose to participate in this conflict more today.

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So let's look at the most common elements that contribute to workplace conflict:

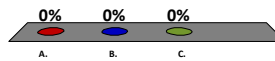
The first one is Communication:

Let's see how this works.

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ON A HOT SUMMER'S DAY YOU BUY A CARBONATED DRINK TO QUENCH YOUR THIRST, DO YOU ORDER A SODA, A POP OR SOMETHING ELSE?

- A. Soda
- B. Pop
- C. Something Else



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When the sun is beating down, and your throat is feeling parched, what's your go-to drink to cool off: a soda, pop, or something else?

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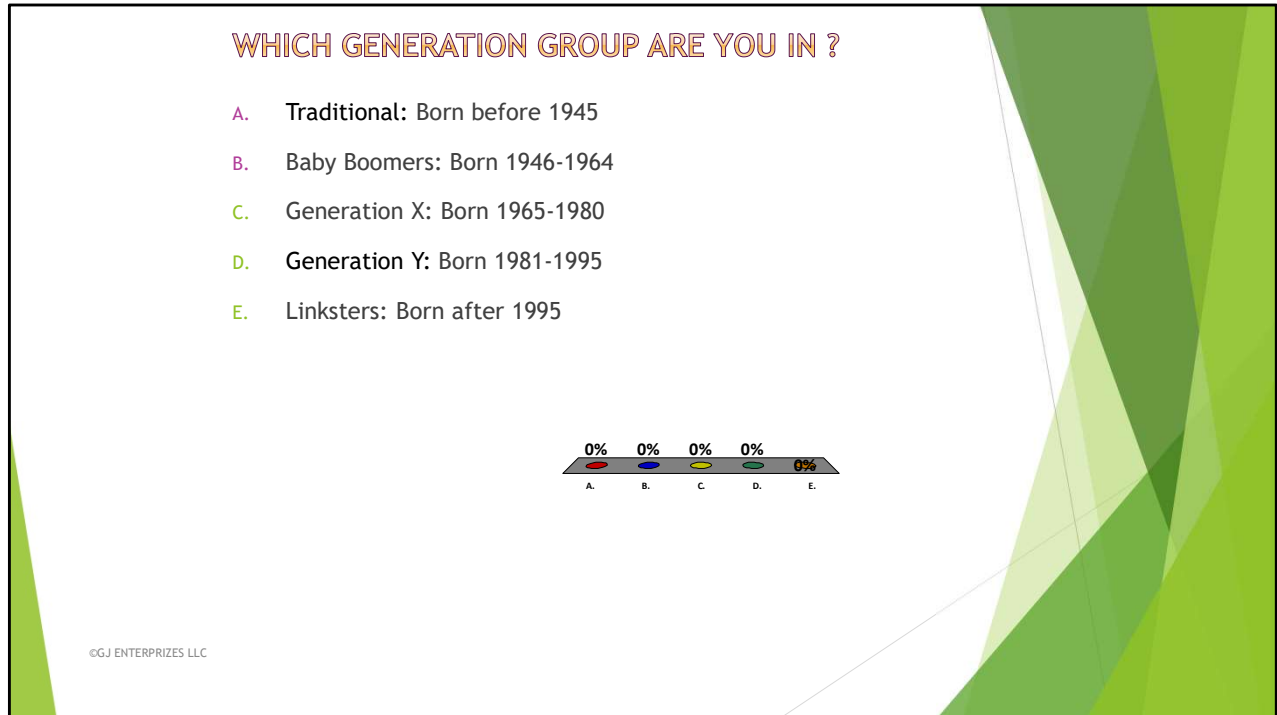


So let's look at the most common elements that contribute to workplace conflict:

Communication: The process of imparting or exchanging information or news. Conflict in communications is the breakdown that results from a discrepancy or disconnect between what is said and what is understood.

Personality Difference: Personality combines characteristics or qualities that form an individual's character. Personality difference is the difference between two things in how they are unlike each other.

Cultural and Generational: Cultural is a part of a person's identity, or their self-conception and self-perception, and is related to nationality, ethnicity, and religion. Generation is relating to or characteristic of all the people born and living at about the same time, regarded collectively. Cultural/Generational conflict is when the interests or ideals of one generation/culture collide openly with those of another.



Which generation GROUP are you IN?

- A. Traditional: Born before 1945
- B. Baby Boomers: Born 1946-1964
- C. Generation X: Born 1965-1980
- D. Generation Y: Born 1981-1995
- E. Linksters: Born after 1995

Generational:

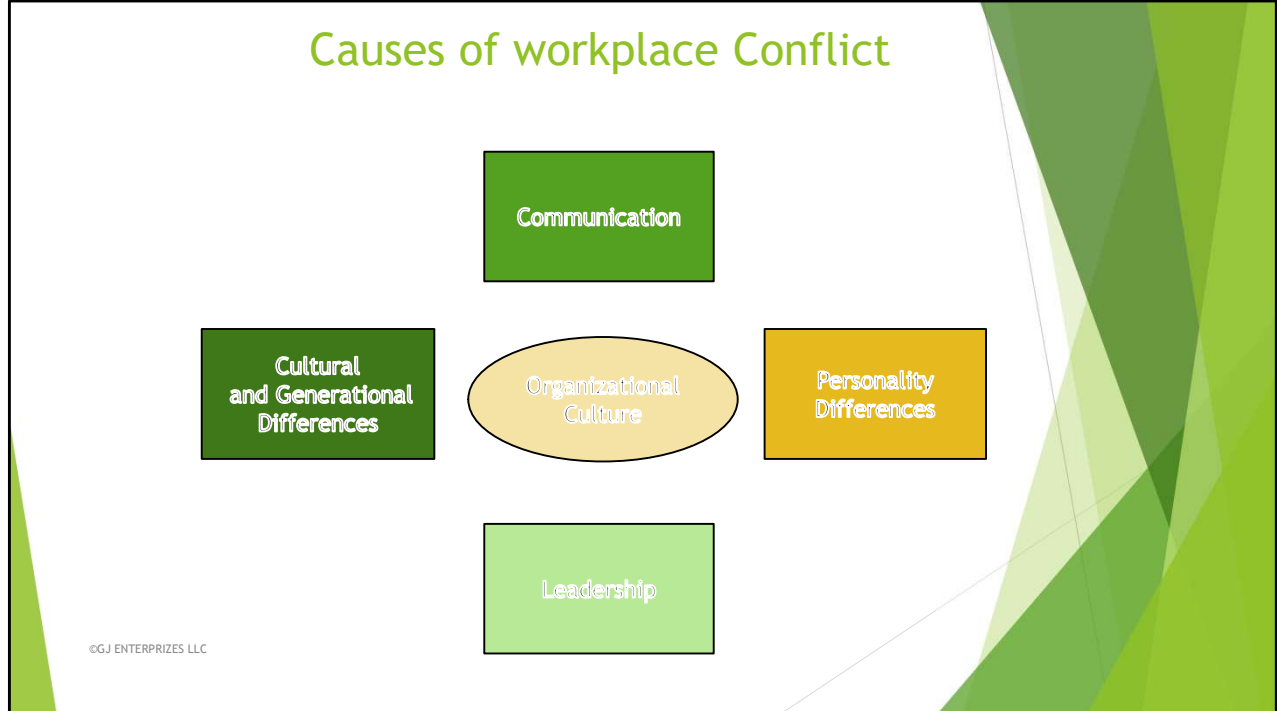
Traditional: Born before 1945, **The Depression Babies Traits:** Loyal. Respectful of authority, stubborn, independent, excellent work ethic, dependable, and advanced communication and interpersonal skills.

Baby Boomers: Born 1946-1964, **The Woodstock Generation:** Influence by the Vietnam War, the 60's, and postwar social change. Traits: Well-educated, questioning authority, excellent teamwork skills, and thriving on adrenaline-charged assignments.

Generation X: Born 1965-1980, **The Latchkey Generation:** Products of divorced parents. Traits: Independent, family-focused, intolerant of bureaucracy, critical, hardworking, and socially responsible.

Generation Y: Born 1981-1995. **The Entitled Generation:** influenced by technology and doting parents. Traits: Highly socialized, loyal, technology savvy, socially responsible, and require work-life balance.

Linksters: Born after 1995. **The Facebook Crowd:** Influenced by a media-saturated world. Traits: Technology dependent, closely tied to parents, tolerant of alternative lifestyles, involved in green causes.



Leadership: Leadership is a process of social influence that maximizes the efforts of others toward the achievement of a goal. Everyone has different leadership styles; good leaders know how to flex their leadership style to individual team members so that they communicate and behave in ways that motivate and inspire.

Organizational Culture: Organizational culture is the collection of beliefs, values, and interaction methods that create an organization's environment. It looks like the mission of the organization and the policies implemented to make it happen.

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Fall-out of workplace conflict

- ▶ Coworkers not speaking or ignoring each other.
- ▶ Coworkers contradicting and bad-mouthing each other.
- ▶ Coworkers deliberately undermining or not co-operating with each other, to the downfall of the group.
- ▶ Mediocre to poor performance by an individual and/or group.
- ▶ Competition for resources
- ▶ Lack of recognition
- ▶ Confusion and duplication of responsibility and authority
- ▶ Passive aggressive behavior through excessive absenteeism.

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These are common warning signs of what you will see in a workplace with conflict.

Coworkers need to speak or pay attention to each other.

Coworkers contradict and bad-mouth each other.

Coworkers deliberately undermine or not cooperating, which leads to the group's downfall.

Mediocre to poor performance by an individual and group.

Competition for resources

Lack of recognition

Confusion and duplication of responsibility and authority

Passive aggressive behavior through excessive absenteeism. **(Leaves balances tells a tremendous story)**

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According to the (2022) Gartner Research Report, Human Leadership is the next evolution of leadership. Yet, only 29% or 1-4 employees recognize their managers/supervisors as "human leaders."

Human Leadership



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Leaders must be close enough to relate to others but far enough ahead to motivate them.
John Maxwell

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Questions?

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Be the leader you wish you had – Simon Sinek

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