

#### Introduction:

I am Gina Jones, President of Principle Source HR, a Division of GJ Enterprises. 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.

## 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.

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. (DC EARS experience /no difference between physical and emotional violence; if fact, 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.**

## OBJECTIVES

- Define and describe conflict and workplace conflict.
- Define and describe the common causes of workplace conflict.
- Identify the symptoms of workplace conflict.
- Identify the five basic conflict management styles.
- Identify ways to apply the five basic conflict management styles to handle and resolve workplace conflict.

By the end of this presentation we will accomplish the following. Define and describe conflict and workplace conflict.

Define and describe the common causes of workplace conflict.

Identify the symptoms of workplace conflict.

Identify the five basic conflict management styles.

Identify ways to apply the five basic conflict management styles to handle and resolve workplace conflict.

## WHAT IS CONFLICT ?

Real or perceived threat to one's interest, principles, concerns, or security.

## WHAT IS WORKPLACE CONFLICT ?

Strong differences, both large and small in the office.



What is conflict?

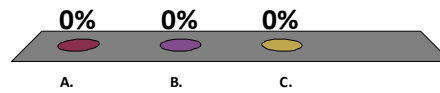
The real or perceived threat to one's interest, principles, concerns, or security in the workplace.

What is workplace conflict?

Big differences, both large and small, in the workplace.

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

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



Question #1

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

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

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



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.

## CAUSES OF WORKPLACE CONFLICT

Communication

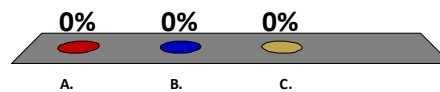
So let's look at the most common elements that contribute to workplace conflict:

**The first one is Communication:**

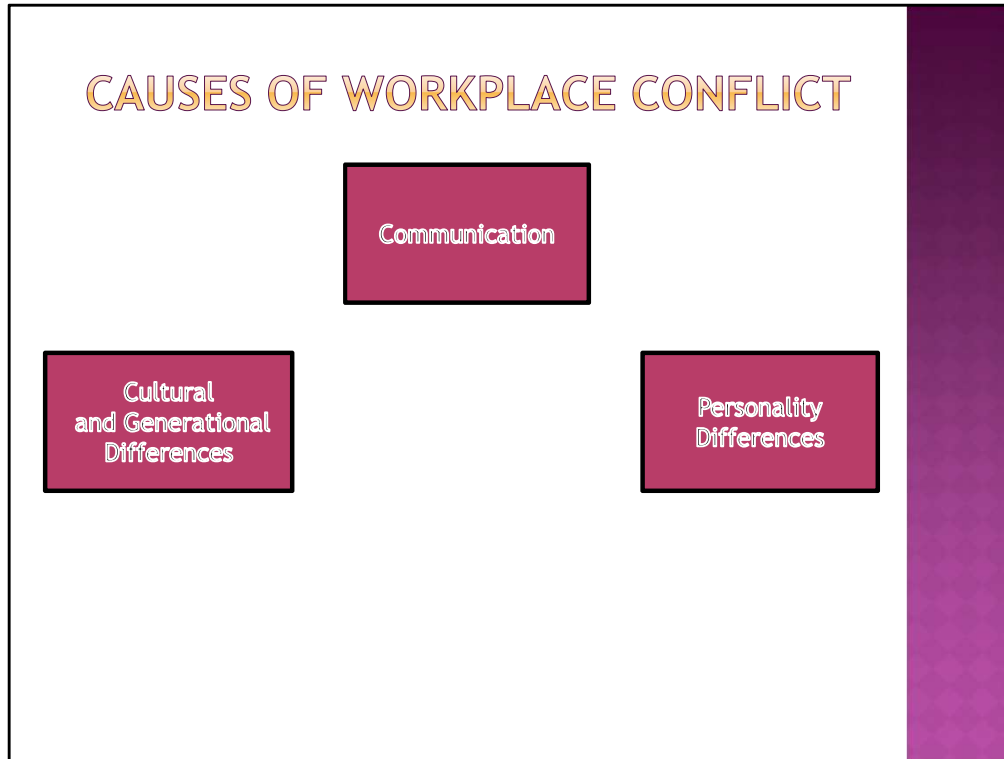
Let's see how this works.

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



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?

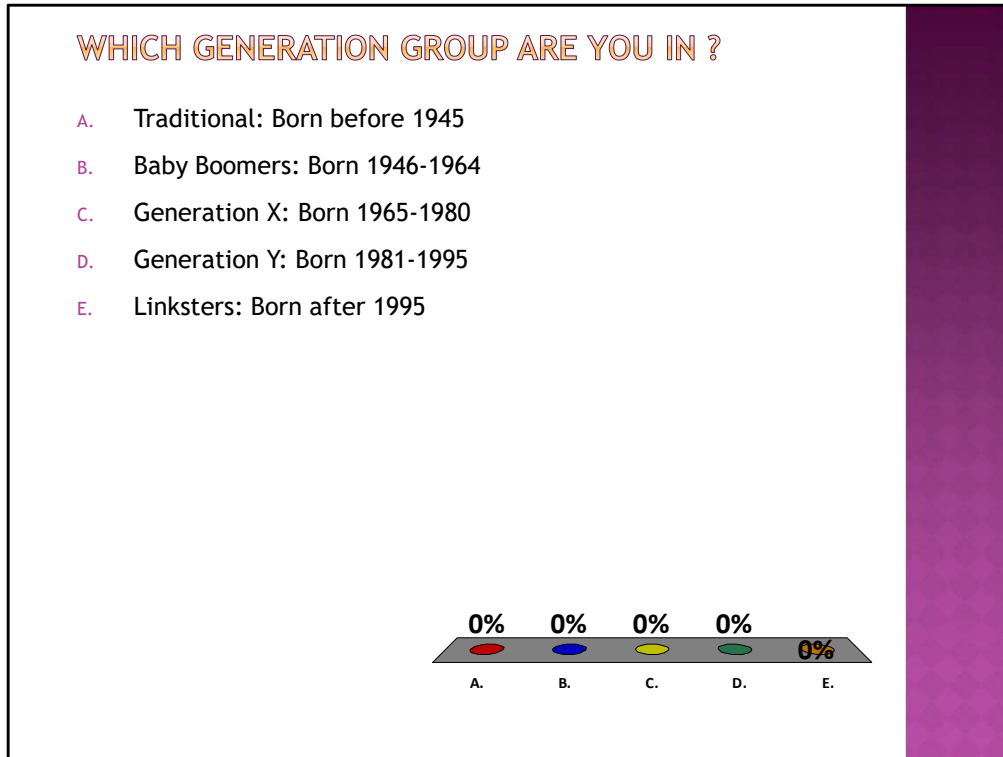


So let's look at the most common elements that contribute to workplace conflict:

**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:

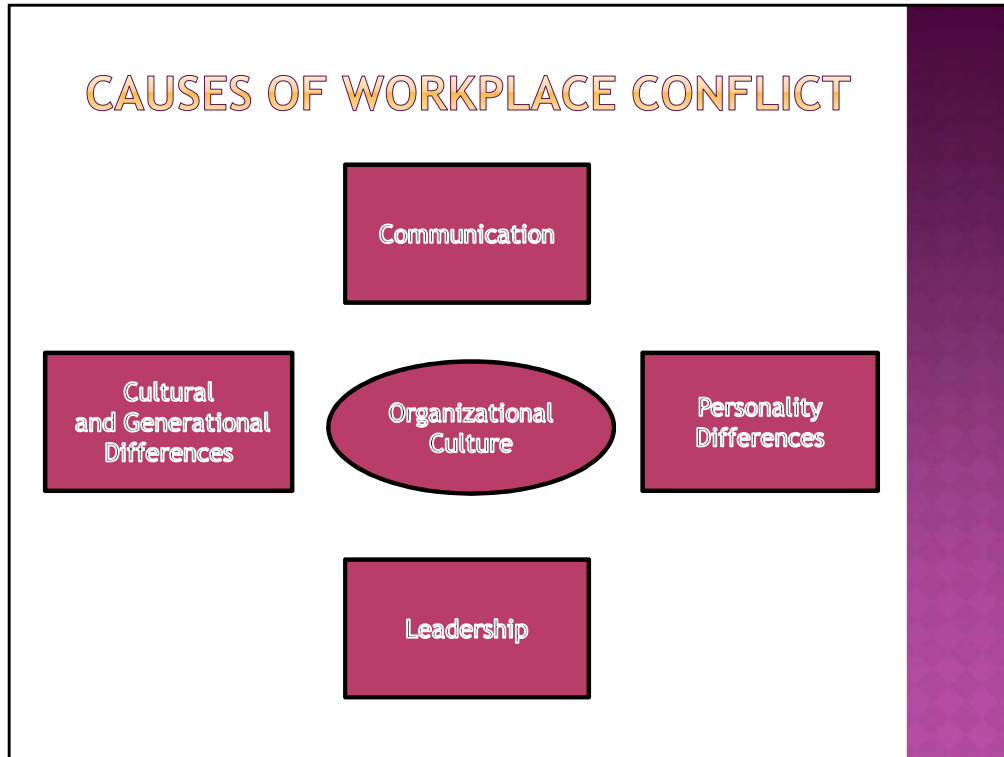
Traditional: Born before 1945, **The Depression Babies Traits:** Loyal. Respectful of authority, stubborn, independent, excellent work ethic, dependable, and advanced communication and interpersonal skills.

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.

## 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.

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)**

## CONFLICT MANAGEMENT STYLES

### Competing



Use formal authority or power to satisfy personal needs and concerns without regard to the concerns of others.

### Collaborating



Cooperating with the others to understand their concerns while expressing your own concerns in an effort to find a mutually satisfactory solution for everyone.

#### **Shark Competing, I win, you lose.**

Sharks try to overpower opponents by forcing them to accept their solution to the conflict. Their goals are highly important to them, and relationships are of minor importance. They seek to achieve their goals at all costs. They are not concerned with the needs of others and do not care if others like or accept them. Sharks assume that conflicts are settled by one person winning and one person losing. They want to be a winner. Winning gives sharks a sense of pride and achievement. Losing gives them a sense of weakness, inadequacy and failure. They try to win by attaching, overpowering, overwhelming, and intimidating.

**Advantage: If the shark's decision is correct, a better decision without compromise can result**

**Disadvantage: May breed hostility and resentment toward the person using it**

**Appropriate times to use a Shark style**

when conflict involves personal differences that are difficult to change  
when fostering intimate or supportive relationships is not critical  
when others are likely to take advantage of noncompetitive behavior  
when conflict resolution is urgent; when decision is vital in a crisis  
when unpopular decisions need to be implemented

#### **Owl Collaborating, I win, you win.**

Owls highly value their own goals and relationships. They view conflict as a problem to be solved and to seek solution that achieves both their goals and the goals of the other person.

Owls see conflicts as a means of improving relationships by reducing tensions between two persons. They try to begin a discussion that identifies the conflict as a problem. Owls maintain the relationship by seeking solutions that satisfy both themselves and the other person. Owls are not satisfied until a solution is found that achieves their goals and the other person's goals. They are not satisfied until the tensions and negative feelings have fully resolved.

**Advantage: both sides get what they want and negative feelings eliminated**

**Disadvantage: takes a great deal of time and effort**

**Appropriate times to use an Owl Style**

when maintaining relationships is important  
when time is not a concern  
when peer conflict is involved  
when trying to gain commitment through consensus building  
when learning and trying to merge differing perspectives

## CONFLICT MANAGEMENT STYLES

### Compromising



Resolve conflict by identifying a solution that is partially satisfactory to everyone, but not completely satisfactory to all.

### Avoiding



Not paying any attention to the conflict and not taking any action to resolve it.

#### **Fox Compromising, You bend, I bend.**

Foxes are moderately concerned with their own goals and their relationship with others. Foxes seek a compromise; they give up part of their goals and persuade the other person in a conflict to give up part of their goals. They seek a conflict solution in which both sides gain something;

the middle ground between two extreme positions. They are willing to sacrifice part of their goals and relationships to find agreement for the common good.

**Advantage: relationships are maintained, and conflicts are removed**

**Disadvantage: compromise may create less-than-ideal outcomes, and game-playing can result**

#### **Appropriate times to use a Fox Style**

- when important/complex issues leave no clear or straightforward solutions
- when all conflicting people are equal in power and have vital interests in different solutions
- when there are no time restraints

#### **Turtle Avoiding I zig, you zag.**

Turtles withdraw into their shells to avoid conflicts. They give up their goals and relationships; they stay away from the issues over which the conflict is taking place and from the persons they are in conflict with. Turtles believe it is easier to withdraw from a match than to face it.

**Advantage: it may help to maintain relationships that the conflict would hurt.**

**Disadvantage: Conflicts still need to be solved; overusing the style leads to others walking over people.**

#### **Appropriate times to use a Turtle Style:**

- When the stakes are not high or the issue is trivial
- When confrontation will hurt a working relationship
- When there is little chance of satisfying your wants
- When disruption outweighs the benefit of conflict resolution
- when gathering information is more important than an immediate decision
- when others can more effectively resolve the conflict
- when time constraints demand a delay

## CONFLICT MANAGEMENT STYLES

### Accommodating



Allowing the other party to satisfy their concerns while neglecting your own.

♪ Because I'm Happy ! ♪

from the Happy Song

### **Teddy Bear Accommodating, I lose, you win.**

To Teddy Bears, the relationship is of great importance, while their own goals are of little importance. Teddy Bears want to be accepted and liked by others. They think that conflict should be avoided in favor of harmony and that people cannot discuss conflicts without damaging relationships. They fear that if the conflict continues, someone will get hurt, ruining the relationship. Teddy Bears say, "I'll give up my goals and let you have what you want, for you to like me." Teddy Bears try to smooth over the conflict out of fear of harming the relationship.

### **Advantage: Accommodating maintains relationships**

### **Disadvantage: Giving in may not be productive, and the bear may be taken advantage of. Appropriate times to use a Teddy Bear Style**

- when maintaining the relationship outweighs other considerations
- when suggestions/changes are not crucial to the accommodator
- when minimizing losses in situations where outmatched or losing
- when time is limited or when harmony and stability are valued

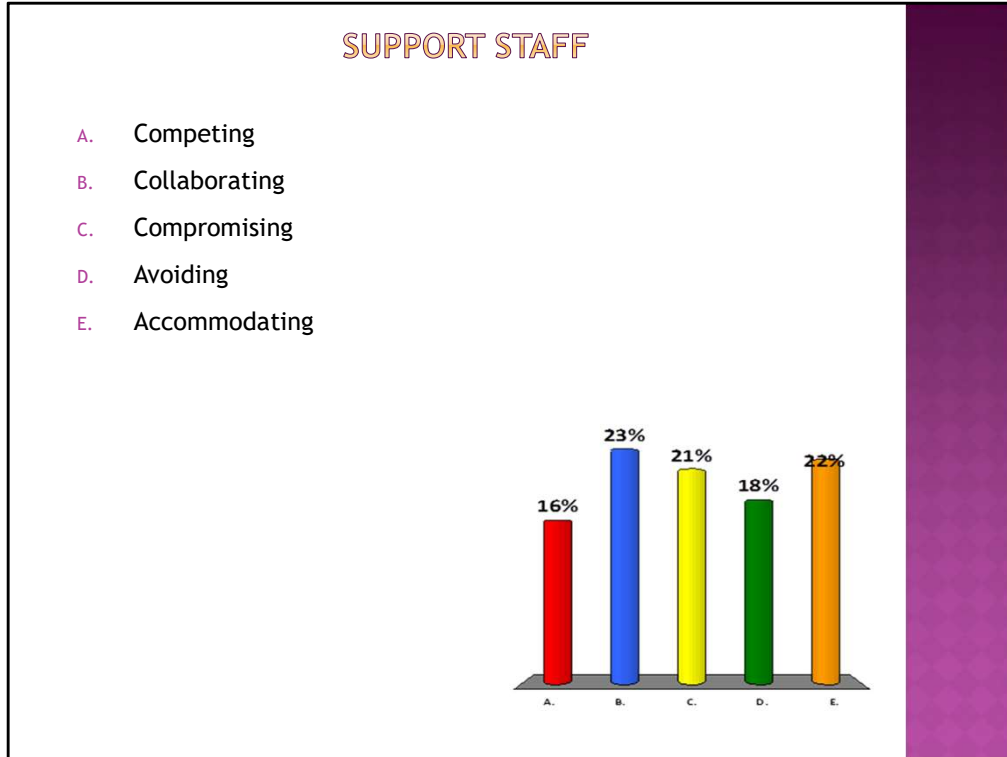
**Accommodators make you think they are happy, but they are not.**



## CONFLICT MANAGEMENT STYLES SURVEY

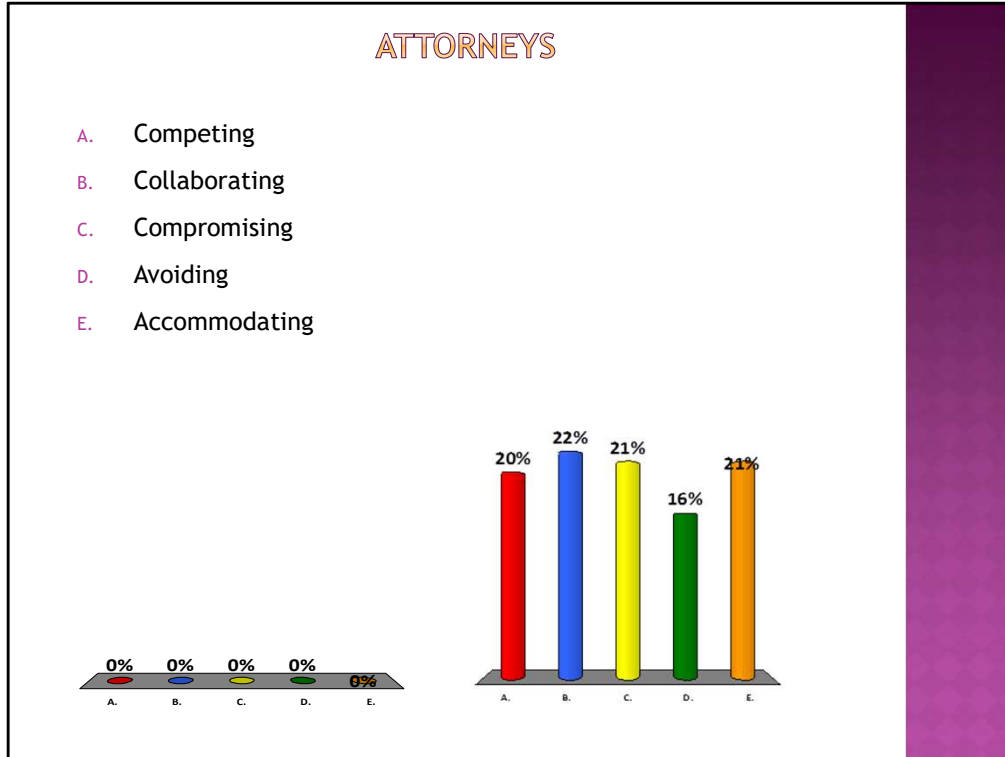


This survey was given to a large staff in the legal field.



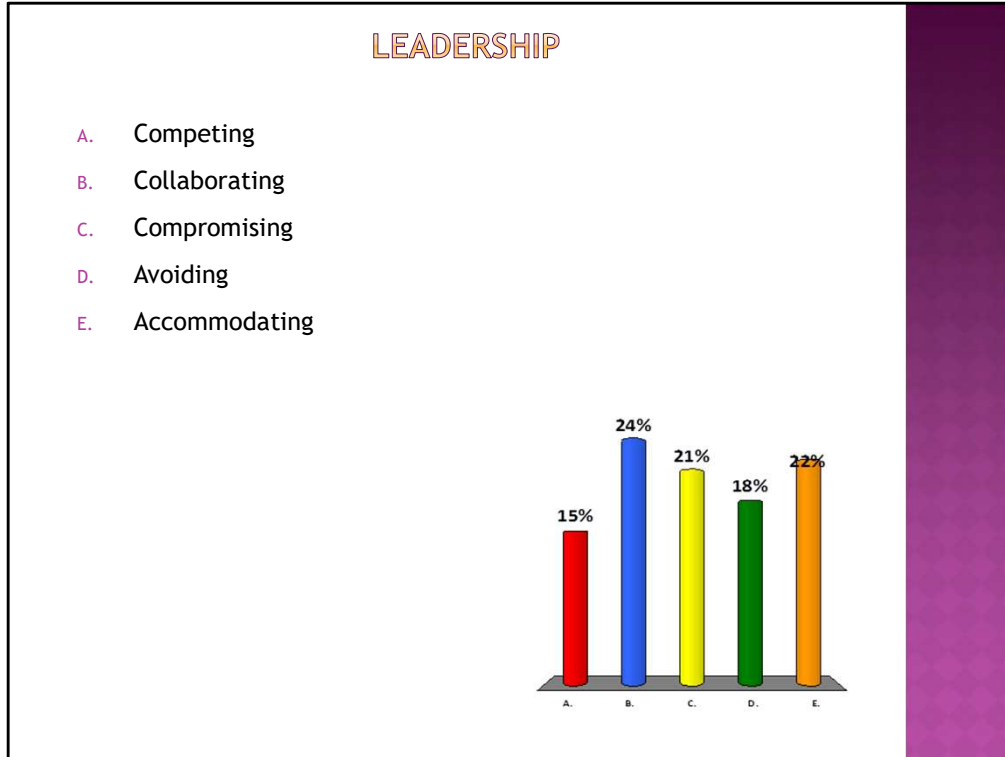
**Support (Administrative, Legal Assistant, Paralegal)**

Competing:	195	16%
Collaborating:	284	23%
Compromising:	258	21%
Avoiding:	217	18%
Accommodating:	267	22%



**Attorneys**

Competing:	169	20%
Collaborating:	187	22%
Compromising:	172	21%
Avoiding:	132	16%
Accommodating:	173	21%

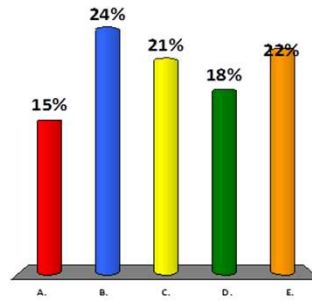


**Leadership: Manager/Supervisor Totals**

Competing:	74	15%
Collaborating:	120	24%
Compromising:	104	21%
Avoiding:	89	18%
Accommodating:	106	22%

**NON-MANAGERS/SUPERVISORS**

- A. Competing
- B. Collaborating
- C. Compromising
- D. Avoiding
- E. Accommodating

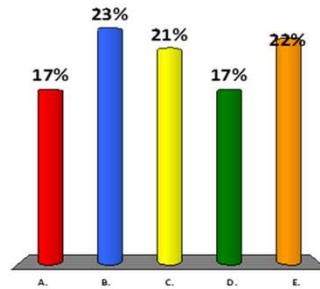


**Non-Manager/Supervisor**

Competing:	355	18%
Collaborating:	464	23%
Compromising:	422	21%
Avoiding:	342	17%
Accommodating:	431	21%

### ORGANIZATIONAL RESULTS

- A. Competing
- B. Collaborating
- C. Compromising
- D. Avoiding
- E. Accommodating



#### Organizational Overview

Competing:	429	17%
Collaborating:	584	23%
Compromising:	526	21%
Avoiding:	431	17%
Accommodating:	537	21%

## MANAGING CONFLICT IN THE WORKPLACE

### Proactive-Informal

- Identify conflict at the early stages by staying engaged with your coworkers.
- Use your knowledge of conflict management style to settle disagreements early before they become major conflicts.
- Do what you can to create a positive work atmosphere for your coworkers.
- Seek opportunities to attend training in communication, leadership, and effective problem-solving to enhance your conflict-resolution skills.

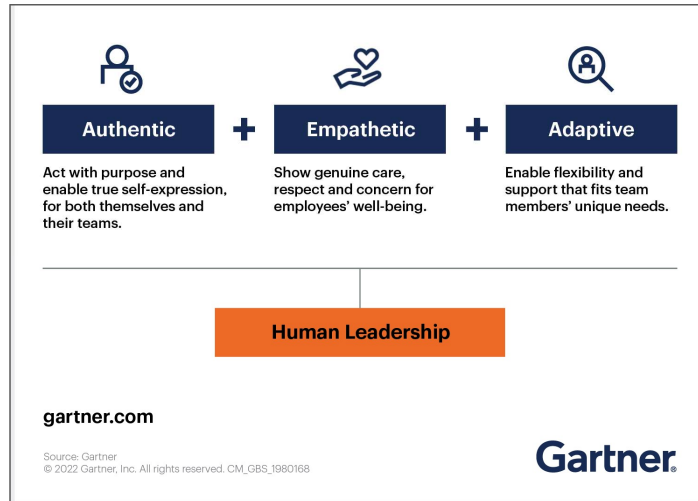
### Reactive-Formal

- Progressive discipline is the official application of work performance corrective measures by increasing degree and can lead to discharge of employment.

There is something we all can do to contribute to a productive, proactive, progressive workplace for everyone. In conflict resolution terms that means a win/win solution. The consequences of excessive workplace conflicts could lead to worse than hard feelings; it could lead to a loss of employment from the talent that could use skills and abilities to build the organization.

Issues can sometimes escalate; the only answer is progressive discipline measures. Whenever I get to that place with a manager/supervisor, I ask, “Do you believe you did all you could do informally to help this person get better?” The answer is often yes, but the underlying question is, “Did we (as an organization) do all we could to make things better for that individual?” We are only as strong as our weakest link.

## COMPONENTS OF HUMAN LEADERSHIP



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



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

WHAT IS THE WORST TYPE OF CONFLICT ?

**UNRESOLVED CONFLICT**



What you risk  
reveals what  
you value !

So that leaves us with the only remaining question:

What is the worst type of conflict? **UNRESOLVED CONFLICT**

What you risk reveals what you value.

The mission of the agency is to pursue justice. Let us all do better to advocate justice and fairness in the courtroom and workplace.



Be the leader you wish you had – Simon Sinek