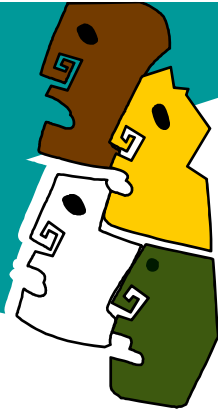


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Building Bridges

Managing Conflict In The Workplace



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What Is Conflict?

Conflict is a natural disagreement resulting from individuals or groups that differ in attitudes, beliefs, values or needs. It can also originate from past rivalries and personality differences.



What Not To Do

- Do not avoid the conflict.
- Do not meet separately with people in the conflict.
- Do not think that only the individuals involved in conflict are affected.



Conflict Management Styles

- Collaboration – Win/Win
- Compromise – Win some/Lose some
- Competition – Win/Lose
- Accommodation – Lose/Win
- Avoidance – Lose/Lose




5 Steps to Managing Conflict

1. Analyze the conflict
2. Determine management approach/strategy
3. Mediation
4. Resolution
5. Post Resolution




Mediating & Resolving

- Meet with involved parties together.
- Ask each participant to describe specific actions they'd like to see happen.
- Own responsibility.
- Explore additional requirements.
- Discuss and commit.
- State expectations about proactive resolution.
- Share confidence in ability to resolve issues.



Diversity and Inclusion . . .


“Diversity is the collective mixture of all the ways we are different *from* and similar *to* each other and the related tensions. And Inclusion is a strategy to leverage diversity. In order to leverage diversity an environment must be created where people feel supported, listened to, and able to do their personal best.



Multi-Generational

- Today's workforce is comprised of four generations:
 - Traditionalists (born between 1920 and 1945)
 - Baby Boomers (born between 1946 and 1964)
 - Gen Xers (born between 1965 and 1980)
 - Millennials (born between 1981 and 2000)

Adapted from Article "Multi-generational Preference", CLC - April 2004




What About You

WHICH GENERATION (IF ANY) DO YOU CONSIDER TO BE 'YOURS?'


WHAT ARE THE DEFINING EVENTS OF YOUR GENERATION?

WHAT ARE THE DOMINANT VALUES OF YOUR GENERATION?



Conflict Across Generations


- 40% - Conflict among employees as a result of generational differences.
- 58% - Conflict between younger and older workers, largely due to differing perspectives on work ethic and work-life balance.



Society for Human Resource Management


Responses to Conflict

- Traditionalists - "Oh no.....they're the bosses. I couldn't do that!"
- Baby Boomers - "Let's bring the team together and we'll resolve this."
- Gen Xers - "I simply don't agree with you."
- Gen Y/ Millennials - Don't get in my face.

 Linda Gravett, *Managing Conflict Across Generations*

Constructive Feedback Across Generations

- **Radio Babies.** Express appreciation for their efforts. Acknowledge that they have the interests of their department/organization at heart. Let them know how changes in their behavior will increase their value to the organization.
- **Baby Boomers.** Emphasize the need for their input into team success. Discuss an action plan together for improving their skills or changing behaviors.
- **Gen X'ers.** Be straightforward. Be honest. Focus on results expected and offer tools and techniques to help them acquire knowledge or skills.
- **Gen Y'ers.** Emphasize business reasons for changes you ask them to make. Explain how what they do, or don't do, affects the company's viability. Let them know you're there to help and will touch base with them on how they're doing...soon.

 Linda Gravett, *Managing Conflict Across Generations*

Miscommunication

Miscommunication is a major source of workplace tension and conflict.

You say one thing---
They hear something different



Communication Pie

Communication consists of verbal and nonverbal behaviors.

- 7% Words used
- 38% Tone of voice
- 55% Body language

It is not always what you say, but sometimes it is what you don't say or the tone that you use.

Category	Percentage
Body language	55%
Tone	38%
Words	7%

Nonverbal Communications

include such things as...

- Gestures
- Personal space
- Eye contact
- Touching

This may vary from culture to culture.

Communicating Respect

- Communicating respect:
 - Fosters improved work relations
 - Creates an environment where everyone feels:
 - Safe
 - Secure
 - Supported
 - Respected

The Platinum Rule

"Treat others as they want to be treated."

- An expansion to the Golden Rule.
- We can't assume that others want to be treated the way we do because they are individuals with unique needs.



The DESC Model of Conflict Resolution

A Six (6) Step Process:

- ➔ **Initiation:** Begin with a neutral, non-threatening opener
- ➔ **DESCRIBE** the unwanted behavior (give example)
- ➔ **EXPLAIN** the impact of the behavior on organization (ex. cost, time) or individuals (ex. frustration)
- ➔ **STATE** what you want the person to do differently
- ➔ **CONSEQUENCES** offered in the positive (negative if there are employment or legal implications)
- ➔ **Closure:** ask understanding or state expectation