Conflict Resolution Practices For the 21st Century

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Introduction

▶ This presentation is designed to share:

  ▶ Definition, types, causes and impact of workplace conflict.

  ▶ Constructive versus destructive conflict.

  ▶ Best practices for preventing or managing conflict.

  ▶ Discuss how communication and mindset can create conflict in the work culture.

  ▶ Share information about the Federal Sector and the Project Management Body of Knowledge (PMBOK) guidance that supports conflict management competence for the 21st Century.

  ▶ Provide conflict resolution resources.

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Agenda

▶ What is Workplace Conflict?

▶ The Cause and Impact of Workplace Conflict.

▶ Constructive versus Destructive Conflict.

▶ Identification, Knowledge and use of the Conflict Styles.

▶ Conflict Resolution Strategies for the Workplace.

▶ Conflict Management Action Plan.

▶ Federal Sector and the Project Management body of knowledge conflict management training guidance.

▶ Resources Materials.

▶ Conclusion

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What is Workplace Conflict?

What is Workplace Conflict?

▶ Organizational conflict, or workplace conflict, is a **state of discord** caused by the actual or perceived opposition of needs, values and interests between people working together. Conflict takes many forms in organizations.

▶ Conflict in the workplace typically involves differences of opinion, style, or approach that are not easily resolved. These can lead to hurt feelings and altercations among employees.

▶ Many experts have categorized workplace conflict into various types. Interpersonal conflict includes personality clashes and difficulty working with others, both of which can lead to the employees showing anger and exchanging negative comments.

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What is Workplace Conflict?

- Workplace conflict include disagreement with policies and procedures, management decisions and individual entitlements, which give rise to conflict between the employer or his representative and the employee.

- Other types of conflict include; Relationship Conflict; Value Conflict; and Interest Conflict.

- *Relationship Conflict* is a personal perspective and can arise when one person behaves in a negative manner or another person has skewed perception due to things like stereotypes, rumors on unconscious biases.

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What is Workplace Conflict?

▶ *Value Conflict* arises when two people or groups have dissenting views on moral values-- that basic understanding of what is naturally right or wrong.

▶ *Relationship* and *value* conflicts are the most *subjective* conflict types, because they are based totally on what someone "*feels*" about a person or situation.

▶ *Interest Conflict* arises when one person's desired outcome is in conflict with another person or group's interests.

    ▶ Typically, this occurs when one person believes that another person's desires, if enacted, will prevent his or her own interests from being met.

    ▶ This type of conflict can be experienced when two people who have relationship conflict are required by a team manager to work as part of a team.

What is Workplace Conflict?

▶ *10 Shocking Workplace Stats you need to know:*

▶ Do you know your employees as well as you think you do? Some surprising statistics from 2018 suggest many misconceptions, myths, and surprising facts about the American workplace. Among the revelations:

  ▶ Over half of managers say they haven't received any management training.

  ▶ Nearly 90% of bosses think employees quit because they want more money (in fact, only 12% leave for this reason).

  ▶ 79% of people who quit their job do so because of "lack of appreciation."

  ▶ On a more personal note, 2 of every 5 employees say they've gained weight at their current job. (Even when work life programs are available to them.)

  ▶ 52% of women and 48% of men report finding love at work.

  ▶ 53% of Americans say they are currently unhappy at work.

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The Cause and Impact of Conflict in the Workplace

The Cause and Impact of Conflict in the Workplace

- *List each items below in the order of what you consider having the highest impact on conflict in the workplace:*
  - *Age*
  - Culture
  - Experiences
  - *Values and Beliefs*

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The Cause and Impact of Conflict in the Workplace

Maslow's hierarchy of needs

Self-actualization
desire to become the most that one can be

Esteem
respect, self-esteem, status, recognition, strength, freedom

Love and belonging
friendship, intimacy, family, sense of connection

Safety needs
personal security, employment, resources, health, property

Physiological needs
air, water, food, shelter, sleep, clothing, reproduction

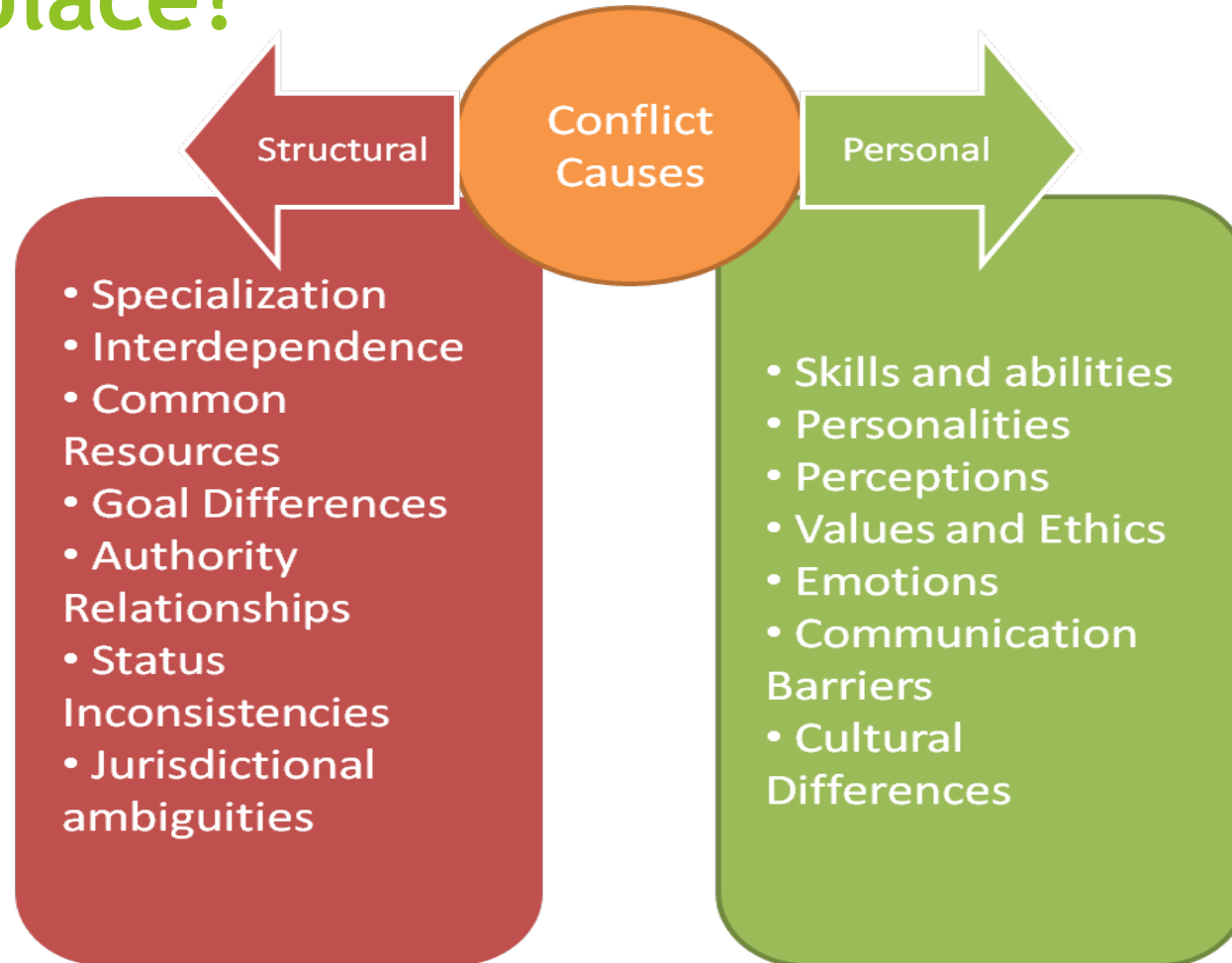SCHOOL of PUBLIC AFFAIRS
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The Cause and Impact of Conflict in the Workplace

▶ When a person's internal and intrinsic needs are not met and the person feels threatened, this could lead to conflict.

▶ When a person's security and status is at stake, it could lead to conflict.

▶ When a person has a physical reaction to what is taken away from them in the workplace. Be mindful of how you react when in this type of situation.

▶ When communication styles differ and they have a fixed mindset versus an growth mindset, conflict could arise.

The Causes and Impact of Conflict in the Workplace

The Causes and Impact of Conflict in the Workplace?

Conflict Causes

Structural

- Specialization
- Interdependence
- Common Resources
- Goal Differences
- Authority Relationships
- Status Inconsistencies
- Jurisdictional ambiguities

Personal

- Skills and abilities
- Personalities
- Perceptions
- Values and Ethics
- Emotions
- Communication Barriers
- Cultural Differences

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What Causes Conflict in the Workplace?

▶ Video example on what causes conflict:

https://video.search.yahoo.com/yhs/search;_ylt=AwrDQykO.1ZdxgkAc2A0nIlQ;_ylu=X3oDMTBncGdyMzQ0BHNlYwNzZWFyY2gEdnRpZAM-;_ylc=X1MDMTM1MTE5NTcwMARfcgMyBGFjdG4DY2xrBGNzcmNwdmlkA0FLVUNaREV3TGpHQ3E0ZWxYSWtRc3dGaE1UUTRMZ0FBQUFCNFRkd2cEZnIDeWhzLXB0eS1wdHlfc3BlZWR0ZXN0BGZyMgNzYS1ncARncHJpZANTRmlVRjN2QVJfS3kyM3NPNzRvdGtBBBG5fcnNsdAM2MARuX3N1Z2cDMTAEb3JpZ2luA3ZpZGVvLnNlYXJjaC55YWhvby5jb20EcG9zAzAEcHFzdHIDBHBxc3RybAMEcXN0cmwAMEcXVlcnkDbWFuYWdpbmclMjBjb25mbGljdAR0X3N0bXADMTU2NTk4MTQ5OQ--?p=managing+conflict&ei=UTF-8&fr2=p%3As%2Cv%3Av%2Cm%3Asa&fr=yhs-pty-pty_speedtest&hsimp=yhs-pty_speedtest&hspart=pty#id=2&vid=ab1f6eeff2894c9f3dc277caeb47a5ad&action=view

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The Cause and Impact of Conflict in the Workplace

- Disrespect
- Exclusion
- Sabotage
- Ignoring
- Authority Issues
- Lack of Cooperation
- Low Performance
- Misunderstandings
- Personality Clashes
- Competition for Resources
- Value or Goal Differences
- Unconscious Biases

- Favoritism
- Mobbing
- Unfair treatment
- Unclear Job Roles
- Unpredictable Policies
- Previous Experiences
- Lack of Equal Opportunity
- Poor Communication
- Bulling and Harassment
- Personal Problems
- Difference Over Methods or Styles

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The Cause and Impact of Conflict in the Workplace

- Unresolved or poorly handled conflict results in
  - Sour relationships, Resentment, Ill health, Low productivity, Unresolved and simmering problems.

- Features of Effectively Handled Conflict
  - Improved Relationships, Relaxed atmosphere, Improved communication, Empowerment, Efficient problem solving, High productivity, A sense of achievement, Team cohesion.
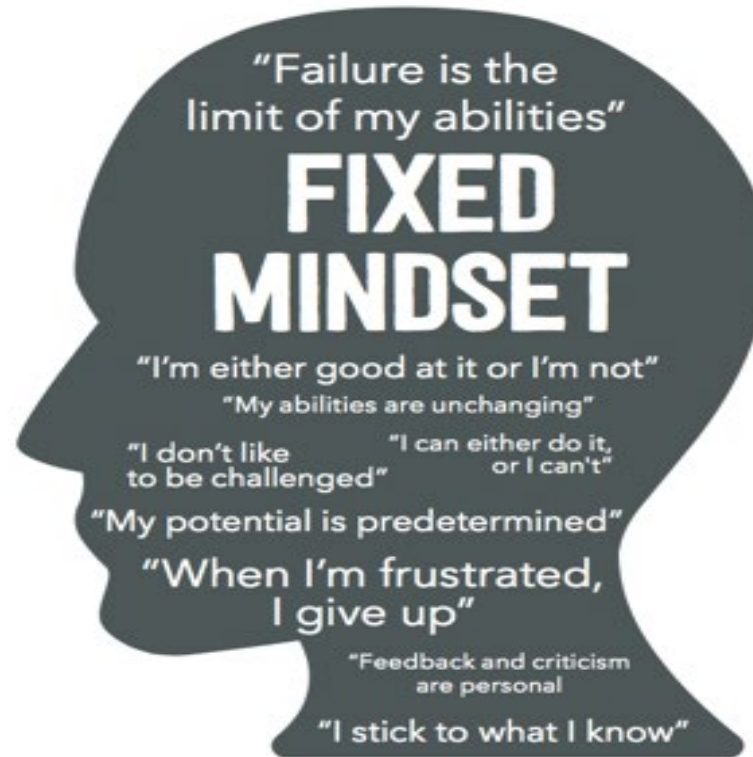
The Cause and Impact of Conflict in the Workplace
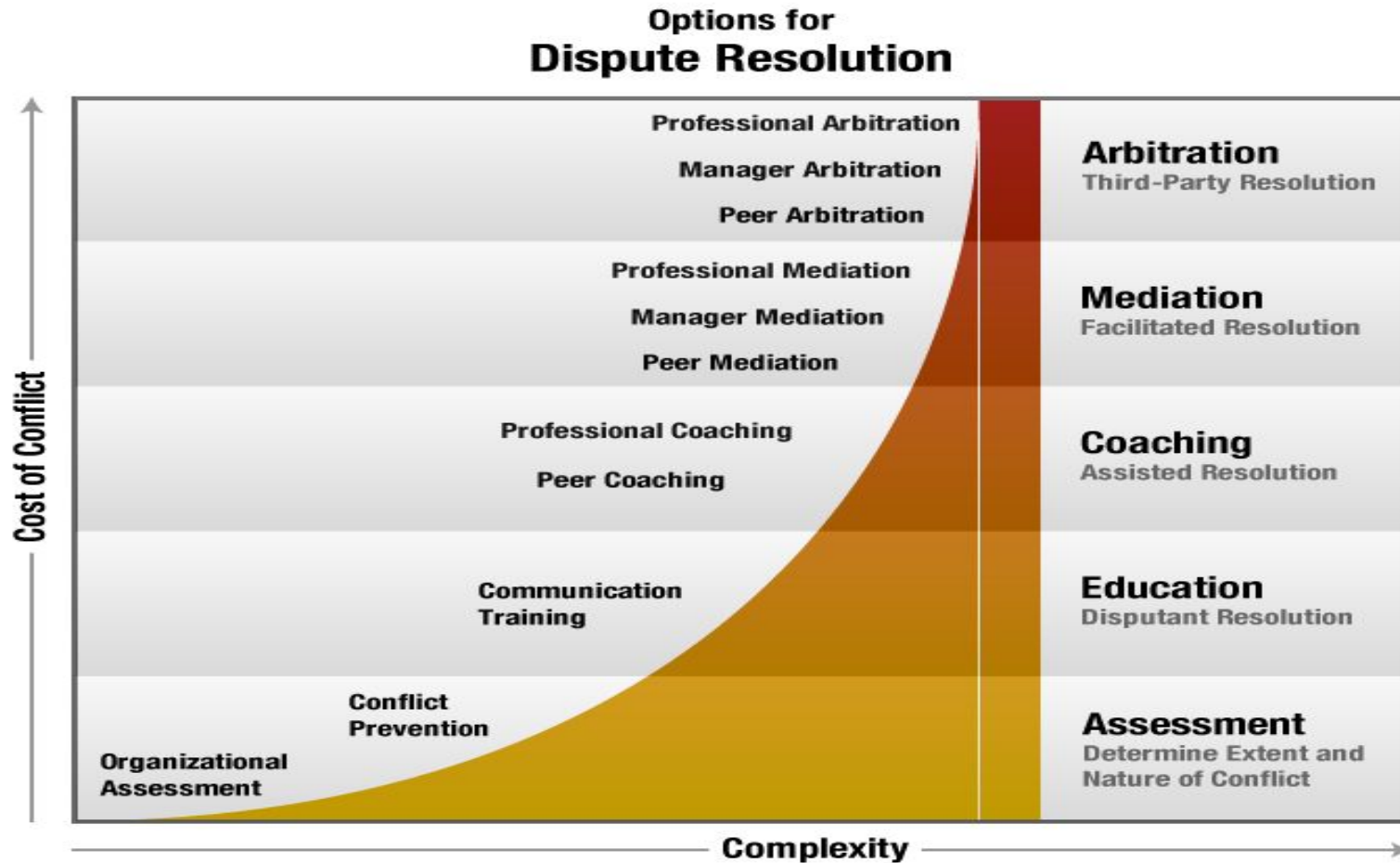
Options for
Dispute Resolution

Constructive Versus Destructive Conflict in the Workplace

Constructive Versus Destructive Conflict in the Workplace

Constructive versus Destructive Conflict in the Workplace

FIXED MINDSET — **MINDSET CHARACTERISTICS** — **GROWTH MINDSET**

FIXED MINDSET	MINDSET CHARACTERISTICS	GROWTH MINDSET
SET - YOU HAVE WHAT YOU HAVE	SKILLS+INTELLIGENCE	CAN BE GROWN AND DEVELOPED
HOW THEY LOOK PERFORMANCE FOCUS	MAIN CONCERN	LEARNING / GETTING BETTER PROCESS FOCUS
SOMETHING YOU DO WHEN YOU'RE NOT GOOD	EFFORT	AN IMPORTANT PART OF LEARNING
GIVE UP / CHECK OUT	CHALLENGES	PERSEVERE / WORK THROUGH IT - SHOW MORE GRIT
TAKE IT PERSONAL GET DEFENSIVE	FEEDBACK	LIKE IT / USE IT TO LEARN
HATE THEM / TRY TO AVOID MAKING THEM	MISTAKES	TREAT THEM AS A LEARNING OPPORTUNITY

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Slide #21

Constructive Versus Destructive Conflict

- Individuals with a Fixed Mindset tend to manage conflict destructively:

    - They are inflexible and believe that their goals or decisions must be achieved. These individuals use manipulation, power, attacks, threats and hostility to achieve what they want.

    - Relationships are not considered as important only the outcome for them not the organization.

- Individuals with a Growth Mindset tend to manage conflict constructively:

    - These individuals aim for production mutually beneficial, shared decision.

    - Peoples individual opinions and choices are respected. Relationships are considered more important than the outcome, leaving relationship in tact. They believe that all people have important needs.

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Slide #22

Constructive Versus Destructive Conflict

▶ *A WISE QUOTE:*

▶ *"The purpose of fostering "CONSTRUCTIVE CONFLICT" is to have everyone put all of their cards on the table, dissent, disagree, diverge, be ambiguous, be inconsistent with "conventional wisdom" and be out in the open with their views perspectives regardless of their role, position, or place in the hierarchy. In an environment of constructive conflict, ideas can be refuted, disagreed with, countered, but cannot be silenced, cut off or shut down. There's a lot of noise, excitement, passion and involvement – but nobody gets hurt."*

▶ by Peter G. Vajda

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Slide #23

Constructive Versus Destructive Conflict

- Communication is the bridge that holds organizations together. The ability to communicate enables, informs and maintains personal relationships and the quality of such relationships depends on the caliber of communication between people.

- Carl Jung created the Mass Communication style inventory assessment tool. The tool teaches you your strengths and weaknesses and how to be more self aware and self reflective when communicating with others.

- How does you workplace culture influence managing conflict?

- Does your workplace encourage honesty, openness, and differing opinions, creativeness, innovation and talking things through.

The Cause and Impact of Conflict in the Workplace

The 4 Communication Styles
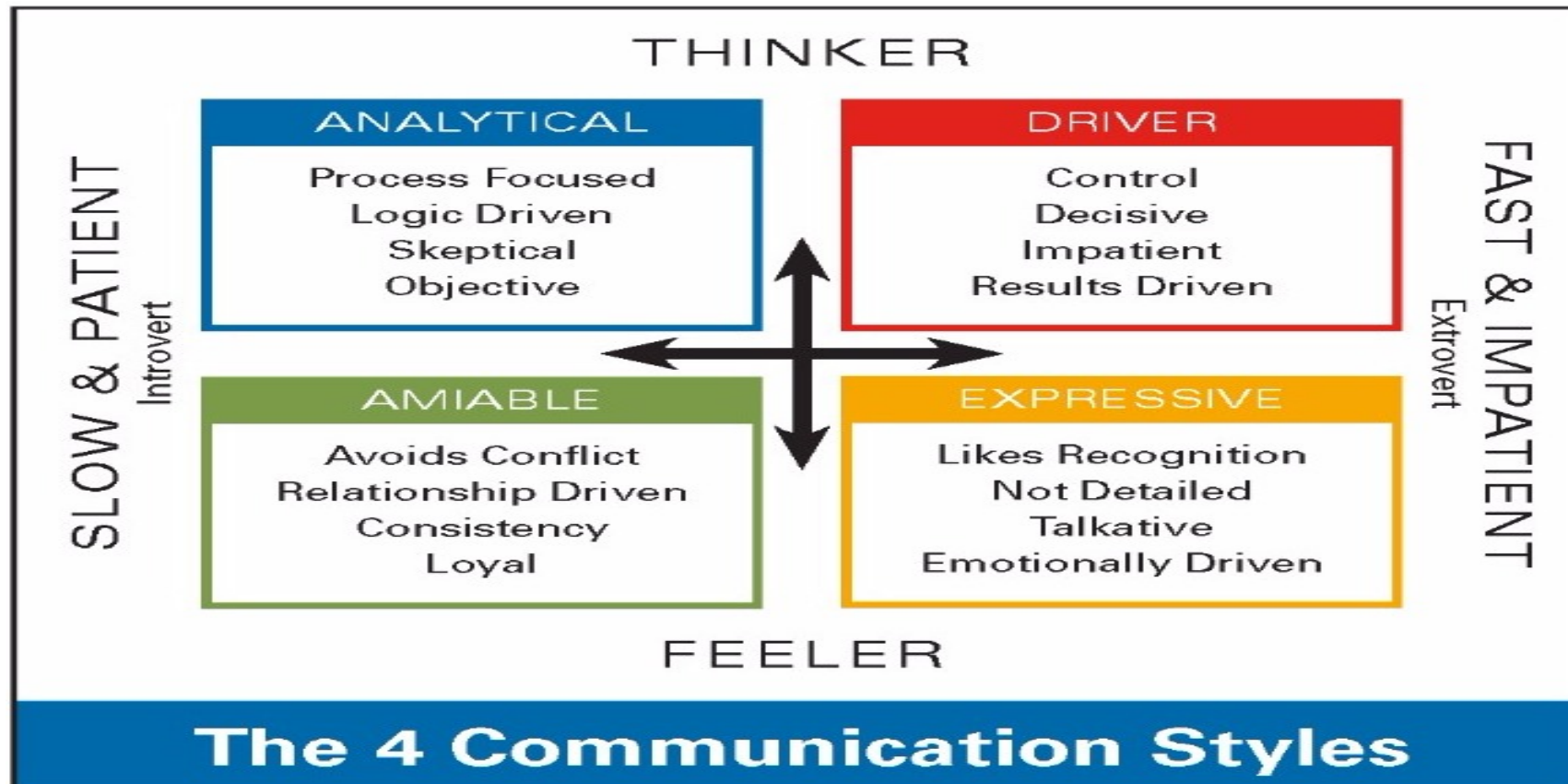
Constructive Versus Destructive Conflict

- Companies with a healthy corporate culture report, on average, a turnover rate of just 13.9 percent compared to 48.4 percent at companies with a poor culture (**Columbia University, 2012**).

- In 2018, there were **76,418 workplace discrimination charges in the US**, which resulted in **more than $50 million in damages** for victims in federal court. This does not include hundreds of millions in damages granted by state and district courts (**EEOC, 2018**).

- Companies in the United States face nearly a 12% chance of being hit with an employment lawsuit (**Hiscox, 2015**).

- The average cost to a company for defense and settlement was $125,000. On average, those matters took 275 days to resolve (**Hiscox, 2015**).

- Most employment matters don't end up in court, but for those that do, the damages can be substantial. The median judgment is approximately $200,000, which is in addition to the cost of defense. About 25% of cases result in a judgment of $500,000 or more (**Hiscox, 2015**).

Constructive Versus Destructive Conflict

► Destructive Conflict manifest the following outcomes:

   ► Sabotage

   ► Lost productivity

   ► Poor relationships

   ► Mental health problems

   ► Workplace violence and bullying

   ► Absenteeism and / or presenteeism

   ► Employee loss and turnover

   ► Litigation, Dispute Resolution, Mediation, Ombudsman

   ► Customer loss and impact on sales and work productivity

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Constructive Versus Destructive Conflict

2017 WBI U.S. Workplace Bullying Survey
June 2017

Major funding from

M*PE
MINNESOTA ASSOCIATION
OF PROFESSIONAL EMPLOYEES

Report by
Gary Namie, PhD, Research Director
360.656.6630

Key Findings

- 19% of Americans are bullied, another 19% witness it
- 61% of Americans are aware of abusive conduct in the workplace
- 60.4 million Americans are affected by it
- 70% of perpetrators are men; 60% of targets are women
- Hispanics are the most frequently bullied race
- 61% of bullies are bosses, the majority (63%) operate alone
- 40% of bullied targets are believed to suffer adverse health effects
- 29% of targets remain silent about their experiences
- 71% of employer reactions are harmful to targets
- 60% of coworker reactions are harmful to targets
- To stop it, 65% of targets lose their original jobs
- 77% of Americans support enacting a new law
- 46% report worsening of work relationships, post-Trump election

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Constructive versus Destructive Conflict?

▶ According to the *CCP Global Human Capital Report*: "Workplace Conflict and How Businesses Can Harness It To Thrive", employees in the US spend approximately *2.8 hours each week involved in conflict*. It is the equivalent to A FULL DAY of lost productivity each month.

▶ • 85% of employees experience SOME KIND of conflict
• 29% of employees NEARLY CONSTANTLY experience conflict
• 34% of workplace conflict is a result of WORKLOAD STRESS
• 25% of employees have witnessed absence or sickness due to conflict
• 9% of employees have seen projects fail because of workplace conflict.

▶ Unfortunately, 60% of employees *never received basic conflict management classes or training*. But of those who did receive training, 95% state that it helped them navigate workplace conflict positively and seek mutually beneficial outcomes.

Constructive versus Destructive Conflict?

| Constructive Conflict	Destructive Conflict
Presenting evidence and reasons in support of ideas	Making emotional arguments; insisting others should listen to you because of your experience or credentials
Accepting questions and criticisms of your ideas as good for the group	Treating questions and criticisms as personal attacks
Listening closely to others' viewpoints	Rejecting others' viewpoints before you fully understand their position
Asking others to present evidence supporting their decision so that you can make a reasoned decision	Mocking or ridiculing others' positions
Building on others' ideas and suggestions	Ignoring or dismissing others' ideas
Disagreeing in order to find the best solution	Disagreeing for the *fun* of a fight
Being willing to change your mind	Refusing to reconsider your position

Identification knowledge and use of the conflict styles?

Slide #31

Identification knowledge and use of the conflict styles?

▶ Kenneth Thomas and Ralph Kilmann developed the Conflict Mode Instrument in 1970 to:

  ▶ Assesses individual preferences or inclination in handling conflict. The TKI instrument includes five different conflict-handling modes and helps you identify which of these modes you use most often.

  ▶ Compares individual styles to those of other managers who have taken the assessment test.

  ▶ Suggests ways to most effectively use your repertoire of conflict management skills.

  ▶ The TKI test is a self-report questionnaire designed to measure how one deals with interpersonal conflict; with conflict being defined as simply the condition in which two or more individual's concerns appear to be incompatible.

  ▶ Other types of assessment tools that are beneficial in improving working relationships are Myer Briggs personality test, DISC Assessment tool and Communication skills assessment screening tools.
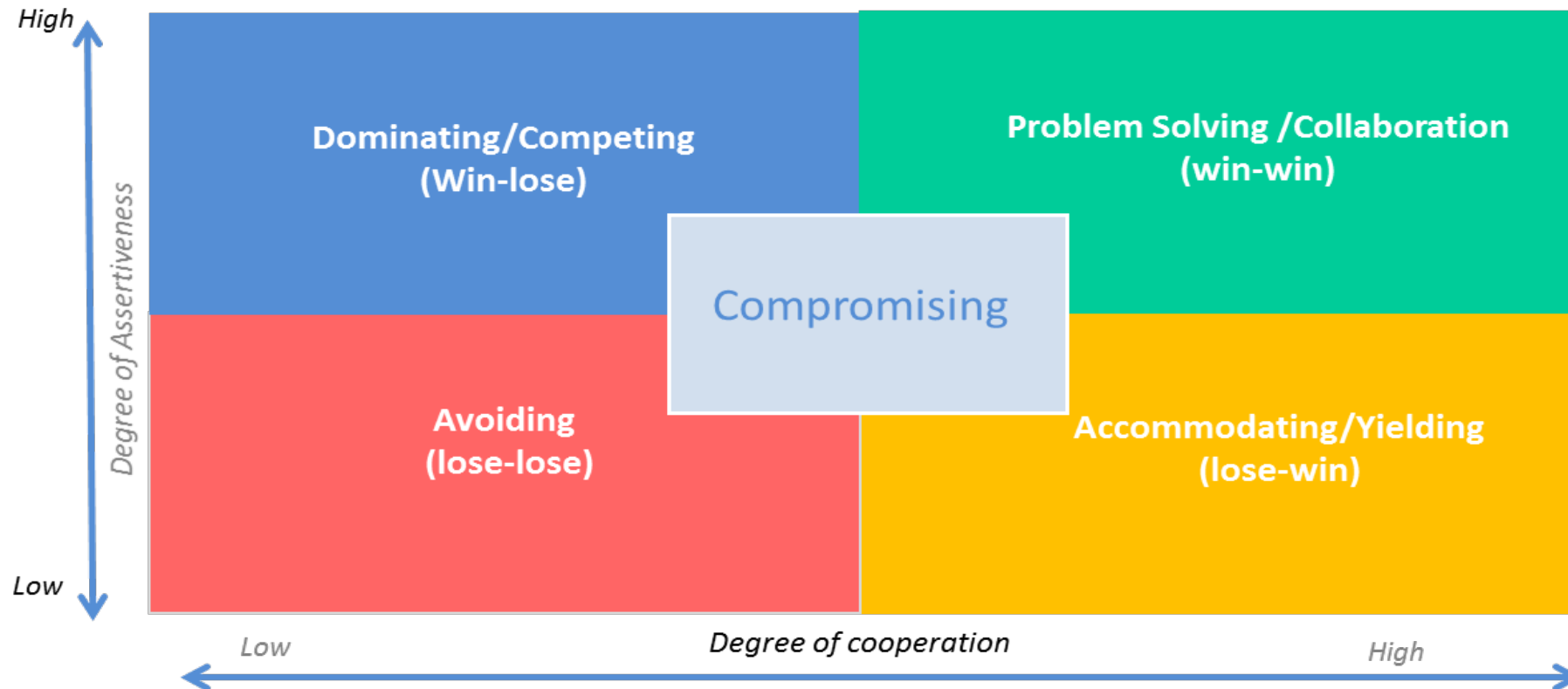
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Identification, knowledge and use of conflict styles?

Identification, knowledge and use of conflict styles?

Identification, knowledge and use of the conflict styles.

Identification knowledge and use of the conflict styles

▶ Video Clip Conflict style

▶ https://www.bing.com/videos/search?q=conflict+styles+video+clips&&view=detail&mid=65B1DEC3B0B41B6914A765B1DEC3B0B41B6914A7&&FORM=VDRVRV

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Identification knowledge and use of the conflict styles

Approach	Characteristics	Examples of Appropriate Use
Avoiding	You don't want to deal with conflict so you stall or ignore issues.	• When one or more parties need time to calm down or consider a situation. • When issues are of low importance.
Accommodating	You forego your concerns, act selflessly, and simply obey orders.	• You are learning a new skill. • The issue is of low importance.
Compromising	You split the difference with the other party to reach a quick agreement.	• The decision is a temporary solution. • The issue is of moderate importance.
Competing	You want to get your way no matter how it affects the other party.	• Securing a contract with a new customer (competing with the other service providers, not the customer). • When a quick decision is needed.
Collaborating	You are concerned with fully satisfying both sides. You work long and hard to find a solution.	• When integrating long term solutions. • When gaining commitment.

Conflict Resolution Strategies for the Workplace

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Conflict Resolution Strategies for the Workplace

Conflict Resolution Process

- Bring parties together
- Identify source and root cause
- Define potential solutions
- Mutually agree on a solution
- Define plan to implement
- Execute, evaluate, and adjust

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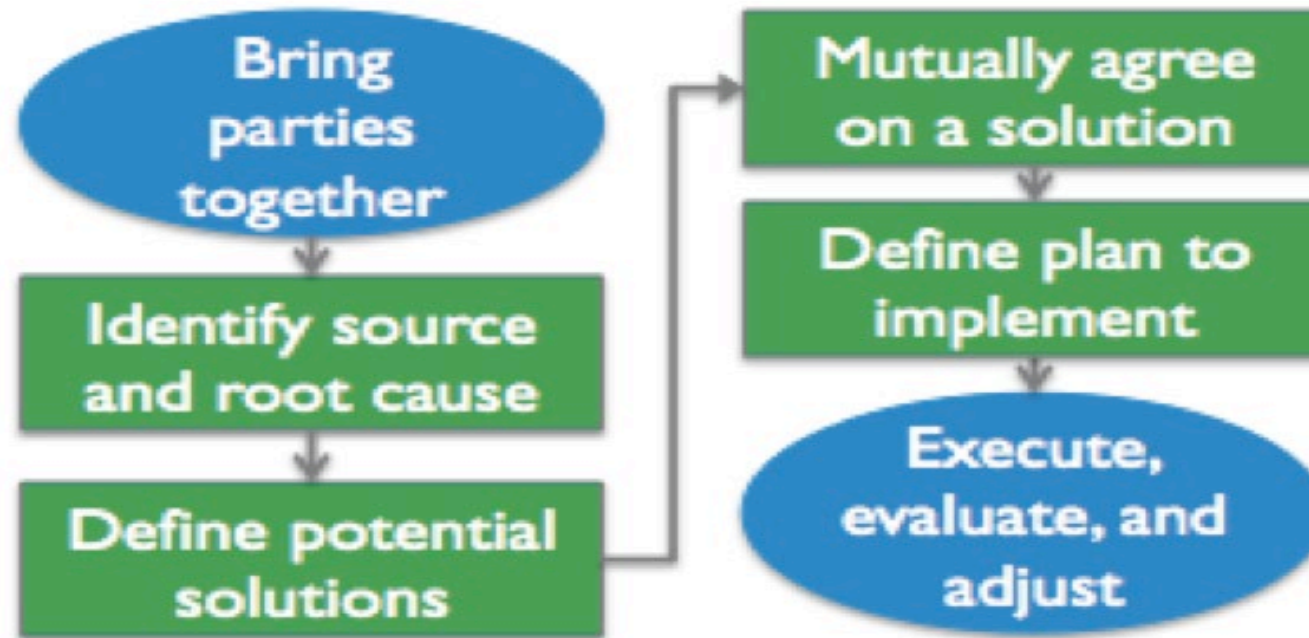
Conflict Resolution Strategies for the Workplace

▶ Do you talk with the other person(s) calmly when in conflict?

▶ Do you focus on behaviors and events, not on personalities when in conflict?

▶ Do you listen carefully when in conflict?

▶ Do you identify points of agreement and disagreement?

▶ Do you prioritize the areas of conflict?

▶ Do you develop a plan to work on each conflict strategically?

▶ Do you follow through on your plan to resolve conflict?

▶ Do you build on your successes?

Conflict Resolution Strategies for the Workplace

▶ Address the issue early and privately, also expect discomfort.

▶ Be specific, objective and focus on the outcome.

▶ Be open and respond constructively.

▶ Maintain a since of humor and learn to compromise.

▶ Don't attempt to resolve conflict when tempers are flared.

▶ Know when to retreat and practice forgiveness.

▶ Practice active listening to understand the conflict.

▶ Manage your emotions and know your triggers to handle the conflict effectively.

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Conflict Resolution Strategies for the Workplace

▶ Be willing to acknowledge your part in the conflict.

▶ Speak non-confrontationally with I-messages.

▶ Make it OK to disagree.

▶ Do not insult, demean, shame, sneer, sabotage, undermine or threaten to resolve a conflict.

▶ Teach people how you want to be treated.

▶ Solve the problem versus blame the person.

▶ Explain your thoughts and feelings.

▶ See the conflict as a future collaboration.

▶ Be assertive without destroying the relationship.

▶ Understand that nobody cares how much you know until you show how much you care.

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Conflict Resolution Strategies for the Workplace

▶ Understand that "One Size Does Not Fit All" when it comes to handling conflicting situations and interacting with different parties.

▶ Avoid negative assumptions about others and seek to understand underlying emotions in others with whom conflict has arise.

▶ Avoid the urge to compete against others and replace it with recognizing the strengths in others and potential for collaboration.

▶ Keep in mind the power of reputation and to avoid "Burning Bridges" whenever possible.

▶ Individuals and leaders should learn their own weaknesses as early as possible in their career and avoid "Transference" or the tendency to dislike the traits in others that you dislike about yourself.

Conflict Resolution Action Plan

Conflict Resolution Action Plan

Conflict Resolution Action Plan

▶ Evaluate whether your agency, office or team are effective communicators:

    ▶ Provide or promote training workshops.

    ▶ Suggest they take the communication style inventory test and the conflict style test.

    ▶ Start a book club to introduce books that expand their knowledge on the subject.

    ▶ Make these values important throughout the entire organization to change the work culture for the better.

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Conflict Resolution Action Plan

▶ Mentor/Coach people to improve their conflict resolution skills:

  ▶ Respect relationships

  ▶ Problem solve

  ▶ Practice active listening

  ▶ Be aware of emotional triggers

  ▶ Exercise Conflict Mapping

  ▶ Take responsibility for your actions

  ▶ Give back to the organization

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Conflict Resolution Action Plan

- Create a culture that puts people's needs and relationships first:
  - Set expectations high
  - Implement Mentoring Program or Coaching
  - Implement Mediation Services
  - Develop Staff Engagement
  - Develop Effective Team Meetings
  - Implement Team Building Strategies

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Conflict Resolution Action Plan

▶ Video on Work Respect:

▶ Https://www.youtube.com/watch?v=OOBmOkQV5gc

▶ Unconscious Bias

▶ https://www.youtube.com/watch?v=JFW2cfzevio

Federal Sector and Project Management PMBOK Guidance on Conflict.

Federal Sector and Project Management PMBOK Guidance on Conflict

▶ **(EEOC) Training Institute offers a new Courses called "Harassment Prevention and Respectful Workplace Prevention: (https://eeotraining.eeoc.gov/profile/web/index.cfm?PKwebID=0x25479b9f&varPage=attendee)**

▶ **(OPM) Proficiency levels for Leadership Competencies include Conflict Management skills: (https://www.opm.gov/policy-data-oversight/assessment-and-selection/competencies/proficiency-levels-for-leadership-competencies.pdf**

▶ **Project Managers Conflict Management Resources (http://projectmanagementhacks.com/conflict-management-for-project-managers/)**

▶ **PMBOK Conflict Resolution information is covered in Chapter 9 (https://4squareviews.com/2013/06/26/5th-edition-pmbok-guide-chapter-9-conflict-resolution/)**

▶ **Conflict Management and the PMBOK Article: (https://www.ktlsolutions.com/project-management/conflict-management-pmbok-guide/)**

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Conflict Resolution Resources

▶ **Healthy Workplace Bill** (http://healthyworkplacebill.org/)

▶ **Workplace Bulling Institute** (http://www.workplacebullying.org/individuals/problem/being-bullied/)

▶ **Conflict Management Books to Read:**

  ▶ **Managing Conflict**: A Practical Guide to Resolution in the Workplace *by David Liddle*

  ▶ **Peace in the Workplace**: Transforming Conflict into Collaboration *by Robyn Short*

  ▶ **The Beauty of Conflict:** Harnessing your Teams Competitive Advantage *by Cris Marie Campbell and Susan Clarke*

  ▶ **Turn the Tide:** Rise Above Toxic Difficult Situations in the Workplace *by Obeor Ed. D. Kathy*

  ▶ **The Generation Myth**: How to Improve Intergenerational Relationship in the Workplace by *Michael Urick*

Conclusion

Conclusion

- **Conflict Resolution Quote:**

  - *"People will forget what you said, they will forget what you did, but they will never forget how you made them feel."*

  Maya Angelou

Thank You

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