



RESOLVING
WORKPLACE CONFLICT



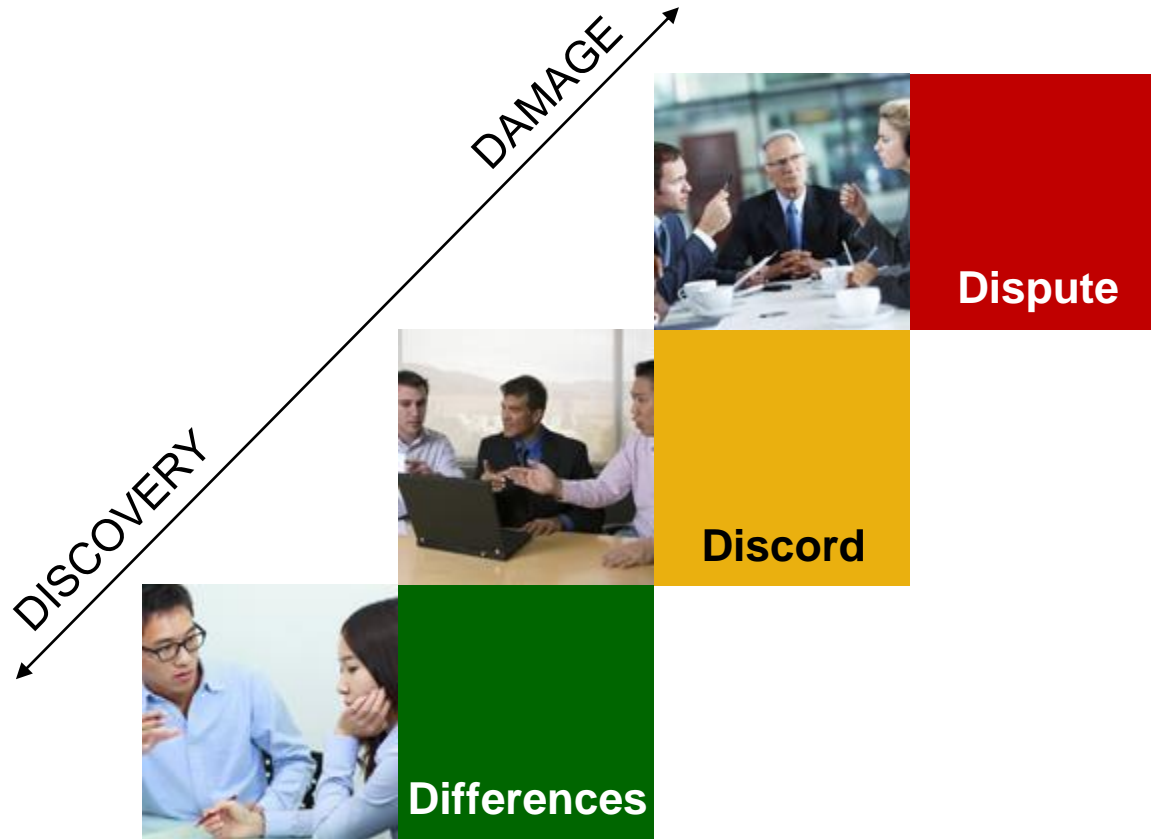
Conflict Is Natural

Because people have different:

- Experiences
- Points of view
- Preconceptions
- Styles
- Abilities
- Motivations



Conflict Continuum



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What are the signs of conflict?





The Tipping Point



At what point do these differences start to have a negative impact on others and the organization?



Causes of Conflict

- Conflicting goals/priorities
- Differing personalities/values/interests
- Scarce resources
- Mistrust
- Cultural/Language differences
- Etc.



Building Accountability

- What do leaders say or do to:
 - 1) **facilitate resolution** and 2) **enable conflict**?
- What do employees say or do to:
 - 1) **take ownership** and 2) **avoid resolution**?



Who's Accountable?

Leader

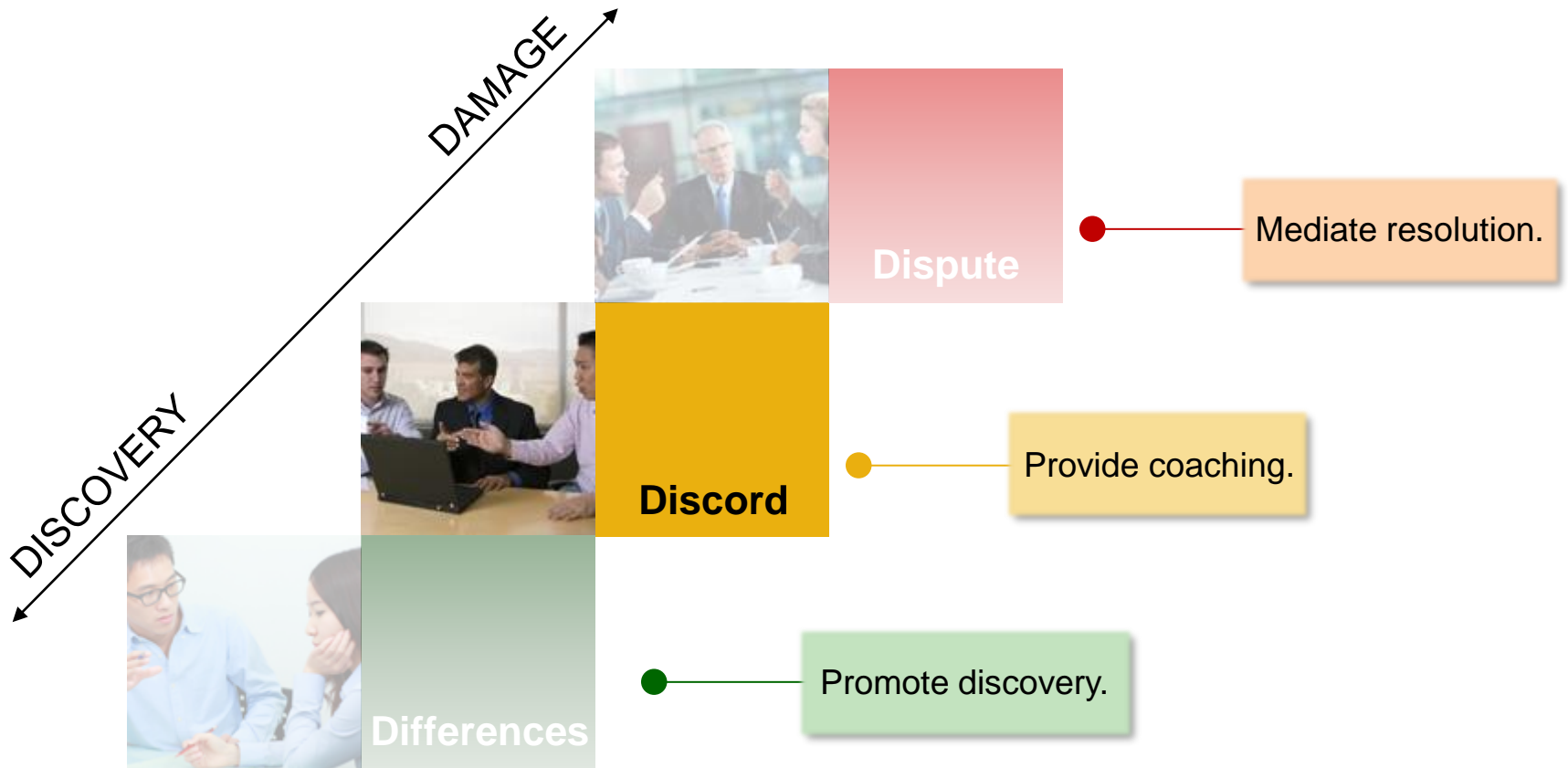
- Be alert for signs.
- Uncover the cause.
- Prevent escalation.
- Facilitate resolution.
- Spark discovery.

Employee

- Take ownership of actions, behaviors.
- Develop ideas and solutions.
- Take action to resolve the conflict.



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Coach When...

- Someone asks for your help.
- You want to encourage someone to take the lead.
- You want to develop someone's ability to resolve the conflict.
- People are capable of working it out.
- People are willing to take ownership.



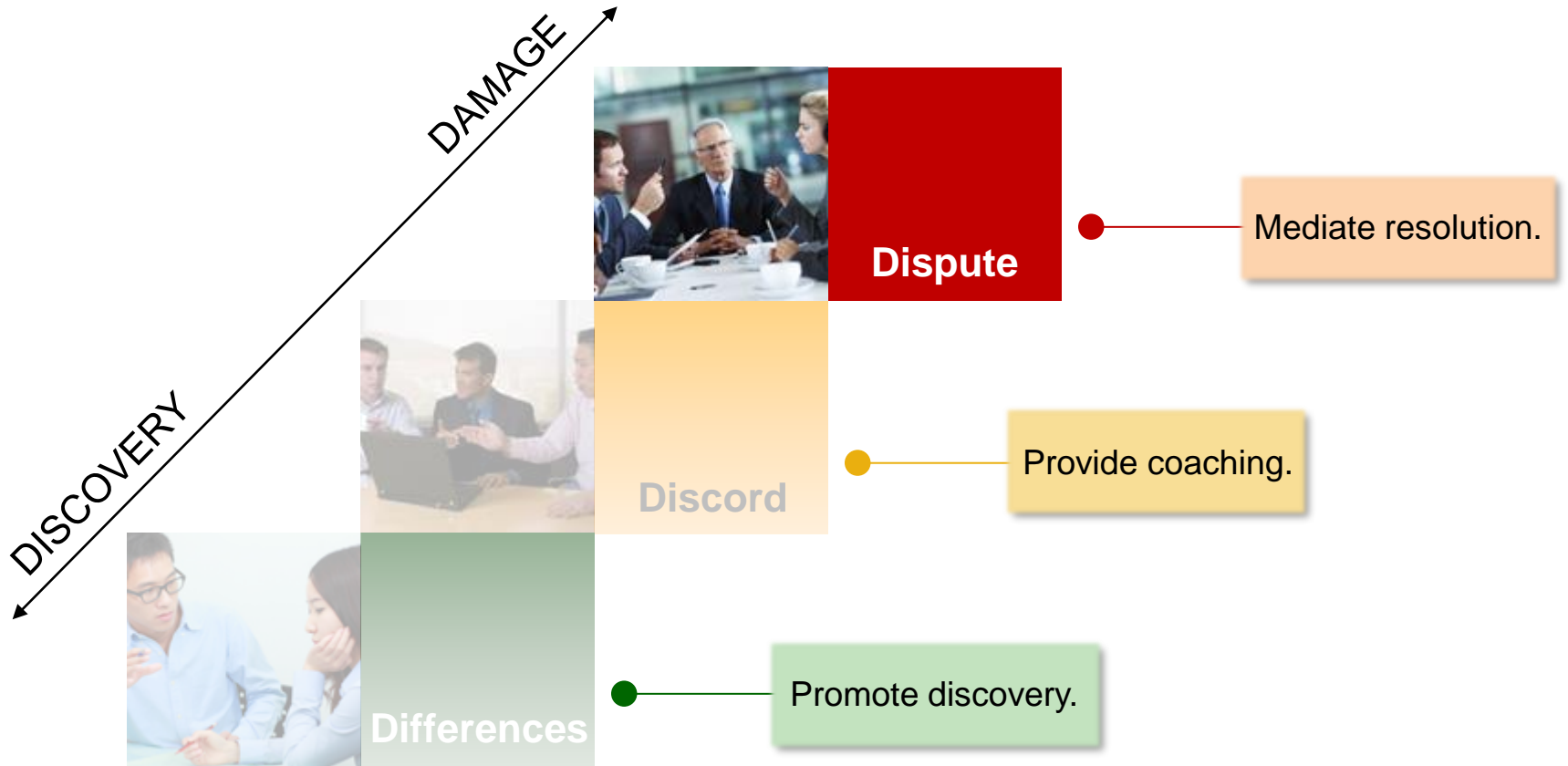
As a Coach You...

- Help others see their role in the conflict and the benefits of resolving it.
- Build others' ability and confidence to resolve their own conflicts.
- Encourage people to understand the other person's point of view.
- Ask powerful questions to develop solutions, encourage discovery, and build commitment.





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Mediate When...

- People involved are at a stalemate.
- Coaching didn't work, and the conflict is escalating.
- Productivity and morale are affected; people can't work it out themselves.
- People refuse to work it out themselves.
- People won't take ownership.

An Effective Mediator...



- Makes it possible for people to talk about their differences in a nonthreatening, nonjudgmental setting.
- Gets people to focus on the facts, listen objectively, and commit to resolving the conflict in everyone's best interest.
- Sets ground rules for the discussion.



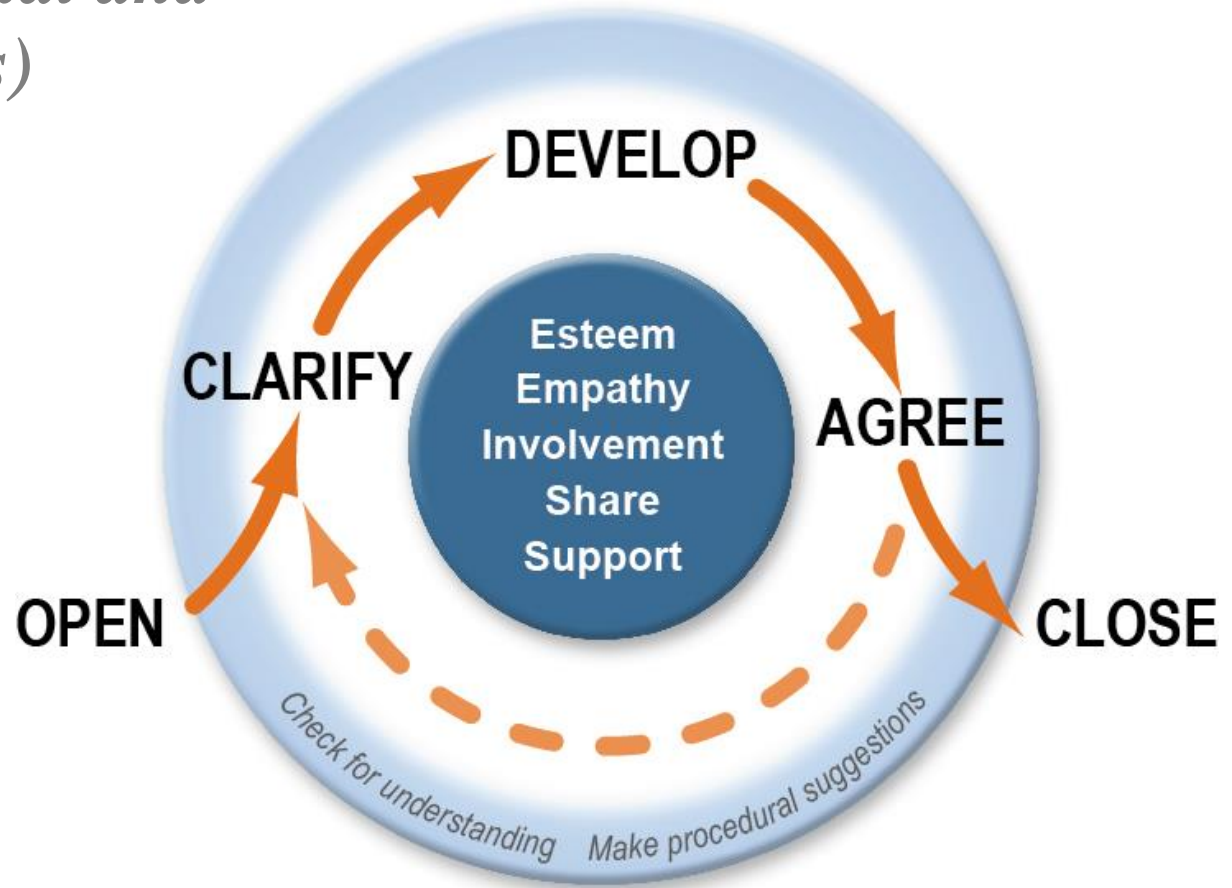
Examples of Ground Rules

- Respect everyone's feelings and ideas.
- Focus on facts.
- Call a break, if needed.
- Take responsibility for your actions.
- Admit mistakes.
- Don't interrupt, don't blame.
- Avoid "you" statements (sounds like blame).
- Build on others' ideas.
- Make no assumptions.
- Restate the other person's perspective until understood.



Interaction Essentials

(to meet personal and practical needs)



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Key Principles to Take Ownership: Empathy and Involvement

- **Acknowledge** the **emotions** people are expressing so that they feel **heard** and **understood** and can focus on solutions.
(Empathy)
- Ask open-ended questions to clarify the situation and **encourage others** to be part of the solution.
(Involvement)



- What will happen if this conflict goes unresolved? What if it is resolved?
- How might you be contributing to this conflict?
- What one thing could you do to resolve this conflict?
- What might you say to acknowledge the other person's point of view and feelings?
- How will you know this solution is working?

Powerful Questions are mindful questions that:



- Facilitate self-reflection.
- Build awareness of the impact.
- Help challenge assumptions.
- Transform perceptions.
- Uncover different perspectives.
- Seek possible solutions.
- Encourage ownership, discovery, and discussion.



Key Principles to Take Ownership: Esteem, Share, Support

- Express **confidence** in people's strengths and their ability to generate solutions. (*Esteem*)
- Share your candid **thoughts and concerns** to help people see the importance of resolving the conflict. (*Share*)
- Encourage people and **offer your support** while **holding them responsible** for resolving the conflict. (*Support*)



●●● Thank you.

Contact Information:
Tanya Vachal, DDI Leadership Facilitator
Office: 701-774-4204
Cell: 701-651-6774
tanya.vachal@willistonstate.edu