Conflict Resolution
HR Supervisor Series

Lisa Mitchell
Human Resources Director – South Division
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Meet our team for this HR Teleclass: Conflict Resolution

Your host

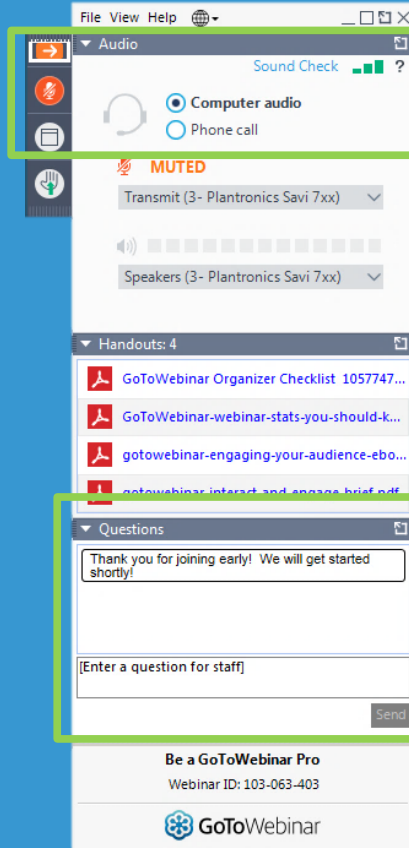**Francine Dillard**
Director of Learning and Development

Your SME

Lisa Mitchell
HR Director
South Division

Your producer

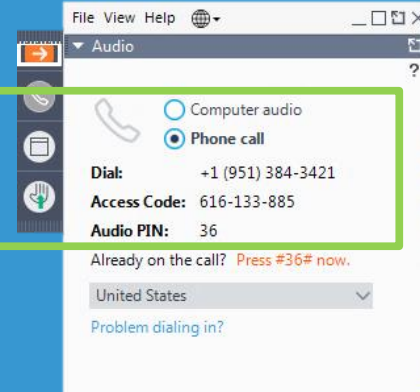**Rhett Davis**
PLAD LMS Administrator

Attendee Control Panel

Listen in through computer audio, headset recommended

or

Select Phone Call to see the number to call, Access Code and PIN

Type your questions or just say hello here.

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Rules of Engagement

1 Enjoy the session and be open to new ideas.
(We'll record this session for on-demand access)

2 Actively participate. This symbol 🔌 indicates it's time to participate using the interactive tools on screen.

a Your audio is muted to ensure best delivery of the teleclass

b If you lose your connection, please hang up, log back in online

3 Be present! Put other technology aside or off—resist the urge to multitask. The beginning attendance code is **THOUGHTFUL**

Tell us… did you attend our previous session?

A. 1st session
B. 2nd session

Please select the appropriate response and click Submit.

Welcome!

Human Resources Professional with nearly twenty years of HR experience and twenty-five years of management experience in various service industries.

Lisa Mitchell

Human Resources Director – South Division, Pathways

Conflict Resolution

The informal or formal process that two or more parties use to find a peaceful solution to the dispute

CONFLICT RESOLUTION

Supervisor's role in managing conflict

Investigator – listening and asking questions

Mediator – collaborating and assisting with identifying employee generated solutions

Representative of the enterprise – promoting acceptable behaviors and Pathways values

THIS WAY

NO, THIS WAY

What are some common causes of workplace conflict?

Use your questions panel to type in your answer

There are many causes of conflict

Have different points of view

Communicate to one another differently

Emotional triggers

Established expectations of one another are not communicated and then not met

WHAT CAUSES CONFLICT?

intolerance   poor communication
needs not met   prejudice
challenge to values
lack of compromise   making assumptions
desire for power
lack of empathy   ignorance
cultural threat   self-interest
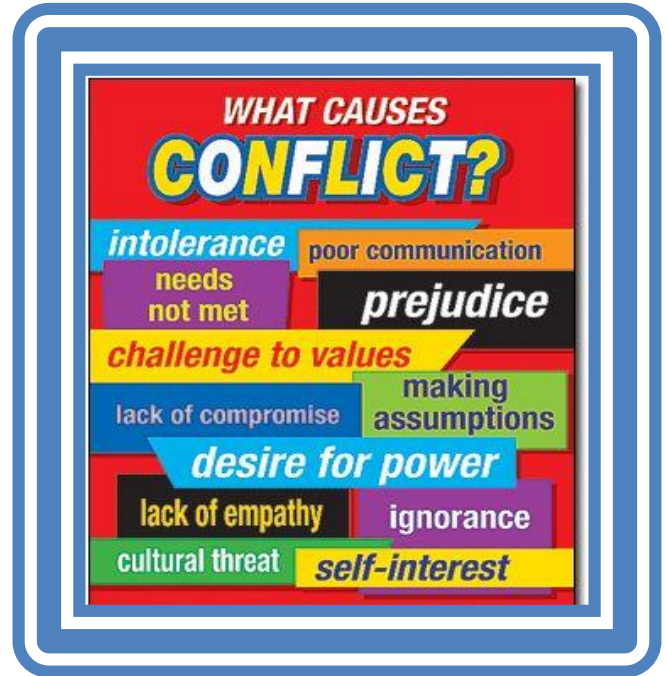
Managing your responses will help you address conflict

Know yourself

Remember your triggers

Keep an open mind

Acknowledgement of disagreement

Use "I" statements vs. "You" statements

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Active listening is a key part of communicating

Give full attention and listen without judgment

Resist interrupting the speaker

Gain clarity through the use of open-ended questions

Avoid close-ended questions

Periodically paraphrase the speaker

Determine whether your interpretations are accurate

Your tone is an important part of managing emotions

Remain respectful

Stay calm & focused

Remember…it's not about winning or being right

Be cognizant of your attitude

![Pathways logo]

What percentage does body language play in communication?

A. 22% Verbal / 78% Non-verbal

B. 7% Verbal / 93% Non-verbal

C. 48% Verbal / 52% Non-verbal

Please select the appropriate response and click Submit.

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Pay attention to nonverbal cues when managing conflict

Positive

Leaning forward = Interest

Smiling = Friendly

Nodding = Attentive/Alert

Eye contact = Focused

Head tilted = Listening /Interest

Negative

Leaning back = Discomfort

Lack of eye contact = Disinterested or Untrustworthy

Fidgeting = Nervous or Bored

Crossed arms = Defensive

Pointing finger = Anger or Placing blame

When dealing with conflict, what are some of the most challenging personality types that you encounter?

Use your questions panel to type in your answer

Challenging personalities that may trigger conflict

The Know-it-all

- Show appreciation for their knowledge
- Listen and pay attention to them
- Capitalize on their knowledge

The Bully

- Let them blow off steam appropriately
- Be firm and state boundaries calmly
- Avoid the temptation to argue

The Complainer

- Listen and steer towards facts
- Focus on the positive
- Remain solution-oriented

The Cynic

- Stay positive
- Be realistic
- Have more than one solution

6 Step Conflict Resolution Process

1. Clarify what is the disagreement

2. Establish a common goal for both parties

3. Discuss ways to meet the common goal

4. Determine the barriers to the common goal

5. Agree on the best way to resolve the conflict

6. Acknowledge the agreed solution and determine the responsibilities each party has in the resolution

When should you begin to address a conflict at work?

A. When the conflict first comes to your attention

B. When more than one employee comes to you

C. When it causes major disruption to the workplace

Please select the appropriate response and click Submit.

Conflict Management Styles

Competing – Authoritarian approach/ convincing others that you are right/ heavy intent on winning the point

*Collaborating* – Problems are solved in ways in which an optimum result is provided for all involved/ both sides get what they want and negative feelings are minimized

Compromising – The middle ground approach

Avoiding – Non-confrontational approach/ desire to ignore or evade the conflict

Accommodating – Giving in to maintain relationships/ defers to other person's point of view

Thomas - Kilmann Conflict Mode Instrument
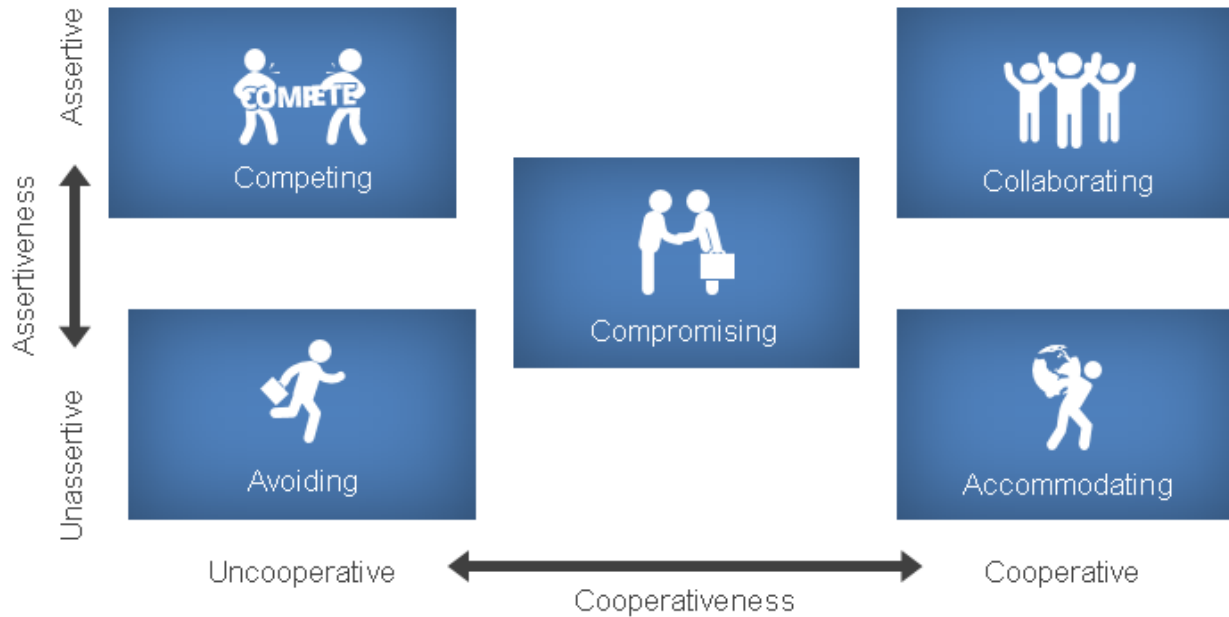
Conflict Resolution Case Study

Amanda, a tenured employee, and Barbara, a recently hired employee, are not getting along. When Barbara initially joined Pathways, things were fine, but an obvious tension between them has recently surfaced. Now, the current interactions with them are either nonexistent or short and snippy. During an all-staff meeting yesterday, they began disagreeing about the implementation of a new process which quickly escalated into a heated argument. Before the Supervisor could intervene, voices were raised by both to include Amanda calling Barbara an ignorant newbie and Barbara calling Amanda a dinosaur.

How would you handle the conflict resolution process with these two employees?

Use your questions panel to type in your answer

Key points to remember

Understand that conflicts are inevitable

Resolve to address conflict quickly

Remain respectful, focused, and calm

Listen actively

Be mindful of the importance of non-verbal communication

The steps and methods for effective conflict resolution

HR Resources To Support You!

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Quotes to Ponder…

"Courage is what it takes to stand up and speak; courage is also what it takes to sit down and listen."

- **Winston Churchill**

" Peace is not the absence of conflict, but the ability to cope with it."

– **Mahatma Gandhi**

"Whenever you're in conflict with someone, there is one factor that can make the difference between damaging your relationship and deepening it. That factor is attitude."

- **William James**

Questions

Use your questions panel to type in your questions

Our Next Session – Feedback is a Gift

Course Title: VRT HR Series: Feedback is a Gift

Course Description: Well delivered feedback drives performance, enriches relationships, and creates strong, high functioning teams. When given on a timely basis, feedback transforms cultures. We'll show you how to create a feedback culture where candor is the expectation and trust is strong.

- **Session Faculty: Liz Woodward, Human Resources Generalist**
- **Session Date:** April 18th, 2019
- **Session Time:** 2:00pm EST / 1:00pm CST / 12:00pm MST / 11:00am PST
- **Session Duration:** 1 Hour

Ending

Attendance Code: SOLUTION