



# Workplace Conflict Tools & Techniques for Managers

# CONCERN: EMPLOYEE ASSISTANCE PROGRAM

A Benefit for Employees and Families



# CONCERN: EAP Services

- Work/Life Benefits
  - Parenting and Childcare Resources
  - Eldercare Services
  - Financial Counseling
  - Legal Consultations
- Short Term Counseling 1-3 visits per issue per 12-month period
- Free Confidential – 24/7 800 number answered “live”



# Getting Started

- Call for an appointment 6:30 AM to 5:00 PM (Pacific Time) Monday through Friday
- In crisis situations, call 24/7 for immediate telephone support
- For more information
  - Ask your HR/Benefits Department
  - [www.concern-eap.com](http://www.concern-eap.com)
  - Call CONCERN at (800) 344-4222





# Workplace Conflict Tools & Techniques for Managers

# How many ways can two individuals be different?



- **Gender**
- **Ethnicity**
- **Culture**
- **Age**
- **Education**
- **Beliefs**
- **Career Goals**
- **Parenting**
- **Ability**
- **Temperament**
- **Experience**
- **Income**
- **Marital status**
- **Health**

# The Problem



- **Our personal history becomes our Survival Rule Book**
- **Everyone's history is different**
- **We act as though the rule books SHOULD be the same**
- **We BLAME others when they are not the same**

# Categories of Should



- **Entitlement**
- **Fairness**
- **Change**
- **Conditional Assumptions**
- **Offenders should be punished**



# Categories of Blame



- **Good/Bad – Right/Wrong**
- **Assumed intent**
- **Magnifying**
- **Global labeling**

# The Arena of Conflict



# What to Do



- **Create a harmonious environment**
- **Set the ground rules**
- **Communicate**
- **Disagreement is alright if it is accompanied by suggested solutions**
- **Using “I” statements**
- **A method of conflict resolution**

# Create an Environment with Harmony



- **Articulate what is expected**
- **Provide the tools**
- **Fit the employee to the job they do best**
- **Recognize good work once per week**
- **Care about your employees as persons**
- **Encourage employees development**
- **Value individual opinions**
- **Be clear about each job's importance**
- **Commit to quality**
- **Discuss individual progress**
- **Provide for learning and growth**

# Ground Rules



- **Communicate the mission and the tasks required of each individual**
- **Listen**
  - Listen
    - Listen
- **Be clear about what is expected**
- **When there are issues; require that they be presented with possible solutions**

# Communicate



- **The most difficult task a manager has is to communicate what is expected**
- **Don't assume**
- **Train your employees not to assume**
- **Ask questions**
- **“Yes” or “No” make a complete sentence**
- **In a word be CLEAR**

# Disagreement



- **Disagreement is normal**
- **Conflict is not, it is a choice**
- **The attitude that best limits conflict is one that has an intent to “resolve problems”**

# **“I” Statements**



**“I” statements avoid blame**

**“I” statements express the needs of the speaker rather than “should”**

**“I” statements usually avoid escalation**

**“I” statements suggest a solution**



# What is an “I” Statement?



- **Relate a ‘specific’ current event in neutral terms**
- **Indicates how it affects the speaker**
  - How it makes the speaker feel
- **Can indicate why it has that effect**
- **Suggests a reasonable solution**

# GINISE – The Process



- **G**round Rules
- **I**ssues
- **N**eeds
- **I**deas
- **S**olutions
- **E**valuation

# Preliminary Meeting



- **Sort out issues and warm-up**
- **Ensure a safe and structured process**
- **Define ‘facilitator’s role’**
- **Agree to a time out if the discussion becomes heated**
- **Ensure that agreements are mutually satisfactory**
- **Ensure confidentiality**

# Ground Rules



- **Speak directly to facilitator**
- **Speak one at a time**
- **Speak respectfully**
- **Ask for commitment to ground rules**

# Issues



- **Participants tell story to conflict manager**
- **Discuss issues with no interruptions from the other party**
- **Review facts, history, feelings, what is most important**

# Needs



- **Participants face one another**
- **Identify needs behind the stated positions**
- **Check for mutual understanding of issue**



- **Brainstorm Solutions**



# Select



- **Choose issues on brainstorm list and work toward mutual agreement**
- **Develop & sign contract**
- **Set follow-up date**



# Evaluate



- **Check in to see how the agreement is working**
- **If fine – home free**
- **If not – determine specific successes and problems**
- **Work through to mutual agreement**