Screenshot 1

STAR AVIATION

Conflict Resolution for Employees

Learning Outcomes

By the end of this module you will be able to:

- Explain what conflict is
- Discuss the benefits of effective conflict resolution
- Explain your responsibilities in relation to conflict resolution
- Discuss how to handle a minor conflict
- Identify the stages of an ongoing conflict
- Explain how to resolve an ongoing conflict

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Screenshot 2

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Conflict Resolution for Employees

About Conflict

Conflict involves a perceived or actual clash between different individuals.

In the workplace, these clashes generally occur as a result of:

- Conflicting personalities
- Conflicting styles
- Conflicting perceptions
- Conflicting resource needs

Interactive image!

Benefits of Effective Conflict Resolution

Resolving conflict successfully will both solve the problem that the conflict has brought to the surface and also deliver some other benefits that you might not have expected.

Specifically, effective conflict resolution can lead to an increased self understanding. This is because when a conflict arises, it can push you to examine your goals and objectives in closer detail. As a result, this can help you:

- Understand the things that are most important to you;
- Sharpen your focus;
- Enhance your work performance.

Furthermore, when conflict is resolved effectively, you and your colleagues can develop stronger mutual respect and a renewed faith in your ability to work together.

Your Responsibilities

In regard to conflict, you have both proactive and reactive responsibilities.

In the first instance, you should be proactive and try to prevent conflict from arising in the workplace. To do so, you should:

- Show respect to your colleagues;
- Contribute to constructive and collaborative working relationships;
- Try to monitor your reactions when stressed.

When a conflict does arise, you are then responsible for:

- Resolving the conflict in a way that aims to strengthen relationships;
- Raising your concerns with your manager, where appropriate.

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Minor Conflicts

Most of the time, conflicts that occur in the workplace are minor and one-off occurrences. These conflicts are usually brought on by people experiencing stress or being in a bad mood. Examples of minor conflicts include an occasion where an individual:

- Speaks impolitely to you;
- Interrupts your work flow;
- Argues against your ideas.

During a minor conflict, it may feel natural to respond in a confrontational manner. However, such a response can often cause the situation to escalate and lead to a heated argument. Instead, you should try to resolve a minor conflict by:

| Remaining alert and calm | Being respectful when responding |

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Conflict Resolution for Employees

Stages of an Ongoing Conflict

Unlike minor conflicts, some conflicts are ongoing and intensify over time. These types of conflicts typically develop in four stages:

Discomfort > Emergence > Escalation > Crisis

Interactive image!

Your aim is to resolve an ongoing conflict before it reaches the 'escalation' or 'crisis' stage. This means that you should address the conflict when it is still in the 'discomfort' or 'emergence' stage.

The following frames will discuss how you can work out a solution with another individual in a respectful way during the early stages of an ongoing conflict.

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Resolving an Ongoing Conflict

To resolve an ongoing conflict, you should follow these steps:

1. Organise a meeting
2. Explain the situation
3. Listen to the other person
4. Agree on the issue
5. Brainstorm ideas
6. Negotiate a solution

Organise a Meeting

The first step in resolving an ongoing conflict is to invite the other person to talk about the situation with you, for example:

"Hi Kara, I'd really like to talk to you about X. Do you have some time this week? We could meet at Y".

The location you choose for the meeting should be a place where you will not be disturbed. For example, a hurried meeting in the staff kitchen where other people may come in and out is not a productive environment. It is also best to choose a neutral place (i.e. not in each other's offices) where both of you will be comfortable (e.g. a meeting room or a nearby cafe).

Screenshot 1

Explain the Situation

To start the meeting, you should first explain your point of view. This includes explaining:

- What has been happening and how that has made you feel;
- When and how the conflict occurs;
- What the other person has been doing;
- What you have been doing.

When explaining the situation, you should talk about facts (i.e. what you have seen and heard) and describe your own feelings (i.e. by using 'I' statements). However, you should not assume what the other person is thinking or doing. For example, you may say:

"*I feel disrespected when you talk negatively about my work in meetings*".

You should **not** say:

"*You're constantly criticising me and disrespecting my ideas in meetings*".

Screenshot 2

Listen to the Other Person

The next step is to try to understand the other person's position by listening to what they have to say about the situation. This requires you to practice active listening by:

- Making a conscious effort to give the other person your undivided attention;
- Paying close attention to both their verbal and body language;
- Repeating back the most important points of their message in your own words afterwards.

When listening to the other person, you should also:

- Ask exploratory questions;
- Avoid asking accusatory 'why' questions.

Screenshot 1

Agree on the Issue

As the other person explains their point of view, you may find that you both perceive the situation differently. Therefore, the next step is to work with them to agree on the issue that you are trying to resolve.

To do this, you will need to find common ground by determining:

- What you agree on;
- What your shared concerns are.

It may also help to try to understand the conflict in objective terms by answering some questions. Click on boxes below to reveal these questions.

Interactive Image!

12 of 17

Screenshot 2

Agree on the Issue

As the other person explains their point of view, you may find that you both perceive the situation differently. Therefore, the next step is to work with them to agree on the issue that you are trying to resolve.

To do this, you will need to find common ground by determining:

- What you agree on;
- What your shared concerns are.

It may also help to try to understand the conflict in objective terms by answering some questions. Click on boxes below to reveal these questions.

Is the conflict affecting work performance?	Is the conflict damaging client relationships?	Is the conflict disrupting team work?	Is the conflict affecting decision-making?

Interactive Image!

12 of 17

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Conflict Resolution for Employees

Brainstorm Ideas

Once the issue has been defined, the next step is to brainstorm ideas to resolve the conflict. In order to come to a satisfactory solution later on, both of you need to have a fair input in generating ideas.

To encourage productive brainstorming, there are four rules you should follow. Click on the boxes below to reveal them.

| Avoid criticism | Welcome innovative ideas | Generate as many ideas as possible | Build on each other's ideas |

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Conflict Resolution for Employees

Negotiate a Solution

The final step is to come up with a mutually satisfactory solution by using the ideas generated during brainstorming.

Your aim is to find a solution that is a 'win-win' for both of you. In other words, it should be a solution that you're both happy with. This will allow you to keep a good working relationship with each other afterwards.

Once you both agree on a solution, it may be a good idea to write it down, especially if it is a complex one. Most importantly, in order for the solution to be effective, you must both commit to the solution and keep any promises you make to each other.

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Conflict Resolution for Employees

Escalate to Your Manager

Where possible, you should try to resolve a conflict with a colleague yourself. However, in limited situations, it may be appropriate to escalate a conflict concern to your manager. These situations include when:

- The conflict is serious in nature (e.g. a colleague is bullying or harassing you);
- The conflict has reached the crisis stage;
- You have not been able to reach a resolution with the other person;
- There is a failure by either or both of you to commit to the solution you previously negotiated.

Depending on the circumstances, your manager will decide whether an informal discussion with both of you is required or if it is necessary to start the formal grievance procedure.

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Conflict Resolution for Employees

Module in Review

Conflict is often unavoidable in the workplace due to differences in personalities and working styles. However, with the right approach, you can effectively:

- Respond to a minor conflict;
- Address an ongoing conflict as it arises and before it escalates.

You should always aim to resolve conflicts with other staff members yourself using the approach outlined in this module. However, where necessary, you should report your conflict to your manager who should be able to help you find a solution.

Together, we can prevent conflict from damaging the collaborative workplace that we currently enjoy.

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Conflict Resolution for Employees

When explaining the situation to the other person during a conflict resolution meeting, which of the following should you do?

✓ ● Talk about the facts.

✗ ● Assume what the other person is thinking or doing.

✓ ● Describe your own feelings.

Click to continue

?

ANSWER

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Conflict Resolution for Employees

Which of the following is a benefit of effective conflict resolution? Select all answers that are correct.

✓ ● Increased self understanding.

✗ ● A rise in the number of team meetings.

✓ ● The development of stronger mutual respect with your colleagues.

✗ ☐ A sharpened focus.

Click to continue

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Conflict Resolution for Employees

The first step in resolving an ongoing conflict is to invite the other person to talk about the situation with you. True or false?

✅ True

False

Click to continue

?

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Conflict Resolution for Employees

Layla has had a stressful day filled with deadlines and client meetings. When Dolan approaches Layla in the afternoon to ask for further information on a project they've been working on, she rudely dismisses his request, saying "I really don't have time for this right now". How should Dolan respond?

A	Show her that he is angry and ask her why she is being so rude.
❌ B	Speak to his manager about Layla's behaviour.
✅ C	Remain calm and respectfully ask her when she would be free to provide him with the information.

Click to continue

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Conflict Resolution for Employees

During a conflict resolution meeting, what questions should you try to answer to help you understand the conflict in objective terms? Select all answers that are correct.

- ✓ ● Is the conflict affecting work performance?
- ✓ ● Is the conflict damaging client relationships?
- ✗ ● Is the conflict interrupting conversations?
- ✓ ● Is the conflict affecting decision-making?

Click to continue

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Conflict Resolution for Employees

When explaining the situation to the other person during a conflict resolution meeting, which of the following should you do?

- ✓ ● Talk about the facts.
- ✗ ● Assume what the other person is thinking or doing.
- ✓ ● Describe your own feelings.

Click to continue

?

Conflict Resolution for Employees

At what stage of an ongoing conflict should you take action to try to resolve it? Select all answers that are correct.

❌	☐	Emergence stage.
❌	⬤	Escalation stage.
✅	☐	Crisis stage.
❌	☐	Discomfort stage.

Click to continue

?

Conflict Resolution for Employees

When brainstorming ideas to resolve a conflict, which of the following should you **not** do?

❌	A	Build on each others ideas.
	B	Welcome innovative ideas.
	C	Generate as many ideas as possible.
✅	D	Critique each idea as it arises.

Click to continue

?

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Conflict Resolution for Employees

What should you do when you're trying to understand the other person's position during a conflict resolution meeting? Select all answers that are correct.

❌ ⦿ Ask accusatory 'why' questions.

✅ ⦿ Ask exploratory questions.

❌ ⦿ Question their motives.

✅ ⦿ Pay close attention to both their verbal and body language.

Click to continue

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Conflict Resolution for Employees

During a conflict resolution meeting, there is no need to agree on the issue as you and the other person will perceive the situation differently. True or false?

True

✅ False

Feedback

Correct!

It is important to define the conflict by determining what you both agree on and what your shared concerns are. This will help you to find a mutually satisfactory solution.

Click to continue

?

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Conflict Resolution for Employees

In which of the following situations would it be appropriate for you to escalate a conflict concern to your manager? Select all answers that are correct.

✓ ● The conflict is serious in nature.

✓ ● The conflict has reached the crisis stage.

✓ ● You have not been able to reach a resolution with the other person.

✓ ● There is a failure by either or both of you to commit to the solution you previously negotiated.

Click to continue

?

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Conflict Resolution for Employees

When negotiating a solution, the aim is to choose a solution that only one person is happy with. True or false?

True

✓ False

Feedback

Correct!
You should aim to find a mutually satisfactory or 'win-win' solution. This will allow you to keep a good working relationship with each other afterwards.

Click to continue

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Conflict Resolution for Employees

Conflict involves the perceived or actual clash between different individuals. What are some things which can result in a clash in the workplace? Select all answers that are correct.

✅ 🔘 Conflicting personalities.

✅ 🔘 Conflicting styles.

✅ 🔘 Conflicting resource needs.

✅ ☐ Conflicting tastes.

Click to continue

?

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Conflict Resolution for Employees

Tim and Emmanuel are working on a project together. Tim is someone who likes to complete tasks progressively while Emmanuel prefers to get things done at the last minute. Tim is frustrated over Emmanuel's working style as it is affecting their ability to meet the client's deadline. How should Tim explain his feelings to Emmanuel during a meeting to discuss the problem?

✅ **A** "Emmanuel, I feel stressed when you leave tasks to the last minute as it's affecting our ability to finish the project on time".

B "Emmanuel, why do you always leave things to the last minute? I don't think you care about this project enough. It will be your fault if we can't finish on time".

C "Emmanuel, to make sure we finish this project on time, please be more organised and stop leaving things to the last minute".

Click to continue

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Conflict Resolution for Employees

What should you do when a conflict arises between you and another individual?

A	Report it to your manager.
B	Try to resolve the conflict with the other person.
C	Avoid the person as much as possible.
D	Tell your friends at work about the conflict as they will support you in this difficult time.

Click to continue

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Conflict Resolution for Employees

When brainstorming ideas to resolve a conflict, both you and the other person should have a fair input in generating ideas. True or false?

True

False

Click to continue

?

STAR AVIATION

Conflict Resolution for Employees

At what stage of an ongoing conflict should you take action to try to resolve it? Select all answers that are correct.

✗	☐	Emergence stage.
✓	☐	Escalation stage.
✗	⬤	Crisis stage.
✗	☐	Discomfort stage.

Click to continue

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Conflict Resolution for Employees

When explaining the situation to the other person during a conflict resolution meeting, which of the following should you do?

✓	⬤	Talk about the facts.
✗	⬤	Assume what the other person is thinking or doing.
✓	⬤	Describe your own feelings.

Click to continue

?

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CONGRATULATIONS

You have successfully completed your assessment with a score of 80%

Your results have been recorded, please close this window.

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