

How Unresolved Conflict Impacts on Mental Health

Webinar
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How Unresolved Conflict Impacts on Mental Health

- The impact on individuals, employees and organisations
- Why is it unresolved?
- How to reduce damaging conflict
- Resolving conflict in a way that helps
- Other strategies

Your views?

Are you seeing an increase of damaging conflict in the workplace?

In what % of cases is there an impact on mental health?

Conflict in the workplace

"Conflict is inevitable in organisational life but it need not have destructive consequences for the organisation. Depending on how the conflict is managed, the negative effects may be minimised, and positive effects may result from the conflict."

(Organisational Behavior Hellreigel, Slocum and Woodman, 2001 Ninth Edition)

Mental health

- A state of well-being in which every individual realises their own abilities, can cope with the normal stresses of life, can work productively and fruitfully and is able to make a contribution to their community



Mental health

- Mental illnesses - common health conditions involving changes in emotion, thinking or behaviour (or combination). Associated with distress and/or problems functioning in social, work or family activities.



World Health Organization

Is there a connection between workplace conflict and mental health?

- Consensio survey (2019) - significant link between unresolved conflict and growth in MH issues
- 84% reported conflict had affected overall health - 75% affected MH; 65% physical wellbeing; 25% had time off
- CIPD survey: Getting under the skin of workplace conflict (2015)

Why does workplace conflict go unresolved?

- Fear of confronting it
- Conflict viewed as bad/negative
- Not appreciating seriousness/impact
- Time consuming and takes effort
- Not skilled/trained
- Poor processes don't enable resolution



Impact of unresolved conflict

- On the wider team
- On management
- On health - mental/physical issues
- Sickness/absenteeism
- Performance issues/decreased productivity



Impact of unresolved conflict (cont.)

- Employee turnover/low morale
- Confrontations/escalation
- Formal grievances/litigation
- Impact on wider relationships/families



Positive v negative conflict

- Organisational culture
- Leadership and management style





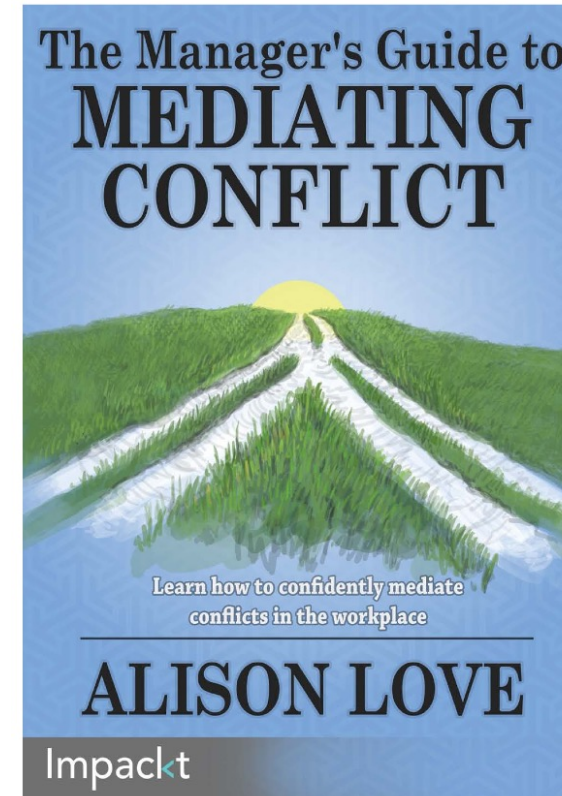
Key principles for positively managing conflict

- Help each to understand the others perspective
- Resolve at the lowest level
- Self determination
- Empowering
- Focus on the problem & solution
- Important stuff is hidden



Conflict competency

- Know your staff
- Check on well-being
- Listening and communication skills
- Trust
- Managing yourself
- Getting to the important stuff
- Remaining neutral
- Confidentiality



Conflict Dynamics Profile

	Constructive	Destructive
Active	Perspective Taking Creating Solutions Expressing Emotions Reaching Out	Winning at All Costs Displaying Anger Demeaning Others Retaliating
Passive	Reflective Thinking Delay Responding Adapting	Avoiding Yielding Hiding Emotions Self Criticizing

Formal v Informal resolution

- | | |
|----------------------------------|---------------------------------------|
| ➤ Blame/shame | ➤ Empowering |
| ➤ Backward looking | ➤ Solution focus |
| ➤ Decision imposed | ➤ Saving face |
| ➤ Creates more stress/ill health | ➤ More likely to improve relationship |
| ➤ Damages relationships | ➤ Quicker |
| ➤ Time and cost | ➤ Less costly |
| | ➤ Mutual agreement |



Resolution Policy

- What's in a name?
- Promoting early informal resolution
- Triage of cases
- Resolution options



Others things to think about

- EAP
- Resilience
- Peer coaching
- Employee helpline
- Neutral support



Case Studies

- Impact of pandemic/family illness
- Shock of allegations raised
- Avoiding talking about mental health illness
- Unknown impact on other

Future webinars & training

- **The Art of Having a Difficult Conversation**- 15th Sept 21
<https://www.resolution-at-work.co.uk/events/2021/09/15/the-art-of-having-a-difficult-conversations/>
- **Take the Stress out of workplace investigations** - 3rd Nov 21
<https://www.resolution-at-work.co.uk/events/2021/11/03/take-the-stress-out-of-workplace-investigations/>
- **Foundation in Workplace Mediation** – 16th Nov 21
<https://www.resolution-at-work.co.uk/events/2021/11/16/foundation-in-workplace-mediation-3/>

Mediation and Conflict Resolution Services and Training

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