

Conflict Skills for Managers & Leaders

**Webinar
10th March 2022**

Presenters

Alison Love alisonl@resolution-at-work.co.uk

Sarah Embleton sarahe@resolution-at-work.co.uk

info@resolution-at-work.co.uk

08000 489235

www.resolution-at-work.co.uk

Conflict Skills for Managers and Leaders

- The role of managers and leaders
- Getting it right at an early stage
- Conflict resolution skills
- How to apply day to day
- Top tips
- Enabling positive conflict

The current context

- Cost of conflict £28.5 billion (£1,000 per employee)
 - 10 million people impacted
 - 50% of these suffer stress, anxiety or depression
 - 9000 absent
 - ½ million resigned, 300,000 dismissed
 - Impact of pandemic
-
- acas Report – Estimating the Cost of Workplace Conflict May 2021

**“People don’t leave
bad companies, they
leave bad managers.”**

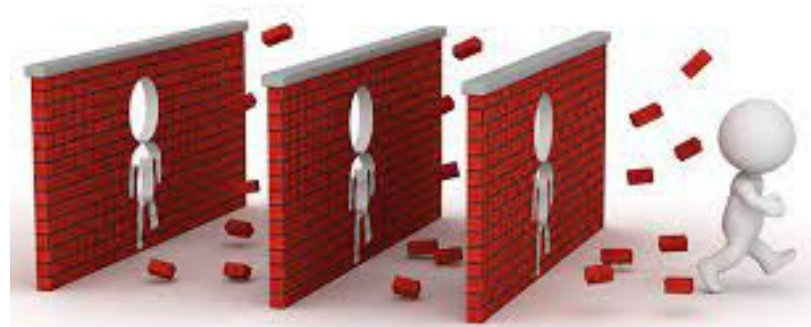
- Marcus Buckingham

Managers/Leaders role

- Conflict competence is essential to good management
- Has a positive impact on organisational performance
- Well-being and engagement
- Manager v employee disputes
- Best placed to intervene early/first contact
- Can enable/role model positive conflict

Barriers to conflict resolution

- A lack of voice and representation
- Remote HR advice
- Low levels of management skill and confidence



Conflict resolution options

Leave them to it!

Develop Skills

Conflict Coaching

Intervene

Mediation

Formal Investigation

Neutral Assessment



Early intervention

- ❖ Far more likely to resolve
- ❖ 74% success rate for mediation
- ❖ Build positive relationships
- ❖ Low cost
- ❖ Empower staff

Later stages

- ❖ 3 x cost of early intervention
- ❖ Far more likely to leave if unresolved
- ❖ Greatest cost if employees leave
- ❖ Management/HR time
- ❖ Impact on others

Mediator skillset

- Deep listening
- Trust and rapport
- Sense of calmness
- Neutrality and independence
- Creativity
- Questioning skills
- Confidentiality

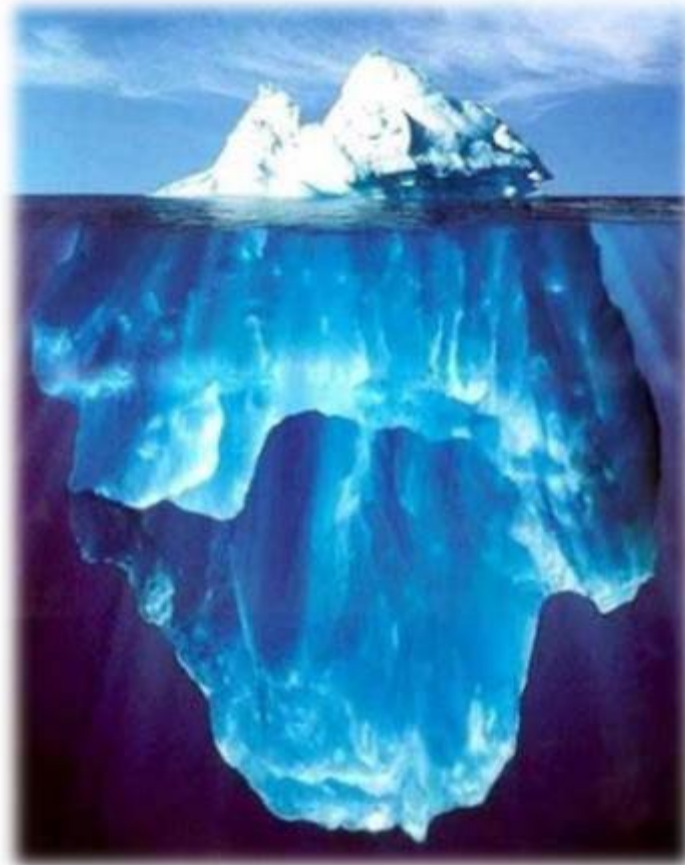
**. "THE MOST BASIC
OF ALL HUMAN NEEDS IS
THE NEED TO UNDERSTAND
AND BE UNDERSTOOD.
THE BEST WAY TO
UNDERSTAND PEOPLE
IS TO LISTEN TO THEM."**

- RALPH G. NICHOLS



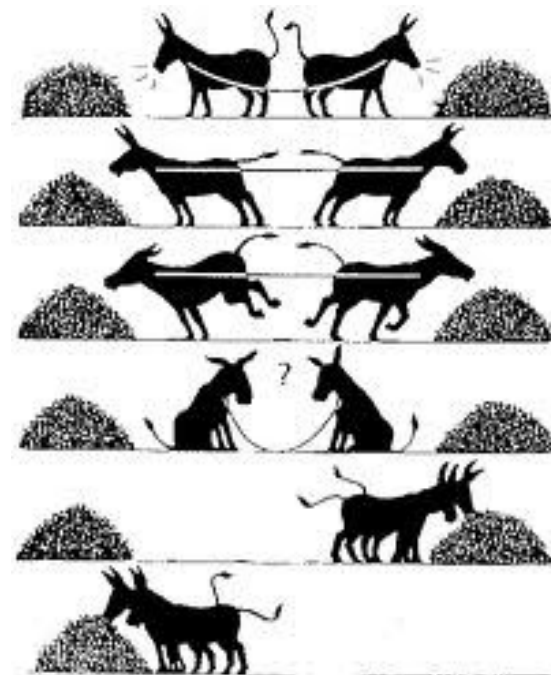
NANDYZSOULSHINE.COM

What is under the surface?



Needs and interests


- Belonging
- Security
- Personal safety
- Recognition
- Retaining control
- Saving face
- Financial wellbeing
- Health
- Privacy



Some top tips

- Listen more than you speak
- Use of silence
- Remain curious
- Neutral language
- Tone
- Body language
- Don't assume



A serene sunset over a body of water. The sky is filled with soft, colorful clouds in shades of purple, pink, and orange. In the foreground, a small, weathered wooden boat with a blue-painted hull is visible, floating on the calm water. The boat's reflection is clearly visible in the still surface. In the background, there are some structures and more boats on the horizon, all under the soft glow of the setting sun.

Seek first to understand,
then to be understood.

Stephen R. Covey

Resolving directly

- Understand and manage responses
- Attend to the other person
- Get to needs and interests
- Invite solutions
- Listen, listen and listen again
- Words matter
- Choose a time and place

Helping others

- Listen
- Don't judge
- Help people to see the other side of the story
- Be ready to intervene when appropriate
- Involve all in solution
- Observe the "Law of Lama"

Key Principles for positively managing conflict

- Think & choose how to respond
- Listen, listen & listen again
- Fair process
- Focus on the problem
- Avoid blame
- Communicate appropriately
- Get to the important stuff
- Focus on the future
- Options for mutual gain
- Resolve at the lowest level
- Empowering



The Manager's Guide to **MEDIATING CONFLICT**



Learn how to confidently mediate
conflicts in the workplace

ALISON LOVE

Impactk

Positive conflict

- Conflict is inevitable
- Need for positive conflict
- Managers/leaders role modelling behaviours
- Resolution culture



- **1. Trust**

- Willing to be vulnerable
- Admit mistakes
- Able to challenge
- Benefit from challenge



- **2. Conflict**

- Engage in constructive conflict
- Express all views
- Improve decision making



- **3. Commitment**

- Clarity of purpose
- Understanding decision making
- Support decision making



- **4. Accountability**

- All hold each other accountable

- **5. Results**

- Achieving the why
- Team results most important





Future Webinars & Training

Foundation in Workplace Mediation – 15,16,17 & 22, 23 November 2022

<https://www.resolution-at-work.co.uk/events/2022/11/15/foundation-in-workplace-mediation-4/>

Webinars

- ❖ 19th May – Ditch the Grievance
- ❖ 15th September – Conflict Coaching
- ❖ 2nd November – Resolving Team Disputes

Mediation and Conflict Resolution Services and Training

Alison Love

Managing Director

07808 829545

alisonl@resolution-at-work.co.uk

Sarah Embleton

Consultant

07855 252097

sarahe@resolution-at-work.co.uk