

PENN BEHAVIORAL HEALTH
WEBINAR SERIES

From Conflict to Peak Performance

PRESENTED BY:
PENN BEHAVIORAL HEALTH
UNIVERSITY OF PENNSYLVANIA HEALTH SYSTEM



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Hello, My name is Paul Rusch and I am from PENN Behavioral Health.

Thank you for your interest in the PENN Behavioral Health webinar series. These webinars were designed by some of the nation's top experts in behavioral health to provide valuable insight and management strategies for a wide variety of behavioral health issues. Along with each webinar in this program, you will find: articles on each of the specific topics, pre and post tests to evaluate your skill development, a program synopsis to outline the learning objectives, a workbook designed with each seminar and webinar in mind, and a summary of ten tips for the managers and for those going through the webinar itself.

Please visit the entire PENN Behavioral Health website for additional webinars and for more management and corporate level information. Thank you.

From Conflict to Peak Performance

What are the most common work related conflict issues?

Paul, How will this seminar address the most common work-related issues?

From Conflict to Peak Performance

Difficult People

Difficult Situations

Work-Related Behaviors

Attitudes

Emotions

Perspectives



Only Behaviors

This seminar addresses both difficult individuals and difficult situations which are often the most common causes of workplace conflict

It is designed to look at both aspects within the context of work related behaviors. The goal of the manager is not to change the attitudes, the emotions or the perspectives creating these dynamics but rather to address the behaviors as they exhibit themselves in the workplace.

From Conflict to Peak Performance

A Two Part Program

Part I – Difficult People

- I. Introduction
- II. Conflict and Productivity
- III. What is Conflict?
- IV. Characteristics of Conflict
- V. Managing Conflict
- VI. Recognizing Early Stages
- VII. Dynamics of Conflict

Part II – Difficult Situations

- VIII. Ground Rules
- IX. Effective Dialogue
- X. Establishing the Compromise
- XI. Starting Point
- XII. Conclusion and Summary



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As you can see, this brief outline is divided into two parts. After a brief introduction and explanation of the underlying dynamics behind the whole issue of conflict.

Part 1 containing sections 2 through 7 unfolds the concepts of conflict and productivity in interpersonal dynamics. In other words, how to deal with difficult people who generate conflict, and part 2 containing sections 8 through eleven delves into the concepts of problem solving, in other words, how to elevate difficult situations in the work place.

At the end, the conclusion contains a brief summary with 10 tips that managers can use to remember all the key points that are delivered here.

Recent Statistics Regarding Conflict

- From 30-42% of managers' time is spent reaching agreement with others when conflicts occur.
- More than 65% of performance problems result from strained relationships between employees.
- It costs 1.5 times the position salary to replace the employee in it.
- More than 33% of managers spend more than 10% of their time handling workplace conflict.
- 44% of managers spend more than 20% of their time in conflict related issues.

(with permission from working dynamic)



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These studies, surveys, and statistics point to one conclusion; managers and employees in all occupations experience many work related conflicts, that are not easy to resolve. Most of those conflicts create a hostile work environment which reduces productivity and morale, and increases turnover and stress.

How does your organization expect you to deal with conflict? Is it accepted as part of the occupational hazards or is it dealt with early and effectively?

Recent Statistics Regarding Conflict

Managers, stay focused on what the real issues are.

Avoid going down the wrong path!



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Paul, It looks like these statistics and studies represent a huge amount of a manager's time and energy. How do you keep managers from dealing with the wrong issues or issues that are more personal?

Recent Statistics Regarding Conflict

Managers should work with employees to resolve work related problems:

Know where to draw the line.

Know how to identify and define work vs. personal problems.

Work with employees with an exceedingly aggressive style of imposing.

Factor in organizational transitions.



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Any manager who has been in the position of managing people over a long period of time recognizes that a great deal of their time is spent in resolving problems. Hopefully managers know where to draw the line between trying to resolve employees personal problems and the work-related issues that are affecting the workplace.

Sometimes the distinction between personal and professional issues is blurred when a normally productive employee brings personal problems to the worksite or when an exceedingly aggressive individual brings their style of imposing to every single work encounter, or even when the organization is going through a particularly difficult transition and continual problems plague the workforce and create more conflict situations.

From Conflict to Peak Performance

Many types of conflict occur within organizations that drain the time, energy, and resources of managers.

Managers must answer two fundamental questions:

1. Is the conflict caused by the person, situation, or both?
2. What steps do I take to resolve the problem?

Many different types of conflict can occur in the workplace and drain the time, energy, and resources of both the manager and the organization.

So it is important for managers to ask themselves two fundamental questions;

1. Is it the person, the situation, or both?
2. What steps do I need to take to change the behaviors and resolve the problems?

Conflict and Productivity

Beware of the impact of “hidden costs”.

The overall productivity of the workplace suffers:

- Performance
- Cohesiveness
- Contagious negativity
- Morale
- Diversity
- Retention
- Motivation
- Safety

Work on behaviors, not attitudes.



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The previous slide mentions the specific resource costs that conflict creates for managers and the organizations but that is only part of the picture. The hidden costs are just as impacting on the overall wellbeing of the workplace and when conflicts continue and problems are left unresolved, the overall productivity of the workplace begins to suffer.

Some managers, at this point, actually sit down and document what they believe to be the productivity and performance factors being negatively influenced by all of these conflict situations.

This assessment process, whether formal or informal, is a good first step in identifying both the causes and effects of the unresolved problems. Or the inappropriate behaviors seen in the work setting, overall. Again, managers are not trying to resolve attitudes or perceptions but rather behaviors and the work-related factors that may be creating those behaviors.

Defining Conflict

Why It Occurs:

Interests, Positions, Personalities, Styles, Behaviors, Biases, Retaliation, Sense of fairness

Where It Occurs:

Individuals, Groups, Departments, Organizations

How It Occurs:

Intensity, Frequency, and Patterns

Rather than trying to define what conflict is according to the terms here, which define its nature and dynamics. Such as why it occurs, where it occurs or how it occurs - let us take a moment to explain what we understand as the most common reasons that individuals engage in it.

Defining Conflict

Let's examine why people may get into conflict.

Paul, Can you help us understand why do people get into conflict in the workplace?

Defining Conflict

What We Understand: Most people do not relish conflict but often step into it because they forget three fundamental principles.

1. **The Who** – Take the other person into account



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Actually most people do not relish conflict. Some do as a way of gaining power and control, but most people do not enjoy conflict at all.

Those who engage in it inappropriately generally forget three fundamental principles about conflict which are so simple and rudimentary that it is a matter of that person not using good common sense.

Some people engage in conflict because they are making a point and not taking the other person into account. They do not care who it is they are arguing with. Whether it might be a subordinate, a co-worker, a customer or even their boss, what the other person means to them relationally is of no concern to them or what that person can do in retaliation for their poor judgment is not thought through.

Defining Conflict

What We Understand: Most people do not relish conflict but often step into it because they forget three fundamental principles.

1. **The Who** – Take the other person into account
2. **The What** – Do not let emotions control your thinking

Some people, on the other hand, engage in higher levels of conflict than what they intended to because they let their emotions push them off of their immediate or even their long term goals.

For example that person might say, “I went in asking for a raise from my boss and left being fired because of the ensuing conflict I had in questioning my bosses behaviors.” In the heat of the argument, they loose track of their personal and their professional boundaries.

Defining Conflict

What We Understand: Most people do not relish conflict but often step into it because they forget three fundamental principles.

1. **The Who** – Take the other person into account
2. **The What** – Do not let emotions control your thinking
3. **The Where** – Realize the situation you are in



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While other individuals remain in conflict with others because their confrontational encounters occur in completely the wrong settings, they do not realize that the situation – where they are at that moment to confront the other person is just as important as how and who they are confronting.

Uncontrolled confrontation in the wrong setting, at the wrong time, in the wrong place can intensify the conflict dynamic and create overall ill will and hard feelings which often leads to even more conflict situations in the future.

In other words, conflict is not a static dynamic. It is highly influenced by the Who, the What, and the Where of its occurrence in addition to the why, when and how it occurs.

Characteristics of Conflict

A Rule of Thumb for Managers

Conflict is the combination of:

1. Individuals most likely to engage in it
2. Environments most likely to support it
3. Situations most likely to create it

Here is one rule of thumb for managers regarding the most general characteristics of conflict;
Remember that conflict is the combination of:

1. The person's propensity for conflict (their personal styles) if you add to that...
2. The environment's influence on that person (the amount of stress they're experiencing overall) and then add to that...
3. The situations which trigger the conflict reaction in other words some emotionally charged event or dynamic between them or others, or them and the organization, then is when you get the conflict dynamic.

Characteristics of Conflict

1. Individuals most likely to engage in it
2. Environments most likely to support it
3. Situations most likely to create it

Paul, maybe you could you go into a little more detail about these characteristics for us?

Characteristics of Conflict

1. Individuals most likely to engage in it

- Have to be right
- Need to prove something
- Won't back down
- See all or nothing

2. Environments most likely to support it

- Stressful / Tension filled
- Lack of control
- Constant changes
- Fast paced
- Competitive
- Lack of Staff Integration

3. Situations most likely to create it

Take a moment to look at all three of these elements; the individuals, the environments and the situations. Which one do you believe you have the most control over? Most managers often have difficulty with the first two.

The individuals, they're dealing with and the environment around them.

They find that those things are more personal and more pervasive, and more difficult to control.

Characteristics of Conflict

1. Individuals most likely to engage in it

- Have to be right
- Need to prove something
- Won't back down
- See all or nothing

2. Environments most likely to support it

- Stressful / Tension filled
- Lack of control
- Constant changes
- Fast paced
- Competitive
- Lack of Staff Integration

3. Situations most likely to create it

- Trigger Events
 - Real or perceived competition
 - Unresolved problems
 - Personality clashes
 - Misread intentions
- Focus of Managers

The third factor, however, – the situations which create conflict are the ones which are more perception driven and emotionally based and the ones managers need to focus on first.

These are called the “trigger events” which actually ignite the first two factors, of the person and the environment, most often in the workplace.

Early Stages of Conflict

Prior to Triggers

Are there signs that will help head off conflict?

Paul, are there any things a manager can look for to head off conflict before it begins?

Early Stages of Conflict

Prior to Triggers

Early Signs and Warnings

- Breakdown in Communication
- Distrust or Disrespect
- Small Skirmishes
- Discontentment
- Changes in Emotions
- Changes in Behaviors
- Awareness by Others
- Complaints or Concerns

Here are the early signs and warnings that tell a manager that they need to intervene before trigger events occur:

1-Breakdown in Communication may result in passive silence or aggressive verbal or non verbal language

2- Distrust or Disrespect may be overt (through direct actions) or covert (in subtle comments or reserved behaviors on the part of the other person)

3-Small Skirmishes could be a prelude to more intense encounters

4-Discontentment expressed through constant complaints or objections

5-Changes in Emotions represented by mood swings or overreacting to situations or even withdrawal

6-Changes in Behaviors as seen in patterns of avoidance or patterns of aggression

7-Awareness by Others of something creating conflict, such as reports of fear, tension, or disruption of the workplace

8-Complaints or Concerns expressed in terms of fairness of situations or their belief that someone has too either right or wrong

Managing Conflict

- Early Intervention can make a difference
- Share common understanding of dynamics
- Discuss the situation
- Achieve what you set out to do
- Where and how confrontation takes place

It really does matter!

In addition to earliest intervention, managers can actually take steps to reduce or limit the potential for conflict between employees or groups by sharing with the employees that it does matter who they get into conflict with. It also matters what is discussed or what is achieved in those confrontation situations, and it finally matters where and how those confrontations take place in the workplace.

Managing Conflict

When a manager sees conflict, what should they do?



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Okay, so once a manager sees conflict on the horizon, how does he or she go about managing this in the workplace?

Managing Conflict

Ground Rules – Setting Goals

GOAL #1
Effective Dialogue

GOAL #2
Compromise

GOAL #3
Resolution

Here are some of the ground rules or goals that managers must define for their employees and must enforce if the behaviors do not match their goals.

The first goal is affective dialogue, where both sides have done their homework of what they want to share and spend the discussion both talking and listening, in more of a dialogue communication.

The second goal is coming to an immediate compromise regarding how they interact with each other in the short term until they have had the chance to actually resolve their problems.

The third and final goal, is to get some resolution, which is beyond compromise in the traditional sense. The question becomes not how do we get 50/50 (we each get half of what we want or need) but rather how do we work harder to achieve the 90/90, the win/win, where we each of us get a win from this and resolve the potential losses that might occur.

Dynamics of Conflict



Styles	Roles
• Impose	• Supervisors
• Avoid	• Difficult Clients
• Accommodate	• Subordinates
• Compromise	• Customers
• Collaborate	• Co-Workers

Another way to look at this is to define the dynamics of conflict in terms of the positive and negative relationships between individuals based on their styles or their perceived roles in the organization.

The five most common styles or roles in the workplace are; Imposing, Avoiding, Accommodating, Compromising, or Collaborating.

Most people believe that they must use a certain style with others on a consistent basis to achieve their pre-set goals. Managers for example, may believe that they must always impose on their subordinates and that their subordinates must always accommodate their managers.

This is an old “Draconian” view of working relationships and is not an effective way to lead or interact with others as a manager.

Dynamics of Conflict

Think of styles as options:

1. Determine the right style for the other person.
2. Know what style will achieve your goals.
3. Be aware of the appropriate style for the situation.

Managers need to think of their styles as options they choose to use in various situations, not roles that they put on, play or wear during different settings with different groups, but rather options that they can use.

What determines the style that a manager uses (or anyone for that matter) depends on the three factors that we mentioned earlier:

Who you are interfacing with (using the right style for the other person)

What you are trying to achieve (the style that will achieve all of your goals)

What the situation is and where it takes place (using the style that actually fits the situation).

Conflict Matrix

RELATIONSHIP

High



Low



9/9

Collaborate
WIN/WIN

High

TASK / ISSUE / GOAL



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The best style, which creates the best relationships and gets the most tasks and problems resolved is actually the collaborative or the win/win. It's the 90/90 style because both parties walk away feeling respected, feeling heard and responded to and most of all feeling appreciated.

The win/win does take more work, sometimes more time and more energy but it ultimately produces the best return on the investment.

As a manager, your task is to work with each employee in a respectful, honest, and sincere manner to exemplify the collaborative mindset and behaviors in the workplace overall.

Conflict Matrix

RELATIONSHIP

High



Low



9/9

Collaborate
WIN/WIN

High

TASK / ISSUE / GOAL



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What does a manager do when collaboration cannot be achieved?

Conflict Matrix

RELATIONSHIP

High



1/9

ACCOMMODATE

9/9

Collaborate
WIN/WIN

5/5

COMPROMISE

AVOID

1/1

IMPOSING

9/1

Low



High

TASK / ISSUE / GOAL



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When collaboration does not work because employees are avoiding, imposing, or accommodating (too much – to the point of having no opinion or ownership at all) then the manager should go back to controlled confrontation – to clear the air and set expectations, and begin a solution oriented process – with the objectives of building trust and respect and establishing those mutual goals.

In essence, you lead with the collaborative, you get into a meeting with this focus when you first start (what do my employees need and what do I need from them), you engage each other with collaborative discussion (what are your needs right now and what are mine), you even handle a difficult situation with a collaborative approach (we need this to occur in this way to get the best results for all of us). – This is what the manager needs to accomplish through the use of ground rules, that we talked about earlier that set up this respectful relationship.

Gaining the Collaborative (Win-Win)

The ground rules to promote best behaviors:

- Controlled confrontation
- Solution oriented process
- Building trust
- Building respect
- Mutual goals

To gain the win/win collaborative approach, as we just said managers must use these ground rules or these goals that we mentioned to help the employees to reinforce that they are to work more professionally. It is a way of promoting the best behaviors that they might have with each other.

These goals and approaches and mannerisms start to build the relationships between the staff as they begin to recognize their own need to use a collaborative approach whenever and wherever possible. Especially as they set the tone of their initial reactions and initial interactions with one and other.

Conflict Matrix

RELATIONSHIP

High



1/9

ACCOMMODATE

9/9

Collaborate
WIN/WIN

5/5

COMPROMISE

AVOID
1/1

IMPOSING
9/1

Low



High

TASK / ISSUE / GOAL



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When the collaborate approach is not obtainable because the relationship between individuals, because of the time constraints, the situation, or even the differing objectives that occur between the staff cannot, then the fall back position is always going back to the compromise, the 50/50.

Establishing the Compromise (50/50)

Identify Responsibilities

How am I responsible?
How are they responsible?

Problem Solve

What do I need to do first?
What is the *real* plan?

Re-Negotiate

What do I agree to?
What do they agree to?

Re-Build the Trust

How can I drop my biases?
What will it take to earn their respect?

Re-Establish the Compromise

Who? What? Where? How?



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The compromise; however, is only a temporary solution which should often lead to the process of immediate problem solving.

The agreement may be to disagree, or the agreement may be to agree or behave in such a way as is needed presently to get the problem solving stage to begin.

Before the actual problem solving process can occur however, each participant should ask themselves a series of questions to clarify their own relationship and commitment to the compromise such as: Who is really responsible for this?; What steps need to take place?; What are the terms of the agreement?; What are the obstacles that may occur?; and finally; What details are needed for it to work affectively?

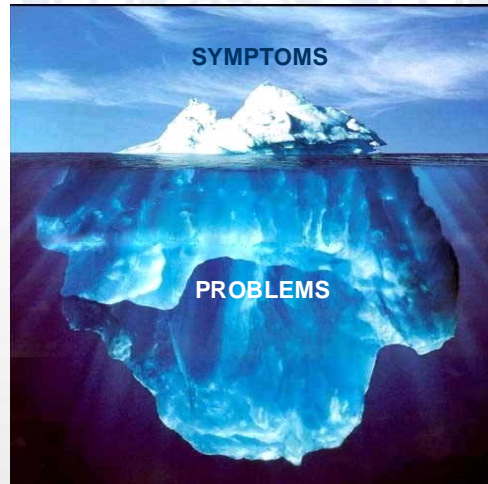
The goal of the compromise is to map out how we agree to agree but problem solving goes much further

Solution Oriented Approach

Problem Solving: The Starting Point

Well, how do you begin problem solving? Where does it start?

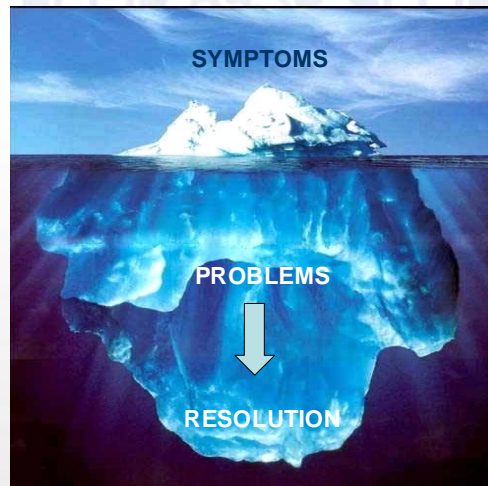
Solution Oriented Approach



There is a huge difference between problem solving and problem identification. Problem identification (recognizing the symptoms) is only the first step towards problem solving but it should lead to the second step which is to ask the question, “Why do these symptoms exist?” or “What is the actual problem behind them?”

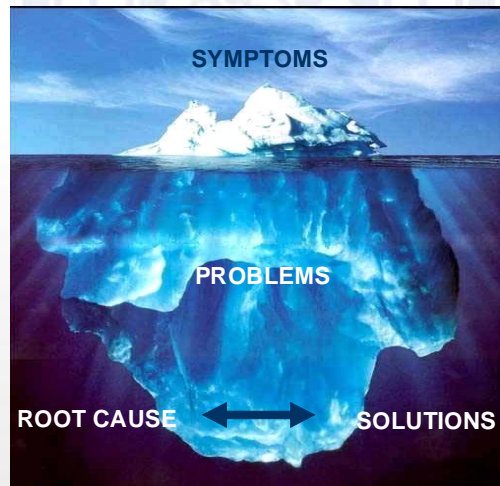
Many conflicts continue to occur and are not resolved simply because the problems are identified only by the symptoms and all of the energy is spent in trying to reduce the amount of symptoms rather than resolving the problems behind them. It is like carving off the top layers of an iceberg with 80% of the problem still existing way below the surface, the problem itself

Solution Oriented Approach



Employees love to be problem identifiers but often do not have the skills, the will, or the perceived permission from you to begin the process of digging deeper into the problems to get them resolved. They'll often say, "Look boss, this isn't working" versus "I believe this isn't working because this problem is causing this to fail and here are some ideas as to how we could solve the problem immediately and effectively."

Solution Oriented Approach



The next question to be asked is, “Why do the problems exist?” That question goes in two directions either - “Why?” in terms of the chronology of the problem so we can get to the root by tracing it back to the original problem or “Why?” in terms of the current situation so we can break down the root causes in terms of the ways we currently function with each other.

Either way should lead to the final question – What do we need to do to resolve the root cause and who is going to be responsible for taking ownership in resolving that root cause?

Problem Solving

Problem Solving: Who is responsible?

Well Paul, how does a manager determine who is going to be responsible?

Problem Solving

Problem Solving: Who is responsible?

How urgent?

How frequent?

What is the impact?

The “Who is going to be responsible?” issue is based on how urgent the problem is to resolve, how frequently it exists, and what impact it has on the individuals, the group, or the organization.

The reason for the question, “How is the problem affecting me?” is to determine whether it is worth the investment of time and energy to try to resolve the problem. Some issues do not need to be resolved (because they are minor issues, or might be resulting from just a misunderstanding); some issues can’t be resolved (because they are structurally based or financially driven within the organization); some issues should not be resolved (because there is no energy behind resolving those issues in the organization itself); and finally, some issues just need time to resolve because of other more pressing issues which take precedence over getting those particular situations resolved.

Problem Solving

Who is Responsible?

Recognizing that issues need to be resolved

Define the process

Share the process

Delegate

If issues **do** need to be resolved then the process of solving them should be defined and shared with all those involved.

This problem solving process ends with the delegation of responsibilities into who should be doing what, even may include time frames regarding how quickly those things should be resolved.

Problem solving with this process can be done unilaterally – by one person making the statements, saying, “This is what I’m going to do regardless of what anyone else does.”

Problem Solving

Who is Responsible?

Bi-Lateral Agreement

Or they can be made bi-laterally – with two people, or a group of people each forming their own statements and then agreeing to come to some compromise which includes elements of both.

Starting Point

Where does problem solving begin?

Paul, from everything you've said up until this point, it sounds like our goal is begin problem solving, so where does a manager begin?

Starting Point

Monitor Your Own Style

- Am I respectful?
- Am I clear?
- Do I engender dialogue?
- Do I talk with my staff?
- Do I document and enforce breaches?
- Am I teaching my staff?
- Do I establish compromises?
- Do I revisit compromises and agreements?
- Do I remain focused on the mutual goals?

In order to reduce conflict and problems to provide greater productivity in the workplace, managers should begin by monitoring their own style and behaviors. They should ask themselves a series of questions, such as:

Am I respectful in all of my interactions with my colleagues, subordinates and boss?

Am I clear in my intentions (do people understand where I'm coming from)?

Am I engendering dialogue or am I only communicating my ideas to others, as well as my thoughts and perspectives without listening to them?

I should talk with my staff about how we work with one another in the context of reducing conflict and being more controlled in our confrontational situations

I should make lack of professional relationships between my staff a performance related issue and follow-up with verbal and/or written warnings when infractions occur

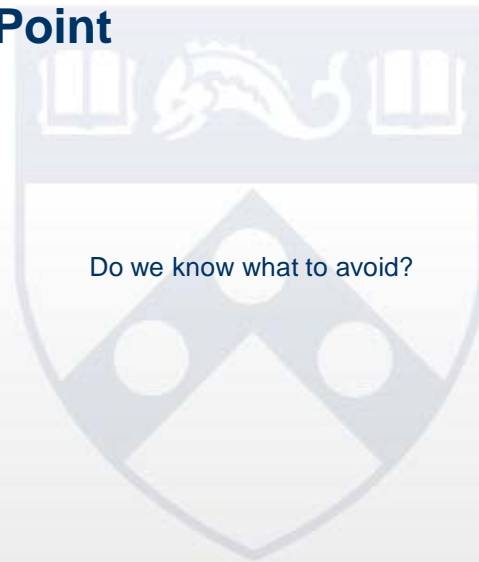
I should spend more time teaching staff members how to be more affective in dialogue and how to problem solve before dumping their problems on each other or on me

I should establish compromises when the win/win situations cannot be reached or when the compromise is the only a temporary solution

I should revisit the compromises that have already been made occasionally to see if the win/win dynamic is again possible to move beyond the compromise, to the collaborative or if both sides have kept their part of the agreement to make sure that if it is only a compromise, that it stays a compromise

I should help the staff to see the relationship between their individual goals and the mutual goals of the organization, require that we all work together in a collaborative way.

Starting Point



Do we know what to avoid?

Paul those are some really good guidelines on how we should approach a problem. Is there anything that we should consider avoiding when facing a problem?

What to Avoid

Key Things to Guard Against

- Avoid enabling
- Avoid counseling
- Avoid taking sides
- Avoid ignoring early stages
- Avoid postponing aggressive behaviors
- Avoid tolerance of dissention
- Avoid pacification or accommodation

On the opposite side, in terms of avoidance, maybe as a manager I need to guard against practicing the behaviors which will create even more new conflicts, or fuel the existing conflicts or even perpetuate the conflicts that have been left unresolved.

I also need to speak to my staff or management colleagues when they practice these behaviors which create dissention or increase conflicts in the workplace regarding how we can work better together.

Here are the things you may want to avoid:

I Do not want to enable my employees to remain in conflict by accepting their behaviors as being just part of the workplace dynamics.

I Do not want to try to counsel my employees on the personal issues that may even be creating these conflicts between them.

I Do not want to take sides in an argument without having all the facts in front of me from both sides so that I completely understand what's creating the problem.

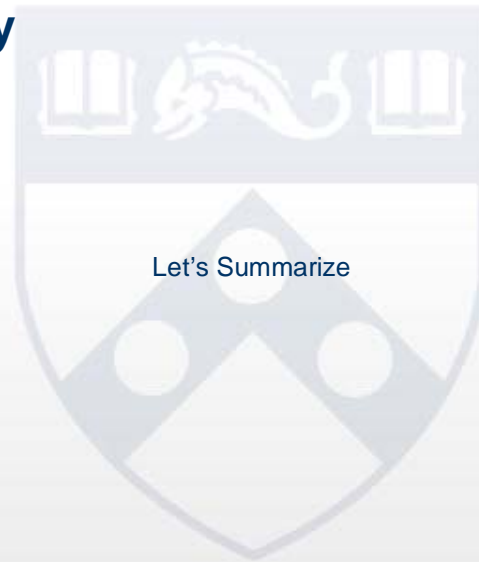
I Do not want to ignore conflict situations at their early stages (those trigger events that I need to proceed with some immediate actions).

I Do not want to postpone addressing aggressive behaviors which often lead to conflicts.

I Do not want to tolerate dissention or backbiting between or among your staff which continually creates more conflict.

I Do not try to pacify difficult employees by either accommodating or avoiding their bad behaviors.

Summary



Let's Summarize

Paul you've given us a lot of information, is there any way you could summarize this?

Conclusion

Workplace conflict impacts managers, employees and the health and productivity of the working environment.

Conflict is un-predictable but it does follow certain patterns based on the person, the environment, and the trigger events which are occurring.

Effective conflict resolution requires the use specific steps and defined goals such as early intervention, clarity of the dynamics and rules and affective dialogue to reach compromise and resolution.

Averting or defusing conflict (before it escalates) involves using the right style for the specific situation which is based on the particular individuals and their goals.

The collaborative (win/win) style is usually the most respectful and engaging and therefore often the most affective and successful in most situations.

When the collaborative style is not possible or plausible (because of the timing, the situation, or the person(s) involved) a compromise may be required.

Compromises can be established through probing questions regarding goals and the current commitment for reaching them.

Problem identification, interrogation, prioritization and ownership are all needed for complete resolution and elimination.

Personal attention to their own specific styles, agendas, and behaviors by managers is essential to eliminate management perpetuation of inappropriate workplace conflict.

Behaviors that tend to create or escalate conflict and problem situations in the workplace should be avoided or resolved as soon as possible by managers and their employees.



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These are ten suggestions for managers that we mentioned earlier (the ten tips) that we have discussed throughout this entire seminar.

Conclusion

Managers should:

Recognize workplace conflicts, assess their intensity/frequency and document their occurrences and resolutions.

Not assume they can predict all conflicts but rather be aware of employee tensions, stressful environments, and triggering events that lead to conflict.

Deal immediately with poor workplace relationships through intervention, confrontation and explanation of the expectations.

Use the tools of effective dialogue to gain compromise and conflict resolution.

Strive towards collaboration by using respect, honesty, and sincerity.

Encourage all staff to use the collaborative approach in their relationships.

Develop the ability to accept different ideas, thoughts, and perspectives.

Utilize problem solving techniques when creating or re-establishing a compromise which will lead to eventual collaboration.

Encourage their staff to be problem solvers rather than identifiers and help them take ownership for their role in solving the problems.

Be aware of their own responsibility and influence in reducing conflicts and resolving problems in the workplace.



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And finally these are ten suggestions for managers that we have discussed in this seminar through all of the advise that we have given managers regarding what they should and perhaps should not do in terms of conflict management towards peak performance



Thank you for joining us for this PENN Behavioral Health Webinar. We hope that the material presented today will assist you in handling this topic more affectively in the future. Please go back to the topic page for this Webinar to find more options and tools to assist you in more further developing your skills in this area. Also, please try other topic areas to enhance your proficiency in dealing with these behavioral health issues that are so common in the workplace.