

REHUMANIZING YOUR WORKFORCE AMID CONFLICT: REMINDERS FOR TEAM WELL-BEING

**A WEBINAR FOR SUPERVISORS FROM YOUR
EMPLOYEE ASSISTANCE PROGRAM**

September 28, 2022

INTRODUCTION

“Leaders must either invest a reasonable amount of time attending to fears and feelings or squander an unreasonable amount of time trying to manage ineffective and unproductive behavior.”

– Brene Brown

OBJECTIVES

- Define rehumanize, civility, conflict, conflict resolution, and management
- Review common types of workplace contention
- Discuss the pros and cons of conflict
- Identify conflict management styles
- Know what to do and what to avoid in handling conflict with care
- Explore ways to rehumanize employees amid conflict

POLL 1

When encountering conflict, you say to yourself:

- “Uh oh...I’m steering clear of that!”
- “Bring it on! What can I do to ease the tension?”
- “I wonder what is going on.”
- “Can’t we all just get along?”

POLL 2

When you think of civility, what comes to mind?

- Respect
- Acknowledgement of another person's point of view
- Politeness
- Something else
- What's civility?

DEFINING KEY TERMS

Rehumanize: To restore human qualities to someone or something; to see an individual in a multifaceted way¹

Civility: Claiming and caring about one's identity, needs, and beliefs without degrading someone else's in the process²

Conflict: Competitive or opposing action of incompatible ideas, interests, or persons¹

Conflict resolution: The informal or formal process to find a peaceful solution to a dispute³

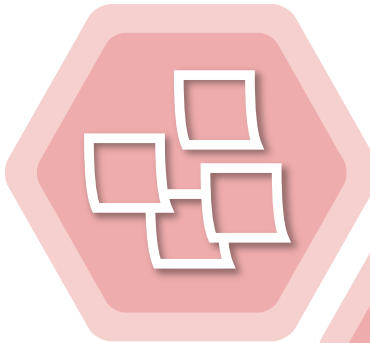
Conflict management: The method of handling conflict to allow individuals to continue working together in the face of conflict⁴

SECTION 1

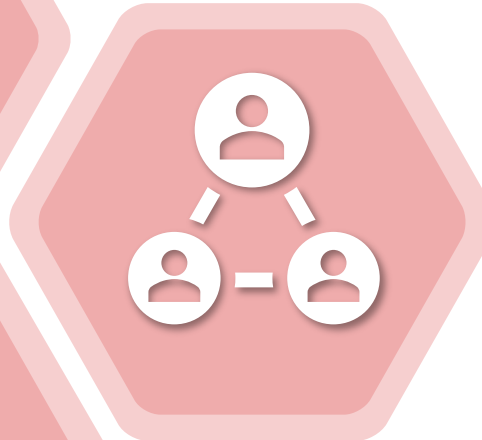
TYPES OF WORKPLACE CONFLICT

TYPES OF CONFLICT

Task-based



Relational



Value-based

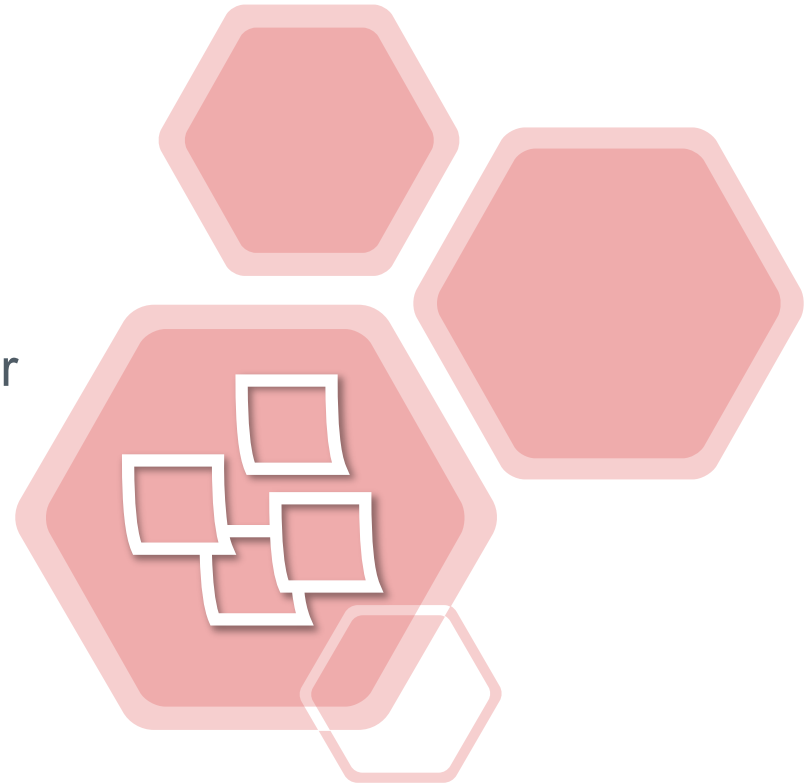


TYPES OF CONFLICT

Task-based

Stems from a tangible issue or concern related to workload, deliverables, and/or expectations

- **Pros:** Easiest to resolve; can foster new ideas, improve problem solving, and/or result in new or updated processes
- **Con:** If not monitored, can affect working relationships and lead to disengagement, resentment, and productivity loss

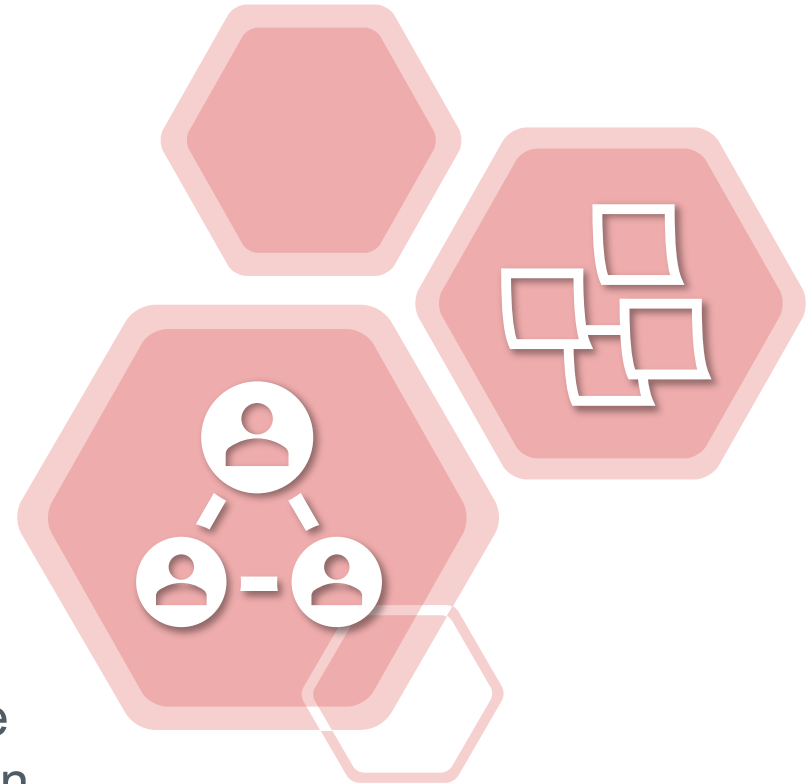


TYPES OF CONFLICT

Relational

Brought about by differences in personalities and communication styles

- **Pros:** Can open the door to new, different perspectives; aids in problem solving
- **Cons:** Not everyone wants or is willing to see another side of a situation; remote workers are more likely to misinterpret communication



TYPES OF CONFLICT

Value-based

Sparked by differences in work ethic and/or personal values

- **Pro:** Increased communication and cooperation while completing projects
- **Con:** When parties cannot see each other's point of view in order to reach a resolution



SECTION 2

THE PROS AND CONS OF CONFLICT

THE CONS OF CONFLICT

2.5
WEEKS

Lost productivity
each year

2.8
HOURS

Dealing with
conflict every week



Contemplated leaving
their job due to stress
over conflict

39%

Felt offended by
emails, text
messages or
comments during
video conferences

80%

Performance and
commitment to the
organization declined

66%

Lost work time
avoiding person
responsible for the
behavior

63%

Lost work time
worrying about a
conflict incident

80%

THE PROS OF CONFLICT

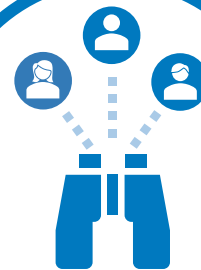
Improved communication



Increased problem solving



Learn different perspectives



SECTION 3

CONFLICT RESPONSE STYLES

AVOIDING

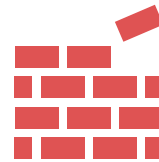
Dislikes conflict.

May be passive, look the other way, or leave the situation entirely.



Advantage

Can be a successful short-term solution, especially when you need to gather more information or emotions are high.



Disadvantage

May not fully address problem long-term.

COMPETING

Pursues own interests without regard for making a team decision.



Advantage

Can be effective when a decision needs to be made quickly.



Disadvantage

May result in people feeling unsatisfied if it's overused or used in less urgent situations.

ACCOMMODATING

Agrees/acquiesces to avoid further conflict.

Routinely puts others' needs ahead of their own.



Advantage

Can be useful when you need to reach a quick and peaceful resolution.



Disadvantage

May delay the conflict; conflict will likely reappear because a resolution that meets both parties' needs has not been achieved.

COMPROMISING

Seeks solutions where both sides generally get what they want.



Advantage

Can be a successful form of resolution when the cost of conflict is higher than the cost of losing ground.



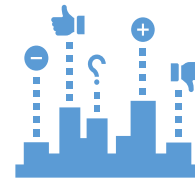
Disadvantage

The solution may not feel equitable to both sides because each one gives up something to meet halfway.

COLLABORATING

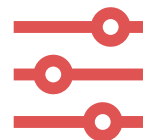
Seeks solutions where all parties get what they want.

Most effective method for conflict resolution and management.



Advantage

Especially useful when there's a need to bring together multiple viewpoints to get a resolution, or there's a history of conflict.



Disadvantage

Some degree of compromise and/or accommodation is often required to achieve collaboration.

POLL 3

Which of the five styles do you tend to use the most?

- Avoiding
- Competing
- Accommodating
- Compromising
- Collaborative

SECTION 4

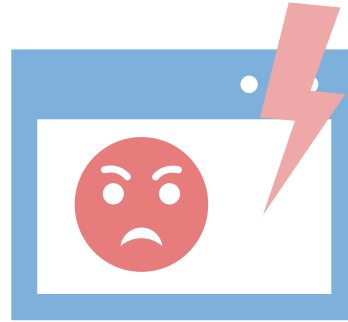
HANDLE CONFLICT WITH CARE

Dos and Don'ts

WHAT TO AVOID



Assuming



Responding when emotions are high



Placing blame



Using “but”

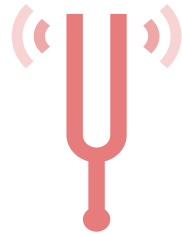


Emailing/messaging about high-stakes conversations

WHAT TO DO



Communicate early and often



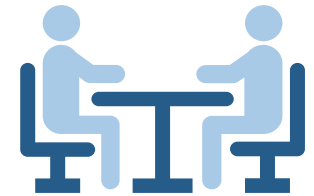
Set the tone



Seek to understand



Listen without interrupting



Keep conversations respectful



Discuss issues one at a time



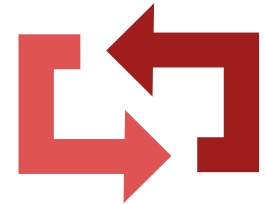
Be clear, concrete, and specific



Focus on what *can* be changed



Take responsibility by using "I" statements



shared framework of civility

SECTION 5

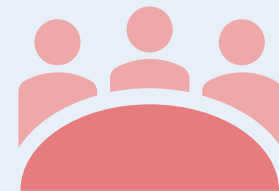
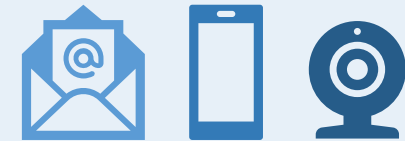
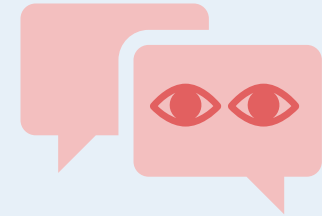
REHUMANIZING WORKPLACE CONFLICT

“As a leader you set the tone for your entire team.”

– Colin Powell

FOSTER CIVILITY

- Awareness of what is required/expected in the workplace
- Self-awareness of how we communicate and behave
- Model effective communication and behavior
- Collaborating with peers/management to promote respect

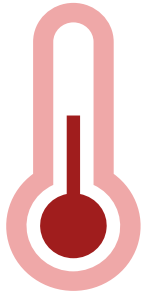


BEHAVE RESPECTFULLY

Bryan Cave's **Code of Civility**

- We greet and acknowledge each other
- We say please and thank you
- We treat each other equally, with respect, no matter the conditions
- We acknowledge the impact of our behavior on others
- We welcome feedback from each other
- We are approachable
- We are direct, sensitive, and honest
- We acknowledge the contributions of others
- We respect each other's time commitments
- We address incivility

INTERACT OBJECTIVELY



Be the thermostat, not the thermometer

A thermostat assesses,
while a thermometer plunges
in to get the temperature



Keep a curious stance vs. being defensive

Instead of being reactive, set
the temperature for others



Acknowledge strengths

See the assets and
strengths in yourself and
your employees



Practice self- awareness

Give yourself credit and have
compassion for yourself and
others

ARRIVE AT SOLUTIONS TOGETHER

- Investigate the situation
- Find a safe and private place to talk
- Clarify the source of conflict
- Listen actively and let everyone have their say
- Ask everyone what they'd like to see as the outcome
- Determine ways, compromises, to meet the common goal
- Agree on the best solution and each party's responsibility in the resolution
- Evaluate progress and decide preventative strategies for the future
- Know when to take control and reschedule if emotions run high



REACH OUT FOR RESOLUTION SUPPORT



Agency policies

Equal Employment Opportunity process

Human Resources /
Labor and Employee Relations

Union

Agency training and materials

Mentor

Employee Assistance Program

SUMMARY



RESOURCES

Books

- ***Mastering Civility: A Manifesto for the Workplace***
 - C. Porath, 2016
- ***The Power of One: Leading with Civility, Candor, and Courage***
 - N. Bowman, 2022
- ***Choosing Courage: The Everyday Guide to Being Brave at Work***
 - J. Detert, 2021

Assessment

- Workplace Civility Self-Assessment
 - christineporath.com/assess-yourself

Online Article

- The Price of Incivility in the Workplace
 - corporater.com/resources/the-price-of-incivility-in-the-workplace

Podcast Episodes

- Leaders of Transformation
 - [Episode 408](#): Resolving Workplace Conflict with Jeremy Pollack
- At the Table with Patrick Lencioni
 - [Episode 3](#): The Upside of Conflict

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