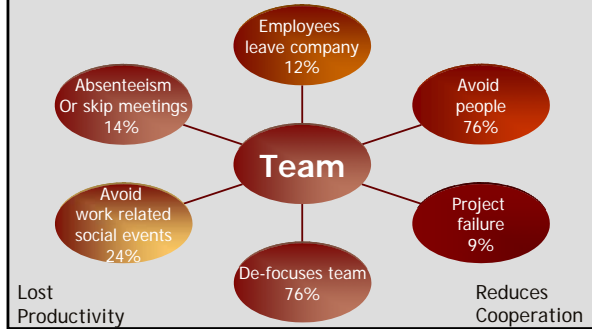




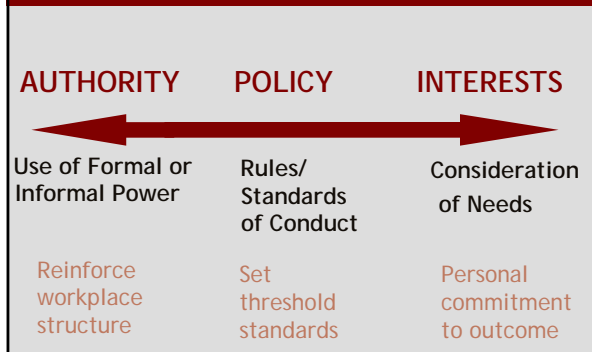




Impact of Conflict in the Workplace



Conflict Resolution: A Continuum



The Iceberg: Looking Below the Surface





**STAGE I:
HOLD
PRIVATE
MEETINGS**

**STAGE IV:
FACILITATE
PROBLEM
SOLVING**

**STAGE II:
DEVELOP
ISSUE LIST**

**STAGE III:
CONDUCT
JOINT
MEETING**



Stage I: Hold Private Meetings

Goals:

Gather enough information to identify concerns
Prepare employees for joint session

Tasks:

- Clarify purpose
- Clarify manager's interests
- Hear perspectives

Techniques:

- Non-escalating language
- Questions
- Effective listening

Stage I: Hold Private Meetings

How should the manager open the private meeting?

- ✓ Welcome
- ✓ Acknowledge work
- ✓ Clarify purpose of meeting
- ✓ Confidentiality and exceptions
- ✓ Policy issues
- ✓ Explain how process will work
- ✓ Ground rules
- ✓ State your interests as manager

Stage I: Hold Private Meetings Techniques

Non-Escalating
Language

¿ Questions?

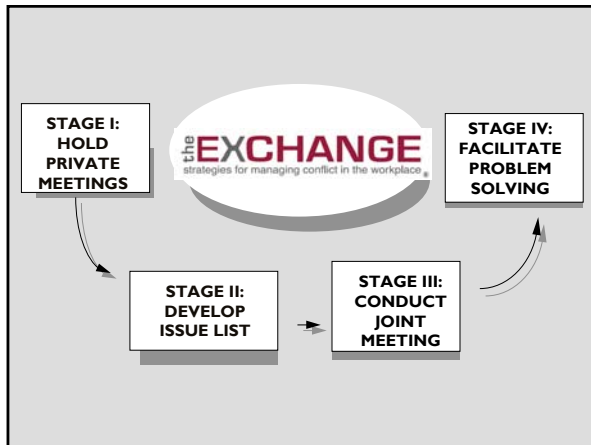
Effective Listening

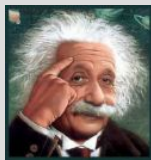
- Demonstrate understanding
- Acknowledge impact of situation on person
- Identify interests

Stage I: Hold Private Meetings

How should the manager close the meeting?

- ✓ Ask that they consider the other person's interests
- ✓ Reiterate the manager's interests
- ✓ Reinforce goal to find a solution
- ✓ Homework:
Think of possible solutions that meet everyone's interests





We can't solve problems by using the same kind of thinking that we used when we created them.

- Albert Einstein
