

OKLAHOMA ETHICS CONSORTIUM
August 11, 2010



**CONFLICT, ETHICS AND
R-E-S-P-E-C-T:**
How to disagree without being disagreeable

SESSION OBJECTIVES

As a result of attending this session, participants will be able to:

- Review the effects, complications and costs of unresolved conflict
- Examine conflict from a business perspective
- Develop effective strategies for resolving conflict



GROUP EXERCISE

- › Consider a recent workplace conflict
- › Make notes about the conflict
 - › Who was involved
 - › What were the issues
 - › Was it resolved? If so, how; if not, why?



MYTHS ABOUT WORKPLACE CONFLICT



- › Conflict is simply the “cost of doing business”
- › There is nothing organizational management can do to prevent conflict
- › There is no ROI in conflict prevention
- › All conflicts are caused by “bad” employees



THE “ANATOMY” OF WORKPLACE CONFLICT

- › Conflict is a condition that occurs between people who:
 - › Are task interdependent
 - › Feel and may express emotions
 - › Find fault with one another
 - › Use behaviors that cause a business problem



THE “ANATOMY” OF WORKPLACE CONFLICT

- › Reflex of flight responses:
 - › Avoid
 - › Withdraw
 - › Withhold information
 - › Do not return messages
 - › “Silent treatment”



THE "ANATOMY" OF WORKPLACE CONFLICT

- › Reflex of fight responses:
- › Threaten
- › Pre-empt
- › Get others to take sides
- › Shout
- › Hostile gestures



THE EFFECT OF WORKPLACE CONFLICT



Workplace conflict is NOT a
cost of doing business

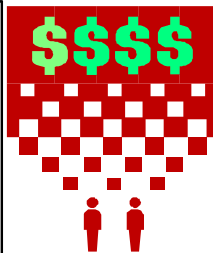
Unresolved conflict accounts
for approximately 65% of
voluntary turnover in
organizations

Workplace conflict is costly



THE COST OF CONFLICT

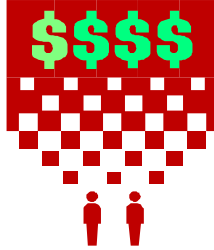
- › WASTED TIME
- › TURNOVER
- › RESTRUCTURING
- › SABOTAGE
- › LOWERED JOB
MOTIVATION
- › ABSENTEEISM
- › HEALTH COSTS



CALCULATING THE COST OF CONFLICT

You supervise five employees:
Jessica, Tom, Tanya,
Carrie, Seth
Each employee performs the
same customer service duties.

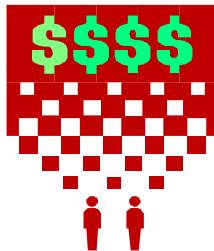
Each of them is paid \$10.00 per
hour.



CALCULATING THE COST OF CONFLICT

Jessica and Carrie are
continually in conflict, which
affects customer service.

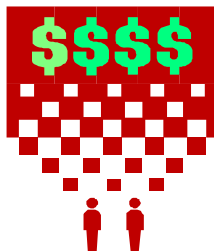
One of 10 customers has
complained about Jessica and
Carrie during the last week.



CALCULATING THE COST OF CONFLICT

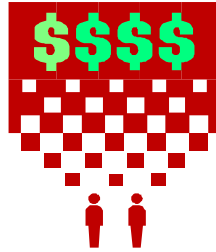
Seth's predecessor, Elijah,
left his job because he was
frustrated with the
unresolved conflict.

Tanya calls in sick about
once a week with migraine
headaches.



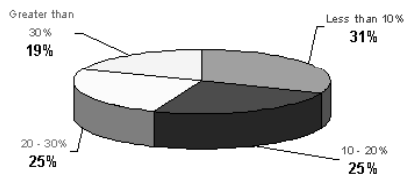
CALCULATING THE COST OF CONFLICT

You want to propose conflict resolution training for the organization, and you want to begin with progressive discipline for Jessica and Carrie. To justify these actions, you have decided to calculate the cost of this conflict.



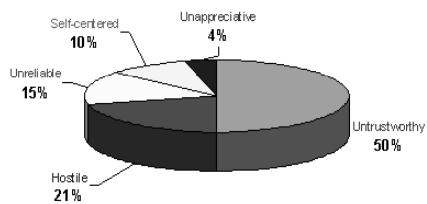
CONFLICT AT WORK

Percentage of Time at Work Spent Dealing With Conflict



CONFLICT AT WORK

Behaviors That Most Trigger Conflict



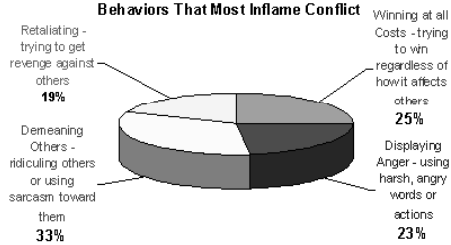
CONFLICT AT WORK

Most Effective Behavior in Helping to Resolve Conflict



CONFLICT AT WORK

Behaviors That Most Inflammate Conflict




CONFLICT PRINCIPLES AND STRATEGIES




**CONFLICT RESOLUTION
PRINCIPLES**

- › We react to the negative
- › We respond to the positive
- › We cannot control anyone except ourselves




**CONFLICT RESOLUTION
PRINCIPLES**

- › We can control our body language, posture, verbal language and response
- › Feelings will generally get in the way of facts



**CONFLICT RESOLUTION
PRINCIPLES**

- › We escalate conflict by using “trigger language”
- › Negative
- › Accusatory
- › Blames others



CONFLICT RESOLUTION STRATEGIES

Consider the “other”

Use principles of detached engagement

Rephrase “trigger” language



CONSIDER THE “OTHER”

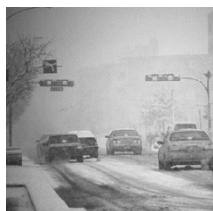
WHAT IS THE OTHER'S:

Knowledge about the issues
Expectations and preferences; feelings
Level of interest
Likely bias or persuasion
Desired action



CONSIDER THE “OTHER”

- › Establish realistic expectations
- › Show empathy
- › Allow time to vent
- › Stay objective
- › Demonstrate you are listening



USE PRINCIPLES OF DETACHED ENGAGEMENT

Detached engagement is the ability to separate negative emotions from an issue

- *Based on concept that we respond to the positive and react to the negative*
- *Acknowledges that we cannot control others, only ourselves*



“REFRAMING”

- **Avoid statements that:**
 - **Blame**
 - **Use only absolute language**
 - **Have negative language**



EXERCISE: REFRAMING “TRIGGER LANGUAGE”



REFRAMING TRIGGER LANGUAGE

- ›If you had told me sooner...
- ›You're not listening to me!
- ›You're not making any sense.
- ›It's not my fault!
- ›There's no way I can get that for you with my work schedule.

GROUP EXERCISE

Review workplace conflict discussed at beginning of session

What might you have done differently based on today's session?



R - E - S - P - E - C - T

RESPECT
EVERYONE
SINCERELY TO
PREVENT
EMERGING
CONFLICT AND
TRAUMA