

2016 BRINGING ADMINISTRATORS TOGETHER CONFERENCE

Conflict in the Workplace

April 14, 2016

UIC UNIVERSITY OF ILLINOIS
AT CHICAGO

UIC

Lincoln Hall

707 South Morgan Street

Workshop Presenter

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Please...

- Turn off cell phones.
- Sign the attendance roster.
- Avoid side conversations.
- Hold questions until the end.
- Complete the evaluation at the end of the workshop.

Workshop Objectives

- Identify and explore sources of conflict
- Identify conflict styles
- Learn practical tips and techniques for managing conflict

Presentation Agenda

- Workplace Conflict Defined
- Sources of Conflict
- Affect of Conflict
- Conflict Styles
- Tips and Techniques for Resolving Conflict
- Dispute Resolution Services at UIC

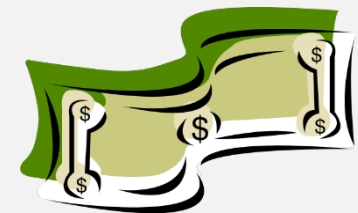
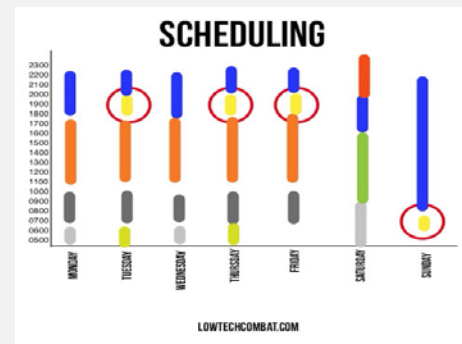
CONFLICT IS...



- A sharp disagreement or struggle between at least two independent parties who perceive opposing goals, interests or ideas.
- Any type of conflict in the workplace which usually occurs between co-workers or managers.
- Conflict can be as small as a disagreement or as large as a war!
- A normal and natural part of any workplace.

SOURCES OF CONFLICT

- Differing values
- Personality clashes/ego
- Performance
- Scheduling
- Differing expectations
- Ineffective leadership
- Cultural differences
- Financial objectives
- Generational tensions
- Stress



THE #1 SOURCE OF CONFLICT

COMMUNICATION

- Ineffective
- Too much
- Too little
- Lack of
- Inappropriate

AFFECT OF WORKPLACE CONFLICT

- Low productivity
- Low employee morale
- Lack of concentration or desire to produce quality work
 - Loss of skilled employees
 - Lost work time
 - Increased health care cost
 - Sabotage/Theft/Damage
- The cost of losing and replacing an employee can be as high as 150% of a departing employee's annual salary.*

* *The Cost of Employee Turnover* - <http://www.zenworkplace.com/insights/>

THE FIVE CONFLICT STYLES

1. Competing – assertive and uncooperative = Win/Lose
2. Accommodating – unassertive and cooperative = Lose/Win
3. Avoiding – unassertive and uncooperative = Lose/Lose
4. Compromising – seeks partial satisfaction for both parties
=Win/Lose-Win/Lose
5. Collaborating – is both assertive and cooperative = Win/Win

** From Thomas-Kilmann Conflict Mode Instrument*

EFFECTIVE COMMUNICATION TECHNIQUES

Practical tips and techniques for communicating when conflict occurs.



“A-E-I-O-U” COMMUNICATION MODEL

- A – ASSUME the other person means well
- E – EXPRESS your feelings
- I – IDENTIFY the desired outcome
- O – State the OUTCOME you expect
- U – Ask for UNDERSTANDING

ACTIVE LISTENING SKILLS

- *Know your Listeners*
- *Start with Agreement*
- *Ask Probing Questions*
- *Be Respectful*
- *Be Fair*
- *Be Aware of Body Language*

One of the most **sincere**
forms of *respect* is
actually listening to
what **another** has to say.

Bryant H. McGill



Pay attention



Look at who is
talking



Do not talk

ACTIVE LISTENING



Ask questions



Follow
directions



Visualise what
is being said

@rlj1981

APPROACHES TO CONFLICT

- Self-analyze to clarify critical issues, people and sources of conflict.
- Plan your approach by considering patterns of the opposing party.
- Prepare yourself to problem solve/alter the approach.
- Implement your approach.

Positive Consequences of Conflict

- Opens up discussion and encourages dialogue
- Fosters innovation, invites creativity, and results in positive change
- Improved solutions to problems
- Increases individual involvement and interests and better understanding of one another



Dispute Resolution Services (DRS)

DRS provides confidential consultation, facilitation and mediation services to faculty, staff, and students with non-peer concerns.

- Consultation = Private and off-the-record conversations to explore individuals concerns and identify potential courses of action.
- Facilitation = Assistance in reaching and sustaining mutually agreeable solutions to campus problems.
- Mediation = Mediation services are provided by trained objective mediators and are available if voluntarily elected by the parties to a dispute.



Additional DRS Services

Internal Consulting

- *“How to Create a More Engaging Environment”*
- *“Appreciative Inquiry – Envisioning Summit”*



Workshop Summary

- Know that conflicts are inevitable
- Seek to address conflict quickly
- Identify the source of the conflict
- Actively listen to other party/ies
- Determine approach to resolve conflict
- Seek assistance from DRS

Questions / Concerns?