

DO-IT-YOURSELF CONFLICT RESOLUTION

how to approach conflict positively and make it a constructive experience

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BAHD Behaviours

The following behaviours are not just toxic in the workplace, they can come with serious legal consequences.

- Bullying
- Abuse
- Harassment
- Discrimination



What is constructive conflict?

- identify a larger or underlying problem
- increases transparency
- clarify or improve policies and procedures
- lead to transformation and social change

How do we benefit from conflict resolution?

- help people be heard
- facilitate emotional processing
- shifts perspective
- we take ownership of our role
- increases a sense of safety and a willingness to address issues
- strengthens organizational culture

From argument to opportunity...



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Learning Objectives

Neuroscience

How does our brain respond in conflict?

Perceptions

How can we work with what we find challenging in conversations?

Behaviours

How can we maximize our constructive responses in conflict?

Support

How can managers use mediation to manage conflict?
How can psychological health and safety help us prevent conflict?

ABOUT ME



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Improving
workplace mental health
through conflict resolution.

Conflict Coaching
Mediation
Psychological Health &
Safety

YOUR BRAIN ON CONFLICT

Amygdala

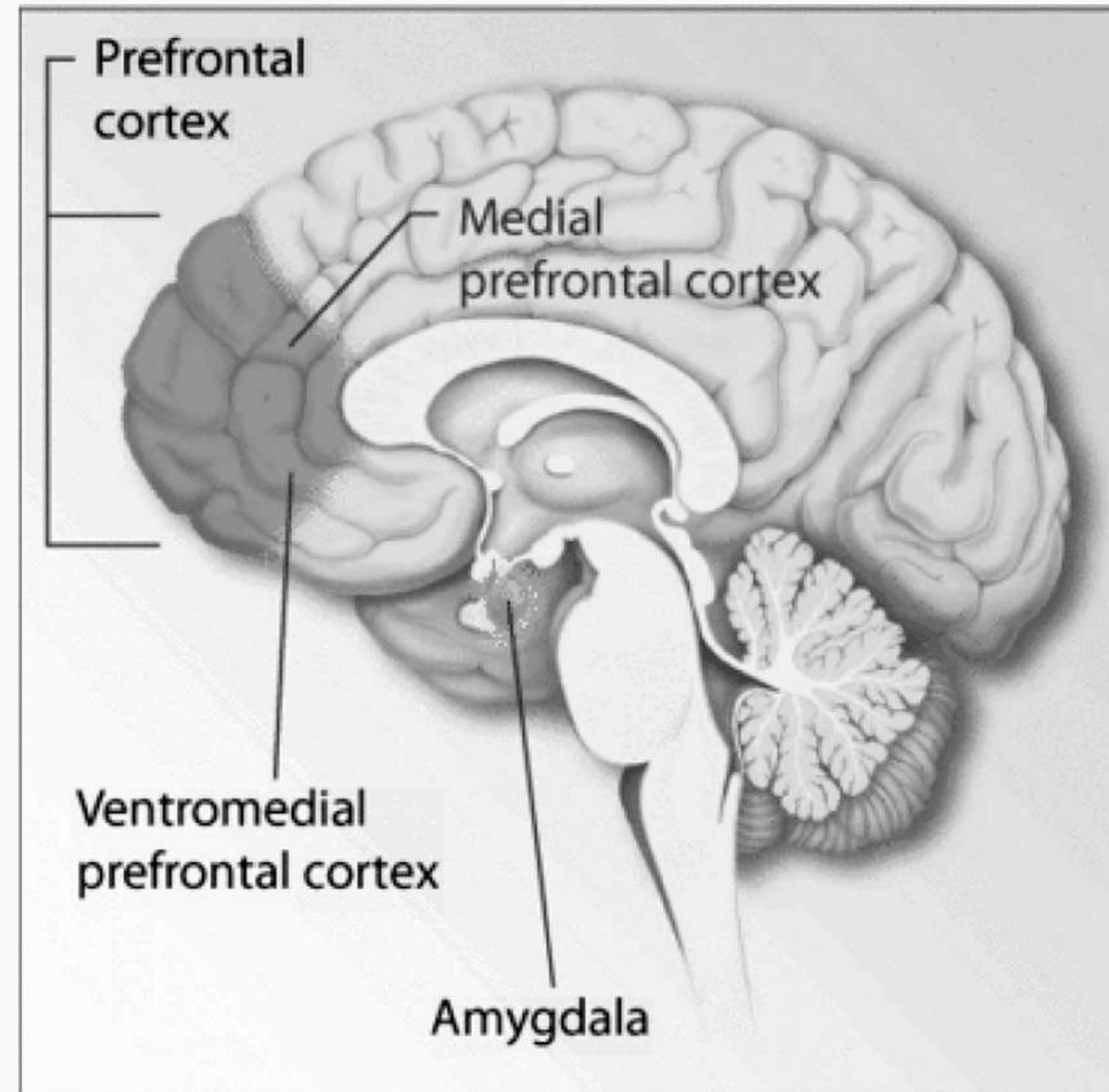
Your brain's "smoke detector" - it detects fear and prepares our emergency response

Hippocampus

Where your brain stores and retrieves memories that you have to consciously work to remember and it processes sets of information to provide more context

Prefrontal Cortex

Your brain's "command centre" - involved with thinking, planning, and choosing responses





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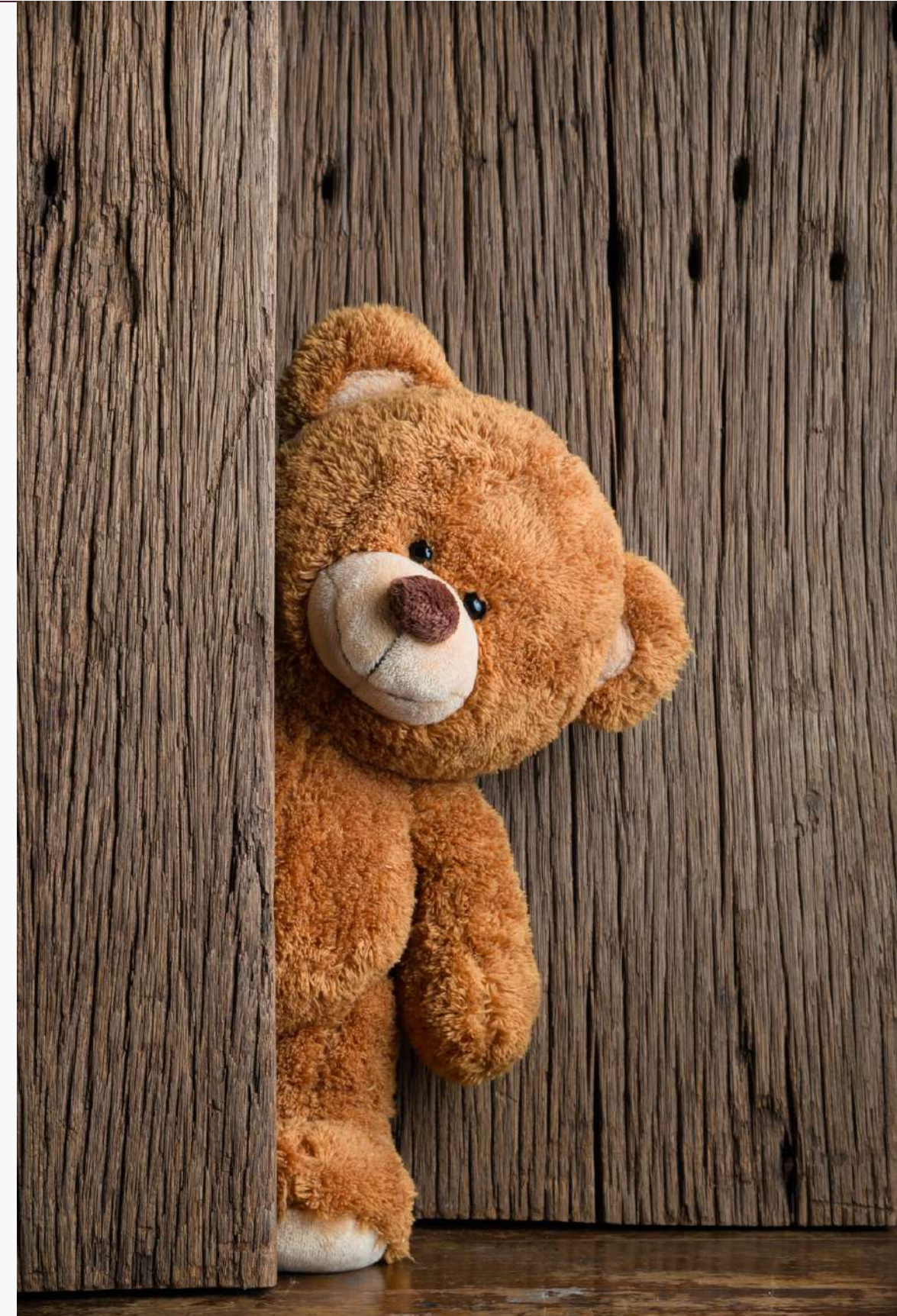
**"Emotions change
how we see the world
and how we interpret
the actions of others."**

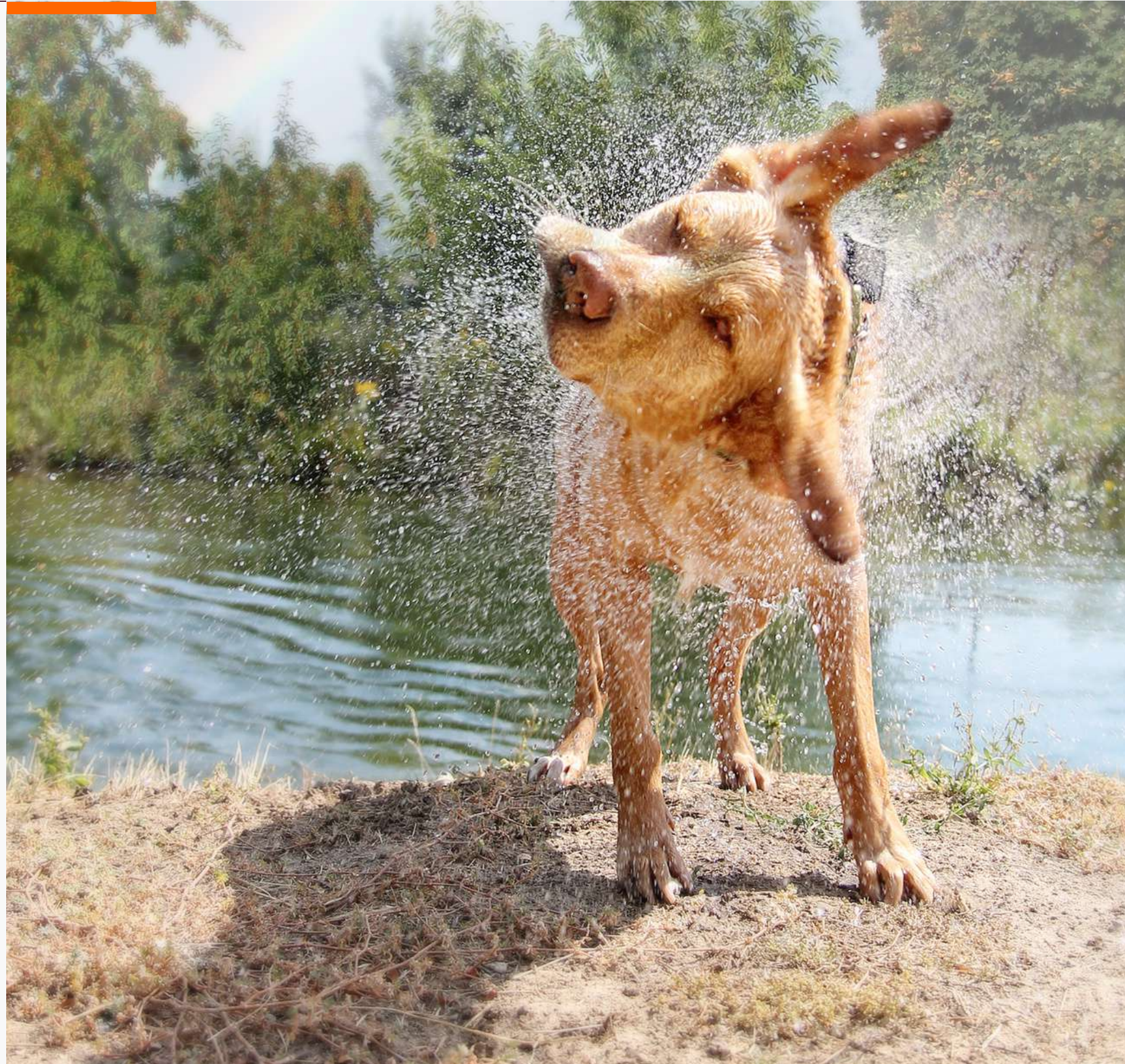
- Paul Ekman

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CALM YOUR NERVOUS SYSTEM

- slow down your breath
- release tension in the body
- journaling/writing out what you're experiencing
- reach out for social support
- share the emotion you're experiencing





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6 CHALLENGES OF DIFFICULT CONVERSATIONS

6 CHALLENGES - PART 1



Stone, D., Patton, B., & Heen, S. (2000). *Difficult conversations: How to discuss what matters most*. New York, N.Y: Penguin Books.

01.

WHAT HAPPENED

Each person's version of events

02.

OUR IDENTITY/VALUES

Our sense of self is called into question

03.

EMOTIONS

How present are they in the conflict

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6 CHALLENGES - PART 2

04.

ASSUMPTIONS/ EXPECTATIONS

What we think is or should be going on

05.

WHAT LIES BENEATH

The real conflict under the surface issue

06.

PROCESS ISSUES

How to undertake the conversation

SUGGESTIONS



- Tell the story from their perspective
- Assume positive intent
- Don't label the person
- Explore other reasons for the behaviour
- Find your contribution to the problem

BEHAVIOURS IN WORKPLACE CONFLICT



ACTIVE CONSTRUCTIVE RESPONSES

01.

PERSPECTIVE TAKING

What's their point of view?

02.

CREATING SOLUTIONS

Brainstorming together

03.

EXPRESSING EMOTIONS

Openly and honestly

04.

REACHING OUT

Trying to move things forward

PASSIVE CONSTRUCTIVE RESPONSES

05.

REFLECTIVE THINKING

Analyzing the situation first

06.

DELAYING RESPONDING

Waiting until things have settled down

07.

ADAPTING

Staying flexible and optimistic



ACTIVE DESTRUCTIVE RESPONSES

01.

WINNING AT ALL COSTS

No interest in the other side

02.

DISPLAYING ANGER

Shouting match, harsh words

03.

DEMEANING OTHERS

Eye rolling, sarcastic comments

04.

RETALIATING

Trying to get even



PASSIVE DESTRUCTIVE RESPONSES

05.

AVOIDING

Acting distant, deliberately ignoring

06.

YIELDING

Letting them have their way

07.

HIDING EMOTIONS

Not showing your true feelings

08.

SELF-CRITICIZING

Negatively replaying it over in your head

HOT BUTTONS

UNRELIABLE

**OVERLY-
ANALYTICAL**

UNAPPRECIATIVE

ALOOF

**MICRO-
MANAGING**

SELF-CENTERED

ABRASIVE

UNTRUSTWORTHY

HOSTILE



**What should
you work on?**

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MEDIATION SKILLS FOR MANAGERS

"Anyone dealing with other people should have mediation training."

WHAT DOES A MEDIATOR DO?

FACILITATION

- Active listening
- Asking questions to further understanding
- Not finding fault or making a decision
- Moving the process forward towards a mutually acceptable resolution



THE MEDIATION PROCESS

SET THE TABLE



Explaining the process and setting the ground rules

TELL THE STORY



Each side shares their perspective of what happened

INTERESTS



What needs are they trying to get met

ISSUES



What's stopping them from moving forward

BRAINSTORMING



What will satisfy the interests of both sides

CLOSURE



What can both sides agree to

WHEN SHOULD YOU INVOLVE AN OUTSIDE PROFESSIONAL

When the situation is

- significantly escalated
- affecting other employees
- creating a toxic culture
- requires an investigation or legal recourse

Or personally,

- you feel like it is beyond your capability
- you may struggle to be omni-partial
- you need someone outside the organization that employees feel comfortable talking to
- you need legal advice

PSYCHOLOGICAL HEALTH & SAFETY

Promoting psychological well-being and actively working to prevent harm to psychological health including through negligent, reckless, or intentional ways.

**- The National Standard of Canada for
Psychological Health and Safety in the Workplace**

PSYCHOLOGICAL FACTORS

THE WAY WORK IS DONE

These include processes, deadlines, the amount of work to be done

THE CONTEXT IN WHICH WORK IS DONE

This includes daily interactions and reporting relationships

There are 13 psychological factors that are considered potential risks and can impact how employees respond psychologically in the workplace.

Assessing and implementing these factors can help minimize conflict in your organization.



THE 13 FACTORS

- Psychological Support
- Organizational Culture
- Clear Leadership and Expectations
- Civility and Respect
- Psychological Job Demands
- Growth and Development
- Recognition and Reward
- Involvement and Influence
- Workload Management
- Engagement
- Work/Life Balance
- Psychological Protection
- Protection of Physical Safety

*We can have fierce
disagreements and yet
recognize each other's
common humanity*

— Barack Obama



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THANK YOU

Q & A



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CHARITYVILLAGE WEBINARS

- [Addressing Psychological Health and Safety in the Nonprofit Workplace](#)
- [Psychological Health & Safety from the Ground Up](#)
- [Accommodation](#)
- [Workplace Conflict](#)
- [Got Questions About Ontario's New Harassment Legislation \(Bill 132\)](#)
- [Five Things You Need to Know About Harassment Investigations](#)

WEBSITES

- [Great West Life - Workplace Strategies for Mental Health](#)
- [National Standard - Download](#)
 - [13 Factors - MHCC](#)
- [Mental Health First Aid](#)
- [Respect in the Workplace](#)
- [Cinergy Coaching - Cinnie Noble](#)
- [Stitt Feld Handy Group](#)
- [Workplace Fairness Institute](#)
- [Center for Nonviolent Communication - Feelings Inventory](#)
- [NovelHR Resource Guide](#)

RESOURCES