

Staff Recruitment and Retention Community of Practice #2

*Resolving Employee Conflict Within Your
Organization*

Presented by The MayaTech Corporation
in conjunction with

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Leadership and Why Conflict Resolutions are Important

- To succeed you need to be able to productively resolve conflict
- If conflict is not dealt with, what happens?
- Recognize it, address it and manage it

Learning Objectives

- Learn the causes of conflict
- Learn the reasons it is important to resolve the conflict
- Learn the methods that you may use to resolve
- Learn the resolution process for conflict
- Learn how to hold a meeting with the involved parties

What Causes Conflict?

- Individuals that have a disagreement
- Communication styles
- No respect for the other team member or members
- Stressful situations while in clinic

Importance of Managing Conflict



What Happens if You Don't Address Conflict?

- Can lead to aggressive situations
- There can be legal implications for not taking action
- Employees will leave because of unresolved conflict

Conflict – Where is it?

- Conflict hides itself within your organization
- Conflict at times is necessary
- Conflict can be between any employees regardless of position
- Many conflicts, if not addressed, will grow like a cancer in your organization

How do you “look” for Conflict?

- Are people truly working together or in a few silos?
- Has absenteeism gone up in the team?
- Are emails between individuals respectful?
- Is someone complaining?
- What is the grapevine telling you?

How do you “look” for Conflict? (cont.)

- Review your employee satisfaction results?
- Is someone by passing the chain of command to get what they need?
- Are your teams accomplishing there tasks and goals?
- Is someone feeling as though they are bullied?

Managing Conflict

Somehow you hear about the conflict:

- Someone comes to you and complains, but usually they don't want you to do anything
- Another co-worker complains because someone isn't pulling their weight, but they don't want to get anyone in trouble

When conflict arises it can look like...

- A supervisor calls in exasperation because they just don't know what to do
- Someone over hears a heated argument and calls to let you know
- You hear about it through the grapevine – always pay attention to the grapevine

Step 1: Listen

- Remain Calm and Objective
- Usually a decision doesn't need to be immediate which gives you time to gather all facts
- Speak to the parties involved first, then others if necessary
- Ask clarifying questions, as needed

Step 2: Clarify

- Once you have listened to both parties it is time to clarify exactly what the conflict is about
- When you speak to them be sure to not import your own biases into the situation
- Use active listening skills to make sure they know you understand and hear how they are feeling
- Find out what their goal is and if they have any ideas of how to resolve

Step 3: Establish a Goal

- With all parties determine what the goal is moving forward
- Determine what barriers there are to reaching the goal
- Brainstorm ideas for resolution, not necessarily with the parties – they don't have complete control over the outcome
- The patient or the organization needs come first – in most situations

Step 4: Acknowledgment

- What does the future “look like” how will the parties interact
- Put agreements in place – verbal or written
- The parties must own their portion of steps moving forward
- Discuss what the next steps are if resolution is not affective

Getting Ready to meet with the Employees

- Identify where you are going to meet with the employee or employees
- Usually pick somewhere neutral, or pick a office that projects authority
- Make sure you have more time then you have allotted
- At their clinic site may or may not be a good idea

Getting Ready to meet with the Employees (cont.)

- Who is going to be at the meeting
 - Someone to direct the meeting
 - Someone to take notes of the meeting
- Schedule the meeting – don't just show up or call them in without prior notice as this can create a lot of emotion
- When scheduling the meeting, be sure to tell the individuals why you would like to meet with them and realize this may create anxiety on their part but reassure them you just want to speak to them

Environment of the Meeting

- Have a draft set of questions ready – who, what, why, where, how and when is a good place to start
- Decide where you are going to sit
 - Next to someone is more conducive to a discussion
 - Sitting across a desk from someone is more authoritative or at the head of the table

Scheduling the Meeting

- Don't make an emergency out of the situation unless it truly is one
- Be respectful that they are seeing patients or supporting patients being seen
- Be respectful of their schedules, yet make sure they know that this meeting is a priority and is important

At the Start of the Meeting

- Talk to each party separately
- Greet and shake each person's hand
- Discuss why the meeting is necessary
 - To get their side of the story – people like to be heard
- Be open and honest with each person

During the Meeting

- Inform them that there can be **No Retaliation** for talking to you and discuss what this would “look like”
- Discuss the need for confidentiality on their part so you can really look into the situation objectively and fairly
- Discuss why you are not necessarily going to keep this confidential – “need to know”

Mediating during the Meeting

- Set your ground rules
- Set your goals of the meeting – both are valued members of the team and the goal is to have a productive team environment where patients are cared for
- **Use active listening skills** so you know you have comprehended the problem between the parties

Mediating during the Meeting (cont.)

- Focus on behavior
- If the situation presents itself during the initial meeting, let them know what needs to change to move forward
- Be sure to let them know if they can't work it out with you – then that will force you to make a decision

Findings

- Don't let your personal values influence your decision, but allow the organization's values influence the outcome
- Make the decision based upon what is best for the organization not for each individual
- Inform both parties of decision

Moving Forward

- Monitor the situation
- Check in with the parties as often as you committed to
- Openly discuss with them what is working and what is not
- If the situation is not resolving, you may want to consider mediation

Review: What to do when you have conflict

- Recognize
- Respond
- Address
- Decision making time
- Continue to monitor

Recognizing Conflict

- Pay attention to what others are saying
- How are people behaving
- Look for disrespect between people
- Pay close attention to the grape vine

Responding to Conflict

Do NOT
ignore it

Respond
timely

Address – using the steps 1-4

Step 1: Talk to all the parties involved

Step 2: Remain objective

Step 3: Focus on behavior and actions, not the person

Step 4: Remember your goal – the Patients, Organization or a Team

Points to Consider

- Set the tone of the meeting
- Clearly set expectations of all parties in the beginning
- Listen, Listen, Listen
- Don't promise anything is confidential

Points to Consider (cont.)

- Be prepared for the meeting
- Have questions written down
- Hear their side of the story first
- Ask clarifying questions

Concerns to Address

- Identify where the disagreements are
- Identify where they agree – this might be more important
- Inform everyone that a decision will be made
- Meet with each person to discuss findings

Decision Time

A decision is necessary



Monitoring the Conflict

- Do what you say
- Follow up with both parties on a regular basis

Review of Today's objectives

- What are the causes of conflict?
- Why is it important to resolve the conflict?
- What is the resolution process for conflict?
- How to hold a meeting with the involved parties.

Contact

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WE NEED YOU!

Participate as Health Center co-presenter.

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Thank you for participating in today's webinar

If you have any additional questions, please email us:

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