



1

Did you know...

- 60-80% of all workplace conflict comes from strained relationships
- Conflict costs 350 days of management time each year
- A manager takes between 25-40% of their time attempting to resolve conflict
- Conflict is more common between an employee and staff members senior to him or her, as opposed to more junior staff members

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2

2

Conflict Costs

What's the cost of workplace conflict?

- Productivity
- Morale
- Turnover
- Lawsuit
- Absenteeism
- Security
- Medical claims

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3

Food for thought...

The whole business starts with ideas, and we're convinced that ideas come out of an environment of supportive conflict, which is synonymous with appropriate friction."

Michael Eisner
Former CEO and Chairman of Disney

4

4

Your Experience

What types of conflict have you encountered as a manager?

On a scale of 1-5... what is your comfort level in addressing conflict?

(1 not comfortable – 5 very comfortable)



5

5

Sources of Conflict

Your thoughts?

- Personal – clash of values, personalities
- Work - competition
- Scarcity – not having enough



6

6

Types of Conflict

- Ideas
- Interest
- Personality



7

7

Can conflict be desirable?

Your thoughts?

When?

Why?



8

Conflict should be addressed when...

- A violation of company policies or procedures has occurred
- Workplace productivity is impacted
- Morale of the workplace has been threatened
- It poses a safety risk
- Other?



9

9

Discussion

What is your role as leadership in addressing workplace conflict?

Your thoughts?



10

10

Conflict Styles... What are you?

- Avoider/Ostrich
- Doormat
- Aggressor
- Pleaser
- Gold Medalist



11

11

Addressing the Conflict

- Ask yourself...what is truly going on here?
- Consult your HR partners and legal when needed
- Prepare for confronting the employees involved and expect some level of discomfort
- Remember to separate the problem from the people
- Meet privately with the employees separately or together (depends on the issue –consult HR) at a mutually agreed upon time and location
- Be specific and objective
- Listen to what the employee(s) has to say and establish what kind of conflict you're dealing with

12

12

Addressing the Conflict continued

- Ask open ended questions
 - Help me understand the issue
 - What would you like to see happen here?
- Restate what you are hearing to ensure you and they are on the same page
- Confirm where you agree
- Reframe when you can
- Make your expectations clear
- Let the employee(s) know that you are not concerned about blame but want to focus on a solution
- Engage in active problem-solving
- Stay calm
- Get to "yes" on a plan to move forward
- Monitor progress

13

13

Preventing Conflict

- Talk about the issues
- Encourage the sharing of ideas without judgement
- Offer equal opportunities to your employees
- Foster a collaborative atmosphere
- Avoid blame



14

Other ideas?

- Educate your team on the topic of emotional intelligence
- Encourage team problem solving
- Hold team members accountable
- Provide opportunities for professional growth
- Ensure your team's interactions are civil and respectful
- Know your employees and your team's culture – be attuned
- Be a voice of reason

15

The Reality

Not all conflicts can be solved.

16

16

More Food for Thought

"A good manager doesn't try to eliminate conflict; he tries to keep it from wasting the energies of his people. If you're the boss and your people fight you openly when they think that you are wrong - that's healthy."

Robert Townsend

17

17

Remember...

Good conflict resolution can improve a team's:

- creativity
- ability to arrive at better solutions to problems
- communication
- exchange and acceptance of ideas
- functioning
- sense of safety



18

18

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- Free credit monitoring
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- Let's Talk Depression – A Multi Resource Tool Kit
- Comprehensive website
 - Resources
 - Self assessments
 - Health/wellness library
 - Legal forms

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19

Questions?



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20
