

Appendix 1

Workplace Conflict – Background Information

The following information is from:

http://www.betterhealth.vic.gov.au/bhcv2/bhcarticles.nsf/pages/Workplace_conflict?OpenDocument

There are broadly two kinds of workplace conflict: when people's ideas, decisions or actions relating directly to the job are in opposition, or when two people just don't get along. The latter is often called 'a personality clash'. A conflict of ideas on any aspect of business can often be productive, if the parties involved are willing to 'brainstorm' solutions together. Sometimes, the compromise can be better for business than either of the original ideas. Conflict of this kind often generates better work practices and initiates positive changes that would otherwise never have occurred.

Personality clashes, on the other hand, are very rarely productive. A clash may start with a dispute on business practices and escalate from there to mutual loathing, or else the two people may simply have disliked each other from the beginning. This type of workplace conflict is bad for business, because it can lead to downturns in productivity and increases in absenteeism. On an individual level, workplace conflict is stressful and unpleasant. This anxiety may spill over into other areas of life and disrupt, for example, personal relationships.

Telling the difference

It is important to work out whether the conflict is caused by a personality clash or due to a dispute over business ideas, decisions or actions. This may be difficult if the conflict has been raging for some time. Some questions to think about:

- Do you get frustrated or angry with the other person all the time, or just when particular work-related issues are raised?
- If you feel angry about their views on work-related issues, is your anger unreasonable or out of proportion? Would you feel as mad if someone else in the office had a similar viewpoint?
- Do you respect the other person in any way?

Conflict over business ideas, decisions or actions

If the conflict is caused by opposing ideas, you could:

- Try to stick to the issue in all dealings. This will encourage the other person to do the same.
- Appreciate that other people have different opinions that are just as valid as yours.
- Work out whether the issue really means that much to you, or whether your dislike for the other person has hardened your stance.
- Decide that your aim is to solve the problem, rather than 'win' the argument. Be prepared to compromise.
- Push aside feelings or judgements about the other person, and try hard to listen and understand their point of view.
- Get others to mediate.

Personality clashes

If the conflict is caused by personality clashes, the conflict will most likely continue unless attitudes and behaviours are changed. Suggestions include:

- Accept that people are different.
- Think about how much energy you are wasting in your dislike for the other person, and how you could invest that energy in more productive ways.
- Don't gossip or complain about the person to others.
- Try to be reasonable and polite, or at least neutral, to the other person.
- Work towards making your workplace a friendlier environment.

Workplace violence

Workplace violence is conflict escalated to the point of threats, insults, racial abuse, sexual harassment or physical contact, such as pushing or punching. Under Victoria's *Occupational Health and Safety Act 1985*, employers are strictly responsible for workplace violence and have a duty of care that can't be delegated. The affected worker should approach their employer, occupational health and safety representative, personnel manager or human resources officer. The person's union or the Victorian WorkCover Authority can also offer help and advice.

The Victorian WorkCover Authority investigates breaches of the Occupational Health and Safety Act, and is involved in issues such as workers compensation. Document your experience of workplace violence as thoroughly as you can, such as taking photographs of injuries and keeping a diary of all incidents.

Criminal acts

Some acts of workplace violence, such as physical assault, are criminal acts and the police should be contacted.

The following information is from:

http://www.ccmanager.com.au/web/au/ccmanager/en/pages/110_conflict.html

Workplace Conflict

Conflict in the workplace is a fact of life, and the sooner managers become familiar with techniques for handling it, the better.

Of course, if it weren't for people, the workplace would be very easy to manage. People bring their unique values, experiences, ambitions, and personalities to the workplace. This mix can often result in innovative ideas and a more flexible team environment. However, if not managed properly, it can also result in conflict, poor team morale, and poor performance.

Workplace conflict is a time-consuming and costly problem that can have a severe impact on the bottom line. Yet, many leaders lack the ability to confront the softer issues that are often involved, such as employee relationships within organisations.

Most managers would like to be able to manage conflict more effectively, prevent unnecessary conflict, create a safer workplace in the broadest sense and to improve personal relationships among workers generally.

Conflict can often create:

- Lost productivity, for team members who are preoccupied with interpersonal conflicts and unmanaged differences of opinion, rarely provide quality guest service or contribute to their full potential.
- Perception costs occur where teams with members who don't seem to get along or who openly challenge each other, will often be viewed as less competent and trustworthy.
- Attrition within the team, for very often, excellent people just grow weary of the negative environment.

Some proven approaches for effectively managing conflict in the workplace include:

- Do not avoid it and just hope that it will go away. In the vast majority of cases, conflict won't go away of its own accord. Even if the conflict appears to have been superficially put to rest, it will rear its ugly head whenever stress increases or a new disagreement occurs. An unresolved conflict or interpersonal disagreement can fester for a long time just under the surface.
- It is not a good idea for a manager to meet separately with people in conflict. This approach tends to polarise people and their positions.
- Managers have to recognise that workplace conflict always affects more people than the immediate "participants." The stress of the dispute can reach the whole department, work unit or organisation. And that's not conducive to a productive environment.

Most commonly, there are two types of conflict that arise within organisations.

- Conflict over business ideas, decisions or actions: In this sort of situation, those involved should try to stick to the issue and appreciate that other people have different, yet valid, opinions. Almost always, the dilemma can be resolved if all parties show good will, if they all work towards a resolution and are prepared to compromise.
- Conflict caused by personality clashes: In this case the conflict will most likely continue unless attitudes and behaviours are changed.

People involved in personality clashes should think about how much energy they can waste in disliking the other person, and how that energy can be invested in more productive ways. And they should try to at least be reasonable and polite to the other person.

It's reasonable to promote the idea of a conflict-free workplace, but the reality is that workplace conflict isn't all-bad. It doesn't necessarily have to be harmful or destructive.

It is possible that the very differences that create conflict can at times provide the spark which energises the team and results in productive benefits such as enhanced creativity, innovation and quality.

In most situations, disagreement can be considered healthy when it:

- Gets hidden feelings out in the open where they can be dealt with, by both/all parties;
- Moves a relationship out of a rut;
- Develops confidence in a relationship; and

- Promotes genuine interaction between people.

Appendix 2

Causes of Conflict

Cause 1. Conflicting Needs

Whenever workers compete for scarce resources, recognition, and power in the company's "pecking order", conflict can occur. Since everyone requires a share of the resources (office space, supplies, the boss's time, or the budget fund) to complete their jobs (Hart, 2002), it should come as no surprise when the "have-nots" gripe and plot against the "haves" (Bell, 2002).

Cause 2. Conflicting Styles

Because individuals are individuals, they differ in the way they approach people and problems. Associates need to understand their own style and learn how to accept conflicting styles.

Personality tests, such as Myers-Briggs Personality Type Inventory (MBTI), can help people explore their instinctive personality styles (Bell, 2002). An example of conflicting styles would be where one worker works best in a very structured environment while another worker works best in an unstructured environment. These two workers could easily drive each other crazy if they constantly work in conflict with one another and do not learn to accept one another's work style.

Cause 3. Conflicting Perceptions

Just as two or more workers can have conflicting styles, they can also have conflicting perceptions. They may view the same incident in dramatically different ways. Bell (2002) gives an example of what might happen if a new administrative assistant were hired in the organization. One associate might see the new hire as an advantage (one more set of hands to get the job done), while another associate might see the same new hire as an insult (an clear message that the current associates are not performing adequately).

Memos, performance reviews, company rumors, hallway comments, and client feedback are sources for conflicting perceptions. What was meant gets lost in a firestorm of responses to perceived wrongs (Bell, 2002). Resentment and conflict can also occur when one department is viewed as more valuable to the organization than others (Hart, 2002).

Cause 4. Conflicting Goals

Associates may have different viewpoints about an incident, plan, or goal. Problems in the workplace can occur when associates are responsible for different duties in achieving the same goal. Take for instance the scenario of a patient being admitted to a hospital. The business office is responsible for documenting financial information and getting paid, whereas the nursing staff is responsible for the patient's physical assessment and immediate admission. Both objectives are important and necessary, but may cause conflict (Bell (2002).

Brett Hart (2000) offers another example. Imagine a bank teller's dilemma in a situation where he is being given conflicting responsibilities by two of his managers. The head teller has instructed the staff that rapid service is the top priority, whereas the community relations director has instructed the staff that that quality customer service is the top priority. One can imagine how quickly problems could arise between the teller and the head teller if speed is sacrificed for quality time with the customer.

Cause 5. Conflicting Pressures

Conflicting pressures can occur when two or more associates or departments are responsible for separate actions with the same deadline. For example, Manager A needs Associate A to complete a report by 3:00 p.m., which is the same deadline that Associate B needs Associate A to have a machine fixed. In addition, Manager B (who does not know the machine is broken) now wants Associate B to use the unbeknownst broken machine before 3:00 p.m. What is the

best solution? The extent to which we depend on each other to complete our work can contribute greatly to conflict (Hart, 2002).

Cause 6. Conflicting Roles

Conflicting roles can occur when an associate is asked to perform a function that is outside his job requirements or expertise or another associate is assigned to perform the same job. This situation can contribute to power struggles for territory. This causes intentional or unintentional aggressive or passive-aggressive (sabotage) behavior. Everyone has experienced situations where associates have wielded their power in inappropriate ways.

Cause 7. Different Personal Values

Conflict can be caused by differing personal values. Segregation in the workplace leads to gossiping, suspicion, and ultimately, conflict (Hart, 2002). Associates need to learn to accept diversity in the workplace and to work as a team.

Cause 8. Unpredictable Policies

Whenever company policies are changed, inconsistently applied, or non-existent, misunderstandings are likely to occur. Associates need to know and understand company rules and policies; they should not have to guess. Otherwise, unpredictable things can occur such as associates dressing inappropriately or giving out wrong information. The absence of clear policies or policies that are constantly changing can create an environment of uncertainty and conflict (Hart, 2002).

The next time a conflict occurs, take a moment and ask yourself this series of questions:

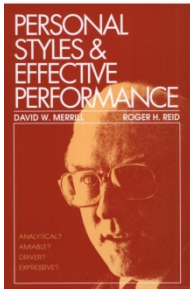
- What may be the cause of the conflict?
- Is it because you or someone needs a resource?
- Is someone's style different than your own?
- How do others perceive the situation?
- Are goal and action-plan priorities in order?
- Is there conflicting pressure?
- Is an associate concerned about role changes?
- Is the conflict over differing personal values?
- Is there a clear company policy about the situation?

Once a cause is established, it is easier to choose the best strategy to resolve the conflict.

Appendix 3

Merrill-Reid Behaviour Styles – Background Information

This is the book from which the Merrill-Reid model is taken.



Personal Styles and Effective Performance, February 1, 2007

Reviewer: **Steven Lurie, Ph.D**

One of the best resources to really understand the "Social Styles" personality typology. Written by the pioneer researcher, the book is written with the rigour of a personality theorist, but is very accessible and applicable.

The following info is from: <http://www.peterursbender.com/quiz/all.html>

**Each personality type has different strengths & weaknesses.
Here are some things to watch for in yourself, and in the people you work with.**

The Analytical

The Analytical is polite but reserved, logical, fact- and task-oriented. This person's focus is on precision and perfection. Other strengths include persistence, diligence, caution, and a systematic approach.

Weaknesses involve being withdrawn, boring, quiet, reclusive, and even sullen at times. If he or she seems indecisive, it's because of a need to assess all the data. Perfectionism can be a fault if the Analytical pushes it too far. This person is definitely not a risk-taker.

The Analytical needs to be right, and won't openly discuss ideas until confident in a decision. His or her pleasure is accuracy. Pain is to be wrong and criticized.

Portrait of an Analytical's office

The first thing you notice will probably be the glasses. The Analytical will have worn out his or her eyes from constantly reading everything. On the wall you may see a framed degree, but the chief decoration will be charts, figures, and graphs of every kind. The analytical is not very friendly, will often greet you skeptically, and doesn't want to share much – especially anything personal. There will be no flowers or plant; for the Analytical, they belong in greenhouses. On the desk will be only business-related information, and that will be carefully arranged. It's not a power office, but it definitely will be functional. As for color, black and white will do nicely. Symbol: Owl.

When communicating with an Analytical

- Be systematic, thorough, deliberate, and precise
- Focus on the task
- Be prepared to answer many “how” questions
- Provide analysis and facts
- Don’t get too personal
- Recognize and acknowledge the need to be accurate and logical
- Don’t rush unnecessarily
- Expect to repeat yourself
- Allow time for evaluation
- Use lots of evidence
- Compliment the precision and accuracy of the completed work.

The Amiable

Devoted, consistent, dependable, and loyal, the Amiable is a hard worker and will persevere long after others have given up. He or she is a team player, cooperative and easy to get along with, trustful, sensitive and a good listener. Working in groups with cooperative individuals, the Amiable tries to avoid confrontation. He or she enjoys company, performs best in a stable environment, and often has a stabilizing effect on others.

Weaknesses include indecision and an inability to take risks. Amiables are often too focused on others, conforming, quiet, and passive. They often won’t speak up for themselves, are too compliant and nice, and often painstakingly slow to make decisions. The Amiable’s pleasure is stability and cooperation. His or her pain is change and chaos.

Portrait of an Amiable’s office

The first thing you will notice will be pictures of loved ones on the desk: husband, wife, family, favorite pets. They’ll be in a candid style, and the Amiable loves to talk about them. On the walls will be colorful photos of landscapes, waterfalls, birds, and sunsets. You’ll find flowers or plants that are growing well and office colors that are harmonious and restful. The person will almost certainly be dressed in colors that match. Furniture will be fashionable, but not overwhelming. Files are present, but usually kept out of the way. If you’re a little late, the Amiable won’t mind. If you have the Amiable in your company, he or she will stay with you. The Amiable likes company, newsletters, picnics, gatherings, and retirement parties.
Symbol: Dove.

When communication with an Amiable

- Be relaxed and agreeable
- Maintain the status quo
- Be logical and systematic
- Create a plan with written guidelines
- Be prepared to answer “why” questions

- Be predictable
- Agree clearly and often
- Use the word “we”
- Don’t push, Don’t rush
- Compliment him or her as a team player
- Be a good listener

The Driver

The Driver is a high achiever – a mover and shaker who is definitely not averse to risk. The individual is extroverted, strong-willed, direct, practical, organized, forceful, and decisive. Look for someone who tells it the way it is and is very persuasive. Watch out or you’ll be worn down and bowled over. A driver is task- rather than relationship-oriented and wants immediate results. This individual is not concerned with how something is done, but what is being done, and what results can be expected. “What” is his or her battle cry. “What’s going on? What’s being done about it? What you should do is ...!”

The Driver can be stubborn, domineering, impatient, insensitive, and short-tempered, with little time for formalities or niceties. He or she can also be demanding, opinionated, controlling, and uncompromising – or even overbearing, cold, and harsh. The Driver’s pleasure is power, control, and respect. His or her pain is loss of respect, lack of results, and the feeling that he or she is being taken advantage of.

Portrait of a Driver’s office

Of course, it must be the corner office with two windows, but the Driver never looks at the view. Pictures on the wall are of battlefields, maps, and boats. The Driver is a multi-tasked person and can sign letters, hold interviews, and talk on the phone simultaneously. Office furniture contributes to the impression of power and control, and is the most expensive and incredible available.

The office may also contain flowers and plants, even exotic ones like orchids (carefully chose to contribute to the impression of power), but the Driver never looks after them. There’s an assistant to do that. On the desk are often family portraits, but never candid shots. They are formal portraits showing everyone in his or her proper role, frozen forever as the Driver sees them. The office will probably be decorated by an interior designer to create the feeling of power, and the colors of the office will be strong power colors. Curt and tough, straight to business. That’s the Driver at work in his or her den. Don’t waste time. Get straight to the point! Symbol: Eagle.

When communicating with a Driver

- Focus on the task
- Talk about expected results
- Be businesslike and factual
- Provide concise, precise, and organized information
- Discuss and answer “what” questions
- Argue facts, not feelings
- Don’t waste time

- Don't argue details
- Provide options.

The Expressive

The Expressive, a verbally adept personality, is engaging, accommodating, supportive of others, persuasive, socially adept, and relationship- rather than task-oriented. He or she loves to be one of the gang, and is always ready for something new and exciting, especially if the gang is ready to participate. Additional strengths include enthusiasm, diplomatic skills, and the ability to inspire others.

Weaknesses involve impatience, a tendency to generalize, verbal assaults, and sometimes irrational behavior. The Expressive can also be egotistical, manipulative, undisciplined, reactive, unorganized, and abrasive.

The Expressive readily exchanges information and life experiences. His or her main need is to be appreciated and accepted. The Expressive's pleasure is recognition and approval. His or her pain is isolation and lack of attention.

Portrait of an Expressive's office

In short, it's a mess. The Expressive loves favorite sayings and has them plastered on the wall or sitting on the desk. Files are never in a filing cabinet. Rather, they're piled all over the office in stacks. But don't be misled. The Expressive knows exactly where everything is and can find virtually anything by its location. Office colors will probably be loud and lively. If there are flowers or plants, they're likely dead – either talked to death or lacking water. The Expressive's greatest reward is personal acknowledgment from others, and examples of this will be displayed. The Expressive is an excitable dreamer, with lots of ideas and projects, but without the time to follow them up.

Symbol: Peacock.

When communicating with an Expressive

- Focus on developing a relationship
- Try to show how your ideas will improve his or her image
- Be enthusiastic, open, and responsive
- Relate to the need to share information, stories, and experience
- Be forthcoming and willing to talk
- Ask and answer "who" questions
- Remember to be warm and approachable at all times
- Work to minimize his or her direct involvement with details or personal conflicts.

More info on Merrill-Reid: <http://www.ahfx.net/weblog.php?article=37>

Overview of all personality types: <http://www.2h.com/personality-types.html>

Appendix 4

Quiz Show Questions

These questions can provoke a lot of fun and discussion if you adopt a 'Quiz Show host' type manner when playing the game.

If one team gets an answer wrong another team will normally jump in to try and gain a point. Push the fun competition side of it (making jokes about creating conflict;) by telling everyone there are HUGE PRIZES to be own!!

Print out the questions and paste them onto cards for easy use during the game. If, as the trainer, you don't know the answers you might need to review the session content and appendixes again.

1. Why was this program called "Takes Two to Tango"?	2. Name 4 types of behaviour demonstrated during conflicts?
3. Define Passive-aggressive behaviour?	4. Name the 5 stages of the conflict cycle (in order!)?
5. which 2 stages of the conflict cycle do we most deny we participate in (I don't clarify, I react)	6. What is the Fighting Fair framework used for?

<p>7. What are the 4 behaviour styles on the Merrill-Reid model and how do you communicate with each of them?</p>	<p>8. What are the 5 steps in the Fighting Fair framework</p>
<p>9. Using the Merrill-Reid model, how do you communicate with a 'Driver' type</p>	<p>10. Using the Merrill-Reid model, how do you communicate with an 'Expressive' type</p>
<p>11. Using the Merrill-Reid model, how do you communicate with an 'Amiable' type</p>	<p>12. Using the Merrill-Reid model, how do you communicate with an 'Analytical' type</p>
<p>13. What should I do if I'm involved in a conflict situation</p>	<p>14. What should I do if I cannot resolve the conflict after using the Fighting Fair conversation</p>
<p>15. Why do we sometimes avoid resolving conflict?</p>	<p>16. What are the benefits of resolving conflict?</p>