



# Carmichael.

## **Let's Unpack Conflict Management**

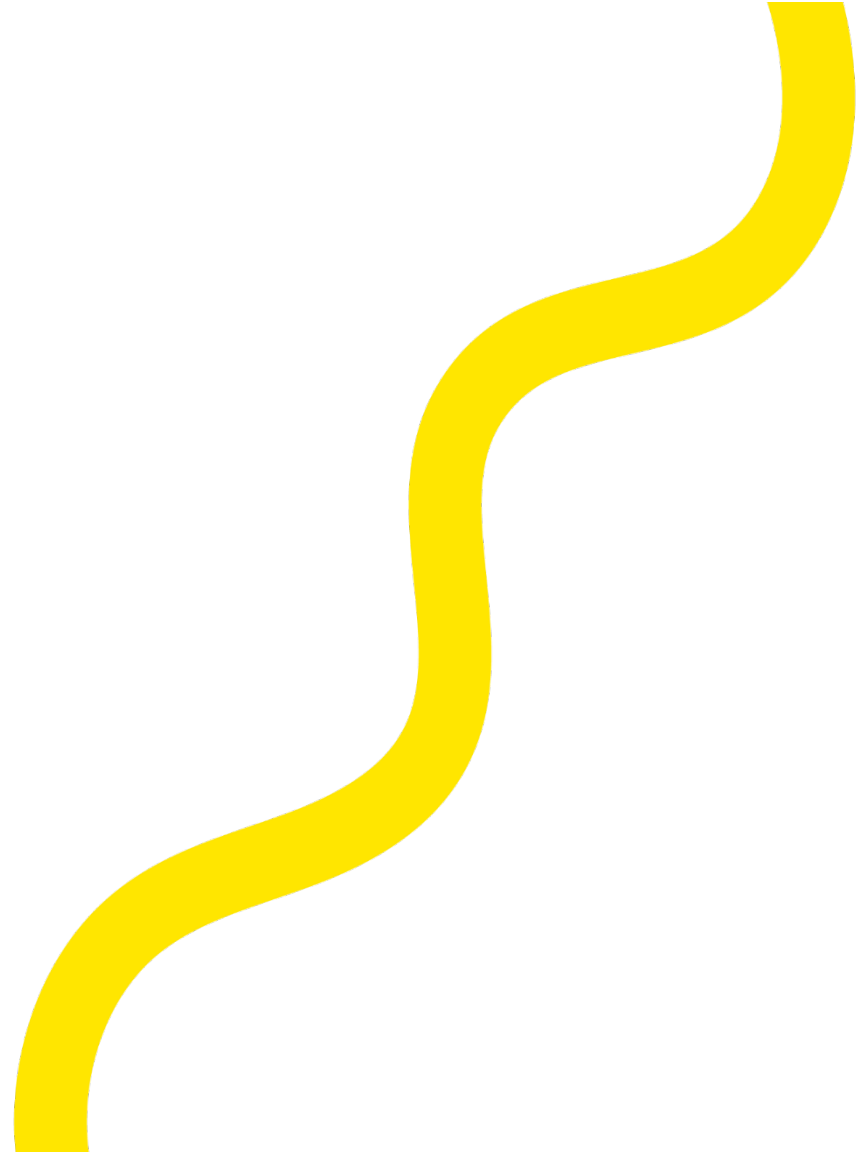
**Fiona Callan**

2/11/2022

**Guiding nonprofits**  
carmichaelireland.ie

# Introduction to Conflict Management

- Understanding Conflict
- Preventing Conflict
- Managing Conflict
- Sustaining Change

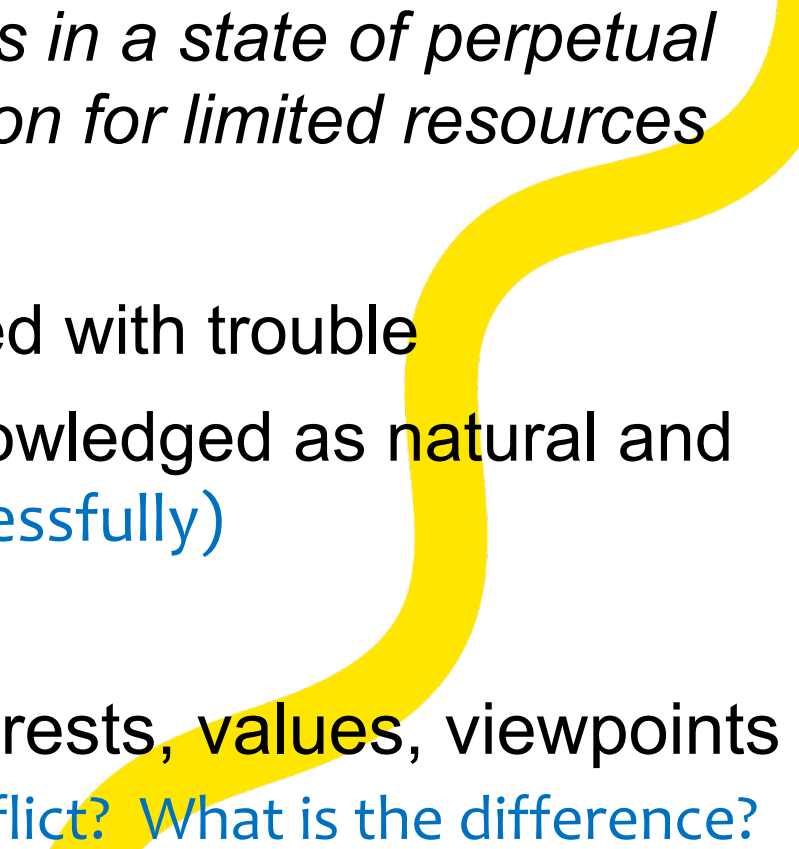


# Experience of Conflict in the workplace

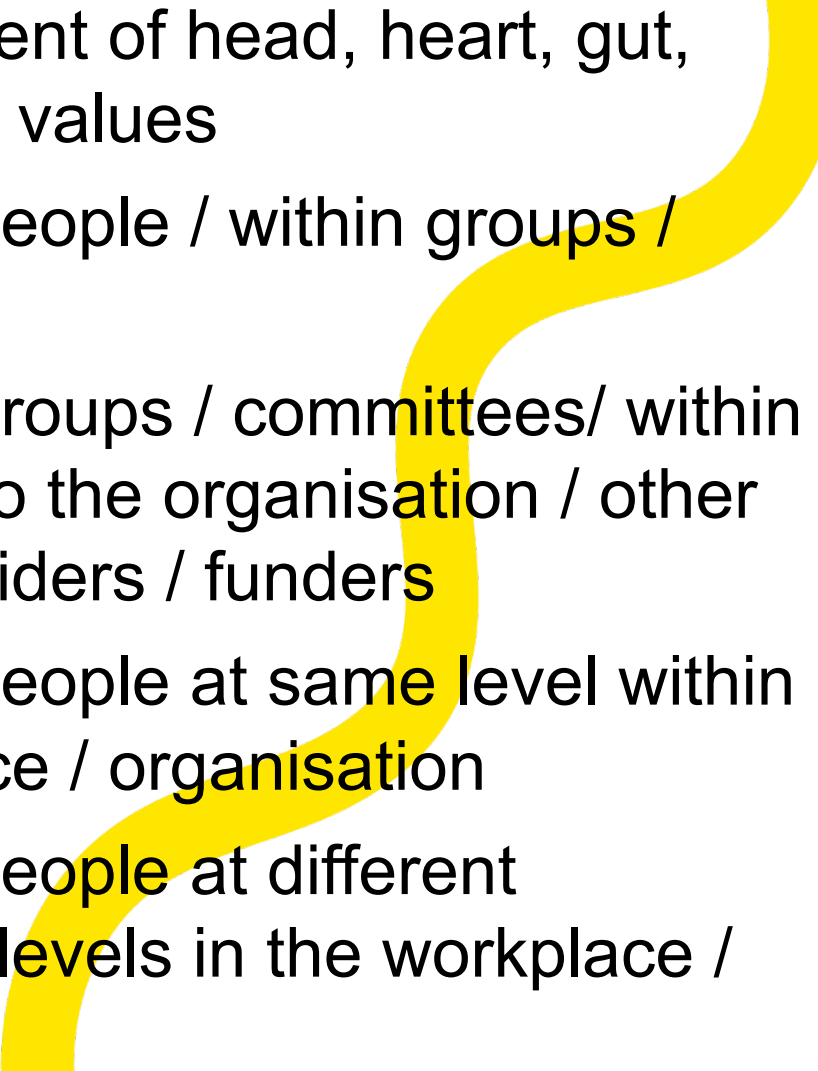


Feelings!

# Understanding Conflict

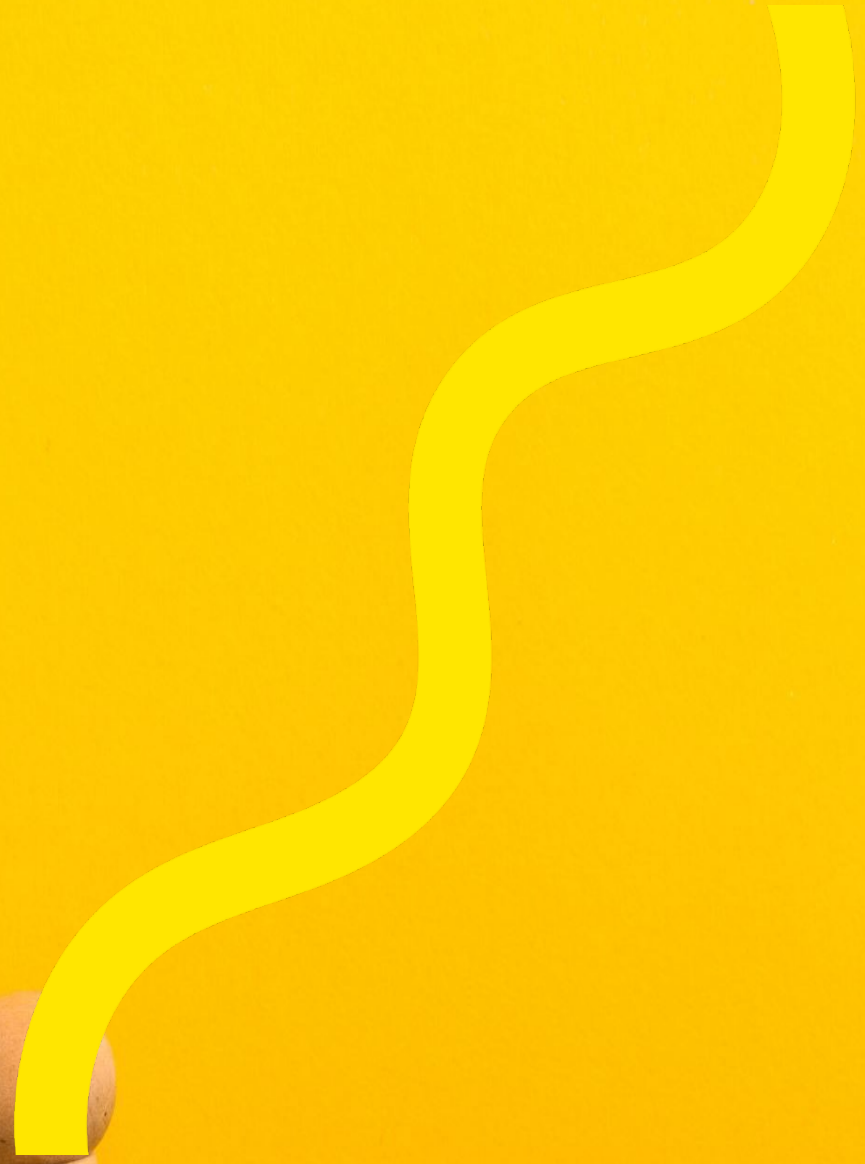
- Theory: Karl Marx –*society is in a state of perpetual conflict because of competition for limited resources*
  - *Traditional Theory*: Associated with trouble
  - *Contemporary Theory*: Acknowledged as natural and beneficial (if managed successfully)
  - In reality.... A clash of interests, values, viewpoints  
Always lead to conflict? What is the difference?
- 

# Types of Conflict

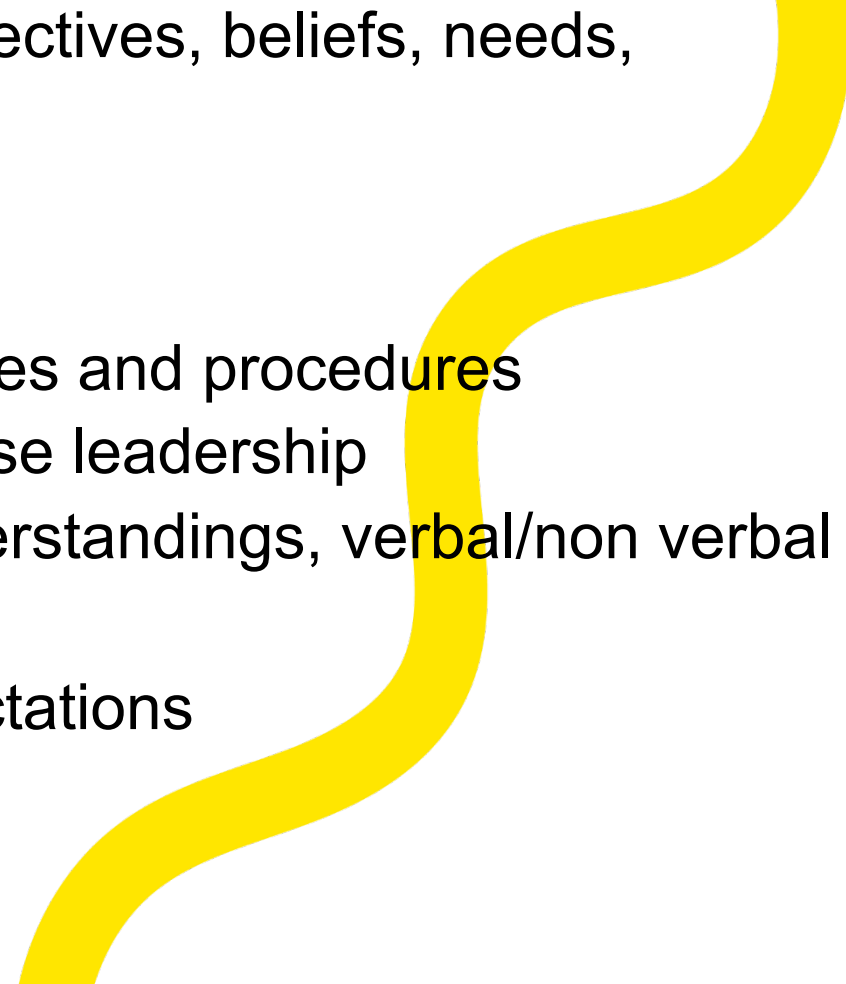
- Personal – misalignment of head, heart, gut, goals, roles, values
  - Interpersonal – between people / within groups / committees
  - Intergroup – between groups / committees/ within or external to the organisation / other service providers / funders
  - Horizontal – between people at same level within the workplace / organisation
  - Vertical – between people at different hierarchical levels in the workplace / organisation
- 



What causes conflict?

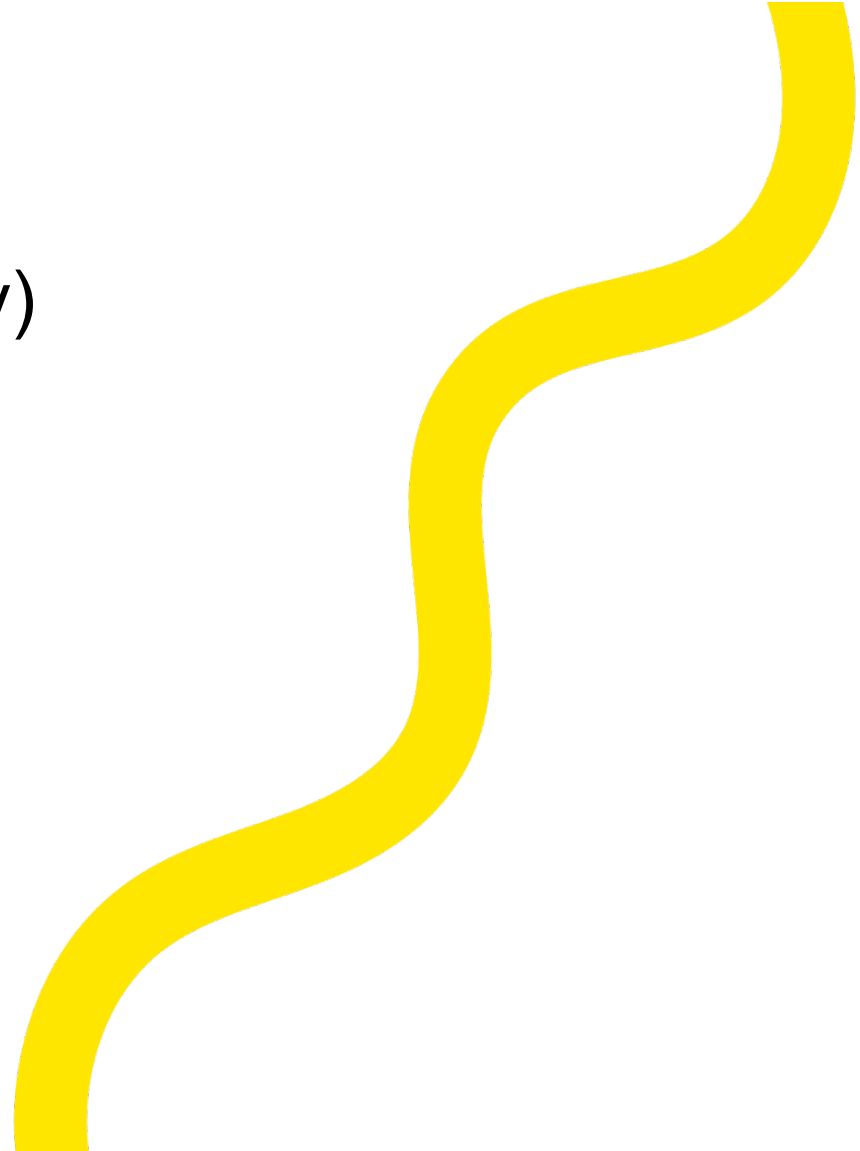


# What Causes it?

- Difference of viewpoints, perspectives, beliefs, needs, interests
  - Power struggles / Competition
  - Personality differences
  - Not having / not following policies and procedures
  - Ineffective management / diverse leadership
  - Poor communication – misunderstandings, verbal/non verbal
  - Mistrust
  - Unclearity - fear of future / expectations
  - Unresolved situations
  - Interdependence
  - Culture – allowed to exist
- 

# Why Does it Continue to Exist?

- Lack of self awareness
- No desire for resolution
- Poor governance (unclarity)
- Ineffective management
- Toxic people
- Organisational culture







How Does it Impact?

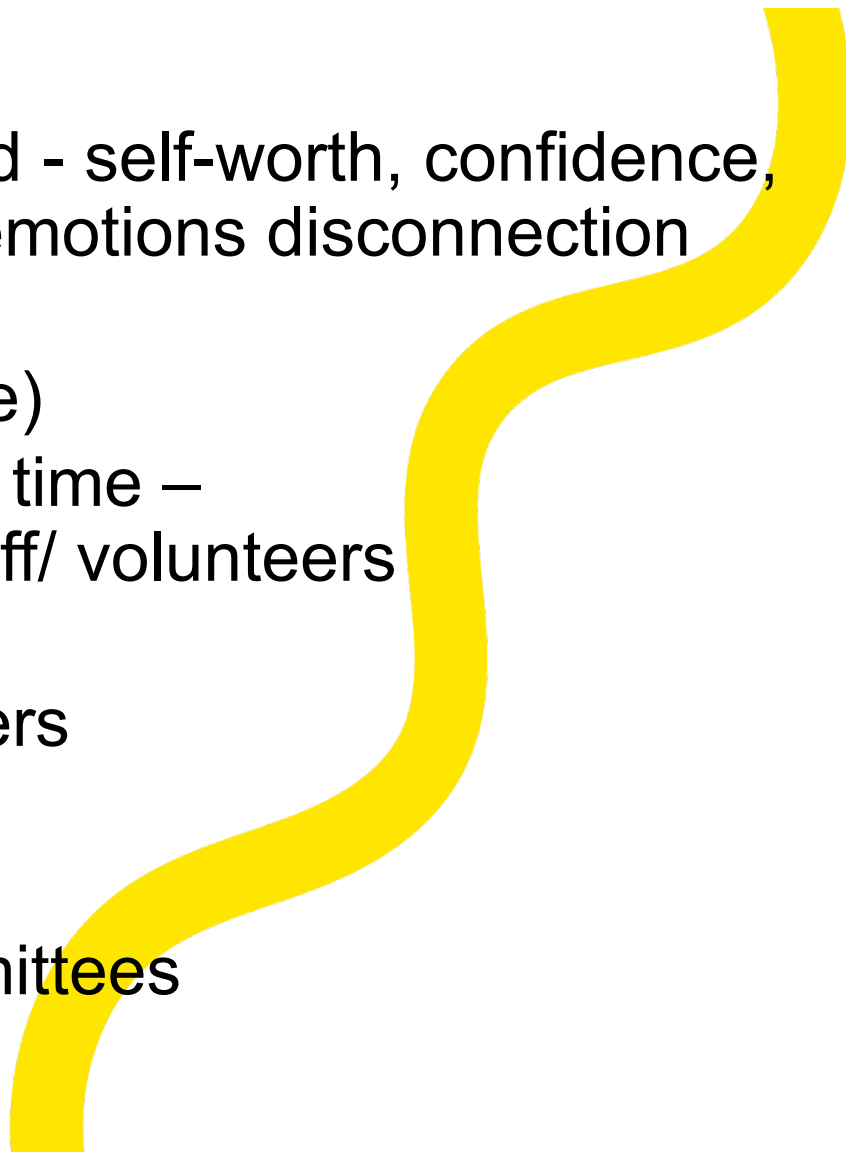


# What is the Impact? (if not managed)

## *Personal level*

- Health and wellbeing affected - self-worth, confidence, personal motivation, mood, emotions disconnection

## *Organisational level* (negative)

- Lost working hours – wasted time – productivity/management/staff/ volunteers
  - Competing connections
  - Loss of employees / volunteers
  - Decrease in motivation
  - Negative energy on others
  - Dysfunctional Boards / committees
  - Organisational toxicity
- 

# What is the Impact? (if managed)

## *Personal level*

- Greater personal wellbeing - self-worth, confidence, motivation, positive energy, connections and working relationships

## *Organisational level* (positive)

- Greater productivity
- Effective teamworking – common objectives
- Sustaining skilled workforce / volunteers
- Motivation and innovation across structures
- Positive working environment

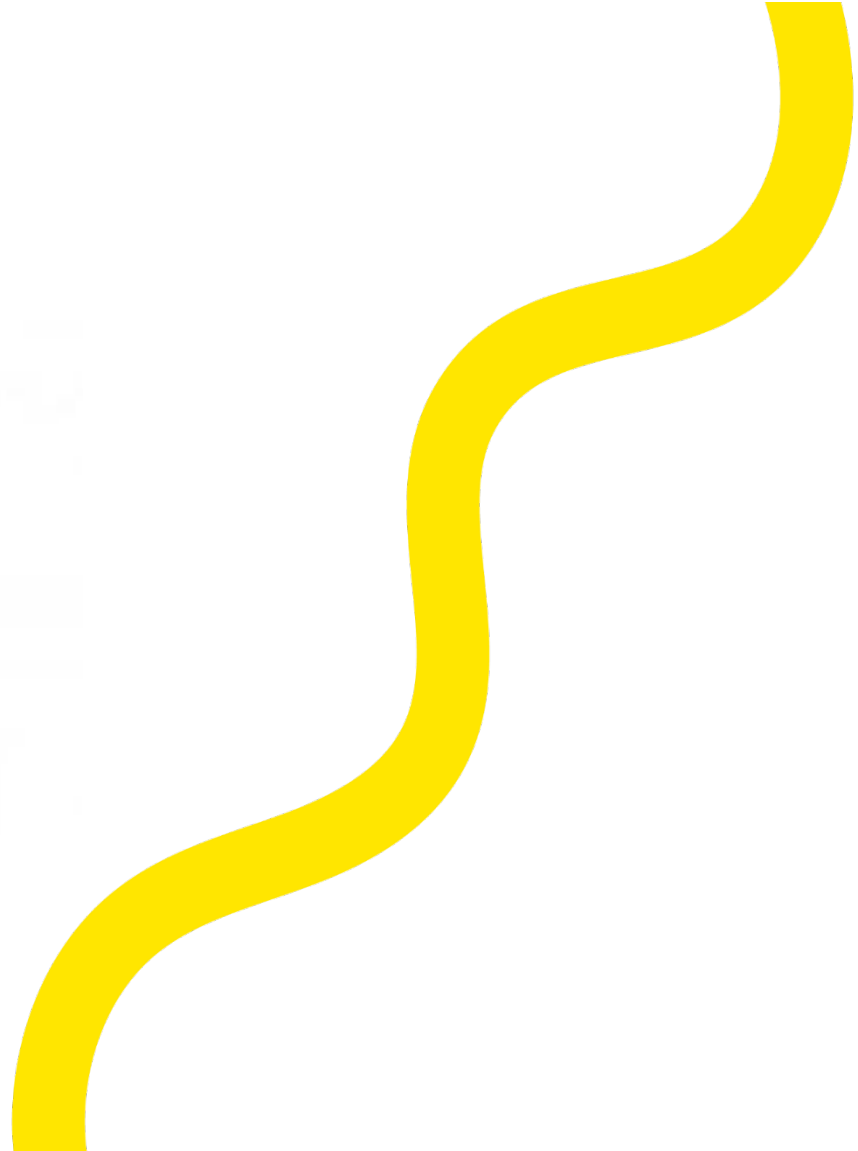
# Preventing Conflict

- Organisational values, culture, governance
- Clarity objectives, structures, roles and responsibilities
- Effective management – clarity of roles and responsibilities and governance
- Effective Leadership – Board, sub-structures, management
- Personal values, self-awareness, self-management, regulating behaviour
- Effective communication
- Sense of belonging / inclusion
- Resolving conflicts as they arise
- Unpacking and identifying trigger points (\*always early warning signs)
- Training and support



Structural  
Foundation

# Managing conflict



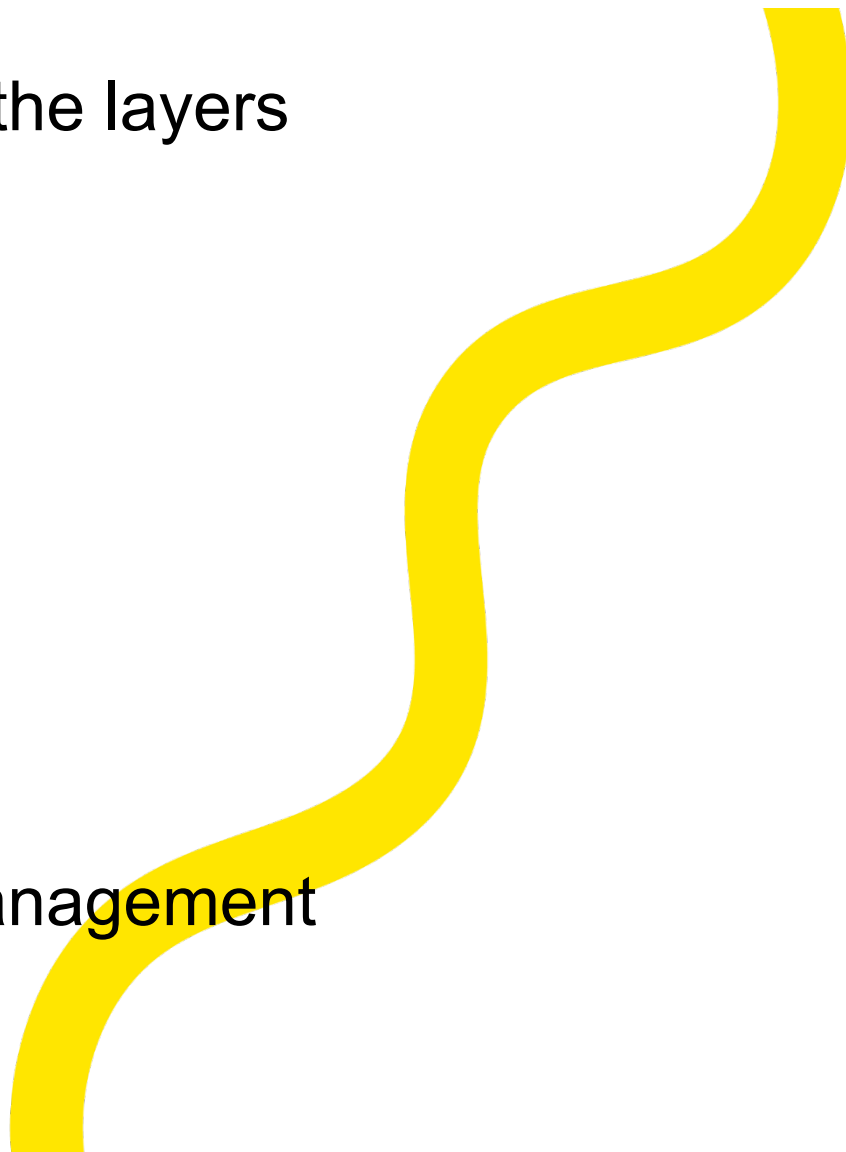
# Managing conflict



Committee / meetings  
Values and Principles



# Managing Conflict

- Making a call - peeling back the layers
    - Conflict?
    - Bad behaviour?
    - Breaking Procedures?
    - Something Illegal?
  - Informal or formal strategies
  - Communication
  - Personal responsibility
  - Personal awareness, self-management
  - Asking for help
- 

# What's Fuelling the Fire?



What is going on?

What is (potentially) contributing to the conflict?

How long has this been going on?

Does it require formal or informal intervention?

Do you feel you are equipped to manage the situation?

Who can you ask for help?



# Stage of Development

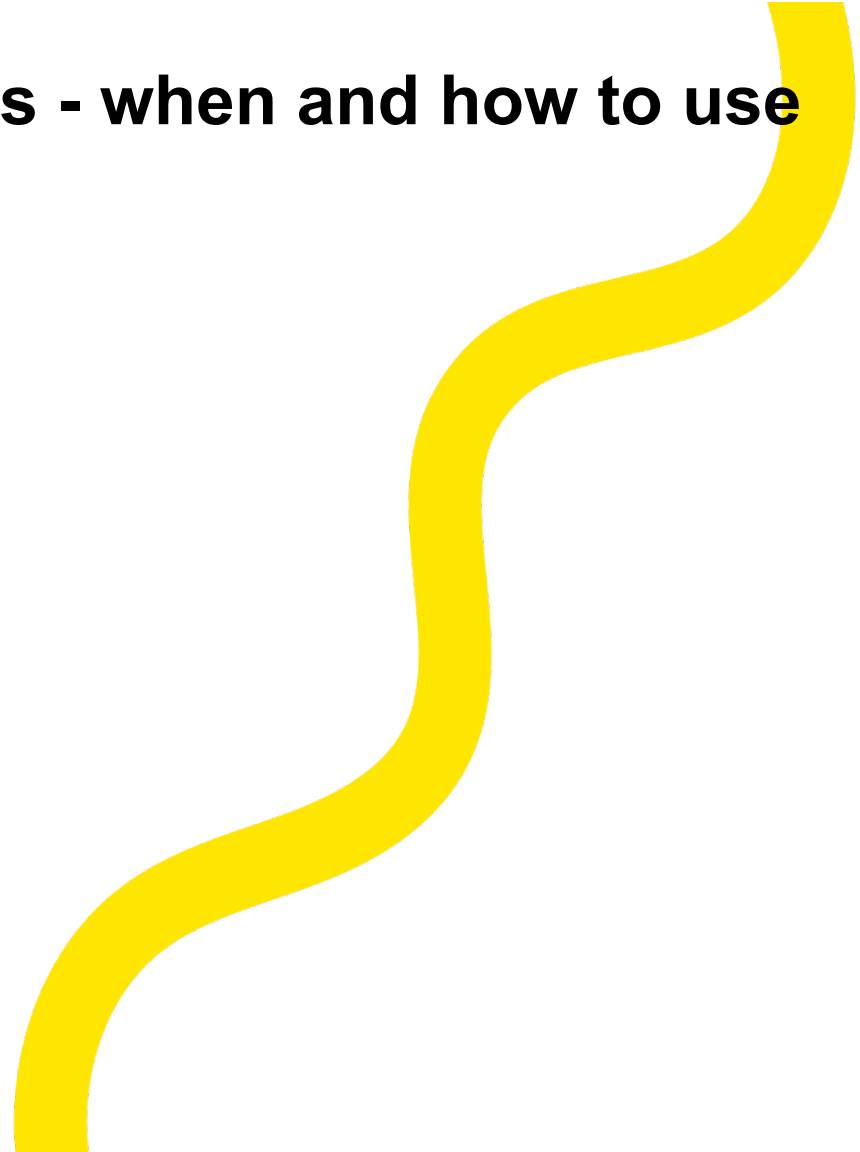
- The situation: Its happening – unaware but interpretations
- Awareness it exists: Heated emotions – lots said - mixed reasons \*\*\*
- Realisation: Fight or flight – associated feelings \*\*\*
- Manifestation: Others aware of what is happening
- Resolution or suppression: Resolved or avoided
- Aftermath: The effects of the situation

\*\*\*Between perceptions and emotions - pause, self management, behavioural response

Which Stage of Development?

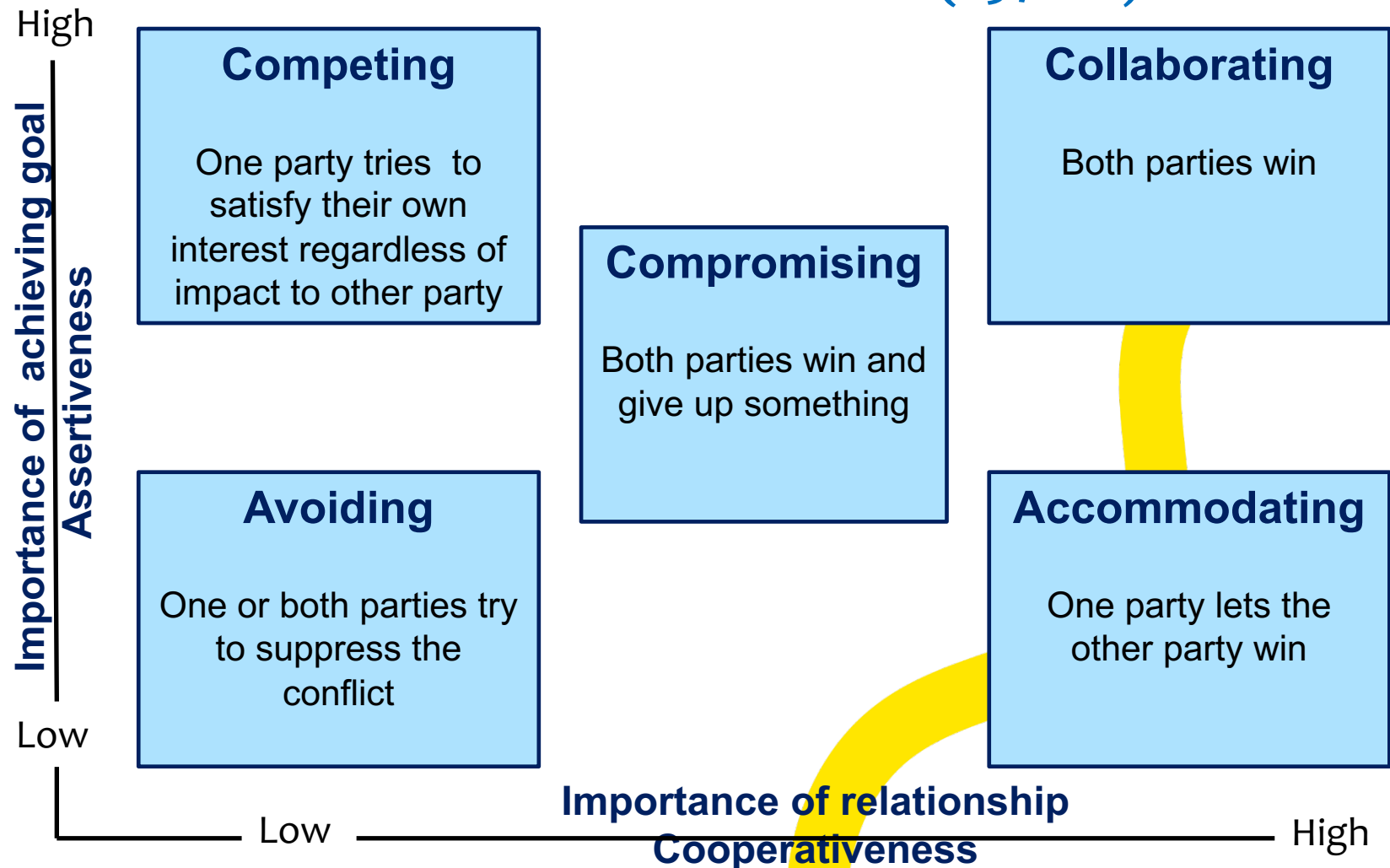
# Managing Conflict

- **Conflict management styles - when and how to use them**



# Conflict Management Styles

Thomas-Kilmann Model (1970's)



Style	Suitable if...	Not suitable if...
Competing	<ul style="list-style-type: none"> <li>• Emergency, needs quick change – efficient and decisive</li> <li>• Issue is trivial</li> <li>• Protecting weaker parties</li> </ul>	<ul style="list-style-type: none"> <li>• Support and co-operation needed</li> <li>• Used regularly - individuals can become frustrated and disengaged</li> </ul>
Avoiding	<ul style="list-style-type: none"> <li>• The issue and relationships are of low importance</li> <li>• Conflict high, parties need to cool</li> <li>• Needs time to reflect, prepare and confront conflict</li> </ul>	<ul style="list-style-type: none"> <li>• Long term solution is needed</li> <li>• You are responsible for resolving</li> <li>• Negative feelings are likely to linger</li> </ul>
Accommodating	<ul style="list-style-type: none"> <li>• Preserving relationship + harmony</li> <li>• Issue is of no concern, return to focus</li> <li>• Your knowledge is limited</li> <li>• You have no real power</li> </ul>	<ul style="list-style-type: none"> <li>• You're sure you are right</li> <li>• If others are unethical or wrong in the situation</li> </ul>
Compromising	<ul style="list-style-type: none"> <li>• Goals incompatible – willing trade off</li> <li>• Quick solution needed – working together important, no time for true collaboration</li> <li>• Resolution is important</li> </ul>	<ul style="list-style-type: none"> <li>• When long term and creative solution is needed</li> <li>• There is imbalance of power</li> <li>• When problem is complex</li> </ul>
Collaborating	<ul style="list-style-type: none"> <li>• Reasonable hope exists to meet all concerns</li> <li>• Time and energy available</li> <li>• Issue and people are important</li> </ul>	<ul style="list-style-type: none"> <li>• No interest in outcome</li> <li>• Both parties can't be satisfied</li> <li>• No time limit</li> </ul>

Which Management Style?



How do **'you'** react to conflict?


**Fight**

**Flight**


**Freeze**

**Fawn**

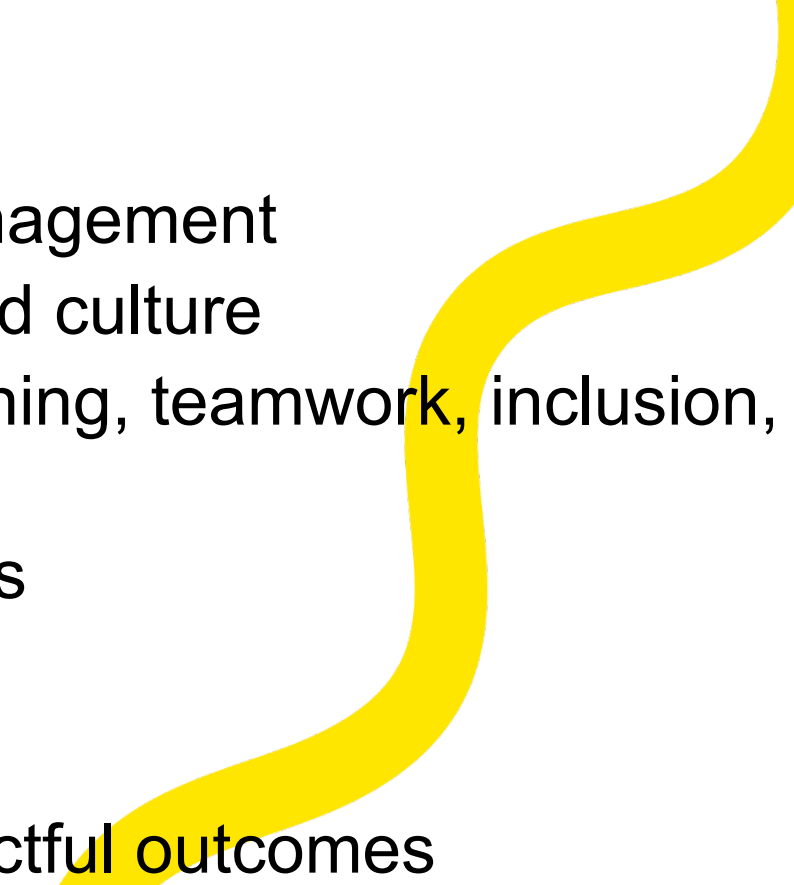
# Managing Conflict

- *Conflict management styles - when and how to use them*
  - Resistance to change (you, others, risk/impact)
  - Focus / not avoid
  - **Ask for help**
  - **Good Governance**
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# Governance for a Reason

- Structures
  - Employee Handbook: For example (Conditions of Employment Leave Arrangements, Compensation & Benefits, **Health & Safety, Conduct in the Workplace** (*Dignity & Bullying, Behaviour*), **Performance Management** (*Disciplinary Policy/Procedures, Grievance Policy/Procedures, Training & Development, Support & Supervision* )
  - Policies and Procedures
    - For example* Employee Induction Policy
    - Support & Supervision Policy
    - Anti-racism Policy
    - Equality Policy
    - Complaints Policy
    - Public Complaints Policy
    - Terms of Reference for Sub-groups
    - Code of Conduct for Directors
  - Effective meetings: **Values and principles**
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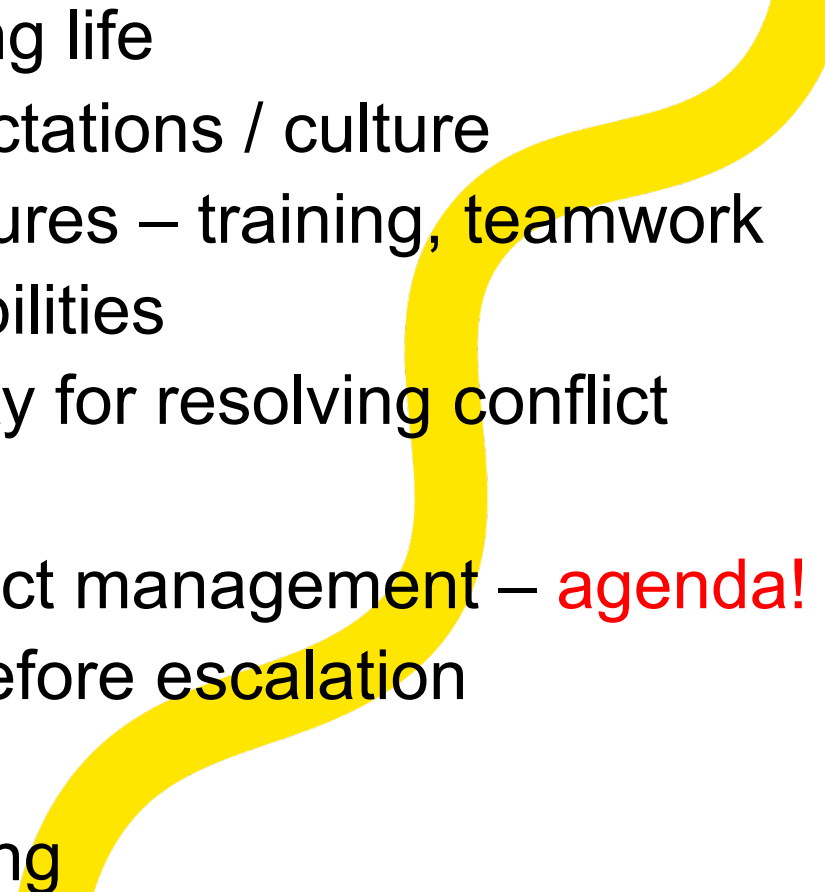
# Sustaining Change

- Good Governance
  - Roles and responsibilities
  - Effective leadership and management
  - Actively promoting values and culture
  - Preventative measures - training, teamwork, inclusion, professionalism/volunteers
  - Building working relationships
  - Skills and techniques, CPD
  - Self-Management
  - Personal well-being for impactful outcomes
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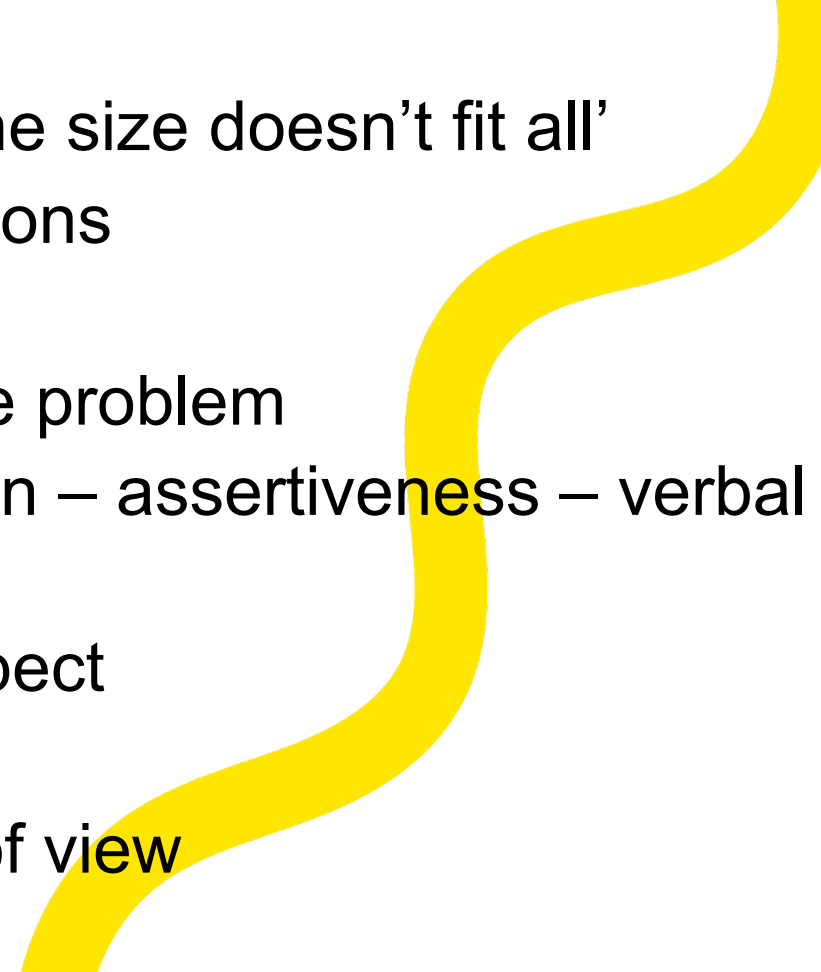


# Points of Note

## Management

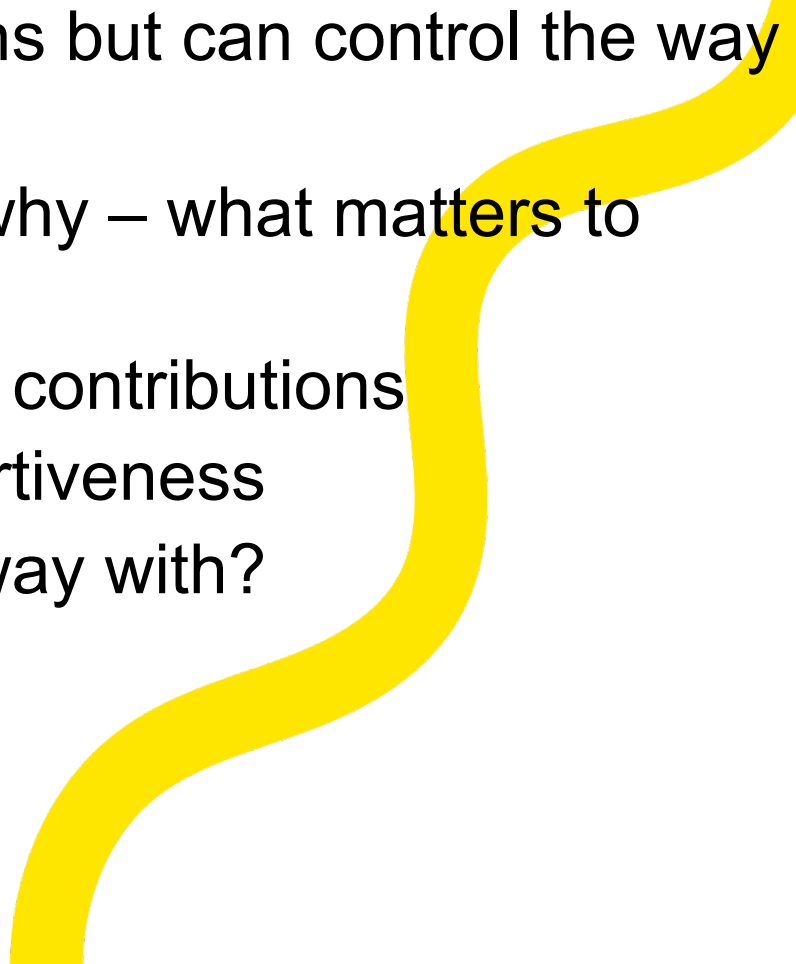
- Conflict can be part of working life
  - Get the message out – expectations / culture
  - Focus on preventative measures – training, teamwork
  - Clarity of roles and responsibilities
  - Everyone ‘owns’ responsibility for resolving conflict
  - Consistent leadership
  - **Structured** approach to conflict management – **agenda!**
  - Don’t do nothing – resolve before escalation
  - Watch out for trigger points
  - Be aware of what is happening
- 

# Points of Note

- Management
  - Everyone is not the same 'one size doesn't fit all'
  - Understand underlying emotions
  - What's really going on
  - Separate the person from the problem
  - Intent on clear communication – assertiveness – verbal and non verbal
  - Listen with patience and respect
  - Acknowledge emotions
  - Listen, acknowledge points of view
  - Mirror back with clarity
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# Points of Note

## Personally:

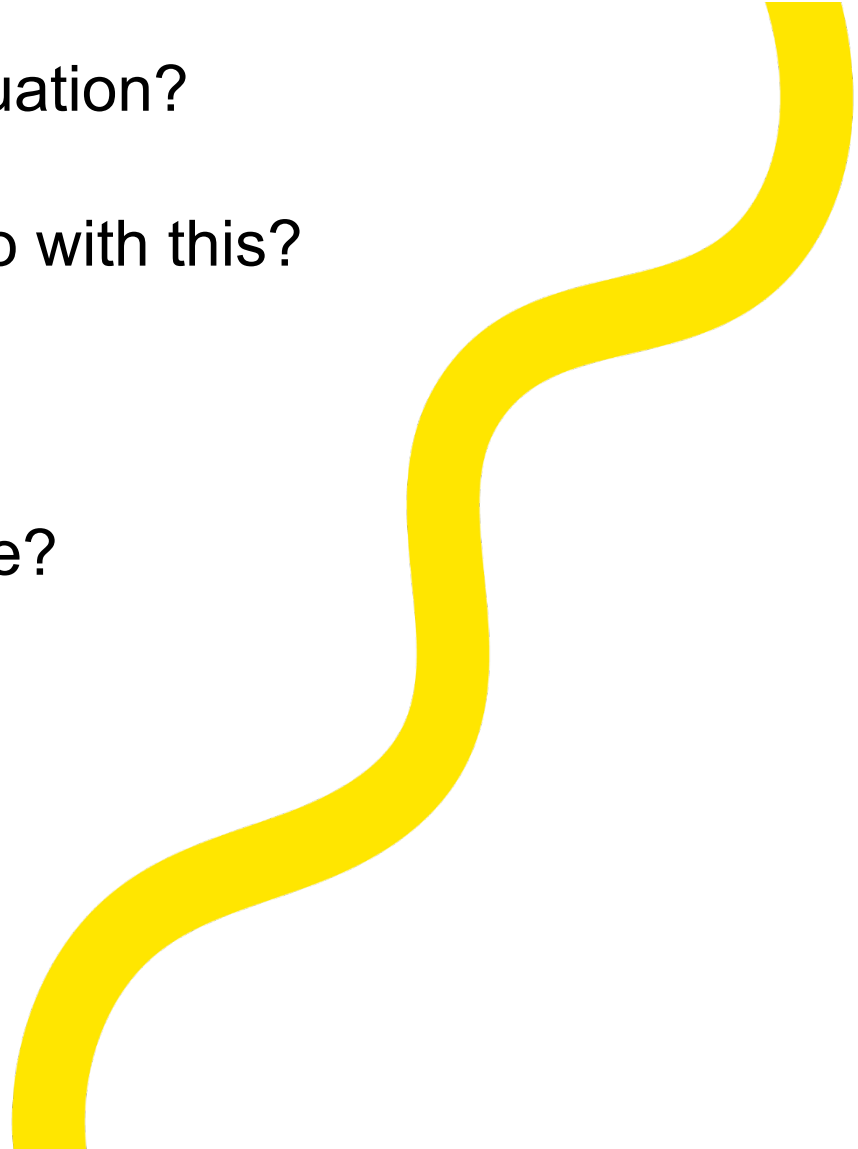
- Can't always control situations but can control the way you respond
  - What are you pursuing and why – what matters to you?
  - Acknowledge own faults and contributions
  - Clear communication – assertiveness
  - What do you want to walk away with?
  - Self (emotional) regulation
  - Wellbeing and self-care
  - Skills and competencies
  - Ask for help
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# Plan of Action

- What stage of conflict is the situation?
- Ideally where do I want to get to with this?
- What will that do for me?
- What/who will help me get there?

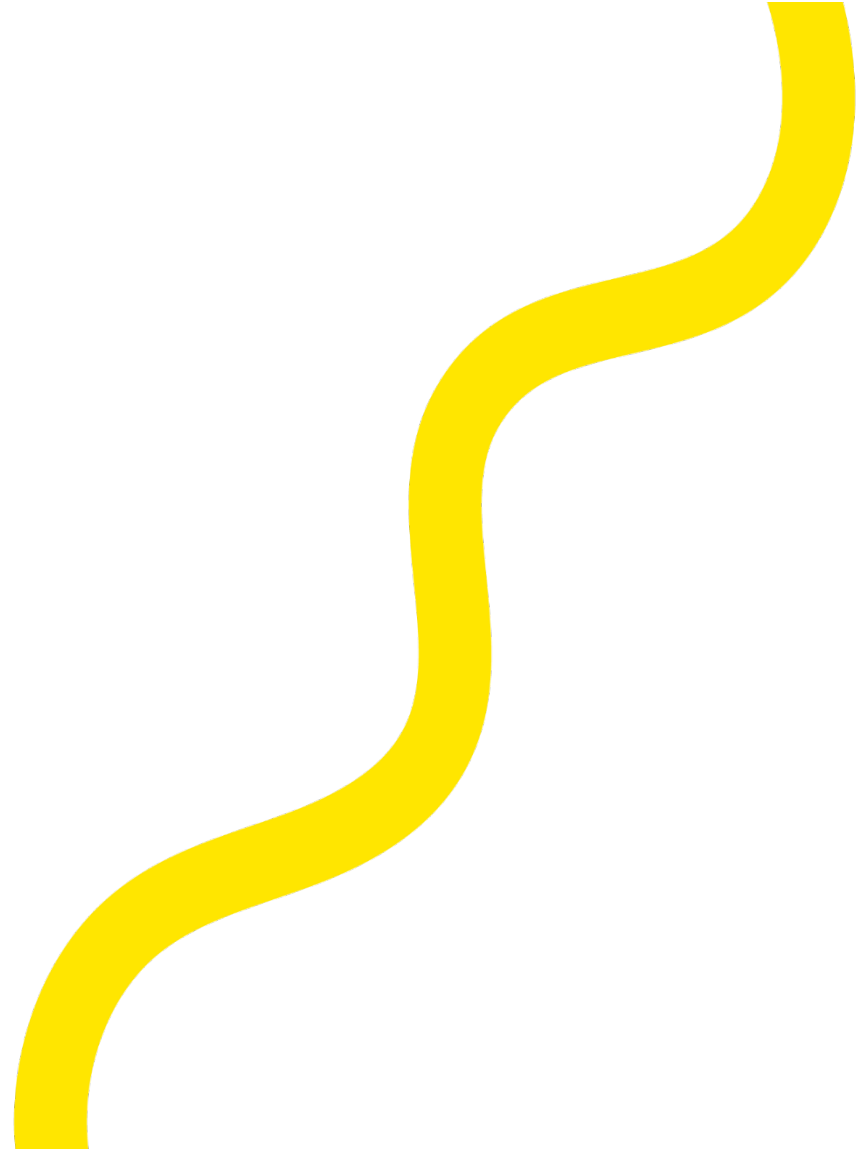
- Key Action Points

- 1.....
- 2.....
- 3.....
- 4.....
- 5.....



# Course Evaluation

<https://forms.office.com/r/uN8FjW21Jn>





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## **THANK YOU**

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