



The Association of
Accountants and
Financial Professionals
in Business

Navigating Workplace Conflict

Participant Workbook

Presented by IMA Leadership Academy



OBJECTIVES

After this session, you will be able to:

- Define conflict and conflict management
- Recognize different approaches to conflict and determine when each is appropriate.
- Identify causes of workplace conflict.
- List the benefits conflict provides.
- Identify strategies for dealing with conflict.
- Evaluate your conflict performance.

REFLECTION

What is your experience with workplace conflict?

What do you hope to get out of this workshop?



WHAT IS CONFLICT?

Conflict is

What do you think about when conflict is mentioned?

Conflict management is

"Peace is not absence of conflict, it is the ability to handle conflict by peaceful means."

—*Ronald Reagan*

"I exhort you also to take part in the great combat, which is the combat, which is the combat of life, and greater than every other earthly conflict."

—*Plato*



BENEFITS OF CONFLICT

Managing, directing, and using conflict can turn into a positive to

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Some of the benefits of conflict include:



SOURCES OF ORGANIZATIONAL CONFLICT

CATEGORIES OF ORGANIZATIONAL CONFLICT

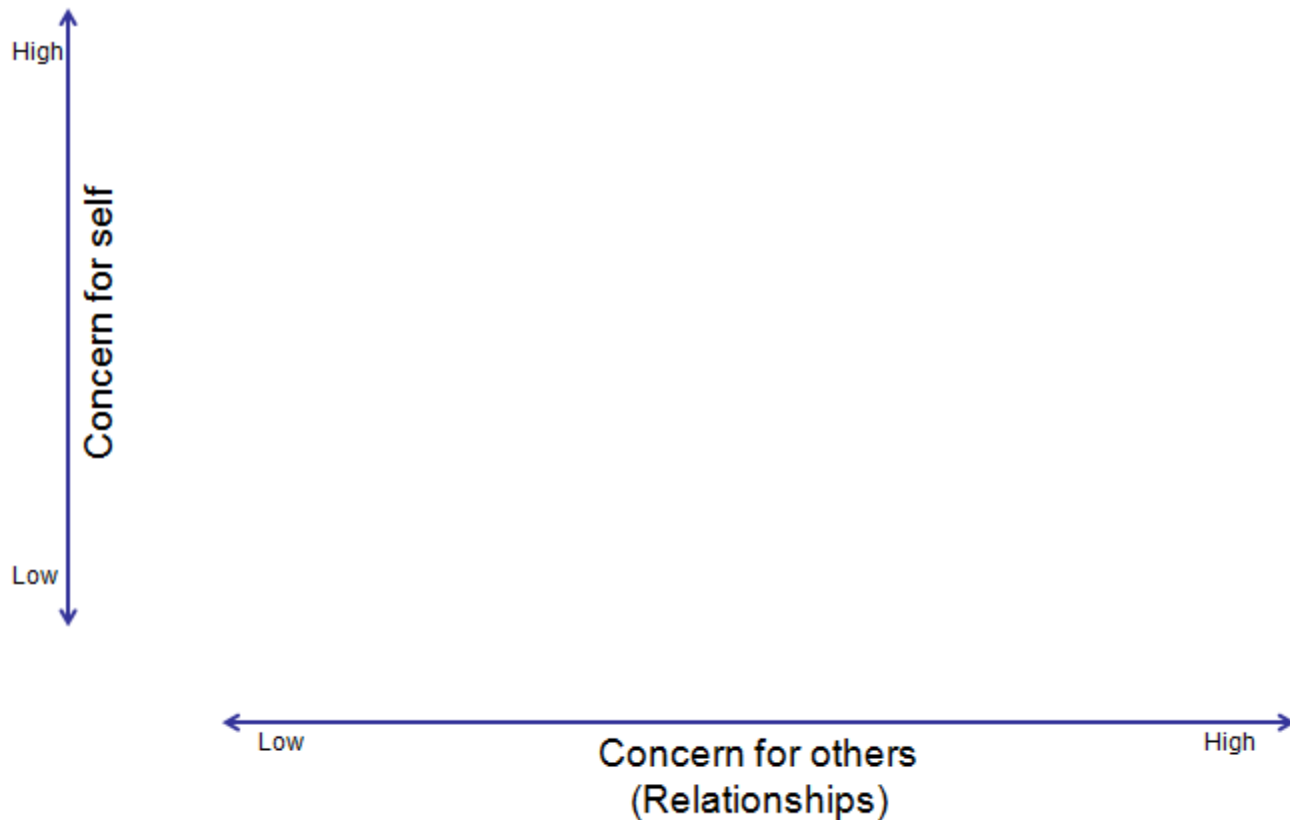
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FACTORS CONTRIBUTING TO WORKPLACE CONFLICT

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

What are 2-3 ways that you can use this information?

APPROACHES TO CONFLICT



Kilmann, Ralph and Thomas, Kenneth "Interpersonal Conflict – Handling Behavior as Reflection of Jungian Personality Dimensions." Psychological Reports. 37, 1975, pp. 971-980.



WHAT'S YOUR CONFLICT STYLE?

Think of a time when you experienced conflict.

- What was the situation?

- What action(s) did you take?

- What was the result?

- What conflict management style did you use in this situation?

- How was it effective or ineffective?

- Is this how you most usually act in a conflict situation?

- If not, how was it different?



WHEN TO USE EACH STYLE

	OK	Not OK
Competition		
Accommodation		
Avoidance		
Compromise		
Collaboration		

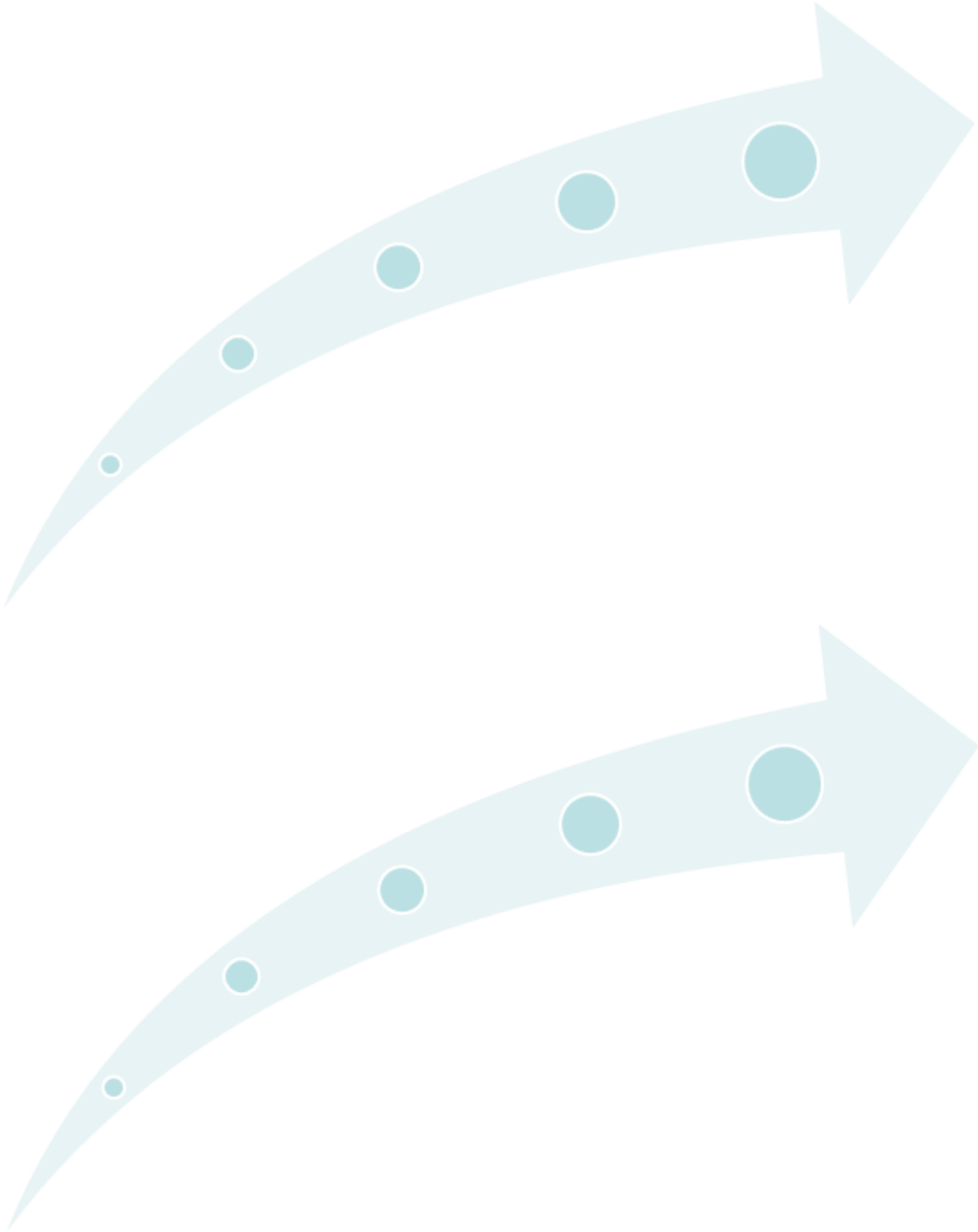


TIPS FOR DEALING WITH DIFFERENT CONFLICT STYLES

	TIPS
Competition	
Accommodation	
Avoidance	

What changes do you want to make to your conflict style?

ANALYSIS OF A CONFLICT





MISTAKES TO AVOID IN DEALING WITH CONFLICT

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DIFFICULT PEOPLE

Some categories of people who exhibit behaviors that are often at the heart of conflict include:

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Strategies for dealing with negative or angry people include:

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I vs. YOU STATEMENTS

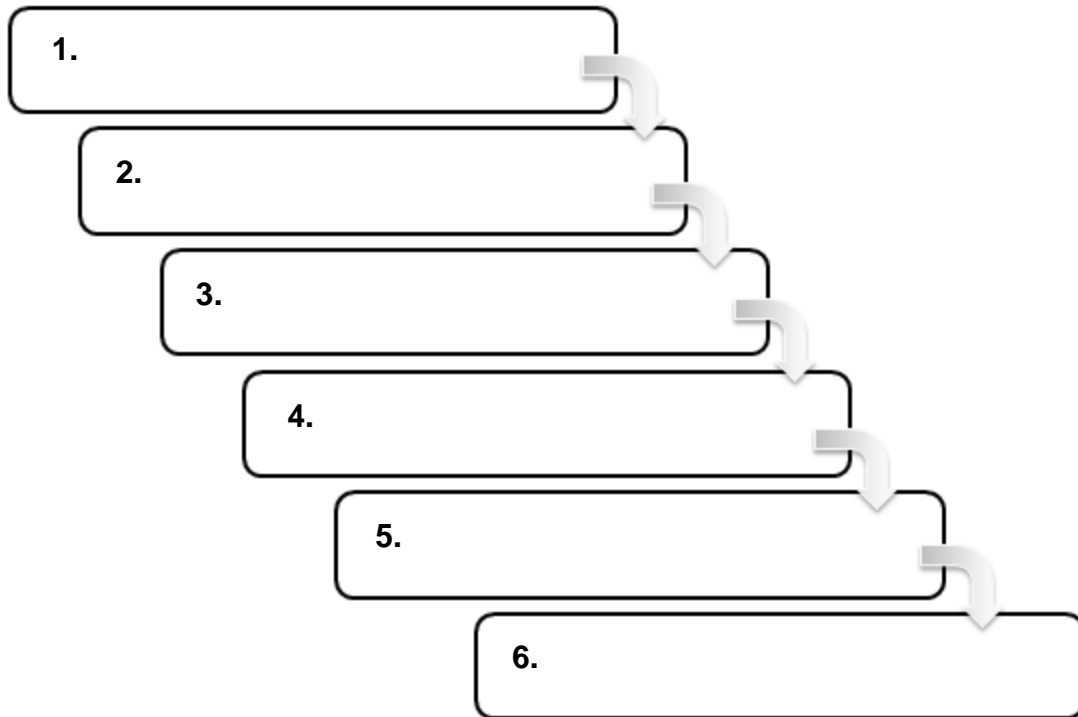
I	<ul style="list-style-type: none"> • • • •
You	<ul style="list-style-type: none"> • • • •

PRACTICE

Turn these “you” statements into “I” statements.

1. You never let me know the priorities around here
2. You promised to have the report to me yesterday, and you still don't have it done
3. You better stop yelling at me if you want me to help
4. You don't treat me well

STEPS FOR MANAGING CONFLICT





TOP TEN POINTS

1. Conflict is a tension that results from forces acting in opposition to each other, creating strong emotions that prevent one or more of the forces from listening to each other.
2. Conflict Management is a method of reprocessing conflict's tension into an energetic search for areas of agreement or for facts which will support agreement. This process creates new ideas and helps those involved solve issues while maintaining the team.
3. Managing, directing, and using conflict can be a positive by increasing effectiveness, efficiency, and productivity; achieving both organizational and individual goals; and stimulating and generating growth and learning in performance improvements.
4. Five categories of organizational conflict include multiple role conflict, scarce resources, differing values or priorities, differing perceptions of the problem, and insecurity/personal needs.
5. Each of the five conflict styles reflects different attitudes towards conflict. No one style is better or more effective than the others. Each is effective in certain situations. The trick is to be flexible and use the style that is most appropriate for the conflict situation.
6. Analyzing the five components of a conflict — the cause of the conflict, how stakeholders became involved, resources involved, the category of organizational conflict, and the outcome — helps to improve conflict management skills.
7. To deal with conflict effectively, avoid defensiveness, reacting and placating; remember that understanding is not agreeing; ask for verbal and nonverbal behaviors to match; listen appropriately; focus on the core problem rather than the details; reflect back what the person is saying; utilize the 100 + 1% principle; and put your but in the right place.
8. When dealing with angry or negative people, it is a good idea to not react, to listen, to acknowledge what was said, to ask clarifying questions, to repeat back and expand upon what was said, to offer to explore solutions, and to establish boundaries.
9. Using "I" statements empowers you to more quickly address the situation and then move forward to find a solution.
10. The six steps for managing conflict include focusing on the organization's vision and goals, clarifying roles and responsibilities, empowering employees to solve problems, clarifying perceptions of the issue, making mutual-benefit agreements, and maintaining a sense of humor.



TAKE ACTION

List **3** things that you learned today or remembered about navigating workplace conflict.

What **2** things can you do to better navigate workplace conflict?

What **1** thing are you going to do TOMORROW to help improve your ability to navigate workplace conflict?



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