

Conflict Resolution Case Study

Background and brief

Our client had a situation where a manager and his assistant were breaking their working relationship to a point where neither spoke directly to each other, and their performance was reduced to being poor. Both parties had been employed by the same organisation from 18 to 30 years; one was male, the other female; both in middle years with plenty of good working experience between them. Their situation was affecting other staff.

The brief was to solve the problem

Approach

Our approach is to review the whole situation, including the history, context and to gain as wide a perspective on the issues as possible within reasonable bounds. The two central employees concerned were extensively interviewed, as were their managers and the chief executive. Some psychometric and personality assessments were undertaken to determine personality contrasts and levels of stress and functioning of the two central figures. The possibility of depression in one was considered, tested and eliminated.

Outcome

One had very high and persistent stress levels; the other had none.

The level of commitment and trust to the organisation was different between the two central employees; one had several enforced changes in career; the other was able to develop working patterns over time and made personal contributions to the job.

One consistently apologised to the other over shortcomings in undertaking their role, but failed to alter behaviour resulting in a very high level of frustration in the other, which eventually led to the breakdown.

Solutions included re-defining expectations of one party on the other and entering into a personal contract between them, to be monitored by a senior manager; another was to refocus one on a job for which skills were already acquired; another was to change the jobs of both and to ensure that they were appropriately assessed for any new job to ensure they had the required skills and ability.

Conclusion

Our clients agreed to establish a personal contract between the manager and assistant, with the support of ourselves. This proved very successful, and has resulted in a harmonious working

Workplace Conflict Resolution Case Studies

Clive Johnson, Jackie Keddy



Workplace Conflict Resolution Case Studies:

Case Studies in Project, Program, and Organizational Project Management Dragan Z. Milosevic, Peerasit Patanakul, Sabin Srivannaboon, 2010-04-19 The ever expanding market need for information on how to apply project management principles and the PMBOK contents to day to day business situations has been met by our case studies book by Harold Kerzner That book was a spin off from and ancillary to his best selling text but has gained a life of its own beyond adopters of that textbook All indications are that the market is hungry for more cases while our own need to expand the content we control both in print and online would benefit from such an expansion of project management case content The authors propose to produce a book of cases that compliment Kerzner's book A book that offers cases beyond the general project management areas and into PMI's growth areas of program management and organizational project management The book will be structured to follow the PMBOK in coverage so that it can not only be used to supplement project management courses but also for self study and training courses for the PMP Exam PMI PMBOK PMP and Project Management Professional are registered marks of the Project Management Institute Inc *The Complete Guide to Conflict Resolution in the Workplace* Marick Francis Masters, Robert R. Albright, 2002 People thrive on conflict in most areas of their lives football games political debates legal disputes yet steer clear from workplace conflicts But conflict is actually a healthy way to challenge the existing order and essential to change in the workplace The real problem is not conflict per se but managing conflict This authoritative manual explains step by step how to design a complete conflict resolution system and develop the skills to implement it Packed with exercises case studies and checklists the book also supplies an overview of workplace conflict diagnostic tools for measuring it techniques for resolving conflict such as negotiation labor management partnerships third party dispute resolution mediation arbitration more *Managing Workplace Conflict* Bernadine Van Gramberg, 2006 *Managing Workplace Conflict* critically analyses Alternative Dispute Resolution ADR in Australian workplaces It includes coverage of various ADR techniques and the roles played by ADR practitioners in workplace conflict the need for workplace grievance policies and the forms these can take the suitability of ADR for various types of disputes the effects of the Work Choices Act 2005 Cth on dispute resolution and three case studies where ADR was utilised in workplace conflict and the experiences of both the human resource consultant and their clients *Managing Workplace Conflict* is written against the background of a rapidly changing Australian labour market It argues that ADR in the Australian workplace needs to be conducted with an understanding of the changed industrial relations environment and the power differences between key workplace stakeholders as well as commitment to ethical practice and workplace justice It presents the key concepts central to the practice of ADR in Australia and provides a practical useable reference book for both the professional and the student back cover **Conflict Management for Managers** Susan S. Raines, 2012-12-14 Raines masterfully blends the latest empirical research on workplace conflict with practical knowledge skills and tools to effectively manage and prevent a wide

range of conflict episodes This is a highly applicable top shelf book that will assist anyone from the aspiring manager to top level management and leadership in the public private and nonprofit sectors It will also be a fast favorite of professors trainers and students of business and conflict management Brian Polkinghorn Distinguished Professor Center for Conflict Resolution Salisbury University With her broad dispute resolution teaching and editing experience Susan Raines is uniquely qualified to organize what is known about conflict management in the workplace She has succeeded in providing private public and nonprofit managers with accessible concepts and tools to deal effectively with the internal and external conflicts they must confront every day Essential reading for all managers Alan E Gross senior director training coordinator New York Peace Institute After reading an advance copy of Raines s impressive book I can t wait to begin to use it as a seminal text in my classes in organizational conflict I am amazed at her ability to cover so well such disparate subjects as systems design public policy disputes small and large group processes customer conflicts conflicts in a unionized environment and conflicts within regulatory contexts Her user friendly writing style is enhanced by her salient examples of exemplary and mistake laden practices within public and private sector organizations A must read for scholars students and practitioners interested in organizational conflict Neil H Katz professor Conflict Analysis and Resolution Nova Southeastern University Conflict management skills are essential to a manager s success Raines a leading scholar and practitioner provides a comprehensive and strategic new guide to these critical skills and how to use them in any organization Lisa Blomgren Bingham Keller Runden Professor of Public Service School of Public and Environmental Affairs Indiana University

The Oxford Handbook of Conflict Management in Organizations William K. Roche, Paul Teague, Alexander J. S. Colvin, 2014-07-03

New ways of managing conflict are increasingly important features of work and employment in organizations In the book the world s leading scholars in the field examine a range of innovative alternative dispute resolution ADR practices drawing on international research and scholarship and covering both case studies of major exemplars and developments in countries in different parts of the global economy Developments in the management of individual and collective conflict at work are addressed as are innovations in both unionized and non union organizations and in the private and public sectors New practices for managing conflict in organizations are set in the context of trends in workplace conflict and perspectives on how conflict should be understood and addressed Part 1 examines the changing context of conflict management by addressing the main frameworks for understanding conflict management the trend in conflict at work developments in employment rights and the influence of HRM on conflict management Part 2 covers the main approaches to conflict management in organizations addressing both conventional and alternative approaches to conflict resolution Conventional grievance handling and third party processes in conflict resolution are examined as well as the main ADR practices including conflict management in non union firms the role of the organizational ombudsman mediation interest based bargaining line and supervisory management and the concept of conflict management systems Part 3 presents case studies of exemplars and

innovators in the field covering mediation in the US postal service interest based bargaining at Kaiser Permanente med arb in the New Zealand Police and judicial mediation in UK employment tribunals Part 4 covers international developments in conflict management in Germany Japan The United States Australia New Zealand the United Kingdom and China This Handbook gives a comprehensive overview of this growing field which has seen an huge increase in programmes of study in university business and law schools and in executive education programmes Human Resource Management in the Modern Workplace Dr. Chirag R. Patel,2022-11-06 Explore modern practices in human resource management with this comprehensive guide Covering topics from recruitment to employee development this book provides the tools and knowledge needed for effective HR management in today s dynamic workplace *The Exchange* Steven Dinkin,2011-04-04 This book introduces a process called The Exchange that will make ones job easier It is about the kinds of conflicts that drive a manager or supervisor crazy The book is intended for the designated problem solvers whether official or unofficial

Harmony Handbook Irina Bristow,2026-01-01 Seeking more peace and understanding in your relationships Ready to transform difficult conversations into pathways for connection Conflict is a natural unavoidable part of human interaction present in our families workplaces friendships and even within ourselves While it can lead to stress and broken bonds if mishandled understanding its dynamics and learning effective resolution skills can pave the way for deeper harmony and growth The Harmony Handbook by Irina Bristow is your essential practical guide to navigating the complexities of conflict Packed with actionable strategies real life examples and interactive exercises this handbook provides a comprehensive toolkit for fostering understanding and resolving disagreements constructively across all relationship types This handbook will teach you to Recognize the roots of conflict needs perceptions and emotions Master the art of active listening and empathetic communication Apply step by step strategies for de escalating tension and finding common ground Set healthy boundaries to protect your well being and improve relationships Utilize techniques like NVC mediation principles and emotional intelligence for effective resolution Build and maintain harmonious connections in every area of your life Achieve lasting peace in your interactions by understanding the why and how of conflict The Harmony Handbook goes beyond quick fixes offering in depth insights and diverse methodologies drawn from psychology communication theory and mediation practices It equips you not just to manage conflict when it arises but to proactively cultivate environments where understanding can flourish **Conscious Resolution Of Conflicts** Karen Angela,2025-03-18 Conflict is unavoidable but how you handle it can transform your relationships leadership skills and overall well being Conscious Resolution of Conflicts introduces a mindful approach to resolving disputes ensuring that difficult conversations lead to understanding rather than division This book goes beyond traditional conflict resolution by integrating mindfulness techniques to help you stay calm manage emotions and respond with clarity and wisdom Whether you re navigating marriage conflicts workplace disagreements or personal challenges this guide provides the practical tools and psychological insights needed to resolve conflicts effectively and foster

healthy long term relationships Inside This Book You ll Learn How to fight right communicate effectively and turn tough conversations into meaningful breakthroughs Mindfulness based techniques for reducing stress staying present and preventing conflicts from escalating Insights from other relationship experts on managing conflicts in marriage parenting and leadership A powerful toolset and talk scripts for handling difficult people and high stakes situations How to approach conflict resolution in marriage workplace leadership and daily interactions with empathy and confidence Whether you re a leader striving for better team dynamics a parent teaching your children conflict resolution or a partner looking to strengthen your relationship this book provides a clear roadmap for navigating life s inevitable challenges If you ve ever struggled with what to say during difficult conversations felt drained by unresolved conflicts or wished for a better way to communicate and connect Conscious Resolution of Conflicts is your essential guide Turn conflict into an opportunity for growth get your copy today and master the art of mindful conflict resolution

Comprehensive Approaches to Conflict Resolution Harriott, Suzzette A.,2024-08-28 In businesses and organizations marked with complex and multifaceted conflicts the integration of effective conflict resolution practice is pivotal Conflicts may range from individual or interpersonal conflicts to broad organizational or international disputes Along with new conflict resolution practices comes the need to understand the cultural implications of approaching methods as well as the impacts of technology Comprehensive Approaches to Conflict Resolution establishes tools and methods for effective conflict resolution bridging diverse methodologies theories and practical applications in fields like psychology sociology law international relations ethnography and anthropology It explores various theories and models in conflict resolution such as practical negotiation group conflict and mediation strategies This book covers topics such as conflict management and resolution social identity and mediation tools and is a useful resource for academicians researchers educators students business owners industry professionals counselors and entrepreneurs

Conflict Management for Managers Susan S. Raines,2013-01-09 Raines masterfully blends the latest empirical research on workplace conflict with practical knowledge skills and tools to effectively manage and prevent a wide range of conflict episodes This is a highly applicable top shelf book that will assist anyone from the aspiring manager to top level management and leadership in the public private and nonprofit sectors It will also be a fast favorite of professors trainers and students of business and conflict management Brian Polkinghorn Distinguished Professor Center for Conflict Resolution Salisbury University With her broad dispute resolution teaching and editing experience Susan Raines is uniquely qualified to organize what is known about conflict management in the workplace She has succeeded in providing private public and nonprofit managers with accessible concepts and tools to deal effectively with the internal and external conflicts they must confront every day Essential reading for all managers Alan E Gross senior director training coordinator New York Peace Institute After reading an advance copy of Raine s impressive book I can t wait to begin to use it as a seminal text in my classes in organizational conflict I am amazed at her ability to cover so well such disparate subjects as

systems design public policy disputes small and large group processes customer conflicts conflicts in a unionized environment and conflicts within regulatory contexts Her user friendly writing style is enhanced by her salient examples of exemplary and mistake laden practices within public and private sector organizations A must read for scholars students and practitioners interested in organizational conflict Neil H Katz professor Conflict Analysis and Resolution Nova Southeastern University Conflict management skills are essential to a manager s success Raines a leading scholar and practitioner provides a comprehensive and strategic new guide to these critical skills and how to use them in any organization Lisa Blomgren Bingham Keller Runden Professor of Public Service School of Public and Environmental Affairs Indiana University

Natural Resource Conflict Management Case Studies Alfonso Peter Castro,Erik Nielsen,2003 This report presents a collection of case studies which focus on processes of conflict management and resolution and the different ways and means that conflicts are addressed The authors examine the intervention strategies methods and tools employed by different actors as well as the underlying interests and assessment of options in conflict management and resolution The Oxford Handbook of Conflict Management in Organizations William K. Roche,Paul Teague,Alexander J. S. Colvin,2014-07-03 New ways of managing conflict are increasingly important features of work and employment in organizations In the book the world s leading scholars in the field examine a range of innovative alternative dispute resolution ADR practices drawing on international research and scholarship and covering both case studies of major exemplars and developments in countries in different parts of the global economy Developments in the management of individual and collective conflict at work are addressed as are innovations in both unionized and non union organizations and in the private and public sectors New practices for managing conflict in organizations are set in the context of trends in workplace conflict and perspectives on how conflict should be understood and addressed Part 1 examines the changing context of conflict management by addressing the main frameworks for understanding conflict management the trend in conflict at work developments in employment rights and the influence of HRM on conflict management Part 2 covers the main approaches to conflict management in organizations addressing both conventional and alternative approaches to conflict resolution Conventional grievance handling and third party processes in conflict resolution are examined as well as the main ADR practices including conflict management in non union firms the role of the organizational ombudsman mediation interest based bargaining line and supervisory management and the concept of conflict management systems Part 3 presents case studies of exemplars and innovators in the field covering mediation in the US postal service interest based bargaining at Kaiser Permanente med arb in the New Zealand Police and judicial mediation in UK employment tribunals Part 4 covers international developments in conflict management in Germany Japan The United States Australia New Zealand the United Kingdom and China This Handbook gives a comprehensive overview of this growing field which has seen an huge increase in programmes of study in university business and law schools and in executive education programmes **Workplace Dispute Resolution** Sandra E.

Gleason,1997 Dispute management in the U S currently accepts workplace conflicts as a necessary part of organizational life Having an effective dispute management system means providing the methods to resolve a dispute that matches the type and stage to which it has progressed while also serving the needs of those who use the system Contributors to this collection provide a variety of viewpoints including international perspectives that help explain why employers who are committed to effective dispute management will use a combination of preventive and remedial dispute resolution mechanisms to address conflicts based primarily on interests rights or power Several essays also investigate how the interpersonal nature of a relationship between people determines the method selected to handle disputes the impact of the lens of gender on our thinking about negotiation as a social activity for problem solving and the tension between self interest and fairness in negotiation and the use of justifications and impression management to resolve this tension [The Essential Guide to Workplace Mediation and Conflict Resolution](#) Nora Doherty,Marcelas Guyler,2008-04-03 The Essential Guide to Workplace Mediation and Conflict Resolution examines the nature process uses and skills for employing and using mediation The authors examine what mediation is and how it can be successfully applied to resolve issues by presenting a range of techniques and case studies Applicable to not only one on one conflict but also at team and board room level this is the book for you whether you are in the front line and have to anticipate pre empt or defuse conflicts in support of productive working relationships are already a mediator or are training to become one *Dispute Resolution Journal* ,2000 *Managing Conflict at Work* Clive Johnson,Jackie Keddy,2010-09-03 Managing Conflict at Work provides practical guidance on how to prevent contain and resolve conflict in the workplace It demonstrates how effective conflict management can have a powerful impact on the way organisations channel their energies encouraging positive mindsets and building stronger and happier workforces Putting the cost of rising conflict in context with recessionary times it looks beyond individual cases to issues such as workforce motivation and corporate responsibility The authors provide a wide range of practical techniques tools and templates to support individuals who need to facilitate the resolution of employee disputes Aimed not just at mediators and conflict practitioners but at staff managers and anyone who needs to deal with people disputes the book emphasises simple and practical ways for dealing with conflict situations both when potential disputes are first emerging and once a conflict has escalated into a formal complaint Also including international case studies extensive appendix of templates tools and forms including stakeholder analysis mediation in take forms and reflective questioning prompts Managing Conflict at Work provides practical support to ensure that your company prevents disputes and stays within the law The book is accompanied by an extensive range of ready to use templates and case studies and is supported by a dedicated website providing information and downloads referred to in the book as well as videos and podcasts *Business Management Essentials from Modern and Buddhist Perspectives* Titus De Silva, PhD,2026-04-23 Business Management Essentials from Modern and Buddhist Perspectives presents a holistic approach to management by combining contemporary business functions with

Buddhist teachings that have sustained the Buddhist community for over 2 500 years The book uniquely covers 17 business functions through both modern and Buddhist perspectives featuring 112 citations from the original Pali canon and 30 verses from the Dhammapada Unlike other works on business and Buddhism it specifically draws from the Theravada tradition that originated during Buddha s time avoiding inaccuracies found in other texts while using illustrative stories to demonstrate how poor management decisions can lead to failures This distinctive work stands apart from previous books on business and Buddhism by providing in depth analysis of individual business functions rather than general principles offering organisations a path to develop management systems based on ethical and moral principles Each chapter methodically demonstrates how Buddhist practices can enhance business effectiveness creating mutual benefits for businesses and all stakeholders including employees customers shareholders suppliers communities and governments ultimately promoting organisational systems that contribute positively to humanity while ensuring business survival in today s competitive environment

Workplace Dispute Resolution and the Management of Individual Conflict ,2014 *Emerging Systems for Managing Workplace Conflict* David B. Lipsky,Ronald L. Seeber,Richard Fincher,2003-04-25 *Emerging Systems of Managing Workplace Conflict* presents illustrative real life examples as well as cutting edge methods and tools for integrating systems of dispute resolution into standard corporate procedures This vital resource investigates the systems organizations have developed to manage common and costly workplace conflicts involving supervisor employee relationships race age and gender discrimination complaints sexual harassment occupational safety and health reasonable accommodation of the disabled and wrongful termination as well as other problems stemming from governmental regulations and court actions Drawing on the authors vast research and frontline experience with a wide variety of corporations and organizations this important book examines successful responses to universal workplace problems and conflicts In addition the book is filled with illuminating case examples and stories from organizations such as Brown and Root Kaufman and Broad Warner Brothers Universal Studios Kaiser Permanente the United States Postal Service Johnson Johnson Shell Prudential and others that have instituted systems of dispute resolution in response to ongoing destructive conflict expensive litigation and crippling settlements This book offers an enormously useful approach for the application of the most up to date systems of organizational conflict resolution and shows how this approach can work in specific situations to save time and money

Decoding **Workplace Conflict Resolution Case Studies**: Revealing the Captivating Potential of Verbal Expression

In a time characterized by interconnectedness and an insatiable thirst for knowledge, the captivating potential of verbal expression has emerged as a formidable force. Its power to evoke sentiments, stimulate introspection, and incite profound transformations is genuinely awe-inspiring. Within the pages of "**Workplace Conflict Resolution Case Studies**," a mesmerizing literary creation penned by way of a celebrated wordsmith, readers embark on an enlightening odyssey, unraveling the intricate significance of language and its enduring effect on our lives. In this appraisal, we shall explore the book's central themes, evaluate its distinctive writing style, and gauge its pervasive influence on the hearts and minds of its readership.

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Table of Contents Workplace Conflict Resolution Case Studies

1. Understanding the eBook Workplace Conflict Resolution Case Studies
 - The Rise of Digital Reading Workplace Conflict Resolution Case Studies
 - Advantages of eBooks Over Traditional Books
2. Identifying Workplace Conflict Resolution Case Studies
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Workplace Conflict Resolution Case Studies
 - User-Friendly Interface
4. Exploring eBook Recommendations from Workplace Conflict Resolution Case Studies
 - Personalized Recommendations
 - Workplace Conflict Resolution Case Studies User Reviews and Ratings

- Workplace Conflict Resolution Case Studies and Bestseller Lists
- 5. Accessing Workplace Conflict Resolution Case Studies Free and Paid eBooks
 - Workplace Conflict Resolution Case Studies Public Domain eBooks
 - Workplace Conflict Resolution Case Studies eBook Subscription Services
 - Workplace Conflict Resolution Case Studies Budget-Friendly Options
- 6. Navigating Workplace Conflict Resolution Case Studies eBook Formats
 - ePub, PDF, MOBI, and More
 - Workplace Conflict Resolution Case Studies Compatibility with Devices
 - Workplace Conflict Resolution Case Studies Enhanced eBook Features
- 7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Workplace Conflict Resolution Case Studies
 - Highlighting and Note-Taking Workplace Conflict Resolution Case Studies
 - Interactive Elements Workplace Conflict Resolution Case Studies
- 8. Staying Engaged with Workplace Conflict Resolution Case Studies
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Workplace Conflict Resolution Case Studies
- 9. Balancing eBooks and Physical Books Workplace Conflict Resolution Case Studies
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Workplace Conflict Resolution Case Studies
- 10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
- 11. Cultivating a Reading Routine Workplace Conflict Resolution Case Studies
 - Setting Reading Goals Workplace Conflict Resolution Case Studies
 - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Workplace Conflict Resolution Case Studies
 - Fact-Checking eBook Content of Workplace Conflict Resolution Case Studies
 - Distinguishing Credible Sources

13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
14. Embracing eBook Trends
 - Integration of Multimedia Elements
 - Interactive and Gamified eBooks

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