Basic Principles of Conflict Resolution and HR Effectiveness

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Personal

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Disclaimer

We are not licensed attorneys and do not provide legal advice.
Biblical Approach

Matthew 5:9 NLT

*God blesses those who work for peace, for they will be called the children of God.*

What the Survey Says

CPP Inc.—publishers of the Myers–Briggs Assessment and the Thomas–Kilmann Conflict Mode Instrument study.

The findings align with what we experience when working with our clients.
Business Case

- U.S. employees spend, on average, 2.8 hours per week dealing with conflict, according to CPP Inc., publishers of the Myers–Briggs Assessment and Thomas–Kilmann Conflict Mode Instrument. That’s roughly $359 billion in paid hours (based on average hourly earnings of $17.95), or the equivalent of 385 million working days.

- This working-day equivalent is clearly a major problem in the not-for-profit sector, where almost half (48%) have been involved in a conflict that led to sickness and/or absenteeism.

What are the main causes of conflict?

<table>
<thead>
<tr>
<th>Cause</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Personality clashes/warring egos</td>
<td>49%</td>
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<tr>
<td>Stress</td>
<td>34%</td>
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<tr>
<td>Heavy workloads/inadequate resources</td>
<td>33%</td>
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<tr>
<td>Poor leadership from the top of the organization</td>
<td>29%</td>
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<tr>
<td>Lack of honesty and openness</td>
<td>26%</td>
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<tr>
<td>Poor line management</td>
<td>23%</td>
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<tr>
<td>Lack of role clarity</td>
<td>22%</td>
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</tbody>
</table>
At what level of your organization do you observe the most conflict?

- Between entry-level/ frontline roles: 36%
- Between line managers and their reports: 24%
- Between different levels of management: 20%
- Between middle managers: 8%
- Between first-line management/supervisors: 7%
- Between senior leadership/executives: 6%

Types of Conflict

1. Interdependence conflicts: When work completion is dependent on two or more people
2. Style differences: How to get it done
3. Diversity: Age, gender, upbringing, denominational differences, etc.

“So then, let us aim for harmony in the church and try to build each other up.” Romans 14:19
9 Ways Managers Can Address Conflict More Effectively

Identify and Address Underlying Tensions Before Things Go Wrong
Provide Improved Work–Life Balance

More Informal One-to-One Conversations With People They Manage
Manage Toxic Individuals, Who Create Conflict, More Firmly

Provide Counseling for Employees in Conflict
Raise the Subject of Conflict as Part of Everyday Discussion

Develop Interpersonal Relationships
Act As Mediators

The Single Most Critical Activity for Effective Conflict Management Is “Conversation”
Recap

1. Identify and address underlying tensions *before* things go wrong
2. Provide improved work–life balance
3. More informal one-to-one conversations with people they manage
4. Manage toxic individuals who create conflict more firmly
5. Provide counseling for employees in conflict
6. Raise the subject of conflict as part of everyday discussion
7. Develop interpersonal relationships
8. Act as mediators
9. The single most critical activity for effective conflict management is “conversation”

Biblical Approach

1 Peter 3:11 NLT

Turn away from evil and do good. Search for peace, and work to maintain it.
Other Ideas to Consider

- Campus-wide communication training
- Use MBTI as a tool to identify and understand differences
- Delve into building a high-performance organization
Biblical Approach

Romans 12:18 NLT

Do all that you can to live in peace with everyone.