

Conflict Resolution

WNYCOSH

Conflict Resolution

- Please select one of the following conflict scenarios below and answer the questions on the next slide after interviewing with your partner(s). You can also create your own example of a workplace conflict.
- Frequent Time and attendance issues – this is a conflict between manager and employee, other employees are aware of the situations
- Insubordination – employees may have an agenda to get their immediate supervisor in trouble
- Inappropriate sense of humor – disrespectful, use of sexual innuendos
- Sabotage of work or failing to communicate pertinent information

- Lack of self-awareness and knowledge of personal triggers and lack of self-management, which some employees deliberately provoke
- Disrespectful communication (examples)
 - Gossip - Employees gossip about others and/or make up stories about situations, people,
 - Employees contradict or diminishes what a coworker said in the presence of others – other employee become irate and threatens to punch contradicting coworker
 - Tease, taunt, practical jokes to malign coworker
 - Bullying and/or intimidation postures
- The above behaviors can contribute to a workplace that has low morale, low trust, lacks teamwork, initiative and healthy work ethic.
- Using the questions on the back of this form please try to explore one of the issues above and brainstorm solutions to address conflict in the workplace.

5 Ways to Deal with Customers Who Don't Want to Wear Masks

- <https://www.forbes.com/sites/blakemorgan/2020/06/28/5-ways-to-deal-with-customers-who-dont-want-to-wear-masks/>
- Blake Morgan Senior Contributor CMO Network
- June 28, 2020 Forbes online

5 Ways To Deal With Customers Who Don't Want To Wear Masks

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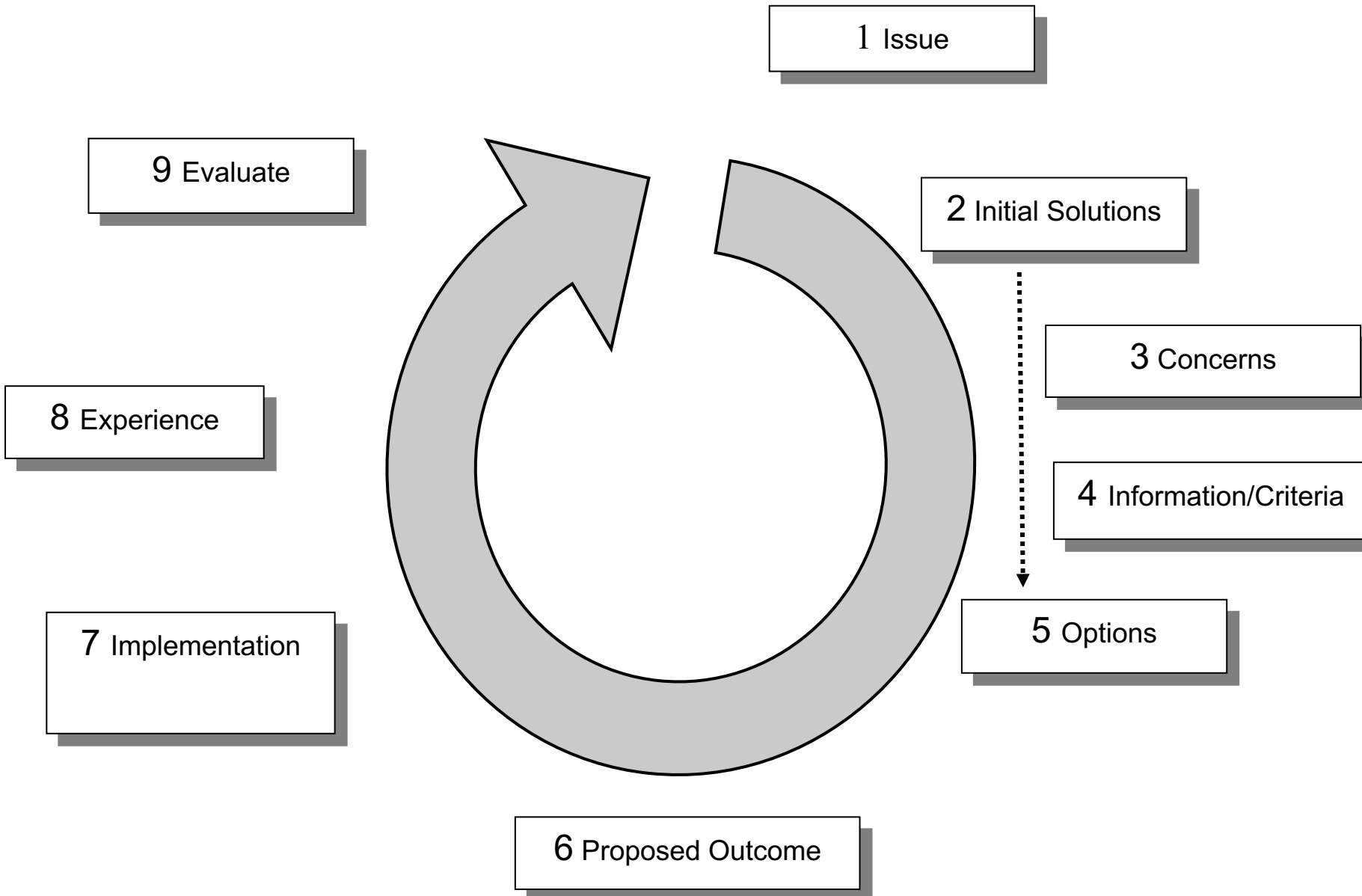
Five Ways To Encourage Mask-Usage By Customers

- **1. Make your signage very clear in your marketing, and in signs on your store.** Some of the signs I see on local businesses are hard to read, and small. Make your signage easy to understand and visible. In all your communications clearly communicate the rules of the business so there's no confusion. I wrote about [Costco's mask policy](#), and the fact that the government cannot force a business to allow un-masked customers into their stores. The business is a private company and has the right to refuse any customers who doesn't comply. On my first trip to Whole Foods Market in Oakland, CA this week, I was impressed by how organized the grocer was including signage. Standing in line, there are markers for how far you need to stand.
- **2. Give masks away for free** like [Whole Foods Did](#). Amazon (who owns Whole Foods) had 100 million masks for employees, and they realized they had enough for customers too. They offer a free mask to anyone who wants one in their stores. This is a great example of simply making it easy for customers.
- **3. Support employees who have to enforce rules.** This is a really stressful time for employees. One of my neighbors is a nurse as is her husband. She told me the masks she wears are hot and make her break out in acne around her mouth. It's unpleasant, but important. It's important for employees to know they are supported even if they have to stand their ground against customers - who we know can at times be abusive in their speech and actions.

Five Ways To Encourage Mask-Usage By Customers continued

- **4. Find ways to deliver products to customers without contact.** The best kind of physical interaction today is very little physical interaction. No matter how frustrated and impatient we are, we can't outsmart COVID. This is the reality of modern life, and if we accept this new reality, we'll conquer COVID faster. That said, [digital transformation](#) is a great solution for many businesses that are struggling to continue to provide the products and services they did prior to COVID.
- **5. Fire some of your customers.** We know the customer is not always right. While you might lose some money in the short-term, by supporting your employees and your customers that obey the rules, you will create a sustainable business in the long-term, and show your support for the community.

Working Together: Information, Communication, Problem-Solving



Keys to Success

- Have a general discussion of the issue. *What does it mean from your constituency's perspective?* Listen for learning. Share data and information. Also ask: *What will happen if we can't resolve this issue?*
- Label initial solutions/positions as options. And move on.
- Shift the focus from solutions to concerns. *Why does your initial solution appeal to you? What concerns does it address? Recognize and understand both yours and theirs. Ask why. Listen for understanding. Identify shared and different concerns.*
- Education and Information – *What do both sides need to understand about the issue to address it competently? What information is missing? Jointly establish objective criteria for the solution.*
- Create multiple options. Brainstorm to get new ideas.
- Convert the option which best meets objective criteria and addresses the concerns of both parties into a proposed outcome. Accept it if it is better than what you could achieve acting alone.
- Plan implementation; evaluate the results and improve.

Issue Analysis Sheet (Conflict Resolution)

Issue (one sentence or less description of problem/ frame as problem solving question)

BATNA (Best Alternative To a Negotiated Agreement, You should know BATNA before beginning)

Background (short discussion of how the issue came to be a problem)

Interests:

Party A Interests (Mine)

Party B Interests (Theirs)

Obj. Standards/Criteria for Solution (agree on criteria for narrowing the options)

Options (brainstorm a variety of potential options to address interests, criteria and solve the problem)

Best Negotiated Outcome (accept only if better than BATNA * must have input and agreement from the other person to achieve negotiated outcome)**

The negotiated outcome can only be determined after a long discussion to bring out options from Party B. Take some time determining brainstorming options and get several from Party B in addition to yours.