

CIPD Coronavirus webinar series

Managing conflict, bullying and harassment

10 December 2020

Welcome

Katie Jacobs, Senior Stakeholder Lead, CIPD

CIPD



Today's speakers

Katie Jacobs

Senior Stakeholder
Lead,
CIPD

Rachel Suff

Senior Policy
Adviser,
Employment
relations,
CIPD

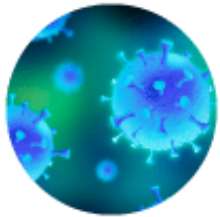
David Liddle

Founder and CEO,
The TCM Group

Abdul Wahab

Diversity and
Inclusion Adviser,
CIPD

#StrongerWithCIPD



**Covid-19
resources**



**NEW Wellbeing
helpline**



**Employment
Law helpline**



**Communities
and branches**



***People
Management***



**Knowledge
and content**



Free learning



**Careers
support**



**Professional
credibility**



**Financial
support**

[cipd.co.uk/memberbenefits](https://www.cipd.co.uk/memberbenefits)

Context

An employment relations challenge like never before

Rachel Suff

Senior Policy Advisor, Employment Relations, CIPD

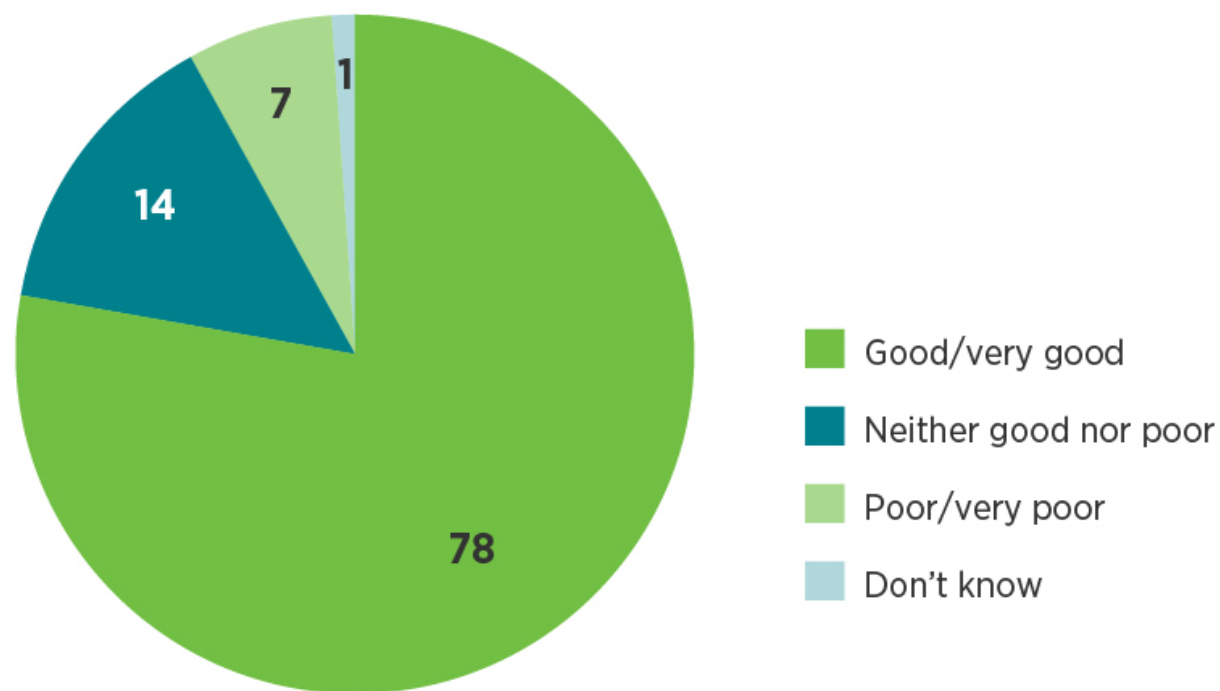
What's the state of the employment relationship?

Employees generally report a supportive working environment:

- the overwhelming majority say working relationships with colleagues are good/very good
- 3 in 4 agree their colleagues treat people with dignity and respect



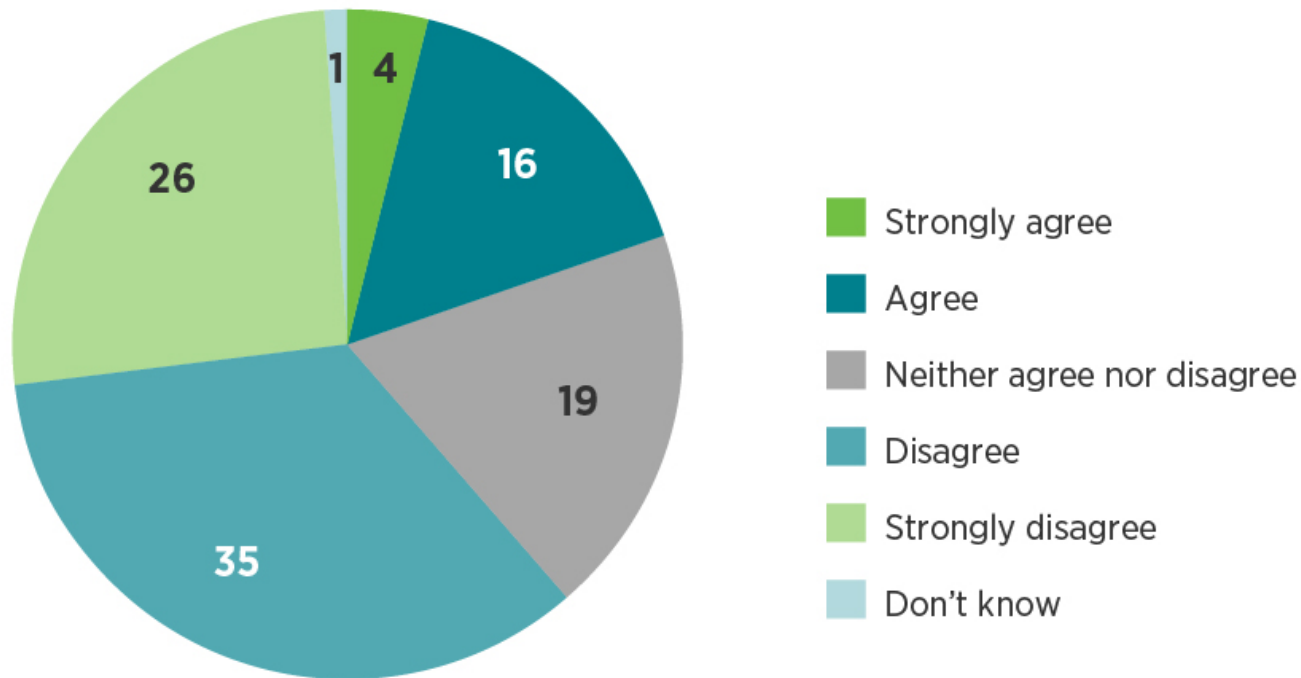
**Figure 1: How would you rate the working environment and culture at your organisation?
(% of employers)**



Base: all (n=1,016), *Labour Market Outlook*, autumn 2019.
Percentages may not sum to 100 because of rounding.



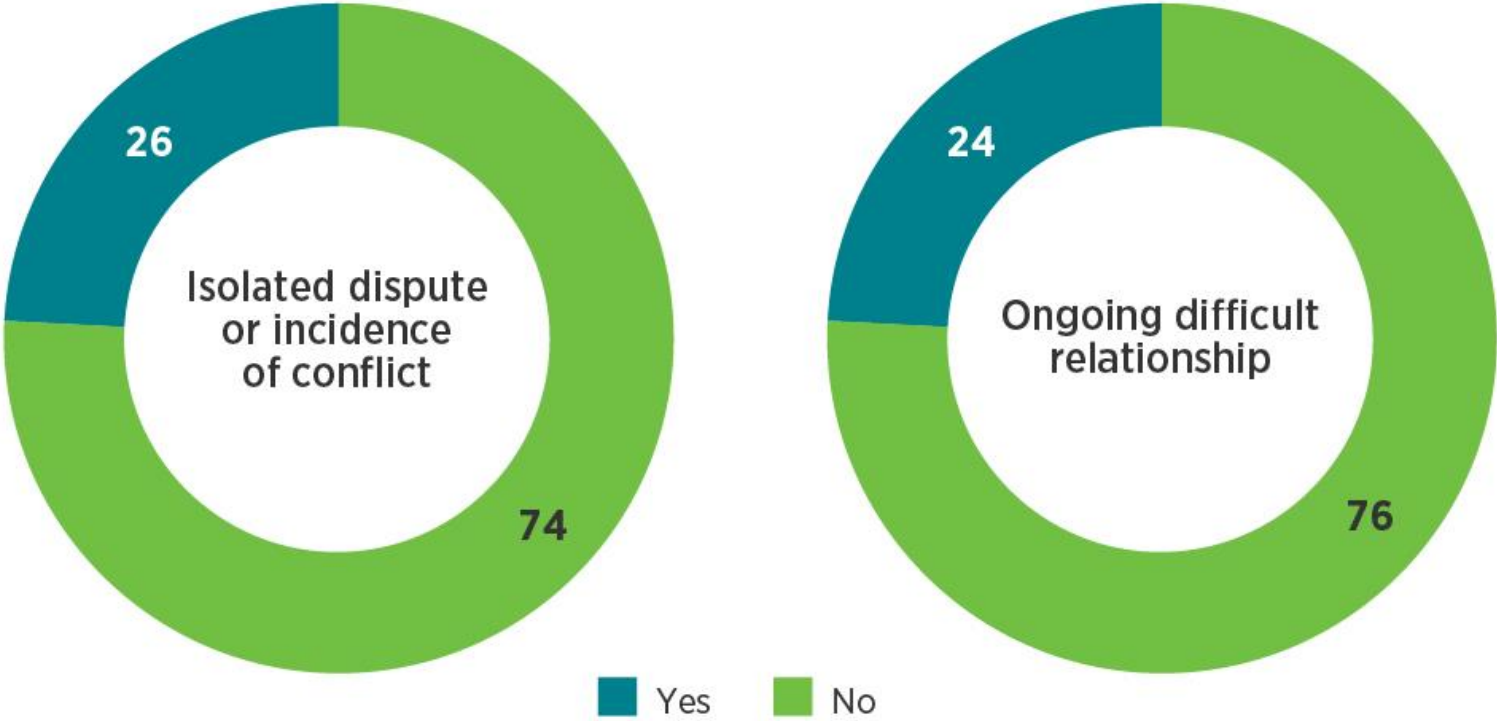
Figure 4: 'Conflict in my workplace is a common occurrence' (UK employers) (%)



Base: all (n=1,016), *Labour Market Outlook*, autumn 2019.
Percentages may not sum to 100 because of rounding.



Figure 5: UK employees reporting workplace conflict in last 12 months (%)



Base: all employees (n=2,211)





Relationships and conflict at work

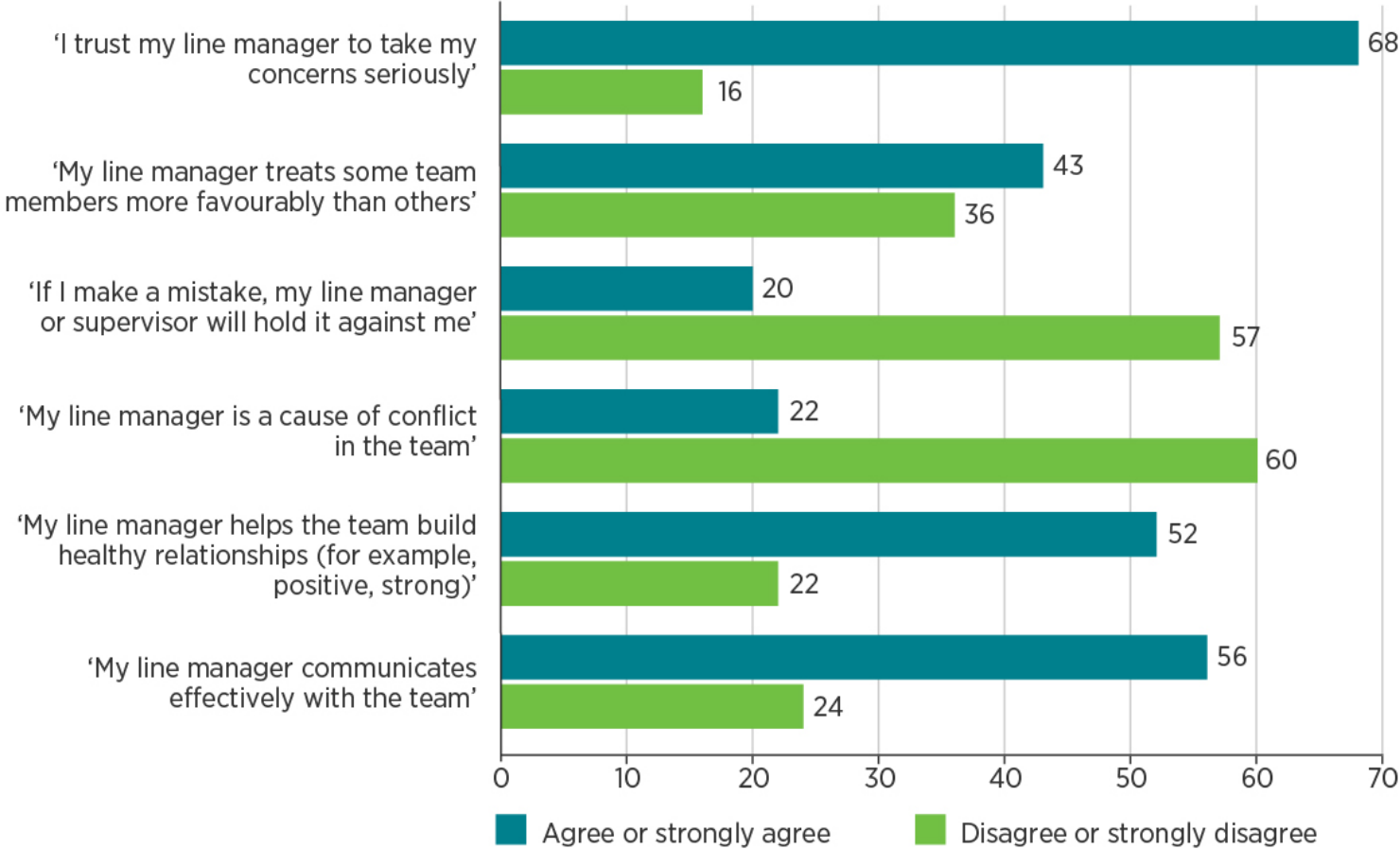
- A quarter (24%) of employees think that challenging issues like bullying and harassment are **swept under the carpet**
- 1 in 5 employees feel the culture isn't inclusive, agreeing that *'colleagues sometimes reject others for being different'*
- 15% had experienced **bullying**, 8% **harassment** (not sexual), 4% reported **sexual harassment** in past three years



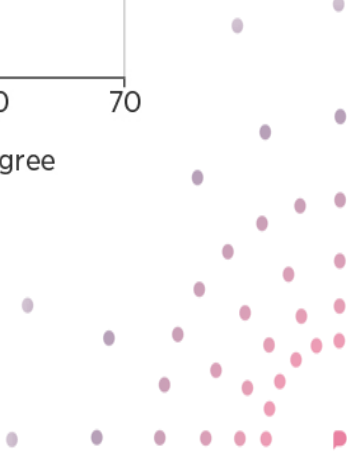
Line managers play a central role in workplace conflict



Figure 3: What do people think of their line manager? (% of employees)



Base: all employees with a line manager (n=2,041)






A poor resolution rate...

For those reporting conflict, less than half say it has so far been largely or fully resolved

People were just as likely to be dissatisfied as satisfied with how their organisation handled the conflict



Given these findings and the current crisis, how can we reframe resolution?



Support line managers to play a positive role



Know your team and foster good working relationships



Be alert to simmering tensions and challenge unfair treatment



Have regular 121s, encourage informal feedback and conversations



Be clear about expectations and act as a role model



Intervene early to help resolve conflict in a positive and informal way

Managing conflict in the modern workplace



2 key takeaways:

- Formal policies and procedures need to know their place
- Invest in line manager confidence and capability to manage conflict

CIPD resources

[Line manager resources](#)

[CIPD research report](#)

[CIPD Managing conflict guide for managers](#)

CIPD Factsheet: [Mediation at work](#)

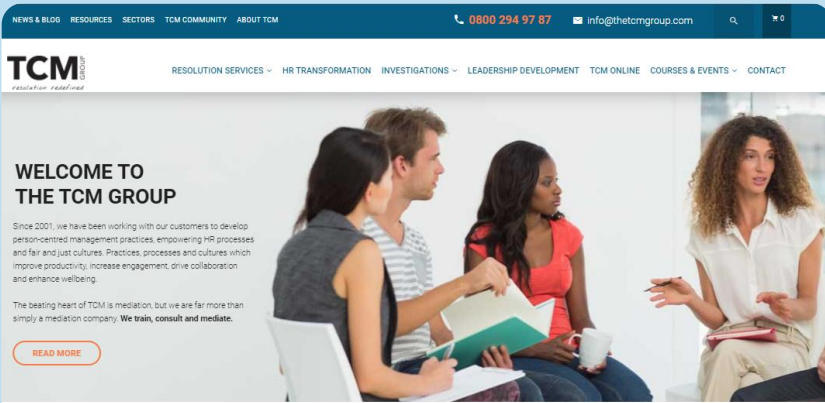
Covid19. Recovery and
Resolution:



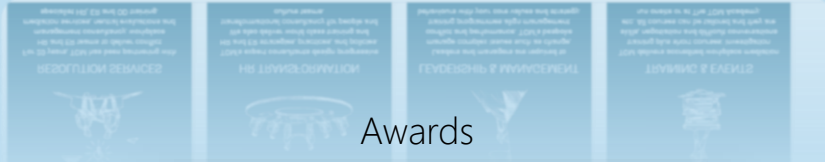
MANAGING CONFLICT

David Liddle

Chief Executive of
The TCM Group



Award-winning resolution and HR transformation services, investigation services, conflict management consultancy, and management programmes.



Awards



Memberships and accrediting bodies



The TCM Group

TCM was established in 2001. We are headquartered in London with a global network of consultants.

Respected: We design and deliver resolution services, HR transformation and OD programmes, investigations, leadership and management development plus various accredited courses.

Award winning: 'Mediation Provider of the Year 2018' at the National Mediation Awards and 'HR Consultancy of the Year 2020' at the Personnel Today Awards.

Trusted: We work in partnership with numerous organisations to embed mediation, HR/OD, resolution and leadership programmes.

Visionary: Launched *The Resolution Framework™* at the Law Society in May 2013.

Innovative: Created and apply the FAIR Model™ which form our corporate values and the basis for our services.

Facilitate | Appreciate | **Innovate** | Resolve

Experienced: Trained and coached many thousands of HR, union reps, managers and leaders to have better conversations at work.



Please develop your action plan to help you integrate conflict management into your Covid19 recovery and resolution strategy.

The anatomy and the psychology of conflict.



I win - you lose!

I'm right - you're wrong!

*It's all
your
fault!*

*You are
a bully!*

*Don't
blame
me!*



*I don't
trust you*

I'll see you in court!



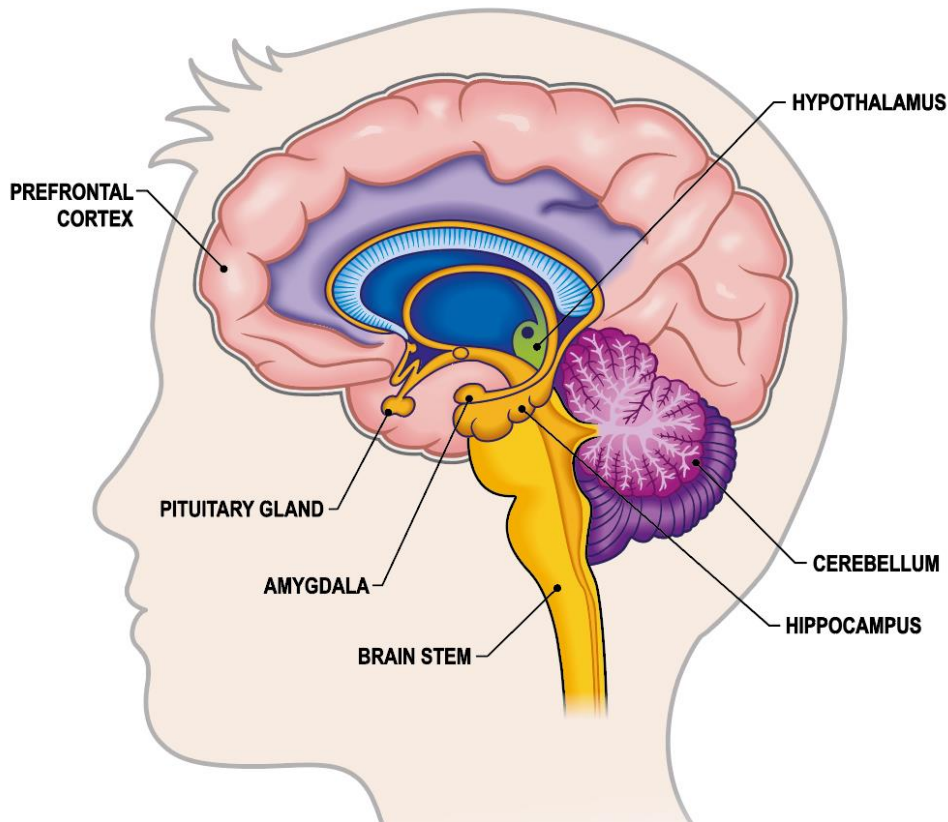
Conflict:
vicious
cycle or
virtuous
circle?

When conflict goes wrong. *The 7 deadly sins*



1. Uncertainty. Loss of control. Need to have control
2. Fear. Loss of psychological safety. Need to feel safe
3. Suspicion. Loss of trust. Need to build trust
4. Stress. Loss of value/esteem/hope/control. Need to be understood and valued
5. Cliques/alliances. Loss of power. Need to be empowered
6. Disengagement. Loss of a future. Need to have a clear purpose
7. Rumours/gossip. Loss of voice. Need to be given a voice and to be valued.

Conflict tricks us into behaving badly.



Cortisol and Adrenalin

FIGHT
FLIGHT
FREEZE
FALL

There is a fifth F. I'll get to that one in a moment or two!

An abstract watercolor-style background featuring a mix of vibrant blue and deep red/purple hues. The colors are blended and layered, creating a textured, organic feel. The word 'Flow' is written in a white, cursive script across the center of the image.

Flow

Positive Psychology and Flow

During conflict resolution, we can extend flow to an interaction between two people – a shared condition between two or more people:

- Flow of dialogue.
- Flow of empathy.
- Flow of positive engagement.
- Flow of mutual respect.
- Flow of ideas.
- Flow of trust.

Flow makes us feel happy. It reduces the levels of cortisol and increases the levels of the 'happy hormones'. In a flow state, we can achieve our mutual needs by working collaboratively.

In other words flow = win/win.

Good or bad conflict – it's our choice



Dysfunctional

Think butter (or lard!)

- Destructive
- Needs are not met
- Monologue
- Unhappy
- Unhealthy
- Disengaged
- Closed mind
- Threat

Functional

Think olive oil

- Constructive
- Needs are met
- Dialogue
- Happy
- Healthy
- Engaged
- Open mind – high growth mindset
- Opportunity

Think about a conflict that you have been involved in.



If you could go back in time, what would you change about how you handled it?

Be courageous: it's to reframe
how we handle disputes and
conflicts at work.

GBH



TRADITIONAL GRIEVANCE AND DISCIPLINARY SYSTEMS:

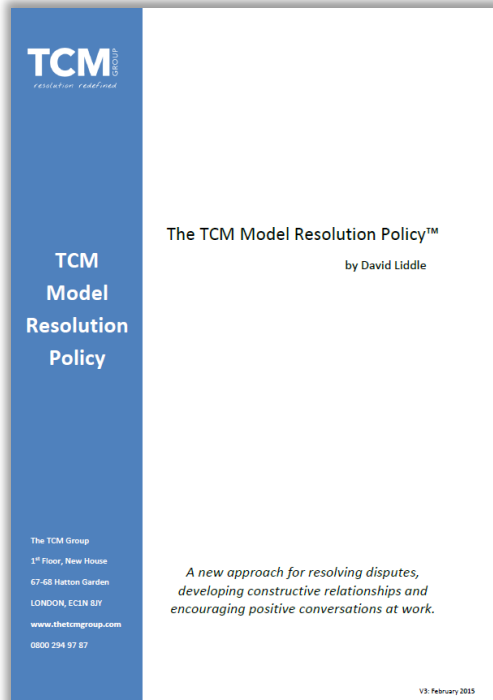
- Are reactive and reductive - win/lose, defend/attack and right/wrong.
- Are more concerned about mitigating risk than motivating people.
- Offer a one sized fits all approach which is untenable in a modern, diverse and increasingly flexible workplace.
- Are inherently adversarial. They promote confrontation and a combative mindset.
- Are binary. They polarise the parties causing issues to become entrenched.
- Rarely identify the root cause of a concern or a complaint.
- Individual or business needs are ignored.
- Impede creativity, innovation and a high growth mindset.
- Create and perpetuate a 'blame, grievance, entitlement or litigation culture.'

The TCM Resolution Framework™

The TCM Resolution Framework™ offers HR, managers, unions, employees and business leaders a new approach for handling grievance and discipline issues.

Here are a few facts about the Resolution Framework™:

- Replaces the traditional discipline and grievance procedures
- Compliant with the Acas code, employment and equality legislation, and best practice guidance.
- It is values based, outcomes oriented, and person centred.
- It encourages and promotes adult to adult dialogue.
- Key stakeholders work together to promote resolution.
- It offers an enhanced triage assessment of cases using a tried and tested Resolution Index (RI). The Resolution Index delivers enhanced levels of objectivity, rigour and fairness giving your employees and managers a tailored resolution for each case.
- It increases the use of coaching, early resolution, facilitated conversations restorative justice and mediation.
- Underpins the development of a Transformational Culture



My 5 tips for managing conflict effectively

1

LISTEN ACTIVELY.

Create a safe space. Open questions. Acknowledge, affirm. Summarise

2

BE EMPATHETIC.

What is going on for them right now? Walk in their shoes.

3

DON'T JUDGE, EVALUATE, ASSUME OR BLAME

Support the person to tell you their story. Suspend judgment.

4

DEPERSONALISE THE SITUATION

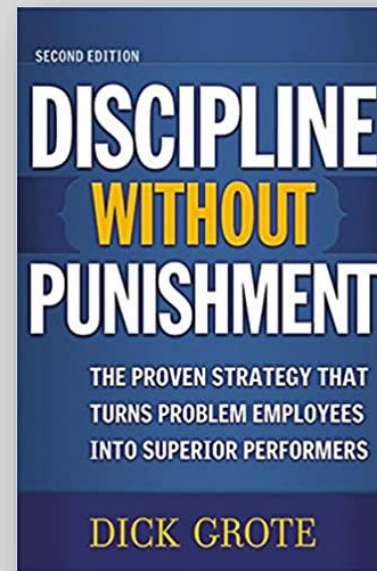
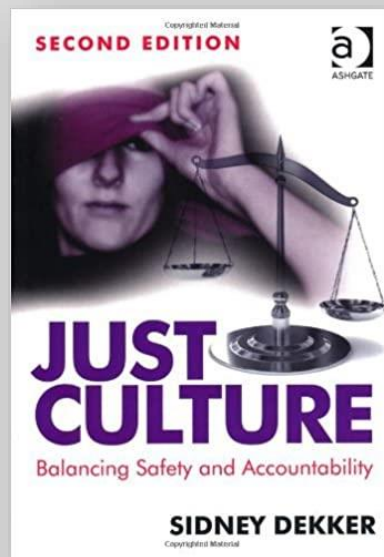
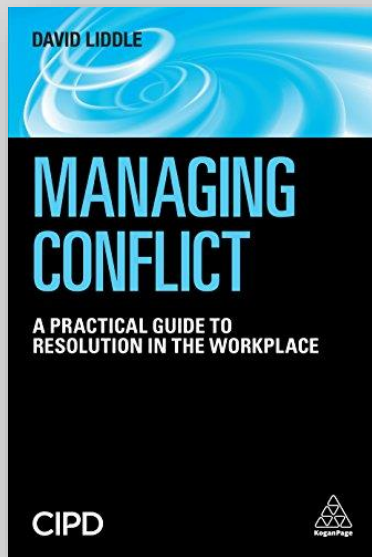
Encourage the speaker to describe their 1) observations, 2) their feelings and 3) their needs. You do the same. 'Talking from the I'.

5

FOCUS ON INTERESTS AND NEEDS

Make requests of each other which are mutually beneficial.

Further reading...



In conclusion

- Be **innovative** – there has never been a better time to for a new approach to resolution.
- Ensure your **values** are enshrined across your people policies and your leadership competencies.
- **Train** your managers and leaders to spot, resolve and transform conflict at work
- Join the **Resolution Revolution** - you'll never look back!

#RedefiningResolution

For more information, please email me
or link with me via social media:

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www.thetcmgroup.com



@david_liddle

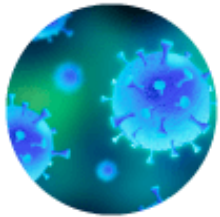
Questions

Please submit your questions for:

- Rachel Suff, Senior Policy Adviser, Employment Relations, CIPD
- David Liddle, Founder and CEO of The TCM Group
- Abdul Wahab, Diversity and Inclusion Adviser, CIPD

Please use the Q&A function to submit your questions

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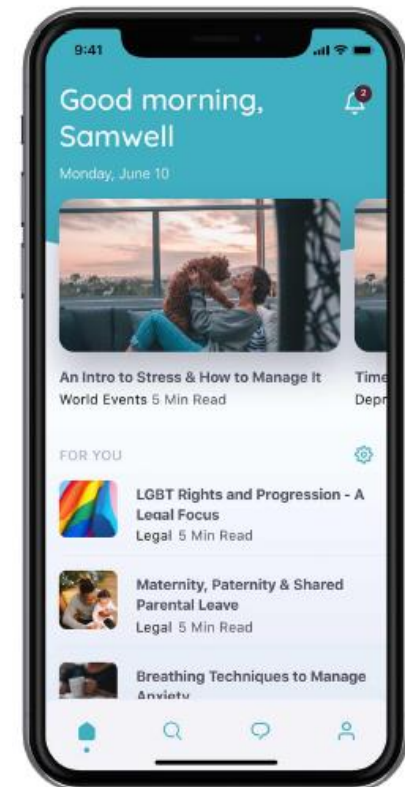
**Financial
support**

[cipd.co.uk/memberbenefits](https://www.cipd.co.uk/memberbenefits)

New wellbeing resources



- We've partnered with **Health Assured** to support members mental health and wellbeing
- Unlimited free 24/7 confidential telephone helpline, online portal & My Healthy advantage health and wellbeing mobile app
- The resource provides:
 - Legal information
 - Debt and financial information
 - Manager consultancy and support
 - Information on work and home issues
 - Factsheets, advice, information and self-help tools
 - A resources area with; programmes, videos, webinars, medical information and mini health checks.



Further information

[NEW wellbeing helpline for CIPD members](#)

[CIPD coronavirus hub](#)

[Managing conflict in the modern workplace](#)

[Dealing with conflict at work: a guide for people managers](#)

[Line manager support](#)

[Mediation at work factsheet](#)

[CIPD community](#)

[Gov.uk/coronavirus](#)

