



**An Interactive Guide for
Leaders:** Resolving conflict
and promoting a respectful and
collaborative workplace

Hearing it for the first time

When you are talking with the affected employee about their concern, you should:

- Set aside enough time for a meeting and find a private place where you won't be interrupted
- Let the employee know they can have a support person present
- Do not pre-judge the employee
- Get full information about the employee's concern or conflict. In so doing attempt to unpack their story to hear their perceptions and assumptions in relation to the circumstance together with their expectations. Gain information on the behaviour that is of concern. Attempt to identify the employee's interest, needs and concerns in relation to the workplace situation. Search to discover the issues and underlying cause of the conflict or concern. Attempt to understand how they perceive the concern or conflict has impacted or affected their values or belief system. This will help you understand why the concern or conflict is so important to them. Also seek to understand how the situation has impacted their ability to conduct their work
- Discuss with the employee the impact that the concern or conflict is having on them and their work
- Ask the employee to consider what the other person might say about the concern or conflict
- Ask the employee how they see the concern or conflict being resolved
- Ask a series of questions to see if the employee is prepared to take responsibility for the resolution of the matter, rather than you just fix it for them. For example:
 - » What would you like done in the process to resolve this concern or conflict?
 - » What would you think is the best way to resolving this?
 - » If you were the person who the matter was being raised about, how would you like it handled?
 - » Do you feel you can make a change to this situation by altering your approach? Is there any benefit in you talking directly with 'x'?

Independence, unpack the story, and coach.

- Be sure to write down all the information as this will form part of your file note
- Explain to the employee how the organisational procedure for resolving workplace concerns and conflict works and explore with the employee options and alternatives within the resolution pathways. Where appropriate, encourage and support the employee in using the Self Help Pathway early and as a first step.
- Begin to commence the change paradigm within the employee and identify what can be done by them to craft a change to resolve the workplace concern or conflict. Help them take responsibility and the initiative to accelerate the change.
- Assist the employee in determining which is the most appropriate path to assist in resolving their workplace concern or conflict
- Remind the employee about confidentiality
- Consider the employee's wellbeing and mental health and determine whether further action is required by you in order to assist the employee in this respect. Offer the employee assistance support program if it is available or trigger other steps to support the employee, such as reference to the occupational nurse/physician
- If required, seek advice from your one-up-Manager or Human Resources.



Watch the “meeting with the employee for the first time” video here:

www.peelhr.com.au/video1

**OPTION 1
SELF HELP PATHWAY**

↓
did that work

↓
yes

↓
no

↓
SUPPORT, ADVICE, ASSISTANCE

↓
**OPTION 2
INFORMAL
RESOLUTION
PATHWAY**

↓
did that work

↓
yes

↓
no

→ **OPTION 3
FORMAL
RESOLUTION
PATHWAY**

↓
RESOLVED

be specific
in your
statements

**Growing strong, collaborative
and sustainable organisations.**

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