



Unit 240: Develop working relationships with colleagues

Handling conflict

Why does conflict occur?

- when people feel threatened
- when there is frustration or stress
- when there are personality clashes
- when people do not fulfil responsibilities.



Conflict within a group

- often more difficult to solve
- the group can stall
- often relates to disagreement over decisions
- team discussion to find a solution
- all need to take responsibility for the solution.

Personality clashes

These are often the most difficult to handle as:

- there is rarely a specific issue involved
- it is difficult for others to understand what the problem is
- the people concerned usually do not like each other.



Possible reasons for personality clashes

- feeling constantly being criticised
- feeling people or another person is making very personal remarks
- feeling or being deliberately excluded in some way
- having suggestions ignored or work constantly rejected without good reason.

Ways forward

- Look logically at the problem.
- How do others deal with the person concerned?
- What might be causing the person to act this way?
- Is it a misunderstanding?
- Gain a colleague's viewpoint.

Conflict over issues

- Usually easier to deal with.
- Look logically at the problem.
- Invite suggestions for practical solutions.
- Reach a compromise if necessary.

Ways to reach agreement

- peaceful co-existence
- problem-solving
- compromise.



When conflict gets out of control

- Use organisation's formal grievance procedures.
- These work in stages from informally trying to resolve the conflict to a formal meeting with management where both sides are listened to and all parties try to reach a solution.