

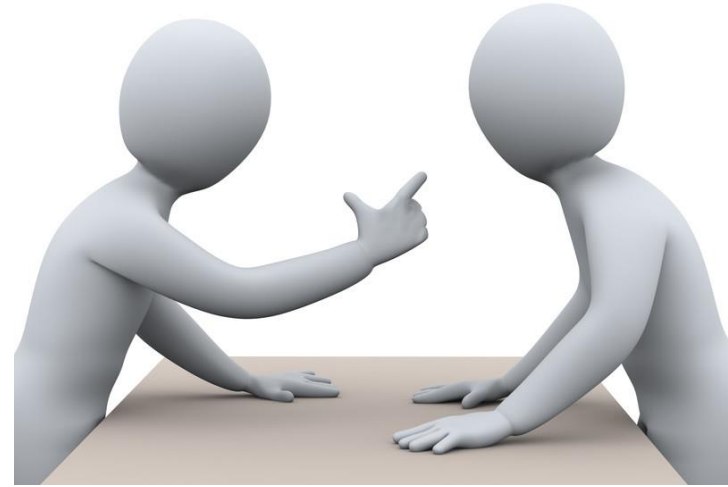


School of Human Resources and Labor Relations

Managing Difficult People & Situations - Turning Challenges into Triumphs

Stacy A. Hickox

Michigan State University
School of Human Resources &
Labor Relations



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8 Steps to Handling Conflict in the Workplace

- 1) Talk with the other person
 - After everyone has calmed down

- 2) Focus on behavior and events, not on personalities
 - Maintaining a positive outlook

- 3) Practice active listening
 - Seeking to understand others' point of view

- 4) Identify points of agreement and disagreement
 - Considering your role in the conflict



8 Steps (cont'd)

- 5) Prioritize the areas of conflict

- 6) Develop a plan to work on each conflict
 - Asking other person to suggest a solution

- 7) Follow through on your plan

- 8) Build on your success
 - Be introspective



Understanding Your Manager to Reduce Conflict

Different Priorities:

- Control
- Conformity
- Competition
- Affiliation
- Innovation & Development



Understanding Leadership Styles to Reduce Conflict

- Transactional
- [Transformational](#)
- Authentic
- Servant
- Responsible





Persistence of Harassment & Bullying

- What is harassment?
 - Alters conditions of employment & creates abusive work environment based on class
 - Persistent number of EEOC charges: 31,703 in FY 2010 to 32,175 in 2017
- What is bullying?
 - Verbal abuse OR threatening, intimidating or humiliating behaviors, work interference
 - 61% of Americans aware of bullying at work



How should you respond?

- Just say no...
- Be persistent
- Use employer's reporting system
- EEOC or MDCR
 - 110 W Michigan Ave # 800, Lansing, MI 48933
 - 517-335-3165, [www, michigan.gov/mdcr](http://www.michigan.gov/mdcr)



Remedies in Hostile Work Environment & Bullying Claims

- Back Pay or Reinstatement
 - Nondiscrimination laws only
- Compensatory Damages
- Punitive Damages

- Employer: Reasonable care to avoid liability
 - Employer discretion in transferring or removing harasser from workplace
 - Can be proven even if harassment continues



Request Accommodations to Address Harassment & Bullying

- Alteration of work schedules
- Leave
- Reassignment/transfer
 - Vacant position only
 - Getting away from stressors = insufficient basis
- Addressing impact on victim
 - Critical incident stress debriefing
 - instead of blaming the victim