



# From Tension to Teamwork: Effective Conflict Resolution for Organizational Success

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# Today's Presenter

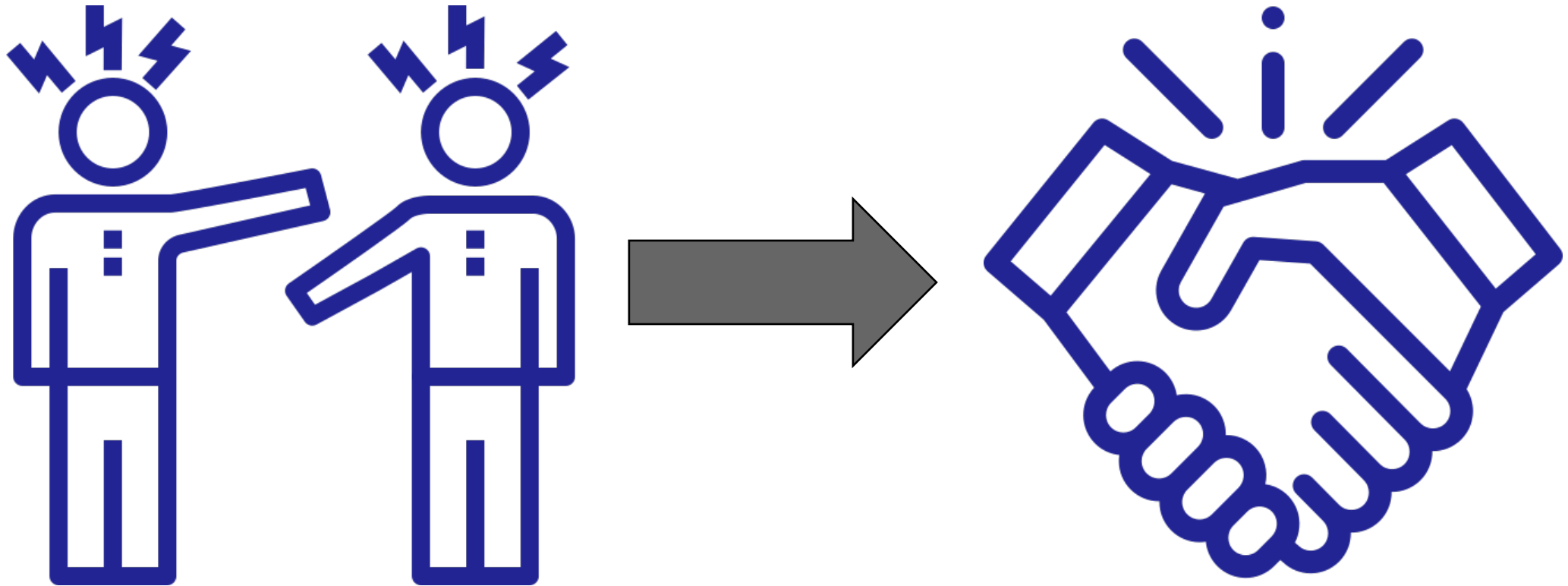


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# Did You Know?



# Where Do You Stand?



# Is it Possible to Avoid?

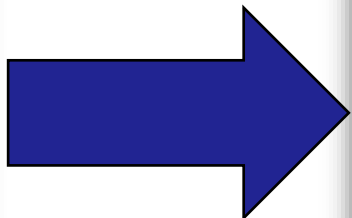




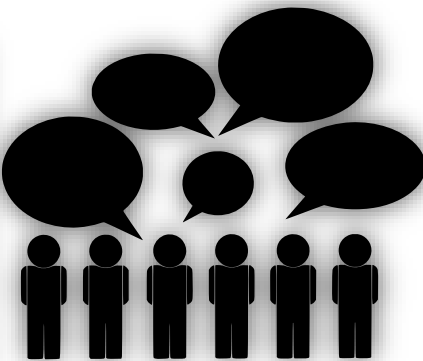
# Consequences



**GOSSIP**



**MISTRUST**



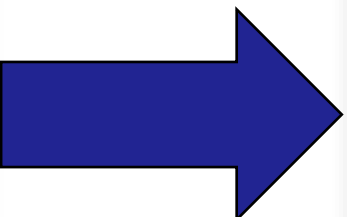
**DISTRACTED**



**MISINFORMATION**



**LACK OF  
ACCOUNTABILITY**



**CONTINUED  
CONFLICT**



**DISGRUNTLED  
EMPLOYEES**



**HIGH  
TURNOVER**

# Financial Costs



**Increased Turnover:** Employees may leave due to the toxic environment, leading to the costs of recruitment, training, and lost institutional knowledge.



**Legal Costs:** Conflicts can escalate to lawsuits or grievances, incurring legal fees and settlements.



**Lost Business:** Poor morale and reputation can lead to clients leaving and a loss of future business.



**Healthcare Costs:** Stress and burnout can lead to increased sick days and healthcare expenses.



**Training and Recruitment Costs:** The cost of training a new employee is always higher than retaining an existing worker.

# Average Turnover Cost

The average cost of employee turnover can range from one-half to two times an employee's annual salary, encompassing both direct (hiring, training) and indirect costs (lost productivity, customer loss).





# Goals

Costs to the  
Organization

Proactive  
relationship  
building

Understand how to  
manage yourself in  
difficult  
conversations

Find out what is at  
the root of many  
issues

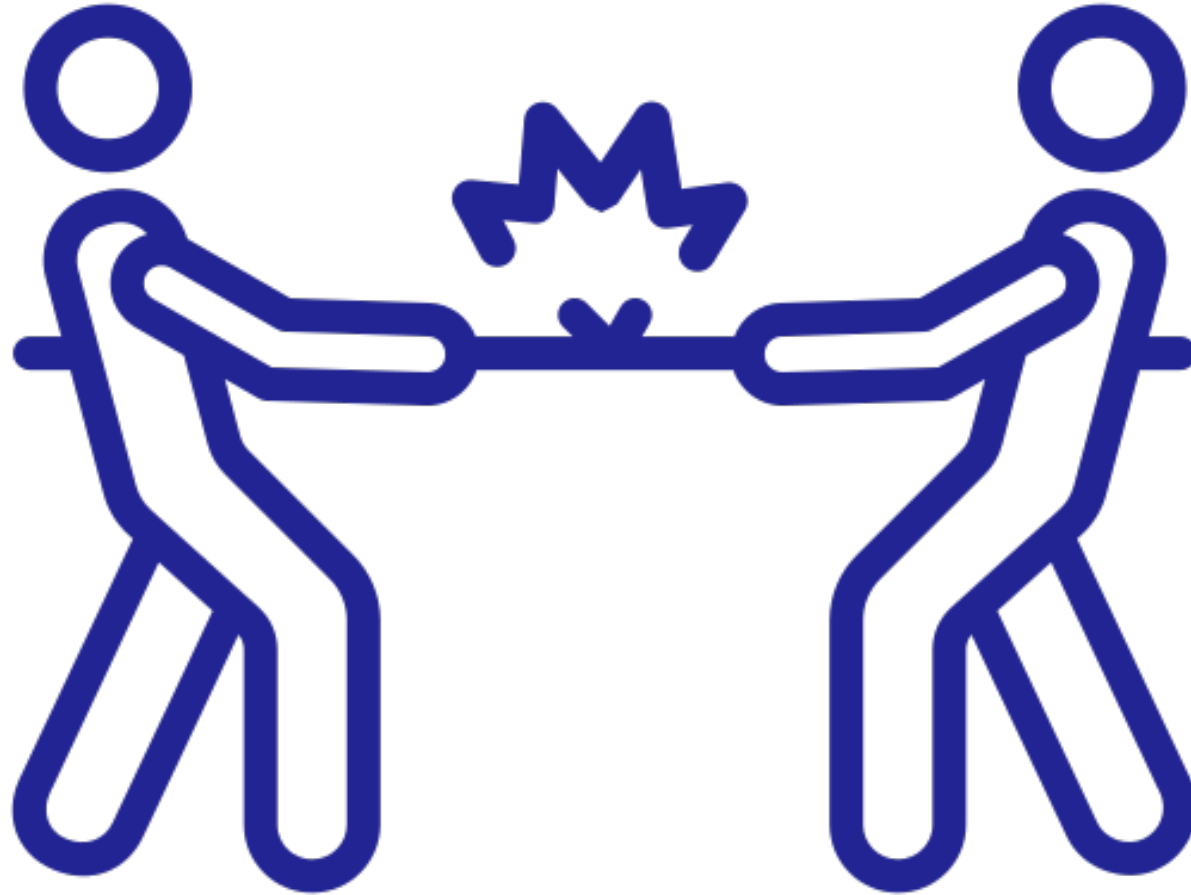
Learn how to  
effectively deal  
with difficult  
people

The power of self  
awareness and  
other styles

Learn some  
different conflict  
resolution  
strategies

Challenging  
behavior as a  
performance issue

# Current Challenges



# Current Environment



- Uncertainty, fear, stress, division
- Spills over into everyday interactions
- People are easily triggered when overwhelmed
- People are especially emotional when it comes to their kids, money, politics, and feeling respected and valued
- Incivility on the rise, political environment, social media

# Current Expectations



**THEN**



**NOW**

# How Do We Deal With All of That?!





# Proactive Relationship Building

- Get to know people, family, pets, and hobbies. Make time to connect. Let them know they are valuable
- Just say “Hello”
- Deposits and withdrawals: What is your balance?
- Seek out ways to make deposits
- Withdrawals as deposits: How do you ask for help/deliverables from others? Gratitude.
- What are some deposits you can make in the next few weeks?



# Creating a Positive Working Environment

- Day one: first impressions, thorough training
- Mentorship/shadowing: check on progress
- Praise often, recognition
- Regular teambuilding opportunities: consider an annual picnic, volunteer work, 5K's, formal sessions (DiSC)
- Proactive communication & relationship building, get their input



# Take Care of You





# Compassion and Empathy



- “Compassion is a daily practice, and empathy is a skill set that is one of the most powerful tools of compassion.”

*Brene Brown*  
*Atlas of the Heart*

- It starts with YOU!  
How compassionate are you with yourself?
- Do you let things go or ruminate?
- Hard on yourself = Hard on others

# Consider the Other Side

- Covey story
- Think about a time when you were upset or how you would feel in this situation
- Remove personal bias and history with this person
- Empathize, repeat what you heard, and be willing to be wrong





# Creating a Positive & Profitable Work Environment

- Value the work that people are hired to do
- Encourage and be open to the most efficient and effective ways to do things people closest to the work know
- Staff meetings, interactive, share results
- Create an environment ripe for “courageous conversations,” listen, pause, consider, compromise
- Use DiSC or similar training/teambuilding to get to know your team, their individual tendencies and allow them a deeper understanding of one another



# What is DiSC?

- DiSC assessments provide vital information regarding work and communication style, decision making, and preferences, leading to greater self-awareness and understanding of others
- Based on factors of Dominance, Influence, Steadiness, and Conscientiousness
- Measures proclivity towards collaboration or autonomy and tendency toward quick decision making or weighing in facts
- Assists in understanding one's tendencies in relation to relating with other styles
- Can assist in conflict resolution by helping others understand one another and provides specific relationship building and conflict resolution strategies based on an individual's personal tendencies
- Helps with the "Platinum Rule"

## Your Management Style

**INTRODUCTION**

Hopefully, you've had a few good managers in your life. But if you think about it, they probably didn't approach the job in the exact same way. That's because there are a lot of different ways to be a good, even great, manager. And you've got your own style—priorities you tend to emphasize, assumptions about how people should work together, thoughts about the kind of pace the team should keep.

The DiSC® model is a great tool to help you understand your unique approach to management. Of course, it won't tell you *everything* about how you manage. But this tool has helped millions of managers understand themselves and the impact of their actions. And this insight, in turn, has given them the power to better shape the kind of manager they want to be.

**YOU WILL LEARN**

1. How the DiSC model informs the role of manager
2. Your management style
3. The priorities that drive your management style

Management

**MANAGEMENT PRINCIPLES**

- Your DiSC style has a strong influence on how you approach management. Other factors such as life experience, education, and maturity also play a role.
- People with all styles can be effective managers, even if they approach the role differently. No style is better than any other.
- No matter what your style, you'll need to adapt to the styles of the people you manage if you want to be effective.

**THE DISC® MODEL AND MANAGING**

Your dot location and style are shown below, along with information on what managers with different DiSC styles often value.

**Dominance**

**Cares about:**

- Driving toward results
- Direct communication

**Conscientiousness**

**Cares about:**

- Ensuring efficiency
- Maintaining high standards

**Influence**

**Cares about:**

- Encouraging passion
- Building team spirit

**Steadiness**

**Cares about:**

- Supporting their team
- Meeting people's needs

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EVERYTHING DiSC  
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# Is it Worth the Investment?



**Engaged Employees** = 24% lower turnover and 21% higher profits  
(Gallup 2022)



**Collaboration/Innovation/Customer Service/Sales:** One study found that companies with comprehensive training programs have 218% higher income per employee than those with less comprehensive training



**Minimize Risk:** In 2025, the average cost of a harassment claim to an organization can range from \$75,000 to \$125,000 for settling out of court, potentially doubling to \$150,000-\$250,000 or more if it goes to trial.

# Don't Ignore Problem Employees



- Observe, focus on behavior
- Ask open-ended questions. What can I do to help?
- Don't get personal, focus on behavior
- Tell the employee what is expected, accountability



# Diffusing Conflict

- Stay calm & observe –don't get hooked
- Listen & clarify to determine needs
- Use empathy & be responsive
- Find common ground
- Focus on facts, tasks & priorities not emotions





# Keys to Self-Control



- Managing yourself, breathe and center, “back up”
- Listen. So many times, someone just wants to be heard and understood.
- Listen to understand, not respond
- It is NOT personal
- Discern if there is a true issue
- Involve the other person in the solution
- Use time & space when necessary

# How to Handle Anger

- Do not interrupt unless the anger is such that the person needs to leave or you need to end the conversation. Boundaries are key!
- Let them know you have heard them and you understand their frustration
- Speak low and slow
- Focus on solutions
- If there isn't one, let them know you wish there was something more you could do for them, but there just isn't



# Helpful Phrases

- I understand why you are feeling this way
- I can hear that you are upset. I would be too (if justified)
- Look for common ground ... I understand my son has been bullied in the past
- I would feel the same way if that happened to me
- I'm sorry that happened
- Please know that I am taking this seriously, will take swift action, whatever they are asking for
- Ask for witnesses if pertinent, other follow-up questions
- I will certainly look into that, ask for details
- What can I do to help resolve this?



# Look Before You Leap



- Do not assume
- Investigate – speak to all parties involved
- Evaluate

# Be Willing to Compromise

- Do not be married to the outcome
- Would you rather be right or better?
- Is this the hill you want to die on?
- Is this a breach of values?





# Summary of Effective Conflict Resolution



Take good care of YOU!



Proactive Relationship Building and Collaborative Work Environment



Compassion and Empathy



Listening to Understand vs. Response Planning



Pause and Breathe



Summarize / Work toward a Solution / Be Open to Compromise



Follow Up

# GTM'S HR CONSULTING SERVICES

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# Conflict Resolution Services

- **HR Audit**

- Comprehensive review of HR policies, practices, and procedures to identify best practices and ensure compliance

- **Culture Review**

- Non-biased, third-party surveys and confidential interviews with employees to find areas of improvement

- **DiSC Assessments and Training**

- Equip employees with the social and emotional know-how for more effective interactions





# QUESTIONS

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# Continue the Conversation...



## **Questions about conflict resolution**

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## **Info on GTM's HR consulting services**

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