



## Q&A

CORPORATE COACH ACADEMY

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# MANAGING CONFLICTS AT THE WORK-PLACE

## GETTING SUPPORT FROM YOUR PEOPLE

**Q** I am in dire need of help now as my "honeymoon" period of 100 days as a new manager is just over. My first month here

was nice as there were lots of open arms and smiles in the office. However, the subsequent months were totally different as I begin to face the hard truth that my people are very reluctant to accept my leadership. There seems to be a "silent rebellion" over the initiatives I am introducing. I don't know what I should do now. Can you help?

**A** I am sure you acted with good intentions to improve things in your organisation but your overzealousness in carrying out changes too soon and too fast could be the things that infuriate them. Like any kind of change, people need time and support to adjust because old habits die hard.

In moving forward, try to be more inclusive in your leadership style by taking your people along with you on

the journey towards change. The days where you took it upon yourself to see everything through the need to end. Get your people on your side by sharing what you want them to do and seek their views on it. Get their support by discussing how each of them can play their part in it. Know them well to identify their strengths and how they can be leveraged on. Also, find ways to meet their needs as much as you want them to meet yours. While doing this, deal with any concerns they may have. This will put you in a much better light and getting their support will become much easier.

## POWERFUL QUESTIONS

- How do you want your people to behave towards you?
- What is withholding them from supporting you?
- What can you change?
- What do you want to start with?

## MANAGING CONFLICTS WELL

**Q** I am feeling the strain from the many conflicts happening in my workplace.

Things are getting worse with people yelling and distancing themselves from one another. The funny thing about this situation is, although it appears that people are having a hard time working together, they are meeting their targets! This is really puzzling as it makes me think hard about whether conflicts are after all a natural part of working life in the organisation. So, should I do anything about it, or leave it alone?

**A** A mild degree of conflict in the workplace is actually healthy because it shows people do care about their work and their organisation. If there was none, it might indicate apathy, boredom, insecurity, or a reluctance to share things with one another due to low self-esteem or a tendency for its people to be less vocal. So, from what you described, it seems your organisation is not suffering from any serious conflict. However, this does not mean you should totally wash your hands off this. You still need to keep an eye on the situation so that it does not reach an alarming level.

Usually, when serious conflicts arise, it is due to not having

a clear purpose, insufficient discipline, weak leadership, poor decision-making, or other management issues. In the long term, it pays to learn to be a good facilitator in handling conflicts should they ever arise. Nipping them in the bud is healthy as it prevents them from escalating to uncontrollable proportions. One proven method is the "hold, hear and heal" technique. To apply it, create or "hold" a safe space for people to express themselves; then, "hear" everyone deeply to understand what they want to express; and, finally, "heal" by softening their stand, seeking a compromise or finding a common ground for all to agree on. This will put a lid on potentially harmful conflicts before they become reality.

## POWERFUL QUESTIONS

- Generally, how do you handle conflicts?
- What is still missing in your ways?
- What needs to be done but not done yet?
- How do you want to move forward?

## CONTACT FOR FURTHER INFORMATION

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