

# Workplace Conflict Resolution Case Studies

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## **PATEL BRAUN**

*Reframing Resolution* Springer

Managing Conflict at Work provides practical guidance on how to prevent, contain and resolve conflict in the workplace. It demonstrates how effective conflict management can have a powerful impact on the way organisations channel their energies; encouraging positive mindsets and building stronger and happier workforces. Putting the cost of rising conflict in context with recessionary times, it looks beyond individual cases to issues such as workforce motivation and corporate responsibility. The authors provide a wide range of practical techniques, tools and templates to support individuals who need to facilitate the resolution of employee disputes. Aimed not just at mediators and conflict practitioners, but at staff managers and anyone who needs to deal with people disputes; the book emphasises simple and practical ways for dealing with conflict situations - both when potential disputes are first emerging, and once a conflict has escalated into a formal complaint. Also including international case studies, extensive appendix of templates, tools and forms, including stakeholder analysis, mediation in-take forms and reflective questioning prompts, Managing Conflict at Work provides practical support to ensure that your company prevents disputes and stays within the law. The book is accompanied by an extensive range of ready-to-use templates and case studies and is supported by a dedicated website, providing information and downloads referred to in the book, as well as videos and podcasts.

*Resolving Conflicts at Work* Transnational Press London

The classic text on resolving workplace conflicts, fully revised and updated Resolving Conflicts at Work is a guide for preventing and resolving conflicts, miscommunications, and misunderstandings at work, including dozens of techniques for revealing how the inevitable disputes and divisions in the workplace are actually opportunities for greater creativity, productivity, enhanced morale, and personal growth. In the third edition of this text, all chapters are completely infused with additional content, updated examples, and new case studies. Like its predecessors, it identifies core strategies for preventing and resolving both intermittent and chronic conflicts in the workplace. In addition, the book Includes a new foreword by Warren Bennis, which represents his most recent thinking about judgment calls and candid communications in the workplace Presents new chapters on leadership and transformational conflict coaching, and organizational systems design This definitive and

comprehensive work provides a handy guide for managers, employees, union representatives, human resource experts, and consultants seeking to maintain stable and productive workplaces. **Case Studies in Project, Program, and Organizational Project Management** John Wiley & Sons

Over the past forty years, the approach to legal disputes in England and Wales has experienced some important changes. In many instances, mediation, with its objective of resolving disputes, is favoured over the traditional and adversarial procedure of litigation. Intriguingly, the perspectives of mediators on the practice of family mediation are relatively unexplored territory. This book with its focus on family mediation seeks to reduce this gap by supplementing the existing literature. It will put forward the family mediators' opinions and my recommendations on how family mediation can be improved from the perspective of models. It aims to contribute, through the practitioners' lens, to some of the important theoretical issues, discussions and difficulties surrounding family mediation. In addition, the aim of this book is to set out the understanding of family mediators and draw on this to explore important themes such as mediation models, their principles and the nature of the task. The analysis of these themes will reveal many things, from the difficulties and demanding tasks in family mediation, to the satisfaction and reward that can be felt by family mediators who achieve the parties' objective of amicably resolving a family dispute. "This book brings clarity and offers new contributions to the field of family mediation and dispute resolution- a must read for practitioners, academics and professionals working in the field." Dr Sara Hourani, Senior Law Lecturer at Middlesex University "This is a very practical guide by a specialist who clearly understands the important role that different mediation techniques play in legal practice today. This guide combines both an academic analysis with some practical tools that are especially useful to practitioners in the field of Family Law. The guide considers the merits (and in some cases, drawbacks), of different mediation models, and offers a helpful perspective on conditions that need to be met which would improve the efficacy of mediation. This is a highly recommended resource for academics, teachers and practitioners alike!" Ms Marie Iskander, Solicitor, New South Wales, Australia CONTENTS: Chapter 1. Introduction Chapter 2. Methods and Methodology used in this Book Chapter 3. Historical Development and Legal Framework of Mediation and Family Mediation Chapter 4. Mediation Models and Techniques in a Family Context Chapter 5. Conclusion Bibliography Guide de la communication écrite en anglais John Wiley & Sons Learn to effectively resolve conflict the way that works best for you When it comes to real-world

conflict resolution, one size does not fit all. In the professional world especially, it's critical for individuals to be prepared for a variety of situations and to know what tools and techniques can be used to settle disputes and disagreements in a way that is respectful of both party's needs. The Conflict Resolution Toolbox shows mediators, negotiators, managers, and professionals at all levels how to simply and effectively assess conflict situations and choose the right tools to resolve the issue in a meaningful way. Understand the why behind the conflict and how it can be resolved Recognize the unconscious judgements and biases that are obstacles to conflict resolution View conflict situations objectively and from multiple viewpoints Learn how the latest neuroscience and behavioral economics research plays a role in conflict resolution With over 25 years of experience in mediation, negotiation, and conflict resolution, author Gary T. Furlong brings to light the intrinsic habits and interpretations that can unwittingly surface and lead to further tension during times of conflict and unrest. This timely update to The Conflict Resolution Toolbox marries theory and practice and is a hands-on guide to understanding the root of conflict and selecting the simple strategies for addressing specific scenarios that individuals routinely face in the workplace and in life. Conflict may be unavoidable, but resolution is within reach with the invaluable guidance and techniques found in The Conflict Resolution Toolbox.

**Difficult Conversations** McGraw Hill Professional

Successful management depends on the ability to quickly and effectively manage conflicts. Conflict Resolution includes hands-on information for effectively communicating with employees, disciplining and even terminating employees, understanding and using organizational politics, and more.

Workplace Dispute Resolution and the Management of Individual Conflict Emerald Group Publishing

This volume explores various issues in the environment of employment relations, from contributors across the globe. Contexts explored include the aviation industry, the public sector, forestry, automobile manufacture, and care.

Managing Workplace Conflict Harvard Business Review Press

This book presents the most recent theoretical insights and practical intervention methods to (re)build trust between management and organized employees in organizations. Offering a multidisciplinary perspective on trust and conflict management in organizations, the book draws from diverse fields such as organizational psychology, business, law, industrial relations and sociology. It examines the often encountered breaches of trust between management and organized workers, and the resulting destructive social conflicts, social actions, strikes or dramatic business decisions. Its focus is on trust and conflict management at the organizational level in an industrial relations context: that of employee representatives and management. The book introduces a new theoretical approach: the Tree of Trust, designed to analyse and mediate the interconnected levels of trust and distrust in industrial relations. It presents case studies and practical recommendations to build trust and constructive conflict management in the organizations, and illustrates these by means of experiences from different countries around the globe.

**The Conflict Resolution Toolbox** SAGE Publications

In real-life conflict resolution situations, one size does not fit all. Just as a mechanic does not fix every car with the same tool, the conflict resolution practitioner cannot hope to resolve every dispute using the same technique. Practitioners need to be comfortable with a wide variety of tools

to diagnose different problems, in vastly different circumstances, with different people, and resolve these conflicts effectively. The Conflict Resolution Toolbox gives you all the tools you need: eight different models for dealing with the many conflict situations you encounter in your practice. This book bridges the gap between theory and practice and goes beyond just one single model to present a complete toolbox - a range of models that can be used to analyze, diagnose, and resolve conflict in any situation. It shows mediators, negotiators, managers, and anyone needing to resolve conflict how to simply and effectively understand and assess the situations of conflict they face. And it goes a step further, offering specific, practical guidance on how to intervene to resolve the conflict successfully. Each model provides a different and potentially useful angle on the problem, and includes worksheets and a step-by-step process to guide the reader in applying the tools. Offers eight models to help you understand the root causes of any conflict. Explains each model's focus, what kind of situations it can be useful in and, most importantly, what interventions are likely to help. Provides you with clear direction on what specific actions to choose to resolve a particular type of conflict effectively. Features a detailed case study throughout the book, to which each model is applied. Additional examples and case studies unique to each chapter give the reader a further chance to see the models in action. Includes practical tools and worksheets that you can use in working with these models in your practice. The Conflict Resolution Toolbox equips any practitioner to resolve a wide range of conflicts. Mediators, negotiators, lawyers, managers and supervisors, insurance adjusters, social workers, human resource and labour relations specialists, and others will have all the tools they need for successful conflict resolution.

**Building Trust and Constructive Conflict Management in Organizations** Federation Press

This book draws on a wide range of practical examples to describe how conflicts within organisations are traditionally managed and the complementary conflict management methods that can be employed. Stephan Proksch clearly explains these innovative methods and their potential applications. The central focus is on mediation as an effective form of conflict resolution. Discussion and questioning techniques as conflict management tools are explained in simple and concise terms.

**Explorative Mediation at Work** Oxford University Press

This ebook is a selective guide designed to help scholars and students of social work find reliable sources of information by directing them to the best available scholarly materials in whatever form or format they appear from books, chapters, and journal articles to online archives, electronic data sets, and blogs. Written by a leading international authority on the subject, the ebook provides bibliographic information supported by direct recommendations about which sources to consult and editorial commentary to make it clear how the cited sources are interrelated related. A reader will discover, for instance, the most reliable introductions and overviews to the topic, and the most important publications on various areas of scholarly interest within this topic. In social work, as in other disciplines, researchers at all levels are drowning in potentially useful scholarly information, and this guide has been created as a tool for cutting through that material to find the exact source you need. This ebook is a static version of an article from Oxford Bibliographies Online: Social Work, a dynamic, continuously updated, online resource designed to provide authoritative guidance through scholarship and other materials relevant to the study and practice of social work. Oxford

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**Advances in Industrial and Labor Relations, 2017** African Books Collective

New ways of managing conflict are increasingly important features of work and employment in organizations. In the book the world's leading scholars in the field examine a range of innovative alternative dispute resolution (ADR) practices, drawing on international research and scholarship and covering both case studies of major exemplars and developments in countries in different parts of the global economy. Developments in the management of individual and collective conflict at work are addressed, as are innovations in both unionized and non-union organizations and in the private and public sectors. New practices for managing conflict in organizations are set in the context of trends in workplace conflict and perspectives on how conflict should be understood and addressed. Part 1 examines the changing context of conflict management by addressing the main frameworks for understanding conflict management, the trend in conflict at work, developments in employment rights, and the influence of HRM on conflict management. Part 2 covers the main approaches to conflict management in organizations, addressing both conventional and alternative approaches to conflict resolution. Conventional grievance handling and third-party processes in conflict resolution are examined as well as the main ADR practices, including conflict management in non-union firms, the role of the organizational ombudsman, mediation, interest-based bargaining, line and supervisory management, and the concept of conflict management systems. Part 3 presents case studies of exemplars and innovators in the field, covering mediation in the US postal service, interest-based bargaining at Kaiser-Permanente, 'med-arb' in the New Zealand Police, and judicial mediation in UK employment tribunals. Part 4 covers international developments in conflict management in Germany, Japan, The United States, Australia, New Zealand, the United Kingdom and China. This Handbook gives a comprehensive overview of this growing field, which has seen an huge increase in programmes of study in university business and law schools and in executive education programmes.

*Conflict Management* OUP Oxford

Volume 24 of *Advances in Industrial and Labor Relations (AILR)* contains eight papers highlighting important aspects of the employment relationship. The papers deal with such themes as shifts in workplace voice, justice, negotiation and conflict resolution in contemporary workplaces.

*Glass Half-Broken* Course Technology

Barter with the author on the Great Wall of China, do a business deal over lunch in the Eagle's Nest in the Hong Kong Hilton and mediate among millionaire developers in the office of the longest-serving mayor in the world. Join the author in his recounting of cases he's handled over the past twenty years including same-sex sexual harassment, oil spill simulations after the Exxon Valdez spill and on the green line with peacekeepers in Cyprus. These entertaining case studies are recounted using proven and ethical techniques. Some cases are funny; others involve life and death. All contain valuable lessons. Academics will benefit from the appendices which contain a glossary of terms and guidance for ethnographers. A 19 page bibliography and more than 140 endnotes will guide readers to further study.

The Big Book of Conflict Resolution Games: Quick, Effective Activities to Improve Communication,

Trust and Collaboration Kogan Page Publishers

*Reframing Resolution* provides an original, accessible and critical point of reference for students, practitioners and scholars interested in the management of workplace conflict. Drawing on contemporary empirical evidence from the UK, USA, Ireland and Australia, the book explores the front-line challenges facing organizations and individuals in addressing and responding to conflict. In particular, it examines the extent to which conflict management is treated as a strategic issue and discusses the development of mediation and its impact on employment relations culture, the experiences of participants in mediation and the relationship between ADR and workplace justice. Crucially, the book also assesses key innovations in the management of workplace conflict, and discusses the future potential of more integrated and systemic approaches.

**The SAGE Handbook of Conflict Communication** Emerald Group Publishing

Examines the nature, process, uses and skills for employing and using mediation. Explores what mediation is and how it can be successfully applied to resolve issues.

*Resolving Conflicts at Work* Kogan Page Publishers

The SAGE Handbook of Conflict Communication: Integrating Theory, Research, and Practice is the first resource to synthesize key theories, research, and practices of conflict communication in a variety of contexts. Editors John Oetzel and Stella Ting-Toomey, as well as expert researchers in the field, emphasize constructive conflict management from a communication perspective which places primacy in the message as the focus of conflict research and practice.

Managing Conflict Springer

Make workplace conflict resolution a game that EVERYBODY wins! Recent studies show that typical managers devote more than a quarter of their time to resolving coworker disputes. The Big Book of Conflict-Resolution Games offers a wealth of activities and exercises for groups of any size that let you manage your business (instead of managing personalities). Part of the acclaimed, bestselling Big Books series, this guide offers step-by-step directions and customizable tools that empower you to heal rifts arising from ineffective communication, cultural/personality clashes, and other specific problem areas—before they affect your organization's bottom line. Let The Big Book of Conflict-Resolution Games help you to: Build trust Foster morale Improve processes Overcome diversity issues And more Dozens of physical and verbal activities help create a safe environment for teams to explore several common forms of conflict—and their resolution. Inexpensive, easy-to-implement, and proved effective at Fortune 500 corporations and mom-and-pop businesses alike, the exercises in The Big Book of Conflict-Resolution Games delivers everything you need to make your workplace more efficient, effective, and engaged.

Managing Conflict in the Workplace Emerald Group Publishing

Volume 25 of *Advances in Industrial and Labor Relations (AILR)* contains eight new peer-reviewed papers highlighting key aspects of employment relations from a global perspective. Topics discussed include union organizing in an informal economy, workforce training for older workers, and right-to-work law effects on the stock market.

**Conflict Resolution** Springer Nature

This book compares the unique features of workplace mediation to other contexts of mediation, as well as the specific competences each situation requires of the mediator. It covers many important

issues related to workplace mediation and discusses interventions by managers, such as conflict coaching and informal mediation. It proposes a new model to assess the effectiveness of mediation, and discusses the impact of legal systems, HRM policies, as well as power structures, and cultural differences. The book takes into account perspectives from multiple disciplines, such as management, business, psychology, law and sociology. It also discusses mediation aspects from a variety of cultural and regional contexts. The book advances knowledge about the application, process and effects of workplace mediation and includes practical tips for scholars, practitioners, mediators and managers to enhance their mediation practice or to foster constructive conflict management in organizations.

**HBR Guide to Dealing with Conflict (HBR Guide Series)** Sextant Publishing

“Raines masterfully blends the latest empirical research on workplace conflict with practical knowledge, skills, and tools to effectively manage and prevent a wide range of conflict episodes. This is a highly applicable ‘top shelf book’ that will assist anyone from the aspiring manager to top level management and leadership in the public, private, and nonprofit sectors. It will also be a fast favorite of professors, trainers, and students of business and conflict management.” - Brian Polkinghorn, Distinguished Professor, Center for Conflict Resolution, Salisbury University. “With her

broad dispute resolution, teaching, and editing experience, Susan Raines is uniquely qualified to organize what is known about conflict management in the workplace. She has succeeded in providing private, public, and nonprofit managers with accessible concepts and tools to deal effectively with the internal and external conflicts they must confront every day. Essential reading for all managers!” - Alan E. Gross, senior director, training coordinator, New York Peace Institute  
 “After reading an advance copy of Raine’s impressive book, I can’t wait to begin to use it as a seminal text in my classes in organizational conflict. I am amazed at her ability to cover so well such disparate subjects as systems design, public policy disputes, small and large group processes, customer conflicts, conflicts in a unionized environment, and conflicts within regulatory contexts. Her user-friendly writing style is enhanced by her salient examples of exemplary and mistake-laden practices within public and private sector organizations. A ‘must-read’ for scholars, students, and practitioners interested in organizational conflict.” - Neil H. Katz, professor, Conflict Analysis and Resolution, Nova-Southeastern University  
 “Conflict management skills are essential to a manager’s success. Raines, a leading scholar and practitioner, provides a comprehensive and strategic new guide to these critical skills and how to use them in any organization.” - Lisa Blomgren Bingham, Keller-Runden Professor of Public Service, School of Public and Environmental Affairs, Indiana University