

# Conflict Resolution Case Study

## Background and brief

Our client had a situation where a manager and his assistant were breaking their working relationship to a point where neither spoke directly to each other, and their performance was reduced to being poor. Both parties had been employed by the same organisation from 18 to 30 years; one was male, the other female; both in middle years with plenty of good working experience between them. Their situation was affecting other staff.

The brief was to solve the problem

## Approach

Our approach is to review the whole situation, including the history, context and to gain as wide a perspective on the issues as possible within reasonable bounds. The two central employees concerned were extensively interviewed, as were their managers and the chief executive. Some psychometric and personality assessments were undertaken to determine personality contrasts and levels of stress and functioning of the two central figures. The possibility of depression in one was considered, tested and eliminated.

## Outcome

One had very high and persistent stress levels; the other had none.

The level of commitment and trust to the organisation was different between the two central employees; one had several enforced changes in career; the other was able to develop working patterns over time and made personal contributions to the job.

One consistently apologised to the other over shortcomings in undertaking their role, but failed to alter behaviour resulting in a very high level of frustration in the other, which eventually led to the breakdown.

Solutions included re-defining expectations of one party on the other and entering into a personal contract between them, to be monitored by a senior manager; another was to refocus one on a job for which skills were already acquired; another was to change the jobs of both and to ensure that they were appropriately assessed for any new job to ensure they had the required skills and ability.

## Conclusion

Our clients agreed to establish a personal contract between the manager and assistant, with the support of ourselves. This proved very successful, and has resulted in a harmonious working

# Workplace Conflict Resolution Case Studies

**Xiang Xie**



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