Human Resouces--Haskin
Conflict Resolution Project Assignment
5 class periods (300 minutes)

Objectives:	**The student will be able to:**
	
	• BMA-HRP-2 Apply the basic human resources principles as they relate to managing an effective and efficient organization.
	    ○ 2.1 Identify work strategies and organizational structures as they relate to the function of human resources, chain of command, and supervisor-manager partnership.
	    ○ 2.2 Evaluate the human resource challenges and potential remedies facing supervisors in today's business world.
	    ○ 2.3 Select human resource strategies to increase performance and return on investment.
	    ○ 2.4 Analyze the impact of culture, environment, expectations, and technology on the role of the employee in an effective and efficient organization.

Business Ethics:	Students will model work readiness traits required for success in the workplace including teamwork, multitasking, integrity, honesty, accountability, punctuality, time management, and respect for diversity.
Number of Class Hours:	5 class periods which will equal 300 minutes

Managing Conflict in the Workplace - BCS-EV4

Directions: Pick one of the following projects to demonstrate your understanding of conflict management. In each instance, you are an employer creating a tool for your business.

Option A	Option B	Option C
Create a graphic organizer that explains conflict resolution process and shows a step-by-step method for resolving problems in the workplace.	Create a PowerPoint presentation that explains the steps of the conflict resolution process that you would present to your employees as a part of their training session.	Write a company policy that outlines the steps employees should take if they are experiencing conflict in the workplace. It should be in the format of a memorandum that will be included in your employee handbook.

Option A

Steps:
1. Research the conflict resolution process.
2. Write down several examples of the steps that should be taken to solve a conflict.
3. Combine the examples into a single process that you want your employees to use.
4. Create a graphic organizer that shows the steps in the process and explains what should take place during each step.

Hints:
- For examples of graphic organizers, go to http://www.eduplace.com/graphicorganizer/
- Use Microsoft Word or Publisher to create your graphic organizer
- Remember to gear your conflict resolution process to the workplace; not just conflicts in general
- Make your graphic organizer colorful and easy-to-read, but remember it is a business document.

Grading Requirements:
- See grading rubric

Option B

Steps:
1. Research the conflict resolution process.
2. Write down several examples of the steps that should be taken to solve a conflict.
3. Combine your examples into a single process that you want your employees to use.
4. Create a PowerPoint that explains the steps in the process.
   a. Limit the amount of text shown on your slides, but show text that you would talk about during your presentation in the Notes section.

Hints:
- Focus on the content of your slides before you work on the design (look) of your slides.
- Remember the basic rules of PowerPoint: not too much text on each slide, keep the font big enough to read from a distance, and use the same design throughout the presentation.
- If you don't like the design themes provided in PowerPoint, try to download one from the Microsoft Office website.
- Remember this is a workplace document, so keep it business-like.

Grading Requirements:
- See grading rubric

Option C

Steps:
1. Research the conflict resolution process.
2. Write down several examples of the steps that should be taken to solve a conflict.
3. Combine your examples into a single process that you want your employees to use.
4. Type a memo using the correct format that outlines the steps in the process.
   a. The memo should be a page or longer, single spaced.

Hints:
- Use an appropriate memo format provided by Word (Office Button, New, Template List)
- Read more about the purpose of a memo on the Internet: http://www.8ov.org/memo.htm
- Look at an example of a memo on the Internet http://owl.english.purdue.edu/owl/resource/590/04/
- Remember that this is a business document, so double check your spelling and grammar.

Grading Requirements:
- See grading rubric

Conflict Graphic Organizer Rubric – Option A

	0-2	3-5	6-8	9-10
Conflict Resolution Process **x4 = 40 points**	The conflict resolution process shown is disjointed and does not show how the steps in the process would help to resolve issues in the workplace.	The conflict resolution process shown in the graphic organizer is hard to follow and does not clearly show the steps in the process.	The conflict resolution process shown in the graphic organizer is logical, but does not focus primarily on the workplace setting.	The conflict resolution process shown in the graphic organizer is logical and could easily be implemented in a workplace setting.
Graphic Organizer **x3 = 30 points**	The method representing the conflict management is not shown using a graphic organizer.	The graphic organizer selected to represent the conflict management does not logically show the steps in the process. A different organizer should have been used.	The graphic organizer selected to represent the conflict management does an acceptable job of defining process.	The graphic organizer selected to represent conflict management clearly defines the step-by-step process.
Business Format **x2 = 20 points**	The graphic organizer does not look professional. It could not be used in a business setting.	The graphic organizer looks mostly professional. With a few revisions, it could be used in a business setting.	The graphic organizer looks semi-professional. It could be used in a business setting.	The graphic organizer looks professional. It could be used in a business setting.
Communication Style **x1 = 10 points**	The graphic organizer has more than 10 grammatical errors (spelling, punctuation, etc.)	The graphic organizer has no more than 10 grammatical errors (spelling, punctuation, etc.)	The graphic organizer has no more than 8 grammatical errors (spelling, punctuation, etc.)	The graphic organizer has no more than 5 grammatical errors (spelling, punctuation, etc.)

Conflict PowerPoint Rubric – Option B

	0-2	3-5	6-8	9-10
Conflict Resolution Process **x4 = 40 points**	The conflict resolution process discussed is disjointed and does not show how the steps in the process would help to resolve issues in the workplace.	The conflict resolution process shown in the PowerPoint is hard to follow and does not clearly show the steps in the process.	The conflict resolution process shown in the PowerPoint is logical, but does not focus primarily on the workplace setting.	The conflict resolution process shown in the PowerPoint is logical and could easily be implemented in a workplace setting.
PowerPoint **x3 = 30 points**	The PowerPoint does not do a good job of defining the steps of conflict resolution. Too much text is on the slides.	The PowerPoint defines the process for conflict resolution but it is not done logically. Too much text is on most slides.	The PowerPoint clearly defines the step-by-step process for conflict resolution but there is too much text on some slides.	The PowerPoint clearly defines the step-by-step process for conflict resolution following presentation guidelines.
Business Format **x2 = 20 points**	The PowerPoint does not have an appropriate theme or graphics. It is not long enough to provide adequate information.	The PowerPoint does not have an appropriate theme and is too short. It does not have many appropriate graphics.	The PowerPoint has an appropriate theme and a few graphics. It is less than 8 slides long.	The PowerPoint has a professional theme and several appropriate graphics. It is between 8-10 slides in length.
Communication Style **x1 = 10 points**	The PowerPoint has more than 10 grammatical errors (spelling, punctuation, etc.)	The PowerPoint has no more than 10 grammatical errors (spelling, punctuation, etc.)	The PowerPoint has no more than 8 grammatical errors (spelling, punctuation, etc.)	The PowerPoint has no more than 5 grammatical errors (spelling, punctuation, etc.)

Conflict Memorandum
Rubric – Option C

	0-2	3-5	6-8	9-10
Conflict Resolution Process x4 = 40 points	The conflict resolution process in the memo is disjointed and does not show how the steps in the process would help to resolve issues in the workplace.	The conflict resolution process shown in the memo is hard to follow and does not clearly show the steps in the process.	The conflict resolution process shown in the memo is logical, but does not focus primarily on the workplace setting.	The conflict resolution process shown in the memo is logical and could easily be implemented in a workplace setting. Employees would understand the process.
Memorandum x3 = 30 points	The memo does not do a good job of defining the steps of conflict resolution. The steps are not fully explained.	The memo defines the process for conflict resolution but it is not done logically and some steps are not fully explained.	The memo defines the step-by-step process for conflict resolution but does not expand fully on each step.	The memo clearly defines the step-by-step process for conflict resolution.
Business Format x2 = 20 points	The memo was not in the correct format and it was incomplete.	The memo was not typed in the correct format. It was not a full page.	The memo was typed in the correct format, but a template was not used. It was not a full page.	The memo was typed in the correct format using a template. It was at least a page long.
Communication Style x1 = 10 points	The memo has more than 10 grammatical errors (spelling, punctuation, etc.)	The memo has no more than 10 grammatical errors (spelling, punctuation, etc.)	The memo has no more than 8 grammatical errors (spelling, punctuation, etc.)	The memo has no more than 5 grammatical errors (spelling, punctuation, etc.)

Student Sample

File | Home | Insert | Design | Transitions | Animations | Slide Show | Review | View

Tell me what you want to do...   Sign in   Share

Normal | Outline View | Slide Sorter | Notes Page | Reading View | Slide Master | Handout Master | Notes Master | Ruler | Gridlines | Guides | Notes | Zoom | Fit to Window | Color | Grayscale | Black and White | New Window | Arrange All | Cascade | Move Split | Switch Windows | Macros

Presentation Views | Master Views | Show | Zoom | Color/Grayscale | Window | Macros

Slide 1

Conflict Resolution:
Recognizing and Resolving Conflict

GABBY HOFFS

Mr. Haskin
Human Resources
7th Period

Slide 2 — Learning Objectives

- Understand the fundamental concepts of conflict management
- Acquire specific tactical approaches to conflict situations
- Apply that understanding to more effectively assess and manage two-party and multi-party conflicts

Slide 3 — CONFLICT HAPPENS

Conflict is...
- a normal, inescapable part of life
- a periodic occurrence in any relationship
- an opportunity to understand opposing preferences and values
- ENERGY

Slide 4 — How can we manage the energy of conflict?

Slide 5 — Use cognitive conflict

- Disagreement about ideas and approaches
- Issue focused, not personal
- Characteristic of high performing groups

Amason, A.C., Thompson, K.R., Hochwarter, W.A., & Harrison, A.W. (1995, Autumn). "Conflict: An Important Dimension in Successful Management Teams." Organizational Dynamics, 24(2), 22-23.

Slide 6 — Avoid affective conflict

- Personal antagonism fueled by differences of opinion
- Destructive to group performance and cohesion

Ibid., 24.

Slide 7 — How can we keep conflict cognitive?

1. Make the approach
2. Share perspectives
3. Build understanding
4. Agree on solutions
5. Plan next steps

Mediation Services. (2003). Foundational concepts for understanding conflict. Winnipeg, MB, Canada.

Slide 8 — Step 1. Make the approach

- **Reflect** before you begin
- **Invite** the other party to a conversation
- **Be clear** about your intentions
- **State your goal** - a positive resolution

Ibid.

Slide 9 — Step 2. Share perspectives

- **Ask** for the other person's perspective
- **Paraphrase** what you hear
- **Acknowledge** your contribution
- **Describe** your perspective

Ibid.

Slide 10 — Understand why your views differ

(Read from bottom to top)
- I take action
- I adopt beliefs
- I draw conclusions
- I add meaning
- I select data
- Observable data

Clark, W. (October 17, 2005). People Whose Ideas Influence Organizational Work – Chris Argyris. In Organization@Onepine. Retrieved March 6, 2006, from http://www.onepine.info/pargy.htm

Slide 11 — Name the issues

- **Identify topics** that the parties view as important to address
- Use concise **neutral language**
- Avoid pronouns
- Use **issues** to **create** the **agenda**

Foundational Concepts for Understanding Conflict

Slide 12 — Step 3. Build understanding

- **Discuss** one issue at a time
- **Clarify** assumptions
- **Explore** interests and feelings

Ibid.

Slide 13 — Step 4. Agree on solutions

- **Reality test** – Is this doable?
- **Durability test** – Is this durable?
- **Interest test** – Does this meet all parties' interests?

Ibid.

Slide 14 — Step 5. Plan next steps

- Jointly create **action plan**
- What needs to happen?
- Who needs to do what? By when?
- How will interaction take place if problems occur?

Ibid.

Slide 15 — Tools for Conflict Management

Slide 4 of 23   140%

File   Home   Insert   Design   Transitions   Animations   Slide Show   Review   View   Tell me what you want to do...   Sign in   Share

Normal | Outline View | Slide Sorter | Notes Page | Reading View | Slide Master | Handout Master | Notes Master | Ruler | Gridlines | Guides | Notes | Zoom | Fit to Window | Color | Grayscale | Black and White | New Window | Arrange All | Cascade | Move Split | Switch Windows | Macros

Presentation Views | Master Views | Show | Zoom | Color/Grayscale | Window | Macros

Slide 11
- Identify topics that the parties view as important to address
- Use concise neutral language
- Avoid pronouns
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Foundational Concepts for Understanding Conflict

Slide 12
- Discuss one issue at a time
- Clarify assumptions
- Explore interests and feelings

Ibid.

Slide 13
- Reality test – Is this doable?
- Durability test – Is this durable?
- Interest test – Does this meet all parties' interests?

Ibid.

Slide 14
- Jointly create action plan
- What needs to happen?
- Who needs to do what? By when?
- How will interaction take place if problems occur?

Ibid.

Slide 15
Conflict Management

Slide 16
What doesn't work
That's true but...

Slide 17
What does work
That's true and...
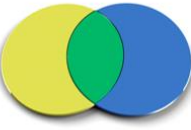
Slide 18
What doesn't work
BLAME

Slide 19
What does work
The "third story"

Slide 20
What does work
Contribution Mapping

Slide 21
What doesn't work
THE SILENT TREATMENT
You get the picture...

Slide 22
What does work
Match and lower, match and raise

Slide 23
"Faced with the choice between changing one's mind and proving that there is no need to do so, almost everybody gets busy on the proof."

John Kenneth Galbraith

Slide 4 of 23

Conflict PowerPoint Rubric – Option B

	0-2	3-5	6-8	9-10	Your Score
Conflict Resolution Process x4 = 40 points	The conflict resolution process discussed is disjointed and does not show how the steps in the process would help to resolve issues in the workplace.	The conflict resolution process shown in the PowerPoint is hard to follow and does not clearly show the steps in the process.	The conflict resolution process shown in the PowerPoint is logical, but does not focus primarily on the workplace setting.	The conflict resolution process shown in the PowerPoint is logical and could easily be implemented in a workplace setting.	40
PowerPoint x3 = 30 points	The PowerPoint does not do a good job of defining the steps of conflict resolution. Too much text is on the slides.	The PowerPoint defines the process for conflict resolution but it is not done logically. Too much text is on most slides.	The PowerPoint clearly defines the step-by-step process for conflict resolution but there is too much text on some slides.	The PowerPoint clearly defines the step-by-step process for conflict resolution following presentation guidelines.	30
Business Format x2 = 20 points	The PowerPoint does not have an appropriate theme or graphics. It is not long enough to provide adequate information.	The PowerPoint does not have an appropriate theme and is too short. It does not have many appropriate graphics.	The PowerPoint has an appropriate theme and a few graphics. It is less than 8 slides long.	The PowerPoint has a professional theme and several appropriate graphics. It is between 8-10 slides in length.	20
Communication Style x1 = 10 points	The PowerPoint has more than 10 grammatical errors (spelling, punctuation, etc.)	The PowerPoint has no more than 10 grammatical errors (spelling, punctuation, etc.)	The PowerPoint has no more than 8 grammatical errors (spelling, punctuation, etc.)	The PowerPoint has no more than 5 grammatical errors (spelling, punctuation, etc.)	10
				TOTAL:	100

Comments/Feedback: 100/100

I like that you interpreted the project your own way and added additional information. So many of the "dos" and "don'ts" are too often practiced inside of businesses without effective leaders to redirect. Great job! I plan to share your PowerPoint with the administration to see if they would like to use parts of it in HR for the county and training.