

FOR THE PRACTICING MANAGER

# Managing Conflict with Direct Reports

Barbara Popejoy and Brenda J. McManigle

Center for Creative Leadership

# Managing Conflict With Direct Reports

**Martin Wilcox, Stephen Rush**



## **Managing Conflict With Direct Reports:**

*Managing Conflict with Direct Reports* Center for Creative Leadership (CCL), Barbara Popejoy, Brenda J. McManigle, 2011-08-15 Conflict is inevitable when people work together and it is one of the most difficult challenges facing managers. But it is a challenge that successful leaders learn to address. Managers who develop an understanding of difference without judgment and are willing to see more than one perspective or solution are in a good position to manage conflict with their direct reports. Conflict between managers and direct reports highlights a power relationship and affects the work itself, the tasks for which managers and direct reports share responsibility. Managers who look to see both sides of conflict can resolve it, but it means assessing the differences between themselves and their direct reports and finding out how those differences affect the conflict. After assessing those differences, managers can devise a plan to use before, during, and after a conflict resolution session. They will be better prepared to understand emotions that can trigger conflict, to clarify performance expectations so their direct reports know what is expected of them, and to provide ongoing feedback for the support and development of their direct reports.

**Managing Conflict with Direct Reports (Polish)** Barbara Popejoy, Brenda J. McManigle, 2019-07-09 Conflict between managers and direct reports affects their work and influences how productive and effective an organization can be. Managers who can see both sides of a conflict can resolve it, but that means assessing the differences between themselves and their direct reports and finding out how those differences impact the conflict. With that knowledge, they can make a plan to use before, during, and after a conflict resolution session that clarifies performance expectations and provides ongoing feedback for support and development.

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but that means assessing the differences between themselves and their direct reports and finding out how those differences impact the conflict With that knowledge they can make a plan to use before during and after a conflict resolution session that clarifies performance expectations and provides ongoing feedback for support and development *Managing Conflict with Direct Reports (International Spanish)* Barbara Popejoy, Brenda J. McManigle, 2021-05-26 Conflict between managers and direct reports affects their work and influences how productive and effective an organization can be Managers who can see both sides of a conflict can resolve it but that means assessing the differences between themselves and their direct reports and finding out how those differences impact the conflict With that knowledge they can make a plan to use before during and after a conflict resolution session that clarifies performance expectations and provides ongoing feedback for support and development

**Managing Conflict with Your Boss** Center for Creative Leadership (CCL), Davida Sharpe, Elinor Johnson, 2011-08-26 As individuals we can be creative and ambitious in our personal lives and in our professional lives But individual efforts can't always match the energy and productivity of a group Cultures societies clubs schools and militaries arose out of our need to band together for mutual support Organizations were created to deal more effectively with the environment both the natural world and the world of work But there is a trade off when we move from individual contributions to group efforts the relationships necessary for working together can spawn conflict In organizations tensions between individuals need to be defused or focused in order to find productive solutions to problems This is especially critical when conflict arises between people at different levels in the organization such as when you are having a conflict with your boss These tensions aren't easy to handle Conflict can generate discomfort anger and ineffective behavior Feelings such as fear and resentment can rise to the surface Organizational issues such as unclear lines of authority power politics and ineffective support systems also come into play Although these internal and external factors create a rich and complicated landscape for conflict to flourish a conflict with your boss doesn't necessarily spell the end of your career with an organization There are steps you can take to gain perspective on conflict and to manage the conflict so that it focuses your energy and your boss's energy on the needs of the organization moving both of you toward a more productive working relationship

*The CCL Guide to Leadership in Action* Martin Wilcox, Stephen Rush, 2015-08-11 The Center for Creative Leadership CCL is the world's premier institution devoted exclusively to leadership research and education For more than three decades CCL has worked with hundreds of thousands of executives to create practical models tools and publications for the development of effective leaders and organizations This important collection is drawn from CCL's long running publication *Leadership in Action* The guide examines the skills that you need to successfully give and receive feedback make use of coaching work with difference deal with change achieve work life balance and address the larger issue of expanding the leadership capacity of your organization

**The 2008 Pfeiffer Annual** Elaine Biech, 2007-12-04 This annual focuses on change management It is designed as a ready made toolkit of ideas methods techniques and models [Managing Conflict](#)

Through Organizational Ombuds Programs Debra Lynn Casey, 2007 Organizations have grappled with how to manage conflict in the workplace instituting a variety of internal mechanisms for the mobilization of employee grievances and the expression of employee voice Organizational ombuds programs are one such mechanism adapted from the classical government ombuds concept but not necessarily retaining the hallmarks of independence neutrality and confidentiality of the ombuds role Very little is known about how organizational ombuds programs are actually structured nor how they function to facilitate the mobilization of employee concerns or employee voice in the workplace This dissertation presents an empirical study of organizational ombuds programs across organizations Based on the legal readings model Fuller Edelman and Matusik 2000 hypotheses were tested concerning the possible relationship of program structure and internal conflict management context to mobilization and voice outcomes Using a semi structured interview instrument quantitative and qualitative data were collected from 78 ombuds about their programs This study concludes that organizational ombuds programs generally function as informal conflict management functions Cluster analysis revealed three different structural types Full Time Traditional Full Time Modified and Part Time Modified and two different conflict management contexts Limited and Diverse Mobilization hypotheses were largely unsupported Structure and conflict management context were however significantly associated with the levels and types of employee voice Ombuds in programs with full time traditional structures tended to facilitate higher levels of remedial voice suggesting more willingness and ability to do so in programs with the highest level of structural definition and support The exercise of preventive voice was shown to be higher in programs with fewer full time ombuds and in those organizations with a union presence in the workplace The data suggest that the decision to exercise preventive voice may depend on the ombuds view of the role and the relationship with top management Consistent with these findings the highest levels of mix of voice were found to be facilitated by programs with traditional structures in more limited conflict management contexts This study s findings help better understand the role of informal mechanisms of alternative dispute resolution within organizations and also inform the study of the expression of employee voice in the workplace

*Managing Conflict at Organizational Interfaces* Lloyd David Brown, 1983 **FYI** Michael M. Lombardo, Robert W. Eichinger, 2009 For learners managers mentors and feedback givers **New Ways of Managing Conflict** Rensis Likert, Jane Gibson Likert, 1976 Give the principles and step by step procedures of management system to reduce internal and external conflict and improve performance Training and Management of Information Services in the New Milenium , 2004 *The 12 Powers of a Marketing Leader: How to Succeed by Building Customer and Company Value* Thomas Barta, Patrick Barwise, 2016-09-22 WHAT MAKES AN EFFECTIVE AND SUCCESSFUL MARKETING LEADER The 12 Powers of a Marketing Leader by former McKinsey Partner Thomas Barta and senior London Business School professor Patrick Barwise is the first research based leadership book for marketers in the 21st century Based on the largest ever research study of its kind with detailed data on over 8 600 leaders in more than 170 countries this game changing book

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web may 8 2018 prayers for my girl on your kindergarten graduation sweet lillian we ve come a long way this kindergarten

year you and i have learned so much we ve grown we ve cried and we ve moved bedtime around to find the right fit more importantly we ve succeeded in passing your first year of school you re ready for first grade and

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web prayer for preschool students dear god today i come to you in prayer lord asking you to help my child ren experience peace this year i pray he she they will not worry about things they cannot control but that you will guard his her their hearts and minds and keep him her them trusting in you i pray he she they will not only enjoy the

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