

# conflict resolution skills for managers

Conflict Resolution Skills for Managers: Navigating Workplace Challenges with Confidence

**Conflict resolution skills for managers** are essential tools that can transform workplace dynamics and foster a more collaborative environment. Every manager encounters disagreements, misunderstandings, or even clashes of personality within their teams. How these conflicts are handled often determines not only the morale and productivity of the team but also the overall success of the organization. Developing strong conflict resolution skills enables managers to address issues proactively, maintain harmony, and turn potential disruptions into opportunities for growth and innovation.

## Why Conflict Resolution Skills Are Vital for Managers

In any workplace, conflicts are inevitable. Diverse perspectives, competing priorities, and high-pressure situations can all contribute to disagreements. When these situations arise, the role of a manager isn't just to mediate but to guide the team towards constructive solutions. Managers with effective conflict resolution skills can:

- Reduce workplace tension and stress
- Prevent escalation of disputes
- Improve communication between team members
- Enhance collaboration and trust
- Boost employee engagement and retention

Without these skills, unresolved conflicts can lead to decreased productivity, absenteeism, and even turnover. Thus, mastering conflict resolution is a strategic advantage for managers who aim to lead successful and resilient teams.

## Key Conflict Resolution Skills for Managers to Develop

### Active Listening

One of the foundational skills in conflict resolution is active listening.

This goes beyond simply hearing words – it involves fully concentrating on what the other person is saying, acknowledging their feelings, and validating their perspective. When managers practice active listening, they demonstrate empathy and create an environment where employees feel valued and understood.

## **Emotional Intelligence**

Emotional intelligence (EI) plays a critical role in resolving conflicts. Managers with high EI can recognize their own emotions and those of others, which helps in managing reactions and remaining calm under pressure. This awareness allows them to respond thoughtfully rather than react impulsively, which is crucial when navigating sensitive situations.

## **Effective Communication**

Clear and respectful communication is key in conflict resolution. Managers must be able to articulate concerns, expectations, and solutions without escalating tension. This includes using “I” statements to express feelings without blaming, asking open-ended questions to gather more information, and summarizing points to ensure mutual understanding.

## **Problem-Solving and Negotiation**

Once all parties have been heard, managers need to facilitate problem-solving. This involves identifying the root causes of the conflict and working collaboratively to find a solution that satisfies everyone’s interests, or at least reaches a fair compromise. Negotiation skills help managers mediate between differing opinions and guide the team toward consensus.

## **Patience and Open-Mindedness**

Conflicts rarely resolve instantly. Managers must exhibit patience and keep an open mind, recognizing that multiple viewpoints can coexist. Being open-minded also means being willing to consider alternative solutions or admit when a previous approach wasn’t effective.

## **Strategies for Managers to Resolve Conflicts Effectively**

## **Create a Safe Space for Dialogue**

Encouraging open communication is the first step in resolving conflicts. Managers should foster a culture where team members feel safe expressing concerns without fear of judgment or retaliation. This psychological safety enables honest conversations that address underlying issues rather than surface symptoms.

## **Address Conflicts Early**

Ignoring or postponing conflict resolution can lead to bigger problems down the line. Effective managers recognize the signs of brewing tension and act promptly. Early intervention prevents misunderstandings from fester and keeps the team focused on shared goals.

## **Separate People from the Problem**

A common pitfall in conflict situations is personalizing the issue. Managers need to emphasize that the conflict is about a situation or process, not personal attacks. By reframing the problem, managers reduce defensiveness and encourage collaborative problem-solving.

## **Use Mediation Techniques**

Sometimes, managers must step into the role of mediator, guiding the parties to reach their own agreement. This might involve setting ground rules for respectful discussion, helping each side express their needs, and brainstorming solutions together. Mediation fosters ownership of the resolution and strengthens team cohesion.

## **Follow Up and Reflect**

Conflict resolution doesn't end with an agreement. Managers should check in with the team members involved to ensure the solution is working and that relationships are improving. Reflecting on what worked and what didn't can also help managers refine their approach for future conflicts.

## **Building a Conflict-Resilient Team Culture**

Beyond managing individual disputes, great managers focus on cultivating a

team culture that minimizes destructive conflicts. This involves:

- **Promoting Transparency:** Sharing information openly reduces misunderstandings.
- **Encouraging Respectful Feedback:** Normalizing constructive criticism helps address issues early.
- **Providing Conflict Resolution Training:** Equipping team members with skills empowers them to handle disagreements independently.
- **Recognizing and Valuing Diversity:** Appreciating different viewpoints prevents biases from fueling conflicts.

When these elements are in place, teams become more adaptable and collaborative, making conflicts less frequent and less disruptive.

## Leveraging Technology to Support Conflict Resolution

In today's hybrid and remote work environments, managers can also utilize technology tools to assist in conflict management. Platforms that facilitate anonymous feedback, virtual mediation sessions, or collaborative problem-solving can bridge communication gaps and ensure all voices are heard. Additionally, digital training modules on conflict resolution skills for managers and employees alike can build competence across the organization.

## Real-World Examples of Conflict Resolution in Management

Consider a scenario where two team members disagree on the direction of a project. A manager equipped with conflict resolution skills might first listen individually to each person's viewpoint, then bring them together to explore common goals. Using negotiation techniques, the manager could help the team blend ideas or find a compromise that leverages each member's strengths. By addressing emotions and focusing on the problem rather than personal differences, the manager transforms a potential roadblock into a creative solution.

In another case, a manager notices tension between departments due to unclear responsibilities. By facilitating a cross-departmental meeting and encouraging open dialogue, the manager clarifies roles and expectations, preventing further conflicts and improving collaboration.

These examples highlight how effective conflict resolution is not about avoiding disagreements but managing them in a way that benefits everyone involved.

Conflict resolution skills for managers are not innate—they can be learned, practiced, and refined over time. By investing in these abilities, managers not only improve their leadership effectiveness but also contribute to a healthier, more productive workplace where challenges become opportunities for connection and innovation.

## **Frequently Asked Questions**

### **What are conflict resolution skills and why are they important for managers?**

Conflict resolution skills involve the ability to effectively address and manage disagreements or disputes in the workplace. They are important for managers because they help maintain a positive work environment, improve team collaboration, and enhance productivity.

### **What are the most effective conflict resolution techniques for managers?**

Effective techniques include active listening, empathy, clear communication, finding common ground, mediation, and focusing on interests rather than positions to reach mutually beneficial solutions.

### **How can managers identify the root cause of a conflict?**

Managers can identify the root cause by actively listening to all parties involved, asking open-ended questions, observing behavior patterns, and analyzing underlying issues such as miscommunication, resource scarcity, or differences in values.

### **How can emotional intelligence improve a manager's conflict resolution skills?**

Emotional intelligence helps managers recognize and manage their own emotions and those of others, which leads to better understanding, patience, and the ability to de-escalate tensions during conflicts.

### **What role does communication play in resolving**

## **conflicts for managers?**

Clear and open communication allows managers to clarify misunderstandings, express concerns respectfully, and facilitate dialogue between conflicting parties, making it a critical component of conflict resolution.

## **How should a manager handle conflicts between team members?**

A manager should address conflicts promptly by meeting with the involved parties individually and together, encouraging open dialogue, setting ground rules, and guiding them towards a collaborative resolution.

## **Can conflict resolution skills help in preventing future conflicts?**

Yes, by fostering an environment of trust, open communication, and understanding, managers can reduce the likelihood of conflicts escalating and create proactive strategies to address potential issues early.

## **What are some common mistakes managers make during conflict resolution?**

Common mistakes include avoiding the conflict, taking sides, failing to listen actively, ignoring emotions, and rushing the resolution process without addressing underlying issues.

## **How can managers develop and improve their conflict resolution skills?**

Managers can improve these skills through training programs, workshops, role-playing exercises, seeking feedback, practicing active listening, and learning from real-life conflict experiences.

## **Additional Resources**

Conflict Resolution Skills for Managers: Navigating Workplace Challenges with Expertise

**conflict resolution skills for managers** have become an indispensable asset in today's dynamic business environment. As organizations grow increasingly diverse and team structures more complex, the ability of managers to effectively address and resolve conflicts can significantly influence team cohesion, productivity, and overall organizational success. This article delves into the critical nature of these skills, exploring the strategies, benefits, and challenges managers face when mediating disputes and fostering a collaborative workplace.

# The Importance of Conflict Resolution Skills in Management

Conflicts in the workplace are inevitable, arising from differences in opinions, personalities, values, or work styles. For managers, possessing strong conflict resolution skills means more than simply quelling disputes—it involves understanding the root causes, facilitating open communication, and guiding parties toward mutually acceptable solutions. According to a 2022 study by CPP Global, employees spend nearly 2.8 hours per week dealing with conflict, underscoring the substantial impact unresolved issues can have on productivity and morale.

Managers who master conflict resolution can transform potential disruptions into opportunities for growth and innovation. The capacity to mediate disputes without bias, maintain emotional intelligence, and apply structured problem-solving techniques often distinguishes successful leaders from their peers.

## Key Conflict Resolution Competencies for Managers

Several core skills underpin effective conflict resolution in a managerial context. These include:

- **Active Listening:** Understanding all perspectives by attentively hearing parties involved without premature judgment.
- **Emotional Intelligence:** Recognizing and managing one's own emotions and empathizing with others to maintain balance and objectivity.
- **Communication Clarity:** Conveying messages clearly and diplomatically to reduce misunderstandings.
- **Problem-Solving:** Identifying the underlying issues and generating practical, equitable solutions.
- **Negotiation Skills:** Facilitating compromise while ensuring that all parties' interests are considered.

These competencies work synergistically to help managers address conflicts proactively and constructively.

# Approaches and Strategies for Effective Conflict Resolution

Various conflict resolution styles exist, and effective managers adapt their approach based on the situation and individuals involved. Common strategies include:

## Collaborative Approach

This method emphasizes joint problem-solving and open dialogue, aiming for win-win outcomes. It fosters trust and long-term cooperation but requires time and willingness from all parties.

## Compromising

Managers seeking quick solutions may encourage compromise, where each side concedes some demands. While expedient, this approach might leave some dissatisfaction if underlying issues remain unaddressed.

## Avoiding or Withdrawing

Sometimes, stepping back from conflict temporarily allows emotions to cool. However, this can also delay resolution and exacerbate tension if the problem is ignored.

## Accommodating

Managers might prioritize harmony by yielding to the other party's preferences, useful when the issue is minor or maintaining relationships is critical. The downside is potential resentment if one party feels undervalued.

## Authoritative Decision-Making

In urgent or hierarchical contexts, a manager might impose a solution. This approach ensures quick resolution but can damage morale if perceived as unfair.

The ability to diagnose the nature of a conflict and select an appropriate resolution style is fundamental to effective management.

# Benefits of Mastering Conflict Resolution Skills for Managers

Organizations led by managers proficient in conflict resolution enjoy multiple advantages:

- **Improved Team Dynamics:** Resolving conflicts enhances trust and collaboration among team members.
- **Increased Productivity:** Addressing issues promptly reduces distractions and downtime.
- **Enhanced Employee Retention:** Work environments with open communication reduce turnover caused by unresolved disputes.
- **Stronger Leadership Reputation:** Managers who handle conflicts adeptly earn respect and authority.

Moreover, these skills contribute to a culture of continuous feedback and innovation, where diverse viewpoints are leveraged rather than suppressed.

## Challenges in Developing and Applying Conflict Resolution Skills

Despite the clear benefits, many managers struggle with conflict resolution due to:

### Lack of Training

Organizations often underinvest in conflict management training, leaving managers ill-equipped to handle complex interpersonal issues.

### Personal Bias and Emotional Involvement

Managers may find it difficult to remain neutral, especially when conflicts involve their own teams or touch on sensitive topics.

## Time Constraints

Resolving conflicts thoroughly can be time-consuming, and pressure to meet deadlines may lead to rushed or superficial interventions.

## Cultural Differences

Globalized workplaces introduce cultural nuances in communication and conflict perception, complicating resolution efforts.

Addressing these challenges requires deliberate organizational support, ongoing education, and self-awareness on the part of managers.

## Integrating Conflict Resolution into Managerial Development Programs

To cultivate conflict resolution skills effectively, companies should embed relevant training into leadership development initiatives. These programs might include:

1. Workshops on communication techniques and emotional intelligence.
2. Role-playing exercises simulating real workplace conflicts.
3. Mentorship and coaching focusing on conflict scenarios.
4. Access to mediation resources and tools.

Regular assessment and feedback can help managers refine their approaches and build confidence in managing disputes.

As the workplace continues to evolve, the emphasis on conflict resolution skills for managers will only grow. Leaders who prioritize these competencies position themselves—and their organizations—to navigate challenges with agility and foster environments where collaboration thrives.

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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

**conflict resolution skills for managers: Conflict Resolution for Managers and Leaders, Participants Workbook** CDR Associates, 2007-07-16 CDR Associates' training programs have been recognized throughout the world for their high-quality, effective, and innovative approaches to handling conflict in diverse workplace settings. Conflict Resolution for Managers and Leaders offers you a proven program that will help you learn the key concepts and skills in conflict management, negotiation, and dispute resolution. The Participant's Workbook is designed to make you a better leader and manager by equipping you to address conflict with confidence. Conflict Resolution for Managers and Leaders is filled with information and interactive exercises to help you develop practical skills in a fun and engaging manner. This workbook contains the information you need to participate in the CDR training program. Although the comprehensive program consists of eight modules, your trainer may customize the session by using select modules.

**conflict resolution skills for managers: Conflict Management and Leadership for Managers** Susan S. Raines, 2023-09-18 All managers are conflict managers, and Conflict Management and Leadership for Managers, Third Edition coaches current and future organizational leaders with the knowledge and skills necessary to prevent and manage every common source of conflict faced at work. This text is divided into three sections: conflict management and collaboration basics, strategies for preventing conflicts inside your work teams and organizations, and processes and skills for enhancing relationships with external stakeholders. This comprehensive, all-in-one resource offers skill-based exercises, self-assessments for role understanding and goal-setting, and a variety of learner-friendly tools. Informed by decades of experience working with organizations of all types, sizes, missions, and cultures, Susan S. Raines demonstrates how effective and creative managers positively address conflict to enhance collaboration and mission achievement, thrive in rapidly changing environments, and craft a positive brand image for both one's organization and their own career. Updates to the Third Edition: Greatly expanded coverage of DEI-related conflict management woven into all sections for greater racial, ethnic, gender and sexuality, cultural, and religious sensitivity and situational specificity coverage. Greater coverage of the roles of social media and technology in increasing and decreasing conflict and suggested technological strategies to utilize and/or mitigate increasingly modernizing work communication methods and advancement challenges. More coverage of distributed hybrid workplace issues around

team cohesion, employee motivation, and connectedness relevant to industry-wide environmental changes initiated by the COVID-19 pandemic. Increased coverage of informal conflict and dispute resolution that are more common and nuanced, providing more granular application of skills and strategies. Improved art program for visual learners. Updated relevant court rulings and federal policies to stay in step with current legal best-practice.

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**conflict resolution skills for managers:** **Developing Conflict Management Skills: Techniques for Effectively Managing Disagreements** Namaskar Book, 2024-10-18 Developing

**Conflict Management Skills: Techniques for Effectively Managing Disagreements** Disagreements are a natural part of life, but handling them well is an art. This book offers practical techniques to help you navigate conflicts with grace, ensuring positive outcomes for everyone involved. Learn how to manage emotions, communicate effectively, and resolve disputes both at home and in the workplace. With strong conflict management skills, you'll transform tension into opportunities for growth and cooperation.

**conflict resolution skills for managers: CORPORATE CONFLICT MANAGEMENT** EIRENE LEELA ROUT, NELSON OMIKO, 2007-08-07 The classic view on conflict has always been that conflict in any form is harmful and should be avoided at all cost. However, modern scholars and the corporate world at large are fast realizing that conflict is not as lethal as considered to be and if maintained within certain parameters, it can actually boost a company's growth. This text tells exactly how and when a conflict can be translated into a successful process and when it should be checked before it spells trouble for the company. The book covers cases from all the essential areas of conflict and analytically discusses every aspect while striking a clear balance between theory, concept and application. This book is an attempt to expose readers to varied perspectives, to challenge their individual positions and ideologies, and to inspire, inform and train them in the field. The volume is designed for the postgraduate students of management as well as those pursuing similar professional courses. Besides, professionals and anyone keen on learning the various aspects of conflict and its management will find this book immensely useful. **KEY FEATURES** □ Cartoons and illustrations throughout the text to make it an interesting read □ Focus on both skill development and practical usage □ Chapter summary and review questions at the end of each chapter for better conceptual understanding

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**conflict resolution skills for managers: Conflict Management: Tools and Strategies for Effective Resolution** Pasquale De Marco, 2025-05-16 Conflict is all around us. It can be found in our personal relationships, our workplaces, and even in international affairs. While conflict can be destructive, it can also be an opportunity for growth and learning. When managed effectively, conflict can lead to better understanding, stronger relationships, and more creative solutions. This book provides a comprehensive guide to conflict management. It draws on the latest research and best practices to offer practical tools and strategies for resolving conflict in a variety of settings. The book begins by exploring the nature of conflict and its impact on individuals and groups. It then

discusses different communication styles and conflict management styles. The book also provides detailed instructions on how to negotiate and mediate conflict, as well as how to resolve conflict in specific settings, such as the workplace, personal relationships, and international relations. With its clear and engaging writing style, this book is an essential resource for anyone who wants to learn how to manage conflict effectively. It is also a valuable tool for professionals who work in human resources, management, counseling, or other fields where conflict resolution is a key skill. In this book, you will learn: \* The different types of conflict and their causes \* How to communicate effectively in conflict situations \* How to choose the right conflict management style for each situation \* How to negotiate and mediate conflict \* How to resolve conflict in the workplace, personal relationships, and international relations Whether you are a student, a professional, or simply someone who wants to improve your conflict management skills, this book is for you. If you like this book, write a review on google books!

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**conflict resolution skills for managers:** Management, Conflict Resolution and Strategy Magdalena Kraczkla, Anna Wziątek-Staśko, 2024-08-02 Managers are key people in building the success of any organization. Business results depend on their efficiency in the implementation of the power entrusted to them. This efficiency, on the other hand, largely depends on psychosocial competences and personality predispositions. One of the main factors affecting destructively on managers is stress, destroying the level of their motivation to work, the level of commitment and ultimately resulting in premature professional burnout and a significant reduction in the level of efficiency. Ultimately, instead of efficient and motivated specialists, companies are struggling with employees suffering from depression. Exploration of the issue of identifying the sources of stress draws attention to conflict as one of the main research categories that are closely related to the category of stress. It is worth emphasizing that this relationship is two-way: conflict determines the level of stress, stress may determine the scale of conflict situations. This recommended monograph provides the latest knowledge on what contemporary managers use conflict resolution styles and what strategies they choose to deal with in stressful situations. A particular advantage of the study is the presentation of the links between both research categories, which are so paramount nowadays. The Open Access version of this book, available at [www.taylorfrancis.com](http://www.taylorfrancis.com), has been made available under a Creative Commons Attribution-Non Commercial-No Derivatives (CC-BY-NC-ND) 4.0 license. Any third party material in this book is not included in the OA Creative Commons license, unless indicated otherwise in a credit line to the material. Please direct any permissions enquiries to the original rightsholder.

**conflict resolution skills for managers: Conflict Management** Paul Gerhardt, PhD., 2019-09-04 This is the best book on conflict management available! Based upon the latest research, this is perhaps the greatest tool ever developed to help leaders and employees of all-levels develop the best conflict management skills. Scholars agree that managing conflict can be a healthy way of illuminated new ideas and helping team members work better together to bring more efficiency creativity and effectiveness to the workplace. Just like leadership, conflict management is a skill anybody can acquire through both training program and experiences. Training program has the advantage of being able to address specific needs or circumstances in accordance to recognized potential problems in organizational life. This workbook breaks down key concepts in plain easy-to-read and easy-to-follow lessons to help you grow your leadership skills. Read the short lessons, reflect, and then build your skills by doing the short writing assignments at your own convenience.

**conflict resolution skills for managers: Creative Strategies for Conflict Management & Community Building** Christian Ndubueze Anyanwu, 2009-11 This book, in applying the asset mapping theory of Kretzmann and McKnight (1993), developed a positive communication strategy for minimizing conflicts and building a more Collaborative Communities in Organizations and Churches, with much emphasis on inclusivity, consensus and commitment to common vision and ideals. While critically reviewing the traditional conflict theories in their approaches to conflict management; the book uses the new lens provided by the asset mapping theory, to recommend for a paradigm shift in the way people look at organizations and conflicts. A new emphasis therefore is on the positive elements in organizations, the assets that lie within individuals and groups, as the key to minimizing conflict in organizations. Besides, unlike the traditional conflict theories which sees conflict as a problem, this new lens, sees conflict within organizations, as functional and opportunities for growth. The book equally identifies some of the significant factors that cause ethnic conflicts within organizations; such as, Prejudices among Ethnic Groups; Differences of Ethnic Groups; Power Struggle among Ethnic Groups; Discrimination and Injustice against Groups; Lack of Participatory Communication; and Lack of Participatory Leadership. Finally, in reviewing the relevant literatures on Community Building, the book underlines the various variables that make Community Building possible. Such variables include: Discovering and Mobilizing the Assets of Individuals and Groups within Organizations; Building Relationships among Individuals and Groups within Organizations; Building a more Participatory Leadership within Organizations; Building a more Participatory Communication within Organizations; Creating more Awareness on the necessity of Collaborative Initiatives, as well as, Promoting the Common Cultural Values and Ideals that holds Individuals and Groups together within Organization.

**conflict resolution skills for managers: The Case Manager's Training Manual** David W. Plocher, Patricia L. Metzger, 2001 Stem Cell and Bone Marrow Transplantation

**conflict resolution skills for managers: Study Guide to Conflict Management** Cybellium, 2024-10-26 Designed for professionals, students, and enthusiasts alike, our comprehensive books empower you to stay ahead in a rapidly evolving digital world. \* Expert Insights: Our books provide deep, actionable insights that bridge the gap between theory and practical application. \* Up-to-Date Content: Stay current with the latest advancements, trends, and best practices in IT, AI, Cybersecurity, Business, Economics and Science. Each guide is regularly updated to reflect the newest developments and challenges. \* Comprehensive Coverage: Whether you're a beginner or an advanced learner, Cybellium books cover a wide range of topics, from foundational principles to specialized knowledge, tailored to your level of expertise. Become part of a global network of learners and professionals who trust Cybellium to guide their educational journey.  
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**conflict resolution skills for managers: Building Trust and Constructive Conflict Management in Organizations** Patricia Elgoibar, Martin Euwema, Lourdes Munduate, 2016-06-24 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.

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