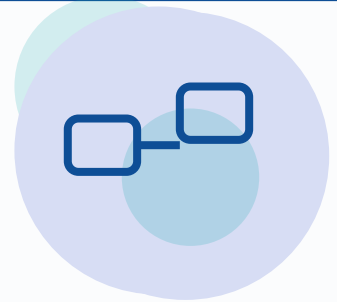


FACT SHEET

Managing Conflict at Work

Workplace conflict is not always a sign that something is wrong. It often signals that expectations, communication, needs, or values are out of alignment and need to be addressed clearly.



clear, practical, supportive

WHAT IT CAN LOOK LIKE

- Tension, avoidance, sarcasm, defensiveness, or repeated arguments
- Feeling misunderstood, unheard, or on edge around certain people
- Email misunderstandings, mixed messages, or passive-aggressive behaviour
- Reduced trust, lower collaboration, or difficulty concentrating on work
- Strong emotional reactions that linger after interactions

WHAT CAN CONTRIBUTE

- Unclear roles, expectations, or decision-making
- Different communication styles or assumptions
- Competing priorities, pressure, or limited resources
- Perceived unfairness, disrespect, or lack of follow-through
- Bullying, harassment, or unmanaged performance concerns

Why it matters

- Conflict drains energy and attention, even when the issue seems small on paper.
- Avoiding it completely often allows resentment and confusion to grow.
- Good conflict conversations focus on the issue and its impact, not on proving who is right.
- Early, respectful action usually prevents bigger problems later.

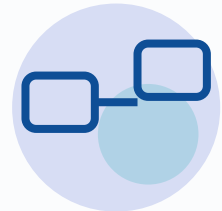
Helpful reminders

- Calm is more useful than speed.
- You can be clear without being harsh.
- Documenting key points can help keep discussions grounded and fair.

PRACTICAL STRATEGIES

Choose the ideas that feel realistic for you. Small consistent changes usually work better than trying to change everything at once.

- Pause before responding. If emotions are high, take time to settle so you can speak clearly and listen properly.
- Define the issue in concrete terms. Focus on behaviour, impact, timing, and examples rather than assumptions about intent.
- Use respectful direct language. “When X happened, the impact was Y, and I need Z moving forward.”
- Listen for needs as well as positions. Ask what the other person is trying to protect, solve, or avoid.
- Look for workable agreements. Small specific changes are often more effective than broad promises.
- Follow up in writing where appropriate so expectations are clear.
- Use your workplace supports. Managers, HR, or formal processes may be appropriate for repeated or serious issues.
- Seek further help early if conflict is affecting safety, performance, or wellbeing.
- Track what makes the problem better or worse. A short note in your phone or diary can reveal patterns you can actually use.
- Aim for steady progress, not perfection. Review what helped this week and keep the plan realistic enough to repeat.



TRY THIS TODAY

Start with one small, achievable step.

- Write down the issue in one sentence without blame language.
- Choose one realistic outcome you want from the conversation.
- Schedule the conversation at a time when both people can engage properly.

WHEN TO GET EXTRA SUPPORT

- Conflict is ongoing, escalating, or affecting performance.
- You feel unsafe, bullied, harassed, or intimidated.
- Attempts to resolve the issue respectfully are not working.
- You need support to plan a conversation or formal next step.