

FOR THE PRACTICING MANAGER

Managing Conflict with Direct Reports

Barbara Popejoy and Brenda J. McManigle

Center for Creative Leadership

Managing Conflict With Direct Reports

Suzanna Tan



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.

Managing Conflict with Direct Reports (Portuguese for Europe) Barbara Popejoy, Brenda J. McManigle, 2019-06-06 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 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 *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 *How to Win as a First-Time Manager: The Challenges Facing Talent Management When Moving from Co-Worker to Boss* Dave Day, John Lough, 2012-02 How to Win fills an important gap in the current leadership literature in that it gets down and dirty with the very real issues that first time managers face in today's workplace These new leaders don't craft long term strategies or issue inspiring missives to hundreds of eager troops Neither do they testify before congressional committees nor appear as public spokespersons for this or that glamorous product They are the managers who strive each day often with limited resources to meet the high production standards set by those in the c suite From how to manage relationships with direct reports who used to be that manager's peers to how to delegate tasks to how to build effective teams and better manage one's time How to Win takes the reader into the daily exchanges between a new manager

and her veteran coach as they explore the various roles all managers are expected to play Publisher's description

Correctional Administration and Change Management Martha Henderson Hurley, Dena Hanley, 2010-06-02 Change is an inevitable part of any correctional institution as new trends and initiatives constantly bombard the system. However, as budgetary constraints increasingly require correctional agencies to do more with less, a paradigm shift in the way they operate is imperative to ensure success. **Correctional Administration and Change Management exam** **Managing**

Organizational Conflict Sam Blank, 2020-01-14 Conflict in business and personal relationships is inevitable. Much of the success of companies depends on how well they respond to it. Developing rapport, collaboration, and cooperation hinges on positive conflict management strategies that stimulate innovation and growth where companies can look for solutions to common issues and needs. Conflict management can address dysfunctional outcomes that result in job stress, less effective communication, and a climate of distrust where working relationships are damaged and job performance reduced. Organizations must minimize and resolve internal and external conflicts to remain vibrant and profitable. Drawing on examples from a wide range of corporate experiences, this volume provides role playing scenarios, checklists, tables, and research studies to help employees, managers, and owners better comprehend the dynamics of conflict in every interaction.

The Sales Acceleration Formula Mark Roberge, 2015-02-24 Use data technology and inbound selling to build a remarkable team and accelerate sales. The Sales Acceleration Formula provides a scalable, predictable approach to growing revenue and building a winning sales team. Everyone wants to build the next 100 million business, and author Mark Roberge has actually done it using a unique methodology that he shares with his readers. As an MIT alum with an engineering background, Roberge challenged the conventional methods of scaling sales, utilizing the metrics-driven process-oriented lens through which he was trained to see the world. In this book, he reveals his formulas for success. Readers will learn how to apply data technology and inbound selling to every aspect of accelerating sales, including hiring, training, managing, and generating demand. As SVP of Worldwide Sales and Services for software company HubSpot, Mark led hundreds of his employees to the acquisition and retention of the company's first 10,000 customers across more than 60 countries. This book outlines his approach and provides an action plan for others to replicate his success, including the following key elements: Hire the same successful salesperson every time. The Sales Hiring Formula. Train every salesperson in the same manner. The Sales Training Formula. Hold salespeople accountable to the same sales process. The Sales Management Formula. Provide salespeople with the same quality and quantity of leads every month. The Demand Generation Formula. Leverage technology to enable better buying for customers and faster selling for salespeople. Business owners, sales executives, and investors are all looking to turn their brilliant ideas into the next 100 million revenue business. Often, the biggest challenge they face is the task of scaling sales. They crave a blueprint for success but fail to find it because sales has traditionally been referred to as an art form rather than a science. You can't major in sales in college. Many people question whether sales can even be taught.

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Handbook of Improving Performance in the Workplace, The Handbook of Selecting and Implementing Performance

Interventions Ryan Watkins,Doug Leigh,2009-12-09 HANDBOOK OF IMPROVING PERFORMANCE IN THE WORKPLACE Volume 2 Selecting and Implementing Performance Interventions In this groundbreaking volume leading practitioners and scholars from around the world provide an authoritative review of the most up to date information available on performance interventions all presented within a holistic framework that helps ensure the accomplishment of significant results Addressing more than 30 performance interventions with such varied topics as Incentive Systems e Learning Succession Planning and Executive Coaching this volume guides readers through the development of comprehensive performance improvement systems Each chapter illustrates in practical terms how to select plan implement and manage performance interventions as well as how to evaluate their results Through best practices research comparative analysis illustrative case studies from around the world and editorial guidance on how to link together diverse interventions the handbook is an important guide for achieving desired results in the workplace and beyond Sponsored by International Society for Performance Improvement ISPI the Handbook of Improving Performance in the Workplace three volume reference covers three main areas of interest including Instructional Design and Training Delivery Selecting and Implementing Performance Interventions and Measurement and Evaluation [Giving Feedback to Subordinates](#) Raoul Buron,Dana

McDonald-Mann,1999-05-01 Providing specific information about performance is key to developing the people who report to you This guidebook tells you how to give your subordinates effective feedback so they can work more effectively develop new skills and grow professionally [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 **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

Evaluating the Impact of Leadership Development Jennifer Martineau,Kelly Hannum,2004 Approaching issues from an evaluative perspective enables leadership development professionals to consider multiple perspectives and draw lessons as a natural part of the way work is done *Managing Difficult Interactions* ,2008-10-14 In the business world

confrontations are inevitable whether they re with your employees peers bosses or even suppliers and customers Ignored or handled badly confrontations can damage workplace relationships and ruin careers This volume helps you master the art of effectively managing difficult interactions You ll learn how to Determine which confrontations are worth an investment of your time and energy Understand and manage the strong emotions that can arise during confrontations Design solutions that meet all stakeholders needs Coach your direct reports to resolve confrontations productively 21st Century

Communication: A Reference Handbook William F. Eadie,2009-05-15 Highlights the most important topics issues questions and debates affecting the field of communication in the 21st Century **Positive Approaches to Conflict at Work**

Suzanna Tan,2025-09-11 How can we sensitively manage different types of conflict to create a more harmonious and efficient workplace Workplace conflict can arise when people with different backgrounds or values disagree on approaches interests and ideas This can result in inefficient collaboration and may even impact workers mental health This book covers a range of scenarios around how conflict at work can manifest and discusses approaches to managing these in the right way to improve motivation productivity and the overall well being of employees It explores contemporary research theory and models and includes exercises for critical reflection to aid understanding In so doing it encourages leaders to take responsibility for addressing different types of conflict and how to do so with sensitivity It also signals when other approaches such as coaching mentoring and mediation may be necessary and when appropriate signposts to internal formal processes such as disciplinary and grievance procedures This accessible and practical book assists business owners managers and leaders in effectively navigating conflict management within the work environment Bridging the Generation Gap Linda

Gravett,Robin Throckmorton,2007-01-01 If you are a manager human resources professional or business owner you are faced with these types of issues every day But why Because currently there are five generations in the workplace Radio Babies born during 1930 1945 Baby Boomers 1946 1964 Generation X 1965 1976 Generation Y 1977 1991 even some Millennials 1991 and later Each of them has a different perspective based on their upbringing and daily lives The key to making encounters between the generations successful is learning to understand the point of view of each generation and respect their differences The individuals and organizations that do this will be the ones to succeed This book will show you how Authors Gravett and Throckmorton take a dynamic approach to the situation by writing in two distinct voices as a Baby Boomer and a Gen Xer using a point counterpoint approach to identify differences and similarities across generations They share hands on experiences real life cases recommended solutions and ground breaking research on how members of any generation can better relate to minimize conflict miscommunication and wasted energy You will learn what each generation thinks of the others and how each wishes the others viewed it Bridging the Generation Gap is filled with strategies and solutions you can implement immediately to help build your own bridge between the generations

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