

## Resolving Conflict and Coaching for Performance



**Background** This medium sized family business was finding it difficult to manage a conflict that had arisen within its customer services team and which was taking up large amounts of the HR Director's time. Changes in team membership had resulted in conflict between two key members and the situation had deteriorated to such an extent that one of the members was likely to be dismissed. The company invited us to help manage the complex dynamics, resolve the conflict and bring performance back on track.

**Our Contribution** Our coach met with the HR Director and with both individuals involved directly in the conflict. Discussion with the team members focused around their histories with the company, their perspectives on the reported conflict and other key features of context.

As a result of this phase of enquiry, the coach identified two main strands of work. First, the need for roles and expectations to be clarified. Second, personal coaching for the two team members to develop their effectiveness at work, combining individual work with shared tasks.

**Our Approach** Our coach held a total of 6 sessions with the team members over a period of 3 months. Her work with them included:

- Building awareness of own and other's personal style using the MBTI personality measure
- Identifying how they each could bring their best self to the role and team
- Shared tasks which involved them working alongside each other
- A final facilitated meeting between the team members and their HR Director

**The Outcome** Both team members reported increased role clarity and self-confidence as a direct result of the coaching sessions. Relationships within the wider team were much improved with clear delineation of responsibilities being developed in place of the ambiguity and conflict that there had been.

The HR Director reported that the individual performance of both team members had improved with the poor performer having improved to a satisfactory level.