How can mediation techniques help leaders to be neutral/impartial in a workplace dispute?

By

JULIANA COLLYER OLIVEIRA

Student Registration: 51709139

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Acknowledgments

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My family, even far away, gave me all the support and strength I needed to continue during difficulties and the desire to give up. I am a privileged person to have had the opportunity to go through this indescribable and incredible experience.

The MA Dispute Resolution course, in addition to training me as a professional and opening new doors, also transformed me as a person, I decided to change many of my behaviors, I learned how to control my pre-judgments, I learned the importance of listening and understanding others, I learned to have empathy with situations that we often do not face to an understanding with the same feelings, and especially that conflicts are necessary for us to become better human beings.

Abstract

Working with people with different education, culture and costumes and to avoid the appearance of conflicts is one of the biggest challeng nowadays, that is why conflict management is still a major challenge for organizations. This research seeks to identify the most recurrent organizational conflicts, based on the literature, the types, causes, and severity levels of conflicts are presented since to better understand conflicts, we must know their forms and types of occurrences so that when faced with a situation of friction we can identify it, choosing the best way of resolution.

After identifying the conflict variables, it is necessary to think about the management of these situations, how this process is carried out by the managers, being necessary to pay attention to the strategies that will be adopted, as they define the proportion and impact that the conflicts will cause. In addition, I will identify some of the mediation techniques to help these leaders to deal with these conflicts' resolution.

The choice of the developed theme is due to the inevitable incidence of this subject and its importance for team management. Based on this research, we seek to contribute to the field of study regarding people management, adding knowledge regarding the harmonization of teams, providing managers and professionals with an overview of the variables that involve organizational conflicts.

In order to have a better knowledge of the above I will divide the information in 3 chapters as described below:

- Chapter one – I will describe some of the main workplace conflicts, following some of the knowledge acquired in the workplace dispute subject, some books, and articles related to it and based on the research fulfilled with a sample of people.
- Chapter two - In this session, I will identify the effectiveness of the solution of these disputes when leaders adopt a neutral and impartial behavior and approach.
- Chapter 3 - The objective is to identify some of the mediation techniques, according to all the knowledge and practice used during the course to help leaders to deal with these situations.

Introduction

I - Conflict definition

For most people, the word conflict carries a sense of negative thoughts, and it is always associated with the dispute. When this chain is not controlled, there are disagreements. However, even that we consider it unacceptable behavior, if the conflict is handled healthily, this can result in great gains for the parties involved.

It is known to be natural for existence in intersubjective and even intergroup relationships to be marked by divergences of the most varied kinds (emotional, social, political, ideological, family, professional and affective) which can be defined exactly as one of the most recurrent phenomena in society, that is, conflict.

Some authors consider that conflict is a game of action and reaction between the parties, where people cannot control their emotions and responses and the causes of these reactions can make the conflict even worse than when it started.

Chiavenato (2014, p. 389) states that: "Conflict is inherent in every individual's life and is an inevitable part of human nature. It is the opposite side of collaboration. The word 'conflict' is linked to disagreement, discord, divergence, dissonance, controversy, or antagonism." For a conflict to exist, in addition to the difference in objectives and interests, there must necessarily be a deliberate interference by one of the parties involved.

On the other hand, Georg Simmel (2010) points that "conflict is a form of human association in which people are brought into contact with each other and through which unity can be achieved. This is an important starting point because it helps us avoid the idea that conflict is the end of relationships and interactions. Simmel argues that conflict forces parties to recognize each other even if the relationship is antagonistic."

Divergence and conflict are essential in a free society. There is no way to imagine a plural democracy without the divergences related to the role of the state. The clashes between different moral and political conceptions define our coexistence as human beings. We can say that a group of people without conflict would constitute a denial of their human condition.

II – Organizational conflicts

An organization is represented by the people who work in it, they are differentiated by schooling, morals, that make them exclusive. And it's this difference (of opinions, point of views) that sometimes motivates the beginning of conflicts in the organizational environment. However, it is noted that not always these situaltions has a negative impact, it can also be a an oppontunity for developing and growth. This variety of opinions generate new ideas and possibilities to clarify things and resolve issues. When conflicts are well managed they can be beneficial to employees and bring improvements to the company's processes.

According to Fustier (1982, p. 31) "the company is a privileged place of conflict, as it is particularly in the company that we build our spheres", that is, it is in that we seek not only the ability to buy material goods, but also, relationships, power, information, and so on. Acknowledging them is essential to avoid or minimize the likelihood that they will appear, also to provide a good environment to work." In this way, you can put all your efforts away from them, understanding the logic by which they arise or remain for a while, as stated by Moscovici (1985, p.111): "before thinking about a way to deal with the conflict, it is important and convenient to try to understand the dynamics of the conflict and its variables, to reach a reasonable diagnosis of the situation, which will serve as the basis for any plan and type of action". In addition, Tjosvold (1998) says "that organization is a rich arena for the study of conflicts, as there are highly interdependent situations involving authority, hierarchical power, and groups."

For Blau and Scott (1962), there is a strong relationship between conflict and changes because changes anticipate conflicts and conflicts create innovation. It means that will help the organization to reform its process, come up with new ideas and seek continuous improvements. The changes happen always when new situations and problems begin, and new solutions need to be created.

Umstots (1984) mentions that in situations of conflict in an organization it should be directed to a useful and productive way of resolution. Through a well-solved conflict, it is possible to achieve a more harmonious environment, however, if it is hidden it will result in a lack of motivation, low productivity, among other losses for the organization.

Robins (2012) explains that for conflict to occur, antecedent conditions are needed. Stage I can be synthesized into three general categories: communication, structure, and personal variables. The literature also considers power as a potential source of conflicts, already stage II of the development of conflicts refers to the cognition and perception of it. Therefore, stage III refers to the intentions of those involved in the conflict. such intentions are among people's perceptions, emotions, and overt behaviors, as shown in the figure below.
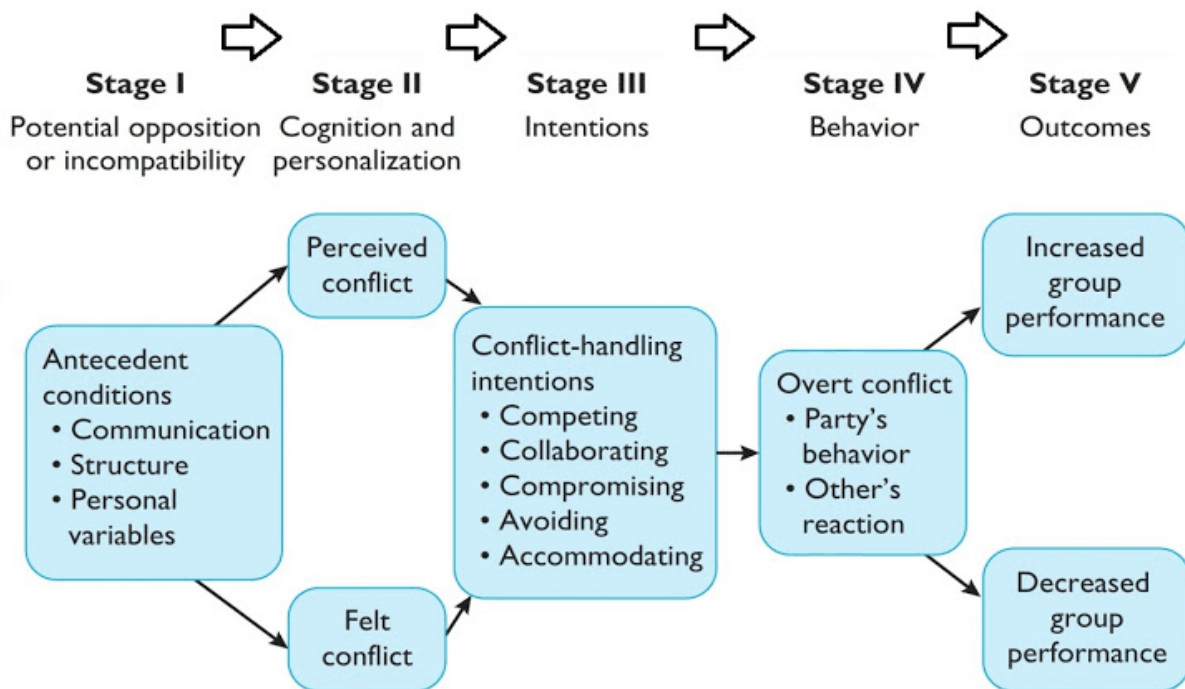
Figure 1 – Stages of Conflict (Robins, 2012)

Stage IV of the conflict is characterized by the behavior of those involved. it is the visible part of the duct. It includes the actions and reactions of the conflicting parties. The last stage of the conflict is marked by the consequences of the phenomenon in the work group. In that meaning, the conflict can generate an improvement in the performance of the group, or, on the contrary, worsen group performance.

Even with a negative connotation, the difference in opinions can make a team look for creative solutions to carry out their activities. If led correctly, they will bring existing problems to the fore and solve them as best they can. The important thing is to know how to differentiate whether conflicts are of the aggregating type or those that cause harm to the company and employees.

This shift from a negative way of looking at conflict to a positive way of evaluating it has represented a real turnaround in conflict theory. Once the conflict is seen positively and commonly in human relationships, it can be used as a tool for a great outcome. These situations of diputes is sometimes necessary for people and companies as method of change and opportunities for mutual growth .

III- The role of leaders in resolving organizational conflicts

The role of the leader and his leadership style is fundamental to developing and influencing people in organizations. Good leadership can create synergy among employees, making the team members reach places they never imagined arriving. Thus, as the performance and effectiveness of the employee or even the goals established by the organization are threatened by the existence of conflicts, it is time for the manager to determine actions that mitigate or suppress conflict as quickly and effectively as possible.

In these cases, it is up to the manager to seek the best alternative to maintain healthy working relationships. And when conflicts are resolved through mediation with the manager, the parties involved need to trust that the process is equitable. Impartiality in this mediation process should be a key factor in achieving the respect and commitment of the parties involved in the conflict, without the possibility of insinuation that the leader has chosen a side.

The leadership models present in the market today are responsible for motivating and leading teams to achieve the goals pre-established by the strategic sector of a company. And for them to materialize, the leader must have quality in communication, motivation, be active, and can integrate their employees within the scope of work. In this context, it is the experience of the leader being put into practice when evaluating the background some common questions, to be identifying the facts that have not yet happened.

The moment the leader starts managing his team, he will identify that he needs be aware of any potential conflicts. In this situation, be aware of all points of sight, talk to eyewitnesses and people

who are familiar with that certain problem. It is extremely important to be familiar with the problems and not keep a vision distorted or even partial.

Modern management should always look for improvement techniques to reduce conflicts or manage them in a healthy way for the organization. In this sense, it is essential, to the manager responsible for using the strategies that bring together approaches, techniques, and tools for management of conflicts, that they have skills that enable them to act as a mediator/facilitator when there is no option for the help of a specialized professional.

Finally, it is understood by Fustier (1982. p. 125), that is, differences are essential, and require the attention of those who perform the management of teams so that they make the results of situations of conflict is an inherent force in the organization. In an era where there is so much talk about innovation, there is nothing more pertinent than developing creative solutions that discuss situations existing conflicts. An organization that seeks or wants to maintain a culture of excellence, cannot be blocked from its problems but is willing to propose alternatives that satisfactorily meet and lead to the balance of its parts interested parties.

Thus, to achieve the proposed objective, the work is divided into four parts, composing the present introduction, its first division. The theoretical foundation, which brings together scholars and works that discuss some conflicts in organizations, as well as the impacts in the business sphere, the importance of neutrality and impartiality on manager's posture in the management process conflicts, and some mediation techniques that can be used for the better development of interpersonal relationships in daily business.

Chapter I – Main types of conflict in a workplace environment

1.1 Introduction

Companies are made up of people, and this maxim must be constantly remembered not only to develop talent retention strategies or productivity incentives but also to address relationships. Divergences happen naturally, but some scenarios enhance them. Some of these situations will be discussed below as an important part of the subject.

Robins (1983) believes that "people are aware of the factors that generate conflicts, such as scarcity, blocks, and incompatible interests or goals. The scarcity of resources, whether they are monetary, of positions, prestige, or power, encourages the blocking of behavior and the emergence of conflicts." Chiavenato (2004) cites other triggers of organizational conflicts, but that meet the same factors: the ambiguity of roles, competing goals, shared resources, and interdependence of activities. When the objectives are not clear, people are more likely to feel confused about their roles in the organization and to their immediate superiors, leading them to believe that they are working with conflicting purposes, causing conflicts arising from role ambiguity.

Reiterating these ideas, Jung (2003, p. 243) states that "conflict is associated with power and can appear when the achievement of an organization's goals is impeded." Although, according to Pondy (1966, p. 248), "in situations of routine behavior, where the procedures are well defined and the environment is stable, it is likely that the causes of conflicts are not highly correlated with achieving goals and objectives. in these circumstances the conflict variables are likely to be more linked to the personality, reasons for autonomy, functional interdependence, and status."

According to Robbins (2002), communication differences, structural and personal differences are the three main causes of conflicts in an organization. Bowditch and Buono (2007) declare communication as one of the main motivators of organizational conflicts, which is reinforced by Weiss (1997) who believes that in complex hierarchical situations, with many members, communication can form disorder.

In this sense, the communication process in a conflictual environment also influences the organization's result, especially when characterized by internal relations of competition for power or competition for guarantees and interests individual or collective interest. Thus, the absence of an

organizational chart formalized within the organization is one of the fundamental factors for the existence of conflicts in the hierarchical structure affecting the communication process.

Regarding conflicts involving groups, Ivancevich and Matteson (1996) point out, among other causes, the difference in the objective of teams. For the authors, the goals of a team may not be aligned with the others.

Burbridge (2012) states that "poorly managed conflict is one of the biggest generators of unnecessary damage for both organizations and employees". The practice of conflict management is intended to maintain a balance between the positive and negative effects of conflicts on companies, to allow employees to continue to collaborate and interact in the organizational environment.

In a more distributed way, the following chart, called Conflict Circle, by writer Moore (1998), as the north of the main causes of conflicts. Descriptively, the figure presents an existence of conflicts of relationship, information, interest, appear and values. Through the proposed classification, it is clear that the most recurrent conflicts and relevant in franchise networks, according to Moore's classification, are conflicts of relationship, data, and interest.

Figure 2 - The Circle of conflict (Moore, 1998)

In general, based on the references consulted, these are some of the variables that involve conflicts, from their types and severity levels to causes that generate these chances of friction. Several are these factors; however, they are considered indispensable for a consistent analysis and identification of ways that conflict can present itself.

Based on the above, the theme of the study is justified because it is of great relevance for the exercise of leadership and the management of people in organizations, considering that such an approach has been little explored, mainly by directors or managers of agencies and private companies. A little more will be explored below about the types of conflicts mentioned by the authors.

1.2 Lack of communication or poor communication between staffs

Lack of communication is an important issue that negatively affects the productivity and results of organizations. A misunderstanding, for instance, can alter the whole process in the company , causing an anxiety beteween employees.

A survey carried by the British magazine The Economist, entitled Communication barriers in the modern workplace, attests those failures cause problems for the productivity and health of employees. The survey was carried out with 403 executives from the United States divided by the size of the companies in which they work. According to the results, 44% of respondents report that the lack of communication caused delays or failures in completing projects. As for the direct impact on business, 18% claim that failures led to reduced sales. Communication problems also contributed to stress (52%) and discouragement (31%).

For Restrepo J. (1995), communication in organizations must be understood as integrally, permeating all organizational actions, enabling permanent construction of its culture and identity, and marking its style and its ways to project oneself outwardly – the company's image.

To this day, using the right words that can express the message we seek to pass on is a constant challenge. It's a daily learning experience. On the other hand, whoever is in the position of the receiver is also challenged to interpret the received message and based on it, take action. That is why communication failures are so common, as they involve a whole joint effort between both parties, with emphasis on verbal communication, in which so many misunderstandings occur.

In companies, communication failures, added to these factors, are also influenced by the lack of attention and responsibility with the information that circulates in the workplace. Often, even the manager himself is the cause of them, when he does not guarantee that the subordinate understood the instruction given. In the workplace, there is often no distinction between listening and listening. Many messages are received almost involuntarily, without paying much attention to what is being said. In addition to the equivocation that can occur in the receive of the messages, we all have distincts viewpoint , and in this logic, we do not always absorb the exact meaning that the other communicator intended to transfer, that is why miscommunication is very commom.

Many organizations simply neglect the relevance of working on their communicative practices. There are even many businesses that barely have a department for this purpose. It is necessary to reinforce that communication is a key element for any undertaking to be successful, whether with the internal or external audience. To provide good customer service, for example, it is necessary to have tools that optimize internal processes, avoid noise and qualify the work.

There are some issues that can be highlighted that intensify these communication failures and that can be easily seen in many of today's organizations:

- **Lack of efficient communication tools** - many managers understand communication as an irrelevant element in internal processes and, therefore, do not invest in efficient communication tools to maintain healthy flows of information and dialogue between employees, suppliers, and partners. The result is the absence of internal communication tools, such as internal sites , warning boards, weekly meetings, spaces for suggestions for ideas, so on.
- **Lack of positive and negative feedbacks** - Sometimes, failures in communication in the company are not due to the lack of tools, but to the absence of communication itself. Feedback is one of the most important practices to maintain a healthy organizational climate and high production quality. That's because, from this perspective, employees can identify where they are making mistakes and get them right. Furthermore, they feel that their work is being monitored and evaluated. The failure to provide feedback is a sign of unconcern with the agents' performance.

In order to integrate the company's sectors in support of its goals, it is essential to work on the communication processes between them. Furthermore, to keep employees motivated and aligned with

the vision, mission, and values of the business, information and communication flows must be worked out with them. In other words, communication is a process inherent to the company's operation. It is an asset that influences the tone of the organizational climate. There lies its valuable importance.

1.3 Conflicting Styles

Nowadays , we are experiencing many kinds of generations working together, different ages and experiences, sharing responsabilities. In this scenario with many different profiles, it's necessary to have a lot of "flexibility" and empathy to lead, understanding their necessity and difficulties and develop these people to delivery the best result for the organization.

It may be that all the teammates are in good communication, but that, still, frictions and conflicts arise during the process. One of the most common explanations is that they have different ways of seeing work. Social, economic, and cultural factors have made several generations share the same space in the labor market. Access to health and quality of life has favored increasingly healthy aging of the population, which increases the longevity of these people.

Active, they don't want to give up their work. This is a relatively new cultural factor that we see installed in companies: professionals reach retirement age, but they want to continue cultivating their social ties, keeping themselves useful. The new generation arrives in the labor market highly connected with social networks and all the facilities that technology provides.

That's because each generation has very different ways of working and seeing daily challenges. Therefore, the management must be aware of the needs of each group. Thus, to deal with this type of organizational conflict, it is necessary to create empathic environment where all professional generations can be involved.

These differences in thinking about work can greatly interfere with the relationship. For everyone to be aligned with the organization's objectives, it is important to clearly and objectively state what the company's expectations are concerning its employees. This makes it easier to balance the work and the coexistence among employees.

In this scenario, the company's management has the challenge of understanding the need of each group of employees to avoid conflicts between them, increase productivity and still retain talent. To

avoid this, it is best to talk to your colleagues about your preferred way of working first. In this way, you can place the cards on the table in advance and be able to minimize the likelihood of any other conflict arising.

That's what Kim Christfort and Suzanne M. Johnson, co-authors of the book Business Chemistry: Practical Magic for Crafting Powerful Work Relationships point out. In the work, they explain that there are four styles of work (which vary according to how people interact in the corporate environment) and that the manager must understand each one of them to be able to adapt their leadership approach to each member of their team.

- **Pioneers:** They like to take risks and bring more energy and imagination to the team. Pioneers want to seize every opportunity or even create new possibilities. They tend not to be too detailed and make decisions quickly and spontaneously.
- **Guardians:** They value stability and order. They are pragmatic, detail-oriented, and don't like to take chances. Cautious about everything, guardians are more diligent when adopting new things and evaluate the situation very well before making any decision.
- **Conductors:** They are driven by challenges, results, and victories. Drivers handle problems logically. They are always focused on goals and feel more secure when there is debate in decision-making.
- **Integrators:** They prefer connection and consensus. They are diplomatic and are always promoting team unity and connecting people. Furthermore, integrators are empathetic and can understand the general context and the importance of each one on the team.

To effectively lead a team with different styles, experts say it is important to give each type of professional what they need to do their job in the best possible way. Knowing the profile of each one – more focused on the objective, with a more innovative vision, more cautious, more detailed, and so on. – you can decide which tasks to target and when to involve them in projects. The secret for leaders to get the best out of each professional on their team is precisely to understand the diversity of profiles existing in the same team (each one's work style) and direct their management according to each one's style.

1.4 Conflicting Interests

It is related to antagonisms about what interests us, what we wish to be or to obtain. This interest can be in the material field, such as our objective in obtaining some goods, or in the field of our positions in society, such as positions we wish to occupy. Anyone who is part of an organizational environment who has personal or professional benefits from their work. This attitude will yield material and immaterial rewards. In short, a conflict of interest arises when the employee can act based on their interests and not those of the company. That is when personal interests are an impasse for the performance of activities in an impartial manner.

According to the statement Wagner III, John R. (2002): "A process of identification and confrontation that can occur between incorporating or groups in associations - when the parties exercise power in the search for valued goals or objectives and obstruct the progress of one or more of the other goals. This definition is an important idea that the conflict involves the use of power in confrontation, that is, in disputes around conflicting interests." Thus, any situation that may constitute a conflict of interest must be identified early so that appropriate measures can be taken. The intention is to avoid opportunities for corruption, favoritism, and misconduct.

At the corporate level, a conflict of interest is defined when the interest of an employee overlaps with the company's objectives and interests, producing a benefit for the employee. Some examples of common conflicts of interest are:
- Receipt of gifts or benefits from suppliers.
- Hiring a supplier, to the detriment of another with a better offer and technical capacity, due to friendship or family relationships with representatives of the supplier.
- Directing the recruitment and selection of a new employee, with whom you have friendship or kinship.
- Use of company resources for personal purposes (vehicles, fuels, office supplies/materials, raw materials, or labor)
- Favoring an employee, by friendship or kinship, in promotion or merit events.
- The intimate relationship between employees who have a hierarchical subordination relationship in the company (boss and staff).

Conflict of interest must be an item addressed in the organization's codes of ethical conduct. Due to cultural differences, common sense will often not be enough for the employee to identify that a

situation of conflict of interest is taking place. In this way, it is up to the company to regulate and disseminate the practices it considers to be in line with its values and operating principles, including exemplifying, and defining limits.

The most common conflict is that of the manager who makes a work decision in relation to members of his family, for instance, whether to hire, promot, receive raises, or anything else. In addition to the conflict concerning family members, there is also conflict with spouses or partners or with another person with whom the professional maintains an emotional bond. There will be a conflict if the main requirement for hiring, promoting, or increasing remuneration is to be a member of the group.

To avoid harmful situations, it is important to draw up a Code of Ethics and Conduct that reflects the values of the company itself, already foreseeing non-legitimate behavior. Regarding the conflict of interest itself, it is advised that the Code of Ethics and Conduct exposes the policies for prohibiting relatives in degrees of leadership and subordination; policies on gifts; internal and related relationships.

1.5 Conflicting Goals

This generator of conflicts can happen at three levels:
1. Personnel: the company's goals and objectives are not related to the employee's personal needs and desires.
2. Within teams: Disputes for prominence and leadership rather than meeting company goals, in addition to the desire to carry out projects that other team members do not value, are the most common reasons for goals diverging within teams.
3. Between teams: the famous feud between marketing and sales can be an example, as can the need to control costs for finance personnel as opposed to the thirst for resources of the research and development team, and so on.

In the first case, a conflict between personal goals and those of the company, there is a need for career goals management work between the leader and the team member, establishing personal goals, actions, and deadlines that help to reconcile personal expectations with organizational demands.

As an example, we can use Maslow's famous hierarchy of needs, proposed by American psychologist Abraham H. Maslow, which is based on the idea that "every human being strives to satisfy his

personal and professional needs. It is a scheme that presents a hierarchical division in which the needs considered to be of the lowest level must be satisfied before the needs of the highest level. According to this theory, each individual has to perform a hierarchical "escalation" of needs to reach their full self-fulfillment, but sometimes these needs and goals are not connected with the company." (Maslow,2013)

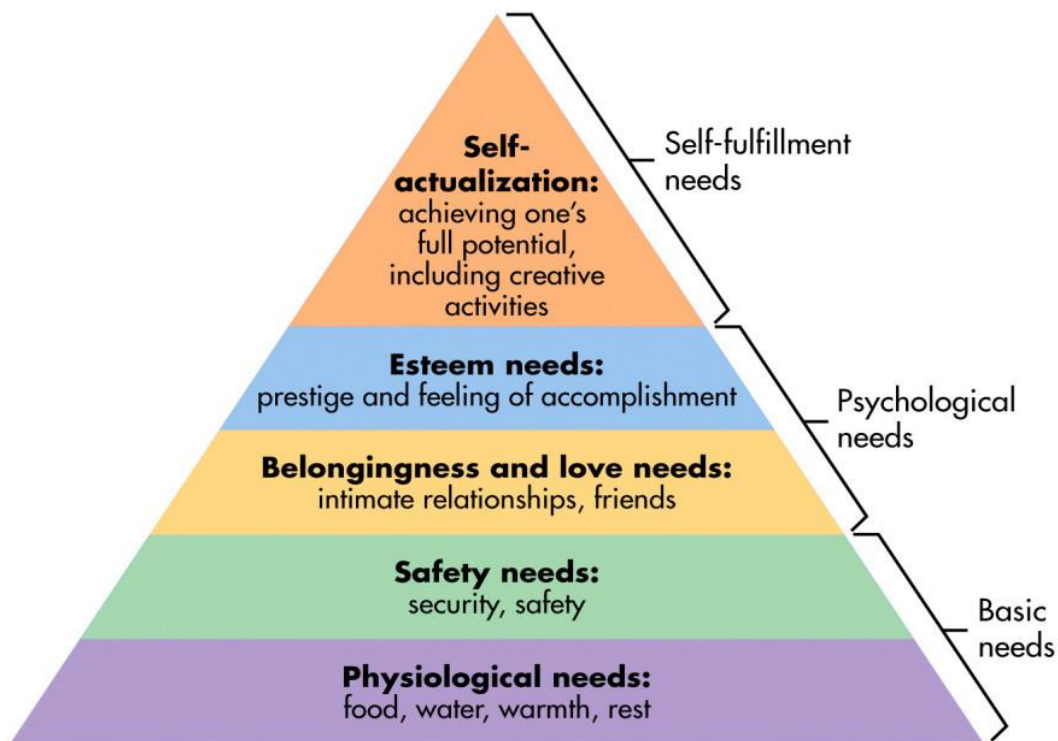Maslow defined a series of five needs of being, arranged in the pyramid below and explained one by one below:

Figure 3 - Hierarchy of needs (Maslow,2013)

1 – Physiological needs: These needs are relate to the biological being. The most important is needs to stay alive, breath, eat, rest, drink, sleep, and so on.
At work: Need for physical comfort, flexible hours, breaks, etc.

2 – Security needs: These are those linked to the need to feel safe: without risk or danger.
At work: Need for job stability, life insurance, safe working conditions, etc.

3 – Social needs: These are needs to maintain harmonious human relationships: feeling part of a group, receiving affection and affection from them.

At work: Need to win friendships, maintain good relationships, have kind superiors, etc.

4 – Esteem needs: There are two types: the recognition of our abilities by ourselves and the recognition by others of our capacity to adapt. In general, it is the need to feel worthy, respected by others, with recognition.

At work: Responsibility for results, recognition by everyone, promotions throughout the career, feedback, etc.

5 – Self-actualization needs: Also known as growth needs. They include achievement, taking advantage of one's potential, being what one can be, doing what the person likes and is capable of achieving. It is related to the needs of esteem: autonomy, independence, and self-control.

At work: Challenges at work, need to influence decisions, autonomy and so on.

A basic example in this context is if the employee wants to take a two-month course abroad and will need extended vacations to do so, his leader must check how to get this benefit, what the employee's compensation will be, who will replace him and how this course will contribute for the company's goals, too.

Conflicts within teams usually occur, as we said, between individuals who compete to be future leaders. One solution to this might be to start delegating projects to them, each leading a small group. The secret is to make it clear to them that both will only have good results if the collaboration between these two groups occurs and that if one of the teams fails, the two will be held responsible for it. According to Tjosvold, Dann, and Wong (1992) when employees from different departments realize that their goals are linked, they tend to share openly resources and information.

The greatest responsibility for the insertion between individual and organizational goals rests with the leader. While employees seek their personal satisfactions (flexible hours, salaries, growth opportunities) in the same way as organizations have their needs (profitability, human capital, market opportunities).

Finally, conflicts between teams are natural and that is exactly why there is a leadership above this hierarchical level that must determine the company's strategic objectives and how they will be

achieved in each area, it is up to this leader to align expectations and formulate guidelines that prevent or minimize conflicts.

This interdependence between the needs and goals between individuals and the organization is immense: the lives and goals of both are intertwined. What is important and essential is that the achievement of the objective of one of the parties will never hinder the other. Both parties must mutually contribute to achieving their respective goals. Interdependence is fundamental for the proper functioning of a work team. When a group shares the same goals and collaborates to achieve them, it's easier for each team member to take a collaborative attitude. In this way, goals are achieved more quickly and efficiently.

1.6 Conflicting Roles

Hierarchy can be an administrative and technical way to develop an activity. This distinction can imply both a difference in knowledge and experience and an operational distinction in the flow of activity at its various levels. However, it easily constitutes an exercise of power and privileges by one person over others, a type of exercise that generally constitutes one of the main types of pleasure.

Hierarchical conflict can occur due to the vicissitudes of power and power relations, as it can occur as a reflection of conflicts between people, their personalities, and their ways of dealing with their own and/or others' power.

For Imazai and Ohbuchi (2002) "hierarchical disputes involve interpersonal conflicts with colleagues or supervisors, or inter-group conflicts between different sections of an organization." "There are two essential types of organizational conflict: vertical and horizontal. The vertical conflict occurs between groups at different hierarchical levels, such as between supervisors and salespeople, while horizontal conflict occurs between individuals in the same level, as between managers of the same organization. In vertical conflict, differences in status and power between groups are generally greater than horizontally."(ROBINS, 1983), as such aspects tend to become uniform in hierarchical positions equivalents.

Robbins (1983) also add, the conflict in the organizational environment occurs due to the divergence between the individuals within a hierarchical structure, who, through their positions, divide disparate opinions, which can compromise the achievement of the organization's goals and occurs when one of

the parties realizes that the other party affects, or can affect, negatively, something the former considers important.

The status of the position can generate conflicts and contradictions between social spaces occupied by groups existing in organizations and spaces occupied by the individuals who are part of them. It should be said that power and authority, when transposing the determinations of the positions, they cause frustration in those employees that, despite appearing in the same hierarchical line, possess power and authority restricted or differentiated.

In companies that have a well-planned hierarchical line, the "distribution" of power and authority becomes fundamental to define the employee's motivation. If that person is frustrated by these reasons, there is a real chance that conflicts between employees will occur.

In moments like this, managers play a fundamental role. From the "feeling" at the time of the division of powers to the control of possible envy that could be the trigger for a conflict. Each company has its policy for the moment of this "authority apportionment". Some, usually the more traditional and conservative, have the length of service provided to the organization as the main factor at the time of this division. Others consider the person's qualifications (academic background, languages they have mastered, computers, etc.). Organizational policies must be made explicit to employees and so that managers have subsidies when assigning power and authority to an employee.

1.6.1   Leadership problems

Leadership in companies is one of the most common and most discussed topics in terms of respect for the variables that influence the competitiveness of organizations in environments highly competitive. It is in this context that the management of Human Resources is a fundamental tool in competitive environments that are committed to quality and productivity, making it important that managers know how to manage human assets in organizations, so that they remain productive and creative, being increasingly an area that contributes to organizational goals are reached. In this way, leadership has a fundamental role within the organization, as the leaders are responsible for managing the main resources, the people, leading to a motivated team and, consequently, to the realization of their functions successfully, producing satisfactory results for the organization.

The success of organizations depends essentially on how its resources, especially regarding human resources, as it is dependent on of their abilities and knowledge to carry out the organization's activities. In this sense, it is up to the leader to make efficient and effective use of their human resources, which necessarily implies the conduction/resolution of conflicts, whether of task or between people.

Leadership is the ability to influence attitudes, beliefs, behaviors, and even the feelings of others. It is the leaders who set the direction for any problem to be resolved, it has a future vision of what can happen and encourage the followers to proceed and show them that they can solve any situation (ROBBINS, 2005).

For Chiavenato (2006): "Leadership is necessary for all types of human organization, whether in companies or each of its departments. It is essential in all management functions: the administrator needs to know the nature of humans and knowing how to lead people, that is, lead".

In the process of influencing people, leadership and power are related. "Power is the force in driving social systems and solutions through organizational resources" (LIMONGI, FRANCA, and ARRELANO, 2002). At this point, the leader, then, receives a power assigned by an organization or community and starts to represent them formally, with high decision-making power on the actions that would impact these communities and organizations.

It so happens that the model of leadership that was adopted in many organizations was the hierarchical one, based largely on the traditional model of the armed forces, where higher ranks had power over minors. In this model, questioning authority was not possible and those who did were eliminated from the middle. This model is still applied in many companies, but it is not effective and is being strongly questioned. It can be said, without generalizing, that it is no longer effective and, contrary to what many people might think, it harms relationships with people.

The model where people representing categories or departments make decisions based on what they think is right for them is no longer sustainable. These decisions are no longer adhered to and are usually weakened and questioned.

Leading in today's times requires new skills and competencies that have long been present in great leaders. Hierarchy and authority must give way to participation and influence. The charge or the rank,

by itself, has no more effect. To be a reference and influence people, you need to demonstrate openness, transparency, and act with great flexibility in relation to the context of the people around you. A good leader works for others and not for himself. This means being able to understand the reality of those he represents and having the ability to put this ahead of his interests.

This legitimizes actions and decisions and creates a solid foundation for relationships. Leading in today's world is about creating relationships, understanding contexts, adapting and aligning goals and expectations and being able to translate all of this into actions that represent people and communities. The term leading is precisely about those who carry responsibility for people and who adopt an inclusive attitude, which seeks to share and not centralize authority. Decisions are collaborative and made from a greater understanding of the whole and everyone.

The most common cause for professional problems is the lack of a clear or competent leader. When the team lacks direction, it is very easy not to achieve the goals and the members of the team feel frustrated and discontented. One of the generators of these conflicts is the lack of profile for the leadership position, many aim for a leadership position thinking about the increase in remuneration, not considering who must, on the other hand, dedicate themselves, seek ways to improve the efficiency of their work, minimize conflicts.

The leader has a great impavt in the conflict resolution role as he plays as an intermediary between the parties, analyzing the motivations and main reasons of the problem and how each employees reactions, having appropriate decisions to avoid new situations of this type, as well as providing constructive feedbacks to those involved. The leader must be impartial in these moments, analyzing the event without favoring one or the other for greater or lesser personal affinity and, thus, valuing a friendly and pleasant organizational climate.

1.7 Unpredictable policies

The organizational change process tends to generate impacts, as transformations occur from the inside out. For this reason, many employees are resistant to abandoning old habits. New hires, implementation of new technologies, as well as changes in salaries or career plans are some novelties that can cause a feeling of instability in many people. Imagine, for example, a Transformational change in a company with employees who have been working for more than 10 years in the same way. Even with adequate technical training, many of them will be slow to adopt the new methodology,

which temporarily affects productivity. Many of them feel insecure, afraid of not adapting or of doing something different from what they have always done, some are afraid of the new and feel harmed when there are changes in the company, when the system changes, many manage to adapt they think it's great, others can be resistant to it. Thus, companies often face internal conflicts. Therefore, the best way to establish an organizational change is to plan at all stages, so that the transition is as effective as possible.

Change processes, both in the public and private sectors, can be managed in different ways. Few associations are concerned with the levels of resistance to change investing in employee communication, training, and awareness (Hultman, 1995). These recognize that the employee's tax is a factor in change success, as workers have to somehow change their behavior to adjust to the organization's new demands. However, associations that manage change processes without taking into account the influence of the human element, in addition to increasing chances of failure, compromise the organizational climate (Dick et al., 2006). According to Lambert and Hogan (2010), managers who use coercion to achieve adherence to change have considerably reduced levels of job satisfaction.

For all strategies for organizational change to be fulfilled positively, an important leadership role in this management is needed. It is he who will lead the transformations and ensure that the steps are prepared following the planning. This presence is essential, as the figure of the leader is the one who knows the company's internal processes more accurately.

In addition, it is this professional who will guide employees with the new tools and formats, will encompass planning and finance, in addition to overcoming the conflicts. In addition, it is the leader himself who will have a broader view of the results of organizational change, seeking to establish strategies that will rely on the adhesion of employees so that the goals are achieved. It is from this example that the company's professionals, regardless of the sector, will seek to develop professionally — with the support of the company —, they will have initiative and pro-activity to overcome adverse situations, in addition to being 100% committed to the new processes.

As discussed, it is essential to have team meetings that will allow everyone to be aware of what is being done and why. And it is the leader who will define the best days and times, the agendas, and how to convey to those people what needs to be done in a way that will positively impact the daily lives of everyone in that place.

To conclude, Kim (2011) states that any planned organizational change process depends on support from employees to succeed A decisive factor in defining whether the individual will cooperate or resist change is the extent to which he perceives that the change will be beneficial or harmful to him (Oreg et al., 2011). Thomas and Hardy (2011) conclude that the possible outcomes of cooperation or resistance depend on how the process of change is driven and the dynamics of each company.

Chapter II - Impartiality and Neutrality to solve workplaces conflicts

The initial idea that is usually drawn from the differentiation between these two characteristics is that impartiality refers to the objectives, the equal a treatment of mediators, in terms of procedure, either-or, the same attention to the parties, giving them opportunities to express themselves. Neutrality refers to the the aspects of values and experiences , so the mediator in this case must feel comfortable to conduct the situatioms without transferring any past issues to the mediation to process.

Moore (2003) refers to impartiality as "the absence of bias or preference in favor of one or more negotiators, their interests, or the specific solutions that they are advocating". , Rifkin et al and Coob (1991) also says that is "the ability of the mediator (interventionist) to maintain an unbiased relationship with the disputants"

Impartiality requires putting aside personal prejudices and opinions. Rejecting the influence of personal factors - conscious or unconscious - and make decisions based purely on facts, to act without bias or prejudice.

In this sense, impartiality sometimes becomes easier to explain, since the notion of equidistance, isonomy, symmetry is familiar to the other contexts, such as the judicial one. If you ask a mediator, for instance, to present their perception of how to deal with some conflicts, he will say to present the same opportunity to others. If you summarize your speech at the end of the story, you will synthesize those that follow. If you invite a mediator to a private meeting, offer the same to others, and so on. This can be translated as "acting without favoritism, preference or prejudice". Nora D, Marcela G (2008) defend in their book that a mediator to be successful must use impartiality as a key since the beginning of the conflict.

Neutrality is perhaps one of the least understood core principles and one of the most essential, but it is often confused with passivity or indifference. But not taking sides in a conflict does not mean being indifferent. Neutrality implies not acting one way which could facilitate the conduct of hostilities by any of the parties involved. It is seen by Moore (2003) as referring "to the relationship or behaviors between intervener and disputants"

Neutrality seems to me a more complex concept. The doctrine points out that it can mean not taking sides; not getting involved emotionally and personally; being perceived as neutral; not establishing

alliances; maintaining equidistance and not bringing your preferences to the table. In short, the mediator will leave his universe in suspension, replacing it during mediation by the evaluative and cognitive universe of the mediators (it should be noted that it may be different for each of them), moving away from the idea of thinking about the binary reasoning of who has reason to equally value the reports and information that are presented.

Cloke (2001) states that "observers cannot be neutral as they inevitably become part whatever they observe". A point of concern is when a small conflict becomes larger and harms, for example, the organizational climate and the performance of a team. Even worse is when a manager's unpreparedness in solving an impasse ends up creating more problems.

As difficult as it is, leaders should be able to adopt these two characteristics in the workplace environment, because we are talking about a professional who deals with the most diverse profiles of other professionals, that is, those who are part of their team and who they have different characteristics, personalities, and aspirations, and each should be treated with respect for their differences, without taking sides or giving preference to one, to the detriment of the other. Not showing favoritism for one or another team member can be a tough task, as a leader is also a human being in a constant process of evolution and may have more affinity and feel closer to some employees than to others, the ideal posture that should be assumed it is always impartiality because that way everyone will know that there is justice and respect in the company, in general.

For WEISS (1997) there is a way to mediate a dispute when combatants come to an impasse. Leaders in the position of mediators of conflicts must remain in a neutral, impartial, unprejudiced position so that at this moment, they can interfere in the impasse between those involved. Nugent (2002) suggests that the manager needs to ensure that he will not be seen as an ally of either party, that is, he should maintain his impartiality and take care so that the parties fully understand their role in the process as a facilitator and not as a judge if acting with a mediator.

Walton (1972) also states that the administrator needs to be aware, as he cannot intervene if it is a question of referring to objectives in which he has direct interests, as this could harm his impartiality.

In conclusion, an impartial and neutral leader seeks to create decisions during a way that benefits everyone, and not just part of the individuals or the corporate itself; who mediates conflicts, taking

the facts under consideration and not their personal or professional preferences. Is is important to be concerned with doing what is fair to everyone , including the company's interest.

Chapter III - Mediation techniques to help leaders to be neutral and impartial

3.1 Introduction

Conflict mediation can be characterizes by a voluntary way of a solution of conflicts, in which an impartial third party - the mediator - helps the consensual, inclusive, and collaborative dialogue between the parties, who are responsible for the decision made. In mediation, a positive view is encouraged of conflicts, of conflict as something natural, peaceful, and effective discussion. For in addition to representing a technique for solving conflicts, due to the change significant that the practice of mediation offers to the management of relationships human, it presents a cultural shift.

By carefully studying how techniques developed in conflict mediation, it is noticed that several skills are stimulated and practiced that coincide with the practices required by the companies and institutions for today's professionals. The ability to engage in a dialogue and to negociate differences and interesrs is hard but necessary skill nowadays.

Conflict Mediation is, in terms of purposes, a great instrument to a collaborative negotiation and possible agreement, which has a lot of benefits to parties the involved, allowing the improvement of the relationship between the parties, or at least avoiding its deterioration, as it promotes a collaborative environment in addressing the problem.

Mediations techniques can contribute and support human communication, serving as a reference for identifying the timing and intervention to be used by the leader who will play as mediator in organizational conflicts . In this sense, it is essential when the leader occupies this position to develop some skills which can help in the dispute resolution, also contributes to the team's motivation, convey confidence to the company and the employee's feeling of valuing achieved through respect and credibility.

Using mediation skills as a leader can be a little bit more complicated,because as a professional working for the company you will have to live with the outcome of the dispute daily also with the parties involved, that is why is very important to understand the posture and approach to be used in these moments.

Good conflict management can have very positive impacts on the professional life of employees, as well as on the team environment and the success of the company. Leaders who find ways to resolve conflicts can build more productive relationships and develop a stronger ability to see new perspectives. As a result, they naturally become coaches of their teams, passing these skills on to their peers and forming new potential leaders for the business. The combination of all these benefits

provided by negotiation in conflicts also leads to speed and efficiency in achieving goals. For these reasons, leaders need to adapt mediation skills to their purposes.

3.2 Active listening

Active Listening is the ability to listen and understand the entire message (verbal, symbolic, and non-verbal). Through it, it is possible to better understand what people are really saying and develop a quality relationship with their audiences. We can define active listening as a way to make dialogues more effective. Based on full dedication to listening and understanding what the other has to say, active listening allows the listener to actually absorb the content of the speaker's speech.

Joseph DeVito has divided the listening process into five stages, as shown below.
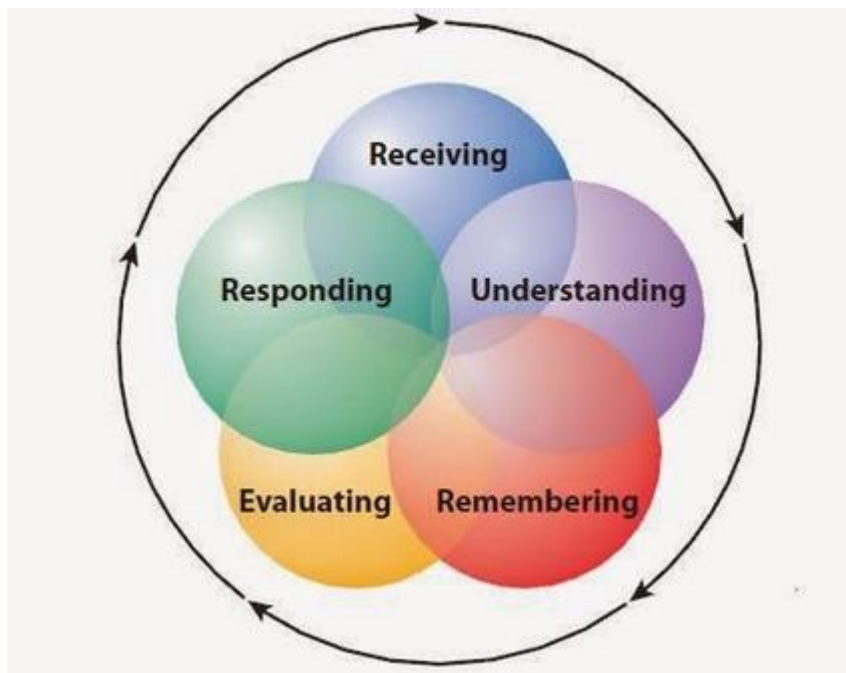

Figure 4 – States of Listening (DeVito, 2019)

Receiving - At this level, you are motivated and interested in the conversation, so you pay full attention to what is being said. Your focus is on the other and no longer on yourself. It is "listening to understand", the deepest form of listening. You are so focused on the other that you can decode not only verbal but also non-verbal language. The tone of voice pauses, look, gestures, and posture, for example, start to compose the communication. The more you demonstrate that you are attentive to your interlocutor, the more secure he will feel when talking to you.

Understanding - For the interlocutor to express himself as he wishes, it is important to keep eye contact with him and make him feel free to communicate. That way you can listen to what he has to say and, at the same time, assess his nonverbal language. How his body reacts during all phases of the dialogue says a lot about how safe and comfortable he feels in the dialogue.

Remembering - Ask follow-up questions to better understand the context and identify what the points are. By asking questions, confirming what you understand, and seeking to understand the prospect's situation, you make the conversation more natural and balanced. Thus, the chances of gaining his trust and moving forward in the process increase.

Evaluating - At this stage, it is important to give feedback on what was heard and how you interpreted the information given. Thus, the other party will better understand how they assimilated the content of the conversation and even identify points to improve their verbal communication.

Responding – The last stage is to answer what you have heard, always trying to use empathy and allowing the parties to give feedbacks and suggestions about what has been discussed.

For Griffin and Gregory (1992), communication is effective when the message is transmitted by the sender and understood in its entirety by the receiver, both the sender and the receiver must be in tune for the communication to be effective. Thus, without a feedback process, it is not possible to know if the receiver has correctly and consistently understood the information.

Active listening, then, tries to break this reading cycle, with the development of communication skills that guarantee a linear and efficient dialogue, which can be applied in your personal and professional life. It is then necessary to learn to develop a genuine interest in what your interlocutor is saying, which allows you to engage in the conversation and avoid distractions that prevent the absorption of relevant information and content throughout this process. In organizacional environment, it is possible to use active listening in the communication process between departments as well as meetings and feedback. A good performance of active listening will help leaders to clarify doubts while solving a dispute between employees, reducing daily conflicts.

- Generates trust - It is not by chance that the exchange of information and the genuine interest expressed by both parties optimize the relationship and show that the listener, in turn, is

concerned enough to pay attention, ask questions, and be consultative throughout the communication process. The results are a clearer process and fewer chances of conflicts.

- Reduces organizational conflicts - With increased empathy and much clearer communication, it is possible to reduce conflicts that are often present in our daily lives. After all, the more attention you pay to a speech, the more information you absorb, and the fewer misunderstandings happen daily.

With good communication between everyone, the corporate area becomes lighter, and activities develop more fluidly. Undoubtedly, the benefits of using the technique daily at work are the most diverse. Even because, they range from the organization and distribution of tasks to interpersonal relationships.

3.3 Brainstorming

Brainstorming is a method created in the United States, by publicist Alex Osborn, used to test and explore the creative capacity of choosing groups, mainly in the areas of human relations, group dynamics, and publicity and advertising.

The brainstorming technique aims for a group of people to come together and use their thoughts and ideas so that they can reach a common denominator, to generate innovative ideas that take a certain project forward. No idea must be discarded or judged as wrong or absurd, all must be in the compilation or annotation of all the ideas that occurred in the process, to then evolve to the final solution.

For a brainstorming session, some basic rules must be followed: debates and criticisms of ideas are prohibited, as they cause inhibitions, the more ideas the better; no idea should be overlooked, that is, people have complete freedom to talk about what they want; for good progress, a modified idea or combination of ideas that have already been touched must be re-presented; finally, equality of opportunity - everyone must have a chance to express their ideas.

To obtain good results, it is necessary to follow some steps so that at the end of the meeting everyone is satisfied:
- **Define a leader** - This person must lead those involved as the objective is to bring together a group to share and generate ideas, it is interesting to define a leader so that the steps are carried out correctly and in an organized manner, avoiding possible conflicts.

- **All members must collaborate with their ideas** - Encourage all participants to come up with ideas without fear, as the more people who participate, the more different ideas will emerge. Even if not all of them are used, this will stimulate the creativity of the people involved. Brainstorming values common sense, proactivity, arguments, and the courage to give opinions from people with dissimilar ideas and different generations.

- **No idea can be criticized as quantity is needed** - In Brainstorming meeting the aim is to shoot ideas without criteria. The more ideas the better, as the creation process requires one thought to get out of the way for the next to come. When the flow runs out or there are enough ideas, synthesize them and group them into categories.

- **Set a time on the stopwatch for notes** - Timing the notes will help the team focus on generating ideas during Brainstorming without losing focus. It becomes a "challenge" to force the mind to think of creative ideas in the right amount of time.

- **Ideas must be registered** - It is important to record the ideas, as this way, nothing that was said in the Brainstorming meeting will be forgotten and this will facilitate the analysis. If possible, write everything down on a blackboard or cardboard, so that everyone can see the construction of the ideas. Another method that is on the rise is the use of post-its, as they allow ideas to be quickly registered, edited, or discarded. Finally, separate them into categories, organizing them by the similarity of content.

- **Do not look for the guilts for the problem** - Brainstorming seeks to solve problems and not find guilty. If the goal is to blame someone or what, the tool loses its meaning a little, as just finding "whose fault" doesn't solve the problem.

- **Select the best ideas** - As a group, make a critical analysis of the ideas suggested during Brainstorming and select the best ones. Observe if they are focused on the problem and if they are "palpable", as utopian, or unfeasible solutions will be useless.

Thus, it is important to focus on each stage of the Brainstorm, paying attention to the opinion of all participants and valuing the good organization carried out by the mediator. Thus, the result of the process will be enriching and positive.

In an unsuccessful brainstorming, it is possible to notice that some mistakes were made during the development of the technique, which ends up resulting in the dispersion of the team or in limiting the contribution of those involved.

Care must be taken so that the social dynamic is not dominated by individuals who intimidate the participation of others or by fear of being judged by their ideas. If this happens, there is no way to brainstorm step by step, he will be compromised. It is important to create a comfortable and equal environment for all participants so that Brainstorm is effective.

As it promotes constant interaction and validation of all insights, the process encourages teamwork. Thus, a company that invests in this procedure will have a more adequate work environment. Other than that, the collaborators involved in brainstorming tend to have increased levels of effectiveness. This happens due to the valuation they assume by taking on a dynamic that can decide the direction of the business. The trust generated by this phenomenon is fundamental to optimizing internal communication.

3.4 Caucus Session

It is a strategy in which the mediator prepares a separate meeting with each of the participants, in order to create a closer relationship and a peaceful enviromente, thus, better understand the needs and points of view of each party. It can also be used to keep tempers and gather information relevant to them. The caucus can be very effective in calming tempers, for example, at a time when the joint session becomes tenser. When the mediator visualizes that the parties are closed to each other, with their positions hardened and a high emotional charge, this space for individual listening can bring them back to the more open process.

By using this type of technique, you can take advantage of several advantages, including:

- possibility to think more calmly about the mediation process.
- less chance of omissions due to the presence of another party.
- elaboration of a plan of proposals to be used in the joint sessions.

- obtaining disclosures from a party of confidential information.
- overcoming several points that, initially, would not be resolved in joint meetings, such as communication problems, emotional barriers, unrealistic expectations, and so on.

However, despite being a method widely used in this modality of dispute resolution, it is resisted by a portion of the mediators. This is because some professionals believe that, by promoting individual meetings, it can result in lack of trusth and the opportunity of misscomunnication, consequently causing even more issues, instead of contributing to the mediation process.

Gary Friedman, American mediator, and professor at Harvard Law School (USA), as well as co-author of the book "Challenging Conflict: Mediation Through Understanding", is one of the great critics of the application of the caucus in mediation. According to him, this tool enhances the possibility of manipulating the mediation process, creating a fearful environment among the mediated and even compromising the mediated-mediator(s) relationship.

In this wake, Friedman is enthusiastic about exclusively joint meetings, so that each impasse should (try) to be resolved with all parties present in the same environment, using techniques such as brainstorming (spontaneous contribution of ideas by all mediated) to reach a consensus.

However, as stated, this point of view is also not in unison. A significant portion of mediators disagrees with the harmfulness of the caucus. David Hoffman, mediator, and a professor at Harvard Law School believe that this tool, in certain situations, adds a lot of value to the mediation process.

According to Hoffman, who is also the author of the article "In Practice: Mediation and the Art of Diplomacy" (Negotiation Journal, July 2011), "the caucus makes it possible to overcome a series of issues that, in principle, would be insoluble in joint meetings, such as communication obstacles, unrealistic expectations, information asymmetry, emotional barriers, among others."

The controversy about its applicability does not imply the definition of good or bad mediation, nor does it individually determine the success of the mediation result.It is just one of the techniques available to the mediator that, eventually, can be useful for finding a solution, as it is in the individual session that the mediator has the possibility of deepening the real reasons for the conflict. The mediator can transform the feeling of confrontation of the mediating by making it cooperate more effectively for the arrival of a solution, above all acceptable and to make it conform to the result obtained.

Chapter IV - Research Methodology and methods

4.1 Introduction

To achieve the proposed objectives, the most appropriate research procedure was to make a literature review, to the state of the art, to give rise to the domain of knowledge already available, to establish a theoretical framework on the subject.

The present master's dissertation is characterized as an exploratory descriptive study, as it usually involves large bibliographic surveys, citations, and examples that facilitate the understanding of the subject, as well as interviews with people who are going through the problem or have already overcome it. The purpose of this methodology is to explore the subjective and personal aspects of the interviewee in their lived experience, which will be expressed descriptively.

The main goal here is to achieve sociological knowledge with studies, observations, and experiences from different people, using a comparative method. From the point of view of nature, this study is applied research, which, according to Prodanov and Freitas (2009), "Aims to generate knowledge for practical application".

4.2 Research Design

The onion research method was used as a basis for this research. It is a method originating from Saunders et approach (2003). According to 'onion' research, as demonstrated below. one in particular, the entire procedure is in the type of onion which comprises several layers. Its research philosophy, analysis approaches, analysis strategies, time horizons and data collection method form the different layers of the onion that represent the entire research method. The process involves peeling off all layers at once to get to the center, which may be the real issue of the study.
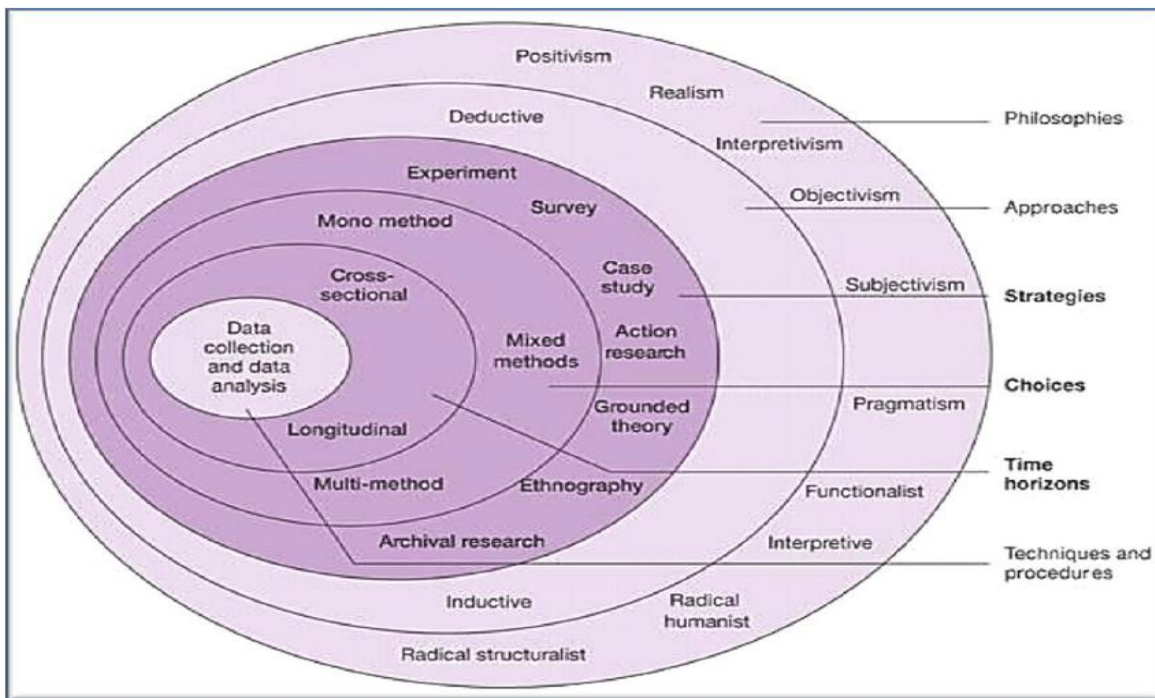
Figure 5 – Research Onion Model (Saunders, 2007)

4.3 Research Philosophy

The philosophy used was functionalism, a research strand used in various sectors of the Human Sciences, such as Philosophy, Psychology and Anthropology. The functionalist current aims to understand and explain collective or individual social actions and, consequently, explain societies based on functions and causes.

Émile Durkheim, known as one of the founders of Classical Sociology, develops in the work "The rules of the Sociological Method", from 1895, the first ideas and pillars of functionalism. He wanted to understand the factors that defined the society in which he lived, what made a group of individuals inhabit a particular place in society. The Durkheimian method of investigation sought to observe and understand the role played by these structures that form society and the influence they exert on social functioning and cohesion.

In the Durkheimian view, social structures and functions are not isolated elements. They must work together to ensure social cohesion at all times. When one of these structures and functions fails to function in an organized and adequate way, society suffers damage and its condition of order and cohesion is impaired.

4.4 Research Approach

Science works with inductive and deductive reasoning. When it passes from facts to laws, through hypostes, the inductive method is working. When it goes from theories to facts, the deductive method is working.

The aproach used was the deductive method. Deductive or deduction is a concept used in several areas and that is related to different ways of reasoning. It is an information analysis process that brings us to a conclusion. In this way, deduction is used to find the final result.

The deductive method was already used in antiquity. The Greek philosopher Aristotle contributed to its definition through what became known as Aristotelian logic, which in turn is based on the doctrine of syllogism. This is because since Aristotle, necessary conditions are found for true propositions, so that, finally, true conclusions can be obtained.

4.5 Population and Sampling

The sample was non-probabilistic and for convenience, in which the researcher selects the elements to which he has access, assuming that they can, from somehow, represent the universe" In addition, the use of instruments aimed at quantification, which, by providing objective information, leads to the intention of focusing on the fact/given the main role in the construction of knowledge. As already mentiones the deductive approach was used as the information gathered from the participants will be linked with the context and will have a big impact on the conclusion directing it to a global outcome. The questionnaire was carried out with 100 people between the 1st and 15th of October 2021.

4.6 Research strategies and choices

As it is a very specific research, we can say that it takes the form of a case study with survey, always in line with other sources that will provide the basis for the subject discussed, as is the case of bibliographical research and interviews with people who had practical experiences with the researched problem.

This study carried out quantitative descriptive research from a structured questionnaire. Something quantitative is what can be analyzed by numerical proportions, by data collected, analysis of graphics, surveys, and objective interviews, or by documentary analysis, but with a focus on values. The studies

that fall within this methodological approach are more comprehensive. The purpose is knowledge in the form of concrete data, in an objective form.. The survey aims to measure the types of organizational conflicts and how is the leaders' posture through the conflicts.

4.7 Data Collection Techniques and Analysis

Regarding the objectives, the aim is to inform about the delimited subject and be descriptive whenrecording the facts that are raised through data collection. In this sense, existing market data are crossed to generate strategic information to support decision-making. That is, the use of this research model, in these cases, can help in the search for opportunities for the development of new and/or changes in the positioning and communication of companies.

Regarding technical procedures, bibliographic research was used. From the point of view of the approach to the problem, the research aims are to raise already structured realities, as behavior and beliefs. Data and information are obtained with questions through questionnaires. The data obtained are grouped in tables, improving understanding from everyone about the results.

The technique of data collection was using questionnaires, with questions related to the bibliographic context for the understanding of respondents, supported by Google Forms, offered by Google. Considering that all employees of the studied unit have access to e-mail, the form was sent through this tool. The questionnaire had semi-structured questions, applied over two weeks. Data were compiled and analyzed using the resources available by Microsoft's word processor. The use of statistics helps in checking and evaluating the quantity and quality of the analyzed indexes and all diagnoses can be summarized in tables and graphs, which facilitate visual comprehension.

Chapter V - Presentation of the data

Having as a starting point for analyzing the data presented in the research field, the questionnaire was applied to a sample of 100 people, including men and women of different ages and social classes, as shown in the graphs below.
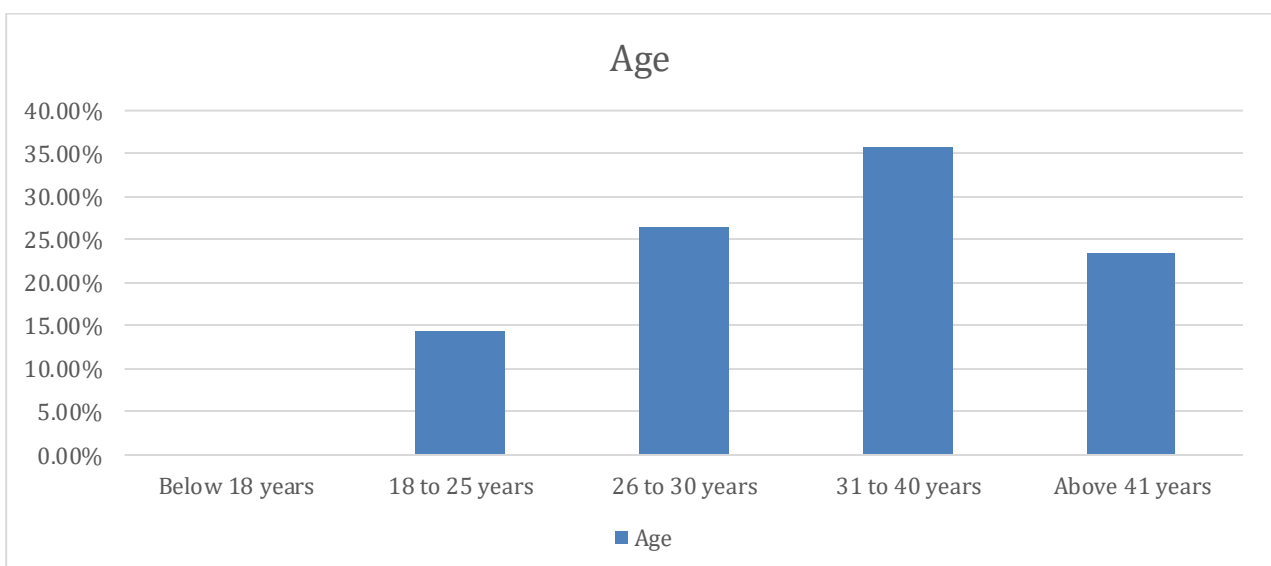
1. Gender
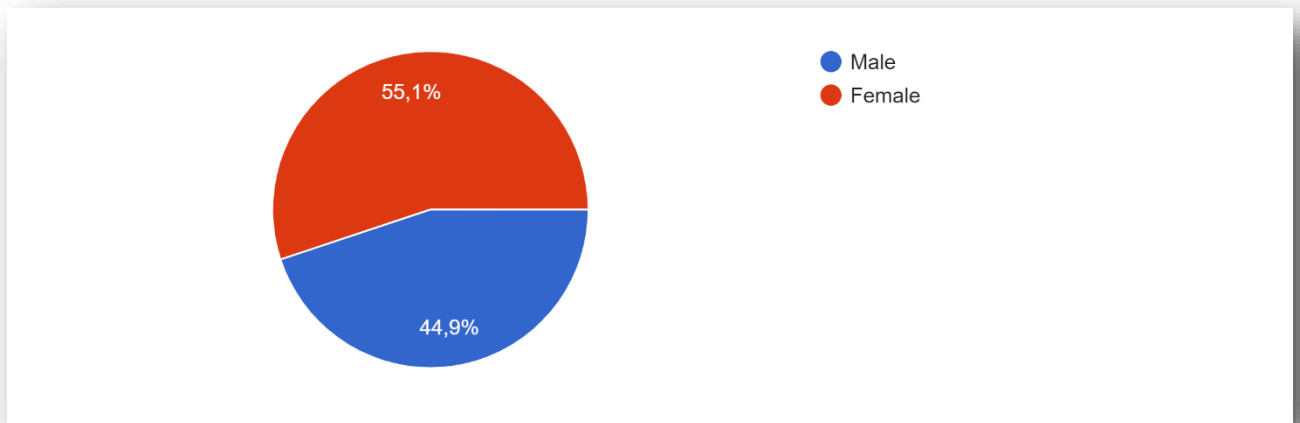
Graph 1 – Gender of participants

The results show a variation in the genders of participants, with 55.1% women and 44.9% men**.**
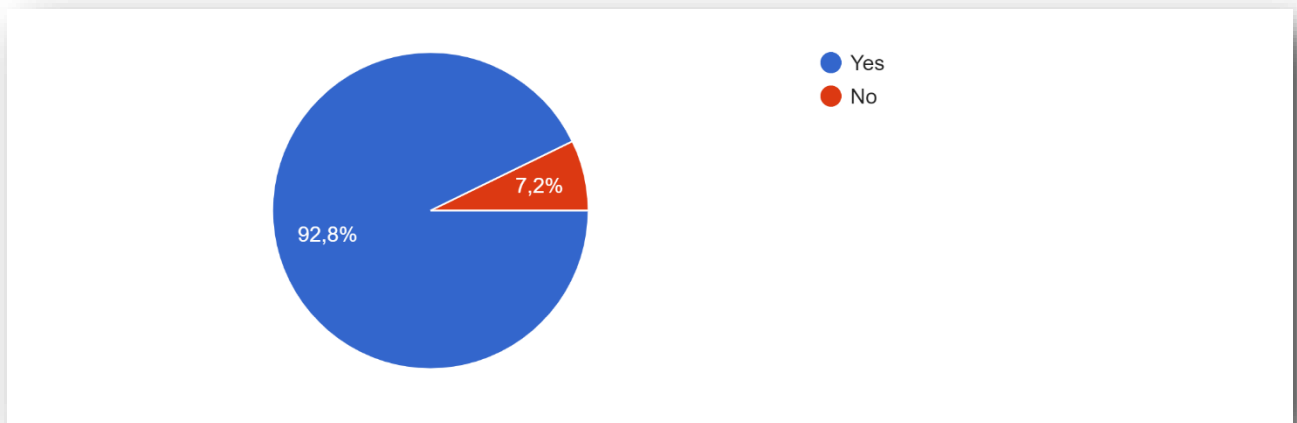
2. Age

Graph 2 – Age of the partipants

Regarding the age variable , about a third of the sample was middle aged, between 31 and 40 years, representing 35,7% of the sample. Moreover 26,5%, belonged to the group aged between 26 and 30 years, following 23,5% the group above 41 years and the youngest group aged between 18 to 25 years was representing by 14,30%.

3 - Are you currently working?

Graph 3 – Professional situation

Most of participants are currently working, representing 92,8% of the sample.

The information obtained through the questionnaire carried out converges to the same understanding of the definitions presented from the bibliographical references consulted for this work. Analyzing some of the main conflicts presented by authors, the answers obtained through the questionnaire, converge to the Bowditch, Buono, and Robbins understanding, showing that the main cause of a conflict in organizations is the lack of communication, followed by conflicting roles as shown in the graph below.

4 - In your opinion what is the most frequent type of conflict in the company you work or worked for?

Types of organizational conflicts

Conflict Type	Percentage
CONFLICTING GOALS	6.20%
UNPREDICTABLES POLICIES	7.20%
CONFLICTING STYLES	7.20%
CONFLICTING INTERESTS	11.30%
CONFLICTING ROLES	21.60%
LACK OF COMMUNICATION	46.40%

Graph 4 – Type of organizational conflicts

Almost half of the participants answered the lack of communication as one of the main organizational conflicts, with this we can see that this has become a major challenge for companies. Strategic communication integrates employees with the company's processes, objectives, and goals, through the most transparent and easily accessible information flows.

Communication is responsible for transmitting clear messages, to improve the work routine and it is a crucial tool in all its facets, it is through it that we will be able to develop a good performance. Effective communication in the organizational environment can be understood as a fundamental part of transforming and changing people's attitudes.

Referring again to Robins (2002) who emphasizes "the potential for conflict to increase when there is a shortage or excess of communication.". The consequence of a failure in communication can lead to conflicts and misunderstandings in the work environment, bringing shocks to the team, impacting the performance and productivity of professionals, in addition, to directly interfering in the company's business, results, and ultimately in its profit.

According to the research, 85,7% have already been involved in one of the mentioned conflicts at some point. According to ROBBINS (2003), what does not work in the normal way causes harm, so

much for the group as well as for everyone involved and their organization. the discontent destroys the existing relationships in the group, generating disunity, difficulty in communications, and the disregard for the length of goals reducing the group's productivity and in more cases extremes the dismantling of the whole group and finally, the organization ends its activities.

**5 - Have you ever been involved in any of the conflicts above?**
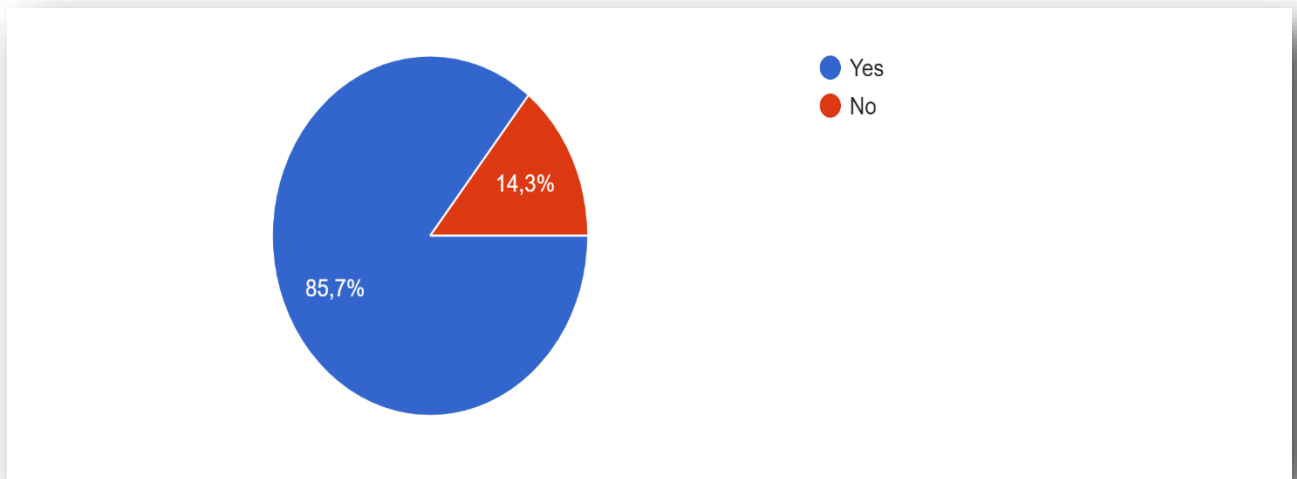
Graph 5 – Involvement in organizational conflicts

Regarding conflict management, Chiavenato (2014) states that: "this task is up to the manager", which suits most respondents The moment the leader starts managing his team, he will identify that he needs be aware of any potential conflicts. In this situation, be aware of all points of sight, talk to eyewitnesses and people who are familiar with that given problem. Dealing and identifying conflicts within the organizations is part of daily work.

Barnard (1971) discussed that executives should facilitate the conciliation of conflicting positions, adapt people in the cooperation process, make decisions and instill a moral sense. In this topic, it is possible to observe the importance of the manager being prepared to act in the face of conflicts that will exist in his team, by facilitating the conciliation between team members, minimizing the negative consequences of the conflict, and optimizing its positive consequences will be decisive in results to be obtained by the organization as a whole.

Question 6: In your opinion, who is responsible for managing conflicts in the workplace?
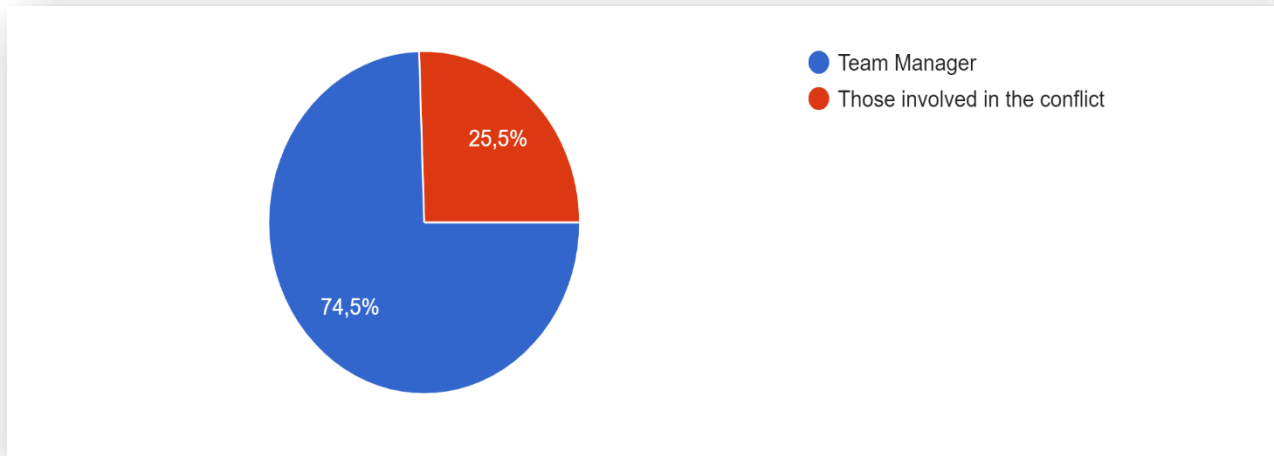

Graph 6 – Responsibility of solving conflicts

On some occasions, the parties involved in the conflict will not be able to manage them by themselves, for whatever reason. in this way, a neutral third party can help to solve the problems by using specific methods for this purpose, at this point the role of the manager begins.

Given these initial considerations, the great importance of preparing the manager to act in the process of managing conflicts existing in his personnel is observed, without failing to mention and those external to the organization. The manager assumes his role as a conflict manager, being able to reduce dispute situations and improve the atmosphere in the work environment.

Following the questionnaire 87,6% answered that they believe that conflict resolution is more effective when the leaders adopt an impartial and neutral approach, however, 56,1%% say that in the company that they work for, the leaders do not adopt these approaches.

7: Do you consider that the resolution of conflicts between employees is more effective when the leader adopts a neutral and impartial posture?
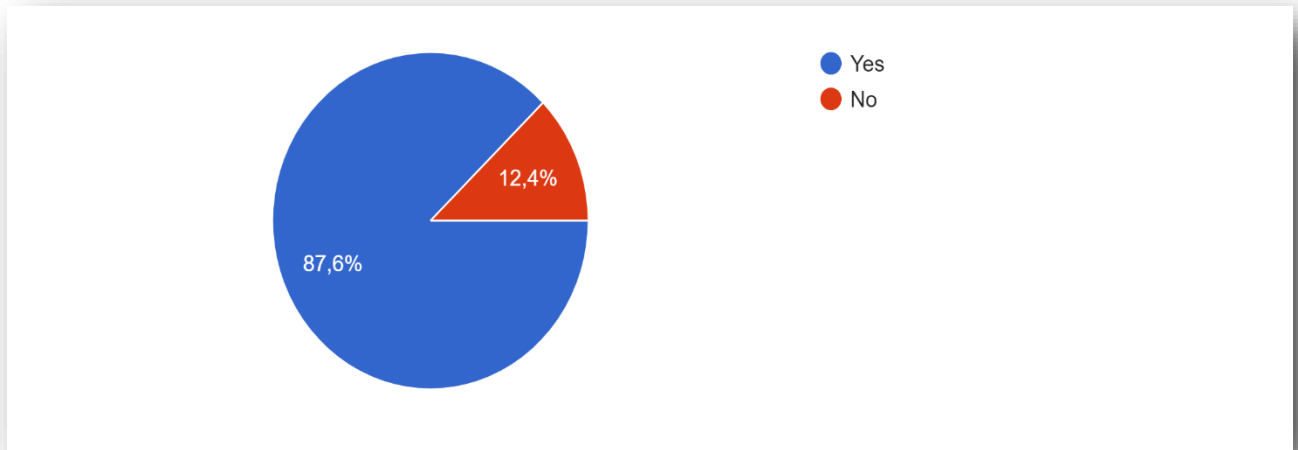
**Graph 7 - Efetivess of impartial and neutral leaders' posture**

Through conflicts, management becomes an indispensable task that requires different skills. The initial alternative is to identify it, then elevate it to a level outside the personal sphere, highlighting the differences as necessary individualities, finally, it is necessary to understand its variables and deal with impartial manner, leading to the neutrality of the conflicting situation.

8: Have you ever been in a workplace conflict where your leader took an impartial approach to resolution? What was the result?
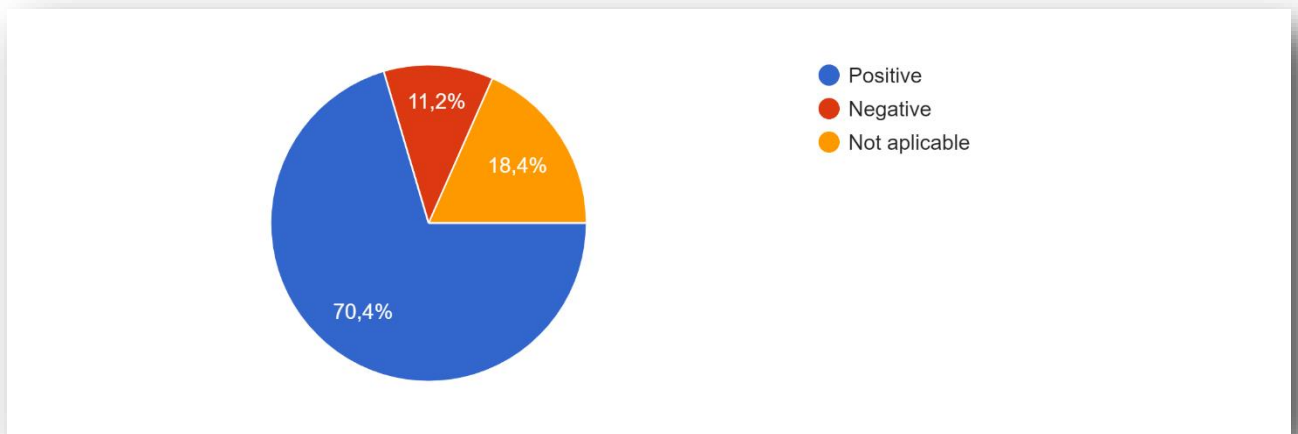
Graph 8 – Imparcial approach in workplaces disputes

9: Do the leaders of the organization where you work adopt neutrality and impartiality as a means of conflict resolution?
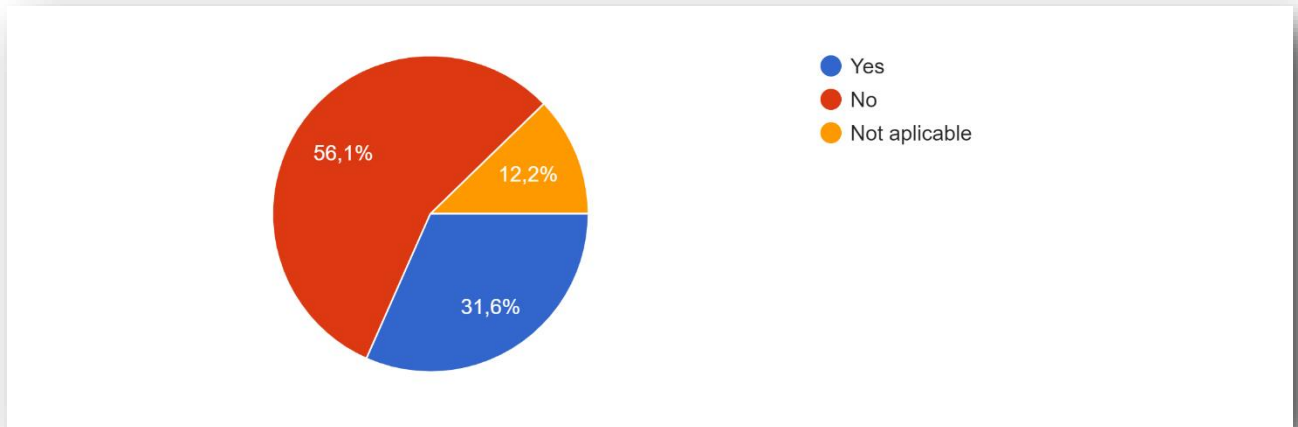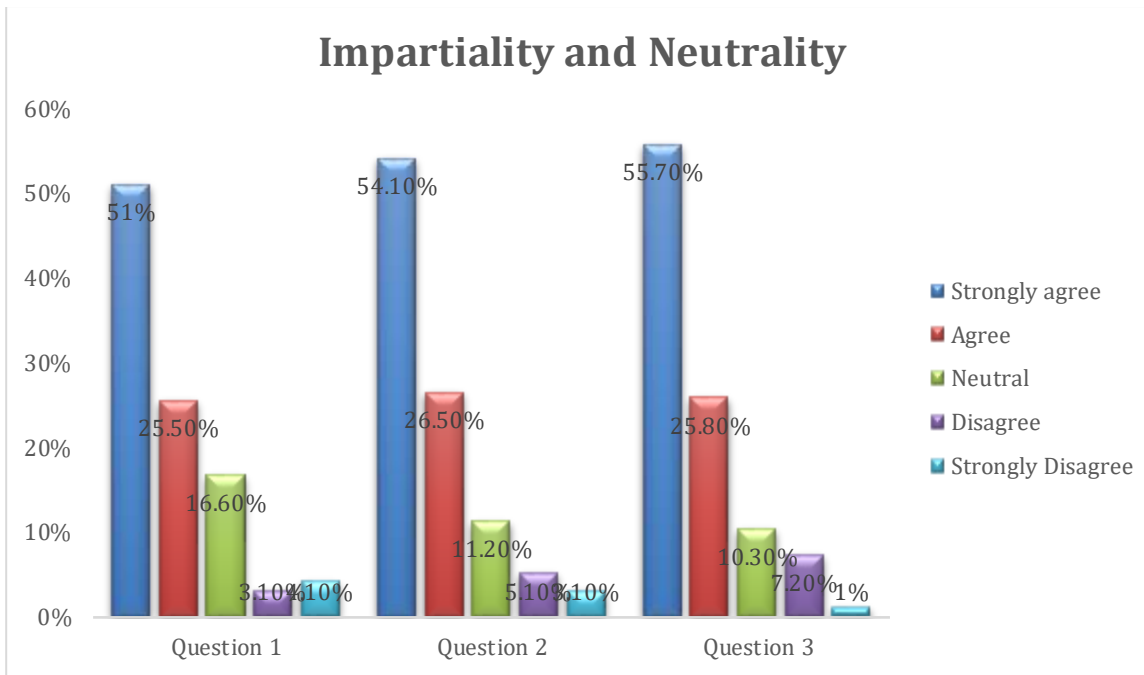

Graph 9 – Neutrality and Impartiality to help conflict resolution

10: "Neutrality and impartiality are characteristics that make a team have greater confidence in its leader"

11: "Impartiality in conflict resolution can bring fairer results."

12: "Impartiality is essential for a manager to be able to have a healthy relationship with their employees."

Graph 10 : Result of using neutrality and impartiality in a workplace dispute

From these results we can see that impartiality and neutrality is an evident factor in the interviewees' point of view for a fairer conflict resolution. Therefore, if they participate in the suggestion of solutions impartially, without is adopted some side, for the problems there will be chances to be mutually satisfactory to the solution adopted.

Imazai and Ohbuchi (2002) examine the short- and long-term effects of perceived impartiality in the organizational conflict between employees and supervisors. The authors conclude that, for workers, impartiality is important in resolving organizational conflicts. When workers realize that the judgment was impartial and in the solution of the conflict, the link of the groups gets stronger. These authors add that perceived and distributive justice significantly increases job satisfaction, commitment, and satisfaction with the results.

Regarding the result where, in situations of conflict, individuals did not receive equal treatment (65.3%), most participants expressed negative feelings towards this, citing clowns as unmotivated, disappointed, and unfair, as shown in the graphs below.

13: Have you had any experience in your current or previous job where in the process of conflict resolution was there not equal treatment between the parties?
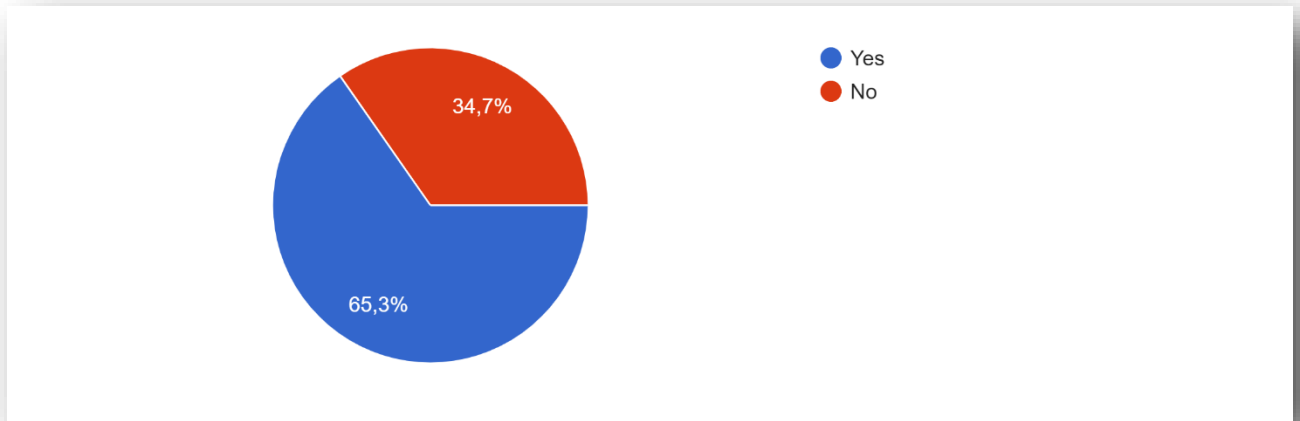
Graph 11: Experiences in workplace dispute.

14 - If you answered yes, how did you feel to that?
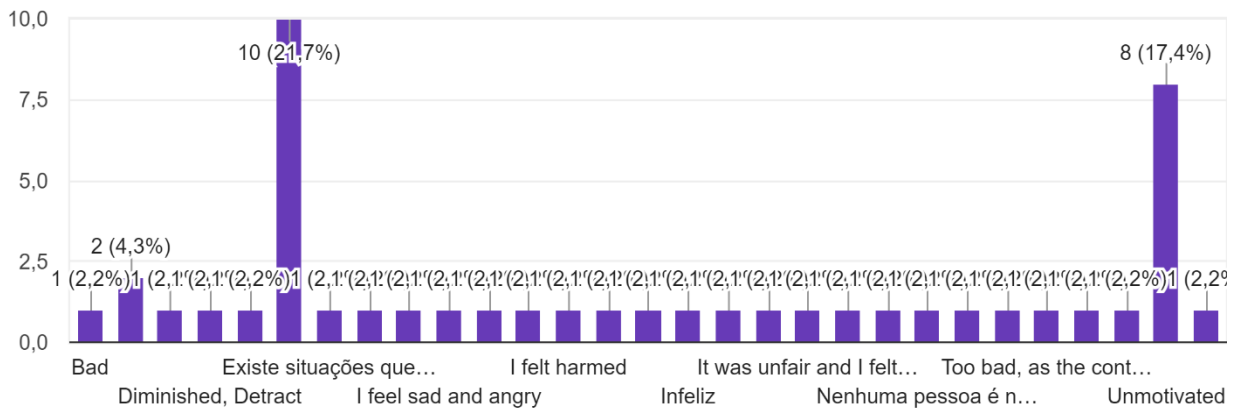
**Graph 12: Result after experiencing a workplace dispute**

In the last question, the question to respondents was whether they believed in mediation techniques for helping leaders in conflict resolution and 92,8% said yes. This shows that the corporate world has realized that mediation techniques can be an important tool to help leaders face conflicts in the workplace and business relationships and partnerships.

The mediator is also a kind of leader in the mediation process. Like a leader, the parties admire the mediator's strategy, model of conduct, and ability to make the parties trust him with the mission of reaching an agreement.

15: Mediation is a voluntary dispute resolution procedure in which the necessary parties are in the presence of a Mediator and can reach an agreement. There are several techniques that are used by professionals in a conflict resolution situation, such as active listening, brainstorming, and caucus session. Do you believe these mediation techniques could help leaders resolve organizational conflicts?
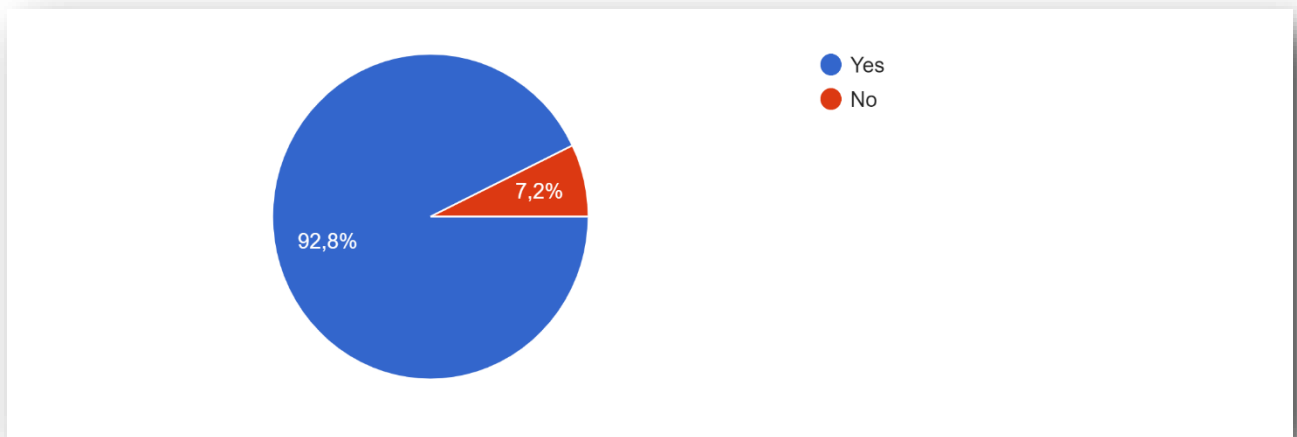
Graph 13: Mediation techniques to hep worplaces disputes.

Thinking about strategies for how conflict management can be more effective, if necessary, based on a vision that considers the productive aspects of the conflicts, treating them as welcome to the organization. Impartiality in the driving of conflicts needs to be reflected from the management to the working groups. The collaborators need to learn to perceive these situations differently, providing opportunities that conflicts result in professional maturation.

Chapter VI - Discussion

Through bibliographical research, it was possible to identify that the occurrence of conflicts in organizations is something constant, as it is formed by people. Every human being brings experiences and life stories. Thus, for the manager to be successful in leading people, it is necessary to know the theory. It takes practical skills.

During the research, it was realized that one of the fundamental tools in conflict resolution is that clear communication needs to be effective, as it was evident that most conflicts are established in the issue of lack of communication which matches with Robbins (2002), Bowditch and Buono (2007) ideas already mentioned in Chapter I. In this context, we understand that communication is a key factor in the relationship between members of an organization, so that everyone understands clearly what is being said, thus avoiding spaces for conflicts to arise.

Most people believe that the responsibility of a conflict resolution in an organization is from the leader, which matches with Reed (1997) affirmation: "Of all the activities that a manager can perform, managing conflicts is one of the main functions" Mintzberg (1973) emphasizes that one of the main functions of managers is the management of the company's human resources, keeping them in alignment with the company's objectives and managing conflict. Umstots (1984) says the third party could be a co-worker, a conflict resolution expert, or a boss, he says that in organizations managers are commonly asked to resolve a variety of conflicts and that they can use many different strategies to intervene in the dispute. Nugent (2002) shows that managers are continually confronted with conflicts and spend a good part of their time taking care of them.

It is notorious to realize that the correct management of this asset leads the institution to achieve its objectives and results. It's not easy to lead and keep people happy all the time. It is not simply a matter of following an instruction manual for human behavior and carrying it out. It goes beyond numbers and/or processes, but self-development

Through conflicts, management becomes an indispensable task that requires different skills. The initial alternative is to identify it, then elevate it to a level outside the personal sphere, highlighting the differences as necessary individualities, finally, it is necessary to understand its variables and deal with impartial manner, leading to the neutrality of the conflicting situation. Through reflection about this traditional and outdated view of the conflict, as destructive, is not from today, it is still notorious

and current, in the organizational environment, professionals who faced conflicts partially, considering only its negative effects (it is claimed to have a base, the answers obtained with the completed questionnaire).

Respondents pointed out that the most suitable model of leadership to be deployed is one where managers adopt a neutral and impartial stance in resolving conflicts. However, observing the behavior of leaders in the situation of conflict, it is noted that most of them do not adopt a neutral and impartial posture to resolve the conflict, which causes negative consequences for the work environment, as described by the interviewees themselves, using words like demotivation and unfair. The corporate environment is made up of people and, therefore, emotions and it is natural for human beings to create affinities, bonds, and identifications. At this time, it is important to identify and deal with certain emotions to ensure something fundamental: the distance needed to be impartial.

This understanding can be achieved when we make room for a certain emotional detachment. When making decisions safely, it is essential not to act based on personal emotions or opinions. Rather, it is to rationally observe the behavior and performance of employees, acting impartially and neutrally. In this way, there will be greater trust between the leader and the team, generating a healthier, more productive, and efficient environment.

Building trust between employees and the company brings a very big competitive advantage to a company. When the relationship between leader and team members is good, this is reflected in all processes. Leadership, in turn, is guaranteed when employees believe in the capacity and words of managers and trust their decisions

Chiavenato (2014), states that: "Conflict can bring constructive or negative results for people and groups and, above all, for the organization. The overriding question is how to manage conflict in ways that increase constructive effects and minimize destructive effects. That task falls to the manager" How managers conduct conflicts directly reflects consequences that may be positive or negative for the organization and the other individuals involved in the conflict. To achieve conflict management, some skills or techniques are required for effective management as listed in chapter III. Active listening, for instance, implies paying attention to feelings and emotions in addition to content. The leader must mediate the problem by listening, analyzing the data, looking for the points that are common and new information, and formulating a summary. Active listening is essential, and it is the most important tool when mediating a conflict. The best way to negotiate the conflict is not

to think about your point of view and understand the other. This skill is difficult because being involved emotionally we tend to defend our point of view, that is why is important an impartial and neutral approach.

Thinking about strategies for how conflict management can be more effective, if necessary, based on a vision that considers the productive aspects of the conflicts, treating them as welcome to the organization. Impartiality in the driving of conflicts needs to reflect from management to working groups. In summary, for the leader to be successful in leading his team, knowledge about human behavior is fundamental. Besides having communication skills, it is also vital to understand the conflict, its origins, and forms of management, as well as the right time to act on behalf of employees, knowing how to be neutral and impartial when resolving conflicts.

Conclusion

Conflicts are characteristic of human nature and their study is extremely important for both theory and organizational practice. Pawlak (1998) points out that conflict analysis and its resolutions play an important role in organizations' private, public, and political disputes, in legal and labor disputes, in military operations, and many other situations.

The theme of leadership in all aspects has been gaining ground in the main academic research and books in the country, as the world is constantly transforming, and the leader must be aware of all of them. The research was dedicated to the study of the leader and the conflict. Since conflicts can interfere with the progress of the organization, it is up to the leader to intervene in the situation, so that they do not destroy the interpersonal relationships of the team.

From these impasses, with the analyzed studies, it was found that with the emergence of destructive conflicts, the leader assumes an important role in the resolution of these, and using certain management and mediation strategies, their results can be even more effective. Your interference is of high importance, acting as the emotional manager of your team and acting neutrally and impartially; as a reflection of your attitudes, allows people to trust their work, leading to conflict resolution for more positive results within the organization.

The mediation of conflicts between employees has specificities that require a lot of astuteness and a holistic view in the treatment of the information collected for better understanding the theme motivating the adversarial situation between the parties, it is necessary to determine limits in the exposure of issues arising from conflicting relationships, there can be no direct involvement of the mediator leader, who must always participate as an impartial third party within the mediation process

Through the awareness of the neutrality of conflicts, different ideas for resolution may arise, perhaps they are no longer seen as personal differences, because the teams can be instigated to visualize this diversity, arguments of conceptions who are opposed, as an alternative to doing something different, to bringing innovation and adding to the organization. Interest needs to be in this new idea generated, arising from the agreement's constructive differences between the existing dissimilarities. And the impartiality in conducting them, being assured, and enabling, based on differences, significant constructions.

In summary, conflict management consists of investing in specific goals and techniques, getting to know the other party and their needs through active listening, developing characteristics that motivate trust (impartiality and neutrality), creating a climate of cooperation, facing conflict as a force constant within the organization, seeking to manage it constructively.

The entry of mediation techniques into the lives of leaders will certainly change the scenario of conflict resolution in the corporative world in the future and will contribute to the formation of people more suited to dialogue and coexistence with the perplexities and pluralities inherent in human nature.

Reflections

This dissertation sought to address the issue of conflict mediation in the context of leadership, to contribute to a reflection on the practices usually involved in conflict resolution. It is known that the concept of leadership points to a social phenomenon that highlights a complex system of influence of an individual over others and in a conflicting environment, leadership actions must be guided by skills that re-establish good social interaction, always aiming at continuous development of an interpersonal relationship based on ethics, trust, collective well-being, and mutual respect.

This literature review brings reflections on the role of the leader in solving conflict. This work exposes, through the reports of the cited authors, how important it is for organizations to hire or maintain a prepared leader so they can execute excellent management. The review expresses itself as an excellent methodological tool for the analysis and collection of information on the leader's role in conflict resolution. Is there an assertive way to improve the performance of leaders, solve disputes and achieve organizational goals?

In this sense, it is considered that the general objective of this study was met: to identify the main types of organizational conflicts. Checking the causes of organizational conflict, it was found that, generally, the conflict originates from a lack of communication. Following the study, the importance of leaders to adopt a neutral and impartial approach in the conflict resolution to gain the trust of employees and achieve fairer results as shown in the questionnaire.

The study is relevant to the adoption of a methodology, where leaders can influence people, based on the strategic concepts presented by the cited authors, being able to be applied in other studies and research for the development of new strategies and concepts aimed at conflict resolution.

The article underpins decision-making related to a plan strategic focus on conflict resolution. Through this work, it is characterized that organizations will require trained professionals who act with a new attitude and have a leadership role, committed to the development of their employees. This article will serve to contribute to the personal and professional growth of each leader, helping always, to ensure success in organizations and influencing satisfactorily those who belong to it. As future research, it is intended to reduce conflicts in organizations, to make teams more efficient and productive.

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Appendix – Questionnaire

1. **Gender**
   a. Male
   b. Female

2. **Age**
   a. Below 18 years
   b. 18 to 25 years
   c. 26 to 30 years
   d. 31 to 40 years
   e. Above 41 years

3. **Are you currently working?**
   a. Yes
   b. No

4. **In your opinion what is the most frequent type of conflict in the company you work or worked for?**
   a. Lack of communication
   b. Conflicting styles
   c. Conflicting interests
   d. Conflicting goals
   e. Conflicting roles (leadership problems)
   f. Unprecditable policies

5. **Have you ever been involved in any of the conflicts above?**
   a. Yes
   b. No

6. **In your opinion who is responsible for managing conflicts in the workplace?**
   a. Team manager
   b. Those involved in the conflict

7. **Do you considerer that the resolution of conflicts between employees is more effective when the leader adopts a neutral and impartial posture?**
   a. Yes
   b. No

8. **Have you ever been in a workplace conflict where your leader tooj an impartial approach to resolution? What was the end result?**
   a. Positive
   b. Negative
   c. Not applicable

9. **"Neutrality and impartiality are characteristics that make a team have greater confidence in its leader."**
   a. Strongly agree
   b. Agree
   c. Neutral
   d. Disagree
   e. Strongly disagree

10. **"Impartiality in conflict resolution can bring fairer results."**
    a. Strongly agree
    b. Agree
    c. Neutral
    d. Disagree
    e. Strongly disagree

11. **"Impartiality is essential for a manager to be able to have a healthy relationship with their employees."**
    a. Strongly agree
    b. Agree
    c. Neutral
    d. Disagree
    e. Strongly disagree

12. Do the leaders of the organization where you work adopt a neutrality and impartiality as a means of conflict resolution?

a. Yes

b. No

c. Not applicable

13. Have you had any experience in your current or previous job where in the process of conflict resolution was there not equal threatment between the parties?

a. Yes

b. No

14. If you answer yes , how do you feel in relation to that?

15. Mediation is a voluntary dispute resolution procedure in which the involved parties are in the presence of a Mediator and can reach an agreement. There are several techniques that are used by professionals in a conflict resolution situation, suach as active listening , brainstorming and caucus session. Do you believe these mediation techniques could help leaders resolve organizational conflicts?

a. Yes

b. No