

Salmon Ltd utilised Thomas Assessments as part of the resolution process for workplace conflict.



Digital

1500+ employees

Part of
Wunderman Thompson
Commerce



Objectives

- Increase self-awareness and an awareness of others as part of conflict resolution
- Helping employees manage organisational change



Results

- ★ Raised awareness created a pathway to resolve conflict based on different profiles
- ★ Conflict resolved, with a high performing team who modify their behaviours

For confidentiality purposes, the names of the two employees involved in this case study have been replaced with Person A and Person B.

THE CHALLENGE: Resolving conflict within a team

Just like in our personal lives, conflict in the workplace is not uncommon, yet many organisations are at a loss on how they can effectively and efficiently manage it.

At Salmon Ltd, the Head of Learning and Development (L&D) witnessed two of her colleagues experience a situation that many can relate to, commenting: "Initially, Person A and Person B had a good relationship, there was a great rapport between the two. They were very comfortable working together, but over time the dynamics between them slowly changed. I noticed that there were some underlying issues and although the two of them had tried to work through them, nothing seemed to be working. Over time, the conflict became a lot more visible, even to the point in team meetings where they would have incredibly heated discussions."

Person A explains: "There was a lot of change happening in the organisation, which came with a lot of pressures and the way we wanted to handle this differed. I think this contributed to why myself and Person B were clashing. We knew the dynamics of our relationship weren't ideal and tried to improve this ourselves; we wanted to improve and not let it end badly."



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Person B comments: "Even when we tried to solve our issues, something still wasn't right, and communication continued to break down and I couldn't understand why."

During a meeting hosted by the Head of L&D, both Person A and Person B had what was described as an explosive argument and she could see that "at that moment, all trust was lost between them". The Head of L&D stepped in, knowing her two colleagues needed external support.

THE SOLUTION: Introducing psychometrics

Having been an accredited practitioner of Thomas assessments for the past 10 years, the Head of L&D wanted to see how introducing psychometrics could help facilitate in resolving this conflict. "I knew that Thomas could help. The assessments give objective, honest feedback to consider and I trust the insight into people's behaviours and personalities you get from the reports."

The Head of L&D discussed the challenge with Sarah Pearl, a Client Development Consultant at Thomas, who recommended two psychometric profiling tools to improve the self-awareness of Person A and Person B.

The assessments used were the Personal Profile Analysis (PPA), which provides an insight into people's preferred workplace behaviours, and Trait Emotional Intelligence Questionnaire (TEIQue), which assesses how well people understand and manage their emotions and those of others.



The PPA is my favourite tool. It is digestible, user friendly and a great conversation. I knew the TEIQue would also be important because there was so much emotion and stress between the two, but they clearly couldn't manage this – the TEIQue really helps enable a conversation around this



When I received my assessment results, I learnt a lot about myself. I learnt I need structure and things in black and white which at first, I didn't see as me but the more I thought about it, the more I understood how I am like that. It became a revelation for me



Commenting on the two assessments, the Head of L&D says: "The PPA is my favourite tool. It is digestible, user friendly and a great conversation. I knew the TEIQue would also be important because there was so much emotion and stress between the two, but they clearly couldn't manage this – the TEIQue really helps enable a conversation around this."

The two received individual feedback sessions around their results so they could put into perspective who they are and how they like to do things both personally and professionally.

Person B: "When I received my assessment results, I learnt a lot about myself. I learnt I need structure and things in black and white which at first, I didn't see as me but the more I thought about it, the more I understood how I am like that. It became a revelation for me."

Following feedback, the two met with Sarah together for a mediation session, giving them the opportunity to look at their working relationship and use their PPA and TEIQue reports as a common language to understand each other better and find a way of moving forward positively, including methods to modify their behaviour to suit the other.

THE RESULT: Modifying behaviour

Coming away from this, Person A commented at how “life-changing” this process was – to understand how different they are.

Person A: “We have such different profiles and preferred ways of doing things, and by not knowing this before we can now definitely see why there was conflict. But by having this in-depth knowledge given by the assessments helped us to move forward. We’re a lot closer and can handle any challenges so much better.”

By simply introducing psychometrics to provide self-awareness and awareness of others, both individuals have been able to move forward and become a high performing team again, not letting the conflict get the better of them resulting in neither leaving the organisation.

Person B explains: “I would highly recommend using Thomas as the assessments have made the world of difference. I wouldn’t expect either of us to be working here if we hadn’t spent time with Thomas. By doing this, it has helped us to remain the way we are but still be able to work together. I haven’t had to change who I am but modify how we interact in some situations.”

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Tools
used

PPA
Personal Profile Analysis

TEIQ^{ue}
Trait Emotional
Intelligence Questionnaire

For more information about how we can help deliver confidence
for your organisation, get in touch



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