



OMBUDS

CONFLICT-RELATED ROLES FOR SUPERVISORS



ARBITRATOR- Makes unilateral decisions after hearing from all involved parties

When to play: When leadership is more important than collaboration, has authority and expertise to make decision
Why play this role: Demonstrate leadership, due diligence
Examples: Workload issues or disputes between employees re work

COACH - Educates/advises employees about options for resolving conflict

When to play: When employees need to be empowered to address the conflict
Why play this role: Provide support for employees, demonstrate effective strategies for addressing conflict
Examples: Employee unhappy about CU System, wants help changing jobs



FACILITATOR - Helps groups identify issues and make decisions by providing process for discussion

When to play: Group needs assistance with identifying issues, facilitator may/may not have a stake in outcome
Why play this role: Allows for input, collaboration for the team
Examples: Work schedules, new tasks on team



INVESTIGATOR - Makes inquiries and does research to determine best way to resolve conflict

When to play: Allegations of wrong doing by employees, further information is needed to resolve disputes
Why play this role: Demonstrates fair process
Examples: Allegations of bad behavior or policy violations



Which role should I play? Remember to ask "How are you hoping I can help?"

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MEDIATOR - Impartial 3rd party who helps others find common ground in a conflict

When to play:
Why play this role:

When it won't be perceived that you are biased
Help employees resolve disputes; consider having a true outside resource (Ombuds Office) mediate
Interpersonal conflict between employees

Examples:



NEGOTIATOR - Tries to resolve conflict in which they are involved, helping to achieve "win/win" outcome for all

When to play:

When supervisor cares about outcomes, relationships in the dispute

Why play this role:

Gain cooperation from team and possibly others outside of team for "win/win" outcome

Examples:

Office area upgrades, moving offices



REFERRAL AGENT - Listens to employee concerns and determines appropriate people & places to help

When to play:

When supervisor doesn't have the expertise to help resolve conflict

Why play this role:

Support employees with most appropriate resources

Examples:

Employee needs therapy, retirement advice



RULE ENFORCER - Knows relevant policies, rules, expectations and gives employees expectations around them

When to play:

When employees violate your expectations, rules, policies

Why play this role:

Demonstrate consistent practice in supervising

Examples:

Chronic lateness, inappropriate dress code, unprofessional behavior



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