

RESTORATIVE JUSTICE: *conflicts in the workplace*



Kind of conflict	Personalization of the conflict	Implicit resistance to change	Feeling of being judged	Ineffective listening. Feeding prejudices	Refusal to cooperate or passive attitude	Apparent reconciliation betrayed by hostile communication and antagonistic behaviour
Reason of the conflict	Inability to separate the facts from the people (Case: someone expresses a dissenting opinion)	Communication breakdown because of not addressed or unsolved problems (Case: unclear distribution of roles, tasks and responsibilities)	Difficulties in maintaining a harmonious atmosphere in the workplace (Case: the technical report on a work activity management is perceived as a negative judgement on the job done)	Biased listening further feeds prejudices (Case: infighting among colleagues belonging to different age groups and fulfilling different roles)	Non-attendance at or passive participation in meetings (Case: an uncooperative attitude tacitly conveys dissent or indifference to proposals and/or initiatives)	The conflict is only apparently solved (Case: maintenance of blunt or hostile manners, despite the apparent reconciliation)
Consequences	A superior's reprimand or a different opinion on a topic are perceived as personal attacks	Perception of difficulties in communication: from detachment to hostility. Breakdown of human relationships	Tangible resentment of the colleagues, who are not open to dialogue and tend to avoid contacts which are not strictly necessary Excessive carefulness due to fear of being perceived as a judge and not as a technical evaluator	Unjustified negative expectations placed on others. Choices are influenced by prejudices and generate misunderstandings. Difficulty in cooperating	The conflict remains latent and creates a general atmosphere of distrust	The persistence of tense and brusque behaviour in the working environment generates anxiety and further increases potential conflicts
Restorative justice methods	Responsive circle It encourages people to concentrate on facts, instead of focusing on individuals. It favours the employment of a peaceful language, while enhancing active listening and empathy. Main purpose: promoting trust and increasing confidence	Responsive circle Focus on the conflict caused by changes and on job quality and quantity Restorative dialogue or Mediation Focus on the external impact of one's conduct. Reflection on the concept of responsibility. Management of conflict's consequences and promotion of an agreement on future intentions	Restorative dialogue Focus on individual feelings and perceptions about the conflict	Mediation Useful to defuse the situation and reopen channels of communication. Improving active listening	Responsive circle Effective in making embarrassment and discomfort come to light and in fostering mutual trust	Mediation Useful to defuse the situation and reopen channels of communication Responsive circle Helps to outline the most suitable patterns of interaction and to promote communicative skills likely to reduce tension in the workplace

