

Konfliktkultur und Mediation fördern Innovation. Beispiele aus der Unternehmenspraxis |

SKWM Tageskonferenz 1. Oktober 2022

“Betriebliche Stabilität durch konstruktive Konfliktkultur. Wie eine aktiv gelebte Konfliktkultur Orientierung ermöglicht.”

Verena Neuhold |
Community Lead Conflict Prevention & Conflict Resolution
Mediator & People Relations Partner
Roche

Verena Neuhold

Global Community Lead Conflict Prevention & Conflict Resolution



- “*Hamburger Deern*”, Born and raised in Hamburg, Germany
Living in Central Switzerland, with my husband, daughter and our dog Tuula
We enjoy outdoor activities and creative work
- Education
 - Law School: Münster
 - Legal Clerkship: Lübeck, Hamburg, Cape Town
- Work experience
 - Baker & McKenzie, Internat. Lawfirm (Frankfurt), Lawyer (2 yrs)
 - Roche (Mannheim, Graz, Rotkreuz), Legal Department, Global Legal Counsel (15 yrs)
 - Roche (Rotkreuz) Human Resources, (3 yrs)
- Mediation education
 - Certified Mediator: Zürich Business School (SGO)
 - Further trainings with: Gary Friedman (Center for Understanding in Conflict, California),
Bob Mnookin (WIPO), Heiner Krabbe (Konstanzer Schule für Mediation), ComTeam
- Mediation experience
 - B2B Mediation (as party representative)
 - Workplace Mediation (as mediator)
 - Building and leading a global conflict management group in Roche

Supporting our people to solve their workplace conflicts proactively adds to Roche's sustainability

*Today more than ever, assuming responsibility for such an important company means all of us **committing to Roche's sustainable development**. This applies not only to environmental considerations but also, for example, to **working conditions** throughout the production chain and to company management.*

- André Hoffmann, Annual General Meeting 2022
Vice-Chairman of the Board of Directors



Our purpose: Doing now what patients need next

We focus on finding new medicines and diagnostic solutions that evolve the practice of medicine and help patients live longer, better lives:

- Addressing changing healthcare needs
- It's a long way from an idea to medical innovation
- Strong commitment to research & development as driver of future growth

At the heart of innovation

*“At the heart of our **innovation** is the **diversity** of our people, the **engagement** of our people, and the ability for our people to be as **creative** as they possibly can be to really lean into their full potential.”*

- Cris Wilbur, Roche Chief People Officer - during a panel discussion with Severin Schwan, Group CEO, in September 2022



People & Culture vision

How we contribute to our ten year ambition and purpose



We bring our purpose to life by unlocking the greatness in all our people and organization.

People & Culture (P&C) is a catalyst for nurturing a diverse and inclusive workplace and culture so we can discover the best ideas and develop truly innovative solutions for Roche's future success.

In 2021 Roche counted for 100,920 employees globally.

Impact of unresolved workplace conflict

The ICEBERG model

National and international studies provide data and analysis (see slide in the back of the presentation) on the negative impact of unresolved workplace conflict. Often, this impact, particularly the negative impact on productivity and creativity, is hidden under the surface.

Impact of unresolved workplace conflict on:

- stress / anxiety
- commitment reduction
- productivity drop
- sickness absence
- resignation / loss of talent
- increase of formal workplace complaints & legal cases
- loss of trust
- other



Impact of Unresolved Workplace Conflict

simplified cost calculation

Research reveals **employees spend on average 2.1 h per week dealing with unresolved workplace conflict.***

These figures date back to years before the pandemic and experts expect them to have increased by the impact of the pandemic.

Let's apply these figures in a simplified calculation model to **EXAMPLE COMPANY:**

- 50.000 employees
- average yearly personnel cost of 100.000 €
- spending 2.1 h per week on unresolved conflict
- at 48 working weeks per year with a 40 hrs working time per week

Then let's take that number and compare it the spendings of Example Company in the area of marketing or research.

*[CPP Report](#), page 4

Workplace mediation

How it has an impact on Roche's working conditions, creativity & innovation

"I never thought I would ever go to work this happy again"
said a participant, who was truly sceptical about the mediation at first



Psychological safety

Taking away heaviness

Bringing relief

Removing roadblocks

Unlocking greatness

Enabling creativity & innovation

Solving issues early -
avoid escalation

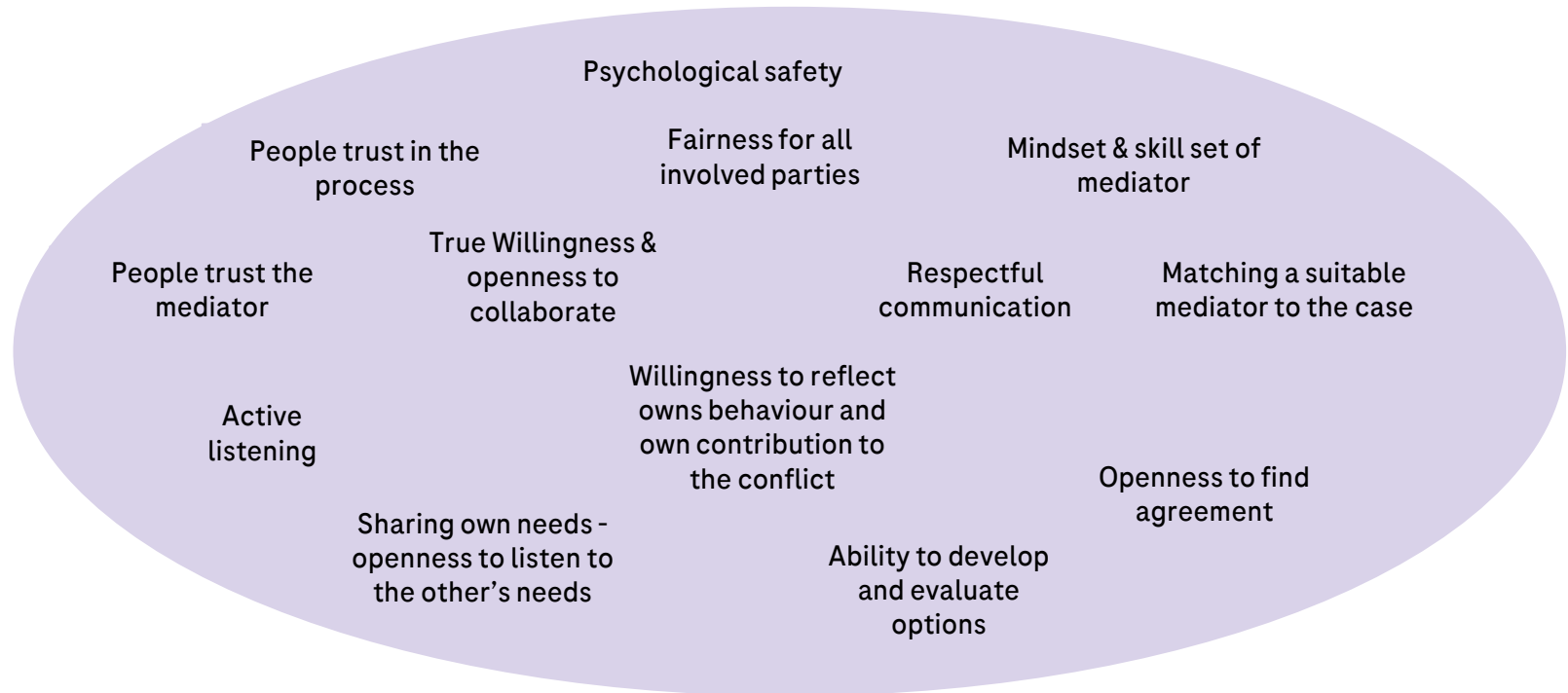
Avoiding "inner
resignation" and
loss of talent

Saving
Costs

Reducing risk to
legal exposure

Mediation has a success rate of 75 % and higher. (ACAS Report, key findings; Suter, p 45. For key factors for a successful mediation see slide 35)

key factors for successful mediation

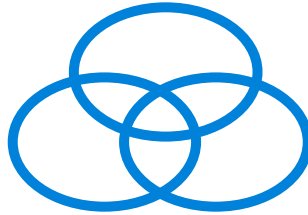


Global Community for Conflict Prevention & Conflict Resolution

We work self-organized and networked

Global

Switzerland, Germany, UK,
US, China, Uruguay, Costa
Rica, Hungary, Brazil



Cross-Functional

Human Resources,
Business, Legal,
Compliance

Roche Conflict Prevention & Conflict Resolution Community

Current practice & vision



**Early Recognition
Capabilities**

**Mediation Service through
Pool of Mediators**

**Conflict Case &
Coaching Forums**

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Current practice & vision



**Early Recognition
Capabilities**

Training for people in central roles on
conflict detection capabilities and
basic conflict resolution skills

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Mediation Service through Pool of Mediators

We are establishing a diverse pool of internal conflict coaches and mediators. The mediators and conflict coaches will be available as neutral resources for individual cases.

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Current practice & vision



**Conflict Case & Coaching
Forums**

For upskilling, peer coaching & supervision we offer regular virtual meetings to discuss, reflect and coach on the solution of conflict cases.

Implementing a Conflict Management System

Some considerations

- **Scope:**
What service do you want to offer? What other activities and related services do already exist in your company? (Compliance Investigations, Speak-up Line, Counseling, Coaching etc)
- **Stakeholder Management:**
Senior Management, Customer, Works Council, Legal, Compliance, HR
- **Resources:**
Internal or external resources to offer mediation? Education? Quality Management?
- **Budget:**
Education & upskilling, internal resources, data management system (?)
- **Internal Marketing:**
How to spread the word about this service? How to build trust?
- **Access:**
How shall people reach out? How to retain confidentiality?
- **Process:**
consider aligning the process you want the mediators to apply
- **Special attention to:**
Confidentiality & trust, issues of power & authority dynamics

What do Miles Davis and Mediation have in common?

To find out watch this [TEDx](#) talk by

Brad Heckman

Founder and CEO of the
New York Peace Institute



Research

Survey reports & publications with further information |

1. **“Estimating the costs of workplace conflict”** by Richard Saundry, University of Sheffield Management School, and Professor Peter Urwin of the Centre for Employment Research, University of Westminster (for **Acas**), May 2021
2. **“Workplace Conflict and how Businesses can Harness it to Thrive”**, **CPP** Global Human Capital Report, research carried out in 2008
3. **“Conflict Resolution and Mediation within the Workplace”**, Erich Suter, (2012), 78 Arbitration, Issue 1, Chartered Institute of Arbitrators
4. **“Best Practice Conflict (Cost) Management 2012 | The true value of mediation”** Unternehmenschaft Düsseldorf, A.C.P. Consulting, Akademie Lichtenauer, KPMG
5. **“Konfliktkostenstudie | Die Kosten von Reibungsverlusten in Industrieunternehmen”**, KPMG, 2009
6. **“Conflict Costing | How to Operationalize, Measure and Control Organizational Conflict Cost”** White Paper, Prof. Möller and Prof Schnegg, University of St. Gallen
7. **“The High Costs of Unmanaged Conflict in your Organization”**, Mark Batson Baril, **Forbes**, Feb 16, 2021
8. **“Conflict Management: a shift in direction?”**, CIPD Research Report March 2015
9. **“Getting under the skin of workplace conflict: Tracing the experiences of employees”**, CIPD Survey Report April 2015
10. **“Managing conflict in the modern workplace”**, CIPD Report January 2020
11. **“Resolving Business Disputes through Mediation - An Industry Perspective”**, Verena Neuhold, 2020, in Zeiler / Zojer (eds.) “Trade Secrets”
12. **“Why the increased demand for conflict resolution services”?** HR Magazin, August 2022

Thank you for your attention!



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Doing now what patients need next