**How I Would Handle the Conflict as a Supervisor**

If I were the supervisor in this situation, I would first talk to each person separately, Graham and Michelle. I’d ask them what happened, how they feel, and what they think caused the problem. This helps me understand both sides without making anyone feel blamed (Raines, 2013).

Next, I’d bring them together for a calm meeting. I’d explain what I’ve seen, like missed deliveries and loud arguments without pointing fingers. Then I’d pause and let them talk. This step is important because it gives them a chance to share their thoughts (Karahalios, 2010).

After that, I would ask them to help solve the problem. I’d say something like, “What do you think we can do to fix this?” This helps them feel involved and responsible. We’d agree on a plan maybe changing who does what, setting rules for communication, and checking in weekly to see how things are going.

Finally, I would write down what we agreed on and follow up to make sure things improve. My goal is not just to stop the fighting, but to help them work better together and feel respected.

**Sources:**

* Raines, S. (2013). *Conflict Management for Managers: Resolving Workplace, Client, and Policy Disputes*. John Wiley & Sons.
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* Pymm, B., & Hickey, D. (2007). *Learn Library Management*. TotalRecall Publications.