

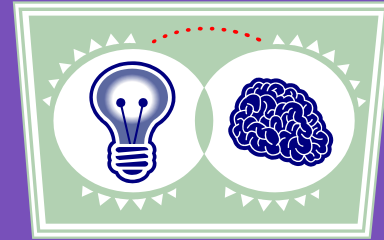
TAG – YOU'RE IT!

Conflict Management Skills

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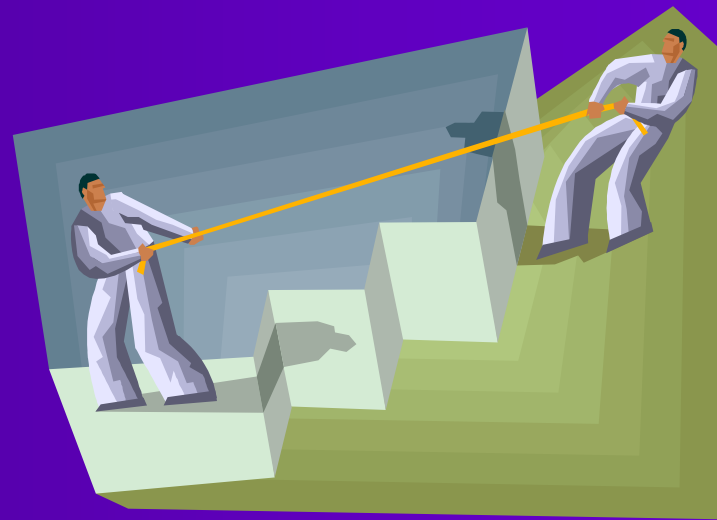
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Objectives:

- 1. Identify the importance of managing conflict in the workplace.**
- 2. Select 2 new techniques to apply back in your own worksite.**
- 3. Acquire 2 new skills in assertiveness and self-management.**

Conflict is inevitable throughout life



Facts

- **Emotion, communication and conflict are present in all human interactions and impact each person differently.**



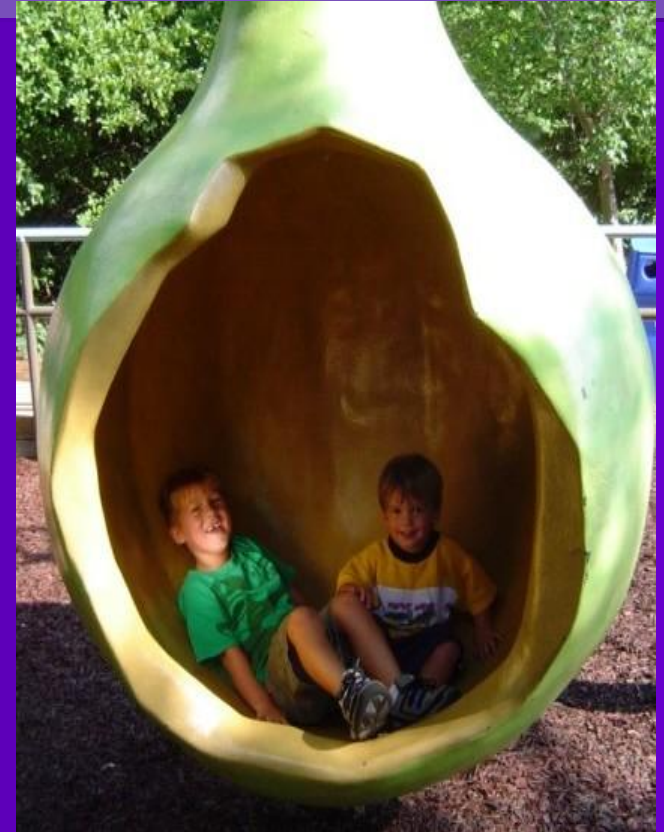
Conflict happens when any two people disagree on an issue.



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Facts

- **Habits rule!**
- **Patterns and styles**
 - **developed early in life.**
 - **These affect relationships, career and financial progress.**



Facts

- **Without the proper training, there is only a 14% chance of reaching a desired resolution to any type conflict.**

<http://www.defyingrightandwrong.com/conflict.htm>

Facts

- **Without training, there is only a 4% chance of coming away from a debate, dispute or argument with a winning solution and a better, stronger relationship with the other person.**

<http://www.defyingrightandwrong.com/conflict.htm>

What causes conflict in the workplace?



- Tension and Deadlines
- Overnight mergers
- Information Overload
- Downsizing
- Instant communication with multiple parties



Health Services Organizations

- Increasingly complex
- Administrators and human resource managers face the cost and challenge of employment-related disputes.

Your Role as Employee

- Sometimes you disagree with others...but it does not have to be win-lose.
- You can achieve more of what you want by effective **ASSERTIVENESS.**

Common Areas of Disagreement

- **Job performance and outcomes**
- **Dress code expectations**
- **Work shift scheduling**
- **Compensation for overtime in salaried positions**
- **Balance of “power”**
- **Motivation – this actually comes from within!!**

Team Self-Assessment

- **Low morale**
- **Varying loyalty**
- **High stress levels**
- **Unsolved gripes**
- **Team disputes**
- **Criticism**
- **Reactive managers**
- **High turnover**
- **Blame-Scapegoating**
- **Missed deadlines**
- **Lack of feedback**
- **Weak team identities**
- **Power struggles**
- **Non-team playing managers**
- **Open conflict**
- **Resentment**
- **Verbal abuse**
- **Physical violence**
- **Back-stabbing**

Effects on Performance?

Self-Assessment: Do You...

- 1. Listen carefully to prevent misunderstandings?**
- 2. Monitor your own work habits to understand and coordinate your actions with others?**
- 3. Work with management when you can't solve problems on your own?**

Self-Assessment: Do You...

4. Provide suggestions for change and improvements in the workplace?

5. Offer as much information as possible about issues to minimize confusion and resentment?

Self-Assessment: Do You...

6. Clear the air in regular meetings to discuss legitimate grievances?

7. Participate in employee surveys?

Assertiveness:

What Is It?

**The ability to express oneself
and to identify one's rights
without violating the rights of
others**

Assertiveness

- **Assertive communication is appropriately direct, open, and honest communication that is self-enhancing and expressive.**
 - Acting assertively allows individuals to feel self-confident and to gain the respect of others.
- **It increases honest relationships, and helps individuals feel better about themselves and their self-control in everyday situations.**
 - To feel in control allows a person to achieve more of what he or she is seeking from life, including relationships and career choices.

Assertiveness

- Assertive behavior often leads to conflict, since the rights or opinions of another person may be in direct opposition.
- This is **not aggression**, which may be interpreted as selfishness at the expense of others.
 - Assertiveness allows each person to express his/her thoughts, needs and concerns without forcing them on others.

Assertiveness



- Routine contact, communication, and interaction between physicians and dietitians are vital if medical nutrition therapy is to succeed
 - Boyhtari and Cardinal, 1997

Assertiveness

- In many cases, feedback and resolution of differing opinions is an important action plan when communications fall short of expectations
 - Kupper-Smith and Wheeler, 2002.

Assertiveness

- Competitiveness in the marketplace requires a personality that is assertive, confident, and able to handle conflict.
- Negotiation is a needed strategy to resolve conflict and a divergence of interests, real or perceived; effective communication of goals, needs, and wants has to take place (Anastakis, 2003.)

Becoming More Assertive

- **Be direct, honest, and open about feelings, opinions and needs.**
- **Make reasonable requests directly and firmly, and discuss goals or intentions directly and honestly.**
- **State points of view without apology or hesitancy. Being responsible for your own behavior builds self-esteem.**

Becoming More Assertive

- Do not let friends, peers, or others impose their behaviors, values and ideas on you. Instead, communicate your ideas, thoughts and feelings. (Runaway Bride?)
- Avoid "why" questions;" they allow the listener to be defensive.
- Recognize and respect the rights of friends, colleagues, family and strangers. Use "I" and "we" statements to express feelings, instead of blaming and or using finger-pointing "you" statements.

Becoming More Assertive

- **Be honest when giving and receiving compliments. Accept compliments graciously and don't feel one is owed in return.**
- **Say no to unreasonable requests, using the word "no" and offering an explanation if so desired. Do not apologize and do not make up excuses.**
- **Paraphrase the other person's point of view to let him or her know that the request has been heard and understood.**

Becoming More Assertive

- **When communicating with others, use an appropriate tone of voice, body posture and good eye contact.**
- **Tone of voice should be appropriate to the situation. Stand or sit at a comfortable distance from the other person.**
- **Gestures can be used to emphasize what is being said and the word "I" and "we" should be used in statements to convey your feelings.**

Becoming More Assertive

- **Ask for useful feedback. Then apply it in the next situation.**
- **Practice in different settings with different people until comfort is reached.**

Adapted from:

<http://ub-counseling.buffalo.edu/language.shtml>

Conflict Style



Conflict Style Inventory

- Thomas-Kilmann Conflict Mode Instrument compares five distinct modes:
 - **Accommodating:** Low assertiveness and high cooperativeness — goal: to "yield"
 - **Avoiding:** Low assertiveness and low cooperativeness — goal: to "delay"

Conflict Style Inventory

- Thomas-Kilmann, continued
 - **Competing:** High assertiveness and low cooperativeness — goal: to "win"
 - **Compromising:** Moderate assertiveness and moderate cooperativeness — goal: "find a middle ground"
 - **Collaborating:** High assertiveness and high cooperativeness — goal: "find a win-win solution"



Knowing the styles can be viewed as an opportunity for growth and change in the work environment.

HINT: Survey the whole team.



The most useful style in most cases: ***Collaboration.***

Where to start?

**Recognize and
maintain
awareness of
YOUR OWN
feelings!**





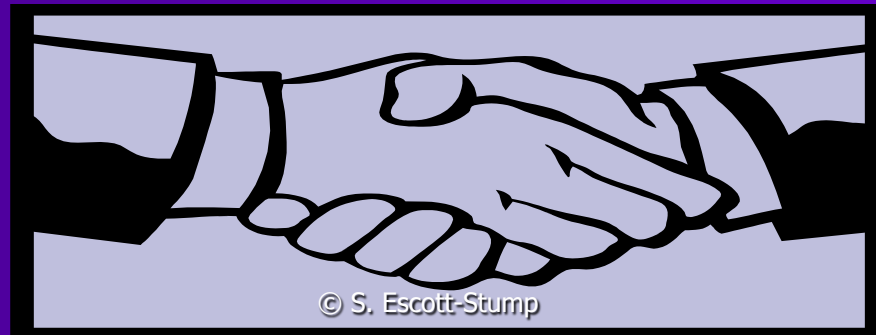
Harboring and suppressing your feelings will only perpetuate conflict; this inhibits you from dealing directly with the conflict in a constructive, problem-solving manner.

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(Keil, 2000)

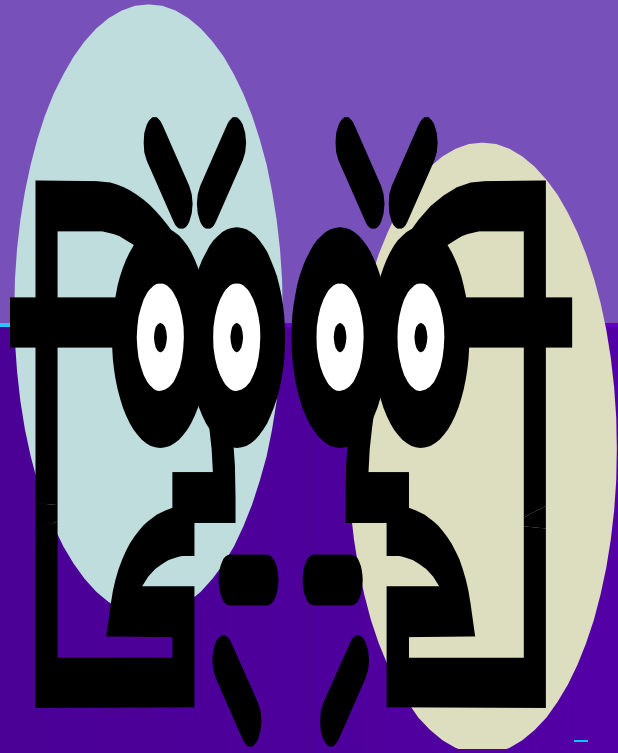
Three-Step Process for Preventing Disruptive Conflict

- 1. Promote harmony**
- 2. Practice effective communication**
- 3. Be prepared to negotiate**



1. Promote Harmony

- Encourage open communication
- Encourage acceptance of others
- Become aware of brewing conflicts
- Realize that friendship at work is **NOT** your goal
- Empower yourself
- Stay relaxed; avoid hostility



A hostile reaction often leads the other person to become defensive, blocking any attempt to work through and resolve the problem.

Keil, 2000

2. Communicate Effectively

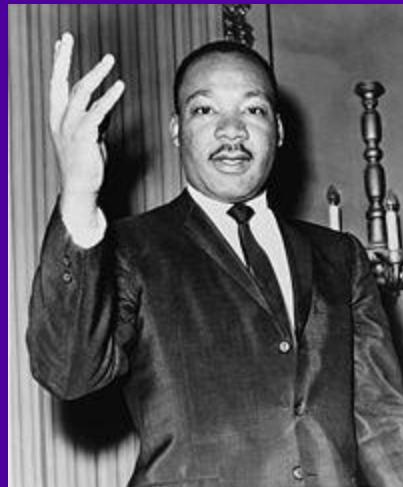
- **Choose an appropriate time and place; plan ahead**
- **Give needed information**
- **Listen; don't blame**
- **Watch what you say...avoid words like "never," "always," and "don't"**
- **Work on a mutual solution**

3. Be Prepared to Negotiate

A GOOD Negotiator....

- Is diplomatic yet assertive
- Keeps details confidential
- Works toward incentives that persuade the opponent to see both sides

Name Some Famous Negotiators



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Effective Conflict Negotiations

- **Don't bargain over positions**
- **Separate people from the problem**
- **Focus on interests, not positions**
- **Invent options for mutual gain**
- **Use objective criteria**



Resolving Conflict:

WHO?

Identify WHO owns the problem

Who does the problem affect most?

Accept ownership of the problem if yours.

Resolving Conflict:

WHAT?

Identify the problem – WHAT?

Prepare! Do your homework

Should the outcome be adequate or optimal? WHAT are you willing to settle for?

Be objective and rational and ACCURATE.

Resolving Conflict: WHAT?

- **Identify options**
 - We all perceive things differently
 - WHAT can we live with?

- **Anticipate responses**
 - WHAT do you think will happen?

Resolving Conflict: HOW?

- **Stress collaboration**
 - Not intimidation
 - HOW? Be hard on issues, soft on people!
- **Focus on mutual interests, not an individual stance**
 - Remember basic needs for respect, safety and security!

Resolving Conflict: HOW?

- **Use tact and skill**
- **Explore areas of potential agreement**
 - **HOW? Listen for areas of common thinking**
 - **Identify where you agree and focus on that point of agreement**

Resolving Conflict:

WHY?

- **Take time to reach mutual agreement**
 - **Best course of action at this time is _____ and WHY?**
- **Conceding on less important points makes everyone a winner**
 - **Find the “so what” and let it go**

Keep the big picture in mind! Everybody can WIN



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What About Emotional Intelligence???

Emotional Intelligence (*EQ or EI*)

The capacity for recognizing our own feelings and those of others, for motivating ourselves, for managing emotions well in ourselves and in our relationships.



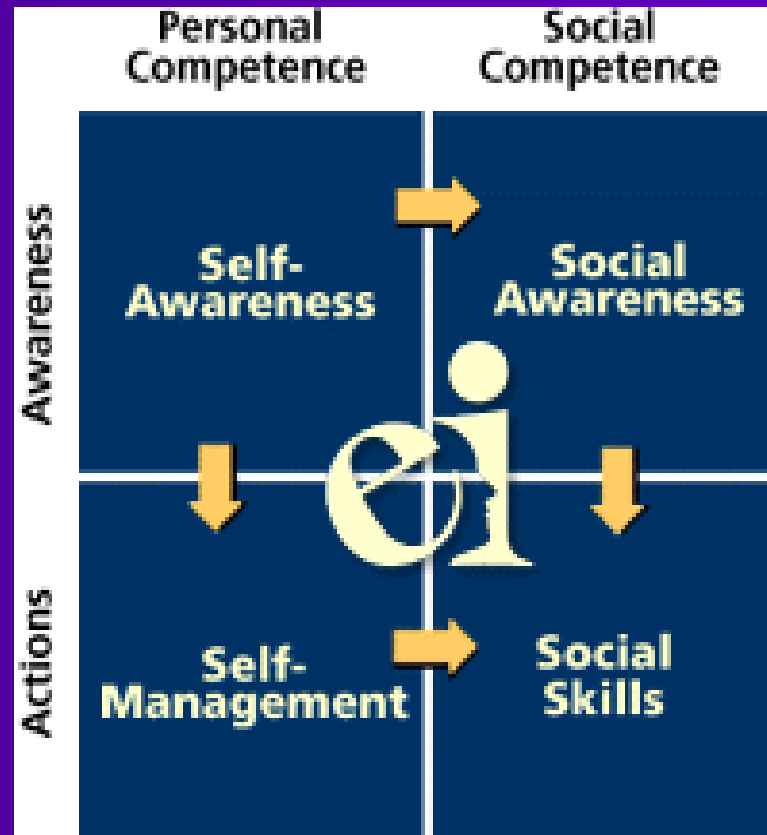
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Predictors of job performance

- IQ (cognitive ability) accounts for 10-15%
- EQ (social and emotional abilities) accounts for 85-90%

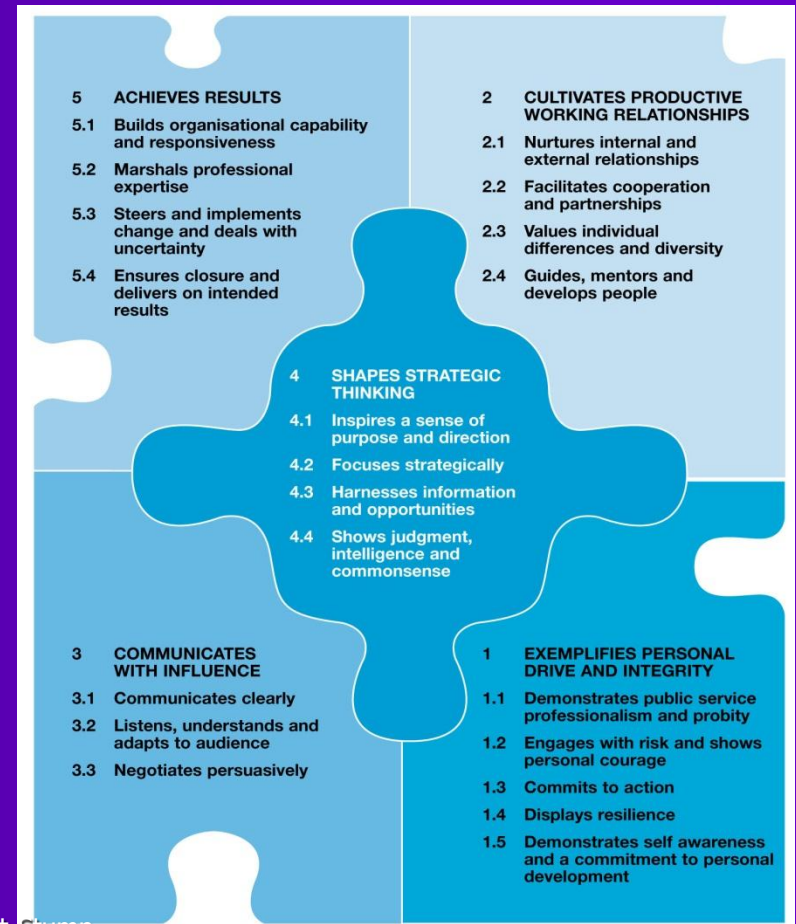


Components of EQ



Using Emotional Intelligence

- Identifying Emotions
- Using Emotions
- Understanding Emotions
- Managing Emotions



Your Job Success Matters!

The ability to solve problems and manage change plays an important role in job success.



Find Peace and Contentment

- **By learning and practicing these simple skills, ALL of your relationships will be more successful and growth-producing experiences.**



Where to Get More Information

- **Internet – “conflict management” or “assertiveness” or “emotional intelligence”**
- **Colleges and Universities**
 - Workshops
 - Courses
 - CE events



Thank you and Good Luck!



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