







LEARNING OBJECTIVES

- Discuss why conflict is inevitable
- Connect conflict management styles with a variety of personality types
- Understand how to resolve conflicts better
- Apply effective communication strategies




WHY DOES CONFLICT EXIST?

- Differences in perceptions
- Differences in values
- Differences in opinions
- Personality clash
- Differences in power
- Rule breaking



Source: Cloke and Goldsmith, 2001



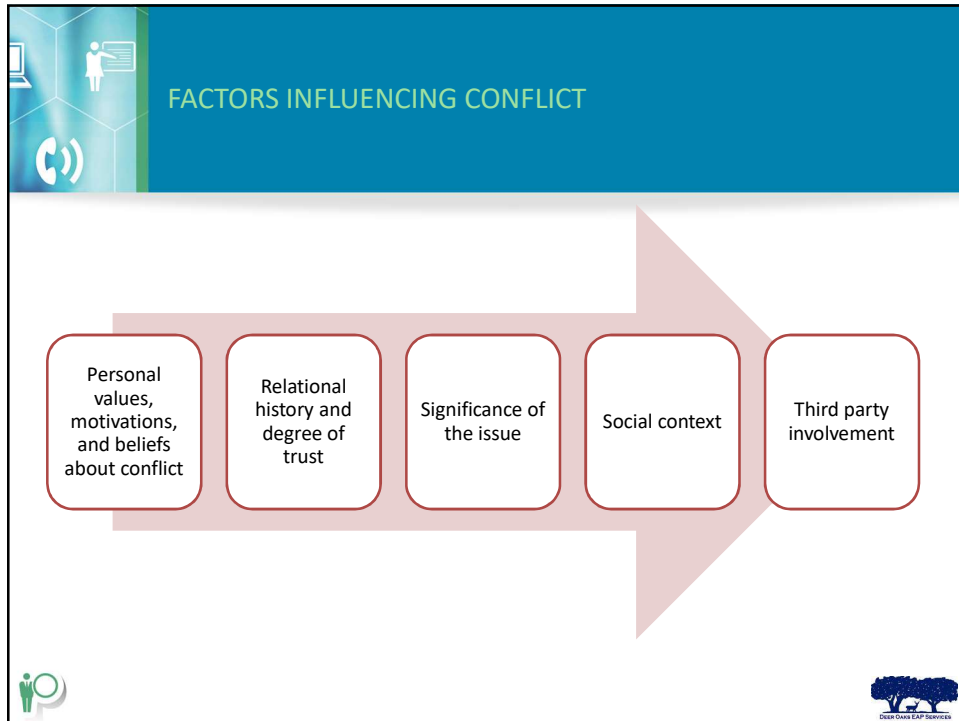
IS ALL CONFLICT BAD?

- Provides opportunity for growth
- Inspires creativity
- Highlights alternative ways of thinking and behaving
- Values differences
- Improves communication



Source: Cloke and Goldsmith, 2001





THE GOOD, THE BAD, AND THE UGLY


Constructive conflict

- Collaborative in nature
- Mutually respectful, open discussion
- Builds cohesiveness

Destructive conflict



- Manipulative strategies
- Passive-aggressive responses
- Polarized communication styles




 SURVEY


Select which of the following positive aspects of conflict is the most thought-provoking to you.



- A. Provides opportunity for growth
- B. Inspires creativity
- C. Highlights alternative ways of thinking and behaving
- D. Values differences
- E. Improves communication



 

 RESPONDING POORLY TO CONFLICT

- Tired
- Stressed
- Hurried
- Feeling attacked
- Caught off guard
- Overwhelmed
- Hot-button triggered
- Feeling unappreciated





  THE ROLE OF COMMUNICATION



Understand that attitude is reflected in the use of both verbal language and body language.

Use phrases that lead to a collaborative effort.


Examine the situation from a third-person perspective.



Take responsibility for your contribution to the conflict and the corresponding solution.


 

  WHY IS THERE SO MUCH MISCOMMUNICATION?

1. What I said
2. What you said
3. What I thought I said
4. What you thought I said
5. What I thought you said
6. What you thought you said







CONFLICT MANAGEMENT STYLES

Aggressive

- Mindset that one person loses and the other gains
- May perceive that there are not enough resources for both

Passive

- Mindset that it is easier to just give in
- May be fearful of conflict or just prefer to avoid conflict altogether




CONFLICT MANAGEMENT STYLES

Assertive



- Mindset of mutual respect
- Strives for both parties to work together
- Often works in conjunction with collaboration



 SURVEY

Of the three conflict management styles discussed, which one best describes how you typically deal with conflict in the workplace?

- A. Assertive
- B. Passive
- C. Aggressive

 INTERACTION OF CONFLICT MANAGEMENT STYLES

Symmetrical

- Shares similar style

Complementary

- Each party uses a very different style






 

ADAPTING TO PERSONALITY STYLES

Understand that style effectiveness varies according to the specific interpersonal dynamics.

Consider the strengths and the pitfalls of combining your style with the other party.

Learn from previous experiences.



ADAPTING TO PERSONALITY STYLES

Rational communicator

- Perceives conflict as being an objective discussion of the facts

Relational communicator

- Perceives conflict as being an expression of the relationship

Avoider



- May have had previous experiences that lead to fearing conflict


Fighter

- Anger may stem from an accumulation of annoyances or when the issue is extremely important to the individual

Emotional roller coaster

- May feel that the relationship is threatened by the existence of conflict







ADDRESSING CONFLICT: KNOW YOUR HOT BUTTONS

What are the situations that provoke me?

What are the feelings I experience most at work?

How do I express those feelings?

What is the worst thing a coworker, client, or supervisor can say to me that would bother me?






ADDRESSING CONFLICT


Clear the *AIR*

1. **Appreciate** – explicitly tell others that you want to hear their point of view
2. **Inquire** – the other person has the floor
3. **Respond** – now you have the floor

Source: Kaye, 1994



  **RESOLVING CONFLICT**






Face-to-face



Letter


Mediation

Voting





  **TIPS FOR CONSTRUCTIVE CONFLICT RESOLUTION**



1. Control internal chatter that leads to an escalation of emotion, contempt, and hostility.
2. Remember to paraphrase the other party's sentiments in neutral language to ensure correct understanding.
3. Use "I" statements, and avoid generalizations and accusations.
4. Strive for mutually acceptable solutions.

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THANK YOU!

Questions?





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