



SWIMMING WITH DOLPHINS

Conflict Management Strategies for Leaders
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WHAT IS CONFLICT ?

Masculine view- threatening and negative
Conflict should be suppressed

Feminist view- important interaction for getting issues out on the table and resolved
Compromise and win-win conclusions are possible

Maier, 1993

HOW DO CONFLICTS DEVELOP?

Disparity between a group member's self-esteem and their esteem according to others

Generational changes
Alterations in task assignments
Oedipal relationships

Burns, 1978

CONFLICT 101

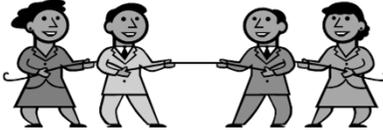
More than just a disagreement
Will continue to fester when ignored
Response is based on our perceptions
Triggers strong emotions
Opportunity for growth

CONFLICT

<p>RESOLUTION</p> <p>1: a formal expression of opinion or intention made, usually after voting, by a formal organization, a legislature, a club, or other group.</p> <p>2: something determined or decided</p> <p>dictionary.reference.com/browse</p>	<p>MANAGEMENT</p> <p>1: the act or art of managing: the conducting or supervising of something (as a business)</p> <p>2: judicious use of means to accomplish an end.</p> <p>www.merriam-webster.com/dictionary</p>
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WHAT IS CONFLICT RESOLUTION ?

Developing methods to work through conflicts
 Developing the process is just as important as the conflict itself



CHANGE

Conflict management and resolution involves change.
 Conflict management and resolution is a process.
 Change is a process not an event.



THE PROCESS OF CHANGE

A 5% difference one way or the other is considered change
 In times of change it is crucial to utilize the resources available to you
 Not all changes are necessarily positive
 Change is contagious

5 STEPS TO CHANGE

1. Precontemplation- not thinking about change and in some cases you do not know a problem exists
 2. Contemplation – considering the pros and cons of changing but no decision
 3. Preparation – change could be imminent
 4. Action – behavior has been changed but requires commitment
 5. Maintenance – new behavior practiced for six months
- Dr. Mehet Oz, 2012 Readers Digest

EMOTIONAL INTELLIGENCE

Self - awareness
 Delayed gratification
 Awareness of other's emotions
 Humor



SELF-AWARENESS



What is your style in terms of leadership?
 How does your style differ from those you work with?
 How does your style differ from those you are leading?
 How does your style impact conflict resolution?

THE PROCESS

Identifying the actual problem
 Recognizing the conflict resolution style needed in this situation
 Working through the differences and developing consensus on how to solve the problem

RECOGNIZE THE PROBLEM

Conflicts arise from differences but the conflict is more than just a disagreement
 A situation in which one or more parties perceive a threat
 It does not matter if the threat is real or not
 Perception is 90% of reality

THE PERCEPTION

Conflict should be suppressed
 We respond to conflicts based on our perceptions - this includes leaders
 Our perceptions are not necessarily an objective view of the facts.
 Our perceptions are influenced by our life experiences, culture, values and beliefs

LEADERSHIP STYLE

Self- awareness
 Recognition that managing people is a science as well as an art



LEADERSHIP STYLE

Resolving conflict involves making a choice in the style of leadership that is needed
Shark : lacks compassion, often arrogant. stern taskmaster
Dolphin : compassionate, treats subordinates with respect
Guppy: takes on role of social worker; strives to be everyone's friend
 Swim with the Dolphins - Glaser and Smalley

UNHEALTHY RESPONSE TO CONFLICT

Inability to recognize and respond to the things that matter to the other person
 Explosive, angry, hurtful and resentful reactions
 Isolation or shaming of the individual
 Inability to compromise or see the other person's side
 Fear and avoidance of conflict: the expectation of bad outcomes

AWARENESS OF DIFFERENCES

- Myers- Briggs Personality
- Kiersey Temperment Scale
- Kraybill Conflict Style Inventory
- Thomas Kilman Inventory



ENNEAGRAM STYLE

- | | |
|--------------------------|-----------------------|
| The Reformer | The Loyalist |
| The Helper | The Enthusiast |
| The Achiever | The Challenger |
| The individualist | The Peacemaker |
| The Investigator | |

The Enneagram Institute,
2003

STYLE

- Collaborator
- Compromiser
- Accommodator
- Controller
- Avoider



TAKE OUT A BLANK SHEET OF PAPER , YOU
HAVE TWO MINUTES TO:

DRAW A PIG

HEALTHY RESPONSE TO CONFLICT

- The capacity to recognize and respond to the things that matter to the other person
- Calm, non-defensive and respectful reactions
- The ability to seek compromises and avoid punishing
- A belief that facing conflict head on is the best thing for both sides

INDIVIDUAL STRATEGIES



INDIVIDUAL STRATEGIES

When angry separate yourself from the situation and take time to cool out

Attack the problem- not the person. Start with a compliment.

Communicate your feelings assertively, not aggressively. Express feelings without blaming

Focus on the issue, not your position about the issue

INDIVIDUAL STRATEGIES

Accept and respect that individual opinions may differ, don't try to force compliance, work to develop common agreement

Don't review the situation as a competition, where one has to win and one has to lose. Work toward a solution where both parties can have some of their needs met.

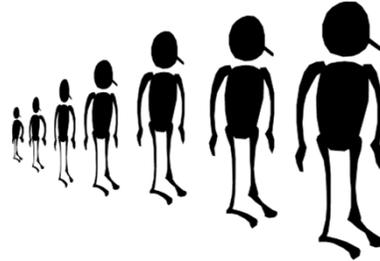
INDIVIDUAL STRATEGIES

Focus on area of common interest and agreement, instead of areas of disagreement and opposition.

NEVER jump to conclusions or make assumptions about what another is feeling or thinking

Listen without interrupting; ask for feedback if needed to assure a clear understanding of the issue.

GROUP STRATEGIES



DEAL WITH THE ISSUE AS SOON AS IT APPEARS

Schedule a meeting with all parties involved

Stick with the facts until you figure out what is truly happening

Remain emotionally detached



HAVE THE PARTIES INVOLVED STATE THEIR PROBLEMS

Deal with the negatives - both sides

Written is best and it allows for clarity

Verbal provides an opportunity for an expression of emotion - which exists anyway



STATE THE POSITIVES

Difficult to separate negatives from positives
Encourage a discussion of the progressive part of the relationship and examine the effective aspects
Discussing the positives allows you to gain an understanding of what both parties are seeking



EXAMINE VARIOUS SOLUTIONS

Create and combine positive goals
Motivate parties to make a commitment
Ask what they are ultimately looking for as a goal
Ask what they are willing to commit to and why
Remember that when only one side's needs are met the conflict will continue

ADDRESS THE NEGATIVES



Show the real and imagined perceptions
Try to find the positive - no matter how small
Email examples: the forward button
Remember that perception is 9/10ths of reality
Inform everyone of the consequences of not doing their part

IMPLEMENT A SUPPORTING SESSION

Schedule regular meetings to monitor the solution
Write it down and stick to it
Without a monitoring system progress cannot be made or maintained
Encourage all parties to stay in the present and forget the past

POSITIVE END

Build power with - not power over others
Recall positive aspirations and expectations
Thank everyone for listening and participating



REMEMBER

Conflict is a normal part of healthy relationships - professional or personal
Learning how to deal with conflict is crucial
Dealing with conflict in a respectful and positive way provides a opportunity for growth ultimately strengthening the bond between the individuals in the organization

DOLPHIN STYLE

Balanced Management
Decisive -yet flexible
Self-confident -yet empowering
Strong - yet compassionate



CONFLICT RESOLUTION/MANAGEMENT

Tough enough to be caring yet caring enough to be tough



THANK YOU

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