L09: Enhancing Council Effectiveness: Part II- Managing Conflict in the Workplace

Trainer:

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Managing Conflict in the Workplace
why care?

- Loss of work time
- Health costs and absenteeism
- Revamp of organization
- Fractured relationships
- Reduced decision quality
- Loss of skilled employees
- Sabotage of property, theft, & reputation
Pair up with an individual

Objective:
Get as many points for yourself as you can

Rules
No talking
Each participant receives a point for every touch of their partner’s hand to the table
Alternative Mindsets

Win-lose strategy with problem between us

Win-Win Strategy with side by side search for options to overcome problem
Win/Win
A Strategic Choice

- Be Clear about goals
- Develop Strategy congruent with goals
- Use conflict resolution and communication skills to productively
  - Convey positive intent
    - Channel the energy
    - Identify creative options
    - Craft mutually acceptable agreements
Movie: “From No to Yes”

- What are the behaviors that escalate conflict?
- What are the behaviors that de-escalate?
- Who changes behavior? Why? What’s the impact?
  - How does one “win yourself a hearing”?
  - How does one “get needs on the table”?
  - How do they identify creative solutions and craft mutually acceptable solutions?
“FROM NO TO YES” INSIGHTS

LISTEN ACTIVELY
Show them you understand that they feel strongly what they feel strongly about why they feel strongly about it (and pause to let them respond)

WIN YOURSELF A HEARING
Explain your own feelings Refer back to their points Make your points firmly-but stay friendly
"FROM NO TO YES" (CONT.)

WORK TO A JOINT SOLUTION

Seek their ideas

Build on their ideas (don’t knock them down)

Offer your ideas (don’t impose them)

Construct the solution from everyone’s needs
Keys in Moving “From No to Yes”

- Motivation to try out new behavior
- Ability to be resourceful & manage energy
- Success in developing rapport
- Clarity in uncovering interests
- Willingness to create and agree on options that serve mutual interests
- Competence in using essential skills
Address Emotions First:

- Resourceful State
  - Thoughts and feelings are in balance

- Non-resourceful State
  - Feelings dominate,
  - Miscommunication and unclear thinking
Essential Skills

- **Listening**
  - Attending and Reflective Listening to get rapport and capture interests

- **Assertion**
  - To get needs met without infringing on other

- **Problem Solving/ Negotiation**
  - To create and agree on options that serve mutual interests

- **Flexibility**
  - in using the right skill at right time
How to work with Emotions:

You Other

Listening

Assertion

Conflict Resolution

Problem Solving
Conflict Management Model

- Awareness
- Self Preparation
- Conflict Reduction
- Negotiation
- Agreement

• Values

Values
Awareness

- Negative emotional state
- Perceived Differences
- Barriers to getting needs met
- Attribution of responsibility to other
- Behavior intended to prevail
Self-Preparation

- Knowledge of own “style preference”
- Self-control—anchoring, venting, centering
- Separating people from problem
- Clarity of purpose (what’s important to you)
- Conscious choice of strategy and process
Conflict Reduction/Management

- The ability to work constructively with the emotional energy and negative attribution that fuels the conflict.
- The process to reduce the negative emotional energy so disputants can listen, learn, and work to resolve their dispute.
Problem Solving/Negotiation

- A communication process in which the parties work together to learn from and influence each other.
- A search for mutually acceptable agreements to meet the parties' most important interests.
Agreement

- A Process in which the parties monitor, reinforce, and ensure the implementation of the agreement
Listening is...

- ... following the thoughts and feelings of others to understand what they are saying from their perspective, frame of reference, or point of view
- ... treating the speaker with dignity and respect
Listening is a Disciplined Skill:

You cannot do **two things** at once if one of them is listening.
Components of Attending:

- Contact (eye contact, physical closeness)
- Posture
- Gestures (physical activity or motion)
- Environment (conducive for communication)
- Interested Silence
- Pacing and Matching (non-verbals & verbals)

What you say and do matters!
Reflective Listening

“A special type of listening that involves paying respectful attention to the content and feelings of another’s communication, hearing and understanding, and then letting the other know that he/she is being heard and understood”
Purpose of Reflective Listening

- It is a process of “checking in” to ensure understanding
- To understand what the speaker is saying
- To help the speaker clarify his/her thoughts and feelings
- To let the speaker know you have heard and understood
- To create room inside the other so they can listen to you
Reflective Listening Process:

**Step 1.** Take in cues (key words, phrases) from the speaker:
- **Content** - thoughts, ideas
- **Physiology** - facial expression, body posture, gestures
- **Auditory** - voice tone, tempo, volume, inflection
- **Feelings & Context**

**Step 2.** Sort cues as to what seems to be most important to the speaker

**Step 3.** Formulate the response to capture essence of speaker’s feelings and thoughts

**Step 4.** Check out your conclusion with the speaker, and check for accuracy (congruency check)

Example: You’re feeling ______ about/when/because _______
Listening versus Assertion:

**Listening:**
- Following Posture
- Focus is on Speaker
- You Respond
- Speaker takes Risk
- Speaker goes Public
- You must have Room Inside Yourself

**Assertion:**
- Leading Posture
- Focus is on You
- You Initiate
- You take Risk
- You go Public
- You must have a Sense of Self Worth

Empathy

Strength
Desired Results of Assertion

- Get needs met
- Influence others to understand your needs
- Produce helpful change
- Maintain or improve the relationship
- Reduced fear and mistrust
Assertion Sequence (Agreement Management)

Stage 1: Agreement

Stage 2: Monitor
- Reminder or Affirmation

Stage 3: Confrontation Meeting

Stage 4: Consequences

New information at any stage may warrant the formation of a new Stage 1 agreement.
Elements of 3 part Assertion

- Objective description of Infringing behavior
- Accurate ownership of feeling
- Tangible consequence on you

- When you---------
  I Feel__________
  Because_______
Problem Solving/Negotiation Process:

- Define the Problem in a Statement to capture critical interests: “How to ________ ________. ”
  - action verb  desired state
- Identify options for possible solution and clarify as necessary (Brainstorm)
- Evaluate options against standards (workable, acceptable, affordable, impact on meeting interests)
- Decide on an acceptable solution(s)
- Develop an implementation/action plan (who will do what, by when, where, how)
Positions and Interests

**Position**
- What you decided you want in a particular situation
- A specific solution
- Pre-determined and fixed

**Interests**
- What caused you to decide – the “motivators”
- The specific needs in a situation which caused you to take a particular position or come to a particular solution

*Interests are often rooted in human needs*
Two Strategies to Elicit Interests

- Reflective listening
- Chunking
Chunking

Chunking is shifting the conceptual or logical level of thinking

- You **chunk-down** to move from a general concept to a specific solution
- You **chunk-up** to move from a specific solution to a more general concept
Chunking Questions

**Chunking Up:** *use to identify interests*
- What will having that do for you?
- How will tomorrow be different?
- How would that be beneficial?

**Chunking Down:** *in problem solving to evaluate options*
- What is a good way of doing that?
- What do you mean, specifically?
“If you were able to get X (insert their pre-determined solution)”

Then “pause” for a second so the listening response registers and gets rapport

Then continue with one of the chunking up questions

Example: If you were able to get the a computer system that met your needs? (pause), What would having that do for you?
Purpose of Chunking

- To uncover your own and the other’s interests
- To see if interests are similar, different, or incompatible
- To ascertain legitimacy
  
  need to keep chunking until the other person cares about your interest
Chunking Exercise

Person A

Think of something you want in a negotiation situation.

State your position to person “B”

Person B

Use the chunking questions to move person “A” from position to interest

Reverse Roles and repeat process
Additional Negotiation Skills

- Know your BATNA (Best Alternative to a Negotiated Agreement), speculate on others’ BATNA—can you enhance yours, lessen theirs? Relative strength?

- Keep Challenge Statement front and center when creating options, selecting among options

- Make sure options workable, acceptable, affordable

- Develop action plan to push commitment and implementation
Helpful Quotes to Remember

- Speak when you are angry and you are likely to make the best speech you will ever regret.
- Bring them to their senses, not to their knees.
- Realize your power is to sharpen the contrast between consequences of no agreement and allure of working with you and satisfying interests.
- Resist normal temptation and do the opposite of what you naturally feel like doing...suspend your reaction when you feel like striking back, listen when you feel like talking back, ask questions when you feel like telling them the answers, try to work with your differences when you feel like pushing for your way, and educate when you feel like escalating.

William Ury, Getting Past No
Practical Application

- What challenges are you facing today that require your very best conflict resolution strategies and skills?
- What have you learned in this workshop that will be helpful in handling those challenges?
- What might you use to help you deal with other challenges that arise?
- What kind of support might you need to ensure application of this material?
- What will you continue to work on?