CONFLICT:

CREATIVE TENSION OR DESTRUCTIVE TALK

Master

Derrick F. Dufresne
CRA, Inc.
736 Crab Thicket Lane
Des Peres, MO 63131-2119
314-821-3316
314-606-8400 (cell)
cra@aol.com

CONFLICT: CREATIVE TENSION OR DESTRUCTIVE TALK

Principles of Effective Communication

- Know the listener and tailor your message
- Show respect
- Keep team members informed
- Be clear

During Potential Conflict

- Be calm
- Be accurate and relevant
- Do not get personal; keep focused on the observable

During an Active Conflict

- Ask for clarification
- Do not get pulled into personal issues
- Reschedule if things are not working
- Respond as appropriate for your role

Positive Feedback

- Behavior
- Effect
- Thank you

Give it a quick try

- Turn to the person next to you and give the person positive feedback about something they have done today that you liked.
- What makes it easy to give positive feedback?
- What makes it hard?

Corrective Feedback

- Behavior
- Effect
- Expectation
- Result

Conflict Resolution

- Avoid
- Accommodate
- Win/Lose
- Compromise
- Problem Solving

During Any Conflict Resolution

- Separate the personal from the issue
- Keep focused strictly on the problem, even if the other person tries to drag you off
- Know the exact outcome you want
- Stop and think before addressing the conflict. If you can't, you need to (even more)

How do you get a minute to think . . .

- When you immediately get mad?
- When a staff person pushes your buttons?
- When you are exhausted and not thinking clearly?
- When somebody asks you to do something that will interfere with personal obligations?
- When, when, when . . .

How do people try to drag you off topic?

- Try to have a conversation with me and see what I do . . .

Exercise

Divide into pairs. One person is the manager, the other is the employee. Managers will need to discuss an issue of employee timeliness, and the employee will try to get the manager off topic.

Avoidance

- When to use?
- When not to use?
- General tips: "la da da. . ., I didn't see that!"
- The head is in the sand; think of the ostrich.

Accommodate

- When to use?
- When not to use?
- General Tips: That's ok and I am going to work with you to see that you get what you want."
- You are nice; think of the teddy bear.

Win/Lose

- When to use?
- When not to use?
- General Tips: Be completely straightforward and completely strong in your position.
- Some people say, "Think of the shark." Don't!
- Think of the redwood tree that is going to do exactly what it is going to do.

Compromise

- When to use?
- When not to use?
- General Tips: You give a little and you get a little. You might not be completely satisfied, but each of you can live with it.
- You are reasonable and fair. There might be the little bit of a martyr, too.

Problem Solving

- When to use?
- When not to use?
- General Tips: Look for the win, win. How can each side feel like they got what they wanted. You don't start with positions, you start with the outcome in mind. Then you brainstorm out what might work for each. Don't dig in!

Did the problem solving work?

- Were relationships destroyed?
- Is something left on the table? Do you have to go back still?
- Was it a waste of time?
- Did you come up with something better than what would have happened otherwise (the BATNA – best alternative to a negotiated approach)?

Dealing with reality

1. The situation changes
2. You change
3. You change situations
4. You change your view of the situation

CONFLICT:

CREATIVE TENSION OR DESTRUCTIVE TALK

Derrick F. Dufresne
CRA, Inc.
736 Crab Thicket Lane
Des Peres, MO 63131-2119
314-821-3316
314-606-8400 (cell)
cra@aol.com

CONFLICT: CREATIVE TENSION OR DESTRUCTIVE TALK

Principles of Effective Communication

- Know the _____ and tailor your message

- Show _____

- Keep _____

- Be _____

During Potential Conflict

- Be _____

- Be _____

- Do not get _____ keep focused on the observable

During an Active Conflict

- Ask for _____

- Do not get pulled into _____

- _____ if things are not working

- Respond as appropriate for your _____

Positive Feedback

- _____

- _____

- _____

Give it a quick try

- Turn to the person next to you and give the person positive feedback about something they have done today that you liked.
- What makes it easy to give positive feedback?
- What makes it hard?

Corrective Feedback

- _____ _____

- _____

- _____

- _____

Conflict Resolution

- Avoid
- Accommodate
- Win/Lose
- Compromise
- Problem Solving

During Any Conflict Resolution

- Separate the personal from the issue
- Keep focused strictly on the problem, even if the other person tries to drag you off
- Know the exact outcome you want
- Stop and think before addressing the conflict. If you can't, you need to (even more)

How do you get a minute to think . . .

- When you immediately get mad?
- When a staff person pushes your buttons?
- When you are exhausted and not thinking clearly?
- When somebody asks you to do something that will interfere with personal obligations?
- When, when, when . . .

How do people try to drag you off topic?

- Try to have a conversation with me and see what I do . . .

Exercise

Divide into pairs. One person is the manager, the other is the employee. Managers will need to discuss an issue of employee timeliness, and the employee will try to get the manager off topic.

Avoidance

- When to use?
- When not to use?
- General tips: "la da da. . ., I didn't see that!"
- The head is in the sand; think of the ostrich.

Accommodate

- When to use?
- When not to use?
- General Tips: That's ok and I am going to work with you to see that you get what you want."
- You are nice; think of the teddy bear.

Win/Lose

- When to use?
- When not to use?
- General Tips: Be completely straightforward and completely strong in your position.
- Some people say, "Think of the shark." Don't!
- Think of the redwood tree that is going to do exactly what it is going to do.

Compromise

- When to use?
- When not to use?
- General Tips: You give a little and you get a little. You might not be completely satisfied, but each of you can live with it.
- You are reasonable and fair. There might be the little bit of a martyr, too.

Problem Solving

- When to use?
- When not to use?

- General Tips: Look for the win, win. How can each side feel like they got what they wanted. You don't start with positions, you start with the outcome in mind. Then you brainstorm out what might work for each. Don't dig in!

Did the problem solving work?

- Were relationships destroyed?
- Is something left on the table? Do you have to go back still?
- Was it a waste of time?
- Did you come up with something better than what would have happened otherwise (the BATNA – best alternative to a negotiated approach)?

Dealing with reality

1. The situation changes
2. You change
3. You change situations
4. You change your view of the situation