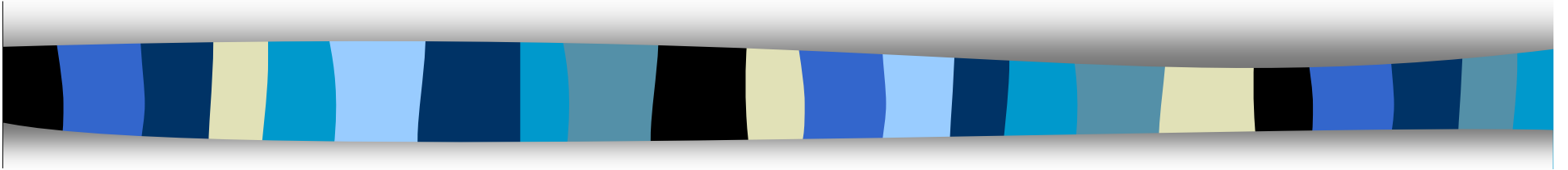


Conflict Management & Dealing with Difficult Behavior





Learning Objectives

- Identify your personal preferences in managing conflict
- Assess conflict situations to select the most appropriate conflict management approach
- Develop skills to deal with difficult behavior
- Discuss strategies for handling various types of difficult behavior
- Commit to action for future encounters



Definition of Conflict

- Conflict is any situation where one person's concerns are different from another person's.

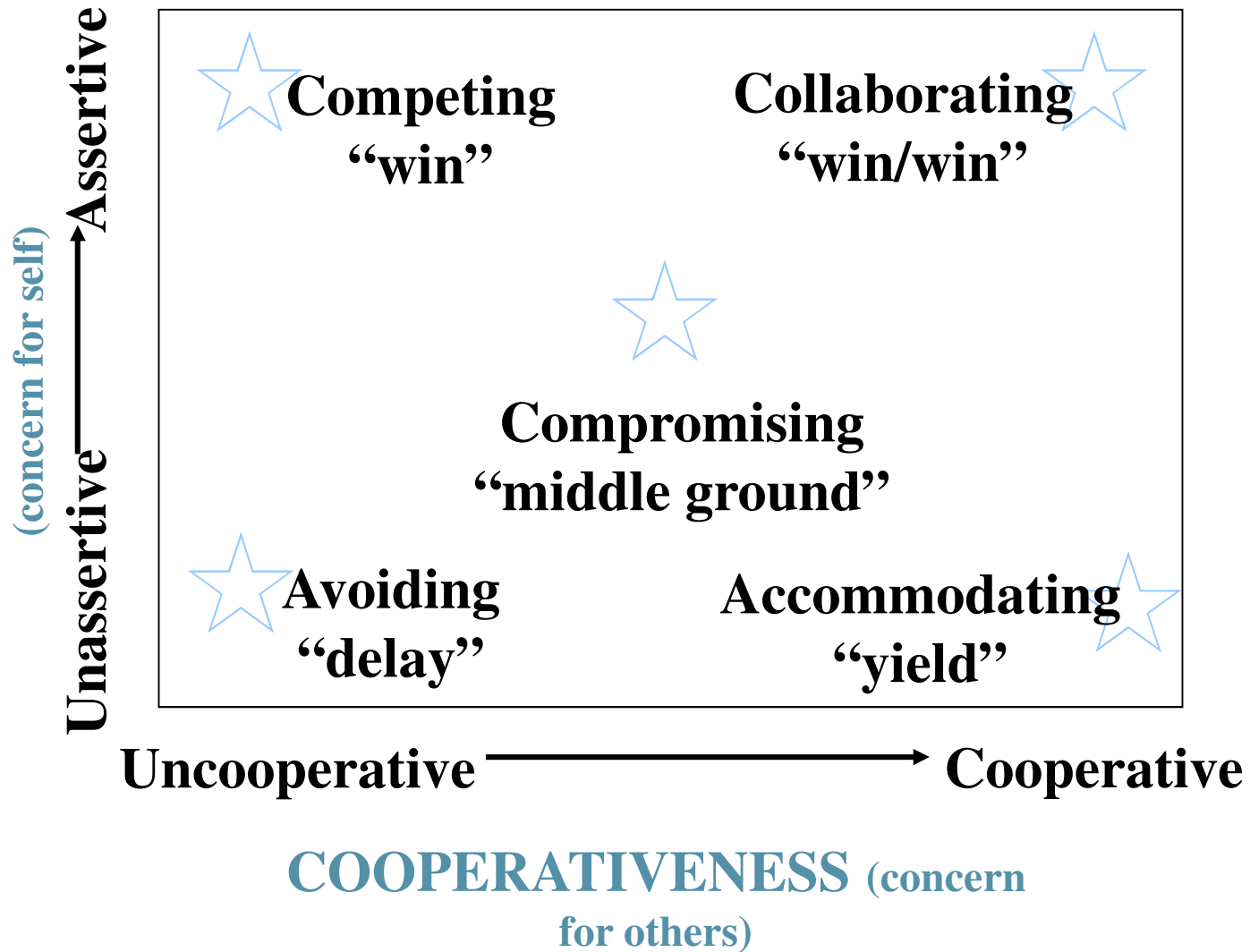


Sources of Conflict / Disagreement

- Misunderstandings
- Competition
- Lack of cooperation
- Difference in method
- Difference in values
- Personality clashes
- Others?

Five Conflict Handling Styles

ASERTIVENESS





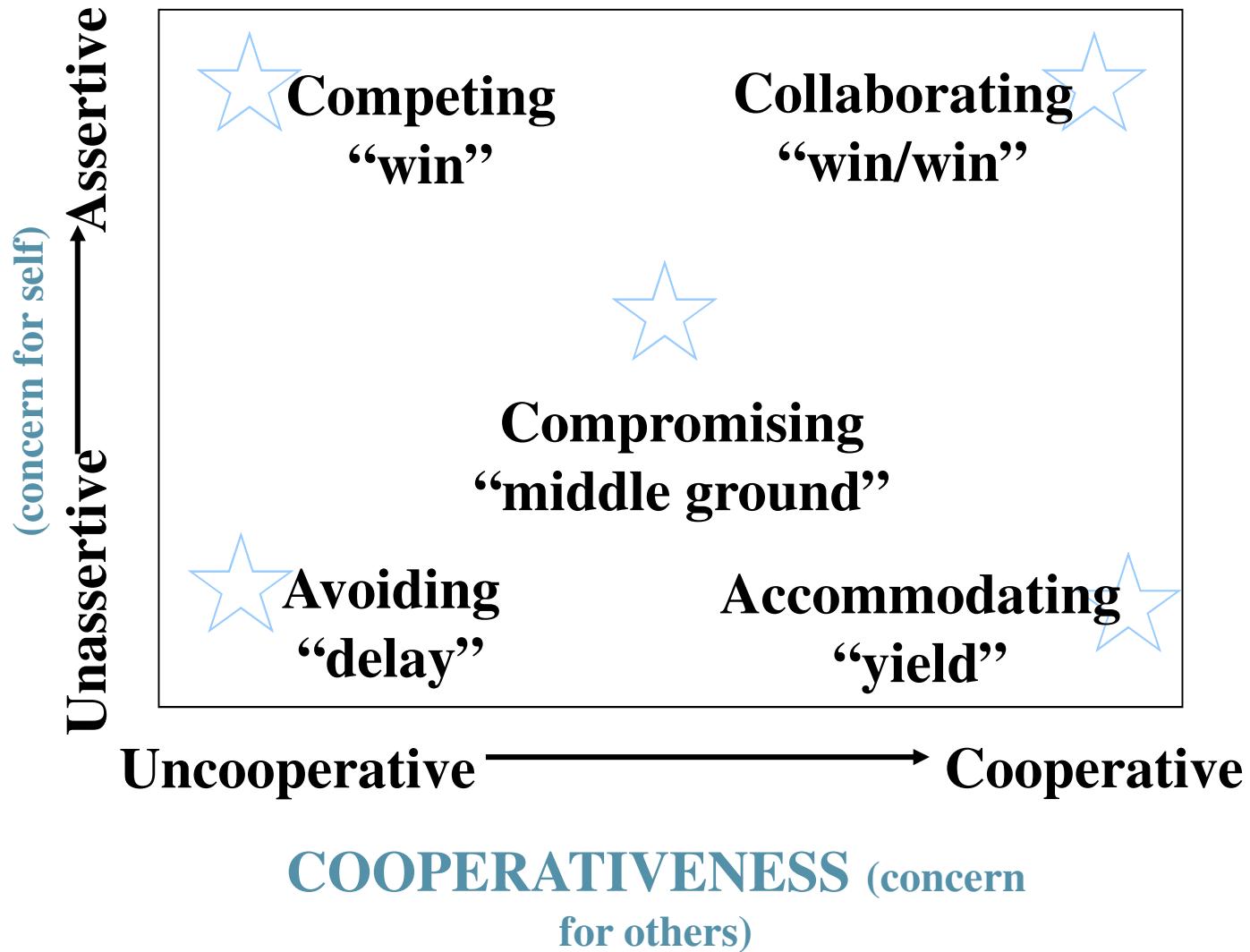
Steps for Resolving Conflict:

- Good time? Place?
- Share the problem. Listen to understand
- Get agreement on the root cause of the conflict
- Explore needs, look for common ground
- Brainstorm alternatives for meeting needs
- Reach agreement and commit to action, and evaluate

See pages 7-10 in your handout for additional

Five Conflict Handling Styles

ASERTIVENESS





Conflict Learning Points

- Conflict is inevitable in any organization or relationship
- Constructive conflict is often the basis for creative solutions
- Conflict resolution skills begin with the knowledge of self
- Use skills most appropriate for the situation to get quality results
- Lack of conflict is not necessarily a good thing

Active Listening:



- Is a skill
- To demonstrate you understand thoughts and feelings
- From the other person's point of view



Active Listening

Process:

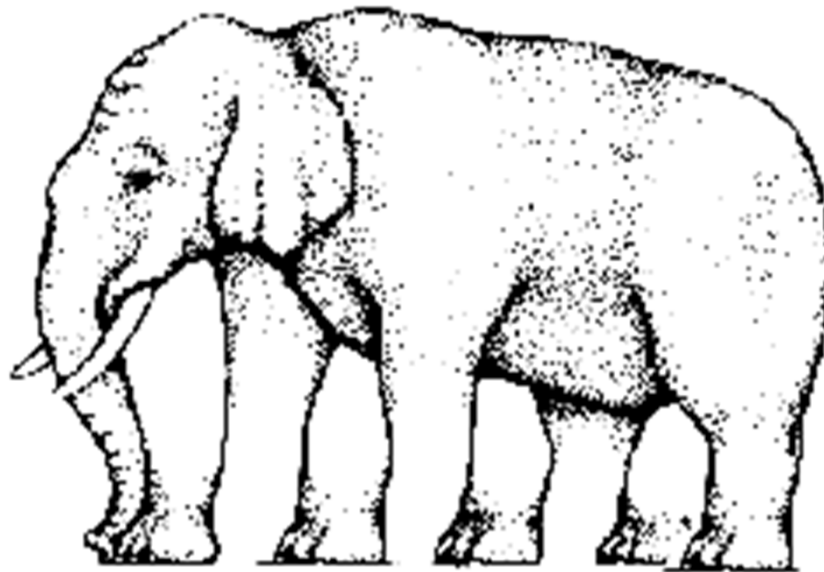
- Take in what they've said
- Sort out what the meaning of what they've said
- Sum it up in your mind
- Say it back to them
 - Briefly
 - In your own words
 - With a focus on them – “you focus”



Commit Yourself to Change

- Commit to change

What Do You See?



What Do You See?



What Do You See?





Difficult Types of Behavior

- Aggressive
- Arrogant
- Unquestioning
- Complainer
- Unresponsive
- Negative
- Indecisive
- Others?



Aggressive

- Be calm, lower your voice
- Assertively express your own opinion
- Allow them to vent
- Identify their issues - the facts
- Explain benefits of other points of view
- Get them to sit – a less aggressive position



Arrogant

- Know your facts & discuss in an orderly manner
- Do not ball-park
- Help them consider alternative views – avoid challenges to their expertise
- Resist temptation to assert your own expert credentials
- Question without antagonizing



Unquestioning

- Don't allow the person to over commit
- Ask for feedback on things that may affect your relationship
- Be personal without phoniness; express your value for them as a person
- Pay attention to humor
- What questions might you ask them to open up?



Complainer

- Break the cycle of passing blame; insist on problem solving
- Listen carefully-they may just need to vent
- Make sure they have the facts of the specific situation
- Don't agree just to appease
- Ask them how to potentially solve the issue
- Ask the who owns the problem?



Unresponsive

- Ask open-ended questions
- Apply friendly, silent eye contact and hold it
- Use comments as appropriate
- Set time limits
- Be attentive and allow vagueness
- Reach out in a variety of ways



Negative

- Resist temptation to argue
- Allow them to be the reality checker
- Require specifics; discourage generalizations
- Offer examples of past successes
- Show that some alternatives are worth trying
- Ask, “What’s the worst that could happen?”



Indecisive

- Make it easy for them to tell you why they aren't reaching goals / deadlines
- Listen for indirect words, hesitations
- Ask how can you help?
- Have them set their own intermediate deadlines
- Hold them to deadlines, stress quality and service



Ramifications of Difficult Behavior

- Mental and physical health
- Time and money
- Ripple effect



Why We Choose Not To Manage It

- Disbelief
- Desire to avoid conflict
- Nobody wants to be the “bad guy”



Developing the Right Mindset

- Take responsibility for the situation
- Believe it can be solved
- Keep the other party in good light
- There is more than one way to look at it
- Use active listening