



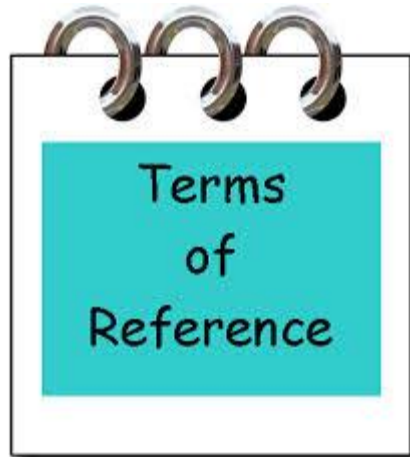
Training - Facilitation - Coaching - Consulting

AMCTO Conference: *Enhancing Diversity Competency*

Facilitator
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Welcome and Introductions

- Terms of Reference/Best Practices
- Learning Objectives
- Schedule
- What would you like to get out of this session?



What is Conflict?

Conflict is any situation in which your concerns or desires differ from those of another person.

"It is possible to conceive conflict as not necessarily a wasteful outbreak of incompatibilities, but a normal process by which socially valuable differences register themselves for the enrichment of all concerned".

- Mary Parker Follett

Clarifying Confusion About Conflict

- A condition in which people's concerns appear to be incompatible
- We have choices in how we deal with conflict
- We can control it and manage it constructively.
- Conflict is when two or more values, perspectives and opinions are contradictory in nature and haven't been aligned or agreed about yet
- It is inevitable and often good

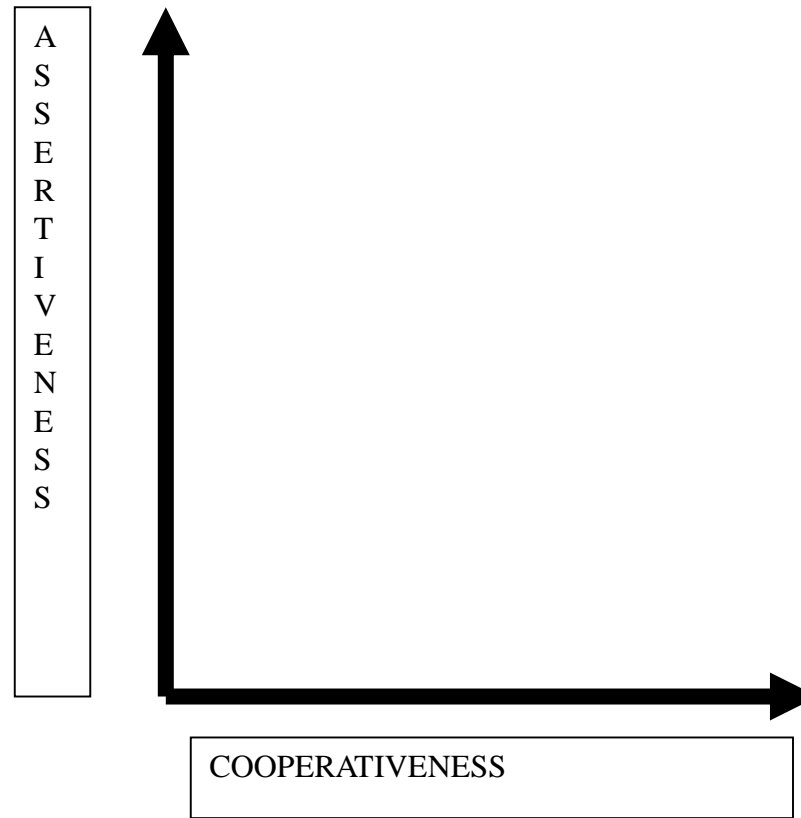
Conflict is often needed. It:

- Helps to raise and address problems.
- Energizes work to be on the most appropriate issues.
- Helps people "be real", for example, it motivates them to participate.
- Helps people learn how to recognize and benefit from their differences.

Conflict is a problem when it:

- Hampers productivity.
- Lowers morale.
- Causes more and continued conflicts.
- Leads to inappropriate behaviors.

Two Basic Dimensions of Conflict



Assertiveness:

- Assertiveness is the degree to which you try to satisfy your own concerns.

Cooperativeness:

- Cooperativeness is the degree to which you try to satisfy the other person's concerns goals and needs.

The 5 modes of conflict

Competing

- Competing is when you try to satisfy your own concerns at the other person's expense. You work to get your way, rather than clarifying and addressing the issue. Competitors love accommodators. Use when you have a very strong conviction about your position.

Collaborating

- Collaborating is both assertive and cooperative. You try to find a win-win solution that completely satisfies both people's needs. Focus on working together. Use when the goal is to meet as many current needs as possible by using mutual resources. This approach sometimes raises new mutual needs. Use when the goal is to cultivate ownership and commitment.

Compromising

- Compromising is intermediate in both assertiveness and cooperativeness. You try to find an acceptable settlement that only partially satisfies both people's needs. Mutual give-and-take. Use when the goal is to get past the issue and move on.

Avoiding

- Avoiding is both unassertive and uncooperative. You sidestep the conflict without trying to satisfy either person's concerns. Pretend it is not there or ignore it. Use it when it simply is not worth the effort to argue. Usually this approach tends to worsen the conflict over time.

Accommodating

- Accommodating is unassertive and cooperative. You attempt to satisfy the other persons concerns at the expense of your own. You give in to others, sometimes to the extent that you compromise yourself. Use this approach very sparingly and infrequently, for example, in situations when you know that you will have another more useful approach in the very near future. Usually this approach tends to worsen the conflict over time, and causes conflicts within yourself.

Exercise

Think of a time you have used each of the 5 modes.

What were the pros/cons from using that mode?

What is your preferred mode?

Which will be the hardest for you to apply?

Core Process for Managing a Conflict within Yourself

- Name the conflict, or identify the issue, including what you want that you aren't getting.
- Get perspective by discussing the issue with your friend or by putting it down in writing.
- Pick at least one thing you can do about the conflict.
- Then do something.

Core Process for Managing Conflict with Another

- Know what you don't like about yourself.
- Manage yourself to stay calm.
- Move the discussion to a private area
- Verify that you're accurately hearing each other.
- Acknowledge where you disagree and where you agree.
- Work the issue, not the person. Identify at least one action that can be done by one or both of you.
- Thank the person for working with you.
- Take additional action if needed.

Facts

- conflict costs money
- impacts how your department runs
- consume time
- generally people feel very uncomfortable addressing it
- may need help addressing it
- can choose to let it go!

Reflection

Think about a time you experienced conflict and write the details of how you choose to deal with it.



Application

Now that you have a better understanding of managing conflict what could you have done differently to improve that situation?



Demonstrate



Review/Questions?



