

Understanding and Overcoming Conflict in the Workplace

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W.O.W. Moment

"The aim of an
argument or
discussion should
not be victory,
but progress."



Joseph Joubert,
French moralist and essayist,
*The Notebooks of
Joseph Joubert*, 1883

Learning Goals

- Given the diverse personalities in any given environment, you will learn to recognize the differences in how people handle conflict and use ways to bridge gaps with them respectfully.
- Upon learning how misinterpretations can cause conflicts, you will be able to distinguish between intentions and actions that are easily misread.
- Provided a 7-step model to address conflict, you will be able to have a productive conversation when disagreements arise.

How we handle conflict

Aggressive



Expressive



4 Styles in Conflict

Logical



Compliant



How we handle conflict

Aggressive



Expressive



4 Styles in Conflict

Logical



Compliant



Productive Conflict

Straightforward with opinions
Acknowledges tough issues
Willing to have objective debates

AGGRESSIVE

LOGICAL

Finds the root cause of problems
Sorts out all the issues
Gives people space
Focuses on facts

Communicates empathy
Encourages open dialogue
Provides reassurance
Verbalizes emotions

EXPRESSIVE

COMPLIANT

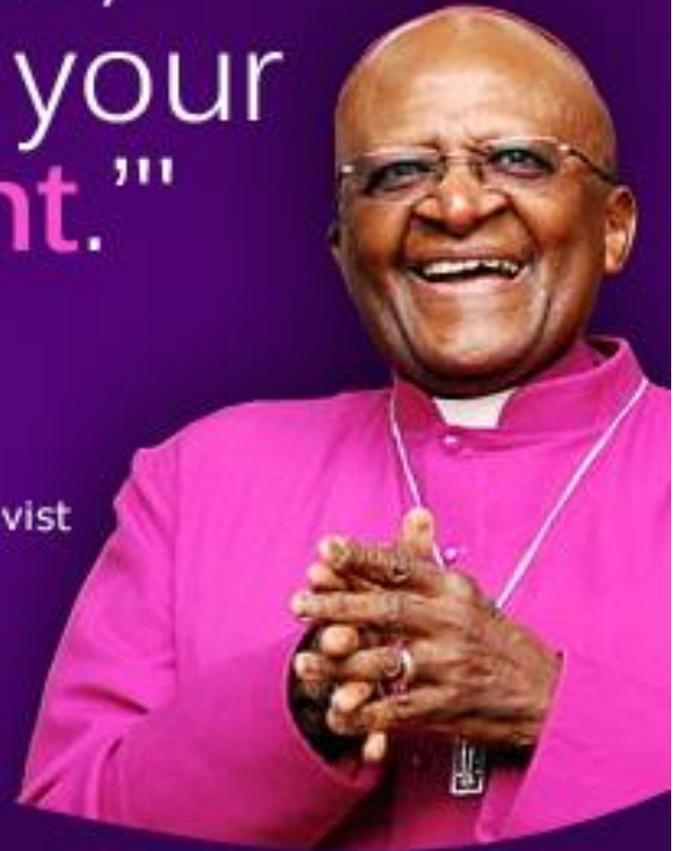
Shows flexibility
Looks out for people's feelings
Communicates tactfully
Listens

Productive Conflict Tendencies

W.O.W. Moment

“My father used to say, ‘**Don’t raise your voice; improve your argument.**’”

Desmond Tutu,
South African social rights activist
“The Second Nelson Mandela
Annual Lecture Address,”
Nov. 23, 2004



Intentions & Interpretations

What was
meant

What was
believed



Intentions vs. Actions

“...difficult conversations are almost never about getting the facts right. They are about conflicting perceptions, interpretations, and values...They are not about what is true, they are about what is important...”

Difficult Conversations
by Stone, Patton and Heen

Intentions vs Actions

But I didn't mean...

I said or did...	I meant...	They heard...	I should have...
"I didn't hear from y'all so I'm going to do this my way."	Since no one responded to my call for ideas, I have to do something because time is running out.	"I'm taking control. Your opinions don't matter."	"Due to time constraints and a lack of ideas submitted, I decided to move ahead."

Trigger Words

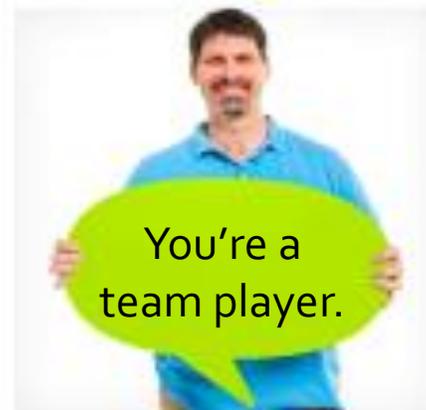
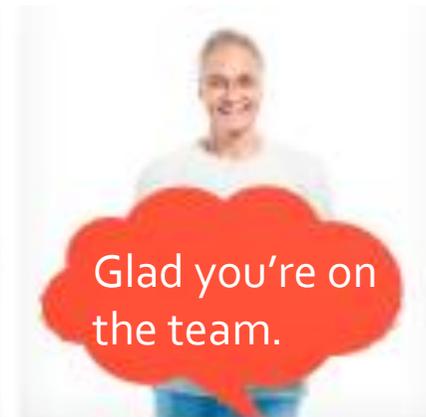
Words and phrases that can spark anger and resentment.



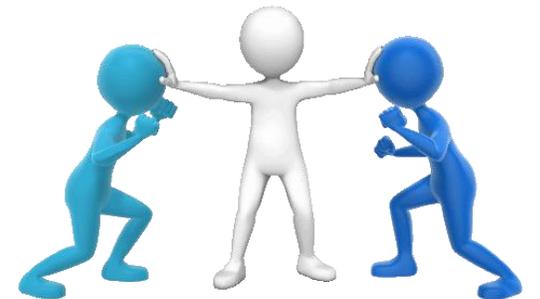
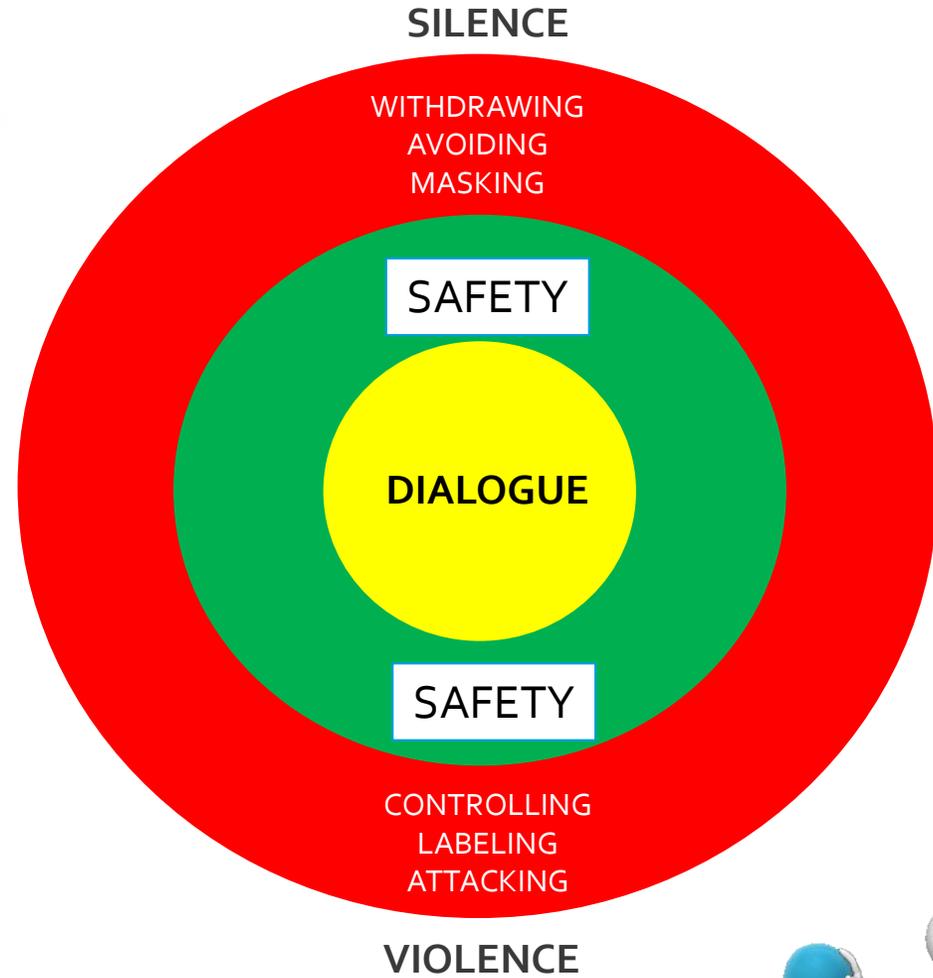
Trigger Words

- “You should have...”
- “You need to...”
- “Why didn’t you...”
- “That’s not my job.”
- “That’s our policy.”
- “I don’t care.”
- “You always/never...”
- “But”
- “That’ll never work.”
- “You’ll have to call back/wait.”
- Any profanity or name-calling

Say It Right

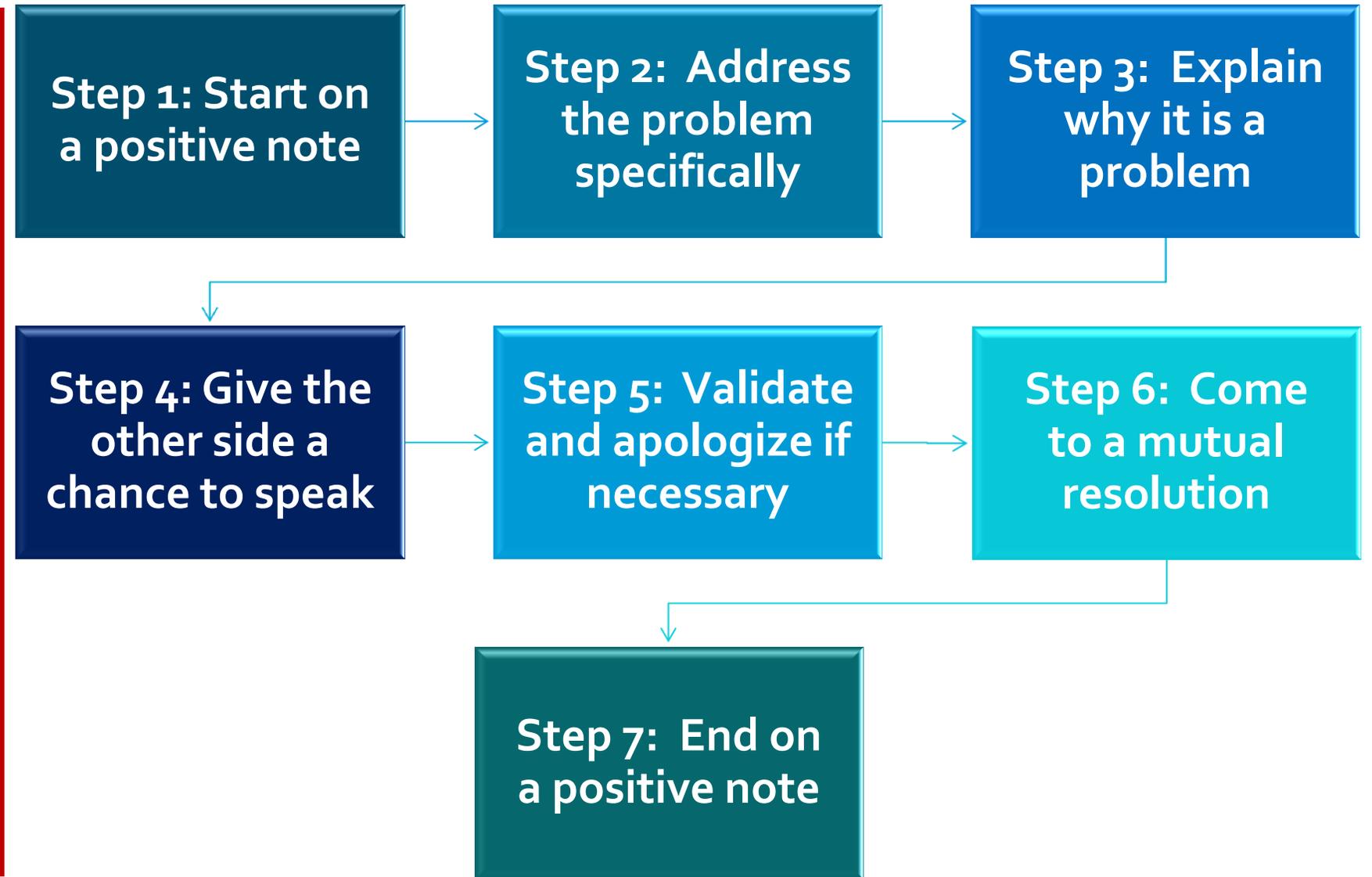


The Dialogue Model

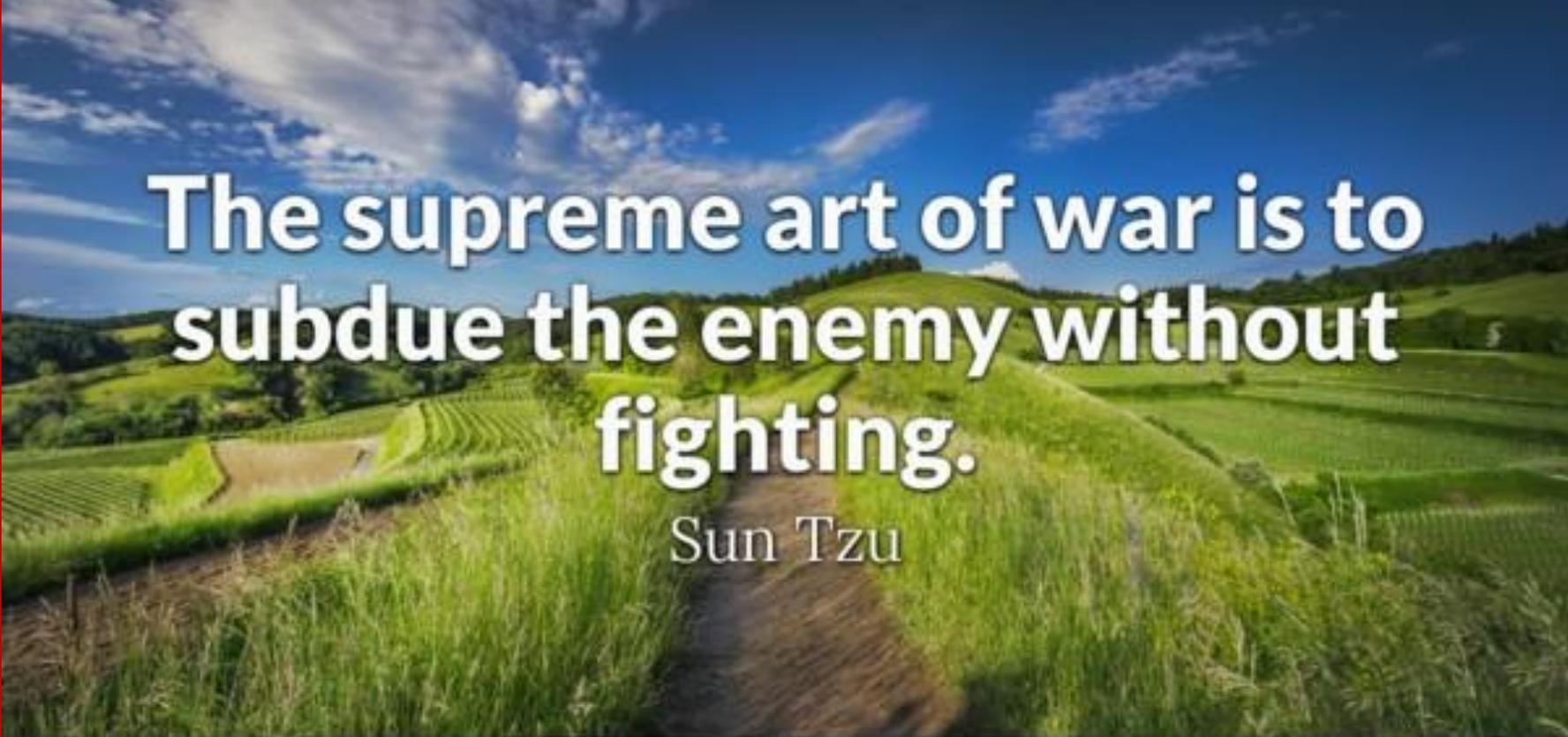


Crucial Conversations
Patterson, Grenny, McMillan, Switzler

7-Step Confrontation Model



Rules of Engagement



**The supreme art of war is to
subdue the enemy without
fighting.**

Sun Tzu

Recommended Reading

Authors	Book
Patterson, Grenny, McMillan and Switzler	<u>Crucial Conversations—Tools for talking when stakes are high</u>
Patterson, Grenny, McMillan and Switzler	<u>Crucial Confrontations—Tools for resolving broken promises, violated expectations and bad behavior</u>
Stone, Patton, Heen	<u>Difficult Conversations—How to Discuss What Matters Most</u>

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