



Extinguish Employee 'Fires'

Conflict Resolution

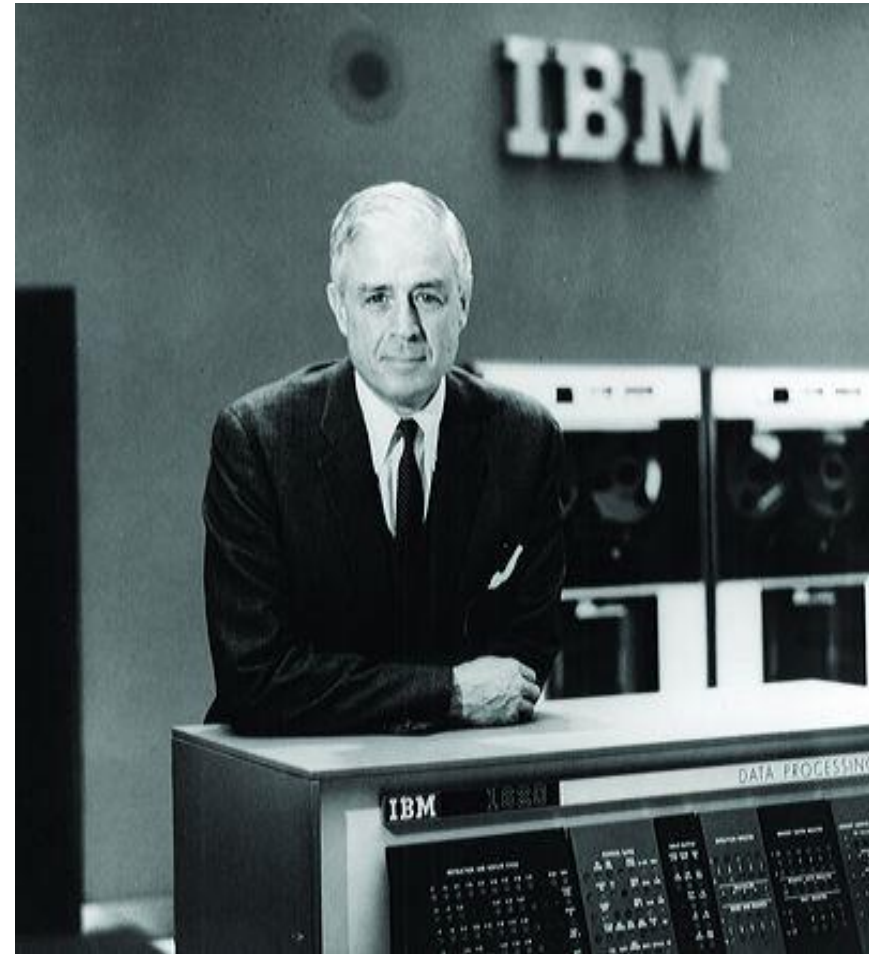
Amy Landry, PHR, M.S.

Today's Focus

- Workplace Conflict
- Behaviors in Conflict
- 5 Steps in Conflict Resolution
- 'FIRE' Extinguish Tool
- Eliminate Fire Starters
- Fire Fighter Practice



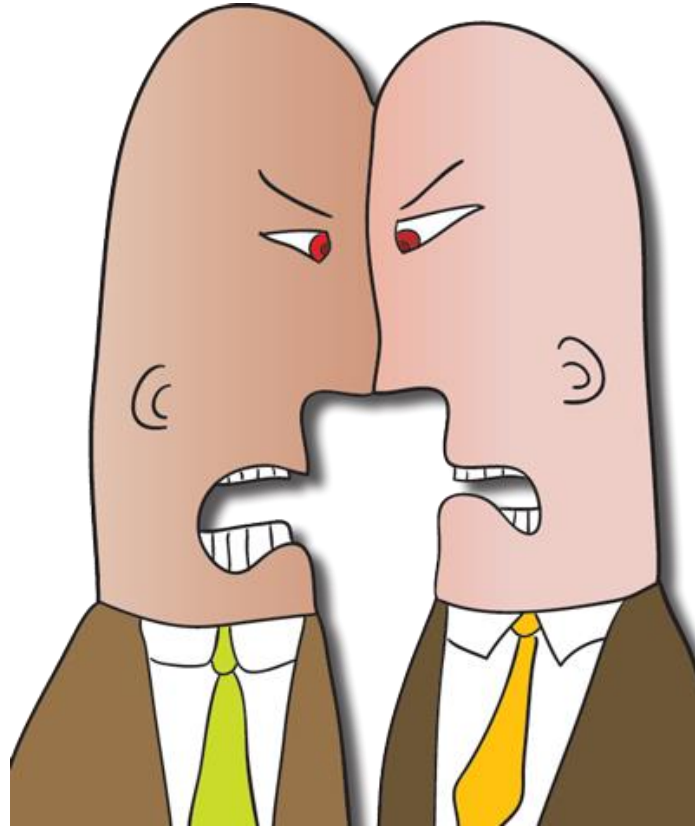
In 1910 NCR '*FIRES*' Thomas Watson Sr.



Startling Facts of Conflict in TODAY's Workplace

- 85% of U.S. employees experience conflict and spend 2.8 hours/week dealing with it.
- Significant loss of organizational productivity and resources – costing \$359 billion in paid hours a year.
- 27% of employees witnessed personal attacks.
- 25% say avoiding it results in sickness/absences.
- 31% of managers think they handle conflict effectively while 78% of employees disagree.
- 95% of those who receive training say it is the biggest driver for success - but nearly 60% have never received training.

What is Conflict?



A difference in opinions and/or views.

The Role of Perceptions



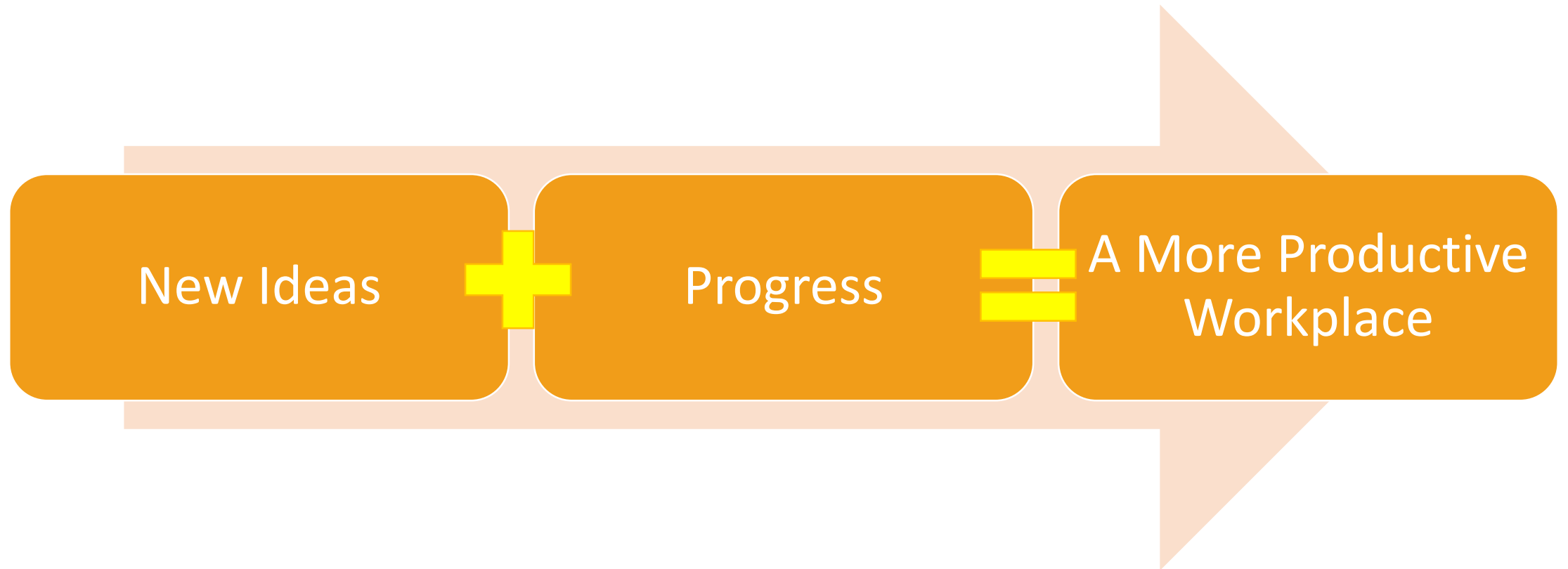
Identify what you see as today's top five
(5) causes of workplace conflict.

Top Causes of Conflict in the Workplace

1. Personality clashes/egos
2. Stress
3. Excessive workloads
4. Ineffective supervision and management
5. Difference in beliefs/values (facts/perceptions)
6. Substandard performance
7. Competition for resources
8. Non-compliance with policies and procedures
9. Confusion/duplication with responsibility/authority
10. Semantics (ambiguous words)
11. Passive aggressive behaviors
12. Lack of communication
13. Resistance/fear of change
14. Generational Tensions
15. Inconsistency
16. Professional Disrespect
17. Inner conflict
18. Lack of recognition
19. Cultural Differences
20. Negative Attitudes

Conflict in the Workplace *WILL* Happen

If anticipated and handled correctly, conflict can have positive results



If handled incorrectly or left unaddressed...

Conflict has the potential to fester, grow, cause unhappiness, lost productivity, lost revenue, stress, poor attitudes, lackluster performance, and workplace violence.

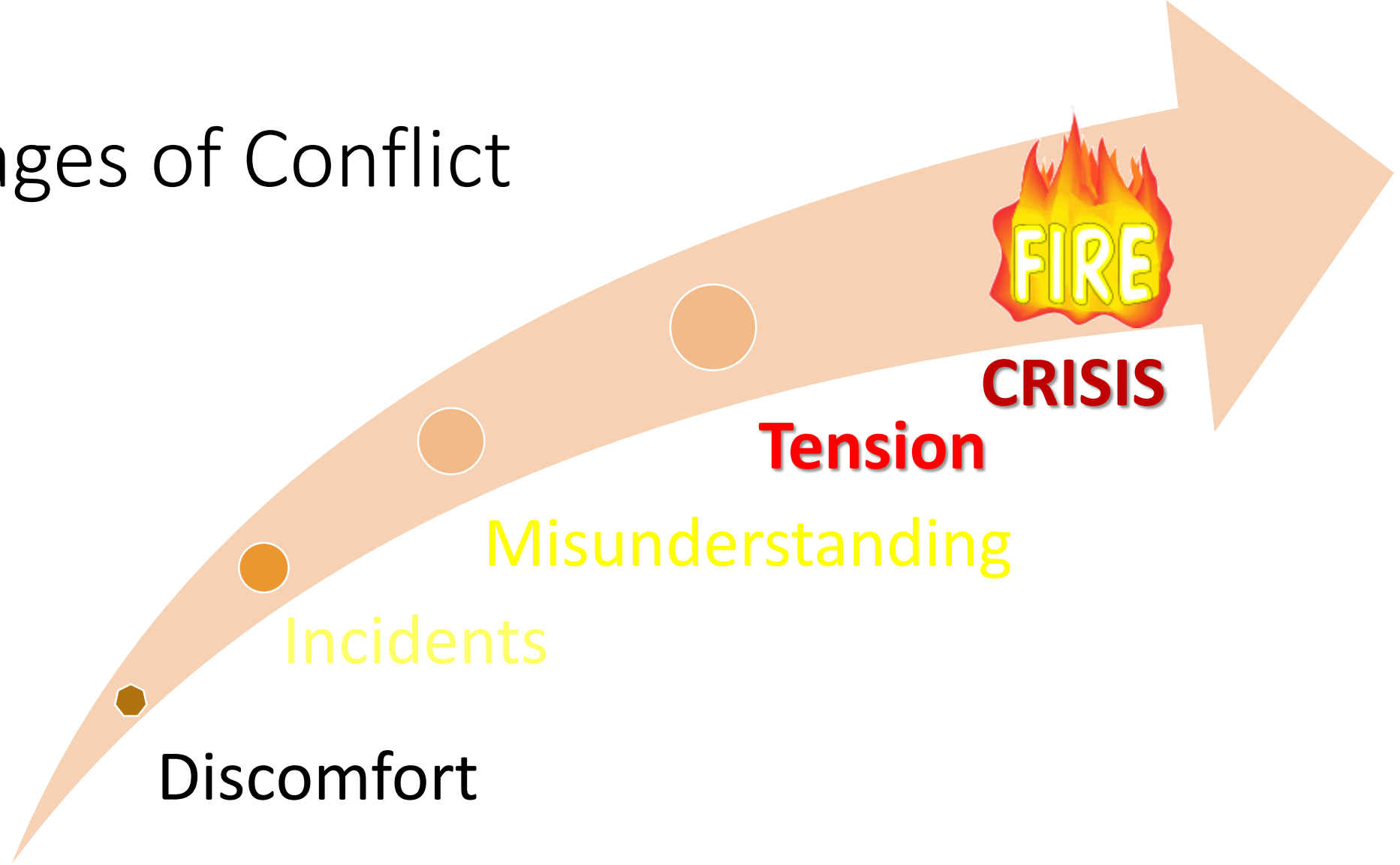


Don't Wait For the Explosion...



Embrace Conflict!

5 Stages of Conflict





Behaviors in Conflict



Reasons behind Conflict behavior

FIGHT

Aggressive

I Win/You Lose

Behaviors:

- *Screaming*
- *Physical violence*
- *Refusing to listen*
- *Manipulation*
- *Sulking*

FLIGHT

Passive

I Lose/You Win

Behaviors:

- *Sulking*
- *Crying*
- *Avoiding*
- *Pretending it has not happened*
- *Giving in*

FLOW

Assertive

I Win/You Win

Behaviors:

- *Discussing the issue*
- *Listening to others*
- *Taking time-out*
- *Explaining own perspective & needs*
- *Compromising*

What is Your Type? Conflict Quiz



1—4: Passive

You may be such a pushover that you allow difficult people to walk all over you. You will benefit from learning to stand up for your ideas and opinions in a diplomatic and tactful way.

5—10: Assertive

You are professionally assertive when dealing with people, particularly difficult people. Continue to be open to listening to different points of view, and express your ideas and opinions appropriately.

11+ Aggressive

You may be so combative that people might avoid interacting with you. You will benefit from learning to listen and express your opinions more effectively.

5 Steps to Conflict Resolution

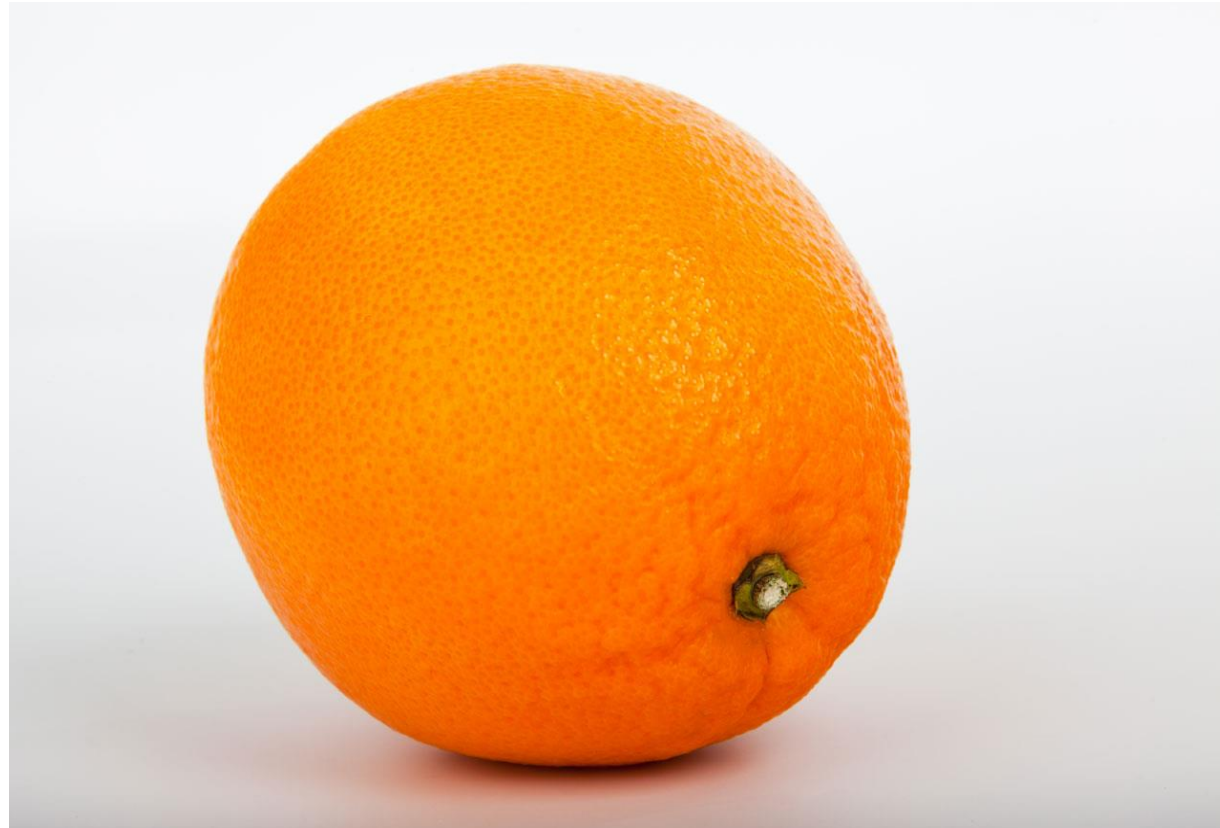


Step 1: Smoke Signals- Address and Set Tone

Should 'issue' be addressed?

1. It affects the quality of the work, such as a co-worker who doesn't follow through.
2. It affects the ability to work, such as a hostile work environment.

Step 2: Understand the '*needs*' of each person



Step 3: Generate Ideas



Step 4: Identify solutions both parties can support



Is the agreement fair? Balanced? Realistic

Step 5: Mutual Agreement



"Until one is committed
there is hesitancy, the chance
to draw back, always
ineffectiveness"
-W. H. Murray

Implement and evaluate

'Fire' Starters

Blaming

Accusing

Interrupting

Patronizing

Contradicting

Exaggerating

Personal insults

Hostile language

Bringing up the past

Making assumptions

Using labels or put-downs

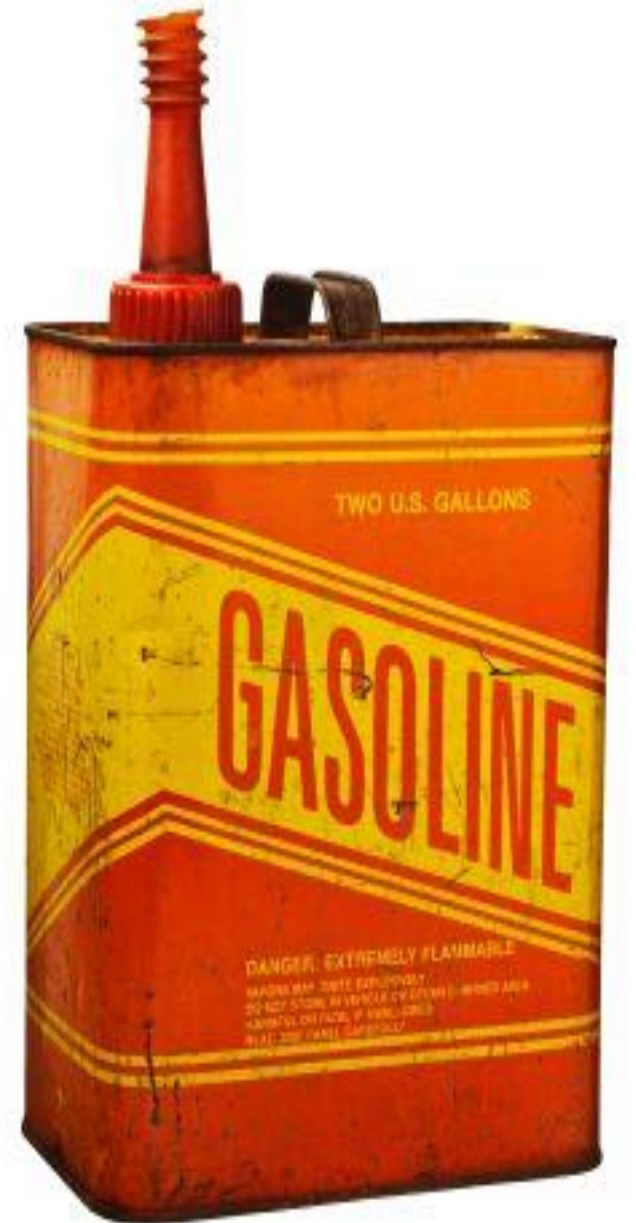


- **Words or phrases that suggest disinterest**

- Whatever.
- I don't care!
- That has nothing to do with...
- I'm not interested.
- I don't want to hear about your...

- **Words or phrases that blame or suggest ignorance**

- If you paid attention, you would...
- Why don't you listen?
- You don't know anything about...
- Obviously, you haven't....



- **Absolute Words**

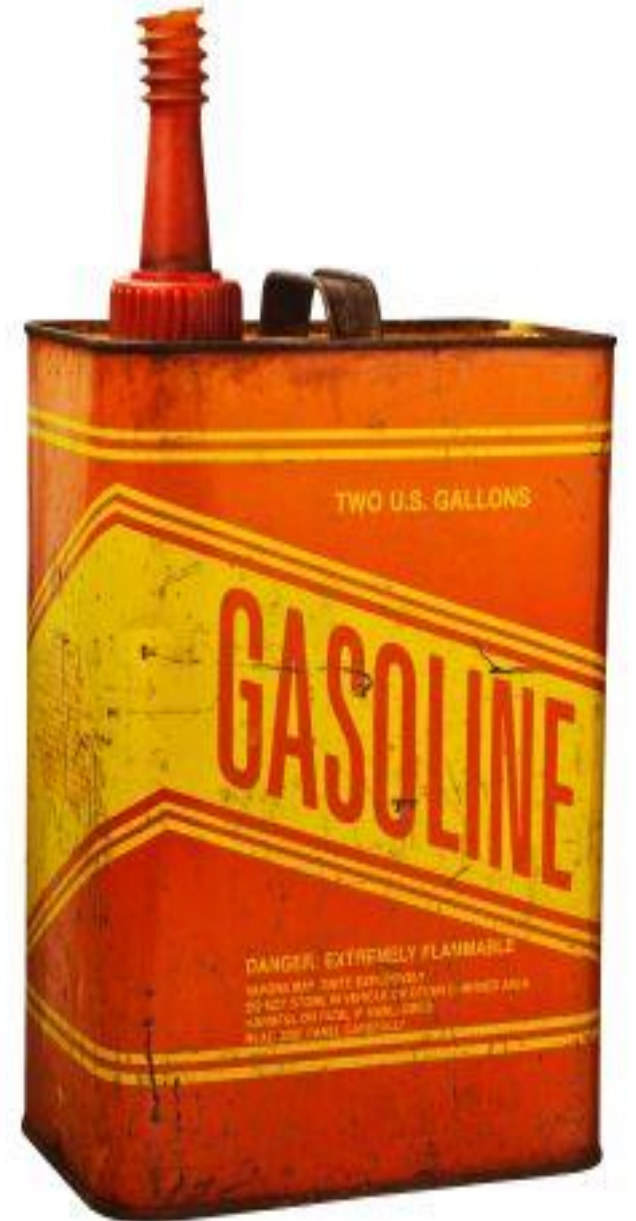
- You Never
- You Always

- **Phrases that suggest helplessness**

- There's nothing that I can do.
- There's nothing that you can do.

- **Phrases that have threatening undertones**

- If you don't be quiet, I will throw you out.
- You aren't going to get much help if you insult me.



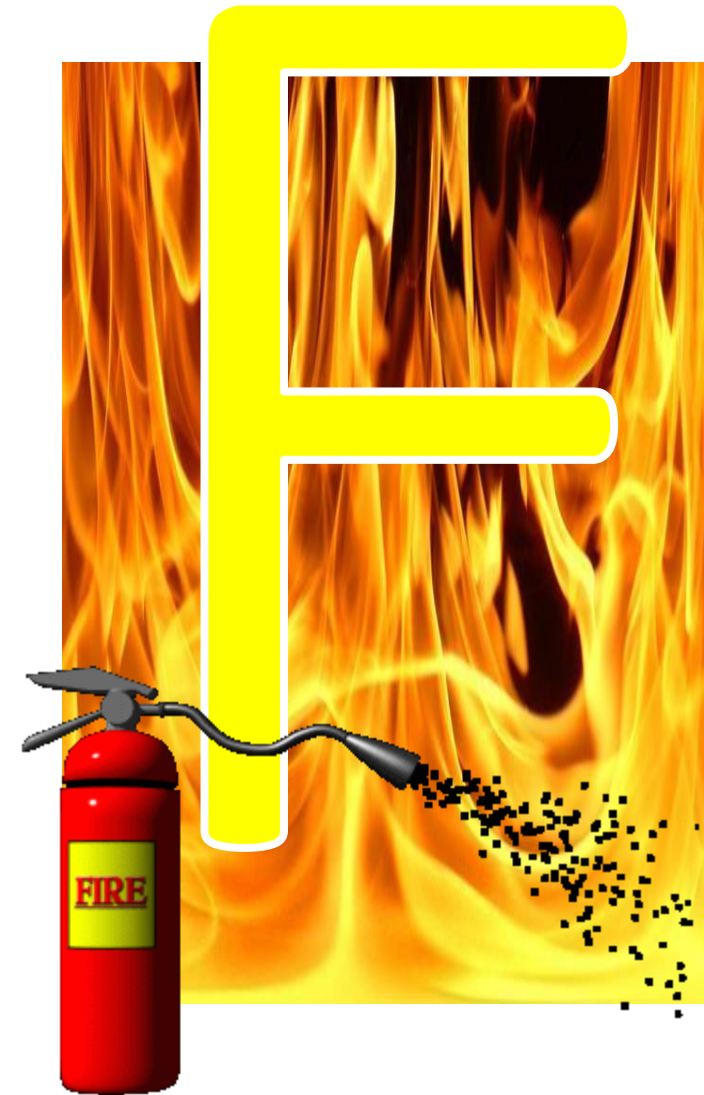
Important Note:

**WATCH FOR
ILLEGAL HARRASSMENT!**
Notify HR Immediately





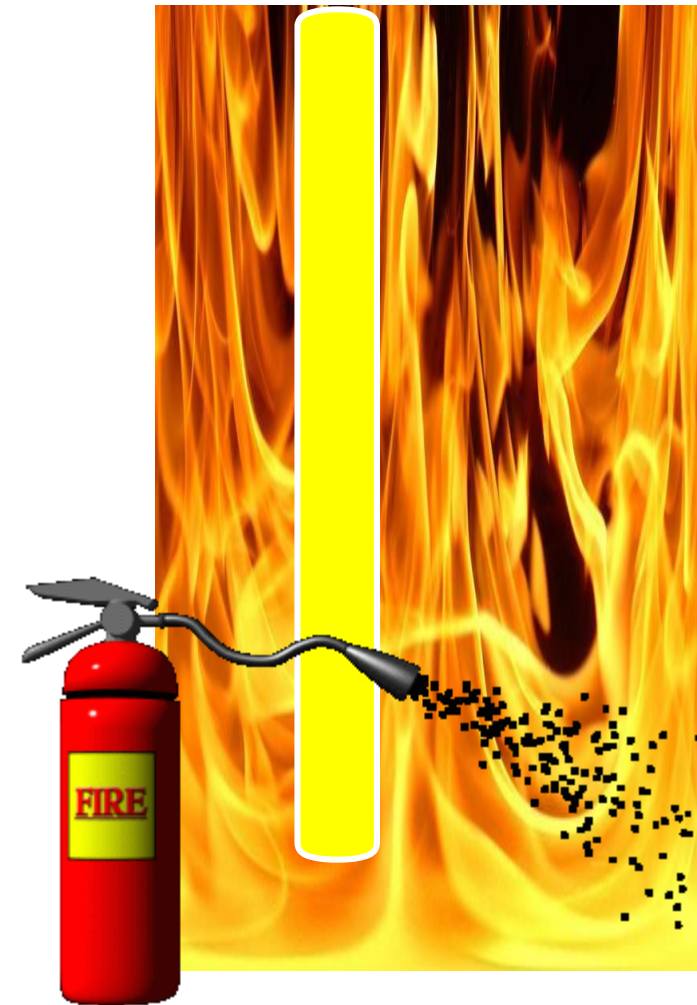
Use
'FIRE' to
Extinguish



- Figure out underlining needs and concerns
- Find and explore options
- Focus on the PROBLEM, **NOT** the PERSON

Focus on the PROBLEM





- Involve both parties to find common ground
- Identify potential obstacles
- I Statements- encourage them!

Pointing the finger and using
“YOU” messages puts blame
on the person.

When we feel someone is
blaming us, we often become
defensive.

Once people become
defensive or angry,
communication breaks down.

Non-Defensive Communication



How to use an I Statement

I feel identify a feeling (upset, sad, disappointed)

when describe the situation in detail & avoid you

because explain feelings to get their sympathy/understanding

I'd like/I want ideas of what to say here: *fix our misunderstanding, talk about this in a meeting with just you and I, compromise, to be able to work together again...*

Would you consider an idea/solution/compromise to fix/improve the conflict. It must be specific & something both people would agree to.

How to use an I statement

It is a verbal message!

Identify
feelings
and
situation

I feel _____
when _____
because _____.
I'd like/I want _____.

Give an
example
solution
(compromise)

Would you consider _____
_____?



- Reach a mutual agreement, be sure that respect and integrity is kept at **ALL** times
- Resolution ownership
- Reduce resistance



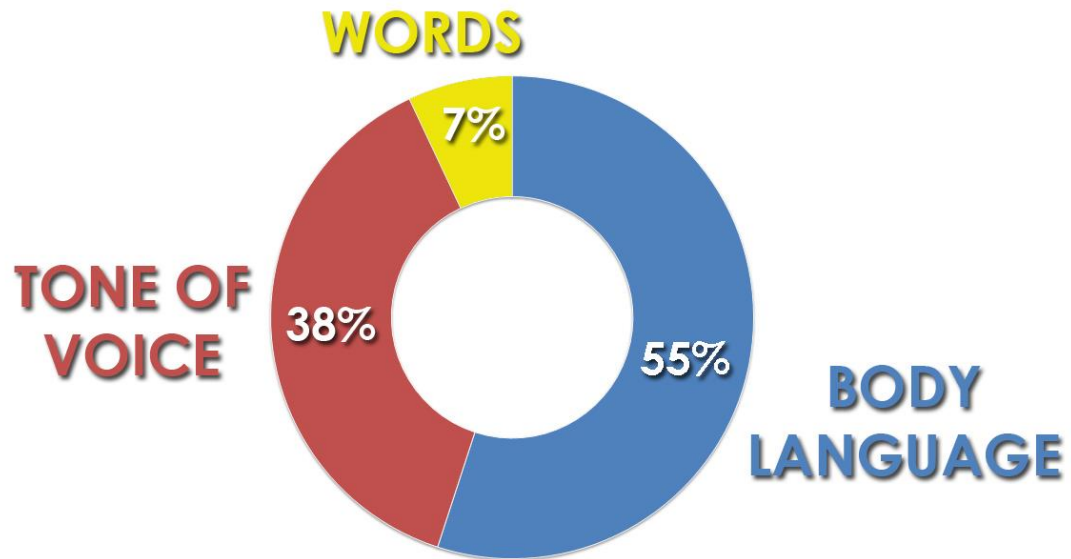
Responding to Resistance

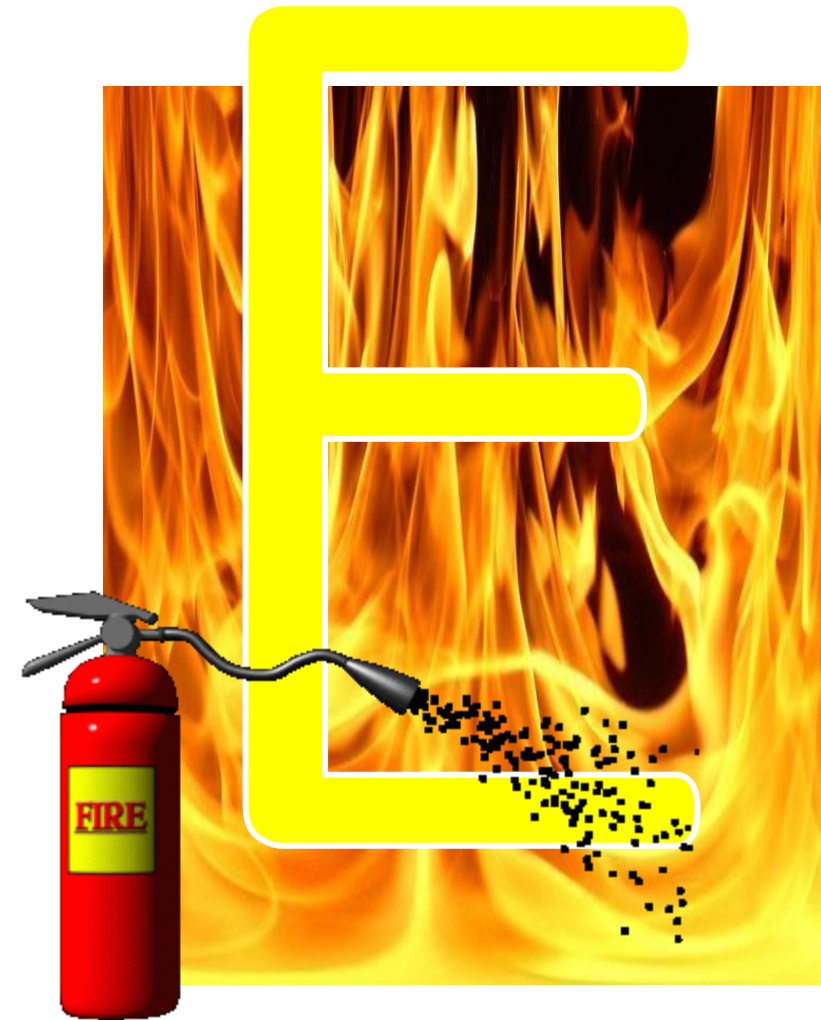


When faced with a statement that has potential to create conflict ask **open-ended questions** to reduce resistance.

NOTE: THE KEY TO
Conflict Resolution
is using the
Psychology of
Communication

What Makes Up What We Hear





- Extinguish with Empathy!
- Expect an environment of teamwork and cooperation!



***The Ability to SEE the other person's side.
It does NOT mean you AGREE with the person.
It DOES mean that you can UNDERSTAND
AND you can APPRECIATE their view.***



Create empathy by

Create Empathy by

- Taking seriously others' needs and concerns
- Valuing feelings and attitudes
- Respecting others' privacy, experience and values
- Listening actively
- Encouraging further elaboration and clarification
- Using open body language and a warm vocal tone
- Reserving judgement and blame
- Displaying interest in what others communicate
- Withholding unsought advice
- Supporting others' attempts to find a solution
- Making affirming statements and gestures.

Extinguishing Employee Fires Intention Commitment Sheet



“PEACE is not the
absence of conflict.
It is the ability to
HANDLE CONFLICT
by *peaceful* means.”
-Ronald Reagan





Thank You!

Facilitator:

Amy Landry, M.S., PHR

amy@willozconsulting.com

281-468-7989