

**Effective Conflict Management (3-hr)
PACD Workshop
Conservation District Staff**

Purpose Increase self-awareness in dealing with conflict
Increase comfort level with conflict
Refresh on when to step away to seek assistance
Expand abilities to effectively manage conflict
Practice active listening and de-escalation skills

Agenda

Introduction & When to Step Away to Seek Help
Self-awareness of Responding to Conflict
Conflict Management Styles
Brain Science Role in Conflict
Understanding the Anger
Role of Perspectives in Conflict
Whose Problem Is It?
Active Listening with Breakout Sessions
Reflective Listening
De-escalation Techniques with Breakout Session
Developing Assertive Messages

CONFLICT MANAGEMENT STYLES

Work Sheet
1

4 Ways of Responding to Conflict

1. **AVOIDANCE** – repress reaction, look the other way, leave the situation even if you lose your needs or rights. *Avoider loses*
2. **DELAY** – postpone encounter, cooling off time or planning time to get more info. *Left unresolved*
3. **CONFRONTATION BY POWER** – use of leverage, force, punishment (fines, grounding, take away privilege or not talking to you). *I am the only winner*
4. **CONFRONTATION BY NEGOTIATION** – invite other into situation. The 2 parties consider needs of each & generate a mutually satisfying solution. *Win/Win*

ADVANTAGES & DISADVANTAGES

Avoidance

(+)

(-)

Delay

(+)

(-)

Confrontation by Power

(+)

(-)

Confrontation by Negotiation

(+)

(-)

CONFLICT MANAGEMENT STYLE SURVEY
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Instructions: Choose a single frame of reference for answering all 15 items (e.g., work-related conflicts, family conflicts, or social conflicts) and keep that frame or reference in mind when answering the items.

Allocate 10 points among the 4 alternative answers given for each of the 15 items below.

Example: When the people I supervise become involved in a personal conflict, I usually:

Intervene to settle the dispute.	Call a meeting to talk over the problem.	Offer to help if I can.	Ignore the problem.
<u>3</u>	<u>6</u>	<u>1</u>	<u>0</u>

Be certain that your answers add up to 10.

1. When someone I care about is actively hostile toward me, i.e., yelling, threatening, abusive, etc., I tend to:

Respond in a hostile manner.	Try to persuade the person to give up his/her actively hostile behavior.	Stay and listen as long as possible.	Walk away.
_____	_____	_____	_____

2. When someone who is relatively unimportant to me is actively hostile toward me, i.e., yelling, threatening, abusive, etc., I tend to:

Respond in a hostile manner.	Try to persuade the person to give up his/her actively hostile behavior.	Stay and listen as long as possible.	Walk away.
_____	_____	_____	_____

3. When I observe people in conflict in which anger, threats, hostility, and strong opinions are present, I tend to:

Become involved and take a position.	Attempt to mediate.	Observe to see what happens.	Leave as quickly as possible.
_____	_____	_____	_____

4. When I perceive another person as meeting his/her needs at my expense, I am apt to:

Work to do anything I can to change that person.

Rely on persuasion and "facts" when attempting to have that person change.

Work hard at changing how I relate to that person.

Accept the situation as it is.

5. When involved in an interpersonal dispute, my general pattern is to:

Draw the other person into seeing the problem as I do.

Examine the issues between us as logically as possible.

Look hard for a workable compromise.

Let time take its course and let the problem work itself out.

6. The quality that I value the most in dealing with conflict would be:

Emotional strength and security.

Intelligence.

Love and openness.

Patience.

7. Following a serious altercation with someone I care for deeply, I:

Strongly desire to go back and settle things my way.

Want to go back and work it out -- whatever give-and-take is necessary.

Worry about it a lot but not plan to initiate further contact.

Let it lie and not plan to initiate further contact.

8. When I see a serious conflict developing between two people I care about, I tend to:

Express my disappointment that this had to happen.

Attempt to persuade them to resolve their differences.

Watch to see what develops.

Leave the scene.

9. When I see a serious conflict developing between two people who are relatively unimportant to me I tend to:

Express my disappointment that this had to happen.

Attempt to persuade them to resolve their differences.

Watch to see what develops.

Leave the scene.

10. The feedback that I receive from most people about how I behave when faced with conflict and opposition indicates that I:

Try hard to get my way.

Try to work out differences cooperatively.

Am easygoing and take a soft or conciliatory position.

Usually avoid the conflict.

11. When communicating with someone with whom I am having a serious conflict, I:

Try to overpower the other person with my speech.

Talk a little bit more than I listen.

Am an active listener (feeding back words and feelings).

Am a passive listener (agreeing and apologizing).

12. When involved in an unpleasant conflict, I:

Use humor with the other party.

Make an occasional quip or joke about the situation or the relationship.

Relate humor only to myself.

Suppress all attempts at humor.

13. When someone does something that irritates me (e.g., smokes in a nonsmoking area or crowds in line in front of me), my tendency in communicating with the offending person is to:

Insist that the person look me in the eye.

Look the person directly in the eye and maintain eye contact.

Maintain intermittent eye contact.

Avoid looking directly at the person.

14.

Stand close and make physical contact.

Use my hands and body to illustrate my points.

Stand close to the person without touching him or her.

Stand back and keep my hands to myself.

15.

Use strong, direct language and tell the person to stop.

Try to persuade the person to stop.

Talk gently and tell the person what my feelings are.

Say and do nothing.

CONFLICT MANAGEMENT STYLE SURVEY SCORING AND INTERPRETATION SHEET

Instructions: When you have completed all 15 items, add your scores vertically, resulting in 4 column totals. Put these on the blanks below.

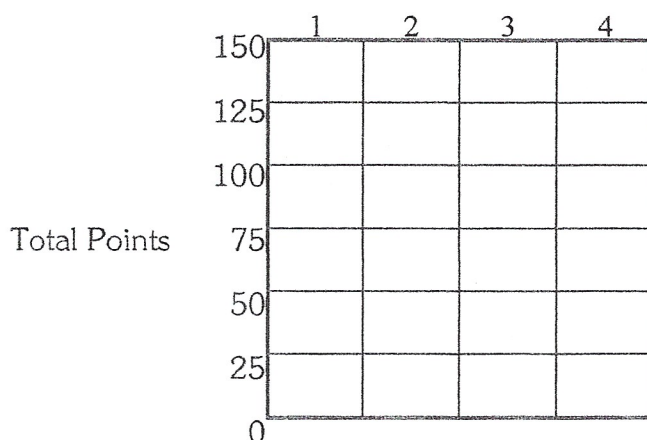
TOTALS:

Column 1

Column 2

Column 3

Column 4



Column 1. Aggressive/Confrontive. High scores indicate a tendency toward "taking the bull by the horns" and a strong need to control situations and/or people. Those who use this style are often directive and judgmental.

Column 2. Assertive/Persuasive. High scores indicate a tendency to stand up for oneself without being pushy, a proactive approach to conflict, and a willingness to collaborate. People who use this style depend heavily on their verbal skills.

Column 3. Observant/Introspective. High scores indicate a tendency to observe others and examine oneself analytically in response to conflict situations as well as a need to adopt counseling and listening modes of behavior. Those who use this style are likely to be cooperative, even conciliatory.

Column 4. Avoiding/Reactive. High scores indicate a tendency toward passivity or withdrawal in conflict situations and a need to avoid confrontation. Those who use this style are usually accepting and patient, often suppressing their strong feelings.

Now total your scores for columns 1 and 2 and columns 3 and 4.

Column 1 + Column 2 = _____ Score
A

Column 3 + Column 4 = _____ Score
B

If Score A is significantly higher than Score B (25 points or more), it may indicate a tendency toward aggressive/assertive conflict management. A significantly higher B score signals a more conciliatory approach.

LISTENING

How to Listen

You show that you are listening when you:

1. Pay attention and stop other activities;
2. Invite the speaker to talk through your verbal and nonverbal responses;
3. Paraphrase the speaker's message;
4. Reflect the feelings expressed explicitly or implicitly by the speaker;
5. Are silent.

Why Listen?

Listening is a powerful tool: it enables the receiver of a message to:

1. Clarify what the speaker has said;
2. Demonstrate understanding;
3. Encourage the speaker to say more;
4. Defuse the intensity of the speaker's feelings;
5. Feedback to the speaker what was said;
6. Establish a trusting relationship;
7. Empower the speaker to solve his or her own problems by helping them see the problem more clearly.

When to Listen

Listening is appropriate when you:

1. Have the time;
2. Hear feelings being expressed;
3. Want to be certain communication is clear;
4. Want the speaker to elaborate or clarify;
5. Want to enhance your leadership standing

Evaluating Your Listening

You can evaluate the effectiveness of your listening by the response of the speaker.

Formula for Assertive Messages

I understand (or appreciate, realize, etc.) _____
(other's feelings, position, needs, or wants)

However, when you _____
(specific description of behavior)

I feel (or need) _____
(your feelings or needs)

Because _____
(concrete effect on you)

Therefore _____
(what you want to happen)

Guidelines

1. Be aware of factors affecting you and the listener.
2. Use "I" messages rather than "You" messages.
3. Use an opening statement that acknowledges the other's position or introduces what you want to say.
4. Describe the situation or behavior you want to discuss in specific, non-judgmental terms. Avoid trigger words and inflammatory language such as "always" and "never."
5. Express your feelings and show how the situation or behavior affects you.
6. Ask for feedback about how the message is received.