

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 & DISADVANTA	AGES	
Avoidance			
(+)		(-)	
Delay			
(+)		(-)	
Confrontation by	D		
Confrontation by Power			
(+)		(-)	
Confrontation by	Negotiation		
	ivegotiation		
(+)		(-)	



CONFLICT MANAGEMENT STYLE SURVEY Marc Robert University Associates

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

Alloc	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.
	Secretaria de la compansión de la compan	6	1	0
Be co	ertain that your ans	wers add up to 10.		SNATIONALIS ENVIRONMENTAL AND
1.	When someone <u>I ca</u> etc., I tend to:	are about is actively ho	stile toward me, i.e.,	yelling, threatening, abusive,
	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.
	Extravelent distance in the common common	Military and Annaly Conditions	REPRESENTATION AND DESCRIPTIONS	ENDIFORM PROCESSION AND ADDRESS AND ADDRES
2.	When someone who threatening, abusive	o is relatively unimport e, etc., I tend to:	ant to me is actively	hostile toward me, i.e., yelling,
	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.
	EXTENTED Authorizing in previous	WHICH ADDRESS CONTROL OF THE PROPERTY AND THE PROPERTY AN	Constitution and a dod as elemen	MATTERS MATTER AT TOTAL OF
3.	When I observe peo present, I tend to:	ple in conflict in which	anger, threats, hosti	ility, and strong opinions are
	Become involved and take a position.	Attempt to mediate.	Observe to see what happens.	Leave as quickly as possible.
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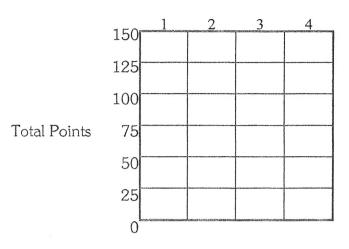
4.	When I perceive and	other person as meeti	ng his/her needs at m	y expense, I am apt to:
	Work to do anything I can to change that person.	Rely on persuasion and "facts" when attempting to have that person change.	Work hard at changing how I relate to that person.	Accept the situation as it is.
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5.	When involved in ar	n interpersonal disput	e, 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.
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6.	The quality that I val	ue the most in dealin	g with conflict would l	be:
	Emotional strength and security.	Intelligence.	Love and openness.	Patience.
	ACTIVITIES TO A CONTINUE OF THE STATE OF THE	NOO CONTOUND AND ADDRESS OF	Q8020003804004000000000000000000000000000	46 Annialità Doption aussimita
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.
	professional mesones	SECRETARISTICAL PROPERTY CONTRACTOR CONTRACT	er alle polytoxiani atta containe	WTSS00/AUGUSTSS00eed
8.	When I see a serious	conflict developing b	etween two people <u>I</u>	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.
	\$19.00 A Extraction responses	#14/05/Zumas vaccyslaction#	REPORTS WAY ALL DISTRIBUTES	POTSPROMS Residence Laboratory
9.	When I see a serious to me I tend to:	conflict developing be	etween two people w	ho are <u>relatively unimportant</u>
	Express my disappointment that this had to happen.	Attempt to persuade them to resolve their differences.	Watch to see what develops.	Leave the scene.
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10.	The feedback that and opposition ind	I receive from most pe icates that I:	eople about how I bel	nave when faced with con	.flict
	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.	
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11.	When communicati	ing 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).	
	46100-050 zá azo, no experiores	DESTRUCTION CAPTAINT WASHINGTON	GRAND Exercic Chinesis young	WEIGHER AND	
12.	When involved in a	n 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.	
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13. crowd	When someone doe Is in line in front of m	es something that irrita e), my tendency in co	tes me (e.g., smokes i mmunicating with the	n a nonsmoking area or 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.	
	singra-roundings-selectures	and desired for an array consumers	GP 99/4-thyreduc/striatellinum	Antitist Matalacation prime	
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.	
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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.	
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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.

 Score
 Score

 Column 1 + Column 2 = _____
 A

 Column 3 + Column 4 = _____
 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.