

Managing Conflict Constructively



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Introductions

- Spend a couple of minutes each to *briefly* introduce yourself to the people at your table.
 - Name
 - County or Organization you represent
 - Position with the County
 - What do you hope to get out of this training?



Passions

- Professional
 - Local Government
 - Training/Teaching
 - Facilitating
 - Technical Assistance
 - Governance & Process
 - Solving Complex Problems
- Personal
 - Alpinism
 - Ice Climbing
 - Dawn & Dusk Patrols
 - Adventure Photography

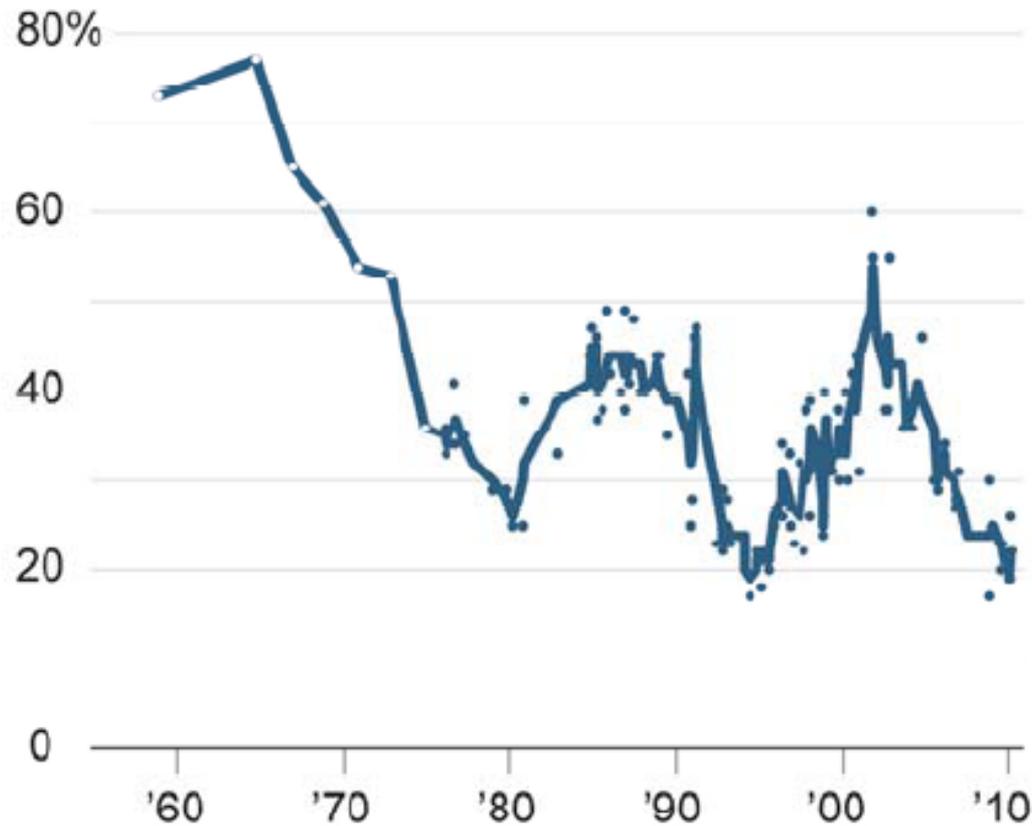
Handout on Good Governance Principles; Adapted from Graham, Amos and Plumptre (2003)

Good Governance Principle	Application and Description
Legitimacy and Voice	<p>Participation: individuals should have a voice in decision-making, either directly or through legitimate intermediate institutions that represent their intention. Such broad participation is built on freedom of association and speech, as well as capacities to participate constructively.</p> <p>Consensus Orientation: good governance mediates differing interests to reach a broad consensus on what is in the best interest of the group and, where possible, on policies and procedures.</p>
Direction	<p>Strategic Vision: leaders and the public have a broad and long-term perspective on good governance and human development, along with a sense of what is needed for such development. There is also an understanding of the historical, cultural and social complexities in which that perspective is grounded.</p>
Performance	<p>Responsiveness: institutions and processes try to serve all stakeholders.</p> <p>Effectiveness and Efficiency: processes and institutions produce results that meet needs while making the best use of resources.</p>
Accountability	<p>Accountability: decision-makers in government, the private sector and civil society organizations are answerable and responsible to the public, as well as to institutional stakeholders. Accountability differs depending on the organizations and whether the decision is internal or external.</p> <p>Transparency: built on the free flow of information with processes, institutions and information directly accessible, and sufficient and applicable information provided.</p>
Fairness	<p>Equity: all have opportunities to improve or maintain their well-being.</p> <p>Rule of Law: legal frameworks are fair and enforced impartially.</p>

TRUST

Public Trust in Government: 1958-2010

Trust government just about always or most of the time



Pew Research Center March 11-21 Q21.

Trend sources: Pew Research Center, National Election Studies, Gallup, ABC/Washington Post, CBS/New York Times, and CNN Polls. From 1976-2010 the trend line represents a three-survey moving average with individual data points shown.

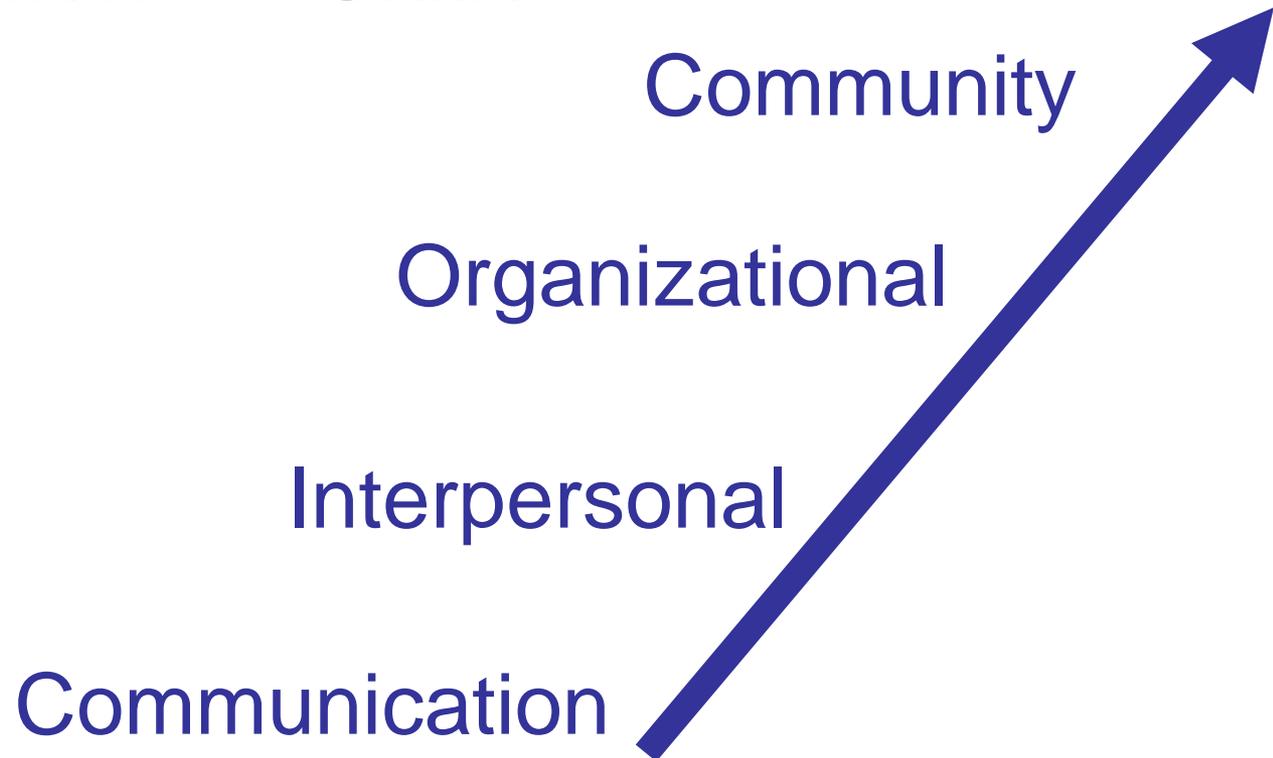
Source: Pew Research Center for the People & the Press, *The People and Their Government: Distrust, Discontent, Anger, and Partisan Rancor*. April, 2010, <http://people-press.org/report/606/trust-in-government>

Trust is . . .

- A trusting person, group or institution will be freed from worry and the need to monitor the other party's behavior, partially or entirely.
- Trust is an efficient means for lowering transaction costs in any social, economic and political relationship.
- Trust comes into play every time a new policy is announced.

Techniques for Managing Conflict Constructively

A Gradient of Skills



It's not about the nail



Conflict is inevitable,
But combat is optional
~ Max Lucado

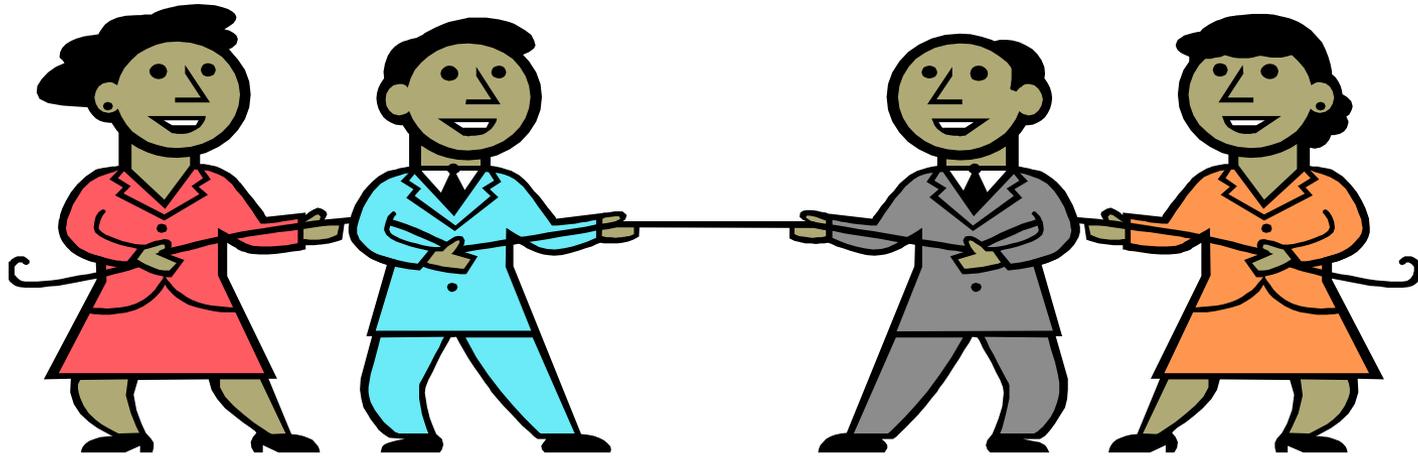


Proactive VS Reactive

A city councilman in Utah, Mark Easton, had a beautiful view of the east mountains, until a new neighbor purchased the lot below his house and built a new home. The new home was 18 inches higher than the ordinances would allow, so Mark Easton, mad about his lost view, went to the city to make sure they enforced the lower roof line ordinance. The new neighbor had to drop the roof line, at great expense.

Recently, Mark Easton called the city, and informed them that his new neighbor had installed some vents on the side of his home. Mark didn't like the look of these vents and asked the city to investigate. When they went to Mark's home to see what the vents looked like, this is what they found...





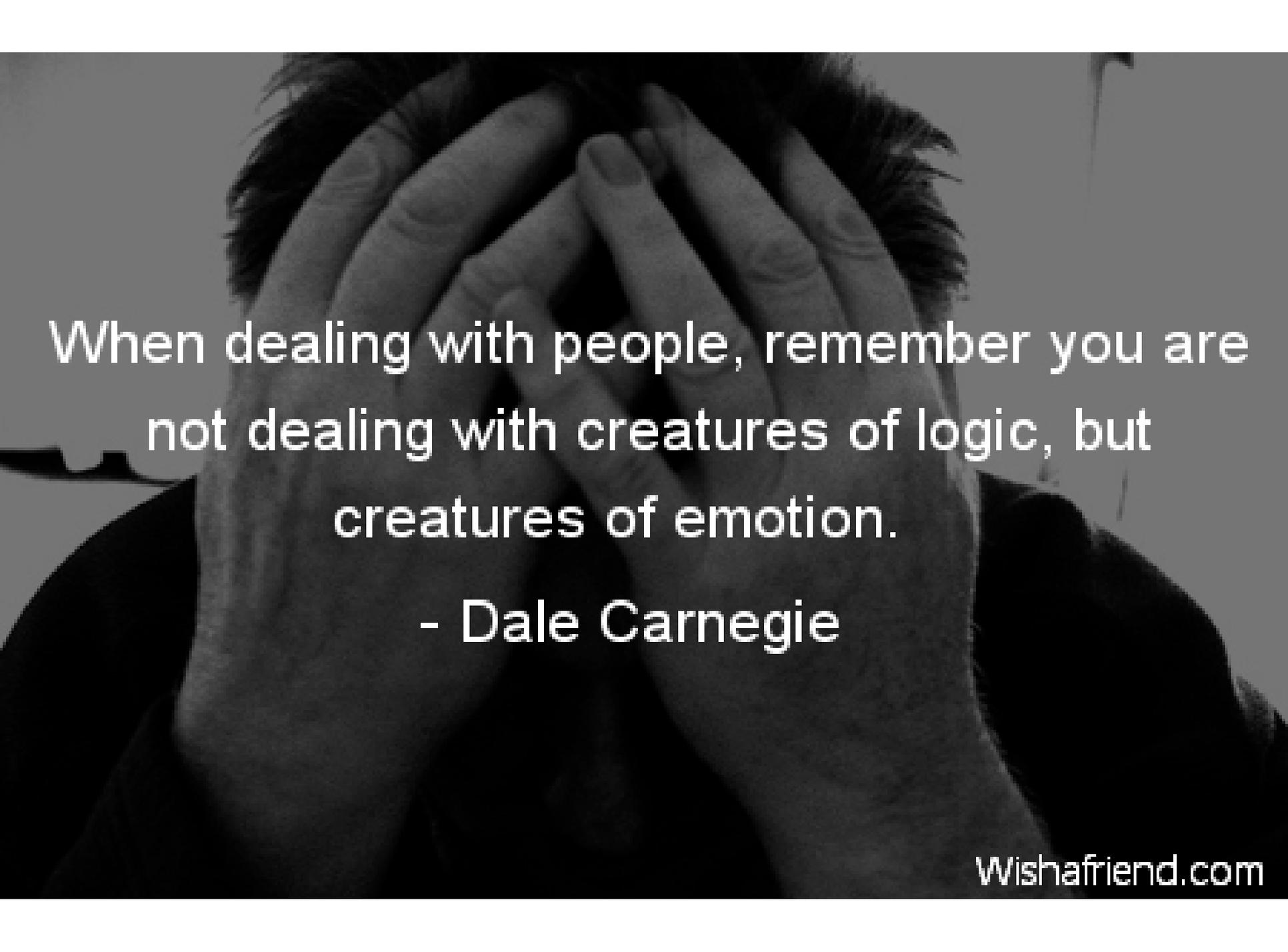
Conflict itself is normal.

It is what we **do** during conflicts that makes it beneficial or harmful.

PERSPECTIVE!!

Learn to speak in the language of the listener

Learn to listen in the language of the speaker



When dealing with people, remember you are
not dealing with creatures of logic, but
creatures of emotion.

- Dale Carnegie

Rational vs. Emotional Response

That was a very well laid out, rational point.

But I will still hold to my emotional opinion based on no facts or evidence.



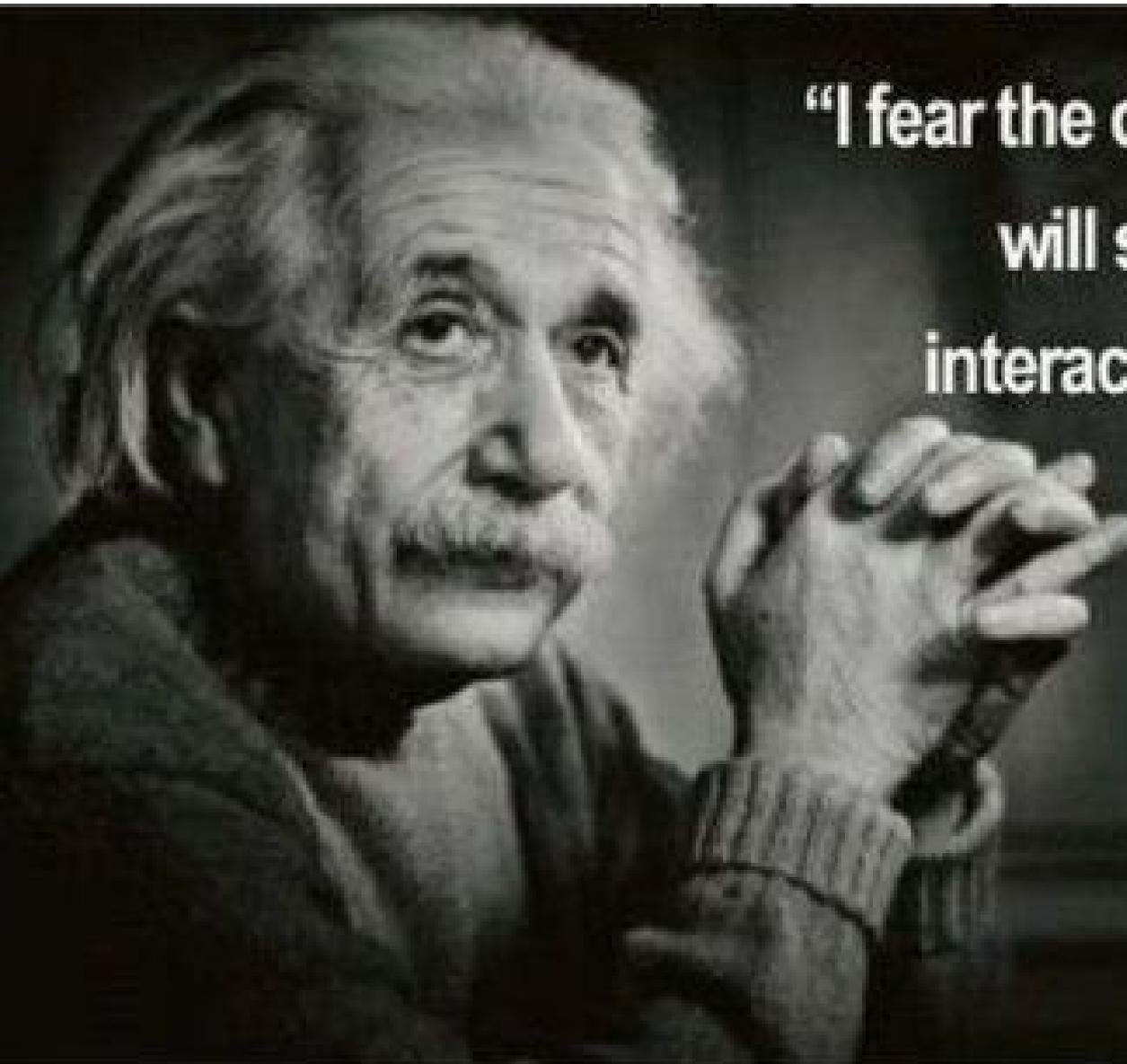
Buying Decisions

Rational

- Price
- Quality
- Feature
- Reliability
- Warranty

Emotional

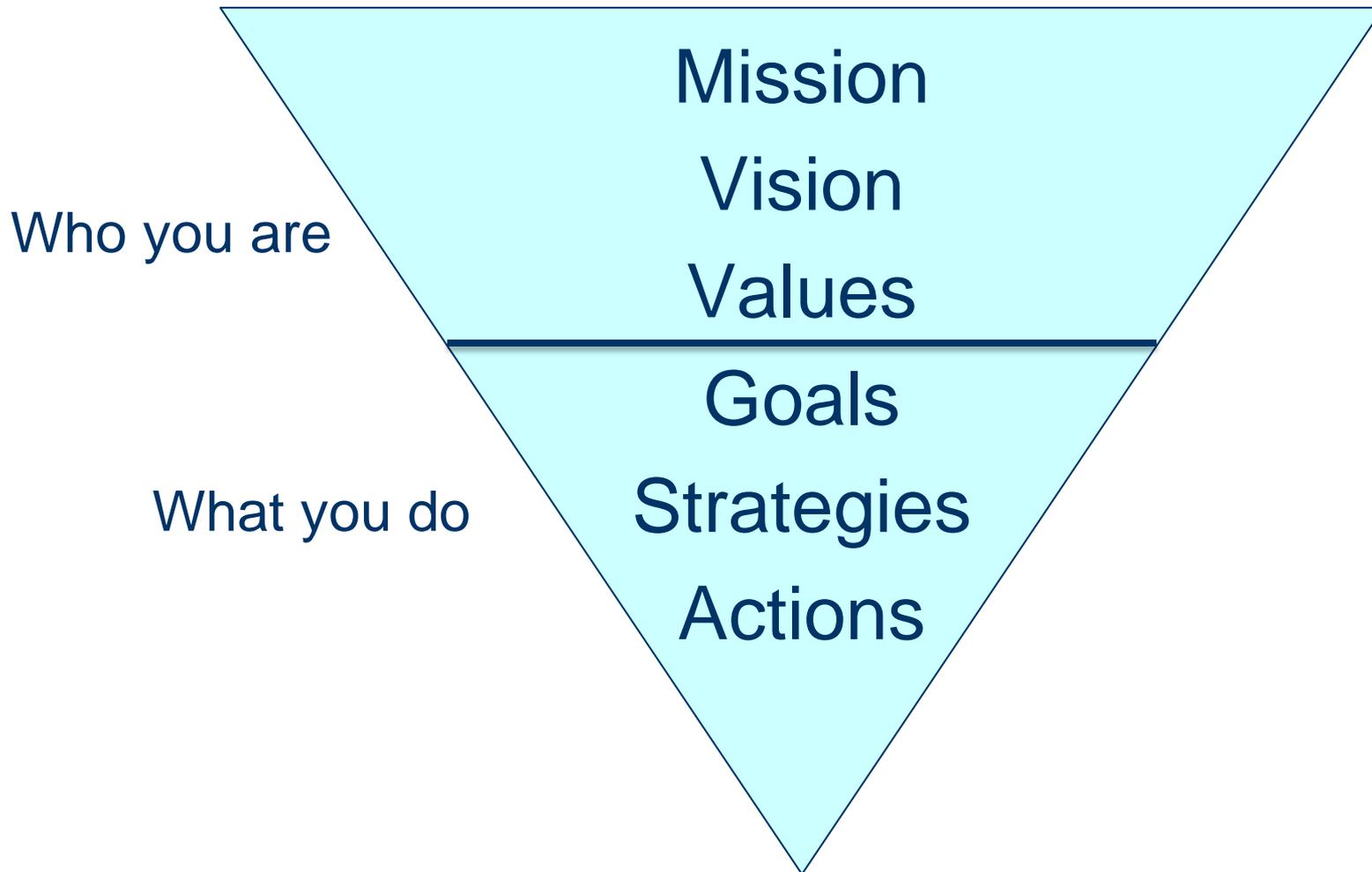
- Look
- Feel
- Esteem
- Brand
- Safety
- Fear



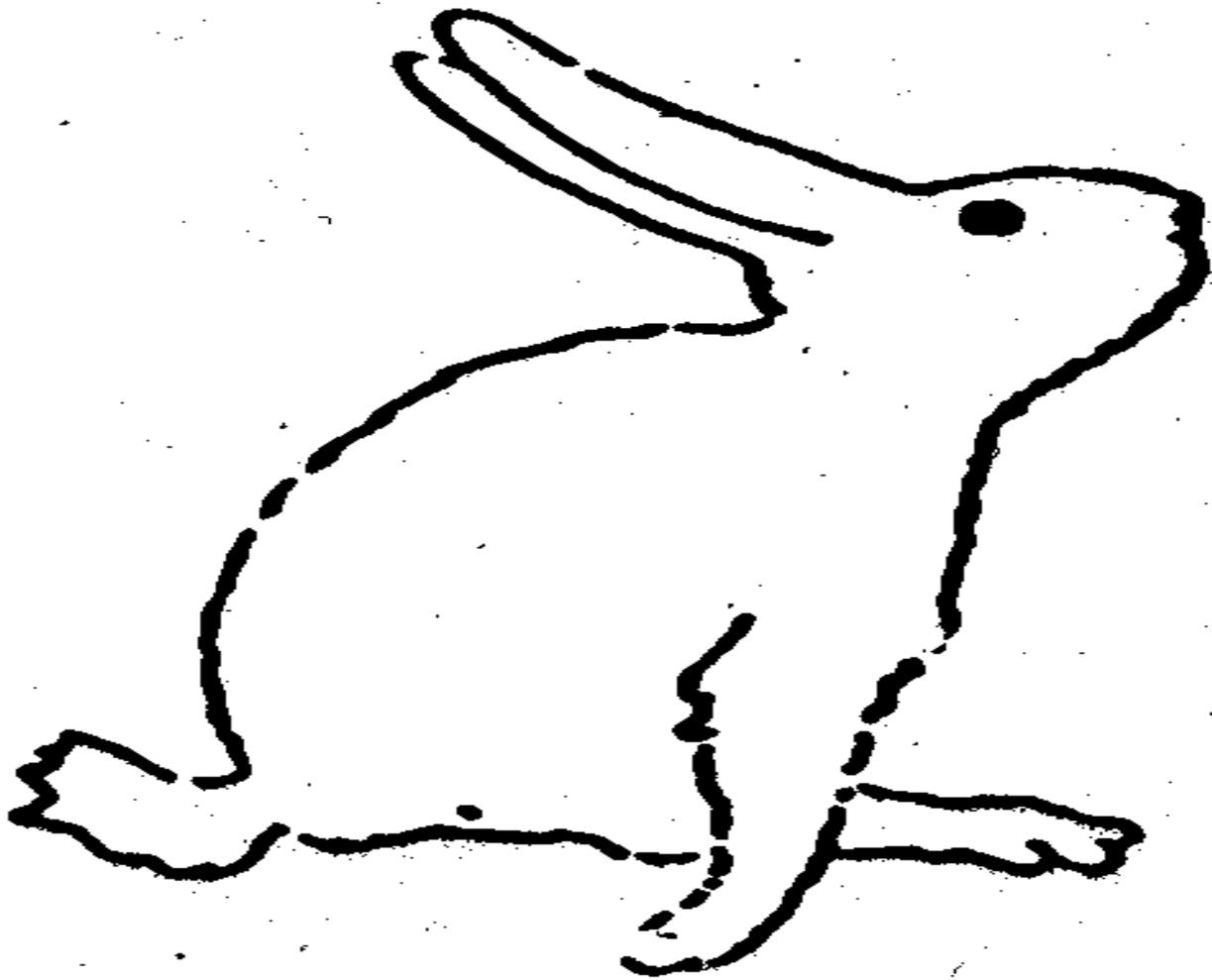
“I fear the day that technology
will surpass our human
interaction. The world will
have a generation
of idiots.”

Albert Einstein

Organizational Grounding



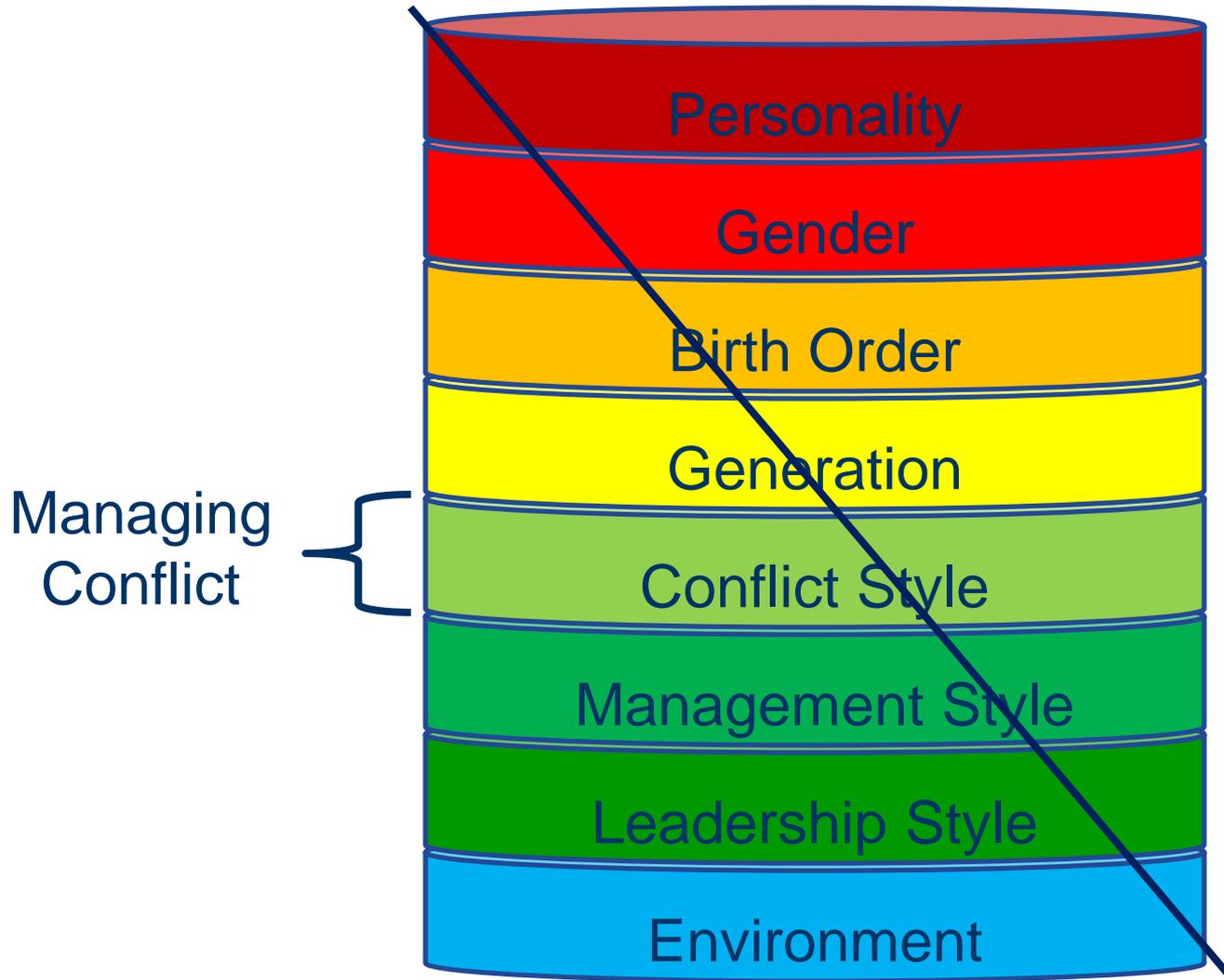




Dominant/Non-Dominant Signature

George Washington John Adams. Thomas Jefferson James Madison
James Monroe J. Q. Adams Andrew Jackson Martin Van Buren
Wm. H. Harrison John Tyler George Washington Zachary Taylor
Millard Fillmore Franklin Pierce Abraham Lincoln
Abraham Lincoln Abraham Lincoln R. B. Hayes James A. Garfield
Chester A. Arthur James Buchanan Amy Harrison Leitch
James A. Garfield Wm. McKinley Woodrow Wilson William McKinley
Benjamin Harrison Herbert Hoover Franklin D. Roosevelt Harry Truman
Dwight D. Eisenhower John F. Kennedy Lyndon B. Johnson Richard Nixon
Ronald R. Ford Jimmy Carter Ronald Reagan George Bush
Barack Obama Barack Obama Barack Obama

We are complicated!



Emotional Intelligence

Ability to recognize and understand emotions in **yourself** and **others** and the ability to use this awareness to **manage your behavior** and relationships.

Components of EI

- Self Awareness
- Self Management
- Social Awareness

Rational vs. Emotional

Real Colors®



Review

Our Personality affects...

- Our communication style
- The basis for our decisions
- Our perception of a situation or event
- Our interest and ability in working effectively with others

Color Your World

- Think About the Following:

Values What is important to you?

Needs How do you want to be treated/acknowledged?

Joys What makes you feel good?
How do you re-energize?

Strengths What are your skills?
How would others describe you?

BLUE

CHARACTERISTICS:

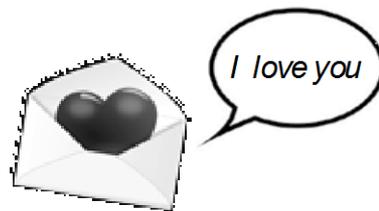
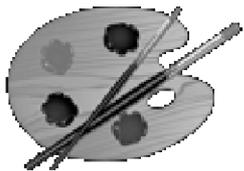
Accepting
Accommodating
Caring
Communicator
Compassionate
Concerned
Cooperative
Creative
Emotionally Sensitive

Empathetic
Spiritual
Supportive
Encouraging
Friendly
Giving
Good Intentions
Harmonious
Nurturing

Passionate
Patient
People Pleaser
Romantic
Sincere
Trusting

MOTIVATED BY:

- A Cause
- Being Loved
- Expressing Feelings
- Feeling Special
- Creating Harmony
- Avoiding Conflict
- Helping Others



GREEN

CHARACTERISTICS:

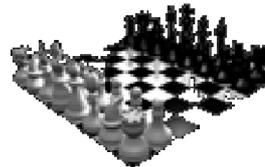
Abstract
Avoids Conflict
Complex
Cool & Calm
Curious
Excited by Knowledge
Highly Independent
Innovative
Inventive
Insightful
Introverted (likely)

Intelligent
Likely Expert in Some Field
Logical
Masters of Their Interest
Mentally Alert
Perceptive
Prideful
Theoretical
Thinks Before Acting
Visionary

MOTIVATED BY:

- Being Capable & Competent
- Being Engrossed in a Project
- Being Undisturbed by Others
- Dignity
- Knowledge
- Exploring
- Experimenting

$$E=MC^2$$



GOLD

CHARACTERISTICS:

Conservative
Conscientious
Ethical
Formal
Hard Working
Highly Principled
Sense of Right & Wrong
Loyal
Mature
Moderate in All Things
Objective
Personal Integrity

Prepared
Prompt & On Time
Rational
Reasonable
Responsible
Secure
Self-Disciplined
Stable
Steadfast



MOTIVATED BY:

- Stability
- Striving
- Family
- Consistency
- Security
- Orderliness
- Routine
- Planning
- Clear Directions
- Schedules
- Detail

ORANGE

CHARACTERISTICS:

Active
Appreciative
Boundary Tester
Competitive
Cheerful
Creative
Eager
Enthusiastic
Invigorating

Excitable
Extroverted (likely)
Spontaneous
Highly Responsive
Impulsive
Informal
Kinesthetic (likely)
Lively
Multi-Talented

Non-Conformist
Physical
Productive
Risk Taker
Stimuli-Immediate
Response

MOTIVATED BY:

- Entertainment
- Fun
- Being Happy & Satisfied
- Immediate Feedback
- Activity
- Wide Variety of Options
- Life Itself



Understanding Stress and Change

- At your tables, review and discuss **what** and **how** *stress* and *change* effects the different temperaments (colors).
- Discuss as individuals how you **respond** to *change* and *stress*.

Managing Stress and Change

- Speaking from your Color perspective, discuss **strategies** you use to **manage** *stress* and *change* in your professional relationships.

PERSPECTIVE!!

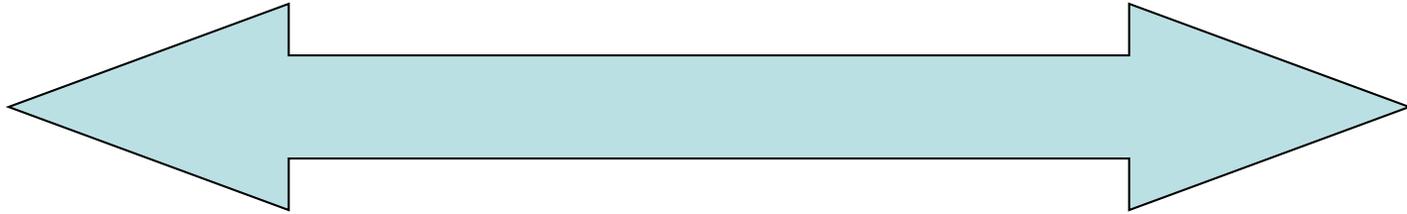
Learn to speak in the language of the listener

Learn to listen in the language of the speaker

Human Continuum

Strongly Agree

Strongly Disagree



- Dogs are the best animal companions
- Women are better drivers than men



- *What is the result when a conflict is managed well?*
- *What is the result when a conflict is not managed well?*

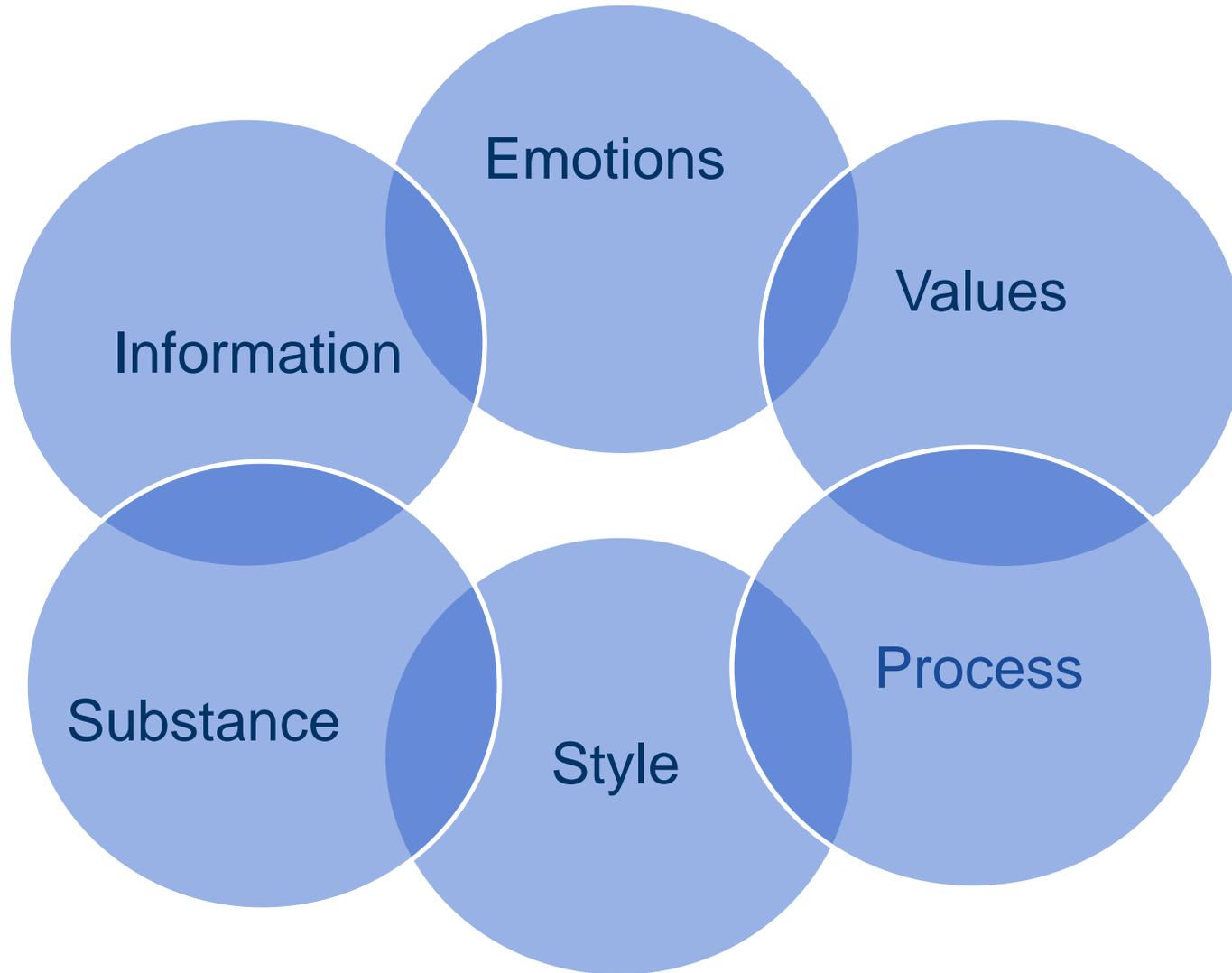
My favorite simple conflict
definition:

**Perceived goal interference among
interdependent parties.**

Why I like this definition so much...

- Understand the **goal interference**....
- Understand the **accuracy of perceptions**....
- Understand the **nature of the interdependence**, and
- You have gone a long way in understanding the situation.

Sources of Conflict



- About data
- Misinformation
- Having different information
- Which data to use
- Not having enough information
- Withholding information



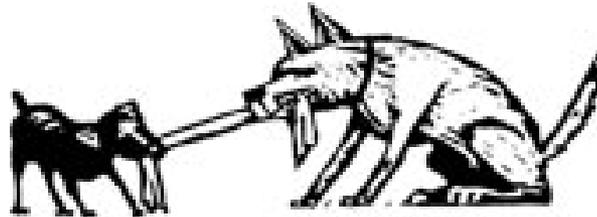


Emotion Conflicts

- About feelings, ego, self-esteem, feelings of entitlement
- Arise when other conflicts get too ripe
- Lead to exceptionally narrow thinking
- Emotions short-circuit the ability to reason and to listen

Value Conflicts

- About deeply rooted beliefs and feelings
- Religion, politics, work ethics
- In some ways, easiest to manage in work context





Process or
Relationship
Conflicts

- About who we are to each other
- Boss/subordinate, working relationships
- Who has what authority?
- Are we friends? Are we peers?
- Can co-workers, students/professors have deep relationships?
- Do we have the same goals about our relationship?
- How are decisions made?

- About how to do things, how to communicate, which way to act is best
- Directive versus collaborative
- In person versus electronically
- Structure versus fluidity
- Common with strong personalities
- Frequent cause of annoyances
- Causes conflict when style difference is seen as obstruction



- About real or perceived scarce resources
- Money, time, space, equipment
- Amenable to regular problem solving once the issue is isolated



If Conflict keeps coming back...

You are working in the wrong circle!

Working with Troublesome Personalities

- Bulldozer
- Bellyacher
- Adult Teenager
- Killjoy
- Know-it-all

Bulldozer

- Extremely dominating/aggressive
- Overwhelm others/intimidating
- Prone to yelling
- Loud abusive language – swearing
- Might is right

Bellyacher

- Frequently complain, gripe or object
- Seldom offer solutions
- Feel unable to change the conditions or unwilling to take responsibility
- Negatively passive or martyr

Adult Teenager

- They never let you in on their thoughts and feelings
- Don't agree or disagree
- Not sure if they heard you
- Use monosyllable responses or grunts

Killjoy

- “Been there, done that and it won’t work”
- Uses the past only they can remember to control the present and predict the future
- Gloomy people intent on “harshing my vibe”

Know-it-all

- “Superior” people who let you know how fortunate you are to have access to their vast knowledge and experience
- Condescending, “tolerant”, patronizing and pompous
- Arrogantly aggressive
- Make others feel inadequate when they can

Kicking and Screaming for Coffee

Sources of Conflict

- Information
- Emotion
- Value
- Process or Relationship
- Style
- Substance

Troublesome Personalities

- Bulldozer
- Bellyacher
- Adult Teenager
- Killjoy
- Know-it-all

Working with Troublesome Personalities

- At your table, **discuss strategies** you have found effective when working with troublesome personalities
- Capture responses on the worksheet in the packet
- Select a reporter to share your tables insights with the group

At your tables. . . .

Discuss strategies and actions you have used to cope with one of the troublesome personalities.

Select a reporter who can share your insights with the group.

Bulldozer

- Give them a little time to run down before you engage
- Don't argue with them. You lose credibility and chance to communicate
- Use humor and friendliness
- Develop and maintain ground rules
- Ask them to sit down

Bellyacher

- Don't agree with or apologize for their allegations
- Acknowledge all facts related to their complaint
- Restate their complains in your terms and see if they agree with your understanding of them
- “How do you want this discussion to end?”

Adult Teenager

- Ask open ended questions – wwwwww
- Calmly wait for response. Don't fill in the silence. Stay calm!
- If the person doesn't respond, comment on what is happening between you. End your comment with an open-ended question, such as, "Where would you like us to go from here?" Or, "How do you feel we can proceed?"

Killjoy

- Don't allow the negativism to take over the group.
- Avoid trying to argue Killjoy's out of their pessimism.
- Balance discussion with clear positive thinkers in the group.
- When solutions or decisions are offered, raise possible negative results yourself, so that you control the responses.

Know-it-all

- Be prepared with facts that have been carefully checked for accuracy.
- Use facts and reasons rather than emotional argument
- Use questions, not countering statements, to raise problems.
- Table it. Propose delays in action to gain time for others in the group to either get on board or refute the Know-it-all.

Coping with Troublesome Personalities

- Keep your sense of humor!
- Be respectful
- Be objective
- Expect reasonable and appropriate behavior

10 ways to have a better conversation

- TED Talk by [Celeste Headlee](#)



China Patterns



Negotiation Strategies



Comparing Collaborative and Competitive Strategies

Factor	Collaborative	Competitive
• Goal	• Mutual Gain	• Self Benefit
• Resource View	• Expandable	• Fixed-Pie
• Issue Focus	• Interests	• Positions
• Relationship	• Valued	• Unimportant
• View of Other	• Partner	• Adversary
• Communication	• Open	• Controlled
• Information	• Exchange	• Protected
• Trust	• High	• Limited
• Power	• Shared	• Coveted
• Metaphor	• Partnership	• Game

Conflict Strategies

- Avoider - *Engage them*
- Accommodator - *Ask them first*
- Compromiser – *Move to the best possible solution*
- Competitor - *Help them to understand the other's point of view*
- Collaborator – *Prioritize the most important issues*

What's Your Strategy?

- What are the problems with relying on one strategy?
- What is the right strategic approach to ***this*** problem?
- Intention versus by accident!

What's Your Style?

- Take Assessment & identify your negotiation style
- What are the problems with relying on one style?
- What is the right strategic approach to ***this*** problem?
- Intention versus by accident!

Things to consider

- Listening too fast.....
- What might be the impact of the words I am choosing to use?
- What are my assumptions about the others in conflict? Have I checked my assumptions?

Conflict as Opportunity

- Good governance requires tension
- Conflict leads to better decisions
- Stop arguing about who is right
- Stop blaming and judging
- Explore each others stories
- Move from certainty to curiosity
- Shift to a *Position of Inquiry*
- Separate the **interest** from the **position**



THANK YOU!!

Please contact me with any questions:

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