

Today's Presenter



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OCLC

Growing Through Conflict: Healthy Workplace Communication

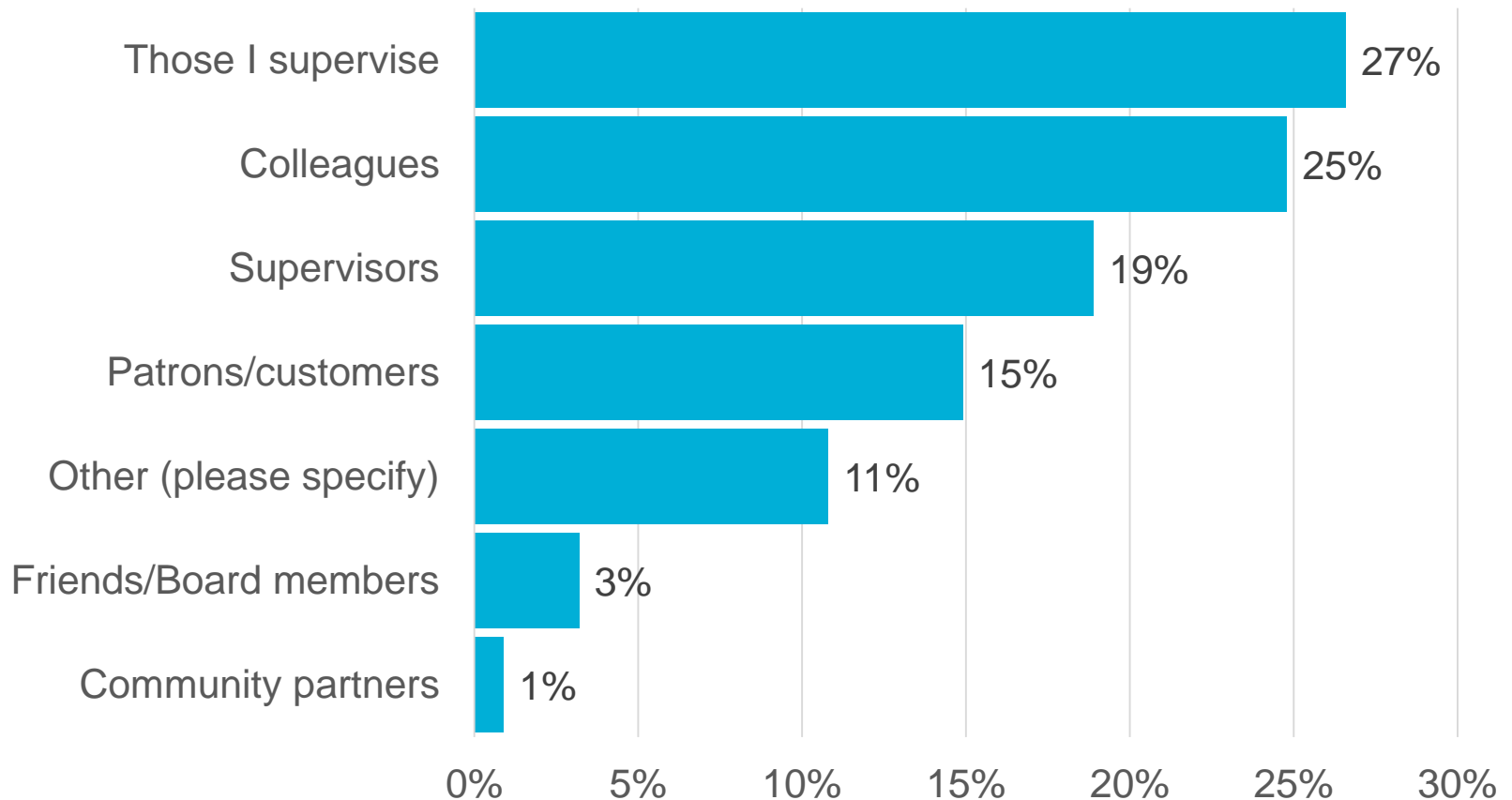
September 10, 2015
Anna Shelton

You're not alone – conflict happens!



Confident conflict management is a common goal

I would like to feel more confident addressing conflict with:



Agenda



Part 1:
Understanding ourselves



Part 2:
Understanding others



Part 3:
Facilitating change in our
environment

An invitation

Use chat to build on each other's knowledge and experiences.



Is there any time when a conflict resolution approach is not appropriate?

- Immediate danger
- Allegations of abuse
- Unstable mental health

Options for help:

- Police/911/liaison officer
- Human Resources/EAP
- Local or national crisis line

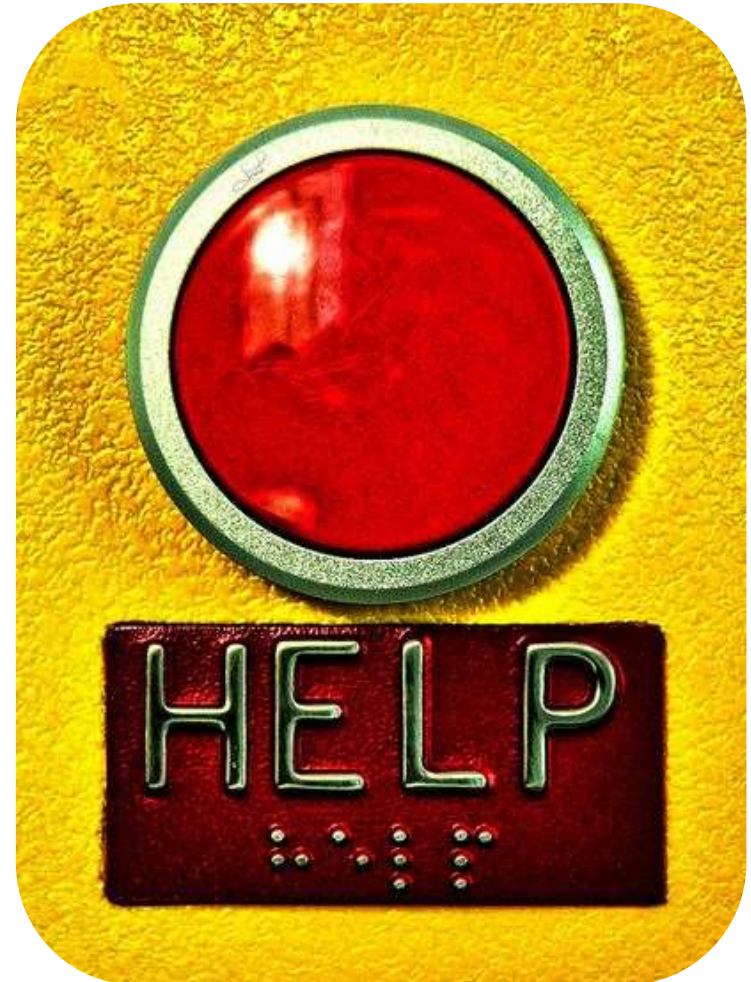
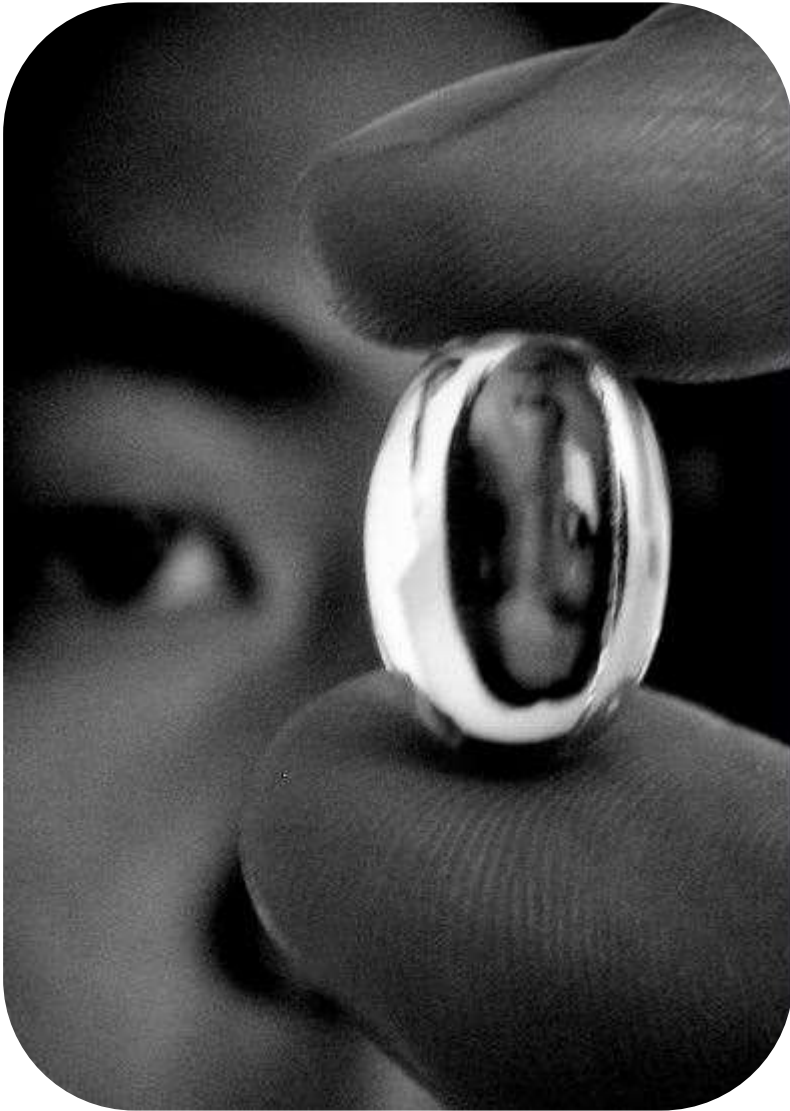


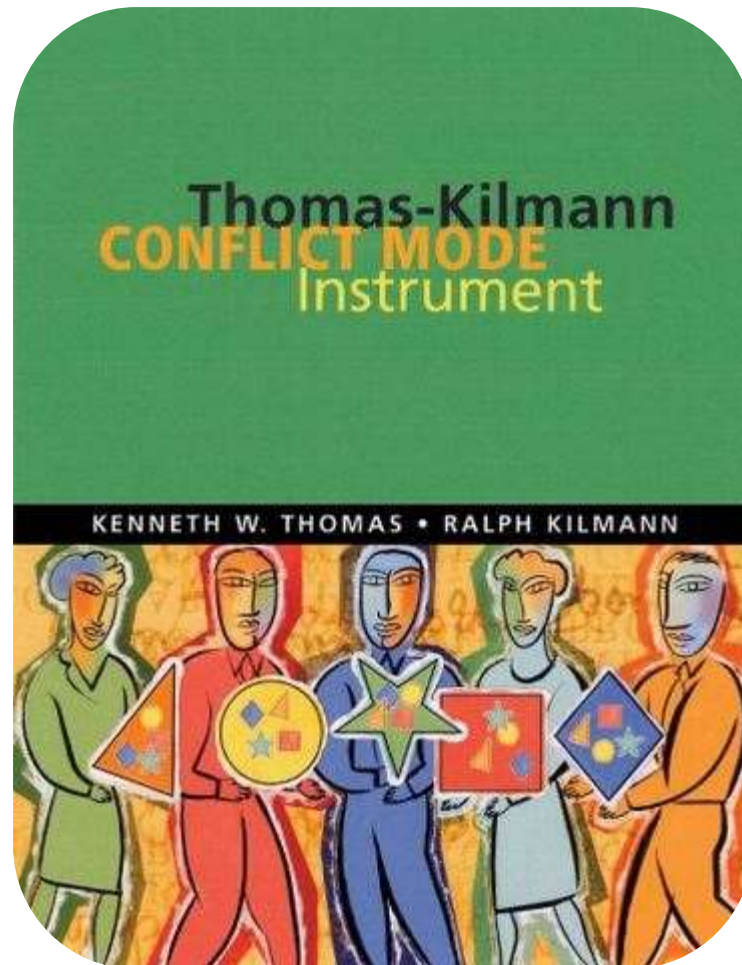
Image courtesy of tsaiproject via Flickr:
<https://flic.kr/p/bqQMhR>

PART 1



Understanding ourselves

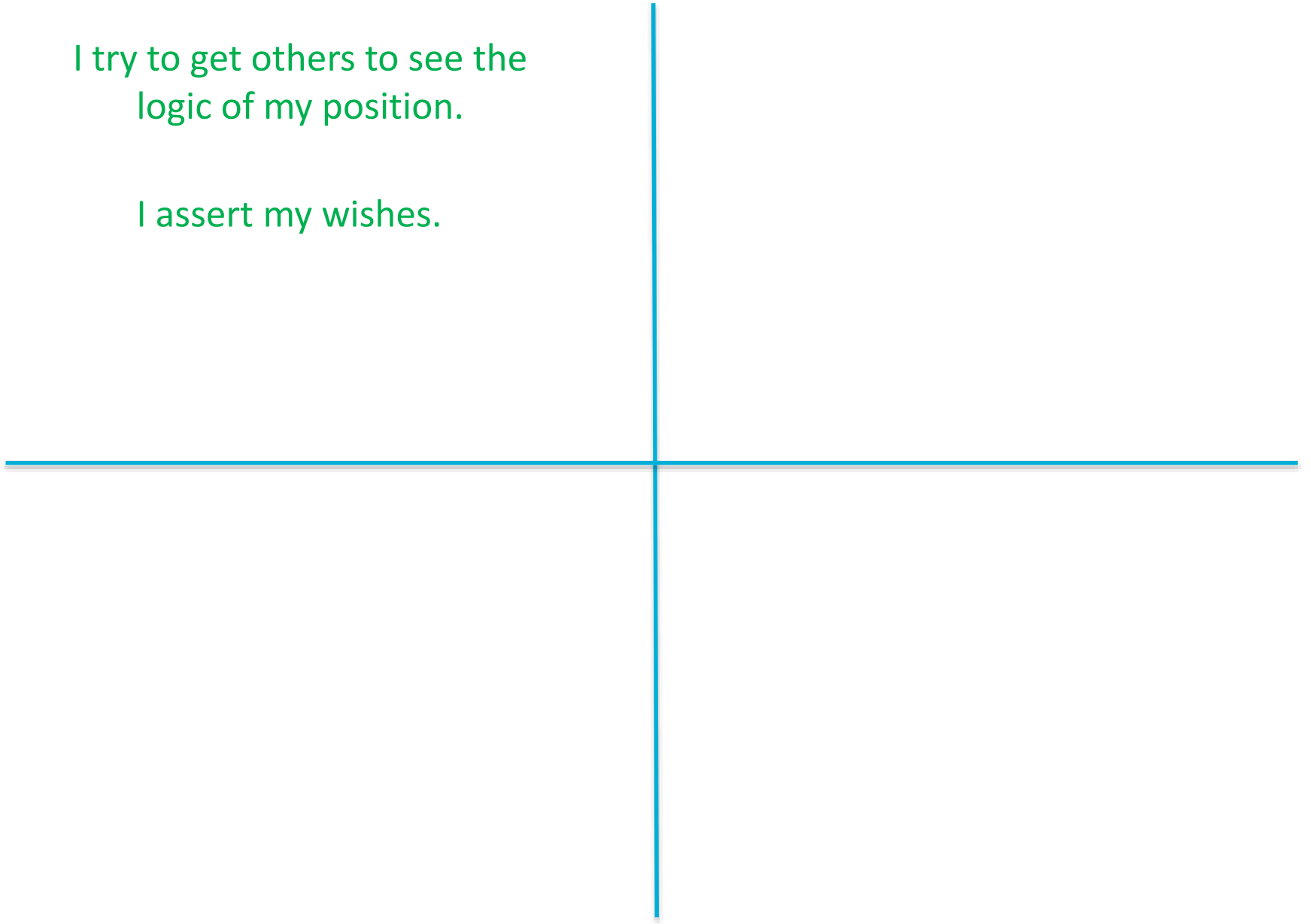
Conflict style inventory

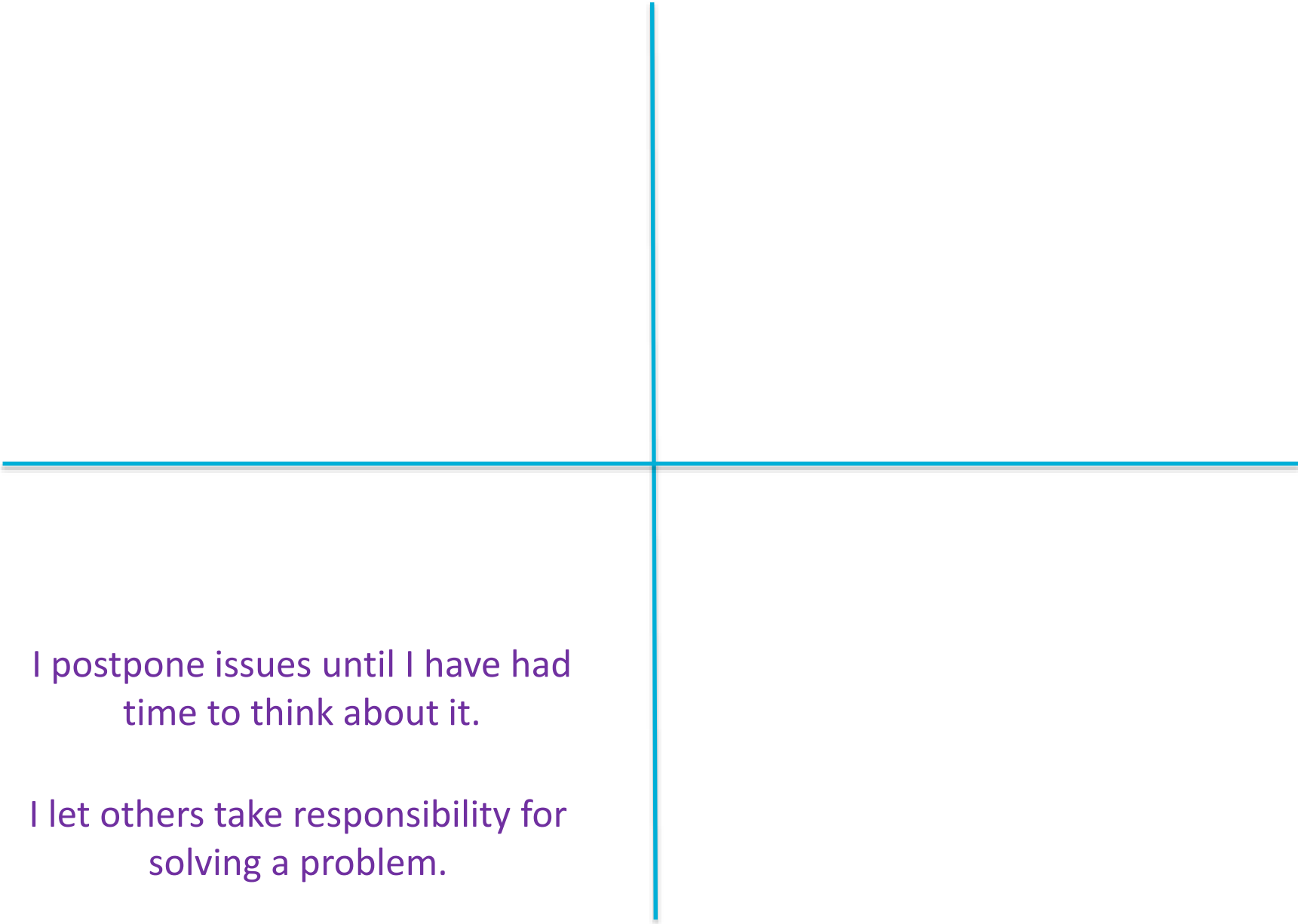


Adapted from Thomas-Kilmann Conflict Instrument (TKI):
<http://tinyurl.com/qxq3ny5>

I try to get others to see the
logic of my position.

I assert my wishes.





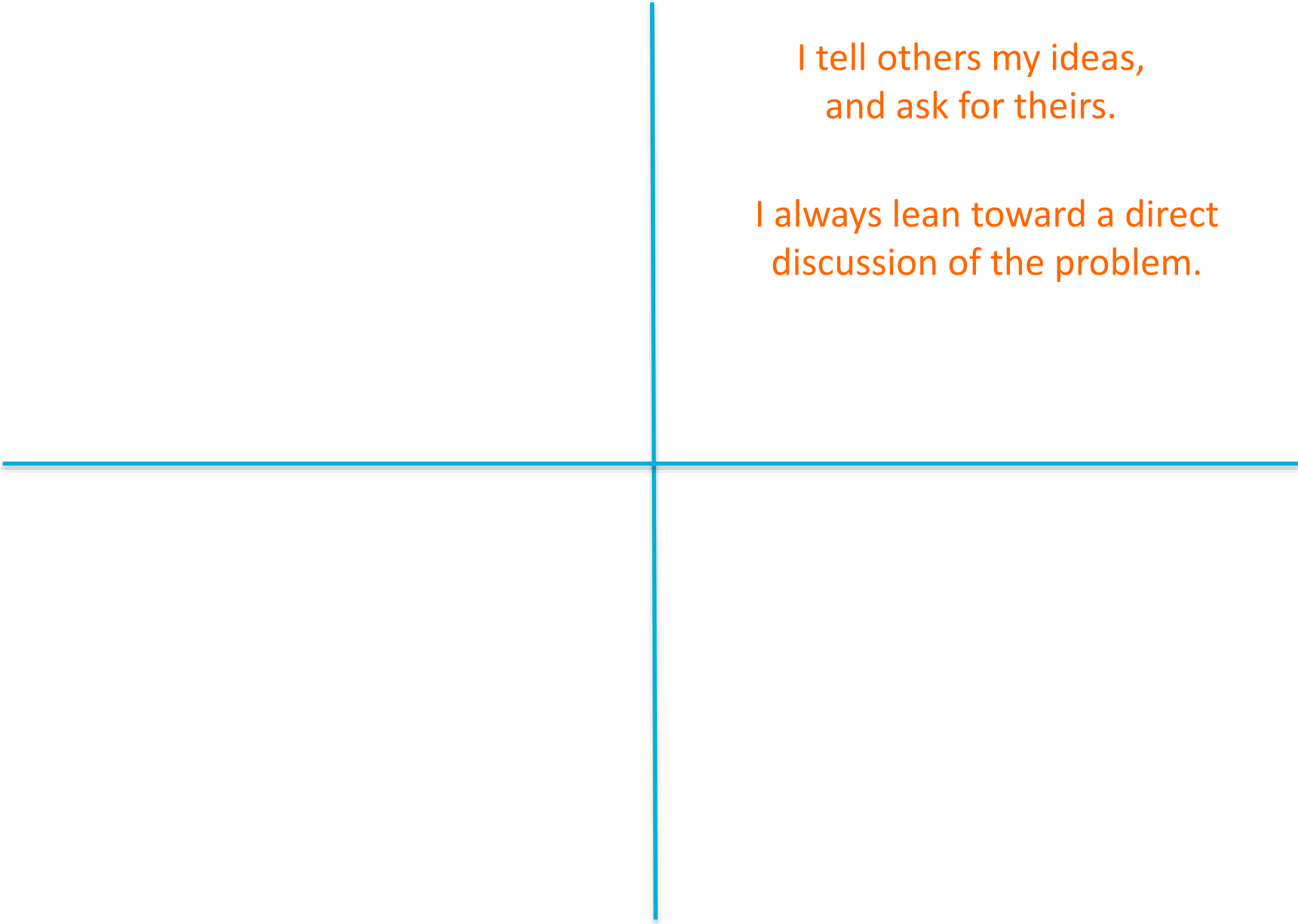
I postpone issues until I have had
time to think about it.

I let others take responsibility for
solving a problem.



I give up some points in exchange for others.

I try to find a position that is intermediate
between mine and the other person's.



I tell others my ideas,
and ask for theirs.

I always lean toward a direct
discussion of the problem.



I try to consider the other
person's feelings.

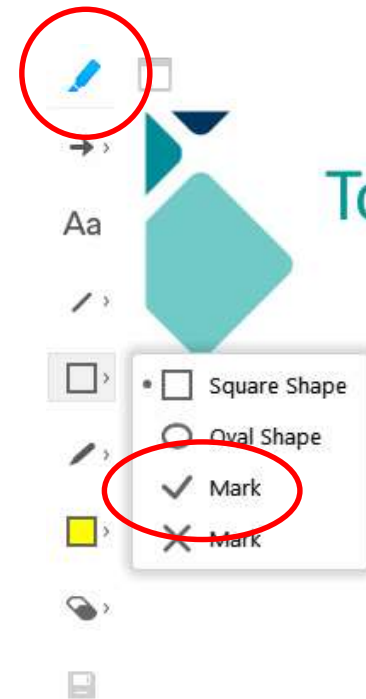
Rather than negotiate things we
disagree on, I try to stress things
we both agree on.

Annotation Tools

The tool buttons will open in a row on the left side of your screen, once you **click on the marker**.

Check mark

- Click on square, half-way down.
- Use the drop-down menu and choose the check mark.
- Click on slide to indicate choice.



I try to get others to see the logic of my position.

I assert my wishes.

I tell others my ideas, and ask for theirs.

I always lean toward a direct discussion of the problem.

I give up some points in exchange for others.

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Personal conflict style

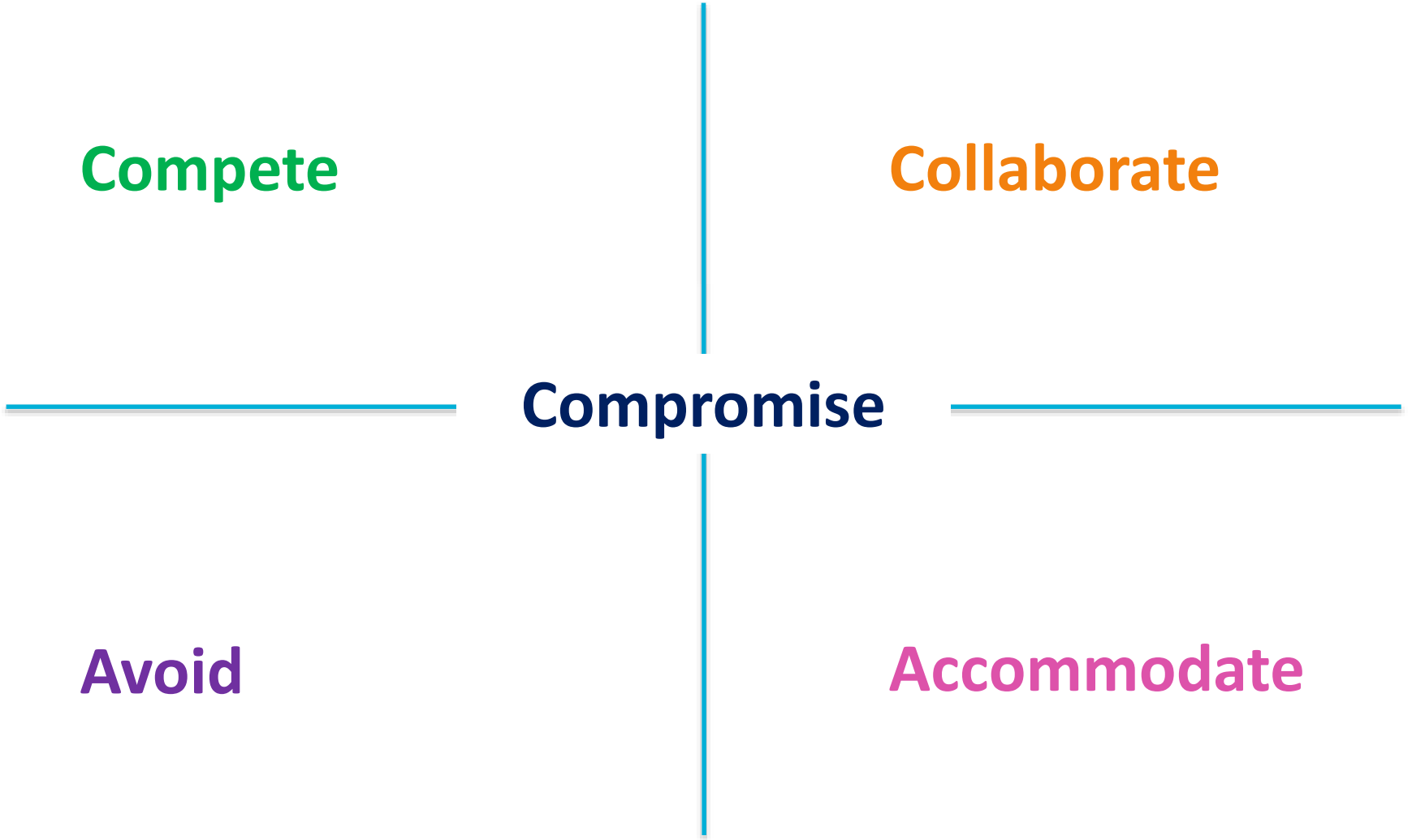
Compete

Collaborate

Compromise

Avoid

Accommodate



Possible drawbacks

Compete

Others may fear disagreeing with you, even when it's important.

Collaborate

May waste time on trivial issues and miss opportunities.

Compromise

An over-focus on fairness may mean losing sight of the big picture.

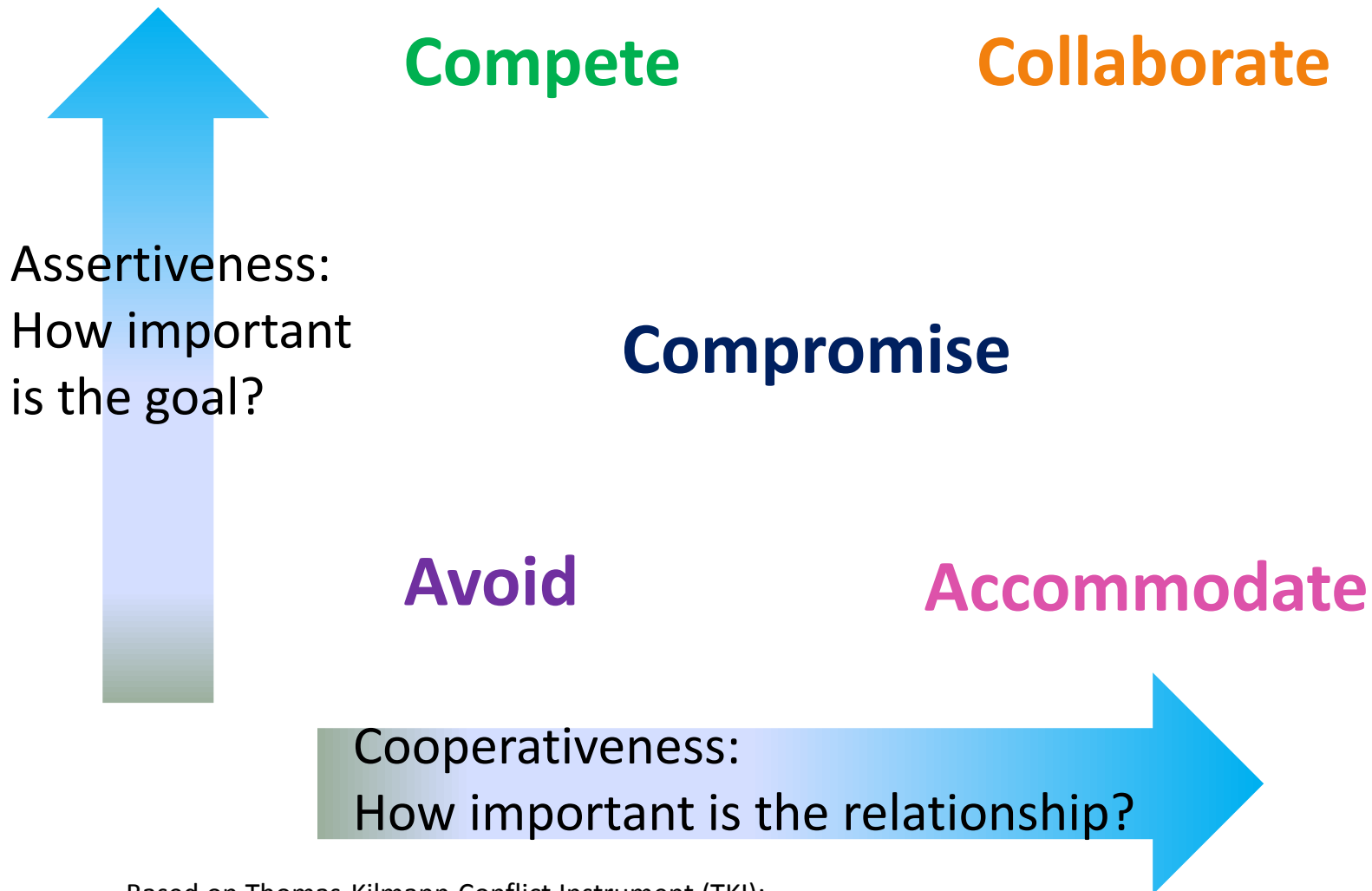
Avoid

Critical issues may go unsolved, causing problems or resentment later.

Accommodate

Your perspective may go unstated, and you may be less able to influence others.

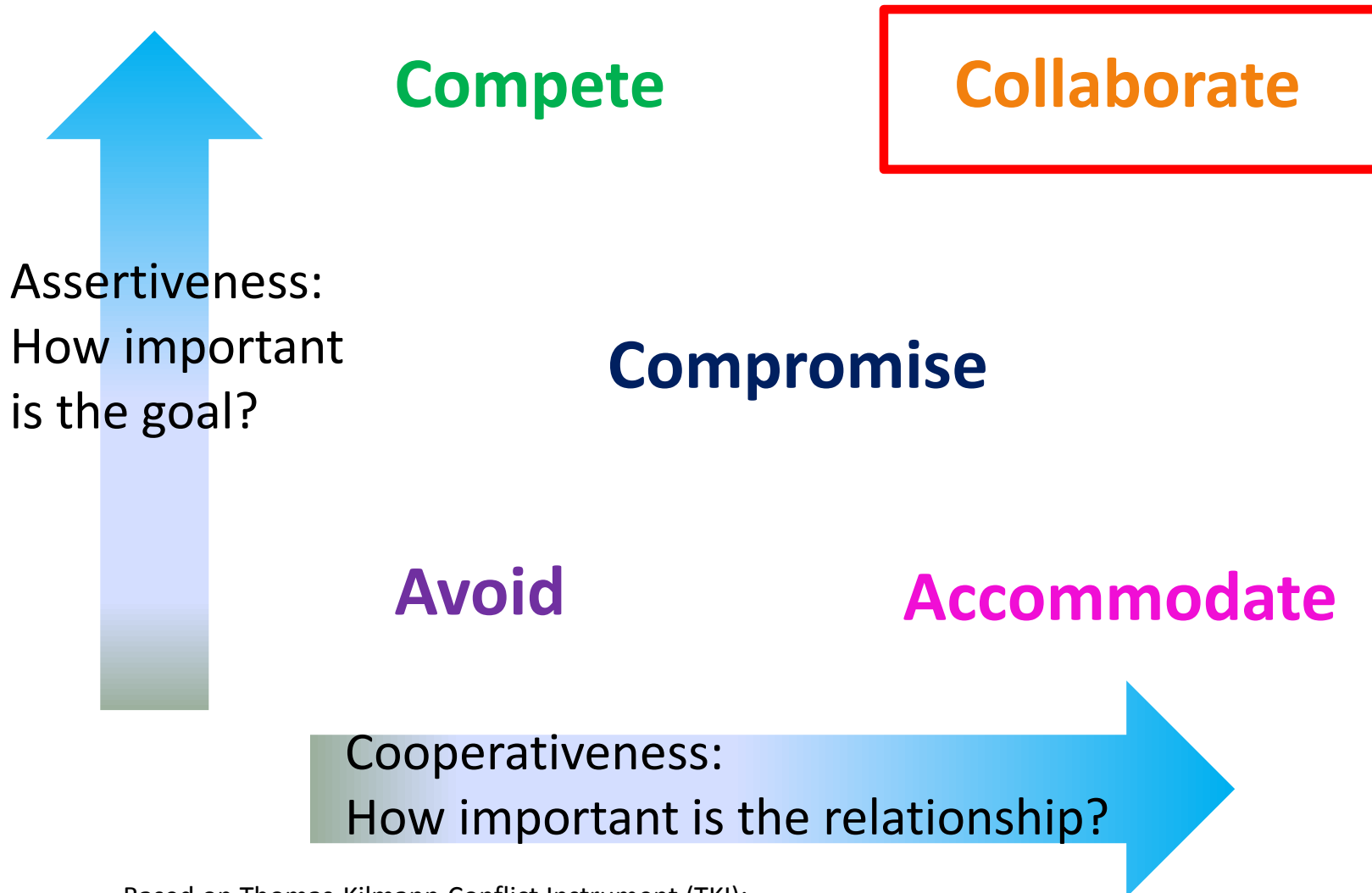
Choosing a style for the situation



Based on Thomas-Kilmann Conflict Instrument (TKI):

<http://www.kilmanndiagnostics.com/overview-thomas-kilmann-conflict-mode-instrument-tki>

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Why collaborate on conflict?

- Opportunity for greater self-awareness
- Get critical/missing input from others
- Stronger relationships
- Better health
- Clear mind, increased able to focus
- Better community outcomes for your library
- Identify a third path

Anger arousal cycle

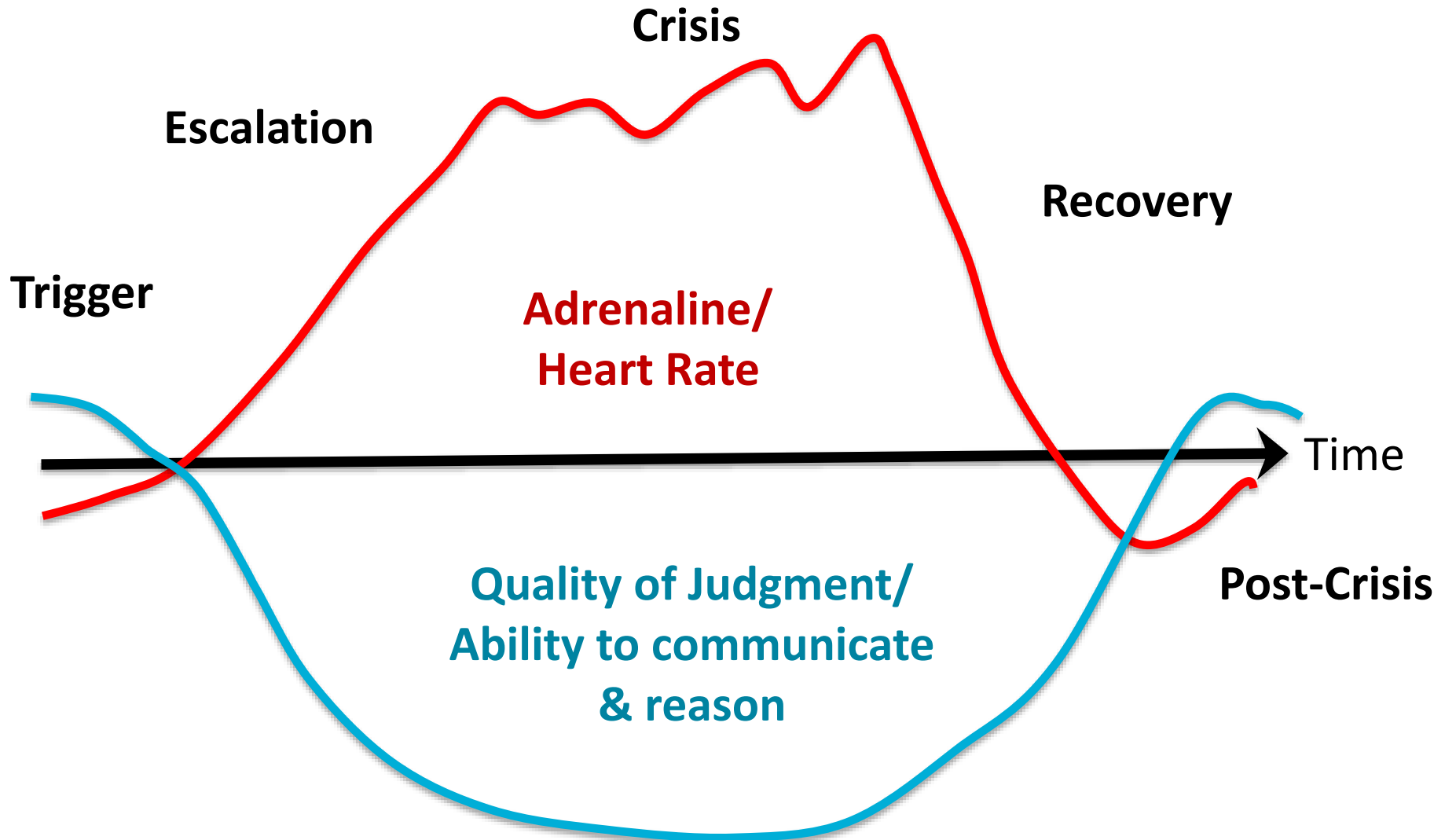
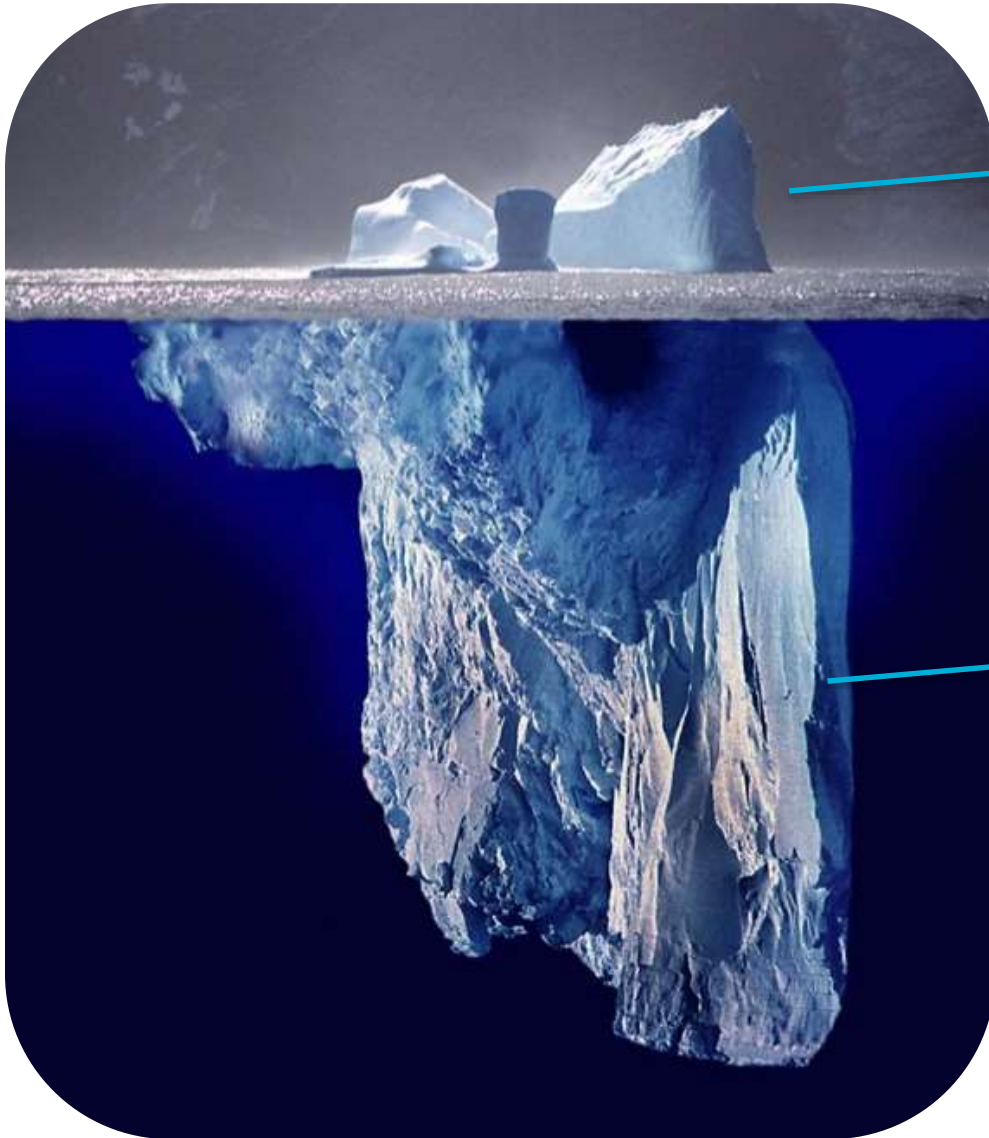


Image based on Harper, G. (2004). *The joy of conflict resolution: Transforming victims, villains and heroes in the workplace and at home*. Gabriola Island, BC: New Society Publishers

Iceberg metaphor



Behavior:
What others
see

Underlying
beliefs,
values, needs
and feelings

Iceberg metaphor: anger



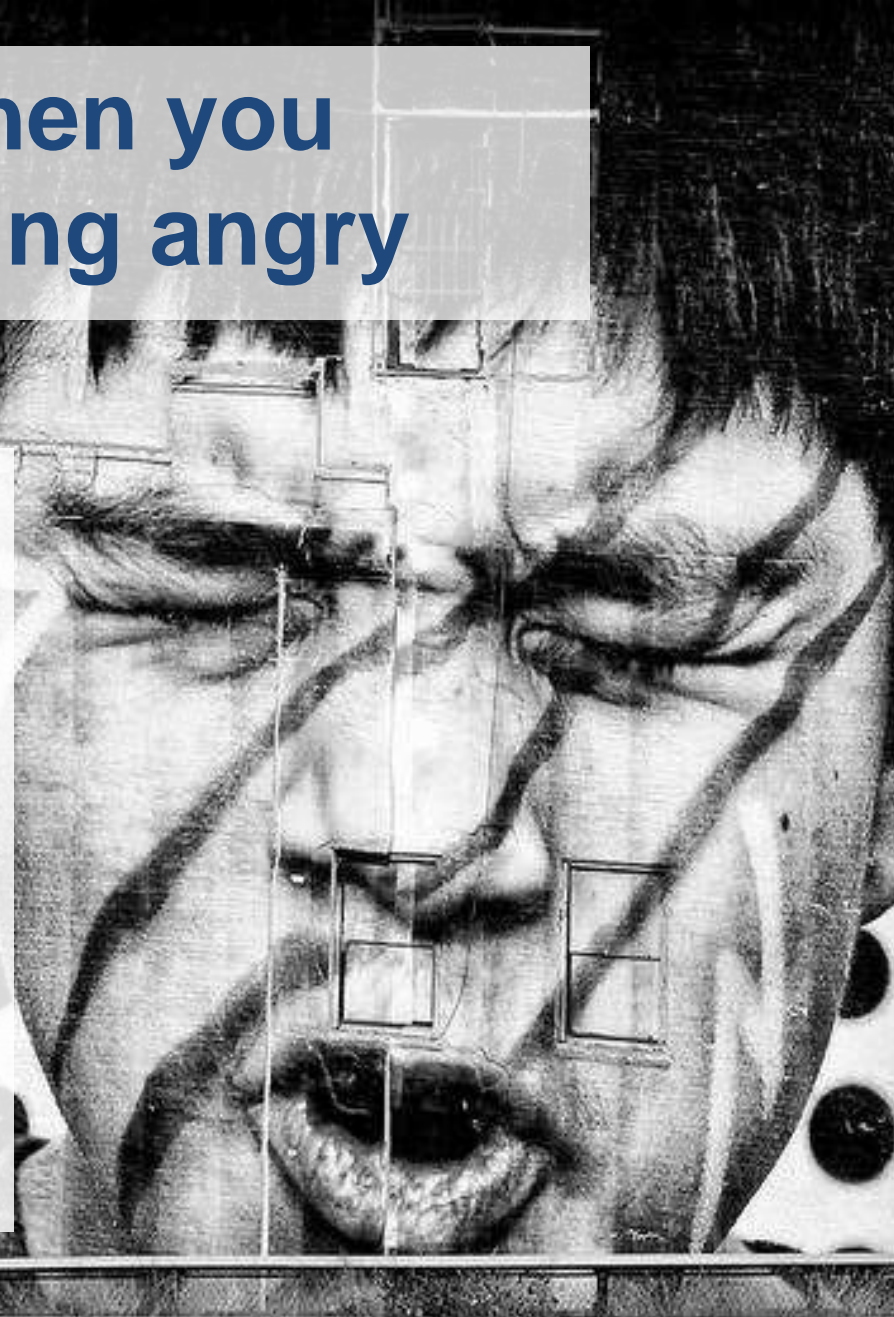
What others see

Examples of underlying feelings that are hidden from others

Examples of underlying values/needs

Questions to ask when you notice yourself getting angry

- Where is this coming from?
Is there another emotion I'm feeling underneath?
- Is my quality of judgement impaired right now?
- What is at risk if I don't address this issue?



Underlying values



Accountability	Dignity	Originality
Appreciation	Diversity	Partnership
Authenticity	Effectiveness	Peace-of-mind
Awareness	Equality	Positivity
Belonging	Excellence	Practicality
Calmness	Freedom	Preparedness
Challenge	Fun	Professionalism
Commitment	Generosity	Purpose
Communication	Hard Work	Respect
Community	Honesty	Sensitivity
Competence	Inclusion	Space
Consideration	Independence	Speed
Consistency	Intelligence	Stability
Contribution	Justice	Structure
Control	Leadership	Success
Cooperation	Learning	Teamwork
Creativity	Loyalty	Thoughtfulness
Determination	Order	Trust

List of values/human needs from: <http://nycnvc.org/needs.htm>
and https://www.mindtools.com/pages/article/newTED_85.htm
Image Courtesy of Beverley Goodwin via Flickr: <https://flic.kr/p/niKjPw>

Questions and discussion



Image courtesy Ninja M via flickr at <http://tinyurl.com/q7mksjn>

PART 2

Understanding others



Image courtesy Frank M. Rafik via Flickr: <https://flic.kr/p/3mbype>

We are constantly interpreting

- There is a difference between perception and reality.
- Notice the “story” you are telling yourself and challenge it.
- Separate ***facts*** from ***stories***.



Image courtesy of Schaaflicht via Flickr: <https://flic.kr/p/2LSM>

Examine your story



Actions we take

Feelings and beliefs

Story we tell

**What we
see and hear**

Example journey from fact to action



Actions we take

I don't say hello and I avoid Miriam for the rest of the day, handling everything myself.

Feelings and beliefs

Miriam is clearly unreliable and doesn't get what it means to be part of a team.



Story we tell

Miriam arrived late so she would miss the hardest part of the shift. She knows we're always slammed that time of day and she didn't even care.

What we see and hear

Miriam arrived at 12:15 for a shift that starts at 12:00.

Make the invisible become visible

“When you. . .  I feel. . .  because. . .”

(Behavior) **(Emotion)** **(Explanation)**

“You make me feel...”
“It makes me feel...”



Get curious and be willing to be surprised



Image courtesy Katieb50 via Flickr: <https://flic.kr/p/6PH5CM>

- Make space and time
- Know your needs/goal
- Stay in the present
- Use neutral language
- Ask them to generate solutions with you
- Be ready to engage and learn

STATE model

Source: *Crucial Conversations*

Share your facts

(actions/behaviors)

I noticed...

I observed...

Tell your story

I'm beginning to think...

I feel... because...

Ask for others' paths

Can you help me understand...

What's your perspective?

What do you need?

Talk tentatively

I can see how...

Perhaps I'm missing something...

Encourage testing

I'm wondering if...

What options could we consider?

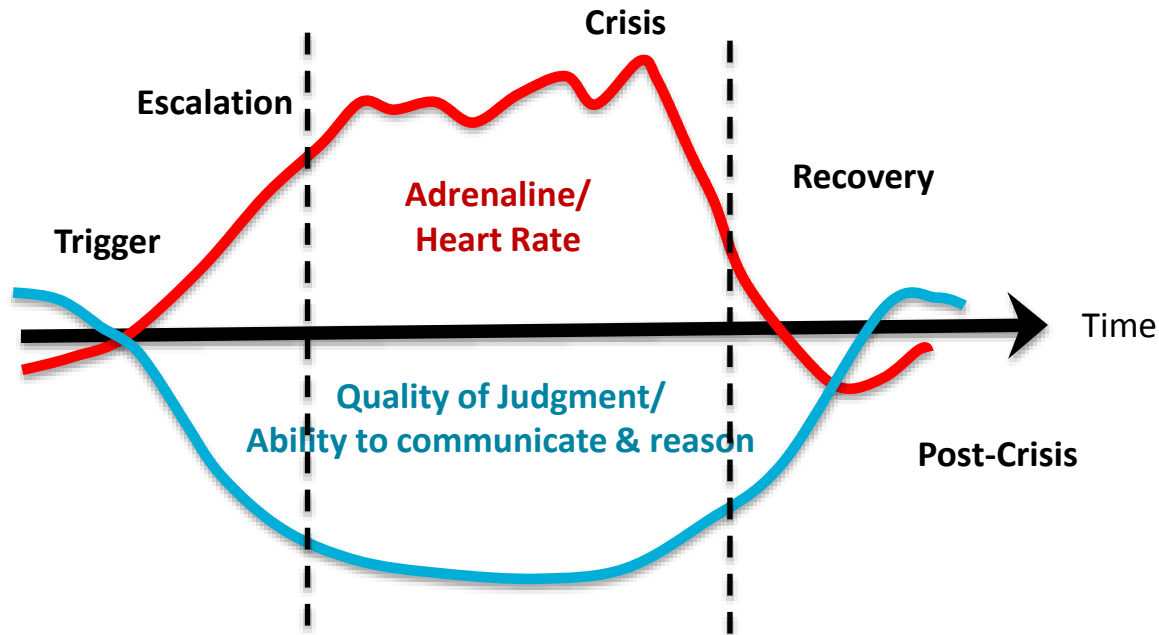
How do you see the situation?

Open-ended questions:

Check your assumptions and listen for needs

- What/How/When/Who... Avoid “why”
- What behaviors am I doing that lead you to that conclusion?
- What options do you see?
- What was your intention when you did that?
- Help me understand...
- Could you describe further...
- It sounds like x is really important to you. Could you tell me more about that?

Responding to anger in others



- Show concern in body language and tone
- Paraphrase to clarify
- Guess at feelings and try to “normalize” them
- Allow venting
- Match intensity
- Say first name
- Validate the experience
- Offer clarity, connection, choice
- *Avoid open-ended questions and logic*
- Address issues *after* anger
- Identify unmet needs
- Focus attention on resolving needs
- *Be wary of post-crisis slump*

Reframing

Turn negative statements into positive needs that can be addressed.

Reframing

Statement or thought:

I don't even try to keep up. Every branch wants it done a different way.

IT SOUNDS LIKE YOU WANT:

Reframing

Statement or thought:

I don't even try to keep up. Every branch wants it done a different way.

IT SOUNDS LIKE YOU WANT:

- Consistency
- Stability

Practice reframing

#1: She always asks me at the last minute. I hate it!

You value:

#2: I've shown him how to do this three different times.

You value:

#3: How was I supposed to know? No one told ME.

You value:

#4: I always feel like she's standing over my shoulder, just waiting for me to mess up!

You value:

#5: He's dead wood. He never pulls his weight around here.

You value:

#6: Why would I speak up? No one ever listens to me.

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Questions and discussion



Image courtesy Ninja M via flickr at <http://tinyurl.com/q7mksjn>

PART 3



Facilitating change in our environment

Helping others with difficult discussions

- **Listen** and acknowledge their feelings
- **Clarify their goal:**
 - What is your biggest concern?
 - What outcome are you hoping for?
- **Ask:**
 - What have you already tried?
 - Are you open to me sharing with you how I am seeing this? Could I offer you a different lens?
 - What do you think is going on in his/her world that may have led to this behavior?
 - What will happen if you don't address this?
 - Have you told the person how it impacts you?

Learning from Bystander Intervention



Image courtesy of Leo Reynolds via
Flickr: <https://flic.kr/p/8Kbusn>

“Depending on how bystanders respond, they can either contribute to the problem *or* the solution. **Bystanders rarely play a completely neutral role, although they may think they do.**”

- Eyes on Bullying

Developing a proactive culture

The S.E.E. Model:

- **SAFE** – Consider the level of risk (emotional, social, etc.)
- **EARLY** – Address at the lowest level possible.
- **EFFECTIVE** – Help people develop the skills.

Barriers to getting involved	Possible approaches adapted from Bystander Intervention
It's none of my business	Create shared standards of behavior. Develop sense of responsibility to group.
I don't want to draw attention to myself	Establish norms of addressing conflict and expectation of not being a harmful bystander.
I don't know what to do	Build skills and confidence; provide safety nets and resources.
I fear retribution	Weigh pros/cons and likelihood of outcome change

Questions and discussion



Image courtesy Ninja M via flickr at <http://tinyurl.com/q7mksjn>

Put your skills to work!

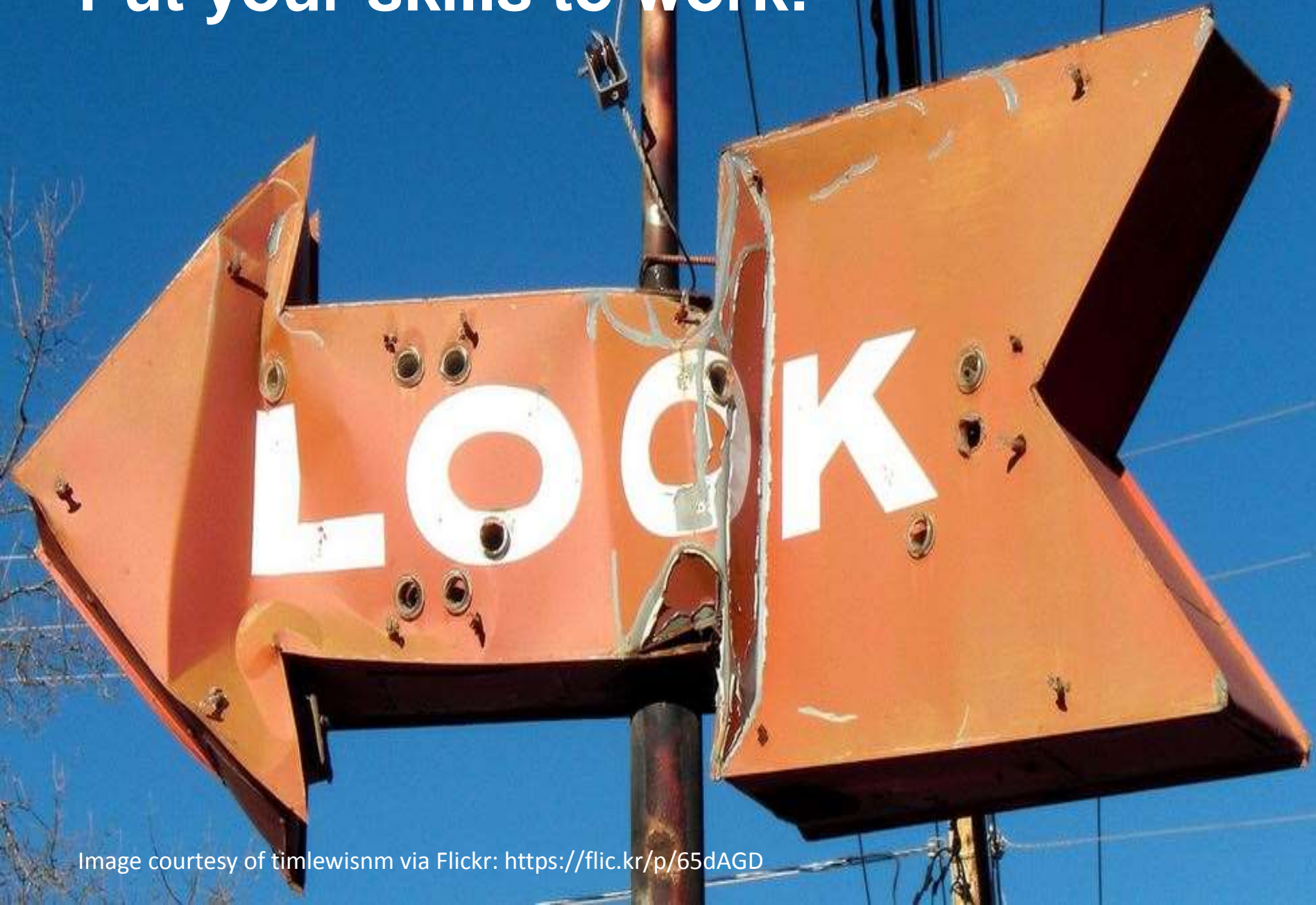


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References

I want to especially acknowledge the Dispute Resolution Center of Thurston County (mediatethurston.org) for introducing me to many conflict resolution approaches and resources.

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