

Meals On Wheels

LEADERSHIP ACADEMY

Constructive Conflict Resolution

The webinar will begin at 3:30 p.m. EDT



Presenter: Celia Blalock

Facilitator: Magda Hageman-Apol

Webinar Tips

To hear the presenter please phone in (toll free):

Phone: 1-866-439-4480

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Your phone lines will be muted during the presentation.

You can submit questions and remarks through the Chat Room during the presentation and ask questions at the end.

Please Introduce Yourself in the Chat Room

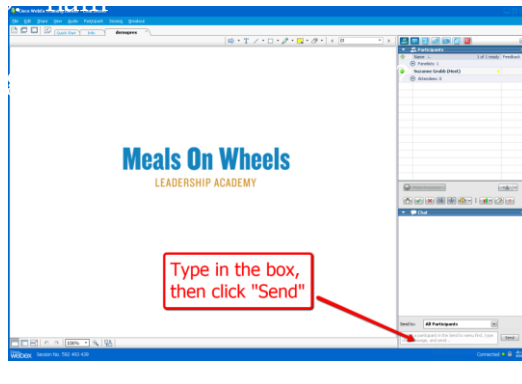
Tell us

1. Your name, program, city and state
2. Give an example of a recent conflict or an ongoing conflict you are facing.

Please type your responses in the webinar "Chat" box...

Make sure "Send to" says "All Participants"

Then click "Send"



Meals On Wheels LEADERSHIP ACADEMY

Constructive Conflict Resolution

Celia Blalock

The Nature of Conflict

- Inevitable
- Part of work life
- Well managed – positive & builds relationships
- Poorly managed – negative & damages relationships ... sometimes permanently

Objectives

- Understand our instinctive behaviors
- Learn styles that we can choose appropriately
- Tips for addressing unresolved conflict

Agenda

- Our instincts
- Questionnaire results
- Choices
 - Five styles
 - Appropriate use of each style
- Scenario Application
- Q & A
- Tips
- Conclusion

Our Instincts in Conflict

- Guided visualization



Poll – Gut Reaction

- Turn around
- Take them on

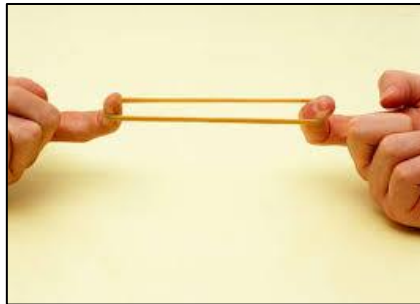
Our Instincts in Conflict

Typical Reactions

- Turn around and go another way
- Walk past the person saying nothing
- Greet the person politely and keep moving
- Stop and have a conversation noting that you hope to reach agreement soon
- Challenge the person to stop being so disagreeable

The Power of Tension

- Fight or flight
- Use tension
- Use silence



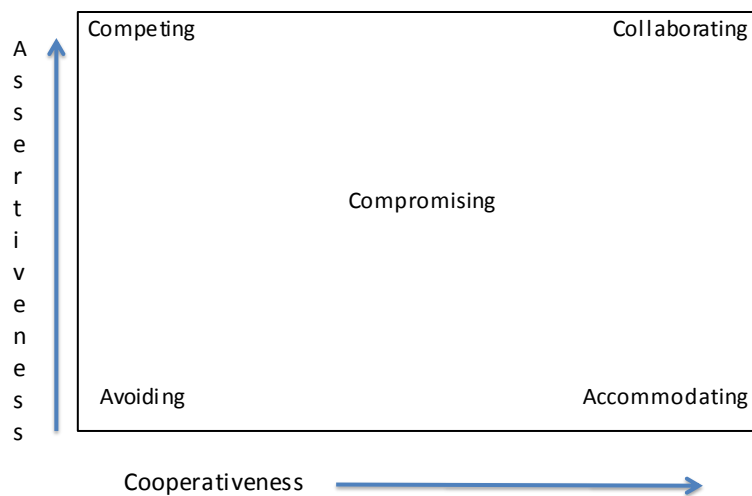
We Have a Choice

- When provoked
 - Impulsive, instinctive reaction
 - Deliberate, thoughtful response

Questionnaire Results

- Competing
- Collaborating
- Compromising
- Avoiding
- Accommodating

Thomas Killman Conflict Modes



Competing

- Assertive & Uncooperative
 - Win.Lose
 - Talk faster / louder
 - No listening / my way
 - Argumentative
- Results
 - Diminished support from others
- Appropriate
 - Unpopular / crisis decisions
 - Standing up for your rights or those of others

Avoiding

- Unassertive & Uncooperative
 - Lose.Lose
 - Conflict not addressed
 - Individual concerns of all involved ignored
 - Passive.aggressive
- Results
 - Ongoing tension
 - Negative energy
 - Lower productivity
- Appropriate
 - Postponing until a better time
 - Threatening situation
 - Emotions too intense

Compromising

- Intermediately Assertive & Cooperative
 - Agree to disagree
 - Mutually acceptable
 - Partially satisfying
- Results
 - Each gets some desired outcome
 - Focus on achievement leads to acceptance
 - Focus on loss merits dissatisfaction
- Appropriate
 - Solution must be made quickly
 - Benefit for organization if both sides give in on some things
 - Outcomes are moderately important

Accommodating

- Unassertive & Cooperative
 - Give and take
 - Peacekeeper
 - Self concerns neglected
 - Lose.Win
- Results
 - Resentment
 - Lowered self-esteem
 - Loss of respect from others
- Appropriate
 - When ordered to do so (by authority)
 - Issue more important for the other person
 - Preserving the relationship is more important

Collaborating

- Assertive & Cooperative
 - Must invest time
 - Listen to each other
 - Be honest
 - Find mutual solutions
 - Win.Win
- Results
 - Appreciation of differing opinions
 - Deepening respect
 - Strengthening relationships
 - Commitment to the outcomes
- Appropriate
 - When the situation is important enough to invest the time and energy

Scenario – Volunteer Scheduling

- As Volunteer Coordinator, you are responsible for scheduling volunteers for meals delivery. A colleague told you that she overheard several of the volunteers complaining about how you schedule. You are thinking about contacting some of the volunteers to see if they are unhappy with how you schedule.
- What style is likely to be most effective?

Poll – Volunteer Scheduling

- Competing
- Avoiding
- Compromising
- Accommodating
- Collaborating

Scenario – Complaint about Food

- One of your clients called to complain about the meal she received. She yelled at you because she did not get the vegetarian meal she ordered. You do not like to be yelled at and you need to reply to this client right now.
- What style is likely to be most effective?

Poll - Complaint about Food

- Competing
- Avoiding
- Compromising
- Accommodating
- Collaborating

Scenario – Late Employee

- You are a manager or lead worker. Within the last few months, Jane has been late for work. Often she is late for almost an hour. She always apologizes. But it looks like this is becoming a trend. You need to have a serious discussion with her.
- What style is likely to be most effective?

Poll – Late Employee

- Competing
- Avoiding
- Compromising
- Accommodating
- Collaborating

Scenario – Software Change

- Your manager has advised you and your colleagues that a significant software change is happening on Memorial Day weekend. This change will be very disruptive to you, especially since you have to use the new program starting on the Tuesday after Memorial Day. You asked about getting it delayed, and your manager said, “It is happening as scheduled, so please get on board.”
- What style is likely to be most effective?

Poll – Change in Work Process

Poll

- Competing
- Avoiding
- Compromising
- Accommodating
- Collaborating

Questions

Q & A Time

Tips

- Be calm
- Challenge your assumptions
- Be sincere
- Assume innocence
- Ask questions
- Listen with curiosity
- Use “I” messages
- Brainstorm possibilities
- Use the five styles
- Stay engaged

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