

Beyond Conflict Management

Turning Differences into Positive Business
Relationships

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PROFESSIONAL DEVELOPMENT

Beyond Conflict Management

Learning Objectives

At the completion of this program you will be able to:

- Appreciate the difference between listening to understand and respond
- Respond to the speaker's feelings instead of imposing your own
- Realizing the power of non-verbal communication
- Negotiating agreement without giving in
- Focusing on interests instead of positions
- Know your conflict management style

Agenda

- I. Turning differences into positive business relationships
- II. How to effectively communicate without words
- III. Listening...climb the LADDER to success
- IV. "ADD-A-PAL" Managing differences between us
- V. Interest based negotiation

My objectives today:

Turning Differences into Positive Business Relationships

Even if you have the best product or service you still need to maintain strong personal relationships to succeed in the global marketplace. It is possible to convert personality differences into positive business results, and if you allow a business relationship to deteriorate without attempting to resuscitate it, an opportunity will have been lost.

Respect leads to accepting a person for who and what he/she is; this acceptance creates an environment of trust, which can lead to a willingness to be open to new opportunities, new collaborations, strategies, ideas, products, and improved relationships. If you can accept this then implement the following points to avoid power struggles and non-productive conflict, which can drain energy from your effectiveness and divert your focus.

Communication styles...

Non-verbal Communication...

Differing values...

Boundaries...

Culture...

Expectations...

What other points are there for relationships to either grow or fail?

Expressive Body Language Exercise

What did you learn?

How To Effectively Communicate Without Words

Most communication is done non-verbally. Only about 7% of the message we wish to convey utilizes words. 38% is in our tone of voice and most, 55%, of our message is conveyed by body language. Careful management of these non-verbal transmissions can lead to superior acceptance and relationships. Here are some tips.

- **Consider that non-verbal communication is presented in both intentional and inadvertent means...**most communication is received through senses other than hearing. Visual sensors perceive what is being communicated well before the ears receive stimulation.
- **Develop an awareness of messages that you receive and send...**your facial gestures and hand movements are continually sending messages even when you mouth is shut. Actions really do speak louder than words.
- **Non-verbal communication tends to be less direct but is more honest...**we are not taught non-verbal communication as much as it is learned through observation or is inherent and tends to be less colored by deception. It can also serve to verify and confirm verbal messages.
- **Consider cultural, social, and experiential factors when decoding gestures...**many physical expressions will only be accurately understood in context.
- **Speed of delivery and other auditory cues will offer non-verbal messages...**be aware of intonation, volume, and extraneous sounds. Positive listening sounds can often be confused with non-productive noise.
- **What is not said may be as important as verbal expressions...**silence is a very powerful form of expression.
- **Possessions and material objects communicate values and ideas...**look around and what do you see; there is a message there. Symbols and pictures can relate volumes if your awareness is keen.
- **Don't forget relationships are a form of communication...**timing, distance, and space offer unspoken detail. Emotions have a language of their own.
- **Physical appearance reflects care, position, and status...**managing one's appearance shows personal concern. Neatness, organization, and presence indicate professionalism.
- **The complete complement of non-verbal communication should be taken as a whole...**when cues support each other they reinforce and strengthen the message. When they are in apparent contradiction they create barriers and filters to productive communication.
- **Reputation often precedes you...**expectations have a way of interfering with the message.
- **Symbolism can be its own language...**marketing becomes the communication.

Good communication skills are mutual respect skills and each person should show respect for the other as well as respect for self, demonstrated by listening fully and affirming that you understand what that person means, and you respect yourself when you assert or purpose your legitimate self-interest without aggression.

To listen is also to communicate, and there are two emotional factors that affect most conversations, (1) how you feel about the other person's ideas and (2) what you believe the other person feels about your ideas. Once you understand the role emotions play in communications, you will be able to place yourself in the other person's shoes.

Communication Survey Questions

1) Never 2) Not Often 3) Sometimes 4) Often 5) Always

1. When someone makes me angry I deal with them while still angry. _____
2. I become impatient with people who do not express their thoughts and opinions clearly. _____
3. I can get to the solution of the problem without regard to underlying interests or motivations. _____
4. When I'm negotiating with someone I view them as an opponent. _____
5. I believe the words I choose in communication with another person convey most of my message. _____
6. When I listen carefully to what someone is saying to me I can predict what their conclusion will be. _____
7. When I'm not sure about what someone is saying to me, rather than ask questions, I'll wait to learn more. _____
8. When someone gives me instructions and asks, "do you understand," I say "yes" even if I'm not entirely sure. _____
9. Effective communication can be achieved simply by taking turns talking. _____
10. When I'm locked in an argument with someone I view them as an opponent, and I think in terms of win/lose. _____

For Questions 1-10

Add all scores and divide by 10 for the average total score. _____

1) Never 2) Not Often 3) Sometimes 4) Often 5) Always

11. When I initiate a discussion of something important to me and want to be sure it makes an impact, I invite the other person to explain their viewpoint before I present mine. _____
12. I ask for more information about why a particular demand is being made to explore for underlying interests and ask why a position is important. _____
13. I listen fully and affirm that I understand what the other person has said as a sign of respect to the speaker. _____
14. When I ask questions for clarification, they tend to be open ended and cannot be answered with a simple “yes” or “no” response. _____
15. The best way to get the listening I need is to make the other person feel listened to first. _____
16. In negotiations I try to direct the focus away from stated positions and explore for interests and common solutions. _____
17. I practice direct communication by using “I” statements, such as, “ I think...,” “I feel...,” “I need....” _____
18. I look past a person’s opinion of what solution is necessary to solve the problem to get to their needs and underlying interests. _____
19. When someone says something I’m not sure about I ask for clarification. _____
20. I restate the essence of the speaker’s message in my own words as a way of checking on the accuracy of what has been heard. _____

For Questions 11- 20

Add all scores and divide by 10 for an average total score. _____

Questions 1 -10 Evaluation:

- 1-2.5 effective communication skills
- 2.5-3.5 needs improvement
- 3.5-5 destructive communication habits

Questions 11 -20 Evaluation:

- 1-2.5 very poor communication
- 2.5-3.8 satisfactory
- 3.9-5 effective communication

LISTENING...*Listen or thy tongue will keep thee deaf*

You can climb the ladder to becoming a better listener by using these six easy steps:

L:

A:

D:

D:

E:

R:

Listening is not only physiological but also a process of recognizing, interpreting, and understanding the message being sent. There is a difference between listening to respond and listening to understand. Effective communication isn't something that is just acquired, it is a set of practiced skills; skills that can be lost if not practiced and honed on a consistent basis.

Neurolinguistic programming (NLP) is a technique that shows people how to change or reprogram their thoughts, feelings, and actions by simple mental exercises. NLP has been called software for the brain and was devised first to make people aware of their unconscious limiting thought and behavior patterns, and, second, to show them how they can change these automatic patterns and create new ways of thinking and feeling. These new patterns open new choices and new behaviors that help people achieve their goals. It can be an effective technique to assist people to reflect on their feeling and then focus on the communication pathologies as they are presented. Feeling support maintains and builds rapport and trust while the NLP challenges force the speaker to deal explicitly with linking their feelings to specific, well defined events in the world.

In the course of constructive communications people often express feeling sensitive statements. Response to such emotional comments can take several forms:

- *Challenging*
- *Analytical*
- *Intellectual (Discounting)*
- *Feeling Affirmed*

It is often appropriate to select the feeling affirming response to an emotional speaker, and a good listener should also consider this approach to encourage interest based communication to better establish dialogue, not debate.

Three Person Listening Exercise:

What did you learn?

Effective listening requires *attention, appreciation, and affirmation*. Understanding one another is a give and take process, and the best way to get the listening you need is to make the other person feel listened to first. Whether or not someone is really listening only that person truly knows, but, if someone does not feel listened to, he doesn't feel listened to. Productive and creative people require positive communication to continue and thrive in a receptive environment to those skills. Being listened to means we are taken seriously, that our ideas and feelings are known, and that what we say matters, and that we are accepted.

Effective listening requires:

“ADD-A-PAL”

MANAGING DIFFERENCES BETWEEN US

Are you aware of the manner in which you relate to others and do you believe that it has a bearing on the creation of a positive state of mind? Differences can be positive and healthy, as well as a learning and growing experience. When difference is dealt with in a positive way it can be helpful to our personal needs and purposes. Unfortunately, this also has a negative impact when people not only disagree but cause hurt feelings and fracture relationships. There are options for finding a better way to manage or deal with disagreements. This can be a first step on the path to improving communication, solving a problem, and building trust and cooperation.

This is what you can do:

“A” ...Assure a fair process...

“D” ...Don’t react...

“D” ...Deal with emotions...

“A” ...Attack the problem and not the person...

“P” ...Practice direct communication...

“A” ...Ask about interests...

“L” ...Look to the future...

ADD-A-PAL to your interpersonal relationships...misunderstandings hurt and when we hurt we often look outside ourselves for explanations and assume the other person has the problem, which may reinforce our own passivity and lack of willingness to genuinely and constructively interact and engage the other person in productive communication. We write off people who won’t respond the way we want and assume their character or personality is somehow flawed and they do the same to us, which continues the pattern and drama of a two-way disharmony.

Good communication skills are mutual respect skills and each person should show respect for the other as well as respect for self, demonstrated by listening fully and affirming that you understand what that person means, and you respect yourself when you assert or purpose your legitimate self-interest without aggression.

Conflict Management Style Instrument:

What is your primary conflict management style?

What does this indicate to you?

Values Orientation Survey:

What is your primary orientation?

How has this impacted your work relationships?

How has this impacted your personal relationships?

What People Say They Appreciate In Others

Management surveys say that what people like best is to be managed well, appreciated, and respected as a unique person. The following characteristics are what people say they like to see in others. Notice there is no mention of money or intelligence level.

People like people who have manners...

People like people who are sincere and who listen to them...

People like people who are authentic...

People like people who appreciate them...

People like people who are upbeat and positive...

People like people who are multi-dimensional and express their feelings as well as their thoughts and ideas...

People like people who have time for them...

People like people who show respect...

People like people who are engaging...

Interest Based Negotiation vs. Positional Based Negotiation

	INTEREST BASED	POSITIONAL
Communications	<ul style="list-style-type: none"> Don't argue Don't react Reframe 	<ul style="list-style-type: none"> Talking and waiting to talk Interrupt early and often Disagree with almost everything
Respect	<ul style="list-style-type: none"> Listen actively Acknowledge the person Involve the other side 	<ul style="list-style-type: none"> Threaten Initial large demands Hard on people and problems
Issues	<ul style="list-style-type: none"> Focus on the problem Ask what's important to them Explain what's important to you Separate "wants" from "needs" 	<ul style="list-style-type: none"> Low level of disclosure Bluffing Demands Long list of "wants"
Resolution	<ul style="list-style-type: none"> Satisfy each other's needs Use reality to educate Aim for mutual satisfaction 	<ul style="list-style-type: none"> Incremental concessions Legal argument theory A win for me is a loss for you Goal is to win as much as you can

Negotiation is an interactive communication process by which two or more parties who lack identical interests attempt to find a way to coordinate their behavior or allocate scarce resources in a way that will make them better off than they could be if they were to act alone. Negotiation is nearly as ubiquitous as human interaction itself and occurs regularly.

Interests As Underlying Motivations

Understanding Positions Versus Interests

POSITIONS: _____

INTERESTS: _____

A GOOD COMMUNICATOR'S ROLE: Is to try to direct the focus away from stated positions and explore what the parties are really interested in and locate common solutions. From the perspective of the parties it is the difference between listening to respond and listening to understand.

How to Identify Interests:

Interests are needs that a negotiator wants satisfied or met. They are:

Substantive...content needs such as money, time, goods, or resources;

Procedural...specific types of behavior or the way something should be done;

Relationship...needs that refer to how one feels, how one is treated, or conditions for an ongoing relationship (emotional).

- Ask for more information about why a particular demand is being made to explore for underlying interests, and ask why a position is important;
- Make a list of all parties interests as they surface during the conversation and conduct trial and error hypothesis testing to identify interests;
- Reframe the problem as a search for a means to satisfy interests rather than a way to persuade the other party to agree to a position (solution);
- Reframe the problem to emphasize commonality of interests or the possibility of joint gain;
- Ask for principles by which to evaluate positions offered;
- Do not respond to positions with counter positions;
- Verbalize and make interests explicit;
- Look for general principles behind positions to which all parties can agree;
- Ignore positions and keep on talking.

FUNDAMENTAL NEGOTIATION ATTRIBUTES

Positive Attitude
Knowledge of the Negotiation Process
Understanding of People
Subject Matter Expertise
Creativity
Communication Skills

Respond to the following questions on a scale of 1 to 5:

- 1 = Always
- 2 = Often
- 3 = Some Time
- 4 = Seldom
- 5 = Never

- POSITIVE ATTITUDE

- I feel stressed or anxious going into a negotiation
- The people with whom I negotiate can be hostile or defensive
- I dislike negotiation because no one seems to win

TOTAL

- NEGOTIATION PROCESS KNOWLEDGE

- In negotiation I like to skip the small talk and get right down to business
- When negotiating I get caught off guard and am not sure what's happening
- I'm glad when it's over so I don't have to deal with the other side again

TOTAL

- UNDERSTANDING OF PEOPLE

- I'm surprised by the views other people express in negotiation
- I am uncomfortable dealing with people who are different from me
- I lose my temper when dealing with some people

TOTAL

- SUBJECT MATTER EXPERTISE

- I don't take a lot of time to study the subject, because that can be wasteful
- After the deal is done I find out things I wish I had known before
- The people with whom I bargain are better informed than I am

TOTAL

- CREATIVITY

___ I feel trapped and don't like the outcome but have no choice

___ I think of better arguments after it's too late to use them

___ I feel powerless; I don't like what's happening but I go along

___ TOTAL

- COMMUNICATION SKILLS

___ After negotiating, it is difficult for me to recall what the other party wanted and why

___ Other negotiators don't seem to appreciate my point of view or listen to me

___ I do more than half the talking during negotiation

___ TOTAL

Interpreting Your Score

Add the total number for each topic and compare with the scale below:

12 - 15 = GOOD

7 - 11 = AVERAGE

6 and below = NEEDS IMPROVEMENT

What could you do differently to improve in any area? Would you like to learn about some negotiation tips to improve your skill at negotiating?

Speckled Pomegranate Exercise

Characteristics of a good negotiator:

Characteristics of a poor negotiator:

Conflict Culture Diagnostic Survey

This diagnostic survey is intended to reflect or measure the prevailing conflict culture within your organization or work-group. It is not intended to be scientific or precise, but should demonstrate how people view conflict and its resolution process for the reviewer to sufficiently glimpse the attitudes and perceptions of others within the group. It is intended to illustrate what your organization feels and believes is the manner of dealing with conflict within the work culture.

Answer Key:

A = No

B = Maybe

C = Yes

1. The management in my organization/work-group is a traditional, highly rigid, command-and-control environment with hierarchies.

A ____

B ____

C ____

2. When someone disagrees with a decision or policy of management, they are not listened to or are ignored or are discredited by supervisors.

A ____

B ____

C ____

3. When employees don't do what they are told or what is expected of them, they are identifiable and pressured to conform by supervisors.

A ____

B ____

C ____

4. The Human Resources Department of the organization is viewed by many as the "personnel police."

A ____

B ____

C ____

5. At meetings there is usually one person who dominates the process and affects the outcome.

A ____

B ____

C ____

6. Recognition and rewards are given to those who most agree or align with management and are considered team players.

A ___(no) B ___(maybe) C ___(yes)

7. If two co-workers were involved in a dispute at work, the supervisor would probably listen to both sides and make a decision for them if they could not work it out themselves.

A ___ B ___ C ___

8. When performance appraisals or work assessment conferences are conducted, the employee is expected to agree with or accept the evaluation without strong argument.

A ___ B ___ C ___

9. Employees are expected to abide by the decisions of managers even if they don't quite understand or agree with them.

A ___ B ___ C ___

10. When two employees are having a disagreement between themselves they will often turn to friends within the work-group for support rather than go to the supervisor or team leader for guidance.

A ___ B ___ C ___

11. Arguments and disagreements occur at work more often than I would prefer and tend to have a negative impact on people.

A ___ B ___ C ___

12. Discipline is not evenly and equitably distributed when the rules are broken.

A ___ B ___ C ___

13. People in this organization come to work primarily for the money and not for the companionship, friendship, and feeling of belonging.

A ___ B ___ C ___

14. The management style in my organization does not encourage trust, freedom, and risk-taking in subordinates.

A ____ (no) B ____ (maybe) C ____ (yes)

15. When I have a confidential conversation with my supervisor, I don't trust my communications will be kept private.

A ____ B ____ C ____

16. Many of my associates may privately disagree with a work-place decision but go along so as not to stand out.

A ____ B ____ C ____

17. I do not trust my boss.

A ____ B ____ C ____

18. A very prevalent manner of conflict management in my organization is avoidance.

A ____ B ____ C ____

19. It is the common view within my organization that in any disagreement or dispute there is a winner and a loser.

A ____ B ____ C ____

20. I am interested in changing my organization's way of dealing with conflict.

A ____ B ____ C ____

TOTAL A ____ B ____ C ____
 somewhat healthy *indifference or* *possible toxic*
 work-place *not sure* *work-place*

If the B and C combined number is twice or more than A, immediate attention should be given to modification of the conflict culture within your organization.

Conflict Discussion Questionnaire

On a scale of 1 (lowest) to 10 (highest) how do you rate your workplace?

1. I can speak truthfully to anyone in this organization.

1 2 3 4 5 6 7 8 9 10

2. I feel included in decisions that affect me.

1 2 3 4 5 6 7 8 9 10

3. People at all levels have respect for each other.

1 2 3 4 5 6 7 8 9 10

4. There are strong interpersonal relationships around here.

1 2 3 4 5 6 7 8 9 10

5. When change occurs we are included in discussions and scrutiny.

1 2 3 4 5 6 7 8 9 10

6. People feel recognized for their contributions.

1 2 3 4 5 6 7 8 9 10

7. We have open dialogue on how to improve our workplace.

1 2 3 4 5 6 7 8 9 10

8. I have a real sense of belonging.

1 2 3 4 5 6 7 8 9 10

9. Positive initiative is recognized and encouraged.

1 2 3 4 5 6 7 8 9 10

10. Conflict is handled appropriately and timely.

1 2 3 4 5 6 7 8 9 10

11. What are the major problems that cause disputes in this organization?

12. From your perspective, what is working best about how conflict is managed in this organization?
