Leadership Skills for Managing Conflict

Presented by Professor Debbie Beres
Video-The Confident Supervisor-What Not To Do! (3:04)

https://www.youtube.com/watch?v=RGYCK_nr-O0
AGENDA

1. Leadership Definition and Traits
2. Conflict- Overview
3. Reasons For Conflict
4. Potential Outcomes of Conflict
5. Develop a “tool kit” of techniques for managing conflict situations
Definition of Leadership

• **Leadership** is the process of leading a group and influencing that group to achieve its goals.

• **Leadership**, for some, is motivation, for others, it equals results, and for others, it is inspiration.

• **Leadership** is the attitude assumed by those looking for something different, who are committed to achieving a goal and whose conviction they manage to transmit to others through enthusiasm and optimism to reach a common goal.
Leadership Quotes

• “A leader is one who knows the way, goes the way, and shows the way” (John C. Maxwell)

• “Leadership and learning are indispensable to each other” (John F. Kennedy)

• “The task of a leader is to get his people from where they are to where they have not been” (Henry A. Kissinger)
Seven traits associated with effective leadership

1. They Radiate Positive Energy
2. They have A Proactive Attitude
3. They Delegate Tasks
4. They Do What They Expect Of Others
5. They Are Approachable
6. They Are Accountable
7. They Are Decisive
Conflict

Because no two individuals have exactly the same expectations and desires, conflict is a natural part of our interactions with others.
Conflict: An Overview

What is conflict?

• Some difference that results in disagreement

• In Latin, it means: “striking together”

• Can be verbal, physical, and/or psychological in nature

• Can manifest as differences of opinion, arguments, incivility, mobbing, and bullying
REASONS FOR CONFLICT

Histories
- Political/Religious
- Professional

Structural
- Resources
- Reorganization
- Societal asymmetries: race, gender, etc.

Personal factors
- Different ways of seeing the world
- Performance and work ethics
- Insecurities
Conflict: An Overview (Con’t)

In addition, conflict:
• Is an unavoidable part of the human condition
• Can be managed but not always “resolved”
• May signal a need for change
• Indicates where the important or interesting issues are located
• Can be addressed in multiple ways
• Can have positive/productive outcomes
Potential Outcomes of Conflict

Negative outcomes of un- or poorly-managed conflict
– Strained relationships
– Disengagement: decreased productivity, turnover
– Poor departmental climate: insecurity, fear, incivility
– Health consequences (emotional and physical)
Potential Outcomes of Conflict (Con’t)

Positive outcomes of well-managed conflict
- Identification of areas that need improvement
- Greater creativity, innovation
- Increased understanding of others’ perspectives, challenges
- Improved relationships
Conflict Resolution vs. Management

**Conflict resolution:**
- Results in the elimination of conflict

**Conflict management:**
- Results in minimizing the negative aspects (and, as possible, increasing the positive aspects) of conflict

**Conflicts do not have to be fully resolved**
- However, conflicts should be managed so that the core business of the department can be conducted in a respectful fashion
Potential Outcomes of Conflict

“Are you glad we had this meeting to resolve our conflict?”
Conflict: It Comes with the Territory

Faculty at the college are expected to manage effectively the day-to-day operations of classes and, concurrently, deal with numerous other role expectations of faculty (Committees), changing student needs and demands, uncertain work environments, and external organizational requests.

Conflict . . . is one of the only certainties under these conditions of work. Change is the only constant in life!
Open Fist Exercise

- Identify a partner
- One partner makes a fist
- The second partner tries to get her/him to open it
- Will have one minute
Conflict Management Styles

- **Avoiding**: Non-confrontational approach (AKA “The Turtle”)
- **Competing**: Authoritarian style (AKA “The Shark”)
- **Compromising**: I win some/you win some (AKA “The Fox”)
- **Collaborating**: Everyone wins (AKA “The Owl”)
- **Accommodating**: Giving in to maintain relationships (AKA “The Teddy Bear”)

Video-Visual Examples of 5 different conflict resolutions styles (by Justin Powell-3:33)

- https://www.youtube.com/watch?v=qiqbmuxAc0g
Building Your Conflict Management Toolkit

“Inform him I dislike it when he uses the dog to communicate.”
Conflict Management Process

1. Make the approach
2. Share perspectives
3. Build understanding
4. Agree on solution(s)
5. Plan next step(s)
CALM MODEL - Conflict Resolution Process

C - Clarify the issue
A - Address the problem
L - Listen to the other side
M - Manage your way to resolution
Video—What to do when conflict happens by CRM Learning (2:04)

- https://www.youtube.com/watch?v=gXUsBO53M4
Conflict Management Meeting Techniques

1. Greet individuals normally (e.g., shake hands).
2. Sit in private area without obstructions or distractions; consider a neutral location.
4. Avoid humor or exaggeration.
5. Encourage others to share their viewpoints fully and express appreciation for their perspectives.
6. Be patient and utilize active listening (e.g., paraphrase, maintain eye contact and nod).
7. Use “I” statements
Video - Managing Conflict In The Workplace by Paul Litwak (2:58)

- https://www.youtube.com/watch?v=UpW5l9fgbv
Summarize Conflict Resolution Techniques

- Don’t Assume The Worst
- Calm Temperament
- Control Your Emotions and Move Forward (Do Not take It Personal)
- Appeal to Mutual Self-Interest
- Put Yourself In The Other Person’s Shoes
- Active Listening (ask open ended questions, do not interrupt, do not judge)
- Agree With Something-Move To A Resolution-Chose a Positive Outcome!
REFERENCES


- https://www.linkedin.com/company/gamelearn


- Casperson, Dana. (2015). Conflict is a place of possibility. Retrieved from https://www.youtube.com/watch?v=WfQeH3092Sc

Questions?

Thank you for your time!!