

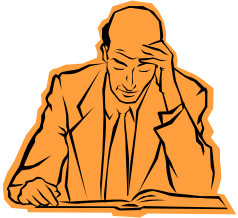
# Conflict

## Federal Mediation and Conciliation Service

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# To Build an Effective Relationship Takes 3 Steps



**Self** = Controlling your emotions during conflict !  
(Self-control)

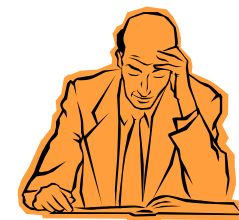


**Group** = Insuring your behavior adds value to  
the Partnership! (Responsibility for  
our own actions)



**Process** = Creating a clear and simple agreed  
upon process to solve problems!  
(Responsibility for group actions)

# Controlling your Emotions !



We experience 2 Worlds:

1. The world **within our heads**: our thoughts, feelings, impulses, insecurities, attractions and aversions.

2. **External reality**: the things, people and events happening in the real world.

## Controlling your Emotions!



**The less we are aware of our internal world, the more we are confined by our self-created stories and feelings about what is happening in the real world!**

Every Relationship has Conflict!

***The only question should be:***

***“How do we deal with conflict?”***

Win/Win = W



Win/Lose = L

In order to resolve Conflict; there must be Dialogue!

*The free flow of meaning/information  
between two or more people.*



He talks I listen.



Fill the Pot with *all relevant Info*

**Pool of Shared Meaning**  
***(The birthplace of synergy)***  
***(Measures Group's IQ)***



She talks I listen

# In order to have Dialogue, we must:

1. **Control our emotions** (self-control):
2. **Create a safe environment**  
(responsibility for our individual actions):
3. **Be able to listen to others** (responsibility  
for the group process):



# Control Your Emotions

“Stay focused on what you really want!”

A. Start with Heart (Motive)

1. Ask Yourself :

a. What do I want for Myself?

b. What do I want for Management/Employees?

c. What do I want for our Relationship?

2. Then Ask... How would I **Behave** if I really wanted these **results?**

1. If my behavior is consistent with my wants: Dialogue!

2. If behavior is inconsistent with my wants: No Dialogue!



## Example: Start with Heart (Motive)

**Management is contemplating a Reduction-in-Force and the Union believes other measures can be taken to save money, instead of a reduction-in-force.**

### **1. What do I want for myself ?**

**I want to come across as a rational thinking person and not emotional. I want to explain to Management that I understand their concerns, but I strongly believe that other measures short of a reduction-in-force can be implemented to save money.**

# Example: Start with Heart

## (Motive)

**Management is contemplating a Reduction-in-Force and the Union believes other measures can be taken to save money instead of a reduction-in-fo**

### 2. What to I want for Management?

**I want management to understand that I respect their opinion, but also I want them to appreciate the impact their decision will have on the bargaining unit employees and the message it will send to all employees.**

**Start with Heart**

**(Motive)**

**Management is contemplating a Reduction-in-Force and the Union believes other measures can be taken to save money instead of a reduction-in-force.**

**3. What do you want the Labor/Management Relationship?**

**I want Management and the Union to work out this issue and all other issues in a collaborative manner and work as a team to resolve all issues that impact management and bargaining unit employees**

**Start with Heart**

**(Motive)**

**4. Does my Behavior get me there?**

**a. Am I yelling, argumentative, judgmental, condescending, defensive, attacking etc... (if so, stop the conversation)**

**-or-**

**b. Am I calm, rational, listening, open-minded, thoughtful etc.... (if so, continue the conversation)**

In order to have Dialogue, we must:

2. **Create a safe environment** (take responsibility for our own behavior):

- Step out of the conversation

- Maintain mutual:

- a. Respect

- b. Purpose

- Once mutual respect/purpose is regained, you can continue the conversation



In order to have Dialogue, we must:

3. **Be able to listen to others:**

**Active Listening**

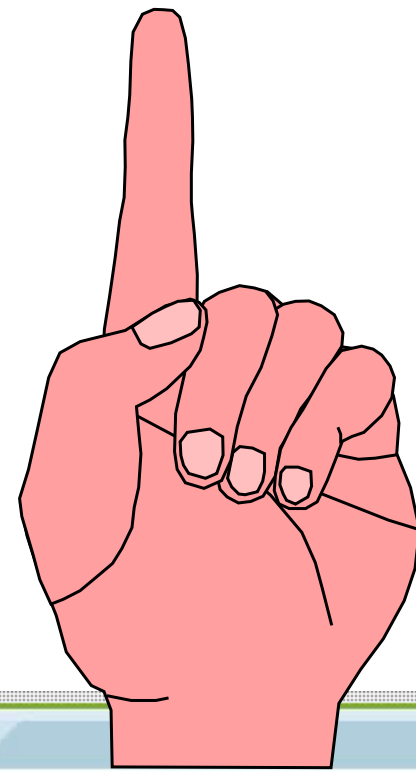
- a. Show them you understand.
- b. Win yourself a hearing.
- c. Work towards a joint solution.



# Listen Actively

## → Show them that you understand:

- That they feel strongly.
- What they feel strongly about.
- Why they feel strongly about it.



# Listen Actively

## → Win yourself a hearing

- Explain your own feelings
- Refer to their points and ask to explore them.
- Make your points firmly, stay friendly.



# Listen Actively

## → Work toward a joint solution

- **Seek their ideas.**
- **Build on their ideas**
- **Offer your ideas, don't impose them.**
- **Create a joint solution from everyone's needs.**



# Listen Actively

- Show them you understand (listen)
- Win yourself a hearing (talk)
- Work towards a joint solution (collaborate)

# How does conflict work?

## PART ONE

# Our Taught or Learned Character

## Traits:

- Honest
- Integrity
- Trustworthy
- Loyal
- Good work ethic
- Courageous
- Sense of humor
- Dependable
- Compassionate
- Caring
- Straight shooter
- Polite
- Reliable
- Keeps word
- Forthright
- Intelligent

# Innate or Instinctive Traits that influence human nature...

- Self-preservation
- Self-promotion
- Selfishness
- Greed
- Ego
- Insecurity
- Fear of...
  - Death
  - Getting sick
  - Getting old
  - Not being loved
  - Not being respected
  - Not being valued
  - Not being remembered

# Conflict arises when:

Taught  
Characteristics  
(Beliefs)

Conflicts with

Innate  
Characteristics  
(Emotions)



# The Conflict within happens when:

- Selfishness gets in the way of our Integrity
- Insecurity prevents us from being Courageous
- Greed overshadows our Trustworthiness
- Fear of not being respected hampers our ability to be Loyal
- Self Promotion prevents us from being Compassionate
- Inflated ego prevents us from being a straight shooter

# What to do about conflict?

**Starts with self-knowledge**

**What is your approach to Conflict?**



# CONFLICT has two sides to address...

## ISSUE

→ The issue to be addressed:

- Is it a problem to solve?
- Is it a change to make?
- Is it an idea to advance?

## RELATIONSHIP

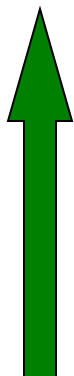
→ The interactions between individuals or groups:

- Does fear motivate intention?
- Does love motivate intention?

# Five Styles of Conflict Management...

(According to Thomas-Killman personality styles)

**ISSUE**



Successful resolution addresses the issue and preserves the relationship.

**RESOLVE**

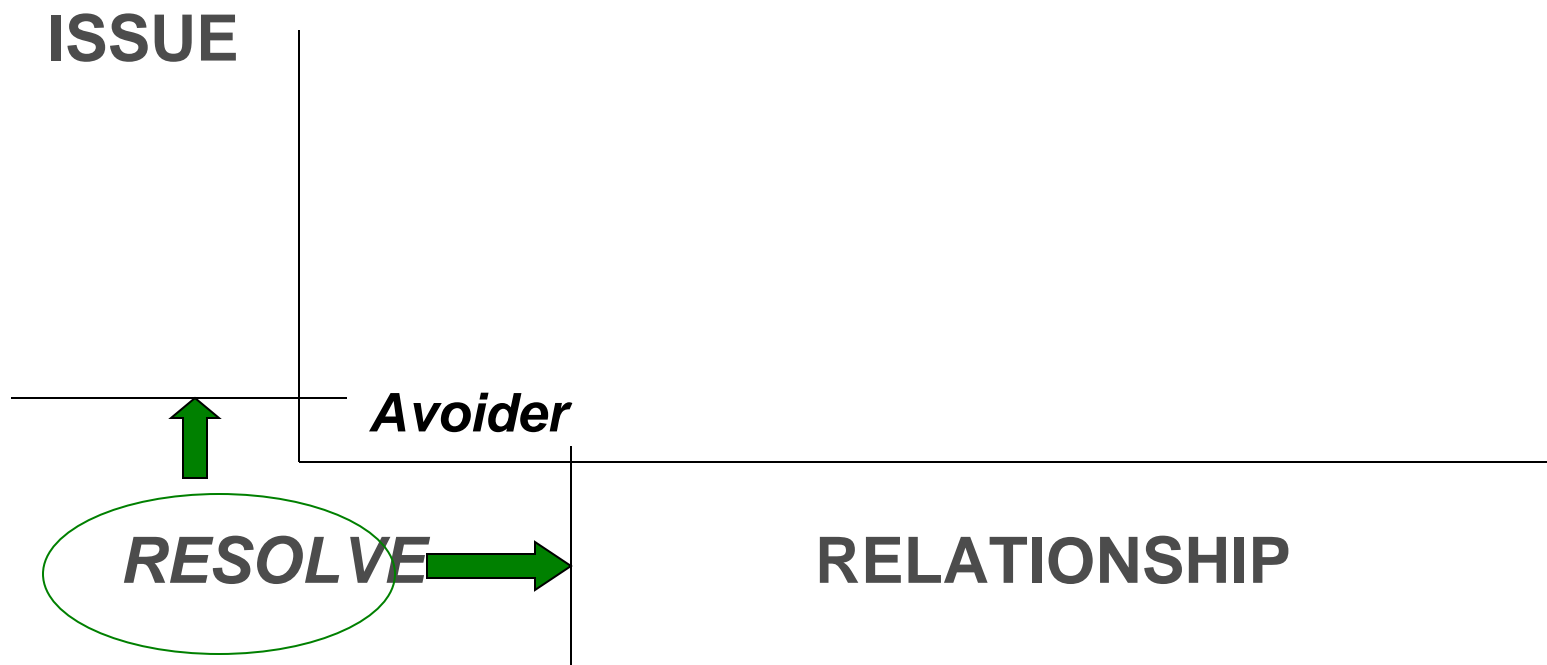


**RELATIONSHIP**

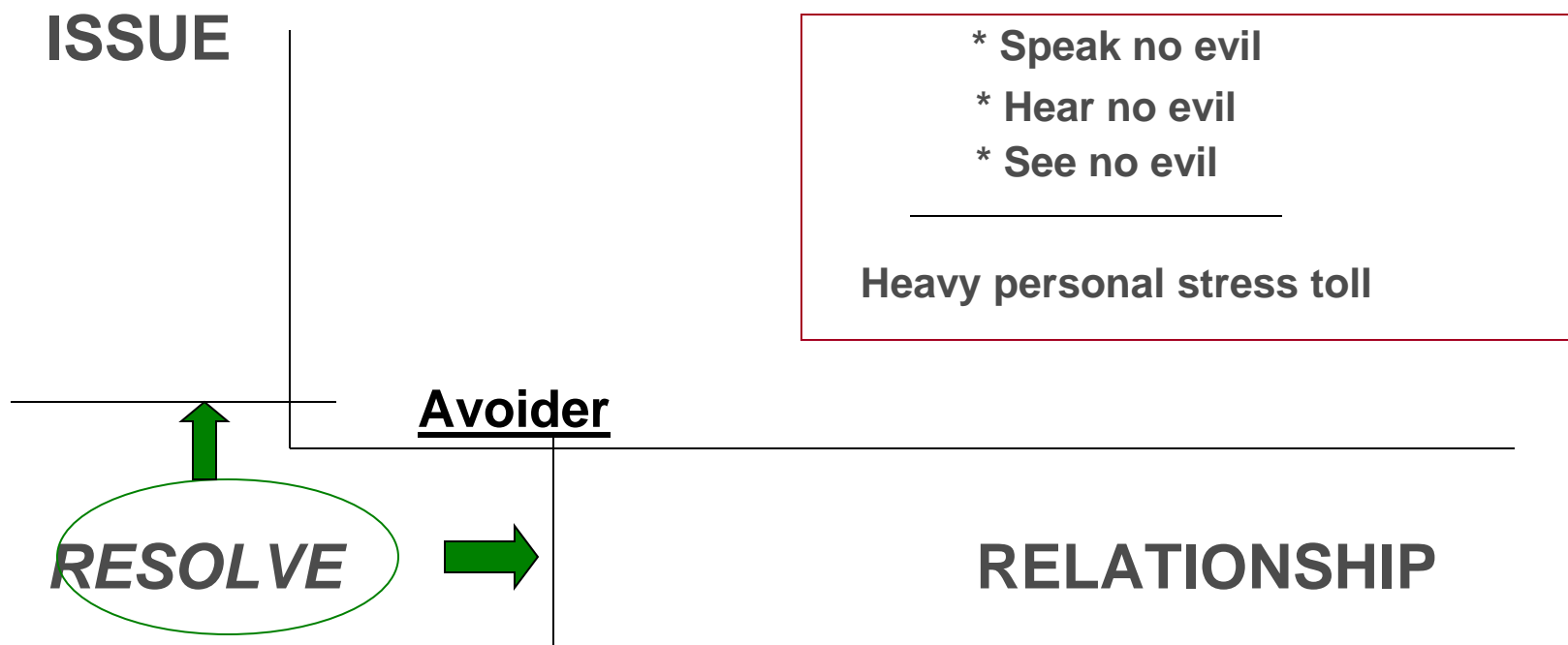
# Conflict Management Style Survey

→ Explore your preferred approach

# Conflict Management Style #1...

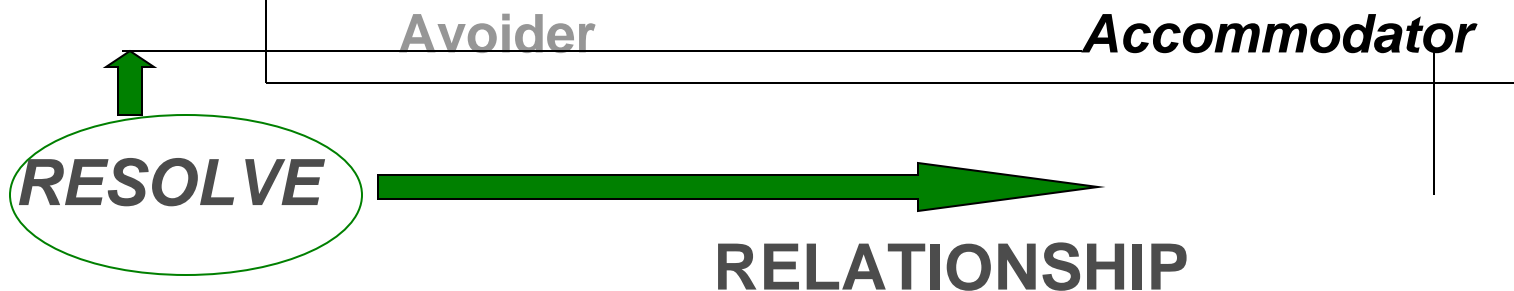


# ***AVOIDER'S*** anger reaction style...



# Conflict Management Style #2...

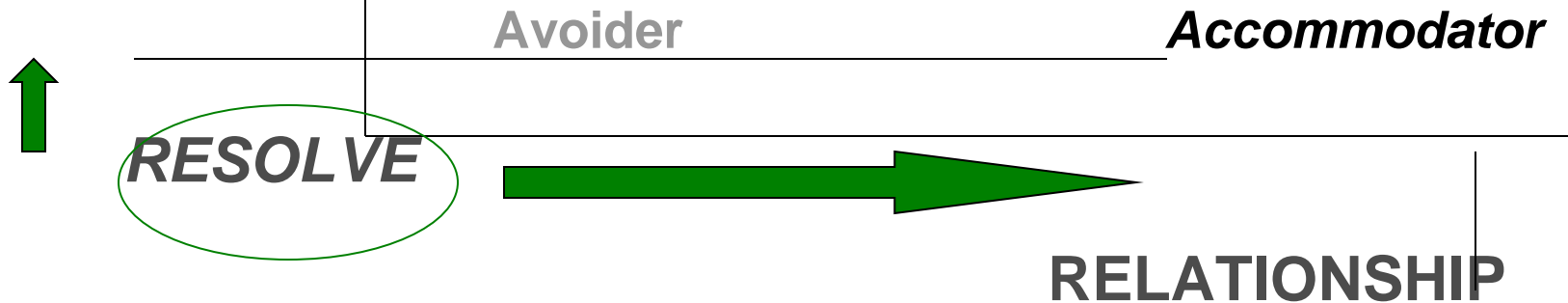
ISSUE



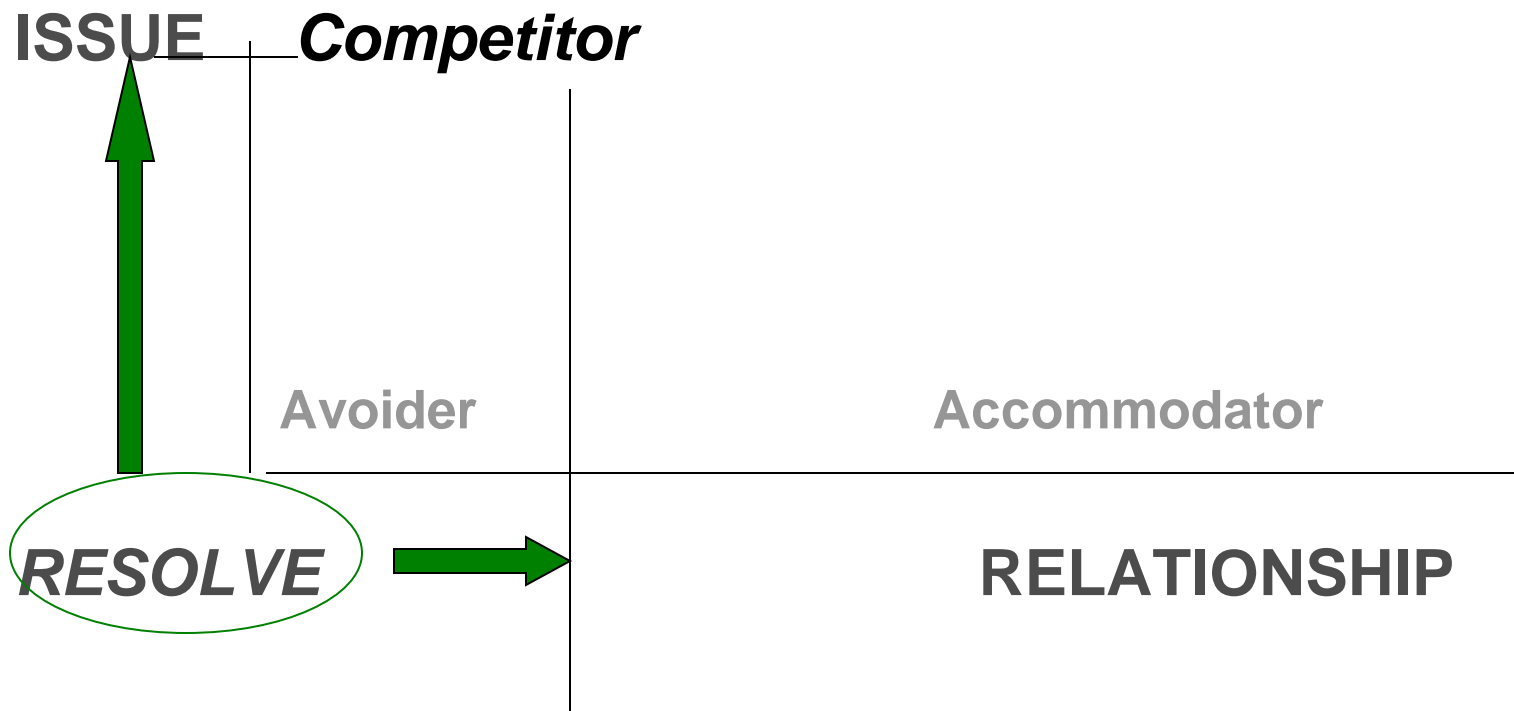
# *ACCOMMODATOR'S* anger reaction style...

**ISSUE**

- \* Passive Aggressive
- \* Gets even and holds grudges
- \* Appears to get along, but represses hostility

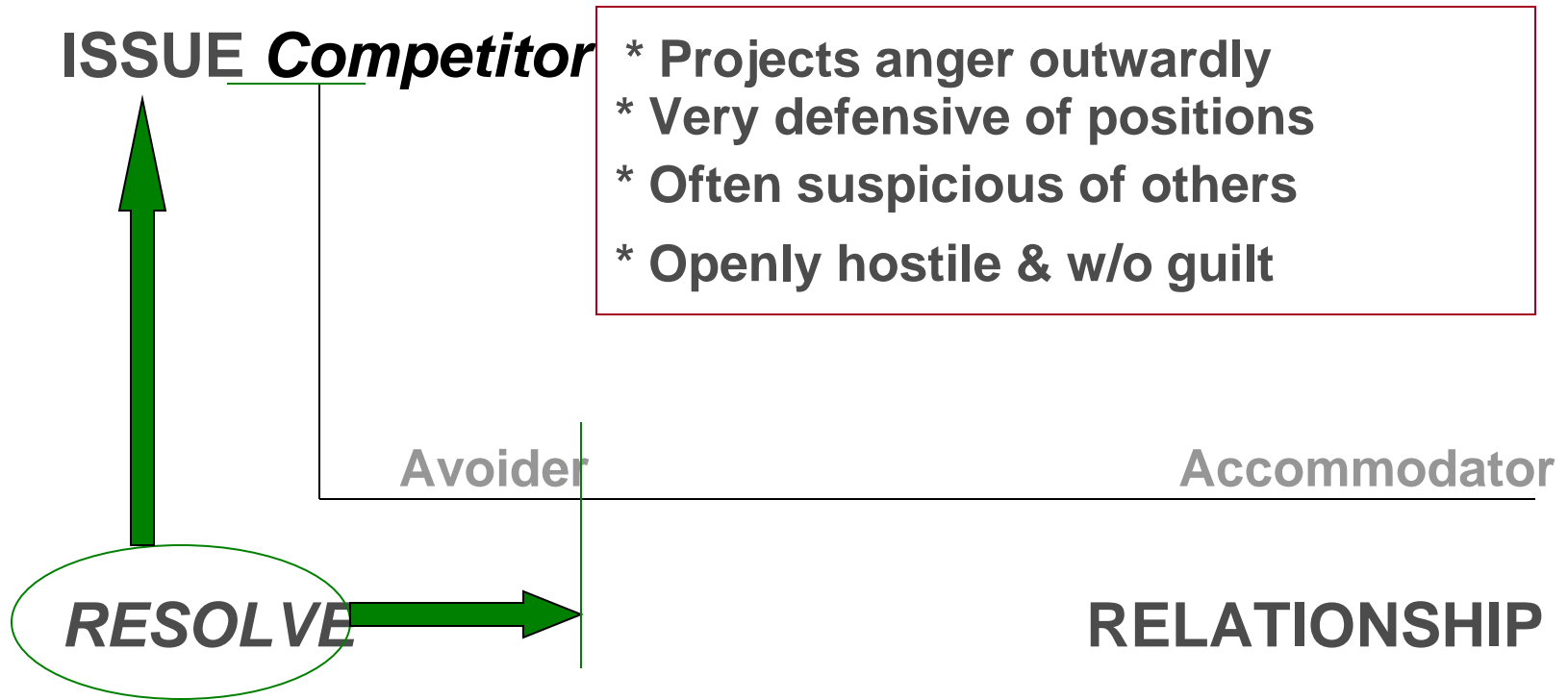


# Conflict Management Style #3...

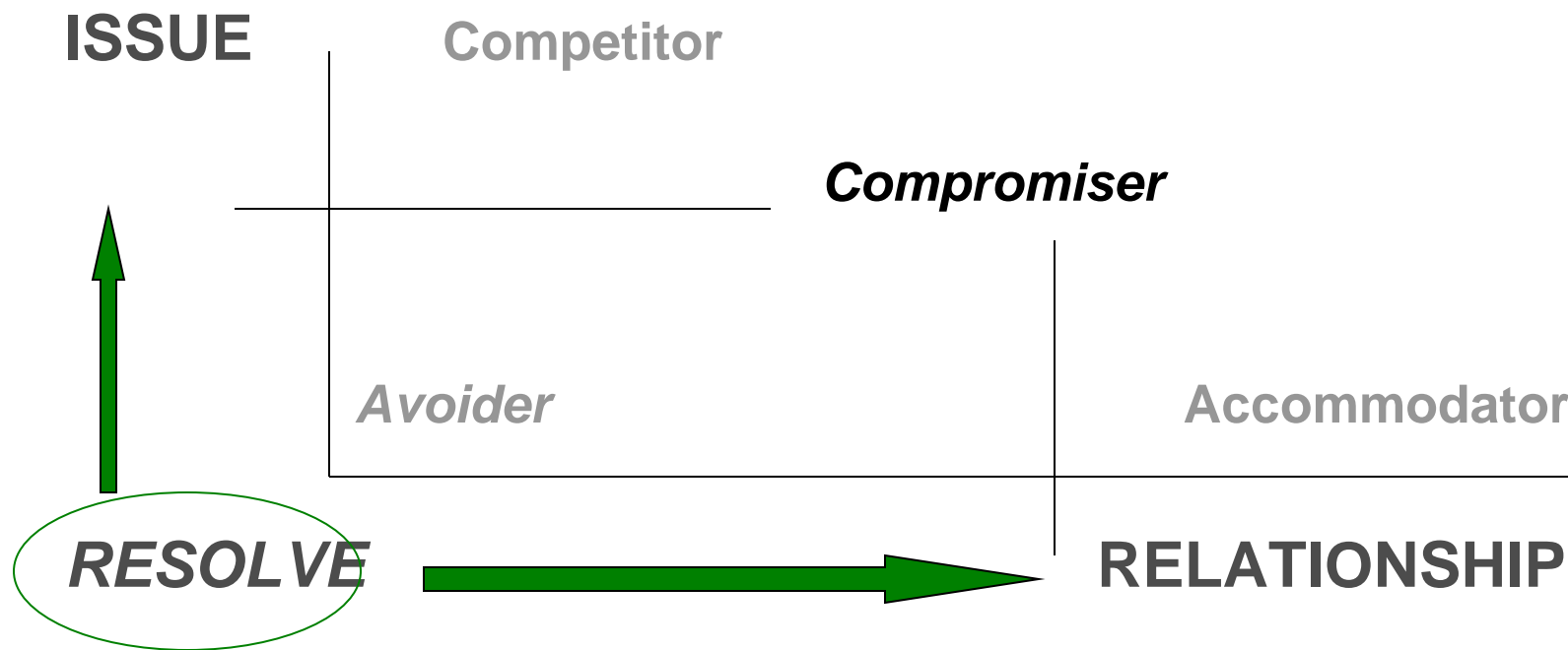




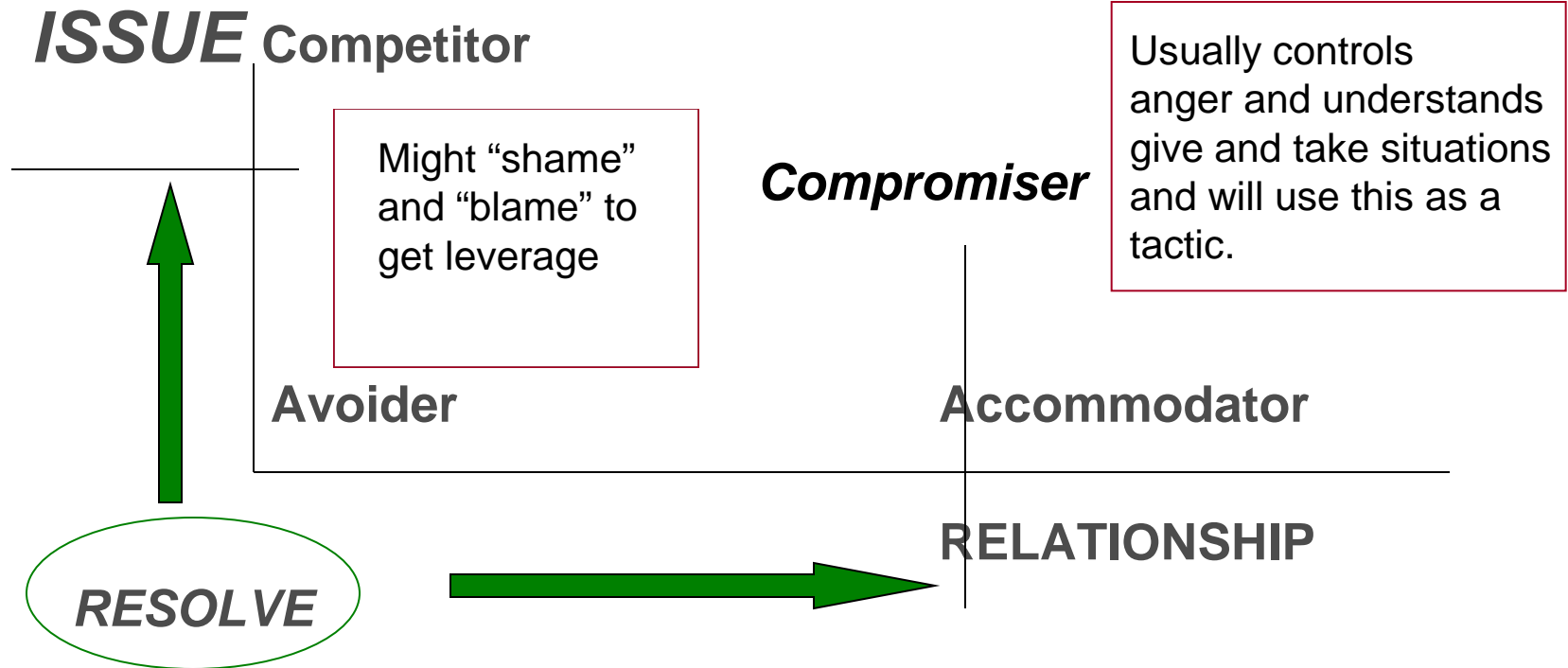
# ***COMPETITOR'S*** anger reaction style...



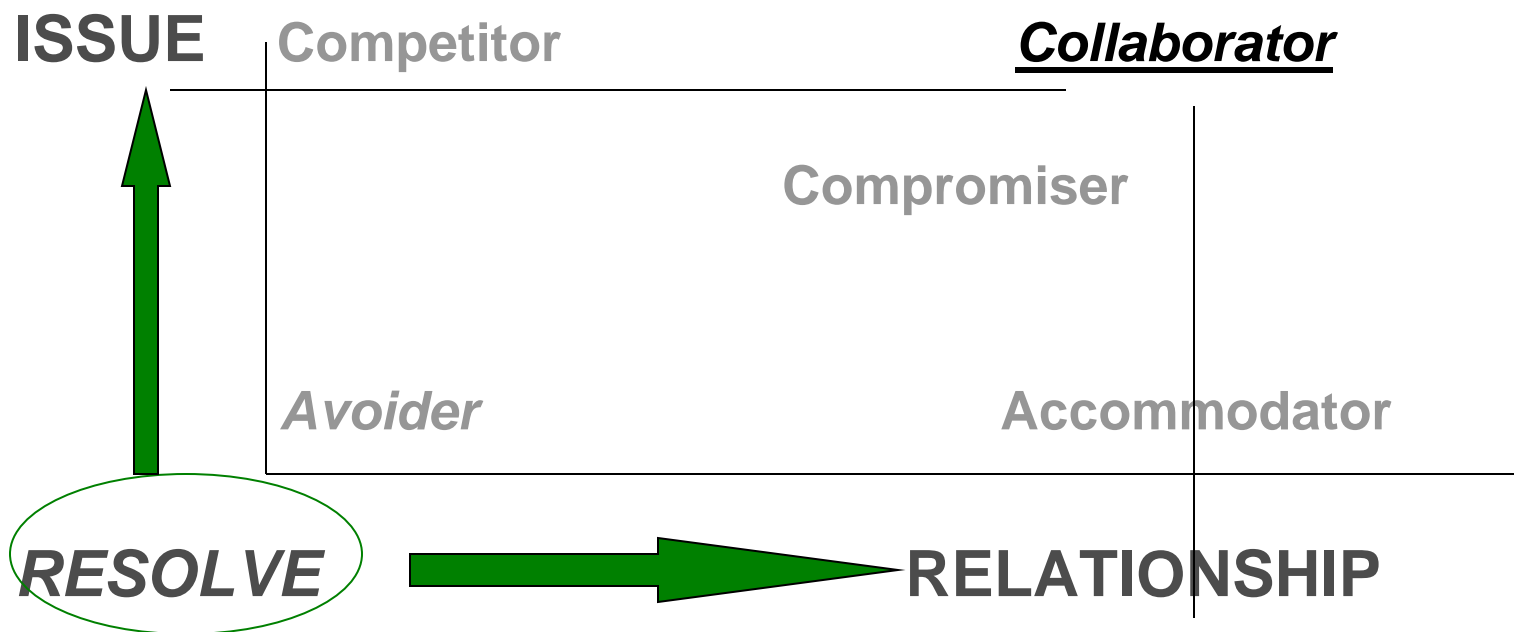
# Conflict Management Style #4...



# COMPROMISER'S anger reaction style...



# Conflict Management Style #5...



# *COLLABORATOR'S approach to issues*

