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.

Fill the Pot with all relevant Info

Pool of Shared Meaning” (The birthplace of synergy) (Measures Group’s IQ)

He talks I listen. 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!
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-force.

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.
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.

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.
Example:

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…

ISSUE

Avoider

RESOLVE

RELATIONSHIP
AVOIDER’S anger reaction style...

ISSUE

* Speak no evil
* Hear no evil
* See no evil

Heavy personal stress toll

Avoider

RESOLVE

RELATIONSHIP
Conflict Management Style #2...
ACCOMMODATOR’S anger reaction style…

ISSUE

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

RESOLVE

Avoider

Accommodator

RELATIONSHIP
Conflict Management Style #3…

ISSUE

 Competitor

Avoider

RESOLVE

RELATIONSHIP

Accommodator
COMPETITOR’S anger reaction style…

ISSUE  Competitor

* Projects anger outwardly
* Very defensive of positions
* Often suspicious of others
* Openly hostile & w/o guilt

RESOLVE

RELATIONSHIP

Avoider  Accommodator
Conflict Management Style #4...
COMPROMISER’S anger reaction style...

- **ISSUE** Competitor
  - Might “shame” and “blame” to get leverage

- **RESOLVE**

- **Compromiser**
  - Usually controls anger and understands give and take situations and will use this as a tactic.

- **Avoider**

- **Accommodator**
Conflict Management Style #5...
COLLABORATOR’S approach to issues

**ISSUE** Competitor

*Concern about the outcomes for both parties and willing to work to identify all needs and concerns.*

**RESOLVE**

**COLLABORATOR**

Compromiser

Avoider

Accommodator

**RELATIONSHIP**