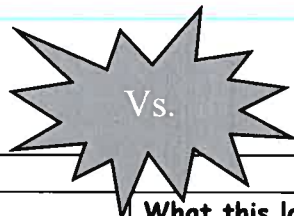


Managing and Resolving Conflict

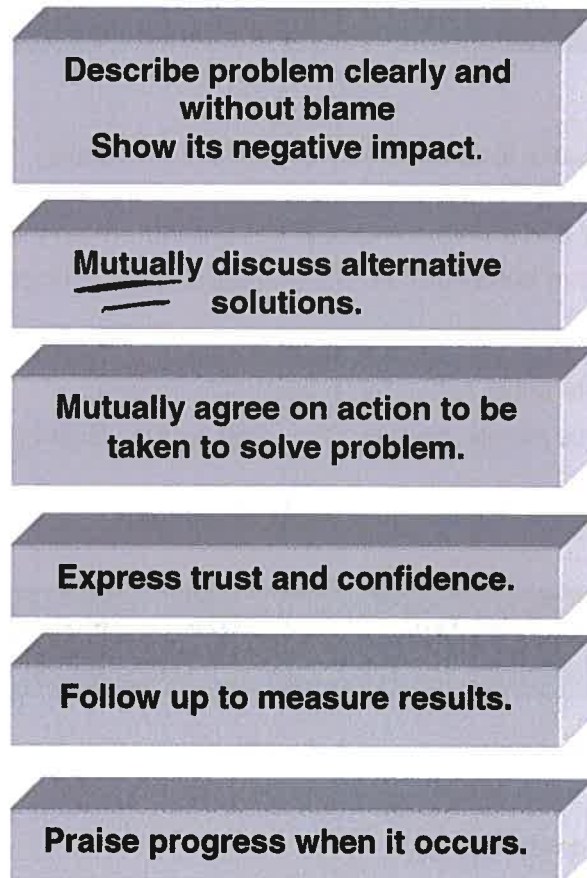
MBI Learning & Development



Attacking the Person	Attacking the Problem
<p>What this looks like...</p> <p>I make assumptions about <u>who you are</u></p> <p>Statements made that evaluate the person</p> <p>I disregard your worth and dignity</p> <p>I disregard your intrinsic values and desires (or assume they are less than ideal)</p> <p>You must lose so that I can win.</p> <p>I use words like "always" and "never" to describe what you do.</p> <p>I naturally assume that my perceptions and assumptions are correct (or more valid than yours).</p> <p>I assume that you are the problem, and that I have nothing to do with it.</p> <p>I talk about you to other people before I talk to you.</p> <p>I lobby for support and build a case against you.</p> <p><i>"You are lazy"</i></p> <p><i>"You are so unprofessional"</i></p> <p><i>"You don't understand"</i></p> <p><i>"He is a very difficult boss"</i></p> <p><i>"You are insensitive"</i></p> <p><i>"Because you didn't seem to care about the report, the whole department looked bad."</i></p> <p><i>"You always disregard my opinion"</i></p>	<p>What this looks like...</p> <p>I make factual statements about <u>what you do</u>.</p> <p>I focus on specific <u>observable</u> and <u>measurable</u> behaviors.</p> <p>We define the problem in terms of the impact of behaviors and outcomes needed.</p> <p>I validate your values, worth, dignity, abilities, goals, etc.</p> <p>We discuss how your behavior impacts our customers, our mission, our work, etc. (We appeal to a higher goal).</p> <p>I assume that my own perception of the situation is probably not 100% correct, so I approach you with an open mind.</p> <p>I assume the best in you.</p> <p>I don't bad-mouth you to others.</p> <p>I come to you first.</p> <p>We agree on solutions to resolve the problem - this is not compromising, rather, but it is consensus.</p> <p><i>"When you were late yesterday ..."</i></p> <p><i>"You promised it would be done by Wednesday, it is now Friday, what can we do to complete it?"</i></p> <p><i>"He does some things that I don't agree with"</i></p> <p><i>"What you said struck me as insensitive"</i></p> <p><i>"I know you want to serve our customers, and..."</i></p> <p><i>"When you said that, it made me feel as though you didn't care about my opinion"</i></p>



The Redirection Meeting (Coaching Conversation)



Performance Coaching

Traditional vs. Partnering

<ul style="list-style-type: none">• Manager-driven• Parent-to-child• HR exercise• Personality• Vague goals• Yearly event <p>Gets Compliance</p>	<ul style="list-style-type: none">• <i>Employee has input</i>• <i>Adult-to-adult</i>• <i>Manager's tool</i>• <i>Results</i>• <i>Specific objectives</i>• <i>On-going</i> <p>Gets <u>Commitment</u></p>
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One Minute Reprimands

Characteristics:

- Be immediate!
- Never Gunnysack-deal with one behavior at a time.
- Learners: Don't reprimand learners.
- Be tough on performance, never tough on the person.
- Describe the poor performance – the specific behaviors.
- Let the employee feel how you feel.
- Encourage employees, let them know that you value them.
- Let them know that it is over! Then focus forward.
- Toughness: Sometimes you have to care enough to be a little tough.
- Be open and honest with them.
- When you end a reprimand with a reaffirmation, a person's "okayness" is still intact. They learn from the situation and it prevents them from diverting the blame to you.

*We Are Not
Just Our
Behavior,
We Are
The Person
Managing
Our
Behavior*