

Managing Conflict

Based on the book,
Managing Conflict, by
Ursula Markham



Why Conflict Arises

Type “A” Personality



Vs.



Type “B” Personality

Type "A" Personality

- Highly Competitive
- Strong Personality
- Restless when inactive
- Seeks Promotion Punctual
- Thrives on deadlines
- Multitasks at once



Type “B” Personality



- Works methodically
- Rarely competitive
- Enjoys leisure time
- Does not anger easily
- Does job well but doesn't need recognition
- Easy-going

Aggressive People



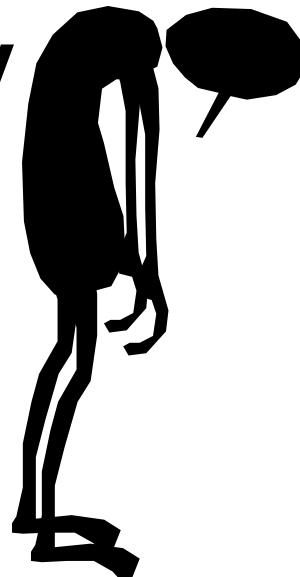
- Body language**
 - Stiff and straight**
 - Points, bangs tables to emphasize points**
 - Folds arms across body**
- Verbal language**
 - “I want you to...”**
 - “You must...”**
 - “Do what I tell you!”**
 - “You’re stupid!”**

**Aggressive people
are basically
insecure.... Try to
avoid them.**

Submissive people

□ Body Language

- Avoids eye contact
- Stooped posture
- Speaks quietly
- Fidgets



□ Verbal Language

- “I’m sorry”
- “It’s all my fault”
- “Oh dear”

Submissive people have a great sense of inferiority

Assertive People

- **Body language**
 - **Stands straight**
 - **Appears composed**
 - **Smiles**
 - **Maintains eye contact**
- **Verbal language**
 - **“Let’s”**
 - **“How shall we do this?”**
 - **“I think... What do you think?”**
 - **“I would like...”**



Types of Conflict



- Within an individual**
- Between two individuals**
- Within a team of individuals**
- Between two or more teams within an organization**

Causes of conflict

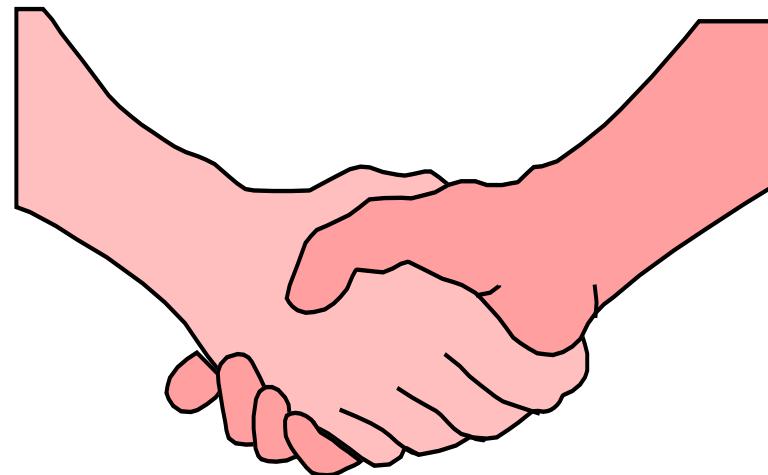


- Conflict of aims- different goals**
- Conflict of ideas- different interpretations**
- Conflict of attitudes - different opinions**
- Conflict of behavior- different behaviors are unacceptable**

Stages of Conflict



- Conflict arises**
- Positions are stated and hardened**
- Actions, putting into action their chosen plan**
- Resolution???**



Preventing Conflict



- Assess positive and negative personality traits of people involved
- Determine personality type
 - Aggressive
 - Submissive
 - Assertive
- Assess if people are introvert or extroverts...

Preventing Conflict



- Review past conflicts
- Assess communication skills of those involved
- Read body language of participants

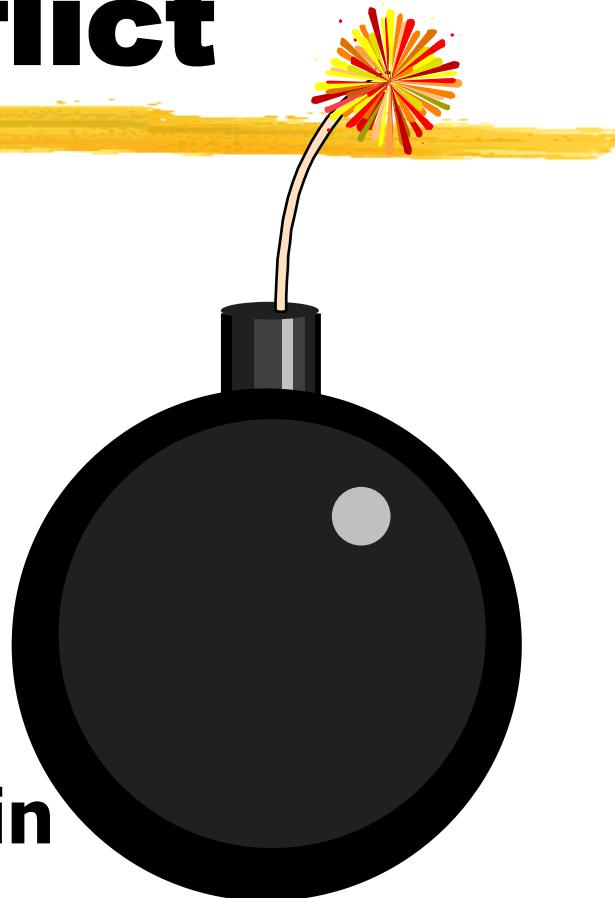


Preventing Conflict



- Try to reduce conflict**
- Realize that communication is colored by personal experience, beliefs, fear, prejudices**
- Try to be neutral**
- Plan the timing and place of the conversation**
- Realize that outside stress may add to confrontation**
- Eliminate/reduce external interruptions**

Preventing Conflict



- Manage the language used
 - Neutral vs. loaded words
 - Reduce technical language
 - Allow for cultural differences in language
 - Words may have different meanings for different people...ask them to elaborate

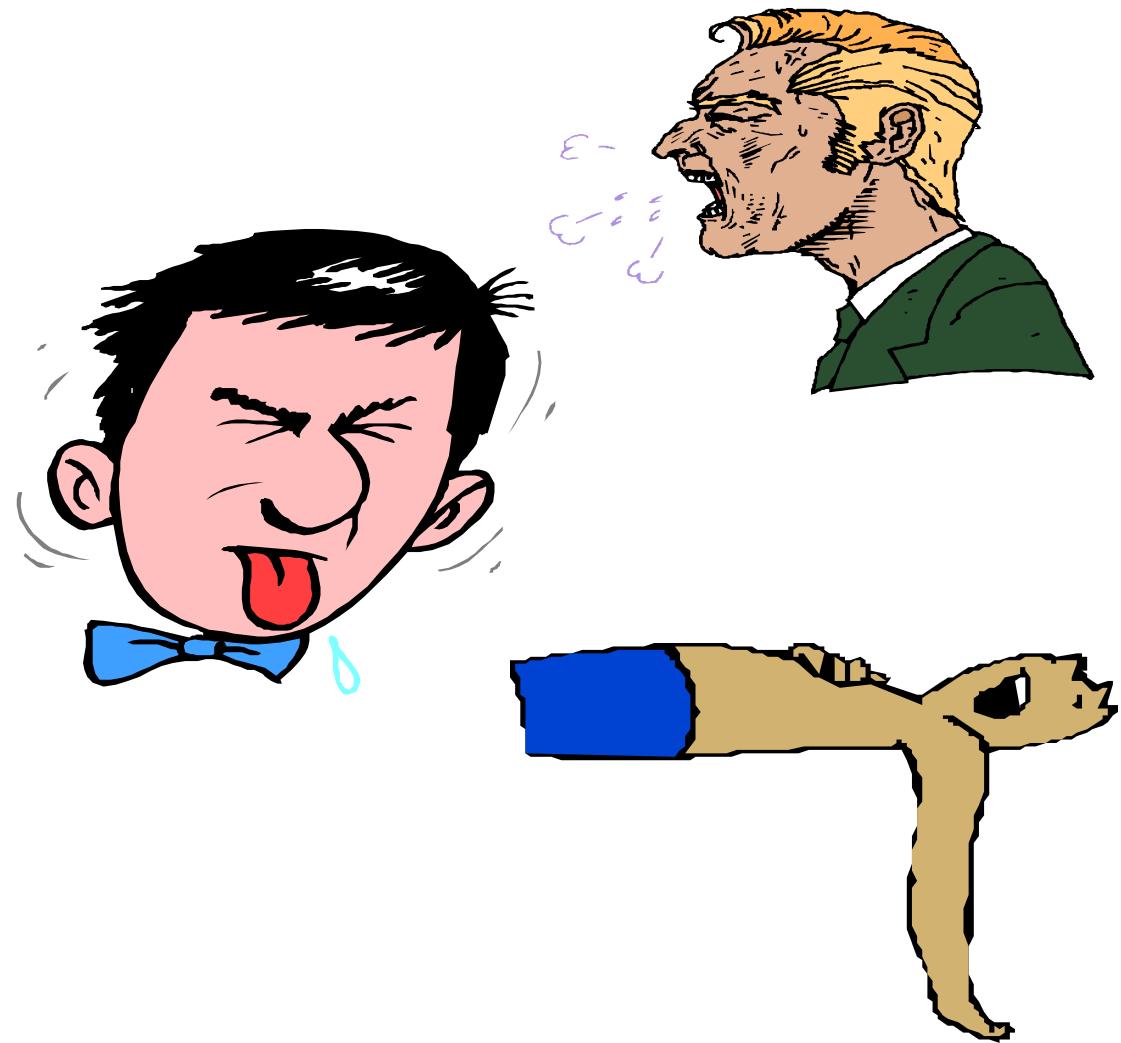
Aids to Communication



- Listen Actively
- Relax
- Observe body language
- Develop interest in others interests
- Ask for clarification
- Plan what you are going to say
- Tailor words to person
- Determine the best timing
- Determine the best place
- Why is the conversation necessary

Personalities who cause conflict

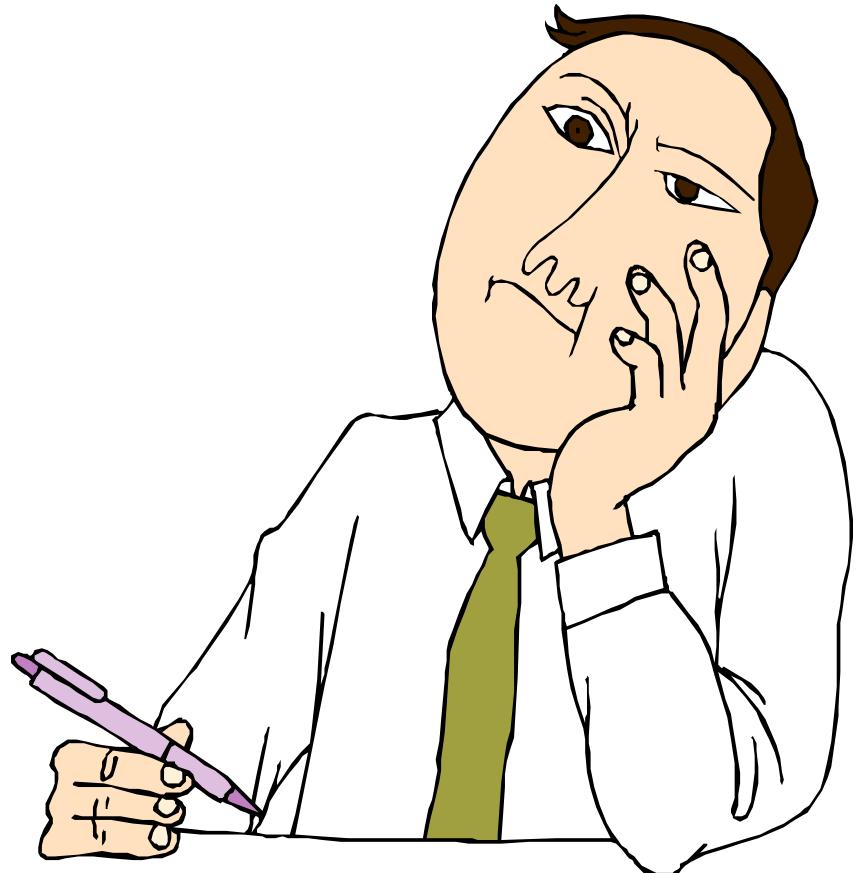
- Aggressor**
- Passive**
- Absentee**
- Error prone**
- Negative attitude**
- Chatterbox**
- Do nothing**



Personalities who cause conflict



- Unreliable**
- Time waster**
- Resentful person**



WAC'em method



What's bothering you?

A -What do you want to Ask the person to do?

Check in to see if what you've asked for can happen