

Responding to Conflict: The Power of Effective Conversations

Become more productive, confident and less stressed. This session will help you understand and identify expectations of different personality styles and provide tips for resolving those issues to develop strong relationships within your chapter, business and local community.

Conflict between two people is normal. After conflict occurs, we normally think in terms of *conflict resolution* – how to fix the situation. However, the term *conflict management* suggests that we are involved in helping things along from the very beginning – even before interaction occurs.

Understanding the different personality blends can be very helpful when used as a tool to build bridges of communication rather than as an excuse to build walls that hinder communication. We believe that a sincere and genuine desire to connect with someone is the correct purpose for using this information. We do not try to show you have to fix anyone else. We show you how to positively adapt to the needs of others. There is nothing wrong with any of the personality types, blends or styles. It is learning how you yourself work best with any personality that allows you to flourish and accomplish your personal, team, or chapter goals.

In order to adapt to another person to build better bridges of communication, it is important to understand the dynamics of how different personality styles interact. We use the concept of:

STRENGTHS, STRUGGLES and STRATEGIES

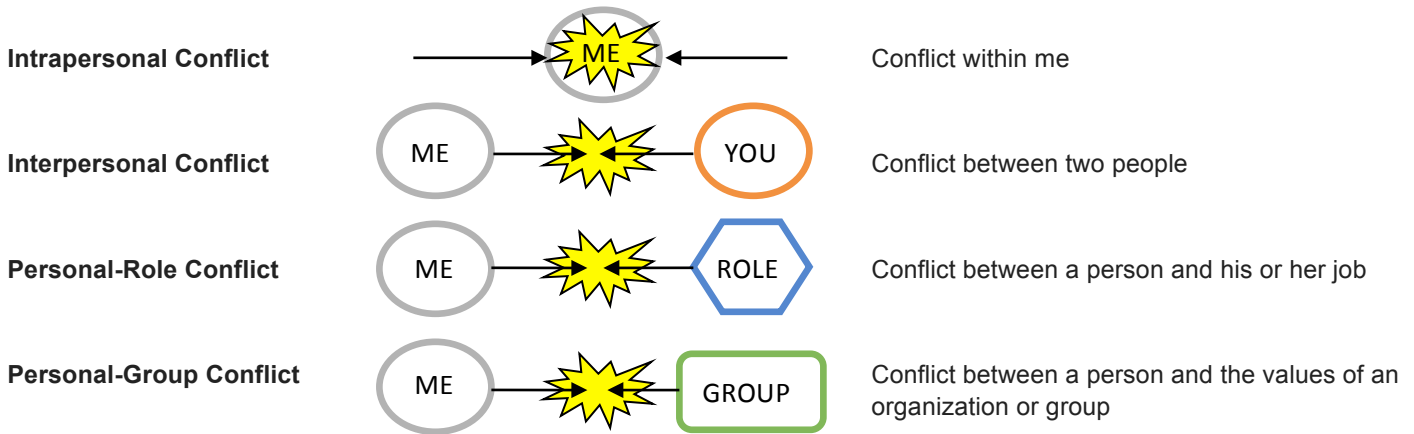
- There are natural **STRENGTHS** from which your relationships can benefit.
- There are also some potential **STRUGGLES** that you are likely to face in the relationship.
- And, here is the good news ... there are **STRATEGIES** on interacting with others in a way that will lead to BETTER RELATIONSHIPS.

<p>The “D” Personality is Outgoing & Task Oriented</p> <p>Verbal/Vocal Tones:</p> <ul style="list-style-type: none"> • Makes strong statements • Blunt and to the point • Challenging voice tones <p>Conversation or Speech Patterns</p> <ul style="list-style-type: none"> • Aversion to “small talk” • Attempts to direct the conversation • Often Interrupting <p>Outward Visual Body Language</p> <ul style="list-style-type: none"> • Firm handshake • Displays impatience • Dislikes being casually touched <p>Clues at the Office/Workplace</p> <ul style="list-style-type: none"> • Full calendars • Makes phone calls while speaking with you • Few family photos 	<p>The “I” Personality is Outgoing & People Oriented</p> <p>Verbal/Vocal Tones:</p> <ul style="list-style-type: none"> • Tells stories, anecdotes • Shares personal feelings • High volume, fast speech <p>Conversation or Speech Patterns</p> <ul style="list-style-type: none"> • Talks and listens in “feeling” terms • Often distracted by things around them • Tends to tell everything they know <p>Outward Visual Body Language</p> <ul style="list-style-type: none"> • Animated facial expressions • Contact oriented • Energetic <p>Clues at the Office/Workplace</p> <ul style="list-style-type: none"> • May appear cluttered/disorganized • Flashy and trendy with fun pictures • Likes to do things the fun way
<p>The “C” Personality is Reserved & Task Oriented</p> <p>Verbal/Vocal Tones:</p> <ul style="list-style-type: none"> • Fact and task oriented • Formal and proper • Less verbal, more written communication <p>Conversation or Speech Patterns</p> <ul style="list-style-type: none"> • Speaks carefully with less expression • Uses “thinking” words as opposed to “feeling” words • Prefers non-contact <p>Outward Visual Body Language</p> <ul style="list-style-type: none"> • Will retain their ground in stressful situations when they can rely on concrete facts • Formal and conservative • Comes across as assessing <p>Clues at the Office/Workplace</p> <ul style="list-style-type: none"> • Formal and neat environment • Highly organized and structured desk • Uses lists 	<p>The “S” Personality is Reserved & People Oriented</p> <p>Verbal/Vocal Tones:</p> <ul style="list-style-type: none"> • Listens more than talks • Steady, even-tempered delivery • Lower volume, slower rate of speech <p>Conversation or Speech Patterns</p> <ul style="list-style-type: none"> • Focuses on the conversation • Very Friendly • Talks a little softer and stops quickly when interrupted <p>Outward Visual Body Language</p> <ul style="list-style-type: none"> • Wears subdued colors • Intermittent eye contact • Exhibits patience <p>Clues at the Office/Workplace</p> <ul style="list-style-type: none"> • Friendly and informal atmosphere • Organizational method-systematic and traditional • Family pictures and personal mementos displayed

Identifying Types of Conflict (Struggles)

There are 4 different types of Conflict; however today we will focus on:

Interpersonal & Personal-Role Conflict

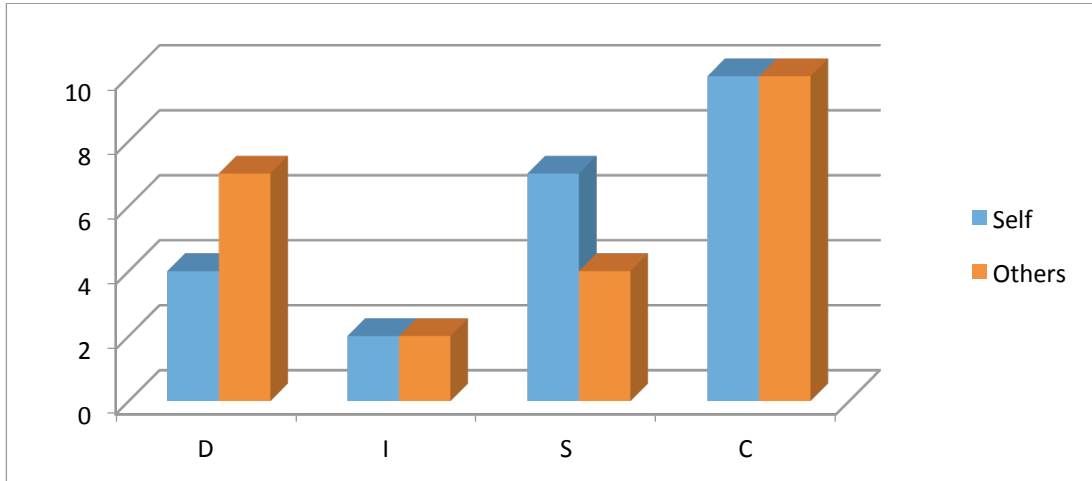


Example & Discussion: How would you handle an Officer within the Chapter who is having sidebar conversations or meetings with other members of the Governing Board to sway their vote regarding a member of topic up for vote?

Defining Differences in Expectations

Differences in expectations are one of the main areas where conflict begins.

For example...in regards to somewhere "on time".



Understanding My Expectations

We all act differently put in the same situations, environments, and/or situations. It's how we interact with others that allows us to work harmoniously with others or create unnecessary friction between others and/or the group.

Based on your style blend from the DISC types on the above graph, finish the following sentences as they best describe "My Expectations".

1. I tend to have _____ expectations of myself and _____ expectations of others.

2. From all the DISC types, the one set of expectations that I am most uncomfortable with and that I do not perceive as "normal" and/or have difficulty accepting is (Circle): D I S C

Why?

Conflict Resolution Strategies

“D” - DOMINANT	“I” - INSPIRING
<p>How to Respond to high D’s</p> <ul style="list-style-type: none"> • <u>Tone</u>: must be firm and direct • <u>Focus</u>: on actions and goals • <u>Ask</u>: What type of questions • <u>Expect</u>: High D’s to challenge and debate <p>How to Relate to high D’s</p> <ul style="list-style-type: none"> • Be brief and to the point • Explain how to achieve goals using a logical action plan • Allow them time to consider your ideas • Let them formulate the action plan <p>How to Reinforce high D’s</p> <ul style="list-style-type: none"> • Repeat the plan of action focusing on goals, objective and results • Give bottom line instructions • Respect their problem-solving ability • Don’t avoid confrontation (in a caring manner) 	<p>How to Respond to high I’s</p> <ul style="list-style-type: none"> • <u>Tone</u>: be informal, friendly and positive • <u>Focus</u>: on expression of feelings • <u>Ask</u>: Who type of questions • <u>Expect</u>: High I’s to shift the blame <p>How to Relate to high I’s</p> <ul style="list-style-type: none"> • Be friendly in voice tones and attitude • Engage them in informal dialogue • Allow them to verbalize their feelings • Transfer talk to an organized action plan <p>How to Reinforce high I’s</p> <ul style="list-style-type: none"> • Offer positive encouragement and incentives for completing tasks • Communicative positive recognition • Respect their ability to persuade others • Don’t forget time for stimulating, fun activities
<p style="text-align: center;">“C” - CAUTIOUS</p> <p>How to Respond to high C’s</p> <ul style="list-style-type: none"> • <u>Tone</u>: be patient and factual • <u>Focus</u>: on answering questions • <u>Ask</u>: Why type of questions • <u>Expect</u>: High C’s to validate information with third parties <p>How to Relate to high C’s</p> <ul style="list-style-type: none"> • Be specific and accurate • Allow for their cautious, initial responses • Allow time to answer their questions • Include accurate data with assurances <p>How to Reinforce high C’s</p> <ul style="list-style-type: none"> • Provide logical steps to reach a goal • Repeat checkpoints for clarity • Respect their specialized ability • Don’t inhibit their freedom to ask questions 	<p style="text-align: center;">“S” – SUPPORTIVE</p> <p>How to Respond to high S’s</p> <ul style="list-style-type: none"> • <u>Tone</u>: be nonthreatening and patient • <u>Focus</u>: on preserving harmony and stability • <u>Ask</u>: How type of questions • <u>Expect</u>: High S’s to look for the easy way out <p>How to Relate to high S’s</p> <ul style="list-style-type: none"> • Be friendly and gentle • Give personal, nonverbal acceptance and assurances • Allow time to process and adjust to change • Recognize that conflict will shut them down <p>How to Reinforce high S’s</p> <ul style="list-style-type: none"> • Repeat any instructions • Provide hands-on reinforcement • Respect their reliability • Don’t forget to make allowances for family

Negotiating Conflict Response Strategies

Take a few minutes to consider how you may use this information to personalize Conflict Response Strategies when interacting with other DISC types. Then, choose any other type other than your own, and complete the strategies below by personalizing the information to that type.

When I am experiencing conflict with a(n) _____, this is how I can best respond:

- Tone: Be _____
- Focus: On _____
- Type Questions: Ask _____ type of questions.
- Expect them to _____
- How to Relate to them:
 - Please _____
- How to reinforce them:
 - Please _____

*** When they are under stressor in conflict, the best thing to do to help them is:**

Understanding Negotiation Styles in Resolving Conflict

HIGH TYPE	<u>D</u>	<u>I</u>	<u>S</u>	<u>C</u>
COMFORTABLE BEING	Decisive	Enthusiastic	Supportive	Structured
FEARS	Losing	Rejection	Change	Being Wrong
UNDER TENSION RESPONSE	Abrasive	Unpredictable	Hesitant	Pessimistic
IN CONFLICT	Attacks/Leaves	Complies w/ popular	Stubbornly defend	Demand details
-----MIDLINE-----				
COMFORTABLE BEING	a Team player	Detached	Spontaneous	Unstructured
FEARS	Confrontation	Illogical Actions	Status Quo	Conforming
UNDER TENSION RESPONSE	Quiet	Calm	Action-oriented	Irrational
IN CONFLICT	Stuff feelings	Seems unemotional	Act impatient	Become sarcastic
LOW TYPE	<u>D</u>	<u>I</u>	<u>S</u>	<u>C</u>

Defining My Negotiation Style in Conflict Management

(To help me get myself under control before I begin seeking to resolve a conflict)

I am most comfortable being _____.

When I feel fears of _____, it causes tension for me.

Under tension, I become _____.

If this intensifies the conflict, I may _____.

Understanding Negotiation Styles in Conflict Management

Forcing

Also known as *competing*. An individual firmly pursues his or her own concerns despite the resistance of the other person. This may involve pushing one viewpoint at the expense of another or maintaining firm resistance to another person's actions.

Examples of when *forcing* may be appropriate

- In certain situations when all other, less forceful methods, don't work or are ineffective
- When you need to stand up for your own rights, resist aggression and pressure
- When a quick resolution is required and using force is justified (e.g. in a life-threatening situation, to stop an aggression)
- As a last resort to resolve a long-lasting conflict

Possible advantages of *forcing*:

- May provide a quick resolution to a conflict
- Increases self-esteem and draws respect when firm resistance or actions were a response to an aggression or hostility

Some caveats of *forcing*:

- May negatively affect your relationship with the opponent in the long run
- May cause the opponent to react in the same way, even if the opponent did not intend to be forceful originally
- Cannot take advantage of the strong sides of the other side's position
- Taking this approach may require a lot of energy and be exhausting to some individuals

Win-Win (Collaborating)

Also known as *problem confronting* or *problem solving*. Collaboration involves an attempt to work with the other person to find a win-win solution to the problem in hand - the one that most satisfies the concerns of both parties. The win-win approach sees conflict resolution as an opportunity to come to a mutually beneficial result. It includes identifying the underlying concerns of the opponents and finding an alternative which meets each party's concerns.

Examples of when *collaborating* may be appropriate:

- When consensus and commitment of other parties is important
- When it is required to address the interests of multiple stakeholders
- When a high level of trust is present
- When a long-term relationship is important
- When you need to work through hard feelings, animosity, etc

Possible advantages of *collaborating*:

- Leads to solving the actual problem
- Leads to a win-win outcome
- Reinforces mutual trust and respect
- Builds a foundation for effective collaboration in the future
- Shared responsibility of the outcome

Some caveats of *collaborating*:

- Requires a commitment from all parties to look for a mutually acceptable solution
- May require more effort and more time than some other methods. A win-win solution may not be evident
- For the same reason, collaborating may not be practical when timing is crucial and a quick solution or fast response is required

Compromising

Compromising looks for an expedient and mutually acceptable solution which partially satisfies both parties.

Examples of when *compromise* may be appropriate:

- When the goals are moderately important and not worth the use of more assertive or more involving approaches, such as forcing or collaborating
- To reach temporary settlement on complex issues
- To reach expedient solutions on important issues
- As a first step when the involved parties do not know each other well or haven't yet developed a high level of mutual trust
- When collaboration or forcing do not work
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Possible advantages of *compromise*:

- Faster issue resolution. Compromising may be more practical when time is a factor
- Can provide a temporary solution while still looking for a win-win solution
- Lowers the levels of tension and stress resulting from the conflict

Some caveats of using *compromise*:

- May result in a situation when both parties are not satisfied with the outcome (a lose-lose situation)
- Does not contribute to building trust in the long run
- May require close monitoring and control to ensure the agreements are met

Withdrawing

Also known as *avoiding*. This is when a person does not pursue her/his own concerns or those of the opponent. He/she does not address the conflict, sidesteps, postpones or simply withdraws.

Examples of when *withdrawing* may be appropriate:

- When the issue is trivial and not worth the effort
- When more important issues are pressing, and you don't have time to deal with it
- In situations where postponing the response is beneficial to you, for example -
 - When it is not the right time or place to confront the issue
 - When you need time to think and collect information before you act (e.g. if you are unprepared or taken by surprise)

When you see no chance of getting your concerns met or you would have to put forth unreasonable efforts

When you would have to deal with hostility

When you are unable to handle the conflict (e.g. if you are too emotionally involved or others can handle it better)

Possible advantages of *withdrawing*:

- When the opponent is forcing / attempts aggression, you may choose to withdraw and postpone your response until you are in a more favorable circumstance for you to push back
- Withdrawing is a low stress approach when the conflict is short
- Gives the ability/time to focus on more important or more urgent issues instead
- Gives you time to better prepare and collect information before you act

Some caveats of *withdrawing*:

- May lead to weakening or losing your position; not acting may be interpreted as an agreement. Using withdrawing strategies without negatively affecting your own position requires certain skill and experience
- When multiple parties are involved, withdrawing may negatively affect your relationship with a party that expects your action

Smoothing

Also known as *accommodating*. Smoothing is accommodating the concerns of other people first of all, rather than one's own concerns.

Examples of when *smoothing* may be appropriate:

- When it is important to provide a temporary relief from the conflict or buy time until you are in a better position to respond/push back
- When the issue is not as important to you as it is to the other person
- When you accept that you are wrong
- When you have no choice or when continued competition would be detrimental

Possible advantages of *smoothing*:

- In some cases smoothing will help to protect more important interests while giving up on some less important ones
- Gives an opportunity to reassess the situation from a different angle

Some caveats of *smoothing*:

- There is a risk to be abused, i.e. the opponent may constantly try to take advantage of your tendency toward smoothing/accommodating. Therefore it is important to keep the right balance and this requires some skill.
- May negatively affect your confidence in your ability to respond to an aggressive opponent
- It makes it more difficult to transition to a win-win solution in the future
- Some of your supporters may not like your smoothing response and be turned off

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Sources used for this presentation are: www.personalityinsights.com and www.Humanmetrics.com

I recommend the following books:

"Who Do You Think You Are Anyway?" by Dr. Robert A Rohm PhD

"You've Got Style" by Dr. Robert A Rohm PhD