



**Presented by  
Dr. Marilyn  
Manning**

# **Sticky Difficult Conflicts**



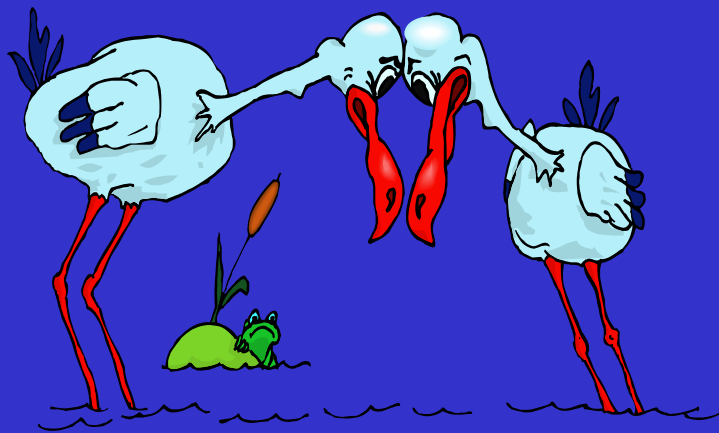
**January 6, 2004**

**Community of Practice**

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# Goals

- Improve communication
- Learn conflict resolution tips
- Enhance listening skills
- Diffuse anger, negativity, and stress

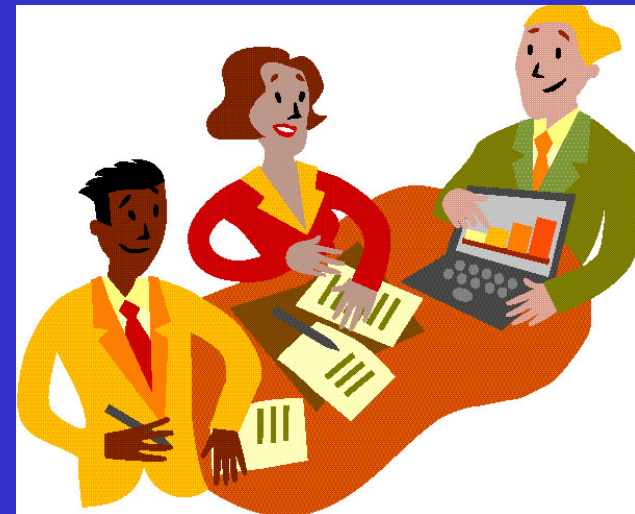




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# Learning Team

Identify 3-4 people seated by you to be your team for the exercises.



# Opening Scenario

- List at least ten strategies that I used to resolve the conflict.
- Note one or two strategies that you seldom use, but are willing to try.

# Strategies

1. Researched background
2. Private and “confidential” one-on-one’s
3. Neutral location for facilitated session
4. Ground rules
5. Respected their space (“time out”)
6. Took neutral role; no judging
7. Stated desired outcome

# Strategies

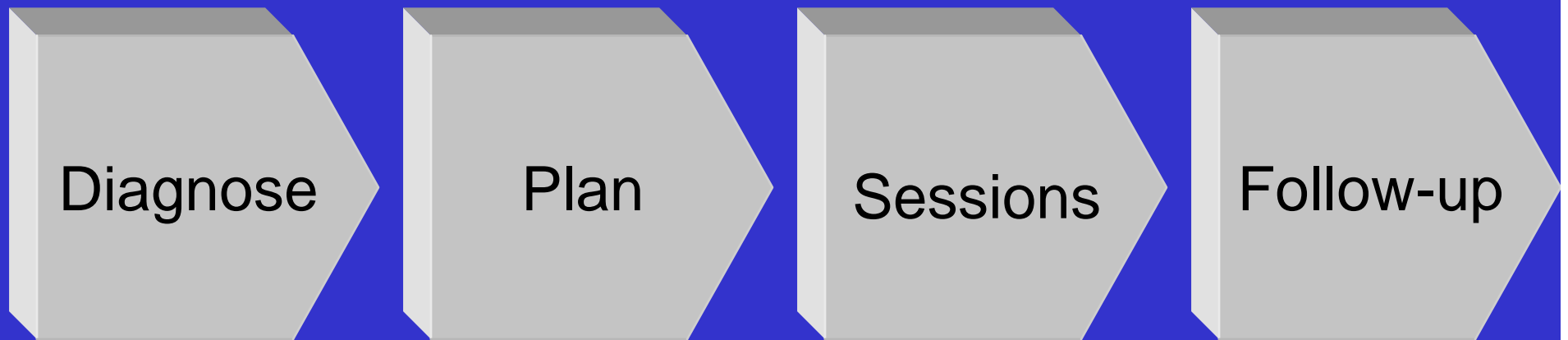
8. Stated impact of their conflict on others
9. Write down their version
10. Read without comment
11. Silence
12. Let them resolve
13. End to the meeting – quick closure, celebrate success
14. Follow-up

# About Dr. Manning

- International author, speaker, and certified management consultant
- Has been helping organizations solve difficult organizational and people problems for over 20 years
- Author of seven business books
- 82% of Dr. Manning's business is repeat
- M.A. in Social Science and M.A. and Ph.D. in Psychology



# Conflict Resolution Model



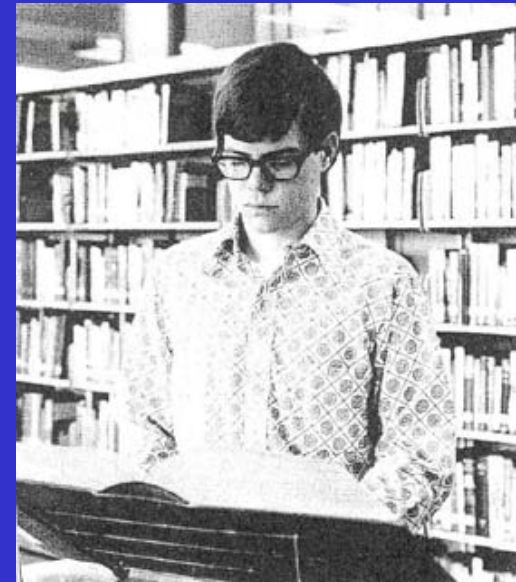
# Diagnose

- “Confidential” interviews
- Who is affected
- Check assumptions
- Assess levels of emotions
- Review the history



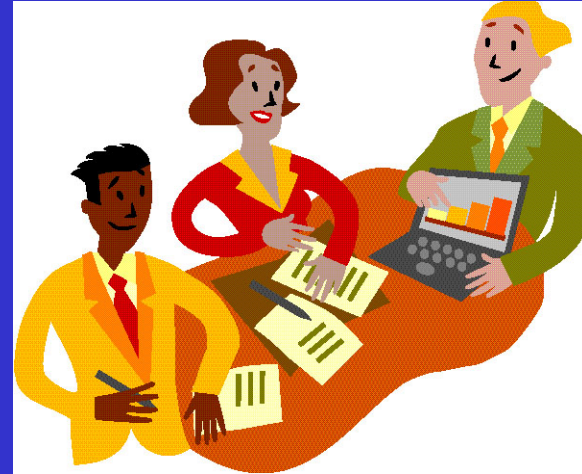
# Plan and Prepare

- Sessions for coaching and venting
- Identify desirable outcomes
- Analyze resistance
- Prepare your approach



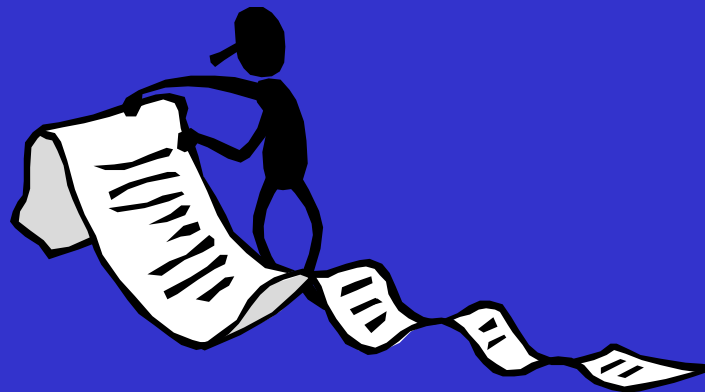
# Sessions

- Outcome
- Agenda
- Roles
- Rules
- Preserve dignity and respect
- Formalize agreements in writing
- Neutral mediator



# Follow-up

- Discuss learnings
- Slippage plans
- Agree on future processes
- Debrief with next level of leadership



# Two Types of Conflict

## 1. Conflicts of Content (what)

Market plans, production schedules, policies, procedures, deadlines, etc.

## 2. Conflicts of Process (how)

How will we make decisions?  
Are everyone's roles and responsibilities clear?



# Two Implications

- Issues of process usually masquerade as issues of content.
- Issues of process must be resolved first.



# DISCUSSION:

- Review each identified conflict.
- Is it a conflict of content or a conflict of process?



# Short Form

## Assessing Another

Identify the word in each group that is *most*, *somewhat*, *moderately*, and *least* like the person you are assessing.

Assign points:

4 = most

3 = somewhat

2 = moderately

1 = least

# **Answer Key for Short Form**

Use the answer key to total the points for D, I, S, and C.

Circle the letter with the highest total. This is the person's strongest behavioral characteristic.

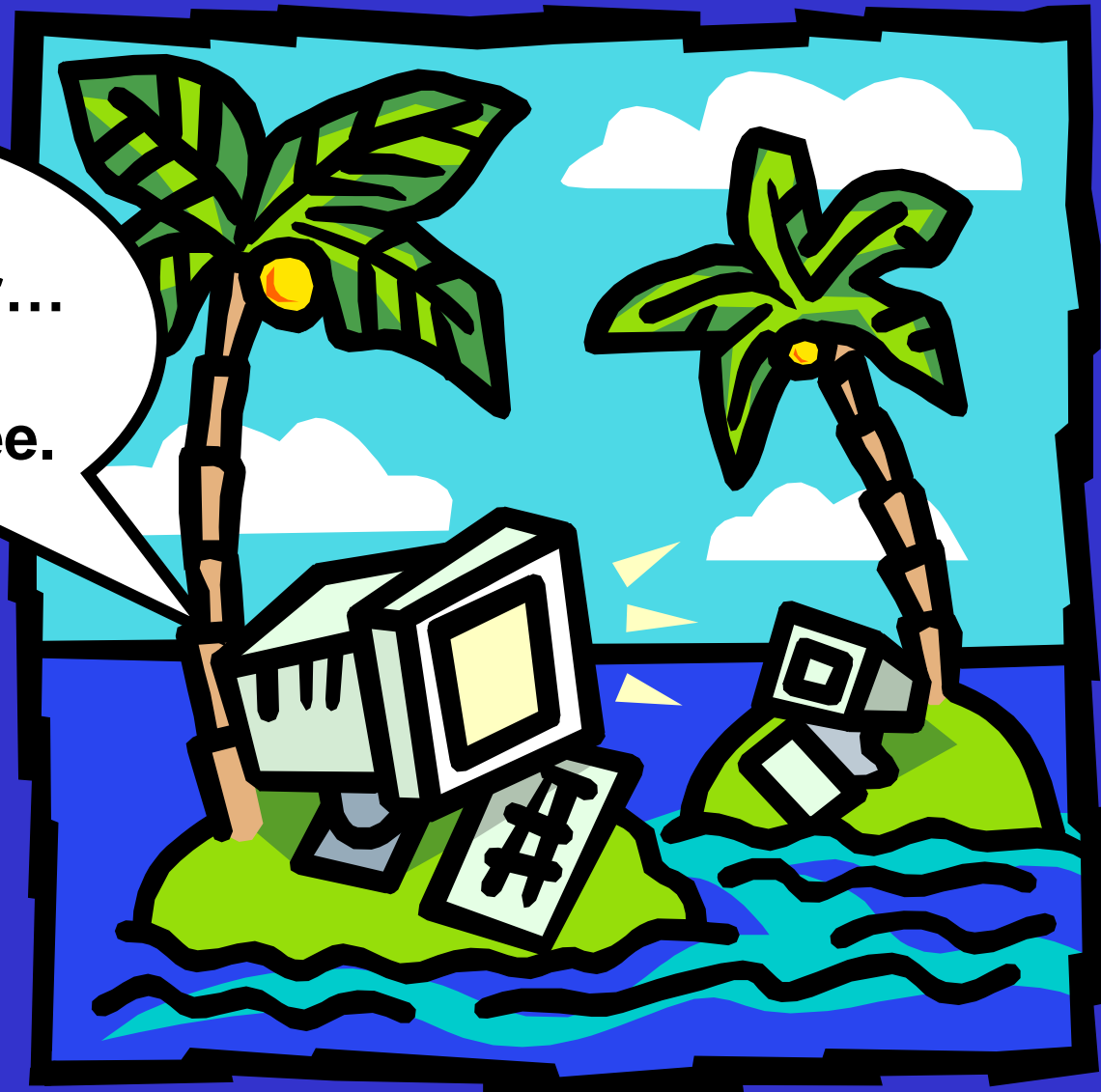
# High “D”: Driving Controller

- High ego strength
- Results, “bottom-line” approach
- Motivated by directness and challenges

## ***Approach***

- No small talk, don't waste time

**I am the  
communicator...  
you are the  
communicatee.**

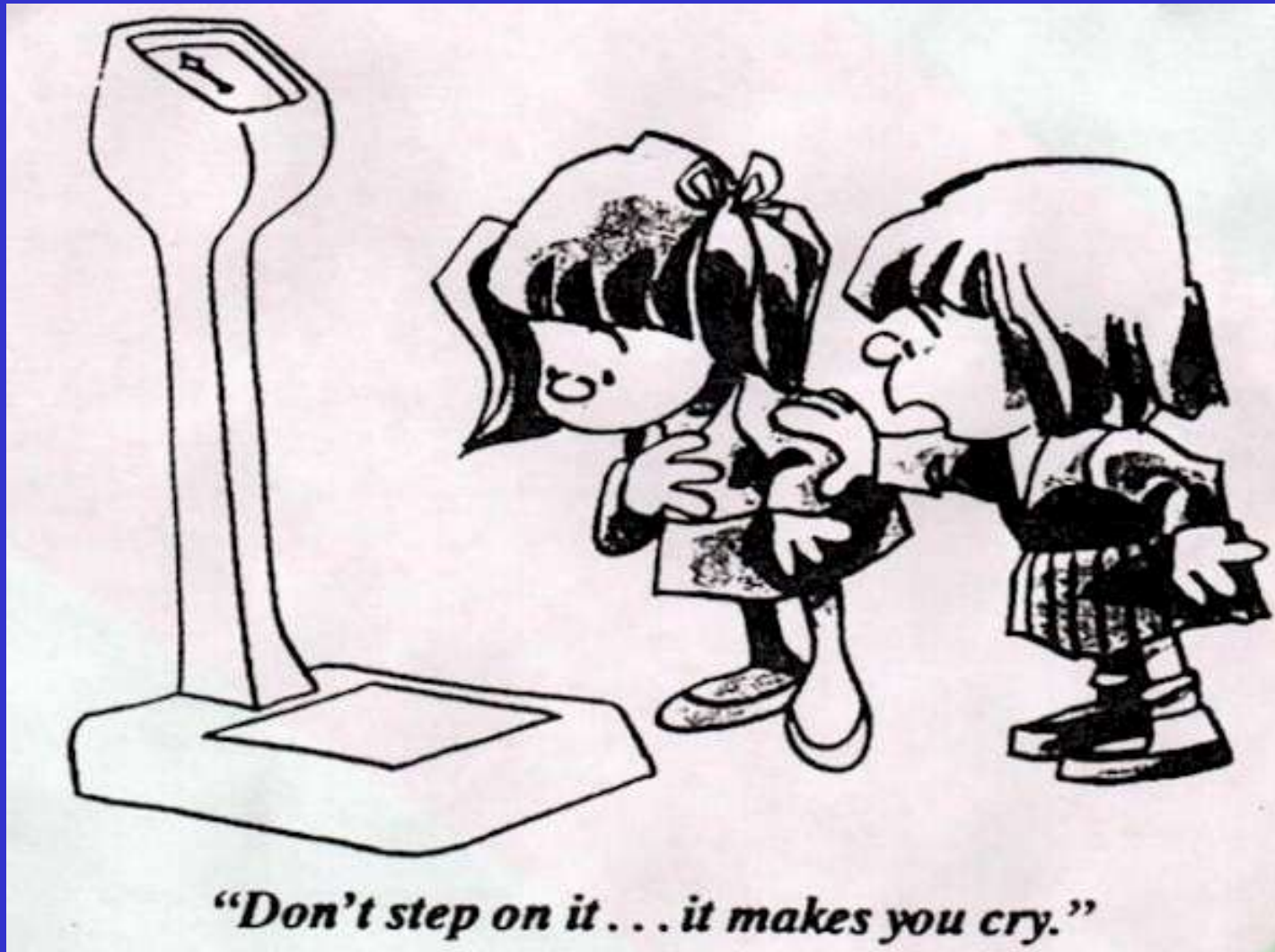


# High “I”: Influencing Promoter

- Optimistic visionary
- Social, charismatic, friendly
- Motivated by recognition and approval

## ***Approach***

- Be personable, listen well, keep on track



*"Don't step on it... it makes you cry."*

# High “S”: Stable Supporter

- Pragmatic, loyal team player
- Concrete action-oriented
- Motivated by tradition and order

## *Approach*

- Be friendly, emphasize team, draw them out



**Great job, Jason. As a  
reward, I'd like you to  
prepare the other 65  
reports.**





# High “C”: Conscientious Analyzer

- Accurate, precise, and systematic
- Intuitive and sensitive
- Motivated by the “proper way”

## *Approach*

- Offer facts and written follow-up, no small talk



“...but this */S* the summary, sir.”

**How each style expresses  
and deals with anger.**



# D

- Red faced
- Aggressive
- Raises voice
- Demands quick result



# D: How to Calm

- Acknowledge that their anger is justified.
- Take quick action.
- Use very few words.

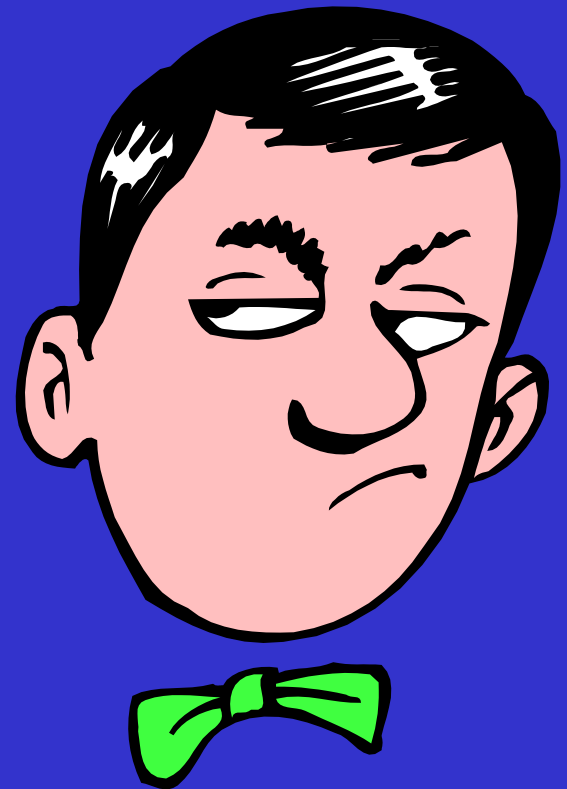
## **SAY:**

"You're right. This is a lot of red tape."

"Here's what I can do next."



- Impatient with "roadblocks"
- Can be demanding if they feel taken advantage of
- Tries to accommodate



# I: How to Calm

- Give a quick relief solution.
- Make a personal connection.
- Use a little humor or a light tone.

## **SAY:**

"Can you believe this?"

"This seems silly going  
through all these hoops."

# S

- Seldom expresses openly
- Accommodating
- Feelings easily hurt
- Prone to vocalize:  
"hmph! sigh. tsk. tsk."





# S: How to Calm

- Probe with questions, listen, validate feelings.
- Appeal to their accommodating side.
- Help them make first step to solve problem.

## SAY:

"What can we do? This is a lot of red tape."

"Let me show you how we can move forward."

# C

- Calmly righteous
- Non-emotional
- Positioned in the facts
- Gets angry when “not fair”



# C: How to Calm

- Appeal to their need to analyze.
- Use logic, charts, step by step, and methodical solutions.
- Make the goal to get things done right.

## **SAY:**

"You're right. That should never have happened."

"You're right. That probably wasn't stated clearly enough."

# Communication Quick Guide

Expression	Empathy
<b>Observation:</b> When I see/hear...	When you see/hear...
<b>Feeling:</b> I feel...	Are you feeling...
<b>Need:</b> Because I need...	Because you need...
<b>Request/Strategy/Action:</b> Would you be willing...?	Would you like...?

# Observations

Describe what is seen or heard without added interpretations. Be concrete, specific, and neutral.

“She interrupted four others mid-sentence in our last meeting.” vs. “She’s disrespectful in our meetings.”

# Feelings

Express emotions rather than the story or thoughts.

Feelings when our needs “are not” met:  
Angry, annoyed, anxious, uneasy,  
disappointed, worried, frustrated,  
overwhelmed.

“I feel worried.” vs. “I feel manipulated.”

# Needs

State specific needs rather than blaming the other person's actions as the cause.

Needs: Autonomy, celebration & play, self-expression, connection, balance.

“I feel annoyed because I need support.”  
vs. “I feel annoyed because you didn’t do your report.”

# Requests

Requests are strategies to meet our needs. They express a specific action and lead to further dialogue, while a demand leads to consequences.

“Would you be willing to come back at the time we’ve agreed?” vs. “Would you make sure to not be late again?”



# Communication Practice

Think of a frustrating situation where your needs were not met. Complete these statements aloud with your partner.

- When I see/hear...
- I feel...
- Because I need...
- Would you be willing...

# Partner reflect back what you heard.

- When you see/hear...
- Are you feeling...
- Because you need...
- Would you like...



# Stop, Think, and Reflect

- What 1 “aha” or useful insight will you apply when you leave this session?





# Freedom is . . .

“The power to choose your response to any condition or to choose your attitude in situations where you have no control.”

—*Victor Frankl*

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