

PENN BEHAVIORAL HEALTH
WEBINAR SERIES

From Conflict to Peak Performance

PRESENTED BY:
PENN BEHAVIORAL HEALTH
UNIVERSITY OF PENNSYLVANIA HEALTH SYSTEM

From Conflict to Peak Performance

What are the most common work related conflict issues?

From Conflict to Peak Performance



From Conflict to Peak Performance

A Two Part Program

Part I – Difficult People

- I. Introduction
- II. Conflict and Productivity
- III. What is Conflict?
- IV. Characteristics of Conflict
- V. Managing Conflict
- VI. Recognizing Early Stages
- VII. Dynamics of Conflict

Part II – Difficult Situations

- VIII. Ground Rules
- IX. Effective Dialogue
- X. Establishing the Compromise
- XI. Starting Point
- XII. Conclusion and Summary

Recent Statistics Regarding Conflict

- From 30-42% of managers' time is spent reaching agreement with others when conflicts occur.
- More than 65% of performance problems result from strained relationships between employees.
- It costs 1.5 times the position salary to replace the employee in it.
- More than 33% of managers spend more than 10% of their time handling workplace conflict.
- 44% of managers spend more than 20% of their time in conflict related issues.

(with permission from working dynamic)

Recent Statistics Regarding Conflict

Managers, stay focused on what the real issues are.

Avoid going down the wrong path!

Recent Statistics Regarding Conflict

Managers should work with employees to resolve work related problems:

Know where to draw the line.

Know how to identify and define work vs. personal problems.

Work with employees with an exceedingly aggressive style of imposing.

Factor in organizational transitions.

From Conflict to Peak Performance

Many types of conflict occur within organizations that drain the time, energy, and resources of managers.

Managers must answer two fundamental questions:

1. Is the conflict caused by the person, situation, or both?
2. What steps do I take to resolve the problem?

Conflict and Productivity

Beware of the impact of “hidden costs”.

The overall productivity of the workplace suffers:

- Performance
- Cohesiveness
- Contagious negativity
- Morale
- Diversity
- Retention
- Motivation
- Safety

Work on behaviors, not attitudes.

Defining Conflict

Why It Occurs:

Interests, Positions, Personalities, Styles, Behaviors, Biases, Retaliation, Sense of fairness

Where It Occurs:

Individuals, Groups, Departments, Organizations

How It Occurs:

Intensity, Frequency, and Patterns

Defining Conflict

Let's examine why people may get into conflict.

Defining Conflict

What We Understand: Most people do not relish conflict but often step into it because they forget three fundamental principles.

1. **The Who** – Take the other person into account

Defining Conflict

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1. **The Who** – Take the other person into account
2. **The What** – Do not let emotions control your thinking

Defining Conflict

What We Understand: Most people do not relish conflict but often step into it because they forget three fundamental principles.

1. **The Who** – Take the other person into account
2. **The What** – Do not let emotions control your thinking
3. **The Where** – Realize the situation you are in

Characteristics of Conflict



A Rule of Thumb for Managers

Conflict is the combination of:

1. Individuals most likely to engage in it
2. Environments most likely to support it
3. Situations most likely to create it

Characteristics of Conflict

1. **Individuals most likely to engage in it**
2. **Environments most likely to support it**
3. **Situations most likely to create it**

Characteristics of Conflict

1. Individuals most likely to engage in it

- Have to be right
- Need to prove something
- Won't back down
- See all or nothing

2. Environments most likely to support it

- Stressful / Tension filled
- Lack of control
- Constant changes
- Fast paced
- Competitive
- Lack of Staff Integration

3. Situations most likely to create it

Characteristics of Conflict

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3. Situations most likely to create it

- Trigger Events
 - Real or perceived competition
 - Unresolved problems
 - Personality clashes
 - Misread intentions
- Focus of Managers

Early Stages of Conflict

Prior to Triggers

Are there signs that will help head off conflict?

Early Stages of Conflict

Prior to Triggers

Early Signs and Warnings

- Breakdown in Communication
- Distrust or Disrespect
- Small Skirmishes
- Discontentment
- Changes in Emotions
- Changes in Behaviors
- Awareness by Others
- Complaints or Concerns

Managing Conflict

- Early Intervention can make a difference
- Share common understanding of dynamics
- Discuss the situation
- Achieve what you set out to do
- Where and how confrontation takes place

It really does matter!

Managing Conflict

When a manager sees conflict, what should they do?

Managing Conflict



Ground Rules – Setting Goals

GOAL #1
Effective Dialogue

GOAL #2
Compromise

GOAL #3
Resolution

Dynamics of Conflict



Styles

- Impose
- Avoid
- Accommodate
- Compromise
- Collaborate

Roles

- Supervisors
- Difficult Clients
- Subordinates
- Customers
- Co-Workers

Dynamics of Conflict

Think of styles as options:

1. Determine the right style for the other person.
2. Know what style will achieve your goals.
3. Be aware of the appropriate style for the situation.

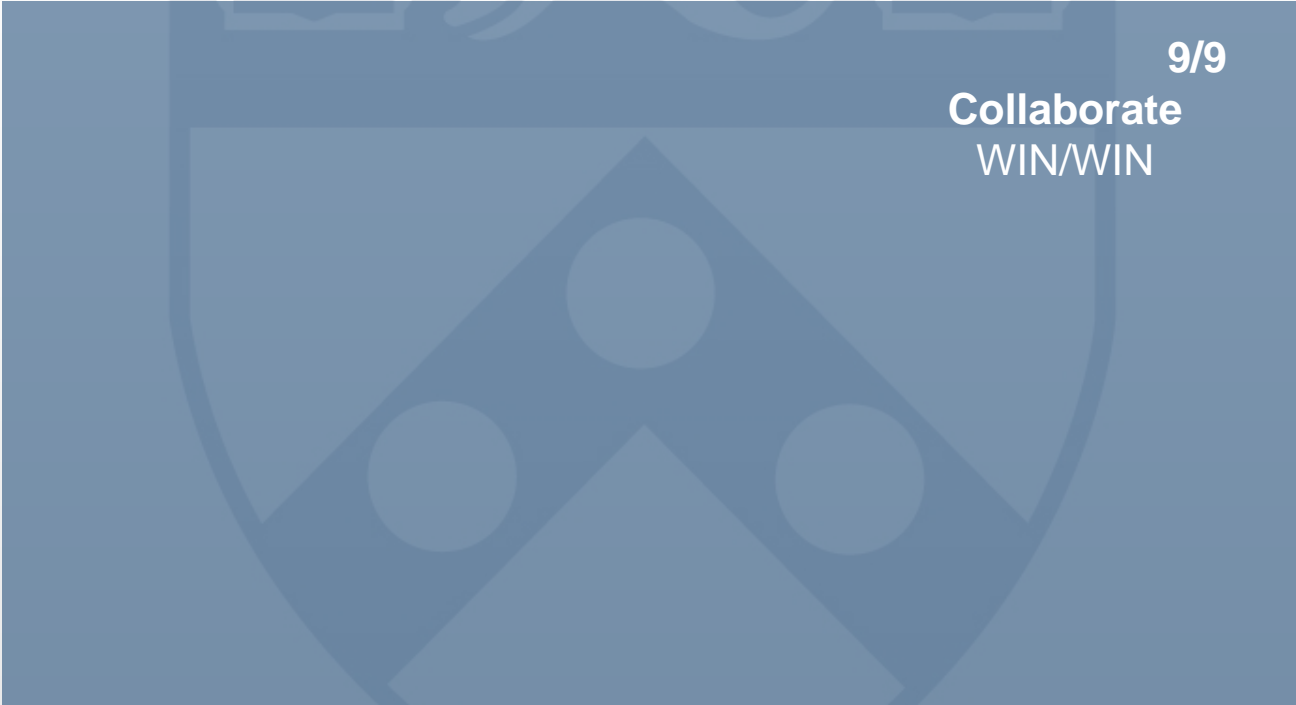
Conflict Matrix

RELATIONSHIP

High



Low



9/9

Collaborate
WIN/WIN

High

TASK / ISSUE / GOAL

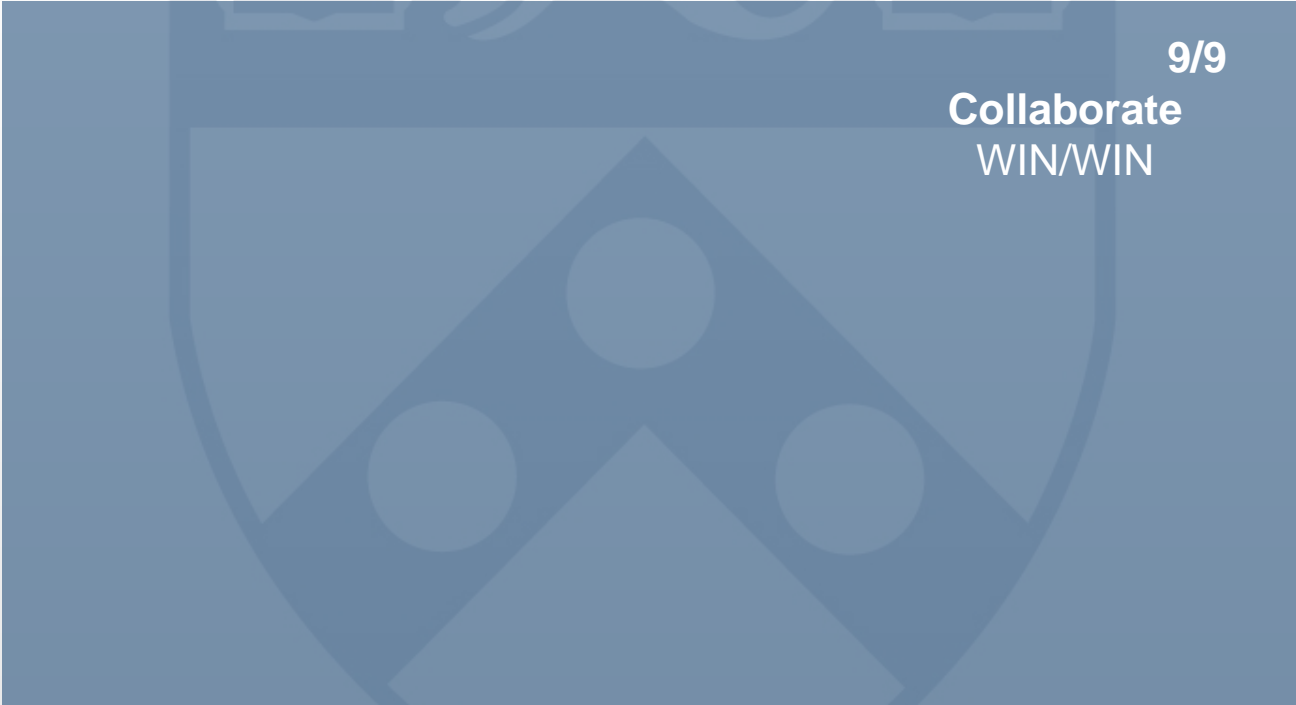
Conflict Matrix

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TASK / ISSUE / GOAL

Conflict Matrix

RELATIONSHIP

High



1/9
ACCOMMODATE

9/9
Collaborate
WIN/WIN

5/5
COMPROMISE

AVOID
1/1

IMPOSING
9/1

Low



High

TASK / ISSUE / GOAL

Gaining the Collaborative (Win-Win)

The ground rules to promote best behaviors:

- Controlled confrontation
- Solution oriented process
- Building trust
- Building respect
- Mutual goals

Conflict Matrix

RELATIONSHIP

High

1/9
ACCOMMODATE

9/9
Collaborate
WIN/WIN

5/5
COMPROMISE

AVOID
1/1

IMPOSING
9/1

Low

High

TASK / ISSUE / GOAL

Establishing the Compromise (50/50)

Identify Responsibilities

How am I responsible?
How are they responsible?

Problem Solve

What do I need to do first?
What is the *real* plan?

Re-Negotiate

What do I agree to?
What do they agree to?

Re-Build the Trust

How can I drop my biases?
What will it take to earn their respect?

Re-Establish the Compromise

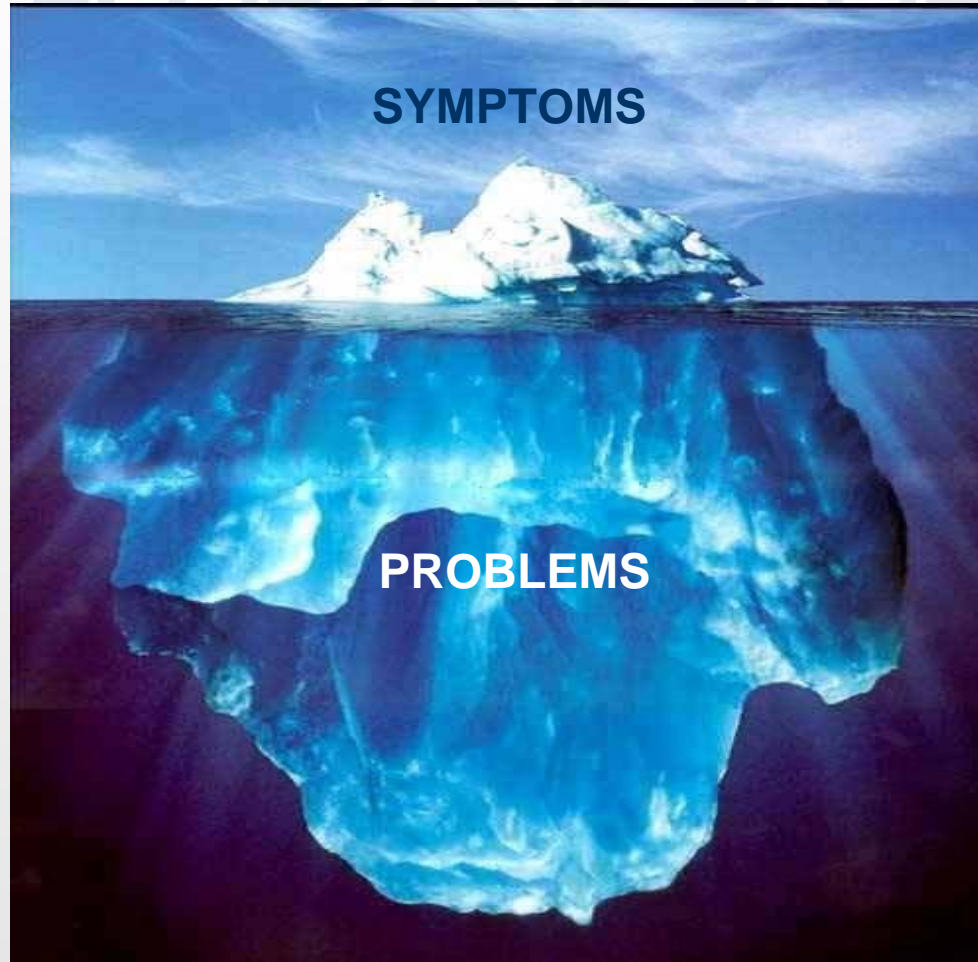
Who? What? Where? How?

Solution Oriented Approach

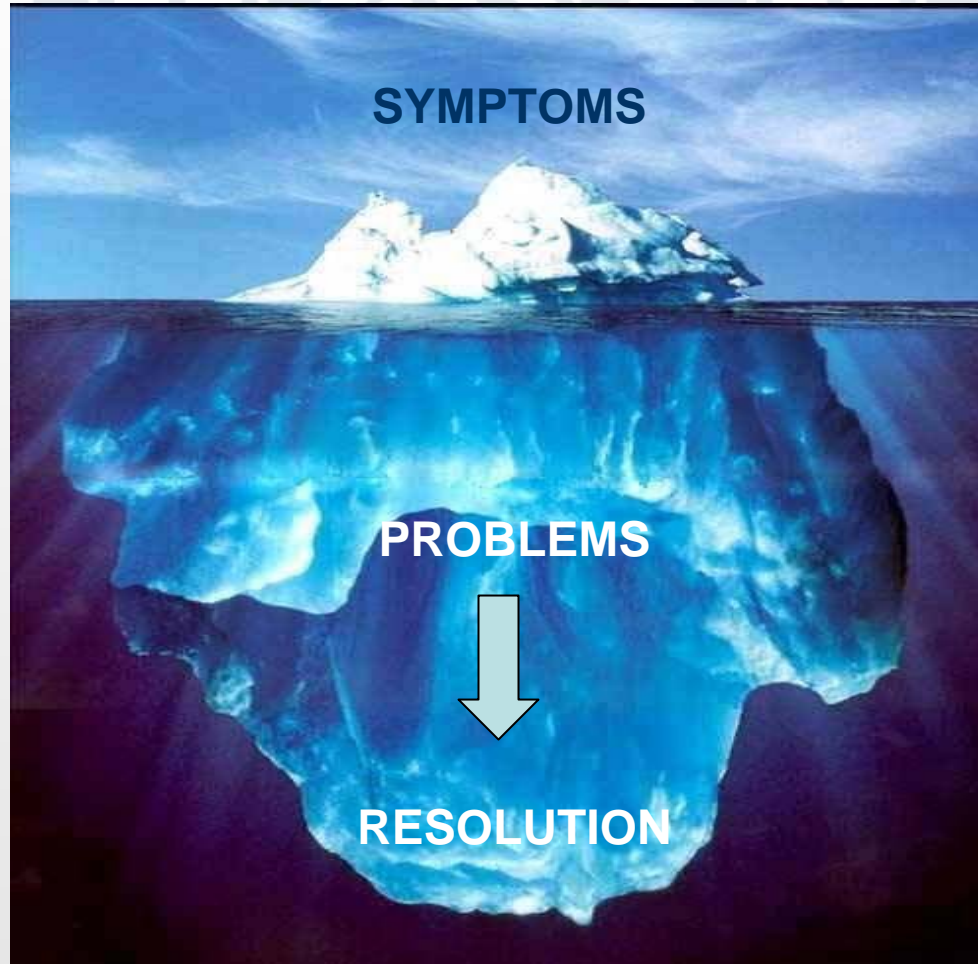
The background of the slide features a large, light gray shield with the University of Pennsylvania crest. The crest includes two open books at the top, a central scroll, and a diamond shape with three circles below. The text "Problem Solving: The Starting Point" is centered within the shield.

Problem Solving: The Starting Point

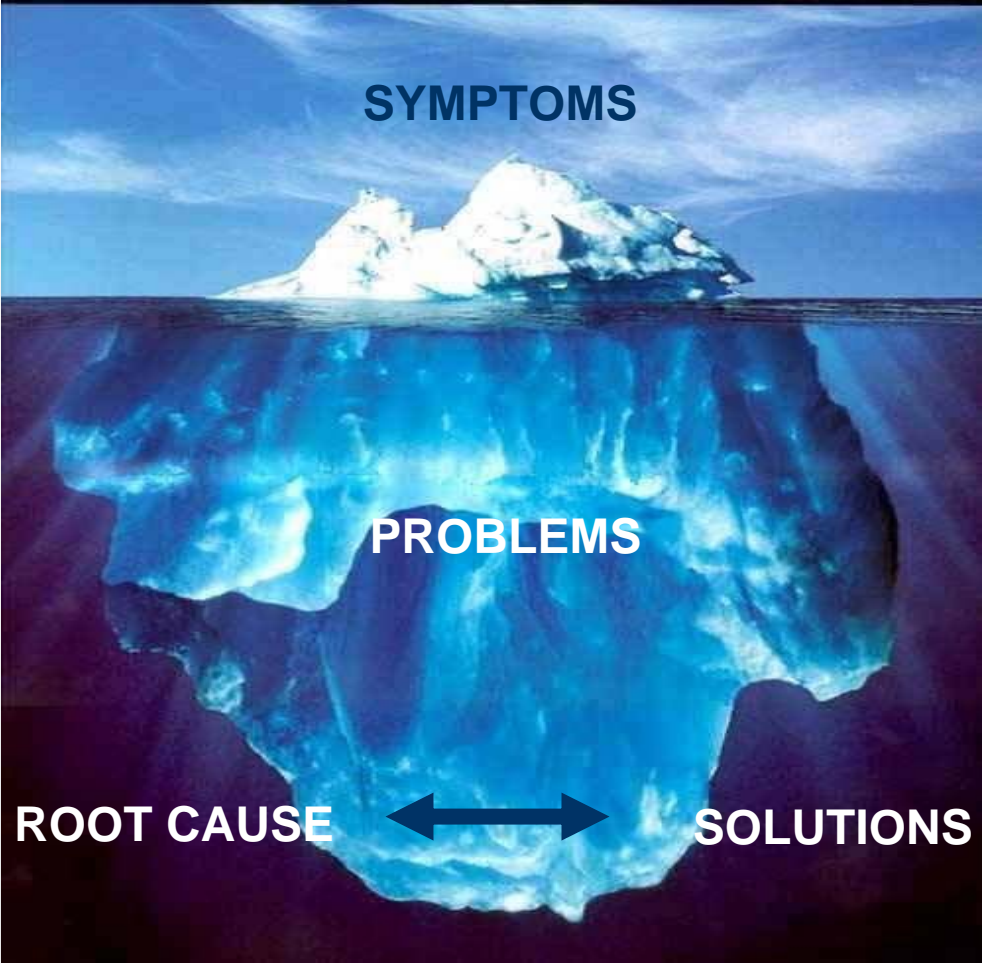
Solution Oriented Approach



Solution Oriented Approach



Solution Oriented Approach



Problem Solving

The background of the slide features a large, light gray shield logo of the University of Pennsylvania. The shield is divided into three horizontal sections. The top section contains three white icons: an open book on the left, a central crest with a ship's prow, and another open book on the right. The middle section is a white diamond shape with three white circles inside. The bottom section is a white trapezoid.

Problem Solving: Who is responsible?

Problem Solving

The background of the slide features a large, light gray shield with the University of Pennsylvania crest. The crest includes two open books on either side of a central figure, and a diamond-shaped section at the bottom containing three circles.

Problem Solving: Who is responsible?

How urgent?

How frequent?

What is the impact?

Problem Solving

Who is Responsible?

Recognizing that issues need to be resolved

Define the process

Share the process

Delegate

Problem Solving

Who is Responsible?

A large, light gray watermark of the University of Pennsylvania crest is centered on the page. The crest features a shield with a book, a ship, and another book in the top section, and a chevron with three circles below. The text "Bi-Lateral Agreement" is overlaid on the central part of the crest.

Bi-Lateral Agreement

Starting Point



Where does problem solving begin?

Starting Point

Monitor Your Own Style

Am I respectful?

Am I clear?

Do I engender dialogue?

Do I talk with my staff?

Do I document and enforce breaches?

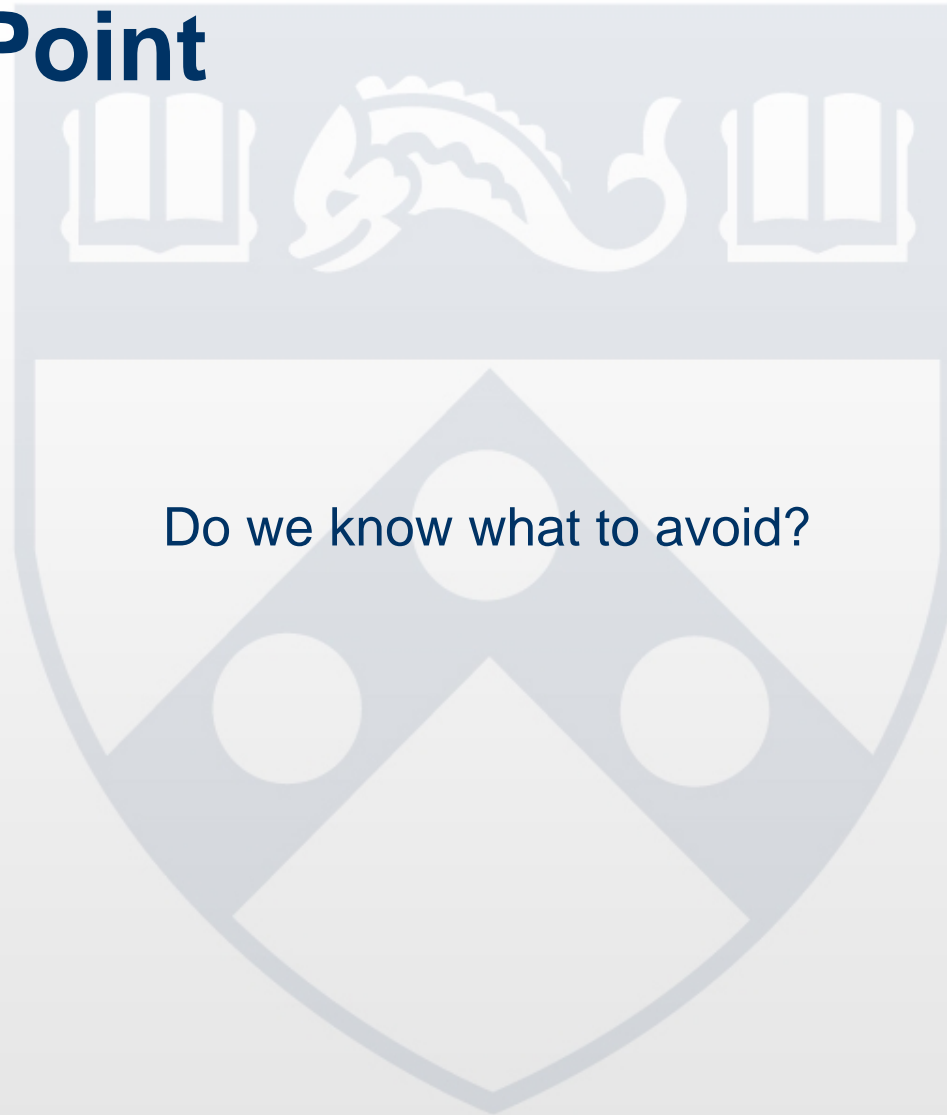
Am I teaching my staff?

Do I establish compromises?

Do I revisit compromises and agreements?

Do I remain focused on the mutual goals?

Starting Point



Do we know what to avoid?

What to Avoid



Key Things to Guard Against

Avoid enabling

Avoid counseling

Avoid taking sides

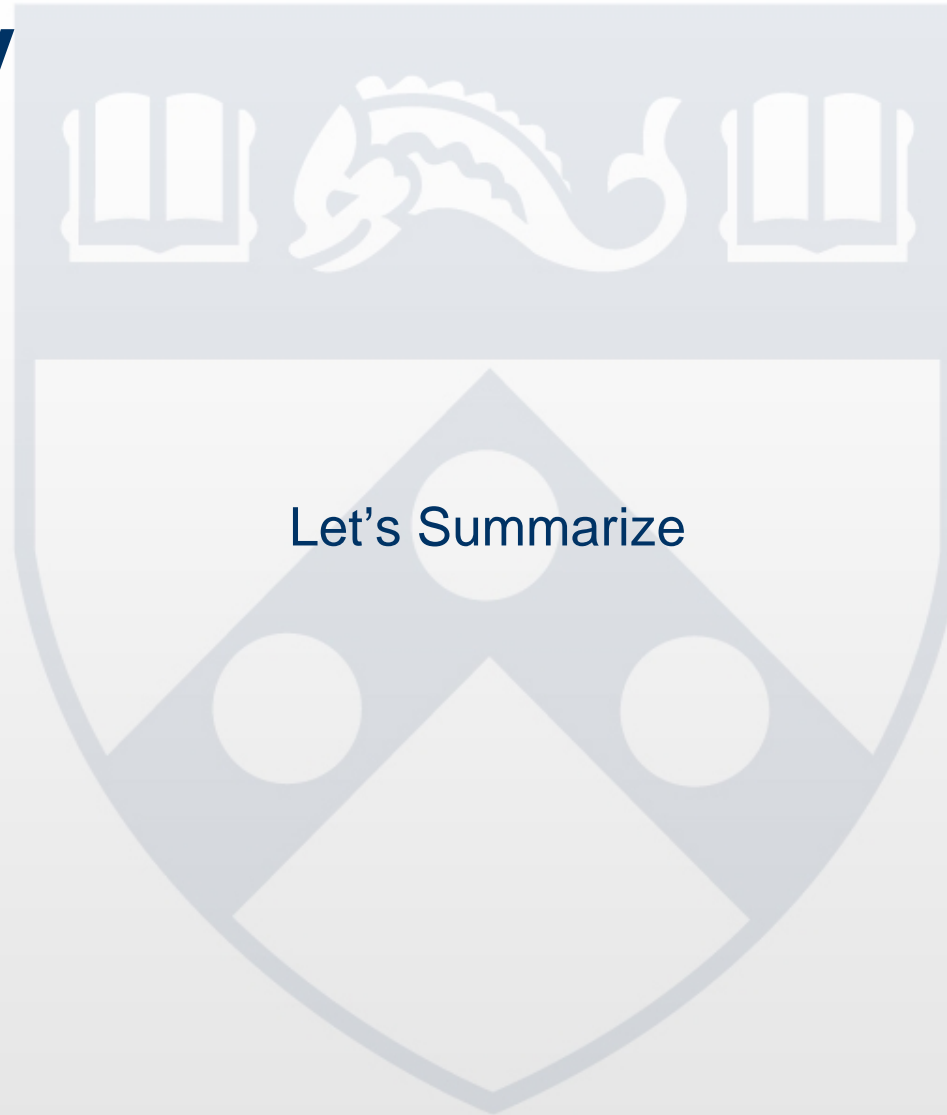
Avoid ignoring early stages

Avoid postponing aggressive behaviors

Avoid tolerance of dissention

Avoid pacification or accommodation

Summary



Let's Summarize

Conclusion

Workplace conflict impacts managers, employees and the health and productivity of the working environment.

Conflict is un-predictable but it does follow certain patterns based on the person, the environment, and the trigger events which are occurring.

Effective conflict resolution requires the use specific steps and defined goals such as early intervention, clarity of the dynamics and rules and affective dialogue to reach compromise and resolution.

Averting or defusing conflict (before it escalates) involves using the right style for the specific situation which is based on the particular individuals and their goals.

The collaborative (win/win) style is usually the most respectful and engaging and therefore often the most affective and successful in most situations.

When the collaborative style is not possible or plausible (because of the timing, the situation, or the person(s) involved) a compromise may be required.

Compromises can be established through probing questions regarding goals and the current commitment for reaching them.

Problem identification, interrogation, prioritization and ownership are all needed for complete resolution and elimination.

Personal attention to their own specific styles, agendas, and behaviors by managers is essential to eliminate management perpetuation of inappropriate workplace conflict.

Behaviors that tend to create or escalate conflict and problem situations in the workplace should be avoided or resolved as soon as possible by managers and their employees.

Conclusion

Managers should:

Recognize workplace conflicts, assess their intensity/frequency and document their occurrences and resolutions.

Not assume they can predict all conflicts but rather be aware of employee tensions, stressful environments, and triggering events that lead to conflict.

Deal immediately with poor workplace relationships through intervention, confrontation and explanation of the expectations.

Use the tools of effective dialogue to gain compromise and conflict resolution.

Strive towards collaboration by using respect, honesty, and sincerity.

Encourage all staff to use the collaborative approach in their relationships.

Develop the ability to accept different ideas, thoughts, and perspectives.

Utilize problem solving techniques when creating or re-establishing a compromise which will lead to eventual collaboration.

Encourage their staff to be problem solvers rather than identifiers and help them take ownership for their role in solving the problems.

Be aware of their own responsibility and influence in reducing conflicts and resolving problems in the workplace.

