Managing Conflict

ASME VOLT ACADEMY
Student Leadership Workshop

IMECCE 2016, Phoenix, AZ
Todd R. Allen
Learning Objectives: Managing Conflict

• You
• Recognize, Acknowledge, Manage
• Others
• Recognize, Acknowledge
• Managing a Win-Win
• Knowing when to retreat and re-approach
Some Point of View Definitions

• What is conflict?  (*Merriam-Webster*)
  1. fight, battle, war
  2. competitive or opposing action of incompatibles : antagonistic state or action (as of divergent ideas, interests, or persons)
  3. mental struggle resulting from incompatible or opposing needs, drives, wishes, or external or internal demands.
  4. What is conflict to you?

• What is conflict management?
  o **Conflict management** is the process of limiting the negative aspects of *conflict* while increasing the positive aspects of *conflict*. The aim of *conflict management* is to enhance learning and group outcomes, including effectiveness or performance in organizational setting (Ra him, 2002, p. 208).

• What is conflict and how to resolve it?
  o **Conflict resolution** is a way for two or more parties to find a peaceful solution to a disagreement among them. The disagreement may be personal, financial, political, or emotional. When a dispute arises, often the best course of action is negotiation to resolve the disagreement.
“...Enhancing Learning and Group Outcomes”

- Learning Model:
  1. Unconscious-Non-competence (Don’t know *not aware* that you don’t know...*how*)
  2. Conscious - Non-competence (Know that you don’t know ...*how*)
  3. Conscious – Competence (Know that you know ...*how*)
  4. Unconscious – Competence (Don’t know that you know...*how*)

- ASME Managing Diversity Model:
  1. Align to a Common Vision
  2. Speak a Common Language
  3. Find the WIIFMs (What’s in it for ME) for All
  4. Leverage Strengths
  5. Recognize and Celebrate Successes Often

- PRES Model
  1. Presence (engaged, active listening, interpersonal skills, humility and respect)
  2. Reach out and connect (*Seven Triggers to Yes*, Russell Granger)
  3. Express ideas in ways that inspire
  4. Self Management (Emotional Intelligence,...)
Conflict Management to Conflict Resolution

- Identify the conflict
- Acknowledge the conflict

Cultivate Awareness: Seek to Understand and then to be understood (S. Covey)

- Put everything on the table, all the pieces to the puzzle
- Offer a suggestion that help the other save face
Building Rapport and Trust

Exercise 1

**Rapport:** a close and harmonious relationship in which the people or groups concerned understand each other's feelings or ideas and communicate well.

- Rapport Builder
- Rapport Derailer

**TRUST:** firm belief in the reliability, truth, ability, or strength of someone or something.

- Trust Builder
- Trust Derailer