

**VECTOR CONTROL JOINT POWERS AGENCY
33rd ANNUAL WORKSHOP
TRAINING SESSION**

**Thursday, February 25, 2021
1:30 p.m. – 3:30 p.m.**

This session will be held using the Zoom platform and hosted by Managed Health Network (MHN).

To join the session, please follow the instructions below:

- Click on the following link: (For best results, use Google Chrome as your browser.)
- <https://centene.zoom.us/j/94584719683?pwd=S1ZWVnJObWZJZFliMlJiTmEzK3VRdz09>
- Click on **“Join by browser” or by the Zoom Application**
- Click on **“Join meeting”**
- Select Either Computer Audio or Call In Using the Number Provided On Your Screen
- Enter the **Access code and Attendee ID** when prompted

Audio Only: If you do not have internet access, you may join by phone using the following information:

- +1 (646) 931-3860 US Toll
- Webinar ID: 945 8471 9683
- Access code: 146170

*Resolving Conflict in the Workplace**
Presented by Dr. Gena Davis and Managed Health Network (MHN)

*Attachment: Resolving Conflict in the Workplace Participant Handbook
To be used during the presentation

VCJPA Reminders:

VCJPA 33rd Annual Workshop: Day 2
Friday, February 26, 2021
8:30 a.m.

Please refer to the Annual Workshop agenda for details.

VCJPA Board of Directors Meeting
Friday, February 26, 2021
11:00 a.m.

Please refer to the Board of Directors agenda for details.

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Resolving Conflict in the
Workplace

Presentation by:
MHN Training & Development

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Participant Handbook

Slide 2




Learning Objectives

- Identify and define causes and types of workplace conflicts
- Understand the role of effective communication in managing workplace conflicts
- Develop a personal strategy for managing workplace conflict effectively

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What is a Conflict?

- Conflict is an interaction between interdependent people who perceive incompatible goals and who expect interference from others as they attempt to achieve their goals.

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Conflict...Avoid or Address?

<p><u>Avoid</u></p> <ul style="list-style-type: none">• Resentments build up• Feelings get displaced onto other people or things• Ineffective or negative feelings and behaviors increase	<p><u>Address</u></p> <ul style="list-style-type: none">• Prevent conflicts from turning into crises• Establish a process for effective conflict management• Increase positive and productive behaviors in the workplace
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Degrees of Conflict

- X** Crisis
- X** Clashes
- X** Blips

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Conflict Triangle: Mismatched Goals, Expectations & Values

CONFLICT

- Unheard
- Misunderstood
- Threatened

- Heard
- Understood
- Appreciated

HOSTILITY → **CREATIVITY**

- Feelings validated, not evaluated
- Focus on positive goals

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The slide features a purple and orange gradient header with the MHN logo. The title 'Common Workplace Conflicts' is in purple. A bulleted list contains seven items. The footer includes the copyright notice and the number 8.

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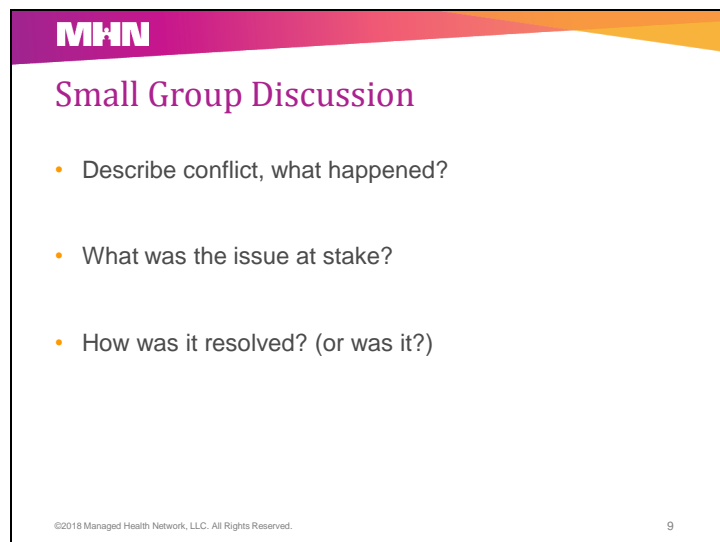
Common Workplace Conflicts

- Overlapping responsibilities
- Competition
- Workflow & dependence on others
- Differing work habits
- Poorly enforced or counterproductive policies
- Resistance to change
- Ineffective communication

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Small Group Discussion

- Describe conflict, what happened?
- What was the issue at stake?
- How was it resolved? (or was it?)

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Benefits of Constructive Conflict

- Earlier identification of problems
- Enhanced creativity
 - Promotes change
 - Develops maturity
 - Improves morale
- Better solutions

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db1 **MHN**

Conflict Resolution Styles

- Different Styles
 - Avoidance
 - Acceptance
 - Competition
 - Compromise
 - Collaboration
- Advantages
- Disadvantages
- When to use
- When not to use

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General Guidelines in Conflict Resolution

- Crisis/Clash/Blip?
- Address the issue early
- Speak to key person
- Expect to feel uncomfortable
- Focus on desired outcome
- Treat other person as resource
- Include both logic and emotion

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Responding vs. Reacting to Conflict

1. Change the context of the conflict
2. Listen actively, empathetically and responsively
3. Acknowledge and integrate emotions to resolve the issue
4. Search beneath the surface for additional or hidden meaning
5. Separate what matters from what gets in the way

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Explore Reasons for Resistance to Resolution

Resistance reflects unmet needs:

- Communication
- Participation
- Clarification
- Identification of other unresolved issues

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Communicating through Conflict

Use Assertive Communication:

- Direct
- Honest
- Respectful

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The STAND Model for Effective Conflict Management

S = State the issue

T = Talk about the impact of the issue

A = Acknowledge the other's point of view

N = Negotiate a mutual resolution

D = Decide what each person is willing to do

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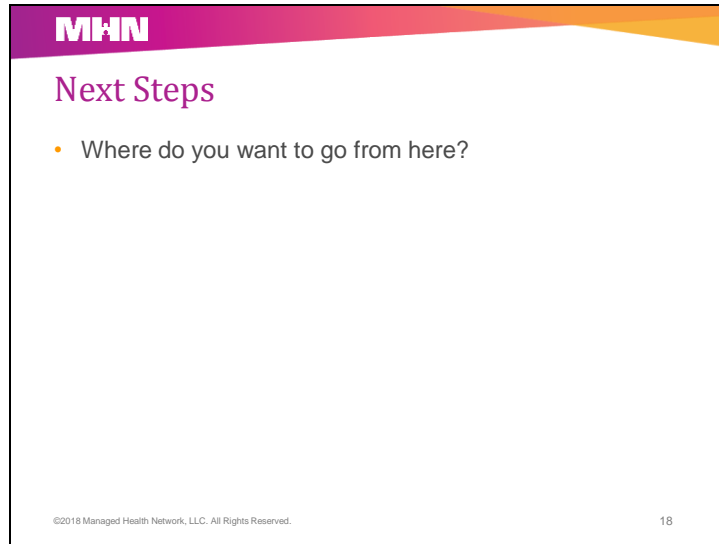
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When Someone is Upset or Angry

- Remain courteous, patient and polite
- Use a calming voice
- Use good listening skills and be empathetic
- Assess level of aggression and have a plan
- Work through the situation
 - Avoid taking hostile behavior personally
 - Avoid responding with anger
 - Avoid minimizing feelings
 - Avoid attempts to control or manipulate

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Next Steps

- Where do you want to go from here?

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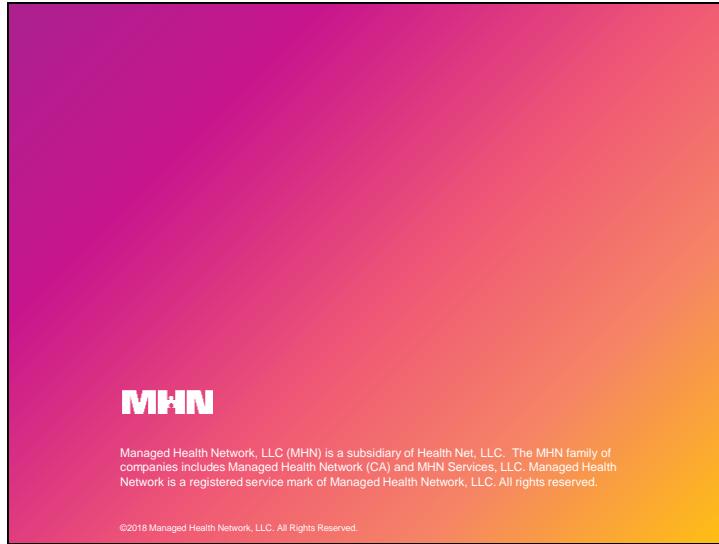
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Resources

- External
 - MHN Online www.mhn.com
- Internal
 - Human Resources
 - EEO or Compliance Officer
 - Immediate Supervisor/Manager

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Handout A. Conflict Management Styles Quiz

Each statement below provides a strategy for dealing with a conflict. Rate each statement on a scale of 1 to 4 indicating how likely you are to use this strategy.

1 = Rarely 2 = Sometimes 3 = Often 4 = Always

Be sure to respond to each of the 15 statements indicating how you would behave rather than how you think you “should” behave.

Statement:	Rating:
1. I explore issues with others so as to find solutions that meet everyone’s needs.	
2. I try to negotiate and adopt a give-and-take approach to problem situations.	
3. I try to meet the expectations of others.	
4. I would argue my case and insist on the merits of my point of view.	
5. When there is a disagreement, I gather as much information as I can and keep the lines of communication open.	
6. When I find myself in an argument, I usually say very little and try to leave as soon as possible.	
7. I try to see conflicts from all points of view.	
8. I prefer to compromise when solving problems and just move on.	
9. I find conflicts challenging and exhilarating; I enjoy the battle of wits that usually follows.	
10. Being at odds with other people makes me feel uncomfortable and anxious.	
11. I try to accommodate the wishes of my friends, family, and colleagues.	
12. I can figure out what needs to be done and I am usually right.	

13. To break deadlocks, I would meet people halfway.	
14. I may not get what I want but it's a small price to pay for keeping the peace.	
15. I avoid hard feelings by keeping my disagreements with others to myself.	

How to score the Conflict Management Style Quiz:

As stated, the 15 statements correspond to the five conflict resolution styles. To find your most preferred style, total the points in the respective categories.

The category with the highest score indicates your most commonly used strategy. The category with the lowest score indicates your least preferred strategy. However, if you are a leader who must deal with conflict on a regular basis, you may find your style to be a blend of styles.

Style Corresponding Statements:

Total Score for Category:

Collaboration: 1 + 5 + 7	
Competition: 4 + 9 + 12	
Avoidance: 6 + 10 + 15	
Acceptance: 3 + 11 + 14	
Compromise: 2 + 8 + 13	

Source: Reginald (Reg) Adkins, PhD, Elemental Truths
<http://elementaltruths.blogspot.com/2006/11/conflict-management-quiz.html>

Handout B. Conflict Resolution Styles

There are five conflict resolution styles: avoidance, acceptance, dominance, compromise and collaboration. This tool presents the advantages and disadvantages of each style as well as when and when not to use each style.

Avoidance

One party uses non-assertive, passive behavior and withdraws from the conflict. Neither party is able to pursue goals. For example, your business partner makes a mistake during the presentation, but you don't want to embarrass him so you stay quiet and let the client hear wrong information.

Advantages

- Keeps you out of situations where your involvement will only result in negative outcomes for you;
- May keep you from harmful influence of others;
- Buys some time (may give you the opportunity to collect information to use when you later address the conflict);
- Attention can be paid to other more important issues; and
- Keeps you distant from issues others can manage without your involvement.

Disadvantages

- Allows conflict to grow (snowball effect);
- Sets the stage for a bigger explosion later;
- Keeps any solution from being found;
- Causes others to perceive that you do not care;
- Leaves the impression that you cannot change; and
- Reinforces the notion that conflict is bad and should be avoided.

When to Use

- The issue is not important to you;
- The issue will not affect whether the deal goes through; and
- The issue is too emotionally charged and could damage the relationship.

When Not to Use

- Safety or ethical issues are involved that might harm you or your workers; and
- The relationship is not at risk or in any jeopardy.

Acceptance

One party puts aside his/her goals in order to satisfy the other party's goals. For example, you, the entrepreneur, feel intimidated by the investor's negative position on granting you additional office space, so you agree to exclude it from the terms of the agreement.

Advantages

- When you are wrong it shows you can be reasonable;
- When you are outnumbered it shows you can be flexible;
- If the issue is important to the other party but not to you, giving a little can gain a lot;
- Minimizes your losses if you are going to lose anyway;
- Advances harmony; and
- Displays trust of the other party's judgment.

Disadvantages

- Reduces creativity;
- May explode later;
- The solution may cause more trouble than the original problem;
- The person who accommodated a solution may change his/her mind later;
- May demonstrate lack of commitment;
- Lessens the power of the party giving in; and
- May foster a tone of competitiveness by being overly nice.

When to Use

- The issue is not important to you; and
- You are interested in preserving the relationship.

When Not to Use

- The issue concerns ethics, legality, safety; and
- You don't want to set a precedent.

Competition

One party achieves his/her own goals at the expense of the other party. For example, during negotiations, you and the investor disagree on the amount of office space that should be allotted to senior executives. This is the only issue that you cannot agree on. The investor refuses to sign the agreement unless you concede on this point. Even though you feel strongly about it, you know that the deal is otherwise sound, so you give in.

Advantages

- Decisions can be made quickly;
- Focuses on the goal and not on the other party (good only if the relationship with the other party does not matter);
- Demonstrates commitment; and
- Demonstrates importance of the issue.

Disadvantages

- Reduces the conflict to limited options;
- Reduces creativity;
- May harm the relationship between the parties involved;

- May explode later;
- May encourage covert behavior; and
- Defines a winner and a loser.

When to Use

- Quick action is needed;
- Issues of legality and ethics are at hand; and
- There is only one prize. (Note: there is almost always the chance for both parties to win.)

When Not to Use

- You want to build a working, fairly long-term relationship; and
- You have limited knowledge about the subject.

Compromise

Both parties give up something to get partial goal attainment. For example, the investor wants to tie cash payments to 20% growth every month, and you are aiming for an overall 20% growth for the year. You settle on quarterly growth of 20%.

Advantages

- Quick resolution is possible;
- Can be seen as a win for both parties;
- Demonstrates equal power balance;
- Can be creative;
- Appears reasonable to outside parties; and
- Can be used as a last resort when other methods fail.

Disadvantages

- Solution may not fit the demands of the situation;
- Can be seen as a loss for both parties rather than a win for either;
- Restricts creativity more often than it promotes it; and
- May be another form of avoidance so neither party has to make a decision (example: flipping a coin).

When to Use

- Your goals are truly mutually exclusive (somebody has to lose);
- You have tried another strategy and didn't get the results you wanted; and
- You can give up issues that aren't important to you.

When Not to Use

- Ethical or legal issues are involved; and
- Your goals are compatible.

Collaboration

Both parties actively try to find solutions that will satisfy them both. For example, you want to launch a new product in the next quarter and will need a significant amount of capital. However, as soon as your cash holdings fall below \$100,000, the investor withdraws funding. You agree that if you can land a contract by the end of month that will make up the difference, there will be no penalty.

Advantages

- Satisfies both parties;
- Promotes creativity;
- Demonstrates importance of both parties' goals;
- Demonstrates importance of the relationship;
- Demonstrates respect for the other party;
- Builds trust in the relationship;
- Demonstrates commitment to finding a good solution;
- Gains commitment to solution from both parties; and
- Promotes the idea that conflict can be productive.

Disadvantages

- Time consuming; and
- Energy consuming.

When to Use

- Issue is important and requires long-term buy-in;
- You want the most input into the solution; and
- You want to build a relationship.

When Not to Use

- You don't have time; and
- You have little flexibility due to outside contract agreements, ethical or legal issues.

Handout C. Effective Communication During Conflict

Assertive Communication:

Direct – Go to the person directly that you have the performance/behavior issue with. Do not talk to others about it (except maybe HR or other key resources that will help you address the problem), do not gossip, and do not talk behind that person’s back.

Honest– Sharing truthful thoughts, feelings, and concerns about the issue. Being straightforward about the impact and possible consequences of the behavior that is occurring.

Respectful – Communicating in a way that is respectful to yourself and to the other person.

- Use “I” messages in communicating. Self-disclosure in “I” messages let people know what you think, believe, value — lets others know where you stand in a non-threatening way.

For those of you who like a formula or recipe, this boils down to:

“I think or feel X (my reaction), when you do Y (behavior),”

- Use effective listening techniques. Reflective listening and reflective paraphrasing clarifies the message, encourages the speaker to disclose his/her emotions and helps you both move toward a solution if there’s a problem involved. Some reflective listening skills include:
 - a. *Paraphrasing* - a brief, succinct statement reflecting the content of the speaker’s message.
 - b. *Reflecting Feeling* - a statement, in a way that conveys understanding, of the feeling that the listener has heard.
 - c. *Summarizing* - a statement of the main ideas and feelings to show understanding.
 - d. *Occasionally ask open-ended questions* - asking questions shows that you are listening and helps you gather information. If your speaker is droning on and on, open-ended questions will get him back on track.
 - e. *Use responsive silence* - Most listeners talk too much. Responsive silence can be a key factor in getting the speaker to tell you what’s really going on. Maintain eye contact and a pleasant, attentive expression. Usually the speaker will resume. You may try saying, “And ...?”, as a cue that you’re open to more information. Responsive silence is especially helpful if the speaker is hesitant to divulge information.