



Conflict Resolution

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Slide 1

BHJO Check presentation for wordiness and break up slides as necessary
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What words do you associate with conflict?





Defining Conflict

- Emotional State within a relationship
- Often brought about by
 - Miscommunication
 - Misperception
 - Disagreements
- Conflict is a sign that something needs to change to continue the relationship





Emotions in Conflict- Anger

- Anger is a secondary emotion
- It happens *after* another emotion

Think about the last time you were angry-
what happened right before that?





Why is Conflict Uncomfortable?

- Usually we think of *confrontation* when we think about conflict
- Confrontation happens when people bottle up their emotions when conflict arises, and they wait until they can't take it anymore to address the issue
- Think of conflict not as a confrontation, but as a way to express that you CARE about the relationship you have with the person, and you care enough to address what's going on

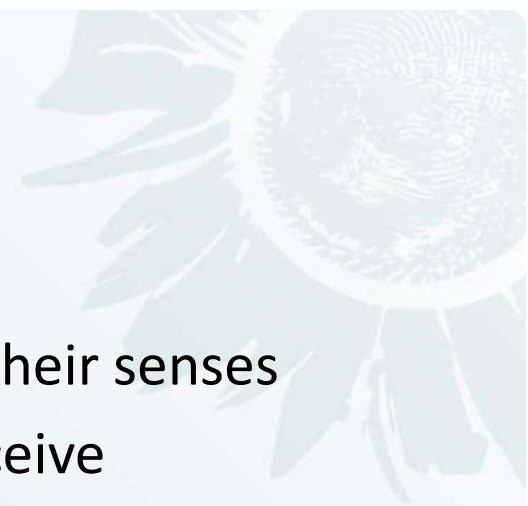


Conflict in the Workplace

- Typically about things people need or wish for
 - Related to a drive for success or achievement
- Demands made by others
- Scarce Resources
- Interference from others

- If people are asked to change in a way that affects their ability to meet their own needs, that limits their goals, or that inhibits their abilities in the workplace, conflict will occur



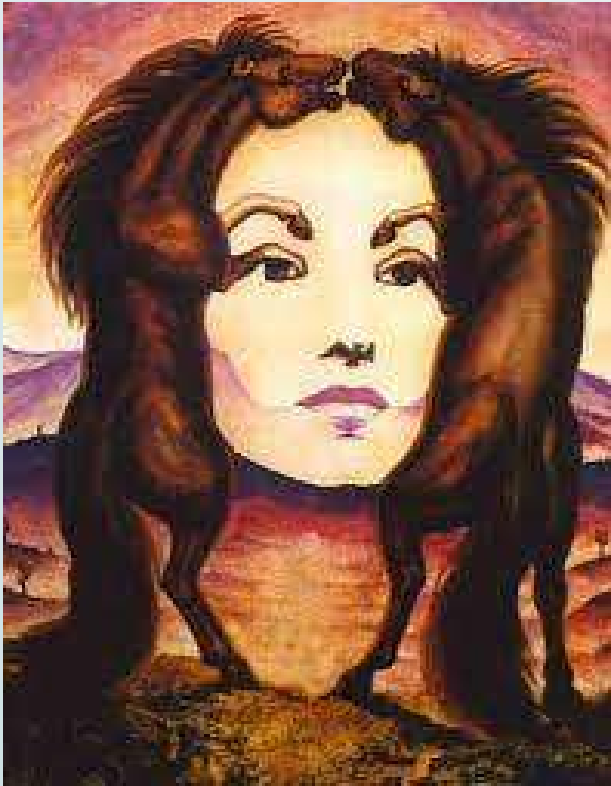


Misperception

- *Perception* is a person's experience through the use of their senses
- People will perceive what they are programmed to perceive
 - They will hear and see what they expect or are sensitive to
- When people expect others to judge them, they interpret the actions of others through the lens of their expectations



Avoiding Misperceptions- Perception Checking



What do you see?







Perception Checking

- Describe what you feel, hear, or see **non-judgmentally**
- Interpret this in at least TWO different ways

- Ask for the other person's perception
- Listen to the whole communication of the other person- tone of voice, body language

- If you do not engage in perception checking in conflict, you may find yourself arguing with someone over different things





Miscommunication

- Miscommunication can be the absence of communication
 - This can affect the person's goals, wishes, needs, and ability to perform in the workplace
- Miscommunication can also occur when we don't check the message out- including the absence of communication!





Miscommunication

- Perception checking is an important step to avoiding miscommunication
- “If I’m hearing you correctly...”
- “If I’m understanding this right...”
- Or- why might they have forgotten to tell me?





Disagreements

- Often caused by miscommunication and misperceptions
- We must get through these to get to the actual disagreement (if there still is one)
- Disagreements may not always get completely resolved, but they can reach a point where both people understand each other





When to address conflict

- Conflict involves emotions
- When our emotions are high, these things go DOWN:
 - Ability to understand and reason
 - Self-control
 - Ability to make decisions
 - Ability to problem solve





When to address conflict

- WHEN you address conflict is important for a positive outcome
- Make sure you are in an emotional state that will allow you to address the conflict effectively
- Make sure the other person is also ready to address the conflict





Environment for conflict resolution

- No one likes to negotiate or talk about difficult things in front of others
- Create a safe space to talk about things
- Ensure privacy
- Minimize disruptions and focus on the conversation





Conflict Resolution Requires Good Communication



Interpersonal Communication Elements

- What you say
- How you say it
- Body language and other non-verbal elements
- Listening skills

- Healthy relationship with ourself is first, then we can work towards healthy relationships with others through our interpersonal communication skills
- Consistency makes you more credible and likeable



What You Say Can Indicate...

- Perceived power
- Sensitivity or lack thereof
- Connection or lack thereof
 - Using words people understand
- Attitude





How You Say it Matters

- Elements of your communication include:
 - Rate
 - Tempo- pauses and word emphasis
 - Volume
 - Accent
 - Tone
 - Pitch
- If you're speaking with someone who is upset, lower the pitch, rate, and volume of your voice, and neutral tone





Empathy

- Empathy is the ability to recreate another person's perspective
 - A form of perception checking!
- *Using Empathy*
 - Check our own perceptions
 - Listen to the perceptions of others
 - Understand our own emotions and the emotions of the other person
 - Show you care, and mean it





Self-esteem and Self Acceptance

- Our first relationship is with *ourselves*
- Self-Esteem
 - The worth or value a person places on themselves
- Self-Acceptance
 - The ability to see one's self as being acceptable or OK
 - More closely related to psychological well-being





Listening Skills

- Relax- to appear receptive
- Observe the person's nonverbal communication
 - Silence is OK
- Show interest through your body language
 - Face the person
 - If sitting lean a little
- Accept and respect the person's feelings
- Don't judge, especially if something unexpected comes up



Conflict Styles depend on two factors

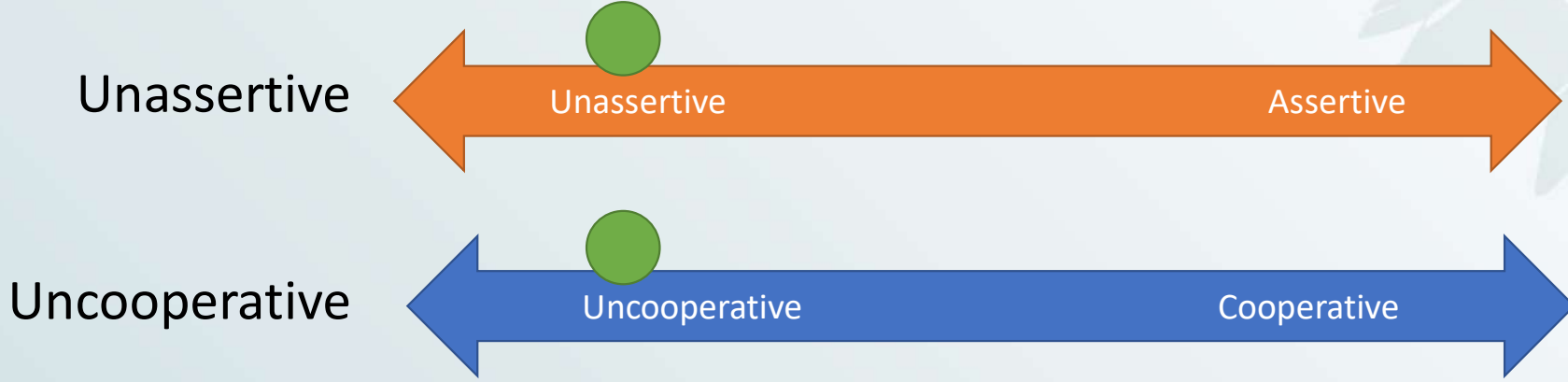
Attempting to satisfy
one's own concerns



Attempting to satisfy
other's concerns



Avoiders

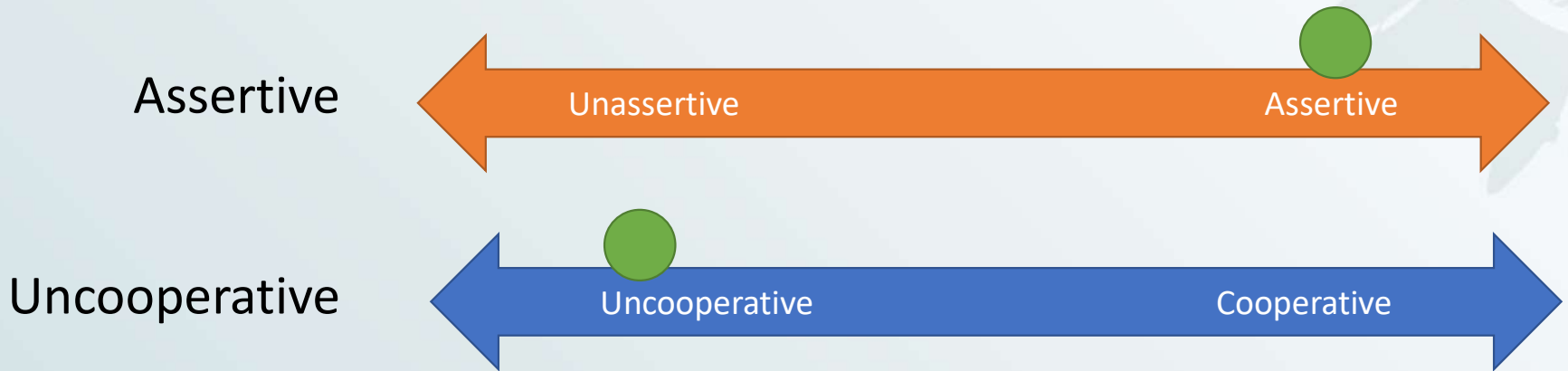


What outcome would this have?

Slide 26

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Competitors



What outcome would this have?

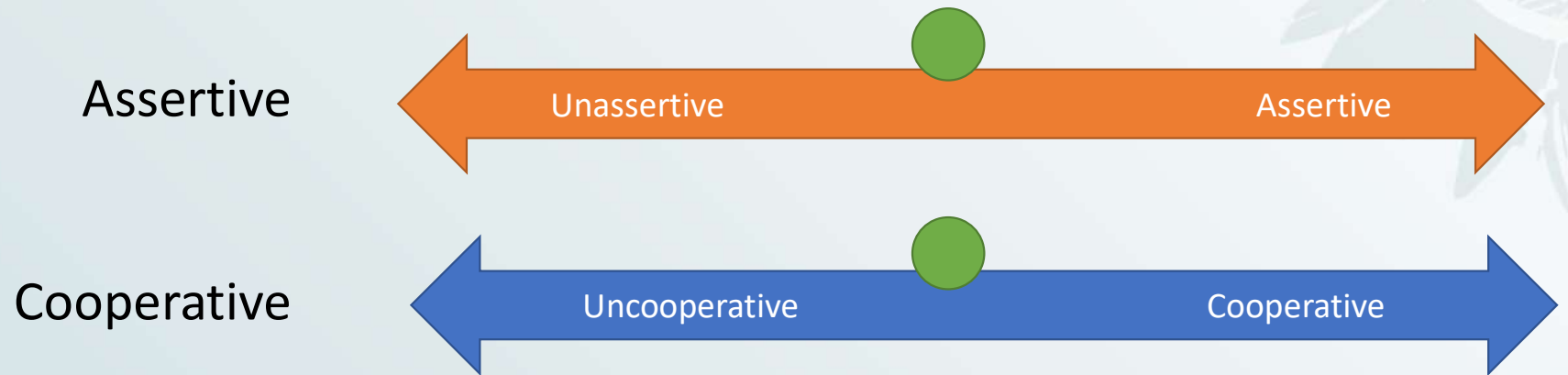


Accommodators



What outcome would this have?

Compromisers



What outcome would this have?



Collaborators



What outcome would this have?





How to be a Collaborator

- Clearly identify the needs of each person, *including yourself*
 - And express those in a respectful way
- View problems from the other person's point of view
- Attack issues, NOT people





How to be a Collaborator

- Use Empathy and be sensitive to feelings present
- Be prepared to take time and make multiple attempts at resolution
- Your goal should be to strengthen the relationship through resolving the conflict



Assertive and Authentic Communication

- The goal is to have a balance between passive and aggressive communication styles
- This is not a natural skill, it is a choice!
 - The brain is wired for flight, fight, or freeze

Assertive and Authentic Communication

- Increases self-esteem
- Contributes to healthy relationships
- Is a key for inviting cooperation
- Helps with difficult decisions and situations

Maintaining and Supporting Relationships

- Keep things positive and upbeat
- Avoid criticism
- Be open while maintaining a professional relationship
- Assurance- let the other person know that they matter to you



Repairing Relationships

- Take a moment and recognize how you're feeling
- Make sure you are responding to the person and not reacting
- Put yourself in their shoes- empathy
- Try to understand their perspective
- Practice Forgiveness





Activity





A Tool for Success



“You Messages”



“I” Messages

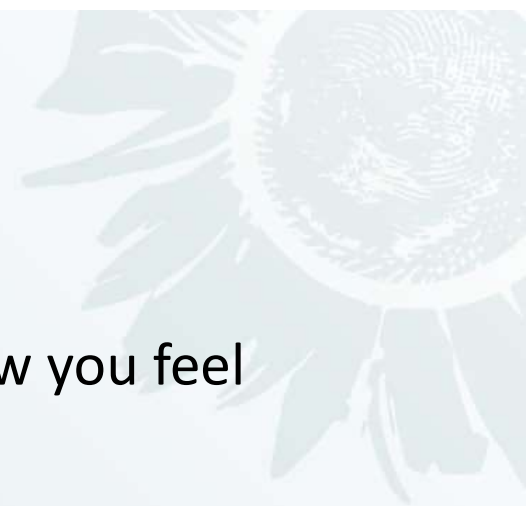


How to Make an “I” Message

- When...(state the issue)
- I feel...
- Because...
- So Next Time

BHJO Insert Animations

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“I” Messages

- Expresses feelings in a way that focuses on you, and how you feel
- A measure of your authenticity
- Do not blame or judge
- Empowers people to change their own behavior





Activity: Making decisions in conflict

Conclusion: Advantages of Conflict in the Workplace

- Creates opportunities for healthy debate
- Shows a commitment to the team and goals
- Can help clarify questions and reduce doubts
- Can decrease stress and anxiety
- Can improve relationships
- Can allow change to happen faster
- Can create new ideas
- Can increase productivity