

# Managing Conflict and Communicating Effectively

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# Objectives

- Recognize that conflict is inevitable
- Understand that conflict can have both positive and negative aspects
- Identify and discuss sources of and reasons for conflict
- Uncover individual participant's conflict profile
- Develop skills in resolving conflict



# Conflict is...

A process that begins when one of the parties to an interaction perceives that another(s) has frustrated, or is about to frustrate, one of his or her **needs** or concerns.



# Negative Aspects of Conflict

- Increased levels of stress and anger
- Productivity and quality decline
- Increased absenteeism, attrition, sabotage
- Polarization; i.e., picking sides



# Positive Aspects of Conflict

- New learning, personal growth
- Cathartic; i.e., relieves feelings of anger
- Compels action
- Catalyst for change (might result in process improvement)



# Sources of Conflict



# Sources of Conflict

- Bosses
- Colleagues/peers
- Employees
- Vendors
- Customers/Clients (internal or external)
- Public
- Federal and state government



# Reasons for Conflict



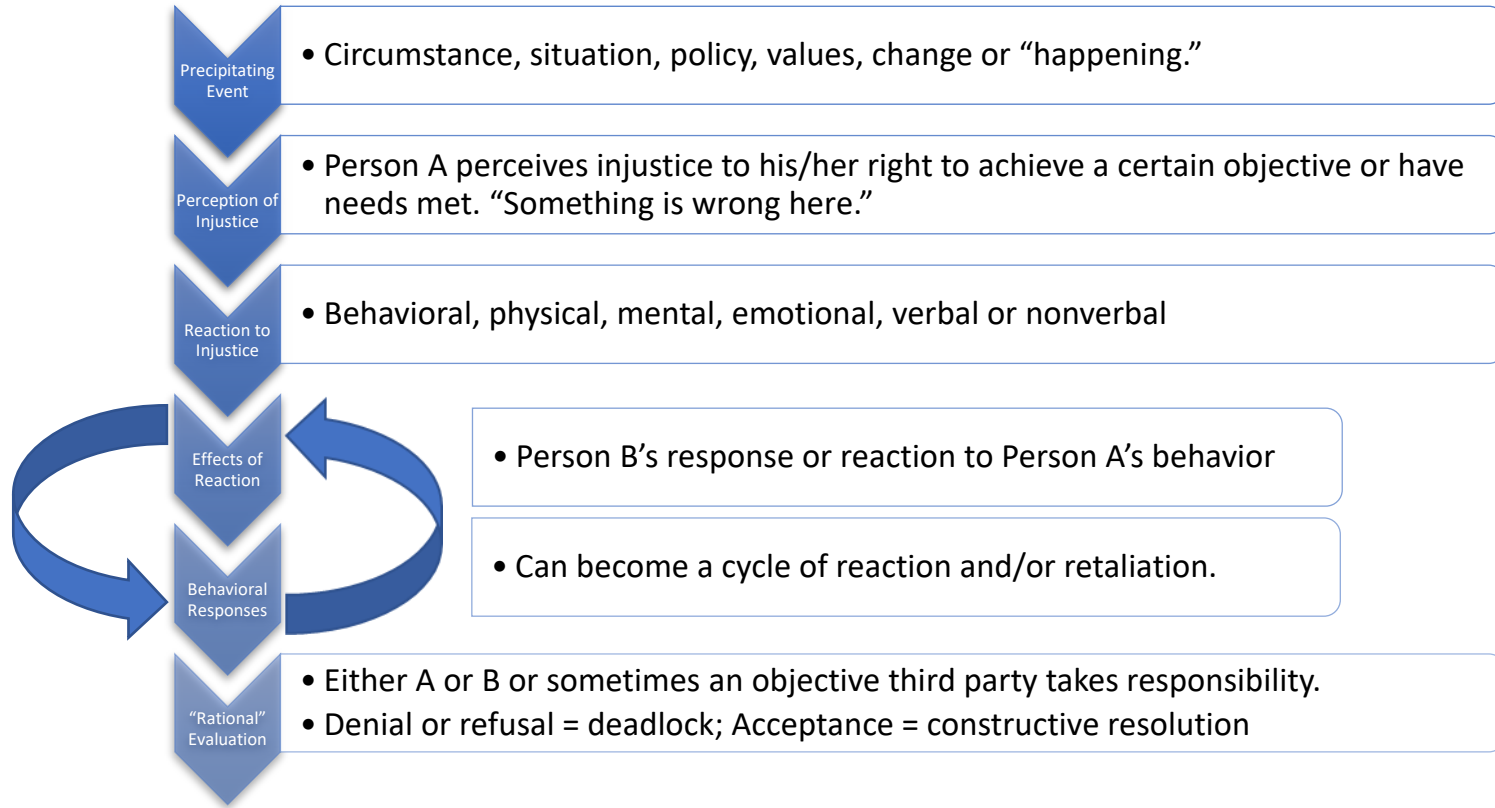


# Reasons for Conflict

- Poor organization structure
- Conflicting duties/responsibilities
- Poor communication
- Personalities
- Favoritism
- Conflicting information/facts
- Different values
- Different work ethics
- Different methods
- Perceptions
- Failure to deal with non-performers
- Status



# Understanding the Conflict Process



# Learning from the Past

1. Do you notice any pattern of responding that seems usual or very frequent for you?
2. Do you handle personal conflicts differently than you handle a conflict at work?
3. What do you think influences the way you respond?
4. Are you satisfied or dissatisfied with the way you behave in conflict situations?
5. Is there any type of conflict situation that seems to occur over again in your life?
6. Is there any person with you seem to have repeated conflicts?



# Characteristics of Modes of Conflict Resolution

## Avoiding

- Best to avoid as much disagreement as possible
- Easier to refrain than to retreat from an argument
- “Silence is golden.”
- “See no evil, hear no evil, speak no evil.”

## Accommodating

- Play down the differences and emphasize common interests
- Issues that might cause divisions or hurt feelings are not to be discussed
- Value the relationship more than the outcome of the issue

## Compromising

- Splitting the difference
- Bargaining
- Searching for immediate position
- Concerned more for protecting against loss than for realizing gain

## Competing

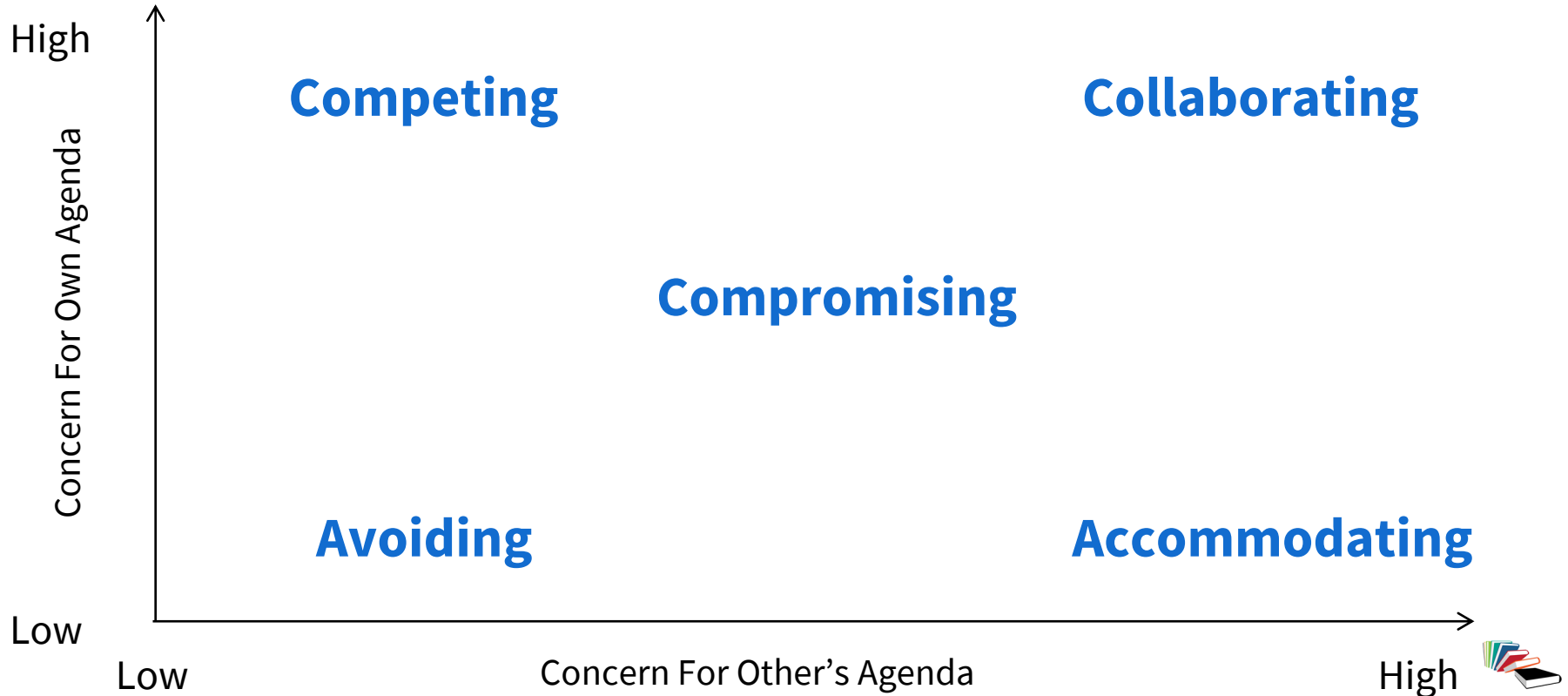
- Each conflict is seen as a win-lose situation
- Participants are antagonists—one’s victory must be the other’s loss
- Any tactic that will help one win is fair game
- Value the “winning” of the issue more than the relationship
- High ego-involvement with the conflict outcome

## Collaborating

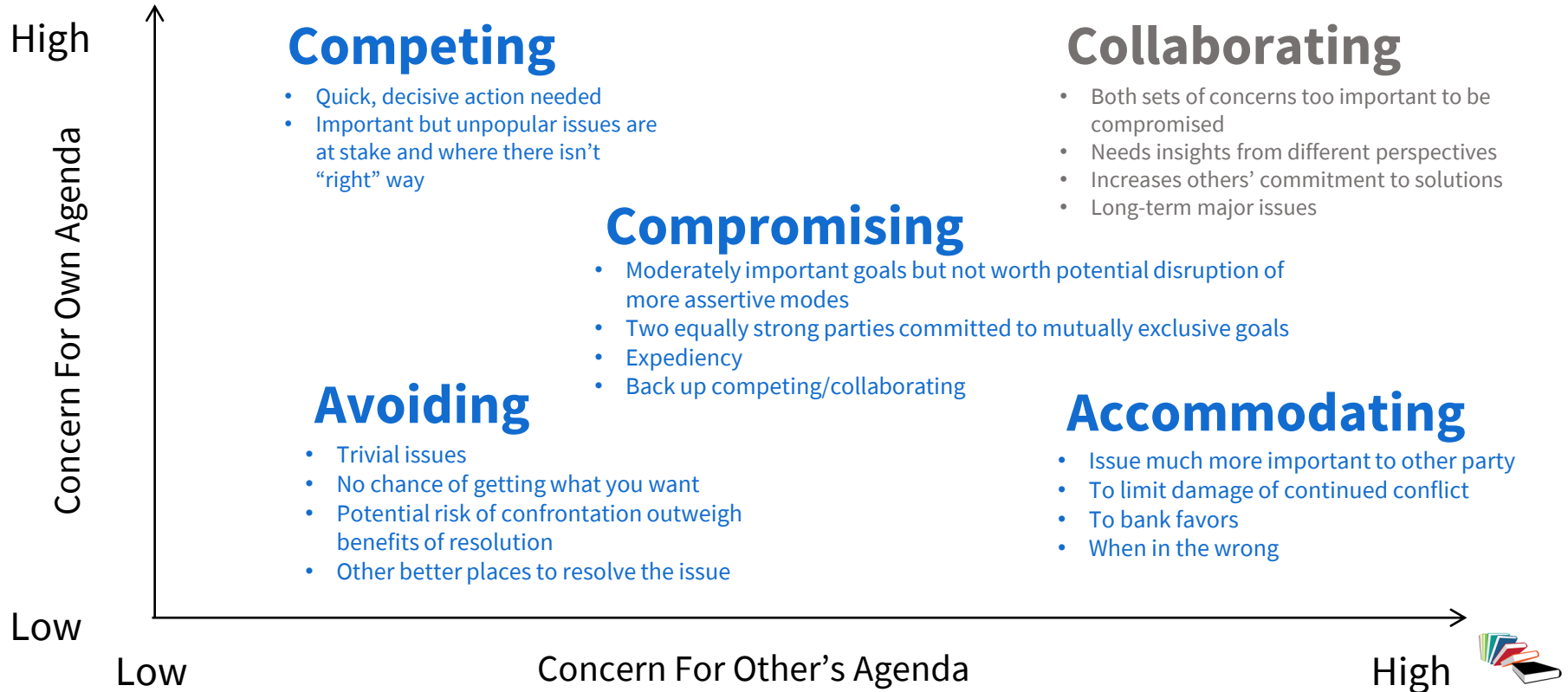
- Open exchange of information about the conflict or problem as each sees it
- Differences are explored and worked through to reach a solution that is beneficial to both parties
- “Friction” is kept issue-oriented, not personality-oriented
- Only collaborative tactics that resolve the conflict without damaging the relationship can be used
- High value placed on both the outcome and the relationship



# Conflict Resolution Styles



# When To Use Different Styles/What's The Best?



# Collaborative Tactics to Resolve Conflicts

- Identify the essential or underlying concerns of both parties
- Search for alternatives and identify their consequences for both parties
- Identify the alternative which is most mutually satisfying



# How the Heck Do I Do This?

- Candid exchange of accurate information
- Flexible, exploratory stances
- Trust in others





# What's Next?

- Take the TKI
- Score the TKI
- Contact me with questions



# Contact Information

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