

*W*ELCOME  
TO  
*C*ONFLICT *M*ANAGEMENT

**GEORGIA PTA  
CDLT 2013**

**~PRESENTER~**

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# What Is Conflict Management

The practice of recognizing and dealing with disputes in a rational, balanced and effective way. Conflict management implemented within a business environment usually involves effective communication, problem resolving abilities and good negotiating skills to restore the focus to the company's overall goals.

Read more: <http://www.businessdictionary.com/definition/conflict-management.html#ixzz2mEAOytzW>

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**NO!**

**THE PTA WAY**

*everychild. onevoice*

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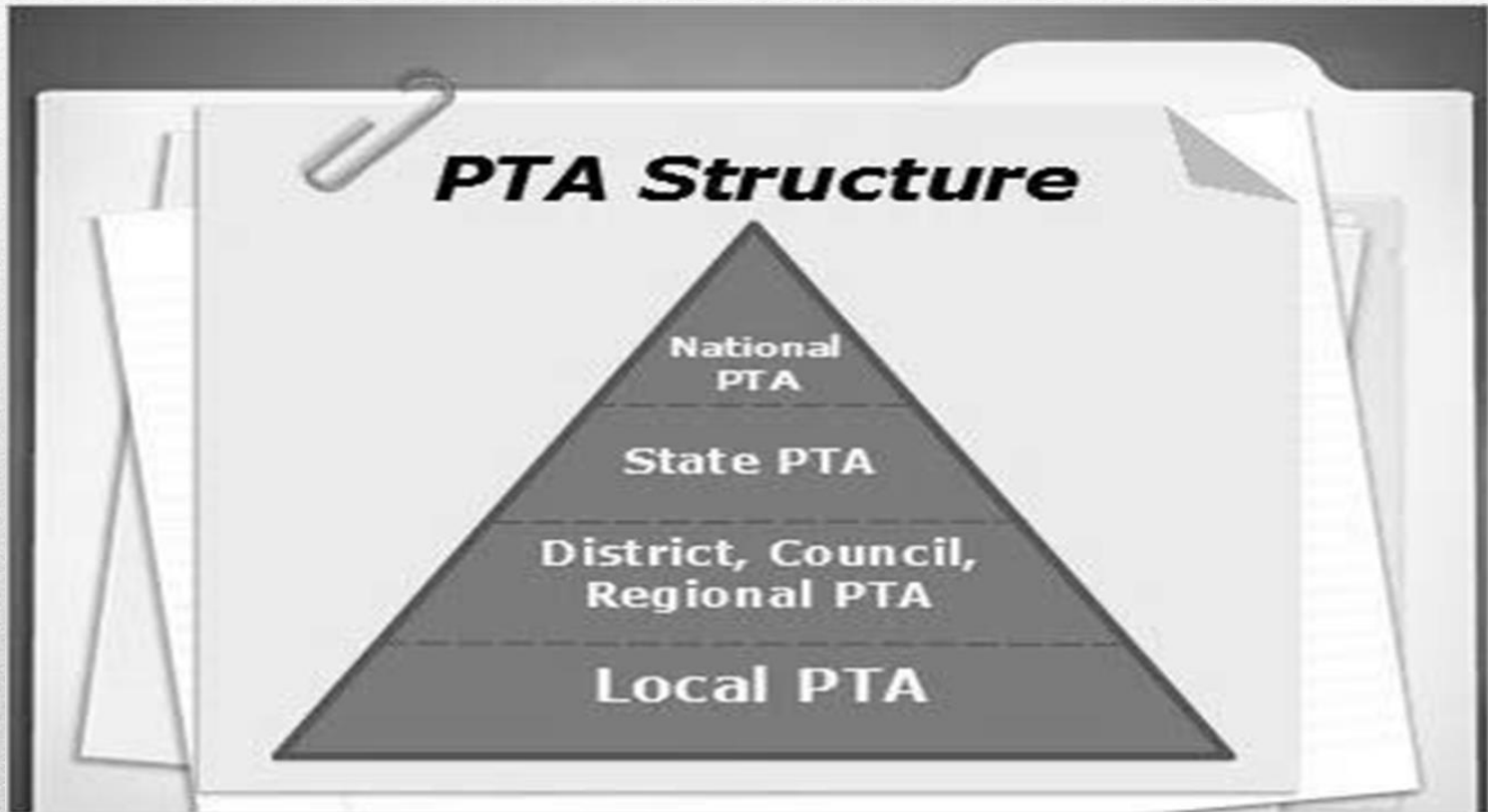
# THE PTA WAY

- ❖ BYLAWS
- ❖ POLICY & PROCEDURE (P&P)
- ❖ ROBERTS RULES OF ORDER
- ❖ RESOURCE GUIDES

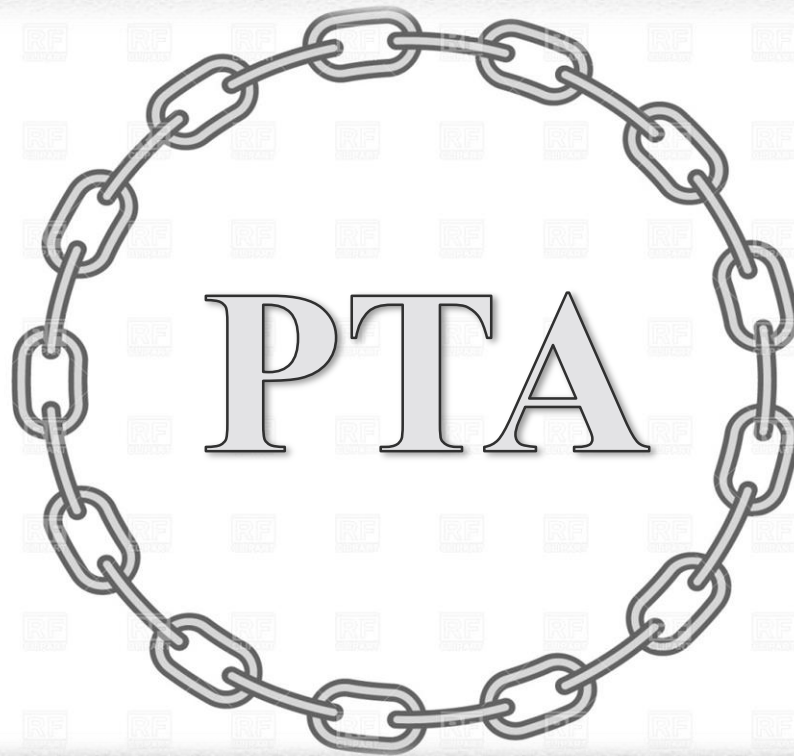




# THE CHAIN OF COMMAND/STRUCTURE



# HOW DO WE CONNECT AS LEADERS?





# SKIT-A

Local unit treasurer calls the state office and want to speak to the state Treasurer about the 990.

## **WHAT SHOULD THE RESPONSES BE?**

Office Staff, Local Unit Officer,  
DD, Council, Others

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# SKIT-B

A local unit needs assistance with an issue at the local unit level. The DD receives a call from a local unit Vice President. They are concerned about possible misappropriation of funds.

District Director

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# SKIT-C

A local unit received notice their tax exempt status has been revoked. They call the state office for assistance.

**Go through the steps to be taken.**

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# Working Together

Here are some tips on meeting the challenge of working effectively as a team when there are different personalities, leadership styles, experience levels, ages and understanding of the association.

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# RECOGNIZE CONFLICT

**Assumptions** and **Perceptions** are often at the center of a conflict.

## **Possible causes**

- Strong differences of opinion
  - Misunderstanding about goals
  - Disagreement as to what has taken place
  - A feeling that members have not been respected
  - Personality differences
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# MANAGE CONFLICT

Do not fear: **Conflict can be healthy.** How you deal with it makes the difference. Conflict resolution is a process that often results in positive change and growth for individuals and the association. The key to successful conflict resolution is keeping the focus on the process and desired outcomes, not the personalities.

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# MANAGE CONFLICT cont.

- Handle conflict calmly.
- Set goals.
- Agree to ground rules.
- Agree to respect differences of opinion.
- Focus on the solution, not the problem.

To **manage conflict**, protect your neutrality so that you will be seen as a fair and credible facilitator for resolution.

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# Steps to Resolution of Conflict

- *Identify the problem.* Have each party describe what he or she thinks the problem is and what the desired resolution would be.
  - *Brainstorm for solutions.* You're looking for ways people can change so they can work together.
  - *Select* three to five of the most promising alternatives.
  - *Set priorities.* The parties in conflict develop the solution and set a timeline for implementation.
  - *Carry out* the action plan without delay.
  - *Set criteria to evaluate* the action plan which will help bring closure to each party.
  - *Resolving conflict is a process.* If the process breaks down at any point, stop and go through it again.
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# WHO AM I?



DO You KNOW Who You Are?

DO You KNOW Your Conflict Management  
Style?

LET'S TALK....

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# FIVE (5) CONFLICT MANAGEMENT STYLES

We all adopt different types of conflict management styles, which vary with the conflict at hand and the person it involves. Knowing the 5 different types of conflict management styles can help people in becoming more aware of how they deal with conflict, and if this is a good strategy to address the noted issue. It's important to note that each style has its pros and cons.

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# COMPETING STYLE



The **Competing Style** of conflict management can be described as placing high emphasis on the goal, at the detriment of the relationship you have with the individual involved. “It’s my way or the highway!” The goal is asserted aggressively, and the use of authority, position, as well as pressure tactics such as threats, force of persuasion is common.

This style allows quick response to a situation and you are responsible for the decision taken. The cons include increased stress leading to health problems as well as decreased trust and morale. It also puts others in a flight or fight position. The real issue is often disguised. The power in this style of conflict management comes from a position of strength.

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# AVOIDING STYLE

The **Avoiding Style** of conflict management occurs when someone places little emphasis on their goal as well as on the relationship with the individual involved. “No way! Let’s not make a big deal out of this!” The individual may deny the problem, avoids decisions and confrontations. They may also deflect responsibilities and blame other people. Assertiveness is low.

The power in this style of conflict management comes from silence and lack of cooperation. This style may work well when a situation is unimportant, or when there is a risk of harm. It is also good if you need to time to think things over. The cons may involve disputes can grow and explode, as well as issues may go underground and start involving other people. Very little is accomplished.

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# ACCOMODATING STYLE



The **Accommodating Style** of conflict management can be described as placing low emphasis on the goal, but high emphasis on the relationship with the person involved. “OK, whatever you say. We’ll do it your way!” Someone adopting this style can be described as protective and ‘soft’ on relationships. They set aside their needs for the other person and will yield to the other point of view.

They are highly cooperative and can be described as a ‘yes’ person. They want to build good faith and relationships for the future. The other person may learn from the experience and the risk is low. However, the risk includes a lack of healthy confrontations, and the person may feel taken advantage of. This may also frustrate others who want to collaborate. The power in this style of conflict management comes from relationships and approval of others.

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# COMPROMISING STYLE

The **Compromising Style** is characterized by moderate emphasis on both the goal and the relationship with the person involved. “OK, I’ll meet you half way!” the individual may listen and understand both sides, and introduces many issues so everyone gets a share. They split the difference and everyone loses and wins.

The power in this style of conflict management comes from moderation and reasonableness. This style is good for quick solution or when time is a factor. However, both parties may feel that they lost, and does not deal with the underlying issues.





# COLLABORATING STYLE



The **Collaborating Style** occurs when someone places high emphasis on both the goal and the relationship involved. There is high assertiveness. “Let’s do it our way! This is what I prefer... What do you want?” They listen and communicate with others to understand needs and values. They use information and resources most effectively, and ongoing problem solving is required.

Trust and balance are also important. Satisfaction with the work and commitment to the solution is imperative to all. The risk with this style includes fatigue, and use of too much time, no solution in sight and distraction from other tasks. The power comes from openness, clarity and cooperation.

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# WHAT IS YOUR STYLE?

- ❖ COMPETING
  - ❖ AVOIDING
  - ❖ ACCOMODATING
  - ❖ COMPROMISING
  - ❖ COLLABORATING
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# Conflict Management Styles Quiz

We each have our own way of dealing with conflict. The techniques we use are based on many variables such as our basic underlying temperament, our personality, our environment and where we are in our professional career. However, by and large there are five major styles of conflict management techniques in our tool box. In order to address conflict we draw from a competing, collaborating, avoiding, harmonizing or compromising style of management. None of these strategies is superior in and of itself. How effective they are depends on the context in which they are used.

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*

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# Be sure to answer the questions indicating how you would behave rather than how you think you should behave

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 both sides. What do I need? What does the other person Need? What are the issues involved? \_\_\_\_\_
  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 and family. \_\_\_\_\_
  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. \_\_\_\_\_
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# How to score the Conflict Management 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 one with the highest score indicates your most commonly used strategy. The one 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.

<u>Style</u>	<u>Corresponding Statements:</u>	<u>Total:</u>
Collaborating:	1, 5, 7	_____
Competing:	4, 9, 12	_____
Avoiding:	6, 10, 15	_____
Harmonizing:	3, 11, 14	_____
Compromising:	2, 8, 13	_____

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Whenever you're in conflict with someone, there is one factor that can make the difference between damaging your relationship and deepening it. That factor is **ATTITUDE**.

William James

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*Conflict cannot exist  
Without your participation.*

Wayne Dyer

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“Successful leaders manage conflict; they don’t shy away from it or suppress it but see it as an engine of creativity and innovation. Some of the most creative ideas come out of people in conflict remaining in conversation with one another rather than flying into their own corners or staking out entrenched positions. The challenge for leaders is to develop structures and processes in which such conflicts can be orchestrated productively.”

Ronald Heifetz and Marty Linsky

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# **Who Are You?**

**"I am the master of my fate.  
I am the captain of my soul."**

spoken by Nelson Mandela while in prison

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**Have a Happy and Fun-filled**  
**~CDLT~**

