

Jonathan Bundt
MN-1 DMAT, MHP

Communicating to Resolve Conflict



Learning Objectives:

- Discuss the relationship between conflict and disaster response.
- Explain best practices in mitigating interpersonal conflict.
- Identify rapid communication strategies that will assist in conflict resolution amongst team members.

Your success is dependent on your ability to manage conflict



Personalities will clash, bad tempers flare up, goals not being achieved and disputes arise. However with strong leadership, clear direction, and resolution processes in place, conflict can be minimized and turned to opportunities.

Defining Conflict

- Perceived blocking of important goals, needs, or interests of one person or group by another person or group. A person's response to conflict can be constructive or destructive.
- The nature of a crisis is the result of a conflict gone awry and the lack of unmet expectations.

How does stress impact conflict and resolution

- Your reactions
 - Thoughts, Feelings, Behaviors, Physical
- Deployment specific stressors
- Having a plan or not



Relationship between conflict and disaster response

- Leader as a mediator
- Role of emotion
- Getting needs meet
- Does cultural have anything to do with it

- Turf, Resources, Rewards, Functions, honest difference of opinion

Teleology

- All behavior is goal directed
- Understanding the goals



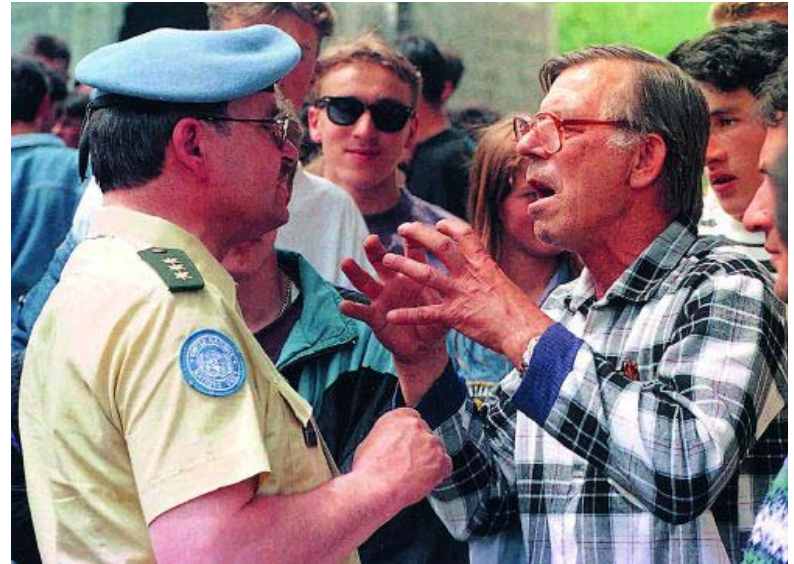
Identify Your Inner Rules: I have to:

- Be in control
- Be right
- Not make waves
- Have the answers
- Keep the peace
- Be the expert
- Help others



Dealing with My Difficult Person

- Amount of power involved
- Difficult behaviors
- Positive behaviors
- How I experience (thoughts and feelings)
- My response to the behaviors
- What influenced me
- What will I do different



Watching people's styles

- Aggressor: persistent to bullying
- Passive: evasive and ambiguous
- Passive-Aggressive: indirect style



Contributors to Conflict

- Prior relationships
- Lack of prior relationships
- Concept of problem ownership



Mitigating interpersonal conflict in the first place

- Being rational, goal directed, produce substantive demands, and require the assistance of an outside party
- Having clear expectations
- Helping team members save face

Operational Clarity

- Having an accurate operational definition is the first step in developing strategies and tactics for effectively resolving conflict.
- Remove ambiguity and taking an authoritative stance

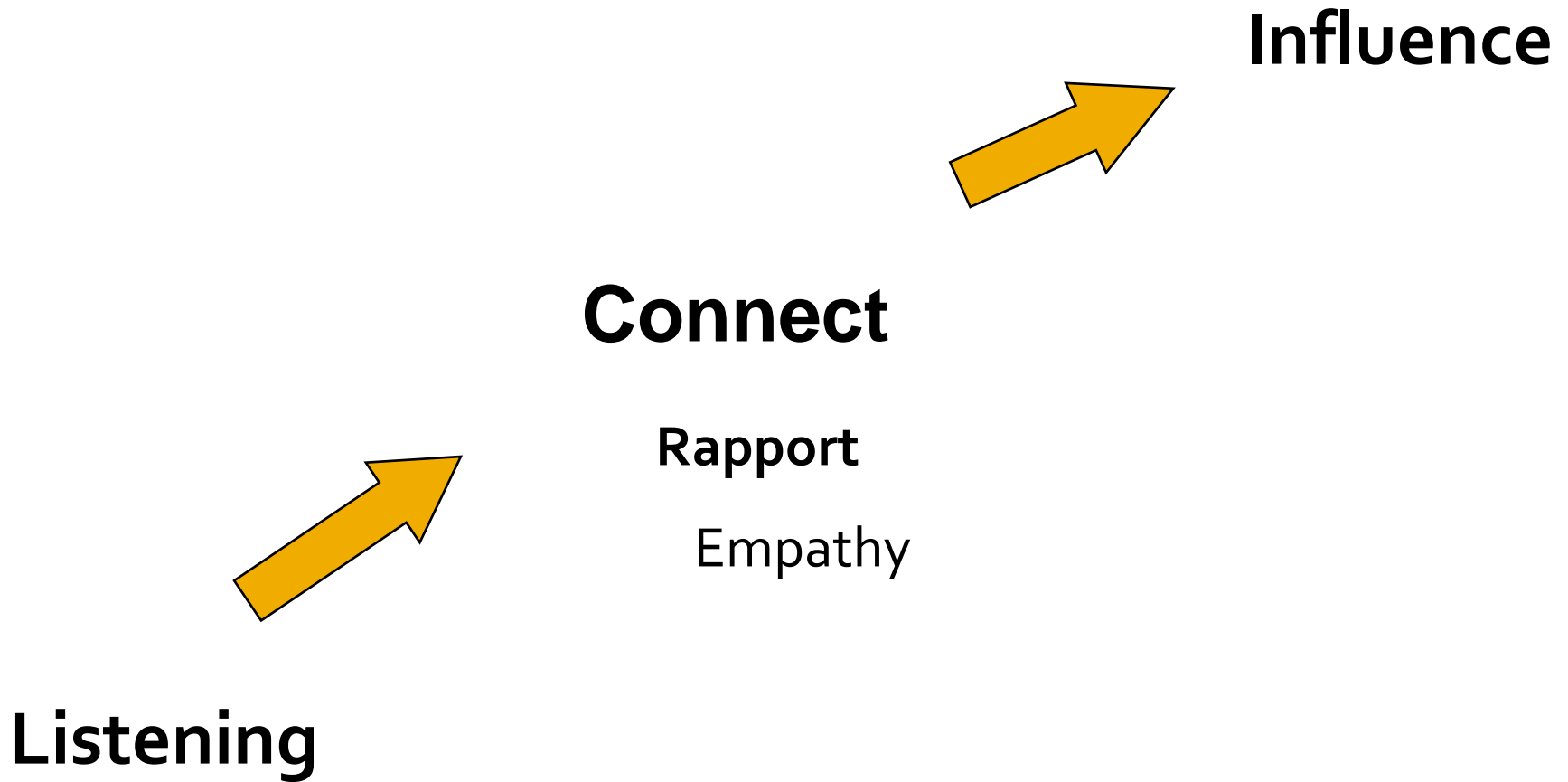


Relationship Building Rapport

- Ability to understand
 - Be in the others shoe
- Achieve the desired effect
 - Surrender, unharmed
- Ethical
 - Develop trust and respect
- Personal level
- Concern, caring, interested



Stages of Change Behavior



Use of Voice

- Tone speaks louder than words and indicates your attitude; a calm, controlled demeanor is always more effective than a brilliant argument. (McMains & Mullins, 2006; Lanceley 2003; Strentz, 2006; Vecchi, 2003, 2004):
 - Listen to the person
 - Acknowledge his or her point of view
 - Agree wherever you can without conceding your own values or morals (find common ground)
 - Create a positive atmosphere for problem-solving
 - Don't argue

Look at Active Listening

- Separating the person from the problem
- Eliciting the story
- Going with, instead of against
- Active listening has its limits of effectiveness
- Able to switch your hats
 - In crisis we fall back on what we do most, not necessarily what is best



Reminder of Non-Verbal Communications

- Non-verbal styles can increase or decrease conflict
- Reminder of how we communicate
- Body language



Stabilizing Conflict

- Don't react- Be a non emotional observer
- Slow down the process and refocus
- Use pauses instead of responding immediately.
- Slow the pace of the conversation to reduce emotions (Could you slow down a little?").



Stabilizing Conflict

- Rephrase what the person just said in non-emotional terms.
- Take a time out.
- Step to their side
 - Find areas of agreement
 - See them as a person
- Not “either/or” but “both/and”

Stabilizing Conflict

- Treat as a real person and acknowledge his or her concerns or views.
- Search for areas of agreement beyond the instant situation (sports, movies, etc.).
- Use words of familiarity (subject's first name, insisting the subject use the negotiator's first name, slang, contractions, etc.).
- Obtain compliance without being forceful or confronting.

How does negotiations fit in

- Principled negotiation is a problem-solving-based approach that advocates four fundamental principles to negotiation: 1) separating the people from the problem; 2) focusing on interests, not positions; 3) inventing options for mutual gain; and 4) insisting on objective criteria. Unlike positional bargaining, principled negotiation gives ownership of the outcome of the negotiation to all the stakeholders. This approach to negotiation speaks to content- and substantive-focused high conflict situations

Fisher, Ury, & Patton (2001).

Strategies

- It is important to note that people don't always say what they mean, so it is important to attempt to listen for the meaning behind the words in order to reveal the needs of the person
- Security needs (physical/emotional)
- Recognition needs (person's view is understood and acknowledged)
- Control needs (ownership in the process, having some say in the matter)
- Dignity needs (saving face)
- Accomplishment needs (achieving something)

Danger of not intervening

- Conflict avoidance
- Without management intervention the conflict can readily approach crisis point.
- There may be strong clashes, highly emotional outbursts, shock resignations, verbal abuse, even threats of physical violence.



The Rumor

- Call it scuttle, water cooler talk, Grapevine
- Dealing with the issue and taking it seriously
- Key is timing and accuracy



Handling Anger and Silence

- Stay calm and in control – your calmness will help
- Request respect and cooperation
- Encourage discussion by using open-ended questions
- Allow them to be silent for a while if necessary, be patient
- Rephrase difficult questions
- Does the person prefer to speak in

Quick models

- Leaders must get involved as early as possible and attempt to diffuse and resolve the dispute to the satisfaction of both parties. Initially leaders need to bring both parties together and discuss the situation. A possible dispute resolution process could be:

Mediation

- Identify parties involved
- Set ground rules
- Each person will take a turn to present their side
- Identify challenges
- Resolution

Danger Signs

- Ignoring
- “We always do it that way.”
- Groupthink, not allowing for open dialogue
- Not making a decision
- Lack of use of command decision making

Understand Stress

- Cumulative Deployment Stress
- Traumatic Deployment Stress

Creation of Shared Meaning

- Doesn't exist; leads to conflict build up
- Based on shared expectation
- Asking open ended questions



What does this mean:

- How do you address conflict in teams?
- To team development, training?
- To team response?

Supportive Leadership Styles

- Glass Balls: lead, train, maintain, care
- Lead by example
- Identify with your people
- Mistakes will happen

- Effective leaders:
 - Blond vs. Arbiviv

Key Strategy

**Hit it head on,
manage it!!**



5100 Eden Ave Ste 319, Minneapolis, MN 55426

952-922-0422

Jonathan@masaconsulting.com

Jonathan Bundt, MHP