

Productive Conflict Difficult Conversations

How to have the conversation you have been avoiding
Part 1

Chair Academy Sponsored
Professional Development Session

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Webinar

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Productive Conflict

An open exchange of conflicting or differing ideas in which parties feel equally heard, respected, and unafraid to voice dissenting opinions for the purpose of reaching a mutually comfortable resolution.

- Starts with Trust
- Not Personal, Not negative, But Uncomfortable

Advantages of Productive Conflict

- Earlier problem identification
- Better problem solving
- Healthier relationships, morale and commitment
- Improved productivity
- Personal growth and insight
- Teaches us to listen
- Opportunity to verbalize needs
- Teaches flexibility
- Opens our eyes to new ideas
- Teaches us patterns of behavior
- Leads to better solutions

Civility

Incivility is “one or more rude, discourteous, or disrespectful actions that may or may not have a negative intent behind them”

Why this topic?

- 93% of Americans report that a lack of civility is a problem in society
- 69% classified lack of civility as a major problem

Civility in America 2018: Civility at Work and in our Public Squares. Weber Shadwick and Powell Tate in partnership with KRC Research

- 71% - 79 of employees reported encountering issues of incivility
- 98% experienced incivility at work. At least half reported incivility occurred at least once per week.

National study on faculty to faculty incivility

Clark, C. M. (2013) National Study on Faculty to Faculty Incivility. Nurse Educator, 38(3), 98-102

70% of faculty surveyed perceived incivility among and between faculty as a moderate to severe problem.

CLARK WORKPLACE CIVILITY INDEX

Ask yourself, how often do I:

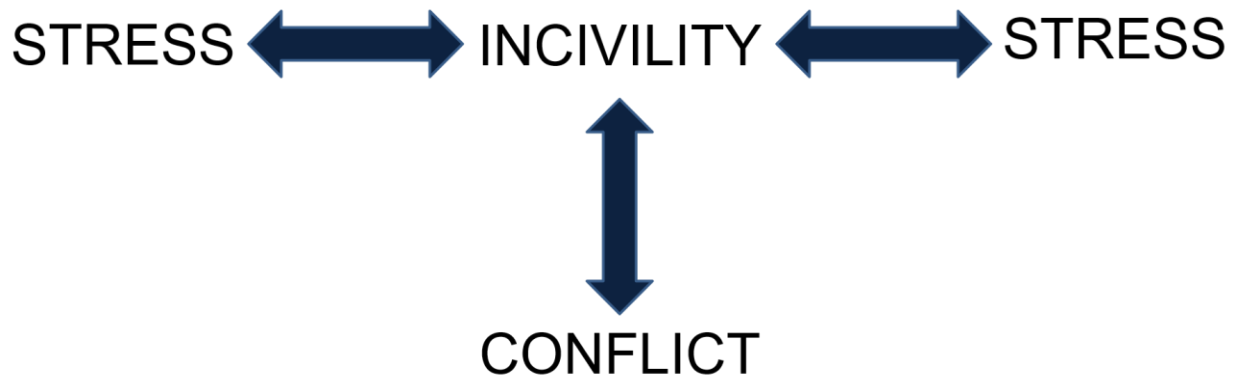
(1) Never (2) Rarely (3) Sometimes (4) Usually (5) Always

Assume goodwill and think best of others	1	2	3	4	5
Include and welcome new and current colleagues	1	2	3	4	5
Communicate respectfully (by email, telephone, face to face) and really listen	1	2	3	4	5
Avoid gossip and spreading rumors	1	2	3	4	5
Keep confidences and respect other's privacy	1	2	3	4	5
Encourage, support, and mentor others	1	2	3	4	5
Avoid abusing my position or authority	1	2	3	4	5
Use respectful language	1	2	3	4	5
Attend meetings, arrive on time, participate, volunteer, and do my share	1	2	3	4	5
Avoid distracting others (misusing media, side conversations) during meetings	1	2	3	4	5
Avoid taking credit for another individual's or team's contribution	1	2	3	4	5
Acknowledge others and praise their work/contributions	1	2	3	4	5
Take personal responsibility and stand accountable for my actions	1	2	3	4	5
Speak directly to the person I have an issue	1	2	3	4	5
Share pertinent or important information with others	1	2	3	4	5
Uphold the vision, mission and values of the department	1	2	3	4	5
Seek and encourage constructive feedback from others	1	2	3	4	5
Demonstrate approachability, flexibility, and openness to other points of view	1	2	3	4	5
Bring my "A" game and strong work ethic to my workplace	1	2	3	4	5
Apologize and mean it when the situation calls for it	1	2	3	4	5



CLARK WORKPLACE CIVILITY INDEX SCORES

- 90 – 100 Very Civil
- 80 – 89 Civil
- 70 – 79 Moderately Civil
- 60 – 69 Minimally Civil
- 50 – 59 Uncivil
- < 50 Very Uncivil



Practice Civility

- Practice forgiveness
- Express gratitude
- Affirm others
- Listen and be present
- Smile and spread goodwill
- Don't interrupt
- Avoid making assumptions
- Suspend judgement
- Say please and thank you
- Think before you speak

Interest-based Problem Solving

Interests vs Positional

- Positional
 - One solution
 - Divide the pie / Zero-sum Game
- Interest-based
 - Multiple solutions based on mutual interests
 - Grow the pie

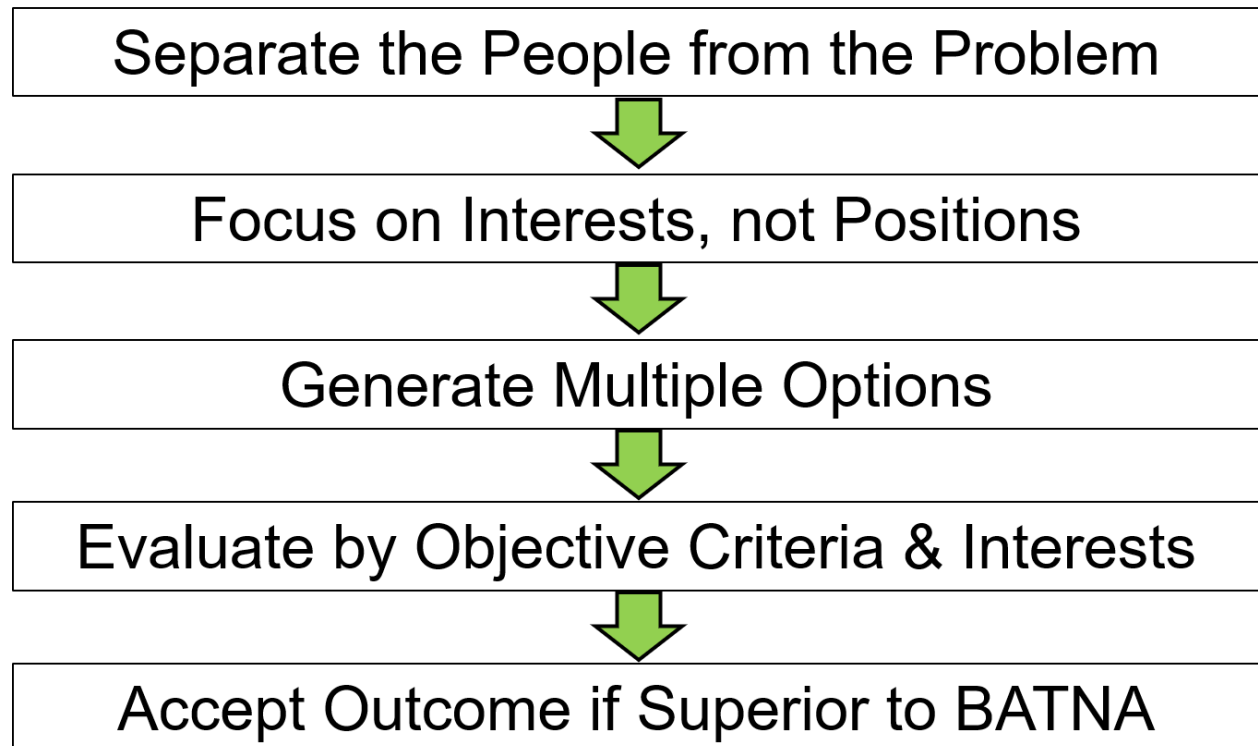
Elements of Negotiation

	POWER	RIGHTS	INTERESTS
Resources Required	Usually high Time, Money, Stress	Generally Costly Time, Money, Stress	Time and Talent
Outcome Satisfaction	One sided: One winner, One loser	Mixed: Not satisfied to highly satisfied	Both interests must be satisfied or no agreement
Compliance	As long as power is applied	Until a better opportunity presents itself	Very durable
Quality of Relationship	Often destroys	Oneupmanship	Strengthens Mutual respect

BATNA

Best Alternative to a Negotiated Agreement

Interest-based Principles



Barriers to Interest-based Solutions

- Single answers
- Assuming a fixed pie
- Their problem is theirs
- Failing to get information
- Too much emotion
- Jumping to conclusions
- Staying in the box
- Fear of risk

Because no matter how hard a conversation is, I know that on the other side of that difficult conversation lies peace. Knowledge. An answer is delivered. Character is revealed. Truces are formed. Misunderstandings are resolved.

-Shonda Rhimes

