

**Productive Conflict
Difficult Conversations**
How to have the conversation you have been
avoiding



INSPIRE ENGAGEMENT

Session Downloads
<https://inspired-engagement.com/workshop-resources/>

- ✓ Session Handout
- ✓ PPT
- ✓ References
- ✓ Session Evaluation

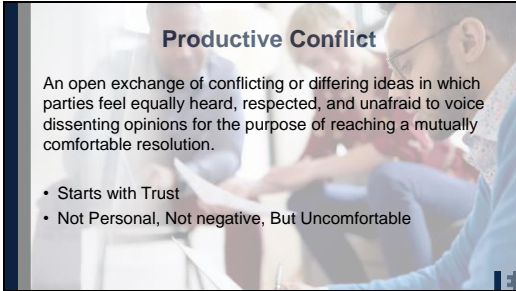
Session Topics

Part 1

- Productive Conflict
- Civility
- Interest Based Dialogue

Part 2 Thursday April 9 - 11:00AM

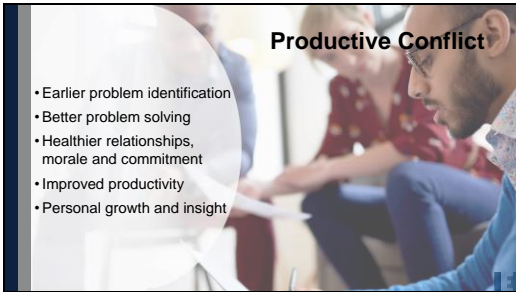
- Crucial Conversations
- Personal Script a Difficult Conversation



Productive Conflict

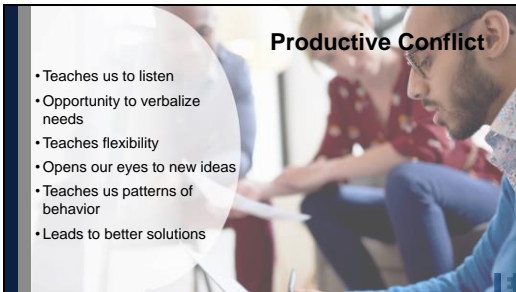
An open exchange of conflicting or differing ideas in which parties feel equally heard, respected, and unafraid to voice dissenting opinions for the purpose of reaching a mutually comfortable resolution.

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



Productive Conflict

- Earlier problem identification
- Better problem solving
- Healthier relationships, morale and commitment
- Improved productivity
- Personal growth and insight



Productive Conflict

- 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 and Collegiality

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





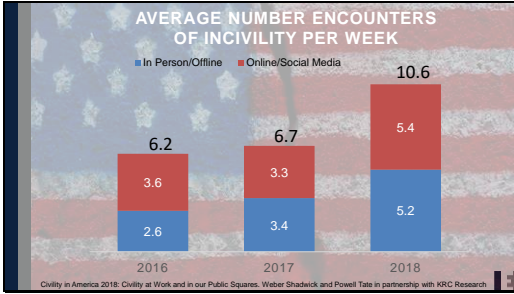
Civility in America 2018: Civility at Work and in our Public Squares:

93% of Americans report that 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 Shandwick and Powell Tate in partnership with KRC Research.





Employee Reported Incivility

2008

- 71% - 79% reported encountering issues of incivility

2013

- 98% experienced incivility at work. At least half incivility occurred at least once per week.

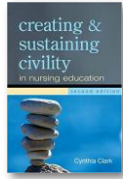
Cortina, L. M. (2008). Porath, C., & Pearson, C. (2013).

National Study on Faculty to Faculty Incivility

70% of Faculty surveyed perceived incivility among and between faculty as a moderate to serious problem

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

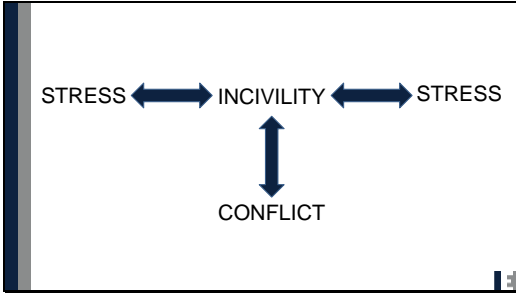
Clark Workplace Civility Index



- How often do you:** Assume goodwill and think best of others
1 - never Include and welcome new and current colleagues
5 - always Communicate respectfully (by email, telephone, face to face) and really listen
Avoid gossip and spreading rumors
Keep confidences and respect other's privacy
Encourage, support, and mentor others
Avoid abusing my position or authority
Use respectful language
Attend meetings, arrive on time, participate, volunteer, and do my share
Avoid distracting others (misusing media, side conversations) during meetings
Avoid taking credit for another individual's or team's contribution
Acknowledge others and praise their work/contributions
Take personal responsibility and stand accountable for my actions
Speak directly to the person I have an issue
Share pertinent or important information with others
Uphold the vision, mission and values of the department
Seek and encourage constructive feedback from others
Demonstrate approachability, flexibility, and openness to other points of view
Bring my "A" game and strong work ethic to my workplace
Apologize and mean it when the situation calls for it

Clark Workplace Civility Index

- 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

creating & sustaining civility
Cynthia Clark
Founder of Civility Matters
Nursing Faculty Emeritus

Mastering CIVILITY
A Handbook for the Workplace
CHRISTINE PORATH

Christine Porath
Associate Professor McDonough
School of Business
Georgetown University

Choosing Civility
P.M. Forni
Co-Founder of the Johns
Hopkins Civility Project

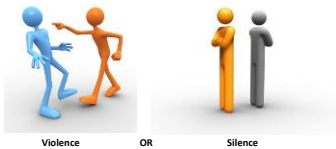
Quiz

True or False

- The most successful teams have very little conflict. **FALSE**
- The best teams are made up of people who are comfortable passionately arguing for their ideas. **TRUE**
- No matter what their cultural background and family norms, people generally feel the same way about conflict—they prefer to avoid it. **FALSE**
- Understanding team members' differing experiences with and feelings about conflict helps a team engage in unfiltered, productive debates. **TRUE**

Conflict

- How do you personally perceive conflict?
- Do you view conflict as an opportunity or a threat?
- What is your current approach to conflict?




Conflict

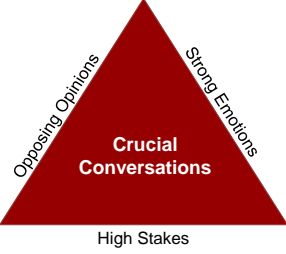

- is inevitable
- can be managed
- can be productive



What if you looked through the lens of



CURIOSITY?

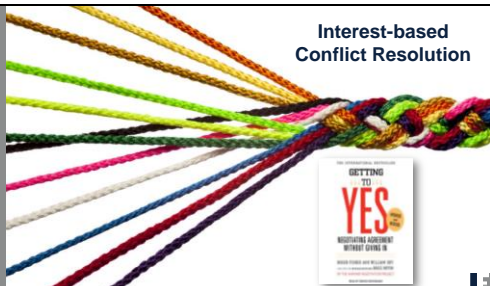
Crucial Conversations

High Stakes


Opposing Opinions

Strong Emotions

VitalSmarts



Interest-based Conflict Resolution



GETTING TO YES

NEGOTIATING AGREEMENT WITHOUT GIVING IN

ROGER FISHER AND WILLIAM URY

Interests vs Positional Conflict

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

Adversarial Assumptions

- For me to win, you must lose
 - Therefore we compete
- To help you is a sign of my weakness and will hurt me
- My power comes from opposing, criticizing, and beating you

Ignores the value of relationship

Interest-based Problem-Solving Assumptions

- All parties have the right to exist
- All parties have legitimate interests
- Dialogue can enhance relationship
- Solutions are durable
- Mutual gain is possible

Values relationship



Interests

- Concerns
- Wants
- Needs
- Desires
- Fears

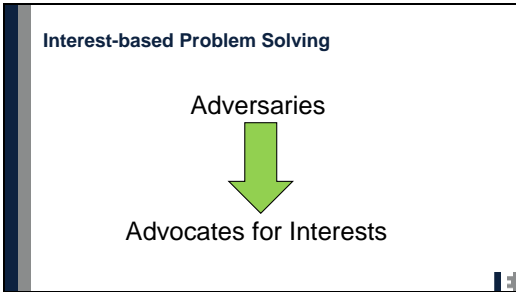
Relative to a problem or issue, which can be solved or resolved by a variety of solutions some of which will be acceptable to both parties

Tell us why solving the problem is important

Elements of Negotiation

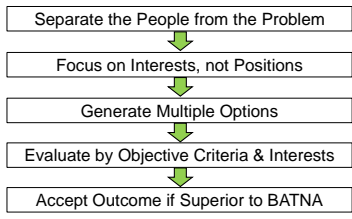
POWER RIGHTS INTERESTS

	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 = Power**
- Best
 - Alternative
 - To a
 - Negotiated
 - Agreement

Interest-based Principles



Barriers?

- 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

What could be the interests?

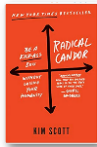
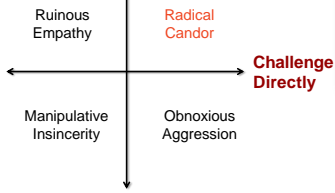
- A. Your life partner wants to move to Oregon.
- B. An employee wants to work some of their accountability virtually from home.
- C. A union wants a 3 percent across-the-board wage increase in collective bargaining or meet and confer.
- D. An instructor wants to move testing to an online platform and allow students to take the exam off site.

Share Your Outcomes, Needs, Agenda

- Motive and Intent
 - Start with heart
 - What do you want? What do you NOT want?
- "Crisp" message
 - Clear
 - Brief
 - Impact/reason
- Care personally/challenge directly



Care Personally



Session Topics

- Part 2
- Crucial Conversations
 - Personal Script a Difficult Conversation



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