

ASHA Leadership Academy

Quick Reference

CONFLICT MANAGEMENT

The nature of the work of CSD professionals is rife with the potential for conflict with critical stakeholders, especially those who aspire toward leadership roles. While conflict may never be comfortable, understanding its causes and strategies to address it can relieve much of the stress it triggers. In this webinar, participants will better understand the nature of conflict, potential sources, and strategies to resolve and prevent it.

ASSESSMENT	
Webinar Objective	Skill Rating ① None ② Basic ③ Competent ④ Masterful
Describe four major sources of conflict	
Explain how differences in perception contribute to conflict	
Identify effective responses to conflict	
TOTAL	

Scoring

SCORE	SUGGESTED NEXT STEPS
LESS THAN 6	Complete the Leadership Academy webinar
7-9	Review the developmental suggestions in this reference
MORE THAN 10	Explore the supplemental resources for in-depth insights; consider mentoring others on this skill.

SKILLED BEHAVIOR	UNSKILLED BEHAVIOR
✓ View conflict as an opportunity to be embraced and explored	✗ Fears and avoids conflict
✓ Analyzes conflict situations in advance to determine underlying causes and resolution strategies	✗ Does not prepare for conflict resolution situations and attempts to “wing it”
✓ Manages emotions during conflict to focus on problem solving	✗ Gets trapped in emotions during conflict
✓ Finds commonalities to identify shared outcomes and consensus	✗ Unable to find common needs or interests

Development Tips and Suggestions

- Interview two experienced leaders you respect to learn about how they prevent or resolve conflict
- Reflect on a past conflict situation you experienced to identify the underlying causes and ideas on what you would do differently if it happened again
- Share your assumptions during conflict situations about the underlying causes and invite your conflict partner to share their ideas
- Choose a neutral location to explore and resolve a conflict situation
- Ask colleagues or others who know you well on ways you could improve your conflict management skills
- If your tendency is to avoid conflict, reflect as soon as possible after the disagreement occurs about the underlying causes and potential solutions; enlist the help of a trusted colleague to share your analysis

Resources

Kislik, L. (2018). *Why There's So Much Conflict at Work and What You Can Do to Fix It* (video). Available at: <https://youtu.be/2l-AOBz69KU>

Runde, C.E., & Flanagan, T.A. (2007). *Becoming a Conflict Competent Leader*. San Francisco: Jossey-Bass.

Skillopedia (2016). *How to deal with workplace conflicts - Develop your personality and business skills* (video). Available at: <https://youtu.be/qDfSYzOPX9g>

Patterson, K., Grenny, J., McMillan, R., and Switzer, A. (2002). *Crucial Conversations: Tools for Talking When the Stakes Are High*, New York: McGraw-Hill.

Weeks, H. (2002). *Taking the Stress Out of Stressful Conversations*. Harvard Business Review, Reprint number 9403.