

ASHA Leadership Academy

Conflict Management



Facilitated by
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ASHA Disclosure Statement



Kevin Nourse

- Financial: Nourse Leadership Strategies, Independent Contractor. Receiving compensation from ASHA for conducting this webinar.
- Non-Financial: None

Alice Waagen

- Financial: Nourse Leadership Strategies, Independent Contractor (subcontractor to Kevin Nourse). Receiving compensation from ASHA for conducting this webinar.
- Non-Financial: None

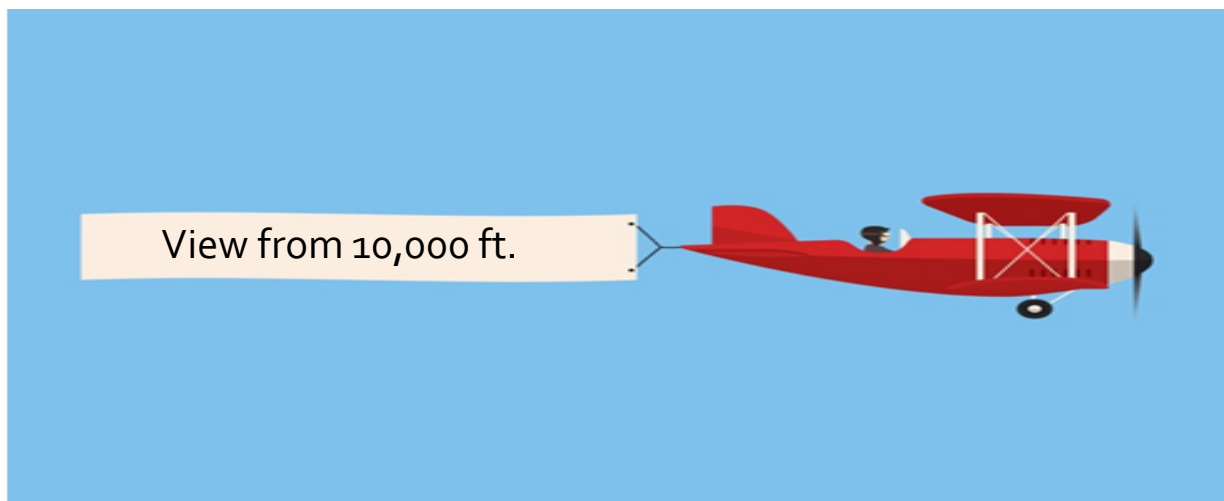
Introduction

Why are we here?

To learn the fundamentals of coaching others to improve performance

How will we achieve this?

- Key concepts defined
- Sources of conflict
- Perception and conflict
- Responding to conflict
- Wrap-up



Key Concepts Defined



Conflict

Any interpersonal situation where individuals perceive they have incompatibilities.

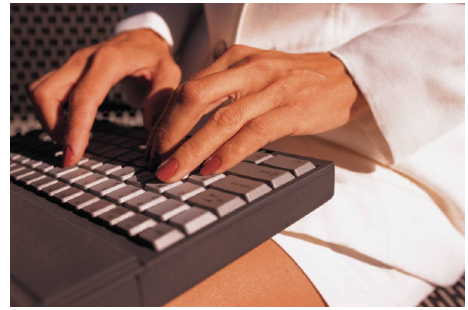
Conflict Management

A set of skills, mindsets, and processes for surfacing and resolving conflict. Skilled leaders not only resolve conflict but also identify strategies to prevent it.

Why is it so important for CSD professionals?

- Conflict is inevitable, especially for leaders; the ability to successfully navigate conflict is essential for leader success.
- The inability to successfully navigate conflict can substantially derail one's career.

Key Concepts: Research Studies



Emerging Themes

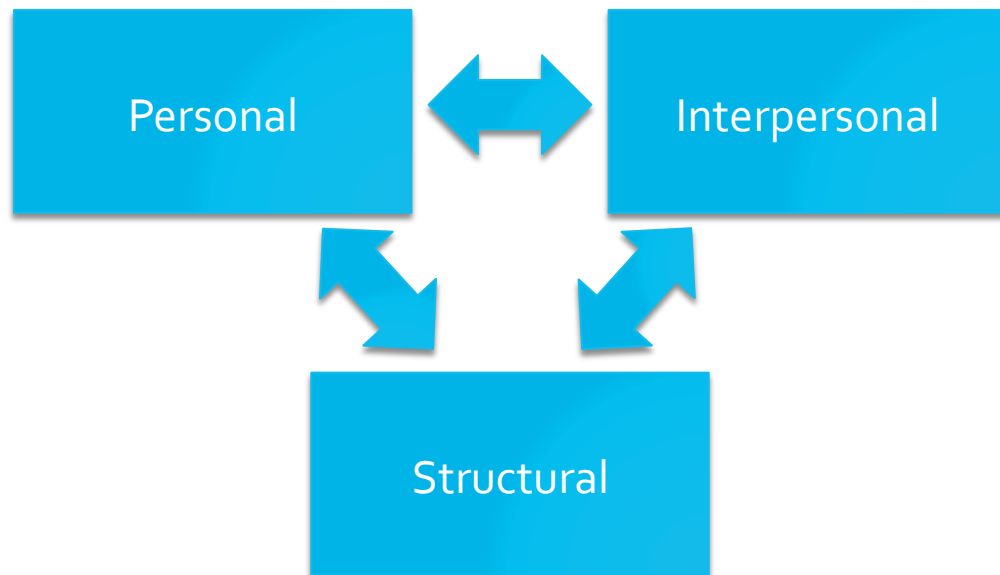
- Conflict in senior leadership teams and its linkages to innovation (Prasad & Junni, 2017)
- Linkages of conflict with employee performance and turnover (Shaukat, Yousaf & Sanders, 2017)
- Impacts of anger on cooperation (Motro, Kugler, & Connolly, 2016)
- Conflict and mediation in Nepal and the Philippines (Bhattarai, 2016)
- Impacts of age on conflict in customer service roles (Beitler, Machowski, Johnson, & Zapf, 2016)
- Conflict in the workplace and importance of apology and forgiveness (Ayoko, 2016)

Reflection Question



How do skilled leaders successfully prevent or navigate conflict?

Sources of Conflict



Reflection Question



Reflect on a past conflict situation in your professional life. What were the sources of the conflict?

Perception and Conflict



- Differences in perception underlie most conflict situations
- Our schema for making sense of the world is our friend and enemy
- Ladder of inference is a model for how we make sense of the world

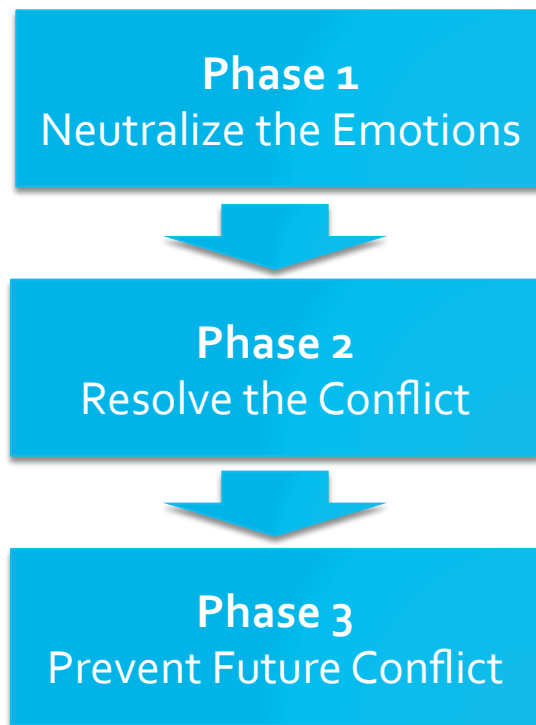


Reflection Question



Reflect on a recent conflict situation you have experienced. What are some of the inaccurate assumptions you or your conflict partner may be making about each other?

Responding to Conflict



Responding to Conflict



Phase 1: Neutralize the emotions

Conflict usually triggers strong emotions for both parties. Therefore, it is critical use strategies that lower the temperature of strong emotions:

- *Gaining objectivity* by reflecting on the situation
- *Active listening* to engage your conflict partner
- *Empathizing* with your conflict partner to build openness and trust

Phase 2: Resolve the conflict

Use strategies to find solutions to the conflict that satisfy your underlying needs, as well as those of your partner:

- *Identifying solutions* to the situation
- *Negotiating* offers to resolve the conflict

Phase 3: Prevent future conflict

Take advantage of the opportunity to reflect on the situation and reach agreement on how to prevent future conflict:

- *Reviewing lessons* learned from the situation
- *Identifying ground rules* to guide future interactions

Reflection Question



What strategies could you use to navigate a current conflict situation?

Key Points

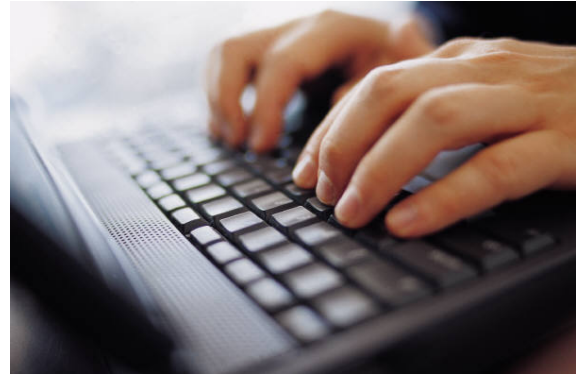


- Conflict is natural and plays an important role in human interaction
- Understanding the sources of conflict and inaccurate assumptions can help depersonalize the situation and make it easier to resolve
- There are three steps to responding to conflict including neutralizing the emotions, resolving the conflict, and preventing future conflict



- Practice active listening with others including asking open-ended questions.
- Use the 3-step process in this webinar to plan how you will approach a current conflict situation.
- Interview a leader you respect to understand how they navigate and prevent conflict.

Additional Reading



- Runde, C.E., & Flanagan, T.A. (2007). *Becoming a Conflict Competent Leader*. San Francisco: Jossey-Bass.
- Stone, D., Patton, B., and Heen, S. (1999). *Difficult Conversation: How to Discuss What Matters Most*, New York, Penguin Books.
- 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.