

CONFLICT RESOLUTION APPROACHES FOR A CULTURE OF QUALITY

by Cinnie Noble

Quality Management Conference
for
Medical Laboratories

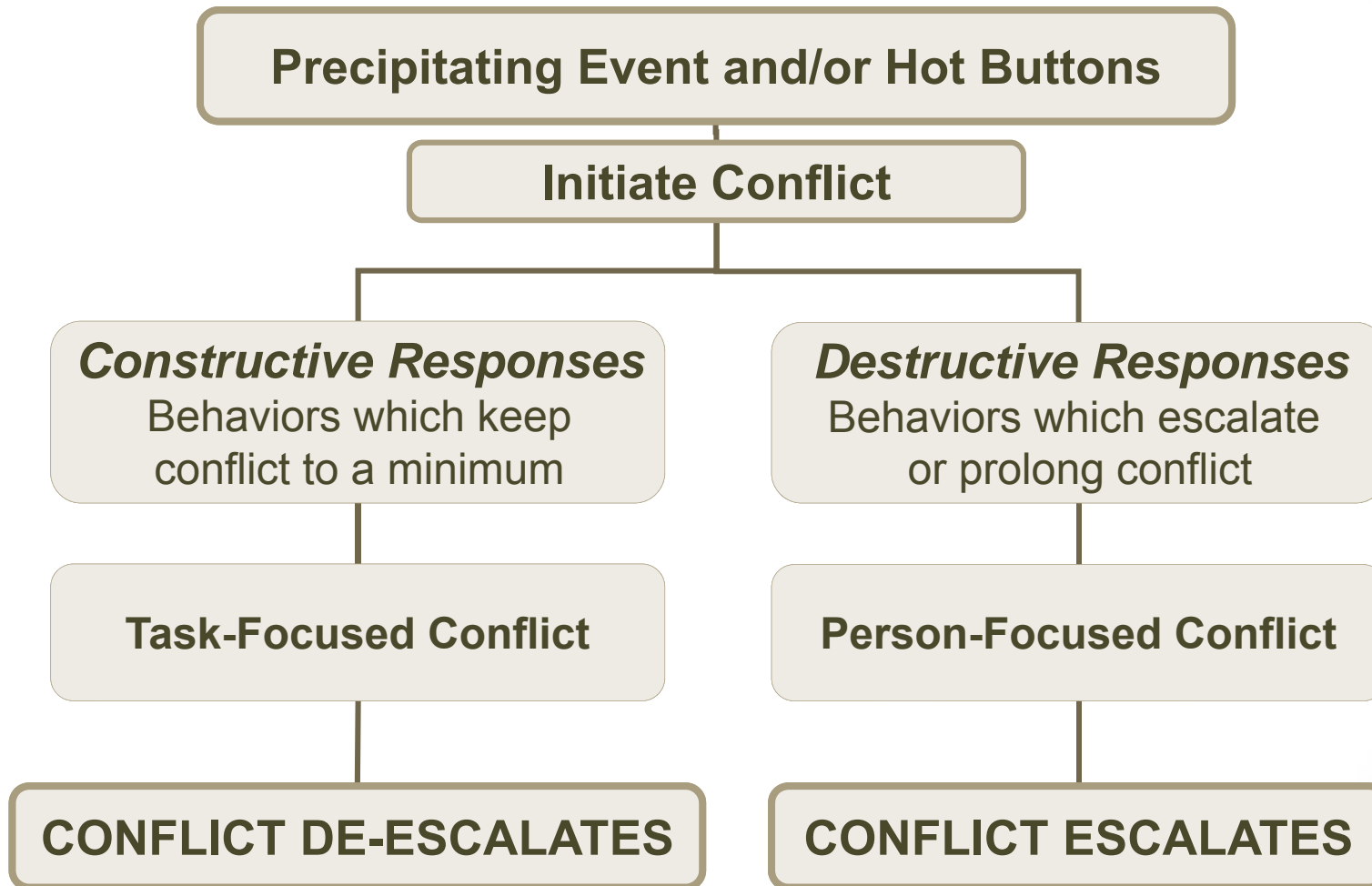
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Objectives

- To identify how conflict competence contributes to a culture of quality
- To consider what drives conflict for you and why
- To gain information on conflict resolution approaches and choices
- To discuss your questions

*Self-
awareness
is key*

PATH OF CONFLICT



Keeping Conflict to a Minimum

Active Constructive Responses to Conflict (overt)

Responding to conflict by...

☐ **Perspective Taking**

Putting yourself in the other person's position and trying to understand that person's point of view.

☐ **Creating Solutions**

Brainstorming with the other person, asking questions, and trying to create solutions to the problem.

☐ **Expressing Emotions**

Talking honestly with the other person and expressing your thoughts and feelings.

☐ **Reaching Out**

Reaching out to the other person, making the first move, and trying to make amends.

From the Center for Conflict Dynamics, www.conflictdynamics.org

Passive Constructive Responses to Conflict (not overt)

Responding to conflict by...

☐ **Reflective Thinking**

Analyzing the situation, weighing the pros and cons, and thinking about the best response.

☐ **Delay Responding**

Waiting things out, letting matters settle down, or taking a “time out” when emotions are running high.

☐ **Adapting**

Staying flexible, and trying to make the best of the situation.

From the Center for Conflict Dynamics, www.conflictdynamics.org

Escalate or Prolong Conflict

Active Destructive Responses to Conflict (overt)

Responding to conflict by...

☐ **Winning**

Arguing vigorously for your own position and trying to win at all costs.

☐ **Displaying Anger**

Expressing anger, raising your voice, and using harsh, angry words.

☐ **Demeaning Others**

Laughing at the other person, ridiculing the other's ideas, and using sarcasm.

☐ **Retaliating**

Obstructing the other person, retaliating against the other, and trying to get revenge.

From the Center for Conflict Dynamics, www.conflictdynamics.org

Passive Destructive Responses to Conflict (not overt)

Responding to conflict by...

☐ **Avoiding**

Avoiding or ignoring the other person, and acting distant and aloof.

☐ **Yielding**

Responding to conflict by giving in to the other person in order to avoid further conflict.

☐ **Hiding Emotions**

Responding to conflict by concealing your true emotions even though feeling upset.

☐ **Self-Criticizing**

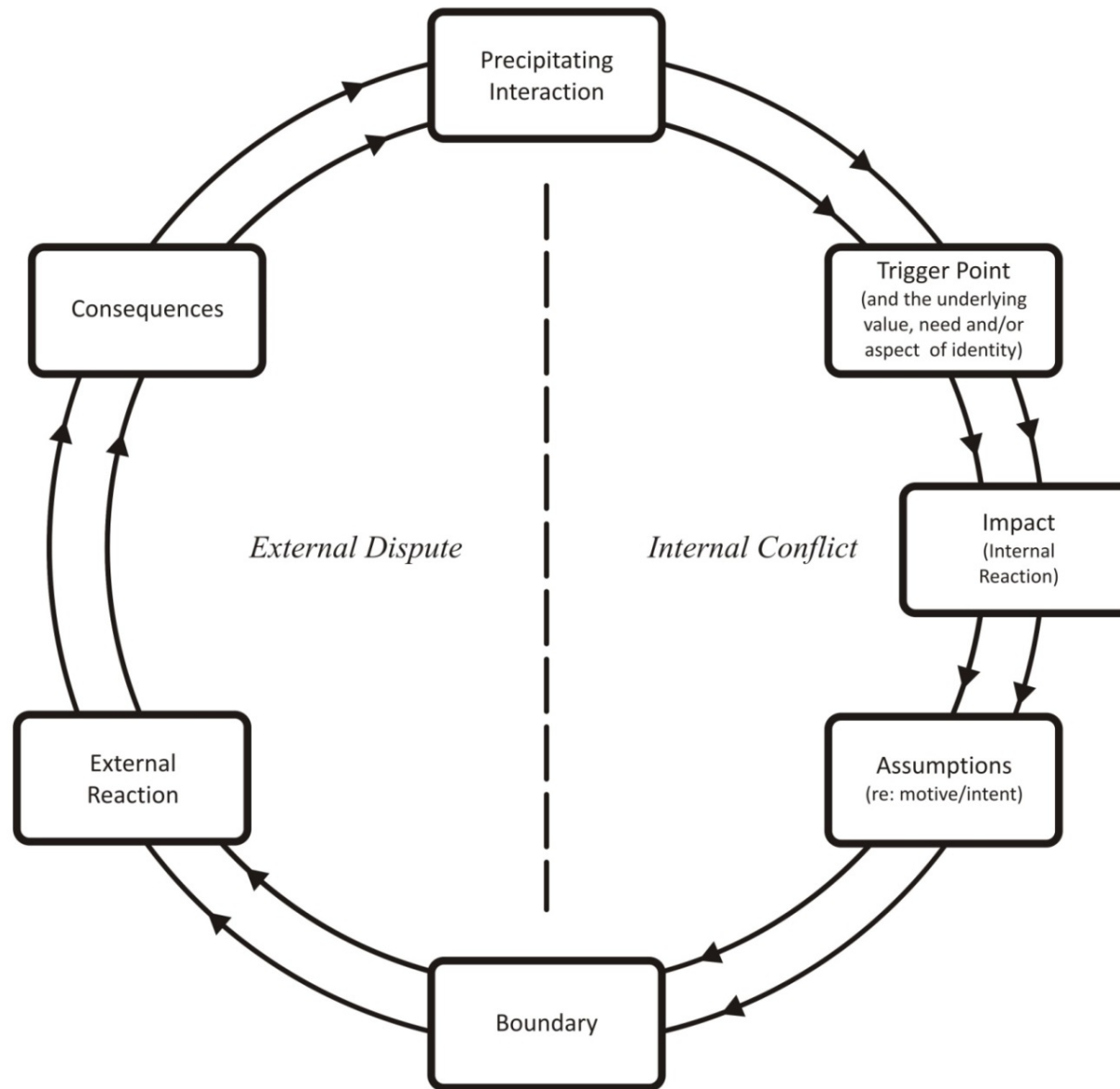
Responding to conflict by replaying the incident over in your mind, and criticizing yourself for not handling it better.

From the Center for Conflict Dynamics, www.conflictdynamics.org

Hot Buttons

Hot Button	Your hot button is pushed by people who:	
Unreliable	Are unreliable, miss deadlines, and cannot be counted on.	
Overly-Analytical	Are perfectionists, overanalyze things and focus too much on minor issues.	
Unappreciative	Fail to give credit to others or seldom praise good performance.	
Aloof	Isolate themselves, do not seek input from others, or are hard to approach.	
Micro-Managing	Constantly monitor and check up on the work of others.	
Self-Centered	Are self-centered or believe they are always correct.	
Abrasive	Are arrogant, sarcastic, and abrasive.	
Untrustworthy	Exploit others, take undeserved credit, or cannot be trusted.	
Hostile	Lose their tempers, become angry, or yell at others.	

The (*Not So*) Merry Go Round of Conflict



Examining Your “Hot Buttons”

(a) Name one “hot button” that the other person pushed	(b) Which value(s), need(s), and/or aspect(s) of identity was undermined for you when that “hot button” was pushed?	(c) Impact on me when that happened (give at least 3 words to describe)	(d) What do I think the other person’s motives were for pushing that button?	(e) Other possibilities re: (d)
Yours				
(a) Name one “hot button” that you pushed (of the other person’s)	(b) Which value(s), need(s), and/or aspect(s) of identity was undermined for him/her when that “hot button” was pushed?	(c) Impact on him/her when that happened (give at least 3 words to describe)	(d) What may the other person say my motives were for what I did/said?	(e) Other possibilities re: (d)
The Other Person’s				

Examples Requiring Intervention

- Staff ignoring one another
- Formation of cliques rejecting others
- Avoiding dissension
- Impact of overwork
- Giving difficult feedback and performance reviews
- Other challenging conversations
- Reorganizations
- Stress
- Staff slacking off
- Staff not working cooperatively
- Harassment – bullying, belittling

SOME INTERVENTIONS

- ❖ Coaching
- ❖ Mediation
- ❖ Collaborative Problem Solving
- ❖ Group Facilitation

COACHING

Coaching is one-on-one partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.

*From the International Coach Federation
www.coachfederation.org*

MEDIATION

Mediation is an informal, voluntary and confidential process in which a neutral party - called a mediator - facilitates settlement discussions between disputing persons, to help them resolve issues about which they disagree.

Whether disputes arise between co-workers (or workers and their supervisors/managers) or whether conflicts result from problematic interrelationships with consumers, mediation is a helpful forum for settling disputes in a mutually satisfactory and conciliatory way.



So who would like to go first?"

Jerry Silverberg

***COLLABORATIVE
PROBLEM SOLVING
(Manager as Facilitator)***

GROUP FACILITATION

Questions

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Books:

Conflict Mastery: Questions to Guide You –

<http://tinyurl.com/ConflictMasteryBook>

***Conflict Management Coaching: The
CINERGY Model –***

<http://tinyurl.com/CMCcinergymodel>

Blog: **Conflict Mastery Quest(ions) –**

www.cinergycoaching.com/blog/

THANK
YOU