

Building Blocks of Handling Interpersonal Conflict Like a Pro



ITHS Career Development Series

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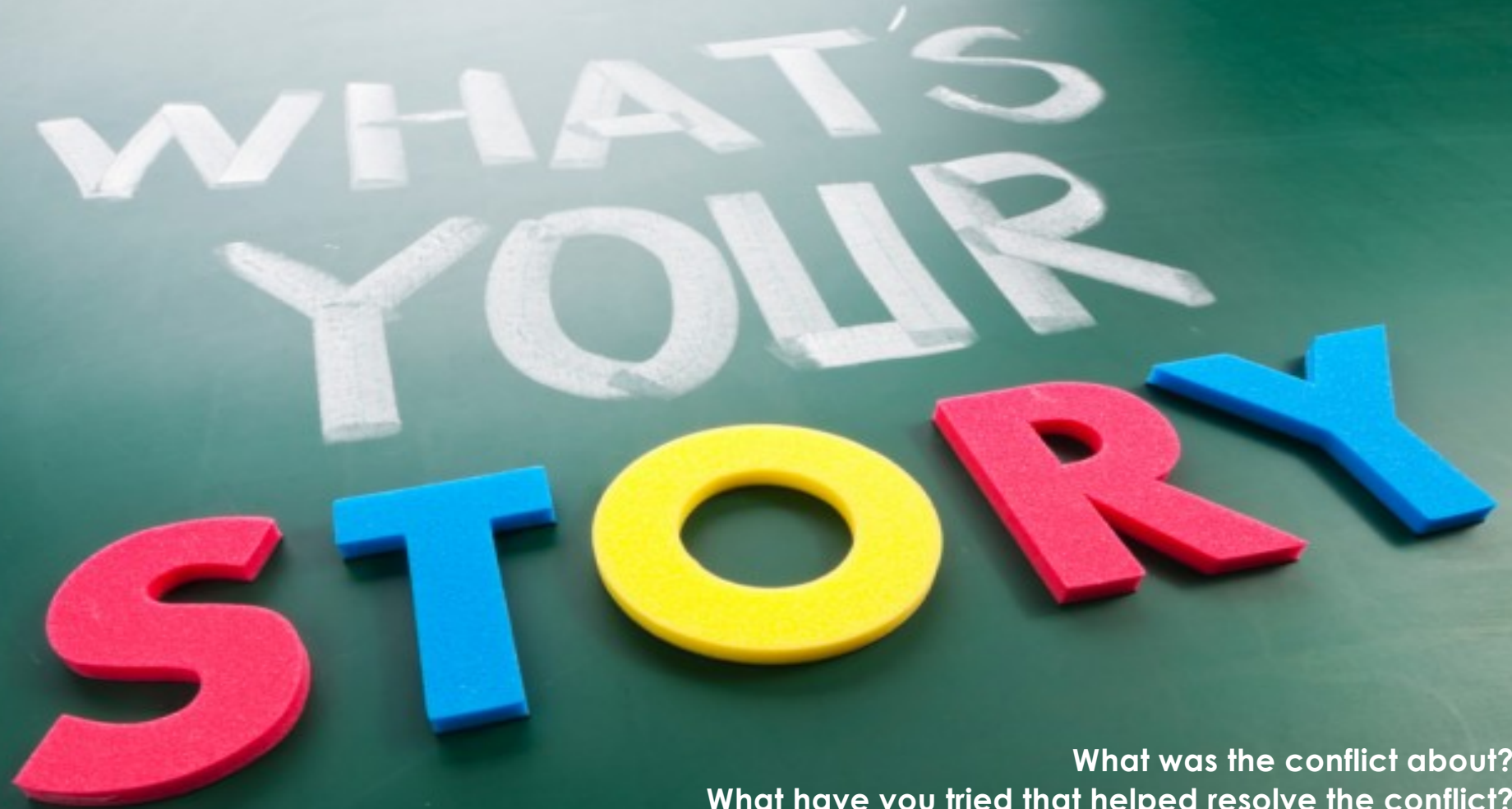
Associate Dean for Educational Quality Improvement



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WHAT'S YOUR STORY

What was the conflict about?
What have you tried that helped resolve the conflict?
If it remains unresolved, what do you think may be helpful?

There is nothing more
worthwhile and more
difficult than the
fundamental human task
of simply becoming
human.

John Macquarrie

Outline of Session

Learn

1

**Building Blocks
of Conflict
Dialogue**



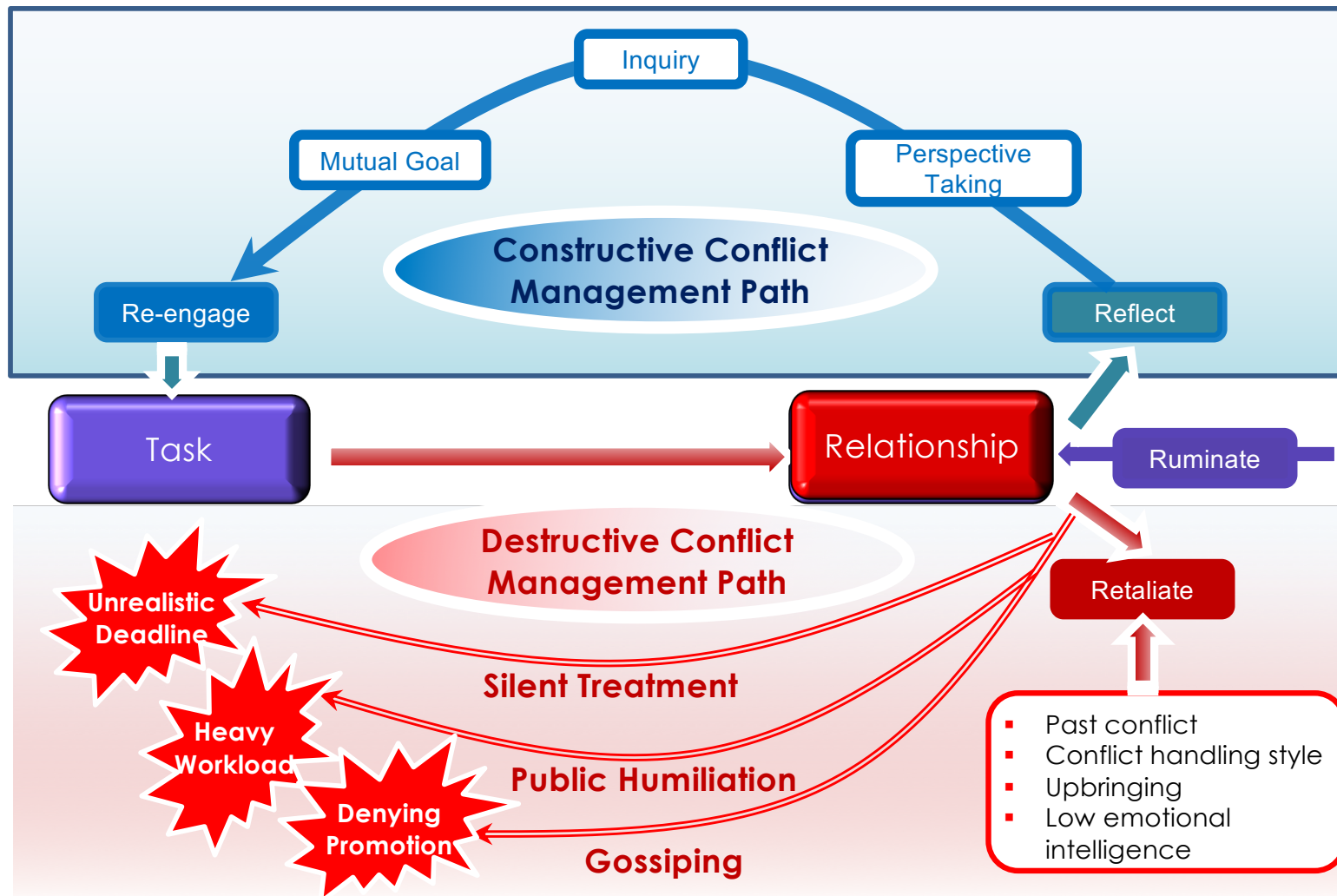
Practice

2

**HEAR
TELL
LEAP**



Type and Consequence of Interpersonal Conflict



Dialogue Skills for Resolving Interpersonal Conflict

- Conflict dialogue involves a set of complex skills
 - Story Telling + Story Listening
 - Expressing Emotion + Honoring Emotion
 - Advocating for My Interest + Promoting Mutual Interests
- Calls for life-long habit building to become a respectful and curious dialoguer.

Gift of Interpersonal Conflict =



New Learning
(me, you, issue)



Relationship Building

Building Blocks for Handling Conflict



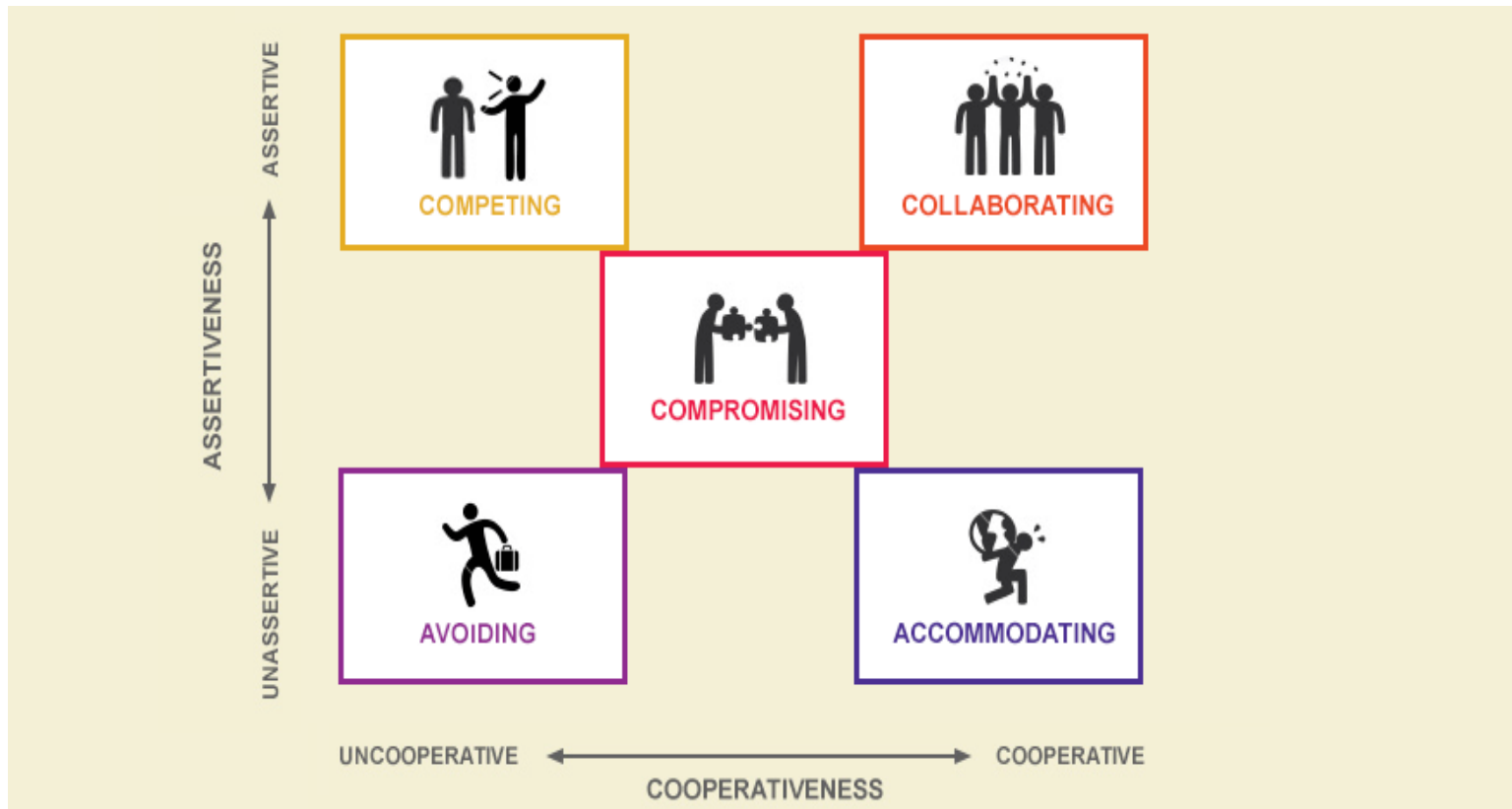
What Is My Conflict Handling Style?

What is My Relational Depth with the Individual I am in Conflict with?

What is the Emotion Underlying the Conflict?

How Do I Keep My Bias in Check towards to the Person I am in Conflict With?

What Is My Conflict Handling Style?



Source: <https://www.cpp.com/products/tki/index.aspx>

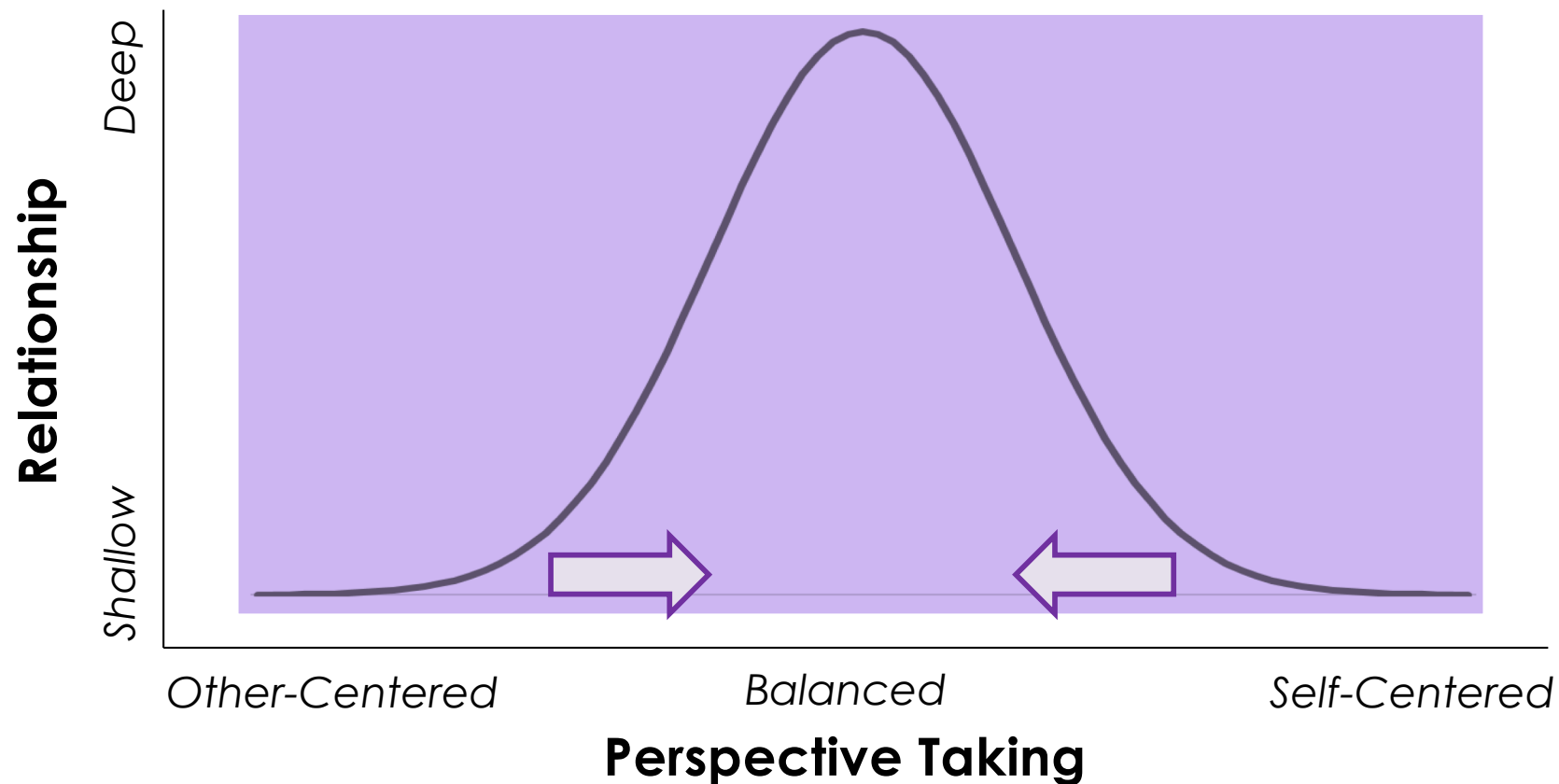
What Is My Conflict Handling Style?


Style	Observable Behaviors	Locus of Concern
Competing	Assertive, Uncooperative, Out there to win, Exert power, authority	ME > YOU
Accommodating	Unassertive, Cooperative, Yielding to Other's Will (against own will)	ME < YOU
Avoiding	Unassertive, Uncooperative, Sidestepping/Postponing Issues, Withdraws from Threatening Situation	ME YOU
Collaborating	Assertive & Cooperative, Explore Disagreement and Seek Insight, Concerned about Underlying Needs	ME = YOU
Compromising	Mildly Assertive & Cooperative, Can be Transaction Driven, Preferring Middle Ground, Expedient Solution	ME YOU



To what degree
does your conflict
handling style
facilitate or impede
learning from the
conflict?

What is My Relational Depth with the Individual I am in Conflict with?





What would make relationship building with your colleague a possibility?

Silent Treatment



Greetings

Public Humiliation



Public Praises

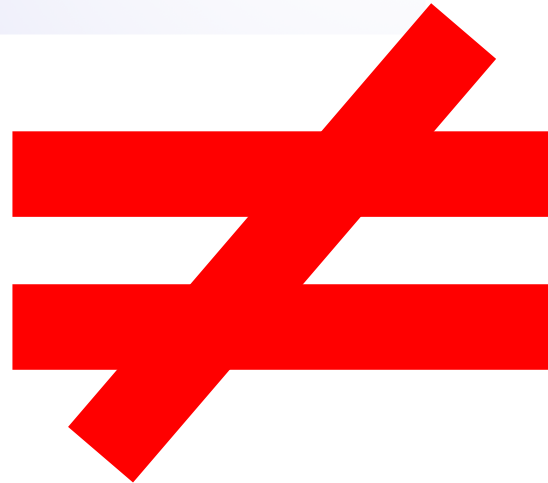
Gossiping



Direct Dialogue

What is the Emotion Underlying the Conflict?

Emotion



Noise

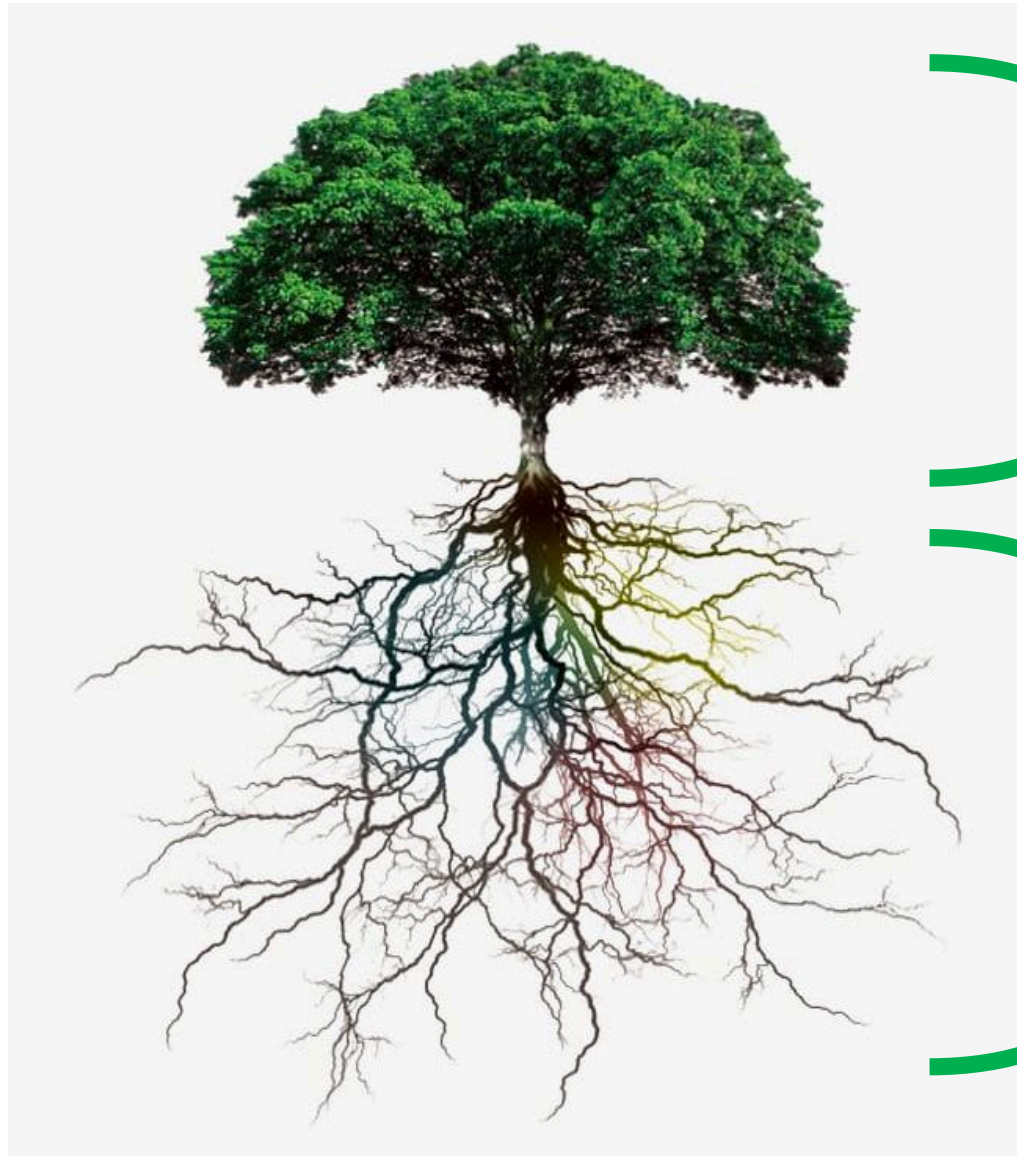
What is the Emotion Underlying the Conflict?

Emotion



Data

Story

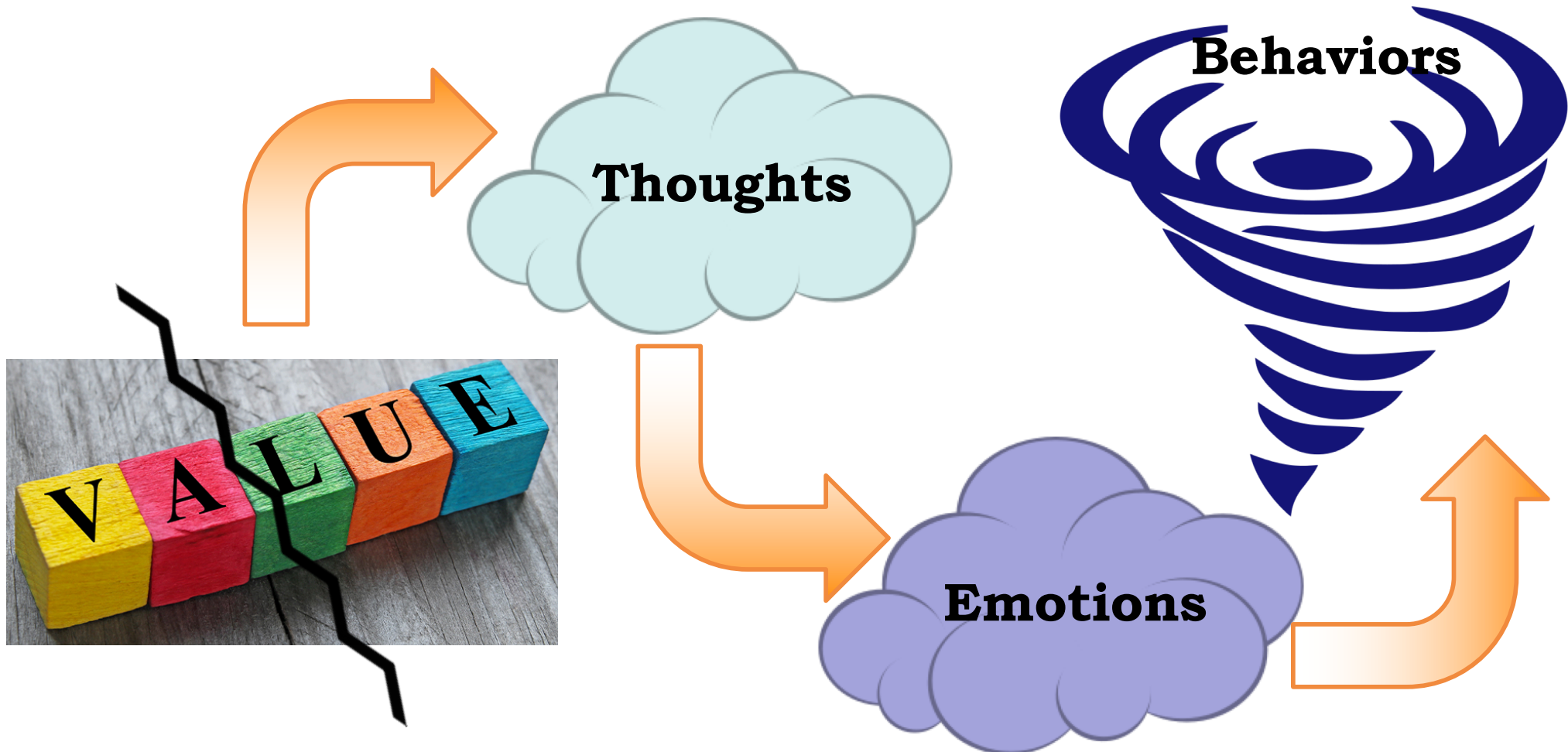


Emotion

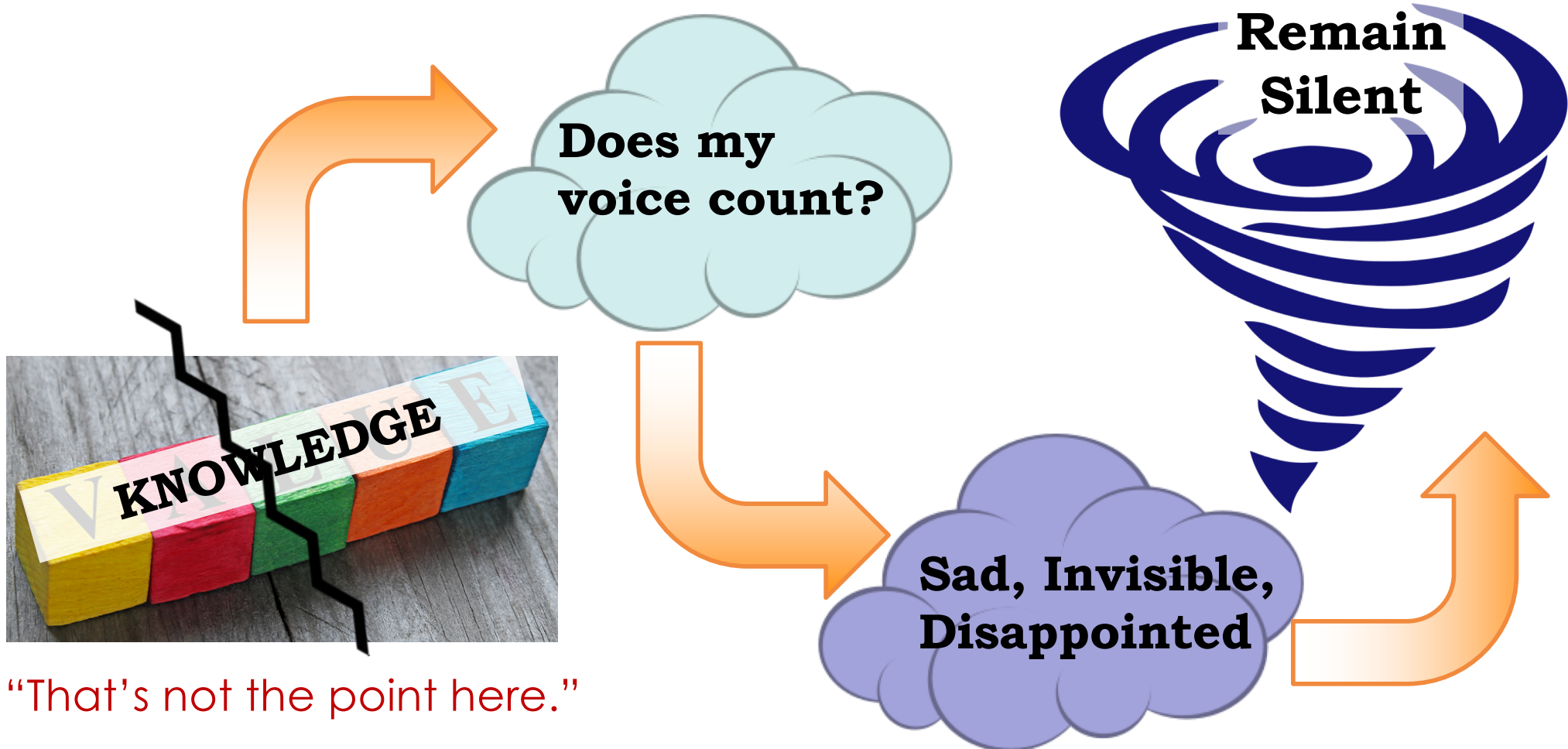
Value =

Honesty
Justice
Growth

What is the Emotion Underlying the Conflict?



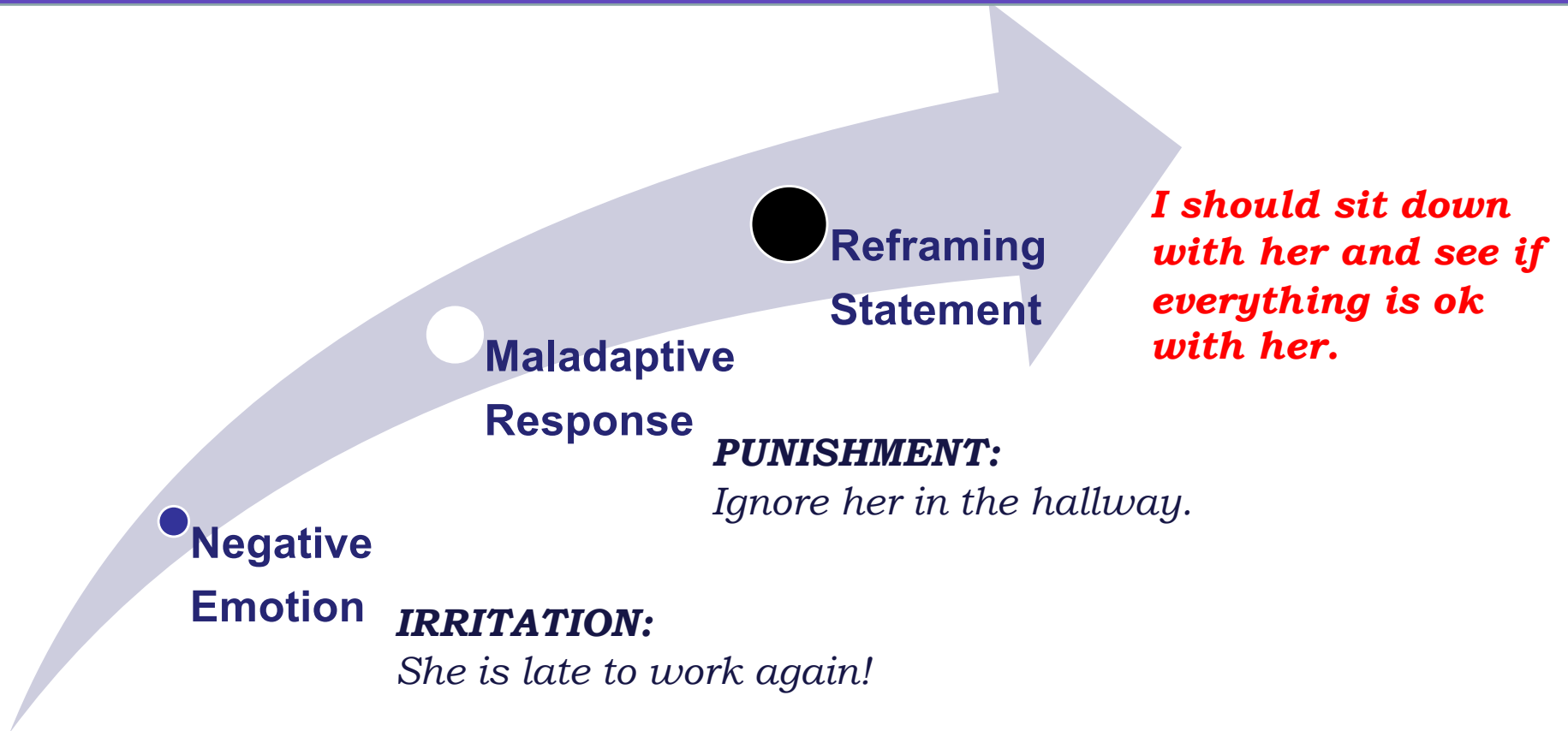
What is the Emotion Underlying the Conflict?



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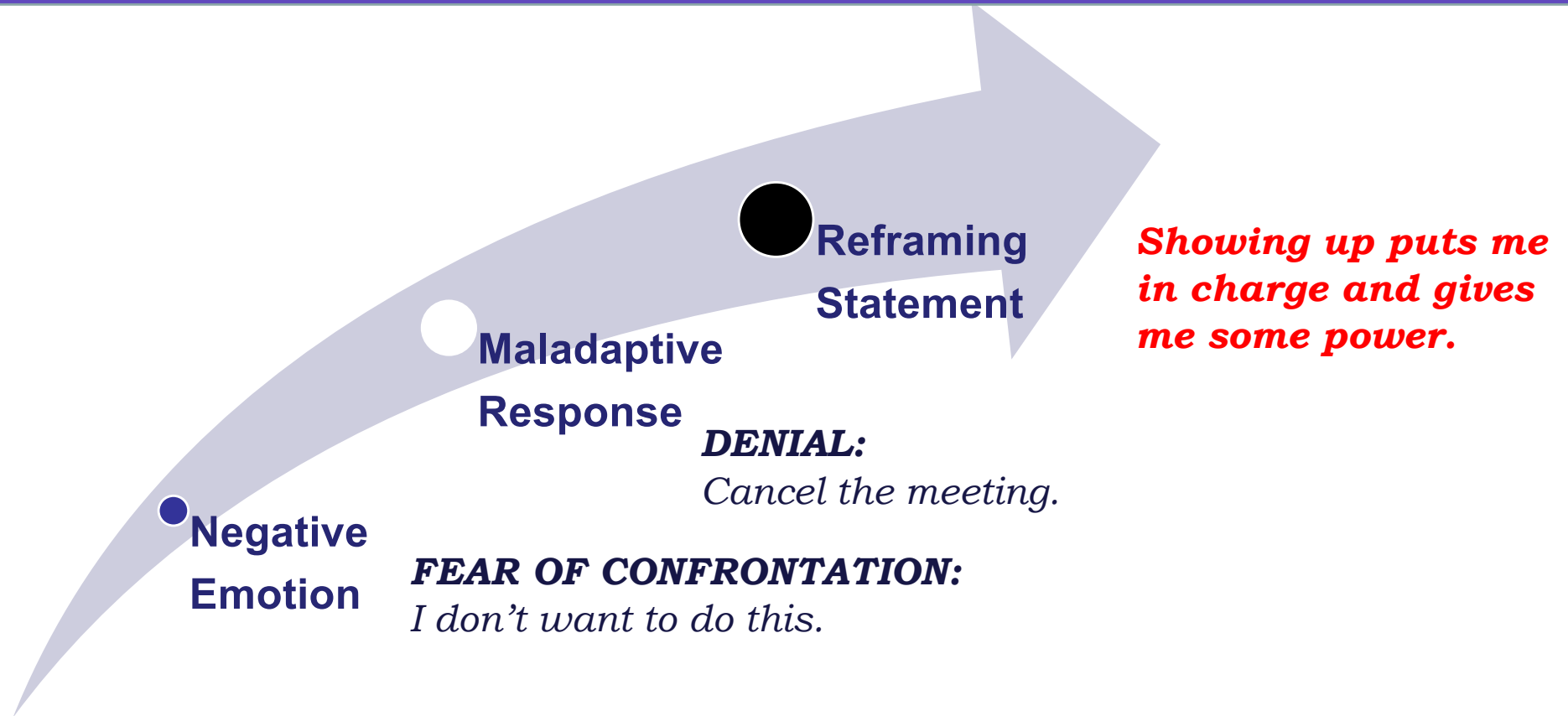


What is the Emotion Underlying the Conflict?



Goleman D, Langer E, Congleton C, McKee A. Harvard Business Review Emotional Intelligence Collection (4 Books)(HBR Emotional Intelligence Series). Harvard Business Press; 2017 Apr 18.

What is the Emotion Underlying the Conflict?



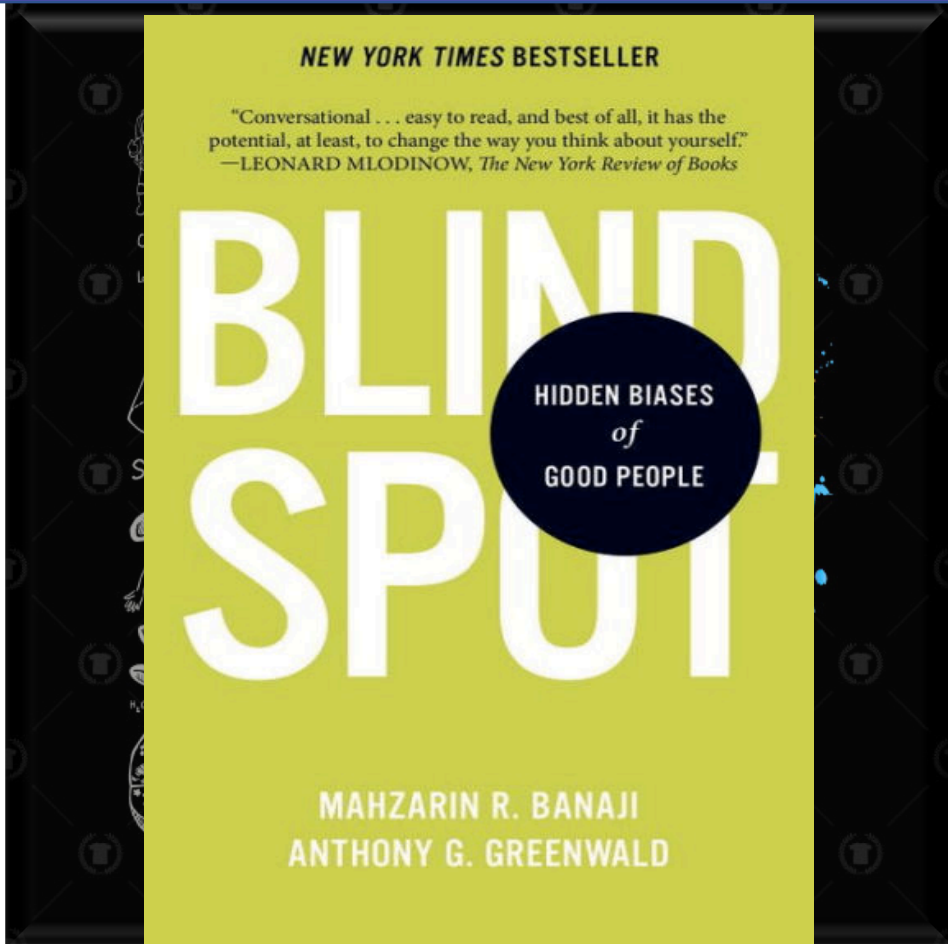
Goleman D, Langer E, Congleton C, McKee A. Harvard Business Review Emotional Intelligence Collection (4 Books)(HBR Emotional Intelligence Series). Harvard Business Press; 2017 Apr 18.



What value may be at play in the conflict between you and your colleague?

What is the emotion associated with the value?

How Do I Keep My Bias in Check?

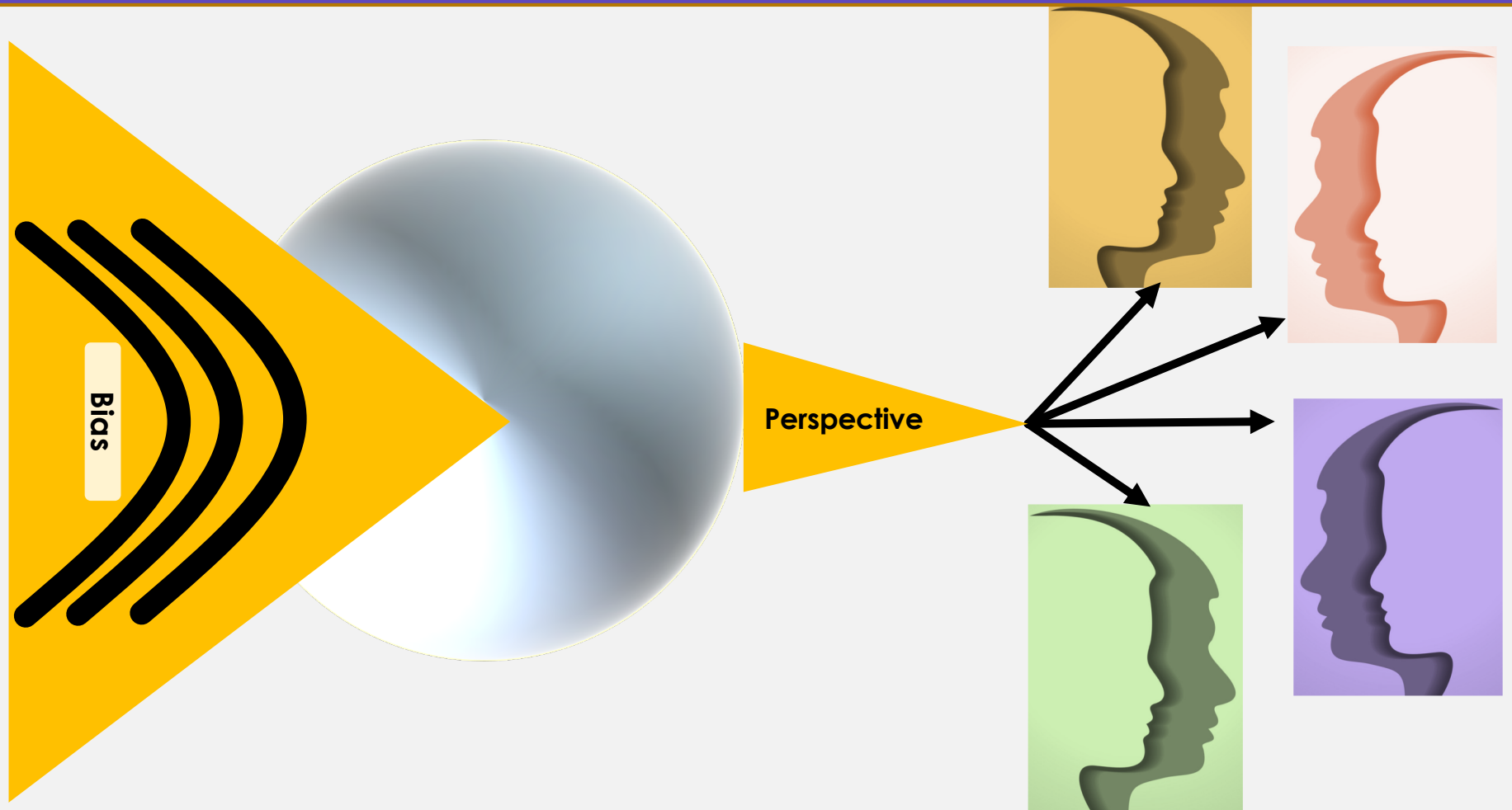


“Automatic associations, of which we may not be aware, that are difficult to control and may conflict with our professed beliefs and values.”

*Holroyd J, Scaife R, Stafford T.
Responsibility for implicit bias.
Philosophy Compass. 2017
Mar;12(3):e12410.*



How Do I Keep My Bias in Check?



Ladder of Inference

This guy needs a stinging rebuke.

He is lazy, unprofessional, because...

I can't let this slide by.

I only focus on the missed deadlines.

A staff member misses a deadline.

I believe I am right.

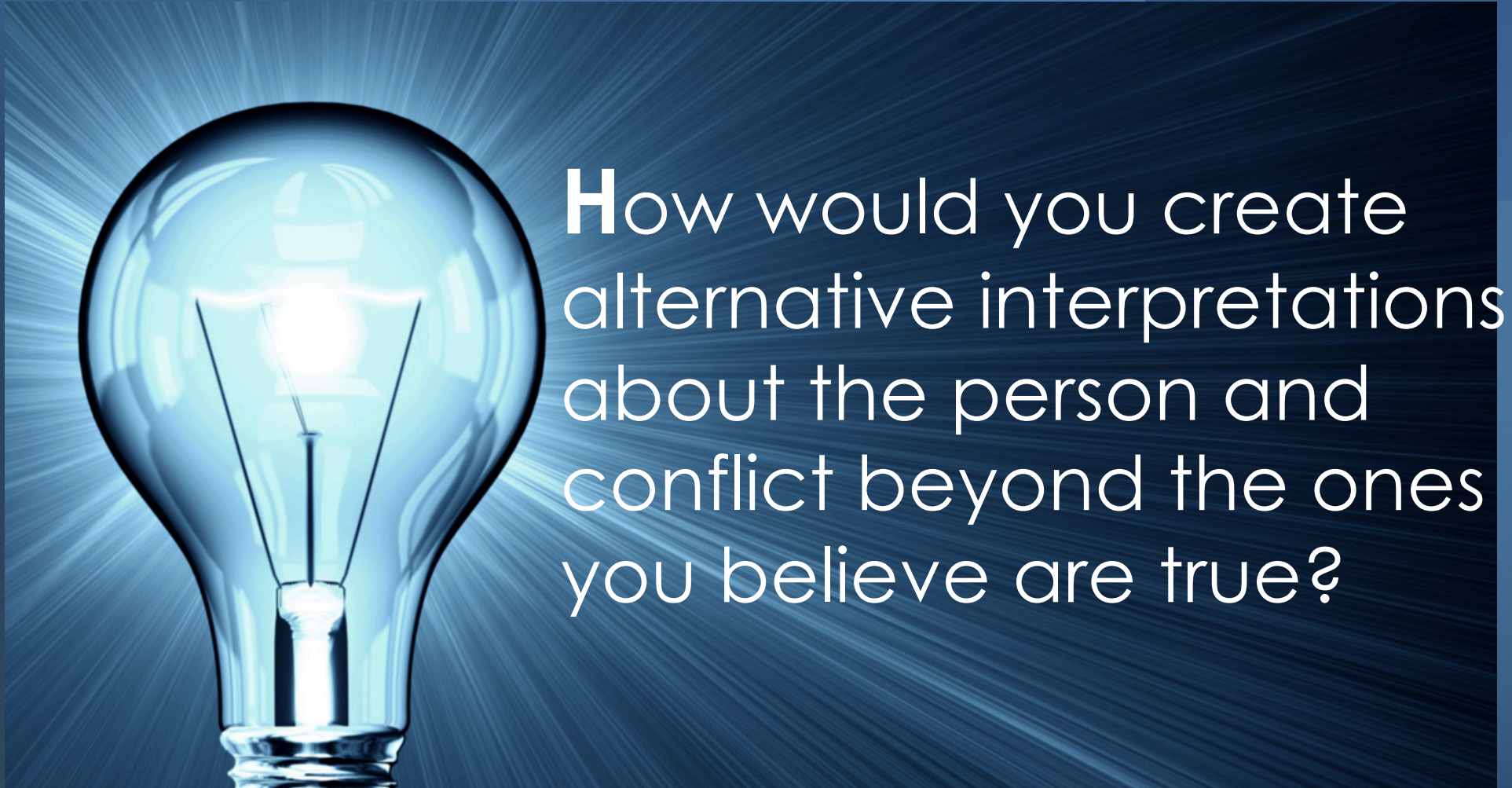
I draw a conclusion from the assumption.

I make an assumption about the information.

I assign meaning to the information.

I filter information.

I observe someone, something.



How would you create alternative interpretations about the person and conflict beyond the ones you believe are true?



breakout session

Please share in your group which of the four building blocks is helpful for uncovering the source of the conflict situation you are involved in.

Outline of Session

Learn

1

**Building Blocks
of Conflict
Dialogue**



Practice

2

**HEAR
TELL
LEAP**



Steward Your Words

He had had a habit throughout the twenty-seven years of making a narrow remark, which, like a plumber's snake, could work its way through the ear down the throat, halfway to my heart.

Wants by Grace Paley

The HEAR-TELL-LEAP Model

HEAR

Honor other's story first

Echo what I hear

Acknowledge my role;
apologize; ask for
clarifications

Remember the purpose of
the conversation



The HEAR-TELL-LEAP Model

TELL Thank the person for sharing their experience

Explain my perspective (Who, What, When, How, Why) → *The story I keep telling myself is...*

Let the person respond to me

Listen with respect and curiosity



The HEAR-TELL-LEAP Model

LEAP



List items of mutual interest

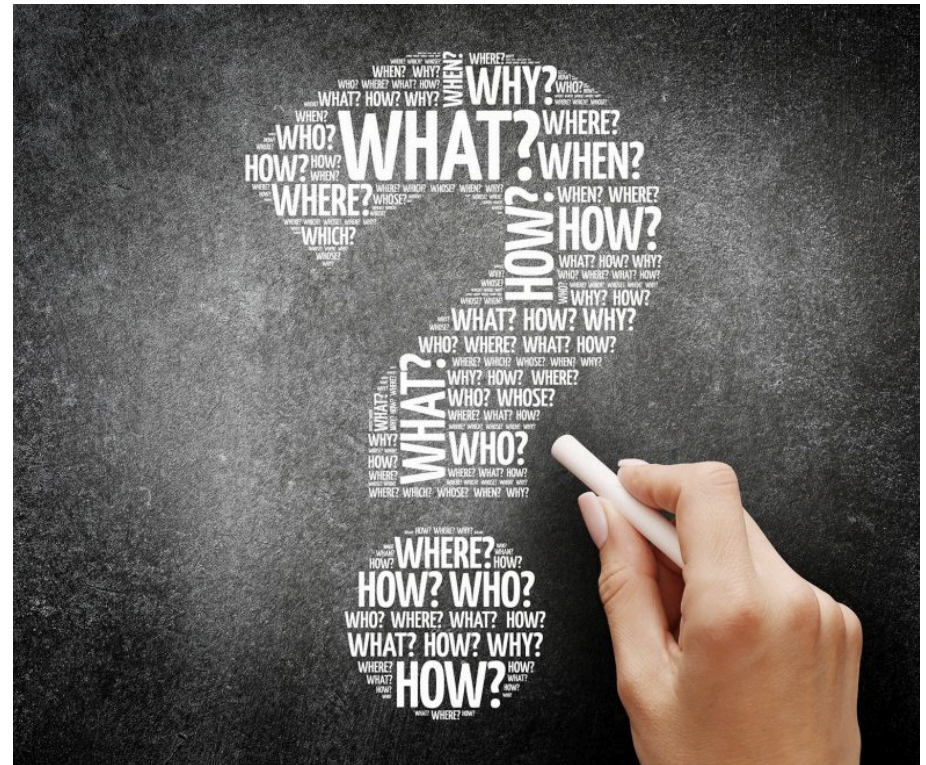
Explore options for pursuing mutual interest

Agree on how to follow up

Promise a change in me

Techniques for Posing Questions

- Avoid leading with *Why*.
- Open questions with *What, How, To What Degree, In What Way*.
- Replace statements with questions to demonstrate curiosity and desire for partnership.



Techniques for Posing Questions

Why did you miss the deadline?



What made it difficult for you to ...

Everyone agrees with me.



How did you arrive at your conclusion?

Why are you making things difficult?



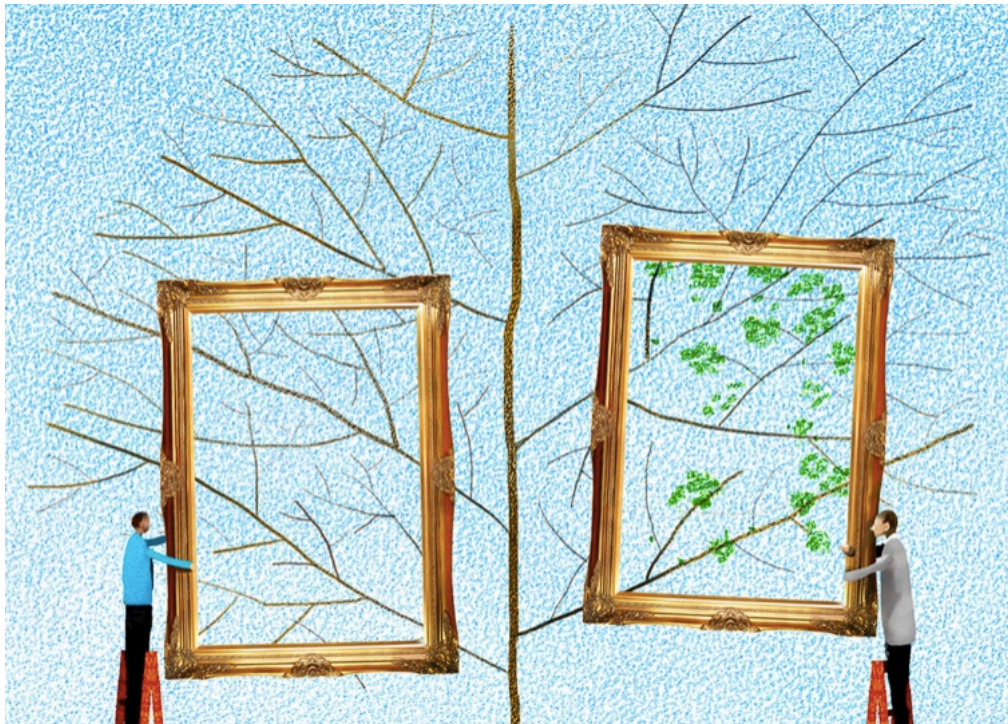
How do you see things differently?

You are being a roadblock.



I am curious, how do you think we could move forward?

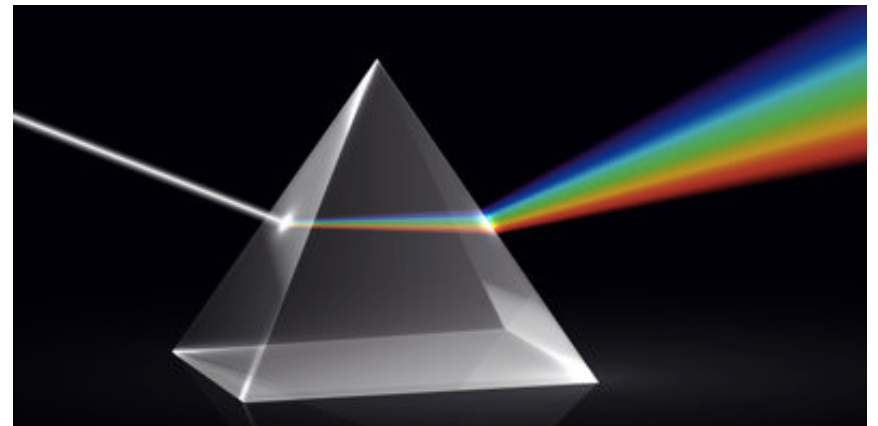
Techniques for Reframing



- Multiple purposes:
 - Shift negative perception into positive outlook
 - Re-direct past into future
 - Channel emotional responses into problem solving thinking or action steps

Tip: Speak to the person's underlying value

Techniques for Reframing



Techniques for Reframing

No one appreciates me here.



Being recognized for your work inspires you.

What's the point. No one cares about what I think.



You want your voice to count.

I don't care. Just get it done fast.



Handling this efficiently is important to you. Here is my concern...

You are biased because I am a person of color.



To be seen for who you are matters to you.

breakout session

- Select a conflict scenario to work on.
- What does the storyteller believe is the root cause of the conflict?
- What would the storyteller's colleague say about the situation?
- Make a list of questions the storyteller may pose to the colleague to expand perspectives on the conflict.
- Take one likely statement the colleague may say that is emotionally charged. How would the storyteller reframe this statement?

What Got Me Excited Lately?

- I called a camera shop in Seattle and discussed entry level camera models for me to learn photography. When I asked for the employee's name so I can look him up the next day at the store, he said, "Oh, I don't deal with beginners like you. There are a plenty of others who can help you.": **I hope one day I would be deserving of your expertise.**
- A staff member without consulting me re-wrote a report I had produced. I asked him to see me the next day.: **I am curious to know what led you to significantly revise the report.**
- "You are not listening to me. Thought you were a conflict resolution specialist.": **Thank you for bringing this to my attention.**

Thank<

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