

**FROM DISCORD TO HARMONY:  
FIVE STRATEGIES FOR MAKING  
YOUR WORKPLACE HUM**

Kentucky Association of State Financial Aid  
Administrators

Presented by: LaVena Wilkin, PhD

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**Conflict is.....**

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Although conflict exists everywhere, the cost of unmanaged or unproductive conflict is staggering

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**COSTS OF UNMANAGED CONFLICT**

- Wasted Time
- Loss of Skilled Employees
- Increased Health Costs
- Absenteeism
- Lawsuits
- Workplace Violence

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**CONFLICT MANAGEMENT SKILLS ARE AN ASSET**

- They help you
  - Control lost capital due to grievances, complaints, an litigation
  - Redirect human and financial resources toward prevention of disputes and improvement of communication
  - Help your company stay aligned with their organizational vision and mission

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**PARADIGM SHIFT**

<ul style="list-style-type: none"> <li>• <b>Traditional View of Conflict</b> <ul style="list-style-type: none"> <li>◦ Struggle</li> <li>◦ Scarcity</li> <li>◦ Power</li> <li>◦ Tension</li> <li>◦ Resentment</li> <li>◦ Competition</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• <b>New View of Conflict</b> <ul style="list-style-type: none"> <li>◦ Opportunity</li> <li>◦ Communication</li> <li>◦ Trust</li> <li>◦ Problem-Solving</li> <li>◦ Collaboration</li> <li>◦ Appreciation</li> <li>◦ Sharing</li> </ul> </li> </ul>
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**The P.E.A.C.E.© Model**

The P.E.A.C.E. Model of Conflict Management and Transformation

- Perception Clarification
- Empathetic Listening
- Appreciating Diversity
- Collaborative Problem-Solving
- Emotional Intelligence



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**PERCEPTION CLARIFICATION**

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**EMPATHETIC LISTENING**

Is not merely taking turns talking

Listen to understand, not to respond

Practice the platinum rule

View the world through the other person's lens

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### Difficult Conversations

- Examples:
  - What is important to you about this conflict?
  - What do you want the other person to understand about you that may facilitate resolution of the conflict?
  - What do you want to understand about the other person that will help you reach your goal?

(Noble, 2003)

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### APPRECIATE DIVERSITY

- Value
  - Ideas
  - Experiences
  - Knowledge
- Understand
  - Conflict Styles
  - Communication Styles



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***Each of us has two people: the person we like to think we are and the evil twin people have to work with" (Wall, 2006).***

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**AVOIDING**

The Turtle – (Lose/Lose) – Conflict?  
 What Conflict?

- Strategies –
  - Deny, withdraw, delay
  - Refuse to dialogue
- Appropriate When
  - Trivial issues or relationship
  - Lack of information
  - Highly emotional
- Inappropriate When
  - Habitually used
  - Dialogue would enhance the relationship



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**ACCOMMODATING**

Teddy Bear – (Lose/Win) – *Whatever you say*

- Strategies
  - Agree, appease, flatter
  - Prefer others force
- Appropriate When
  - Little investment in the issue
  - Little power
- Inappropriate When
  - Resentment builds
  - Used habitually



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**COMPETING**

Shark – (Lose/Win) – *Do it my way or not at all*

- Strategies
  - Control, coerce, fight
  - Use power
- Appropriate When
  - Emergency situation
  - Being right versus preserving the relationship
- Inappropriate When
  - Self-respect of others is sacrificed
  - Cooperation from others is important



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**COMPROMISING**

Fox – (Win some/Lose some) – *I will back off if you will back off*

- Strategies
  - Bargain, cajole, split the difference
  - Tolerates exchange of ideas
- Appropriate When:
  - Time or resources are limited
  - A solution is better than stalemate
- Inappropriate When
  - Finding creative solution is essential
  - Consequences of the outcome are not a resolution



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**COLLABORATING**

Owl – (Win/Win) – *My preference is .....What is your choice?*

Strategies


- Gather information
- Look for alternatives
- Engage in dialogue
- Welcome diverse ideas

Appropriate When

- Issues and relationships are important
- Creative solutions are necessary

Inappropriate When

- Time is short
- Issues are unimportant



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**COLLABORATIVE PROBLEM-SOLVING**

- Resolve Conflicts When They Occur
- Separate the Problem From the Person
- Focus on the Interests, Not the Positions
- Find Common Ground Through Constructive Dialogue
- Build a Collaborative Culture
- Employ Coaching Techniques

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## COLLABORATIVE PROBLEM-SOLVING

- Collaboration includes
  - Listening empathetically to understand
  - Caring (and showing it)
  - Treating people with respect
  - Telling the truth
  - Sharing information

*Collaboration breeds reciprocal trust that is the vital to individual, team, and overall organizational productivity*

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## Emotional Intelligence

*Emotional intelligence is the ability to monitor your own (and others) feelings and emotions, to discriminate among them, and to use this information to understand motivations and to make decisions.*

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## ANGER MANAGEMENT



Sometimes when you are angry with someone, it helps to sit down and think about the problem.

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**BEING GOOD ISN'T GOOD ENOUGH  
IF YOU CAN'T GET ALONG WITH  
PEOPLE**

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**P.E.A.C.E.© From Conflict**

- Recognize Conflict is Opportunity
- Realize Unmanaged Conflict is Costly
- Understand Conflict Styles
- Transform Conflict Styles Through Practicing P.E.A.C.E. ©



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**Questions**



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