







HOW DO YOU PREPARE FOR THE CONVERSATION?

- FOCUS ON THE PROBLEM, NOT THE PERSON
- DEVELOP YOUR PERSPECTIVE
- MAKE SURE THE TIMING IS RIGHT
- KNOW YOUR AUDIENCE
- CONFLICT DOES NOT HAVE A CLEAR CUT ANSWER

CONFLICT MANAGEMENT STYLES

- DOMINATOR
- AVOIDER
- COMPROMISER
- PROBLEM SOLVER

CONFLICT MANAGEMENT STYLES

- I WIN - YOU LOSE (DOMINATOR) – POSITION POWER IS INVOLVED, RESULTS IN ANGER AND RESENTMENT
- YOU WIN - I LOSE (AVOIDER) – RESULTS IN AVOIDANCE AND WITHDRAWAL
- I LOSE - YOU LOSE (COMPROMISER) – HOW MOST CONFLICT ENDS
- I WIN - YOU WIN (COLLABORATOR) – CONFRONTATION BUT IT IS DIRECTED AT THE PROBLEM, NOT THE SYMPTOMS

THE ABILENE PARADOX

- REFLECTIONS BY JERRY HARVEY
- THE TRIP TO ABILENE
- WHO WINS WHEN EVERYONE ASSUMES OR MISCOMMUNICATES?
- HARVEY SUGGESTS THAT PROBLEM IS NOT CONFLICT MANAGEMENT, BUT AGREEMENT MANAGEMENT

THE ART OF *DEFLECTING*

- ROOTED IN THE MARTIAL ART, JUDO.
- PHYSICAL, MENTAL AND MORAL PEDAGOGY.
- PRINCIPLES OF MAXIMUM EFFICIENCY, MINIMUM EFFORT, AND, MUTUAL WELFARE AND BENEFIT.
- SOFTNESS CONTROLS HARDNESS – "IN SHORT, RESISTING A MORE POWERFUL OPPONENT WILL RESULT IN YOUR DEFEAT. WHILEST ADJUSTING TO AND EVADING YOUR OPPONENT'S ATTACK WILL CAUSE HIM TO LOSE HIS BALANCE, HIS POWER WILL BE REDUCED, AND YOU WILL DEFEAT HIM."





THE ART OF *DEFLECTING*

- CONVERSATIONAL STRATEGY. USE A GENTLE WAY OF GETTING THROUGH CONFLICT TO A RESOLUTION.
- PROFESSIONAL SKILL. THIS MAY BE TAUGHT AND PRACTICED OR FORGOTTEN AND IGNORED. (HINT: ONLY ONE IS ACTUALLY HELPFUL IN OUR JOBS)
 - PROFESSIONAL APPLICATIONS
 - CLIENT – ADVISOR RELATIONSHIP
 - PEER – PEER RELATIONSHIP
 - MANAGER – SUBORDINATE RELATIONSHIP

“TACTICAL” COMMUNICATION STYLE

- ADOPTION OF A *PERFORMING LANGUAGE*
 - YOU ARE NEVER *JUST* “TALKING”
- REQUIRES THAT YOU KEEP “YOUR STUFF” OUT OF IT
- CONSCIOUS, AWARE DECISION, THAT REQUIRES YOU TO KEEP TABS ON YOUR INTERNAL PROCESSES *AT ALL TIMES*
- GOALS OF THIS COMMUNICATION STYLE:
 - EMPATHY
 - OPTIONS
 - CONTROL (OF ONESELF)

EMPATHY

- LOOK THROUGH THE EYES OF THE OTHER PERSON AND ASK:
 - WHAT DO THEY HAVE TO LOSE?
 - WHAT IS THEIR PAIN?
 - WHAT IS THEIR FEAR?
- COMMUNICATE THAT YOU CARE.
- NOT ONLY A *GOAL*. THIS IS ALSO A COMMUNICATION SKILL.

EXPLORING OPTIONS

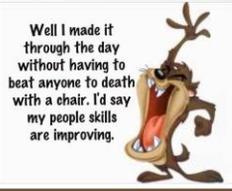
- PRESENT OPTIONS, PARTICULARLY AFTER ESCALATION.
- PROVIDES THE OTHER PERSON WITH A CHANGE TO "SAVE FACE."
- ESTABLISHES YOUR ALLY-HOOD: "I WANT TO HELP YOU, AND THERE ARE ALWAYS OPTIONS WE CAN DISCUSS."
- HELPS TO BUILD TRUST AND PROVE THAT YOU ARE ENGAGED IN THE SITUATION.

SELF CONTROL

- CRITICAL THAT YOU REMAIN IN CONTROL OF YOUR EMOTIONS.
- IF SUCCESSFUL, YOU WILL STOP TRYING TO *CONTROL THE CONVERSATION* AND INSTEAD ADAPT TO THE NEEDS OF THE OTHER PERSON.
- ACKNOWLEDGING THE TENSION CAN HELP YOU KEEP YOUR EMOTIONS FROM TAKING OVER.
- THERE IS NOTHING WRONG WITH SHOWING THAT YOU ARE *HUMAN* IN FRONT OF AN "OPPONENT."

STRATEGY: L.E.A.P.S.

- LISTEN (ACTIVELY)
- EMPATHIZE
- ASK QUESTIONS
- PARAPHRASE
- SUMMARIZE



LISTEN

- ACTIVE LISTENING REQUIRES... WELL... ACTIVITY.
 - LISTEN FROM BEGINNING TO END.
 - ENGAGE THE SPEAKER: "LET ME MAKE SURE I UNDERSTOOD WHAT YOU JUST SAID"
 - SHOW CURIOSITY; INQUIRE.
 - CONSIDER THE VALUE OF SILENCE.

EMPATHIZE

- EXPRESS CONCERN, DON'T JUST FEEL IT.
 - MENBARIAN'S 7-30-55 RULE
 - AGREE OR ACKNOWLEDGE A VALID POINT BEING MADE (HELPS IN DE-ESCALATION)
- BE VERY CAREFUL THAT YOU ARE GENUINE. SOUNDING FALSE (OR PATRONIZING) WILL RESULT IN ESCALATED TENSION.
 - "THAT MUST BE FRUSTRATING..."
 - "I KNOW THAT THIS CAN BE A CONFUSING PROCESS..."
 - "I'M GOING TO HELP YOU SORT THIS OUT..."



ASK QUESTIONS

- SHOWS ENGAGEMENT AND CURIOSITY. AN EXTENSION OF ACTIVE LISTENING.
 - "CAN YOU SHARE WITH ME WHEN YOU GOT THAT EMAIL?"
 - "HOW DID YOU FOLLOW UP WITH THAT STUDENT?"
 - "WERE YOU WORKING WITH A PARTICULAR SUPERVISOR ON THAT?"
- HELPS SUBTLY DIRECT THE CONVERSATION TOWARDS PRODUCTIVE PATHS THAT MAY HAVE OPTIONS AVAILABLE.

PARAPHRASE



- "I WANT TO MAKE SURE I AM UNDERSTANDING THIS CORRECTLY. IT SOUNDS LIKE WHAT YOU ARE DESCRIBING IS..."
- "JUST SO I AM CLEAR, DID I UNDERSTAND YOU TO SAY THIS HAPPENED LAST WEEK?"
- REMEMBER: NOBODY LISTENS BETTER THAT TO *HIS OR HER OWN POINT OF VIEW*. USE THAT TO YOUR BENEFIT.
- WHEN YOU ARE PARAPHRASING, THEY ARE LISTENING. BONUS!

SUMMARIZE AND GET TO THE OPTIONS

- "DOES THIS SOUND LIKE AN ACCURATE SUMMARY OF WHAT YOU ARE SAYING?"
- "WELL, THERE ARE A FEW OPTIONS WE CAN CONSIDER HERE."
- "TO LIKE TO HELP MOVE YOU FORWARD TOWARDS A SOLUTION TO THIS SITUATION."
- "IS THERE ANYTHING ELSE I CAN HELP YOU WITH TODAY?" (NOT JUST A GESTURE...MEAN IT!)

RESOURCES

- KRISSEY BHAUMIK, ASSOCIATE DIRECTOR, UNIVERSITY OF MICHIGAN
- THE ABILENE PARADOX, JERRY HARVEY
- DEANNA CLINGAN-FISCHER, IOWA STATE UNIVERSITY OMBUDS OFFICER
