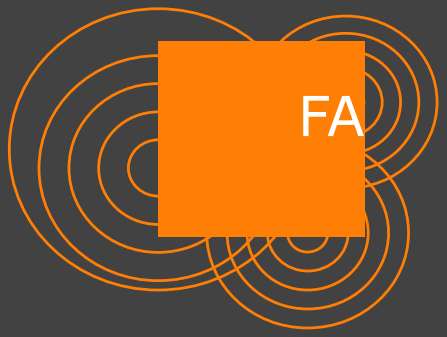
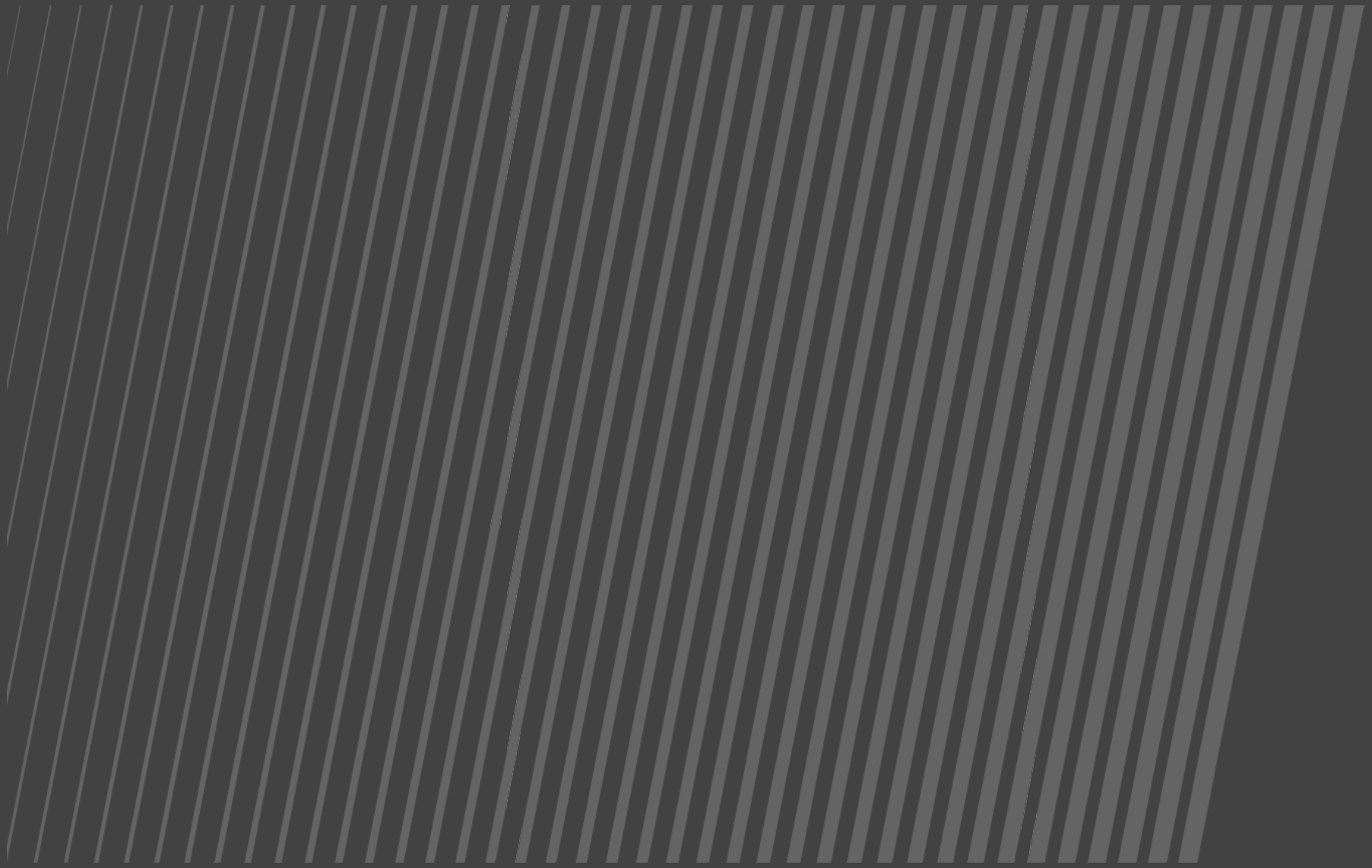


Conflict Resolution
Dealing With Difficult People

Forum Perpustakaan Perguruan Tinggi Indonesia – DKI Jakarta

6 October 2010

Lesson 1: Welcome & Introduction



Introduction

- Facilitator
- Participants – line up based on date and month

Agenda

08:00 – 09:00	Welcome & introduction
09:00 – 09:30	What is conflict
09:30 – 10:30	Type of conflict
10:30 – 10:45	Break
10:45 – 11:15	The agreement frame
11:15 – 11:45	Ten commandments of change
11:45 – 12:15	Preventing problems
12:15 – 13:15	Lunch
13:15 – 14:00	Dealing with problems
14:00 – 15:00	Causes of difficult behavior
15:00 – 15:15	Break
15:15 – 16:00	The five step process
16:00 – 16:30	Changing yourself
16:30 – 17:00	Wrap up & program closing

Practical information

- ✓ Attendance list
- ✓ Coffee breaks
- ✓ Lunch
- ✓ Toilets
- ✓ Certificate of completion

Ground Rules

- ✓ Actively participate, share knowledge and experiences
- ✓ Return from breaks and exercises on time
- ✓ Respect confidentiality
- ✓ Ask questions
- ✓ HP/BB on silent mode
- ✓ Open minded
- ✓ Use the parking lot - Any discussion items that cannot be answered during the course of this workshop will be placed in a “parking lot” and addressed later

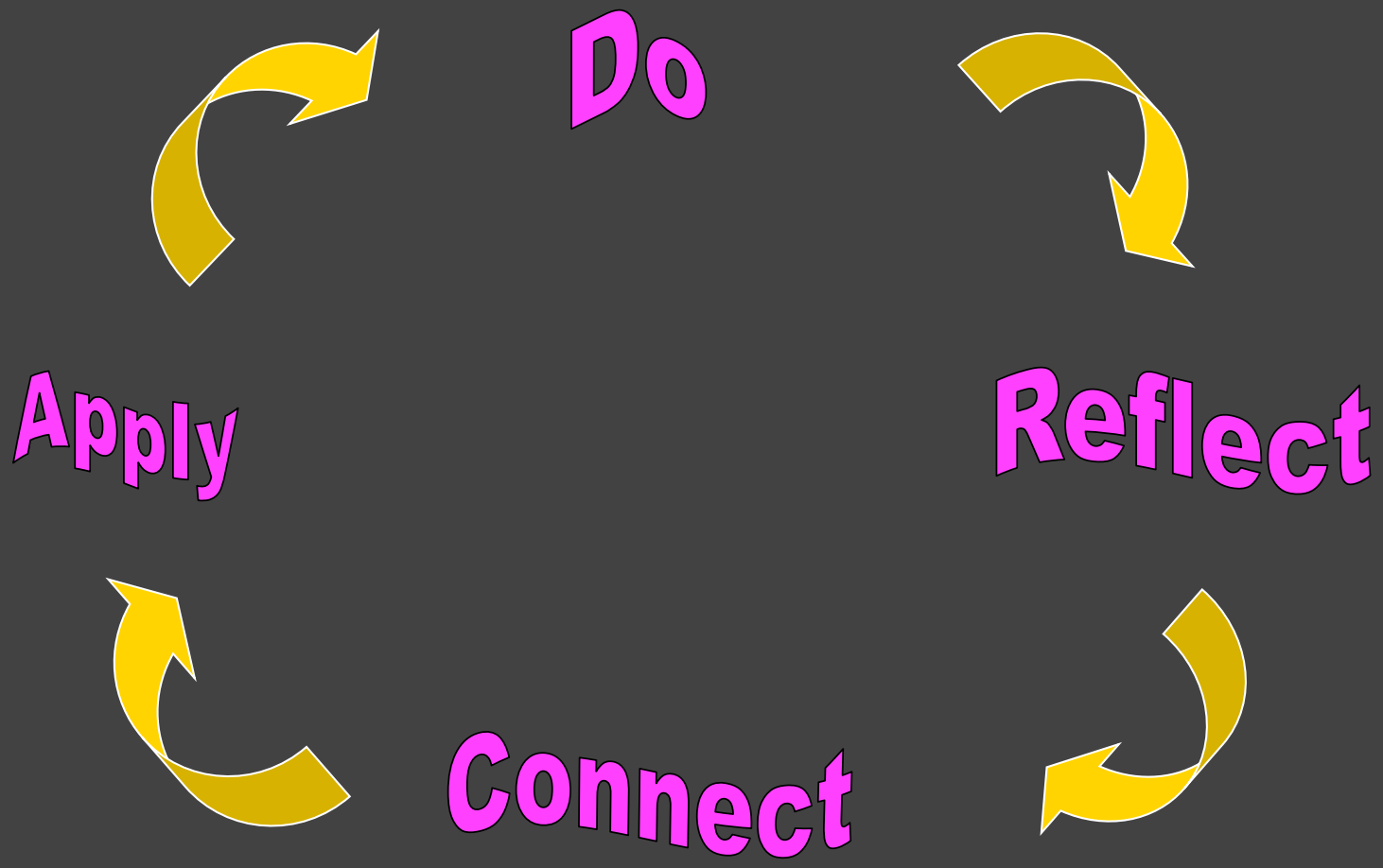
Workshop objectives

- Memahami apa yang dimaksud dengan konflik dan mengapa konflik terjadi
- Mengenali sikap anda terhadap konflik dan akibatnya terhadap orang lain
- Menemukan teknik baru yang efektif dalam menghadapi orang yang sulit
- Membangun strategi untuk mengatasi situasi sulit
- Mengenali saat dimana anda sebaiknya menerima keadaan dan membiarkan waktu yang menyelesaikan masalah tersebut

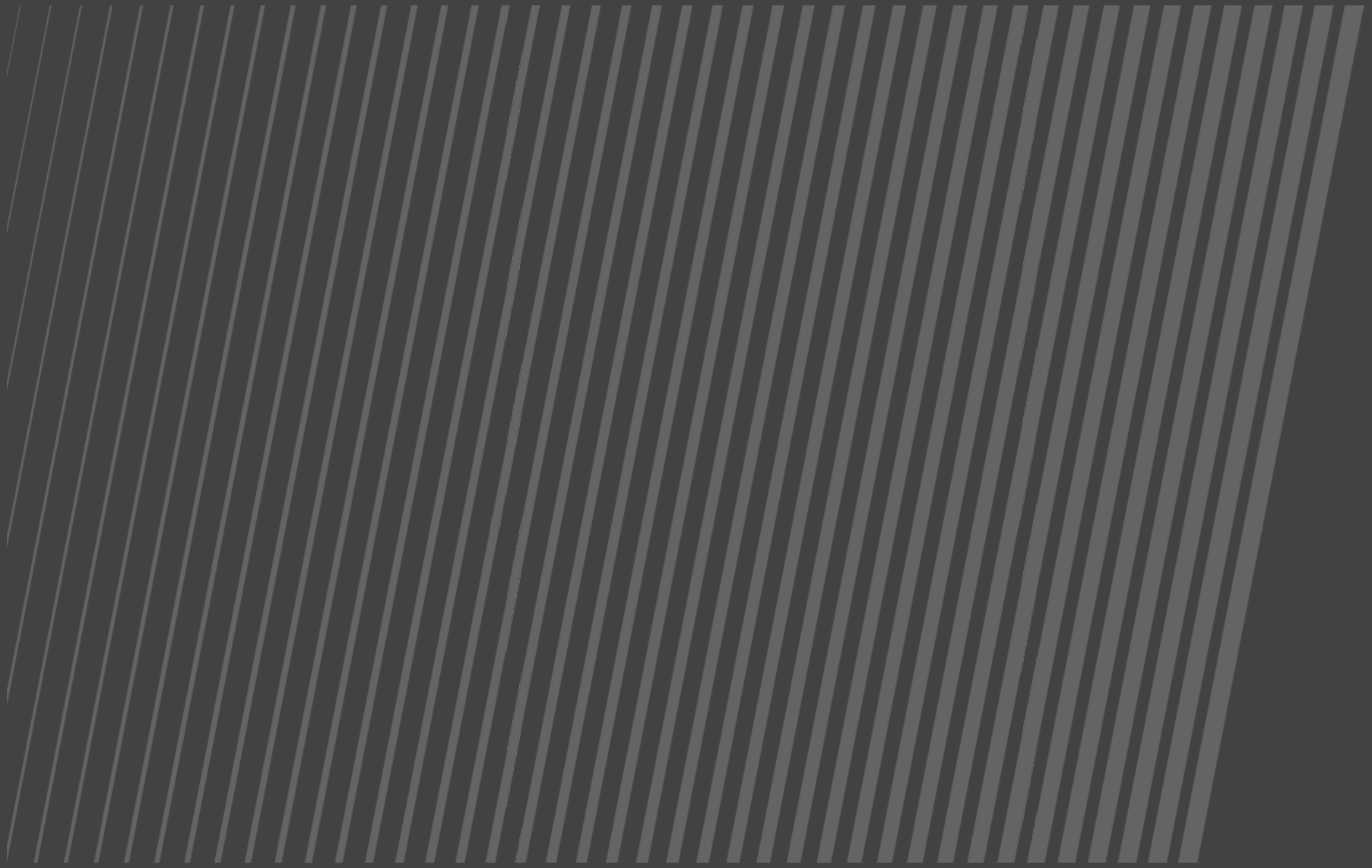
Participants objectives

- Write down one objective from attending this workshop in a piece of post it paper
- Put your post it on to pre-prepared flipchart

Course Style



Session 2: What is conflict



Group activity

- Create your flip chart by expressing what comes to your mind when you hear the word “conflict”
  - Use color
  - Use illustrations, symbols, mappings, etc.
  - Be creative
  - This is not an art competition!
- Be prepared to explain why

Belanda Case

Dalam suatu rapat dibicarakan masalah yang bersifat confidential. Peserta rapat yg menyebarluaskan isue tersebut yang akhirnya menjadi gosip dan cerita yang tersebar melenceng jauh dari isue yang sebenarnya.

Akibatnya: ketidaknyamanan bagi semu pihak.

Tindakan yang sudah diambil: belum ada

Australia Case

“Mau tau saja urusan orang”

Contoh:

Kepala bagian dipanggil oleh pimpinan menimbulkan gosip di lingkungan karyawan.

Ada kolega yang pergi menghadiri seminar menjadi bahan pembicaraan.

Kejadian2 kecil menimbulkan kecurigaan.

UK Case

Conflict with one of the employee who can't work with a team which then lead to the ineffectiveness of the team results. Can do the job assigned to him/her.

Yang sudah dilakukan: memberi kesempatan kepada staf yang bersangkutan untuk menangani suatu project tertentu namun ternyata tidak bisa melakukannya.

Italy case

Tidak bisa bekerja sama dalam tim, dan ada perlakuan diskriminatif meskipun orang yang bersangkutan tidak terkait dengan siapa-siapa. Ego tinggi, serba tau, menganggap kecil ide orang lain namun masih ditoleransi oleh pimpinan. Membuat rekan sekerja tidak nyaman.

Spain case

Cultural and communication conflict. Menempatkan orang asing di beberapa unit tertentu. Misalnya: pengumuman harus selalu dalam bahasa Inggris; menyamakan persepsi, staf memanfaatkan perbedaan bahasa sebagai alasan untuk tidak berkomunikasi scr efektif.

Session 2: What is conflict

Definition of conflict

- Conflict is anything that disrupt routine
- Conflict is also the hostility caused when you strived for the outcomes you prefer, and thus prevent others from getting the outcome they want.

What constitutes a difficult situation for you?

How do you normally deal with difficult situations?

Assumptions

Many organization/managers make the following assumption. Do you agree or disagree? Why or why not?

1. Conflict is avoidable
2. Conflict produces inappropriate reactions by the persons involved
3. Conflict creates a polarization within organization

What is the effect of conflict

Conflict can have either constructive or destructive effects, and we must have a good sense as to when it is something we want to eliminate and when it is something we want to build on.

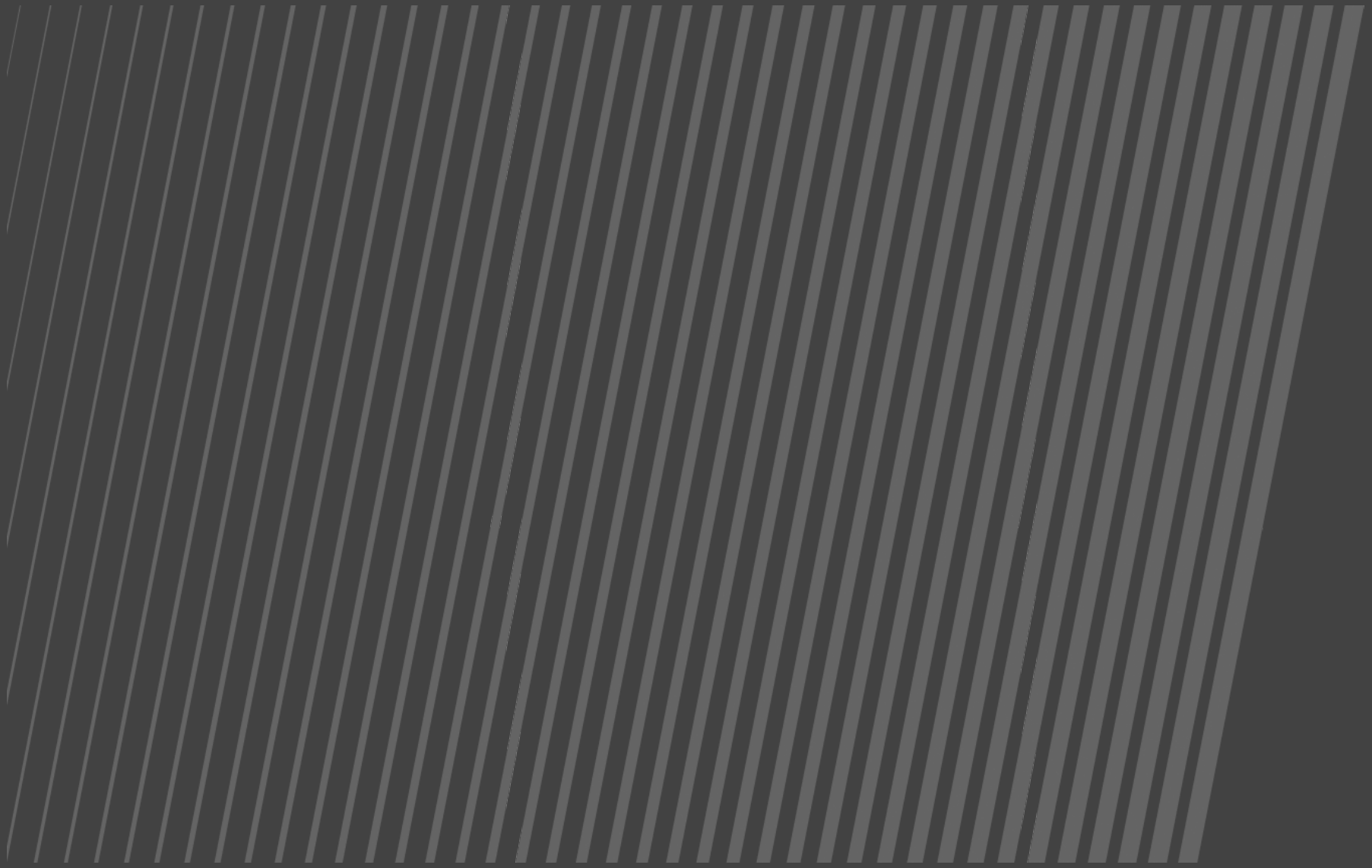
Negatives	Positives
?	?
?	?
?	?
?	?
?	
?	

What is the effect of conflict

Conflict can have either constructive or destructive effects, and we must have a good sense as to when it is something we want to eliminate and when it is something we want to build on.

Negatives	Positives
Broken relationships	Helps people see other options or points of view
Work disruption	Clears the air
Can create barriers not there before	Encourages creativity
May cause people to leave work they enjoy	Leads to better decision-making
May lead to bad decisions	
Can be expensive	

Session 3: Type of conflict



Session 3: Type of conflict

Researchers tell us we can experience three different types of conflict:

1. Inner conflict
2. Interpersonal conflict
3. Group conflict

Inner conflict

- ✓ Difficult to recognize
- ✓ Difficult to live with
- ✓ often about questions of integrity, values, and ethics—about doing the right thing versus what you want to do.

Example:

Career vs family

Go or no go

Different opinion with your boss

New opportunity vs fear of failure

Externalising inner conflict

Objective

- Participants to present two sides of a subject which can become an internal conflict and resolve it with the help of another delegate.

Setup

- Divide the groups into pairs.
- Ask the pairs to sit facing each other.
- Allocate a subject which can commonly become a reason for internal conflict to each pair. Delegates are also free to choose a subject of their own. Examples of such subjects are:

  Shall I go to work with my car or with public transport?

  Shall I eat fast food, or light salad?

  Shall I allow my son to rent a room or ask him to live with us, his parent?
- One person in each pair should take one side of the conflict while the other person should take an opposite side.
- They should then proceed to voice their differences and attempt to resolve the conflict.
- Each person has 1 minute to present his case to the other person.
- After they have presented their cases, they have 5 minutes to discuss it further through a constructive conversation.
- Follow with a discussion

Interpersonal conflict

- This is conflict between two or more people, and it may be caused by a number of different factors.
- Some of the factors you can include: personality clashes, culture clashes, value clashes, breakdown in communication, and sometimes workplace policies and practices that create conflict.

Root Causes of Interpersonal Conflict

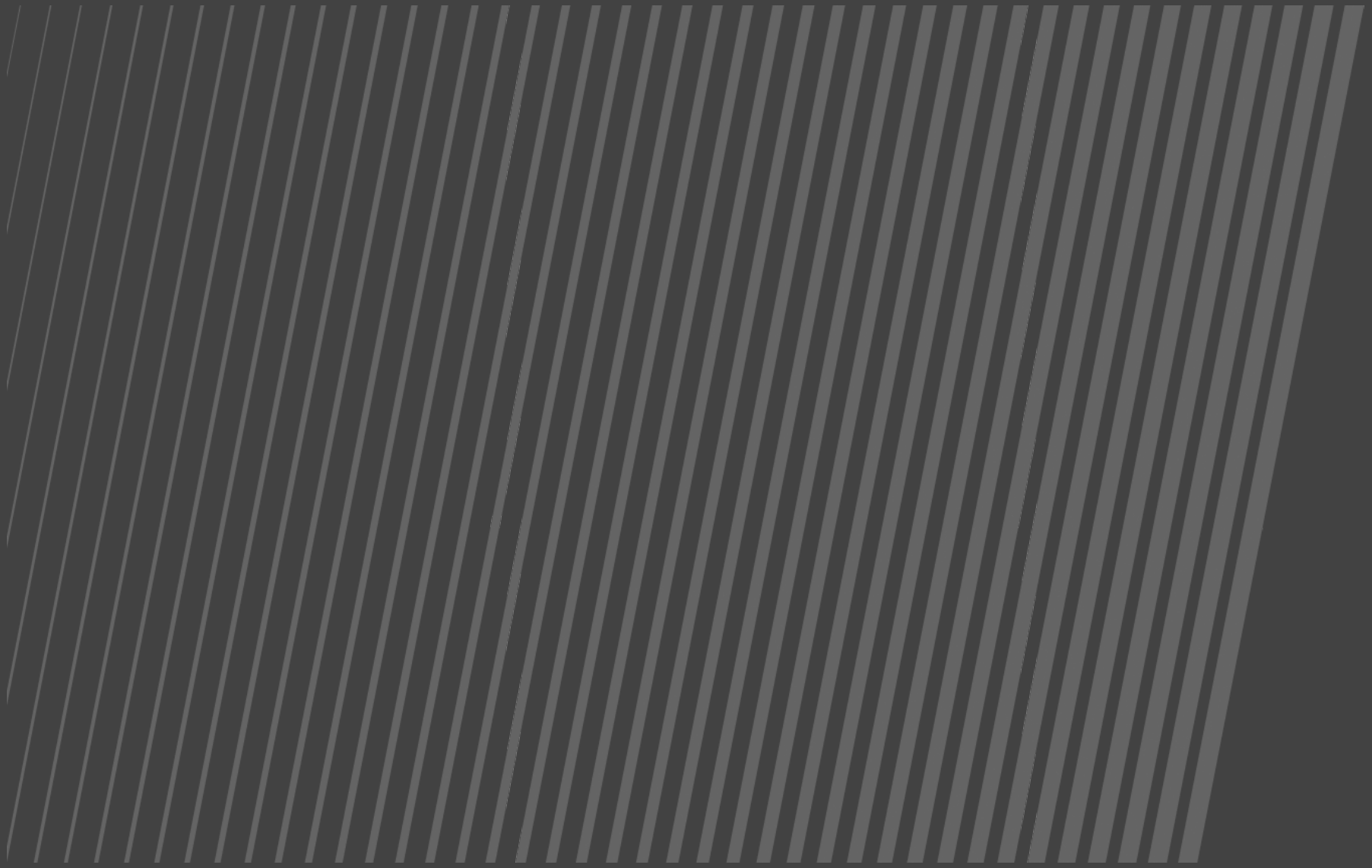
We generally respond best to people who are most like us because we can understand their behavior better. However, when people are different from us, because of their communication style, their need for details, or the time they need to make a decision, we don't understand them or trust them as much.

Group conflict

This is conflict between two or more group, and it may be caused by a number of different factors.

What are some factors you may have seen?

Session 4: The agreement frame



Personal Styles when dealing with conflict – Thomas - Killman

Kenneth Thomas and Ralph Kilmann

1. Competitive: uses power, position, rank, expertise, persuasive ability. Useful when there is an emergency and speed is essentials, decision is unpopular, defending against exploitation. Disadvantages: people feeling bruised, unsatisfied, resentful
2. Collaborative: to meet the need of all people. Highly assertive, cooperate effectively, acknowledge that everyone is important
3. Compromising: try to find solution that will partially satisfy everyone. Useful when the cost of conflict is higher than the cost of losing ground, when equal strength opponents are at a standstill and there is a deadline.

Personal Styles when dealing with conflic – Thomas - Killman

4. Accommodating: willingness to meet the needs of others at the expense of the person's own needs. Often give in to other but can be persuaded to surrender. Assertive but is hihgly cooperative. Appropriate when the issues matter more to the other party, when peace is more valuable than winning. But unlikely to give the best outcomes.
5. Avoiding: people tend towards this style seek to evade the conflict routinely. Delegating controversial decision, accepting default decision, not wanting to hurt everyone's feelings. Can be appropriate when victory is imposible, when controversy is trivial, and when someone else is in a better position to solve problem. However in many situations this is a weak and ineffective approach.

The agreement frame

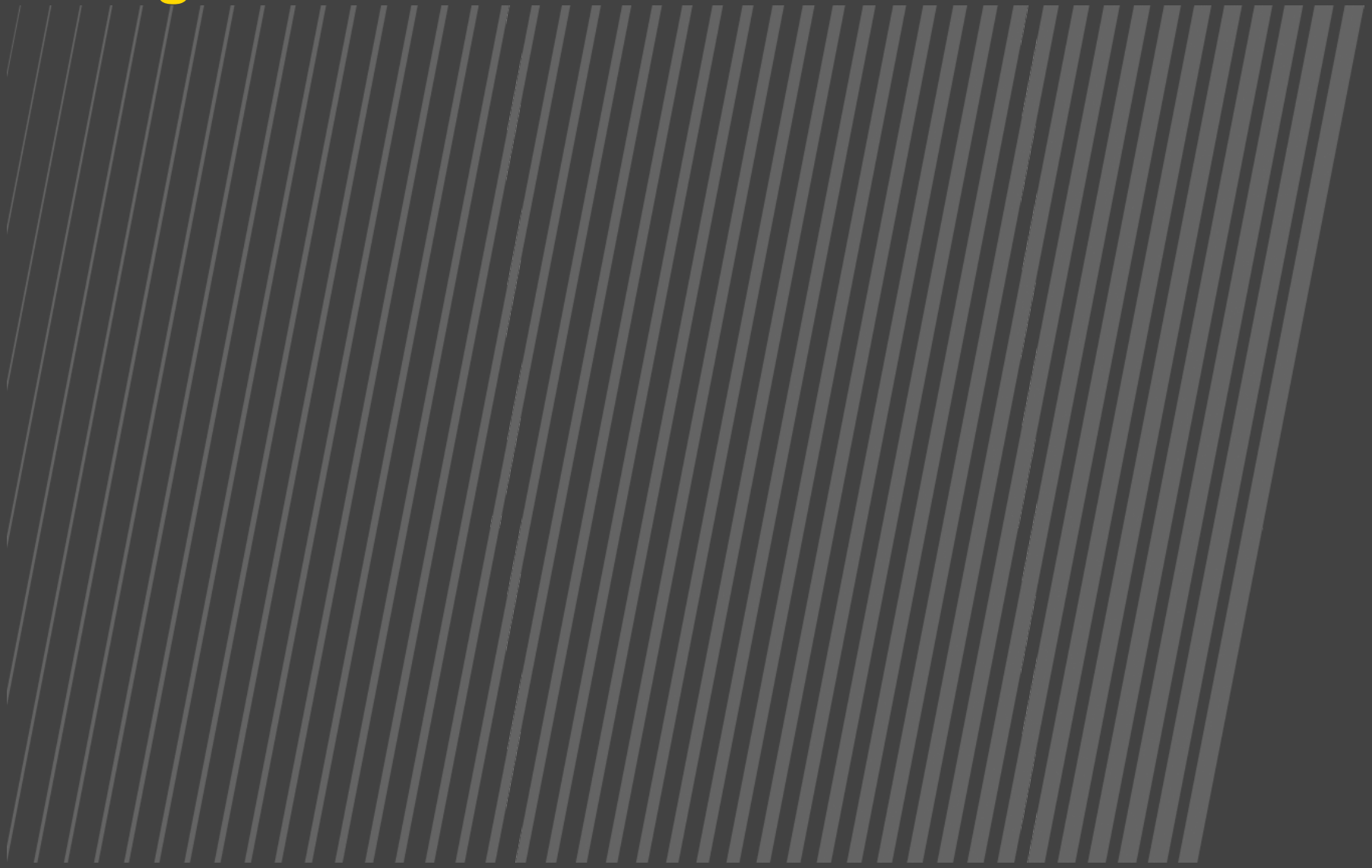
The Agreement Frame is made up of three phrases you can use in any communication to respect the person you are disagreeing with, maintain rapport, share with him/her what you feel is true, and yet never resist his/her opinion in any way.

I appreciate and…

I respect and…

I agree and…

Session 5: The ten commandments of change



Session 5: The ten commandments of change

1. Remain calm – try not to overreact
2. Express feelings in words, not actions – telling someone directly and honestly how you feel; if you feel you may lose your control, take a time out
3. Be specific about what is bothering you – vague complaints are hard to work on.
4. Deal with only one issue at a time – don't introduce other topics until each is fully discussed
5. No "hitting below the belt" – attacking areas of personal sensitivity creates an atmosphere of distrust, anger and vulnerability

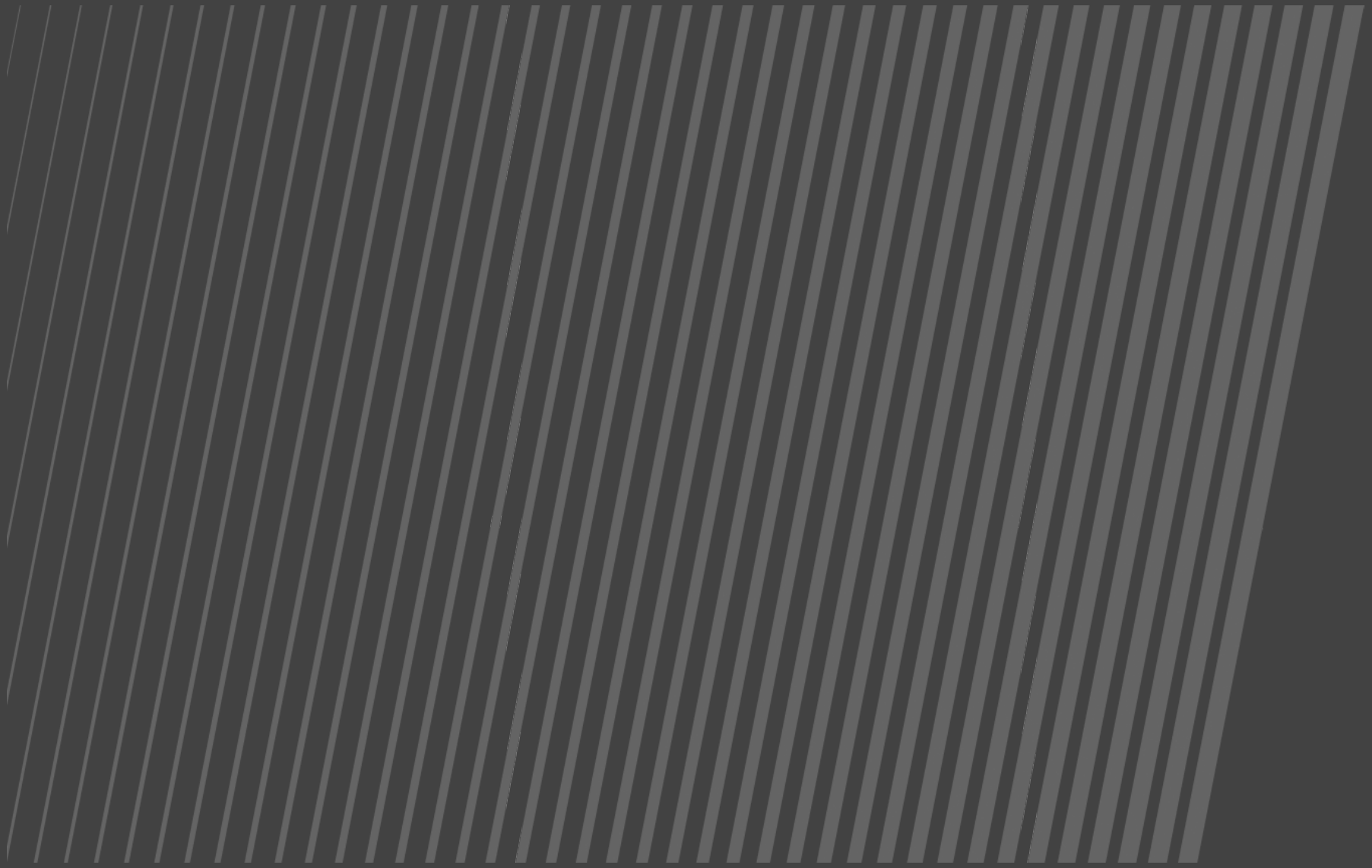
Session 5: The ten commandments of change

6. Avoid accusations – this will cause others to defend themselves; instead talk about how someone's actions made you feel
7. Don't generalize – avoid words like "never" or "always"; such generalization are usually inaccurate and will heighten tensions.
8. Avoid "make believe" – exaggerating or inventing a complain – or your feelings about it – will prevent real issues from surfacing; stick with the facts and your honest feelings

Session 5: The ten commandments of change

9. Don’t stockpile – storing up lots of grievances and hurt feelings over time is counterproductive; it is impossible to deal with numerous old problems for which interpretations may differ; try to deal with problems as they arise.
10. Avoid clamming up – when one person becomes silent and stop responding to the other, frustration and anger can result; positive results can only be attained with two-way communication.

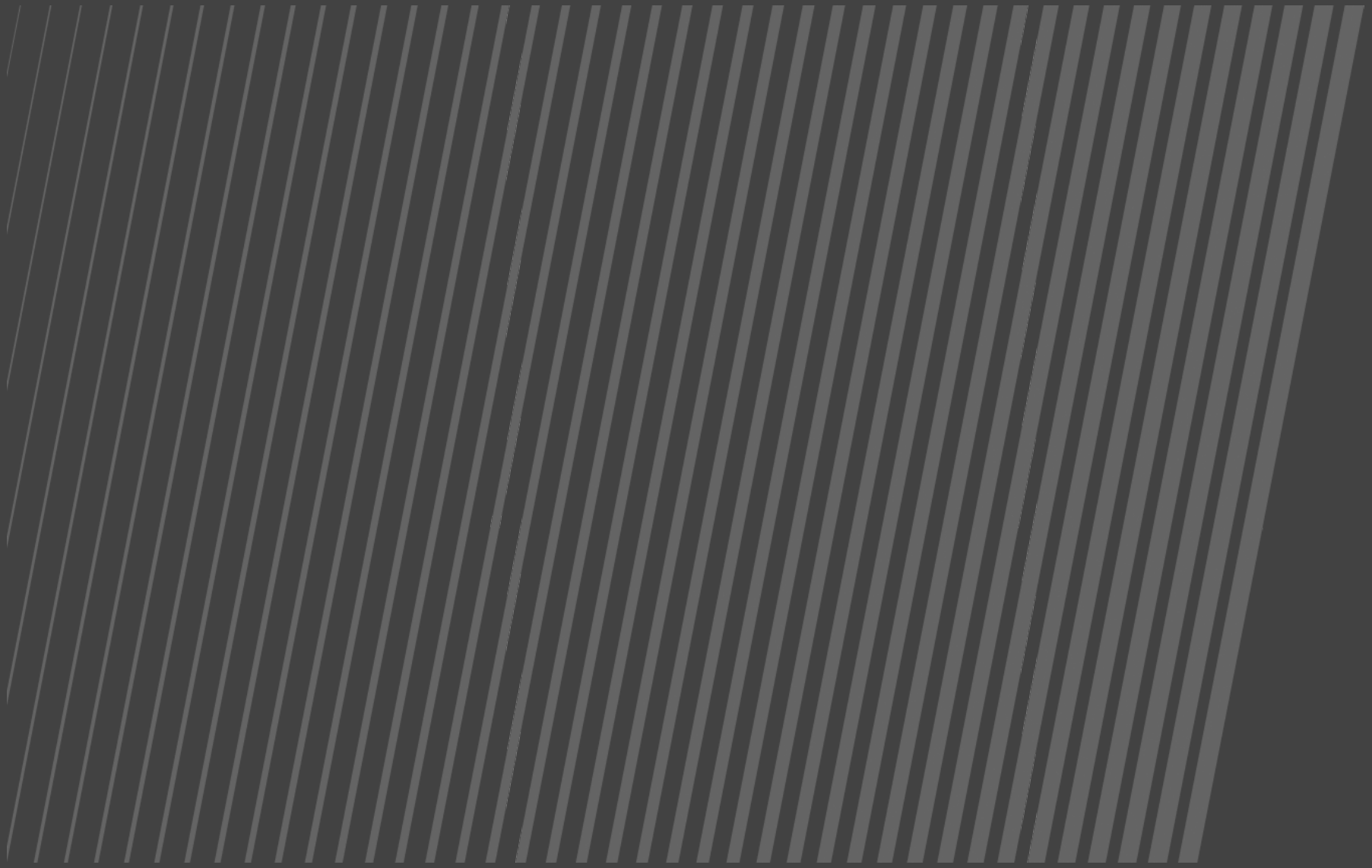
Session 6: Preventing problems



Session 6: Preventing problems

- ✓ Listen with empathy
- ✓ Rephrase before answering.
- ✓ Check back to be sure the individual is satisfied with your explanation.

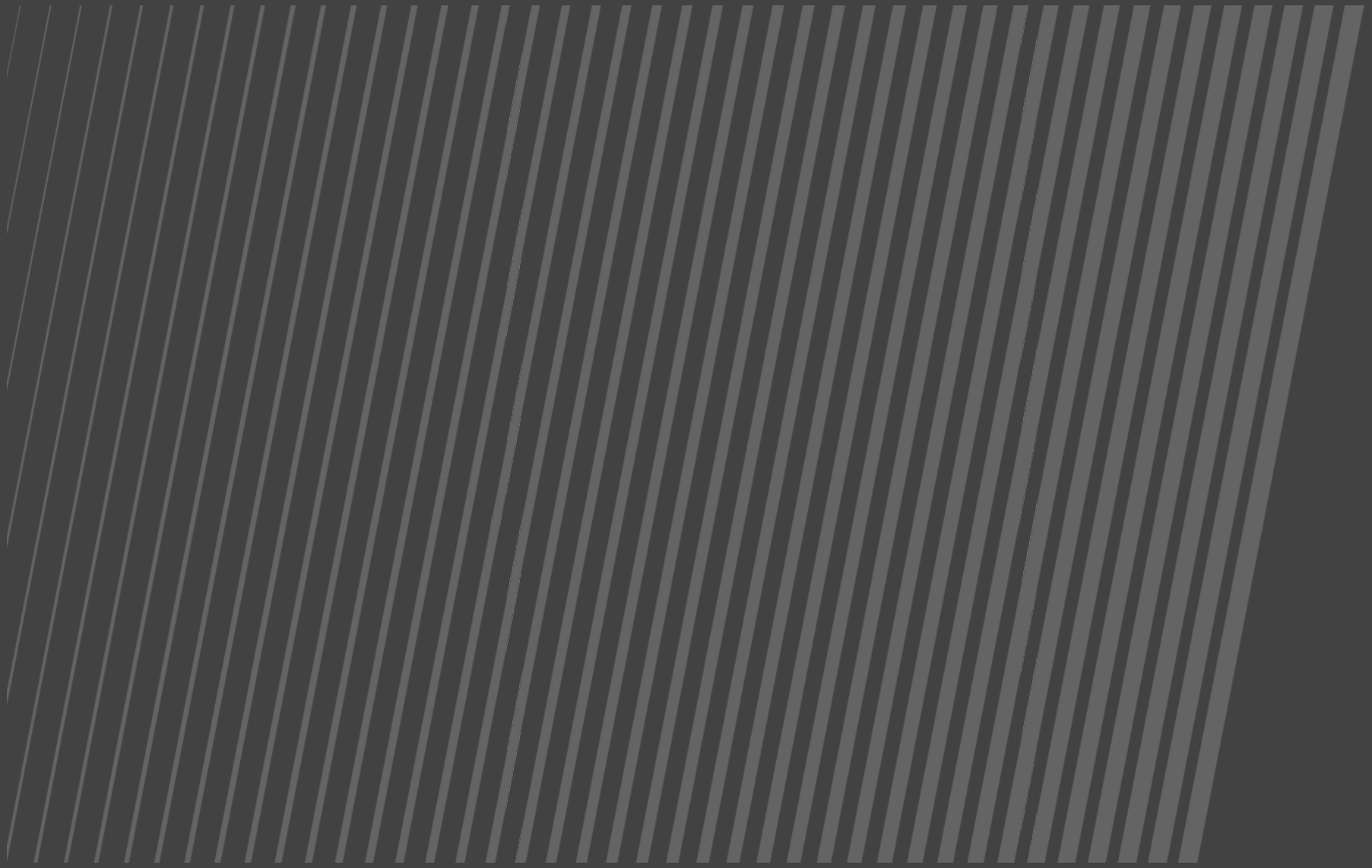
Session 7: Dealing with problems



Session 7: Dealing with problems

- ✓ Assess the situation
- ✓ Meet the difficult behavior head-on
- ✓ Stay calm and objective
- ✓ Be up-front
- ✓ Make it a two-way conversation
- ✓ Put yourself in their place
- ✓ Be flexible
- ✓ Be tolerant

Session 8: Causes of difficult behavior



Session 8: Causes of difficult behavior

1. Fear of failure
2. Fear of humiliation or embarrassment
3. Fear of losing power
4. Fear of rejection

Healthy and Unhealthy ways of managing and resolving conflict

Unhealthy responses are characterized by:

- Explosive, angry, hurtful, and resentful reactions
- Withdrawal of love, resulting in rejection, isolation, shaming, and fear of abandonment.
- Expectation of bad outcomes.
- Fear and avoidance of conflict.

Healthy and Unhealthy ways of managing and resolving conflict

Healthy responses are characterized by:

- Capacity to recognize and respond to important matters
- Readiness to forgive and forget
- Ability to seem compromise and avoid punishing
- Belief that resolution can support the interests and needs of both parties.

Successful conflict resolution

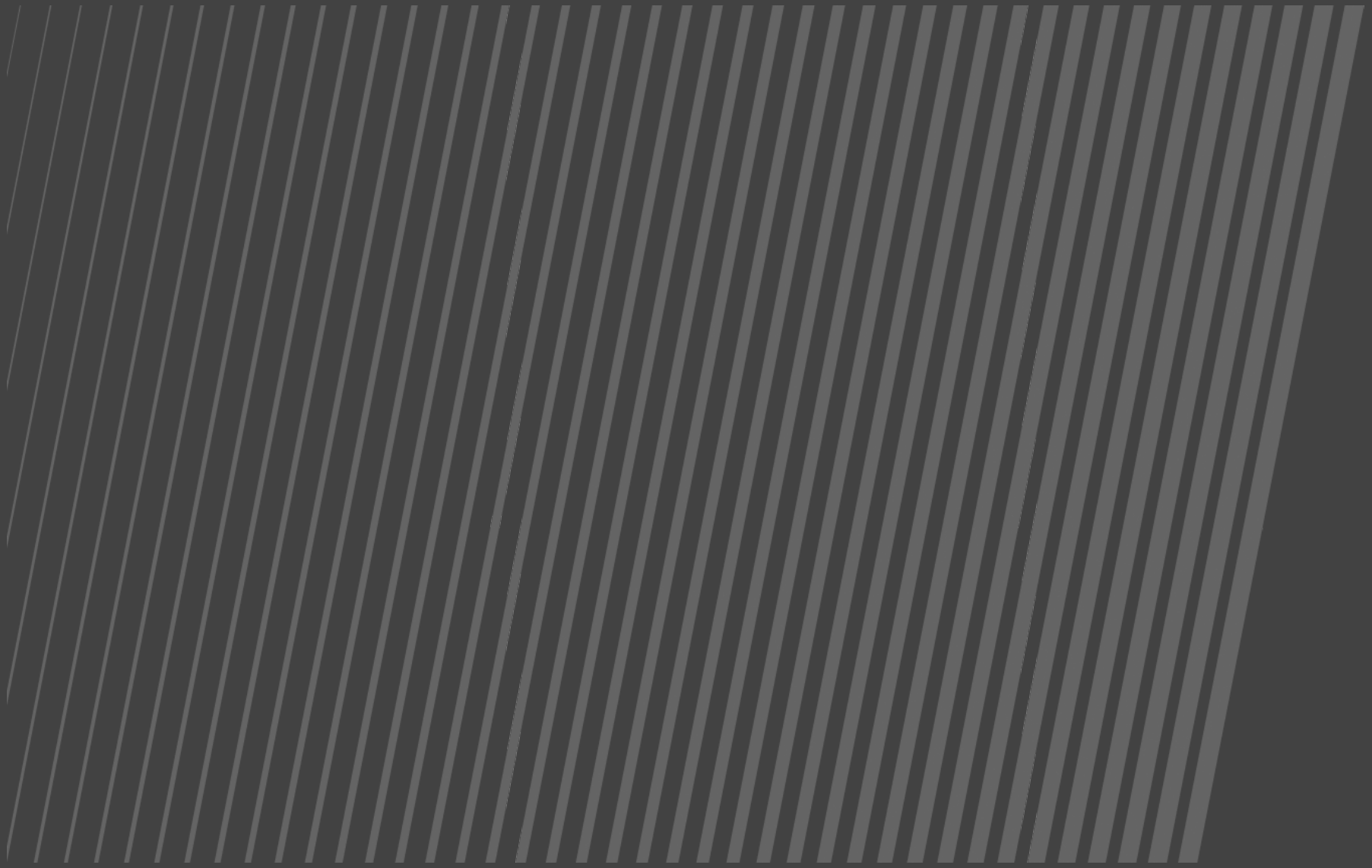
Depends on your ability to….

- Manage stress while remaining alert and calm.
- Control your emotions and behavior
- Pay attention to the feelings being expressed
- Be aware of and respectful of differences

Resolving Conflict

- Make sure that good relationships are the first priority
- Keep people and problems separate: recognize that in many cases the other person is not just “being difficult”
- Pay attention to the interests that are being presented: listening carefully
- Listen first, talk second: understand where the other person is coming from before defending your own position
- Set out the “Facts”: agree and establish the objective, observable elements that will have an impact on the decision
- Explore options together: be open to the idea that a third position may exist

Session 9: The five-step process



Five-step process

Step one: determine your involvement / set the scene

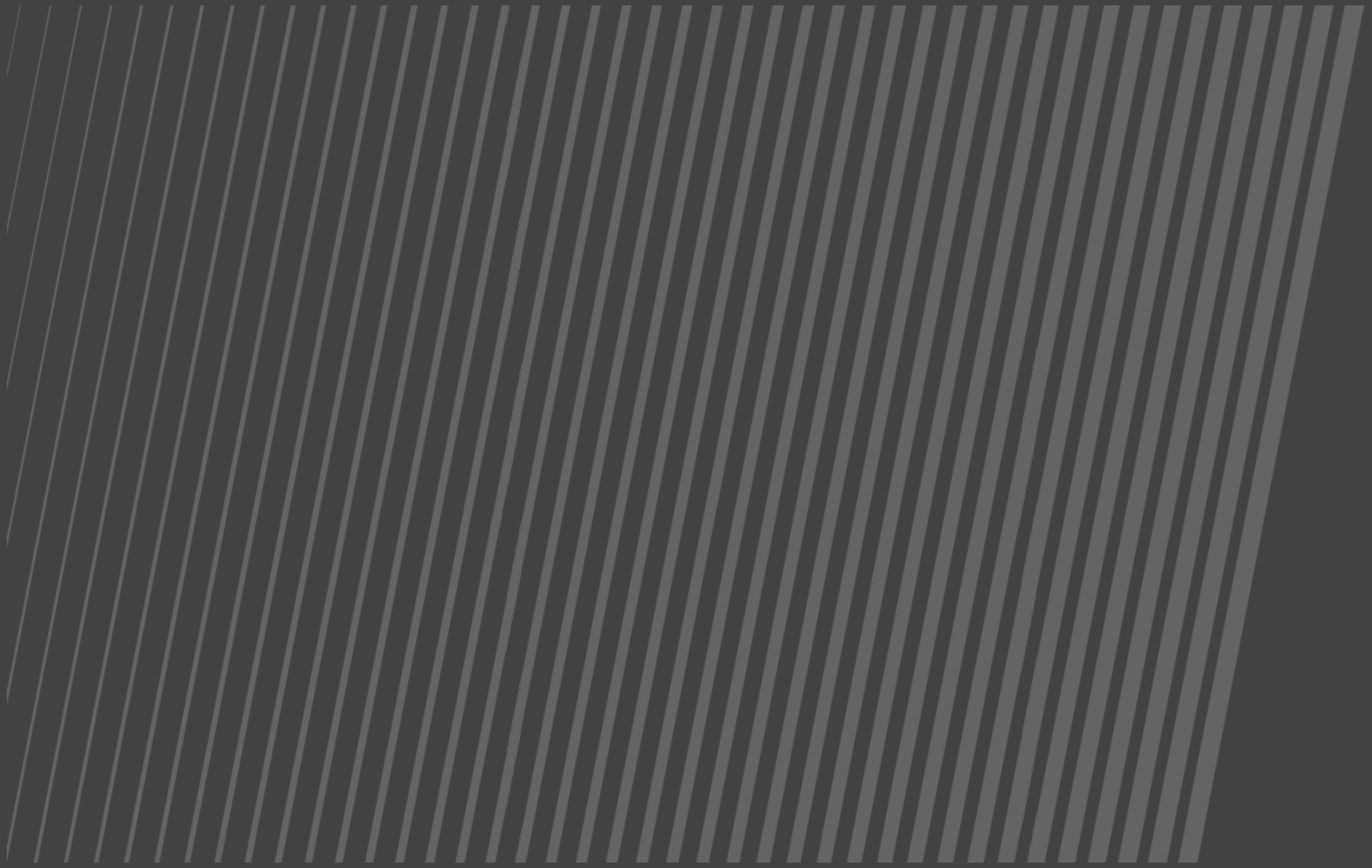
Step two: understand the other party / gather information (listen with empathy, identify issues clearly and concisely), use I statements, remain flexible, clarify feelings

Step three: agree the problem (sounds obvious but often different underlying needs, interests and goals can cause people to perceive problems very differently)

Step four: resolve the problem - brainstorm possible solution (everyone has fair input)

Step five: negotiate a solution – and go on

Session 10: Changing yourself



Changing yourself

Make the relationship your priority – maintaining and strengthening relationship rather than "winning" the argument; be respectful of the other person and listen to his/her viewpoint.

Focus on the present – if you are holding on to old hurts and resentments, your ability to see the reality of current situation will be impaired; focus on what you can do here and now to solve the problem

Pick your battles – conflicts can be draining, so it's important to consider whether the issue is really worthy or your time and energy.

Changing yourself

Willing to forgive – resolving conflict is impossible if you're unwilling or unable to forgive; resolution lies in releasing the urge to punish, which can never compensate for your losses and only adds to your injury by further depleting and draining your lives.

Now when to let something go – if you can't come to an agreement, agree to disagree; it takes to people to keep an argument going. If conflict is going nowhere, you can choose to disengage and move on.

Managing and dealing with your emotions and feelings

The power of emotions is in your hands, it helps you:

- Recognize who you are: what you like, what you don't like, and what you need
- Understand and empathize with others
- Communicate clearly and effectively
- Make decisions based on the things that are most important to you
- Get motivated and take action to meet goals
- Build strong, healthy and rewarding relationships

How emotion and feeling affect communication and relationship

Emotional responses of Bernie, Rhani, and Jono

Bernie: kind, steady, dependable but emotional flatness; his nickname is 'Robot'. Boss: can he inspire other? Wife: does he love me, miss me?

Rhani: hard working in career and home, attentive, caring, take everything seriously, seldom complain or critizise; but lack of spontaneity, humor, and playfulness. Colleague: she will not enjoy the party; husband: she is boring.

Jono: is admired for his kindness and generosity. Only his family knows about his extremely short fuse. Of course, after every unprovoked verbal outburst, Jim is predictably apologetic. He only loses his temper when he's stressed; problem is, he's stressed a lot. Colleagues: limit his career advancement; family: suffer every time he explodes.

What is your level of emotional awareness?

- Can you tolerate strong feelings, including anger, sadness, fear, disgust, and joy?
- Do you feel your emotions in your body? If you are sad or mad, do you experience physical sensations in places like your stomach and chest?
- Are you comfortable with all of your emotions? No one chooses to be angry, sad or frightened, but if you are, is it OK?
- Do you pay attention to your emotions and use them as part of your decision making process?
- Do you comfortably communicate your feelings openly and honestly?
- Do your emotions capture the attention of others? Do others know what you feel? Are you comfortable with their knowing?
- Do you notice and care about the emotions of others?

Common ways of avoiding strong emotions and feelings we don't like

- Distracting yourself with obsessive thoughts, escapist fantasies, mindless entertainment, and addictive behaviors in order to avoid emotions you fear or dislike. Watching television for hours, playing computer games, and surfing the Internet are common ways we avoid dealing with our feelings.
- Sticking with one emotional response that you feel comfortable with, no matter what the situation requires. For example, constantly joking around to cover up insecurities or getting angry all the time to avoid feeling frightened and sad.
- Shutting down or shutting out intense emotions. If you feel overwhelmed by your emotions, you may cope by numbing yourself. You may feel completely disconnected from your emotions, like you no longer have feelings at all.

The consequences of avoiding emotions and feelings

You don't know yourself. This is one of the most important consequences. It includes understanding why you react to different situations, how much or how little things mean to you, and the difference between what you want and what your really need.

You lose the good, along with the bad. You either feel your emotions or you don't. When you shut down negative feelings like anger, fear, or sadness, you also shut down your ability to experience positive feelings such as joy, love, and happiness.

It's exhausting. You can distort and numb emotions, but you can't eliminate them entirely. It takes a lot of energy to avoid having an authentic emotional experience and keep your feelings suppressed. The effort leaves you stressed and drained.

It damages your relationships. The more you distance yourself from your feelings, the more distant you become from others, as well as yourself. You lose the ability to build strong relationships and communicate effectively, both of which depend on being in touch with your emotions.

Reconnecting with all core emotions ..is the process of raising emotion awareness

- Emotions quickly come and go, if you let them - When our feelings are freed, the core emotions of anger, sadness, fear, and joy quickly come and go. Throughout the day, you'll see, read, or hear something that momentarily triggers a strong feeling of some sort. But if you don't focus on the feeling, it won't last, and a different emotion will soon take its place.
- Your body can clue you in to your emotions - Our emotions are closely aligned to physical sensations in our bodies. When you experience a strong emotion, you probably also feel it somewhere in your body. By paying attention to these physical sensations, you can understand your emotions better.
- You don't have to chose between thinking and feeling - Emotional awareness functions like instinct. When it's strongly developed, you'll know what you are feeling without having to think about it. When your emotional signals become strong enough, you'll realize that something important is going on and shift your focus accordingly.
- Building emotional awareness and understanding - The key to raising emotional awareness and emotional intelligence is practice.

Stress management – Quick stress releif

The origin of stress:

- Internal - emotions that are threatening, frightening, or uncomfortable. we all respond to stress the same: our blood pressure rises, our heart pumps faster, and our muscles constrict. When stressed, our bodies work hard and drain our immune system.
- External environment - comes from worldly experiences. Externally, people tend to respond to stress in three different ways: some become angry and agitated, others space out or withdraw, and still others freeze up.

How do you react to when stressed?

Psychologist Connie Lillas uses a driving analogy to describe the three most common ways people respond when they're overwhelmed by stress:

- Foot on the gas. An angry or agitated stress response. You're heated, keyed up, overly emotional, and unable to sit still.
- Foot on the brake. A withdrawn or depressed stress response. You shut down, space out, and show very little energy or emotion.
- Foot on both gas and brake. A tense and frozen stress response. You "freeze" under pressure and can't do anything. You look paralyzed, but under the surface you're extremely agitated.

..and your tendency is..

When it comes to managing and reducing stress quickly in the middle of a heated situation, it's important to know whether you tend to become over-excited or under-excited.

- Over-excited – If you tend to become angry, agitated, or keyed up under stress, you will respond best to stress relief activities that quiet you down.
- Under-excited – If you tend to become depressed, withdrawn, or spaced out under stress, you will respond best to stress relief activities that are stimulating and that energize your nervous system.
- Both over-excited and under-excited – If you tend to freeze: speeding up in some ways while slowing down in others, your challenge is to identify resources that provide both safety and stimulation to help you "reboot" your system.

Basic quick stress relief

- Identify your body's response:
  - Observe your muscles and insides. Are your muscles tight/sore? Is your stomach tight or sore? Are your hands clenched?
  - Observe your breath. Is your breath shallow? Place one hand on your belly, the other on your chest. Watch your hands rise and fall with each breath. Notice when you breathe fully or when you "forget" to breathe.
- Talking to someone who listens - talking about your stress with a calm and balanced listener will make you feel better instantly
- Bring senses to rescue – sights, sound, scent, touch, taste, movement
- The power of memories - learn to simply imagine vivid sensations when stress strikes. For example: sheer memory of your baby's face will have the same calming or energizing effects on your brain as seeing her photo.

Lesson 11: Program wrap up & closing

