Conflict Management:

“Will we ever see eye to eye?”
Overview of Conflict

“In one of our concert grand pianos, 243 taut strings exert a pull of 40,000 pounds on an iron frame. It is proof that out of great tension may come great harmony.”

- Theodore E. Steinway
Overview of Conflict

Conflict:

• To come into collision or disagreement; be contradictory, at variance, or in opposition;

• Incompatibility or interference, as of one idea, desire, event, or activity with another

• CLASH
Overview of Conflict

- Difference of Opinion
- What I think vs. What you think
- What I want vs. What you want
- My opinion vs. Your opinion
- Current vs. Future (Practice Advancement)

How do you get someone to understand your opinion?
Understanding how you currently manage conflict

• Look at **YOURSELF** first!

• Understand how you are wired – how you are perceived first, before you attempt to influence or convince another person.
Understanding how you currently manage conflict

LETS TAKE A TEST!

You’re an ANIMAL!

But... just what kind of animal are you?
Understanding how you currently manage conflict

The Turtle (W) - “Withdrawing”

- Reverts to withdrawal in order to avoid conflict
- Willing to give up their personal goals and relationships
- Stay away from people and issues that involve conflict
- Feel it is hopeless to try to resolve conflict
- Because they feel helpless – they feel it is easier to withdraw physically and psychologically from a conflict rather than face it
Understanding how you currently manage conflict

The Shark (F) - “Forcing”

- Goals are of great importance
- Overpower by forcing to accept their solution
- Relationships are not that important
- Goals must be accomplished – no matter the cost
- No concern for whether they are liked
- View of conflict is always one winner and one loser – and they want to be the winner – ALWAYS!
- Attack, overpower, overwhelm, and intimidate in order to win
Understanding how you currently manage conflict

The Teddy Bear (S) - “Smoothing”

- Relationships are of great importance
- Goals have little importance
- Strive to be accepted and well liked
- Believe that conflict should be avoided in favor of harmony and are afraid that if conflict continues, someone would get hurt and would ruin a relationship
- Feel that conflict cannot be discussed without damaging relationships
- Will give up own goals in order to preserve relationships
Understanding how you currently manage conflict

The Fox (C1) - “Compromising”

• Moderately concerned with their own goals
• Moderately concerned with relationships with other people
• Will seek COMPROMISE
• Will give up a portion of their goals in order to persuade the other party to give up part of their goals
• They seek to find a solution to conflict on “middle ground”
Understanding how you currently manage conflict

The Owl (C2) - “Confronting”

• High value on both goals AND relationships

• Conflicts are problems that haven’t been solved yet

• Seek solutions that meet both their own goals and those of the other party

• See conflicts as an opportunity for a positive outcome – which will reduce tension between 2 people or parties

• Shoot for “Win/Win” where both parties goals are achieved and relationships are restored
Tools

- It is not just about personalities...
- It is about the Message!
- Specifically...HOW THE MESSAGE IS DELIVERED.
- How do you appropriately deliver a message that may cause conflict?
Tools

• Don’t blindside them!
• Do it in person
• Set up a proper time and place to have a discussion
• Don’t intimidate them with the environment
• Give them a warning or a chance to prepare for the discussion
Tools

• Don’t get EMOTIONAL!

• Emotions that may make the situations worse:
  – Anger
  – Frustration
  – Pride
  – Fear
  – Embarrassment
  – Jealousy
  – Defensiveness
Tools

• Use “Agreeable Terminology”!

• What do these words convey?
  – But
  – However
  – Although

• The Agreement Frame:
  – I appreciate... AND...
  – I respect your opinion... AND...
  – I agree... AND...
Tools

• Don’t use the word “You”!
  – You sounds like an attack...
  – You sounds accusatory...
  – You sounds like an assumption has already been made as to rightness or wrongness on the topic...

• Use “I” Instead:
  – I feel that...
  – I understand that..
  – I realize that...
  – I recognize that...
  – I want to discuss...
  – Help me to understand...
Tools

- Convey proper body language!
  - Use Mirroring and Matching
  - Work on Your Tone of Voice
  - Don’t Cross Your Arms or Slouch
  - Look them in the eyes – communicate sincerity
  - Improve Your Posture
Tools

• Be an ACTIVE listener!

• Be There! Give the other person your full attention

• Repeat points or statements back to the other person

• Take notes if appropriate to make sure you properly remember the takeaways from your conversation
Scenario #1

- Ron is the Operation Heart Chairperson for his Chapter
- Susan is a very active member and has an idea for Operation Heart that she is very passionate about
- Ron did not select Susan’s idea this academic year, because not every idea could be implemented
- How do you handle telling Susan that her idea is not going to implemented? What do you say to Susan? How do you move forward and still keep her motivated and engaged.
Scenarios

Scenario #2

• Job interview with Leslie Martin, VP of Pharmacy Affairs
  – Car cut you off in the parking lot by an older gentleman!
  – Wishing for an opportunity to give him a “piece of your mind”
  – Run into the same person at the entrance to the elevator

• Here is your opportunity to address this situation...
  – What is your first inclination when you get on the elevator alone with him?
  – What do you do? What do you say?
  – What are the words you want to use in order to **BEST** convey your message?
Scenarios

• GUESS WHAT??????

• The “gentleman” in the elevator was in fact... Leslie Martin, VP of Pharmacy Affairs!
Scenarios

Scenario #3

• APhA-ASP Chapter Executive Committee
  – An individual on the team is not completing their responsibilities
  – Work still needs to be completed to make the deadline
  – Team moral is low due to this individual not pulling their weight

• Do you get involved? What do you say?
• What words do you use to calm him/her down?
• What do you say to your other team members that are contributing?
• How do you resolve the issue?
Conclusion

“One man gets nothing but discord out of a piano; another gets harmony. No one claims the piano is at fault. Life is about the same. The discord is there and the harmony is there. Study to play it correctly, and it will give forth the beauty...”

-Unknown
How Do You Act In Conflict?

Rank each question 1 to 5 based on the scale below. After you’ve finished, fill in the scoring chart with the answers recorded.

5 = very typical of the way I act in a conflict  
4 = frequently typical of the way I act in a conflict  
3 = sometimes typical of the way I act in a conflict  
2 = seldom typical of the way I act in a conflict  
1 = never typical of the way I act in a conflict

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_____ 1. It is easier to refrain than to retreat from a quarrel.  
_____ 2. If you cannot make a person think as you do, make him or her do as you think.  
_____ 4. You scratch my back, I’ll scratch yours.  
_____ 5. Come now and let us reason together.  
_____ 6. When two quarrel, the person who keeps silent first is the most praiseworthy.  
_____ 7. Might overcomes right.  
_____ 8. Smooth words make smooth ways.  
_____ 9. Better half a loaf than no bread at all.  
_____ 10. Truth lies in knowledge, not in majority opinion.  
_____ 11. He who fights and runs away lives to fight another day.  
_____ 12. He hath conquered well that hath made his enemies flee.  
_____ 13. Kill you enemies with kindness.  
_____ 15. No person has the final answer but every person has a piece to contribute.  
_____ 16. Stay away from people who disagree with you.  
_____ 17. Fields are won by those who believe in winning.  
_____ 18. Kind words are worth much and cost little.  
_____ 19. Tit for tat is fair play.  
_____ 20. Only the person who is willing to give up his or her monopoly on truth can ever profit from the truths that others hold.  
_____ 21. Avoid quarrelsome people as they will only make your life miserable.  
_____ 22. A person who will not flee will make others flee.  
_____ 23. Soft words ensure harmony.  
_____ 24. One gift for another makes good friends.  
_____ 25. Bring your conflicts into the open and face them directly; only then will the best solution be discovered.  
_____ 26. The best way of handling conflicts is to avoid them.  
_____ 27. Put your foot down where you mean to stand.  
_____ 28. Gentleness will triumph over anger.  
_____ 29. Getting part of what you want is better than not getting anything at all.  
_____ 30. Frankness, honesty and trust will move mountains.  
_____ 31. There is nothing so important you have to fight for it.  
_____ 32. There are two kinds of people in the world, the winners and the losers.  
_____ 33. When one hits you with a stone, hit him or her with a piece of cotton.  
_____ 34. When both give in halfway, a fair settlement is achieved.  
_____ 35. By digging and digging, the truth is discovered.

Scoring

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Leadership Training Series –
Earn a Certificate of Recognition

How to Obtain Your Certificate of Recognition

- Identify Conference at the following link
  http://elearning.pharmacist.com/Activity/Conference/1001/mrm-leadership-training-series
- Click on title
- Log in using your pharmacist.com user name and password (If you do not have a
  pharmacist.com user name and password, please create a guest account.)
- Enter the session code(s)
- Click “Claim Credit” button (located in the “Your Sessions” section)
- Click the “Evaluation” button
- Complete the session and speaker evaluations
- Click the “Claim Credit” button
- Select the appropriate credit
- “Print” your Statement of Credit
- Upon your return to this site, your “My Training” page maintains list of your enrolled and
  completed conferences.
- You will have until November 30, 2012 to claim credit.
- A green check mark on the left side indicates your successful completion of these
  components.

If you need any educational assistance, please email Crystal Atwell at catwell@aphanet.org or
202-429-7586.