

# *Managing Conflict*

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**What are your expectations?**

# Important Questions to Consider

- 1) How do you define conflict?
- 2) Can you predict conflict?
- 3) What are the possible results of conflict?
- 4) Who or what determines what the result will be?
- 5) Can you predict conflict?
- 6) What skills have YOU found that aid in managing conflict?
- 7) What behaviors, personalities, or styles do not not make it easy?

# **Control Theory**

**Fun**

**Freedom**

**Power or competence**

**Belonging or connecting**

**Love**

# Healthy Conflict in Groups

- Opportunity for growth
- Evaluation of values
- Generate diverse ideas
- Promote positive change
- Strengthen relationships
- Increase cooperation

# The Not-So-Healthy Stuff

- Unpleasant work environment
- Decreased productivity
- Increased turnover
- Aggression/Violence
- CULTURE development

# Sources of Conflict

- Relationship/Interpersonal—including cultural
- Data - Information Deficiency
- Structural - Role Incompatibility
- Interest - Equity Issues
- YOU in the conflict v. Managing OTHERS in conflict
- OPI-Nature?

# Emotional Intelligence

The Key Skill



# **Emotional Intelligence (EI)**

The capacity for recognizing our own feelings and those of others, for managing emotions well in ourselves and in our relationships, and for motivating ourselves and others.

# **Why Emotional Intelligence Matters**

**Greater correlation to career success, promotion, and job satisfaction than IQ.**

**Emotional intelligence is the single best predictor of performance in the workplace and the strongest driver of leadership and career advancement.**

**Companies who recruit, hire, promote and develop employees based on EI do better. Period.**

# 5 Components of Emotional Intelligence at Work

- Self-Awareness
- Self-Regulation
- Motivation
- Empathy
- Social Skill

Harvard Business Law- Nov/Dec 1998

# Definitions and Hallmarks

## Self-Awareness

### Definition

The ability to recognize and understand your moods, emotions, and drives, as well as their effect on others.

### Hallmarks in a conflict

Self-confidence from consistent reactions

Realistic self-assessment of your role

Self-deprecating sense of humor

# Definitions and Hallmarks

## Self-Regulation

### Definition

The ability to control or redirect disruptive impulses and moods;  
The propensity to suspend judgement and think before acting.

### Hallmarks

Remain emotionally neutral—un “hooked”

Tolerance for ambiguity

Openness to change

Anyone can become angry - that is easy. But to be angry with the right person, to the right degree, at the right time, for the right purpose, and in the right way - that is not easy.

- Aristotle

# Definitions and Hallmarks

## Empathy

### Definition

The ability to understand the emotional makeup of other people; Skill in changing how you manage your interaction based on others according to their emotional reactions and/or the situation.

### Hallmarks

Listening with an intent to understand V. an intent to respond

Cross-cultural sensitivity

Service to clients and customers—even if they are difficult/mean

# Definitions and Hallmarks

## Social Skill

### Definition

Proficiency in managing relationships and building networks; An ability to find common ground and build rapport.

### Hallmarks

Good at gathering information without exacerbating

Persuasiveness

Knowing when to use each conflict response style



# How to Increase Your EQ

Conduct a personal inventory

Work on self-awareness—try to notice how you are feeling and label it.

Focus on one piece at a time

Practice, make mistakes, keep trying

Don't expect immediate change

Find appropriate outlets

Learn to pause—do it for the amygdala.

Learn to identify and label feelings—self and others

Learn social awareness by focusing externally in a conflict

# Conflict Communication

The Rules Are Different...

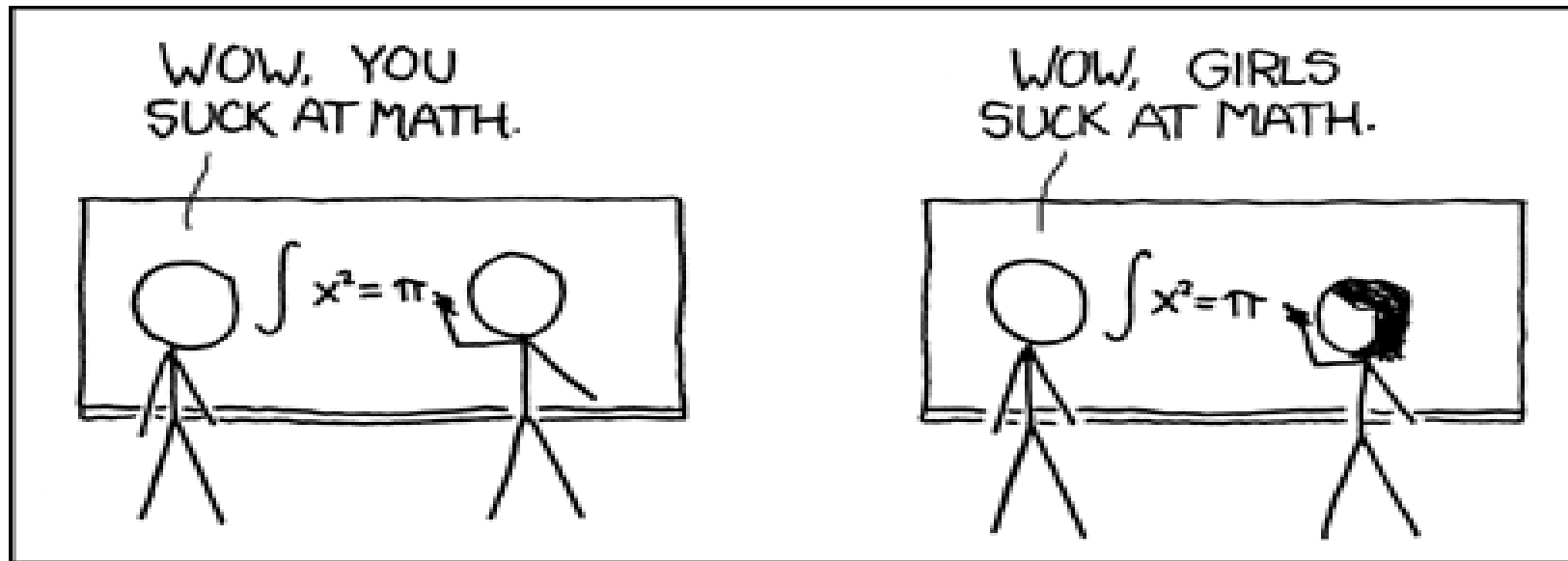
# Contributing Factors to Communication in a Conflict

- Generation/Age Cohort
- Culture (incl. family, gender, workplace)
- Level of EQ of all parties involved
- Personality?
- Assumptions going in



**What role do assumptions play in communication during a conflict?**

# Be Cautious of Fundamental Attribution Error.



# Things That Can Help

EMPATHIC PREFACE

BROKEN RECORD

FOGGING

What about passive aggressive communication or behavior?

# Your Role in Managing Conflict

Don't just do something – Sit there.

Sometimes not intervening is a more effective strategy

Definite times to intervene

When leadership CAUSED the conflict

When the rank of the disputants is not commensurate.

When an argument between 2 employees has encompassed additional staff

When the conflict involves illegal conduct, such as sexual harassment or civil rights violations.



# Take Home

1. Give up the need to win in a conflict
2. Emotional Intelligence separates the good, the bad, and the ugly
3. Know your audience, know your expected outcome
4. Assumptions make life more difficult, not less
5. In effective resolution, communication is king
6. Irrationality only wins if you engage with rationality