Successfully Managing People

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Successfully Managing People

➢ Session One     March 5, 2021
    Leadership 101

➢ Session Two     March 12, 2021
    Emotional Intelligence

➢ Session Three    March 19, 2021
    Performance Management Process

➢ Session Four     March 26, 2021
    Managing Differences Constructively

➢ Session Five     April 2, 2021
    The Dynamics of Change
Managing Differences Constructively

You may win the battle but lose the war.

Richard Carlson

Conflict Resolution

1. Conflict is inherently bad and unhealthy.  **T**
2. Conflict doesn’t occur that often in the workplace.  **F**
3. Most conflicts resolve themselves over time.  **T**
4. Conflicts only impact the disputing parties.  **F**
5. Resolving employee conflict is management’s responsibility.  **T**
Destructive Conflict

- Damaged Relationships
- Reduced Productivity
- Harassment and Violence
- Widespread Dissension
- Customer Dissatisfaction
- Lower Morale
Problem Resolution

- Manage Differences
  - Creativity and Innovation
  - Diversity
  - Customer Satisfaction
  - Healthy Competition
Self-Management Sequence

- Behavior
- Feelings
- Attitudes
- Beliefs
- Programming

Change your programming... change your behavior.
Emotional Intelligence

Personal Competencies
- Self-Awareness
- Self-Management

Social Competencies
- Social Awareness
- Relationship Management

Emotional Hijackings!
Ten Types of Difficult People

- Tank
- Sniper
- Exploder
- Bulldozer
- Balloon
- Indecisive Staller
- Super-Agreeable
- Clam
- Complainer
- Negativist
Case Study

You have a member of your team who performs his job well, but in the process complains constantly. His negative outlook is affecting others.

How do you discuss his need for improvement in this area?
Constructive Communication

✓ Listen carefully.
✓ Send clear messages.
✓ Make “I” or “We” statements.
✓ Avoid “You” statements.
✓ Speak with respect.
✓ Act with emotional intelligence.
Conflict Resolution Styles

Thomas-Kilmann Conflict Model

High Assertiveness

Low Cooperation  High Cooperation

Low Assertiveness

Forcing/Controlling

Collaborating/Problem Solving

Compromising

Avoiding

Accommodating
Conflict Resolution Styles

- **Avoiding.** Withdrews or postpones dealing with conflict.
- **Accommodating.** Gives in at the expense of own needs.
- **Forcing/Controlling.** Wants to satisfy own needs regardless of impact on others.
- **Compromising.** Exists when both sides meet halfway.
- **Collaborating/Problem Solving.** Focuses on problem resolution – *win/win*. 
Define the *issue* and determine the *approach* that will generate the *cooperation* needed that can lead to a constructive *outcome*.

*Conversation* not *Confrontation*
Case Study

You have a colleague who wants a procedure done a certain way. You believe your approach is more effective.

What are you going to say to get your message across to her?
Problem Resolution

➢ Take a deep breath.
  ✓ Practice emotional intelligence.

➢ Clarify actual problem.
  ✓ Ask questions.

➢ Identify causes.
  ✓ Evaluate solutions.

➢ Develop action plan.
  ✓ Follow through.

➢ Assess results.

Focus on situation!
The Law of Win/Win says, “Let's not do it your way or my way; let's do it the best way.”

Greg Anderson

Respect is the foundation... build upon it!
References


