



Successfully Managing People

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- **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



***Goal... Solve Problems.
Maintain Relationships.***

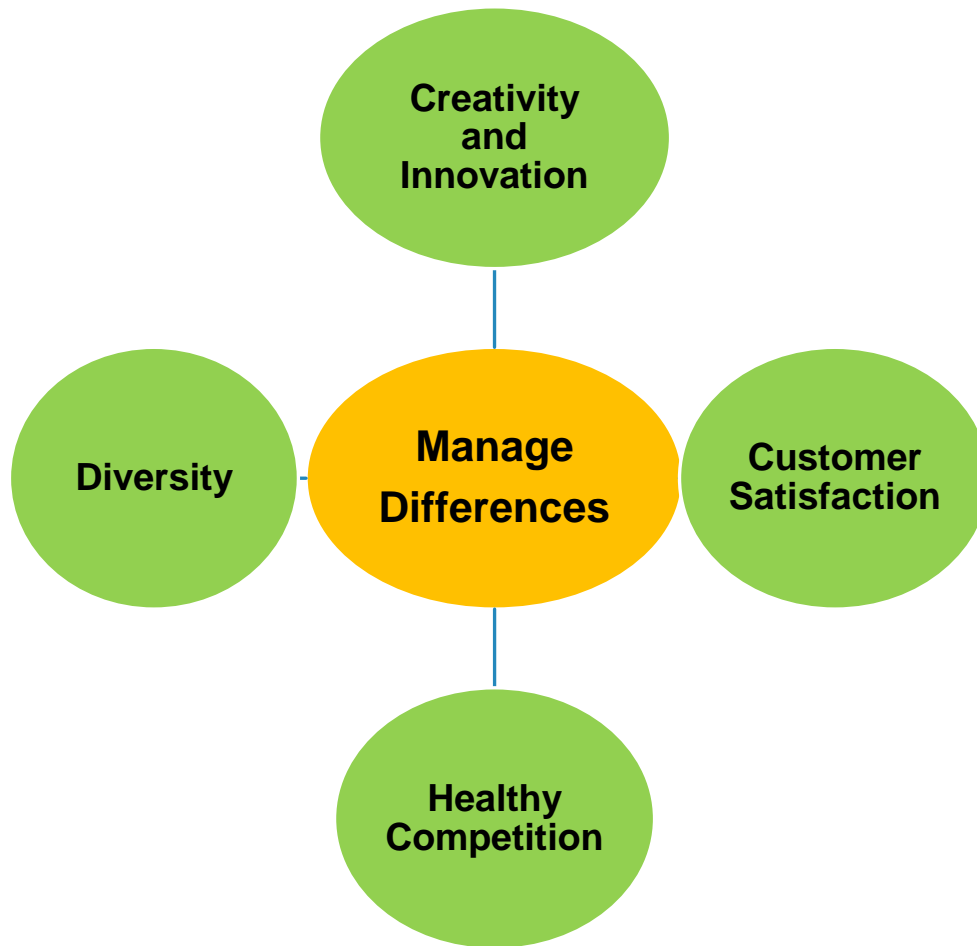
Conflict Resolution

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

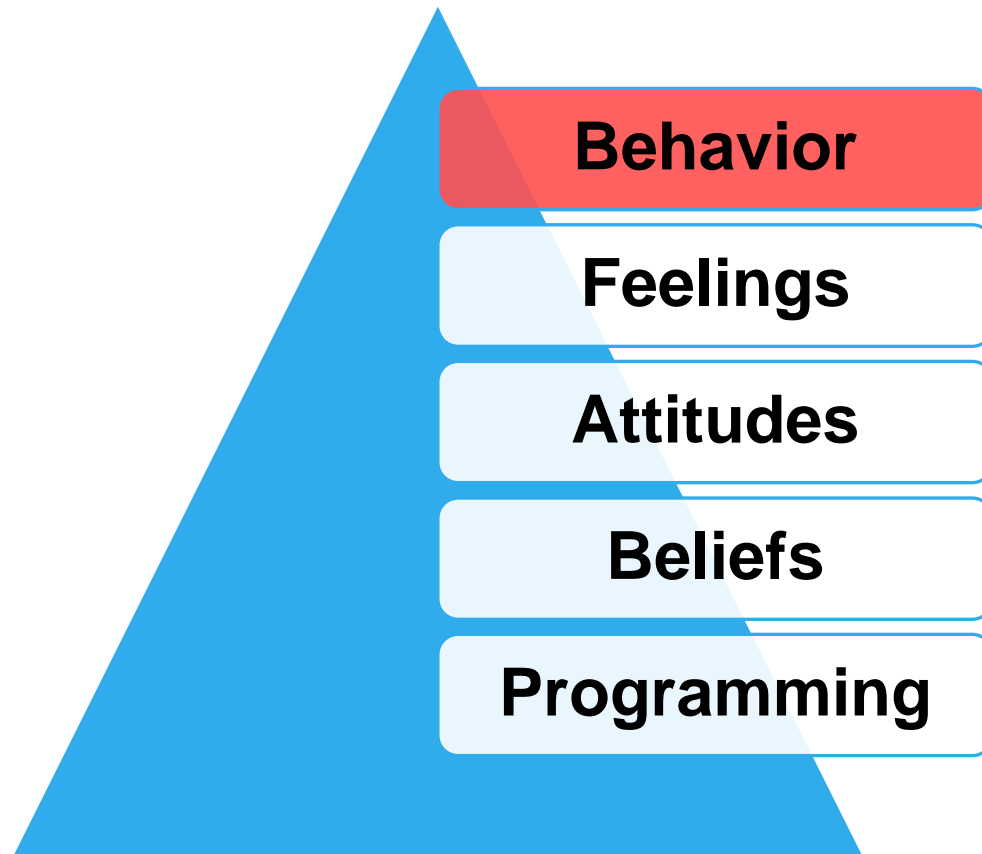
Destructive Conflict



Problem Resolution



Self-Management Sequence



***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?

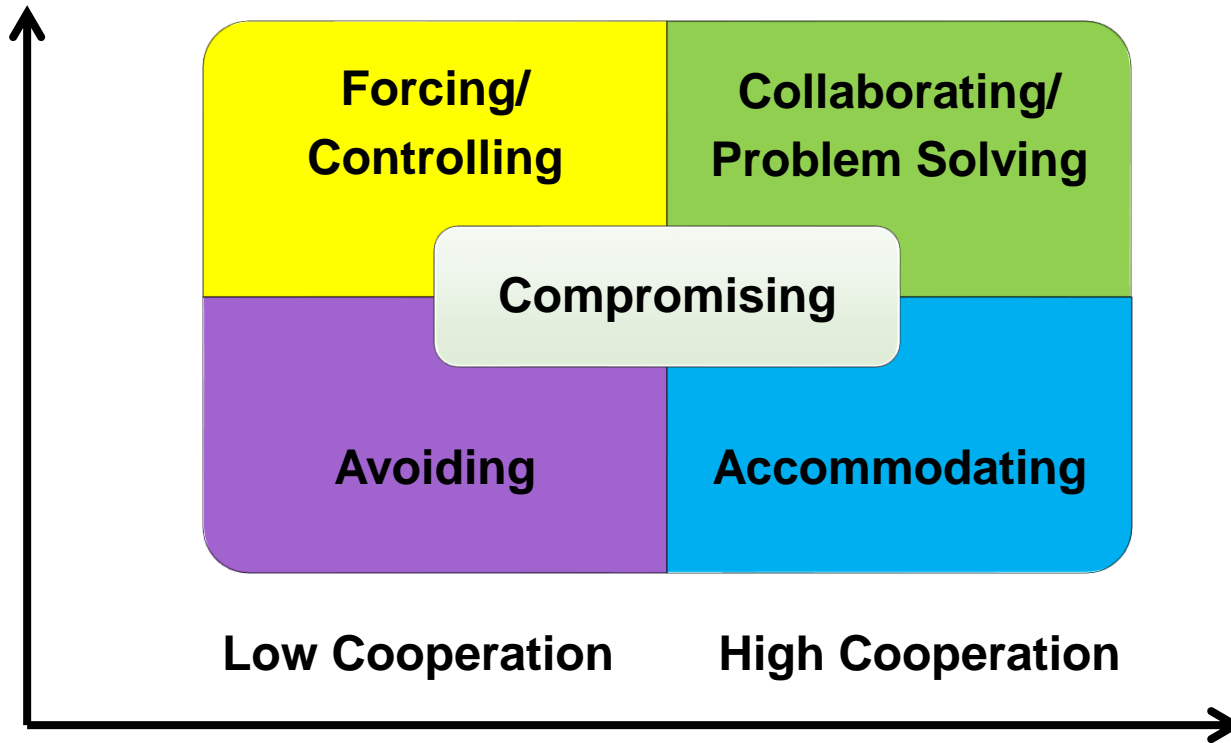
Constructive Communication

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



Conflict Resolution Styles

High Assertiveness



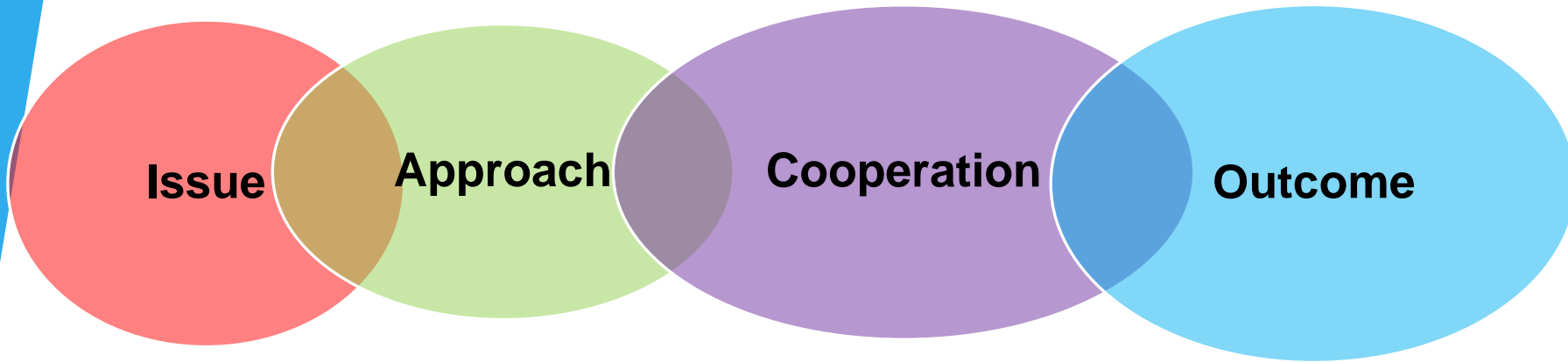
Low Assertiveness

Thomas-Kilmann Conflict Model

Conflict Resolution Styles

- ***Avoiding.*** Withdraws 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*.

Problem Resolution Process



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

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