

## Public Leadership Academy<sup>SM</sup>



*Getting From Disagreement To Trust To Action:  
Conflict Resolution For Public Sector Leaders*

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Presented by:

Brian Muir

The James Madison Group, Inc.

410 East 900 North

North Salt Lake Utah 84054

801-292-5444

[info@jamesmadisongroup.com](mailto:info@jamesmadisongroup.com)

## Three “Conflicting” Roles

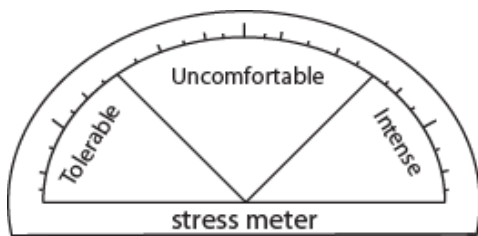
Briefly describe a conflict in each of the three areas below, then rate the level of frustration you have in each based on stress (the left meter) and loss of productivity (the right meter).

1. With an external customer (citizen, resident, business, vendor, etc.)

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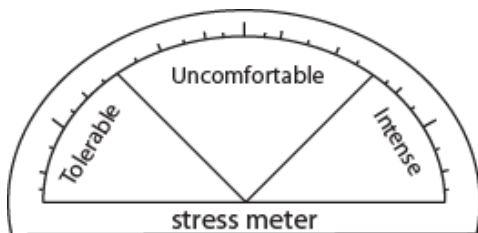


2. With an internal customer (co-worker, manager, colleague, etc.)

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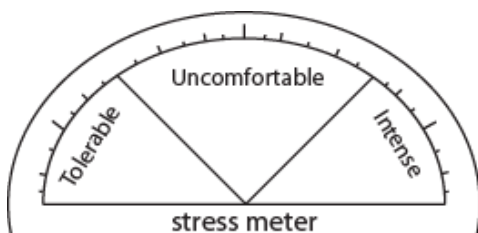


3. With a family member or friend

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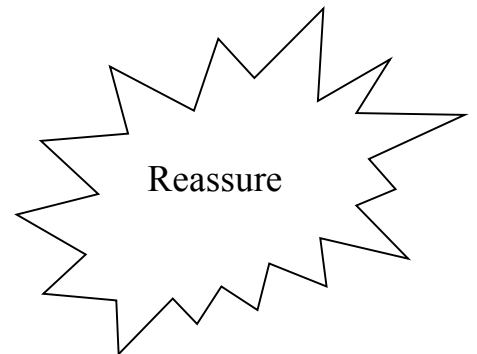
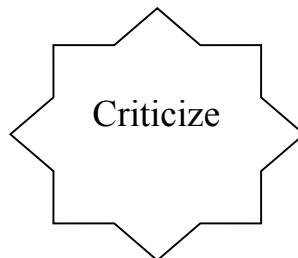
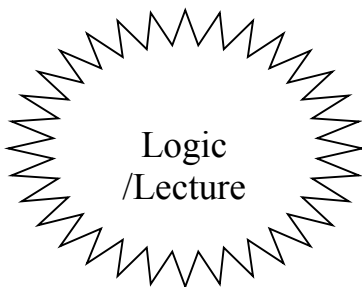
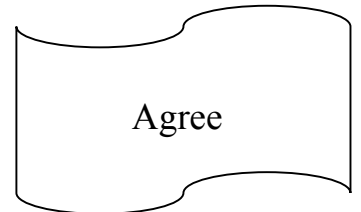
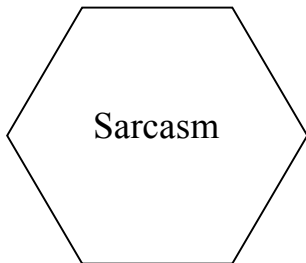
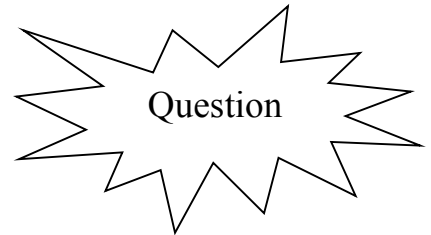
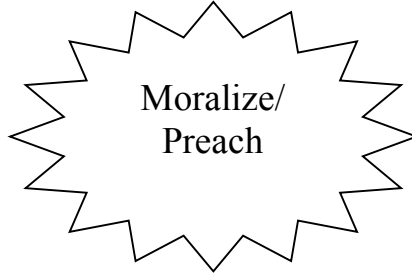
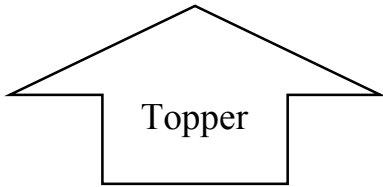


## Your First Reaction

Directions: Write down the first reaction that comes to mind.  
Don't think too long – Put down your very first response!

Solution #1	
Solution #2	
Solution #3	
Solution #4	

## Roadblocks to Communication



## Supportive Listening Techniques

Silence w/ Eye Contact \_\_\_\_\_

Acknowledgement \_\_\_\_\_

Door Openers \_\_\_\_\_

Summarize \_\_\_\_\_

### Supportive listening is a tool for:

Clarifying & understanding what the other person is *really* saying.

Reducing the emotional level of the conversation.

Reducing differences between you and them and demonstrating caring visible support.

## 5 Anger Defusion Techniques

1. Sincerely care by practicing supportive and empathetic listening.
2. The soft answer.
3. Defusion by recognizing the problem
4. Complete Apology
5. The No-Fault Apology



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## Reasons People Get Angry or Upset

They see a threat to their personal wellbeing in one of the following areas:

### Security

Self-respect, job security, sense of fairness, morality (right and wrong), financial loss . . . .

### Power

Influence over their schedule, their budget, their employees, other people . . . .

### Freedom

Relief from unwanted tasks or responsibilities . . . .

### Fun

Free time, the opportunity to enjoy something . . . .

## How To Protect Yourself Emotionally

1. Remember not to T.I.P. ( \_\_\_\_\_ ).
2. \_\_\_\_\_ about the other person.
3. Become an \_\_\_\_\_ that focuses on the \_\_\_\_\_ of the situation.
4. Ask \_\_\_\_\_ the other person might be feeling \_\_\_\_\_ in the situation.
5. Remember, you can't always \_\_\_\_\_ all their \_\_\_\_\_.

## “RESOLVE”: Seven Steps To Conflict Resolution

### R

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- Take ownership of your issues.
- Are you customer service provider, manager, mediator, team-member, mentor, friend, etc.?
- Define your understanding of what the conflict is all about.

### E

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- Make sure there is a high-level of trust between you.
- Begin in the proper setting.
- Use conflict communication skills.
- Ask their perspective on the conflict.

### S

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- Ask yourself why this person feels threatened in the conflict.
- Don't see them as the bad guy or gal.
- Give them the benefit of the doubt.

### O

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- Ask open-ended questions to explore their issues.
- Brainstorm on improving the relationship
- Think outside the box.

### L

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- Analyze the alternatives.
- Don't be rigid in doing it one way.
- Form a partnership.
- Gain consensus.

### V

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- List the positive benefits that will come from this new relationship.
- Imagine this new relationship succeeding.

### E

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- List the goals and solutions for which you've found agreement.
- Clarify roles.
- Reinforce your commitment and get theirs.
- Schedule future follow-up meetings.

“RESOLVE” in Action

1. **Recognize.** What is your role in the conflict and what is the conflict about?

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2. **Engage.** How would the other person define the conflict and your/their role?

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3. **Sympathize.** How might the other person feel threatened in the conflict?

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4. **Open Your Mind.** What are their solutions to the conflict?

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5. **List Mutual Solutions.** What solutions can you all support?

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6. **Visualize Your New Relationship.** How do you see your future with this person. What is the potential for success?

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7. **Establish Agreement And A Plan.** What’s the final agreement? Who’s doing what and when?

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