

Civility in Uncivil Times

CONFLICT RESOLUTION



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Agenda

What is Conflict

What is Civility

What is your role in conflict and civility

Questions

Conflict

Productive conflict focuses on finding a solution. It leads to a positive result that all team members can commit to, even if they don't completely agree with it. With destructive conflict, an agreement isn't reached, and no one benefits. This kind of conflict damages the productivity of an organization.

Why? It breaks down TRUST



Conflict

PRODUCTIVE



Defined problem



Maintained focus



Debate



Undefined problems



Unfocused (rabbit trails)



Argument



Planned actions/responsibility



Follow-up/through



Builds trust



Undefined action/responsibilities



Wishful thinking



Builds skepticism

Civility

The consistent exercise of courteous behaviors allowing for positive productivity enabling *everyone* the strength of character and integrity to face whatever the future may bring.



Demonstrate
Respect

Show Loyalty

Extending
Trust

Keep
Commitments

Listen First

Practice
Accountability

Confront
Reality

Righting
Wrongs

Get better
(grow)

Your role in conflict and civility

Demonstrating Respect

- Caring for others and showing your care through your words *and* actions.
- Respect the dignity of every person in every role, regardless of status.
- Show kindness especially for those who can't do anything for you in return.
- Avoid attempts to build relationships efficiently with people, relationships take time, and don't fake caring.

The *opposite* is blatant disrespect—showing no concern for others.

A more common “counterfeit” version of this behavior is faking concern and respect with words but not actions.

- I respect and appreciate you.
 - I'm glad for the chance to work with you.
 - Thanks for all you're doing.
 - You are really good at...
 - What I respect about you is...
 - How do you see it?
 - What do you think?
-
- We need your opinion.
 - You see things differently; I need to listen to you more.
 - I respect your position about this.

Demonstrating Respect phrases



Showing Loyalty

- Give away credit more than you claim.
- Speak about people as though they are physically present.
- Protect the absent by advocating for them.
When you must speak about people not present, check your intent.
- Never disclose the private information of others.

The *opposite* of Showing Loyalty is betrayal.

Betrayal can be rare, a common “counterfeit” version of this behavior is being two-faced. In essence, being two-faced is giving credit to people in front of them and playing down their contribution when they’re absent.

- I want to acknowledge _____ for this achievement...
 - You did a great job! I'm going to make sure that [leader or key player] hears about this!
 - Thank you for your solid contribution. It made a difference.
 - We should talk about this when this person is here.
 - I'd rather talk to her directly than talk about her now with just us.
- How do you think we should discuss this situation with them?
 - What is in the best interest of this person?
 - Sounds like you might need to talk to _____ (directly and soon).

Loyalty Phrases

Extending Trust

- Demonstrate your own willingness to trust.
- Extend trust abundantly to those who have earned it,
- Extend trust conditionally to those who are still earning your trust.
- Don't withhold trust just because there is risk involved.

The *opposite* of Extending Trust is to withhold it.

Withholding trust can be rare, a common “counterfeit” is Faking trust, or false trust. False trust gives people the task assignment, but not the authority or resources.

Fake trust is saying you trust someone, and then micromanaging and constantly watching.

- What does this situation require?
 - What are the risks?
 - How do I feel about trusting this person?
 - Do they have the character and competence for it?
 - I believe in you.
 - I know you can do this.
 - Your track record gives me confidence.
- You have my support.
 - You can talk to me about this anytime.
 - I'm concerned about...
 - We're depending on you.

Trust Phrases

Keep Commitments

- Make commitments carefully, including implicit commitments, and keep them at all costs.
- Make keeping commitments a part of your personal honor.
- Avoiding trying to smooth talk your way out of commitments. Do not break confidences.

The *opposite* of Keeping Commitments is violating promises.

Violating promises can be rare, a common “counterfeit” is overpromising and underdelivering.

Another aspect is casual commitments which are vague and elusive, making wonder what it is exactly you’re promising.

- Ten years from now, will I be glad I kept this commitment instead of that one?
 - Is this a commitment I really want to make?
 - Am I committed to follow through on this?
 - I promise to...
 - You can count on me to...
 - This is my intent in making this commitment...
 - I promise to deliver by...
- I'm willing to make this new commitment, but we already agreed on other priorities. Which of them should I postpone or cancel to take care of this?

Commitment Phrases



Listen First

- Listen before you speak, and listen to understand, not to respond. Then, diagnose.
- Listen with your eyes and heart in addition to your ears.
- Find out what behaviors matter the most to your colleagues.
- Don't assume you know what others care about most. Avoid the presumption that you have all the answers—or even all the questions.

The **opposite** of Listening First is to speak first.

Speaking first can be rare a common “counterfeit” is listening *without* understanding. Instead, you listen only to formulate a reply or find a weaknesses in the other position.

- What I hear you saying is...
- Let me make sure I understand everything you're trying to say...
- Let's clarify what the group is saying...
- Is there anything you'd add to what you just said?
- It seems like you feel [insert observed feeling, like unhappy or energized] about [insert what you think the topic is]. Am I close?
- My intent is to first understand your point of view, then explain my own.

Listening Phrases

Practice Accountability

- Hold yourself accountable first and hold others accountable second.
- Take responsibility for results when they're not up to par.
- Be clear on how you will communicate how you're progressing on projects and how others are progressing.
- Stop avoiding responsibility.
- Avoid pointing fingers when others cause difficulties or make mistakes.

The *opposite* of Practicing Accountability is refusing to take responsibility.

Refusing to take responsibility can be rare, a common “counterfeit” version of this behavior is pointing fingers and blaming others. Pointing fingers and blaming others can be overt or it can be done in a smooth and calculating way.

Pretending to have high standards for others while not enforcing consequences when expectations are not met also fits into this “counterfeit” behavior.

- Here's what I've done...
 - I'm responsible for...
 - Please return and report your progress by...
 - How will we hold ourselves accountable?
 - What are the consequences for not delivering?
 - How and when will we meet to track progress?
-
- Here are the expectations we set. How did we do? I understood you were going to get this done by [deadline]...
 - I'll take responsibility for that.
 - Fault me, not the team.
 - Did we deliver the expected results?

Accountability Phrases

Confront Reality

- ☑ Confront issues, including the “elephants in the room,” head on.
- ☑ Acknowledge the unsaid.
- ☑ Address tough stuff directly.
- ☑ Deal with minor issues before they become big problems.
- ☑ Lead courageously in conversations.
- ☑ Take on the reality, not the person.
- ☑ Stop avoiding the real issues.

The *opposite* of Confronting Reality is total denial.

Total denial may be rare, a common “counterfeit” version of this behavior is pretending to confront while evading reality by focusing attention on side issues while skirting the real issues.

- Let's get real.
- What are you not saying that needs to be said?
- I don't think we're talking about what really needs to be talked about, which is...
- What are the most significant threats we face right now?
- What are the cold hard facts of this situation?
- What will happen if we don't face this issue head on?
- We're adults, so let's handle this. We can do it.
- Tell it to me straight.
- What is undiscussable here?
- When you do this, the impact on me is...
- When you do this, the impact on the rest of the team is...

Confronting Reality Phrases

Getting Better

- Increase your capacity by being a constant learner.
- Seek feedback both formally and informally, and act on it.
- Thank people for feedback and never consider yourself above feedback.
- Know your current knowledge and skills will be insufficient for future challenges and opportunities.

The *opposite* of Getting Better is to deteriorate.

Deteriorating can be rare, a common “counterfeit” version of this behavior is making minor tweaks or trendy improvements which don’t take hold long-term.

Reading and learning, and not applying what you’ve learned.

Trying to force-fit everything into what you’re already good at doing.

- Where can I get better?
- How am I doing now?
- What specifically do we need to do better when it comes to our systems and structures?
- What is the payoff on trust if we make this improvement?
- How much trust do we lose if we do nothing differently going forward?
- How will we get regular feedback?
- On a scale of 1-10, how likely are you to recommend us to others? What makes you say that?
- Thank you for the feedback. I'll act on it.

Getting Better phrases

Righting Wrongs

- Apologize quickly.
- When you are wrong, do more than just admit it; make restitution.
- Think “service recovery” even if you’re not in a service position.
- Show humility and resist the urge to cover up your behavior.
- Do not let your pride get in the way of doing the right thing.

The *opposite* of Righting Wrongs is denying or rationalizing wrongful behavior.

Denying or rationalizing wrongful behavior can be rare, a common “counterfeit” version of this behavior is finding ways to hide mistakes instead of repairing them.

Also, not admitting the mistake until it’s discovered. In that case, the humbling comes from the circumstances rather than your character.

- It's my fault.
 - I apologize for...
 - I did ... and I apologize for that. You deserve better [from me].
 - I was wrong about...
 - What can I do to make this right?
 - Please tell me how we can help?
 - What could I have done differently?
- What should I do differently next time?
 - How can we learn from this situation?
 - This is what we commit to do?
 - Is there anything I can do to follow up with you.

Writing Wrongs phrases

Let's Recap

- Demonstrating Respect - Show genuine concern for all.
- Show Loyalty - Lift others up and never tear them down.
- Extending Trust - Let yourself lean in.
- Keep Commitments - Deliver what you promise.
- Listen First - Avoid interrupting or pushing toward conclusions.
- Practice Accountability - Stop being vague about progress.
- Confront Reality - Stop avoiding or rushing past the real stuff.
- Righting Wrongs - Admit it, apologize for it, make it right, and recommit.
- Get better (grow) - Be in a state of willingness to stretch.

WHAT DO THESE CONCEPTS HAVE IN COMMON?



WHAT DO THESE
CONCEPTS HAVE IN
COMMON?

Leadership is a Behavior

Leadership behavior is the process by which any person can guide, direct and influence the work of others to meet specific goals. These actions and strategies can be learned to increase the effectiveness of those around them.



Questions

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