



JFD Performance Solutions
Striving – Performing – Achieving



Effective Communication and Constructive Conflict



May 2014





The following slides provide strategies for communicating effectively.

What Drives Effective Communication?

While all of these pieces are important, non-verbal communication is critical.

	<u>Face to Face</u>	<u>On the Phone</u>
Words	7%	16%
Tone of Voice	38%	84%
Body Language	55%	N/A

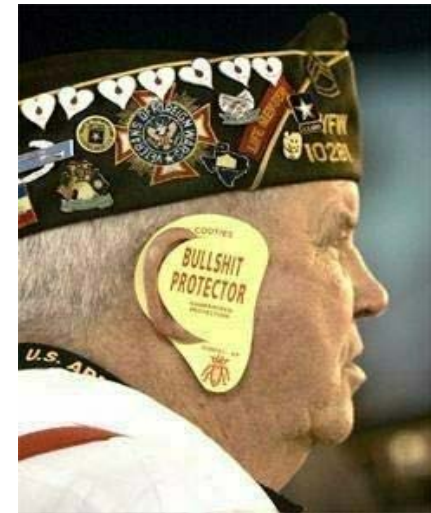


Use Open-Ended Questions

- “How are you going to do that?”
- “Can you give an example of this?”
- “How does this impact you?”
- “Why is that important to you?”
- “What is currently motivating you?”
- “So your point is that...”
- “I appreciate your position. Can we discuss...?”
- “Why is that?”

Tips for Effective Listening

- Show full attention – don't let interruptions sidetrack you
- Hear them – reserve judgment and/or criticism
- Don't interrupt – let them proceed in their own way
- Put them at ease – be aware of the non-verbal cues
- Try to understand – understanding does not mean agreement
- Provide feedback – you are responsible



Listen Fully

Mind = Perspective

Ears = Words

Eyes = Clues



Heart = Feelings

Consider These Tips for Dealing With Difficult People

- Recognize when emotions are increasing
- Clarify what they're upset about (ask, don't assume)
- Don't argue; resist the urge to fight
- Don't accept generalities; ask for specifics
- Offer up how you think they're feeling
- Empathize; "relate"
- Verbalize your feelings (feelings matter!)
- Take a break if necessary

Use These Strategies to Get to an Effective Outcome

- Make good relationships a first priority
- Keep people and problems separate
- Strive to understand interests and motivations
- Listen first; talk second
- Set out the “facts” and ground rules
- Begin with the right motives and start with the positives
- Leverage the common ground (chip away at the differences)
- Explore options together

An Activity: Are You a Competent Communicator?

Take out a piece of paper and do the following:

- Create three columns on your paper
- In the first column, list the top 10-20 characteristics of competent communicators
- In the second column, rate your own competence in each characteristic on a scale of 1 to 10, with 10 being the highest
- Then brainstorm ideas for improvement and write those down in the third column

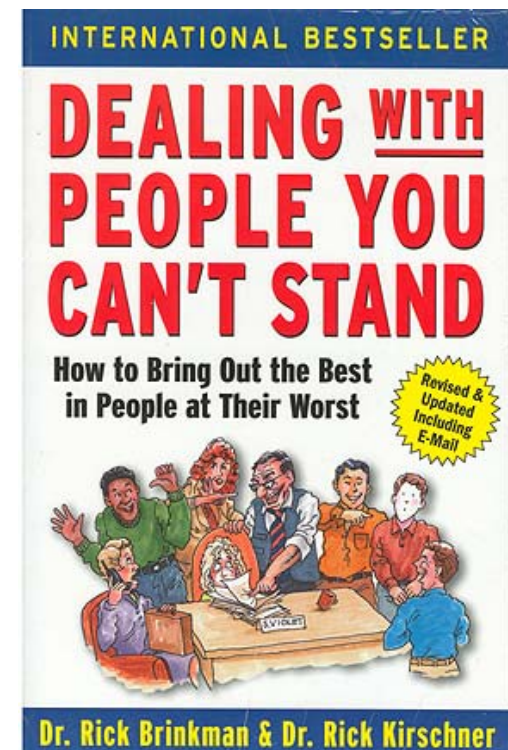


Effective communication is very useful in managing constructive conflict.

Who is a Difficult Person?

1. The Sniper
2. The Grenade
3. The Think They Know It All
4. The Yes Person
5. The Maybe Person
6. The Blank Wall (or Nothing Person)
7. The No Person
8. The Whiner
9. The Know-It-All

In Brinkman and Kirschner's book, these 10 behavior patterns of difficult people are identified.



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What is a “Tough Conversation”?

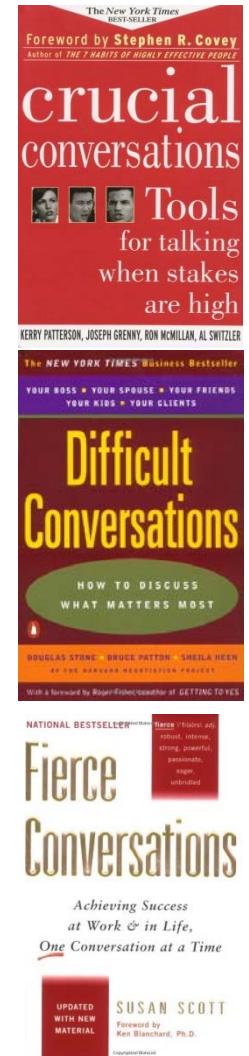
Crucial Conversation: A discussion between two or more people where (1) stakes are high, (2) opinions vary, and (3) emotions run high.

Source: “Crucial Conversations” by Patterson, Grenny, McMillan & Switzler

Difficult Conversation: Anything you find it hard to talk about.

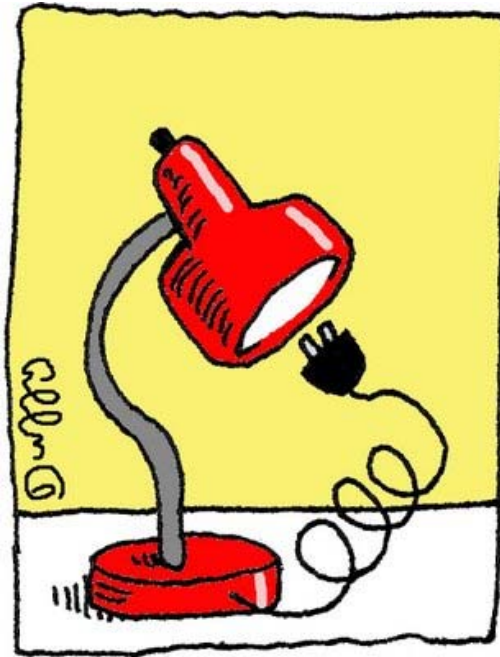
Source: “Difficult Conversations” by Stone, Patton & Heen

Also: “Fierce Conversations” by Susan Scott

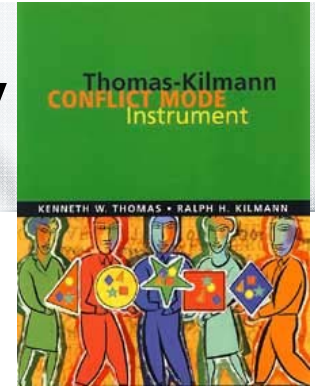


How Self-Aware Are You?

- How do you perceive yourself?
- How does the rest of the world see you?



Know Yourself and the Other Party



Conflict Styles

1. Competitive - Firm stand; know what they want. Operate from a position of power, authority, expertise
2. Collaborative - Meet the needs of all involved. Open to others. Can be assertive, yet cooperative.
3. Compromising - Satisfy everyone, if possible. Everyone share in pain and gain.
4. Accommodating - Meet needs of others at own expense. Not assertive; highly cooperative. Can be persuaded even when not warranted.
5. Avoiding - Evade difficult people and situations. Inappropriate delegation, decisions, inaction

From Kenneth W. Thomas and Ralph H. Kilmann, 1974

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An Activity: Assessing Your Own State

To determine how you handle difficult conversations, go to this link to take the assessment:

<http://www.vitalsmarts.com/styleunderstress/>

