



Harm or Harmony: How PMs can Effectively Deal with Conflict

Dr. Mary Sue Love
SIUE

School of Business
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Face it, it's a mess...

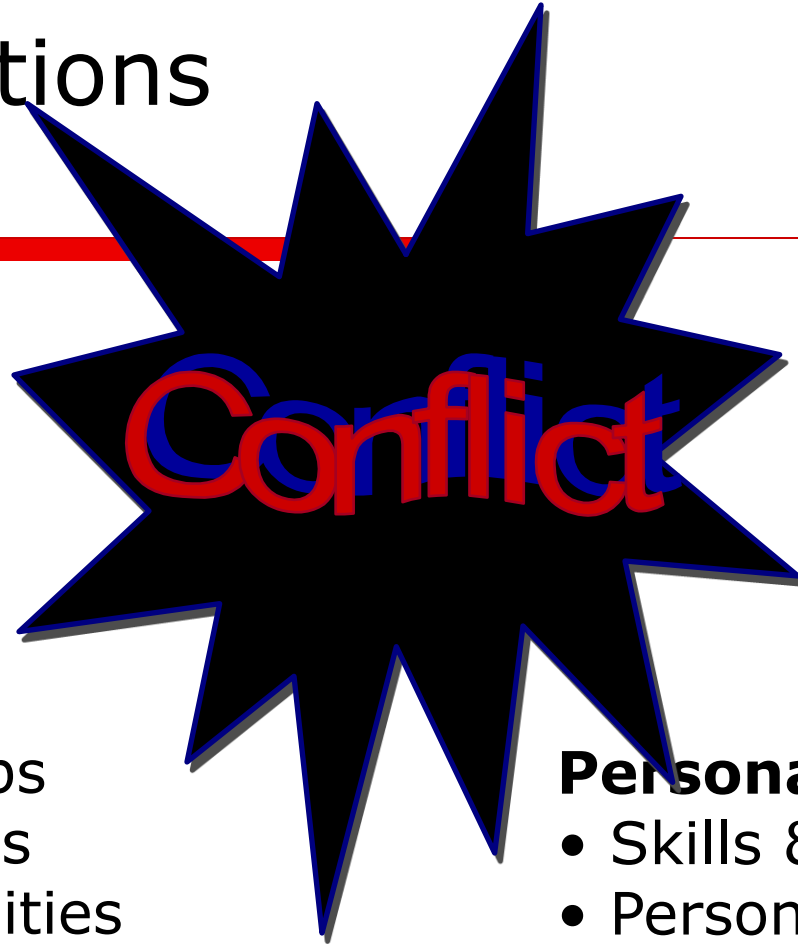
- Conflict
 - Emotional Intelligence
-
- Together, they can help us tackle difficult conversations without lasting harm



Conflict



Causes of Conflict in Organizations



Structural Factors

- Specialization
- Interdependence
- Common resources
- Goal differences
- Authority relationships
- Status inconsistencies
- Jurisdictional ambiguities

Personal Factors

- Skills & abilities
- Personalities
- Perceptions
- Values & ethics
- Emotions
- Communication barriers
- Cultural differences

What is Emotional Intelligence?



Dimensions of Emotional Intelligence

Dimension	Definition	Aspects
Self-awareness	Ability to recognize & understand emotions & their effect on others	<ul style="list-style-type: none"> • Self-confidence • Self-assessment • Attending to your emotions
Self-management	Ability to control impulses or suspend judgment	<ul style="list-style-type: none"> • Self-control • Adaptability • Trustworthiness • Optimism
Social awareness	Sensing others' emotions, reading political & social cues, & recognizing needs	<ul style="list-style-type: none"> • Empathy • Situational Awareness • Service • Display Rules
Relationship management	Ability to guide & motivate, influence, develop others, and collaborate	<ul style="list-style-type: none"> • Influence • Teamwork • Developing others • Inspiration

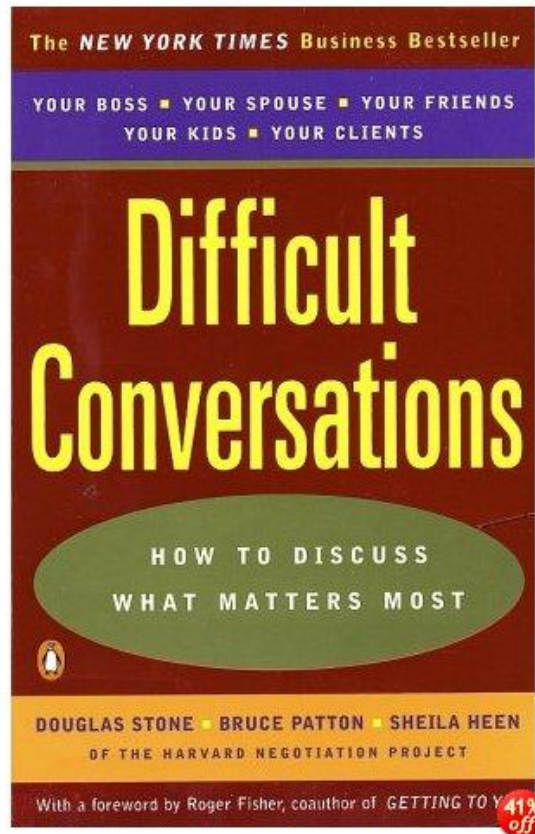
[Source: Goleman, 1998; Goleman et al, 2002]



Mood is one aspect of what we are talking about

- “Of all the elements affecting bottom-line performance, the importance of the leader’s *mood* and its attendant behaviors are most surprising. That powerful pair set off a chain reaction: The leader’s mood and behaviors drive the moods and behaviors of everyone else.” (Goleman, et al.)

How to Manage Conflict Without Lasting Harm



The What Happened Conversation



The Feelings Conversation



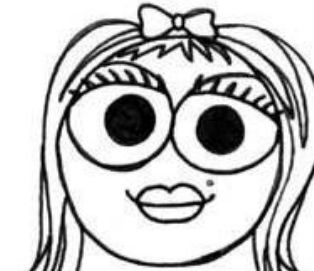
CONFUSED



SUAVE



LIMACIOUS



PRETTY



EXHAUSTED



SLEEPY

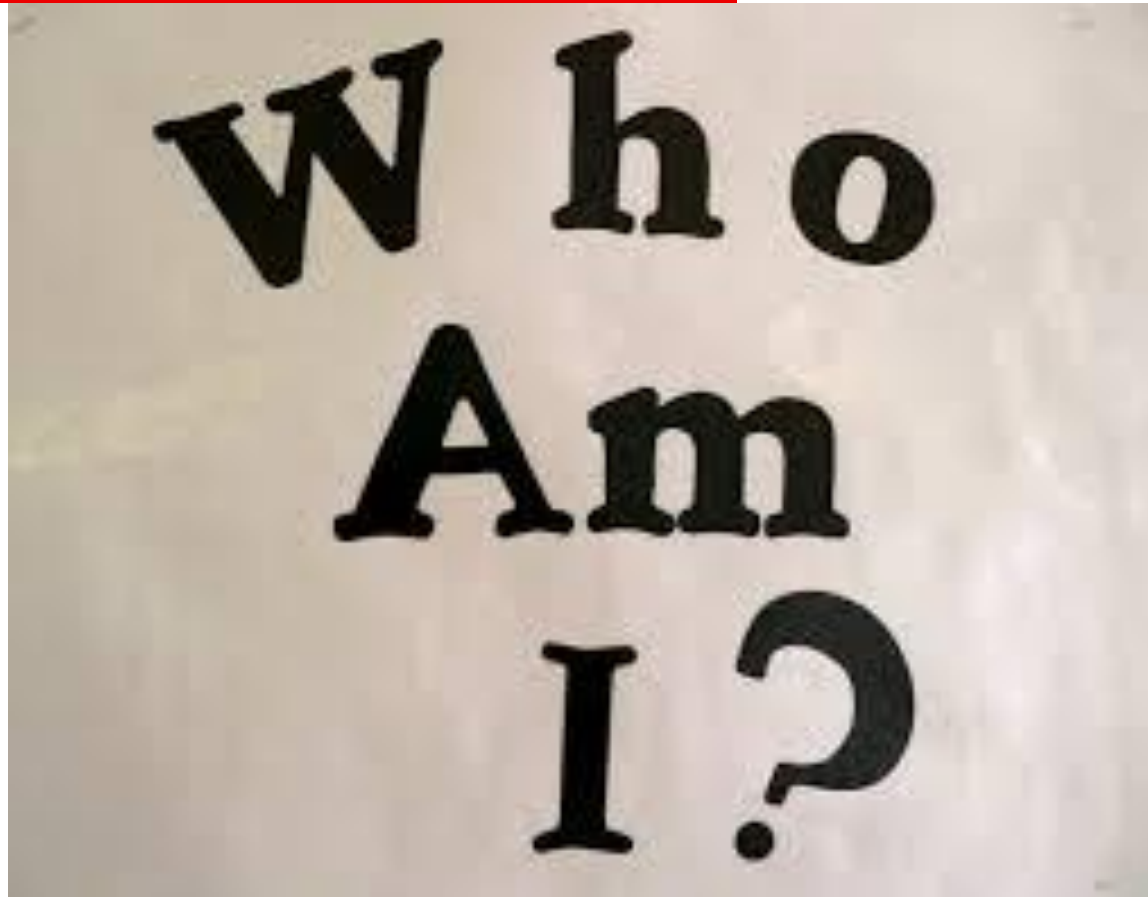


HEARTBROKEN



HYSTERICAL

The Identity Conversation



Where to Start:

The Third Story

The Third Story

- Describing the problem between the parties in a way that rings true for both sides simultaneously

With a keen eye for detail



Only **one** truth prevails.

What to talk about

- ❑ Explore where each story comes from
- ❑ Share the impact on you
- ❑ Take responsibility for your contribution
- ❑ Describe feelings
- ❑ Reflect on identity issues

Some bad ones

- ❑ If you contest Dad's will, it's going to tear the family apart.
- ❑ I was very upset by what you said in front of our supervisor
- ❑ You're selfish, ungrateful, and don't care
- ❑ At worst, you betrayed me—at best you were stupid

One More

- Your son Nathan can be difficult in class—disruptive and argumentative. You've said in the past that things at home are fine, but something must be troubling him.
- Your son is a troublemaker, probably because you're a bad parent who's created a lousy home environment. What are you hiding?



Let's give it a try!

Find the Third Story

- Hannah, one of your computer experts, is responsible for backing up your network files each day. It's kind of boring, but necessary. You don't think she's doing it daily...and here's why....twice when you asked her, she said she'd 'get to it later,' and you never saw her get to it...once when you asked her if she's doing the job, she said, 'sort of, but don't worry'...and last week when she was sick, she didn't seem to have anyone to fill in for her.

Find the Third Story

- Your friend called you to help out on a brochure. He was behind and asked if you could finalize the design and printing. You are in a bit of a bind yourself, but anything for a friend. You send him the mock up, he gives the okay, and you have it printed. You return to your office to hear this voicemail: “You really screwed this up! I know you were busy, but...this is a disaster. I assume you will get this fixed right away!”

Let's Break Into Groups and
Work with Some Situations We
are Struggling with Right
NOW!



TAKEAWAYS