

RUTGERS

New Jersey Agricultural
Experiment Station

LEADERSHIP, CONFLICT & CHALLENGING SITUATIONS

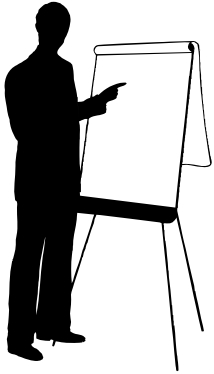
ENVIRONMENTAL STEWARDS

May, 2008



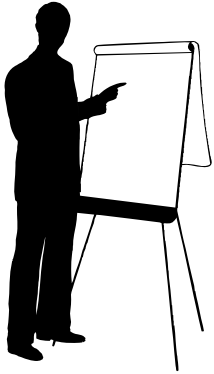
Dr. Mary Nikola, Director, Leadership & Organizational Development

Rutgers Cooperative Extension



AGENDA

- I. Introduction, Agenda, Objectives & Recap
- II. Conflict Resolution Strategies
- III. Leadership Techniques for Challenging Situations
- IV. Summary, Q&A, Adjourn



SEMINAR 1

Defining Leadership & Leadership Model

- Leadership “personal bests”
- Characteristics of effective leaders
- Five Practices Leadership Model

EFFECTIVE MANAGERS AND LEADERS

Management

- Administration
- Implementation
- Focus on Structure & Control
- Motivate via discipline & sanctions
- Eye on bottom line
- Imitate

Leadership

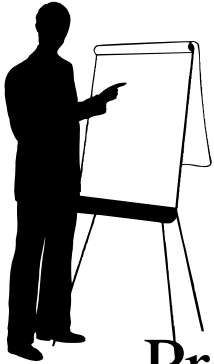
- Innovative
- Conception
- Focus on people & ways to inspire trust
- Motivate shared meaning/intrinsic
- Eye on horizon
- Originate

IF IT AIN'T BROKE ...

The Five Best Practices

- Kouzes and Posner, 20 years of research and application
 1. Model the Way
 2. Inspire a Shared Vision
 3. Challenge the Process
 4. Enable others to Act
 5. Encourage the Heart



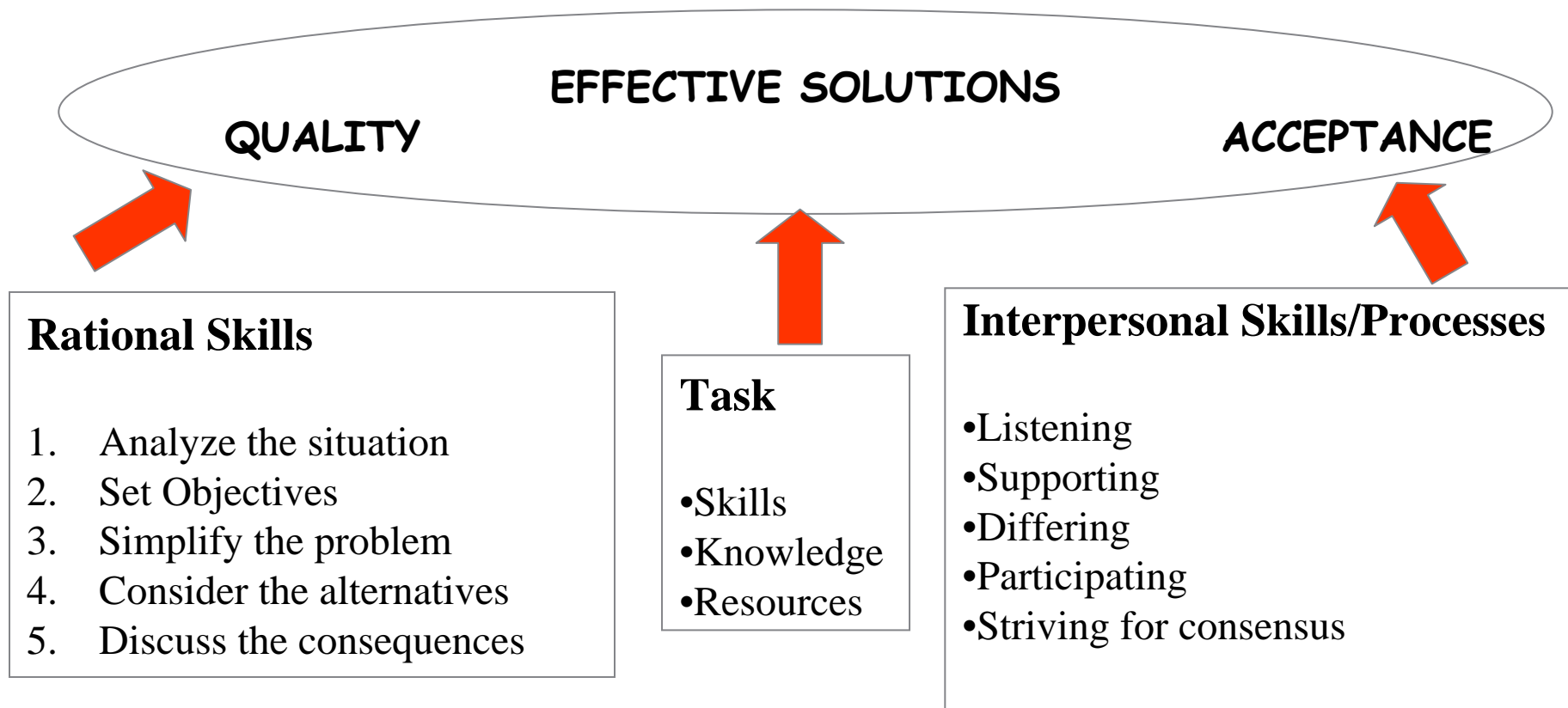


SEMINAR 2

Problem-Solving/Decision-Making

Influence - Credibility, Insight & Communication

- Problem solving skills
- Key elements of influence
- Plans for influencing others



INFLUENCE

- Leading others without reliance on authority
- Influence essentials include:
Personal credibility, Insight & Communication

“First seek to understand,
then to be understood”.

Stephen Covey

What the research data says

<u>13%</u>	Ambitious	<u>88%</u>	Honest
<u>40%</u>	Broad-minded	<u>28%</u>	Imaginative
<u>23%</u>	Caring	<u>5%</u>	Independent
<u>63%</u>	Competent	<u>68%</u>	Inspiring
<u>28%</u>	Cooperative	<u>40%</u>	Intelligent
<u>29%</u>	Courageous	<u>11%</u>	Loyal
<u>32%</u>	Dependable	<u>13%</u>	Mature
<u>17%</u>	Determined	<u>5%</u>	Self-controlled
<u>49%</u>	Fair-minded	<u>33%</u>	Straightforward
<u>75%</u>	Forward-looking	<u>41%</u>	Supportive

Leadership

- Honest
- Inspiring
- Competent
- Forward-looking

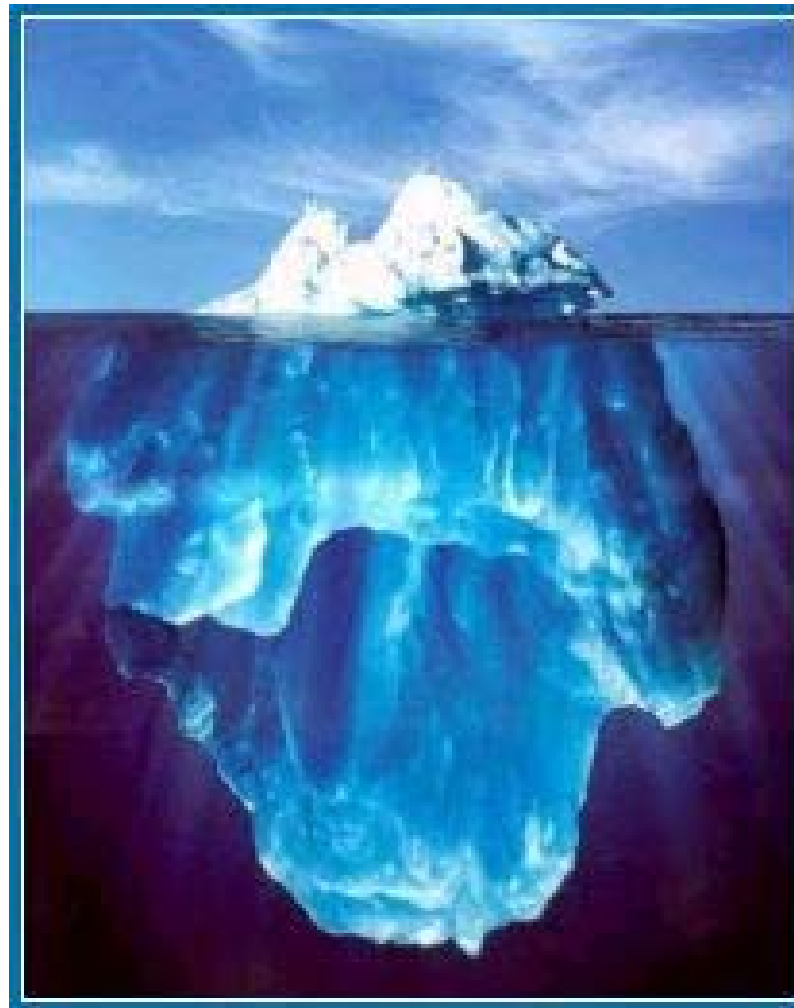
Credibility

- Trustworthiness
- Dynamic
- Expertise

**“People don’t at first follow worthy causes;
they follow worthy leaders who have worthy causes”**

John Maxwell

**Positions –
“The Tip of the
Iceberg”**



Positions



Interests

AUDIENCE NEEDS ANALYSIS

Stakeholders & Concerns/Needs	Stakeholder #1	Stakeholder #2	Stakeholder #3
Financial			
Performance			
Image			
Power			
Achievement			
Recognition			
Affiliation			
Order			
Safety			
Other			

SUMMARY ON INFLUENCING SKILLS

- Clarify what you want to accomplish
- Identify whose support need and WIIFT
- Identify the benefits the idea offers them
- Determine how to demonstrate your idea merits their support

**If you don't believe in the messenger,
you won't believe in the message.**

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***“MY GREEN THUMB CAME ONLY AS A
RESULT OF THE MISTAKES I MADE
WHILE LEARNING TO SEE THINGS FROM
THE PLANT’S POINT OF VIEW”***

- Will Rogers

OBJECTIVES

- Utilize appropriate strategies for dealing with challenging situations.
- Apply group management techniques to ensure meeting effectiveness.

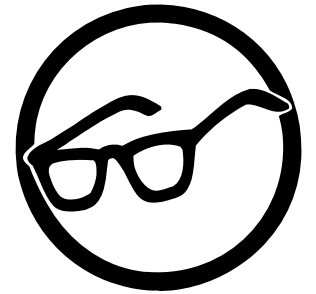


Thomas Kilman Conflict Mode Instrument

- Follow directions on page 1
- Go with your first response
- Work quickly
- Do not complete the score sheet



Define & Diagnosis Conflict



What is conflict?

Jot down the first 5 words that come to mind when you think of conflict.
(Don't mention any names 😊)

1. _____
2. _____
3. _____
4. _____
5. _____



- Means different things to different people
- Simply difference between you and another
- Can be either positive or negative, depending on how we respond

Conflict is . . .

Any situation in which your concerns or desires differ from those of another person

Situations in which there are:

- Competing Interests
- Competing Values
- Competing/Overlapping Commitments
- What else?

VIDEO CASE STUDY

JAWS



When a gigantic great white begins to menace the small island community of Amity, a police chief, a marine scientist and grizzled fisherman set out to stop it.

Characters:

Mayor Vaughn, Police Chief Brody,
Marine Scientist Matt

- What is the overall climate during this scene?
- Describe the conflict.
- How is the conflict handled?

Analyzing Conflict

DESTRUCTIVE

What are the disadvantages ?



PRODUCTIVE

What are the advantages?

The Value of Conflict

Conflict is *constructive* when it:

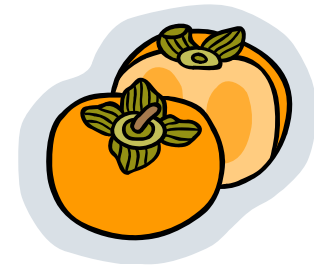


- Opens up dialog ... resulting in clarification.
- Builds cohesiveness.
- Allows for a reassessment of procedures or actions.
- Increases involvement and commitment.

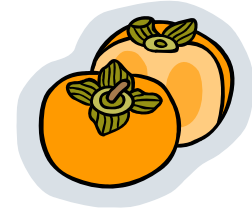


CASE STUDY

1. Read the case. (5 minutes)
2. Plan your strategy. (3 minutes)
3. Meet with your partner to address this issue.
4. You have 10 minutes.



CASE EXERCISE



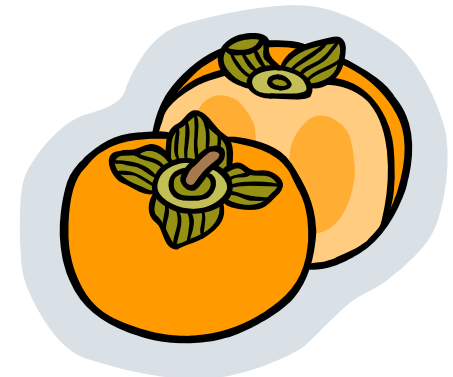
Dr. Jones and Dr. Roland, two biological research scientists representing rival pharmaceutical companies, each seek to acquire the entire crop of Ugli Oranges that was grown in the world this year.

Mr. Cardoza, a farmer in South America, owns most or all of the Ugli Oranges grown in the world this year.

After reading additional instructions, you will have an opportunity to speak with each other to see if you can develop a joint proposal before going to South America to try to purchase the Ugli Oranges from Mr. Cardoza.

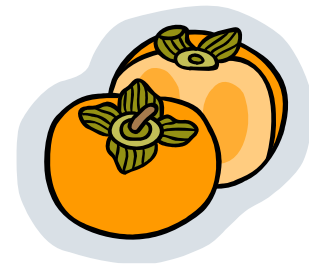
Debriefing The Case

- What happened?
- Did any of you not reach an agreement?
- What were some of the issues?
- What agreements did you reach?





What did your partner do that lead to success?

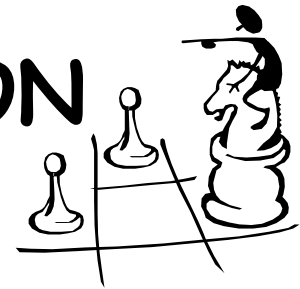


CONFLICT SITUATIONS

- Think of a conflict situation in which you have been involved. Be prepared to share the following information:
 1. What is the conflict about (issue) ?
 2. What is the relationship between you and the other person (friend, neighbor, peer, supervisor, employee, customer, stakeholder)?
- Be prepared to share this information with the group



YOUR CONFLICT SITUATION



What is this conflict about?

On a scale of high, medium or low, (circle one) how important is this issue to you?

Who is this conflict with ?

On a scale of high, medium or low, (circle one) how important is this relationship to you?

ISSUE/RELATIONSHIP

High

↑
**I
S
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U
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P
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R
T
A
N
C
E**
↓

Low Relationship High Issue	High Relationship High Issue
Low Relationship Low Issue	High Relationship Low Issue

Low



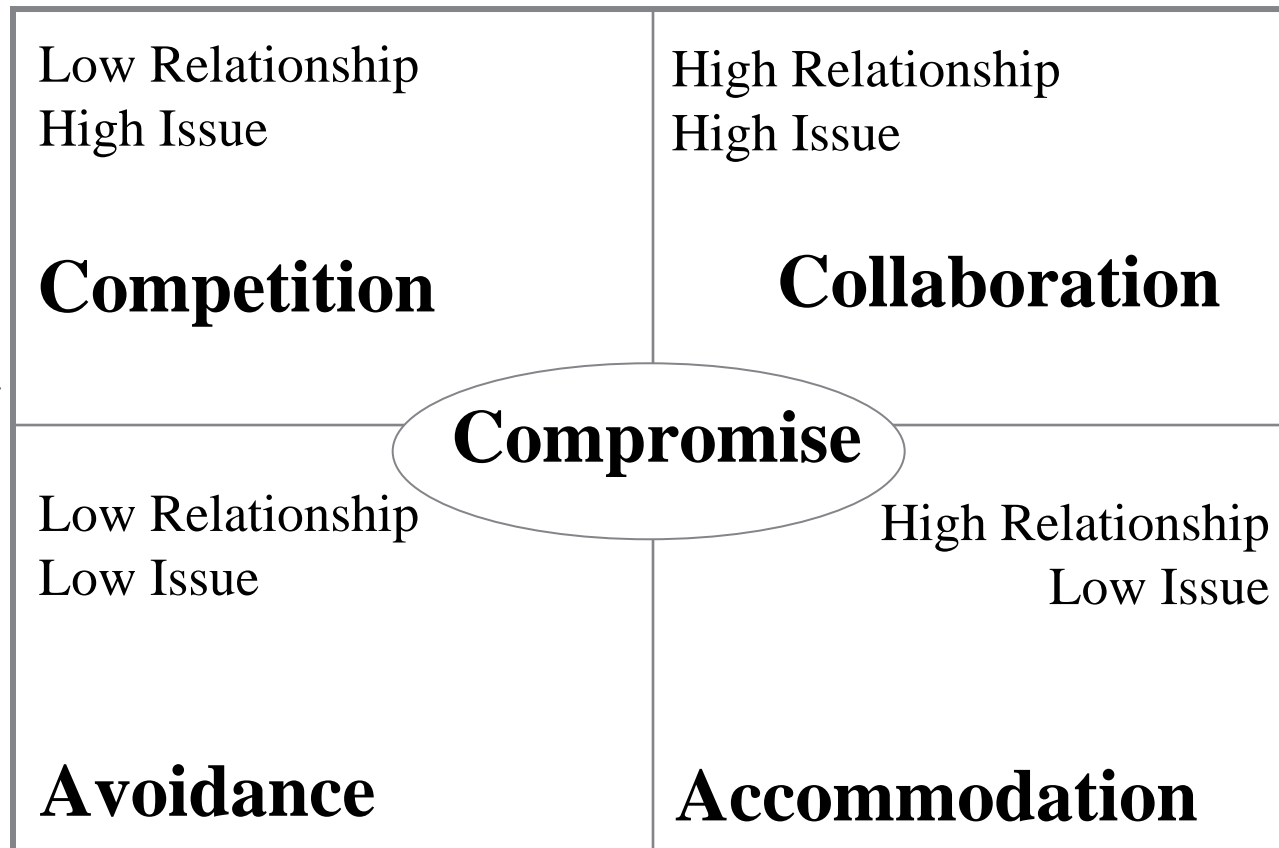
RELATIONSHIP IMPORTANCE

High

CONFLICT MANAGEMENT STYLES

Dominant

Degree of Assertiveness



Submissive

Degree of Cooperation

Non-supportive

Supportive

SUMMARY OF TOOLS & PURPOSE



1. Avoid

Goal is to “delay”

2. Accommodate

Goal is to “yield”

3. Compete

Goal is to “win”

4. Collaborate

Goal is to find a “win/win”
solution

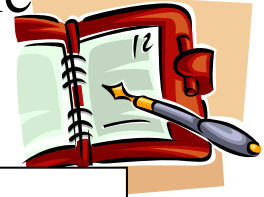
5. Compromise

Goal is to find a “middle
ground”

Styles	Advantages	Disadvantages
1. AVOIDANCE		
2. COMPETITION		
3. COLLABORATION		
4. ACCOMMODATION		
5. COMPROMISE		

FOLLOW - UP ACTIVITIES

- Recognize your preferred strategy to manage conflict
- Look for opportunities to apply alternative strategies



**Speak when you are angry, and
you will make the best speech
you will ever regret.**

Laurence J. Peter



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**III. Leadership Techniques
for
Challenging Situations**



**THINK OF A SITUATION WHERE YOU WERE
ATTENDING A MEETING AND THINGS DID NOT GO
SO WELL.**

YOU THOUGHT THE MEETING WAS INEFFECTIVE.

WHAT HAPPENED AT THIS MEETING ??

MEETING MANAGEMENT TECHNIQUES

- **AGENDA & PURPOSE**
- **PROCESS**
- **LOGISTICS**
- **FACILITATION SKILLS**



FACILITATING

... process of assisting a group unobtrusively in focusing its energies to accomplish a given task

FACILITATOR IS NOT

- Chairperson, Mediator
- Parliamentarian
- Content expert sharing opinions



FACILITATOR IS TOO

- Process expert
- Makes it easy for group to work together
- Remains neutral regarding the content

FACILITATORS



- Suggest methods and procedures
- Elicit full participation
- Guard integrity of the process the group has chosen
- Protect individuals from personal attack
- Initiate process interventions as needed

Goal of Effective Facilitation is to:

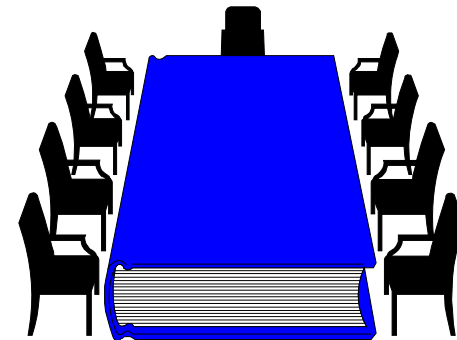
**Establish a comfortable meeting environment
Develop & manage the discussion**

FACILITATION SKILLS

1. Presenting information

2. Developing discussion

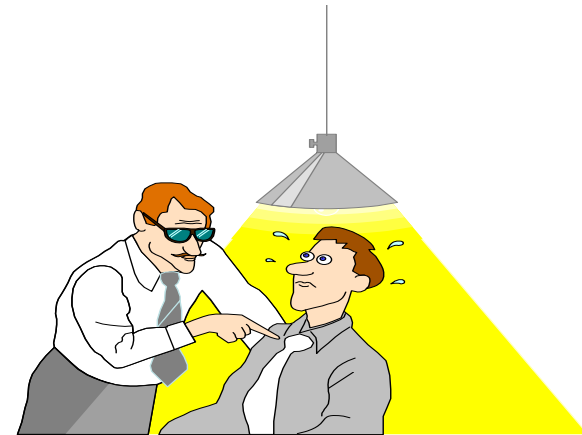
3. Maintaining balanced participation



- **Use peoples' names**
- **Talk to the _____**
- **_____ eye contact**
- **Give step by step instructions**
- **Speak clearly & audibly**
- **Check for _____**
- **Use simple statements**
- **Control distracters**
- _____
- _____



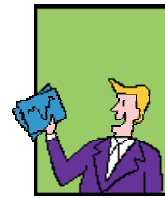
- **Address people by name**
- **Ask open ended questions**
- **After asking a question, count to ____**
- **Poll the group**
- **Reinforce verbally**
- **Reinforce non - _____**
- **Network the participants**
- **Defer to the _____**
- _____



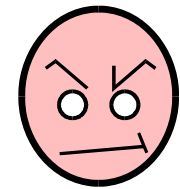
PARTICIPANT BEHAVIOR



Under involved



Over involved



Aggressive

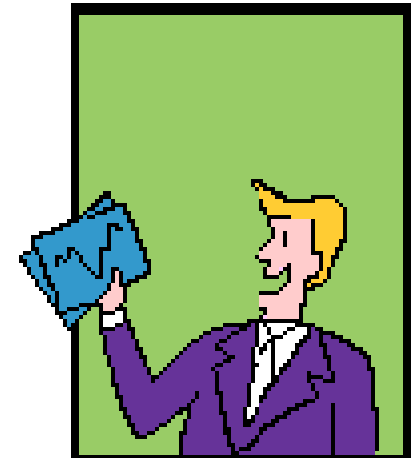
UNDER PARTICIPANTS

- Show that you _____ their contributions
- Use _____ questions
- Use their name
- Maintain eye contact and _____
- Network the participants
- Small group/work in pairs
- Chart _____
- Protect _____



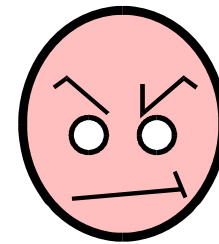
OVER PARTICIPANTS

- Refer to the ground rules
- Close-ended questions
- Ask for a _____ to the topic
- Use reflecting statements
- Ask others for _____
- Ask for different points of view
- Summarize and move on



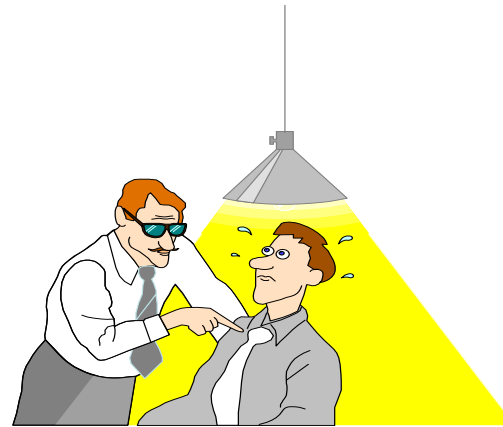
AGGRESSIVE PARTICIPANTS

- Maintain relaxed _____
- Remain ____ defensive
- Clarify and acknowledge
- Acknowledge & reinforce their
_____ contributions
- Allow the group to _____
- Ask to discuss privately
- Allow the individual to “*save* _____”



HELPFUL FACILITATION BEHAVIORS

- **ATTENDING**
- **OBSERVING**
- **LISTENING**
- **QUESTIONING**



HOW DO THEY GET THE MESSAGE?

Words _____ %

Tone of voice _____ %

Non-verbal cues _____ %

Message 100%

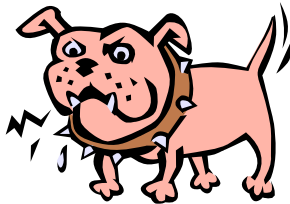


MULE

KNOW IT ALL



BULL DOG



WHINER



OTHERS?



Mule Behaviors

- Silent
- Beat around the bush
- Withhold information
- Uncooperative

Your Suggestions for communicating with the Mule:



Know It All Behaviors

- Convey superiority
- Absolutely certain
- Don't listen

Your Suggestions for communicating with the Know It All:

Whiner Behaviors



- Find fault in everything
- Blame & accuse others
- Not usually interested in solutions

Your Suggestions for communicating with the Whiner:

Bull Dog Behaviors



- Speak with authority
- Dominate & intimidate others
- Hostile & belligerent
- Push others around
- Doesn't seem to take a breath

Your Suggestions for communicating with the Bull Dog:

- Advantages/Disadvantages of 5 Conflict Management Styles
- Strategies for challenging people
- Ways to discuss the issue
- Facilitation Techniques

ADVANTAGES/DISADVANTAGES

Style	Advantages	Disadvantages
Avoidance	Postpones tension; Useful when: risk outweighs gain, others can solve, or when can postpone until more info is available	Limits input, Temporary solution
Competition	Useful when quick action needed Protects 'against those who take advantage of non- competitive behavior	Stops exploration of new ideas, One's goals achieved at other's expense Win/lose Little commitment, Temporary solution
Compromise	Achieves temporary fix Quick agreement	Achieves temporary fix Lose/lose Partial win/partial win

ADVANTAGES/DISADVANTAGES

Style	Advantages	Disadvantages
Collaboration	<ul style="list-style-type: none"> Mutual exploration of new approaches Mutual resolution Gains commitment Win/win Permanent solution 	<ul style="list-style-type: none"> Time consuming Requires participation of other party
Accommodation	<ul style="list-style-type: none"> Preserves harmony Avoids disruption Prevents competition Useful when issue not important to you 	<ul style="list-style-type: none"> Sacrifice own point of view Limit creative resolution Win/lose

MULE

- Silent
- Beat around the bush
- Withhold information
- Uncooperative



MULE

- Use Silence
- Ask open- ended questions
- When they speak , listen hard
- Use their name
- Ask directly about
their silence

“Be quick to listen and slow to speak.”

KNOW IT ALL



- Convey superiority
- Absolutely certain
- Don't listen

KNOW IT ALL

- Show respect
- Ask Questions
- Have the facts
- Refrain from being the expert in reverse

WHINER

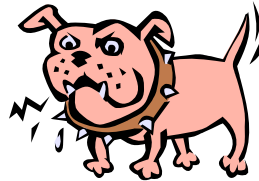
- Find fault in everything
- Blame & accuse others
- Not usually interested in solutions



WHINER

- Listen & acknowledge their concern
- Don't agree with their whining
- Help them to re-focus
- Ask "How can I help you with?"

BULL DOG



BULL DOG

- Speaks with authority
 - Dominates & intimidates others
 - Hostile & belligerent
 - Pushes others around
 - Doesn't seem to take a breath
- Maintain normal voice volume
 - Slow speech down
 - Lower pitch
 - Show you are in control of the discussion as well as yourself

*"Speak with words that are soft and sweet,
you never know when you'll have to eat them."*

Ways to Discuss the "Issue"

DON'T

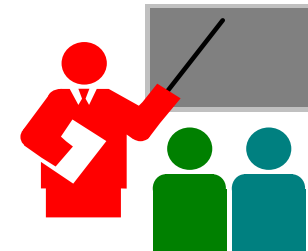
- Talk **at** the other person
- Focus on the **past**
- Focus on who is right
- Place **blame**
- Score points

DO

- Talk **with** them
- Focus on the **future**
- Focus on what's to do
- Tackle problem **jointly**
- **Clarify** interests
- **Invent** options

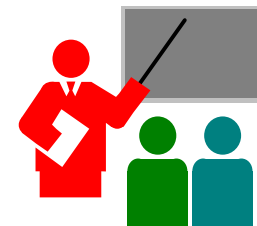
FACILITATION TECHNIQUES

- Use agenda, ground rules, desired outcomes and structured discussion times
- Acknowledge and reinforce constructive contributions
- Keep group informed of where they are in the process
- Manage meeting pace
- Use open ended questions



FACILITATION TECHNIQUES

- Show that you value their contributions
- Be cautious about contributing your ideas
- Focus on examples of behaviors
- Clarify ideas
- Ask for different points of view
- Chart ideas
- Protect ideas



*If you always do what you have always done,
you always get what you have always gotten!*

LEADERSHIP SUMMARY

Think of leadership in terms of establishing a **clear vision** and working to **influence** others to see the **same vision** you see.

*Thank you,
Mary*