

**Dr. Mary Nikola, Director, Leadership & Organizational  
Development**



## AGENDA

- I. Introduction: Agenda & Objectives
- II. Problem-Solving/Decision-Making
- III. Influence – Credibility and Insight
- IV. Conflict Management Strategies
- V. Summary, Applications and Homework

## OBJECTIVES



- ❖ Review problem solving skills
- ❖ Identify influence techniques
- ❖ Develop conflict management strategies

## EFFECTIVE MANAGERS AND LEADERS

### Management

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

### Leadership

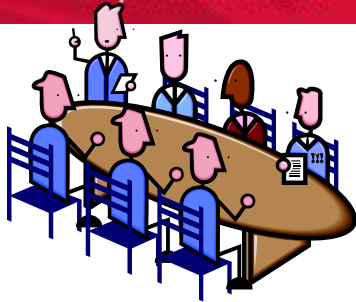
- Innovative
- Conception
- Focus on people & ways to inspire trust
- Motivate shared meaning/intrinsic
- Eye on horizon
- Originate

**IF IT AIN'T BROKE ....**

## INFLUENCE

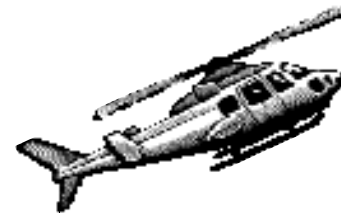
- Ideas that drive decisions come from many different sources
- For ideas to succeed, we need support from a network of people
- Collaboration is often critical in order to turn our ideas into reality





# PROBLEM-SOLVING AND DECISION-MAKING

- If you have participated in this exercise previously, please refrain from sharing until after the exercise
- Small Group Exercise – Cascades
- Behaviors and Skills in Mountain Survival Situation
- Actual cases where people lived or died based on their decisions
- Depends on how well group shares and processes information





# CASCADES

- Watch /listen to the video, read along in workbook
- When video is over rank items 1-12 with “1” as the most important item
- Work alone
- You have 10 minutes
- Close book when finished





# CASCADES

- Working as a group, review your rankings and come up with a new **TEAM** ranking
- Do not change any of your individual rankings
- You have 20 minutes



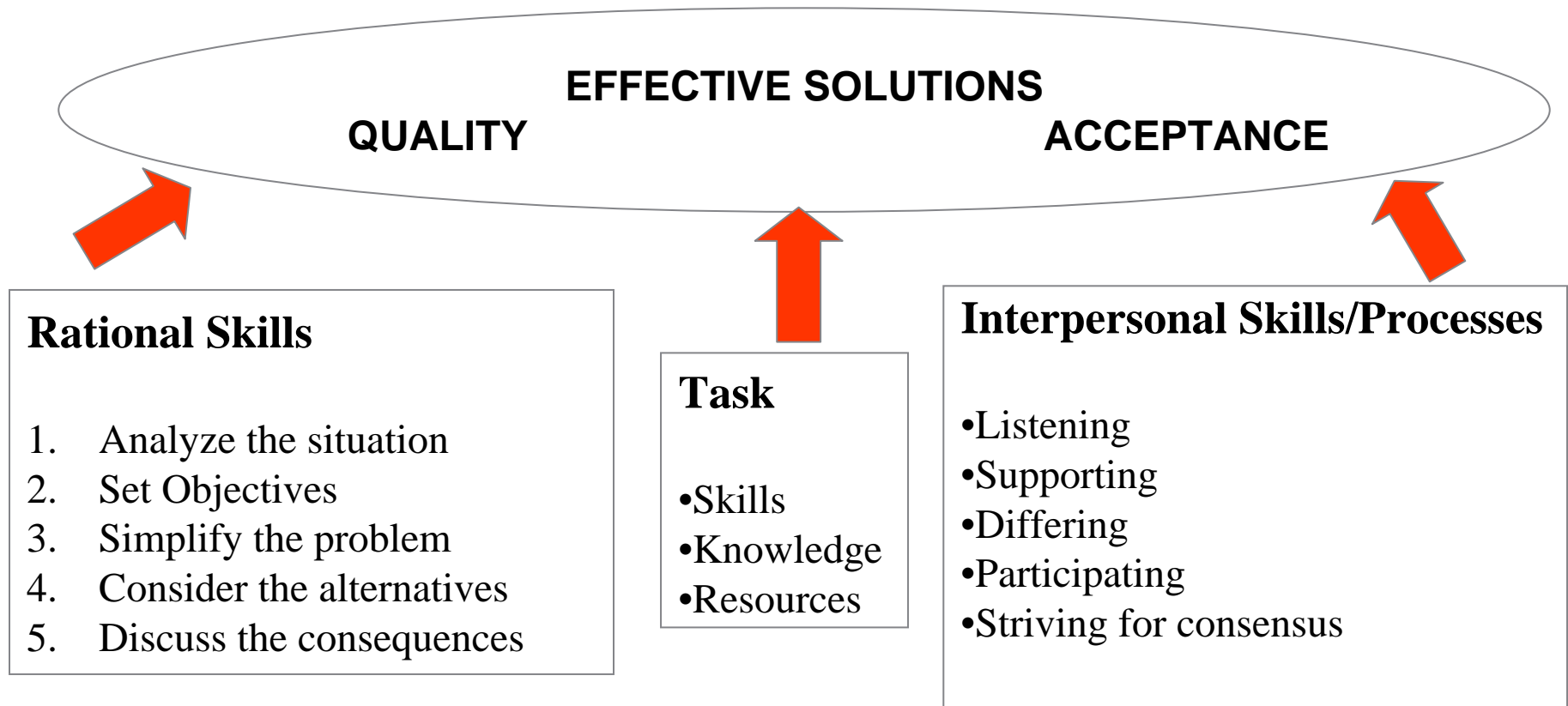
As a group ...  
discuss the following questions

1. What **problem solving** skills did your group use to resolve the situation ?



2. What **interpersonal skills** did your group use to come to consensus ?





## **WHAT THE EXPERTS' SAY**

- Listen/record experts ranking in step 3
- Find the difference between experts' & your individual rank (step 3- step 1). Record in step 4
- Find the difference between experts' and your team rank (step 3- step 2). Record in step 5
- Tally the step 4 and step 5

# SUMMARY

- Think of leadership in terms of establishing a **clear vision** and working to **influence** others to see the **same vision** you see.
- Think about your interpersonal communication skills of :
  - Listening
  - Supporting
  - Differing
  - Participating
  - Striving for consensus

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

**John Maxwell**

**So, what is influence ???**

# INFLUENCE

- Ability to produce an effect without power or force
- Capacity to lead others without reliance on authority



- Influence essentials include:
  - Personal credibility ✓
  - Insight about others ✓
  - Communication

Believability in the source of communication predicated on:

- Perceived trustworthiness
- Their expertise
- Their dynamism

*Those rated high on these three dimensions are perceived to be more credible sources of information*

*Kouzes & Posner, 2002*

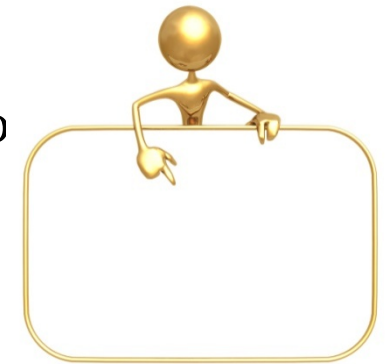
**What can be done to enhance personal credibility ???**

## **Eight tips to increase personal credibility**

1. Respect confidences
2. Keep commitments
3. Admit mistakes
4. Avoid blame
5. Demonstrate interest/concern for others
6. Share information
7. Seek win-win solutions
8. Get to know people on a personal level

## Consider Others' Perspectives

- ✓ Identify **“what’s in it for them”** to support your idea/proposal
- ✓ Identify **their potential concerns** about your idea/pro
- ✓ Understand how **their concerns** might be addressed
- ✓ Identify how to **support them** in addressing their own agendas



**Remember to gain their support...it’s all about them**

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



## **POSITIONS**

- Things they say they want
- Demands, terms/ conditions
- Things they say will /won't do

**Positions**

-----  
**Interests**

## **INTERESTS**

- Underlying Motivations
- Needs and concerns
- Fears and aspirations

- Look behind positions
- Put yourself in other's shoes
- Ask “why”, “why not”, “what's wrong with” ?



## YOUR INFLUENCE SITUATION

1. What do you want to accomplish ?
2. What is your objective ?
3. Whose support do you need ?
4. What is important to them ?



# SAMPLE AUDIENCE NEEDS ANALYSIS

**Goal: Convince council to go green with future improvements & purchases**

<b>Stakeholder/ Needs</b>	<b>Councilman X</b>	<b>Finance Officer</b>	<b>Mayor</b>
<b>Financial</b>	<b>Supports economic reinvestment</b>	<b>Bottom line reputation</b>	
<b>Performance</b>		<b>Make/ exceed financial goals</b>	
<b>Image</b>	<b>Sees town as leader in the state</b>		<b>Concerned how is seen</b>
<b>Power</b>		<b>Been politicking to obtain appointment to current position</b>	
<b>Achievement</b>		<b>Needs to prove can handle job</b>	<b>Legacy is important</b>
<b>Recognition</b>	<b>To be seen as a leader</b>		
<b>Affiliation</b>	<b>To get along with other council members</b>		<b>Community oriented</b>
<b>Order</b>			<b>Follows procedures</b>
<b>Safety</b>		<b>Cautious</b>	

# AUDIENCE NEEDS ANALYSIS

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



1. Newly married
2. Newly divorced
3. No time
4. Bored
5. Values adventure
6. Values friendship
7. City slicker sophisticate
8. Small town “girl/ guy”
9. Intellectual
10. Athlete

Persuade Someone to  
Take a Cooking Class



## **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

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

Stephen Covey

# RESOLVING CONFLICT



## OBJECTIVES

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

*“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*

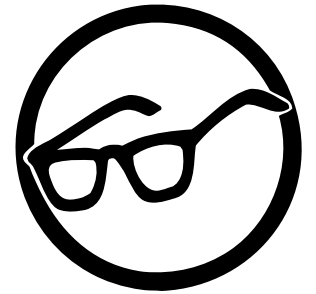
## **Thomas Kilman Conflict Mode Instrument**

- 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?

What are the disadvantages of conflict?

Advantages of conflict?

## 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



## ISSUE/RELATIONSHIP

High

ISSUE  
I  
M  
P  
O  
R  
T  
A  
N  
C  
E

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

Low

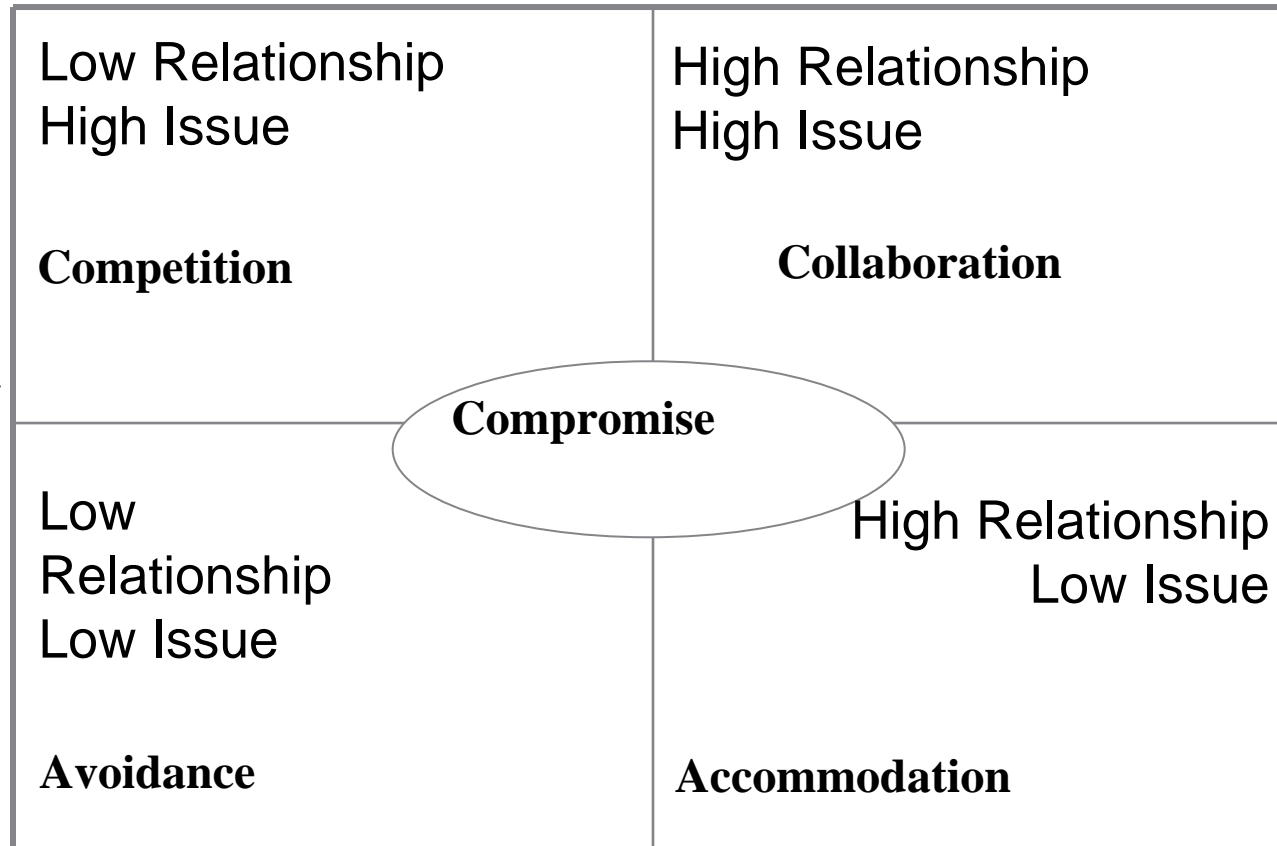
RELATIONSHIP IMPORTANCE

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**

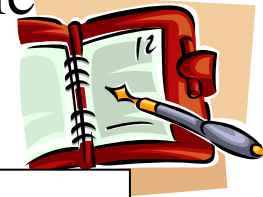
Goal is to find a “middle  
ground”

<b>Styles</b>	<b>Advantages</b>	<b>Disadvantages</b>
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**

***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***

## ADVANTAGES/DISADVANTAGES

<b>Style</b>	<b>Advantages</b>	<b>Disadvantages</b>
<b>Avoidance</b>	Postpones tension; Useful when: risk outweighs gain, others can solve, or when can postpone until more info is available	Limits input, Temporary solution
<b>Competition</b>	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
<b>Compromise</b>	Achieves temporary fix Quick agreement	Achieves temporary fix Lose/lose Partial win/partial win

## ADVANTAGES/DISADVANTAGES

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

## Influence Communication Tactics: Sell, Engage, Collaborate

**1. Sell** - Communicate ideas in a way that is credible, understandable, convincing and that speak to the needs or values of others



### **Speak in Terms of Benefits**

- Think about the other person's beliefs, goals, challenges & values
- Position your 'sell' in terms of their benefits
- Describe the benefits of your proposal to the other person

**2. Engage** - **Ask** questions, **listen** actively to **acknowledge** & **solicit** other's reactions and concerns. Ask ....

- What's your reaction to this idea?
- What's the impact on you?
- How does this fit in with what you need?
- What are your concerns?
- What would make this work for you?



**3. Collaborate** - Significantly **modify** the proposal to **address others' needs** & concerns OR Collaborate with others at the outset to build on an idea and plan its execution

## Collaboration Questions to Ask

### Reshaping a Proposal

- What ideas do you have for making this work?
- How can we work together to make this happen?
- How can we both get what we need?
- What do we need from each other to make this work?
- What might be a better way to go about doing this?



### Building on an idea

- Here's my vision of what we need to do and why. What are your reactions, thoughts?
- How do our ideas coincide?
- What is the best of my thinking and your thinking?
- What have we missed?
- What do we need from others to be successful?



## 7 Tips to Handle Objections

1. **Paraphrase:** Restate your understanding of their concerns, position, objections
2. **Clarify Misperceptions:** Clarify your intent
3. **Provide a Balanced Response:** Clarify both the strengths & concerns of your idea
4. **Articulate Areas of Agreement:** Emphasize what each of you do agree on
5. **Emphasize the Benefits:** Remind them of the benefits to them
6. **Modify:** Adjust your proposal to address their concerns/incorporate their suggestions
7. **Drop it:** If their concerns are overwhelming compared to the idea's importance to you.