



Conflict Management Training
for
Pennsylvania Parks
and Forests Foundation

Module 2

What is conflict?

- Difference of opinions; disagreements; emotions
- Brief, one-time, volatile disputes
- Simmering, under-the-surface issues
- Individuals can engage in destructive behaviors when they're in a situation involving conflict
- Individuals can engage in productive and constructive behaviors when they're in a situation involving conflict

Two questions

- In most things you do, are you more fast-paced and outspoken?
Or are you more cautious and reflective?
- In most things you do, are you more accepting and warm?
Or are you more questioning and skeptical?

Four styles of behavior...

Dominant

Fast-paced and outspoken
Questioning and skeptical
Challenge
Results
Action

Influential

Fast-paced and outspoken
Accepting and warm
Action
Enthusiasm
Collaboration

Analytical

Cautious and Reflective
Questioning and skeptical
Stability
Accuracy
Challenge

Steady

Cautious and reflective
Accepting and Warm
Collaboration
Support
Stability

Four styles when in a situation involving conflict

Dominant

Direct
Tough-minded
Strong-willed
Forceful
Blunt
Impatient
Focuses on logic and victory

Influential

Outgoing
Enthusiastic
Optimistic
Lively
Impulsive
Outspoken
Focuses on expression and feelings

Analytical

Analytical
Reserved
Precise
Private
Restraint, analysis, rigidity
Focuses on justice and logic

Steady

Even-tempered
Accommodating
Patient
Tactful
Passive resistance, compromise
Focuses on feelings and consensus

How much of your “style” does this capture?

Possible destructive responses for each style

Dominant

Fear of being taken advantage of
Fear of looking weak

So I may...

Overpower others
Become impatient or insensitive
Create win-lose situations
Refuse to bend

Influential

Fear of rejection
Fear of disapproval
Fear of not being heard

So I may...

Become impulsive
Make personal attacks
Gloss over tension

Analytical

Fear of being wrong
Fear of strong emotion

So I may ...

Become defensive
Make passive-aggressive attacks
Become critical and sarcastic
Overpower with analysis

Steady

Fear of letting people down
Fear of facing aggression

So I may ...

Give in to please others
Ignore problems
Let issues simmer
Avoid tension

Have any of these responses become your “go-to” response?

So, what can you do with this information?

- IF you decide that one of your go-to responses is destructive, and you want to change it, you can step back and reframe
- Reframing:
 - First, pause before you react
 - Is what I am thinking actually true?
 - Could I be overreacting or exaggerating?
 - Is there another way to look at this?
- You can also do a little people-watching and notice how your colleagues may be “wired” and ask yourself if they may be responding from their worst tendencies

An example ...



JANET
Cautious and
Reflective
Questioning and
Skeptical

MY GO-TO THOUGHT IN CONFLICT

**That's literally the dumbest
thing I ever heard ...**

MY DESTRUCTIVE RESPONSE

**“Let me show you my 50 page
analysis that shows you
how wrong you are...”**

But if I step back and reframe ...

MY GO-TO
THOUGHT IN
CONFLICT

**That's literally the
dumbest
thing I ever heard ...**

STEP BACK AND
REFRAME

Pause
Is that true? (or fair?)
Am I overreacting or
exaggerating?
Is there another way
to look at this?

MY MORE
PRODUCTIVE RESPONSE

**"Tell me more about your
thinking on this issue..."**



JANET
Cautious and
Reflective
Questioning and
Skeptical

Question for discussion

- Think about a recent situation involving conflict you were in, where, in hindsight, you wish you had responded differently
- How would you reframe to respond more productively?

Question for discussion

- Think about a person you regularly come in contact with – perhaps a “difficult personality”
- In what quadrant do you think they may be?
- How does knowing about what this person may focus on in a conflict situation, help you to respond differently to them?
- How does knowing about this person’s fears help you to defuse the situation?

Short scenario discussion

- Scenario study and discussion is a good way to think about concepts as they relate to your work
- Read the scenario and discuss the questions at the end
- You may want to ask/assign one group member to facilitate your discussion (ask questions; keep on track; what did you learn)

One thing to take back this week

- What one idea or concept will you take back this week to practice?

See you in Module 3

- We've talked about the structural causes of conflict and also about the impact of personality in situations involving conflict
- Personality, "get on the balcony," quick mediation skill, active listening