

AACPM Conference

**“De-fusing” Conflict:
A Guide to a More Productive Team**

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by

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It isn't what others do that bothers us, it is what we think about what they do.

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Codes of Behavior

- Expectations
- Assumptions
- Commonly accepted social rules
- Early programmed “shoulds”

Activity:

What are your “shoulds”?

What are others’ “shoulds”?

Remember: Their shoulds are not necessarily your shoulds!

Conflict from Values

- Ethical Standards
- Rules of order
- Respect
- Independence
- Family
- Do “right”
- Beliefs about life
- Education
- Freedom
- Self Development
- “Behave”
- Treat people well
- Others

Activity: What do you value...?

Your Persona is One-sided

- Persona –
the mask your ego chooses
- Perception –
your interpretation of events you observe

Charge it to Your Persona!

Intense emotions set you off – you are “charged” by others’ behavior...

ESPECIALLY when they don’t support your values!

Activity:

What sets you off?

What beliefs govern your behavior?

What underlying issues do you allow to affect you?

Emotions Distort

- Your charges are based on the persona functioning in the moment
- Your mind feels cloudy and distorted
- Your lopsided perceptions form your reality

Control Your Emotions

Breathe
Count
Reframe

SHIFT Formula

→Attitude

←Thoughts

↑Mind

SHIFT Script

1. Validate the other person:

“I appreciate your attention to detail when you implement your projects.”

Practice:

2. State facts/Present your position:

“The current projects are completed one to two weeks behind when we need them.”

Practice:

3. Offer (Request) Feedback:

“Help me understand what challenges prevented you from completing the work on time.”

Practice:

“When you shift your thoughts, you shift your behavior, you shift the outcome of the conflict, and thus, you shift the level of productivity.”

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Guidelines for Mindshifting in Conflict

Remember:

1. It is not what other people do that bothers us as much as what we think about what they do.
2. We are responsible for our own thoughts and behaviors, and are responsible for the choices we make in every interaction.
3. Resolving the conflict may not solve the bigger problem; however, the resolution brings us another step closer to understanding each other and establishing healthier relationships for optimum results.
4. Conflict is inevitable because of the complexity of our behaviors and our interpretation of the behaviors.
5. Examining our own intent enables us to become less attached to the emotional content of the situation and to be more responsible in our behavior with others.
6. Acceptance is not agreement; it is recognizing what is, as it is, without judgment.
7. Deciding to handle conflict effectively is a step toward self-discipline and a command of the situation.
8. To affect others, shift yourself!