Human Relations in Organizations

Session 3

Chapter Five

- Interpersonal Skills: The Foundation of Human Relations

Interpersonal Skills

- <u>Communication and interpersonal skills were ranked as the most important attributes recruiters look for in job candidates.</u>

  - Communication skills are the foundation of human relations, as we initiate, build, and maintain relationships through communications.
  - Communications with employees and organizational support affect our behavior, human relations, job satisfaction and performance.

    - The second most desirable attribute recruiters seek in job candidates is the ability to work well within a team
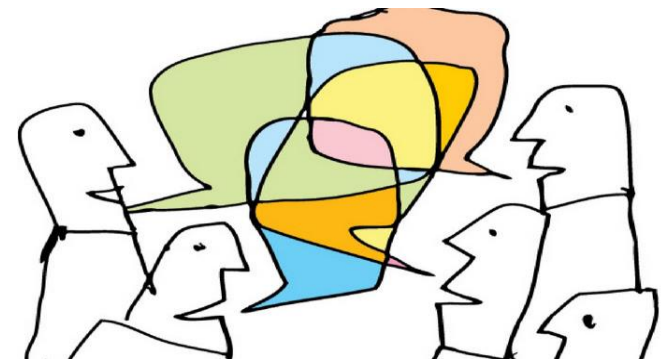
Interpersonal Skills

- <u>The public's and customer's perception of the organization is often based on interpersonal communication with employees</u>.

  - Employee communication directly affects customer satisfaction and loyalty, which in turn affect organizational revenue, growth, profitability, and shareholder value.

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MEET
GREET
LISTEN
RESPOND
DELIVER
+ DELIGHT
_____
CUSTOMER
SATISFACTION
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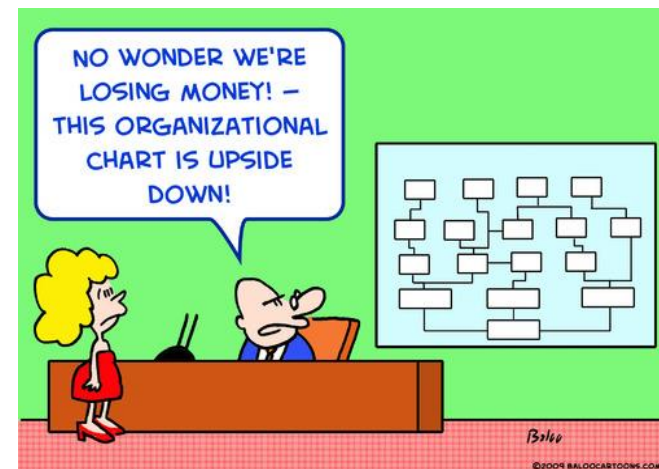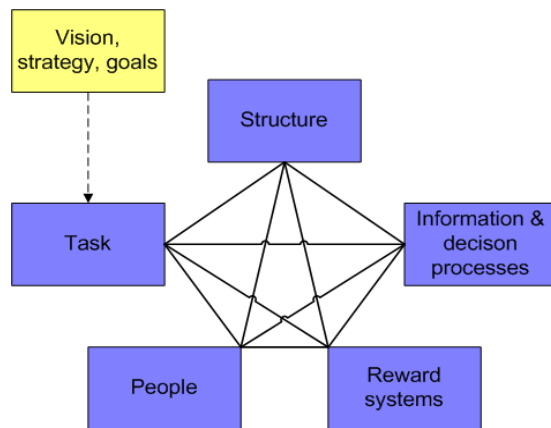
Organizational Structure and Communication

- <u>Organizational Structure refers to the way manager's design their firm to achieve the organization's mission and goals</u>

  - The structure determines who works together, and organizational communication flows through this structure.

    - Through structure comes policies, procedures, and rules.

Designing Organizational Structure

1. <u>How should we subdivide the work</u>?
   - Division of Labor - Departmentalization
2. <u>To whom should departments and individuals report</u>?
   - Chain of Command
3. <u>How many individuals should report to each manager</u>?
   - Span of Management
4. <u>At what level should decisions be made</u>?
   - Centralized or Decentralized Authority
5. <u>How do we get everyone to work together as a system</u>?
   - Coordination

Organizational Communication

- <u>In general, Organizational Communication is the compounded interpersonal process across an organization</u>.

  - <u>Vertical Communication</u>
    - The flow of information both up and down the chain of command
  - <u>Horizontal Communication</u>
    - The flow of information between colleagues and peers
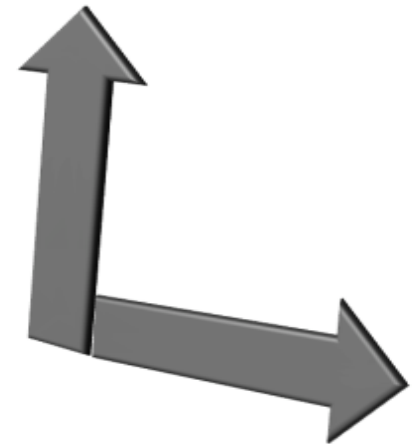
Organizational Communication

- <u>The Grapevine</u>

  ○ The informal vehicle through which messages flow throughout the organization.

    ⨯ Gossiping about people can really hurt your human relations with them when they find out about it.
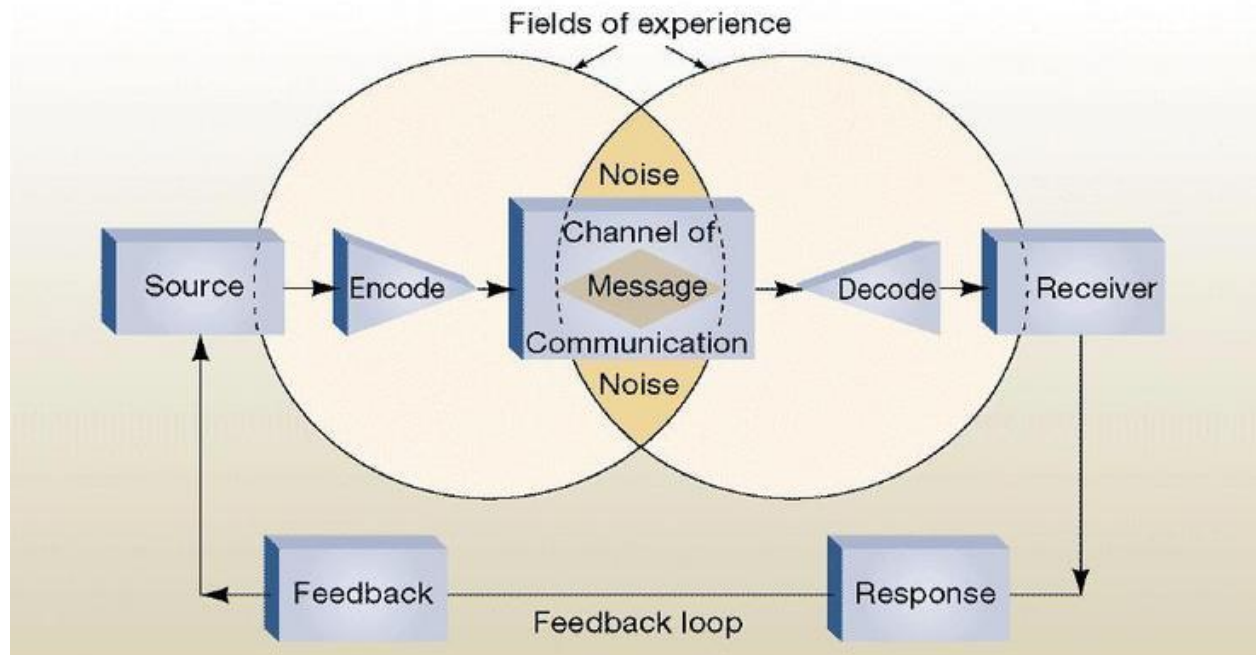
Digital Information Technology

- <u>Digital Information Technology has clearly changed the way we communicate in our personal and professional lives</u>

  - The Internet, E-Mail, Texting, and Wireless Communications
  - E-Commerce, Mobile Workers, and M-Commerce
  - Social Media
  - Cloud Computing

The Communication Process

- <u>The Communication Process consists of a sender who encodes a message and transmits it through a channel to a receiver who decodes it and may give feedback</u>.

Fields of experience

Source → Encode → Channel of Message / Communication (Noise) → Decode → Receiver

Noise

Feedback ← Feedback loop → Response

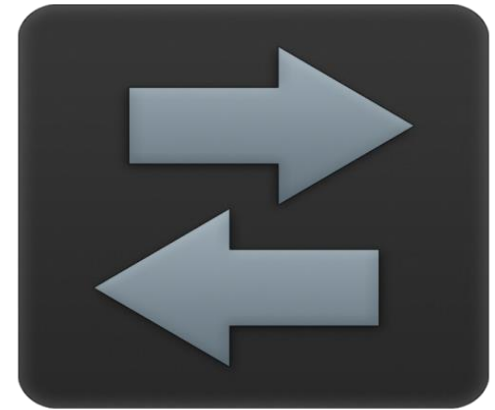# The Communication Process

- <u>Step One: The Sender Encodes the Message and Selects the Transmission Channel</u>

  - The three primary communication channels you can use are:

    1. Oral
    2. Nonverbal
    3. Written

    - It's important to select the most appropriate channel of transmission for any message.
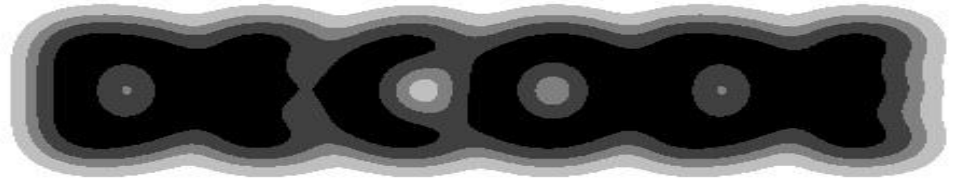
The Communication Process

- <u>Step Two: The Sender Transmits the Message through a Channel.</u>

  - As the sender, after you encode the message and select the channel, you may transmit the message through the channel.

    - Don't forget the importance of your nonverbal communications when sending oral messages.

The Communication Process

- <u>Step Three: Receiver Decodes the Message and Decides if Feedback is Needed.</u>

  - Decoding is the receiver's process of translating the message into a meaningful form.

    - The receiver combines the message with other ideas and interprets the meaning of the message.

The Communication Process

- <u>Step Four: Feedback – A Response or a New Message May Be Transmitted.</u>

  - After decoding the message, the receiver may give feedback to the sender, and people are seeking honest communications.

    - Giving positive feedback tends to increase performance.

Communication Barriers

- <u>When we communicate, there are barriers that can lead to miscommunications</u>:

    1. Perception
    2. Information Overload
    3. Channel Selection
    4. Noise
    5. Trust and Credibility
    6. Not Listening
    7. Emotions
    8. Filtering
    9. Gender
    10. Language
    11. Culture

Gender Conversion Differences

- <u>Gender biases influence communications and cause communication barriers.</u>

  - Research shows that, generally, men and women behave differently, and that they converse for different reasons.

    - Men tend to talk to emphasize status…
    - Women tend to talk to create connections and develop relationships…

Cross-Cultural Communication Differences
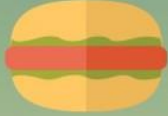
- <u>In the global economy, when conducting international business, you should be aware that cultural differences can cause barriers to communication.</u>

Cultural Context

- <u>The process of encoding and decoding is based on an individual's culture; therefore the messaging meaning is different for people of diverse cultures.</u>

Dogs as loyal, man's best friend

Cow as sacred
Cow as insult

Pig as friendly farm animal

Pigeon as pet
Pigeon as food

Dogs as unclean
Dog as insult

Cow as potential food

Pig as unclean, forbidden food

Pigeon as unclean

(Cultural) Context Matters: Follow @EdConteXts

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High Context vs. Low Context Cultures

- <u>High Context Culture</u>: (Asian, Arab, Greek)

  - Focus on nonverbal communications and subtle cues
  - Importance of credibility and trust
  - The need to develop relationships
  - Importance of position, age, seniority

High Context vs. Low Context Cultures

- <u>Low Context Culture</u>: (North American, European, German)

  - Focus on actual spoken and written word
  - Use of precisely written legal contracts
  - Use of direct, get-down-to-business conversation
  - Manages telling employees (giving orders) what to do
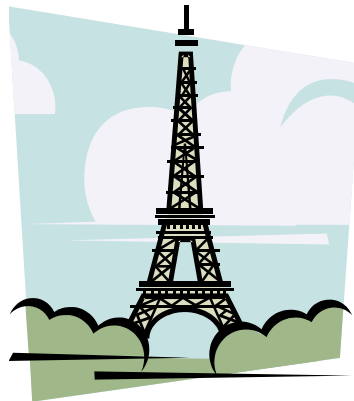
High Context vs. Low Context Cultures

- <u>Social Conventions</u>
  - The directness of how business is conducted varies
- <u>Language, Etiquette, and Politeness</u>
  - Words mean different things, and the same thing may be called by different names
- <u>Nonverbal Communication</u>
  - Gestures do not translate well across cultures because they involve symbolism that is not shared

culture   education

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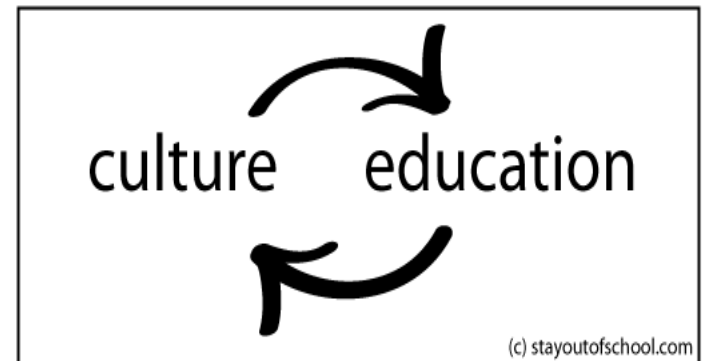
Overcoming Global Barriers

- <u>To help overcome global barriers to communications - follow these guidelines:</u>

1. Believe there are differences until similarity is proved.
2. Delay judgment of a person's behavior until you are sure you are being culturally sensitive.
3. Put yourself in the receiver's position.
4. When in doubt, ask.
5. Follow the other person's lead, and watch his/her behavior.

Sending Messages

- <u>Planning the Message</u>

  - Before we send a message we should carefully encode it and select the channel – that is planning how to send the message.

  - Before sending a message, we should plan:
    - who, what, when, where, how and why?

  - What is the goal of the message?
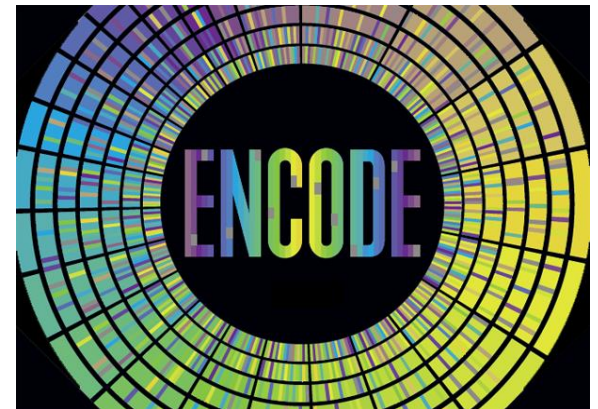
Sending Messages

- <u>Sending the Message Face-to-Face</u>

  ○ It is helpful to follow the steps in the message-sending process.

    1. Develop Rapport
    2. State the Communication Objective
    3. Transmit the Message
    4. Check Understanding (Get Feedback)
    5. Get a Commitment and Follow-Up
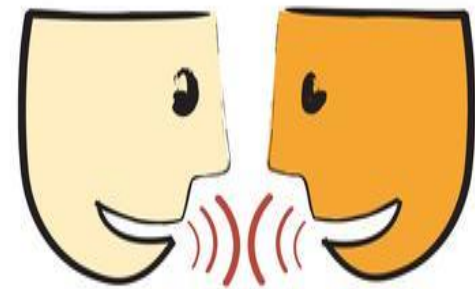
Sending Messages

- <u>Checking Understanding: Feedback</u>

  - When we are communicating a message, the best way to ensure mutual understanding is to get feedback from the receiver.

    - Feedback is the process of verifying messages.
    - Feedback facilitates job performance.

- <u>The Common Approach to Getting Feedback on Messages and Why it Doesn't Work.</u>

  - The most common approach to getting feedback is to send the entire message, followed by asking, "Do you have any questions?"

    - Do not assume if there are no questions that the communication is complete and that there is a mutual understanding of the message.

Sending Messages

- <u>How to Get Feedback on Messages</u>

  - Below are four guidelines we should use on getting feedback on messages we send:

    - Be Open to Feedback
    - Be Aware of Nonverbal Communication
    - Ask Questions
    - Use Paraphrasing

Receiving Messages

- <u>To receive messages orally, we must listen effectively.</u>

  - A recent study found that the #1 thing lacking in new college graduates is listening skills - we learn by listening, not talking.

- <u>The Message-Receiving Process has three parts</u>:

  1. Listen to the Message.
  2. Analyze what was said as we decode the message.
  3. Check understanding through paraphrasing and watching nonverbal behavior to ensure the message was received accurately.

Listening Tips

- <u>Listening</u>
  - Pay Attention
  - Avoid Distractions
  - Stay Tuned-In
  - Do Not Assume and Interrupt
  - Watch for Nonverbal Cues
  - Ask Questions
  - Take Notes
  - Convey Meaning
- <u>Analyzing</u>
  - Think
  - Evaluate After Listening
  - Evaluate Facts Presented
- <u>Checking Understanding</u>
  - Paraphrase
  - Watch for Nonverbal Cues

listen

Responding to Messages

- <u>The last step in the communication process is responding to the message.</u>

  - As the sender transmits a message, how you respond to the message directly affects communication.

Response Styles

1. <u>Advising</u>
   - Providing evaluation, personal opinion, or instructions
     - Give advice when directly asked for it

2. <u>Diverting</u>
   - Switching the message; changing the subject
     - Use to avoid needless arguments

3. <u>Probing</u>
   - Asking for more information
     - Ensure understanding by getting more information

4. <u>Reassuring</u>
   - Giving supportive statements
     - Give to provide confidence

5. <u>Reflecting</u>
   - Paraphrasing the message back to the sender
     - Use to convey understanding and acceptance

Situational Communication

- <u>Each style is based primarily on four behaviors, and can be characterized as a combination of two dimensions:</u>

  - <u>Task Behavior</u>
    - The sender focuses on getting the job done primarily through directing the receiver what to do and how to do it.

  - <u>Relationship Behavior</u>
    - The sender elicits input, listens and responds with supportive behavior.

  - Both Task and Relationship can be described as high or low depending on the amount of emphasis placed on each of the two dimensions during communication.

Situational Communication Styles

1. <u>Autocratic Communication Style</u>
   - Demonstrates high task-low relationship behavior, initiating a closed presentation
     - The other party has little information and is generally low in capability.

2. <u>Consultative Communication Style</u>
   - Demonstrates high task-high relationship behavior, using a closed presentation for the task with an open elicitation for the relationship
     - The other party has moderate information and capability.

3. <u>Participative Communication Style</u>
   - Demonstrates a low task-high relationship behavior, responding with open elicitation, some initiation, and little presentation
     - The other party is high in information and capability.

4. <u>Laissez-Faire Communication Style</u>
   - Demonstrates low task-low relationship behavior, responding with the necessary open presentation
     - The other party is outstanding in information and capability.

Situational Variables

- <u>When selecting the appropriate communication style, you should consider four variables</u>:

1. <u>Time</u>
   - Do I have enough time to use two-way communication?
2. <u>Information</u>
   - Do I have the necessary information to communicate my message, make a decision, or take action?
3. <u>Acceptance</u>
   - Will the other party accept my message without any input?
4. <u>Capability</u>

   - <u>Ability</u>
     - Does the other party have the experience or knowledge to participate?
   - <u>Motivation</u>
     - Does the other party want to participate?

Dealing with Emotions and Criticism

- <u>Communicating with people brings out emotions, and our feelings affect our behavior, human relations, and performance in our personal and professional lives.</u>

  - As the economy has become more service-oriented, dealing with the emotions of employees and customers has become increasingly important to business success.

Dealing with Emotions

- <u>Dealing effectively with emotions reduces stress and improves human relations and performance.</u>

  o There are six universal emotions:

    1. Happiness
    2. Surprise
    3. Fear
    4. Sadness
    5. Anger
    6. Disgust
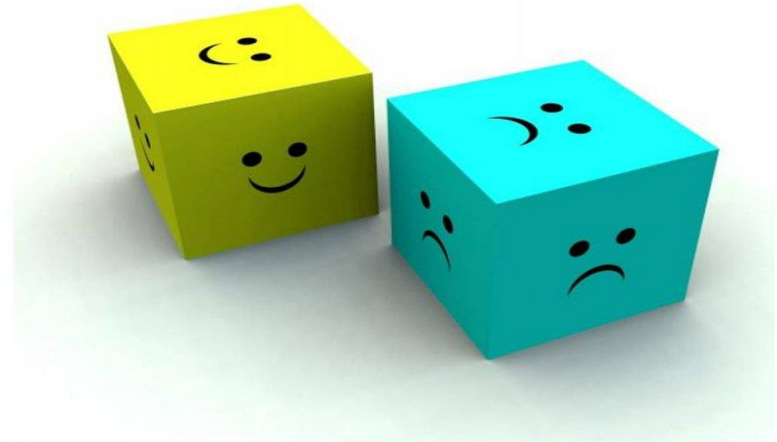
Dealing with Emotions

- **We Can Control Behavior Not Feelings**
  - Feelings are subjective; they tell us peoples attitudes and needs.
  - Feelings are neither right or wrong.
- **Nonverbals Convey Feelings**
  - Emotions are often more clearly revealed through nonverbal communications than verbally.
- **Emotional Labor**
  - Emotional Labor requires the expression of feeling through desired behavior.
    - For example, employees are expected to be cheerful with customers, to be pleasant with co-workers, and to avoid expressing feelings through negative behavior – especially aggression and violence at work.
  - Emotional regulation of behavior is important for good human relations and performance.
- **Global Differences**
  - What is acceptable in one country may not be acceptable in another.

Dealing with Emotions

- <u>Dealing with Emotional People</u>
  - You will have better communications and human relations if you can deal with emotional employees effectively

- <u>Don't Argue, Return Negative Behavior, or Belittle the Emotional Person</u>

- <u>Be Empathetic and Use Reflective Statements</u>
  - Be empathetic by attempting to see things from the other person's perception and use empathetic listening and reflecting statements

    - <u>Empathetic Listening</u> is the ability to understand and relate to another's situation and feelings
    - <u>Reflecting Statements</u> paraphrase feelings back to the person

Getting and Giving Criticism

- <u>Criticism (finding fault with our behavior) and emotions are related topics because criticism tends to bring out feelings, as people tend to get emotional and defend their behavior even when it's negative and hurts human relations and performance</u>.
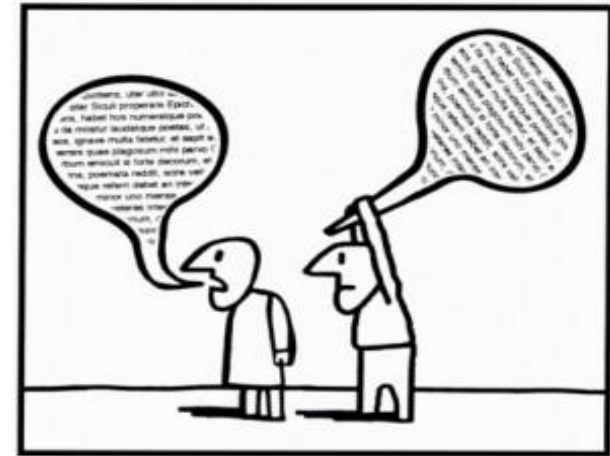
Getting Criticism

- <u>It is great to hear praise for the job we are doing, and we need to hear it, but the only way we can improve is to openly seek criticism.</u>

- Here are some do's and don'ts for when you get criticism:

    - <u>Accept</u> the fact that the only way to improve our behavior, human relations, and performance is to accept criticism and change our behavior accordingly.
    - <u>Don't blame other people or factors</u> for your behavior or performance.
    - <u>Don't be defensive</u> – listen carefully and change to improve.
    - <u>We can learn great lessons from our mistakes</u> (and we will make them), but we need to avoid repeating mistakes and change our behavior to improve.

Giving Criticism

- <u>An important part of the manager's job is to improve employee performance through constructive criticism.</u>

  - Criticize carefully using behavior that will not get the person emotional/defensive.
  - Give feedback on performance quickly, concisely, privately, and don't humiliate the person.

- <u>Remember that what you think about affects how you feel, and how you feel affects your behavior, human relations, and performance.</u>

  - Think happy, confident thoughts that you will improve to help you stay calm and in control of your emotional behavior and deal effectively with emotional people.

Chapter Six

- ## <u>Dealing with Conflict</u>

  - The three topics of this chapter (1) transactional analysis, (2) assertiveness, and (3) conflict management all involve interpersonal dynamics through communication.

    - All three deal with your emotions and those of others in an effective way to enhance behavior, human relations, and performance.

Transactional Analysis

- <u>Transactional Analysis (TA) is a method of understanding behavior in interpersonal dynamics.</u>

  - Transactional Analysis is a method for determining how people interact.

The Communication Model
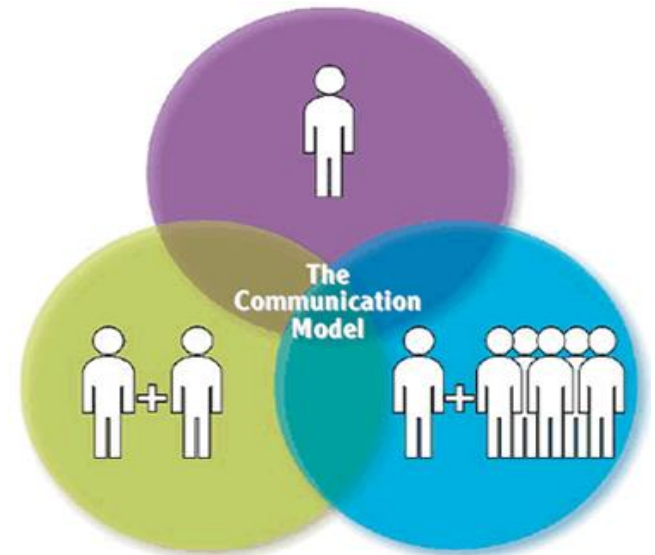
Ego States

- <u>Ego States</u>
  - We all have three major ego states that affect our behavior or the way we transact through communication.

- <u>The three ego states are</u>:

  1. <u>Parent</u>
     - The critical parent is evaluative
     - The sympathetic parent is supportive
  2. <u>Child</u>
     - The natural child is curious
     - The adapted child is rebellious
  3. <u>Adult</u>
     - The adult is a thinking, unemotional state of ego

Ego States

- <u>We change ego states throughout the day; even during a single discussion, a series of transactions can take place between different ego states - and we interact with others' ego states.</u>

  - Understanding the ego state of the person you are interacting with can help you understand his or her behavior and how to interact in an effective way.

ego states

metaphorical groupings of
thought, emotion and behaviour]

respect   assertive
aware   A   open
equality   present

Types of Transactions

- <u>Types of Transactions</u>

  1. <u>Complementary</u>
     - The sender of the message gets the intended response of the receiver.
       - Results in more effective communication with fewer hurt feelings.
  2. <u>Crossed</u>
     - The sender does not get the expected response.
       - Results in surprise, disappointment, and hurt feelings for the sender of the message.
  3. <u>Ulterior</u>
     - The person appears to be in one ego state, but his or her behavior comes from a different ego state.
       - Sometimes people don't know what they want or how to ask for it in a direct way, so they use ulterior transactions.

Life Positions and Stroking

- ## Life Positions

  - Within the transactional analysis framework, you have attitudes toward yourself and toward others.
    - With a positive attitude toward yourself and others, you have a greater chance for having adult-to-adult ego state communication.

- ## Stroking

  - Stroking is any behavior that implies recognition of another's presence.
    - We all want praise and recognition – so giving praise (positive strokes) is a powerful motivation technique that is easy to use and costs nothing.
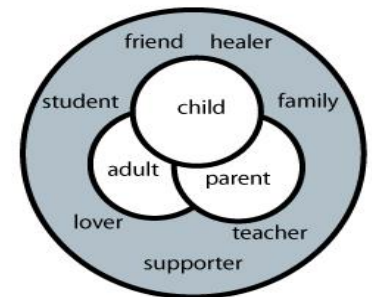
Assertiveness

- <u>Assertiveness is the process of expressing thoughts and feelings while asking for what one wants in an appropriate way.</u>

    - You need to present your message without falling into stereotypical "too pushy" (aggressive) or "not tough enough" (non-assertive – passive) traps.
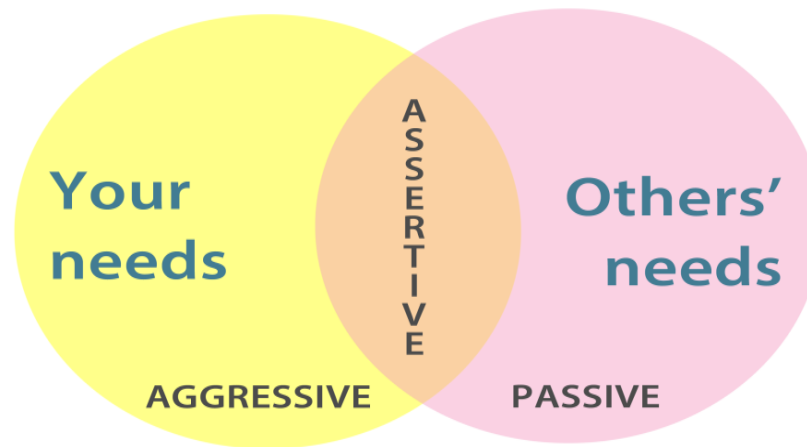
Passive Behavior

- <u>Passive behavior is avoidance of behavior or an accommodation of the other party's wishes without standing up for one's rights - It involves self-denial and sacrifice.</u>

  - Passive people tend to deny the importance of things – they rationalize things – "It doesn't matter to me."

    - When people know someone is passive, they tend to take advantage of the person.

Aggressive Behavior

- <u>Aggressive people are demanding, tough, rude, pushy</u>
- <u>They insist on getting their own way and use force to gain control</u>
- <u>They are very competitive, hate to lose to the point of cheating, and tend to violate the rights of others to get what they want</u>

  - Learn to replace Aggressive Behavior with Assertive Behavior

Passive-Aggressive Behavior

- <u>Passive-Aggressive Behavior is displayed in three ways</u>:

    1. The person uses both types of behavior sporadically.
    2. The person uses passive behavior during the situation, then shortly after uses aggressive behavior.
    3. The person uses passive behavior but inside is building up hostility.

PASSIVE-AGGRESSIVE STREET SIGNS

PASSIVE AGGRESSIVE

FINE. DON'T STOP. WHATEVER.

NO ONE'S GOING TO MAKE YOU YIELD. IT'S YOUR LIFE.

MOST PEOPLE THINK THERE'S NO TURN ON RED. BUT MAYBE YOU'RE JUST DIFFERENT.

GREGORY

Assertive Behavior

- <u>Assertive Behavior is generally the most effective method of getting what you want while not taking advantage of others.</u>

  ○ The Assertive person expresses feelings and thoughts and asks for things without aggressive behavior.

  ○ The Assertive person stands up for his or her rights without violating the rights of others.

    ✗ People who use Assertive Behavior tend to have a positive self-concept.

Putting It All Together

- <u>When a person who is talking is interrupted, he or she can behave in one of three ways</u>:

  1. <u>Passively</u>
     - The person can say and do nothing.
  2. <u>Aggressively</u>
     - The person can say, "I'm talking – mind your manners and wait your turn," in a loud voice, while pointing to the interrupter.
  3. <u>Assertively</u>
     - The person can say, "Excuse me – I haven't finished making my point," with a smile and in a friendly but firm voice.

Passive, Aggressive, and Assertive Phrases

- <u>Passive Phrases</u>
  - Passive speakers use self-limiting, qualifying expressions without stating their position or needs.
    - I don't know or care (when I do)
    - It doesn't matter (when it does)

- <u>Aggressive Phrases</u>
  - Aggressive speakers state their position or needs while violating the rights of others using "you-messages" and absolutes.
    - You don't know what you're talking about

- <u>Assertive Phrases</u>
  - Assertive speakers state their position or needs without violating the rights of others.
    - I don't understand…
    - I need/want/prefer…
    - I would like…

Assertiveness

- <u>Assertiveness Steps</u>:

  1. Set an Objective
  2. Determine How to Create a Win-Win Situation
  3. Develop Assertive Phrases
  4. Implement Your Plan Persistently

Anger and Violence in the Workplace

- <u>The key to preventing workplace violence is to recognize and handle suspicious behavior before it becomes violent</u>.

  - Causes of Anger and Violence:

    - Anger can lead to violence.
    - Frustration, stress, and fear bring out anger.
    - The physical work environment – work space, noise odors, temperature (hot), ventilation, and color - can contribute to making people angry.
    - People tend to copy, or model, others' behavior.
    - Violence in the community, which includes family violence, surrounding an organization is brought into the workplace.
    - Drugs contribute to violence.

VIOLENCE PREVENTION

Anger and Violence

- <u>Anger can lead to perception problems, poor decisions, and hostility, which is stressful and can harm your health.</u>

  - On the positive side, anger can lead to assertive behavior to resolve problems.

    - Buddha said, "You will not be punished for your anger; you will be punished by your anger."

ANGER
is only one
letter short of

DANGER

Anger and Violence

- **A first step to emotional control of anger is self-awareness.**

  ○ Here are some tips for effectively getting rid of your anger:

    ✗ Don't think about and dwell on your angry feelings
    ✗ Develop a positive attitude about how you deal with anger
    ✗ Use rational thinking
    ✗ Look for positives
    ✗ Look for the humor in the situation
    ✗ Use assertive behavior
    ✗ Use an anger journal

Helpful Tips

Anger and Violence

- <u>The following are tips you can use to help deal with the anger of others through your emotional control to prevent violence</u>:

1. Be calm
2. Be empathetic and use reflecting statements to calm the person
3. Apologize, even if you didn't do anything wrong
4. Do not use offensive language or make threats
5. Watch your nonverbal communications
6. Realize that anger is natural, and encourage people to vent in appropriate ways
7. Acknowledge the person's feelings
8. Get away from the person if necessary
9. Call for help

Anger and Violence

- <u>Workplace violence is rarely spontaneous; it's more commonly passive-aggressive behavior in rising steps, related to an unresolved conflict.</u>

  - Employees do give warning signs that violence is possible, so it can be prevented if you look for these signs and take action to defuse the anger before it becomes violent.

Anger and Violence

- <u>Signs of Potential Violence</u>:

1. Take verbal threats seriously
2. Watch nonverbal communication
3. Watch for stalking and harassment
4. Watch for damage to property
5. Watch for indications of alcohol and drug use
6. Include the isolated employee
7. Look for presence of weapons or objects that can be used as a weapon

Anger and Violence

- <u>Organizational Prevention of Violence</u>

  - The number one preventive method is to train all employees to deal with anger and prevent violence.
  - Develop a written policy (zero-tolerance) to effectively address workplace violence.
  - Treat others with respect.

- <u>Individual Prevention of Violence</u>

  - Know that there is always the potential for violence.
  - Look for escalating frustration and anger so that you can defuse the situation before it becomes violent by being empathetic and using reflecting statements.

Conflict Management

- <u>Some people think that a conflict exists only in serious issues with anger. However, in human relations, a conflict exists whenever two or more parties are in disagreement</u>.

  ○ Your ability to manage conflict is critical to your success.
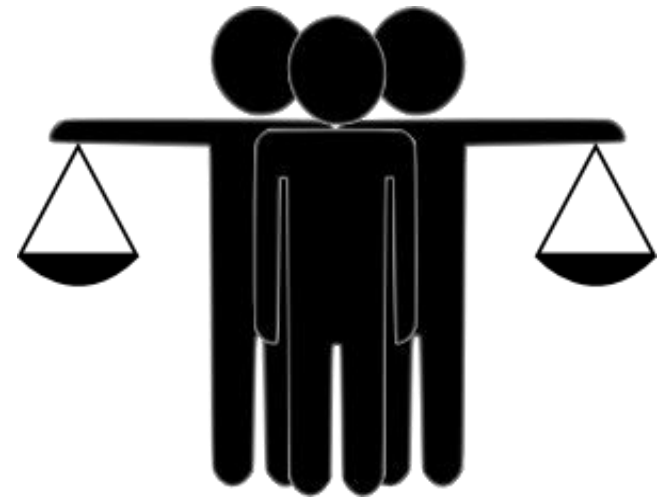
Conflict Management

- <u>All human relations rely on unwritten, implicit expectations by each party, called a psychological contract.</u>

  - Communication problems or conflict arise for three primary reasons:

    1. We fail to make our expectations known to other parties
    2. We fail to find out the expectations of other parties
    3. We assume that other parties have the same expectations that we have

  - In any relationship, to avoid conflict, share information and assertively discuss expectations early, before the conflict escalates

EXPECTATIONS vs REALITY

Conflict

- <u>People often think of conflict as fighting and view it as disruptive - conflict, however, can be beneficial.</u>

Conflict Management Styles

- <u>The Five Conflict Management Styles</u>:

    1. Forcing
    2. Avoiding
    3. Accommodating
    4. Compromising
    5. Collaborating

Dealing With Conflict – Thomas/Kilmann model

Conflict Management Styles

- <u>The Forcing Conflict Style</u>

  - User attempts to resolve the conflict by using aggressive behavior.
  - The Forcing approach uses an uncooperative, autocratic attempt to satisfy one's own needs at the expense of others, if necessary.

Conflict Management Styles

- <u>The Avoiding Conflict Style</u>

  - User attempts to passively ignore rather than resolve the conflict.
  - User is unassertive and uncooperative, and wants to avoid or postpone confrontation.
  - A lose-lose situation is created because the conflict is not resolved.

"AVOID PROBLEMS, AND YOU'LL NEVER BE THE ONE WHO OVERCAME THEM."
RICHARD BACH
QUOTESEVERLASTING.COM

STOP

Conflict Management Styles

- <u>The Accommodating Conflict Style</u>

  - User attempts to resolve the conflict by passively giving-in to the other party.

  - The Accommodating approach is unassertive and cooperative

  - It attempts to satisfy other party while neglecting one's own needs

  - A win-lose situation is created, with the other party being the winner

Conflict Management Styles

- <u>The Compromising Conflict Style</u>

  - User attempts to resolve the conflict through assertive give-and-take concessions. This approach attempts to meet one's need for harmonious relationships.

  - An I-win-part-I-lose-part situation is created through compromise, making the style intermediate in assertiveness and cooperation.

  - This style is used in negotiations.

Conflict Management Styles

- <u>The Collaborating Conflict Style</u>

  - User assertively attempts to resolve the conflict with the best solution agreeable to all parties. It is also called the problem-solving style
  - The Collaborating approach is assertive and cooperative.
  - The focus is on finding the best solution to the problem that is satisfactory to all parties.

Conflict Management

- <u>Situational Conflict Management</u>

  - The situational perspective states that there is no one best style for resolving all conflicts. A person's preferred style tends to meet his or her needs.

    - Of the five styles, the most difficult to implement successfully – and probably the most underutilized when appropriate – is the collaborative style.

Conflict Management

- <u>When a conflict exists, determine the appropriate style to use.</u>

  - Collaboration is not always appropriate in supervisor-employee conflict; however, it is generally the appropriate style for conflict between colleagues and peers.

Initiating Conflict Resolution

- <u>An initiator is a person who confronts another person – or other people – about a conflict. The initiator's attitude will have a major effect on the outcome of the confrontation</u>.

  - We tend to get what we are looking for.

    - If you go into a confrontation expecting to argue and fight, you probably will. If you expect a successful resolution, you may get it.

Initiating Conflict Resolution Steps

- <u>To resolve conflicts, you should develop a plan of action through Initiating Conflict Resolution Steps</u>:

  1. <u>Plan to maintain ownership of the problem using the XYZ Model</u>
     - Open the confrontation with a request for the respondent to help you solve your problem. This approach reduces defensiveness and establishes an atmosphere of problem-solving.

  2. <u>Implement your plan persistently</u>
     - After making your short, planned XYZ statement, let the other party respond.

  3. <u>Make an agreement for change</u>
   - Try to agree on a specific action you both will take to resolve the conflict.

- <u>**The XYZ Model describes a problem in terms of behavior, consequences, and feelings**</u>

  ○ Theory: when you do X (behavior), Y (consequences) happens, and I feel Z (feelings)

    ⚹ For example: when you smoke in my room (X-behavior), I have trouble breathing and become nauseated (Y-consequence), and I feel uncomfortable and irritated (Z-feeling)

  ○ There are four things we should not do during the XYZ statement:

    1. Don't give advice
    2. Don't make threats
    3. Don't judge the person's behavior
    4. Don't try to determine who is to blame

Responding to Conflict Resolution

- <u>A responder is a person confronted by an initiator.</u>

  o The Responding to Conflict Resolution Steps are as follows:

    1. Listen to and paraphrase the problem using the XYZ Model
    2. Agree with some aspect of the complaint
    3. Ask for – and/or give alternative solutions
    4. Make an agreement for change
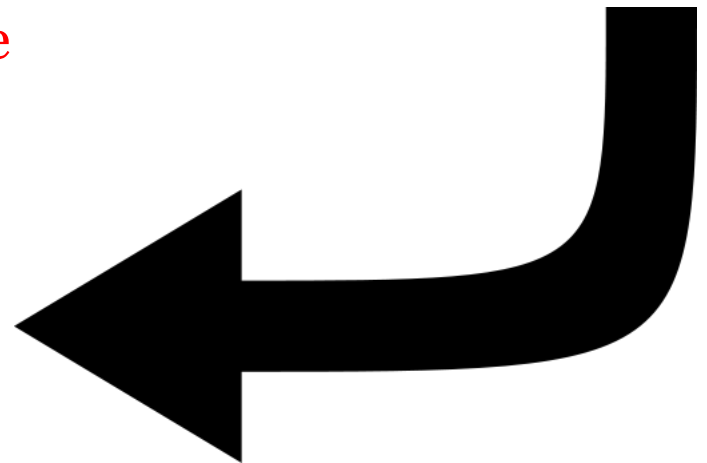
Apologize

- <u>It is important to restore relationships that may have been hurt by the conflict – and apologizing really helps.</u>

  - Human relations can improve simply by telling people you are sorry for your behavior that bothers them.

Apologizing:

does not always mean you are wrong and the other person is right.

It just means you value your relationship more than your ego.

sorry.

Mediating Conflict Resolution

- <u>Often, conflicting employees cannot resolve their dispute.</u>

  - In these cases, the manager or an outside mediator should mediate to help them resolve their differences.

    - When bringing conflicting parties together, follow the Mediating Conflict Model

Mediating Conflict Resolution

- <u>The Mediating Conflict Resolution Steps are as follows</u>:

  1. Have each party state his or her complaint using the XYZ Model
  2. Agree on the problem(s)
  3. Develop alternative solutions
  4. Make an agreement for change, and follow-up

Review

- <u>In the majority of your human relations, you should strive to have a high concern for meeting your needs while meeting the needs of others.</u>

  - You should use an assertive, adult, collaborating style to create a win-win situation for all parties.