Human Relations in Organizations

Chapter Six

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

  - The three topics of this chapter
    - (1) transactional analysis
    - (2) assertiveness
    - (3) conflict management

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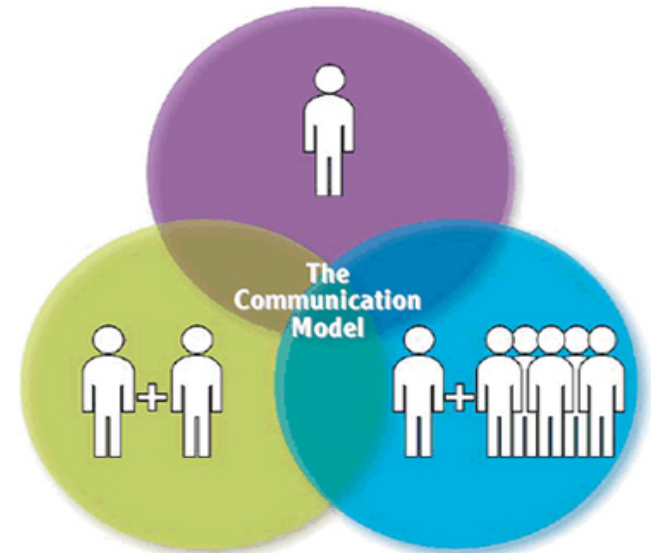
Transactional Analysis

- <u>Transactional Analysis is a method for determining how people interact</u>.

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>:
  - <u>Parent</u>
    - The critical parent is evaluative
    - The sympathetic parent is supportive
  - <u>Child</u>
    - The natural child is curious
    - The adapted child is rebellious
  - <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.</u>

  - We interact with others' ego states

    - 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>Three Types of Transactions</u>**

  - **<u>Complementary</u>**
    - ✗ The sender of the message gets the intended response of the receiver
      - ○ Results in more effective communication with fewer hurt feelings

  - **<u>Crossed</u>**
    - ✗ The sender does not get the expected response
      - ○ Results in surprise, disappointment, and hurt feelings for the sender of the message

  - **<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
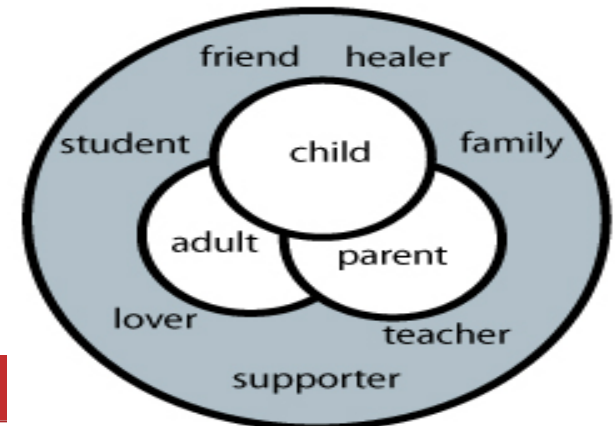
Assertiveness

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

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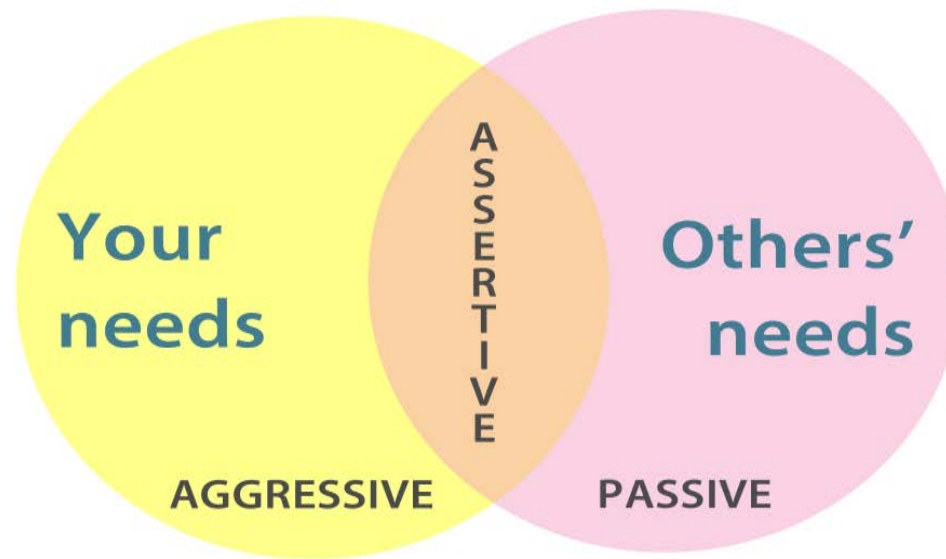
Passive Behavior

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

  - 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

- Aggressive people are demanding, tough, rude, pushy
- They insist on getting their own way and use force to gain control
- 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

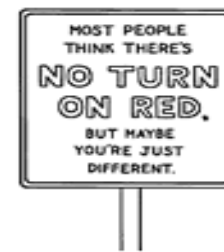 o Learn to replace Aggressive Behavior with assertive behavior

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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

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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

- Assertive Behavior is generally the most effective method of getting what you want while not taking advantage of others

  - Expresses feelings and thoughts and asks for things without aggressive behavior
  - 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 is interrupted while talking, he or she can behave in one of three ways</u>:

  - <u>Passively</u>
    - The person can say and do nothing

  - <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

  - <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

Anger and Violence in the Workplace

- The key to preventing workplace violence is to recognize and handle suspicious behavior before it becomes violent

- <u>Causes of Anger and Violence</u>:

  - 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

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

- Anger can lead to perception problems, poor decisions, and hostility, which is stressful and can harm your health

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

ANGER is only one letter short of DANGER

Anger and Violence

- <u>A first step to emotional control of anger is self-awareness.</u>

- <u>Here are some tips for effectively getting rid of your anger</u>:

  - 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>Tips you can use to help deal with anger of others through your emotional control to prevent violence</u>:

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

ARE YOU IN...
CONTROL?

Anger and Violence

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

- 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>:

  - Take verbal threats seriously
  - Watch nonverbal communication
  - Watch for stalking and harassment
  - Watch for damage to property
  - Watch for indications of alcohol and drug use
  - Include the isolated employee
  - Look for the presence of weapons or objects that might 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

- 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

- Your ability to manage conflict is critical to your success

Conflict Management

- <u>Communication problems or conflict arise for three primary reasons</u>:

    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 the 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
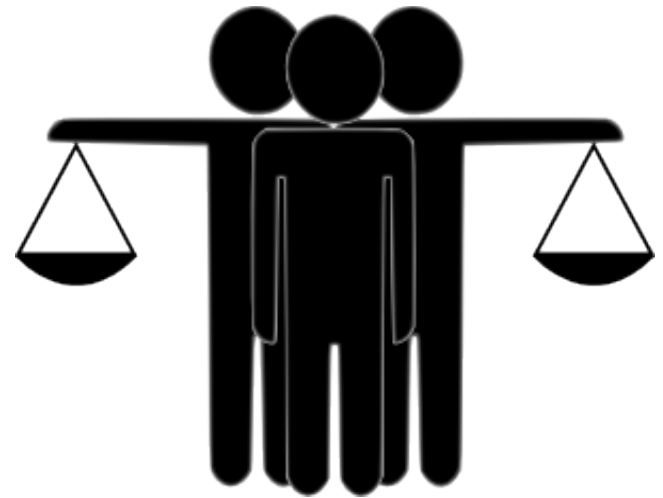
Conflict

- People often think of conflict as fighting and view it as disruptive - conflict, however, can be beneficial
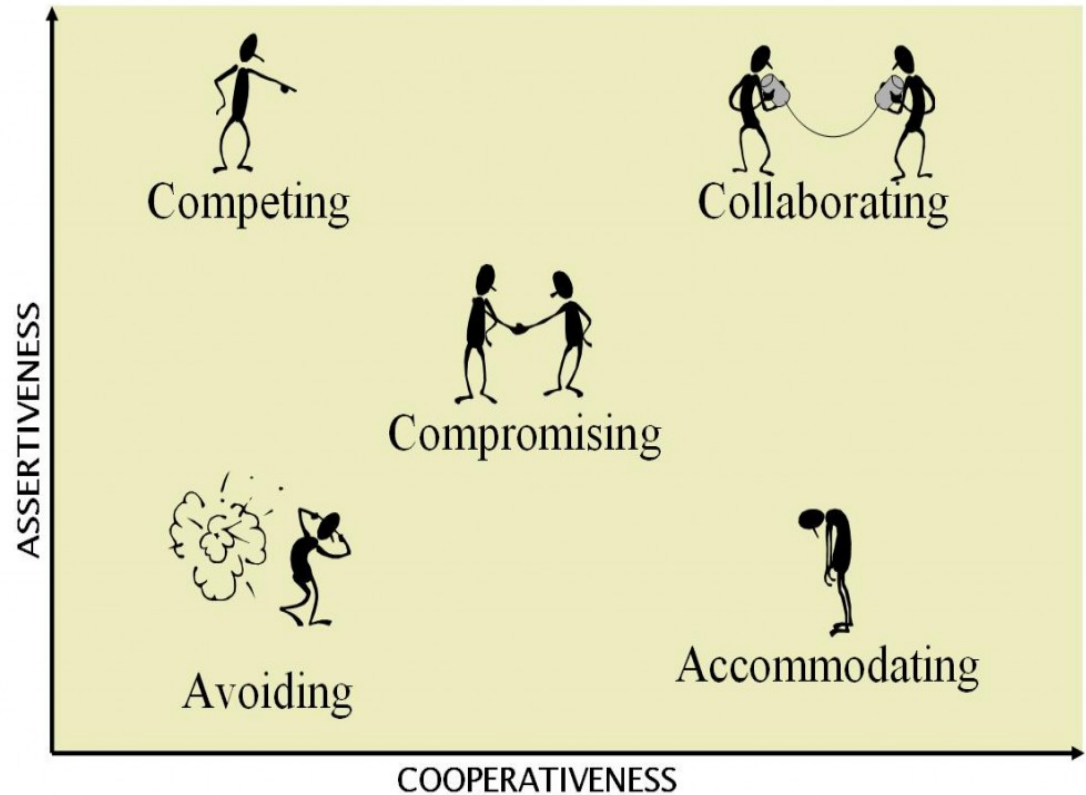
Conflict Management Styles

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

  - Forcing
  - Avoiding
  - Accommodating
  - Compromising
  - Collaborating

Dealing With Conflict – Thomas/Kilmann model

Competing

Collaborating

Compromising

Avoiding

Accommodating

ASSERTIVENESS

COOPERATIVENESS

Conflict Management Styles

- ## The Forcing Conflict Style

  - 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 the conflict rather than resolve it
  - Its 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

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STOP

Conflict Management Styles

- ## The Accommodating Conflict Style

  - 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 the other party while neglecting one's own needs

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

Conflict Management Styles

- ## The Compromising Conflict Style

  - 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 compromising style intermediate in assertiveness and cooperation
  - This style is used in negotiations

Conflict Management Styles

- ## The Collaborating Conflict Style

  - 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 collaborator attempts to fully address the concerns of all
  - 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

- ## When a conflict exists, determine the appropriate style to use

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

Initiating Conflict Resolution Steps

- **To resolve conflicts, you should develop a plan of action through Initiating Conflict Resolution Steps:**

  - Step One: Plan to maintain ownership of the problem using the XYZ Model
    - 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
  - Step Two: Implement your plan persistently
    - After making your short, planned XYZ statement, let the other party respond
  - Step Three: Make an agreement for change
    - Try to agree on a specific action you both will take to resolve the conflict

XYZ Model

- **<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 (behavior), I have trouble breathing and become nauseated (consequence), and I feel uncomfortable and irritated (feeling)

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

    - Don't give advice
    - Don't make threats
    - Don't judge the person's behavior
    - Don't try to determine who is to blame

Responding to Conflict Resolution

- <u>Responding to Conflict Resolution Steps are as follows:</u>

    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
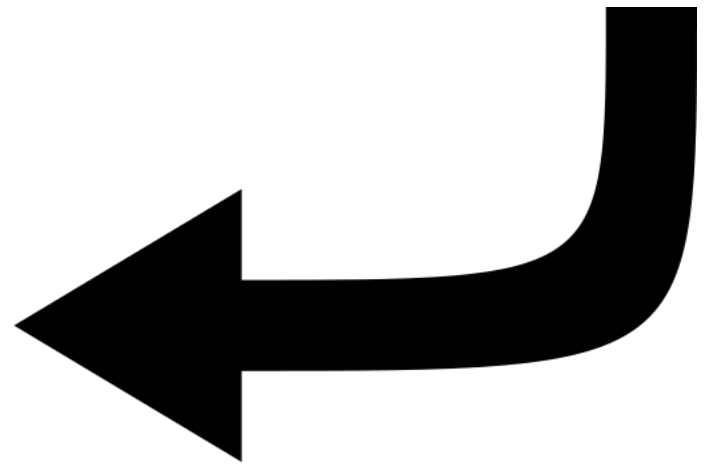
Apologize

- **It is important to restore relationships that may have been hurt by the conflict – and apologizing really helps**

  - 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

- Often, conflicting employees cannot resolve their dispute
- 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

- 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

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

THE END