

ANYTHING YOU CAN DO, I CAN DO BETTER

Presented to:



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WHO DO WE COMPETE WITH?



OURSELVES
SOCIETY/ CELEBRITIES
COWORKERS
FAMILIES
SUPERVISORS
CLIENTS/CUSTOMERS?

CONFLICT STYLES – A MODEL

Assertiveness

Relates to behaviors intended to satisfy one's own concerns. This dimension is also correlated to attaining one's goals

Cooperativeness

Relates to behaviors intended to satisfy the other individual's concerns. This dimension can also be tracked as being concerned with relationships.

A combination of these dimensions results in five conflict behaviors:

- Competing
- Accommodating
- Avoiding
- Collaborating
- Compromising

- Thomas & Kilman (1972)

<http://hrcouncil.ca/hr-toolkit/workplaces-conflict.cfm>

COMPETITION

- Power-oriented mode
- High in assertiveness and low in cooperativeness.
- The goal of this stance is to win.
- The individual aims to pursue one's agenda at another's expense.
- This may mean standing up for one's needs, defending a cherished position and/or simply trying to win.
- The goal is deemed very important.
- Also referred to as a forcing or dominant style.

ACCOMMODATING

- Unassertive and cooperative.
- The goal of this stance is to yield.
- Typically a person using this conflict mode neglects his or her needs to satisfy the concerns of the other person.
- Self-sacrifice.
- Preserving the relationship versus attaining goals.
- Opposite of competing.

AVOIDING

- Unassertive and uncooperative.
- The goal of this stance is to delay.
- In this mode an individual does not immediately pursue his or her concerns or those of another.
- Indifference to the outcome to the issue and the relationship
- Withdraws or postpones dealing with the conflict.
- Can provide a needed respite from the situation or it can inflame things if the issue keeps being pushed aside.
- Also known as *flight*.

COLLABORATING

- Both assertive and cooperative.
- The goal of this stance is to find a win-win situation.
- Focus on creative solutions to issues that satisfy both individual's concerns.
- Learning, listening and attending to both the organizational and personal issues are addressed with this conflict style.
- It takes time and effort.
- Problem solving / integrative style.
- The opposite of avoiding.

COMPROMISING

- Somewhere between assertive and cooperative.
- The goal is to find a quick middle ground.
- Parties find an expedient, mutually acceptable solution by having each person give up something and split the difference.
- Defined by sharing.

5-STEP PLAN

1. Know yourself and know your team
2. Know your environment
3. Build consensus
4. See the Future
5. Learn from the past

1. KNOW YOURSELF, KNOW YOUR TEAM

- Building a close, cohesive team to prevent conflict.
- Encourage interaction
- Be present as much as possible
- Seat and group assignments
- Hiring
 - Interview with the team in mind.
 - Interview as a team and take your time.
 - Being vulnerable can lead to a sense of trust, helping you identify someone's true personality.
- Firing
 - Exhaust all constructive avenues and set clear markers.
 - Don't be afraid to pull the trigger and help that person find the place they will be more successful.

YOU CAN ONLY KNOW OTHERS AS WELL AS YOU KNOW YOURSELF.



<https://www.16personalities.com/free-personality-test>

KNOW YOURSELF, KNOW YOUR TEAM

So, this person walks into a bar...

- HIGH ACHIEVERS
- STABLE ABELS
- CINDY-LOU ...WHO?

And the bartender says...what'll it be?

- Sky's the limit and make it a double!!
- I'll just have tea
- Uh, has anyone seen Cindy?

KNOW YOURSELF, KNOW YOUR TEAM

- Where are the relationship gaps in your department?
 - How visible is the problem?
 - Who is willing to work to fix the problem?
 - What is the “easy” fix?
 - What is the long-term solution?
 - What, when, and who to document?
- **PRO TIP:** Identify problem solvers – train them and build relationships **BEFORE** it becomes necessary to put their skills into action.

Set distinct goals
for each
department /
individual / team.

Parallel Interests
Competing for
Attention can
promote growth or
force each side to
commit to a single
story-line.



2. KNOW YOUR ENVIRONMENT

- Balancing vulnerability with productivity.
- Own the work / life-balance – leave it outside the ring.
- Know your role and keep a closet of hats– at work you’re an employee, manager, etc; at home you can be everything.
- What are your job requirements, company best practices, legal parameters, client-driven guidelines.
- Political correctness in the workplace.
 - Observe formality, generational, cultural gaps.
 - Building closeness.
 - Maintaining humanity while preserving authority.

KNOW YOUR ENVIRONMENT

- High vs Low Pressure Systems – be deliberate in where you spend your energy.
- Keep an eye on the tides.
- 30-Day forecasting.



3. Build consensus

- Employer-focused – what are you as a company / manager doing to guide the team through change or to lighten the monotony.
- We don't have to like each other, but it helps if we do.
- Delivery of bad news with grace.
- Identify individual strengths and do not externalize. Encourage employees to focus on themselves and their personal growth, rather than other employees.
- Do not miss out on opportunities to hold people accountable, but also provide a path towards reconciliation.

BUILD CONSENSUS

- Coaching the talented but insecure – emphasize constructive compartmentalization. Refer to employee assistance programs if onsite.
- Set reasonable expectations for the team and each individual.
- Identify common goals and common values to guide the team in reaching those goals.
- Occupy idle hands and super-sized egos.

GROUP THINK?

Diversity leads to quality, but can also lead to mob mentality.
Find the balance.



4. SEE THE FUTURE

- Plan and predict, but also shape your environment – work can be a happy place.
- “If you can see it, you can be it.”
- You can have the most beautiful vision, but if it’s not well-communicated it may as well not exist.

SEE THE FUTURE

- Identify potential conflict.
- Is it avoidable?
- Can it be mitigated with timely mediation?
- Run interference (and don't hesitate to call in special teams)

5. LEARN FROM THE PAST

- Leave the “naughty” list to Santa.
- Once a poor process or negative behavior is identified, start to plan how to prevent reoccurrence, shift assignments as needed to improve conduct.
- Identify pre-existing and set personality features.
- Implement procedures or set up structures to preempt future conflict
- Allow time for involved parties to adjust to the “new normal” ...but not too much.

LEARN FROM THE PAST

- Denial – It ain't just a river
- Don't be OK with it.
- Isolate the challenge.
- Give credit where credit is due.
- Add to your knowledge base and move on.

MOTIVATION VS COMPETITION

- Avoid motivating through internal competition on deeper issues / things that matter.
- Keep focused on the TEAM goals when meeting as a team.
- Acknowledge the individual at the appropriate time.
- What motivates your team?
 - 4 ways to communicate:
 - Gifts (ie: salary, bonuses)
 - Quality time (face to face)
 - Words of affirmation (Atta girl!)
 - Acts of service (demonstrating devotion).

KEYS TO RESOLVING CONFLICT

- Address the situation immediately, directly and respectfully.
- Speak directly to the person and not to someone else about another person's behavior.
- Separate individuals from the problems - Remind yourself that the problem is the issue or relationship, not the individuals themselves.
- Objectively try to understand what is behind the difficult person's actions rather than reacting right away.
- Examine your own contributions to the situation with intellectual honesty.
- Be clear in all your communication so the situation is not further complicated with misunderstandings.
- Discuss the issue using "I" statements (for instance, "I feel uncomfortable when you..."; I have observed that you do...").
- Reinforce any positive changes (even small ones) made by the difficult person following this kind of conversation.

IN CONCLUSION....



Direct conflict can be a crushing experience and lead to burnout



I'm a PC.



I'm a Mac.

**Most competition
is more subtle....**

**Still, passive
aggressive
relationships can
also take a toll on
morale.**



**Strategic
Negotiations can
bring about change
or may create
additional conflict if
not handled
correctly. .. No
pressure Mrs.
Esterhaus!**

THE BRIGHT SIDE



Positive competition
may be a factor in
team-building.

THE BRIGHT SIDE



Strategic goal-setting and appropriate rewards can drive employees to push for excellence.

THE BRIGHT SIDE



When the success of one employee becomes a model for others, their discipline and excellence can trickle down to benefit morale and performance of the entire organization.

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THANK YOU!