

MANAGING CONFLICT & CHALLENGING CONVERSATIONS

.....

**Designed for the teams at Allen County Government
Citizens Square, Fort Wayne, IN
August 22, 2023**

This event featured content in a 55-page custom workbook presented in a three-hour interactive seminar. Prep exercises were sent to encourage discussion. Participants documented self-selected goals throughout the event and retained the workbook as a resource.

Departments represented include: Allen County Election Board, Commissioners' Office, Juvenile Center, Human Resources, Highway, Voter Registration, Community Corrections, Surveyor, Treasurer, Allen County Jail, Health Department, Sheriff's Department, and Residential Services.

PARTICIPANTS:

- Jason Baker, *Sergeant* • Brittany Barron, *Senior Intake Case Manager/Court Liaison* • Bianca Blessing, *Election Deputy*
- Laura Braun, *Training Coordinator* • Sarah Brewer, *Assistant Director Election* • Thomas Castleman, *Chief Investigator*
- Samantha Chenery, *Chief Deputy* • Chad Christen, *Probation Supervisor* • Teresa Clark, *Probation Supervisor*
- Chris Cloud, *Chief of Staff* • Darren Coburn, *Captain* • Darren Compton, *Deputy Sheriff*
- Holly Coonrod, *Sergeant* • Hannah Dawson, *Chief Deputy Recorder* • Nick Diagostino, *Probation Officer*
- Ben Fries, *Corporal* • Mike Fruchey, *Surveyor* • James Gasvoda, *Lieutenant*
- Kristi Gephart, *Vital Records Director* • Jennifer Gregory, *Recorder* • Tyler Harris, *Sergeant*
- Ingrid Herriott, *Corporal* • Margaret Hershberger, *Project Manager* • April Johnson, *Election Deputy*
- Karen Lasocha, *Program Section Chief* • Joshua Lumpcik, *Sergeant* • Robert McComb, *Supervisor Electronic Monitoring*
- Kevin McIntosh, *Community Projects Section Chief* • Pam Miracle, *Deputy* • Ted Murphy, *Client Service Coordinator*
- Kevin Neher, *Sergeant* • Latika O'Quinn, *Accounting Manager* • Steven Perry, *Sergeant*
- Caprice Ramirez, *Probation Supervisor* • Lindsay Reith, *Senior Program Facilitator Trainer* • Toby Rhymer, *Corporal*
- Brian Sell, *Lieutenant* • Jeff Smallwood, *Lieutenant* • Jonathan Stewart, *Residential Services Officer*
- Bryce Sutton, *Sergeant* • Scott Uetrecht, *Captain* • Chad Vaughan, *Lieutenant* • Shinisha Warfield, *Risk Manager*
- Natalie Zimmerman, *Senior Monitoring Communication Specialist* • Katie Zuber, *Democratic Board Member*

CONTENT SUMMARY:

- Coach's Corner, Impression Management
- Team Functioning: Positive and Negative Behaviors
- Healthy Conflict and Negotiation
- 5 Strategic Intentions of Conflict
- Balance Directness with Empathy: 4 Principles of On-the-Level Communication
- Untrained vs. Trained Listeners
- Communication Skills Self-Assessment
- Traits of Happy, High-Performing Teams
- Personality Styles: Driver, Expressive, Analyst, Amiable
- 6 Tips for Handling Hostility
- Feedback Skills Awareness Sequence
- Ethical vs. Unethical Influence Tactics
- *Communicate with Courage: Taking Risks to Overcome the Four Hidden Challenges*
- Bonus Resources: Coaching Map for Leaders, Harassment and Bias Prevention Tips, EQ Quick Quiz, How to Have Challenging Conversations During Change, Harvard Business Review Article: *13 Ways We Justify, Rationalize, or Ignore Negative Feedback*, Coach's Corner: Giving Praise, The GC Feedback Challenge, Coach's Corner: Conflict Resolution, Research Correlating Success and Emotional Intelligence, Gifts of Growth from the GC Team.



(cont.)

We set high standards for training design and delivery since 1995.

We believe training events can only be as valuable as they are applicable to our participants' work lives.

All evaluations are documented with care because participant feedback is essential to building great training.

COMMENTS ABOUT THE MATERIAL AND DELIVERY:

- "Very informative and trainer knew her stuff. I liked the real-life stories."
- "Michelle's message is always well put together and presented."
- "Materials were great and high quality. Delivery was friendly and engaging."
- "Loved the personalization for Allen County Government."
- "Loved the material. I have so much information to take back with me."
- "Very interactive, focused to specific areas. Great materials with great presenter."
- "This was one of the best trainings I have been to. Very engaging and educational."
- "Very good class. I kept thinking of personal uses for this information as well."
- "Very good speaker and presentation."
- "Great information! Great topics and goals to work on."
- "Great delivery and kept a good pace to cover all the material."
- "Delivery is always top-notch. Some may be put off by the occasional curse word. Tools in the workbook were great."
- "Full day would have been welcome."
- "You always do very well and present the information in a dynamic way."
- "Well done! I always leave with something when it's GC."
- "Great presentation and delivery about the topic."
- "Workbook made it easy to follow."
- "Lots of easy and quick tips to remember. Outcomes are related to our own effort. We choose how much we put in to get more out."
- "Excellent delivery and I liked the material to refer to during training and for future reference."
- "I like bringing up the immediacy in situations rather than avoiding or confronting; keeping conflict in a substantive type. I really like the idea of being able to access the emotional intelligence."
- "Great. Very good presentation and enjoyed breadth of content."
- "Delivered very well. Material was on point and well planned."
- "Time went by fast! Easy to understand."
- "Material was relevant, interesting, and thought provoking."
- "Great information. Resources we can use in real life, work, and home. Enthusiasm was engaging."
- "Very good, presenter encouraged interaction and note taking."
The workbook is something to look back on and remember important takeaways."
- "Everything was very informative."
- "Delivered well. Material was good as expected and delivery was exciting"
- "Very useful and practical information to use right away."
- "Well presented material."
- "It was delivered energetically, kept everyone engaged."
- "The material was clear and very well presented. I was very fitting to what I do."
- "Very well done and easy to follow."
- "Really interactive presentation with a great speaker."
- "Great morning! Time flew by and seminar was very educational."

(cont.)

WHAT WAS MOST USEFUL TO YOU?

- "Tips for improving conversations and encouraging goal setting for ourselves."
- "Job aid exercise on page 9 as I always appreciate scripts, starters, and formulas. Makes it more likely I'll do it."
- "Self-reflection and figuring out my conflict type."
- "Thinking about how I approach situations mentally."
- "Defining strategic intentions."
- "Ideas about how to improve myself professionally and in personal life. Think more critically about how I communicate with others everyday."
- "Learning to listen more and watch my tone of voice."
- "Praise more and recognize others."
- "How to manage different types of personalities."
- "Examples and summaries."
- "All the real-life examples."
- "How to not accommodate and apologize for something that doesn't need an apology. Don't avoid conflict."
- "Talking about how to communicate with our least favorite coworkers. I have one and it's been weighing on me."
- "Make sure I self-evaluate and am honest with myself."
- "The challenges to improve myself and suggestions about how to resolve conflicts."
- "Understanding different personalities."
- "The self-communication assessment."
- "Need to let my employees know more often what I appreciate about them."
- "Checking in with officers below me in rank to see how I am doing as a supervisor.
I also appreciated listing out the 3 valid points of someone on the other side of the conflict."
- "The EQ perspective and study."
- "Be a better fully engaged listener."
- "Self-reflection."
- "Understanding others may have different views."
- "Tips for communicating with different styles."
- "Material about how to deal with conflict and different people."
- "As an employee, I'm type A in conflict strategy but as a team leader I'm type B. I want to find a happy medium."
- "How to relate better to others."
- "The 60 seconds for better listening guide and asking myself during conflict: 1) What is the other person's #1 point and 2) What is my point in this conflict?"
- "Trained vs. untrained listener characteristics."
- "How to ask for 365 feedback on ourselves in a way people are open to give it."
- "Handling hostility."
- "Learning my communication style."
- "5 strategic intentions during conflict."
- "I need more positive self-talk."
- "Learning how to deal with different personalities and the description of personalities."
- "Learning 5 strategic intentions in conflict scenarios."

(cont.)

PLEASE SHARE A FEW GOALS YOU CHOSE FROM THIS TRAINING:

- "Be more aware of opportunities to praise team members. Take 60 seconds before responding!"
- "Watch my tone. Be more assertive and diplomatic to counteract my desire to be well-thought of."
- "I plan to work on being more attentive to my team."
- "Providing positive feedback to those I manage."
- "Wanting to be a better communicator."
- "Stay just 2 minutes longer in a tough conversation and say more. Don't avoid conflict so much."
- "Listen more and get feedback from my staff about my performance."
- "Set goals outwardly. And take 60 seconds to prepare to listen."
- "Communicating more efficiently. Take 60 when annoyed. Be diplomatic in my delivery."
- "Collaborate more."
- "Now I have lots of ideas for dealing with my least preferred coworker. Bravely asking questions."
- "Let people know when I have a problem and what is needed to make it right."
- "Apologize to my least favorite co-workers."
- "Work on emotional intelligence. Stop trying to mediate separately and deal with tough conversations head-on. Ask for feedback."
- "The Feedback Challenge. Be more accommodating, and give people more of my undivided attention."
- "I need to write down my verbal communication to back up what I say."
- "I will no longer take feedback negatively."
- "Address employees with positivity."
- "Take to heart and use 'I will lose so you can win' conflict management style sometimes. Praise subordinate and outranking people more. 60 seconds during or before listening. Try not to take negative feedback negatively/personally."
- "Improve in all areas presented today."
- "Work on listening and being less defensive."
- "Listening before responding."
- "Develop my EQ and focus on my people."
- "Recognize success, be more engaged, be empathetic."
- "Be open and trusting. Develop and foster partnerships and relationships."
- "Stop and listen before reacting."
- "Plan goals and focus conversations while being (ethically) strategic in my approach."
- "*Communicate with Courage*. Asking the question "please tell me how you see it?"
- "Communicate clearly and not be so emotional in conflict."
- "Become a better active listener. Be less negative at work."
- "Bring more people into my in-group. Be more positive. Be a better communicator."
- "Listen completely before responding."
- "Tackle communicating with the least preferred coworker in my work environment."
- "Listening more and not getting defensive."
- "Being a better leader and being a better human."
- "Ask my staff how I am really doing with my communication."

(cont.)

WHAT, IN YOUR OPINION, COULD MAKE THIS TRAINING BETTER?/OTHER COMMENTS:

- "It was great!"
- "More time."
- "A second break."
- "More time!"
- "Make it 4 hours instead of 3 hours."
- "I would have liked it to have been longer so we could work through the full workbook together."
- "Longer."
- "More music! ☺"
- "Nothing comes to mind."
- "You always do a great job."
- "Smaller interactive groups."
- "More time!"
- "More time to cover the workbook."
- "Variety of 'old' and 'young' sayings. It was good, though. Thank you!"
- "Great presentation! No suggestions."
- "Even more interaction."
- "Role playing scenarios."
- "Our department has many first line supervisors in middle-management positions. I would have enjoyed discussing the difficult dynamics of weighing higher ranking supervisors input vs. interacting with subordinates."
- "Would like to attend longer than 3 hours as we had to rush some material due to time restraints."
- "More real-life examples."
- "Longer."
- "Cover information about switching communication styles. In our department, some conversation is directive (for compliance) and needs to be done quickly. It would be nice to follow-up on goal progress like 3 courses in 30 minutes. Go over one good way to refocus communication for each personality type."
- "Awesome."
- "Longer."
- "I like a longer day to get more info."
- "More than 3 hours and having my boss come to it."
- "Would be interested in a longer training."
- "More time!"
- "Night time training and food."
- "I would love an all-day session. Thank you!"



Organizations are empowered to grow as they learn. The comments above indicate growth is ongoing in the teams of Allen County Government.

Our team at GC enjoys designing seminars for your employees.

We hope to continue to be a professional development resource and look forward to the positive impact of your team members choosing and acting on personal goals.

PREPARED BY:



Elyse Bultemeier, Research Associate
Gladieux Consulting
Professional Development & Executive Coaching
~Eight Days a Week~
(260) 450-4202
GladieuxConsulting.com | FB & IG @gladieuxconsulting

TAUGHT BY:



Michelle Gladieux, President
Gladieux Consulting
Professional Development & Executive Coaching
~Eight Days a Week~
(260) 450-4202
GladieuxConsulting.com | FB & IG @gladieuxconsulting

SAMPLE WORKBOOK CONTENT:



**Fresh Start
CHAPTER ONE**

The greatest weapon against stress is our ability to choose one thought over another.
William James, first psychology teacher in the U.S.

Handling Hostility

*We find comfort among those who agree with us,
growth among those who don't.*

IDEA #1: Understand what makes people angry. (*What makes YOU angry?*)

- Feeling let down, misunderstood, resentful, incapable
- Not being listened to or having an idea that no one "gets"

IDEA #2: Take a breath.

- Let go of fight or flight. You're staying in this.
- Squelch the "I screwed up" reaction.
- Get centered and curious about what's happening.

IDEA #3: Name what you see.

- Pretending it's not happening does NOT work – you seem too weak
- to handle it or too dumb to notice.
- People stay angry if their anger is not recognized.

IDEA #4: Allow anger.

- "I see you feel strongly about this."
- "I understand that you're disappointed."
- Give people a way out of anger, help them save face.

IDEA #5: Say what they need & why, say what you need & why.

- Paraphrasing moves you to substantive issues.
- Your intention affects how people respond.

IDEA #6: Be appreciative.


- "Thanks for letting me know."

GOOD QUESTIONS!

Most of us have one or two hot buttons.
When pushed, it's hard to respond constructively.
We might become argumentative or withdraw.
Examples of hot buttons are stereotypes, dishonesty, and name-calling.

What words or behaviors are hot buttons for you?
What strategy can someone use to deal with their hot buttons?

18
© GLADIEUX CONSULTING 2023
19



*Do not despair at slow progress;
little by little great things have come to pass.
Life, and great things are made up of little things,
and little things often lead to great results.*
Brother Daniel Orcutt

Use of power matters especially if you work in the public sector.

.....

Emotional intelligence empowers people and lessens negative behavior in the private sector; but doesn't have the same effect in the public sector, says an important 2010 study. "The results of this study emphasize significant behavioral differences between the sectors. Executives intending to carry out reforms or implement plans in the public sector should be aware of these differences," explains Dr. Meisler, University of Haifa. Within the private sector, high levels of emotional intelligence empower positive attitudes and decrease negative behavior; however, the same effect was not found within the public sector.

The research received the Outstanding Doctorate Award from the Political Science Association. It surveyed 809 people in four organizations: two in the public sector and two in the private sector. A comparison between sectors revealed **more organizational politics in the public sector**. Political skills of public sector employees were more developed. Significant differences in employees' emotional intelligence were not found.

Employees from the public sector were more likely to use more forceful tactics, regardless of their emotional intelligence. In the private sector, however, employees with a higher emotional intelligence were less likely to use such tactics.

The study also revealed that in the private sector, EQ contributes to desirable attitudes towards the organization, such as organizational justice, satisfaction and commitment. High EQ also reduces burnout, intentions to leave and neglecting of work. The impact of EQ in the public sector was not as strong. "We believe that the high level of organizational politics in the public sector and the stress associated with it decrease the positive effects of EQ," Dr. Meisler concluded.

Influence Tactics –

ETHICAL/POSITIVE:

UNETHICAL/NEGATIVE:

22
© GLADIEUX CONSULTING 2023
23