TEAMS: Communication & Conflict Resolution
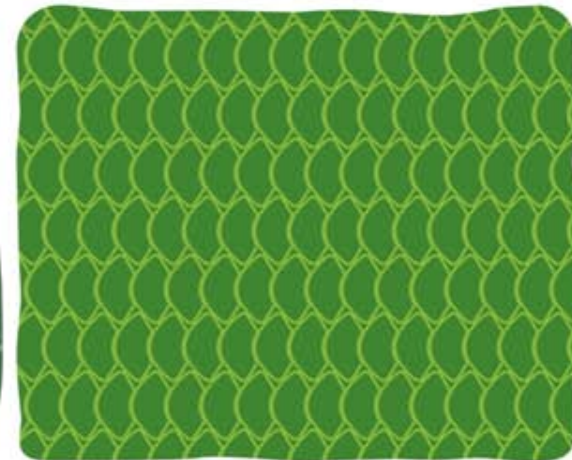
Mike Murray, Andrew Rowan, Molly Kainuma

"*None of us is as smart as all of us*"

Ken Blachard

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WHY DO WE WANT OR NEED TEAMS?

ADVANTAGES TO A TEAM APPROACH

- **They encourage a cooperative effort toward work.**

- **They allow for more sharing of information.**

- **They provide support for members during times of challenge, disappointment and of accomplishment.**

- **Teams often have a synergistic quality that can lead to creativity and innovation.**

CHALLENGES ASSOCIATED WITH TEAMS

- **They must learn to communicate and resolve conflict effectively.**
- **They must share ownership with other members.**
- **The team members must make a personal commitment to be part of the team.**
- **The formation of an effective team can often seem to move very slowly, which can cause some to give up on the effort.**

WHAT WE WANT TO EXAMINE TODAY:

- What an effective team looks like.
- Some of the tools that can be used to provide teams with the skills they need.
- The importance of commitment and member conduct.
- Conflict resolution, communication skills and problem solving.
- How to identify and deal with challenges that arise, and how proactively approach some of the most common problems associated with teams.

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"We must indeed all hang together, or, most assuredly, we shall all hang separately" Ben Franklin

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FORMING

STORMING

NORMING

PERFORMING

ADJOURNING

Stage One: FORMING

Stage One: FORMING

- Deciding on the purpose of the team
- Choosing your membership (if you have a choice)
- Clarifying the goals of the team with the membership

Example:

Enrichment Committee

1st Meeting:

- Open attendance
- What do you want to get out of this committee?
  - Define the purpose?
  - Improve communication between divisions
  - Share knowledge and ideas
  - Come up with new ideas

EXAMPLE: ENRICHMENT COMMITTEE

- 2nd Meeting
  - Mission and Vision statement

Mission Statement

A forum for presenting enrichment issues, sharing ideas, problem solving and educating.

Vision Statement

We will fully integrate the management and staff with the goal of broadening the concepts, theories, and practices of enrichment. This support will allow us to draw out appropriate desirable behavior, will stimulate emotional, physical and psychological well being in our animals, and will create an exceptional experience for our animals, staff and guests.

EXAMPLE: ENRICHMENT COMMITTEE

- 3rd Meeting
  - Goals for the committee
    - 1. Identify enrichment goals around the zoo
    - 2. Discuss zoo-wide enrichment challenges…
    - 3. Research and make suggestions and recommendations for new enrichment initiatives around the zoo.
    - 4. Facilitate zoo-wide understanding of what enrichment is, and how it benefits the staff, animals and visitors
    - 5. Evaluation of Visitor's experiences with enrichment. (Future)
  - Action items start to facilitate goals:
    - Suggestion boxes – there will be one in keeper sign-in room.
    - New Enrichment Journal on Q: Zoop / Behavior / Enrichment Committee
    - Continue to note enrichment and behavior observations on Tracks
    - These issues will be put onto the agenda for the next meetings.

Stage Two: STORMING

Stage Two: STORMING

How are we going to function?

- Independently & as a team
- Understanding differing ideas, processes, approaches, perspectives
- Communication styles
- Leadership Model

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Stage Two: STORMING

How are we going to accomplish our goals?

- Role clarification
- Expectations
- Conduct
- Commitment/Patience/Tolerance
- TRUST

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Stage Two: STORMING

- Role Clarification
  - This is often the job of the managers, but can be part of what comes from goal setting with the team. Perhaps one person is in charge of food orders, one is the enrichment coordinator for the area, one handles maintenance issues…

- Expectations
  - Defining some expectations can be part of how the team decides to communicate. Holding one another responsible or accountable is often too difficult a task to put on a team, however, so follow-up on most expectations should be a manager's job. Expectations for team conduct could be the team's responsibility (we'll get to that).

Stage Two: STORMING

- Trust is very closely tied to effective communication

- Lack of communication can cause a lack of trust. *What do the others truly think?*
- Lack of communication and trust can cause conflict. *One hand doesn't know what the other is doing…*
- Lack of Conflict can be a sign of lack of trust. *(huh??) – More on this later!*

Lencioni, 2002

Stage Two: STORMING

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- Conduct: The manner in which you behave in a particular context
- Code of Conduct: Agreement of how your team members are going to work together…
- Examples…

Stage Two: STORMING

CODE OF CONDUCT

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- Used as a tool to hold all stakeholders accountable
- Used as a tool to aid in communication and conflict resolution
- Takes work and practice (learn the language)
- Different things are important to different people
- Management involvement/ Assimilation

Stage Two: STORMING

- **Keep professional and personal issues separate:**
  - **Do not take work issues personally**
  - **Do not make work issues personal**
- **No hidden agendas:**
  - **Be open and honest – share opinions,**
  - **Be respectful of co-workers opinions**
- **Make an effort to be part of the team.**
- **Don't sweat the small stuff.**
- **Make safety issues a priority, and always take them seriously…**
- **Maintain a professional attitude (agree to follow the code) no matter what.**
- **Feedback should be:**
  - **Direct and timely**
  - **Positive   (Don't say "Don't")**
  - **Constructive - solution oriented**
- **Assist other sections when you have time:**
  - **Offer help if you can, and ask for help if you need it.**
- **Assume good intent.**
- **Have good intent.**
- **Communication is a priority – Update, update, update!**

Stage Two: STORMING

- **Create a culture of Safety**
- **Assume Good Intent**
- **Have Good Intent**
- **Be Professional**
- **Be positive, Look for the good**
- **Participate in Meetings. Your opinion is valid and necessary**
- **Trust and respect your team members**
- **Offer help, request help when needed**
- **Communicate in an open and timely manner**
- **Respect your conflicts; approach directly and openly**
- **Don't make assumptions about people**
- **Don't make assumptions about animals**
- **Keep an open mind/embrace diversity**
- **Celebrate others' success, support failures**
- **Hold yourself accountable, own your weaknesses**
- **HAVE FUN!**

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CODE OF CONDUCT

- Management and Peer involvement
- Recruit an objective meeting leader
- Brainstorming
- Grouping ideas/statements (positive/solution focused)
- Dot exercise
- Team Commitment
- Practice, update, and maintain code

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ACTIVITY:

Developing a Code of Conduct

- Split in to groups
- One team leader
- Brainstorm
- 3-5 top behavior choices/statements based on YOUR work experience
- Share with the group

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Coming together is a beginning. Keeping together is progress. Working together is success.

Henry Ford

Stage Three: NORMING

- **Members are using meeting skills.**
- **Members communicate <u>effectively.</u>**
- **Members respect and seek out others' opinions.**
- **Members understand their roles on the team.**

Stage Four: PERFOMING

This is where your best work is produced!

Can use more supportive and delegating management styles

BREAK…KIND OF…

- Take survey, circle A or B
- Circle your answers on the scoring sheet
- Add up the number of circled answers in each column

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CONFLICT: Why is it Good?

What is Conflict?

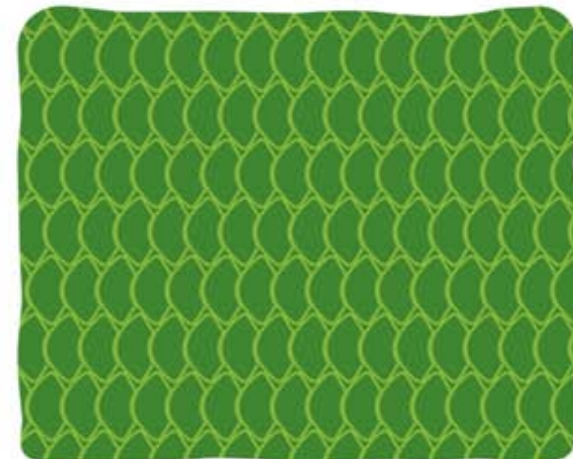It is inevitable
It brings problems to the table
Often helps people identify and clarify their goals
Can help people clear out resentments and understand points of view

Learning to think about it as a positive thing can make conflict management more comfortable.

Conflict metaphors:
Wilmot and Hocker, 2001

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CONFLICT, PERSONALITIES, AND COMMUINICATION

- Myers – Briggs (Personality preference inventory)

- DiSC Assessment

- Thomas- Kilmann Conflict Mode Instrument

Myers-Briggs Type Indicator

Should be given by Trained Administrators, but:

Quick MBTI inventory (can be done on paper too)
http://www.saleshelp.com/assessments/PersonalityStyles Inventory/PerStyleInv.html

Optional: Another site with more information if you are interested:

http://www.personalitypathways.com/type_inventory.html

Types: You will wind up with one of 16 4-letter codes

Extrovert   vs.   **I**ntrovert

How you are energized

i**N**tuitive   vs.   **S**ensing

How you take in and process data / information

Feeling   vs.   **T**hinking

How you make decisions

Judging   vs.   **P**erceiving

How you prefer to live your life – day to day.

Disc Assessment

Helps you to understand:

- Your behavior & it's effects

- Your reactions

- How to maximize your strengths

- How to be POSITIVE!

- How to **adapt**

Cornerstones of DiSC

- All DiSC styles & priorities are **equally valuable** and everyone is a blend of all four styles
- Your work style is also influenced by **other factors** such as life experiences, education, and maturity.
- **Understanding yourself** better if the first step to becoming more effective when working with others
- Learning about **other people's DiSC styles** can help you understand their priorities and how they may differ from your own.
- You can improve the quality of your workplace by using DiSC to build more **effective relationships.**

Overview of DiSC Styles

Dominance

Influence

Conscientiousness

Steadiness

Your dot tells a story…your shading expands the story…

DiSC Reminders

- DiSC is a dialoguing tool, NOT Diagnostic
- This is NOT meant to box people in
- It is best of have all 4 profiles represented for greater creativity, innovation, & problem-solving within your team.

- Behavior is observable, situational-based, flexible, dynamic, based on thoughts & beliefs, and an expression of our personalities.

- We use behavior every day to help us make decisions about the animals we care for. So why not apply the same concepts to each other

Activity: Thomas-Kilmann Instrument

- Competing: ≥ 8, ≤3
- Collaborating: ≥ 9, ≤5
- Compromising: ≥ 9, ≤4
- Avoiding: ≥ 8, ≤4
- Accommodating: ≥ 6, ≤3

Thomas-Kilmann Instrument

Conflict Modes

Conflict Strategies Summary, and best uses.

- <u>Avoiding</u> – What conflict?

- <u>Accommodating</u> – Whatever you want to do

- <u>Competing</u> – My way or the highway

- <u>Compromising</u> – I give a little, you give a little

- <u>Collaborating</u> – What haven't we thought of?

My Conflict Modes…

- <u>Avoiding</u> – low - lower 25%

- <u>Accommodating</u> – average – mid 50%

- <u>Competing</u> –average – mid 50%

- <u>Compromising</u> – average – mid 50%

- <u>Collaborating</u> – High – upper 25%

Developing a Personal Conflict Strategy

For your own use (these do not need to be shared).

➢ The strategy you most often use / most comfortably: _____
➢ The strategy you use least often / least comfortably: _____
➢ Think of 3 most recent conflicts in which you have been involved, or you have witnessed (Whether managed well, or not well). Now answer the following for each:
  – Describe the conflict.
  – Which strategy was used?
  – How effective was it?
  – What strategy should have been used and why?
➢ Choose one person with which you have had a conflict that was <u>not</u> resolved well.
  – Describe the conflict.
  – Which strategy was used?
  – How effective was it?
  – What strategy should have been used and why?
➢ How are you going to change the way you approach this type of conflict in the future? (Make a plan)

Conflict Language*:* Anger

State the anger:

Distinguish between acknowledging it, and venting. Work to find the stimulus of it: it won't just go away.

Perception? Incompatible goals? Ego? History? Competition for resources?

Accept the anger:

Acknowledge the person's feelings, clarify the specific behavior involved, invite the other to join you in resolving the conflict.

Conflict Language: Constructive Interactions

- Explore assumptions, and LISTEN
- Develop an objective description of the conflict
- Give up persuasion in favor of exploration
- Look critically at all sides – all have strengths and weaknesses.
- Express intent to work together.

COMMITMENT

- Before any of this works, the members need to buy in to the idea, and agree that this is a goal, otherwise, there is not any reason to change their behavior – there will be no meaningful consequence, positive or negative.

- It can be a stated job duty.

Managing UP

- "Managing your Boss" by John J. Gabbaro and John P. Kotter.

"If you forge ties with your boss based on mutual respect and understanding, both of you will be more effective"

OTHER RESOURCES

There are countless resources that deal with conflict, communication, management, teams…

Find what resonates with you – and use that.

Some further examples of ones that resonate with me follow:

7 Habits of Highly Effective People

FYI: For Your Improvement

First, Break All the Rules

RESOURCES & REFERENCES

- Interpersonal Conflict, Wilmot and Hocker

- The Five Dysfunctions of a Team, Patrick Lencioni
    - Overcoming the 5 Dysfunctions of a Team. A Field Guide.

- First Break All the Rules, Buckingham and Coffman
    - Now, Discover your Strengths

- FYI: For Your Improvement.

- Whale Done. Blanchard, Lacinak, Thompkins, Ballard

- The Seven Habits of Highly Successful People, Stephen Covey.

- The Big Book of Teambuilding Games

- The Big Book of Motivation Games

- The Team Building Tool Kit. Deborah Harrington-Mackin

- Others…

Questions & Discussion

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