Course Objectives

Building Conflict Resolution Skills

- Discuss the seven bases of power.
- Identify the levels of conflict.
- Discuss conflict behaviors.
- Identify the principles of a win/win approach to conflict resolution.
- Discuss the methods of negotiation, mediation, and collaboration for resolving conflict.

Rewards, Recognition, and Retention

- Identify effective methods of reward and recognition.
- Create a plan to begin rewarding and recognizing your team.
Seven Bases of Power

Key Points:

- Each individual in an organization has power. This power can be derived from many sources.
- Collaborative tactics for building power elevates everyone in an organization.
- Coercive tactics for building power creates fear and animosity in an organization.

PowerPoint Slides:

<table>
<thead>
<tr>
<th>Seven Bases of Power</th>
</tr>
</thead>
<tbody>
<tr>
<td>v Position: By right of role or position (Director)</td>
</tr>
<tr>
<td>v Reward: Individual can give something someone else wants (raise, recognition)</td>
</tr>
<tr>
<td>v Punish: Can withhold or take away something (job, vacation time)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Seven Bases of Power</th>
</tr>
</thead>
<tbody>
<tr>
<td>v Expert: Power because of knowledge or expertise</td>
</tr>
<tr>
<td>v Charisma: Power because of charm, personality, or magnetism</td>
</tr>
<tr>
<td>v Association: Power through coalitions or membership in an organization</td>
</tr>
<tr>
<td>v Relationship: Grapevine, collegiality</td>
</tr>
</tbody>
</table>
Seven Bases of Power

Identify at least one area where you can increase the power you have available in your current work setting and describe how you’ll accomplish building that power.

FORMAL

POSITION

REWARD

PUNISH

INFORMAL

ASSOCIATIVE

RELATIONSHIP

EXPERT

CHARISMA
Conflict Resolution

PowerPoint Slides:

Levels of Conflict
- Discomfort
- Incident
- Misunderstanding
- Tension
- Crisis

Stay Alert!
Levels of Conflict Exercise

Choose a recent conflict that you've been involved in. It can be anything from a minor issue to a huge crisis. Write a brief description of the conflict and then answer the questions for each conflict level related to the conflict.

Conflict Description ___________________________________________________________

________________________

Discomfort
Are you mulling over the situation because it is not sitting quite right with you?

What are your feelings/thoughts about it?

So far have you said anything about it to the other person (s) involved?

Incident
Can you point to one or several specific occasions in which you've clashed with the other person about this?

What was said or done that was upsetting?

Misunderstanding
Do you believe the other person has misinterpreted your feelings, motives or responsibilities? How?

Could you be misinterpreting the other person’s? How?

Tension
Do you now hold a negative stance toward the other person?

Does each new interaction confirm your poor opinion of this person? In what ways?

Crisis
Has a major outburst occurred? Were extreme measures taken or threatened? What?

Was the final outcome constructive or destructive? In what ways?

What, if anything, would you have done differently?
Levels of Conflict

**DISCOMFORT**

Perhaps nothing is said, but things don’t “feel” right. It may be difficult to identify what the problem is. Do you feel uncomfortable about a situation, but you’re not sure why?

**INCIDENT**

Something has happened that has left you upset or irritated. Has something happened between you and someone else that has left you upset, irritated, or with a result that you’re unhappy with?

**MISUNDERSTANDING**

Here motives and facts are often confused or misperceived. Do your thoughts keep returning frequently to something that has occurred that may be a misunderstanding or misperception?

**TENSION**

At this point, the discomfort, incident or misunderstanding hasn’t been addressed and the conflict rises to the level of tension. Are you feeling a high level of tension?

**CRISIS**

Behavior is affected, normal functioning is difficult, extreme gestures are contemplated or executed. Are you dealing with an event that has escalated to this level or a major event that is causing very strong reaction for you?
Notes

Conflict Resolution

PowerPoint Slides:

* Five dominant orientations or modes of dealing with conflicts:
  - Avoiding
  - Accommodating
  - Competing
  - Compromising
  - Collaborating

A Win/Win Solution

Win/Win Approach

Needs First
Solutions Later
Conflict Resolution

PowerPoint Slides:

**Negotiation**
- Negotiation is the act of arranging terms.
- Relies on the premise that the supervisor and the employee each have something of equal value to exchange.

**Mediation**
- Mediation is the act of affecting an agreement.
- Mediation occurs when a third party assists the parties in disagreement in coming to a mutually satisfying resolution.

**Collaboration**
- Collaboration is the act of working together.
- When the supervisor and employee collaborate in casework, the supervisor stays informed and the clients are better served.
Recognition, Rewards and Retention

Objectives:

- Identify effective methods of reward and recognition.
- Create a plan to begin rewarding and recognizing your team.

Key Points:

- Studies show that the greatest sense of satisfaction that employees gain from their work is recognition.
- Even more than higher salaries, most people want to be acknowledged and recognized for their contributions in the workplace.
- People who feel valued and appreciated are less likely to leave their jobs.
How Do You Like to be Recognized?

Directions: Review the following list of forms of recognition. Check the forms that you value and would like to receive. You may check as many as you like, but only check the ones that appeal to you.

1. _____ To receive positive verbal feedback at a staff meeting.
2. _____ To be asked to take on a tough problem or a new challenge.
3. _____ To be asked to give a presentation on your work at a staff meeting or conference.
4. _____ To receive positive, handwritten comments in the margin of a document you prepared.
5. _____ To be invited to a barbecue or dinner party at the home of your boss.
6. _____ To be given the opportunity to work flexible hours or work at home.
7. _____ To have your picture and a story about your work appear in the community newspaper.
8. _____ To be asked for your opinion on a difficult organizational problem or a new opportunity.
9. _____ To be given the opportunity to speak about your work at an important professional conference.
10. _____ To be offered the opportunity to learn a new system or operate some new equipment, or in other ways increase your skills and knowledge.
11. _____ To have your picture displayed in a prominent location, along with either letters of commendation or a description of your work, or both.
12. _____ To be asked to help a colleague get started with a project or solve a particularly difficult problem.
13. _____ To receive verbal recognition for your work from a senior-level executive at a company forum attended by you and your colleagues.
14. _____ A solution that you recommended is being implemented throughout the organization.
15. _____ A client or service provider sends a letter to your boss, praising your work.
16. _____ When you ask for help, your boss offers to pick up some of the load directly, share his/her expertise, or obtain outside assistance.
17. _____ To be presented with a T-shirt, hat, or mug with your name or other indication on it that makes it clear that it is recognition for your work.
18. _____ To be empowered to make decisions, or to be able to act in other ways that increase control over your work.
How Do You Like to be Recognized?
Score Sheet

Directions: Transfer your responses to the columns below by placing a check beside the same numbers you checked on the survey, and then tally the columns.

<table>
<thead>
<tr>
<th>Extrinsic Rewards or Recognition</th>
<th>Intrinsic Rewards or Recognition</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. _____</td>
<td>2. _____</td>
</tr>
<tr>
<td>3. _____</td>
<td>4. _____</td>
</tr>
<tr>
<td>5. _____</td>
<td>6. _____</td>
</tr>
<tr>
<td>7. _____</td>
<td>8. _____</td>
</tr>
<tr>
<td>9. _____</td>
<td>10. _____</td>
</tr>
<tr>
<td>11. _____</td>
<td>12. _____</td>
</tr>
<tr>
<td>13. _____</td>
<td>14. _____</td>
</tr>
<tr>
<td>15. _____</td>
<td>16. _____</td>
</tr>
<tr>
<td>17. _____</td>
<td>18. _____</td>
</tr>
</tbody>
</table>

TOTAL = _____          TOTAL = _____
Rewards, Recognition, Retention

PowerPoint Slides

Extrinsic and Intrinsic Motivation

- Extrinsic factors are forms of recognition that come from outside the person and appeal to their outer-directed self.
- Intrinsic motivators appeal to the inner self, as they focus on things that might only be important to the person.

Compensation is a right; recognition is a gift.
- Rosabeth Moss Kanter, author and management consultant

Effective Praise Should Be...

- Spontaneous
- Specific
- Purposeful
- Private or Public
- In writing
10 Sentences That Will Help You Retain Your Best Employees

Directions: Complete as many sentences as possible with your team in mind.

1. You really made a difference by

2. I'm impressed with

3. You got my attention with

4. You're doing top quality work on

5. You're right on the mark with

6. One of the things I most enjoy about you is

7. You should be proud of yourself for

8. We couldn't have done it without your

9. What an effective way to

10. You've made my day because of