

Values-Based Conflict Resolution

Oregon Alliance of Children and Families

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Dennis L. Morrow

Dennis Morrow, M.A.Ed., MBA, has been the Executive Director of Janus Youth Programs, Inc. since 1980. The agency has a \$9 million budget, employs a staff of 250 in Oregon and Southwest Washington and provides a wide array of services to high-risk adolescents. Dennis is also a management consultant working with both nonprofit and for-profit businesses, and he serves as an instructor at Portland State University (Institute for Nonprofit Management) and Portland Community College (Alcohol and Drug Counselor Education). He has provided training and workshops for over 25,000 people and hundreds of businesses/organizations ranging from small nonprofits to some of the largest accounting firms in the world. His primary focus is on Values-Based Management, a unique model for supervision and support of employees in the nonprofit/public service sector, but he has also provided training in the areas of organizational change, team building, staff conflict resolution, and race/gender issues in the workplace. Dennis has been recognized by the University of Portland's Pamplin School of Business at their 75th Anniversary as one of the "Significant 75" graduates from the Business School, by Portland State University for Outstanding Contributions to the Division of Public Administration, and by *Portland Monthly's* Light a Fire Awards as the 2012 "Extraordinary Executive Director". In 2013 he received the Natalie S. Bimel Community Partner Award from the Annie E. Casey Foundation for his leadership in Juvenile Detention Reform. As a working manager himself and a parent of eight children, Dennis tends to focus on concrete strategies and techniques even for complex organizational/human dynamics.

Conflict 2015 Agenda

Welcome, Introductions, Overview

Definition and Characteristics of Conflict

The Conflict Process: Origin and Response

Diagnosis and Strategies

Skills for Work and Life

Definition and Characteristics

Conflict is: *That which happens naturally between two or more people who are together 20 or more seconds.*

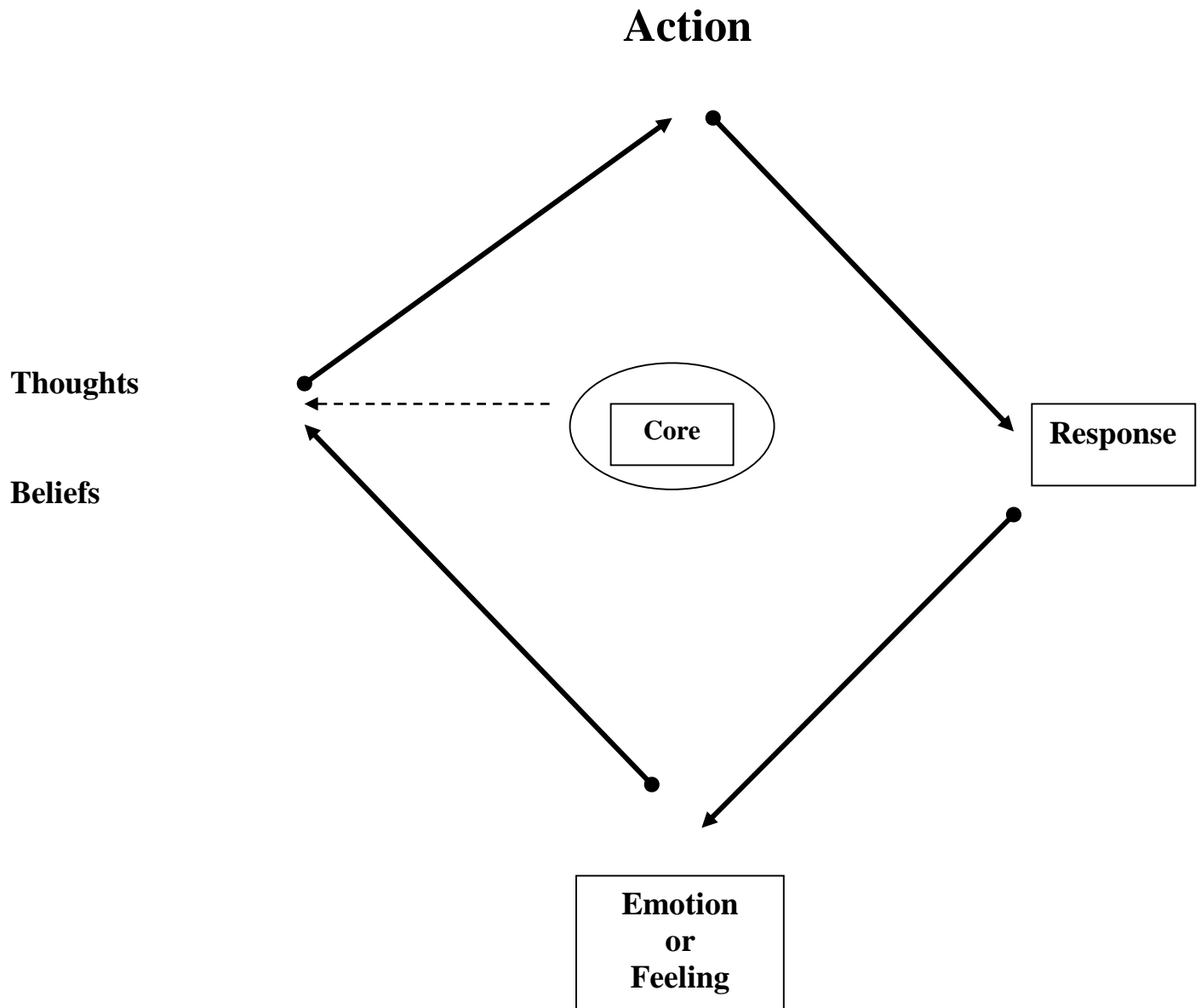
Characteristics of Conflict:

1. Conflict “happens”
2. Conflict resolution does **not** “happen”
3. All conflicts **are** the same
4. All conflicts are **not** the same
5. Perceived risk in dealing with conflict is always greater than the actual risk
6. Perceived benefit in avoiding conflict is always better than the real outcome
7. Conflict at work has significant benefits
8. Unmanaged conflict at work has enormous costs
9. Can’t give/Don’t get
10. No 100% in **any** human relationship

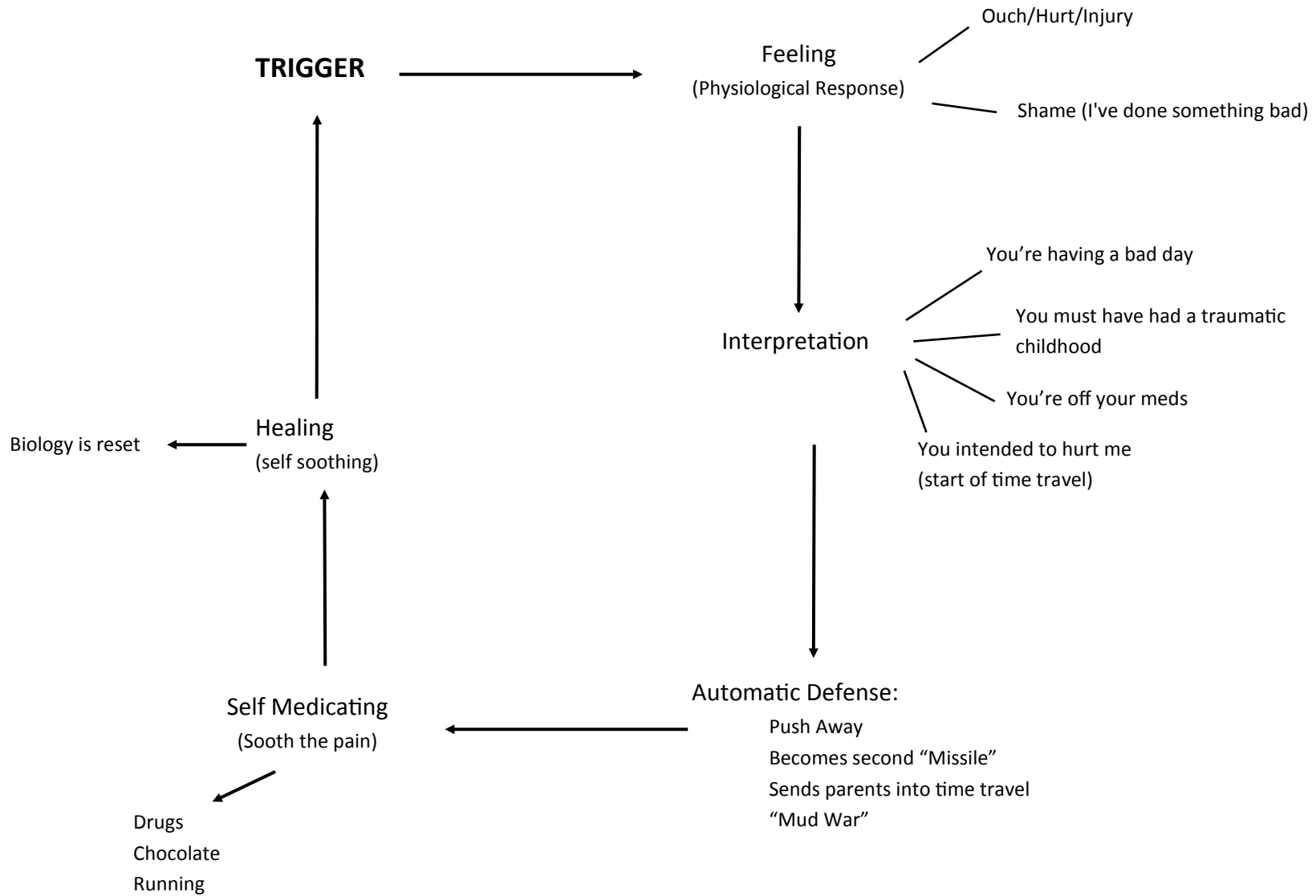
Cognitive Behavioral Therapy

Definition: A highly structured psychotherapeutic method used to alter distorted attitudes and problem behavior by identifying and replacing negative inaccurate thoughts and changing the rewards for behaviors

Model



Conflict Cycle

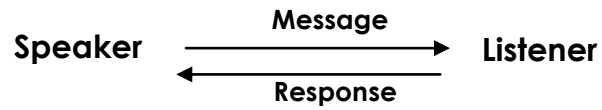


Diagnosis and Strategies

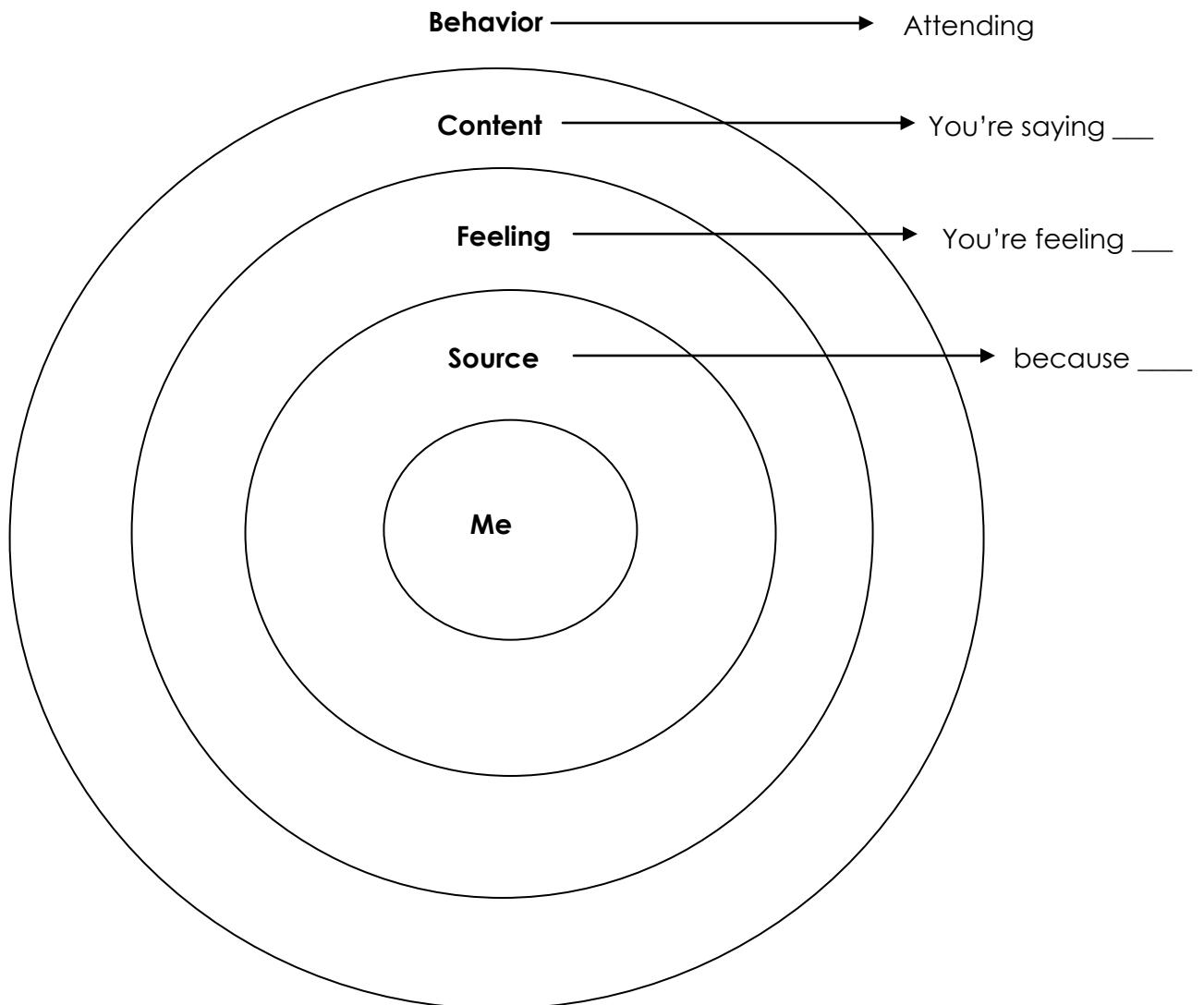
	Issue	Person Responsible	Strategy	Skills
1)	Employee Performance	Supervisor	Meet/Train/Release	Expectations Listening Feedback
2)	Conflict with Supervisor	Supervisor	Listen/Consider/Respond & (if necessary) Change	Listening Questions
3)	Team: Between Members	Member or Supervisor	Meet Alone Meet with Facilitator	Team Agreements Structured Process
4)	Safety/Harassment/ Discrimination	Supervisor and Management and HR	*Meet *Report *Act	Respect
5)	“Personality Conflict”	Dr. Phil	No such Thing	Accurate Diagnosis

Communication & Respect

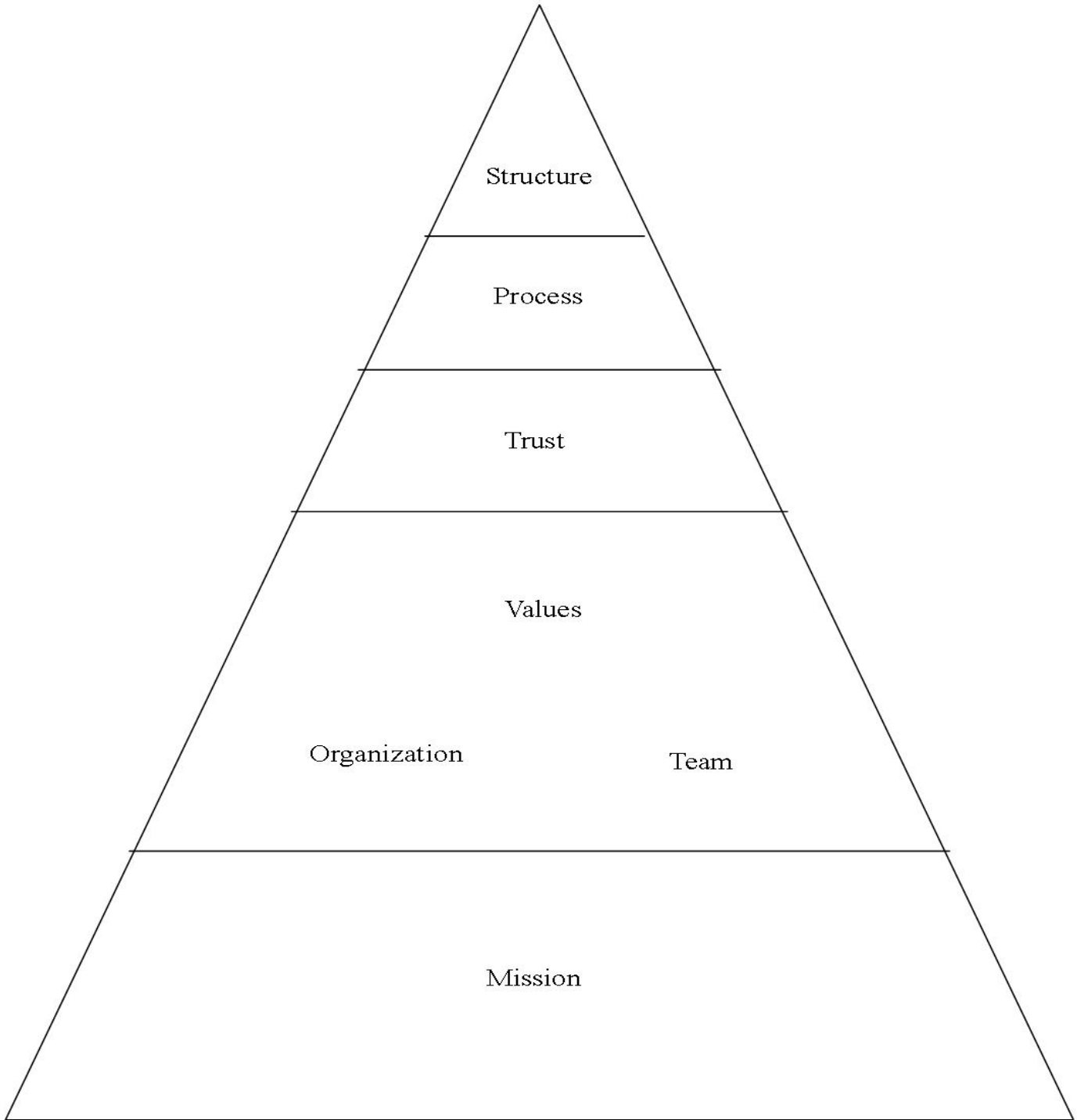
Listening: *The unnatural act of verbally demonstrating to another person that she/he has been heard.*



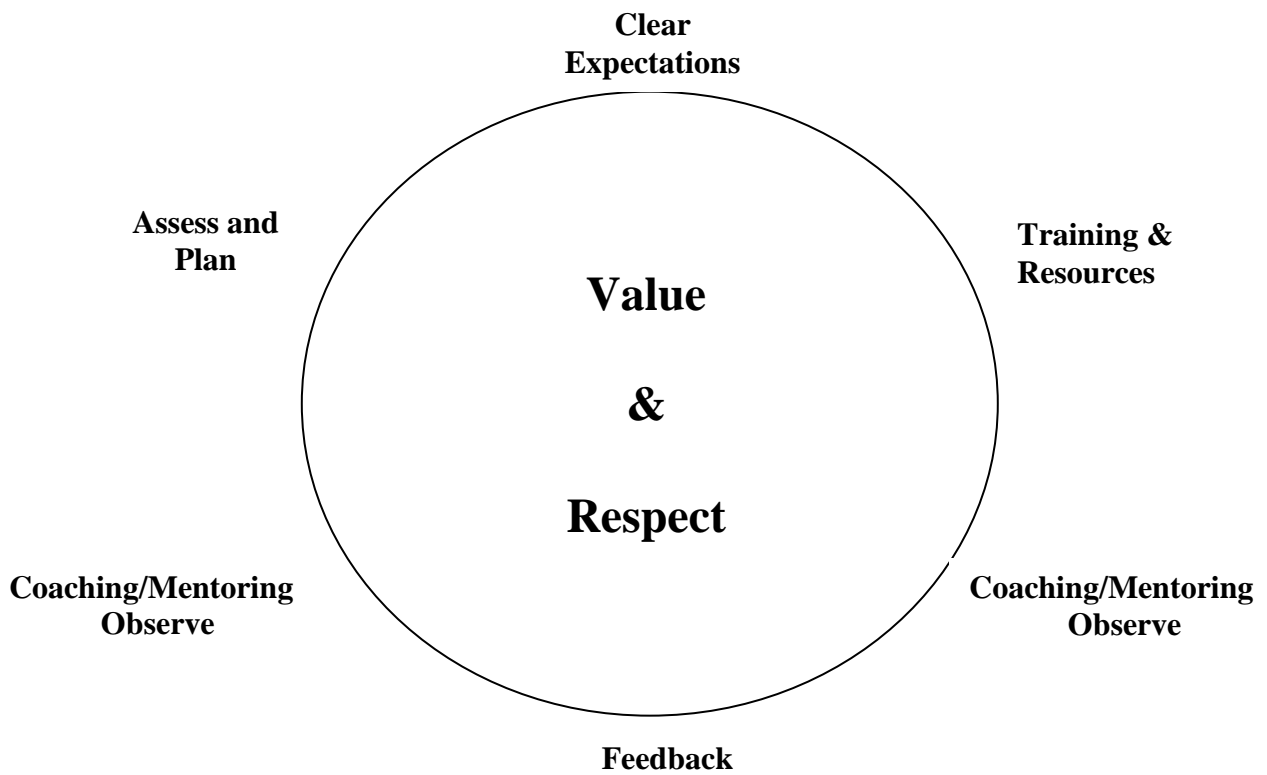
Message Concept



Model for Team Functioning



THE SUPERVISORY LOOP
“Maximizing Employee Success”



The Feedback Model and Process

Steps in Giving Feedback

- See** – Use eyes and ears to collect objective data
- Think** – Your assessment about intention of employee
- Feel** – Your level of response, support or concern

Say:

1. “When I saw you do” Or “I saw/heard.....”
2. “.....I assumed.....” or “.....I thought.....”
3. “I felt.....”

Feedback Process

1. **Permission**
2. **Feedback**
3. **Replay/Confirm**
4. **Discuss**

Facilitated Interaction Process

- 1) Under stress, structure is your friend
- 2) Start with pre-meeting
 - Goal = mutual safety
 - Explain Purpose: Create Mutual Agreements
 - Explain Process: Each has a role
- 3) The Process:

Start with **Safety** \longleftrightarrow Mutual Permission

Feedback Giver	Feedback Receiver
1) Give Feedback <ul style="list-style-type: none"> • Behavior • Impact • Feeling 	Replay Feedback in own words
2) State Specifically What would Make Better	Give Example to ensure understanding
3) Commit to let know how you're Doing	Commit to "Try"
4) Follow-up	Check-in

Values Based Management

Values Based Management is a system of management techniques built on the concept that the mission and objectives of any organization can best be met when management uses skill-based supervision grounded in the values of the agency and the needs of its employees. The workforce of today is increasingly diverse in many areas; race and culture, gender, age, and physical abilities. This diversity brings differences in life experience, values, expectations and needs in the workforce. Dealing with these differences can be a challenge for supervisors and managers. Values Based Management provides a way to meet that challenge that is flexible and respectful. Four basic courses are available, each modeled on the same core concepts.

Values Based Management (VBM)

Supervision is the “second most important job we’re ever given to do and not told how.” It involves assuming responsibility for the lives of others and for the success of the organization. Values Based Management is a concrete approach to professionalizing supervision in the nonprofit sector. It provides a framework which any agency can adopt to ensure that workers will feel supported as well as a set of survival skills to prepare supervisors to function as professionals. *Participants will come away with a clear definition of supervision, a model for providing what workers need, a simple way to implement a “system of supervision”, and an answer to the basic question of why workers do not perform successfully. Values Based Management has been presented to thousands of nonprofit managers in hundreds of organizations across the country and continues to receive outstanding support because of its unique tailoring to the needs of nonprofit workers and organizations.*

Building a REAL Team

“TEAM” is the management buzzword of the ‘90’s, but managers and supervisors rush headlong into trying to function as a team without a framework to build on. This workshop provides a structural model for answering key questions regarding team functioning that are applicable to any team such as: “Why are we using a team approach anyway?”, “What is this team going to do/why are we here?”, “How do we make decisions, and what if we don’t agree?”, and “What is my role as a team leader (or team member)?”. *This course can be offered either in conjunction with VBM or independently, depending on the needs of your organization. The course is valuable for anyone in your organization who is called on to work in a “team” setting. Any manager or director contemplating movement to a more team-centered approach will find this a critical first step. Workshops are also available for use as team “retreats” to create a new team, to re-energize an existing team, or to resolve difficult issues and personal conflicts, which are blocking team functioning.*

Managing Staff Conflict

Conflict has become a “dirty word” for many teams. In many businesses staff conflict is often either ignored until a major problem exists or is dealt with at such a personal level, that little else can be accomplished by the team. Our approach is that conflict is the inevitable result of two or more people working together and that problems occur primarily when the “conflict” is avoided, hidden or ignored. *This course builds on the concepts of the team-building model and can be used either in conjunction with **VBM** or **Team Building** or standing alone. The course provides the basic structure needed for effective team functioning and presents a simple model for understanding the real dynamics of interpersonal conflict. Concrete tools and processes are provided to build team agreements about direct professional communication; to develop effective conflict resolution processes, and to implement these processes in a work setting.*

Managing and Surviving Organizational Changes

Designed for employees, managers, and leaders of organizations facing conflict resulting from any type of internal change. The focus is on understanding how real change happens for people and for organizations. Gain a clear definition for organizational change vs. re-organizational non-change. *Concrete strategies are presented to maximize the likelihood of a successful change process, to survive in a rapidly changing organization, and to assess your own personal/organizational style of response to change.*

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