

Managing Personalities and Conflict



Ground Rules

- Show up on time and come prepared.
- Stay mentally and physically present.
- Let everyone participate.
- Listen with an open mind.
- Think before speaking.
- Attack the problem, not the person.



Objectives – Lesson 1

- Compare and contrast patterns of characteristics for the five most recent generations.
- Describe at least three ways to increase the performance of different generations in specific topic areas.



Objectives – Lesson 2

- Identify the role personalities, biases, and stereotypes play in conflict.
- Explain the difference between implicit and explicit bias.



Objectives – Lesson 3

- Identify at least two causes of conflict in the workplace.
- Describe at least three non-productive behaviors and the related effective management techniques.
- Explain the role attitude plays in effective conflict management.
- List the steps to achieve win-win results in conflict management.

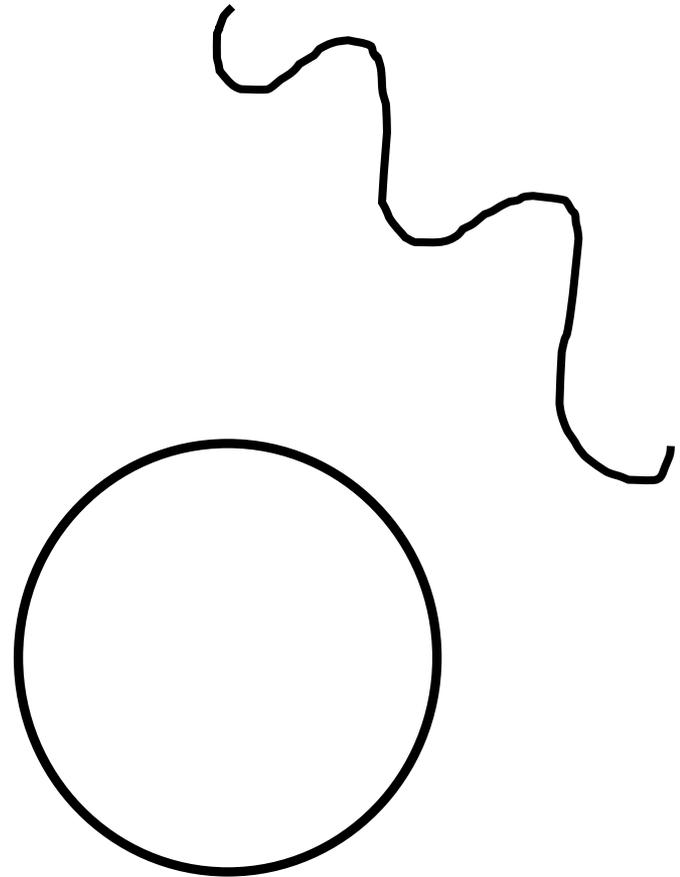
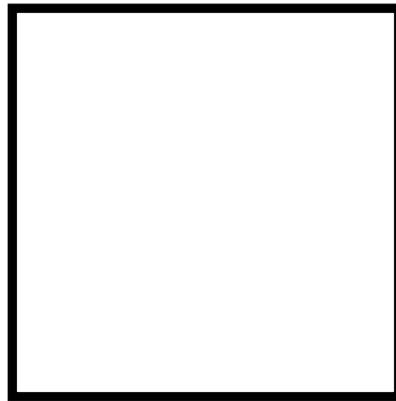
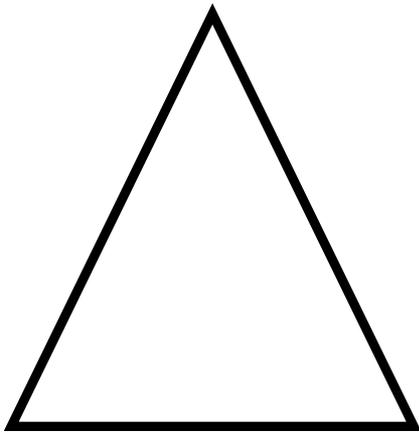


Pre-Assessment



Activity

Which shape represents you?



Overview

- Self-reflection
- Generational differences
- Personalities, biases, and stereotypes
- Non-productive behaviors
- Successful outcomes of conflict management



Generations

- Complex needs of staff
 - Maturation of each individual
 - Influence from team members on the individual
 - Overall dynamics of society
- Five generations
- Different preferences
- Characteristic patterns



Video Generational Perspectives

Institute of Child Nutrition
University of Mississippi



General Perspectives

- Outlooks, attitudes, and goals
- Generations
 - Traditionals
 - Baby Boomers
 - Generation X
 - Generation Y
 - Generation Z
 - GenAlpha



Let's Compare the Generations

- Want to:
 - Be appreciated and know our work is valued
 - Know what's going on and what we can expect
- Influenced by society and world-at-large
- Recurring patterns – not stereotypes



Traditionals

1930 to 1945

Veterans, The Forgotten Generation, Silent Generation

Great Depression, World War II, and the Korean War

Trying to adapt to technology

Most dedicated and loyal employees
Value hard work and believe work comes first

More about Traditionals

Honor, good attitudes, attendance, loyalty

Age = seniority = authority & promotions
(recognize and respect their experience)

Work from 8–5; get the job done; maintain job security
Value family but duty before fun

Rule followers – clearly defined rules and policies
Strong sense of right/wrong – do not respond well to ambiguity

“always been done” – do not adapt well to change
Avoid conflict

Last Word on Traditionals

Personal, one-on-one communication

Will listen to any feedback
Job satisfaction = job well done

Private rewards – individual level
Acknowledge experience is respected

Chain-of-command leadership

Baby Boomers

1946 to 1964

Boomers, Me Generation, Moral Authority

Civil Rights, Vietnam War, space travel, Cold War
“American Dream”

Acquired technology as developed

Anti-war and anti-government
Value equal opportunities and equal rights

More about Baby Boomers

Question everything – skeptical of authority

Time on the job = authority
Workaholics – invented the 50-hour workweek
Huge work/life imbalance

Loyal and enjoy teamwork

Value ambition and youthfulness
Respect from younger workers

Make a difference – have a chance to shine

Last Word on Baby Boomers

Clear, concise job expectations

Expect everyone to be workaholics
Judgmental when someone disagrees with them

Do not like change or conflict.
Let them know their ideas matter and that their work is valued.

Public attention and recognition
Direct communication – open and in-person

Consensus or collegial leadership

Generation X

1965 to 1976

Gen Xers, Post Boomers

Energy Crisis, end of the Cold War, Watergate, Y2K

Latchkey kids and day cares
independent and take care of themselves

Grew up without technology – now integrated into daily lives
Education was expected = way to succeed
Merit = entitlement

More about Generation X

Self-reliant but desire structure and direction

Work smarter, not harder – eliminate unnecessary tasks
Project oriented – paid to get the job done

Clear work/life balance
Move easily between jobs

Flexibility and challenge
Adapt well to change – good task managers

Want feedback – resent intrusive supervision
Authority doesn't intimidate them.

Last Word on Generation X

Dislike rigid requirements and reject rules
Cynical and skeptical
Lack people skills

Want latest technology and to have fun

Immediate and electronic communication
Be blunt/direct

No public recognition – freedom/independence and time off

Competent, challenging, questioning, and equal treatment

Generation Y

1977 to 1995

Millennials, Generation Next, Echo Boomers

Terrorist attacks, AIDS epidemic, economic expansion
Children of divorce – sheltered – strong attachments to parents

Kids with schedules
Most educated – extremely tech savvy

Sense of entitlement
Very political and loyal to peers

More about Generation Y

Value collaboration and mentors
High expectations of bosses and managers

Highly creative – fast workers and great multitaskers
Flexibility from technology

Long-term on own negotiated terms
Achievement and goal-oriented – highly competitive

Want to be challenged and work with positive, fun people
Respond poorly to strict hierarchy/authoritarian leaders

Dislike menial tasks
Need supervision, structure, and discipline

Last Word on Generation Y

Lack skills for dealing with difficult people

Expect to be treated with respect
Feel devalued if projects lack meaning

Polite, motivational, tech-based communication
Be humorous and positive.

Give feedback often; they will ask for it.
Recognizing heroes/bosses/grandparents = a reward

Still being determined
Recognition and achievement

Generation Z

1995 to 2012

Centennials, Generation 9/11

War on terror, Great Recession, school shootings,
cyberbullying, shifting gender roles

True digital natives
Grew up with the internet

Masters at multitasking
Leverage technology for any task

More about Generation Z

Shorter attention spans
Short, concise chunks of information
Expect instant answers

Learn anything, anywhere, anytime
Quick to take first answer – struggle to critically evaluate

Frequent communication via text or social media

Equality, challenge the status quo, more global mindset
More tolerant and value diversity

Strong collaboration skills
Share everything

Last Word on Generation Z

Balanced work/life balance – time to volunteer and give back
Tight connection with parents

Constant, immediate feedback
Want to contribute knowledge and opinions

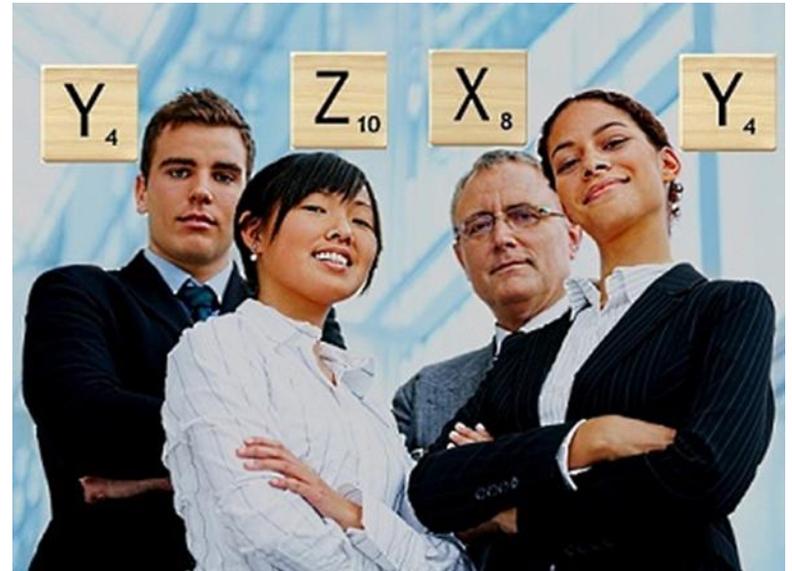
Self-directed – entrepreneurial

Need flexibility and support
Be open to their ideas

Leadership...wait and see

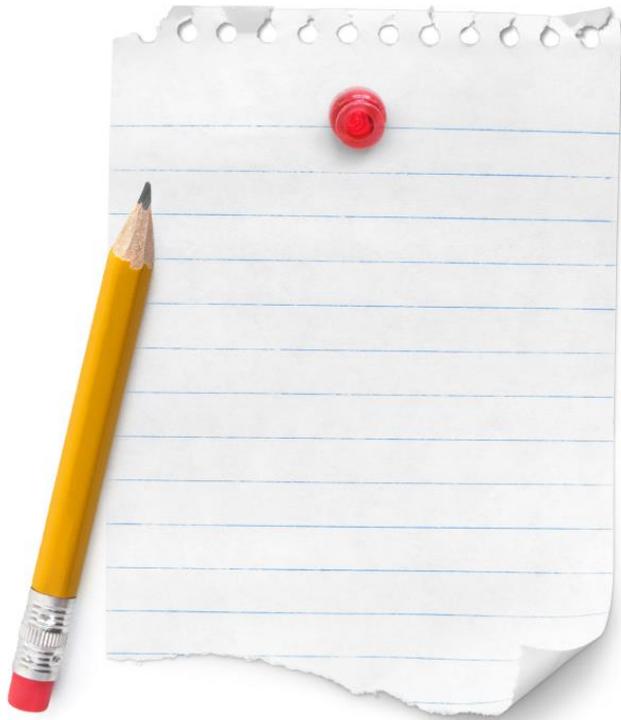
Generational Differences

- Patterns of behavior
- How they interact
- Some who do not fit



Activity

Which Generation Am I?



Which Generation Am I? worksheet

1. Answer the questions
2. Tally your score
3. Reflect

How to Effectively Manage Different Generations

- Place to start
- Avoid stereotyping and bias
- Understand the characteristics of each generation
- Separate the person from the patterns
- Get to know your employees and what motivates them



Similarities Between the Generations

Achievement

- Pride in work
- Professionals
- Capable workforce

Equity & Ethics

- Fair pay, benefits, and opportunity to grow
- Integrity

Camaraderie

- Inclusion
- Productive Relationships



Activity

Increasing Generational Performance

Increasing Generational Performance worksheet

1. Steps to increase performance
2. Record responses
3. Report out



Conflict in the Workplace

One or both parties not getting what they need or seeking own goals

- Diversity
- Biases
- Stereotypes
- Attitudes
- Behavior issues



Diversity in the Workforce

- Socioeconomic status
- Educational backgrounds
- Ethnicities
- Religions
- Generations
- Personalities



Personality and Bias

the qualities a person develops

- Values
- Attitudes
- Memories
- Relationships
- Habits
- Skills

What causes us to feel or show special treatment in favor or against a person or group of people

1) Explicit bias:

- Deliberately form
- Easy to express

2) Implicit bias:

- Involuntary
- Unaware it exists



Stereotypes

- Believing all people (in groups or with similar characteristics) will behave or react the same



Recognizing Individuals as a Whole

A person's identity is not defined by a stereotype, attitude, or behavior.

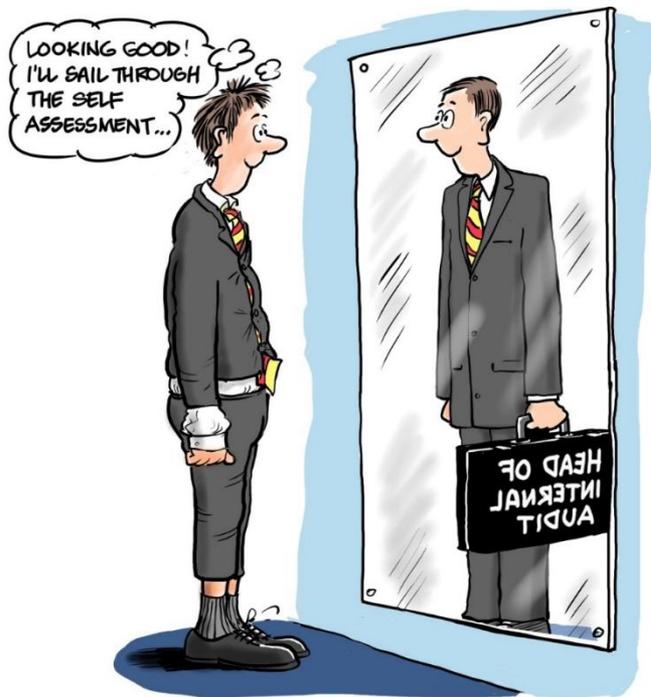


Personality Assessments

- Not a label
- Characteristics of personalities
- Multiple assessments
 - Shape Assessment
 - Myers Briggs
 - Big Five
 - DISC Behavior Inventory



Activity Shape Assessment



Shape Assessment handout

1. Review and discuss description of group's shape
2. Choose a spokesperson
3. Report out

Activity

Shape Assessment Reflection

Shape Assessment Reflection worksheet

1. Your shape
2. *Suggestions for Change*
3. Shapes you work with most often
4. *How to Work Best With This Shape*



Role of Biases and Stereotypes

- Awareness to avoid prejudice or discrimination
- Role in conflict management
- Taking in information and making decisions
- Schemas
 - Past experiences and stored information

Categorizing

- Consciously and unconsciously
- Matter of life or death
- Based on various characteristics
- Basis for how we treat people
- Can have negative results
 - Stereotypes
 - Prejudice
 - Discrimination



Biases

- What causes us to feel or show special treatment in favor or against a person or group of people
- At least two forms
 - Explicit bias: deliberately form & easy to express
 - Implicit bias: involuntary & unaware it exists



Explicit Bias

- Attitudes and beliefs we have about a person or group on a conscious level
- Realize we make decisions and judgements based on them



Implicit Bias

- Also known as unconscious
- Unaware of them or mistaken about their nature
- Be aware

Stereotypes

- Attributing specific characteristics to the members of a group
- Develop over a lifetime
 - Experiences
 - Skewed information
 - Another person's perception
- Negative or positive



Activity

Bias and Stereotype Reflection

Bias and Stereotype Reflection worksheet

1. Consider the diversity of your team
2. Three questions:
 - Reflect
 - Answer

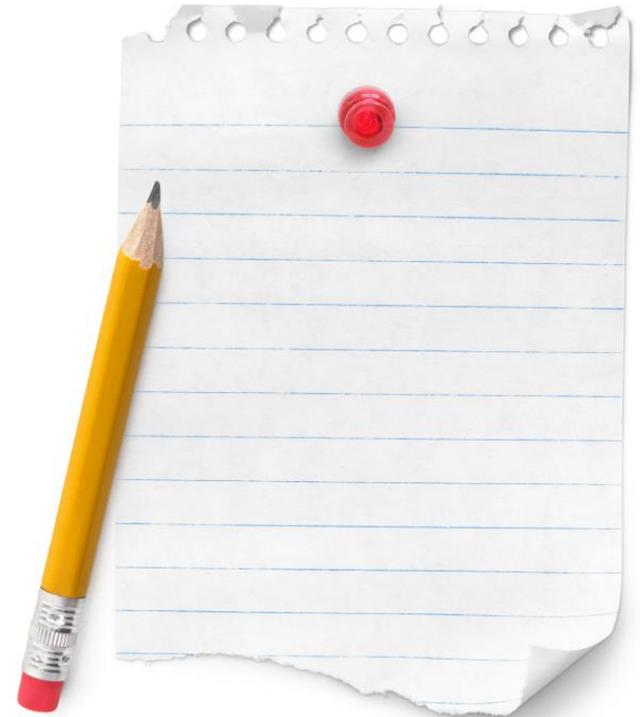


Activity

How to Counteract Implicit Bias

How to Counteract Implicit Bias handout

1. Most useful tips
2. Share successes
3. Report out



Managing Non-Productive Behaviors and Conflict

- Negatively affect the progress
 - Repeat offenders
 - Unintentional offenders
- Behavior that inhibits the overall productivity in the workplace
- May actually be producing work
 - Do, say, or suggest ideas that create issues



Common Terms

- Expressing anger
- Ignoring / not listening / not responding
- Making assumptions / jumping to conclusions
- Telling what *should* have been done
- Condescending tone



Conflict

- Effectively respond
- Help diffuse
- Mediate
- Variety of techniques or strategies
 - Who is involved
 - Past experiences



Messages about Conflict

- Phrases or sayings
 - The squeaky wheel gets the grease.
 - There's no need to complain. No one wants to hear it anyway.
- Impact how you handle conflict
- Understand the cause and value



Assumptions about Conflict

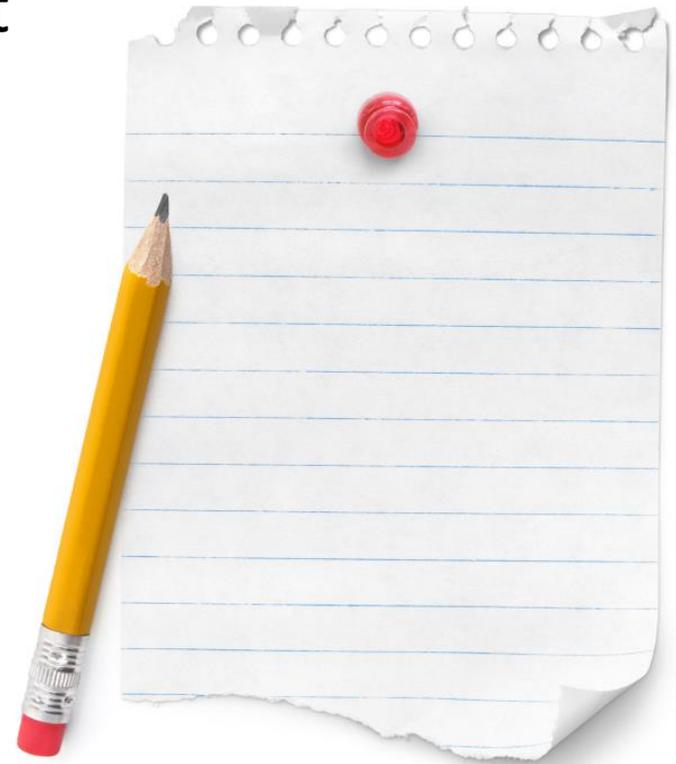
- Expect conflicts and disagreements
- Work to resolve it; don't ignore it!
- Think win–win resolution



Activity Responding to Conflict

Responding to Conflict worksheet

1. Techniques used to handle conflict
2. How often used
3. Flag this page



Common Causes of Conflict

- Misunderstanding
- Personality clashes
- Competition for resources
- Authority issues



More Common Causes

- Lack of cooperation
- Differences over method or style
- Low performance
- Value or goal differences



Destructive Conflict

- Unable to work on what is most important
- Energy is diverted
- Healing is not fostered
- Destroys morale
- Reinforces poor self-concept



Constructive Conflict

- Open for discussion
- Group cohesiveness
- Mutual understanding
- Think differently
- Solutions or resolutions

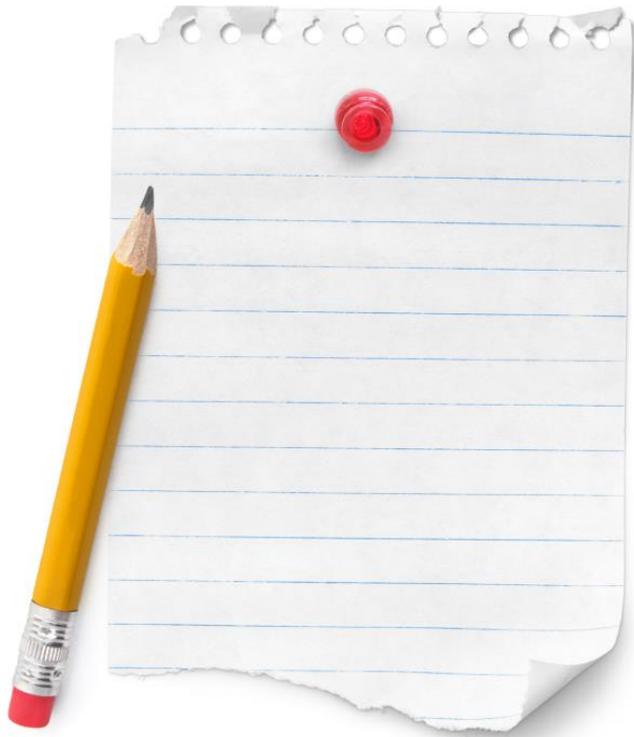


Behavior \neq The Person

- Separate the behavior from the person
- Identify to address effectively
- Help staff recognize
 - Increase effectiveness
 - Assist in professional growth



Activity The Big 8



The Big 8 worksheet

1. Management
Tips and Strategies

The Big 8: Arguing

Definition / Explanation

- Opportunity to disagree
- Questioning becomes annoying and disruptive

Management

Tips and Strategies

- Encourage other ideas
- Change focus
- Acknowledge positive points
- Limit time
- Paraphrase positions



The Big 8: Withdrawing

Definition / Explanation

- Acting indifferent
- Not involved in discussion

Management

Tips and Strategies

- Ask them to help with the meeting
- Ask open-ended questions
- Give positive reinforcement
- Wait on a response



The Big 8: Aggression

Definition / Explanation

- Going after ideas – critical /vicious manner
- Blaming others
- Showing hostility/anger
- Putting down ideas

Management

Tips and Strategies

- Keep cool - no anger
- Be assertive but optimistic
- Speak more quietly
- Respond to the whole group



The Big 8: Negativity or Complaining

Definition / Explanation

- Finds fault, blames or puts down
- Whining – unfair; always dissatisfied
- Sarcastic and snarky

Management

Tips and Strategies

- Shift to problem solving
- Be patient and compassionate
- Listen for / identify key points
- Paraphrase but do not agree



The Big 8: Opinionated and Condescending

Definition / Explanation

- Responds as the expert
- Always knows best – has the right answer

Management

Tips and Strategies

- Acknowledge but add
 - “That’s good. Here’s what I’m thinking.”
- Encourage others
 - “How do the rest of you see this?”
- Question them and do not be intimidated.



The Big 8: Talking

Definition / Explanation

- Loves to hear own voice
- Monopolizes the conversation

Management

Tips and Strategies

- Assign role of scribe
- Assign timekeeper
- Acknowledge and move on
 - “You have some interesting ideas...we need to move on.”



The Big 8: Attention-Seeking

Definition / Explanation

- Frequently interrupts
- Disrupts
- Unusual way of calling attention to self

Management

Tips and Strategies

- Shift focus to task
- Restate the purpose
- Ask how it relates
- Reward by complimenting desired behavior



The Big 8: Egocentrism

Definition / Explanation

- Highly assertive and outspoken
- Very controlling and self-assured

Management

Tips and Strategies

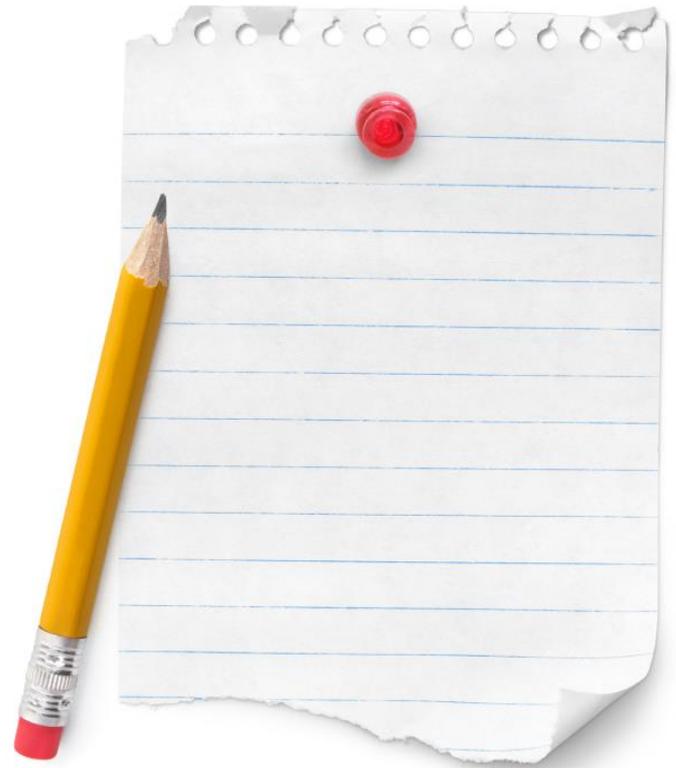
- Restate ideas
- Agree when possible
- Use words like *maybe* or *perhaps*
- Speak inclusively—*we* or *us* – not *I* or *you*
- Ask questions



Activity Reality Practice

Reality Practice worksheet

1. Scenarios
2. 2 most effective response(s)
3. Share



A Positive Resolution

- Desire a solution.
- Find a mutually beneficial resolution.
- Believe there is more than one way.
- Trust each other.
- Be open-minded.
- Commit to stay in communication.
 - Honest and open



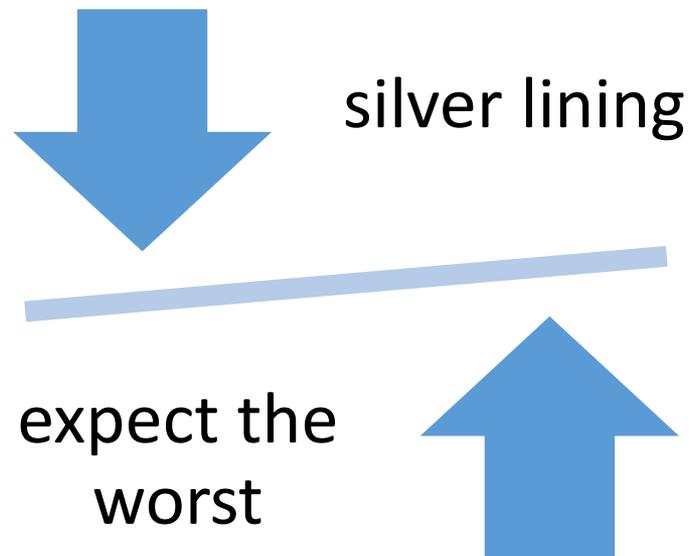
Achieve Win-Win Results

- Gain participation from everyone involved.
- State the reason to work on a solution.
- Each should see problem/situation from other point of view.
 - State what you want.
 - Repeat what you hear.
- Identify key issues.
- Determine an acceptable solution.



Attitude

- Overall way you relate to the outside world
- Impacts how we handles situations



It's Up to You!

- Acknowledge, learn, then move on
- Opportunities or problems
- Willingness to change
- Choose how we respond



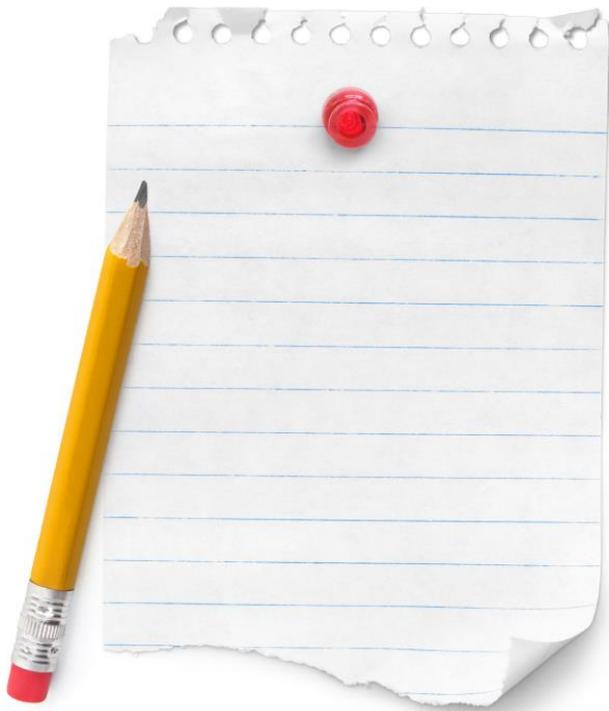
Share Your Positivity

- Offer an enthusiastic greeting
- Be purposefully positive
- Smile
- Laugh
- Share uplifting stories
- Set a positive example



Activity

Responding to Conflict – Revisited



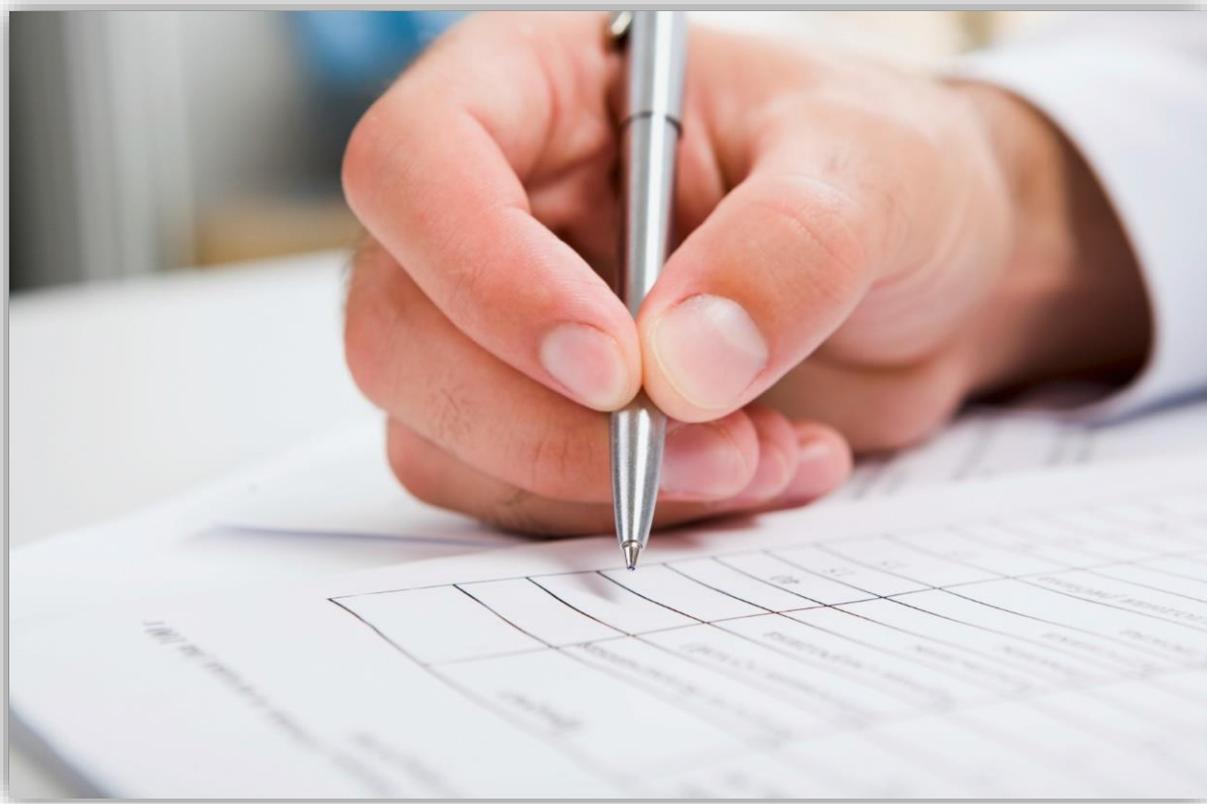
Responding to Conflict worksheet

1. *Use It Often* technique that may NOT be the most effective
2. Two techniques to try to use more often
3. A reminder

Questions



Post-Assessment



Institute of Child Nutrition



The University of Mississippi
School of Applied Sciences
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