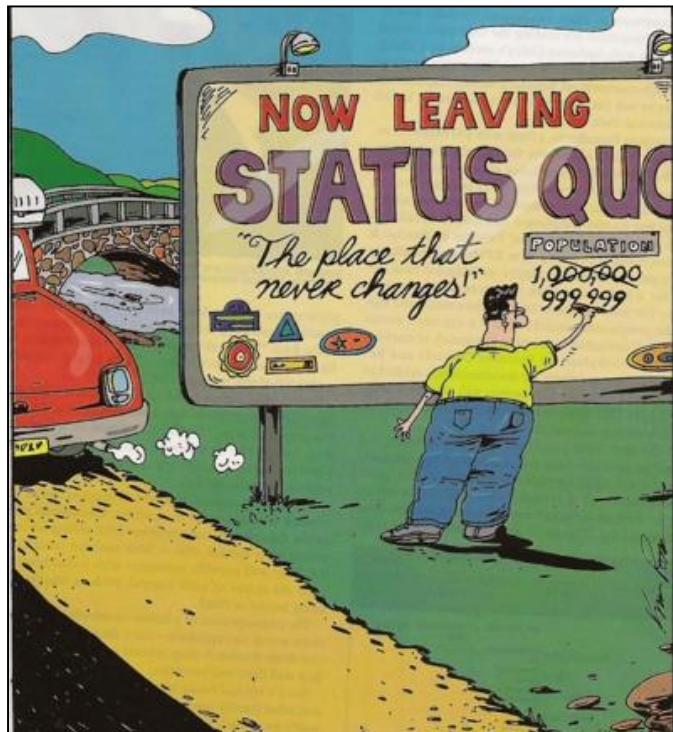# Triple Whammy:
Change, Communication, & Conflict

SDS Summer Dental Symposium
Friday, June 9, 2017
Memorial Education Center – Modesto, CA

Facilitated and Designed by:
Dr. Steven Swafford, IOM
Los Angeles/Ft. Lauderdale/Washington DC/Boston/Hartford
www.leadershipoutfitters.com

LEADERSHIP OUTFITTERS

Volunteer Perspective: Filters of Change

When Must It Change?

- Need to know timeframe, how to prepare, how long to implement

Why Is It Changing?

- Need to see the big picture
- Need high level, conceptual info.

What Specifically Is Changing?

- Need to know or understand the facts and bottom line

How Is It Changing?

- Need to know the details, lots of details.

Who Changed It? Who Is Involved?

- Need to know who decided and who has been told.

Salerno, Ann & Brock, Lillie. *The Change Cycle* (San Francisco: BK Publishers, 2008)

Train Whistles: Recognizing Approaching Change

What Are You Hearing in the Distance?
What Can You See?
What is Glaringly Close?

Culture/Social	Economy/Financial
Technology/Virtual	Regulations/Legislation

Change Considerations

Adapted from Race for Relevance

A. **Related to Dental Practice Mission/Purpose?**

B. **Dental Practice Life-Cycle Position?**

C. **Percentage of Patients Need/Want?**

D. **Financial Results or Potential?**

E. **Effective Use of Staff and Patients?**

F. **Service Available from other Sources?**

G. **Would We Start the Service Today?**

Notes/Comments

What do We Need to Know About Conflict?

- Understanding our different **behavior styles** and being willing to flex within styles helps us to manage our differences in relationships.

- Recognizing the lenses we look through, our **mental models**, what we assume helps avoid conflict.

- **Values** of others come into play when we experience conflict. Recognizing our differences in personal values can help us avoid or manage conflict.

- Our own **conflict styles** affect how we handle different situations. Control over what style we use can help diffuse a conflict situation.

What Does Conflict in Your Dental Practice Look Like?

- Communication Issues

- Response to requests for help

- Understanding of goals

- Response to criticism

- Expectations of others

- Follow through

- Different styles and approaches

- Different ways of managing, different levels of responsibility and authority

- Office gossip

- Triangulation

- Inconsistency between words and action

Steps to Have Purposeful Crucial Conversations

Mental models and the pool of shared meaning

- What do people think and have they contributed their meaning to the shared pool?
- Are there unsaid feelings, unstated facts?
- Ask for input, encourage people to speak up
- Practice transparency

Work on yourself first

- Recognize your mental models and assumptions
- Focus on:
  - Recognizing your motives
  - Clarifying what you want out of the conversation for yourself and others
  - What behavior you practice to achieve these things

Find your mutual purpose

- What is it that all parties desire? Agree to commit to a mutual purpose and brainstorm ways to arrive at that purpose.

Recognize your stories

- Notice your behavior, what emotions are behind your story
- What is creating those emotions?
- Get back to the facts (ladder of inference)

S.T.A.T.E. – Share your facts; **T**ell your story; **A**sk for others facts, stories and feelings; **T**alk tentatively; **E**ncourage testing

From Crucial Conversations: Tools for Talking When the Stakes are High. Kerry Patterson, Joseph Greeny, Ron McMillan, Al Switzler (NY: McGraw Hill, 2002).

Barriers & Catalysts to Move Forward
Positive Conflict Management

I. Directing/Competing - "*Every conflict has a winner and a loser. I intend to be the winner.*"
- Refusing to give in
- Standing up for your rights
- Personal agendas

II. Collaborating/Problem Solving - *"Let's work it out."*
- Exploring the disagreement
- Examining alternative solutions
- Finding a mutually satisfying solution

III. Compromising - *"Let's split the difference."*
- Seeking middle ground
- Each side gives up something for a solution

IV. Accommodating - *"I'm willing to give up a lot to end this conflict."*
- Yielding to another's point-of-view

V. Avoiding - *"This isn't worth fighting for."*
- Not addressing the conflict
- Withdrawing from the situation to postpone the issue

Exploring Behavior & Communication Styles

Analyzer

Accuracy orientated; needs to be correct; supports standards/guidelines; likes perfection; provide facts/data; settling on a position; enjoys logic.

Controller

Results oriented; needs control; supports objectives; likes efficiency; likes immediate results; lower active listening skills; enjoys options.

Stabilizer

Relationship oriented; needs security; supports personal goals; likes to be heard; needs to be appreciated; slower decision-making process; enjoys teams.

Persuader

People oriented; needs to be liked; supports risk taking; likes praise; follows 'gut feeling' over facts; dislikes structure/ guidelines; enjoys social interaction.

Adapted from The Effectiveness Institute, Inc.

Analyzer

Good at...

- Logical approaches
- Processing information
- Following guidelines/rules
- Being self-disciplined

Likes...

- Being correct
- Time to process thoughts
- To understand the rules
- Detailed instructions

Uncomfortable when...

- Guidelines are not being followed
- There is a lot of confrontation
- Forced to make snap decisions
- Experiencing rapid change or growth
- The rules are not clear or defined

Summary
Accuracy orientated; needs to be correct; supports standards/guidelines; likes perfection; provide facts/data; settling on a position; enjoys logic.

Stabilizer

Good at...

- Team projects
- Being congenial
- Facilitating relationships
- Getting the job done

Likes...

- Being trusted
- Sure things
- Agreement;minimal conflict
- Being appreciated

Uncomfortable when...

- Confronted on a sensitive issue
- There is a lot of change
- No one appreciates me
- Feels alone or deserted
- The team is not working

Summary
Relationship oriented; needs security; supports personal goals; likes to be heard; needs to be appreciated; slower decision-making process; enjoys teams.

Adapted from The Effectiveness Institute, Inc.

Controller

Good at...
- Decision making
- Taking the lead
- Embracing change
- Accepting risks

Likes...
- Control
- Making decisions
- Winning
- Action

Uncomfortable when...
- Not in control
- There is no action taken
- Feel as if being used
- Observe inefficiency
- There are no options

Summary
Results oriented; needs control; supports objectives; likes efficiency; likes immediate results; lower active listening skills; enjoys options.

Persuader

Good at...
- Working with others
- Making conversation
- Being a catalyst
- Spontaneous actions

Likes...
- Being liked
- Recognition and rewards
- Working with others
- To be tactile/touched

Uncomfortable when...
- All alone/rejected
- There is no trust
- There is no flexibility
- Criticized
- There is a loss of love or social approval

Summary
People oriented; needs to be liked; supports risk taking; likes praise; follows 'gut feeling' over facts; dislikes structure/guidelines; enjoys social interaction.

Adapted from The Effectiveness Institute, Inc.

"Rotating Your Iceberg"

TASKS

Analyzer	**Controller**
Stabilizer	**Persuader**

PROCESS

RESULTS

RELATIONSHIPS

Adapted from The Effectiveness Institute, Inc.

Behavior Style Personal Action Plan

Based on this exercise, what have you discovered about yourself?

What have you discovered about others?

How will this understanding help you add value to what you do at work?

What will you do differently tomorrow as a result of this information?

Write your own personalized action that you will take in the next 30 days.

Mental Models

Mental Models are "deeply ingrained assumptions, generalizations, or even pictures or images that influence how we understand the world and how we take action." (S*enge, Peter. Fifth Discipline Fieldbook*)

Our brains make models automatically. Like a river, our patterns flow continually over the same path, leaving a deeper and deeper mark each time. The deeper the path, the harder it is to change the pattern. (*McGehee, Tom. Whoosh. Business In The Fast Lane. Unleashing the Power Of A Creation Company*)

Mental Models
- Represent our "perception" not what is necessarily real or true;
- Are powerful in their influence over our actions and our responses;
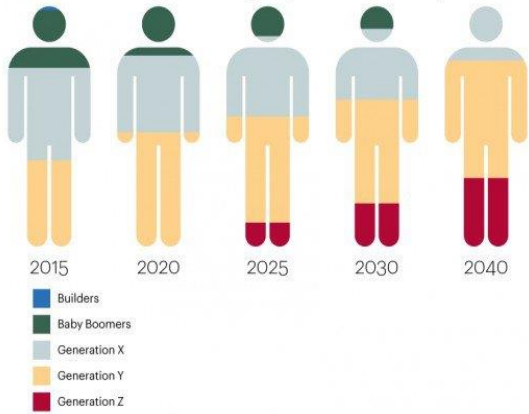- Prevent us to being open to new ideas, options, or learning.

Bias or Stereotype
A bias -- or what is sometimes called a "stereotype" -- is an inflexible positive or negative prejudgment about the nature, character, and abilities of an individual and is based on a generalized idea about the group to which the person belongs. (*Theidermann, Sondra. Making Diversity Work*)

What are our mental models or bias around?

Gender	Profession/Occupation
Generations	Education
Cultures /Ethnicity	Sexuality
Race	Piercings/Tattoos
Ink	Military Service
Health/Ability	Geographic
Economic	Faith

Talking 'bout My Generation

Millennials will comprise the majority of the workforce by 2025

2015 2020 2025 2030 2040

- Builders
- Baby Boomers
- Generation X
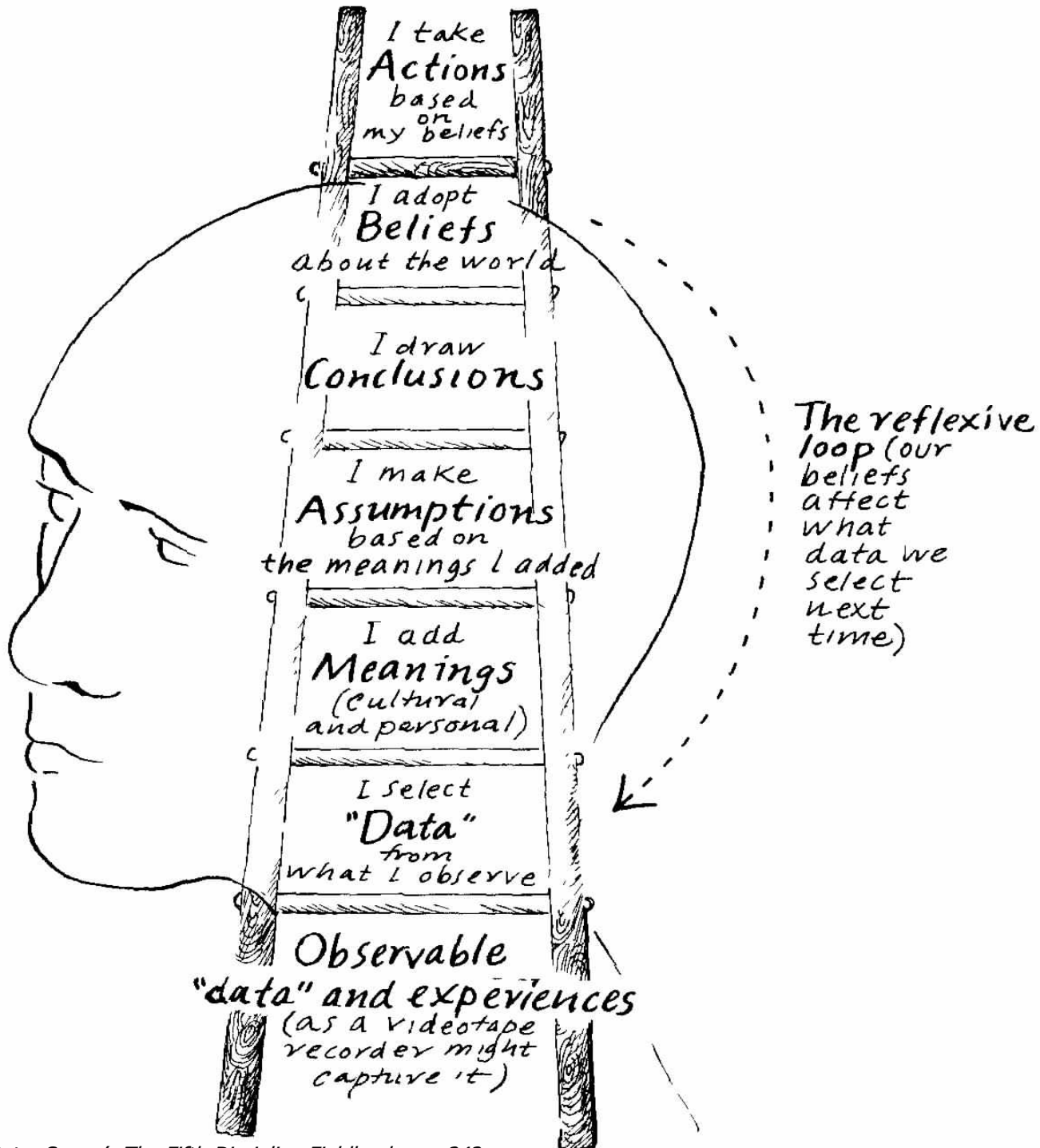- Generation Y
- Generation Z

MULTIPLE GENERATIONS @ WORK

Five Generations Working Side by Side in 2020

TRADITIONALISTS Born 1900-1945	BOOMERS Born 1946-1964	GEN X Born 1965-1976	MILLENNIAL Born 1977-1997	GEN 2020 After 1997
Great Depression	Vietnam, Moon Landing	Fall of Berlin Wall	9/11 Attacks	Age 15 and Younger
World War II	Civil/Women's Rights	Gulf War	Community Service	Optimistic
Disciplined	Experimental	Independent	Immediacy	High Expectations
Workplace Loyalty	Innovators	Free Agents	Confident, Diversity	Apps
Move to the 'Burbs	Hard Working	Internet, MTV, AIDS	Social Everything	Social Games
Vaccines	Personal Computer	Mobile Phone	Google, Facebook	Tablet Devices

From hrnation.com http://www.hrnation.org/how-to-engage-different-generations-at-work/

Senge's Ladder of Inference

I take **Actions** based on my beliefs

I adopt **Beliefs** about the world

I draw **Conclusions**

I make **Assumptions** based on the meanings I added

I add **Meanings** (cultural and personal)

I select **"Data"** from what I observe

Observable "data" and experiences (as a videotape recorder might capture it)

The reflexive loop (our beliefs affect what data we select next time)

From Peter Senge's The Fifth Discipline Fieldbook, *pg. 242*

Stages of Teams

Forming	Performing
Storming	Norming

Forming

Feelings

Excitement, anticipation, optimism, pride
Initial attachment to team
Suspicion, fear, anxiety about job ahead

Behavior

Begin to define task and approach
Begin to set acceptable team behavior
Discussion of irrelevant problems
Complaints about organization, negativism

Transition from individuals to team members
Leader's Role: **Directs**

Norming

Feelings

Common spirit, cohesion
Acceptance of membership in team
Relief, more positive about success

Behavior

Strive for harmony, avoid conflict
Confiding, sharing of perspectives
Able to offer and accept constructive criticism
Establish team "ground rules"

Transition from competitive to collaborative
Leader's Role: **Facilitates and Enables**

Storming

Feelings

Resistant to differences in work methods
Tension, jealousy, impatience
Fluctuations in attitude about team

Behavior

Arguing, questioning, dissent
Competition vs. collaboration
Establish unrealistic goals
Create unnecessary hierarchy

Transition from anxiety to panic
Leader's Role: **Coaches**

Performing

Feelings

Insight into personal & group success
Better understanding of employees
Satisfaction, attachment to team

Behavior

Constructive self-change
Ability to work as a team on challenges

Transition to effective cohesive unit
Leader's Role: **Delegates and Oversees**

From the Forming Storming Norming Performing model by Dr. Bruce Tuckman.

How Do You Get Your Team to Performing?
The Answer Depends on 5 Things

1. Leadership

What is your leadership style? How are you leading? Is there shared leadership? Is there leadership at all levels?

2. Shared Vision/Understanding of Mission

What is the vision of your team? Does everyone buy into it? Is it shared? Embraced? Have you asked others what their vision and goals are? Expectations? Does the team understand the mission of your organization?

3. Relationship

How does the team communicate? What perceptions or assumptions exist? Are there shared values? Are values in conflict?

4. Approach to Conflict

Does the team react to conflict or work together to understand causes behind behavior that looks like conflict? How is conflict within the team handled?

5. Motivation and Recognition

Is your team compelled to work together? What is your team environment? How do you recognize your team?

What Are Employees Looking For?

Respect

If people feel as if they are treated with respect, they usually respond with respect and dignified actions. Part of respect is praise and feedback so people know how they are doing at work.

Access

Employees want to feel as if they are members of the in-crowd. This means that they know and have access to information as quickly as anyone else in your workplace.

Skills

Employees want to learn new skills, develop their capabilities, and grow their knowledge and careers. Making developmental opportunities available to each employee demonstrates your commitment to helping them develop their careers.

Impact

Employees want to have an impact on decisions that are made about their jobs. Employee involvement and employee empowerment help to create engaged employees willing to put forth their discretionary energy for the business.

Leadership

Employees want a sense of being on the right track, going somewhere that has been defined and is important. They like being part of something bigger than themselves. Employees like to know that someone, who is trustworthy, is in charge.

http://humanresources.about.com/od/managementtips/qt/four_factors_b4.htm
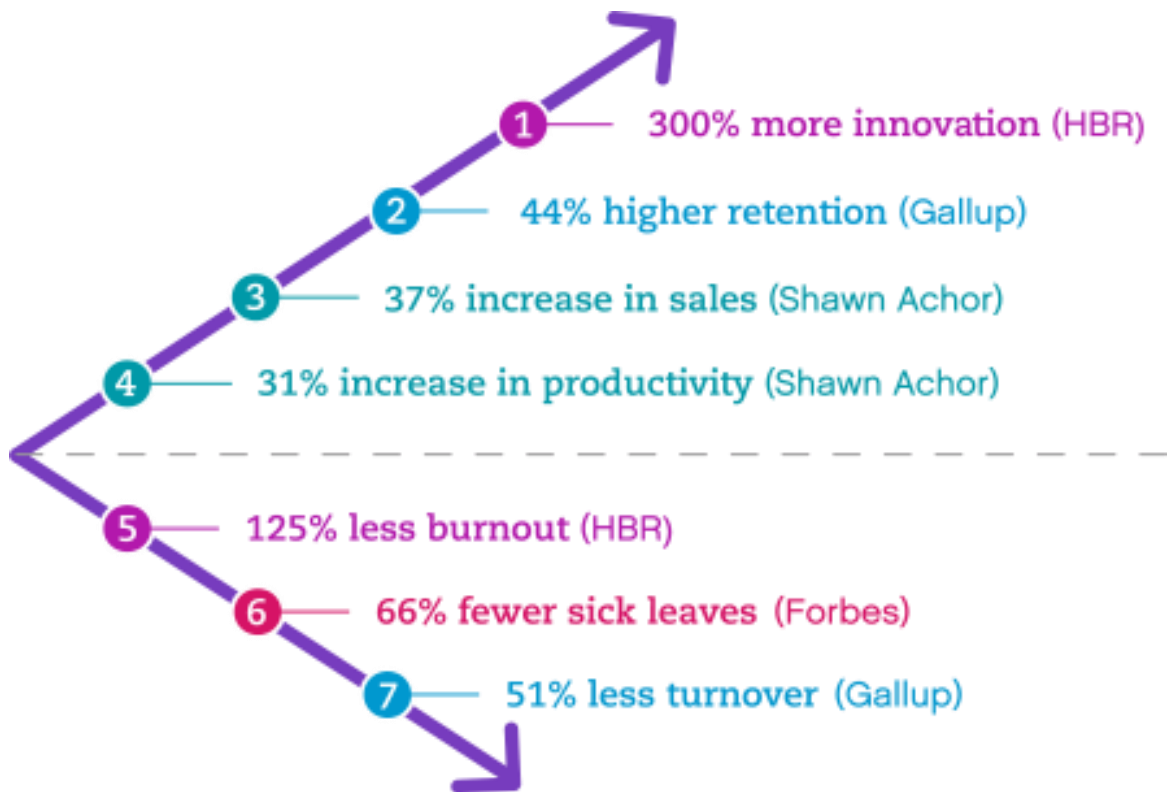
What Is Going On in The Workplace?

A. 63% of all employees want to work less, up from 46% in 1992 .

B. 26% of adult Americans report being on the verge of a serious nervous breakdown.

C. 40% of workers describe their office environment as "most like a real-life survivor program."

D. Only 14% of Americans take two weeks or more at a time for vacation. The average American therefore spends more time in the bathroom than on vacation.

E. 61% of Americans check email while on vacation.

F. 53% of employees would opt for a personal assistant rather than personal trainer.

G. 62% of workers routinely end the day with work-related neck pain, 44% report strained eyes, 38% complain of hand pain, and 34% report difficulty in sleeping due to work-related stress.

H. 88% of employees say they have a hard time juggling work and life.

I. 70% of working fathers and working mothers report they don't have enough time for their children.

From "The Four Hour Workweek" by Timothy Ferriss at http://www.fourhourworkweek.com/blog/the-truth/

Organizations Having a Higher Sense of Purpose

'Organizations with a higher sense of purpose outperformed those without by 400%'

1. 300% more innovation (HBR)
2. 44% higher retention (Gallup)
3. 37% increase in sales (Shawn Achor)
4. 31% increase in productivity (Shawn Achor)
5. 125% less burnout (HBR)
6. 66% fewer sick leaves (Forbes)
7. 51% less turnover (Gallup)

http://deliveringhappiness.com/work/#sthash.PVPy448o.dpuf

Co-Worker Motivation Considerations

A	Assess Tasks	What is involved?	What skills or talents are needed?	Should it be "episodic?"
C	Connect People	Who is best for the job?	Who could benefit by doing the job?	Who could learn by doing the job?
M	Make the Ask	Explain task & why right for them	Give all the details	If they say no — what else fits?
P	Prepare for Success	Share expectations	Give needed instruction or training	Give and accept feedback
R	Recognize and Reward	Along the way	At the end	At all levels

NOTE: *"Students heading into their first year of college this year are mostly 18 and were born in 1997. Among those who have <u>never been alive in their lifetimes</u> are Princess Diana, Notorious B.I.G., Jacques Cousteau, and Mother Teresa. Joining them in the world the year they were born were Dolly the sheep, The McCaughey septuplets, and Michael "Prince" Jackson Jr.*

Students that entered college this Fall -- the Class of 2020:

1. Hybrid automobiles have always been mass produced.
2. Google has always been there, in its founding words, "to organize the world's information and make it universally accessible."
3. They have never licked a postage stamp.
4. Email has become the new "formal" communication, while texts and tweets remain enclaves for the casual.
5. Four foul-mouthed kids have always been playing in South Park.
6. Hong Kong has always been under Chinese rule.
7. They have grown up treating Wi-Fi as an entitlement.
8. The NCAA has always had a precise means to determine a national champion in college football.
9. The announcement of someone being the "first woman" to hold a position has only impressed their parents.
10. Charlton Heston is recognized for waving a rifle over his head as much as for waving his staff over the Red Sea.
11. Color photos have always adorned the front page of *The New York Times.*
12. Ellis Island has always been primarily in New Jersey.
13. "No means no" has always been morphing, slowly, into "only yes means yes."
14. Cell phones have become so ubiquitous in class that teachers don't know which students are using them to take notes and which ones are planning a party.
15. The Airport in Washington, D.C., has always been Reagan National Airport.
16. Their parents have gone from encouraging them to use the Internet to begging them to get off it.
17. If you say "around the turn of the century," they may well ask you, "which one?"
18. They have avidly joined Harry Potter, Ron, and Hermione as they built their reading skills through all seven volumes.
19. Attempts at human cloning have never been federally funded but do require FDA approval.
20. "Crosstown Classic" and the "Battle of the Bay" have always been among the most popular interleague rivalries in Major League Baseball.

21. *Carry Me Back to Old Virginny* has never been the official song of the Virginia Commonwealth.
22. Phish Food has always been available from Ben and Jerry.
23. Kyoto has always symbolized inactivity about global climate change.
24. When they were born, cell phone usage was so expensive that families only used their large phones, usually in cars, for emergencies.
25. The therapeutic use of marijuana has always been legal in a growing number of American states.
26. The eyes of Texas have never looked upon The Houston Oilers.
27. Teachers have always had to insist that term papers use sources in addition to those found online.
28. In a world of DNA testing, the Tomb of the Unknowns at Arlington has never included a Vietnam War veteran "known only to God."
29. Playhouse Disney was a place where they could play growing up.
30. Surgeons have always used "super glue" in the operating room.
31. Fifteen nations have always been constructing the International Space Station.
32. *The Lion King* has always been on Broadway.
33. Phoenix Lights is a series of UFO sightings, not a filtered cigarette.
34. Scotland and Wales have always had their own parliaments and assemblies.
35. At least Mom and Dad had their new Nintendo 64 to help them get through long nights sitting up with the baby.
36. First Responders have always been heroes.
37. Sir Paul and Sir Elton have always been knights of the same musical roundtable.
38. CNN has always been available *en Español.*
39. *Heaven's Gate* has always been more a trip to Comet Hale-Bopp and less a film flop.
40. *Splenda* has always been a sweet option in the U.S.
41. The Atlanta Braves have always played at Turner Field.
42. Poland, Hungary, and the Czech Republic have always been members of NATO.
43. Humans have always had the ability to use implanted radio frequency ID chips—slightly larger than a grain of rice.
44. TV has always been in such high definition that they could see the pores of actors and the grimaces of quarterbacks.

45. Mr. Jones and Mr. Smith have always been *Men in Black,* not their next-door neighbors.
46. The proud parents recorded their first steps on camcorders, mounted on their shoulders like bazookas.
47. They had no idea how fortunate they were to enjoy the final four years of Federal budget surpluses.
48. Amoco gas stations have steadily vanished from the American highway.
49. Vote-by-mail has always been the official way to vote in Oregon.
50. ...and there has always been a Beloit College Mindset List.

Beloit
College

Background on the Study

Each August since 1998, as faculty prepare for the academic year, Beloit College in Wisconsin has released the Beloit College Mindset List. A creation of Beloit's Keefer Professor of the Humanities Tom McBride and Public Affairs Director Ron Nief, it looks at the cultural touchstones that have shaped the lives of today's first-year students.

The Beloit College Mindset List is used by educators and clergy and by the military and business in their efforts to connect with the new generation. Beloit creates the list to share with its faculty in anticipation of the first-year seminars and orientation. "It is an important reminder to faculty, some of whom are only a Ph.D. older than their students, that what we call 'hardening of the references' can set in quickly," according to Nief. "It is meant to be thought-provoking and fun, yet accurate." © Beloit College

101 Ways to Recognize Co-Workers

1. Gold Stars on goal board ⭐⭐⭐⭐⭐
2. Letters of thanks
3. Email, text, Facebook, or voice mail thanks
4. Posters of encouragement (personalized)
5. Pizza lunch on the company

6. Spontaneous humor or fun break
7. A round of golf during working hours
8. Crazy socks, ugly tie, weird hat day
9. Staff meeting off site with refreshments
10. Call in well days
11. Balloons
12. Take pictures of staff or volunteers and have a caption contest
13. Free subscription to favorite publication

14. Remember family birthdays, anniversaries, and big events
15. TREATS!!! Candy, cookies, ice cream, fresh fruit, funny stickers
16. Encouraging emails, Facebook messages, or bulletin board posters
17. Pass-it-on message – e-mail or special note (you are appreciated, pass on to someone you appreciate)

18. Cards-- birthday, thank you, anniversary, thinking of you, etc.
19. Certificates for round of golf, truck detailing, sporting goods store, etc.
20. Health club subsidy or free membership
21. Exercise equipment/room at company
22. Support groups
23. Potluck lunches

24. Brown bag lunches with a speaker or staff that shares expertise
25. Develop team principles
26. Write a thank you, team chant or song
27. Flex time

28. Office theme days - Spring Break, St. Patrick's Day, first day of summer
29. Quiet or time-out room
30. Company or volunteer softball team with team name shirts
31. Spark Plug Award for creative ideas
32. Breakfast cooked and served by the owner or CEO
33. Picnic – boss or president cooks the burgers
34. VIP parking space for top sales performance or customer service
35. Toys - use plush animals, oversized items, or other toys as awards
36. Leave an anonymous thank you
37. Serenade a co-worker or volunteer
38. Send flowers or a room service treat to someone out-of-town on business
39. Mobile phones
40. Traveling flower bouquet -- first recipient keeps for 30min then passes on as a gift to someone else -- and so on...
41. Surprise day off
42. Montage of photos on bulletin board of latest event
43. Candid photos of "Stars" for the day
44. King or Queen of the day elected by co-workers
45. CEO or supervisor calls and says thank you for your support
46. Time with a mentor, senior executive, respected professional, industry guru or career coach
47. Adopt a community service project and work as a team

48. Coffee made and served by manager, CEO, etc.
49. Airline upgrade coupons or airline club for frequent travelers
50. Anniversary or birthday - day off and coupon for dinner or event.
51. Tickets to a play, concert, or sporting event
52. Have an actual star (in the sky, not Hollywood) named after your Star Staff
53. Photo scavenger hunt of items related to your industry (make into a learning opportunity)

54. Design and/or ride in company float in a parade
55. Education programs
56. Make a company video for you tube
57. Post customer comments or letters on bulletin board
58. Birthday celebrations
59. Flowers to employees or close relatives in hospital
60. Praise in front of customers or members
61. Managers adjust office hours to accommodate different shifts
62. Allow employees to decorate their offices/cubicles
64. Lottery tickets
63. Distribute education CDs/DVDs
65. CEO and managers wash all staff cars
66. Barbecue in parking lot at lunch
67. Bulletin board with thank you letters and other recognition
68. A monthly outing with all levels of staff
69. Hold a staff retreat -- include all staff
70. Celebrate even the smallest success
71. Design a department logo or coat of arms
72. Adopt an office pet or allow staff to bring in pets
73. Throw a first day of work party (why wait until they retire?)
74. Put surprise thank you's on staff cars in parking lot
75. Involve office in community service project that they select
76. Sneak a stuffed animal into the luggage of staff leaving for a business trip
77. Public recognition in front of others
78. Tape coupons or certificates under chairs in a meeting
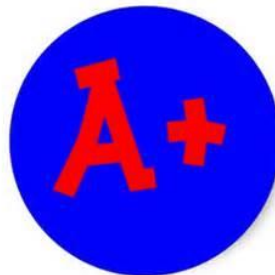79. Glue chocolate bar to boring memos
80. Have a surprise gift card drawing
81. Place an ad in the paper thanking your whole staff or committee
82. Place an ad in industry association newsletter/magazine thanking staff or committee
83. Recognize at meetings
84. Give a recognition or A+ button to be worn all day

85. Early out Fridays -- let staff leave early on Fridays
86. Send a welcome card to new employee before they start work
87. Encourage all levels of staff to be leaders - rotate meeting responsibilities
88. Use the profit from vending machines for staff treats or outings
89. Surprise staff with a greeter at the front door in the morning
90. Start a thank you card, allow staff to pass it on

Our top eleven favorites...

91. **"Staff U."** -- kudos to Tom Swartz, the owner of a remodeling company in Decatur,IL for giving us this idea. He gives his project managers the opportunity to attend in-house education programs on topics such as business management, scheduling, blueprints, computer estimating, and history and strategic plan of the company. Instructors are other employees at J.J. Swartz Co. who give of their time in the evenings to teach the classes.

92. **Bonus shopping spree** -- a company executive determined that he could give each of his staff at $200 bonus, but instead of giving them an envelope with a check or cash he took them to a local shopping mall. He gave each an envelope with $200 cash and told them they had one hour to use the cash. There were several rules; they had to spend it on themselves, they had to buy five items with the money, any money they didn't use went back to the executive.

93. **"Management By Walking Around"** -- management takes time each day to walk around and ask how staff is doing, if they need support, what issues are pressing.

94. **Secret pal** -- everyone in organization puts slip of paper in a hat with name, phone number, birthday, hobby, and favorite things. Everyone gets a slip with someone else's name on it – that's their secret pal. Over two weeks to three months secret pals are to do creative, spontaneous and fun things for their pals -- anonymously. The fun is in the creativity and anonymity. At the end you can reveal secret pals if you like.

95.   **New Staff Welcome Kit** -- includes company information, facts and trivia, favorite places to eat, best buys; best cleaners and shoe repair, fun things to do within lunch hour nearby (museums, parks, etc).

96.   **Positive Press** -- when you hear a positive remark about someone, repeat it to that person as soon as possible. Seek him or her out if necessary, leave a voice mail message or e-mail if you can't reach personally.

97.   **Staff meetings** -- Make staff meetings opportunity for recognition. Ask for latest accomplishments, new staff, personal news, and new recognition ideas used since the last meeting.

98.   **Time --** Create a clear afternoon of uninterrupted time to work alone, no meetings, time for paperwork catch-up, etc. Build in time for brainstorming, creativity and research.

98.   **Cross Training** -- Give staff the opportunity to learn other functions in the company by working with other staff.

99.   **Celebration and Accomplishments calendar** -- Post a large calendar in a public place and enter on each day an achievement, a celebration, or recognition of someone. It becomes obvious quickly that there is something to celebrate and recognize (or learn) every day.

101.   **Listen** -- Actively listen, especially when the individual is discussing his or her accomplishments or contribution or is reacting to your recognition.

BONUS: Supplemental Idea Resource Packet!
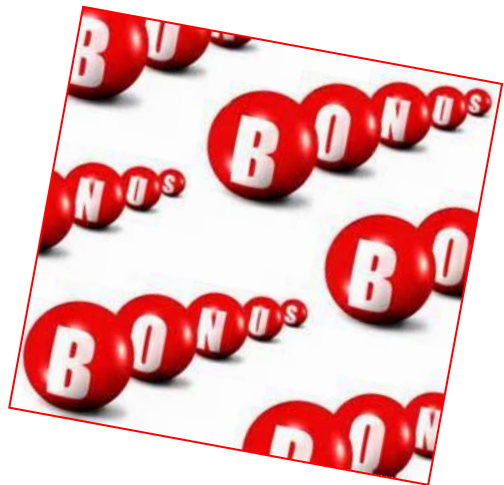
What's Your Preferred Style?

How do you usually handle conflicts? Read each technique below, decide if you use it frequently, occasionally, or rarely. If frequently, put a "3" on the appropriate line below, if occasionally, write a "2" on the blank, if rarely, write a "1".

1. Use all your resources to win.
2. Try to deal with the other person's point of view.
3. Look for middle ground.
4. Look for ways to let the other person win.
5. Avoid the person.
6. Firmly pursue your own goals.
7. Investigate the problem from many angles.
8. Try to reach a compromise.
9. Give in.
10. Change the subject.
11. Complain and badger until you get your way.
12. Try to get all concerns out in the open.
13. Give a little and encourage the other party
to do the same.
14. Make quick agreements if only to keep the peace.
15. Try to joke your way out of it.
16. Threaten to bring in higher and stronger authorities.
17. Present alternatives to consider.
18. Settle for a partial victory.
19. Aim to be liked.
20. Try to focus on something else.

I.	II.	III.	IV.	V.
1. ___	2. ___	3. ___	4. ___	5.___
6. ___	7. ___	8. ___	9. ___	10.___
11.___	12.___	13.___	14.___	15.___
16.___	17.___	18.___	19.___	20.___
_____	_____	_____	_____	_____

Barriers & Catalysts to Move Forward
Positive Conflict Management

I. Directing/Competing - "*Every conflict has a winner and a loser. I intend to be the winner.*"
- Refusing to give in
- Standing up for your rights
- Personal agendas

II. Collaborating/Problem Solving - *"Let's work it out."*
- Exploring the disagreement
- Examining alternative solutions
- Finding a mutually satisfying solution

III. Compromising - *"Let's split the difference."*
- Seeking middle ground
- Each side gives up something for a solution

IV. Accommodating - *"I'm willing to give up a lot to end this conflict."*
- Yielding to another's point-of-view

V. Avoiding - *"This isn't worth fighting for."*
- Not addressing the conflict
- Withdrawing from the situation to postpone the issue

Using Different Conflict Styles

Style	Uses	Limitations
Directing	When immediate action is needed or safety is a concern.	Intimidates others, builds resentment, doesn't allow others to participate in problem solving.
Collaborating	Leads to decisions that address everyone's needs, improves relations between those in conflict, can learn from sharing of points-of-view.	Takes time, all parties must agree to the process.
Compromising	Quick, easy, when parties of equal strengths have mutually exclusive goals, when all else fails.	Easy to avoid real issues in conflict, no one may be satisfied with the outcome.
Accommodating	Use when the relationship is more important than the issue.	Needs may not get met, some may feel used.
Avoiding	When confronting is too dangerous, when an issue is unimportant, when the situation needs to "cool down", when you want to buy time to prepare.	Important issue may never get addressed, conflict may escalate or resurface later.

Our Core Strengths

- **Strategic Thinking/Planning**
- **Leadership Development**
- **Staff Retreats**
- **Communication Skills**
- **Facilitation Training**
- **Convention Breakouts**
- **Conference Keynotes**

Dr. Steve Swafford, IOM, Balance Warrior + CEO, has designed education experiences for more than 30 years for several dental components and the California Dental Association, Washington State Dental Association, Oregon Dental Association as well as the American Dental Association in areas of strategy, leadership development, communication, and the guest experience. He brings a practical knowledge of strategy and executive leadership with past organizations such as the National Association of Home Builders (NAHB), Club Managers Association of America (CMAA), and American Subcontractors Association (ASA) where he most recently served as the executive director. He is active in California Society of Association Executives (CalSAE) and American Society of Association Executives (ASAE) leadership serving on the Board of Directors; past Membership Committee Chair; past Professional Development Committee Chair (**aka Purple Cow Posse**); Southern California Regional Council; University leadership advisor; and volunteer staff pastor. Steve is also a 15-year faculty member for the U.S. Chamber of Commerce's Institute of Management and serves on the Curriculum Committee for the U.S. Chamber of Commerce. A native of Kansas, Steve has a B.S. in journalism from Kansas State University; a M.Div. from Wesley Theological Seminary in Washington, DC; and an Ed.D. from Pepperdine University's School of Education & Psychology with a focus on Strategic Organizational Change. Steve has received the IOM (Institute for Organization Management) designation from the U.S. Chamber of Commerce and is adjunct faculty for Pepperdine University's Fully-Employed and Full-Time MBA Programs. Steve is a co-founder of Leadership Outfitters, LLC.

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