

2017 ANNUAL CHILD SUPPORT TRAINING CONFERENCE & EXPO



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OF HEROES**

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CHILD SUPPORT DIRECTORS ASSOCIATION OF CALIFORNIA

Be a Hero – Conflict Resolution

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Be a Hero - Conflict Resolution

Our Goal

To learn some essential tools needed to reduce future conflict and steps you can follow to resolve existing conflict.

Be a Hero - Conflict Resolution

Agenda

- Some Basics of Communication
- Tools to Handle Conflict
- Let's do some exercises

So, Why is this Important?

- Conflict can negatively impact our ability to be productive
- It can affect our ability to actually enjoy coming to work
- It is inevitable
- If not handled, and handled correctly, there can be severe consequences
- Understand that communication is a skill that requires practice

Some Basics of Communication

- Our words matter
- Our tone and attitude matter
- Our nonverbal cues matter

So what can we do proactively to make our messages effective?

How to Effectively Deliver a Message

- Think about your message
- Target your audience
 - Think about their communication style
- Find a benefit for them
- Confirm that the intended message was received

Listen, Really Listen

- Truly listening will show that you are engaged
- It allows you to really find out what's important to the other person
- Practice good listening skills

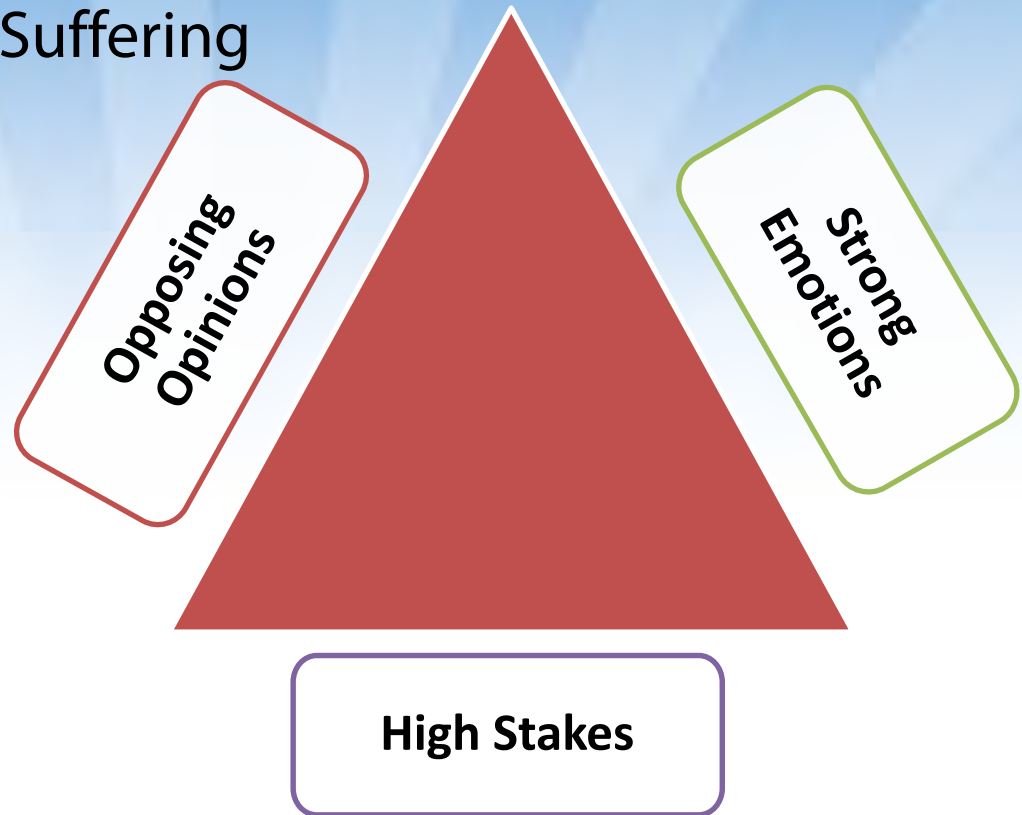
Other General Rules of Thumb

- Be open and straightforward
- Have a genuine desire to try to understand where the other person is coming from – take the time that may be needed
- Do not be judgmental
- Do not be sarcastic
- Have the right attitude – assume positive intent
- Be willing to be critical of yourself
- Be willing to apologize

How Do We Know When Communication is Crucial?

1. Results are Suffering
2. Relationships are Suffering

The following three things must exist to be considered a *Crucial Conversation*



Silence to Violence

The Fools Choice: The belief that you only have two choices:

We assume we can either share our honest opinion (perceived as aggression)
or be respectful (perceived as silence)

We are blind to the dialogue option that includes both of these elements

Why The Fool's Choice?

When we face danger, fear, the unknown, our body prepares for blunt trauma

Physical reaction

Fight or flight

We revert to our reptilian brain, lose our logical reasoning

The CEO of the brain shuts down

What Currently Exists?

What situations are happening in the workplace where communication is not successful and conflict occurs?

What types of working concerns, discussions, or settings cause aggressive behavior or silent behavior?

Take 8-10 min to discuss in small groups of 5-6.

Content, Pattern, Relationship = CPR

Content

A single issue that can stand alone

Pattern

A series of events that is often repetitive and can cause escalation

Relationship

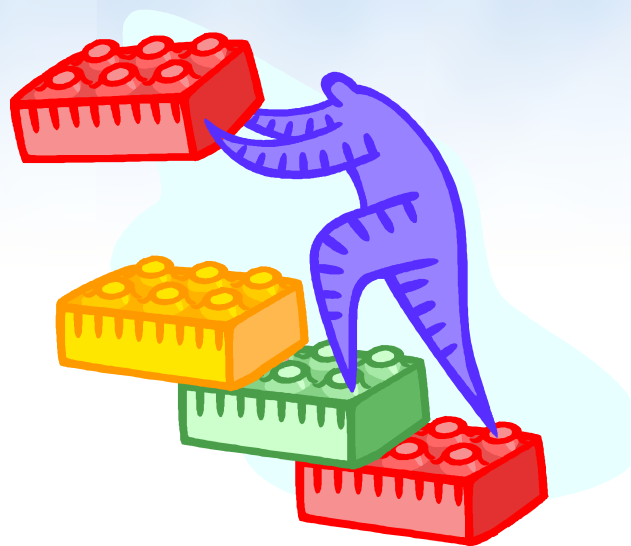
Trust is hindered, relationships are at risk

Will the Real Problem Step Forward

Your boss has grown accustomed to asking you to produce complex reports for her. She's not asking you because it's part of your job, but rather because she knows you have some background in databases and know how to work with your system. To make matters worse, it's often a last minute request that takes you away from your other duties. She's just asked you for a last minute "special report" that is very time consuming to produce. Not only is it tough for you to produce, but she's requiring it today by 3:00 pm (way too condensed timeframe). To top it all off, you don't believe it will give her the information she is wanting or she really needs. But she is your boss and if she wants it she should get it—right?

Will the Real Problem Step Forward

What are the components of CPR that exist in this story?



Motive Matters

The problem often is our “Motive” during the conflict

Am I behaving like I want?

How do we keep motives visible?

Motives tend to shift and change very quickly.

Healthy and Unhealthy Motives

Unhealthy Motives

Be right

Look good

Save Face

Win

Punish

Blame

Avoid Conflict

Motives of dialogue

Learn

Find the Truth

Produce results

Strengthens Relationships

Learn to State your Path

- Learn to honestly and accurately share your views even your opinions and stories in a way that encourages others to respond.
- Each of us needs to take responsibility for the entire pool of meaning, not just our own meaning.
- We need to be just as passionate about encouraging others to speak as we are about speaking ourselves.

Use the STATE Skills

Five skills for use when sharing hard messages

- **S**hare your **F**ACTS
- **T**ell your **S**TORY
- **A**sk for other's **P**OINTS
- **T**alk Tentatively
- **E**ncourage Testing

Share Facts

Start with what you See and Hear

For Example:

“I noticed that...”

“The last three times we talked about this...”

“I was expecting to have this at 4:00, and now its 5:00”

What are the benefits of starting with Facts?

Facts are Facts

More Persuasive

Least Insulting

Feelings and Stories keep us from Facts

Tell Your Stories

Once you have shared your facts, tell your story facts by themselves - don't always paint the whole story.

To express why the facts are of concern, tell your story not to justify your feelings, but to help the other person understand why the facts are of concern to you.

What it Sounds Like

Examples

- “It leads me to conclude that...”
- “I believe that...”
- “I start to think that...”



Ask for Others' Paths

Once you have shared your story, ask others to share.

- Let others share their idea and challenge yours
- Be humble
- Listen
- Fill the Pool



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Degrees of Tentativeness

Too Forceful

“The fact of the matter is...”

“That’s a dumb idea.”

“The only reasonable option is...”

“If I agreed with you then we’d both be wrong.”

More Tentative

“In my opinion...”

“Maybe it would make more sense to...”

“I believe that what we should do is...”

“I’m wondering if or how that example applies...”

Encourage Testing

- Sincerely invite differing opinions
- Make it safe for others to participate
- Purpose is to gather more info
- Don't compel or control

Our only limit to how strongly we can express our opinion is our willingness to be equally vigorous in encouraging others to challenge it.

Other Key Skills

Create Mutual Respect and Purpose

Establish Safety

Reiterate Expectations

Move to Action: Turn the Conversation into Results and Follow-up

- Who...
- Does What...
- By When...
- Set a regular check in time.

Tools for Your Tool Belt

- Mutual Learning
- Ladder of Assumption
- Conflict Resolution Exercise

Mutual Learning

Roger Schwarz

CORE VALUES

- Transparency
 - Share all relevant information
- Curiosity
 - Ask genuine questions
- Informed Choice
 - All parties have all information to make an informed choice
- Accountability
 - Explain your reasoning, decisions, and actions to others
- Compassion

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Mutual Learning

The Mutual Learning assumptions

- I have information and so do other people
- People may disagree with me and still have pure motives
- I may be contributing to the problem
- Each of us sees things others don't
- Differences are opportunities for learning

Strategies

- *Test assumptions and inferences*
- *Share all relevant information*
- *Use specific examples and agree on important words*
- *Explain reasoning and intent*
- *Focus on interests, not positions*
- *Combine advocacy and inquiry*
- *Jointly design the approach*
- *Discuss undiscussables*
- *Use a decision-making rule that generates the commitment needed*

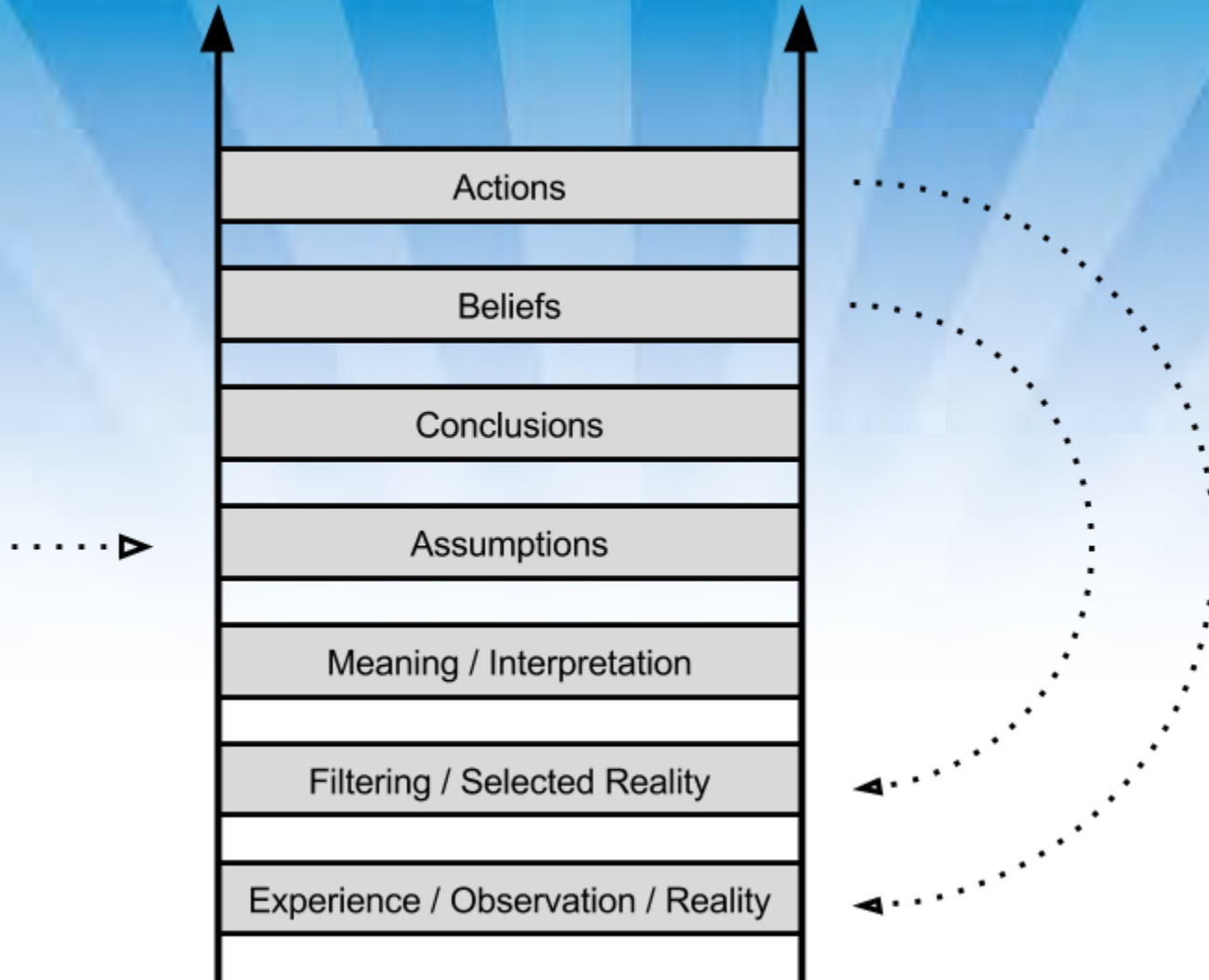
Ladder of Inference

Testing your Assumptions

Chris Argyris (1990) described the progressive process of making observations, gathering information, making assumptions, and deciding action as being similar to climbing up on a "ladder of inference." This concept was later used by Peter Senge in [*The Fifth Discipline: The Art and Practice of the Learning Organization.*](#)

Ladder of Inference

Testing your Assumptions



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Ladder of Inference

Testing your Assumptions

Tips

Use the Ladder of Inference at any of stage of your thinking process. If you're asking any of the following questions, the model may prove a useful aid:

- Is this the "right" conclusion?
- Why am I making these assumptions?
- Why do I think this is the "right" thing to do?
- Is this really based on all the facts?
- Why does he believe that?

Thelma and Louise

Thelma, a lead, meets with a manager and lets her know that “the whole team” is frustrated with Louise and does not feel the supervisor is handling their concerns appropriately. The manager asks what is Louise doing. Thelma has three complaints...

- 1) Louise is on her phone “all the time”
- 2) Louise is unnecessarily cleaning her cubicle
- 3) Louise was supposed to act as back up for reception but instead was decorating the Christmas tree.

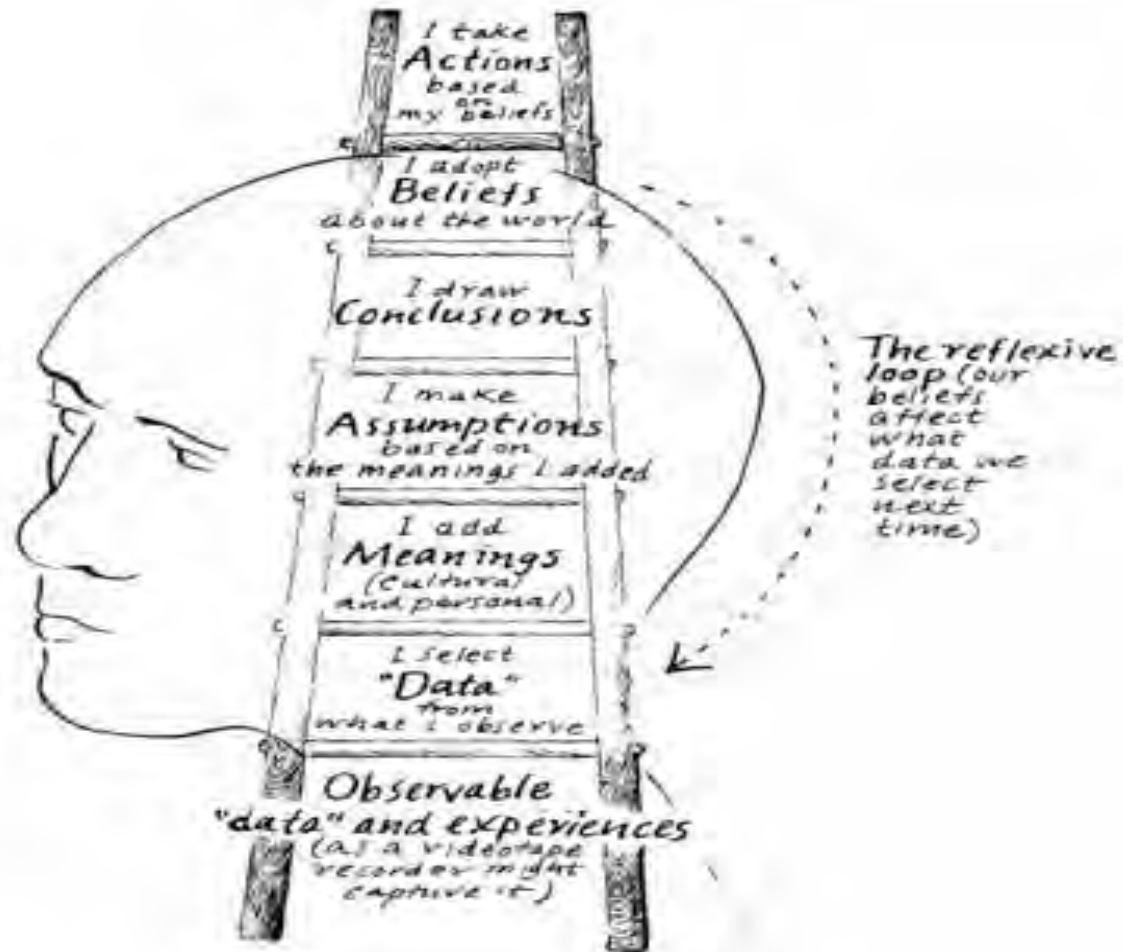
Thelma and Louise

Manager asked Thelma to describe Louise actions...

- 1) Thelma said they could hear a noise that sounded like her phone being put down on the desk
- 2) Thelma said that she could hear Louise “cleaning” for 25 minutes.
- 3) She witnessed Louise decorating the tree.

Ladder of Inference

Testing your Assumptions



She said...I Said – Conflict Resolution Exercise

What Was Said/Done?	What I was thinking?	What could I have done differently?

Tom and Jerry

Abby, a supervisor, notices that Bella logged back into the in-and-out board 45 minutes after she logged out for her 30 minute lunch. Abby, had just gone to an HR meeting where the importance of breaks and lunches were discussed, including that breaks and lunches cannot be combined. When Abby sees Bella, she decides to handle it right away

Tom and Jerry

Abby: I noticed you took 45 minutes for lunch today and did not check in with your supervisor. You know in this unit we stick to our schedules or ask the supervisor. I need to be fair to everyone and if I allow you to do it, then everyone will want to do it. How will that look?

Bella: Okay, whatever – I hear you. I was helping a customer in the lobby and I did not take a break today because...

Abby: I don't think you do. I am a manager here and it is my job to make sure people are doing what they are supposed to do. Your attitude about this is not good. You seem to think you are above the rules. The receptionist can help the customers, that is their job not yours. You cannot take your break with your lunch.

Bella: I get it. I know the org chart. Anything else?

She said...I Said – Conflict Resolution Exercise

- Focus is on what **you** could do differently – not what the other person could have done. Did you make assumptions?
- Have both people do the exercise and then meet and exchange their sheet.
- In determining what could have been done differently, go through the core values
 - **Was there transparency?**
 - **Did they ask genuine questions?**
 - **Did they give all relevant information?**
 - **Did they explain their reasoning?**
 - **Were they compassionate?**

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Please be sure to complete the session evaluation.



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