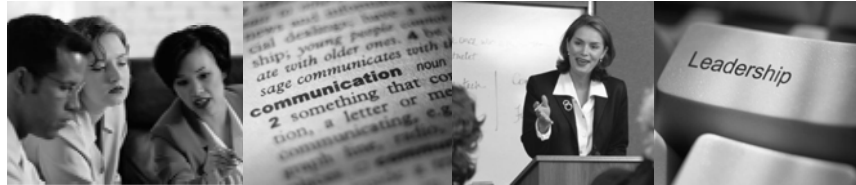
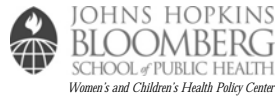


Maternal and Child Health Leadership Skills Development Series



Women's and Children's Health Policy Center
Department of Population, Family and Reproductive Health



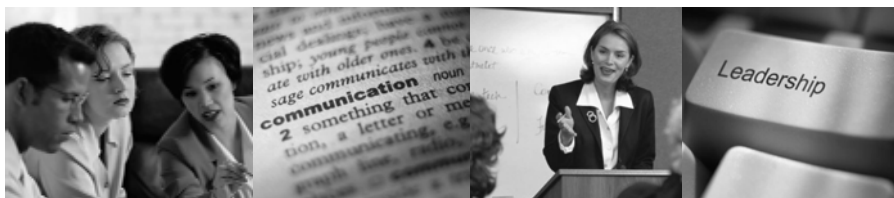
The MCH Leadership Skills Development Series was produced by Holly Grason and Marjory Ruderman for the Women's and Children's Health Policy Center. The series pulls together information from a wide variety of leadership training resources and draws on the knowledge and experiences of many MCH leaders. Please refer to the User Guide for more information on our sources and inspirations.

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The Module 4 video features Ann-Michele Gundlach, EdD, Adjunct Assistant Professor and Co-Director of the MPH Health Leadership and Management Concentration in the Department of Health Policy and Management at the Johns Hopkins Bloomberg School of Public Health. A recognized authority on organizational change and leadership development, Dr. Gundlach specializes in guiding leaders in the development of new ventures and programs and in their organization's response to marketplace and regulatory changes.

Module 4: Managing Conflict Effectively

PART 1: PERSPECTIVES ON CONFLICT



Ann-Michele Gundlach, EdD
Assistant Adjunct Professor
Associate Director, MHS In Health Finance & Management
Co-Director, MPH Health Leadership and Management Concentration
Johns Hopkins Bloomberg School of Public Health

A “Nobody’s in Charge” World

- Shared responsibility for the same programs & goals
- Integrated and networked organizations require “power sharing”
- Interdependence required to “get things done” places limits on individual authority
- Disagreements & conflicts are not uncommon

How do you view conflict?

- a battle to be won?
- a problem to be solved?
- a danger?
- an opportunity?
- something to be avoided at all costs?



Perspectives of Conflict

- Traditional \Rightarrow destructive \Rightarrow eliminate

Perspectives of Conflict

- Traditional \Rightarrow destructive \Rightarrow eliminate
- Behavioral \Rightarrow inevitable \Rightarrow control

Perspectives of Conflict

- Traditional \rightleftarrows destructive \rightleftarrows eliminate
- Behavioral \rightleftarrows inevitable \rightleftarrows control
- Interaction \rightarrow inevitable \rightarrow manage

Common Reactions to Conflict

FIGHT

Confronting
Sabotaging
Over-reacting



FLIGHT

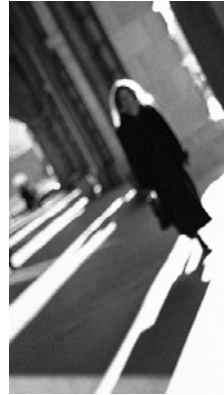
Bypassing
Avoiding
Under-reacting



Consider Your Shadow Side

What are your behavioral tendencies when you are...

- angry?
- exasperated?
- tired?
- stressed?
- in a bad mood?



Dealing with Your Emotions



- Take your emotional temperature
- Resist your first negative reaction
- Consider a time-out
- Get the facts
- Get another perspective
- Vent to someone safe
- If time permits, plan your approach

Dealing With Their Emotions

- Allow them to vent
- Use restatement; don't raise your voice
- Accept their feelings as legitimate
- Help them "save-face" – work towards a win-win
- Don't refute their statements -- yet!
- Don't be afraid of silence
- Don't be afraid to say "*You might be right.*"

Reduce Tension Through Listening

- Listen to understand
- Listen actively (in an involved way)
- Listen with your eyes
- Don't tune out messages you think you've heard before
- Listen first – THEN plan your next comment



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