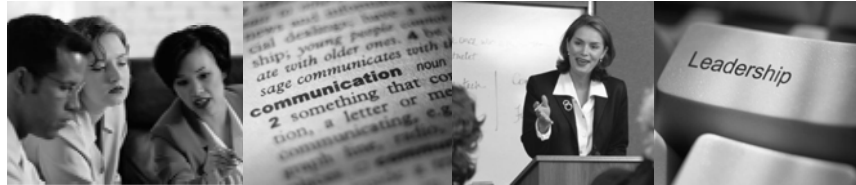
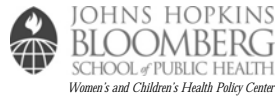


# Maternal and Child Health Leadership Skills Development Series



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



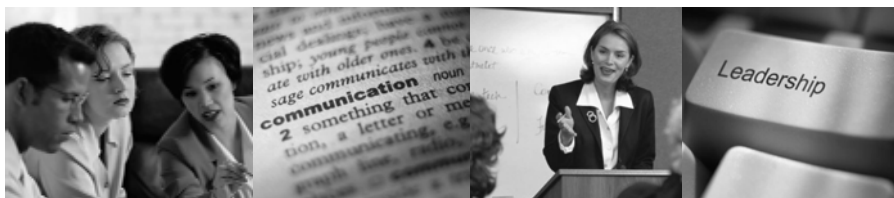
The MCH Leadership Skills Development Series was produced by Holly Grason and Marjory Ruderman for the Women's and Children's Health Policy Center. The series pulls together information from a wide variety of leadership training resources and draws on the knowledge and experiences of many MCH leaders. 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 2: STRATEGIES FOR NAVIGATING AND RESOLVING 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

## Using Communication and Negotiation Strategies to Navigate & Resolve Conflict



Every utterance functions on two  
levels...

Level 1: Communicates ideas

Level 2: Negotiates relationships

## Develop a Negotiation Mindset



What is your personal goal in managing conflict more effectively?

## Two Primary Concerns for Every Negotiator

- Achieving the best outcome and agreement
- Maintaining and building the relationship



# Diagnosing Disagreement

## 1. What is the nature of the differences ?

- Facts
- Goals
- Methods
- Values

## 2. What factors may underlie these differences?

- **Information:** differences based on different sets of facts
- **Perceptual:** parties bring different sets of biases and beliefs
- **Role:** position and status of parties can place constraints on the discussion

Schmidt, W. & R. Tannenbaum (1973). Management of Differences

# Underlying Causal Factors

## • Information Factors

- Disagreement is based on different facts [three blind men describing an elephant]
- Do the disagreeing parties have access to the same information?

## • Perceptual Factors

- Different sets of biases and beliefs
- Do the disagreeing parties perceive the shared information differently?

## • Role Factors

- Disagreement is influenced by the position or status of the parties in the organization and/or society
- How much are the disagreeing parties influenced by their position or role in the organization?

Schmidt, W. & R. Tannenbaum (1973). Management of Differences

## Plan Your Approach

- Know your goal for resolving the disagreement: what do you want?
- Define the problem/issue for yourself
- Consider how the other party defines the problem/issue

## Execute Your Approach



- State the problem/issue
  - Set a positive tone for the conversation
- Explore each other's needs
  - Start with, "How can we..."
  - Ask open-ended questions
  - Don't include solutions in your questions
  - Watch your listen/talk ratio
  - Observe non-verbal cues
  - Avoid interpreting motives
- Identify possible options
- Select the best one
- Reach agreement

## Handling Disagreements Without Resolving Them

- Listen but don't argue
- Agree to disagree
- Accept their feelings, not points
- Focus on something else



## Dealing effectively with differences depends on...

- ...desire to resolve the differences
- ...ability to diagnose and understand the differences
- ...awareness and ability to use the appropriate behavioral responses
- ...ability to deal with your own feelings – especially those that might limit your effectiveness

**Women's and Children's Health Policy Center**

Department of Population, Family and Reproductive Health

Johns Hopkins Bloomberg School of Public Health

615 N. Wolfe Street

Baltimore, MD 21205

Tel: 410-502-5450

Fax: 410-502-5831

<http://www.jhsph.edu/wchpc>

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