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

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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 $\leftrightarrow$ destructive $\leftrightarrow$ eliminate

• Behavioral $\leftrightarrow$ inevitable $\rightarrow$ control
Perspectives of Conflict

• Traditional $\rightarrow$ destructive $\rightarrow$ eliminate

• Behavioral $\rightarrow$ inevitable $\rightarrow$ 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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