

# ANYTHING YOU CAN DO, I CAN DO BETTER

Presented to:



2017



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# WHO DO WE COMPETE WITH?



**OURSELVES**  
**SOCIETY/ CELEBRITIES**  
**COWORKERS**  
**FAMILIES**  
**SUPERVISORS**  
**CLIENTS/CUSTOMERS?**

# CONFLICT STYLES – A MODEL

## *Assertiveness*

Relates to behaviors intended to satisfy one's own concerns. This dimension is also correlated to attaining one's goals

## *Cooperativeness*

Relates to behaviors intended to satisfy the other individual's concerns. This dimension can also be tracked as being concerned with relationships.

A combination of these dimensions results in five conflict behaviors:

- Competing
- Accommodating
- Avoiding
- Collaborating
- Compromising

- Thomas & Kilman (1972)

<http://hrcouncil.ca/hr-toolkit/workplaces-conflict.cfm>

# COMPETITION

- Power-oriented mode
- High in assertiveness and low in cooperativeness.
- The goal of this stance is to win.
- The individual aims to pursue one's agenda at another's expense.
- This may mean standing up for one's needs, defending a cherished position and/or simply trying to win.
- The goal is deemed very important.
- Also referred to as a forcing or dominant style.

# ACCOMMODATING

- Unassertive and cooperative.
- The goal of this stance is to yield.
- Typically a person using this conflict mode neglects his or her needs to satisfy the concerns of the other person.
- Self-sacrifice.
- Preserving the relationship versus attaining goals.
- Opposite of competing.

# AVOIDING

- Unassertive and uncooperative.
- The goal of this stance is to delay.
- In this mode an individual does not immediately pursue his or her concerns or those of another.
- Indifference to the outcome to the issue and the relationship
- Withdraws or postpones dealing with the conflict.
- Can provide a needed respite from the situation or it can inflame things if the issue keeps being pushed aside.
- Also known as *flight*.

# COLLABORATING

- Both assertive and cooperative.
- The goal of this stance is to find a win-win situation.
- Focus on creative solutions to issues that satisfy both individual's concerns.
- Learning, listening and attending to both the organizational and personal issues are addressed with this conflict style.
- It takes time and effort.
- Problem solving / integrative style.
- The opposite of avoiding.

# COMPROMISING

- Somewhere between assertive and cooperative.
- The goal is to find a quick middle ground.
- Parties find an expedient, mutually acceptable solution by having each person give up something and split the difference.
- Defined by sharing.



## 5-STEP PLAN

1. Know yourself and know your team
2. Know your environment
3. Build consensus
4. See the Future
5. Learn from the past

# 1. KNOW YOURSELF, KNOW YOUR TEAM

- Building a close, cohesive team to prevent conflict.
- Encourage interaction
- Be present as much as possible
- Seat and group assignments
- Hiring
  - Interview with the team in mind.
  - Interview as a team and take your time.
  - Being vulnerable can lead to a sense of trust, helping you identify someone's true personality.
- Firing
  - Exhaust all constructive avenues and set clear markers.
  - Don't be afraid to pull the trigger and help that person find the place they will be more successful.

**YOU CAN ONLY KNOW OTHERS AS WELL AS YOU KNOW YOURSELF.**



<https://www.16personalities.com/free-personality-test>

# KNOW YOURSELF, KNOW YOUR TEAM

So, this person walks into a bar...

- HIGH ACHIEVERS
- STABLE ABELS
- CINDY-LOU ...WHO?

And the bartender says...what'll it be?

- Sky's the limit and make it a double!!
- I'll just have tea
- Uh, has anyone seen Cindy?

# KNOW YOURSELF, KNOW YOUR TEAM

- Where are the relationship gaps in your department?
  - How visible is the problem?
  - Who is willing to work to fix the problem?
  - What is the “easy” fix?
  - What is the long-term solution?
  - What, when, and who to document?
- **PRO TIP:** Identify problem solvers – train them and build relationships **BEFORE** it becomes necessary to put their skills into action.

Set distinct goals  
for each  
department /  
individual / team.

Parallel Interests  
Competing for  
Attention can  
promote growth or  
force each side to  
commit to a single  
story-line.



## 2. KNOW YOUR ENVIRONMENT

- Balancing vulnerability with productivity.
- Own the work / life-balance – leave it outside the ring.
- Know your role and keep a closet of hats– at work you’re an employee, manager, etc; at home you can be everything.
- What are your job requirements, company best practices, legal parameters, client-driven guidelines.
- Political correctness in the workplace.
  - Observe formality, generational, cultural gaps.
  - Building closeness.
  - Maintaining humanity while preserving authority.

# KNOW YOUR ENVIRONMENT

- High vs Low Pressure Systems – be deliberate in where you spend your energy.
- Keep an eye on the tides.
- 30-Day forecasting.





### 3. Build consensus

- Employer-focused – what are you as a company / manager doing to guide the team through change or to lighten the monotony.
- We don't have to like each other, but it helps if we do.
- Delivery of bad news with grace.
- Identify individual strengths and do not externalize. Encourage employees to focus on themselves and their personal growth, rather than other employees.
- Do not miss out on opportunities to hold people accountable, but also provide a path towards reconciliation.

# BUILD CONSENSUS

- Coaching the talented but insecure – emphasize constructive compartmentalization. Refer to employee assistance programs if onsite.
- Set reasonable expectations for the team and each individual.
- Identify common goals and common values to guide the team in reaching those goals.
- Occupy idle hands and super-sized egos.

# GROUP THINK?

Diversity leads to quality, but can also lead to mob mentality.  
Find the balance.



## 4. SEE THE FUTURE

- Plan and predict, but also shape your environment – work can be a happy place.
- “If you can see it, you can be it.”
- You can have the most beautiful vision, but if it’s not well-communicated it may as well not exist.

# SEE THE FUTURE

- Identify potential conflict.
- Is it avoidable?
- Can it be mitigated with timely mediation?
- Run interference (and don't hesitate to call in special teams)

## 5. LEARN FROM THE PAST

- Leave the “naughty” list to Santa.
- Once a poor process or negative behavior is identified, start to plan how to prevent reoccurrence, shift assignments as needed to improve conduct.
- Identify pre-existing and set personality features.
- Implement procedures or set up structures to preempt future conflict
- Allow time for involved parties to adjust to the “new normal” ...but not too much.

# LEARN FROM THE PAST

- Denial – It ain't just a river
- Don't be OK with it.
- Isolate the challenge.
- Give credit where credit is due.
- Add to your knowledge base and move on.

# MOTIVATION VS COMPETITION

- Avoid motivating through internal competition on deeper issues / things that matter.
- Keep focused on the TEAM goals when meeting as a team.
- Acknowledge the individual at the appropriate time.
- What motivates your team?
  - 4 ways to communicate:
    - Gifts (ie: salary, bonuses)
    - Quality time (face to face)
    - Words of affirmation (Atta girl!)
    - Acts of service (demonstrating devotion).



# KEYS TO RESOLVING CONFLICT

- Address the situation immediately, directly and respectfully.
- Speak directly to the person and not to someone else about another person's behavior.
- Separate individuals from the problems - Remind yourself that the problem is the issue or relationship, not the individuals themselves.
- Objectively try to understand what is behind the difficult person's actions rather than reacting right away.
- Examine your own contributions to the situation with intellectual honesty.
- Be clear in all your communication so the situation is not further complicated with misunderstandings.
- Discuss the issue using "I" statements (for instance, "I feel uncomfortable when you..."; I have observed that you do...").
- Reinforce any positive changes (even small ones) made by the difficult person following this kind of conversation.

# IN CONCLUSION....



Direct conflict can  
be a crushing  
experience and  
lead to burnout



I'm a PC.



I'm a Mac.

**Most competition  
is more subtle....**

**Still, passive  
aggressive  
relationships can  
also take a toll on  
morale.**



**Strategic  
Negotiations can  
bring about change  
or may create  
additional conflict if  
not handled  
correctly. .. No  
pressure Mrs.  
Esterhaus!**

# THE BRIGHT SIDE



Positive competition  
may be a factor in  
team-building.

# THE BRIGHT SIDE



Strategic goal-setting and appropriate rewards can drive employees to push for excellence.

# THE BRIGHT SIDE



When the success of one employee becomes a model for others, their discipline and excellence can trickle down to benefit morale and performance of the entire organization.



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**Presented to:**



**THANK YOU!**