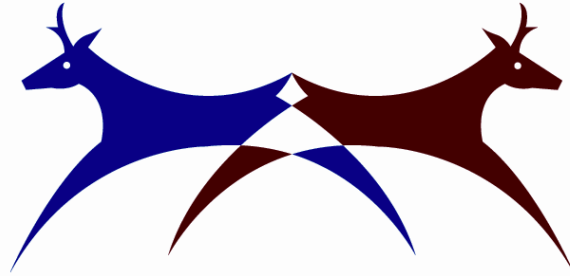


CHINO VALLEY

CHAMBER OF COMMERCE



Preparing for the Future,
Protecting the Past.

**COMMUNICATION STYLES
AND
CONFLICT RESOLUTION**

FOR

2008

BOARDS & COMMISSIONS
CONFERENCE

WITH

AB JACKSON

ASSESSMENT

(Indicate True or False)

1. It's better to resolved conflict before it escalates.
2. One style of conflict resolution will work in all situations.
3. The goal of conflict resolution is to get complete agreement by all parties.
4. Threats are no big deal-just ignore them.
5. The number one reason customers leave is "no one cares".
6. Conflict should be avoided whenever possible.
7. Sometimes we just have to agree to disagree.

APPLICATION

What conflicts have you handle well recently?

What did you do to be successful?

What conflicts are you facing that aren't going well?

What would you like to do differently after today?

FOUR TIPS

- 1.
- 2.
- 3.
- 4.

Why Customers Leave*

2%=

6%=

9%=

15%=

68%=

(Source: The PIM Marketing Group)

Rate Yourself

"If you can keep your head when all about you
Are losing theirs and blaming it on you
Yours is the Earth and everything on it."
Rudyard Kipling- "If"

Scoring Key: 1=Never, 2=Rarely, 3=Sometimes, 4=Usually, 5=Always

During conflicts, I:

1. stay calm and in control of my emotions
2. focus on his/her concern
3. respond without defensiveness
4. have attentive body language
5. listen completely before responding
6. take notes
7. show empathy
8. let him/her know I want to help
9. know when to call my supervisor
10. use words that don't escalate his/her anger

Your Score:

50-45 Liar, Liar, Pants On Fire

44-40 Excellent

39-30 Good

29-below Need to Improve

ANALYZING CONFLICT AND CONFRONTATION

Question: When can conflict be constructive?

Conflict Defined:

Confrontation Defined:

THE ROOTS OF CONFLICT

1. Experience:

Explanatory Style: How did your mother/father explain what happened in the world to you?

2. Perceptions:

Example: You are walking down the street and you see someone you know coming towards you. You smile and say "HI", but the person doesn't respond. What's your response (Keep It Clean)?

3. Previous History:

- Experience with another Town/Town Employee
- Experience they had with you
- Experience they had having nothing to do with you

(ROOTS OF CONFLICT CONTINUED)

4. FRAME OF REFERENCE:

PRONOUNCE THESE WORDS:

Peabody, Mass.
Worcester, Mass
Albany, NY
Albany, Ga
Vallejo, Cal

WHATS THE DIFFERENCE BETWEEN:

Supper

Lunch

Dinner

WHAT'S IT MEAN:

Agua Fria

Casa Blanca

Dos Cabazes

5. BEHAVIOR STYLES

POSITION VERSUS INTERESTS

POSITION=

INTEREST=

TWO PRIMARY REASONS

- 1.
- 2.

POSITION VERSUS INTEREST

Ballplayers

Position

Management

- 1.
- 2.
- 3.

- 1.
- 2.
- 3.

Interest

- 1.
- 2.
- 3.

- 1.
- 2.
- 3.

Republicans

Position

Democrats

1. Lied Under Oath
2. Impeachable Offense

1. Personal
2. 'Bout You?

Interest

???

???

Let's Try One

Jerry Supervises a team of customer service reps. From time to time, Mr. Perkins who is the Manager of the shipping department and a level above Jerry has borrowed Jerry's reps to help get large orders out on time. Normally this is not a problem but calls have been picking up in Jerry's department and now his department's productivity is suffering and employee morale is low from being overworked.

Position

Jerry

Perkins

Interest

Jerry

Perkins

Solutions?

BEHAVIORAL STYLE SUMMARY

RELATORS

1. SEEK _____
2. WANT YOU TO BE _____
3. IRRITATED BY _____
4. "I NEED YOUR _____"

EXPRESSIVES

1. SEEK _____
2. WANT YOU TO BE _____
3. IRRITATED BY _____
5. "I NEED YOUR _____"

ANALYTICALS

1. SEEK _____
2. WANT YOU TO BE _____
3. IRRITATED BY _____
4. "I NEED YOUR _____"

DIRECTORS

1. SEEK _____
2. WANT YOU TO BE _____
3. IRRITATED BY _____
4. "I NEED YOUR _____"

DEALING

TANKS (Why are the Tanking?)

- 1.
- 2.
- 3.
- 4.

KNOW-IT-ALLS (Why do they Know-It-All?)

- 1.
- 2.
- 3.
- 4.

SNIPERS (Why do they Snipe?)

- 1.
- 2.
- 3.
- 4.

CLAMS (Why do they Clam-Up?)

- 1.
- 2.
- 3.
- 4.

ESCALATION

- SHIFTING MOODS ABRUPTLY
- CHANGING VOICE TONE AND VOCABULARY
- PACING AND PHYSICALLY ACTING OUT
- TIGHTENING NECK AND FACIAL FEATURES
- CLENCHING TEETH AND FACIAL FLUSH

DO'S AND DON'TS

DON'T

- TRY TO _____ WITH THEM
- USE _____ WORDS OR BODY LANGUAGE
- _____ WITH THEM
- TAKE IT _____

DO

- _____ TO A NEUTRAL CORNER
- STAY OUT OF THEIR _____
- RESPECT THEIR _____ AS THEIR REALITY
- DEVELOP A POLICY
- PAY _____!

A MODEL FOR CONFRONTING

1. _____ (BEHAVIOR)
2. _____ (RESPONSE)
3. _____ (DESIRED BEHAVIOR)
4. _____ (COMMITMENT)
5. _____ (APPRECIATION)

A MODEL FOR SAYING "NO"

1. CUSHION
2. VALIDATION
3. NO
4. REASONS
5. OPTIONS

RESOURCES

"Five years from today, you will be the same person you are today, except for the books you read and the people you meet."

Charlie Tremendous Jones

Dealing With People You Cant Stand. Drs. Rick Brinkman, Rick Kirshner. New York. McGraw Hill.

Relationship Selling. Jim Cathcart. New York. Perigee Books.

The Energy Bus. Joe Gordon. New York. John Wiley.

You've Got To Be Believed To Be Heard. Bert Decker. New York. St. Martin's Press.

Motivational Leaders. Ab Jackson and Others. Boulder. Oszols Publishing.

DISTURBING NUMBERS

_____ Books Per Year (ALA)

_____ Current Library Card

_____ Drive Time (AAA) _____ semesters