

# The Leadership Series:

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Getting Results & Reducing Conflict



# Objectives

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Upon completion of this training, you will be able to...

- Understand the bases of power
- Choose an effective influence strategy to fit the situation
- Practice healthy conflict resolution techniques
- Use negotiation to create a win-win outcome

# What is Power?

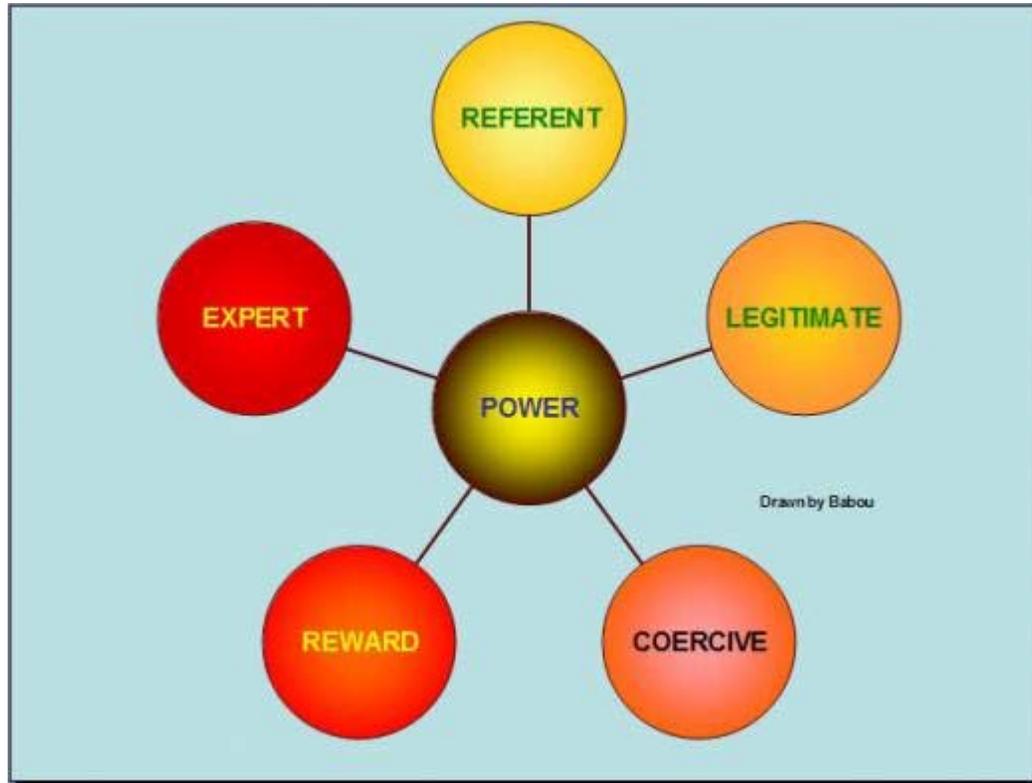
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- ❑ **Power** is “the capacity to produce effects on others, and get compliance.”
- ❑ Power is actually a function of the leader, the followers, and the situation.



- ❑ How confident or knowledgeable is the leader?
- ❑ How much do the followers trust the leader?
- ❑ Are there clear procedures to follow or is the situation ambiguous?

# Where Does Power Come From?



The most common description of power comes from French & Raven (1960) who divided it into 5 different forms.

# Coercive Power

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- This is the power to force someone to do something against their will. This is usually done by threats. “Do this or else!” It is the power of dictators, despots and bullies.
- Other forms of power can also be used in coercive ways, such as when a reward or expertise is withheld or referent power is used to threaten social exclusion.



# Reward Power

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- Reward power is the ability to give other people what they want, and ask them to do things for you in exchange.
- One of the main reasons we work is for the money we need to conduct our lives. However, there are other forms of reward. Anything we find desirable can be a reward, from vacation time to a pat on the back.

# Legitimate Power

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- Legitimate power is that which is invested in a role. The President, a police officer, and managers all have legitimate power.
- A common trap that people in such roles can fall into is to forget that people are obeying the position, not them. When they either fall from power or move onto other things, they might not still receive respect.



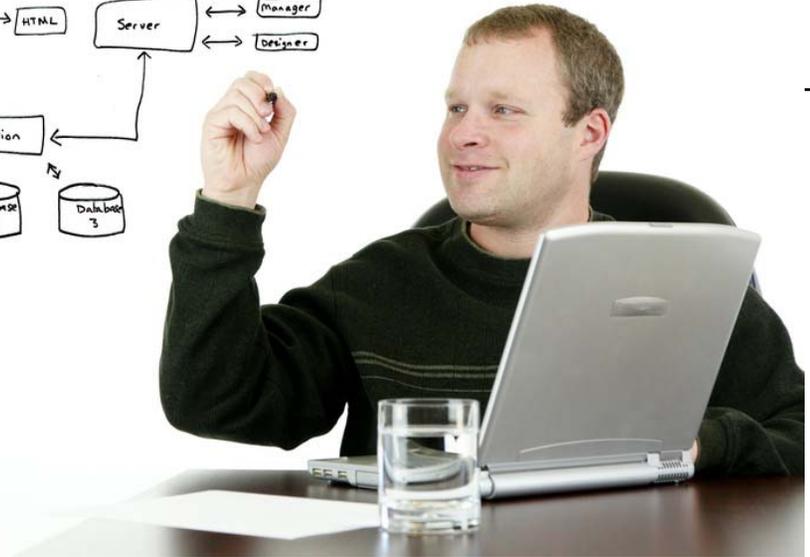
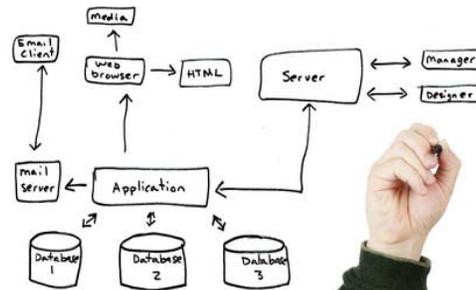
# Referent Power

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- This is the power from another person liking you or wanting to be like you.
- Celebrities have this power because of their charisma and fame.

# Expert Power



When you have knowledge and skill that someone else requires, then you have Expert power. This is a very common form of power and is the basis for a very large proportion of human collaboration.

# Using Influence

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- ❑ Leaders use power every day to influence others.
- ❑ They do this through the use of different kinds of influence strategies.
- ❑ Some strategies are more effective than others.
- ❑ Which strategy to use depends on the situation.



# Influence Strategies

<b>INFLUENCE STRATEGY</b>	<b>DEFINITION</b>
Rational Persuasion	Use of logical arguments and factual evidence
Inspirational Appeal	Appeal to values, ideals, or aspirations to arouse enthusiasm
Consultation	Seek participation in building a strategy, activity, or change
Ingratiation	Attempt to create favorable mood before making request
Exchange	Offer a share of benefits or promise to reciprocate at another time
Personal Appeal	Appeal to feelings of loyalty or friendship
Coalition	Seek aid or support of others for some activity
Legitimatizing	Seek to establish legitimacy of request by consistency with policy or tradition
Pressure	Use demands, threats

# Ineffective Influencers

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- ❑ Coercion/Pressure often leads to resistance. Avoid using coercion except when absolutely necessary, because it is difficult to use and it is likely to result in undesirable side effects such as anxiety and resentment.
- ❑ The most appropriate use of coercion is to deter behavior that is very detrimental to the organization, such as illegal activities, theft, violation of safety rules, reckless behavior that endangers others, and direct disobedience of legitimate requests.



# Effective Influencers

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- Gain a small commitment first, then ask for what you want. This is known in sales as the “foot-in-the-door” technique.
- Show the other person how doing what you want benefits them.
- Rational persuasion & Inspirational appeals are the most effective influence tactics.

# How to Influence People

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A leader's job often includes changing your employee's attitudes and behavior. Use the suggestions below to do so painlessly:

- ❑ Begin with praise and honest appreciation.
- ❑ Call attention to employee's mistakes indirectly.
- ❑ Talk about your own mistakes before criticizing them.
- ❑ Ask questions instead of giving direct orders.
- ❑ Let them save face.
- ❑ Praise the slightest improvement and praise every improvement.
- ❑ Give them a fine reputation to live up to.
- ❑ Use encouragement. Make the fault seem easy to correct.
- ❑ Make them happy about doing what you suggest.

(Adapted from *How to Win Friends & Influence People* by Dale Carnegie)

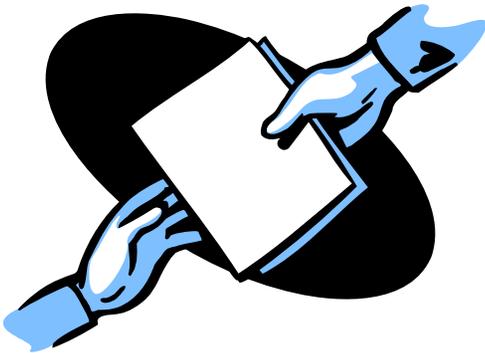
# Building Rapport

- ❑ Rapport is achieved when two people can see the other person's viewpoint, appreciate each other's feelings, and be on the same wavelength.
- ❑ We all have different maps of reality – ways in which we perceive the world.
- ❑ We can only really trust people who look at the world the way we do. If we feel understood, we give people our trust and open up to them more easily.
- ❑ Taking the other person's perceptual position will help you achieve rapport and build trust.



# Reciprocity

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- A basic tenet in the psychology of relationships is called the Principle of Reciprocity. This principle basically defines the human need and tendency to want to give something back when something is received.
- When someone says “thank you”, we instinctively respond with “you’re welcome.”
- To trigger Reciprocity, be the first to give something and make sure the other party feels that they are receiving something of value from their interaction with you.

# Conflict Resolution Don'ts

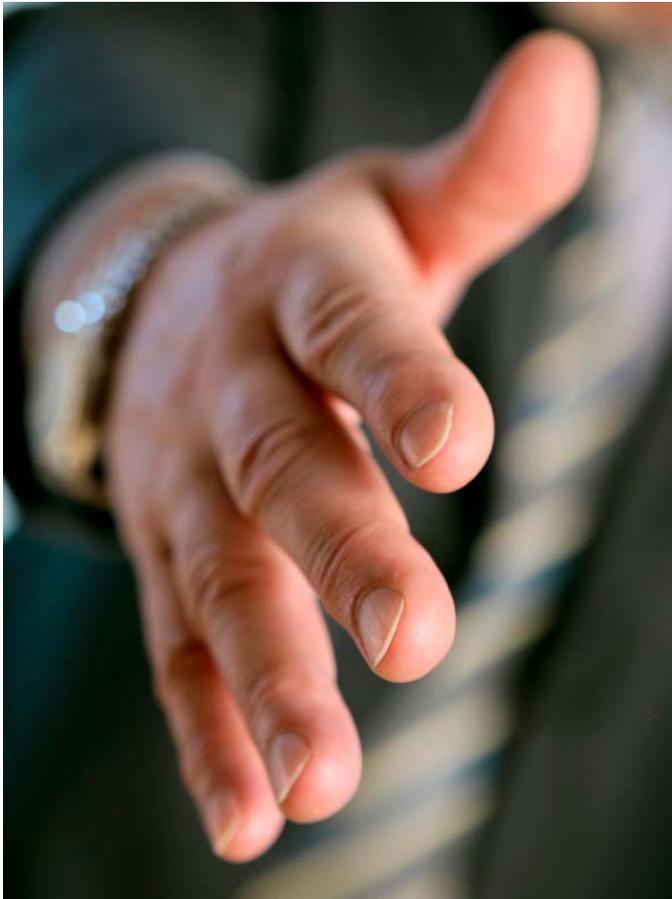
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- ❑ **DO NOT avoid the conflict, hoping it will go away.** An unresolved conflict or interpersonal disagreement festers just under the surface in your work environment.
- ❑ **DO NOT meet separately with people in conflict.** If you allow each individual to tell their story to you, you risk polarizing their positions.
- ❑ **DO NOT believe the only people who are affected by the conflict are the participants.** Everyone in the office and every employee with whom the conflicting employees interact is affected by the stress. This contributes to the creation of a hostile work environment for other employees.



# Conflict Resolution: Do's

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- ❑ **DO** make sure your body reflects confidence: stand up straight, look people in the eye, and relax.
- ❑ **DO** use a firm, but pleasant, tone.
- ❑ **DO** use this formula to express yourself: “When you [their behavior], then [results of their behavior], and I feel [how you feel].” For example: “When you arrive late to a meeting, it disrupts everyone and I feel disrespected.”
- ❑ **DO** listen and ask questions! It’s important to understand the other person’s point of view as well.
- ❑ **DO** try to think win-win: see if you can find a compromise or a way for you both get your needs met.

# How to Resolve Conflict

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- ❑ **Meet with the antagonists together.** Let each briefly summarize their point of view, without comment or interruption by the other party. This should be a short discussion so that all parties are clear about the disagreement and conflicting views. Intervene if either employee attacks the other employee. This is not acceptable.
- ❑ **Ask each participant to describe specific actions they'd like to see the other party take** that would resolve the differences. Three or four suggestions work well. An example is, "I'd like Mary to send the report to me by Thursday at 1 p.m. so I can complete my assignment by my due date of Friday at noon."
- ❑ **If the situation needs further exploration,** ask each participant to additionally identify what the other employee can *do more of, less of, stop doing or start doing*.
- ❑ **All participants discuss and commit** to making the changes necessary to resolve the conflict. Commit to noticing that the other person has made a change, no matter how small. Commit to treating each other with dignity and respect. It is okay to have reasonable disagreements over issues and plans; it is never okay to have personality conflicts that affect the workplace or make personal attacks.
- ❑ Let the antagonists know that you will not choose sides, that it is impossible for a person external to the conflict to know the truth of the matter. **You expect the individuals to resolve the conflicts proactively as adults.** If they are unwilling to do so, you will be forced to take disciplinary action that can lead to dismissal for both parties.
- ❑ Finally, **assure both parties that you have every faith in their ability to resolve their differences** and get on with their successful contributions within the organization. Set a time to review progress.

# Negotiation

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- Negotiation is a fact of life. Everyone negotiates something every day.
- Any method of negotiation may be judged by three criteria:
  - Should produce wise agreement if agreement is possible;
  - Should be efficient;
  - Should improve or at least not damage the relationship between the parties.

# Negotiation

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- Use questions
  - Unlike statements, questions offer no position to attack.
  - Questions do not criticize, they educate.



- Use silence
  - People tend to feel uncomfortable with silence.



# Principled Negotiations

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## Four basic points:

- (1) Separate the people from the problem.
- (2) Focus on interests, not positions.
- (3) Generate a variety of possibilities before deciding what to do.
- (4) Insist that the result be based on some objective standard.



# Separate the People from the Problem

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- Discussions of the facts can become entangled with the emotions of an issue.
  - Statement may be intended to identify a problem but may be heard as an attack.
  - People draw inferences from comments that become “facts” about other individual’s intentions and attitudes.
    - Perceptions:



- Conflict lies in each side’s perception of the problem.
- Ability to see the situation as the other side sees it is one of the most important skills a negotiator can possess.
- Understanding other side’s position does not mean agreeing with it.
- One way to deal with differing perceptions is to make them explicit and discuss them.
- Allow “face-saving”—reconciling an agreement with principle and self-image of the negotiators.

# Emotions & Solutions

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## □ Emotions:

- Recognize and understand emotions—yours and theirs.
  - Identify source of emotions;
  - Make emotions explicit and acknowledge them as legitimate.
- Allow other side to let off steam.
  - Listen without responding;
  - Don't react to emotional outbursts.
- Use symbolic gestures.
  - Apologies can defuse emotions

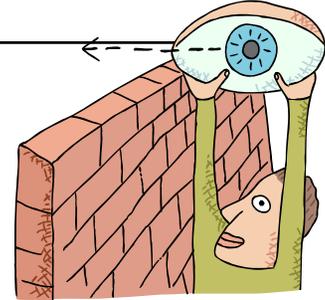
## Solutions:

- Listen actively.
- Acknowledge what other side is saying.
- Acknowledgement is not agreement.
- Talk—don't debate.
- Speak about yourself--not about them.
- Speak with a purpose.



# Focus on Interests, Not Positions

- Interests define the problem.
  - Look for the interests behind the position.
    - Why does party hold that position?
    - Ask why not?—why hasn't other side taken the action you desire?
    - Look for conflicting as well as shared interests.
    - Prioritize your interests—consider the other side's priorities as well.
      - The most powerful interests are basic human needs.
      - Negotiations are not likely to make progress if one side believes basic human needs threatened.
    - Help the other side understand how important and legitimate your interests are.
      - Be specific.
      - Set forth the seriousness of your concerns, without implying other side's interests are unimportant.
    - Acknowledge their interests as part of the problem.
      - Demonstrate understanding of their interests.
      - Highlight shared interests.
    - Be concrete, yet flexible.
      - Remain flexible to solution that satisfies interests.



# Create Options for Mutual Gain

- Four major obstacles that inhibit creation of options:
  - Premature judgment;
  - Searching for the single answer;
  - Assuming one person's gain has to result in the other's loss
  - Thinking that "solving the problem is their problem."
- Four basic steps for creating options:
  - Step 1: define the problem.
  - Step 2: Analysis—diagnose causes of the problem.
  - Step 3: Approaches—what are possible strategies?
  - Step 4: Action ideas.
- Creating options
  - Separate the act of inventing options from the act of judging them.
  - Broaden the options on the table rather than looking for a single answer.
  - Look for mutual gain.
    - Identify shared interests.
    - Shared interests are opportunities.
    - Stressing shared interests can make the negotiation smoother.
- Make their decision easy.
  - Without some option that appeals to other side there will be no agreement.
  - Option must be viewed as legitimate.



# Insist on Using Objective Criteria

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- Objective criteria are....
  - Independent of either side's will.
    - Fair standards for the substantive question; or
    - Fair procedure for resolving conflicting interests
  - Apply to both sides.



# Conclusions

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- The key to getting results lies in understanding how to gain the cooperation of others.
- “I would rather try to persuade a man to go along, because once I have persuaded him, he will stick. If I scare him, he will stay just as long as he is scared, and then he is gone.”

—Dwight D. Eisenhower (1890-1969) *Thirty-fourth President of the USA*