

Ethics in Quality Management and Conflict Resolution

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Introducing the Topic

- It takes 25 years to build a reputation and 5 minutes to ruin it.

- Everybody lives by selling something:

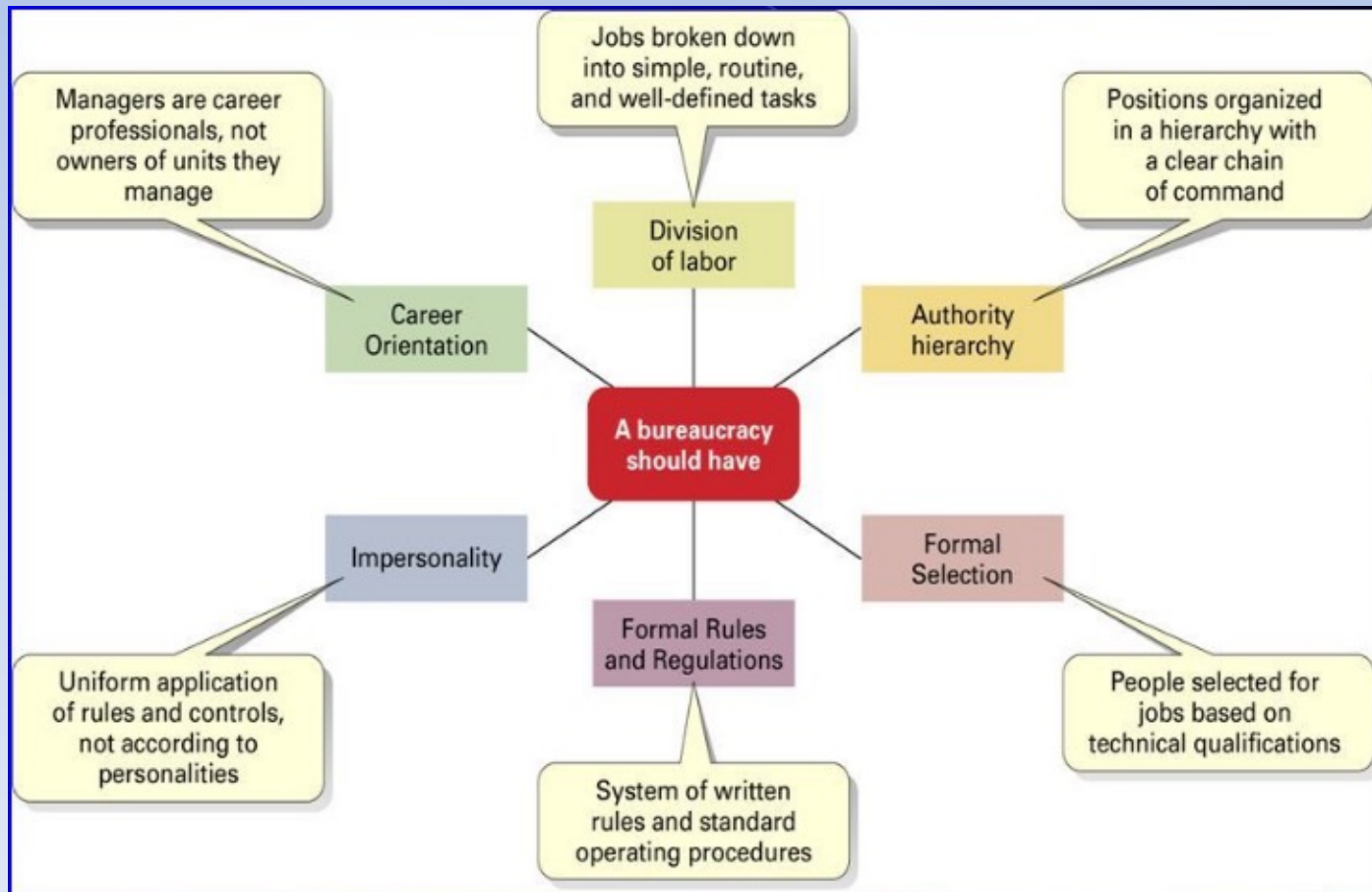
Priests by selling spiritual comfort, Judges by selling wisdom and Teachers by selling information.

- Earthquake model (circle of responsibilities)



Administrative Theory and Ethics

- Ethic of neutrality / Weber's bureaucratic model



Administrative Theory and Ethics

- Ethic of neutrality / Weber's bureaucratic model
- Scientific management stressed technical efficiency as the vehicle for successful management. Good management was not concerned with the humanistic and ethical components of organization behaviour; the satisfaction of employees and the impact of the organizational output on society was not the concern of administration.
- Organization theory soon came to realize that it was missing important dimensions of worker concerns in the work place, but it persisted in ignoring the moral dimensions.

Types of public morality

1. Basic Honesty and conformity to law (*Leading by example / public servants do not differ significantly from any other citizens*)
2. Conflicts of interest (*Codes of Ethics in Operation*)
3. Service orientation and procedural fairness (*this type reflects our society's individualistic approach to equality before the law and equality of opportunity. Our legal tradition asserts that uniform procedures lead to equitable results*).
4. The ethic of democratic responsibility (*In a democracy we are not so much concerned with how fundamental decisions are made as by whom they are made. The ideal of democracy is that the desires of the people, no matter how they are arrived at or how unwise they may be, should control the actions of the government*)

Types of public morality - Continued

5. The ethic of public policy determination (*The fifth level, the ethic of public policy determination, is complex. Virtually all policy decisions are made within the constraints of limited resources, so that even superficially simple decisions become conflicts between value systems. Budgeting is especially problematic because its financial nature encourages analysis based on economic utility while criticizing political inputs.*

Types of public morality - Continued

6. The ethic of compromise and social integration (*The ethic of compromise and social integration is the final level of public morality. Given the diversity of national interests, how are bureaucrats able to achieve any hope of ethical policy and acceptable bureaucratic behavior? If our political culture is designed to allow diversity of religious and moral opinion – and indeed, not only to allow it but in some instances to encourage it – how can a beaurocrat structure and evaluate his or her own behavior? Is there any ethical foundation for our governmental behavior?*)

Conflict Resolution

- Even the happiest of relationships experience conflicts and problems (Markman, Stanley, Blumberg, Jenkins & Whiteley, 2004).
- Many are the skills that can help individuals resolve conflicts in a healthy way. One of the greatest skills that aids in conflict resolution is successful communication.



We need to improve communication... as

70 % of our communication efforts are:

- misunderstood
- misinterpreted
- rejected
- distorted or
- not heard

70%

6 people talking in a 2 people conversation!!





if you **do**
right

no one remembers

if you **do**
wrong

no one forgets

Keep a

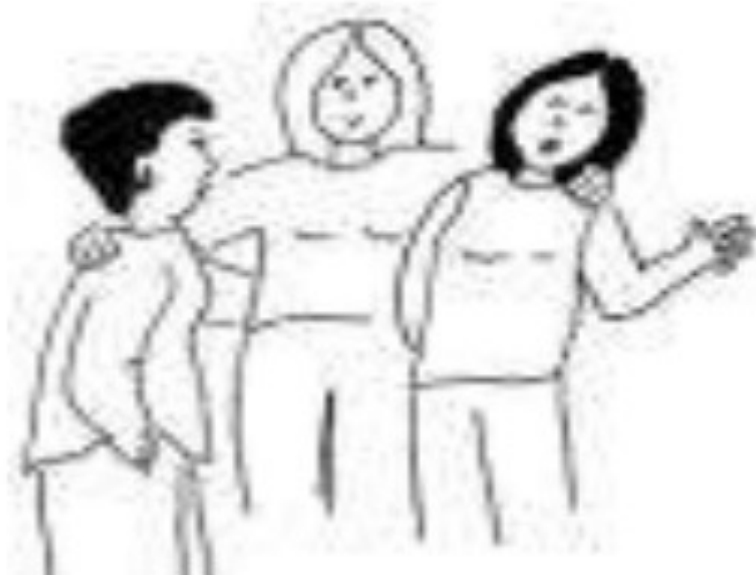
Respectful

Caring

Distant

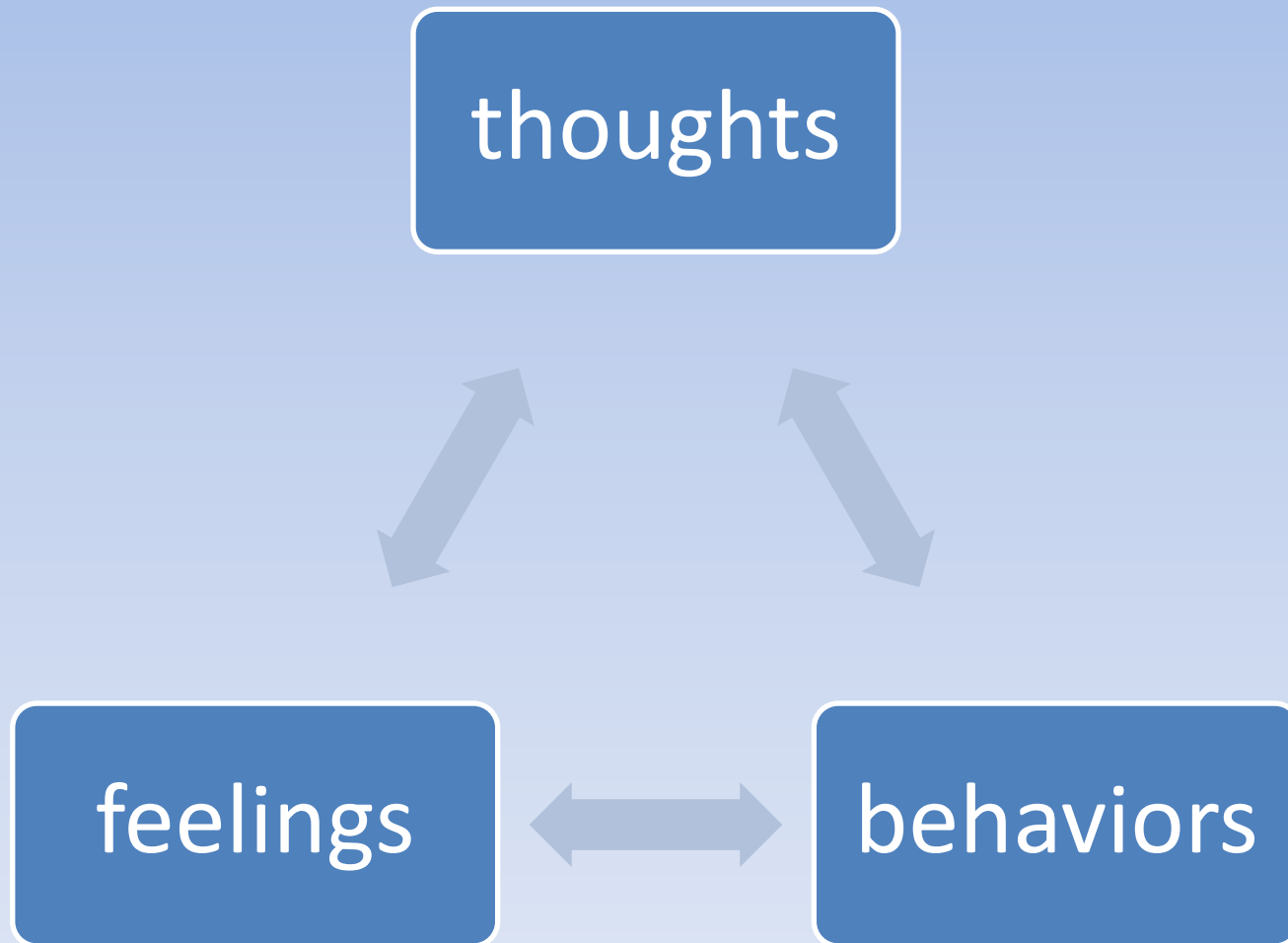
Relationship...

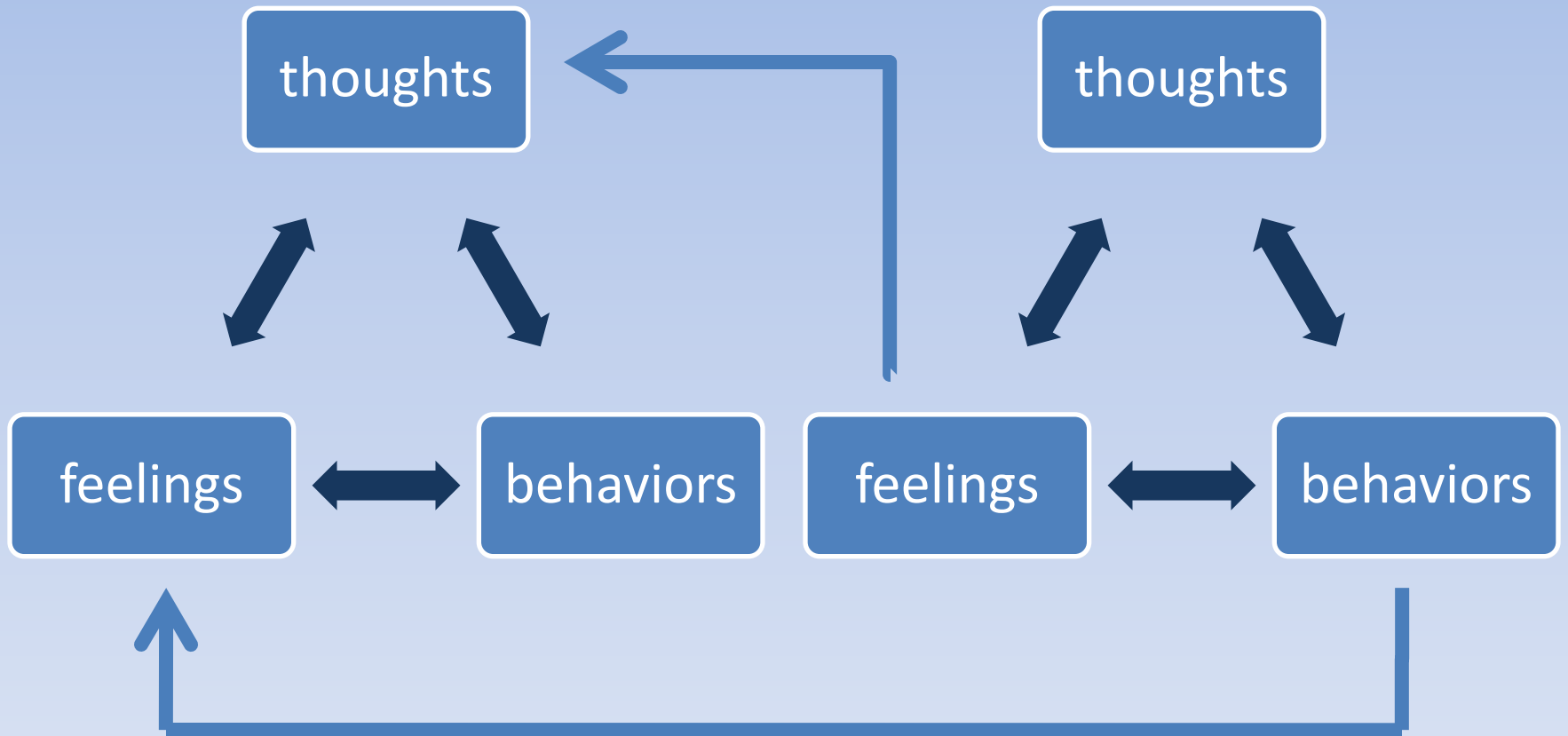
Who do we come into conflict with?



What is conflict management and resolution?

CBT





CBT : Cognitive Behavior Therapy

- Thoughts, feelings and behaviors all influence each other.
- They can all change.
- You have to be able to express what you want to convey.
- Thoughts and behavior have impact on feelings.
- Thoughts and feelings will catch up but behavior will convey.

Fake it till you make it.

- In terms of conflict management you can't change your personality – that's acquiring a habit to change.
- If we change ourselves we find more peace.
- We should focus on strengths to build strategies in order not to further develop negatives.

- Behavior we choose to communicate
- Internal communication inside yourself – especially when we are in conflict mood.

Ensure a better communication and a more effective conflict resolution process

- Give yourself the habits of taking time before responding.
- Try to change ourselves to have impact on others.
- As managers, leaders, teachers... we are human beings so we still react – control your emotions.
- Anything said in the room stays in the room – don't report to anybody

- If somebody annoys you don't try to make him / her ruin your day.
- You can't change people but you can control the way you cope with them.
- Conflicts start when other people try to dominate you.
- Talking more constructively rather than offending the team.
- Sadness brings people together.
- Conversations that stay productive to protect the team.

How to manage?

- Self awareness
- Respond before reacting (people are in conflict when they are very reactive.
- Stress / response (external pressure / internal response)

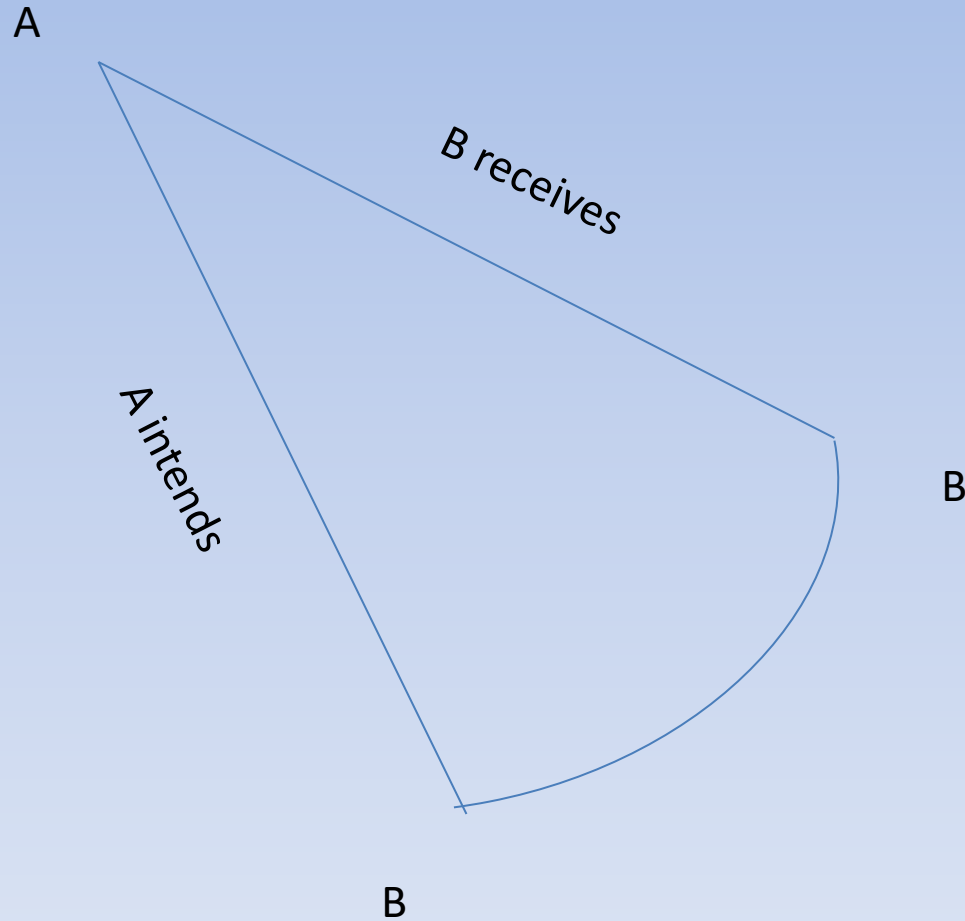
Negative

- Thinking one is always right / others wrong
- Stick to values that are dear.

CHEFS Response styles

	Negative	positive
<u>Critical</u>	Defensive, sarcasm, personal, push back	Fact findings (why it happened), evaluations
<u>Hijack</u>	Take somebody's conversation and make it yours, withdraw, won't get answers, me me me ...	Get it onto you, Change the directions, normalize a situation, distractions
<u>Empathy</u>	Can be difficult to change your style, feed a negative state, no personal involvement/ none of yourself in it	Draw info out of people, people feel heard and understood, disarmed
<u>Friendly</u>	Lack ownership, can cause exhaustion	puts people at ease, you can get what you want, people like you
<u>Solution-focused</u>	Abrasive (not to care about others styles), discounting of process, very frustrating (not involved) rob autonomy	Can be fast, empowering the team, change the focus

Arch of distortion



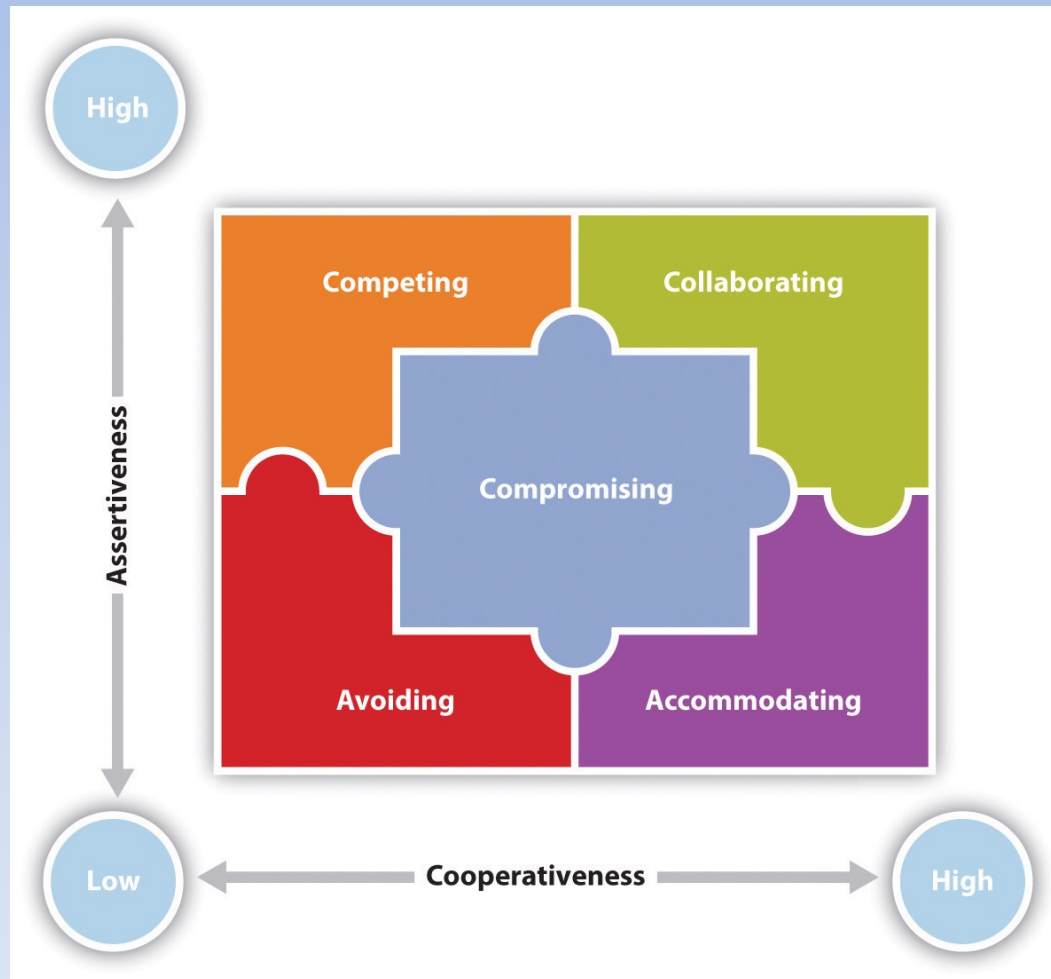
Miscommunication is normal

THOMAS-KILMANN

The Thomas-Kilmann Conflict Mode Instrument (TKI) is the world's best-selling assessment for understanding how different conflict-handling styles affect interpersonal and group dynamics.

Kilman says there are five methods or modes individuals have for behaving during conflict. These methods can be drawn on a two-axis graph. On the Y-axis is assertiveness, or how much the individual tries to get his or her way. On the X-axis is cooperativeness, or how much the individual tries to satisfy others' concerns.

TKI Thomas Kilmann conflict mode instrument



Assertiveness

- Low in assertiveness and low in co-operation tend to avoid conflict or use delaying tactics. I lose – you lose. Low in assertiveness and high in co-operation tend to be accommodating. I lose – you win.

Co-operation

- Low in co-operation and high in assertiveness tend to be competitive and want to win at all costs. I win you lose. High in co-operation and high in assertiveness seek collaboration. I win you win.

Compromise

- Compromise is used to find the middle ground; it can please no-one or be a successful resolution under difficult circumstances.

Competing:

- You assert your position and plan to win regardless of other viewpoints.
- “I’m going to win no matter what”.

Collaborating:

- Your actions satisfy both sides.
- “Together we are better.”

Accommodating:

- You put aside your concerns to satisfy the concerns of another person.
- Risk to give in too easily or give away too much.
- Could lead to an unfair resolution of conflict.
- “I give in, let’s do it your way....”

Avoiding:

- You don’t satisfy your concerns or the concerns of the other person.
- Withdrawing , delaying and failing to confront.
- “I’m running away and hiding.”

Appendix B

Conflict Management Styles Scoring Guide

Circle the letters below that correspond to your answers on the questionnaire.

	Competing	Collaborating	Compromising	Avoiding	Accommodating
1.				A	B
2.		B	A		
3.	A				B
4.			A		B
5.		A		B	
6.	B			A	
7.			B	A	
8.	A	B			
9.	B			A	
10.	A		B		
11.		A			B
12.			B	A	
13.	B		A		
14.	B	A			
15.				B	A
16.	B				A
17.	A			B	
18.			B		A
19.		A		B	
20.		A	B		
21.		B			A
22.	B		A		
23.		A		B	
24.			B		A
25.	A				B
26.		B	A		
27.				A	B
28.	A	B			
29.			A	B	
30.		B			A

Total number of items circled in each column:

Interpreting Your Scores

- One of the most often asked questions is "What are the right answers?" In this type of test, there are no "right" answers. All five modes of handling conflict are useful in various situations, and each represents a set of useful social skills. Listed below examples:
- **Collaboration:** "Two heads are better than one."
- **Accommodation:** "Kill your enemies with kindness."
- **Compromising:** "Split the difference."
- **Avoiding:** "Leave well enough alone."
- **Competing:** "Might makes right."
- The effectiveness of any handling any conflict depends on the requirements of the conflict and the skill that is employed.
- Each of us is capable of using all five conflict modes, and none of us can be characterized as having a single rigid style of dealing with conflict. However, because of personality traits or by habit, individuals tend to use one or two modes at a greater frequency than the others. Conflict resolution tools that a person employs can be selected based on the personal preference and the requirements of the situation.
- The following information may help you judge how appropriately you use the five methods of conflict resolution.

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- 1. Competing is best used:
 - a. when quick decisive action is vital; e.g., emergencies
 - b. with important issues where unpopular courses of action need implementing. such as cost cutting, or enforcing unpopular rules and discipline
 - c. with issues vital to company welfare when you know you are right
 - d. to protect yourself against people who take advantage of you.

- 2. Collaborating is best used:
 - a. to find an integrative solution when both sets of concerns are too important to be compromised.
 - b. when your objective is to learn; e.g., testing your own assumptions, understanding the views of others.
 - c. To merge insights from people with different perspectives on a problem.
 - d. to gain commitment by incorporating other's concerns into a consensual decision.
 - e. to work through hard feelings which have been interfering with an interpersonal relationship.

3. Compromising is best used:

- a. when goals are moderately important, but not worth the effort or potential disruption of more assertive modes.
- b. when two opponents with equal power are strongly committed to mutually exclusive goals; i.e., as in labor management bargaining.
- c. to achieve temporary settlements to complex issues.
- d. to arrive at expedient solutions under time pressure.
- e. as a backup mode when collaboration or competition fails to be successful.

4. Avoiding is best used:

- a. when an issue is trivial, of only passing importance, or when other more important issues are pressing.
- b. when you perceive no chance of satisfying your concerns; e.g., when you have low power or you are frustrated by something that would be very difficult to change (national policies, someone's personality).
- c. when the potential damage of confronting a conflict outweighs the benefits of its resolution
- d. to let people cool down; i.e., to reduce tensions to a productive level and regain perspective and composure.
- e. when gathering more information outweighs the advantages of an immediate decision.
- f. when others can resolve the conflict more effectively.
- g. when the issue seems tangential or symptomatic of another more basic issue.

- 5. Accommodating is best used:
 - a. when others can resolve the conflict more effectively.
 - b. when the issue is much more important to the other person than to yourself - to satisfy the needs of others,
and to show you are reasonable.
 - c. to build up social credits for later issues which are important to you.
 - d. when continued competition would only damage your cause, i.e., when you are outmatched and losing.
 - e. when preserving harmony and avoiding disruption are especially important.
 - f. to aid in the managerial development of subordinates by allowing them to experiment and learn from their own mistakes.

Managing expectations

- Own it
- Out it
- Ignore it

Confidence level

- Nice / Nasty
- Not nice / not Nasty

Nice

Not Nice Not Nasty

Nasty

Unconscious

Conscious

Unconscious

Passive

'Kick the Cat' – right person wrong issue, wrong person altogether, yourself

Demanding, aggressive, rude, blunt, irrational thinking

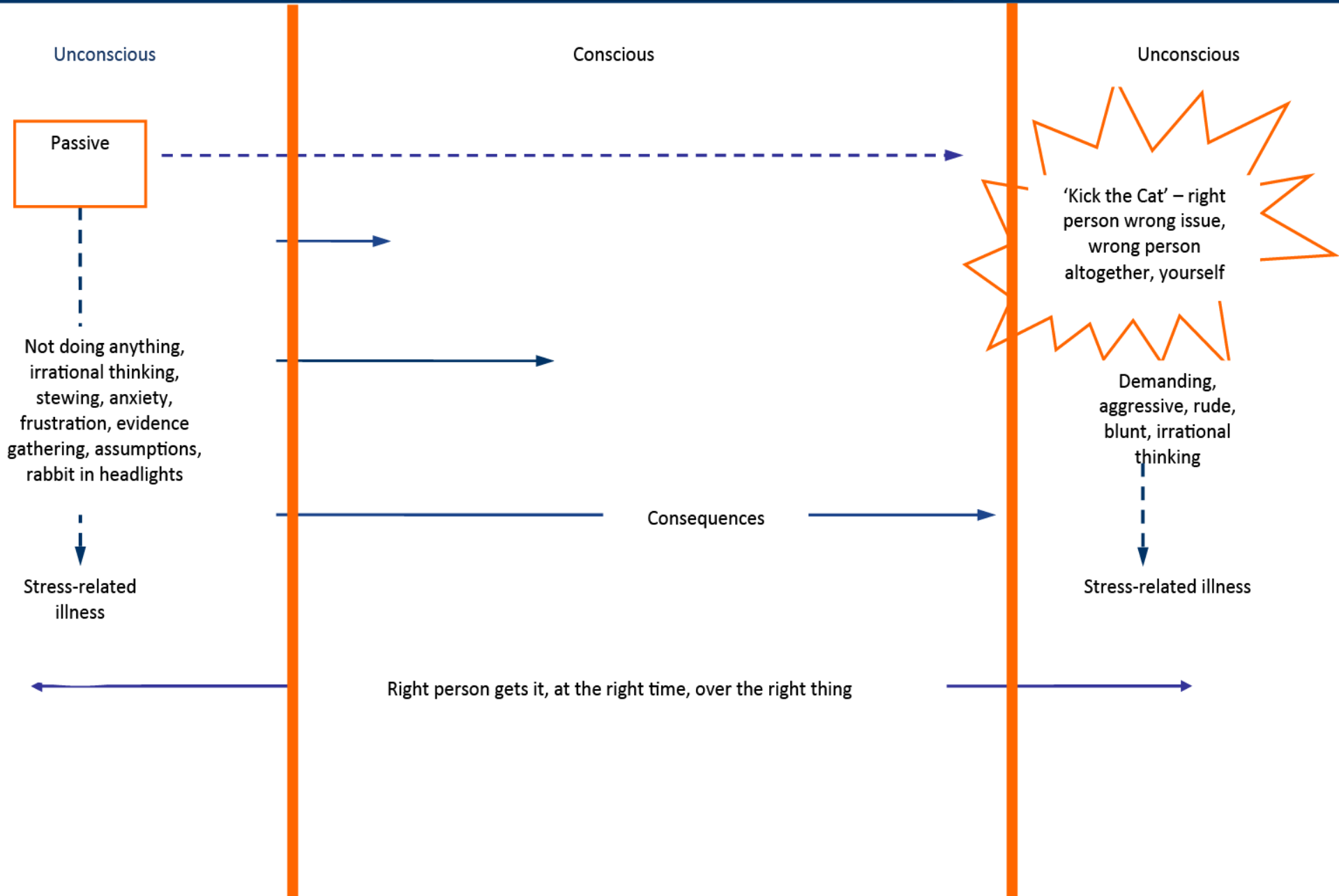
Not doing anything, irrational thinking, stewing, anxiety, frustration, evidence gathering, assumptions, rabbit in headlights

Stress-related illness

Stress-related illness

Consequences

Right person gets it, at the right time, over the right thing



The 'Effect not Blame' Model



STEP 1: YOU
State the behaviour
as neutrally as possible

(avoid excessive use of 'you' to avoid
reactions due to attacking statements)



STEP 2: I
Let them know
how you are affected

(or the team/project/organisation)



STEP 3: WE
What can we do
now to move forward

Listen, Agree, Pause...

1. Listen

Listen for opportunities to let the other person be right/feel heard.
You could think of this as where can you give them a point, let them be right.

2. Agree

Here you look to agree with a particular fact, something they say that is true. (This doesn't mean a blanket agreement with everything they say!)
This way you can acknowledge something the other person is saying without feeling like you are compromising your, or your organisation's, viewpoint.



3. Pause

Now PAUSE before you continue.....
You can think of this as giving time for your agreement to be heard, or 'letting it land'.
This can help calm situations down. Without the key pause people may miss the fact that you have agreed and react negatively - just as they would if they felt someone wasn't listening to them.

Art of Saying No

Offering lots of solutions / options

Passing it on to someone else (a man/woman who can)

Adding something and passing it back

Getting your no in quickly (and then making an offer)

Changing situational status/ number

Very apologetic

Buying time 1 - let's have a meeting

Buying time 2 - I can do it at 3pm / Tuesday / later

Buying time 3 - I'll call you right back

Giving them the good news (what I can do for you is...)

Levelling (telling it like it is)

Zippping the Lip (the power of the pause)

Which priority 1 would you like me to do first?

Taking yourself seriously

Giving lots of information

Setting the agenda yourself (not working to someone else's)

The 'Deli Counter' approach (giving everyone a priority number)

Slowing the situation down/ taking charge of the conversation

The Art of Saying 'Yes'

Using agreement (validating their point of view)

Affirming

Acknowledging where they're coming from

Encouraging: adding something and handing back

Knowing your bottom line – what you're willing to give away

Raising or lowering your status

Making an offer

Giving them what they want

Seeing the 'cake' from both sides

Building bridges:

- Finding common ground

- Disclosing something personal

Filling them in on the whole picture

Feeding the solution

When in doubt, say, 'Yes'

Do something rather than nothing.

Setting clear boundaries

Knowing what it is you really want

Disagreements do not have
to swell into something
more unpleasant -



- After all...

we are all different
people with different
opinions, wants, and needs.