

The Role of Personality in Managing Conflict - A Model for Resolution Part B

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PERSONALITY CAN:

- 1. be the CAUSE of conflict
- 2. INCREASE THE CONFLICT
- 3. INDICATE WAYS TO PREVENT OR ALLEVIATE THE CONFLICT
- 4. Can help REACH A MORE EFFECTIVE SOLUTION

Carl Jung's Personality Types

Involves four pairs of opposites at work in our brains:

EXTRAVERSION – INTROVERSION
(two sources of mental energy)

SENSING – INTUITION
(two sources of information)

THINKING – FEELING
(two ways of making judgments)

JUDGMENT – PERCEPTION
(two attitudes toward the world around us)

EXTRAVERSION -- INTROVERSION

■ In Conflict:

■ Affects:

- Pacing
- Breadth of Focus
- Where You Are In The Process

EXTRAVERSION



- Talk it out
- Pacing: Moderate to Fast
- Non-Verbal: Direct, Intense
- Process: May change course
- Therefore.....

INTROVERSION



- »Think it through
- »Pacing: Moderate to Slow
- »Non-verbal: Indirect
- »Process: Focused, if engaged
- »Therefore.....

TIPS With Extraverts

- Give time to discuss the problem
- Don't get sidetracked by intensity of voice tone
- Remember first solution presented may not be the final one
- Commit to another time to discuss the issue if the present moment isn't good for you

TIPS With Introverts

- Give time to reflect on the problem
- Don't assume silence means either agreement or disagreement—ask what they're thinking
- If they say now isn't a good time, ask, "If not now, when?"
- Recognize that brainstorming may not be as comfortable as for Extraverts

SENSING -- INTUITION

- In Conflict:
 - Affects:
 - Difference in Perspective
 - Focus of Information

SENSING

- Approaches conflict with:
 - Verifiable Specifics
 - As a Discrete Incident



INTUITION

- Approaches conflict
 - With a Search for interpretation and meaning
 - Seeking a theme by relating current conflict to other conflicts



TIPS With Sensing

- Address specific facts and details of the problem.
- Be concrete, practical, and realistic in making suggestions for resolution.
- Present the problem and suggested solutions clearly and concisely. Come straight to the point.

TIPS
With Intuitives

- Provide a context by presenting the “big picture” when describing a problem.
- Focus on the implications and meaning of the situation.
- Give solutions which are creative, innovative, future-oriented.

When someone tells you a problem, do you first...

- A. Listen
- B. Start solving the problem

When given a task, when do you want to be given recognition or appreciation for your work?

- At the beginning
- In the middle
- At the end when the task is completed

THINKING -- FEELING

- In conflict
 - Affects
 - The Meaning of Fairness
 - Morale and Credibility Related to Recognition and Appreciation

THINKING

- To be fair:
Seeks to find a solution or principle that can be applied to all equitably

FEELING

- To be fair:
Seeks to create a solution that takes individual circumstances into account.

Tips With Thinking

- Avoid personalizing their comments. Acknowledge their intent to be fair through a principle applied equitably.
- Present the facts. Allow them to analyze the problem and present a logical perspective on the situation before discussing the personal impact on people.

TIPS With Feeling

- Ask about and listen to their individual circumstances.
- Acknowledge the personal impact of the conflict on them before moving to logical analysis
- Begin by talking about areas of agreement

THINKING

- Wants recognition for a task well done when the task is completed.
- Tends to find irrelevant appreciation given for effort during the process of task completion.

FEELING

- Wants appreciation for personal effort as well as for a task well done.
- Feels most highly motivated when appreciation is given at appropriate times throughout the task.

TIPS With Thinking

- Show interest in a task or project underway but hold recognition until project is completed.
- Focus recognition on quality and impact of the project

TIPS With Feeling

- Give appreciation for effort as well as for competence.
- If this seems awkward, acknowledge both your own difficulty in “choosing the right words” *and* appreciation for both effort and competence
- Give genuine appreciation at appropriate times throughout the work of a project

What does it mean to be half done?

[JUDGMENT -- PERCEPTION]

In Conflict

Affects:

- Differences in Time
- Differences in Focus

JUDGMENT

- Strives to settle the conflict as quickly as possible.
- Puts focus on organization and structure in order to accommodate closure
- May want to reach a resolution before all issues are addressed
- May be reluctant to consider alternative solutions after a decision has been made.

PERCEPTION

- Wants to keep options open as long as possible with a focus on process
- Has an internal sense of timing for when the time is right for closure—can't always be anticipated
- May want to keep options open for discussion longer than necessary
- May agree to a solution but change their mind if something else seems more expedient

[TIPS With Judgment]

- Present problem and suggested solutions in an organized manner
- Recognize and acknowledge their need for closure
- Be willing to work with deadlines—even of the “mini” variety—and keep the commitment

[TIPS With Perception]

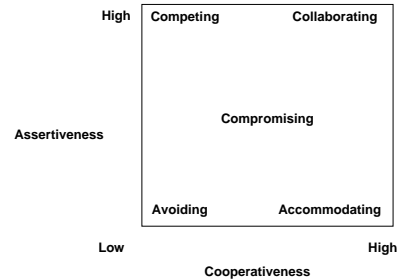
- Recognize and acknowledge their desire for flexibility and a variety of options
- Present multiple options and allow them to choose
- Agree on outcomes and essential deadlines—then refrain from “checking up.”

LEVELS OF CONFLICT

- 1. A Misunderstanding
- 2. Problem-Solving
- 3. Protective
- 4. Competitive
- 5. Revenge

CONFLICT MANAGEMENT STYLES

(Thomas-Kilmann Modes)



7 Steps to Conflict Management

- 1. Move to attitude of openness
- 2. Listen to current positions & restate
- 3. Suspend positions temporarily & explore underlying needs/interests
- 4. Identify areas of commonality

- 5. Identify areas of differences; explore influence of type differences
- 6. Generate potential solutions that accommodate both sets of needs
 - Review options for type accommodation.
 - Rank options in order of priority

- 7. Devise plan for
Implementation (Write it down!)
and
Evaluation (Set a follow-up date!)

- Resolving conflict is rarely about who is right. It is about acknowledgment and appreciation of differences.

Thomas Crum
The Magic of Conflict