

Chapter 6

Communication, Coaching, and Conflict Skills

Communication

- Is the process of conveying information and meaning
- True communication takes place only when all parties understand the message (information) from the same perspective (meaning)

Communication and Leadership

- ❑ Leadership is about influencing others and building relationships, which are based on communications
- ❑ There is a positive relationship between communication competency and leadership performance.
- ❑ Two important parts of leadership communication are sending and receiving messages

Planning the Message

- ❑ What is the goal of the message?
- ❑ Who should receive the message?
- ❑ Will you send the message?
- ❑ When will the message be transmitted?
- ❑ Where will the message be transmitted?

The Oral Message-Sending Process

- Develop rapport
 - Helps prepare the listener to receive the message
- State your communication objective
 - What is the desired end result?
- Transmit your message
 - Tell the receiver what is wanted
- Check the receiver's understanding
- Ask direct questions and/or use paraphrasing
- Get a commitment and follow-up

Written Communication and Writing Tips

- Lack of organization is a major writing problem
 - Set an objective
 - Make an outline
 - Put the outline into written form
 - The first paragraph states the purpose of the communication
 - The middle paragraphs support the purpose of the communication
 - The last paragraph summarizes the major points and clearly states the action

Written Communication and Writing Tips (cont.)

- Write to communicate, not to impress
 - Keep the message short and simple
 - Each paragraph should have only one topic
 - Write in the active voice rather than the passive voice

Written Communication and Writing Tips (cont.)

- Edit your work and rewrite where necessary
 - Cut out unnecessary words and phrases
 - Rearrange words
 - Check for spelling and grammar
 - Have others check and edit your work

The Importance of Listening

- ❑ Failure to listen is a major reason leaders fail
- ❑ Few people are good listeners
- ❑ Most people have a passionate desire to be heard

The Message-Receiving Process

Listening

- ❑ Pay attention
- ❑ Avoid distractions
- ❑ Stay tuned in
- ❑ Don't assume and interrupt
- ❑ Watch nonverbal cues
- ❑ Ask questions
- ❑ Take notes
- ❑ Convey meaning

Analyzing

- ❑ Think
- ❑ Wait to evaluate until after listening

Checking Understanding

- ❑ Paraphrase
- ❑ Watch nonverbal cues

Feedback

- Is the process of verifying messages and determining if objectives are being met
- Forms of feedback
 - Questioning
 - Paraphrasing
 - Allowing comments and suggestions

Feedback (cont.)

- ❑ Allows leaders to know how they and the organization are progressing to meet objectives
- ❑ Used to measure performance
- ❑ Giving and receiving feedback must be an ongoing process to be effective

The Need to Be Open to Feedback—Criticism

- ❑ To improve your performance and get ahead in an organization, you have to be open to feedback (criticism)
- ❑ People do not really enjoy being criticized, even when it is constructive
- ❑ When you get criticism:
 - View it as an opportunity to improve
 - Stay calm
 - Don't get defensive
 - Don't blame others

Common Approaches to Getting Feedback on Messages—and Why They Don't Work

- ❑ Send the entire message and then assume that the message has been conveyed with mutual understanding
- ❑ Give the entire message followed by asking "*Do you have any questions?*"

Reasons Why People Do Not Ask Questions

- ❑ Receivers feel ignorant
- ❑ Receivers are ignorant
- ❑ Receivers are reluctant to point out the sender's ignorance
- ❑ Receivers have cultural barriers

How to Get Feedback on Messages

- ❑ Be open to feedback
- ❑ Be aware of nonverbal communication
- ❑ Ask questions
- ❑ Use paraphrasing

360-Degree Multirater Feedback

- Is based on receiving performance evaluations from many people
 - Managers
 - Peers
 - Subordinates
 - People from outside the organization

Discussion Question #1

Is 360-degree multirater feedback really better than a boss-based assessment? As a manager, would you elect to use 360?

Coaching

- ❑ Is the process of giving motivational feedback to maintain and improve performance
- ❑ Is designed to maximize employee strengths and minimize weaknesses
- ❑ Is an important part of leadership development

Coaching Guidelines



What Is Criticism and Why Doesn't It Work?

- ❑ Criticism is rarely effective
- ❑ Criticism involves a judgment, which is that either the person is right or wrong
- ❑ Criticism is also the process of pointing out mistakes, which places blame and is embarrassing
- ❑ The more criticism employees receive, the more defensive they become

Coaching Feedback

- Is based on a good, supportive relationship
- Is specific and descriptive
- Is not judgmental criticism

Attribution Theory

- ❑ When individuals observe behavior, they attempt to determine whether it is internally or externally caused.
- ❑ We judge people differently based on what meaning we attribute to a given behavior.
- ❑ Internal behavior – Late for work because partying the night before
- ❑ External behavior – Late for work because of major accident on the highway on the way to work.

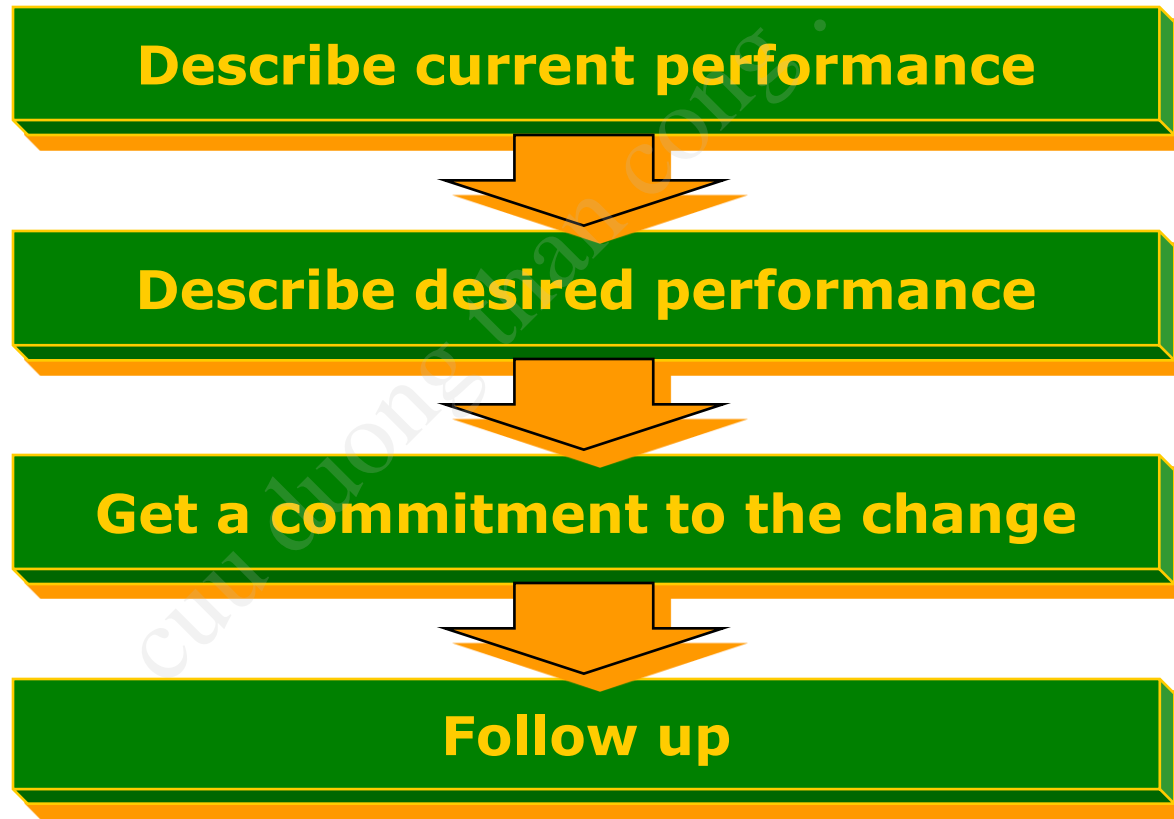
Attribution Theory

- Determination of cause depends on three variables:
 - Distinctiveness – Whether an individual displays different behavior in different situations. Want to know if the behavior is unusual. If it is, then the behavior is attributed to an external cause.
 - Consensus – If everyone who is faced with a similar situation responds in the same way. If consensus is high, the attribution would be external.
 - Consistency – Does the person respond the same way over time? The more consistent the behavior, the more the observer is inclined to attribute it to internal causes.

Attribution Theory

- Fundamental attribution error – The tendency to underestimate the influence of external factors and overestimate the influence of internal factors when making judgments about the behavior of others.
 - For example, a sales manager is prone to attribute the poor performance of salespeople on laziness, rather than to the innovative product line introduced by the competitor.
- Self-serving bias – The tendency for individuals to attribute their own success to internal factors while putting the blame for failures on external factors.

The Coaching Model



Mentoring

- Is a form of coaching in which a more-experienced manager helps a less-experienced protégé
- Is more involved and personal than coaching
- Mentors can include:
 - A higher-level manager
 - Family
 - Friends
 - Peers

Mentoring (cont.)

□ Primary responsibilities:

- Coach the protégé
- Provide good, sound career advice
- Help develop leadership skills necessary for a successful management career

Discussion Question #2

Women and minorities are less likely to have mentors, so should they get mentors? Will you seek out career mentors?

Conflict

- ❑ Exists whenever people are in disagreement and opposition
- ❑ Is inevitable
- ❑ An organization's success is based on how well it deals with conflicts

So how can conflict impact an organization?

The Psychological Contract

- Is the unwritten implicit expectations of each party in a relationship
- Is broken for two primary reasons:
 - We fail to make explicit our own expectations and fail to inquire into the expectations of the other parties
 - We further assume that the other party(ies) has the same expectations that we hold

Dysfunctional Conflict vs. Functional Conflict

□ Dysfunctional conflict

- Is when conflict prevents the achievement of organizational objectives

□ Functional conflict

- Is when disagreement and opposition supports the achievement of organizational objectives

Conflict Management Styles

<p>High Concern for Others' Needs</p>	<p>Accommodating Conflict Style Passive Behavior You Win, I Lose</p>	<p>Collaborating Conflict Style Assertive Behavior You Win, I Win</p>	<p>High Concern for Others' and Own Needs</p>
<p>Low Concern for Others' and Own Needs</p>	<p>Avoiding Conflict Style Passive Behavior You Lose, I Lose</p>	<p>Forcing Conflict Style Aggressive Behavior You Lose, I Win</p>	<p>High Concern for Own Needs</p>
	<p>Negotiating Conflict Style Assertive Behavior You Win Some, I Win Some</p>		

Avoiding Conflict Style

- ❑ Attempts to passively ignore the conflict rather than resolve it
- ❑ Is unassertive and uncooperative
- ❑ Creates a lose-lose situation

Avoiding Conflict Style (cont.)

□ Advantages

- May maintain relationships that conflict resolution could damage

□ Disadvantages

- Conflicts do not get resolved
- Internal conflict in individuals
- Avoiders are walked all over

□ Appropriately used when:

- The conflict is trivial
- Your stake in the issue is not high
- Relationships could be damaged
- You don't have time to resolve the conflict
- Emotions are high

Accommodating Conflict Style

- ❑ Attempts to resolve the conflict by passively giving in to the other party
- ❑ Is unassertive but cooperative
- ❑ Creates a win-lose situation

Accommodating Conflict Style (cont.)

□ Advantages

- May maintain relationships that a conflict might damage by going along with the other party

□ Disadvantages

- May be counterproductive
- Accommodators are taken advantage of

□ Appropriately used when:

- The person enjoys being a follower
- Maintaining the relationship outweighs all other considerations
- The changes agreed to are not important to the accommodator, but are to the other party
- The time to resolve the conflict is limited

Forcing Conflict Style

- ❑ Attempts to resolve the conflict by using aggressive behavior to get his or her own way
- ❑ Is uncooperative and aggressive
- ❑ Creates a win-lose situation

Forcing Conflict Style (cont.)

□ Advantages

- Decisions may be better, if the forcer is right

□ Disadvantages

- Overuse leads to hostility and resentment toward its user
- Forcers tend to have poor human relations

□ Appropriately used when:

- Unpopular action must be taken on important issues
- Commitment by others is not critical
- Maintaining relationships is not critical
- The conflict resolution is urgent

Negotiating Conflict Style

- Attempts to resolve the conflict through assertive, give-and-take concessions
- Is moderately assertive and cooperative
- Creates an “I win some, you win some” situation through compromise

Negotiating Conflict Style (cont.)

□ Advantages

- Resolved relatively quickly
- Working relationships are maintained

□ Disadvantages

- Can lead to counterproductive results
- Can lead to suboptimum decisions
- Overuse leads to high demands from the parties to use to bargain for more reasonable demands

□ Appropriately used when:

- The issues are complex and critical
- There is no simple and clear solution
- Parties have about equal power and want different solutions
- A solution will be only temporary
- Time is short

Collaborating Conflict Style

- Attempts to jointly resolve the conflict with the best solution agreeable to all parties
- Is assertive and cooperative
- Creates a win-win situation

Collaborating Conflict Style (cont.)

□ Advantages

- Tends to lead to the best solution

□ Disadvantages

- The skill, effort, and time needed are usually greater and longer than the other styles

□ Appropriately used when:

- Dealing with important issues requiring optimum solutions
- Compromise will result in suboptimization
- People are willing to place the group goal before self-interest
- Maintaining relationships is important
- Time is available
- It is a peer conflict