

2011 Federal
Hispanic Career
Advancement Summit

A Path to Leadership:
*How to Manage, Negotiate and
Influence Relationships*
Workshop Track #1 – Building Coalitions

ECQ 2: Leading People

Conflict Management

- Encourages creative tension and differences of opinions
- Anticipates and takes steps to prevent counter-productive confrontations
- Manages and resolves conflicts and disagreements in a constructive manner

Manager = Leader?

- Is every manager a leader?
- Is every leader a manager?
- Dealing with people:
 - Manager oversees people
 - Leader motivates people
- Handling problems:
 - Manager solves conflicts
 - Leader anticipates and prevents conflicts

Causes of Conflict

- Difference of opinion
- Cultural differences
- Difference in values
- Lack of respect
- Lack of trust
- Communication breakdown
- Interests are not the same
- Personalities
- or the perception of the above

Benefits of Conflict

- Learn things about yourself and others
- Learn what's important to you and others
- Learn what in you is needed for development
- Get more accurate and realistic perspective on yourself and others
- Get refocused from self only to include others
- Get motivated to think and act

Resolving Conflicts

- Separate stereotypes from the facts
- Listen and try to figure out why others feel and act the way they do
- Separate specific issues from emotions
- Separate specific issues from personalities

Resolving Conflicts (cont'd)

- Identify shared goals
- Express your concerns around shared goals
- Take trust-building steps
- Avoid “crying wolf” or acting in bad faith
- Prioritize your own interests

BE PROACTIVE

ECQ 5: Building Coalitions

Influencing / Negotiating

- Persuades others
- Builds consensus through give and take
- Gains cooperation from others to obtain information and accomplish goals

Competitive Style

- Zero-sum
 - Win-lose
- Only outcome matters
 - Process & relationship are not important
- Competitive approach
 - Fair fight OR
 - Trickery

Collaborative Style

- Enlarge the pie
 - Win-win
 - Fairness
- Joint problem-solving
 - Interests vs. positions
- Collaborative approach
 - Transparency AND
 - Trust

High-Level Interests

- Achievement
- Status
- Recognition
- Growth
- Self-respect
- Self-realization
- Safety and security

Collaborative Steps

- Identify stakeholders
- Create and maintain relationships
- Identify mutual interests
- Reframe issues
- Maintain transparency and trust
