MODULE 3
Navigating Relationships in the Workplace

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MANAGING YOURSELF IN THE WORKPLACE

GOAL

Develop your empathy and relationship-management skills to meet the demands of organizational leadership.

Have you ever walked out of a meeting and wondered what just happened? As teams grow in size the complexity of relationships and communications increases multifold. Who you are in the workplace, influences the quality of your work and your impact. In this module we will explore this complexity and build your awareness and skill in managing relationships in the workplace, specifically through challenge of managing conflict.

OUTCOMES

- Knowledge of the elements of social competence.
- Knowledge of the value of conflict at work, awareness of differing conflict styles, and development of skills for managing conflict.
- Discover the implications of DEI and conflict styles in the workplace.
- Gain insights about Emotional Intelligence from a seasoned communications professional.
- Begin to integrate high-level emotional intelligence into every-day strategic communications.
SOCIAL COMPETENCE

WHY IS SOCIAL COMPETENCE IMPORTANT FOR PROFESSIONAL GROWTH?

Write this question down...

What are your initial thoughts?
EMOTIONAL INTELLIGENCE

Emotional intelligence is the “something” in each of us that is a bit intangible. It affects how we manage behavior, navigate social complexities, and make personal decisions that achieve positive results. Emotional intelligence is made up of four core skills that pair up under two primary competencies: personal competence and social competence.

**Personal competence** is made up of your self-awareness and self-management skills, which focus more on you individually than on your interactions with other people. Personal competence is your ability to stay aware of your emotions and manage your behavior and tendencies.

- **Self-Awareness** is your ability to accurately perceive your emotions and stay aware of them as they happen.
- **Self-Management** is your ability to use awareness of your emotions to stay flexible and positively direct your behavior.

**Social competence** is made up of your social awareness and relationship management skills; social competence is your ability to understand other people’s moods, behavior, and motives in order to improve the quality of your relationships.

- **Social Awareness** is your ability to accurately pick up on emotions in other people and understand what is really going on.
- **Relationship Management** is your ability to use awareness of your emotions and the others’ emotions to manage interactions successfully.

Travis Bradberry

<table>
<thead>
<tr>
<th>What I see</th>
<th>What I do</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self Awareness</td>
<td>Self Management</td>
</tr>
<tr>
<td>Social Awareness</td>
<td>Relationship Management</td>
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</tbody>
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YOUR CONFLICT ALLY (WHAT? REALLY?)

ACTIVITY

- Identify someone at work that you find hard and difficult to be in conflict with.
- What makes conflict with this person challenging?
YOU AND CONFLICT

ACTIVITY

When entering a situation with your conflict ally...

- What do you feel?
- What do you think?
- What do you embody?
- What gets triggered?
WORKPLACE CONFLICT

“Conflict is simply the condition in which people’s concerns – the things they care about – appear to be incompatible.” Kenneth Thomas

THE CONFLICT CONTINUUM

![Diagram showing the conflict continuum between Ideal Conflict Point, Constructive, Artificial Harmony, Destructive, Mean-Spirited Personal Attacks](image)

*Patrick Lencioni, The Advantage*
UNDERSTANDING YOUR CONFLICT STYLE

THOMAS-KILMANN CONFLICT MODES
UNDERSTANDING YOUR CONFLICT STYLE

ACTIVITY

Think back to your conflict ally…

- What is the conflict style you use with this person? Is this your go-to style?
- What might be the style of your conflict ally?
- What conflict style might be more effective with this person?
- Next time I am in conflict with this person I will try ____________ .
UNDERSTANDING YOUR CONFLICT STYLE

ACTIVITY

• What is your go-to conflict mode?
• What conflict mode is least like you?
• Which conflict style do you want to get better at?
STRATEGIES TO INCREASE SOCIAL COMPETENCE

THE LADDER OF INFERENCE
ACTIVITY

Back to your conflict ally…

- When in conflict with this person, what assumptions do you hold about them?
- What beliefs might inform how you respond and what conflict mode you take on?
- How might you "walk yourself down the ladder" with this person, when in conflict?
GUEST SPEAKER

RICHARD TATE, VP FOR PUBLIC AFFAIRS, CAL WELLNESS FOUNDATION
REFLECTION AND SYNTHESIS

Reflecting on today’s session, write a haiku that captures what you have learned about conflict.

What is an experiment you would like to take on to improve your social competence?
HOMEWORK

- Practice, Practice, Practice. Put your experiment into action!
- Take time to fully review the Intro to Conflict Management Booklet
- Optional - Take the TKI Assessment to confirm your Conflict Mode – Contact Chris if interested.
- Ask your boss and/or colleagues to also take the TKI Assessment, then initiate a conversation about your differing modes and what norms you can create to engage in more authentic conversation.

COACHING

- Attend an optional group session
  
  **Friday, April 5th from Noon to 1:00 PM at NCG and via Zoom**

- And/or grab a one-on-one coaching session with one of the Cohort Faculty members to enhance your learning and growth!