

The “Elephant” on the Wire:



Managing Conflict in Virtual
Settings

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Agenda



- Overview
- Conflict Defined
- Communication Issues and Preferences
- How do we deal?
- Where do we go from here?

Overview



Conflict Defined



OPPOSITION



op'po•si'tion—n. 1.
Resistance, contradiction,
contrast, differences...



*Some of the most
creative ideas come
from the synergy
of opposition.*

*does not
necessarily
equal*

CONFLICT



con•flict'—n. 1. A sharp
disagreement or collision in
interests, ideas and/or
principles... resulting in
emotional disturbance...



*When a person's sense
of self-worth is
perceived to be
threatened or at risk.*

PERCEPTION



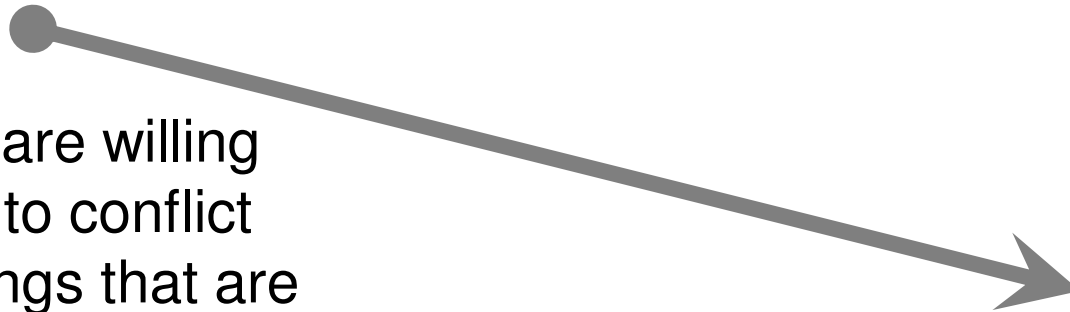
- PERCEPTION = REALITY
- “Feelings don’t always have to be explained, sometimes they just are..”

What is Conflict?



Conflict is a reaction to a perceived threat to self-worth.

People are willing to go into conflict about things that are important to them.
(conflict triggers)



When we see conflict in other people, we can discover what is important to them.

KINGTIGER



SOLUTIONS

Focus During Conflict



Stage 1	Focus on self, problem and other
Stage 2	Focus on self and problem
Stage 3	Focus on self

Communication Issues



Communications



- For a very good communicator:

Assume Common Language and Culture

Communications Medium	Language Spoken/ Written	Emotions and Tone	Body Language
Email	Green	Red	Red
Phone	Green	Yellow	Red
Webinars	Green	Yellow	Yellow
Face to Face	Green	Green	Green

Communications



- For a very good communicator:

Multiple Cultures

Communications Medium	Language Spoken/ Written	Emotions and Tone	Body Language
Email	Yellow	Red	Red
Phone	Yellow	Orange	Red
Webinars	Yellow	Orange	Orange
Face to Face	Yellow	Yellow	Yellow

Communications



- For a very good communicator:

Multiple Cultures and Multiple Languages

Communications Medium	Language Spoken/ Written	Emotions and Tone	Body Language
Email	Orange	Red	Red
Phone	Orange	Orange	Red
Webinars	Orange	Orange	Orange
Face to Face	Yellow	Yellow	Yellow

Communications



Non-verbal communications

- Nonverbal communications refers to encoding a message without using words.
- Total message impact = **Words** (7%)
 - + **Vocal tones** (38%)
 - + **Facial expressions and body language** (55%)

Communication Preferences



Communication Preferences



- **Bullet Points**
- **K.I.S.S.**
 - Keep
 - It
 - Simple and
 - Short

Communication Preferences



- Summary with some detail
- Think “Elevator Speech”
 - Summarize the overall
 - Only give details for critical items

Communication Preferences



- Full details
- Details, Details, Details
 - Go beyond the parts that need to fit together
 - ✦ To the screws that hold the parts together
 - To the threads on the screws that hold the parts together
 - To the rust on the threads of the screws...

How do we deal?



Seek Solution Quickly



- The longer conflict continues, the greater in becomes

Stage 1	Focus on self, problem and other
Stage 2	Focus on self and problem
Stage 3	Focus on self

Reach out



- Reach out with the best communication medium possible...in person, video conferencing, telephone...**NO RED ZONE!!!**

Assume Common Language and Culture

Communication s Medium	Language Spoken/ Written	Emotions and Tone	Body Language
Email	Green	Red	Red
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Webinars	Green	Yellow	Yellow
Face to Face	Green	Green	Green

Get to know your team



- **Simple Survey:**
 - How do you prefer information?
 - ✦ Bullet points
 - ✦ Summary with some detail
 - ✦ Full Details
 - Which is more important (you may only pick 1 or 2)
 - ✦ Personnel impacts
 - ✦ Getting things done
 - ✦ Full data and test results
 - ✦ Consensus

Where do we go from here?



Continuing improvement



- Relationship Awareness Training
 - <http://www.Personalstrengths.com>
 - Relationship Intelligence
 - Working with Conflict
 - Project Management – Team Approach
- Request a class or training:
 - Dan.tuten@pmivolunteer.pmi.org