

# Conflict Resolution

*"Inspiring Executive Excellence Beyond the Pace of Change"*



Presenter: Rick Hernandez  
President & CEO  
Syntesis Global, LLC  
[rickh@syntesisglobal.com](mailto:rickh@syntesisglobal.com)

# *The Core Competencies Required to Lead a Team in International Credit Management*



*"Creating Greater Significance in a New Era"*



# Syntesis Global™ LLC

- Specialized Management Consulting firm
- Global expertise working with top Fortune 50/100/500 organizations within the public and private sectors
- World-Class Executive Coaching, Leadership Development, M/A Integration, Performance Management, Career Transition, Personal Branding
- Industries served: Aerospace, Energy, Technology, Utilities, R&D, Pharma/BioTech, Manufacturing, Financial, Healthcare
- Seasoned consultants with international expertise
- Hundreds of participants served annually



# Webinar Outcomes

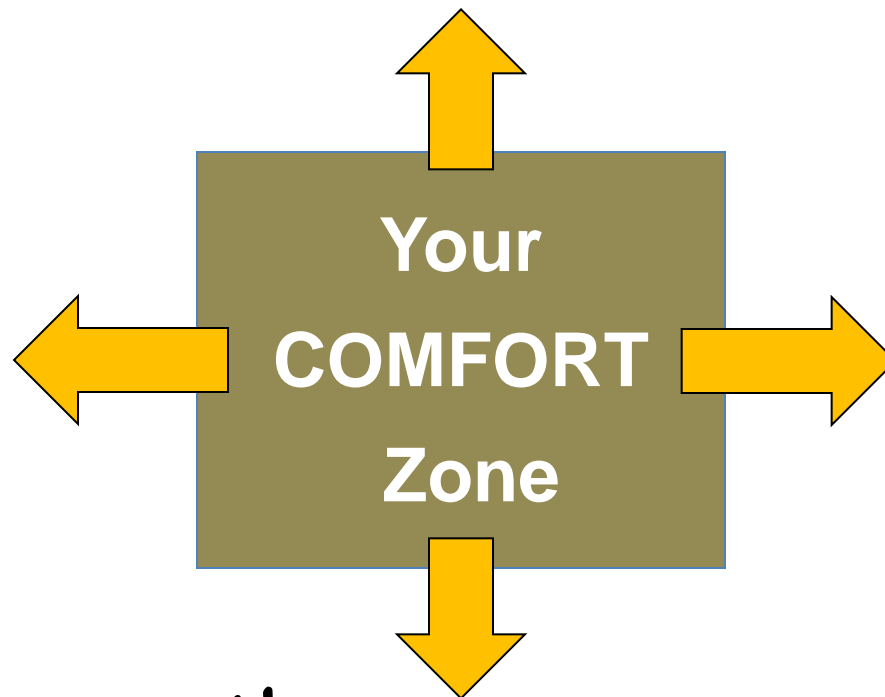


1. Managing Difficult Conversations
2. Identifying the "Real" Problem
3. Delivering Your Resolution Message
4. Next Steps After Conflict
5. Knowing Your Audience

# Thought for the day...



# "Think Around the Corner"



Don't MSU!



# Dealing with Difficult Conversations

Strategic Dialogue that serves the  
*"Big Picture,"* and business objectives  
when managing change or  
difference of opinion



# Key Message

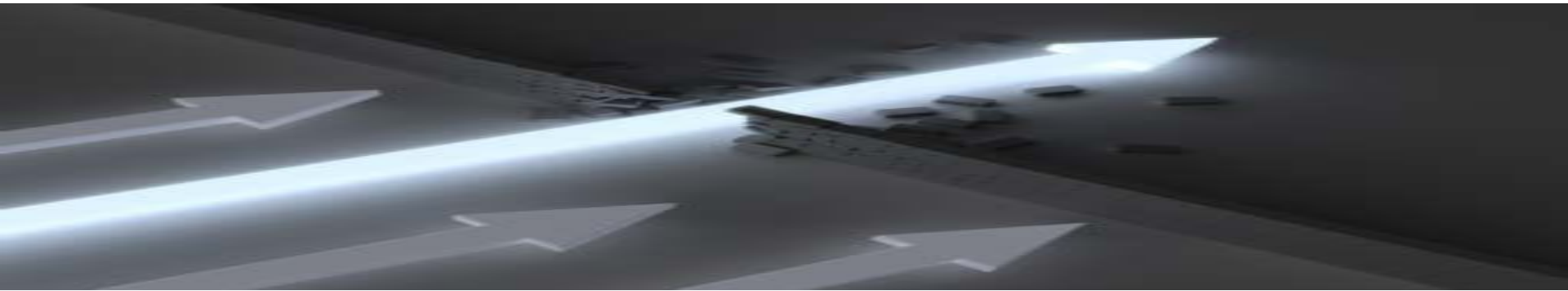
Having the ability to successfully engage in difficult conversations with peers, employees, bosses and staff is an important skill to successfully manage relationships and results, when strategically managing change and conflict.





# Types of Difficult Conversations

- Disagreeing when the *stakes* are high
- Dealing with performance, rude or disrespectful behaviour
- Saying “No”
- Delivering difficult news



# When Do We Need to Engage?

To determine if you need to have a difficult conversation ask yourself; what is at **STAKE** here?

- Does it serve the *"Big Picture?"*
- Strategically - Does it improve safety, quality, costs, customer service, business, operations, compliance, regulatory, growth, safety goals, etc.?

What happens if you don't have the conversation?



# Ineffective Ways to Manage Difficult Conversations

- Avoid
- Back Down
- Combat



# Framework for Success

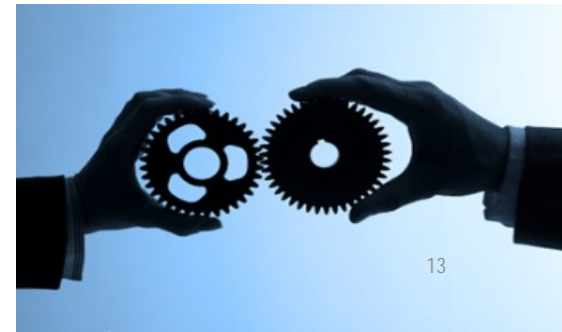
- Prepare to Talk
- Prepare and Deliver an ABC Message
- Stop Talking and Start Listening
- Stay Cool
- Respond not Defend



# Prepare: Identify the “Real” Problem

- What are the facts? What is the other person doing or saying that is causing a problem?
- What is the effect/result of their action/inaction on you or others?

*Remember your beliefs, assumptions and judgments about the situation are not facts!*



# Prepare: Clarify Your Goal

What are you hoping to achieve in having this difficult conversation?

- Is it doable?
- Is it within your control?
- Is it productive?
- Does it serve your business and operational objectives?





# Prepare: Plan Ahead

## *Follow the Scout Motto: Be Prepared*

- Anticipate their reaction so you don't get hooked
- Know your back-up plan if you do not get cooperation or the conversation goes sour



# Prepare Your ABC Message

- **A**ccurate
- **B**rief
- **C**lear



# Accurate

- Stick to the facts (What are the effects/Impact?)
- Use *"I"* statements (I think, I feel, I believe) vs. *"YOU."*
- Share the impact of their actions without assuming their intentions (beliefs, assumptions & judgements are "not" facts)
- Avoid *"hot"* and judgmental language



# Brief

- Decide what is most important "*in the present,*" and leave it at that- no dredging up ancient history
- Avoid lengthy explanations
- Less is more



# Clear

- Get straight to the heart of the matter
- No hints or innuendo - give diplomacy a rest
- Avoid blaming others
- Avoid the feedback *"sandwich"*



# Deliver Your ABC Message

## Deliver your ABC Message

- Be Calm
- Be Confident
- Be Neutral



*This is about giving people the “**straight goods**” in a respectful and non-judgmental way – it serves the bigger picture!*



# Stop Talking – Start Listening

- Turn the conversation over to the other person and then *Embrace Silence*
- The moments following the delivery of your message are the most difficult. Be prepared for the discomfort.
- Give the other person the space to respond



# Listen Up!

- Listening is more than *not talking*. It is about being present and curious
- Listen with thoughtful attention to understand what the other person is thinking and feeling. What are their concerns?
- *Resist the temptation to...interrupt*



# Acknowledge the Other

Even if you don't agree with what the other person is saying, you can acknowledge:

- their perspective by conveying your understanding of what you hear
- their feelings by showing empathy or understanding

*Acknowledgement is about Respect*

*"I hear you..."*



# Why Bother?

- The key to having them "*hear*" your message is having the confidence to listen to them speak without interruption
- Resolution
- Everyone wants to be heard and understood



# Remain Cool

- Be prepared for a strong emotional reaction or *"push back"* (*"I hear you..."*)
- Give them the space to have their reaction
- Have your plan to stay calm, cool and confident

*Remember it is not personal*



# Respond Not Defend

- Pause before responding (Breathe...)
- Resist the temptation to respond in kind, back down, or become defensive (Do not get sucked in/No ego)

**Be Calm. Be Concise. Be Confident.**

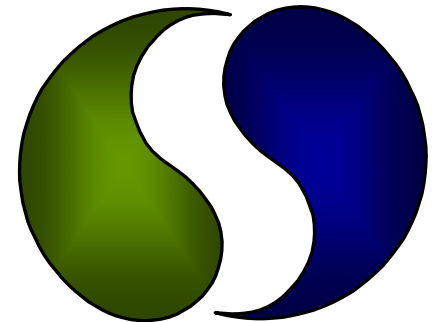




# Wrap it Up

- Re-state your message (agree to disagree)
- Clarify misinformation/misunderstandings
- Reiterate expectations , boundaries and accountability
- Resolution: Clarify what you have agreed to (Goals, steps, commitments, follow-up, metrics (agreements & commitments))
- Mentor: Coach and turn it into a learning experience

**Be Calm. Be Concise. Be Confident.**



# Communication Sources

*“Audience”*

Body

Voice

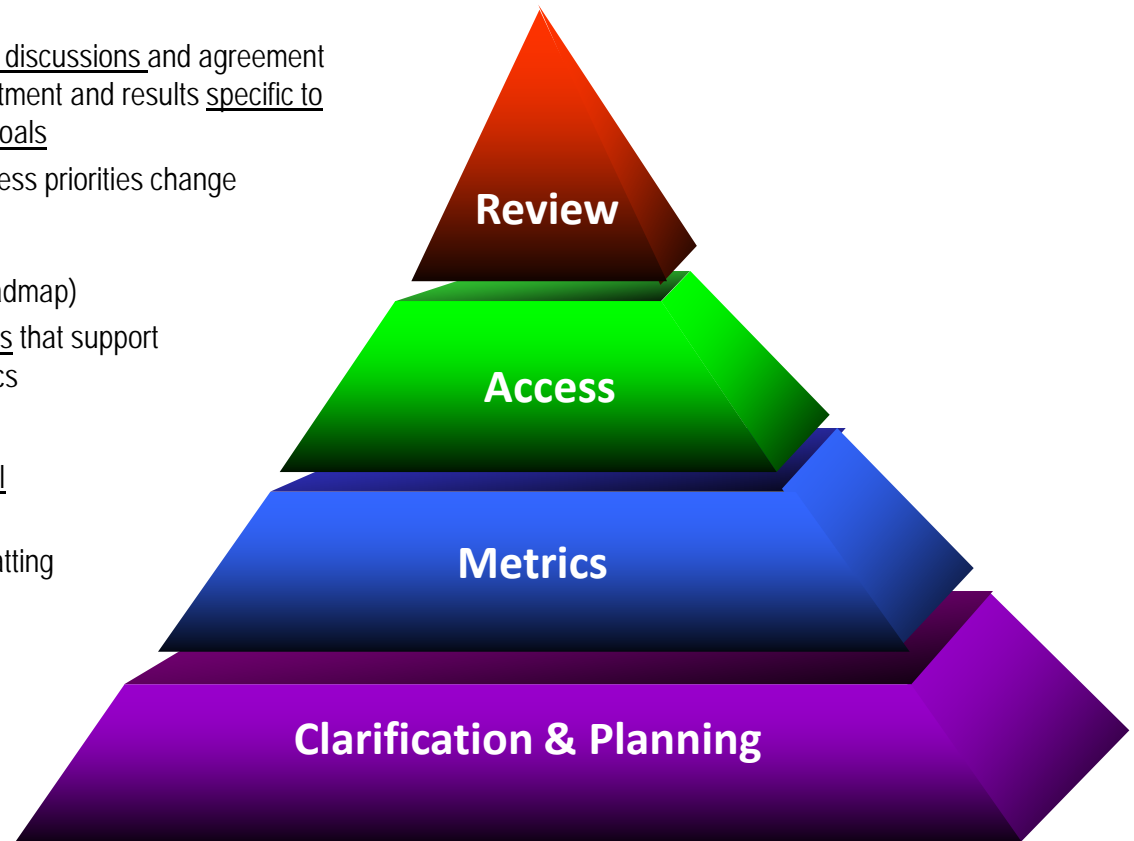
Words

- Gestures: How you look when saying it
- Eye contact, expressions, proximity
- 55% of the message (nonverbal cues)
- Tone: The way you say it
- Volume, pitch, speed
- 38% of the message
- Word choice
- What you say; phrasing, filler words
- 7% of the message

# Key Summary Considerations

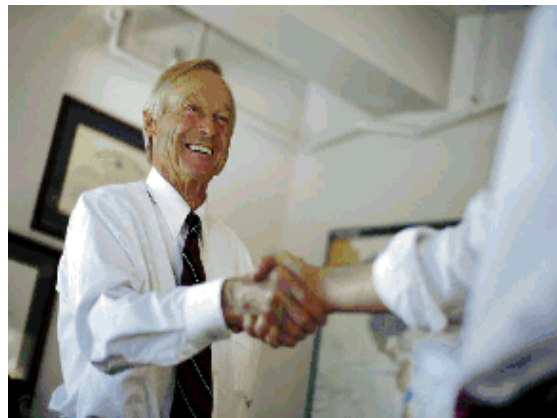
## Managing Discussion Outcomes

- Conduct regular follow-up discussions and agreement reviews to measure commitment and results specific to business and operational goals
- Update KPIs as your business priorities change
- Design a results-specific outline (roadmap)
- Provide access to data and resources that support successful outcomes and feed metrics
- Design metrics/KPIs that align with your critical measures (Training/Follow-up/Action)
- Review specific processes for collecting, formatting and reporting data (Win/Win)
- Understand the critical drivers regarding disagreement and achievement of big picture goals
- Define key measures of success



# Going Forward...

- Deal with issues as they arise
- Prepare for all of your difficult conversations
- If someone comes to you - listen, question, acknowledge and then take some time...



# A Different Level of Thinking

*"It's not about doing different things...  
It's about doing things differently."*

*- Syntesis Global*



# 2017 Leadership Webinar Series

- April 20<sup>th</sup> - Adapting to New & Demanding Roles
- May 25<sup>th</sup> – Thinking Strategically
- July 27<sup>th</sup> – Building Relationships with Key Stakeholders
- August 31<sup>st</sup> – Executive Decision Making
- September 28<sup>th</sup> – Driving Accountability
- October 26<sup>th</sup> – Driving Change and Executing Plan
- November 30<sup>th</sup> – Conflict Resolution

**Contact FCIB about  
Registering for a 2018  
3-Pack of Leadership  
Influence Webinars**





# Conclusion

- ⦿ Know your audience
- ⦿ Communicate to Understand
- ⦿ Build credibility & trust
- ⦿ Remember:
  - Alignment: Vision, Mission, Values & Goals
  - Commitment to Excellence
  - Clarity of Intent
  - *"Big Picture"*



# Thank You!

Rick J. Hernandez  
[rickh@syntesisglobal.com](mailto:rickh@syntesisglobal.com)

+1 (800) 829-7218

