

The Cost of Conflict

How Conflict Affects Your Workforce and
What You Can Do to Manage It

Michael Segovia



About the Presenter: Michael R. Segovia, M.A.



Michael Segovia is a credentialed MBTI® Master Practitioner and the lead facilitator for CPP's four day MBTI® Certification Program. Michael also facilitates CPP's customized in house application trainings and has worked with clients in the entertainment, research & development, hospitality, technology, communications, energy, security, legal, transportation, health care and education industries. He has a master's degree in clinical psychology from Trinity University

Certifications and Qualifications

- Myers-Briggs Type Indicator® (MBTI®) Step I and II Certification Program Facilitator
- MBTI® Step III™ Certified Practitioner
- MBTI® Master Practitioner
- CPI 260® Certified Practitioner
- Strong Interest Inventory® Certified Practitioner
- FIRO-B® Certified Practitioner

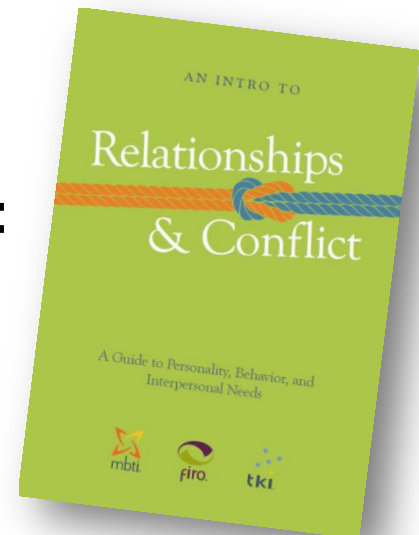
Has been quoted in publications including

- *Fast Company*
- *Inc.*
- *Training*
- *Workforce*
- *Triple Pundit*
- *Wall Street Journal.*

Reminder: We'll Send You Notes & Slides!

Look out for an email from CPP a few days after the webinar containing the following:

- **Slides** from the webinar
- **Cost of Conflict Summary Sheet** with all webinar content & accompanying article links & blog post links related to the webinar topics
- Invitation to download CPP's **first ebook:**
Relationships & Conflict



Webinar Agenda

- What is the cost of conflict in the workplace?
- Conflict trends in the workplace
- Keys to conflict management
- Quick tips for better conflict management
- How do assessments add value to conflict management?
 - The Myers-Briggs® Assessment
 - The FIRO® Assessment
 - The TKI Instrument

Conflict



Verb

To come into collision or disagreement; in opposition

Noun

A fight, battle or struggle; controversy;
quarrel

Conflict occurs everywhere

In the workplace

48%

Charity/not-for-profit
organizations

Conflict occurs everywhere

In the workplace

43%

Catering

Conflict occurs everywhere

In the workplace

43%

Human resources



\$1 Billion

Estimated
amount that
employers end up
paying each year
due to workplace
conflict

A photograph of three business professionals (two men and one woman) sitting at a table in a meeting room, looking towards the right. They are wearing business attire. There are glasses of water on the table in front of them.

Typical managers report spending

20% - 40%

of their time responding
to employee conflict

2.8 hrs/week

Time employees report
spending on dealing
with conflict

How does conflict affect employees?

Increases
personal
stress



Decreases
employee engagement

Workplace conflict is a
decisive factor in



**more than 50% of
employee departures**

Workplace conflict is a
decisive factor in



**over 90% of cause-related
terminations**



“Stress is more contagious than the flu, but we don’t take the same precautions...”

- Heidi Hanna, Ph.D. & author of *Stressaholic*

Trends in Workplace Conflict

Using email/text to resolve conflict

**More attention being paid to
Extraverted & Introverted preferences**



Now that you know a little about the costs of conflict in the workplace for employees and their employers,



how do you help all your employees **become conflict management superheroes?**

Three Keys to Better Conflict Management



Self-awareness

Communication

Structure

“ The MBTI® assessment gives people clarity. It’s an excellent tool for increasing self-awareness and addresses communication, conflict and change management styles. ”

- Program Manager,
S&P 500 Energy
& Utilities Company



- By being more self-aware of their preferences (especially for decision-making & how they orient their outside world), employees will better understand themselves
- In addition, preferences can give employees clues to how their coworkers', bosses' or subordinates' preferences might differ from their own
- In MBTI® preferences, the last two letters of type are called the “conflict pairs”
 - TP
 - TJ
 - FP
 - FJ



“ FIRO-B insights gave us the language to have delicate or more difficult conversations easily, quickly, and smoothly.

Staff decisions that might have taken months were completed in a few days.”

- Katie Albright, Executive Director
SFCAPC

- Understanding interpersonal needs gives us insight into another aspect of our personality – what motivates our behavior in regard to how much interaction we want with others
- How people express and communicate their preferences (especially in conflict situations) will “show up” differently depending on their level of interpersonal needs
- Interpersonal needs for
 - Inclusion
 - Control
 - Affection

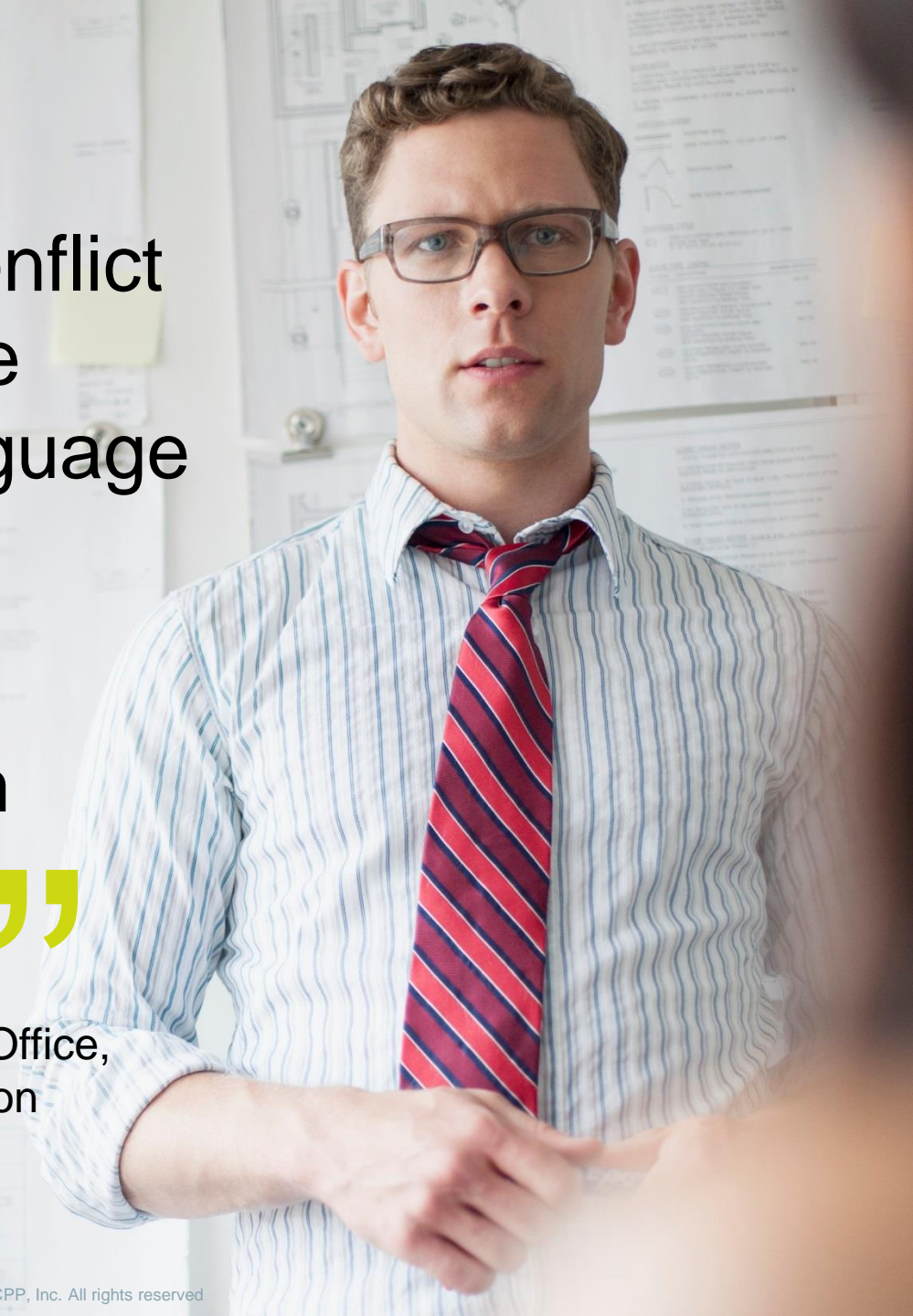
develop throughout our lifetime based on experiences, culture, values and more. Understanding these needs and motivations helps employees better communicate in conflict situations.

“

After using the Thomas-Kilmann Conflict Mode Instrument, we have a common language regarding conflict & conflict resolution.

We understand each others' styles better.”

- Chief Human Resources Office,
Non Profit Institution



- Multiple people on a team means many perspectives, opinions, communications styles and more. Ask those teams or individuals to solve a problem with limited resources and there's bound to be conflict
- Though everyone is different, there's a pattern to how most people handle conflict. In the TKI these are conflict-handling modes
 - Competing
 - Collaborating
 - Compromising
 - Accommodating
 - Avoiding
- Understanding all the conflict modes helps employees be more effective by using the most appropriate (not the most comfortable) conflict-handling mode depending on the situation.

Five Tips for Handling Conflict within the Organization

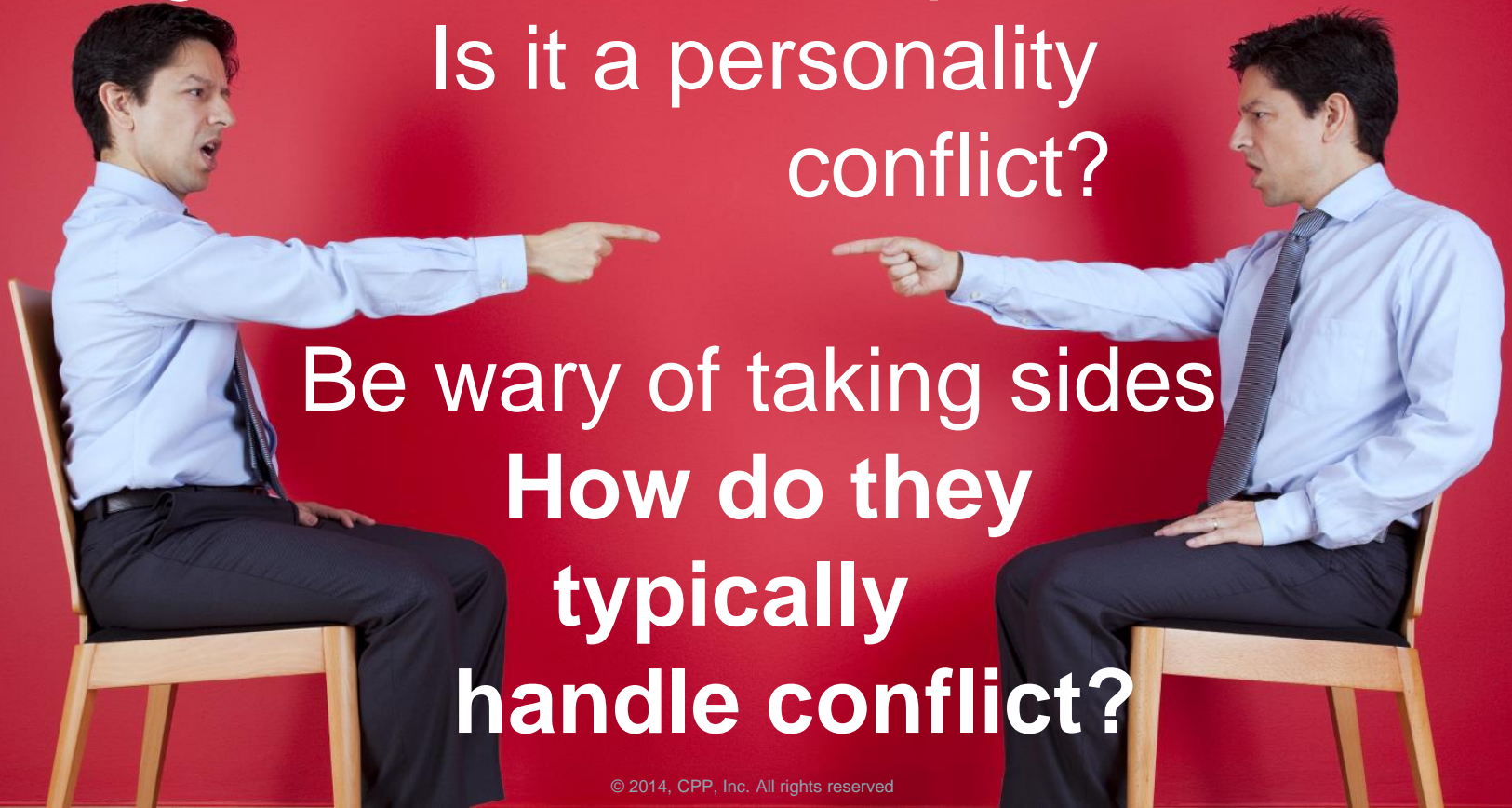
Act early

Dig to the core of the problem

Is it a personality conflict?

Be wary of taking sides

How do they typically handle conflict?



Webinar #2 on Conflict Management

Using the TKI to Its Full Potential

May 13th, 2014

10am – 10:30am

Presented by TKI Coauthor Ralph Kilmann

What You'll Learn:

- Ways to modify the TKI instructions to zero in on specific conflict situations
- How to create a “Group TKI Profile” based on two TKI assessments, each with modified instructions.
- How the Group TKI Profile can give insight into cultural company norms, adequate reward systems & leadership behavior.

BONUS – First 20 people to register get a signed “Keep Calm & Manage Conflict” poster!

Register Now: <http://bit.ly/maximizingTKI>



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The Myers-Briggs Type Indicator

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We'd Love to Chat...



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Questions?