

Conflict Management using Performance Management

Mary L. Foss

Conflict Management

- **Conflict: “to clash; to be incompatible or at variance; divergence of opinions”** Webster's Dictionary

Conflict Management

- **Conflict comes in many forms:**

Internal

External

Fear of unknown

new assignment

new policy

new people

Conflict Management

- We 'see' conflict at work in many forms:

Poor teamwork

Gossip

Not doing one's share

Verbal attacks

Complaining

Conflict Management

- **Conflict at work becomes a problem when it interferes with getting work done**
- **Getting work done involves behavior of people**
- **How do we 'manage' conflict?**

Performance Management

- Project Management
- Financial management
- Quality management
- **Performance management**
The focus of conflict management
is the impact on people

What is Performance Management?

- **Process that uses scientific study of human performance (Applied Behavior Analysis)**
- **Based on writings of Dr. Aubrey Daniels***
- **Systematic application of scientific principles of Applied Behavior Analysis to maximize human performance in the work place**

***Daniels AC, Daniels JE. Performance Management: Changing Behavior that Drives Organizational Effectiveness. Atlanta: Performance Management Publications, 2006.**

What makes Performance Management a Science?

- **Based on research and scientific methodology**
- **Results can be replicated**
- **Stands up to rigorous examination**
- **Has basic laws which govern its use**

Why use Science to Manage?

- **Allows for predictability**
- **Reduces variability**
- **Standardizes practices**
- **Reduces “trial and error” delays**
- **Allows transfer between departments/assignments**

Performance Management

- **Focuses on Positive Reinforcement for the right behaviors**
- **Is the deliberate creation of a culture of Positive Reinforcement**
- **Results in Discretionary Effort**

What is Discretionary Effort?

The level of achievement reached when performers produce because they “want to” rather than “have to”.

Discretionary Effort



Discretionary Effort...How do you Recognize it?

- **Performers help each other**
- **Performers volunteer and suggest new processes**
- **Performers take on extra tasks with energy and commitment**
- **Performers manage their time to produce optimum performance**
- **Performers enjoy new challenges**

Discretionary Effort...What we have to Learn to Build it

- **It does not come from using antecedents**
- **It does not come from routinely using negative reinforcement**
- **It is not created by having periodic, long-delayed “thank you” celebrations**
- **It has to be built and nurtured by leadership and regular positive reinforcement**

The ABC Model



Consequences for current or past behavior have the strongest influence on our future behavior.

Performance Management Action Plan

- **Pinpoint – Results and behaviors**
 - **What do you want them to do?**
- **Measure – Management info**
 - **Who is doing what you want ?**
- **Feedback – Performer info**
 - **Where does their contribution show up?**
- **Consequences – Primarily positive reinforcement**
 - **What will you do to show that their contribution is valuable to you?**

Positive Reinforcement

- **Specific**
- **Sincere**
- **Immediate**
- **Personal**
- **Both social and tangible**
- **Connected to the specific behavior (creates a memory)**
- **Earned (not given)**
- **Teaches me what to do again**
- **Creates new “habits”**

Conflict Management

Problem: Suzy not performing; co-workers angry

Previously: Suzy hurt & upset; feels co-workers are picking on her

Action Plan: “Operation Smiling Suzy”

Pinpoint	Make personal calls only on breaks Greet co-workers each day Keep personal items off desk Offer to help co-workers
Measure	Record each time item accomplished
Feedback	Discuss with supervisor
Reinforce	Verbal praise for specific behaviors

Conflict Management

Problem: Poor teamwork

Previously: Cliques, gossip, tattle-tale,
poor communication

Action Plan : “Many Hands Make Light Work”

Pinpoint	Offer to help a teammate Ask for help when needed Record events-of-the-day on clipboard
Measure	Record on score card each time performed
Feedback	Individual: Hand stickers on chart Group: 10 stickers = 1 large hand hung from ceiling
Reinforce	Verbal, written, “hand” theme

Conflict Management

Problem: Negative talk among management team

Previously: Destructive gossip

Action Plan : “Good Gossip”

Pinpoint All management staff use positive talk by reporting the good things they heard / observed

Measure Different colored post-it notes placed in jar

Feedback peers Discussion, reading positive comments from peers

Reinforce Verbal positive reinforcement

Conflict Management

Problem: Conflict between two co-workers

Assess conflict: who, when, why

ABC Analysis for each

Action Plan for each (current vs alternative behavior)

Individual meetings initially: track good things the co-worker has done

Reinforce

Joint meetings

Reinforce new behaviors

To Use Performance Management in Conflict Management....

Understand What? Why? When? Who?

Pinpoint

Measure

Feedback

Reinforce

**Focus on positively reinforcing new
behaviors**

Contact Information

Mary L. Foss

**Performance Management Consultant,
Quality: Performance Systems**

507-273-3845

eaglebeach@mchsi.com