

Conflict Management

What Does Unresolved Conflict Cost You?

WEBINAR PRESENTED BY IRVING STACKPOLE

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Conflict Management

Definitions

- Why Does Conflict Occur?
- How Do We Recognize Conflict?
- How Do We Acknowledge Conflict
- Conflict situations are those in which two persons' concerns appear to be incompatible

Conflict Management

Agenda

- Personal Conflict Style Assessment
- Group Conflict Style
- Managing / Supervising Conflict
- Must-Do's to Resolving Conflicts
- Preventive Measures
- Summary / Evaluations

Conflict Management

- “If you cannot measure it, you cannot manage it.”
- Thomas-Kilmann Conflict Mode Instrument
 - Assesses personal conflict-handling style
 - No right or wrong answers

Conflict Management

- Dimensions of Scoring the TKCMI
 - Competing
 - Collaborating
 - Compromising
 - Avoiding
 - Accommodating

Conflict Management

- Scoring the TKCMI
- Two dimensions to a person's behavior in conflict situations:
 - **Assertiveness**
 - **Cooperativeness**

Conflict Management

- Scoring the TKCMI
 - Competing
 - Some notes about competition

Conflict Management

- In healthcare, conflicts occur between
 - Provider / Consumer
 - Provider / Provider
 - Provider / Intermediary
- Consumer behavior - service errors
 - Less than 30% complain
 - They tell on average 11 people
 - How many have heard by the time you hear about a service problem?

Provider / Provider Conflict

- Communication Issues
- Ambiguity / Overlapping Responsibilities
- Personality Clashes and Interpersonal Conflict
- Workload Pressures
- Culture & Leadership Styles
- Ethical Dilemmas
- Jealousy & Competition
- Lack of Conflict Resolution Skills

Managing Conflict:

Provider – Provider

- Acknowledge
- Address
- Open Communication
- Active Listening
- Common Ground
- Clarify
- Explore Solutions *Together*
- Action Plan

Measuring Customer Service

- **Five dimensions of quality that customers can distinguish – the RATER scale^[1]**

⑩ Responsiveness

⑩ Assurance

⑩ Tangibles

⑩ Empathy

⑩ Reliability

[1] Parasuraman, Zeithaml and Berry. A conceptual model of service quality and its implications for future research. *Journal of Marketing*. 1985 Fall:41-50

Customer Service Imperative

- Customer surveillance: catching them when they're *unhappy*
 - Gold-plated complaints
 - Effect of Service Recovery on loyalty

Service Error Recovery

- Prompt

Speed of the response is related to satisfaction

- Authoritative

Don't equivocate – tell them what will be done

- Follow up

Do what you say will be done

- Measurement

Measure effectiveness through calls, email and tracking

Happy Customers Walk Away

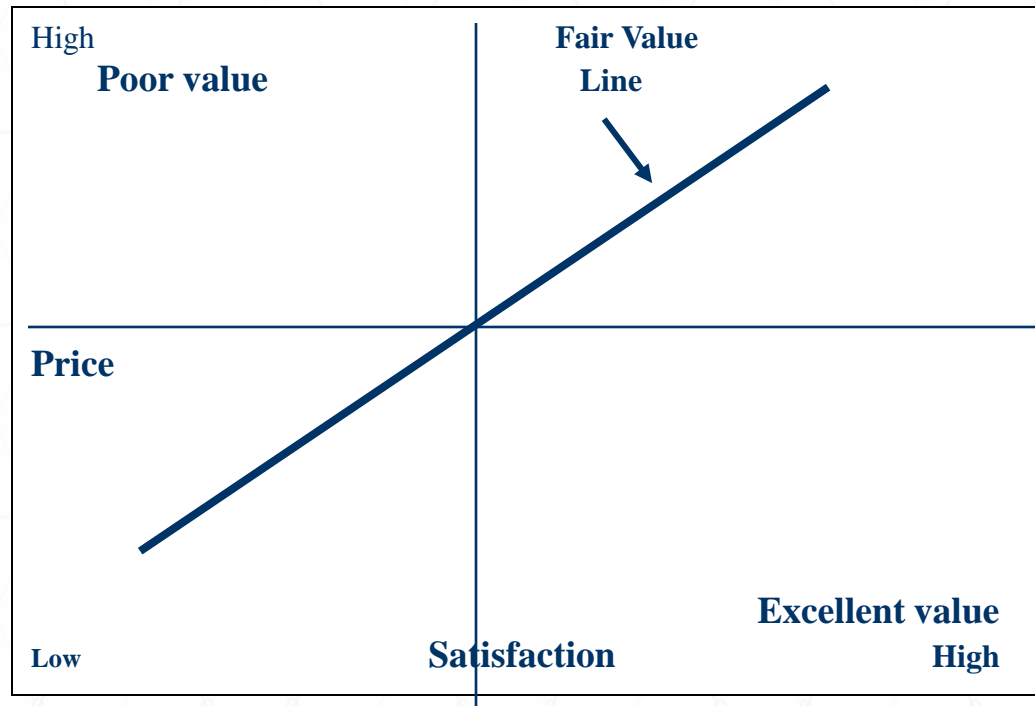
- Consumer Satisfaction Rates are Low
- Turnover Rates Are High

Why?

Contribution of Value

Value exists in the realm of “fairness”

Happy Customers Walk Away



Skills & Channels

- Conflict occurs in every communication channel
 - In-Person
 - Telephone
 - Email
 - Texts
 - Reports / Documents

In-Person Skills

In person effectiveness requires emotional intelligence, active listening, empathy, and clear communication skills

- Acknowledge Emotions
- Active Listening
- Empathize
- Clarify
- Respectful
- Focus on Solutions
- Set Boundaries
- Common Ground
- Follow-Up

Phone Skills

- The Telephone

- High level of contact
- Least level of training
- Highest level of skill assumption

Result

- No other customer / consumer interface has more potential to raise or lower customer satisfaction thresholds

One Ringy-Dingy...

- Telephone Basics
 - Answer it!
 - Within three rings
 - Is the phone an enemy?
 - Greeting, Location, Name
 - *“Good morning, Megaboheemoth Medical Center. This is Sara.”*
 - Help!

One Ringy-Dingy

- Placing callers on hold
 - Ask permission
 - 30” rule
- Transferring callers
 - Tell them what you’re about to do
 - Give them the extensions / DIDs
- Terminating calls
 - Options
 - Confessing problems with the system

Netiquette

- **Clarity, Brevity & Legibility**
- **Purposeful Subject Lines**
- **Personalization**
- **Professional Tone**
- **Grammar and Spelling**
- **Clear Call to Action (CTA)**
- **Timing and Frequency**
- **Respect Recipient's Time**



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