TCUF Conference and Expo 2010

ASSOCIATION OF
Texas College & University Facilities
PROFESSIONALS

Session: 100601

Date: Wednesday, October 6, 2010

Time: 8:00 AM – 12:00 PM

CONTINUING EDUCATION
AIA

Masterful Project Leadership: Overcoming CONFLICT and Increasing TRUST to Improve your Project

Presented by:

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- *Eric Short, Director of Program Management Support Services,*
       The University of Texas System – OFPC (not attending)

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Masterful Project Leadership: Overcoming *Conflict* and Increasing *Trust* to Improve Your Projects

TCUF Pre-conference Workshop

October 6, 2010

8:00 a.m. to 12:00 p.m.

Walk-in Assignment:

- Consider the last few weeks.
- On your handout, write down **two or three conflict situations** that you (or someone you know) is **currently experiencing**, at work (preferred), or outside work.
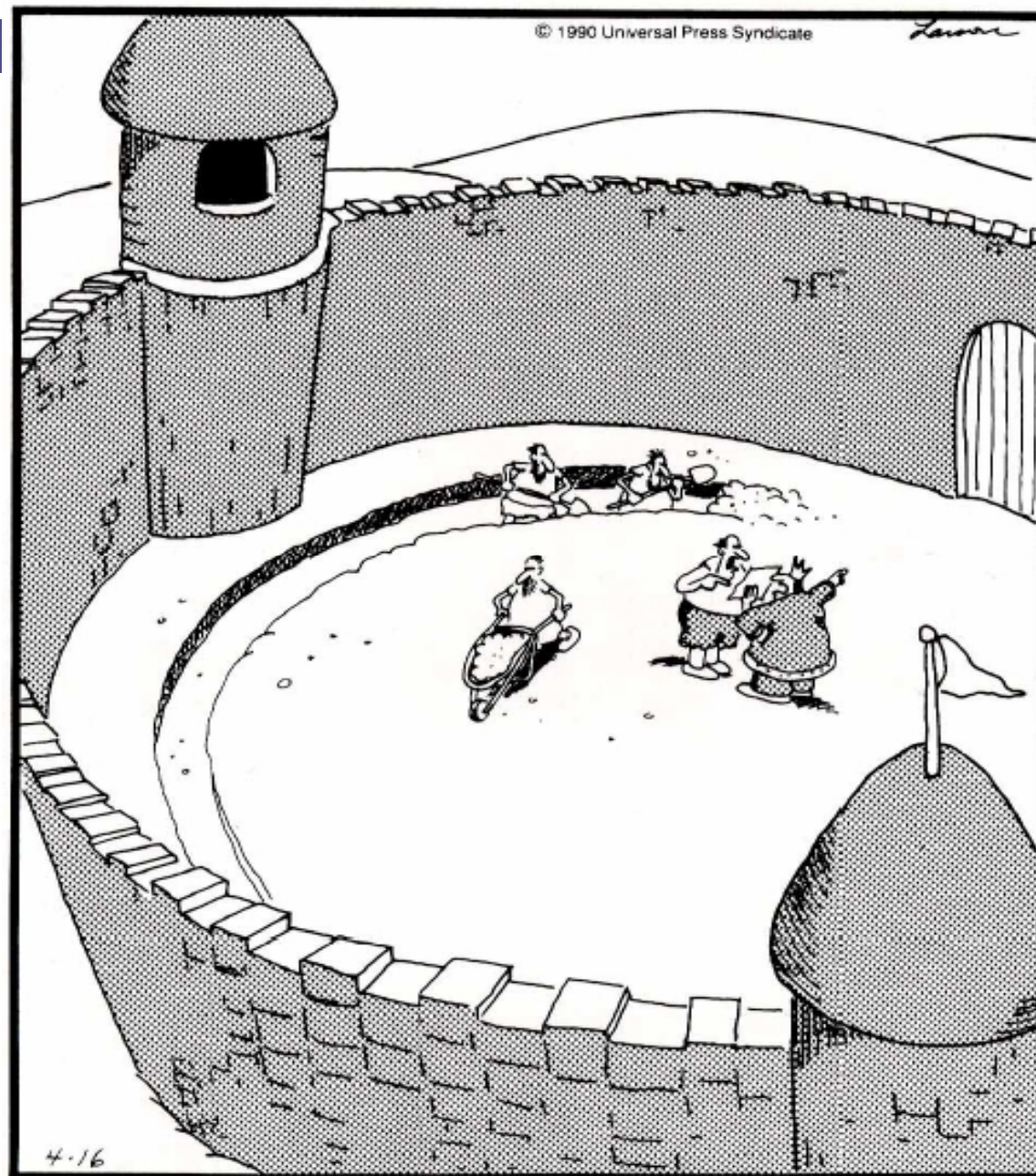
  Include:

  - *Who was the conflict with?*
  - *What was it about?*
  - *Rank the importance of resolving this conflict*

Welcome!

Our common purpose…

Suddenly, a heated exchange took place between the king and the moat contractor.

Objectives:

1. **Understand the relationship of Conflict and Trust and the importance of managing both for successful projects.**

2. **Understand your own "dealing with conflict style."**

3. **Options for dealing with conflict and when to employ.**

4. **Techniques to build collaboration.**

5. **Recognize various types of trust and when it is lacking.**

6. **Skills and techniques to heal broken trust and improve accountability.**

7. **Apply what you learn to real-life situation(s).**

8. **Get to know attendees better.**

Ground Rules

- Confidentiality
- Respect each other
- Participate
- Be fully present. Shut down electronics
- Take bio-break if you need to

Table Introductions

- Name and Organization

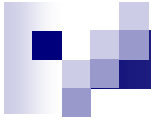- An interesting or challenging part about your childhood

Reflect…

- Consider a relationship in an organization or project where there is **HIGH** trust
  - *How do things get done?*

Reflect…

- Consider a relationship in an organization or project where there is **LOW** trust
  - *How do things get done?*

What is true for you?

1. Do you trust someone until they "mess up"?

2. Do people have to earn your trust?

3. Do you believe you either have trust or you don't and there is nothing you can do about it?

Consider someone…

…with whom you have a trusting relationship.

1. How much do you enjoy this relationship?

2. How do you feel with this person?

3. How well do you communicate?

Now, consider…

…a person with whom you've had low trust.

1. How much do you enjoy this relationship?

2. How do you feel with this person?

3. How well do you communicate?

How We Get Work Done…

…It's all about the PEOPLE!

Masterful Project Leadership is Defined by Our…

Attitudes

Believe in others

Care about others

Characteristics

Actions

Honesty

Integrity

Address conflict

Build trust

Show accountability

The Leadership Dance

TRUST

Build and maintain through:

- Competency
- Caring

COMMUNICATIONS

Ensure by being:

- Effective
- Open

Masterful Project Leadership
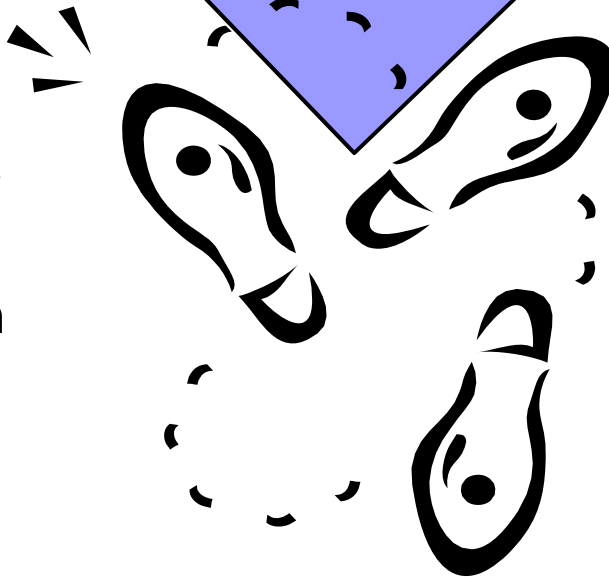
CONFLICT

Overcome by using:

- Collaboration
- Addressing early & often

ACCOUNTABILITY

Promote and establish:

- Empowerment
- Agreed-to expectations

Causes of Team Dissatisfaction

The Five Dysfunctions of a Team*

* The Five Dysfunctions of a Team"

INATTENTION TO
RESULTS

AVOIDANCE OF
ACCOUNTABILITY

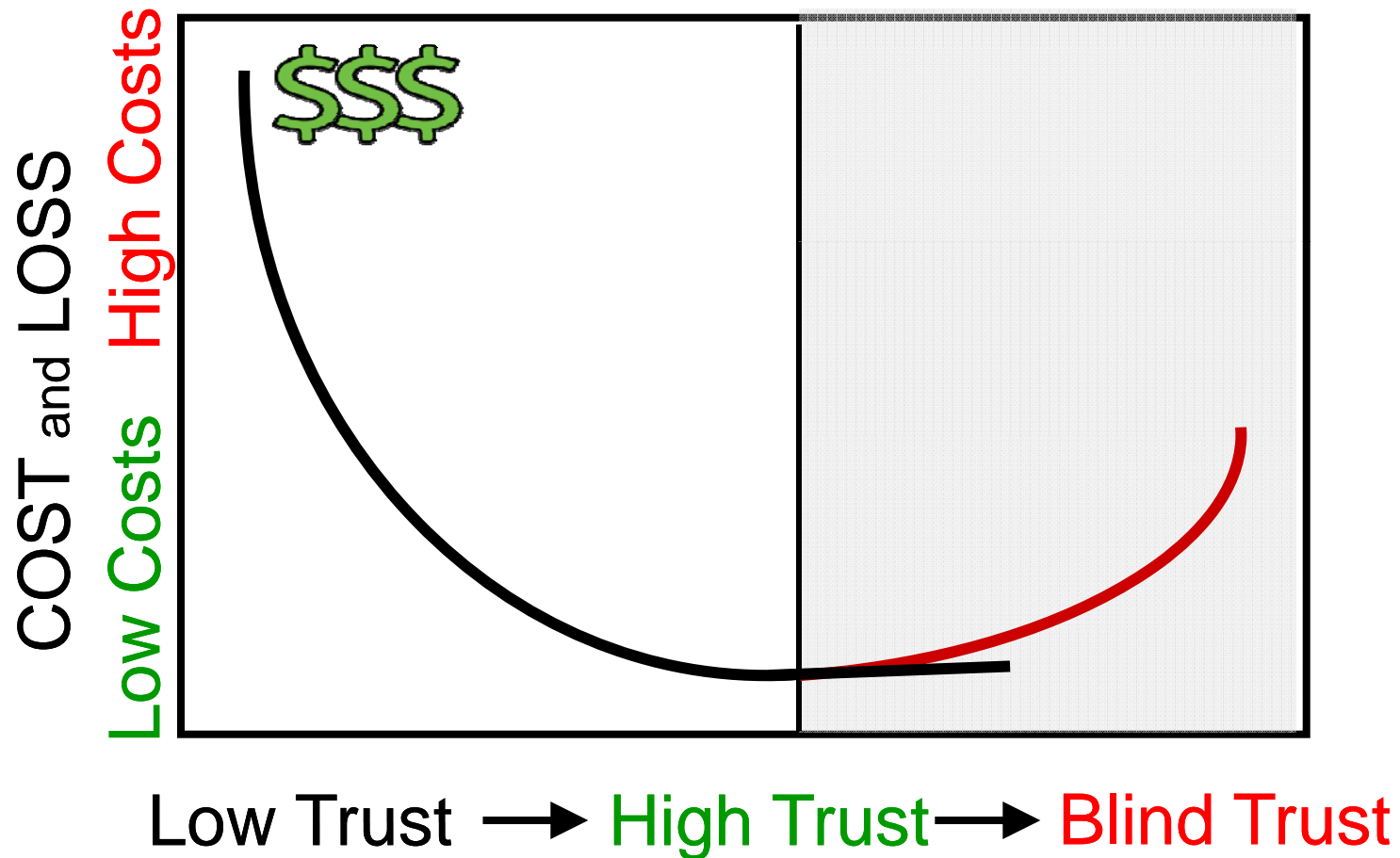LACK OF
COMMITMENT

FEAR OF
CONFLICT

ABSENCE OF
TRUST

The Case for Improving Trust

Our distrust is very expensive.

- Ralph Waldo Emerson

Trust, Cost and Loss in the Construction Industry*

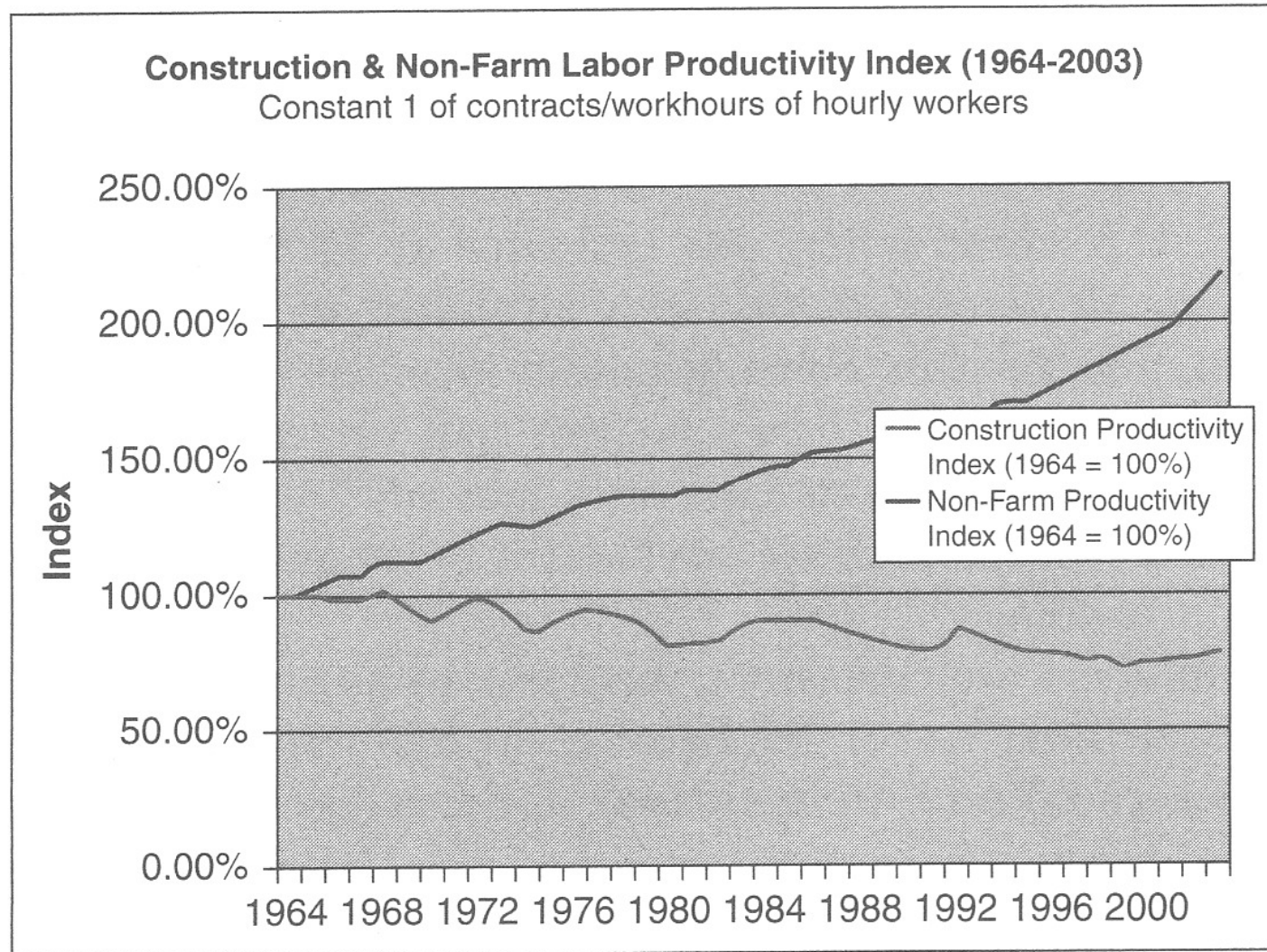COST and LOSS

High Costs — Low Costs

$$$

Low Trust → High Trust → Blind Trust

*Construction Industry Institute, UT Austin

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Page 21

Collaborative Project Processes Require Trust!

- Building Information Modeling (BIM)
- Integrated Project Delivery
- Lean Processes
- Other examples?

Construction & Non-Farm Labor Productivity Index (1964-2003)
Constant 1 of contracts/workhours of hourly workers

Source: US Dept. of Commerce, Bureau of Labor Statistics

From, "The Commercial Real Estate Revolution," by Rex Miller, et al

Wisdom Moment #1

How do you think, (seen or experienced), the *absence of trust* and a *fear of conflict* affect **project success and predictability**?

Conflict

- A conflict situation is any situation in which two or more parties have differing interests and an ability to affect each other's pursuit of those interests.

About Conflict…

- Conflict is inevitable

- Conflict develops because we are dealing with what people value, lives, jobs, family, pride, self-concept/ego and sense of mission or purpose

- Early indicators of conflict can be recognized

- There are strategies for resolution that are available and DO work

- Although inevitable, conflict can be minimized, diverted and/or resolved

- Conflict transformation leads to stronger relationships

Destructive Conflict

- **Conflict is *destructive* when it:**
  - Takes attention away from other important activities
  - Undermines morale or self-concept
  - Polarizes people and groups, reducing cooperation and collaboration
  - Increases or sharpens difference
  - Leads to irresponsible and harmful behavior, such as fighting, name-calling
  - Reduces trust

Constructive Conflict

- **Conflict is *constructive* when it:**
  - ☐ Results in clarification of important issues
  - ☐ Results in solutions to problems
  - ☐ Helps release emotion, anxiety, and stress
  - ☐ Builds cooperation among people through learning more about each other
  - ☐ Helps individuals develop understanding and skills
  - ☐ Causes authentic communication and trust-building

Organizational Costs of Conflict

There are Direct and Hidden Costs

- Avoidance

- Poor or no communication

- Stress and anxiety

- Sabotage

- Back-stabbing

- Sleeplessness

- Mistakes

- Physical threats

- Gossip

- Deceit

- Passive/aggressive behaviors

- Poor problem solving

- Poor solutions

- Loss of potential

- Loss of personnel

- Work-around's

Is it Possible for Everyone to Win?

- **Finding Win-Win solutions requires a non-competitive /non-adversarial) approach:**
  - ☐ Explore underlying interests
  - ☐ Apply creative problem-solving techniques
  - ☐ Generate new options and approaches
- *Collaboration*

Who Wins, Who Loses?

- ■ *Example*
- ■ **From the organization's perspective:**

| Organizational *Benefits* of the Outcome	Organizational *Costs* of the Outcome

What if Nobody's Happy?

- **Lose-Lose situations can occur:**
  - When conflict is avoided
  - When conflict is mishandled or resolved poorly
  - Can end up carrying emotional scars
  - Affects reputations of people, teams, projects, and organizations

- **Adversarial**
  - Example: Most legal battles and court cases
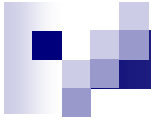
Recognizing Conflict
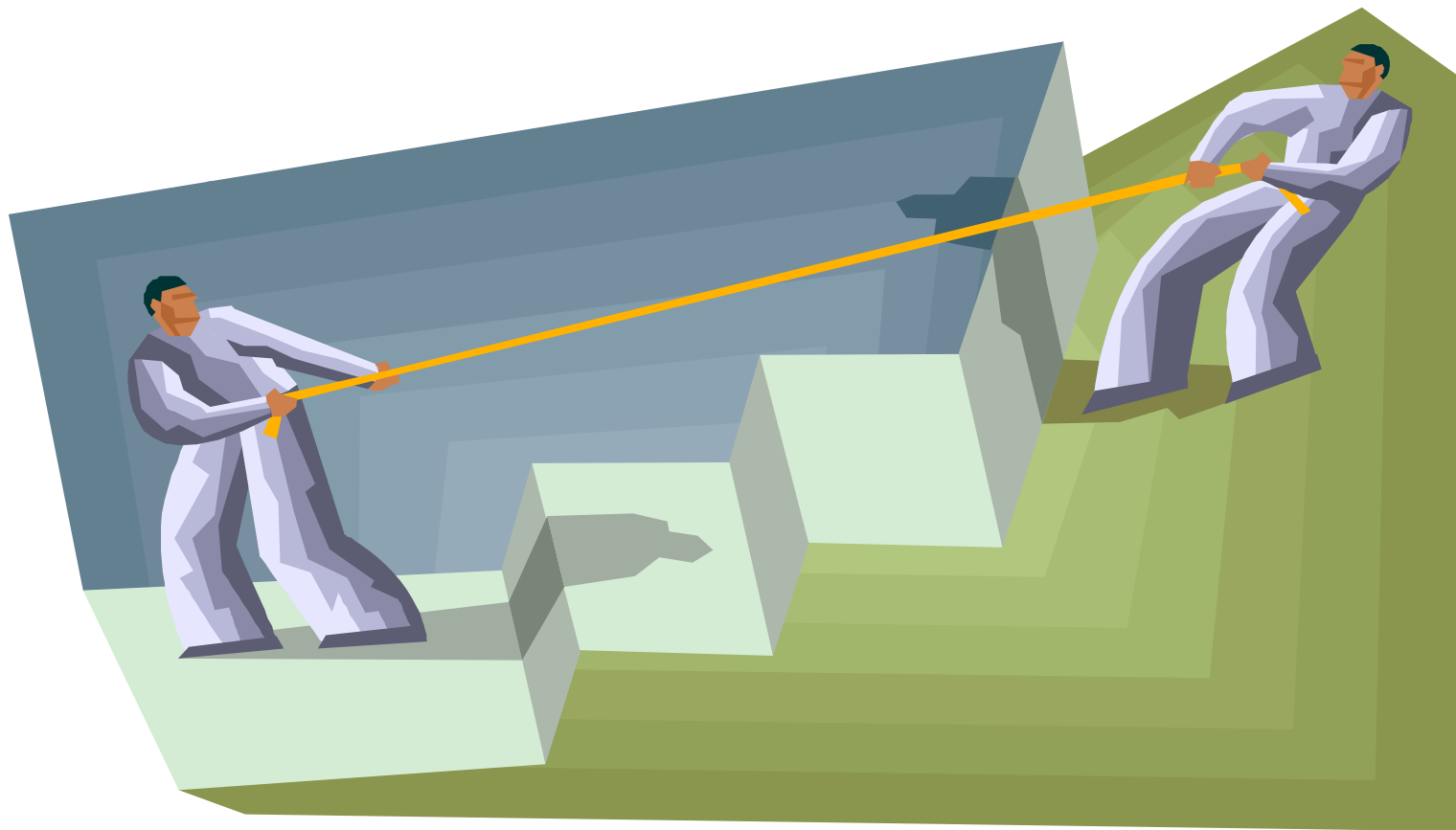
Causes and Beginnings of Conflict

- Dissimilar values
- Poor or ineffective communication
- Lack of information-sharing/transparency
- Lack of openness
- Power seeking
- Dissatisfaction with management style
- Weak leadership
- Change in leadership

Conflict Indicators

- Body language

- Disagreements, regardless of issue

- Withholding bad news

- Surprises

- Strong public statements

- Airing disagreements through media

- Increasing lack of respect

- Open disagreement

- Lack of candor on budget problems or other sensitive issues

- Lack of clear goals

- No discussion of progress, failure relative to goals, failure to evaluate fairly, thoroughly or at all.

Recognizing Conflict Responses

Intentional Behaviors

- avoiding
- withdrawing
- withholding information
- not returning messages
- silent treatment

- threatening
- pre-empting
- getting others to take sides
- shouting
- hostile gestures

Unintentional

- facial expressions
- agitation
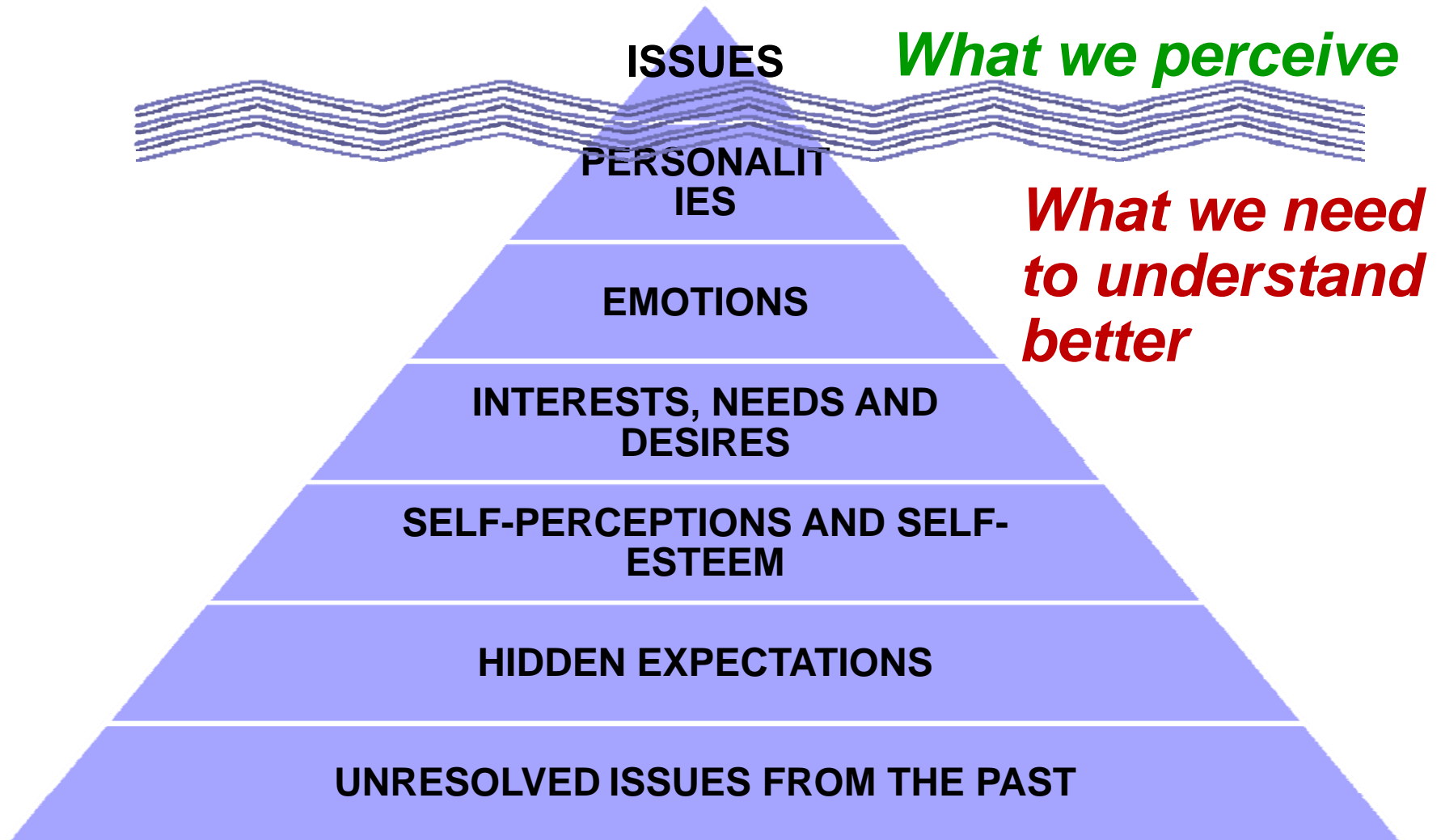- body posture
- fidgeting
- perspiring

Conflict as **Opportunity**

"Seek first to understand…"
Stephen Covey

1. Finding a solution to conflict depends on your ability to understand it.

2. Understanding depends upon your ability to listen to your "opponent" as you would a teacher.

3. Doing this will halt the cycle of escalation and allow you to search for insights and opportunities for improvement.

4. *"Why would a reasonable person act this way?"*

Iceberg of Conflict*
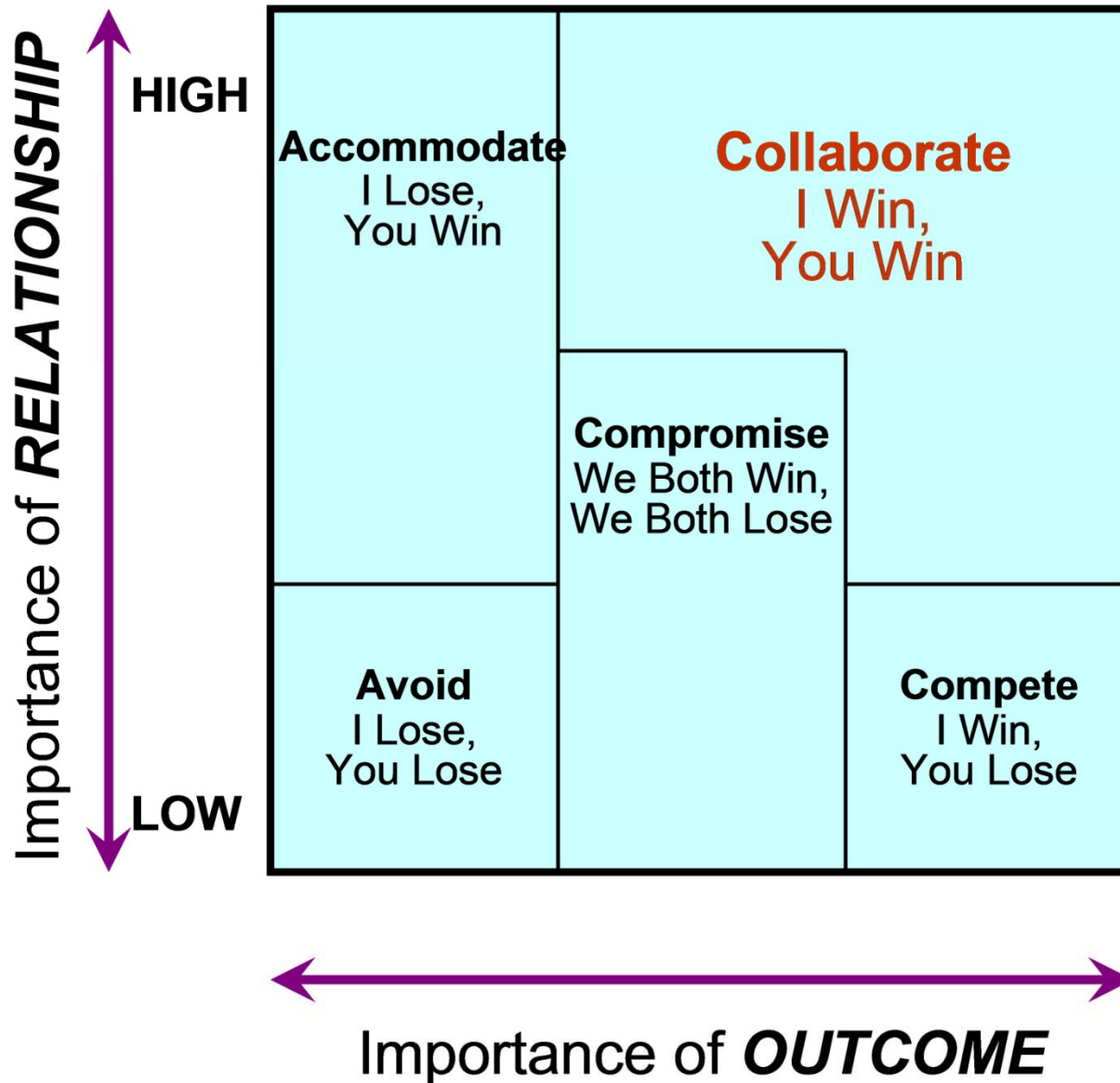
ISSUES

What we perceive

PERSONALIT IES

What we need to understand better

EMOTIONS

INTERESTS, NEEDS AND DESIRES

SELF-PERCEPTIONS AND SELF-ESTEEM

HIDDEN EXPECTATIONS

UNRESOLVED ISSUES FROM THE PAST

* *"Resolving Conflict at Work"*

Conflict-handling Styles

- Complete your personal, *"Dealing with Conflict Instrument"*

Five Conflict-Handling Styles

Importance of **RELATIONSHIP**

HIGH

LOW

Accommodate
I Lose,
You Win

Collaborate
I Win,
You Win

Compromise
We Both Win,
We Both Lose

Avoid
I Lose,
You Lose

Compete
I Win,
You Lose

Importance of **OUTCOME**

Conflict-Handling Styles

■ video

Back to your conflict situation...

- Let's go back to your walk-in exercise, and consider your #1 priority conflict situation
- What is:

1. The importance of the **relationship?**

2. The importance of the **outcome?**

3. Based on this, which **conflict-handling style** would be best?

Building Collaboration

Collaboration Skills:

- **Shifting your attitude and metaphors**
- **Perceptive listening**
- **Anger management**
- **Creativity**
- *Trust-building*

Collaboration Skills - Shifting Your Attitude and Language

- **Conflict as war:**
  - ☐ "Your position is indefensible."
  - ☐ "We shot down that idea."
  - ☐ "We've got a battle on our hands."
  - ☐ "He dropped a bomb on me."
  - ☐ "Let's line up the troops/man the barricades"
  - ☐ "I won."

Collaboration Skills - Shifting Your Attitude and Language

- ***Conflict as opportunity:***
  - ☐ "This issue presents us with a real challenge"
  - ☐ "What would you like to see happen instead?"
  - ☐ "We now have a chance to make things better."
  - ☐ "You have a good point. What could we do together to address it?"
  - ☐ "What are all the possibilities for solving this problem?"
  - ☐ "Your feedback has helped me see some ways I could improve, for example, by communicating more respectfully. Is that right?"
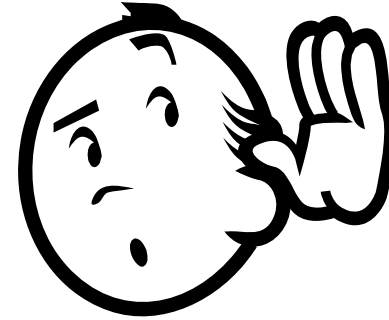
Collaboration Skills - Shifting Your Attitude and Language

- **Conflict as journey:**
  - □ "Your ideas point in the right direction."
  - □ "Here is what I really enjoy about working with you."
  - □ "We're off to a good start."
  - □ "Is this process (conversation) working for you?"
  - □ "We're on the road to a solution."
  - □ "I think we've arrived at an agreement!"
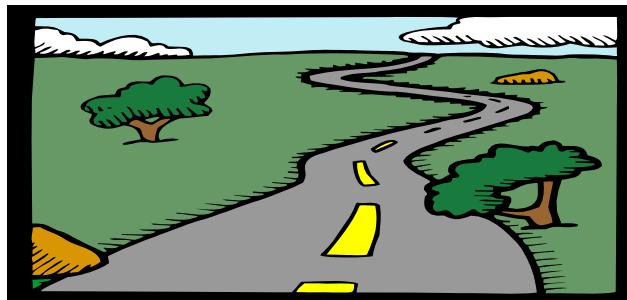
Collaboration Skills – Active Listening

- **70-90% of the data is screened out or altered by the receiver.**
- **Listening is often (incorrectly) perceived as weak.**
- **We have a strong tendency to tune out.**
- **We listen at 1,000-1,200 words a minute. We speak at 300 words a minute.**
- **Meta-messages (the message behind the message)**

Collaboration Skills – Anger Management

Three Strategies:

1. Get the **RED** out . . .

   Rules
   Expectations
   Demands

2. Resolve anger outside of the negotiation

   1. Constructive venting

   2. Cooling off

3. The power of understanding

Collaboration Skills – Creativity

1. **Examine your assumptions**

2. **Think of new and different alternatives**

3. **Think of new strategies to advance your cause**

4. **Redefine the situation**

5. **1 + 1 = 3**

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Wisdom Moment #2

Consider the conflict situation you wrote down earlier…

1. Based on what you have learned so far, what strategies could you use to better address this issue?

Trust

Trustworthiness

"And now at this point in the meeting I'd like to shift the blame away from me and onto someone else."

Causes of Team Dissatisfaction

The Five Dysfunctions of a Team*

* from, "The Five Dysfunctions of a Team"

INATTENTION TO
RESULTS

AVOIDANCE OF
ACCOUNTABILITY

LACK OF
COMMITMENT

FEAR OF
CONFLICT

ABSENCE OF
TRUST

The Trust Dividend

Myths and Realities of Trust

MYTH	REALITY
1. Trust is "soft"	Trust is hard, real and quantifiable. It affects both speed and cost
2. Trust is slow	Nothing is as fast as the speed of trust
3. Trust is built solely on integrity	Trust is a function of character, attitude, and actions
4. You either have trust or you don't; broken trust cannot be restored	Trust can be created, destroyed, and restored
5. You can't teach trust	Trust can be effectively taught and learned, to become a strategic advantage
6. Trusting people is too risky	Not trusting people is a greater risk

The Five C's of Trust
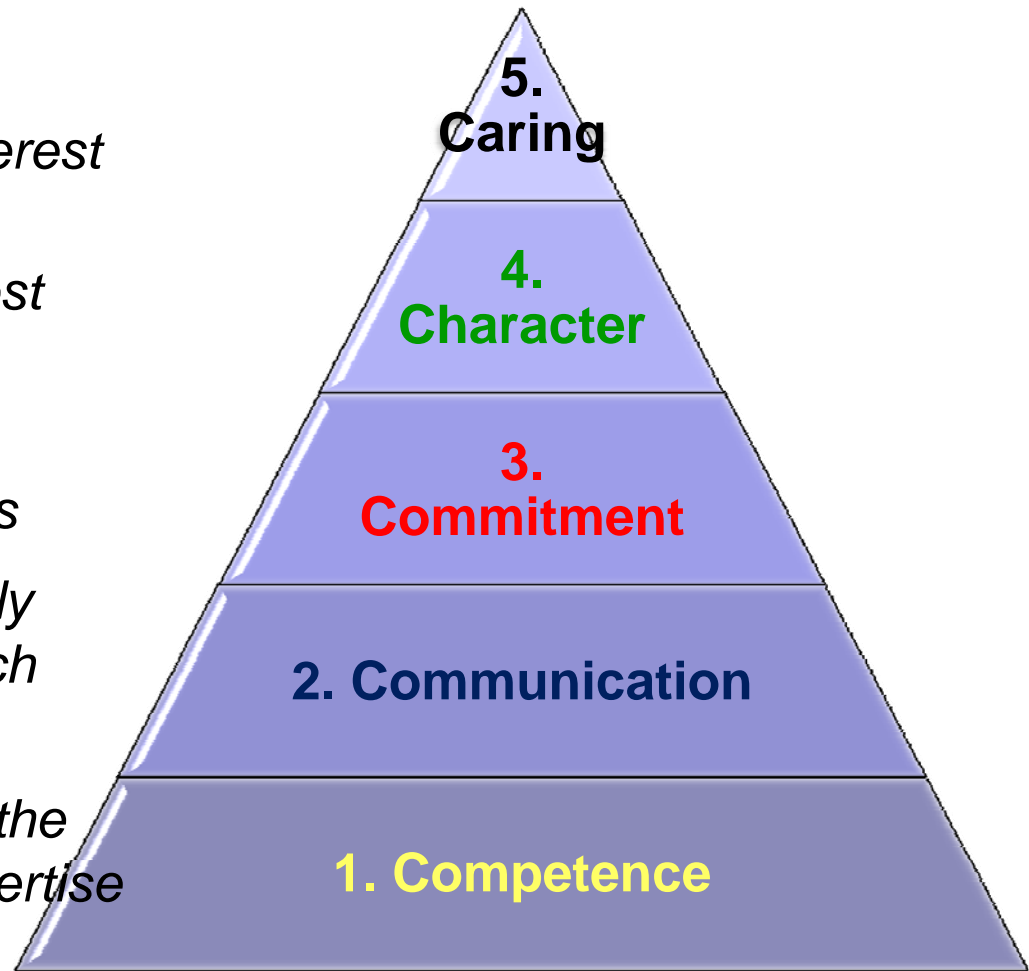
When someone says, *"I trust you,"* it means,

"I believe...

5. **Caring** *...You have my interest at heart*

4. **Character** *...You are honest and ethical*

3. **Commitment** *...You are committed to our success*

2. **Communication** *...We truly hear and understand each other*

1. **Competence** *...You have the necessary skills and expertise*

5.
Caring

4.
Character

3.
Commitment

2. Communication

1. Competence

Four Strategies to Build Trust

1. **Let people know what is expected of them**

2. **Decide on the limits of your trust**

3. **Lead the way**

4. **Build trust gradually**

Four Strategies to Build Trust

1. **Let people know what is expected of them**

   - *Clarify expectations and behaviors*

   - *Written rules*

   - *Unwritten rules*

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Four Strategies to Build Trust
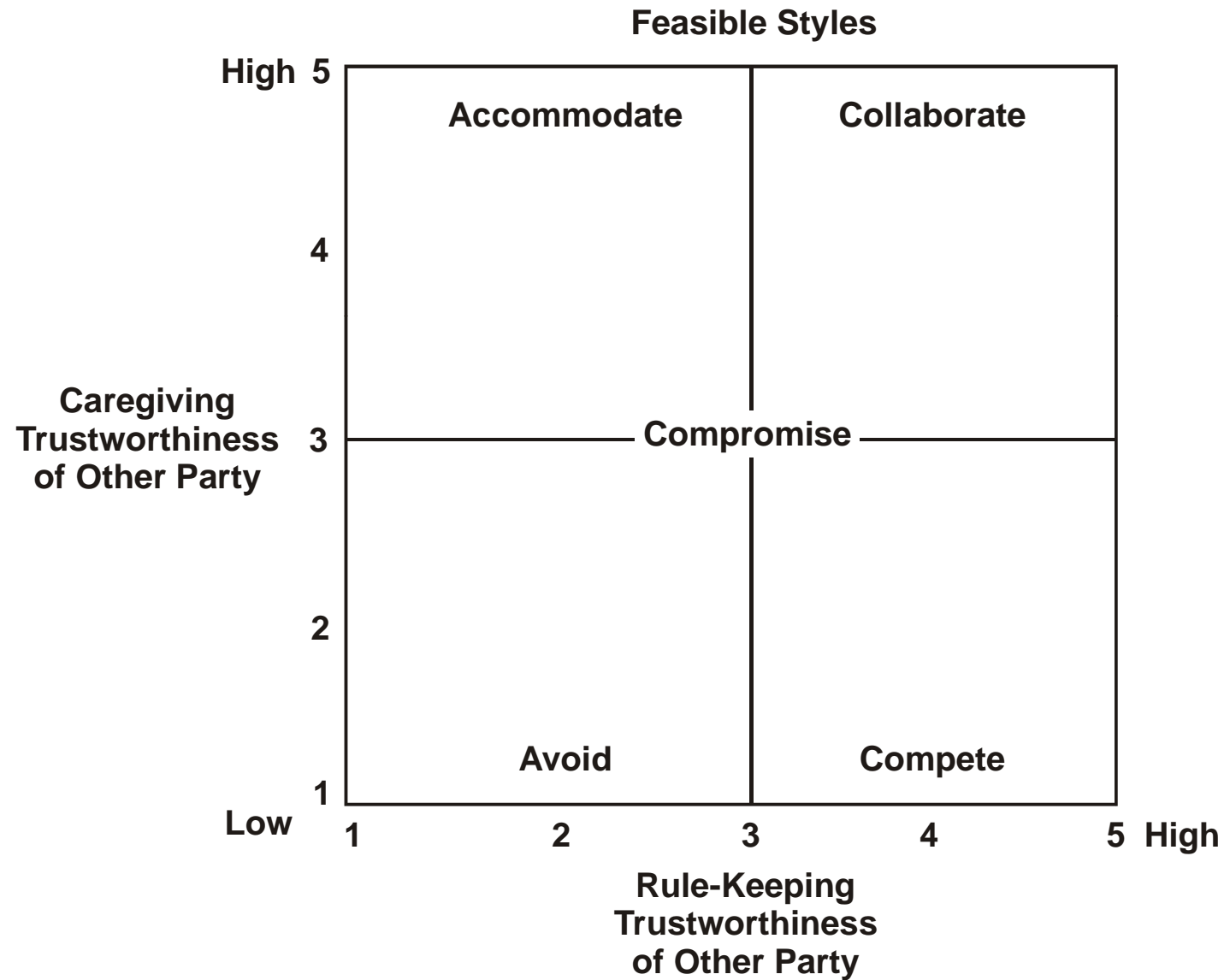
2. **Decide on the limits of your trust**
   "*Trust Limits Analysis*"

- **"Rule-keeping"** trustworthiness
  - ☐ RATE: 1 = Highly unpredictable…TO…

  5 = Highly predictable
- **"Care-giving"** trustworthiness
  - ☐ RATE: 1 = Highly selfish…TO…

  5 = Highly helpful

Trust Matrix

Feasible Styles

Accommodate	**Collaborate**
Compromise	
Avoid	**Compete**

Caregiving Trustworthiness of Other Party

High 5
4
3
2
1
Low

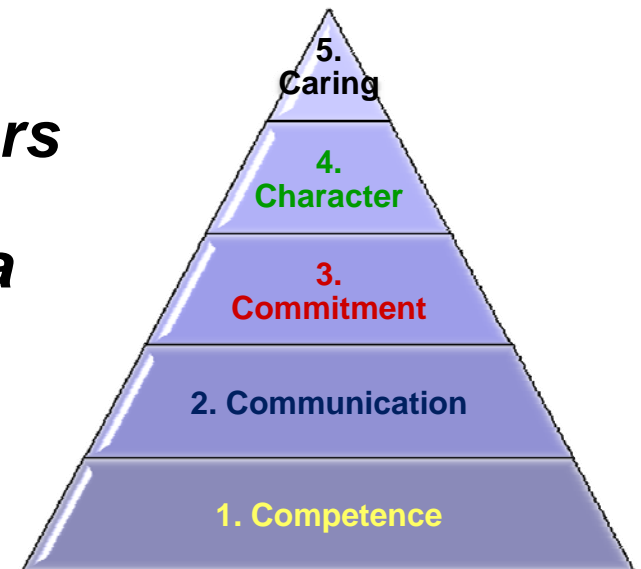1 2 3 4 5 High

Rule-Keeping Trustworthiness of Other Party

Four Strategies to Build Trust

3. **Lead the way**

- *Trust leadership*

- *Model trustworthy behaviors*

- *Allow others to behave in a trustworthy manner*

5. Caring

4. Character

3. Commitment

2. Communication

1. Competence

Four Strategies to Build Trust
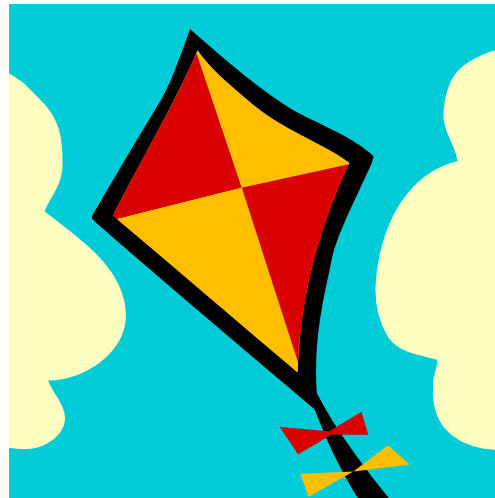
4. **Build trust gradually**

- *Don't expect overnight change*

- *Understand "shell shock"*

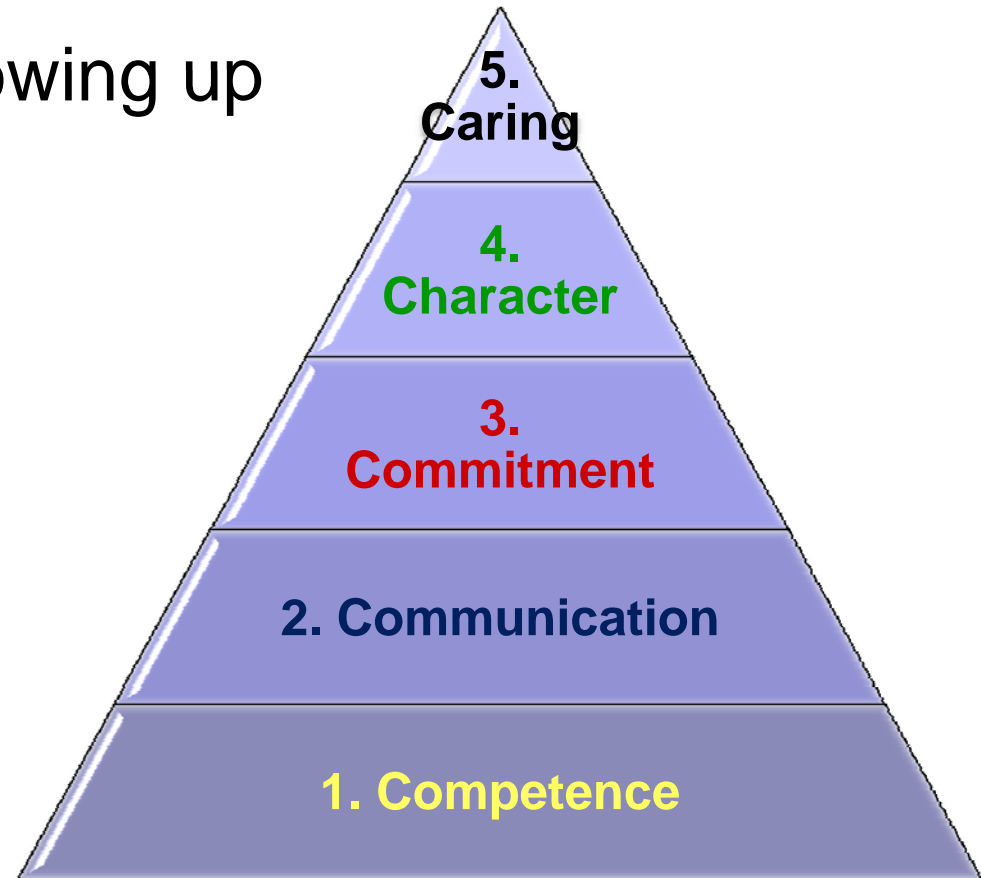- *Celebrate*

Dealing with Conflict and Broken Trust

"Don't be afraid of opposition. Remember,

a kite rises against, not with, the wind."

- Hamilton Mabie (1846–1916)

Common Issues

- Tardiness or not showing up
- Poor quality work
- Fatigue
- Displays of anger
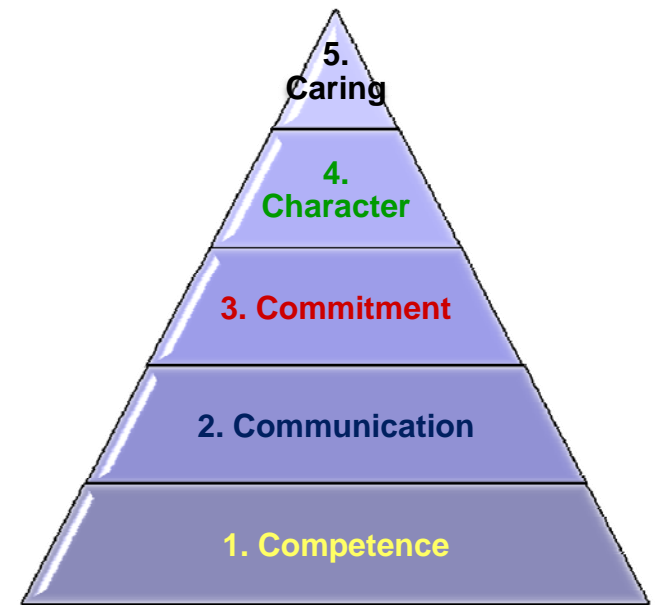- Low output
- Putting others down
- Gossip
- Others?

5. Caring

4. Character

3. Commitment

2. Communication

1. Competence

Wisdom Moment #3

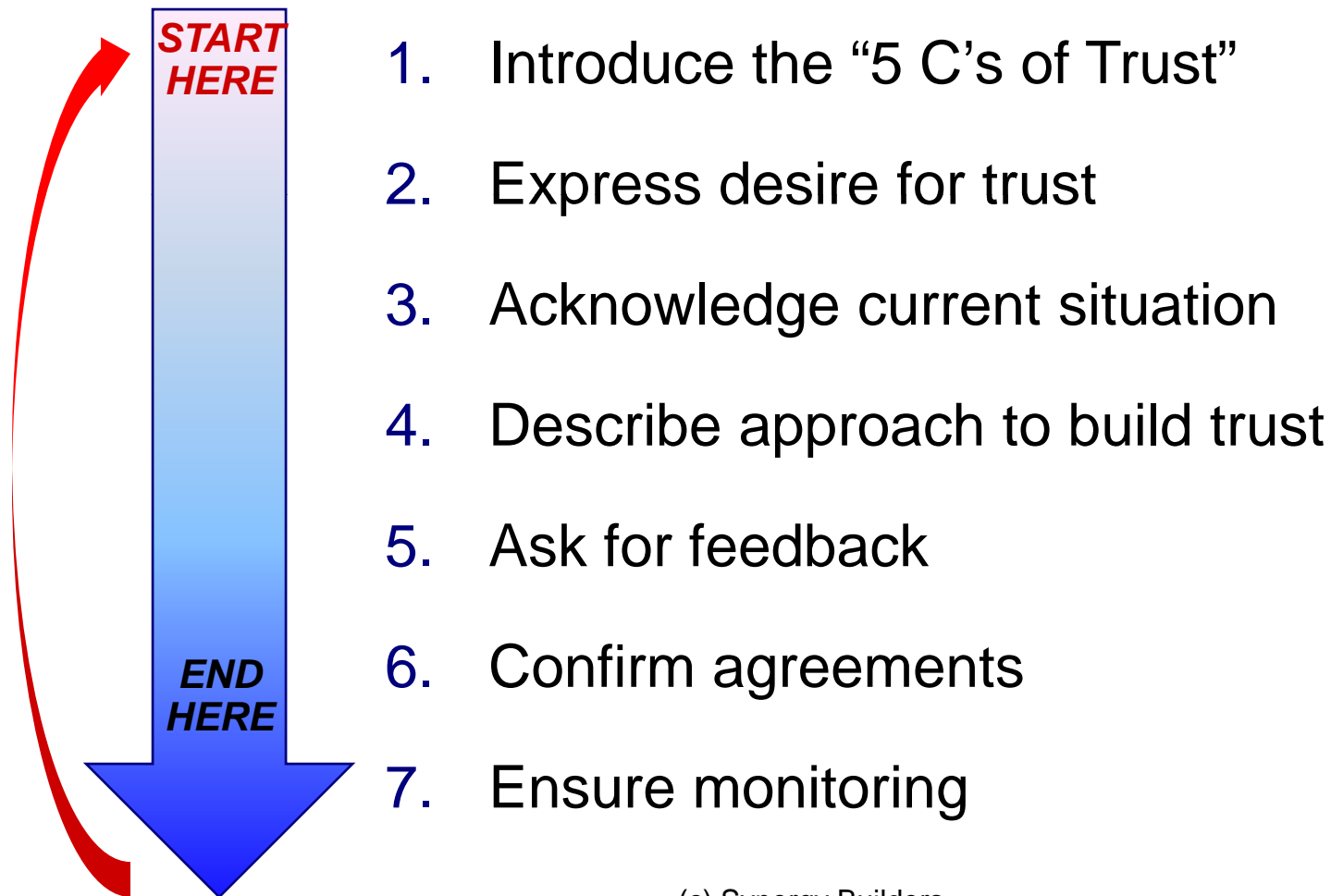Consider the conflict you wrote down earlier…

1. Where would the un-wanted behaviors map against the "Five C's of Trust" - What type(s) of trust is/are being broken?

5.
Caring

4.
Character

3. Commitment

2. Communication

1. Competence

Process: Mending Broken Trust
Holding a "trust conversation:"

START HERE

1. Introduce the "5 C's of Trust"

2. Express desire for trust

3. Acknowledge current situation

4. Describe approach to build trust

5. Ask for feedback

END HERE

6. Confirm agreements

7. Ensure monitoring

Holding a Trust Conversation

1. **Introduce the 5 C's**

   "One of the things that I believe is that there are Five C's to Trust. The first C stands for..."

2. **Express Desire for Trust**

   "In order for our relationship to be as effective as possible, I want to be able to fully put my trust in you."

3. **Acknowledge Current Situation and Apologize**

   "I recognize that I don't fully trust you yet and I think it's because of the "C" of..."

   Apologize, if needed.

Why Apologize?

- **Internal factors**
  - ☐ Empathy
  - ☐ Guilt
  - ☐ Shame
- **External factors**
  - ☐ Strong external pressures
  - ☐ How you are perceived by others (reputation, etc.)
  - ☐ Need to restore social harmony
- **Combination of both**

The Art of Apology

1. REMORSE

- Sincerity (depending on personal nature of harm)
- Specificity
- Acknowledge results of wrongful action

2. EXPLANATION

- What happened
- Listen for questions, *"Why did you…?"*

3. REPARATION

- Repairing the harm caused (monetary, other actions)
- Preventing future harm

Holding a Trust Conversation

4. Describe Approach/Process to Build Trust

"In order to increase my level of trust in you, here is what I suggest..."

5. Ask for Feedback

"What do you like about this suggestion...what concerns you about it…how might we improve on it?"

6. Confirm Agreement – Write them down

"So we are agreed that we should..."

7. Ensure Monitoring and Accountability

"I would like to make sure we have a way of monitoring how we are doing...might we...?"

Holding a Trust Conversation

- **Write down a date and time by-when** you will call this person to **set an appointment** to have a conversation (in person).

- **Important considerations** in having a trust conversation:

  1. Consider context: physical and emotional environment.

  2. Agree up front to two guidelines: No walk-away's; No power-plays.

  3. Agree on new *mutual* **behaviors** and write them down.

  4. **ACCOUNTABILITY:** Check in with each other.

Building Trust
Customize Your Approach

– *Don't assume!*

- Ask for and understand **mutual expectations**

- Understand **personal motivators**

- Personalize **incentives** and rewards

The Trust Dividend - *Accountability*

Improving Accountability

- Peer pressure is a powerful motivator to change and maintaining high standards.

- **TEAM EXERCISE:** Have all team members answer questions about each member:

  1. What is the person's single most important behavioral quality that **contributes** to the success of the team?

  2. What is that person's single most behavioral qualities that **detracts** from the strength of the team?

Nurture the Relationship

...**build your leadership**

...**build your team**

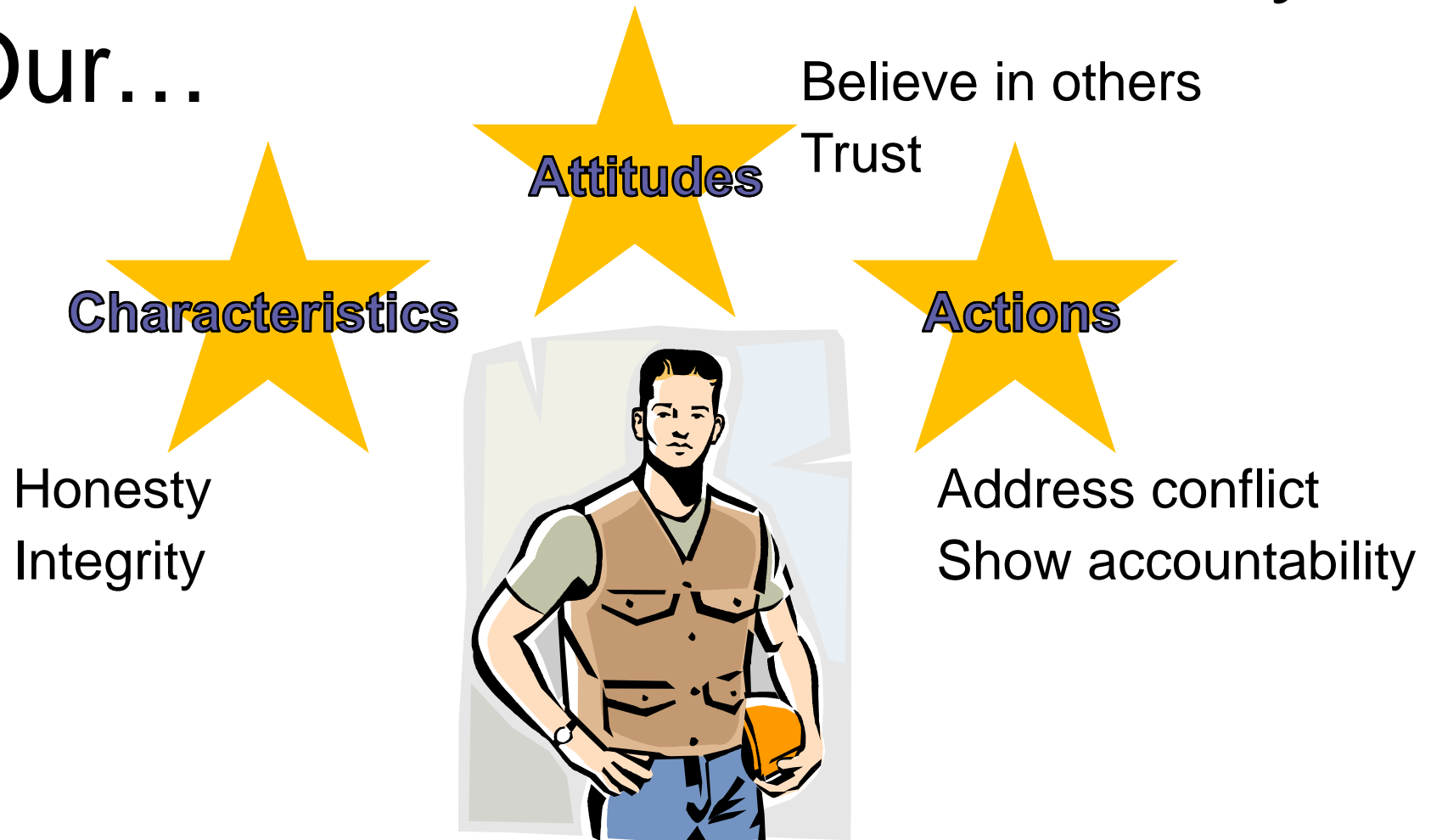...**build your projects**

...**build your community**

... *build world peace*

Recap

1. **Overcoming conflict and improving trust are related.**

2. **Trust is the foundation of effective team work, project predictability, and collaborative processes.**

3. **Your personal "conflict style."**

4. **Identifying conflict and 5 ways to handle it.**

5. **Techniques to build collaboration.**

6. **5 "C's" of trust.**

7. **Skills and techniques to heal broken trust and improve accountability.**

8. **Application to your real-life situation(s).**

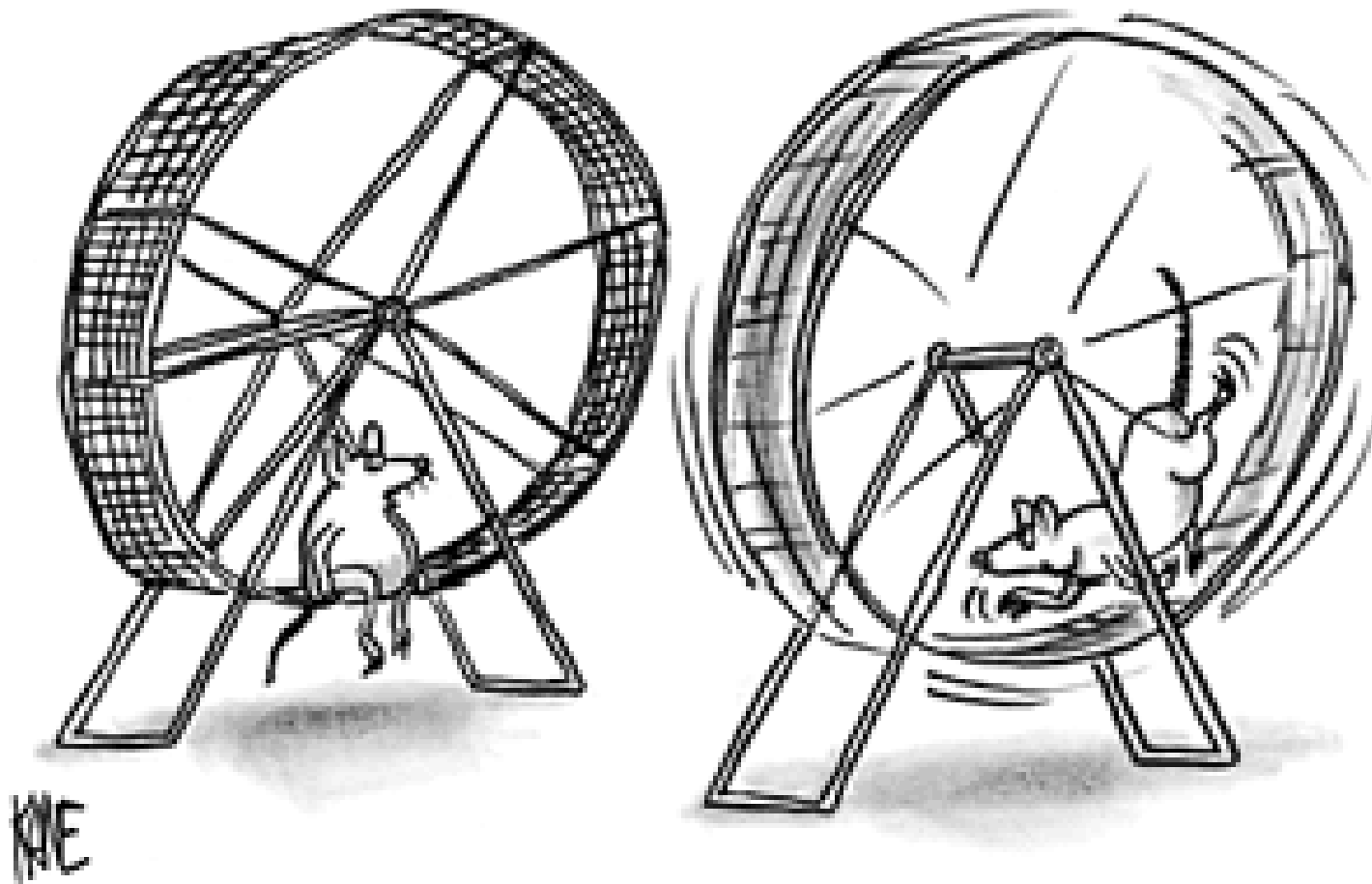9. **Got to know attendees better**

Remember, We are Defined by Our…

Attitudes

Believe in others

Trust

Characteristics

Actions

Honesty

Integrity

Address conflict

Show accountability

What is it *in YOU...*

...that inspires the trust OF OTHERS?

I had an epiphany...

Wisdom Moment #4

1. Write down at least three important things you learned today.

2. Discuss with a partner how you will apply what you learned.

"If you think you're too small to have an impact try going to bed with a mosquito in the room."

Anita Koddick

Seminar Evaluation

We hope you enjoyed this session…

Please take a moment to complete the evaluation form.

Thank you!

THANK YOU!

Carol Warkoczewski, RA, MSOLE
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Owner, Synergy Builders
CEO, Construction Information Solutions (Texas representative for MySmartPlans)

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www.c-i-solutions.com
www.i-LinCP.com

References

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2. *On Apology* (2004), Aaron Lazare

3. *Resolving Conflicts at Work, Revised Edition* (2005), Kenneth Cloke, Joan Goldsmith

4. *The Commercial Real Estate Revolution* (2009), Rex Miller, Dean Strombom, Mark Iammarino, Bill Black

5. *The Five Dysfunctions of a Team* (2002), Patrick Lencioni

6. *The Leadership Challenge* (2002), Jim Kouzes, Barry Pozner

7. *The Speed of Trust* (2006), Stephen M. R. Covey

8. *"Why Don't You Trust Me? The Five Cs of Trust,"* Michael Wilkinson
   http://www.leadstrat.com/resources-articles-leaders.html