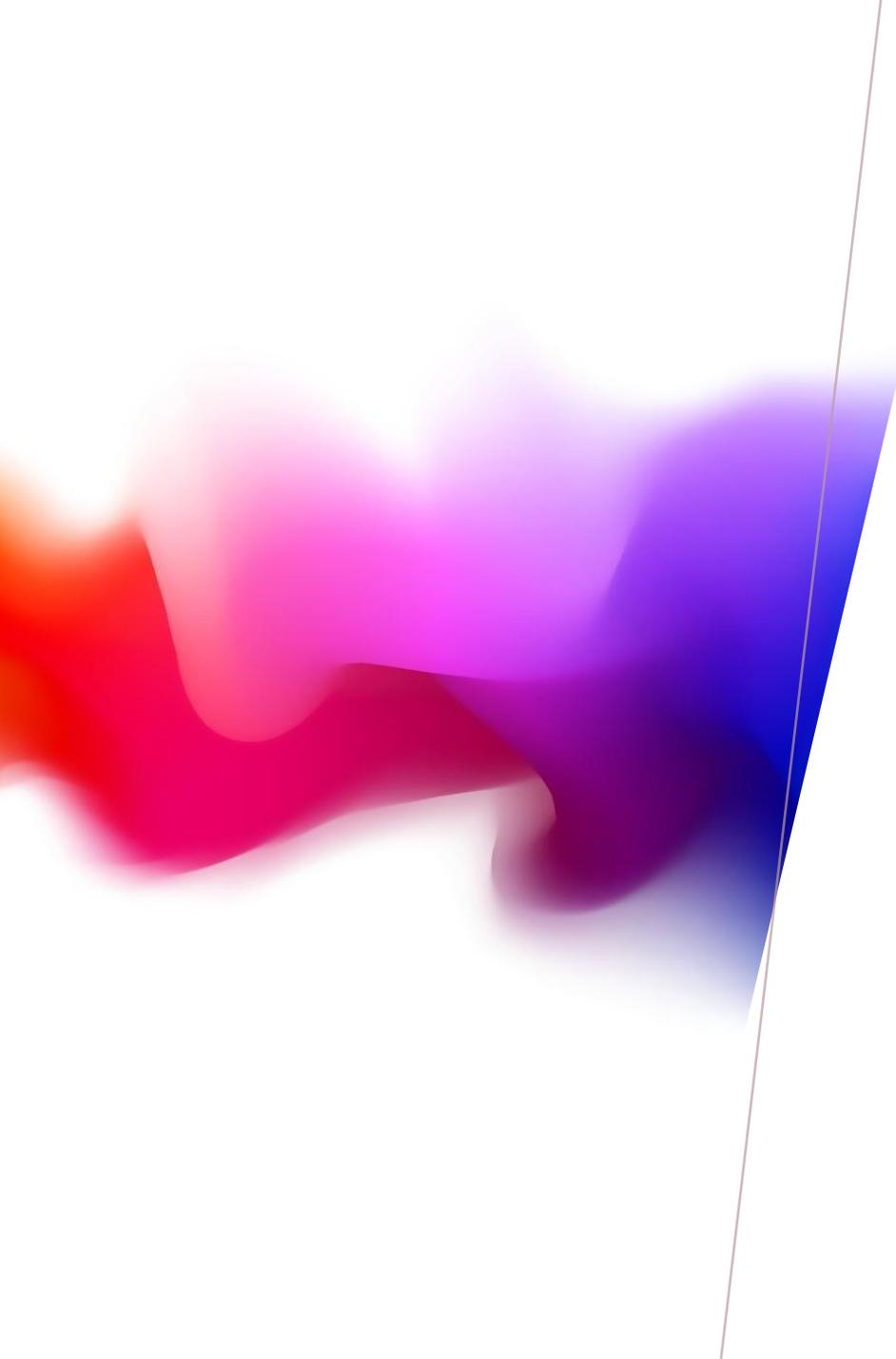


NEGOTIATING CONFLICT AT THE INTERSECTION: EXPLORING THE COMPLEXITIES OF LEADERSHIP AND PROBLEM SOLVING

Toni Alexander
Lesli Pace
Melissa Odegard

Southeast Missouri
State University





INTRODUCTIONS

- Meet your facilitators
 - Leadership Roles and Experiences
 - Discipline Area
 - Conflict Most Consistently Experienced
- Your Turn
 - Leadership Roles and Experiences
 - Discipline Area
 - Conflict Most Consistently Experienced

OUR PLAN FOR TODAY:

Brainstorm Leadership Influences
Explore Intersectional Identity
Evaluate Interpersonal Skills
Conflict Management Roles
Case Studies
Processing and Takeaways



What influences the way we chair our departments?

To participate, go to:

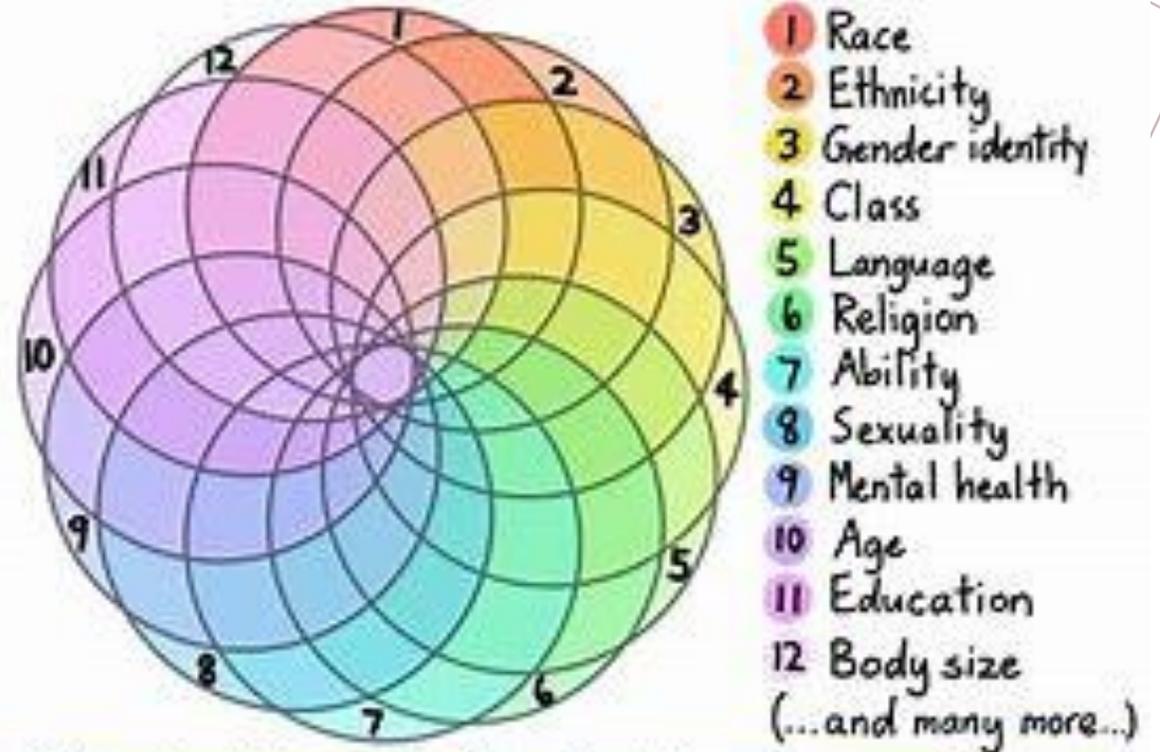
<https://pollev.com/leslipace897>

or scan the QR code below



UNDERSTANDING THE MULTIPLE ASPECTS OF OURSELVES

INTERSECTIONALITY



Intersectionality is a lens through which you can see where power comes and collides, where it locks and intersects. It is the acknowledgement that everyone has their own unique experiences of discrimination and privilege.

- Kimberlé Crenshaw -

INCREASED COMPLEXITY



Write down your answers
for the following:

Race

Gender

Class

Age

Socioeconomic Status

Geographic Location

Ability

Discipline and Education

UNDERSTANDING SIGNIFICANCE OF IDENTITY

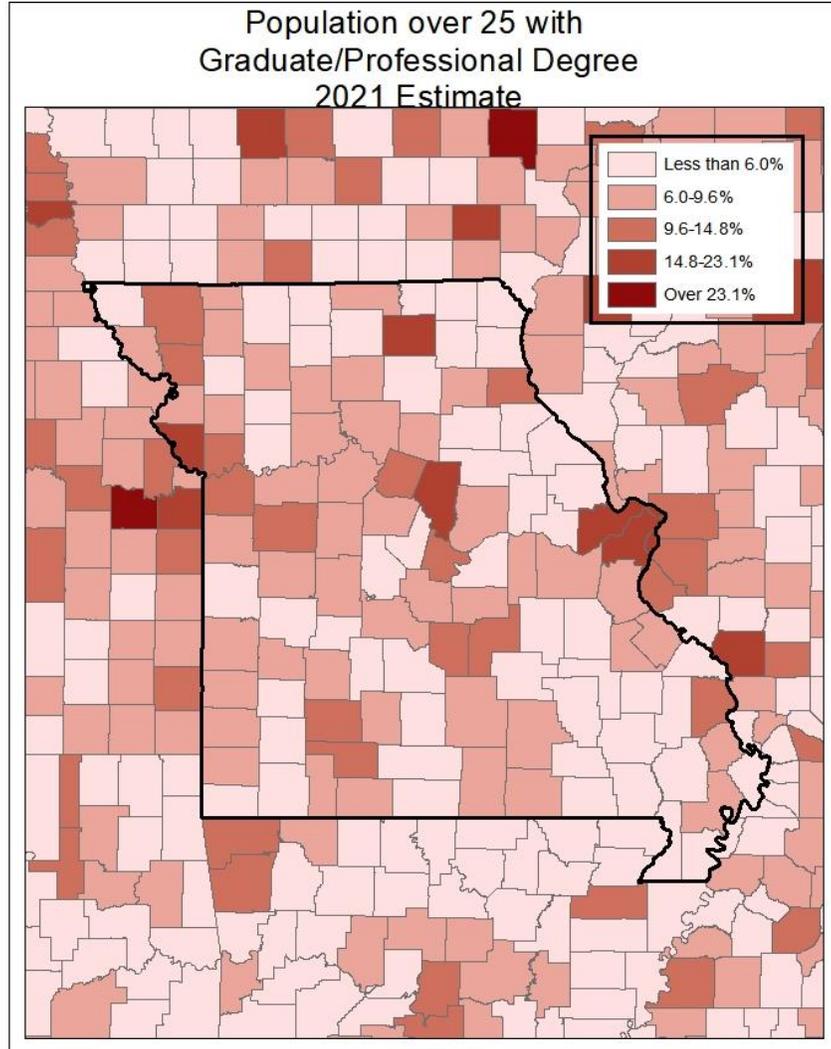
- How can understanding our own intersectionality influence our interactions?
- How can understanding these identity characteristics help us lead more effectively?
- How might we use our understanding of self to increase our understanding of others?



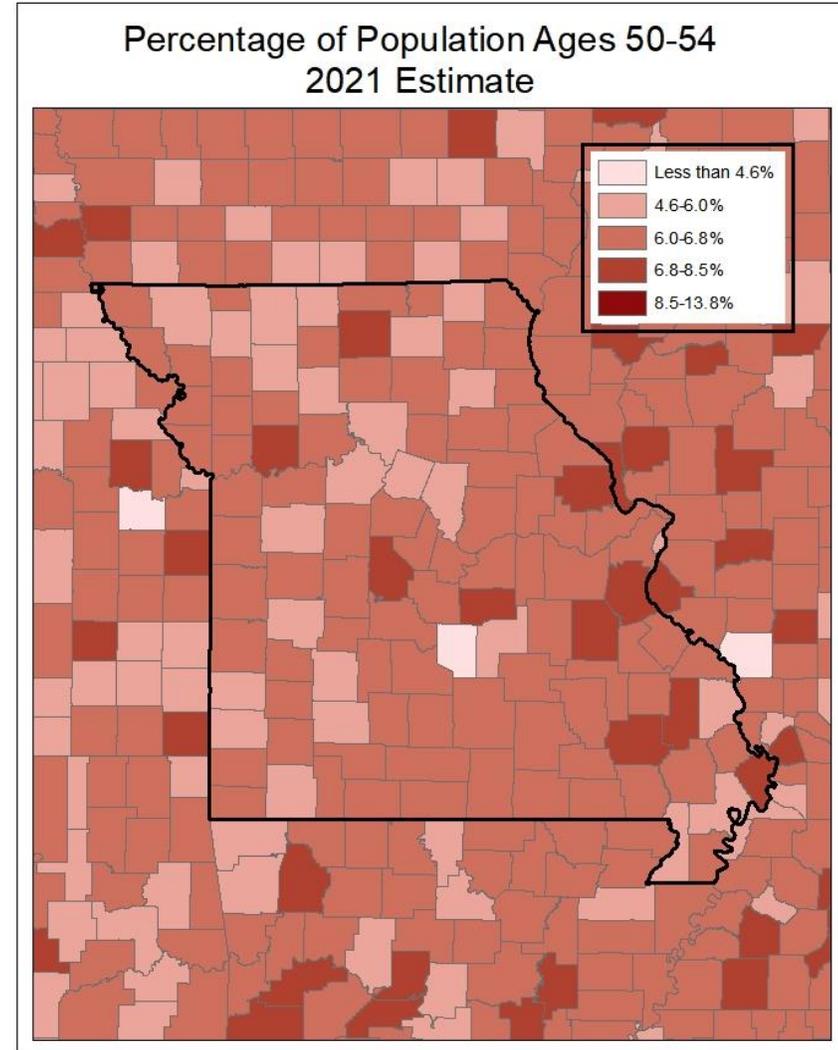
*CONSIDER
GEOGRAPHIC
LOCATION...*



GEOGRAPHIES OF RELATIONAL SELF-IDENTITY

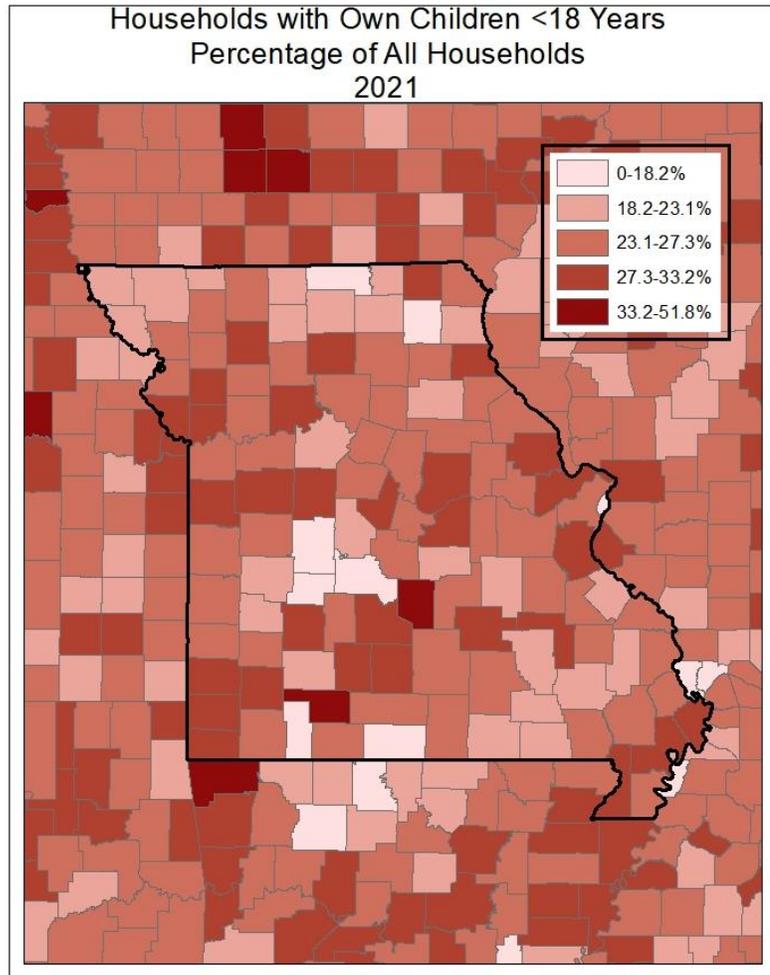


Data Source: US Census Bureau, American Community Survey 2021

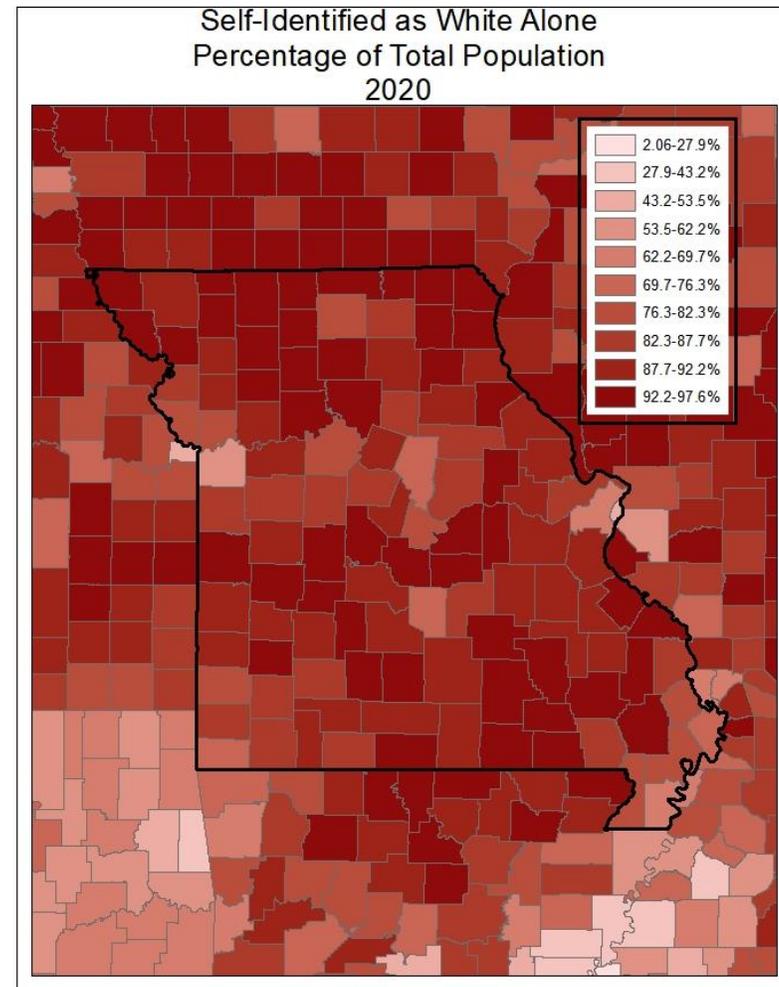


Data Source: US Census Bureau, American Community Survey 2021

GEOGRAPHIES OF RELATIONAL SELF-IDENTITY

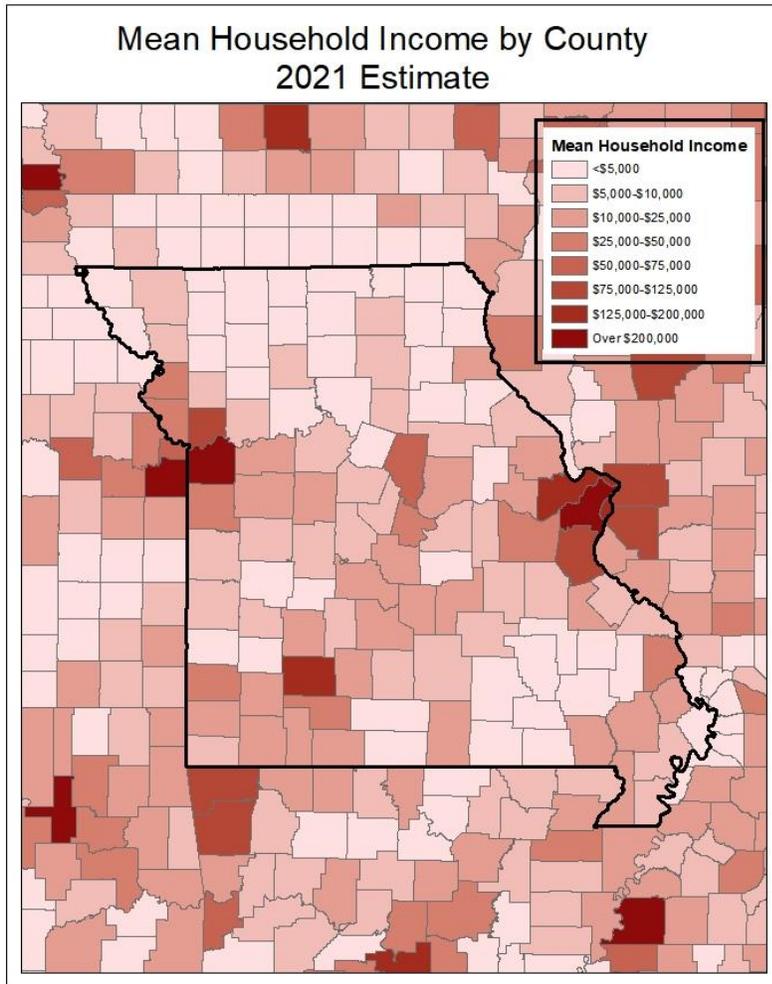


Data Source: US Census Bureau, American Community Survey, 2021

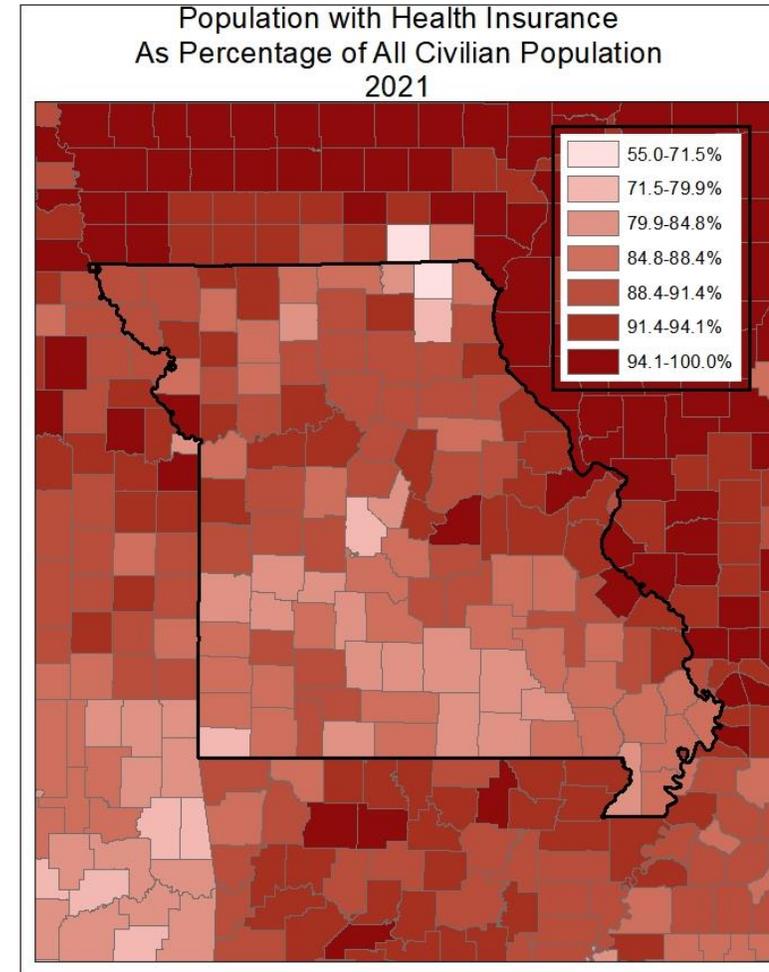


Data Source: US Census Bureau, Decennial Census 2020

GEOGRAPHIES OF RELATIONAL SELF-IDENTITY



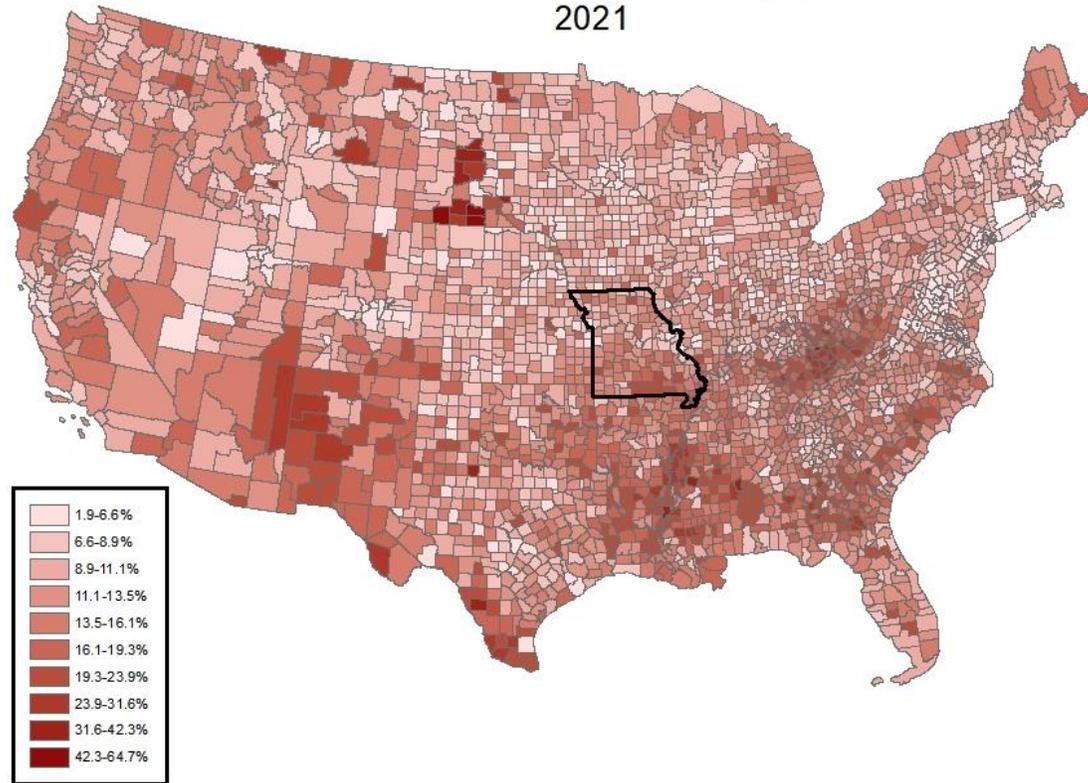
Data Source: US Census Bureau, American Community Survey 2021



Data Source: US Census Bureau, American Community Survey, 2021

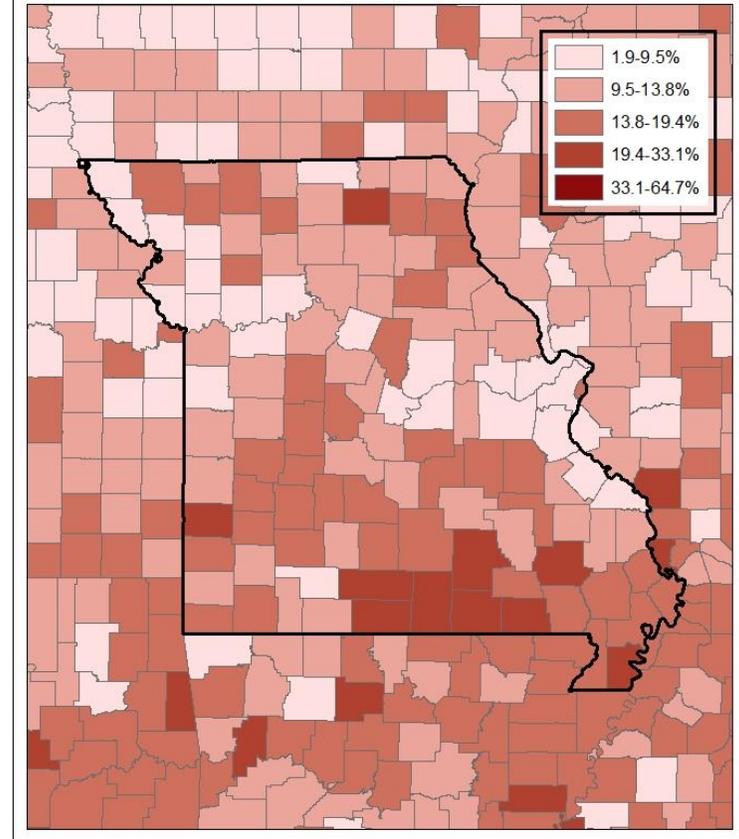
GEOGRAPHIES OF RELATIONAL SELF-IDENTITY

Poverty Status in the Past 12 Months
As Percent of Total Civilian Population
2021



Data Source: US Census Bureau, American Community Survey, 2021

Poverty Status in the Past 12 Months
As Percent of Total Civilian Population
2021



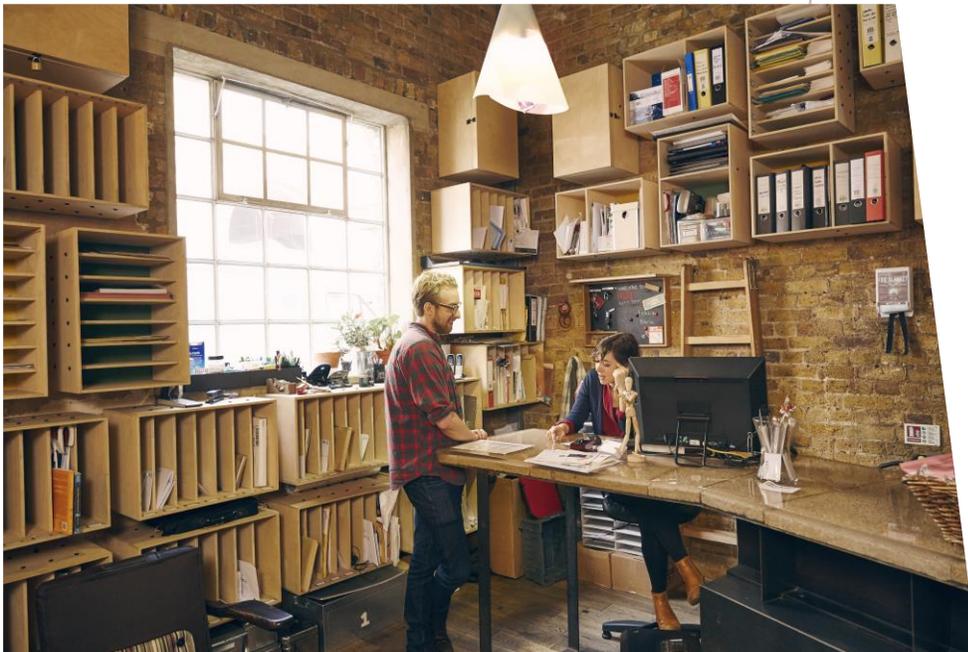
Data Source: US Census Bureau, American Community Survey, 2021

LET'S TALK ABOUT INTERPERSONAL COMMUNICATION...

- Listening
- Emotional Intelligence
- Verbal Communication
- Small Group Communication



INTERPERSONAL COMMUNICATION ASSESSMENT



WHAT DID WE LEARN?

- Were you surprised by any of your scores?
- Why do we need to be more mindful of our strengths and weaknesses in communication?
- Why these areas of communication in particular?
- How are they essential to our effectiveness as chairs/deans?





WHAT TYPES OF CONFLICTS DO YOU EXPERIENCE IN YOUR LEADERSHIP ROLE?

What strategies have you found to be effective?

TYPICAL RESPONSES TO CONFLICT

(THOMAS AND KILMANN)

- Avoidance: steering clear of and denying the existence of the conflict and disagreement.
- Accommodate: letting the other person decide totally what the resolve is to be.
- Compete: aggressively pursuing ways to win from my own perspective.
- Compromise: looking after both parties interests.
- Collaborate: assertively looking after my interests, but equally concerned with the interests of the other person.



STATEMENTS OF 30 PAIRED ITEMS YOU ARE MOST LIKELY TO USE

- Describing a person's behavior along two basic dimensions:
- **Assertiveness:** the extent to which the individual attempts to satisfy his or her own concerns, and
- **Cooperativeness:** the extent to which the individual attempts to satisfy the other person's concerns.



MODES OF MANAGING CONFLICT

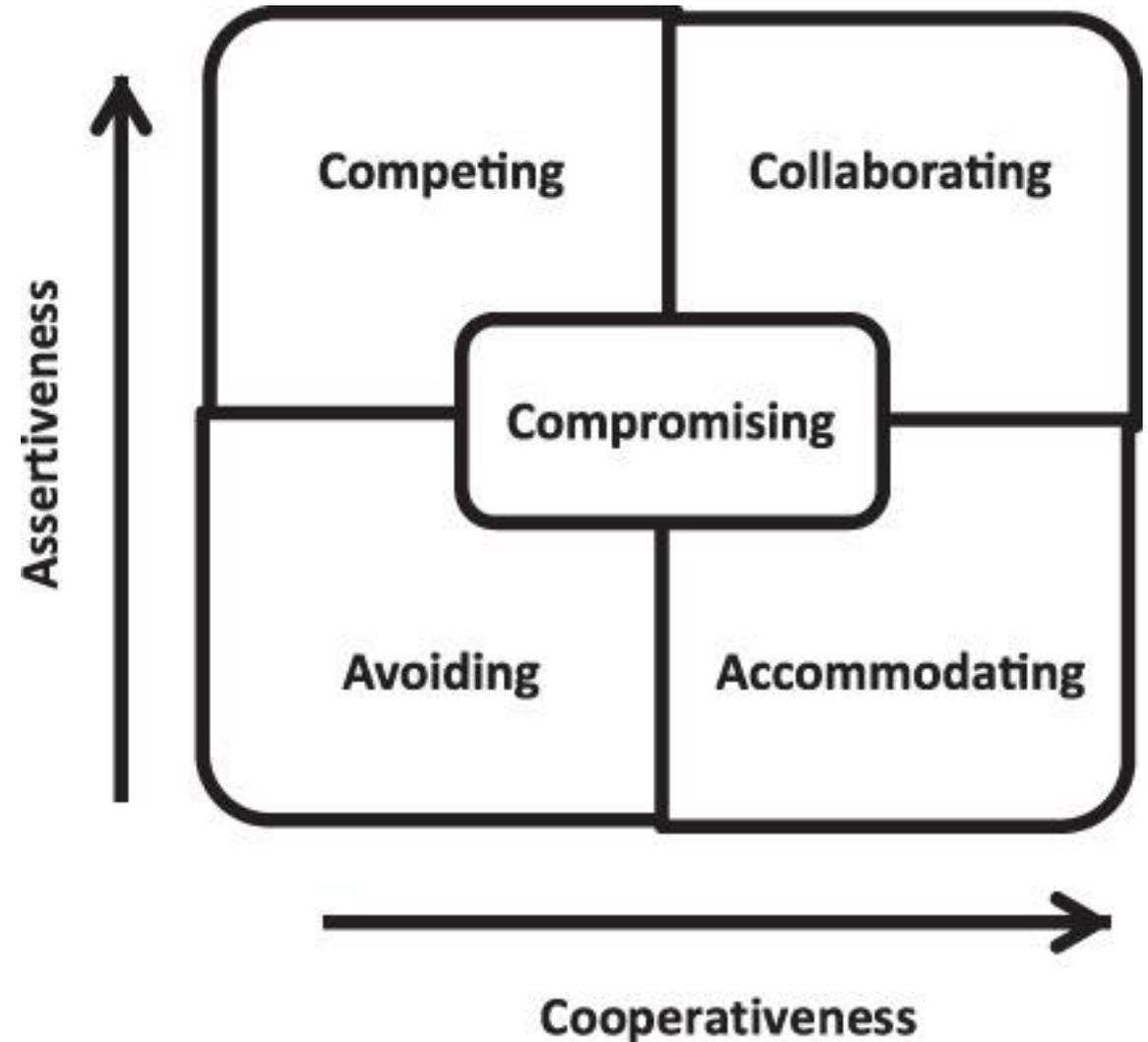
If you are interested in completing the assessment you can go here:

<https://kilmanndiagnostics.com/overview-thomas-kilman-conflict-mode-instrument-tki/>

*Thomas-Kilmann Conflict Mode Instrument (1972) and

[J Grad Med Educ. 2014 Jun; 6\(2\): 345–346.](#)

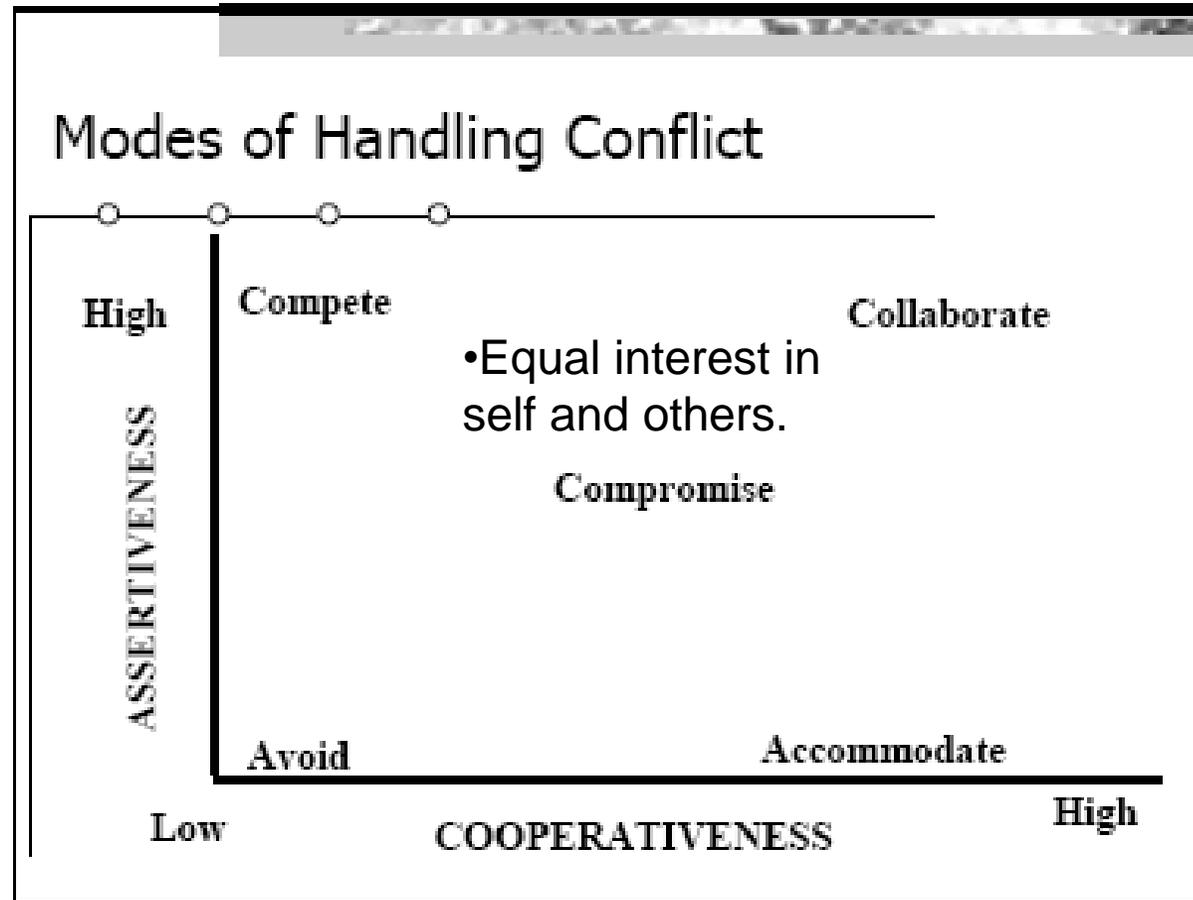
doi: [10.4300/JGME-D-14-00175.1](https://doi.org/10.4300/JGME-D-14-00175.1)



HOW DO YOU HANDLE CONFLICT?

•Concerned about my interests.

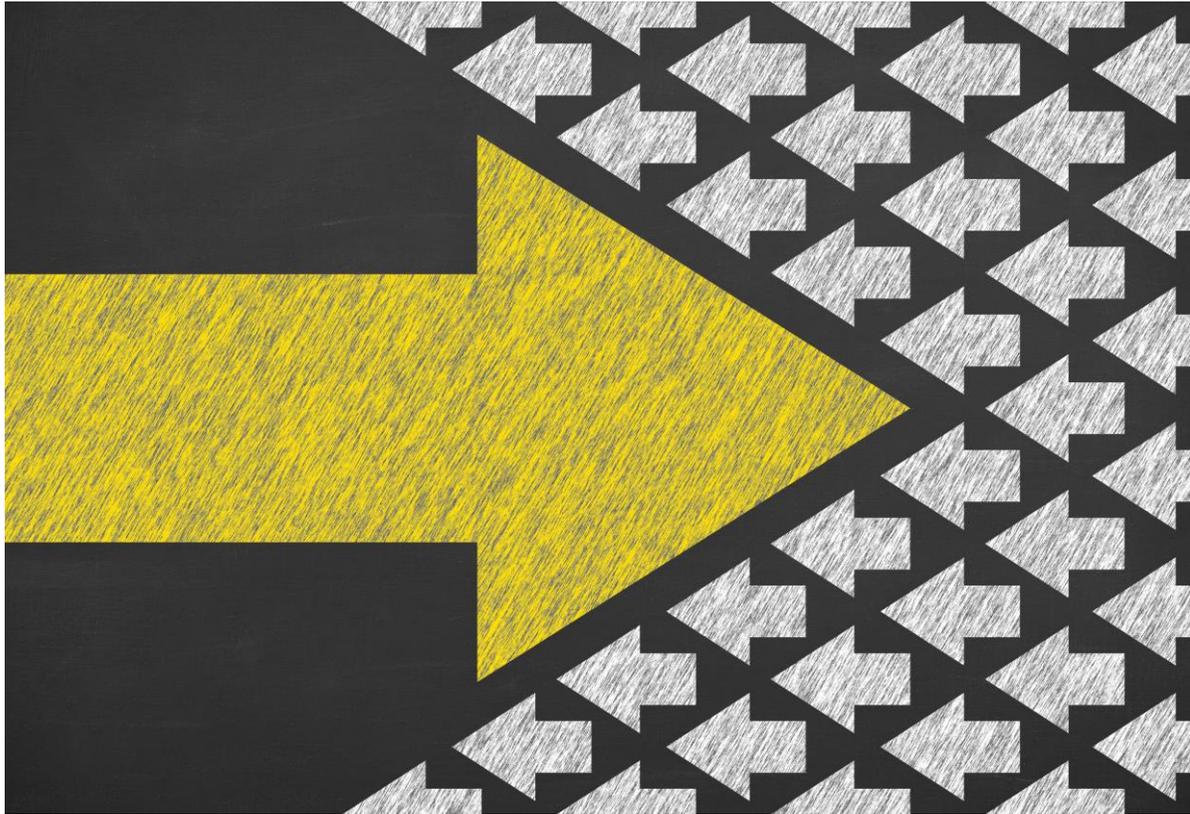
•Denying existence of a conflict.



•Assertively looking after my interests, equally concerned with others.

•Let others decide what is to be resolved.

*(Johnson & Johnson, 1994; Thomas-Kilmann Conflict Mode Instrument)



CASE

Two faculty in department working on a collaborative project:

1. A non-tenured faculty wanted the project to move faster.
2. The tenured faculty indicated they were working on the expected timeline.
3. The non-tenured faculty insisted on involving third parties because of the belief that the tenured faculty member wasn't "pulling their weight."

SKILLS TO ASSIST WITH ADDRESSING CONFLICT...

- Focus on active listening techniques
- Help the separate the problems from the person
- Encourage “I” statements
- Encourage feedback (formal & informal)
- Focus on positive outcomes
- Be intentional and have a purpose





DISCUSS A CASE WHERE THE FACULTY HAD A PROBLEM WITH YOU

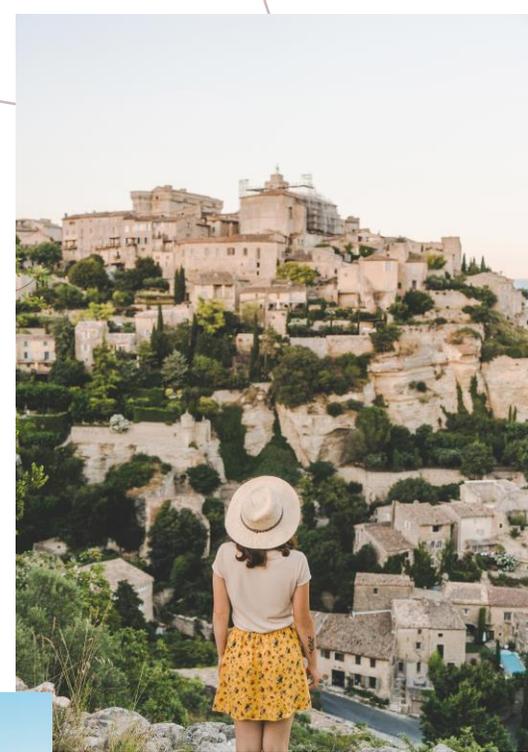
1. Describe the case.
2. Identify the identity characteristics.
3. How did you address the conflict (consider your conflict engagement mode)?
4. What went well/what didn't?
5. How would you manage it differently if given another opportunity?

KEY TAKE AWAYS

1. Understanding who we are at the intersection of our identity characteristics can help us be better leaders.

2. Interpersonal communication is essential to conflict management and effective leadership.

3. Case studies can help illustrate the complexity of situations we face and well as the diversity of ways we can respond.





LESLI: LKPACE@SEMO.EDU

MEL: MODEGARD@SEMO.EDU

TONI: TALEXANDER@SEMO.EDU