



**Biblical core concept in effective management**

*Galatians 6:7-8*

*“Be not deceived; God is not mocked: for whatsoever a man soweth, that shall he also reap. For he that soweth to his flesh shall of the flesh reap corruption; but he that soweth to the Spirit shall of the Spirit reap life everlasting.”*

## Principles of Effective Management

- Effective workplace communication
- High-maintenance relationships
- Comparing behaviors
- Necessary virtues
- Speaker-listener technique
- Conflict styles
- Determining importance
- Events and issues
- Understanding triangles
- Dealing with conflict

## Effective Workplace Communication And Conflict Resolution

## 7 Keys to Effective Workplace Communication and Conflict Resolution

**Key #1:** Focusing on the Goal:  
Ensuring conflict generates light and not just heat.

**Key #2:** Understand the types of “High-Maintenance” relationships.

**Key #3:** Knowing “who” is responsible for “what” when there is conflict.

## 7 Keys cont.

**Key #4:** Understanding levels of communication-  
Facts vs. Feelings.

**Key #5:** Understanding filters and barriers to effective communication.

**Key #6:** Being an assertive communicator.

**Key #7:** Empathy, humility, and self-examination.

## High Maintenance Relationships

### Types of High-Maintenance Relationships

- The Critic:** Constantly complains and gives unwanted advice.
- The Martyr:** Forever the victim and wracked with self-pity.
- The Wet Blanket:** Pessimistic and automatically negative.
- The Steamroller:** Blindly insensitive to others.
- The Gossip:** Spread rumors and leaks secrets.

### High-Maintenance Relationships cont.

- The Control Freak:** Unable to let go and let be.
- The Backstabber:** Irrepressibly two faced.
- The Cold Shoulder:** Disengages and avoids contact.
- The Green-Eyed Monster:** Seethes with envy.
- The Volcano:** Builds steam and is ready to erupt.
- The Sponge:** Constantly in need but gives nothing back.

### High-Maintenance Relationships cont.

- The Competitor:** Keeps track of tit for tat.
- The Workhorse:** Always pushes and is never satisfied.
- The Flirt:** Imparts innuendoes, which may border on harassment.
- The Chameleon:** Eager to please and avoids conflict.

How difficult is this?  
Whose responsibility is it?

*Romans 12:18*

*"If it be possible, as much as lieth in you, live peaceably with all men."*

## A Comparison Of Behaviors

### **Passive:** Intent-To Please

- Ignores/does not express own rights, needs, desires.
- Permits others to infringe on rights.
- Emotionally dishonest, indirect, inhibited.
- Allows others to choose for him/her.

How you feel: Hurt, anxious, disappointed in self at the time and possibly angry later.

Outcome: Does not achieve desired goal(s).

Payoff: Avoids unpleasant and risky situations, avoids conflict, tension, confrontation. Does not get needs met. Accumulates anger. Feels non-valued.

### **Passive Aggressive:** Intent-"I'll get you!"

- Expects others to know their needs, desires, and feelings.
- Permits others to infringe on their rights then becomes angry and wants to get back.
- Emotionally confusing, avoids, distracts when on the spot, gets back later, uses sarcasm or gallows humor.

How you feel: Self-righteous, vindictive, "got ya", and need to justify behavior.

Outcome: Achieves desired goal(s), but leaves others hurt or uneasy.

Payoff: Feels vindicated, smug, or smarter than others. Feels others are fools.

### **Aggressive:** Intent- To dominate or humiliate

- Expresses own rights at expense of others.
- Inappropriate outbursts or hostile overreaction, intent to humiliate, to "get even," to put down the other.
- Emotionally honest, direct, expressive at other's expense.
- Chooses for others.

How you feel: Angry, then righteous, superior, depreciatory at the time, possibly guilty later.

Outcome: Achieves desired goal(s) by hurting others.

Payoff: Saving up anger, resentment, justifies blow-up, an emotional outburst, "to get even, get back at."

### **Assertive:** Intent-To communicate

- Expresses and asserts own rights, needs, and desires.
- Stands up for legitimate rights in a way that rights of others are not violated.
- Emotionally honest, direct, expressive.
- Chooses for self.

How you feel: Confident, self-respecting, feels good and self at the time and later.

Outcome: May achieve desired goal(s).

Payoff: Feels good, valued by self and others. Feels better about self; improves self-confidence; needs are met; relationships are freer more honest.

Did you ever do something in haste and then realize how silly you looked?

**Proverbs 14:29**

*"He that is slow to wrath is of great understanding: but he that is hasty of spirit exalteth [exposes and exalts his] folly."*

## **Necessary Virtues Of Effective Managers**

## Effective Leadership Includes:

- Dignity & Respect
- Humility
- Honesty
- The Golden Rule
- Patience
- Active Listening

## Dignity & Respect

**Dignity:** the quality or condition of being esteemed, honored, or worthy.

**Respect:** To feel or show deferential regard for a person.

- People are not objects or opportunities but unique individuals created by God.
- Conflict, disagreement, and even dislike are not excuses for treating others without dignity and respect.
- Everyone is entitled to being treated with dignity and respect, and there are no exceptions.

## Humility

**Humility is:** modest, politely submissive, and reverential.

**Humility is not:** arrogant, contemptuous, or rude.

- Humility does not vaunt or elevate self.
- Humility does not destroy self-worth but is an honest assessment of self in the sight of God.
- Being humble and being humiliated are not the same.
- Being overly self-abasing is not a demonstration of humility.

## Honesty

**Honesty:** a moral character including truthfulness, integrity, and straightforwardness.

- Honesty is not two-faced or hypocritical.
- Honesty refrains from gossip.
- Honesty should be a constant not a variable attribute.
- Honesty violated diminishes trust.
- Honesty indicates faithfulness and loyalty.

## The Golden Rule

**Luke 6:31** *“And as ye would that men should do to you, do ye also to them likewise.”*

- Requires knowledge of your own likes.

Platinum Rule: “Treat others as they would like to be treated.”

- Requires some knowledge of others' likes.

Both rules indicate the necessity of putting the desires, thoughts, opinions, and needs of others ahead of your own.

## Patience

**Patience:** the state of endurance under difficult circumstances. Perseverance in the face of delay or provocation without acting on annoyance or anger in a negative way. Exhibiting forbearance under strain especially in long-term difficulties and circumstances.

- Patience does not make hasty decisions.
- Patience never acts out of retaliation or spite.
- Patience has no room for pride.

## Active Listening

- Active Listening indicates action not passivity.
- Active Listening is more than just hearing.
- Active Listening involves: understanding, interpreting, evaluating, repeating, paraphrasing, and reflecting.
- Active Listening requires full attention.
- Active Listening includes using the eyes, not only the ears.
  - Body Language
  - Facial Expressions
  - Eye Contact

## Biblical communication model

*James 1:19-20*

*“Wherefore, my beloved brethren, let every man be swift to hear, slow to speak, slow to wrath: For the wrath of man worketh not the righteousness of God.”*

## Speaker-Listener Technique

### Speaker-Listener

#### Rules for the Speaker

- Speak for yourself, don't mind read!
- Keep statements brief. Don't go on and on.
- Stop to let the listener paraphrase.

#### Rules for the Listener

- Paraphrase what you hear.
- Focus on the speaker's message. Don't rebut.

#### Rules for Both

- The speaker has the floor.
- Speaker keeps the floor while the listener paraphrases.
- Share the floor.

## Hearing What's Not Being Said

Look for. . .

- **Body Language**  
Observe facial expressions, how the speaker uses his or her hands, posture and movements.
- **Eye Contact**  
Looking around while speaking may indicate that the speaker wishes to end the conversation with you.
- **Tone of Voice**  
Does it match the words?
- **Be Completely Present**  
Be free from prejudgments or extraneous thoughts.

## Consequences of not actively listening

*Proverbs 18:13*

*“He that answereth a matter before he heareth it, it is folly and shame unto him.”*

## Ineffective Communication



## Consequences of not paying attention!



## Conflict Styles

Using the  
Thomas-Kilman  
Conflict Mode Instrument

## Five Conflict Styles

1. Avoiding – The Passive Turtle
2. Accommodating – The Lovable Teddy Bear
3. Collaborating – The Wise Owl
4. Compromising – The Wily Fox
5. Competing – The Aggressive Shark

## Avoiding

- *Mascot* – The Passive Turtle.
- *Motto* – “I will stay out of it.”
- *Intent* – To stay out of the conflict and avoid the feelings of tension that conflict brings.
- *Actions* – Unassertive and passive.
- *Results* – “You lose; I lose.”

## Accommodating

- *Mascot* – The Lovable Teddy Bear.
- *Motto* – “I will give in.”
- *Intent* – To preserve relationships.
- *Actions* – Tries to embrace everyone involved in the conflict.
- *Results* – “You win; I lose.”

## Collaborating

- *Mascot* – The Wise Owl.
- *Motto* – “Let’s work together for everyone’s good.”
- *Intent* – To achieve a “win” solution for everyone.
- *Actions* – Assertive but flexible.
- *Results* – “You win; I win.”

## Compromising

- *Mascot* – The Wily Fox.
- *Motto* – “I will meet you half way.”
- *Intent* – To give each party some of the winnings as well as some of the loses.
- *Actions* – Negotiation, bargaining, and trading.
- *Results* – “We both win some and lose some.”

## Competing

- *Mascot* – The Aggressive Shark.
- *Motto* – “I will get my way.”
- *Intent* – To win.
- *Actions* – To be assertive, and if necessary, domineering.
- *Results* – “I win; you lose.”

### Key component in conflict resolution

#### *Proverbs 16:32*

*“He that is slow to anger is better than the mighty; and he that ruleth his spirit than he that taketh a city.”*

## Determining Importance

How Important is this Battle?

## Identifying Preferences, House Rules, Norms and Absolutes

- **Preferences:** Preferences are personal choices that everyone has the right to make. Examples include: your favorite color, food, or way to relax. You cannot really say someone’s preference is wrong. You may disagree, but neither of you is wrong.
- **House Rules:** House rules are determined by an organization like a family. What is a rule in one family may not be rule for another family. However, the members of each family must abide by the rules of the house where they live. Example: Curfew in house “A” is 10:00 p.m. Curfew in house “B” is 10:30. These rules are different but neither house is wrong. Children in house “A” must be in by 10:00 p.m. regardless of the curfew in house “B.”

## Identifying Preferences, House Rules, Norms and Absolutes cont.

- **Organizational Norms:** Organizational norms are created by organizations and groups such as churches, businesses and professional associations. The organization creating a house rule may determine standards pertaining to conduct, dress, and participation or nonparticipation in activities. The organization creating a norm may also set standards for when and where these house rules are in effect.
- **Absolutes:** Absolutes are defined in Scripture and are true for all people, at all times, and at all places. For example, "Thou shalt not commit adultery." is an absolute. We know it is not a preference, house rule, or organizational norm because absolutes are not personal opinions or acceptable in some families or groups and not in others.

## Events And Issues

What are we really talking about?

The diagram consists of a blue rectangular box at the top labeled "Event or Topic". Below it is a grey rectangular box labeled "Hidden Issues". A thick black double-headed arrow connects the two boxes, indicating a bidirectional relationship between the visible event and the underlying issues.

**Event or Topic**

**Hidden Issues**

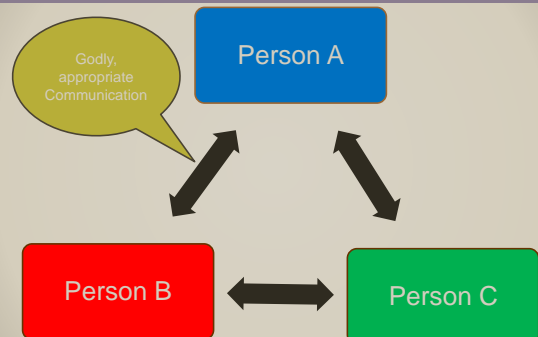
## Separating Events from Issues

- There are two layers to most conversations:
  - **Events** – the topic at hand.
  - **Issues** – the “under-the-surface” feelings, meanings, and goals.
- Always seek to communicate on the same issue.
- Many conflicts are never solved because the people talking are actually arguing about different hidden issues.
- It is a loving act (though often a challenge) to work at understanding why another person is reacting to an issue the way he or she is.

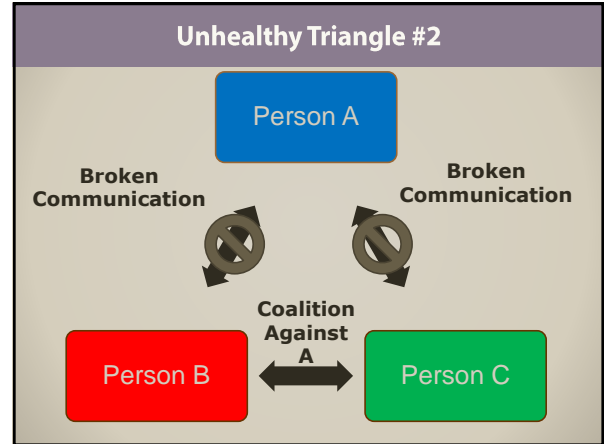
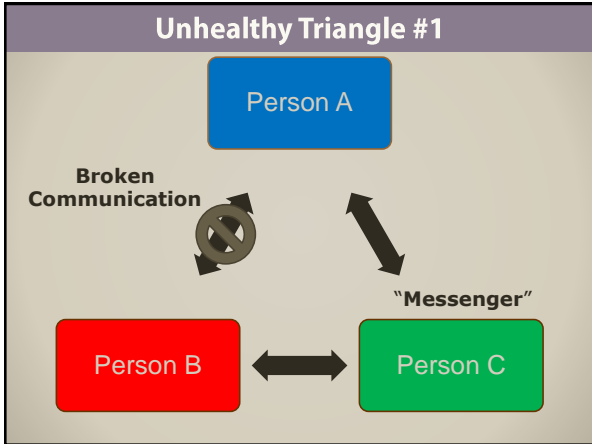
## Understanding Triangles

Common Communication Traps

## Healthy Communication Loop







## Dealing With Conflict

Scriptural Direction  
&  
Biblical Principles

### It Happens: Even In the Best Relationships

- Occasional conflict in relationships is both normal and inevitable.
- However, how you handle conflict (submitting yourselves to the flesh or the spirit) determines whether it harms your relationship or helps you to grow.
- **John 16:33** *"These things I have spoken unto you, that in me ye might have peace. In the world ye shall have tribulation: but be of good cheer; I have overcome the world."*

### Watch What You Say

- Avoid speaking quickly and angrily. Criticism, sarcasm, and put-downs are hurtful to your relationships.
- **Proverbs 29:11** *"A fool uttereth all his mind: but a wise man keepeth it in till afterwards."*
- **Ephesians 4:29** *"Let no corrupt communication proceed out of your mouth, but that which is good to use of edifying, that it may minister grace unto the hearers."*
- **Proverbs 15:1** *"A soft answer turneth away wrath: but grievous words stir up anger."*

### Honesty, Truthfulness, & Love

- Working through conflict successfully takes honest and truthful communication done in a loving manner.
- **Ephesians 4:15** *"But speaking the truth in love, may grow up into him in all things, which is the head, even Christ."*

## Deal With Anger Appropriately

- Deal with anger and hurt proactively. Don't deny it, "stuff" it, or let it turn to bitterness.
- **Ephesians 4:26-27** *"Be ye angry, and sin not: let not the sun go down upon your wrath: neither give place to the devil."*
- **Hebrews 12:15** *"Looking diligently lest any man fail of the grace of God; lest any root of bitterness springing up trouble you, and thereby many be defiled."*

## Forgiveness is Essential

- The ongoing practice of seeking forgiveness and being forgiving is essential to a healthy, Christ-centered relationship.
- **Ephesians 4:32** *"And be ye kind one to another, tenderhearted, forgiving one another, even as God for Christ's sake hath forgiven you."*
- **1 Peter 3:8-9** *"Finally, be ye all of one mind, having compassion one of another, love as brethren, be pitiful, be courteous: Not rendering evil for evil, or railing for railing: but contrariwise blessing; knowing that ye are thereunto called, that ye should inherit a blessing."*

## Acceptance & Forbearance

- Accept you will not agree on everything. Forbearance is an act of love.
- **Colossians 3:12-14** *"Put on therefore, as the elect of God, holy and beloved, bowels of mercies, kindness, humbleness of mind, meekness, longsuffering; Forbearing one another, and forgiving one another, if any man have a quarrel against any: even as Christ forgave you, so also do ye. And above all these things put on charity, which is the bond of perfectness."*

## No Magic Formula to Resolving Conflict

- No right answer exists for every situation.
- Match your response to the needs of the situation and the other person.
- Sometimes remaining silent or saying few words is best while other situations will require loving confrontation.

## Steps of Good Problem Solving

- When you have an issue that isn't solved through communication alone, go through the steps below.
- For minor issues, you can move through the steps fairly quickly.
- For emotionally charged, difficult issues you should move through the steps slowly and deliberately.
  1. Find an appropriate time and setting to discuss the issue. (*Ecc. 3:1*)
  2. Decide what issue is going to be discussed. Don't switch topics mid-conversation.

## Steps of Good Problem Solving cont.

3. Define the problem clearly - from both points of view.
4. State what you can agree on.
5. Brainstorm together for possible solutions.
6. With an attitude of mutual submission, summarize, compromise, and agree upon a plan of action to try.
7. Pray to God for help to take the necessary steps and to make progress.

## Avoiding “Silence or Violence”

### Silence

- As defined here: withholding information from the pool of shared meaning.

1. **Masking** – sugarcoating or not saying what you really need to.
2. **Avoiding** – staying away from topics, issues, people.
3. **Withdrawing** – pulling out of communication.

### Violence

- As defined here: any action that tries to force others to take your view.

1. **Controlling** – coercing others to take our perspective.
2. **Labeling** – using labels to dismiss people.
3. **Attacking** – Belittling, put downs, etc.

From *Crucial Conversations* by Patterson, Grenny, McMillan, & Switzler. 2002

### Biblical summary

#### *Colossians* 3:12-14

*“Put on therefore, as the elect of God, holy and beloved, bowels of mercies, kindness, humbleness of mind, meekness, longsuffering; Forbearing one another, and forgiving one another, if any man have a quarrel against any: even as Christ forgave you, so also do ye. And above all these things put on charity, which is the bond of perfectness.”*

